Talent pressures and the aging workforce: Responsive action steps for the construction sector

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Talent Pressures and the Aging Workforce:

Responsive Action Steps for the Construction Sector

Stephen Sweet, PhD and Marcie Pitt-Catsouphes, PhD with Elyssa Besen, Shoghik Hovhannisyan, MA, and Farooq Pasha, MA

Industry Sector Report 5.1–July 2010

The Sloan Center on Aging & Work at Boston College promotes quality of employment as an imperative for the 21st century multi-generational workforce. The Center integrates evidence from research with insights from workplace experiences to inform innovative organizational decision-making. Collaborating with business leaders and scholars in a multidisciplinary dialogue, the Center develops the next generation of knowledge and talent management.

The Sloan Center on Aging & Work is grateful for the continued support of the Alfred P. Sloan Foundation.

The Industry and Aging Workforce Series

The Sloan Center on Aging & Work initiated the Talent Pressures and Aging Workforce Industry Report Series to help employers (and others interested in the aging of the workforce) understand the unique and emerging talent pressures within the leading sectors of the U.S. economy: Accommodation and Food Services; Administration and Support, Waste Management and Remediation Services; Construction; Finance and Insurance; Health Care and Social Assistance; Manufacturing; Professional, Scientific and Technical Services; Retail Trade; Transportation and Warehousing; and Wholesale Trade. The reports are designed to offer succinct accounts of five overarching concerns:

- 1. What are the contours of employment in the industry and how do they compare to employment in other sectors?
- 2. How might employee preferences inform strategies of retaining key talent in the industry?
- 3. How does the age and gender composition of the workforce map onto talent loss risks for employers?
- 4. What methods do employers in the industry rely on to understand talent loss risks?
- 5. What steps can employers use to attract and engage talent?

The report provides comparisons across time (1998-2008) and between economic sectors. Aging and workforce diversity is also considered.

Our analysis relies on three sources of data:

- Information about the U.S. workforce as reported by the United States Bureau of Labor Statistics,
- Information about workers' experiences as reported in the General Social Survey, and
- Information about U.S. organizations gathered by the Sloan Center on Aging & Work's 2009 Talent Management Study.

We anticipate that this information can help employers:

- Reflect on the adequacy of workplace practices,
- Identify ways to become more age responsive, and
- Consider strategies that might better align workplace practices with escalating pressures and opportunities that a diverse and aging workforce may pose for their enterprises.

Each report in this series concludes by considering steps that employers can take to become more responsive to the needs of a diverse and aging workforce.

Table of Contents

Overview of Employment & Compensation in the Construction Sector5Employment and Compensation6Worker Compensation8Worker Composition8Essential Occupations10Summary16Perceptions & Experiences of Employees in the Construction Sector17Work Incentives & Organizational Commitment18Work-Family Conflict21Flexible Work Options & Inclusion in Decision-Making24Summary26Organizational Responses in the Construction Sector to a27Diverse, Multi-Generational Workforce27Age Pressure, Talent Needs & Talent Loss Risks29Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons47Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Assessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Executive Summary	3
Employment and Compensation6Worker Composition8Worker Composition8Essential Occupations10Summary16Perceptions & Experiences of Employees in the Construction Sector17Work Incentives & Organizational Commitment18Work-Family Conflict21Flexible Work Options & Inclusion in Decision-Making24Summary26Organizational Responses in the Construction Sector to aDiverse, Multi-Generational Workforce27Age Pressure, Talent Needs & Talent Loss Risks29Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons47Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.4: Risk Assessment of Talent Loss in the Construction Sector52Appendix 3.5: Talent Management Action Steps in the Construction Sector53Appendix 3.6: Entire Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Overview of Employment & Compensation in the Construction Sector	5
Worker Compensation8Worker Composition8Essential Occupations10Summary16Perceptions & Experiences of Employees in the Construction Sector17Work Incentives & Organizational Commitment18Work-Family Conflict21Flexible Work Options & Inclusion in Decision-Making24Summary26Organizational Responses in the Construction Sector to aDiverse, Multi-Generational Workforce27Age Pressure, Talent Needs & Talent Loss Risks29Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons47Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector52Appendix 3.5: Talent Management Action Steps in the Construction Sector53Appendix 3.6: Entire Talent Management Action Steps in the Construction Sector52Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Employment and Compensation	6
Worker Composition8Essential Occupations10Summary16Perceptions & Experiences of Employees in the Construction Sector17Work Incentives & Organizational Commitment18Work-Family Conflict21Flexible Work Options & Inclusion in Decision-Making24Summary26Organizational Responses in the Construction Sector to aDiverse, Multi-Generational Workforce27Age Pressure, Talent Needs & Talent Loss Risks29Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.4: Risk Assessment of Talent Loss in the Construction Sector53Appendix 3.4: Risk Assessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Study Sample, by Sector56	Worker Compensation	8
Essential Occupations10Summary16Perceptions & Experiences of Employees in the Construction Sector17Work Incentives & Organizational Commitment18Work-Family Conflict21Flexible Work Options & Inclusion in Decision-Making24Summary26Organizational Responses in the Construction Sector to aDiverse, Multi-Generational Workforce27Age Pressure, Talent Needs & Talent Loss Risks29Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 3.1: The Talent Management Study49Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.4: Risk Assessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Worker Composition	8
Summary16Perceptions & Experiences of Employees in the Construction Sector17Work Incentives & Organizational Commitment18Work-Family Conflict21Flexible Work Options & Inclusion in Decision-Making24Summary26Organizational Responses in the Construction Sector to aDiverse, Multi-Generational Workforce27Age Pressure, Talent Needs & Talent Loss Risks29Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 3.1: The Talent Management Study49Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.4: Risk Assessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Essential Occupations	10
Perceptions & Experiences of Employees in the Construction Sector 17 Work Incentives & Organizational Commitment 18 Work-Family Conflict 21 Flexible Work Options & Inclusion in Decision-Making 24 Summary 26 Organizational Responses in the Construction Sector to a 0 Diverse, Multi-Generational Workforce 27 Age Pressure, Talent Needs & Talent Loss Risks 29 Assessment 31 Recruitment & Career Development 33 Flexible Workplace Practices 35 Summary 38 Conclusion—Transferring Knowledge to Action in the Construction Sector 39 Appendix 1.1: Age/Economic Pressure Map 40 Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons 47 Appendix 3.1: The Talent Management Study 49 Appendix 3.2: Age Demographics 51 Appendix 3.3: Talent Loss Risks 52 Appendix 3.5: Talent Management Action Steps in the Construction Sector 53 Appendix 3.5: Talent Management Action Steps in the Construction Sector 54 Appendix 3.5: Talent Management Action Steps in the Construction Sector 54	Summary	16
Work Incentives & Organizational Commitment18Work-Family Conflict21Flexible Work Options & Inclusion in Decision-Making24Summary26Organizational Responses in the Construction Sector to a27Diverse, Multi-Generational Workforce27Age Pressure, Talent Needs & Talent Loss Risks29Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.5: Talent Management Action Steps in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector53Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Perceptions & Experiences of Employees in the Construction Sector	17
Work-Family Conflict21Flexible Work Options & Inclusion in Decision-Making24Summary26Organizational Responses in the Construction Sector to a27Diverse, Multi-Generational Workforce27Age Pressure, Talent Needs & Talent Loss Risks29Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.5: Talent Management Action Steps in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector53Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Work Incentives & Organizational Commitment	18
Flexible Work Options & Inclusion in Decision-Making24Summary26Organizational Responses in the Construction Sector to aDiverse, Multi-Generational Workforce27Age Pressure, Talent Needs & Talent Loss Risks29Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector53Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Work-Family Conflict	21
Summary26Organizational Responses in the Construction Sector to aDiverse, Multi-Generational Workforce27Age Pressure, Talent Needs & Talent Loss Risks29Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Assessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector53Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Flexible Work Options & Inclusion in Decision-Making	24
Organizational Responses in the Construction Sector to aDiverse, Multi-Generational Workforce27Age Pressure, Talent Needs & Talent Loss Risks29Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons47Appendix 3.1: The Talent Management Study49Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector53Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Summary	26
Diverse, Multi-Generational Workforce27Age Pressure, Talent Needs & Talent Loss Risks29Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons47Appendix 3.1: The Talent Management Study49Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Assessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector53Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Organizational Responses in the Construction Sector to a	
Age Pressure, Talent Needs & Talent Loss Risks29Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons47Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector53Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Diverse, Multi-Generational Workforce	27
Assessment31Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 2.1: General Social Survey (GSS)45Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Study Sample, by Sector56	Age Pressure, Talent Needs & Talent Loss Risks	29
Recruitment & Career Development33Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons47Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Assessment	31
Flexible Workplace Practices35Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons47Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Recruitment & Career Development	33
Summary38Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons47Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Flexible Workplace Practices	35
Conclusion—Transferring Knowledge to Action in the Construction Sector39Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons47Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Summary	38
Appendix 1.1: Age/Economic Pressure Map40Appendix 2.1: General Social Survey (GSS)45Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons47Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Conclusion—Transferring Knowledge to Action in the Construction Sector	39
Appendix 2.1: General Social Survey (GSS)45Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons47Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Appendix 1.1: Age/Economic Pressure Map	40
Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons47Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Appendix 2.1: General Social Survey (GSS)	45
Appendix 3.1: The Talent Management Study49Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Appendix 2.2: Sample Size, Distributions and GSS Item Comparisons	47
Appendix 3.2: Age Demographics51Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Appendix 3.1: The Talent Management Study	49
Appendix 3.3: Talent Loss Risks52Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Appendix 3.2: Age Demographics	51
Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector53Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Appendix 3.3: Talent Loss Risks	52
Appendix 3.5: Talent Management Action Steps in the Construction Sector54Appendix 3.6: Entire Talent Management Study Sample, by Sector56	Appendix 3.4: Risk Asssessment of Talent Loss in the Construction Sector	53
Appendix 3.6: Entire Talent Management Study Sample, by Sector 56	Appendix 3.5: Talent Management Action Steps in the Construction Sector	54
	Appendix 3.6: Entire Talent Management Study Sample, by Sector	56

Executive Summary

The past decade witnessed profound changes in the economic pressures placed on employers, as well as in age demographics of their labor forces. Like the changes regarding the inclusion of women in organizations and professions in the latter part of the 20th century, the aging of the population has the potential to reshape not only who works, but also how work can be performed.

We advise that employers consider the data presented in this report to better understand what employees desire, as well as the variation in talent management practices evident within (and beyond) the construction sector.

In comparison to other sectors, the construction sector's demographic profile is disproportionately composed of younger workers and men. While the industry offers some of the better paying jobs available, the limited successes in attracting or retaining female workers, as well as labor turnover, may be symptomatic of organizational practices that will also likely fail to respond to the diverse needs and expectations of older workers. As construction employers can expect a large-scale exodus of older workers in the forthcoming years, they may face especially strong tensions in matching workers to jobs. This may require rethinking longstanding workplace practices.

Our analysis reveals that many construction employers have only a limited knowledge of their workforce. Their talent management strategies can benefit immensely by understanding factors – beyond financial compensation – that could attract replacement workers, stem turnover, and facilitate knowledge transfer. In comparison to other sectors, construction organizations are less inclined to integrate flexible work arrangements in their organizational designs. This can place them at a disadvantage in securing the best workers who possess the best skills.

Overview of Employment & Compensation in the Construction Sector

INTRODUCTION

According to the U.S. Census Bureau the construction sector (NAICS 23):

"... comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector. Construction work done may include new work, additions, alterations, or maintenance and repairs. Activities of these establishments generally are managed at a fixed place of business, but they usually perform construction activities at multiple project sites. Production responsibilities for establishments in this sector are usually specified in (1) contracts with the owners of construction projects (prime contracts) or (2) contracts with other construction establishments (subcontracts)."

Key Points:

- Although the compensation' costs for most employers had been rising (on average by 9.1% in all industries), there had been a 2.3% decline in the construction sector over the period of 2004-2008.
- 2. There was a 13% increase in the total number of establishments in the construction sector over the period of 2000-2006, which was consistent across different establishment sizes.
- 3. The Construction sector relies heavily on male workers, which accounted for about 90% of the total workforce in 2007.
- 4. In comparison to other sectors, the construction sector relies more heavily on younger workers, but there has been a modest growth in the number of older employees in the first decade of the 21st century.

EMPLOYMENT AND COMPENSATION

According to the BLS, the construction sector provided employment for about 6% of the working population in the country in 2008.

Table 1.1 Employment in the Construction Sector

	(Constructio	on	All Industries			
	2000	2008	% Change	2000	2008	% Change	
Employment in Thousands (seasonally adjusted)'	6,788	7,213	6.3	111,003	114,558	3.2	
% Represented by Unions of Wage and Salary Workers ²	18.2	16.2	-11.0	14.9	13.7	-8.1	
Separation Rates ^{1, 3}	70.2	72.7	-13.4	465	48.7	5.0	
Unemployment Rate (not seasonally adjusted)4	6.2	10.6	29.4	4.0	5.8	46.4	

Source: U.S. Bureau of Labor Statistics

1 Includes total private industries.

2 Excludes incorporated self employed of 16 and over.

3 Separation Rate is the number of total separations for the year divided by average monthly employment for the year (annual turnover).

4 Includes Civilian Labor Force of persons aged 16 years and over. Data from 2000 are for February. Data from 2008 are for January.

5 Data from 2001.

Table 1.1 and Table 1.2 show that in 2008, at the lead end of the economic downturn, unemployment rates were nearly double those in other industries and in comparison to the rates that existed in 2000. While the data currently available do not fully document the extent of the impact of the 2008-2009 economic crisis, the impact on real estate development had a significant impact on the prospects for both employees and employers in this sector.

	Со	nstruction (2	3)
Employers	2000	2006	% Change
Total Establishments	709,590	802,349	13.1
# Under 20 Employees	639,286	723,527	13.2
# 20-99	56,044	60,680	8.3
# 100-499	7,701	9,789	27.1
# 500+	6,559	8,353	27.4
Hours, Earnings, and Benefits ¹	2000	2008	% Change
Average Weekly Hours of Production Workers, (seasonally adjusted)	39.1	38.5	-1.5
Average Hourly Earnings of Production Workers, (seasonally adjusted) ²	21.3	22.0	3.5
Compensation ³	2004	2008	% Change
Compensation Costs (\$/Hr) ²	31.3	30.6	-2.3
Wages and Salaries as % of Compensation	69.5	69.3	-0.4
Benefits as % of Compensation			
Total Benefits	30.5	30.8	0.8
Insurance	6.6	7.4	12.2
Retirement	4.7	5.2	9.0
Labor Turnover	2000	2008	% Change
Median Years of Tenure⁴	2.7	3.5	29.6

Table 1.2 Main Labor Market Indicators of the Construction Sector

Source: U.S. Bureau of Labor Statistics

1 Includes total private industries.

- 2 Adjusted for Consumer Price Index (2008=100).
- 3 The total compensation for all industries includes private industries population.
- 4 The data from 2000 are for February. Data from 2008 are for January.

WORKER COMPENSATION

About 18% of the workers in the construction sector were represented by unions compared to 15% of the same indicator for all industries in 2000. Union membership had declined both in the construction sector (by about 11%) and in all industries (by about 8%) for 2000-2008. The compensation' costs for most employers increased on average by 9% in all industries over the period of 2004-2008. However, the construction sector experienced a decline of 2.3%. In addition, the compensation costs and the benefits available in the construction sector in 2008 were higher than the average in other industries in 2004 and nearly the same in 2008. Shifts in benefits, as part of employer expenditures, were significant over the past decade. For example, the share of insurance costs increased both in construction and in all industries by, respectively, 12% and 8% over the period of 2004-2008. In addition, the retirement payments as a percentage of compensation costs significantly increased in the construction sector (by about 9%), while staying fairly constant for employers operating in most of the other sectors.

There was a 13% increase in the total number of establishments in the construction sector over the period of 2000-2006 and this trend was consistent across the different establishment sizes. During this same time period, the number of establishments in all industries also significantly increased (by 7.5%).

WORKFORCE COMPOSITION

As Figure 1.1 shows, the demographic composition of the construction sector is very gendered, as men, accounted for 90% of the total number of employees in 2000. There was almost no shift in the gender distribution over the period of 2000-2007.

As Figure 1.2 shows, the construction sector relies more on younger workers relative to other sectors of the economy. In 2007, only 13% of workers in this sector were aged 55 or older, as compared to 18% in all industries. However, the share of workers aged 55-64 increased modestly over the period of 2000-2007.



Figure 1.1 Gender Distribution of the Labor Force

Source: The Integrated Public Use Microdata Series (IPUMS-USA)





Source: The Integrated Public Use Microdata Series (IPUMS-USA)

ESSENTIAL OCCUPATIONS

A wide range of occupations are essential to the construction sector, but it is distinguished by a heavy reliance on five essential occupations, shown in Table 1.3. Construction laborers account for 11%, carpenters account for 10%, and (i) construction managers, (ii) electricians and (iii) operating engineers and other construction equipment operators account for combined 13% of the total number of employees. Summary descriptions of these key occupations are described below, abstracted from the United States Bureau of Labor Statistics (BLS) 2010-2011 Occupational Outlook Handbook (http://www.bls.gov/oco/ooh_index.htm).

Table 1.3 Employment by Essential Occupations, 2008

Carpenters	748,790
Construction laborers	804,040
Construction managers	182,630
Electricians	487,500
Operating engineers and other construction equipment operators	265,420

Source: U.S. Bureau of Labor Statistics

Construction Laborers

Retrieved from the Bureau of Labor Statistics 2010-2011 Occupational Outlook Handbook

Construction laborers can be found on almost all construction sites, performing a wide range of tasks from the very easy to the hazardous. They can be found at building, highway, and heavy construction sites; residential and commercial sites; tunnel and shaft excavations; and demolition sites. Many of the jobs they perform require physical strength, training, and experience. Other jobs require little skill and can be learned quickly. Although most construction laborers specialize in a type of construction, such as highway or tunnel construction, some are generalists who perform many different tasks during all stages of construction. Construction laborers who work in underground construction, such as in tunnels, or in demolition are more likely to specialize in only those areas. Construction laborers clean and prepare construction sites. They remove trees and debris; tend pumps, compressors, and generators; and erect and disassemble scaffolding and other temporary structures. They load, unload, identify, and distribute building materials to the appropriate location according to project plans and specifications. Laborers also tend machines; for example, they may use a portable mixer to mix concrete or tend a machine that pumps concrete, grout, cement, sand, plaster, or stucco through a spray gun for application to ceilings and walls. They often help other craftworkers, including carpenters, plasterers, operating engineers, and masons. Construction laborers are responsible for the installation and maintenance of traffic control devices and patterns. At highway construction sites, this work may include clearing and preparing highway work zones and rights-of-way; installing traffic barricades, cones, and markers; and controlling traffic passing near, in,

and around work zones. Construction laborers also dig trenches; install sewer, water, and storm drainpipes; and place concrete and asphalt on roads. Other highly specialized tasks include operating laser guidance equipment to place pipes; operating air, electric, and pneumatic drills; and transporting and setting explosives for the construction of tunnels, shafts, and roads. Some construction laborers help with the removal of hazardous materials, such as asbestos, lead, or chemicals. (Workers who specialize in, and are certified for, the removal of hazardous materials are discussed in the Handbook statement on hazardous materials removal workers.) Construction laborers operate a variety of equipment, including pavement breakers; jackhammers; earth tampers; concrete, mortar, and plaster mixers; electric and hydraulic boring machines; torches; small mechanical hoists; laser beam equipment; and surveying and measuring equipment. They may use computers and other high-tech input devices to control robotic pipe cutters and cleaners. To perform their jobs effectively, construction laborers must be familiar with the duties of other craftworkers and with the materials, tools, and machinery they use, as all of these workers work as part of a team, jointly carrying out assigned construction tasks. Many construction laborer jobs require a variety of basic skills, but others require specialized training and experience. Most construction laborers learn on the job, but formal apprenticeship programs provide the most thorough preparation. About 62 percent of construction laborers worked in the construction industry, including 27 percent who worked for specialty trade contractors. About 21 percent were self-employed in 2008.

Carpenters

Retrieved from the Bureau of Labor Statistics 2010-2011 Occupational Outlook Handbook

Carpenters construct, erect, install, and repair structures and fixtures made from wood and other materials. Carpenters are involved in many different kinds of construction, from the building of highways and bridges to the installation of kitchen cabinets. Each carpentry task is somewhat different, but most involve the same basic steps. Working from blueprints or instructions from supervisors, carpenters first do the layout—measuring, marking, and arranging materials—in accordance with local building codes. They cut and shape wood, plastic, fiberglass, or drywall using hand and power tools, such as chisels, planes, saws, drills, and sanders. They then join the materials with nails, screws, staples, or adhesives. In the last step, carpenters do a final check of the accuracy of their work with levels, rules, plumb bobs, framing squares, and surveying equipment, and make any necessary adjustments. Some materials come prefabricated, allowing for easier and faster installation. Carpenters may do many different carpentry tasks, or they may specialize in one or two. Carpenters who remodel homes and other structures, for example, need a broad range of carpentry skills. As part of a single job, they might frame walls and partitions, put in doors and windows, build stairs, install cabinets and molding, and complete many other tasks. Well-trained carpenters are able to switch from residential building to commercial construction or remodeling work, depending on which offers the best work opportunities. Carpenters who work for large construction contractors or specialty contractors may perform only a few regular tasks, such as constructing wooden forms for pouring concrete, or erecting scaffolding. Some carpenters build tunnel bracing, or brattices, in underground passageways and mines to control the circulation of air through the passageways and to worksites. Others build concrete forms for tunnel, bridge, or sewer construction projects. Carpenters employed outside the

construction industry perform a variety of installation and maintenance work. They may replace panes of glass, ceiling tiles, and doors, as well as repair desks, cabinets, and other furniture. Depending on the employer, carpenters install partitions, doors, and windows; change locks; and repair broken furniture. In manufacturing firms, carpenters may assist in moving or installing machinery. Carpenters can learn their craft through on-the-job training, vocational schools or technical colleges, or formal apprenticeship programs, which often takes 3 to 4 years. About 32 percent worked in the construction of buildings industry, and about 22 percent worked for specialty trade contractors. Most of the rest of wage and salary carpenters worked for manufacturing firms, government agencies, retail establishments, and a wide variety of other industries. About 32 percent of all carpenters were self-employed. Some carpenters change employers each time they finish a construction job. Others alternate between working for a contractor and working as contractors themselves on small jobs, depending on where the work is available.

Construction Managers

Retrieved from the Bureau of Labor Statistics 2010-2011 Occupational Outlook Handbook

Construction managers plan, direct, coordinate, and budget a wide variety of construction projects, including the building of all types of residential, commercial, and industrial structures, roads, bridges, wastewater treatment plants, and schools and hospitals. Construction managers may supervise an entire project or just part of one. They schedule and coordinate all design and construction processes, including the selection, hiring, and oversight of specialty trade contractors, such as carpentry, plumbing, or electrical, but they usually do not do any actual construction of the structure. Construction managers are salaried or self-employed managers who oversee construction supervisors and personnel. They are often called project managers, constructors, construction superintendents, project engineers, construction supervisors, or general contractors. Construction managers may be owners or salaried employees of a construction management or contracting firm, or they may work under contract or as a salaried employee of the property owner, developer, or contracting firm managing the construction project. These managers coordinate and supervise the construction process from the conceptual development stage through final construction, making sure that the project gets completed on time and within budget. They often work with owners, engineers, architects, and others who are involved in the process. Given the designs for buildings, roads, bridges, or other projects, construction managers supervise the planning, scheduling, and implementation of those designs.

Large construction projects, such as an office building or an industrial complex, are often too complicated for one person to manage. Accordingly, these projects are divided into various segments: site preparation, including clearing and excavation of the land, installing sewage systems, and landscaping and road construction; building construction, including laying foundations and erecting the structural framework, floors, walls, and roofs; and building systems, including protecting against fire and installing electrical, plumbing, air-conditioning, and heating systems. Construction managers may be in charge of one or several of these activities. Construction managers determine the best way to get materials to the building site and the most cost-effective plan and schedule for completing the project. They divide all required construction site activities into logical steps, estimating and budgeting the time required to meet established deadlines. Doing this may require sophisticated scheduling and cost-estimating techniques using computers with specialized software. Construction

managers also manage the selection of general contractors and trade contractors to complete specific phases of the project—which could include everything from structural metalworking and plumbing, to painting, to installing electricity and carpeting. Construction managers determine the labor requirements of the project and, in some cases, supervise or monitor the hiring and dismissal of workers. They oversee the performance of all trade contractors and are responsible for ensuring that all work is completed on schedule. Construction managers direct and monitor the progress of construction activities, occasionally through construction supervisors or other construction managers. They are responsible for obtaining all necessary permits and licenses and, depending upon the contractual arrangements, for directing or monitoring compliance with building and safety codes, other regulations, and requirements set by the project's insurers. They also oversee the delivery and use of materials, tools, and equipment; worker safety and productivity; and the quality of the construction. Employers increasingly are hiring construction managers with a bachelor's degree in a constructionrelated field, although it is also possible for construction workers to become construction managers after many years of experience. Construction managers must understand contracts, plans, specifications, and regulations. Certification, although not required, is increasingly important. About 61 percent were self-employed, many as owners of general or specialty trade construction firms. Most salaried construction managers were employed in the construction industry—11 percent by specialty trade contractor businesses (for example, plumbing, heating, air-conditioning, and electrical contractors), 10 percent in nonresidential building construction, and 7 percent in residential building construction. Others were employed by architectural, engineering, and related services firms.

Electricians

Retrieved from the Bureau of Labor Statistics 2010-2011 Occupational Outlook Handbook

Electricians install and maintain all of the electrical and power systems for our homes, businesses, and factories. They install and maintain the wiring and control equipment through which electricity flows. They also install and maintain electrical equipment and machines in factories and a wide range of other businesses. Electricians generally focus on either construction or maintenance, although many do both. Electricians specializing in construction primarily install wiring systems into factories, businesses, and new homes. Electricians specializing in maintenance fix and upgrade existing electrical systems and repair electrical equipment. All electricians must follow State and local building codes and the National Electrical Code when performing their work. Electricians usually start their work by reading blueprints—technical diagrams that show the locations of circuits, outlets, load centers, panel boards, and other equipment. After determining where all the wires and components will go, electricians install and connect the wires to circuit breakers, transformers, outlets, or other components and systems. When installing wiring, electricians use handtools such as conduit benders, screwdrivers, pliers, knives, hacksaws, and wire strippers, as well as power tools such as drills and saws. Later, they use ammeters, ohmmeters, voltmeters, harmonics testers, and other equipment to test connections and ensure the compatibility and safety of components.

Maintenance electricians repair or replace electric and electronic equipment when it breaks. They make needed repairs as quickly as possible in order to minimize inconvenience. They may replace items such as circuit breakers, fuses, switches, electrical and electronic components, or wire. Electricians also periodically inspect all equipment to ensure that it is operating properly and to correct problems before breakdowns occur. Maintenance work varies greatly, depending on where an electrician works. Electricians who focus on residential work perform a wide variety of electrical work for homeowners. They may rewire a home and replace an old fuse box with a new circuit breaker box to accommodate additional appliances, or they may install new lighting and other electric household items, such as ceiling fans. These electricians also might do some construction and installation work. Electricians in large factories usually do maintenance work that is more complex. These kinds of electricians may repair motors, transformers, generators, and electronic controllers on machine tools and industrial robots. They also advise management as to whether the continued operation of certain equipment could be hazardous. When working with complex electronic devices, they may consult with engineers, engineering technicians, line installers and repairers, or industrial machinery mechanics and maintenance workers. Most electricians learn their trade through apprenticeship programs that combine on-the-job training with related classroom instruction. About 65 percent of wage and salary workers were employed by electrical contracting firms, and the remainder worked as electricians in a variety of other industries. In addition, about 9 percent of electricians were self-employed.

Construction Equipment Operators

Retrieved from the Bureau of Labor Statistics 2010-2011 Occupational Outlook Handbook

Construction equipment operators use machinery to move construction materials, earth, and other heavy materials at construction sites and mines. They operate equipment that clears and grades land to prepare it for construction of roads, buildings, and bridges, as well as airport runways, power generation facilities, dams, levees, and other structures. They use machines to dig trenches to lay or repair sewer and other utilities, and hoist heavy construction materials. They even may work offshore constructing oil rigs. Construction equipment operators also operate machinery that spreads asphalt and concrete on roads and other structures.

These workers also help set up and inspect the equipment, make adjustments, and perform some maintenance and minor repairs. Construction equipment is more technologically advanced than it was in the past. For example, global positioning system (GPS) technology is now being used to help with grading and leveling activities. Included in the construction equipment operator occupation are operating engineers and other construction equipment operators; paving and surfacing equipment operators; and piledriver operators. Operating engineers and other construction equipment operators work with one or several types of power construction equipment. They may operate excavation and loading machines equipped with scoops, shovels, or buckets that dig sand, gravel, earth, or similar materials and load it into trucks or onto conveyors. In addition operating to the familiar bulldozers, they operate trench excavators, road graders, and similar equipment. Sometimes, they may drive and control industrial trucks or tractors equipped with forklifts or booms for lifting materials or with hitches for pulling trailers. They also may operate and maintain air compressors, pumps, and other power equipment at construction sites. Paving and surfacing equipment operators operate machines that spread and level asphalt or spread and smooth concrete for roadways or other structures. Asphalt spreader operators turn valves to regulate the temperature and flow of asphalt onto the roadbed. They must take care that the machine distributes the paving material evenly and without voids, and they must make sure that there is a constant

flow of asphalt going into the hopper. Concrete paving machine operators control levers and turn handwheels to move attachments that spread, vibrate, and level wet concrete in forms. They must observe the surface of the concrete to identify low spots into which workers must add concrete. They use other attachments to smooth the surface of the concrete, spray on a curing compound, and cut expansion joints. Tamping equipment operators operate tamping machines that compact earth and other fill materials for roadbeds or other construction sites. They also may operate machines with interchangeable hammers to cut or break up old pavement and drive guardrail posts into the earth.

Piledriver operators use large machines mounted on skids, barges, or cranes to hammer piles into the ground. Piles are long, heavy beams of wood or steel driven into the ground to support retaining walls, bulkheads, bridges, piers, or building foundations. Some piledriver operators work on offshore oil rigs. Piledriver operators move hand and foot levers and turn valves to activate, position, and control the pile-driving equipment. Construction equipment operators are trained either through a formal apprenticeship program, through on-thejob training, through a paid training program, or a combination of these programs. Many equipment operators worked in heavy and civil engineering construction, building highways, bridges, or railroads. About 16 percent of construction equipment operators worked in local government. Others—mostly grader, bulldozer, and scraper operators—worked in mining. Some also worked for manufacturing or utility companies. About 3 percent of construction equipment operators were self-employed.

SUMMARY

The construction industry offers opportunities for high wage employment, but the 2008-2009 economic downturn had a significant impact on this sector. In comparison to other sectors, the construction sector is more heavily reliant on younger workers, but there has been a modest increase in the reliance on older workers in the first decade of the century. Unlike most other sectors, the construction sector remains highly gendered and most jobs in this sector are held by men. This sector relies on jobs that vary from the low skilled physical work performed by laborers, to higher skilled positions that involve complex technical tasks.

Perspectives & Experiences of Employees in the Construction Sector

INTRODUCTION

ne of the most fundamental steps in managing talent is approaching employees from a "whole person" approach: understanding that jobs fit into the lives of individuals in diverse and complex ways. To help understand these dynamics as they map onto the construction sector, we examine data from the 1998-2008 General Social Survey.² These data are analyzed by age and gender to underscore how employees' interests and capacities to engage in work vary throughout the life course. This multi-dimensional analysis can inform an understanding of aspects of work that can attract a diverse workforce, as well as the features of jobs that may lead to talent losses. We also considered how different aspects of workplace practices and job designs can shape employee commitments to employers and their work. The relationships between work incentives and organizational commitments, work-family conflicts, flexible work options, and inclusion in decision-making are also discussed.

Key Points:

- 1. The typical worker in the construction sector takes pride in his/her work and is willing to work hard, but most would consider leaving their current jobs for another with higher pay.
- 2. Employees in the construction sector are significantly more likely to value a job that is high paying compared to employees in the other sectors of the economy. Within the construction sector middle-aged and older employees are significantly more likely to value a job with more autonomy and being able to help others in their job.
- 3. More than one in three employees (34%) in the construction sector came home from work too tired to take care of their household chores at least several times a month. One in five employees (21%) in the construction sector find that it is difficult to fulfill family responsibilities because of their job at least several times a month.
- 4. Two in three middle-age employees (65%) in the construction sector run out of time before getting things done at their job and many report that their job interferes with their family life.

WORK INCENTIVES AND ORGANIZATIONAL COMMITMENT

Organizational commitment is strongly associated with employee job satisfaction. This satisfaction can translate into productivity achieved by employees working harder and by their long-term commitment to employers. Figure 2.1 shows that more than four out of five workers in the construction sector agree or strongly agree that they take pride in working for their employer. Figure 2.1 also shows that most employees in the construction sector express a willingness to work hard for their employer. One in three workers in this sector would turn down a job that offered more pay to stay with their current employer. Clearly, organizations in this sector benefit as a result of the pride employees take in their jobs and their dedication to their employers. At the same time, it is important to observe that competitive pay is an essential means of attracting and keeping workers.



Figure 2.1 Organization Commitment: Construction Employees

Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=1,803

Figure 2.2 shows that employees in the construction sector are comparable to employees in other sectors in respect to the importance they place on a variety of job features. The General Social Survey reveals that job security, ability to help others, social usefulness, potential for advancement, and interesting work are some of the important concerns for construction employees. Some other job features that are comparably valued by a vast majority of employees (across sectors) are helping others and having flexible work hours. Construction employees stand apart from the other sectors, however, as they tend to place a slightly higher value on having a high paying job in comparison to their counterparts in other sectors.



Figure 2.2 Job Incentives Rated as Important or Very Important: Construction Employees In Comparison to Other Sectors

Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=2,664

Workers at different life and career stages do not always evaluate their jobs in the same ways, or put the same emphasis on the relative importance of different aspects of their jobs. Figure 2.3 shows, within the construction sector, middle-aged and older employees (workers aged 40-55 and aged 55+, respectively) put significantly more importance on helping others in their jobs compared with younger employees (workers aged 20-39). However, the central observation to focus on here is that workers in this industry feel a strong sense of value in their jobs, and that this is a key motivating factor in their orientation to work. These workers also place a premium on autonomy, and especially for middle-aged and older workers independence is considered an important aspect of the job.

Figure 2.3 Helping Others in One's Job Is Important or Very Important: Comparisons of Construction Employees at Different Ages*



Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=169

Figure 2.4 Independence in One's Job Is Important or Very Important: Comparisons of Construction Employees at Different Ages**



Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=169

WORK-FAMILY CONFLICT

The past three decades of research by the "work-family" community of scholars has shown that work can impact the family in profound ways, and that family commitments can affect the capacity of workers to commit themselves to their jobs. While much attention has focused on the ways that work and family commitments interfere, a growing emphasis is placed on identifying approaches that harmonize these institutions, so that both employers and families benefit by rethinking work designs. Additionally, growing attention is focused on how family concerns affect the job performance of not only women, but also men. However, because many employers have been slow to adapt their organizations, there still exist numerous mismatches that can undermine both workplace effectiveness and family functioning. As we discuss below, sizable proportions of employees have found that overlaps between home and work have significant negative impacts on their lives on and off the job, a concern that warrants greater attention.

To better understand the unique aspects of work in the construction sector and how it impacts the lives of employees, we examined a series of questions in the General Social Survey related to the intersection of work and family. Figure 2.5 shows that employees in the construction sector are, on the whole, less likely to experience work-family conflicts compared to employees in the other sectors of the economy. In particular, employees in the construction sector are significantly less likely to come from work too tired to be able to do their household chores (34%) compared to employees in other sectors (54.5%). One possible explanation of this observation can be that the construction sector. Women are usually more likely to be responsible for more of the household chores than men, which can explain the significant difference between employees in the construction sector from the employees in other sectors of the construction sector from the employees in other sectors of the construction sector from the employees in other sectors of the construction sector from the employees in other sectors of the construction sector from the employees in other sectors of the construction sector from the employees in other sectors of the construction sector from the employees in other sectors of the economy.



Figure 2.5 Percent of Employees Who Experience Work-Family Conflicts At Least A Few

Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=1,155

Figure 2.6 shows that almost half of the employees (48%) in the construction sector run out of time before getting things done at work. This is not surprising, given the nature of many of the jobs in the construction sector.

Figure 2.6 Percent of Employees Who Run Out Of Time Before Getting Things Done At Work: Construction Employees



Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=54

Figure 2.7 shows that one in three men and women in the construction sector experience their job interfering with family life "sometimes" or "often." While statistically significant differences are observed on the basis of gender, given the limited number of female construction workers represented in our data, and because these data do not control for the occupation in which they are employed, we caution against interpreting gender differences observed as being definitive.

Figure 2.7 How Often Job Interferes With Family Life: Comparisons of Male and Female Construction Employees**



Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=220

Figure 2.8 shows that almost half the employees in the construction sector disagree or strongly disagree that their job is rarely stressful. Only one in eight employees (13%) in the construction sector strongly agree that their job is rarely stressful.



Figure 2.8 Percent of Employees Who Reported That Their Job Is Rarely Stressful: Construction Employees

Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=56

FLEXIBLE WORK OPTIONS AND INCLUSION IN DECISION-MAKING

One way of maximizing access to talent is to provide flexible work options and to include employees in decision-making activities. These arrangements enable workers to do their jobs in ways that challenge more rigid job designs by allowing them, for example, to work according to different schedules and at different locales. Figure 2.9 shows that there is a significant difference between construction and other sectors in the availability of flexible schedule options. More than two in five workers (41%) in the construction sector are often allowed to change their schedule, compared to one in three employees (33%) in other sectors.



Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=3,482

Figure 2.10 shows that most of the employees in the construction sector have complete or some freedom in deciding their daily work activities. More than one in four employees (28%) in the construction sector has no freedom in deciding their daily work activities.



Figure 2.10 Freedom to Decide Daily Work Activities: Construction Employees

Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=87

Figure 2.11 shows that middle-aged employees in the construction sector are significantly more likely to have complete or some freedom in deciding how to do their job compared with younger and older employees in the sector.





Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, pc.1 * pc.05 ** pc.01; N=218

SUMMARY

Most workers in the construction sector have a strong work ethic, and employees in this sector show high levels of pride for their jobs and organizations, so there is potential for employers to better use these orientations to work to advance employee loyalty. However, it is also evident that competitive compensation is key to effective talent management in this sector. Because employees in the construction sector have considerable discretion over how to do their jobs, and place a significant value on this aspect of their work, these jobs often provide intrinsic rewards that may facilitate productivity. It is evident that many middle-aged and older workers in the construction sector expect more from their jobs than simply a paycheck, and for older and middleaged workers in the construction sector, the sense of providing a contribution to society is a valued aspect of their work. For employers wishing to attract and retain middle-aged and older employees, packaging jobs in respect to autonomy and societal contributions may translate into enhanced success in attracting and retaining workers. Because the experiences and expectations of older workers sometimes depart from those of younger and middle-aged workers, employers in the construction sector may benefit by attending to the retention of older workers, as well as capacities to transfer knowledge in advance of their retirements.

Organizational Responses in the Construction Sector to a Diverse, Multigenerational Workforce

INTRODUCTION

ne of the primary questions for employers in the construction sector concerns the means to access, retain, and motivate key talent. Employers in this sector also need to be able to identify the risks of talent losses, and to anticipate means of addressing those events when they occur.

> In this section, we consider how employers in the construction sector are responding to the economic and talent pressures identified in the previous sections. To do so, we report analyses of data gathered from the 58 construction organizations that participated in the 2009 Talent Management Study (which gathered data from a total of 696 organizations). Variation within this sector, such as how practices vary between small and large employers, is explored. We also compare the construction industry, as a whole, to employers that operate in nine other leading sectors in the economy. We examine the talent management priorities and needs of age-pressured employers within construction (those reporting that the aging of the workforce would have a "negative" or "very negative" impact on their economic environment in the next three years) as compared to those in less pressured contexts within construction. (Note: A detailed description of methods of studying the 2009 Talent Management Study, its samples and measures, as well as additional relationships, are presented in Appendix 3.1 to Appendix 3.6).

Key Points:

- Construction organizations report fewer shortages of sales/marketing and management skills and fewer problems associated with employees' loyalty, morale, unwanted turnover, absenteeism, and being able to offer competitive pay and benefits compared to organizations in other sectors.
- 2. Within the construction sector, age-pressured employers reported greater concerns with recruiting competent job applicants, knowledge transfer from experienced employees to less experienced employees, shifts in the demographics of the workforce, being able to offer competitive pay and benefits, and unwanted turnover.
- 3. Large organizations within the construction sector engaged in significantly more assessment of the demographic make-up of their workforces and the skills the organization anticipated needing in the future. They also developed greater succession plans and processes to capture and transfer institutional knowledge than smaller organizations.

- 4. Within the construction sector, age-pressured employers report having too few programs and policies for recruitment, training, engagement, career progression and retention, for employees of all ages, compared to employers not pressured by the age paradigm.
- 5. In comparison to employers in other sectors, construction organizations offer more flexible work options to most or all of their employees regarding working at multiple worksites and having input into the amount of paid or unpaid overtime.
- 6. A smaller percentage of construction organizations make efforts to inform employees of flexible work options (33%) compared to organizations in other sectors (51%).

AGE PRESSURE, TALENT NEEDS AND TALENT LOSS RISKS

What types of talent sets are in short supply in the construction sector?

Figure 3.1 shows that (on the whole) construction employers report experiencing the same types of skill shortages evident in other sectors of the economy, but in some cases they reported experiencing these shortages less intensely. Like employers in other sectors, management and legal skills shortages were especially pronounced. Because these same skills are reported to be in short supply in other sectors, this means that the pressure to locate and keep workers with these talents may be felt even more strongly as older workers exit the labor force. In comparison to other sectors, the construction sector report experiencing fewer shortages of sales/marketing skills and management skills. Nonetheless, one quarter of employers in this sector reported skill shortages in one or more areas.





Note: Analyses from 2009 Talent Management Study; Individual Items are reported in Appendix 3.3; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=685

When asked about what problems organizations are facing regarding talent management, employers in the construction sector reported significantly different concerns than organizations in the other sectors of the economy. Construction organizations reported significantly more concerns with shifts in the demographics of their workforce in comparison to employers in other sectors; however, these organizations were in comparably favorable positions with respect to being able to offer competitive pay and benefits, absenteeism, unwanted turnover, morale, and employees' loyalty. As Figure 3.2 shows, the most frequently cited concern in the construction sector was shifts in the demographics of their workforce, suggesting that these organizations are especially concerned with the effects of the aging workforce on the overall demographics.



Note: Analyses from 2009 Talent Management Study; Individual Items are reported in Appendix 3.3; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=671

10%

15%

20%

25%

30%

35%

0%

5%

As Figure 3.3 shows, the pressures of an aging workforce were related to the talent needs of employers in the construction industry. Most notably, age-pressured construction organizations (those reporting that the aging of the workforce would have a negative impact on their organizations) were significantly more likely to report that they had problems recruiting competent job applicants, transferring knowledge from experienced employees to less experienced employees, shifting demographics of their workforce, being able to offer competitive pay and benefits, and unwanted turnover. They also reported that they had greater problems with low skill levels of new employees and responding to employees' family needs.



Figure 3.3 Talent Recruitment and Loss Risks (Reported at a Moderate/Great Extent) in the Construction Sector by Age Pressure: 2009 Talent Management Study

Note: Analyses from 2009 Talent Management Study, Construction sector only; Individual Items are reported in Appendix 3.3; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=56

ASSESSMENT

The churn of the economy and the entry/exit of workers will result in significant changes in the demographic composition of many companies. With the large exodus of the Baby Boomer generation from the workforce, there are strong prospects that entire talent sets could be lost – that is, unless systematic means of identifying skill/ knowledge needs are engaged. Additionally, the aging of the population presents new opportunities for employers to integrate older workers, who may be interested in pursuing new careers in the "second acts" of their lives.

Participants in the Talent Management Study were asked to identify the extent that their organization engaged in planning steps to ensure that it would have the people it needed, today and in the future. Are employers in the construction sector prepared for the challenges and opportunities that correspond with changes in the age composition of the workforce?

Figure 3.4 shows the frequency that construction employers use different types of assessment strategies. The Talent Management Study reveals that primary assessment activities included: appraising supervisors' abilities to anticipate staffing needs, understanding the competency sets of employees, and considering the skills the organization anticipates needing. Less frequently did employers assess the demographic make-up of the enterprise, gauge employee career plans or work preferences, or project retirement rates. These practices are comparable to those used by employers outside of the construction industry.



Figure 3.4 Assessment Activities Engaged, in to a Moderate/Great Extent, in the Construction Sector: 2009 Talent Management Study

Note: Analyses from 2009 Talent Management Study; Construction sector only; Individual Items are reported in Appendix 3.4; N=57

As Figure 3.5 shows, within the construction sector, the extent to which organizations engaged in planning steps differed significantly by organizational size. Large organizations in the construction sector engaged in significantly more assessment of the demographic make-up of their workforces and the skills the organization anticipated needing in the future compared to small organizations. Large organizations were also more engaged in the development of succession plans and processes to capture and transfer institutional knowledge than small employers. This may indicate that large construction organizations may be better prepared for the aging of the workforce, but also it may indicate that the impact of the aging workforce may be more severe.



Figure 3.5 Assessment Activities Engaged in, to a Moderate/Great Extent, in the Construction Sector by Organizational Size: 2009 Talent Management Study

Note: Analyses from 2009 Talent Management Study, Construction sector only; Individual Items are reported in Appendix 3.4; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=58

RECRUITMENT AND CAREER DEVELOPMENT

In what ways are employers altering the structure of jobs and their approaches to attracting and retaining talent?

Responses from the Talent Management Study indicate that many construction organizations are rethinking their approaches to talent management. The scope of policies and programs designed to recruit and retain employees of different ages is one indicator of organizational attention to the changing workforce.

As Figure 3.6 shows, it is rare for any construction organization to say that they have "too many" programs for any aspect of recruitment and employee development, regardless of the age group of employees. As many as one in four to one in two companies reported that they had too few programs, indicating a considerable need for expansion of recruitment and career development programs. Most notable is the identification of the need for more career progression and promotion programs and retention programs. These types of programs are critical to the continued engagement of older workers who are currently at the workplace as well as to the replacement of workers aging into retirement who may leave in the near future.





Note: Analyses from 2009 Talent Management Study, Construction sector only; Individual Items are reported in Appendix 3.5; N=57

As Figure 3.7 shows, within the construction industry, age pressures strongly predicted whether employers felt that they offered too few career programs and policies to employees. Specifically, age-pressured construction organizations reported offering two few recruitment, training, engagement career progression, and retention programs/ policies to employees of all ages compared to organizations with lower age pressures. It is possible that in these organizations, some of the age-pressures they experience are exacerbated by the lack of programs and practices to attract and retain key talent.





Note: Analyses from 2009 Talent Management Study, Construction sector only; Individual Items are reported in Appendix 3.5; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=57

FLEXIBLE WORKPLACE PRACTICES

One means of attracting and retaining key talent is to introduce and expand workplace flexibility, offering workers options in terms of where, when, and how work is to be performed. The aging of the workforce offers employers an opportunity to re-vitalize their flexible work options, because older workers (like their younger colleagues) express a preference for access to flexible work options. The Talent Management Study found that 45% of the construction organizations, and 45% of the organizations in other sectors, reported that workplace flexibility somewhat/significantly increases business effectiveness. Conversely, one in two organizations did not see this as a key component of their talent management practices. As Figure 3.8 shows, in comparison to the employers in other sectors, employers in the construction sector were less likely to offer options to perform work in a flexible manner. It is especially notable that approximately only one in twenty employers in the construction industry offered these options "to a great extent," while most commonly reported offering options "to a limited extent."





Note: Analyses from 2009 Talent Management Study; Individual Items are reported in Appendix 3.5; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=647

What types of flexible options are construction employers offering? How do they compare to other sectors? Figure 3.9 shows that the most common type of flexibility offered is that of providing 12 weeks or more of paid or unpaid leave for care-giving needs.³ In comparison to employers in other sectors, employers in the construction sector were more likely to offer certain flexible arrangements to most or all of their employees. Their workers had more options for working at multiple worksites and having input into the amount of paid or unpaid overtime. (Note: Apart from the option for extended care-giving need, most organizations did not offer flexible work arrangements to all or most of their employees).

As Figure 3.10 suggests that construction employers are less likely than employers in other sectors to fully embrace a culture that is supportive of workplace flexibility. While most employers supported discussions of flexibility with supervisors, construction organizations reported making less of an effort to inform employees of flexible work options compared to other sectors. Nearly half of all employers embraced the idea that flexibility is key to business success and viewed flexibility as an important means to enhance employees lives at work and at home. Conversely, half of the employers did not share this perspective.

Figure 3.9 Flexible Arrangements Available to Most or Nearly All Employees in the Construction Sector compared to Other Sectors: 2009 Talent Management



Note: Analyses from 2009 Talent Management Study; Individual Items are reported in Appendix 3.5; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=646

Figure 3.10 Presence of a Culture of Flexibility is Generally True or Very True in the Construction Sector compared to Other Sectors: 2009 Talent Management Study



Note: Analyses from 2009 Talent Management Study; Individual Items are reported in Appendix 3.5; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=646

SUMMARY

When compared to organizations in other sectors, construction organizations are experiencing many of the same talent pressures and are adopting many of the same strategies to attract, retain, and develop their workforces. However, they are experiencing fewer skill shortages and fewer talent recruitment and loss risks than other sectors. Many of these employers are also operating "in the dark," and have surprisingly limited understandings of the demographic make-up of their workforces, the skills shortages that may be on the horizon, and the competency sets of their current employees. The exit of older workers from the construction sector may exacerbate the impact of talent shortages, especially in age-pressured organizations that have too few policies and programs in place to attract and retain talent. However, the aging of the population may offer employers in the construction sector new opportunities to employ new workers in new ways. There is evidence to suggest that the job flexibilities available in the construction industry offer promise as a means of attracting and retaining a diverse, multi-generational workforce.

Conclusion: Transferring Knowledge to Action in the Construction Sector

emographic transformations in the workforce are escalating the pressures exerted on manufacturers to locate key talent. As increasing numbers of older construction workers exit the labor force, the risks of talent deficits are likely to escalate.

> Construction organizations are experiencing, and responding to, the changing composition of the workforce in many of the same ways as employers in other sectors. Forward-thinking employers in the construction sector can begin their talent management planning by addressing questions, such as:

- What information do we have, and what information do we need, to understand current and future talent needs?
- What steps can we take to more fully engage the current multi-generational workforce?
- How can we facilitate the transfer of knowledge from late to early-career employees?
- How will we find and attract new employees to fill our future needs?

The shifting age demographics of the construction workforce might provide employers in this sector with incentives to re-design their human resource policies and practices. While jobs in this sector tend to be higher paying, they also tend to be restricted to men. One strategy of expanding employee pools, and increasing incentives for existing employees to stay, is to replace rigid scheduling practices with alternate arrangements. The expansion of flexible work options might help employers attract new segments of the workforce that bring needed skills, engage current employees, and retain experienced employees who have the critical competencies needed for the transition into the next decade.

Many of today's organizational practices were designed for yesterday's workforce. The talents of today's workforce are not being fully engaged and it is inevitable that many of these workers will exit in the forthcoming years. Mobilizing organizations to understand future talent needs, and developing strategies of accessing that talent, may be critical to securing favorable prospects in a diverse and aging society.

Age/Economic Pressure Map

IDENTIFY YOUR WORKFORCE PLANNING RESPONSES:

Organization:			Completion Date	e:
Part 1. Current Sta	te Analysis—\	What Are Your Pressures	?	
1. What impact will the	aging of the wo	rkforce have on your organiza	tion over the next 3 y	years?
1 O Very negative	2 () Negative	3 O Not negative or positive	4 O Positive	5 O Very positive
2. What impact will the in the near future (that	aging of the wo is, over the next	rkforce have on the economic 3 years)?	c environment affecti	ing your company/organization
1 O	2 O	3 🔾	4 O	5 O
Very negative	Negative	Not negative or positive	Positive	Very positive
Why?				
 Consider your answer the graph on the right on the right. Plot your answer to axis. Plot your answer to axis. Connect the two point organization lies and organization l	vers to the two question 1 on the Question 1 on the Question 2 on the nts to determine i d refer to the chart	uestions above and refer to horizontal "Age Pressure" vertical "Economic Pressure" n which quadrant your	B Age 1 2 Pressure	$ \begin{array}{c} 5 \\ 4 \\ -3 \\ 2 \\ -3 \\ 2 \\ -3 \\ -4 \\ -5 \\ -5 \\ -5 \\ -5 \\ -5 \\ -5 \\ -5 \\ -5$
			A	L Economic Pressure

SUGGESTIONS

It can be helpful to share this type of exercise with a colleague or two, and compare your responses. Questions you might consider:

- \Rightarrow Do they share your assessment of the pressures facing your organization?
- ⇒ Do the pressures vary between their department and yours?

Review the details under each quadrant.

- \Rightarrow Can you identify potential partners outside and within HR?
- \Rightarrow How do you think age and economic pressures are impacting the work of these partners?

4. What your quadrant means and what to do about it.

Quadrant A

Low Economic and Age Pressure

In the Center's Talent Management Study, 24.2% of respondents reported to be in this quadrant.

- Consider your organization's overarching strategic goals, growth, globalization, deeper market penetration.
- Explore how workforce planning can support these goals & identify your potential partners.
- Assess your organizational demographics including life and career stage.
- Proactively plan & identify skills and competencies your organization will need to support strategic goals.

Quadrant B

Lower Age, Higher Economic Pressure

In the Center's Talent Management Study, 36% of respondents reported to be in this quadrant.

- Identify other organizational strategies impacted by the economy
- Consider whether your organization is planning a workforce reduction & look at demographic projections to support this strategy.
- Has knowledge management been included in discussions? Consider doing a complete criticality assessment.
- Consider which business areas and positions are most at risk for talent shortages.
- Identify and target specific risk points that can help you to better allocate resources.
- Downsizing may offer opportunity to consider traditional staffing and training models.
- Consider if there are opportunities for employees to re-career within your organization.

Quadrant C

Higher Age and Economic Pressure

In the Center's Talent Management Study, 27.9% of respondents reported to be in this quadrant.

- Identify potential partners outside of human resources.
- Instruct your marketing and R&D departments to assess the impact of changing age demographics on your business.
- Identify areas of common interest & consider doing a complete criticality assessment.
- Consider which business areas and positions are most at risk for talent shortages.
- Identify and target specific risk points that can help you to better allocate resources.
- Take a micro rather than a macro approach to workforce planning.
- Identify the areas of your business that are still growing & explore where talent shortage is still a burning issue.

Quadrant D

Higher Age, Lower Economic Pressure

In the Center's Talent Management Study, 11.9% of respondents reported to be in this quadrant.

- Identify potential partners within HR and organizational development.
- Consider who else is looking at age demographics.
- Discuss how information you have gathered can support mutual goals.
- Identify how your organization's age demographics align with your organizational goals.
- Consider if particular areas or occupations are at high risk; engage partners outside HR.
- Note what areas of the business are experiencing growth.
- Identify occupations that are becoming MORE critical & consider new staffing options, e.g. mid-career hires, etc.



The Center's 2009 Talent Management Study asked a nationally representative sample of employers these same questions. Figure below highlights their responses. How does your organization compare?



Understanding the pressures that affect a business' organizational situation (i.e., being age-pressured, economicallypressured, etc.) can help employers best tailor their workforce planning. For example, age-pressured employers will want to carefully assess the demographics of their workforce to determine the critical risk areas, and use this data to drive decision-making. On the other hand, economically-pressured employers may need to revisit earlier human resources priorities and redirect limited organizational resources to more immediately pressing issues.

Part 2. Workforce Planning:

Consider how changing AGE DEMOGRAPHICS are influencing your workforce planning and answer these questions:

Has your organization:	Not At All	Limited Extent	Moderate Extent	Great Extent
 Analyzed the demographic make-up of your current employees? 				
2. Analyzed projected retirement rates of your current employees?				
3. Identified areas and occupations in which retirement will be particularly consequential?				
4. Assessed how employee priorities and career intentions (of all age groups) align with your organization's goals?				
5. Assessed the skills your organization anticipates needing?				
6. Projected where internal talent gaps and shortages are most likely to emerge?				
7. Assessed competency sets of your current employees?				
8. Created succession plans that are informed by the need for knowledge retention?				
9. Developed age-related programs to assist in knowledge retention (mentoring programs, cross-generational teams, etc)?				
10. Explored how phased retirement and other programs for older workers can potentially ease labor force gaps?				
11.Been rethinking who to hire in response to changing age demographics?				
12. Developed new ways to retain and motivate an age diverse workforce?				

SUGGESTIONS

- ⇒ In all cases, understanding your organizations' labor force needs is critical. Identify whether you have pipeline issues, problems in particular business areas or unique challenges with specific occupations.
- ⇒ Look at where your organization is concentrating its R&D dollars; consider whether you will have the right talent in place when it's the right time to support these new opportunities.
- For organizations that are economically-pressured, it is especially important to prioritize gaps. Size of the workforce gap is an important measure, however, it is also important to measure risk. Consider the potential costs to the business if this gap is not filled.

Part 3. Implications & Suggestions

IMPLICATIONS:

1. Based on your answers above, which area of workforce planning seems to be most critical for your organization to address?

2. What is the first thing you will recommend your organization do in regard to workforce planning ?

3. What is the next thing you will recommend your organization do in regard to workforce planning ?

4. Did anything surprise you regarding your organization's workforce planning efforts? If yes, what?

Part 4. Resources

Available on the Sloan Center Website: http://www.bc.edu/research/agingandwork

- This tool is derived from: Pitt-Catsouphes, M., Sweet, S., Lynch, K., & Whalley, E. (2009). Talent management study: The pressures of talent management (Issue Brief No. 23). Chestnut Hill, MA: Sloan Center on Aging and Work at Boston College. Retrieved from http://agingandwork.bc.edu/documents/IB23_TalentMangmntStudy_2009-10-23.pdf
- Changing Age Demographics: Business Imperative or HR Distraction?
 - Article 1: The Way We Were and Still Are
 - Article 2: Leading Edge Strategic Adaptation
 - Article 3: Staying "Age-Responsive" in a Climate of New Organizational Challenges
 - Article 4: What is the Age-Identity of your Organization?
- Age & Generations: Understanding Experiences at the Workplace
- The Difference a Downturn can Make: Assessing the Early Effects of the Economic Crisis on the Employment Experiences of Workers

Additional Resources:

AARP Workforce Assessment Tool: http://www.aarpworkforceassessment.org

ACKNOWLEDGEMENTS

The Sloan Center on Aging & Work at Boston College promotes quality of employment as an imperative for the 21st century multi-generational workforce. We integrate evidence from research with insights from workplace experiences to inform innovative organizational decision-making. Collaborating with business leaders and scholars in a multi-disciplinary dialogue, the Center develops the next generation of knowledge and talent management.

The Center on Aging & Work is grateful for the continued support of the Alfred P. Sloan Foundation.

The General Social Survey: Sample, Analysis and Indictors

INTRODUCTION OF THE GENERAL SOCIAL SURVEY:

The General Social Survey (GSS) is one of the most widely used polls of behaviors, experiences and values held by American adults. For detailed information on the sample and methods, see http://www.norc.org/GSS+Website/.

In order to increase the sample to a size that enables analysis of variation between industries and age groups, we combined 6 survey years (1998, 2000, 2002, 2004, 2006 and 2008). Industry coding is in respect to the 2007 North American Industry Classification System and required reclassifying 1980 and 1990 Census Industry Codes contained within the GSS using a cross step procedure summarized at this source http://www.census.gov/hhes/www/ioindex/indcswk2k.pdf.

Listed below are the phrasings of the questions in the GSS analyzed in this report:

To what extent do you agree or disagree with each of the following statements?

- I am willing to work harder than I have to in order to help the firm or organization I work for succeed.
- I am proud to be working for my firm or organization.
- There are so many things to do at work, I often run out of time before I get them all done.
- I would turn down another job that offered quite a bit more pay in order to stay with this organization.

On the following list there are various aspects of jobs. Please circle one number to show how important you personally consider it is in a job:

- Job security.
- High income.
- Good opportunities for advancement.
- An interesting job.
- A job that allows someone to work independently.
- A job that allows someone to help other people.
- A job that is useful to society.
- A job with flexible working hours.

For each, please tell me if the statement is very true, somewhat true, not too true, or not at all true with respect to the work you do (main job):

■ I am given a lot of freedom to decide how to do my own work.

How often are you allowed to change your starting and quitting times on a daily basis?

How often has each of the following happened to you during the past three months?

- I have come home from work too tired to do the chores, which need to be done.
- It has been difficult for me to fulfill my family responsibilities because of the amount of time I spent on my job.
- I have arrived at work too tired to function well because of the household work
 I had done.
- I have found it difficult to concentrate at work because of my family responsibilities.

How often do the demands of your job interfere with your family life?

In the last 12 months have you received any formal training from your current employer, such as in classes or seminars sponsored by the employer?

Some companies have organized workplace decision-making in ways to get more employee input and involvement. Are you personally involved in any group, team, committee, or task force that addresses issues such as product quality, cost cutting, productivity, health and safety, or other workplace issues?

Are you currently involved in a self-managed team?

Sample Size, Distributions and Sector/Age/Gender Comparisons of Items from the General Social Surveys, 1998-2008 Combined Years

	Sector Comparisons			Comparisons Within the Construction Sector									
					Age					Gen	der		
	N	Other Sectors	Constr. Sector	Sig	Ν	20-39	40-55	55+	Sig	N	Men	Women	Sig
Organizational Commitment													
% Reporting somewhat satisfied or very satisfied with their job in general (SATJOB1)	3,495	89.5	92.3		220	91.6	92.3	100.0		220	92.0	95.2	
% Agree or strongly agree that they are very proud to be working for employer (PRIDEORG)	1,826	79.4	80.8										
% Agree or strongly agree that they are very willing to work harder to help employer succeed (HELPORG1)	1,823	78.8	77.6										
% Agree or strongly agree that they would turn down a job with more pay to stay with employer (STAYORG3)	1,803	27.3	30.4										
Incentives			·										
% Reporting job security is one of the important or very important aspects of their job (SECJOB)	2,682	93.6	90.6		171	90.0	94.3	86.5		171	90.1	95.0	
% Reporting interesting work in a job is important or very important (INTJOB)	2,678	94.9	93.6		171	93.8	96.2	89.2		171	94.0	90.0	
% Reporting good opportunities for advancement in a job is one of the important or very important aspects of their job (PROMOTN)	2,670	87.6	90.1		171	93.8	88.7	83.8		171	90.7	85.0	
% Reporting helping others in a job is important or very important (HLPOTHS)	2,676	85.9	91.1		169	87.3	94.2	97.3	*	169	91.3	90.0	
% Reporting high income is one of the important or very important aspects of their job to them personally (HIINC)	2,677	79.3	82.5	+	171	83.8	81.1	81.1		171	82.1	85.0	
% Reporting social usefulness in a job is important or very important (HLPSOC)	2,673	85.0	84.5		168	86.1	88.5	77.8		168	85.8	75.0	
% Agree or strongly agree that their job is interesting (RINTJOB)	1,841	80.2	81.1										
% Reporting independent work in a job is important or very important (WRKINDP)	2,671	79.1	83.4		169	77.2	92.5	86.1	**	169	82.6	90.0	
% Reporting flexible hours being one of the important or very important aspects of their job (FLEXHRS)	2,664	54.9	50.6		168	45.5	56.6	54.1		168	51.4	45.0	

	Sector Comparisons			Comparisons Within the Construction Sector									
						Age					Geno	der	
	Ν	Other	Constr.	Sig	Ν	20-39	40-55	55+	Sig	N	Men	Women	Sig
		Sectors	Sector										
Stress and Work Family Conflicts				1		[[
% Agree or strongly agree that they run out of time before getting things done at work (TIMEWORK)	1,002	47.6	48.1										
% Reporting job interfere with family life often or sometimes (WKVSFAM)	3,491	41.2	34.1		220	38.3	34.1	15.0		220	34.2	33.3	**
% Disgaree or strongly disagree that their job is rarely stressful (STRSSWRK)	1,000	48.1	46.4										
% Reporting they came home from work too tired to do chores atleast several times a month (TIREDHME)	1,157	41.3	28.1	*									
% Reporting it is difficult to fulfill family responsibilitybecause of their job atleast several times a month (JOBVSFAM)	1,155	19.9	17.2										
% Reporting it is difficult to concentrate on work because of familyresponsibility atleast several times a month (FAMVSWRK)	1,162	7.9	6.3										
% Reporting they arrived at work too tired to function because of household responsibilities atleast several times a month (TIREDWRK)	1,161	6.6	4.7										
Flexible Work Options *													
% Reporting they have complete or some freedom to decide their daily work (DAILYWRK)	1,016	80.4	72.4										
% Reporting they are allowed to change their schedule often or sometimes (CHNGTME)	3,482	53.5	61.7	*	219	59.4	62.6	70.0		219	61.1	66.7	
Inclusion in Decision-Making		-		-									
% Reporting they have complete or some freedom to decide how to do their job (WKFREEDM)	3,476	86.8	90.4		218	87.7	95.6	85.0	+	218	90.4	90.5	
% Reporting they have received formal training from their employer (EMPTRAIN)	1,696	50.0	32.3	**									
% Reporting they are involved in any task force for decision making (EMPINPUT)	1,684	32.6	23.9	+									
% Reporting they are involved in a self-managed team (SLFMANGD)	1,686	33.9	30.1										

*These items are not discussed in the text due to difficulties in interpretion for the construction sector. Source: General Social Survey 2000-2008 +p<.1 + p<.05 + p<.01

The Talent Management Study: Sample, Analysis and Indictors

The 2009 Talent Management Study is a survey of a representative sample of employers in the United States as identified in the Dunn & Bradstreet database. Collected in April - August 2009, these data reveal the employment practices and priorities of 696 U.S. based employers. These organizations represent the 10 leading sectors of the U.S. economy that account for 83% of private sector employment and 85% of payrolls in the United States (construction; manufacturing; wholesale trade; retail trade; transportation and warehousing; finance and insurance; professional, scientific, and technical services; administrative support and waste management and remediation services; health care and social assistance; and accommodation and food services). A stratified sampling strategy was adopted so that a proportionate representation of three groups of employers: smaller enterprises (employing 50-99 employees), medium sized enterprises (100-250+ employees), and large enterprises (250+ employees) was obtained. This study involved contacting a key human resources decision maker (most commonly presidents of smaller companies or human resource directors of larger companies), who then reported their company's characteristics, talent management practices, and competitive positioning via an online survey instrument.

List of Questions:

Age composition of enterprises was measured by employers' reports of the proportions of their workforces that were (A) under age 25 years, (B) age 25-39 years (C) age 40-54 years, (D) age 55-65 years, and (E) age 65+.

Expected change in age composition was measured by employers' reports of whether they anticipate changes in the age composition of their workforce over the next three years with regards to employees (A) under age 25 years, (B) age 25-39 years (C) age 40-54 years, (D) age 55-65 years, and (E) age 65+.

Talent loss risks were measured by employers' reports of the average costs associated with replacing an employee at their organization.

Skills in short supply were measured by employers' reports of to what extent the following skills are in "short supply" at their organization: (A) management, (B) operation, (C) human resource, (D) finance, (E) administrative support, (F) legal, (G) technical computer, (H) sales/marketing, (I) basic literacy in writing and math, and (J) customer relations.

Talent management problems were measured by employers' reports of to what extent each of the following are problems for their business: (A) recruiting competent job applicants, (B) employees' performance, (C) absenteeism, (D) being able to offer competitive pay and benefits, (E) employees' loyalty to the company/organization, (F) morale, (G) providing effective supervision, (H) unwanted turnover, (I) knowledge transfer from more experienced employees to less experienced employees, (J) low skill levels of new employees, (K) shifts in the age demographics of the workforce, (L) conflict among employees from different generations, and (M) employee adjustment to new technologies.

Planning steps were measured by employers' reports of to what extent their company/ organization has taken the following planning steps to ensure that it will have the people it needs, today and in the future: (A) analyzed demographic makeup of their company's/organization's workforce, (B) analyzed projected retirement rates, (C) assessed employees' career plans and work preferences (e.g., through a survey or some other mechanism), (D) assessed the skills their organization anticipates needing, (E) assessed the competency sets of their current employees, (F) assessed supervisors' ability to anticipate and plan for staffing needs, (G) developed succession plans, and (H) developed processes to capture and transfer institutional memory/ knowledge from late-career employees to mid-career and early-career employees.

Age specific action steps regarding career programs for workers were measured by employers' reports of to what extent their organization has programs or policies for (A) recruitment, (B) training, (C) engagement, (D) career progression, and (E) retention for young, midlife, and older workers.

Flexibility Initiatives were measured by employers' reports of to what extent their company/organization has: (A) made a link between workplace flexibility and overall business/workplace effectiveness, and (B) established different options that allow employees to work in a flexible manner.

Flexible work arrangements were measured by employers' reports of approximately what portion of their employees (thinking about both full-time and part-time employees) can do the following: (A) if working full-time, reduce their work hours and work on a part-time basis while remaining in the same position or at the same level, (B) structure their jobs as a job share with another person where both receive proportional compensation and benefits, (C) phase into retirement by working reduced hours over a period of time prior to full retirement, (D) work part - year; that is, work for a reduced amount of time on an annual basis (e.g., work full-time during the fall, winter, and spring and then take the summer off), (E) take sabbaticals or career breaks- that is, take leaves, paid or unpaid, of six months or more and return to a comparable job, (F) take paid or unpaid time away from work for education or training to improve job skills, (G) take at least 12 weeks of extended leave (either unpaid or paid) for care giving or other personal or family responsibilities (e.g., parental or elder care giving responsibilities), (H) work part (or all) of their regular workweek at home or some other off-site location, possibly linked by telephone and computer, (I) work for part of the year at one worksite, and then part of the year at another worksite, (J) transfer to jobs with reduced pay and responsibilities if they want to, (K) request changes in their work responsibilities so that the job is a better fit with their skills and interests, (L) make choices about which shifts they work, if they work a shift, and (M) have input into the decisions about the amount of paid or unpaid overtime hours they work.

Presence of a culture of flexibility was measured by employers' reports of how true the following statements are about their company/organization: (A) supports employees who want to discuss their needs for flexibility with their supervisors, (B) makes a real effort to inform employees of available flexible work options, (C) clearly communicates the importance that working and managing flexibly has for business/organizational success, (D) clearly communicates the importance that work and at home, and (E) rewards or acknowledges supervisors who support effective flexible work arrangements.

Age Demographics: Construction Sector (NAICS 23) Compared to Nine Other Leading Sectors: 2009 Talent Management Study

	All Sec	tors	Constr	uction	Construction (Organization Size)			
	Construction	Other Sectors	Age-Pressured	Not Age-	Small (50-99	Medium	Large (250+	
	N=58	N=638	N=28	Pressured	Employees)	(100-249	Employees)	
				N=30	N=29	Employees)	N=35	
						N=29		
Mean Age Composition of the Workplac	e							
Under 25 years - What is the approximate % of employees who are:	10.82%**	16.3%	11.4%	10.2%	9.4%	12.2%	34.4%	
25-39 years - What is the approximate % of employees who are:	40.4%*	33.8%	38.2%	42.8%	40.9%	39.9%	30.9%	
40-54 years - What is the approximate % of employees who are:	35.9%+	32.1%	36.2%	35.5%	36.7%	35.1%	22.4%	
55-64 years - What is the approximate % of employees who are:	11.48%*	14.6%	12.7%	10.1%	11.4%	11.6%	8.93%+	
Older than 65 years - What is the approximate % of employees who are:	1.4%**	3.3%	1.4%	1.4%	1.6%	1.2%	3.37%*	
Age Composition Expected to Increase S	Some or A lot	·						
Under 25 years	18.5%	24.3%	25.9%	11.1%	7.7%	28.6%*	15.6%	
25-39 years	40.7%	38.7%	51.9%+	29.6%	38.5%	42.9%	28.1%	
40-54 years	40.7%	32.9%	59.3%**	22.2%	42.3%	39.3%	25.0%	
55-65 years	20.4%	26.1%	37%**	3.7%	15.4%	25.0%	28.1%	
Older than 65 years	13.0%	14.8%	18.5%	7.4%	15.4%	10.7%	18.8%	

Talent Loss Risks: Construction Sector (NAICS 23) Compared to Nine Other Leading Sectors: 2009 Talent Management Study

	All Sec	tors	Constr	ruction	Construction (Organization Size)						
	Construction N=58	Other Sectors N=638	Age-Pressured N=28	Not Age- Pressured N=30	Small (50-99 Employees) N=29	Large (100+ Employees) N=29	Large (250+ Employees) N=35				
TALENT LOSS RISKS											
Mean costs associated with replacing an employee (\$)	4975.0	9600.3	N/A	N/A	N/A	N/A	4618.2				
Skills in Short Supply (% Moderate or G	Skills in Short Supply (% Moderate or Great Extent)										
Management skills	25.9%+	38.6%	33.3%	17.9%	17.2%	34.5%	47.1%				
Operations skills	17.2%	23.3%	23.3%	10.7%	10.3%	24.1%	23.5%				
Human resource skills	15.5%	18.4%	23.3%+	7.1%	6.9%+	24.1%	27.3%				
Finance skills	15.5%	16.1%	23.3%+	7.1%	3.4%*	27.6%	33.3%				
Administrative support skills	19.0%	14.1%	20.0%	17.9%	13.8%	24.1%	17.6%				
Legal skills	24.1%	30.0%	27.6%	20.0%	19.2%	28.6%	27.3%				
Technical computer skills	19.0%	22.9%	20.0%	17.9%	17.2%	20.7%	32.4%				
Sales/marketing skills	19%+	29.2%	23.3%	14.3%	24.1%	13.8%	32.4%				
Basic literacy in writing and math	12.1%	17.5%	20%+	3.6%	13.8%	10.3%	32.4%				
Customer relations skills	19.0%	18.9%	26.7%	10.7%	24.1%	13.8%	17.6%				
Talent Management Problems (% Mode	erate or Great Extent)										
Recruiting competent job applicants	37.5%	43.3%	50%*	25.0%	28.6%	46.4%	45.5%				
Employees' performance	25.5%	29.3%	32.1%	18.5%	25.9%	25.0%	30.3%				
Absenteeism	14.3%*	26.4%	21.4%	7.1%	21.4%	7.1%	39.4%				
Responding to employees' family needs	10.7%	13.4%	17.9%+	3.6%	7.1%	14.3%	15.2%				
Being able to offer competitive pay and benefits	17.9%*	30.2%	28.6%*	7.1%	21.4%	14.3%	30.3%				
Employees' loyalty to the company/ organization	7.1%*	19.4%	7.1%	7.1%	14.3%*	0.0%	30.3%				
Morale	10.7%*	25.4%	10.7%	10.7%	21.4%**	0.0%	21.2%				
Providing effective supervision	26.8%	26.7%	32.1%	24.1%	35.7%	17.9%	27.3%				
Unwanted turnover	12.5%+	22.8%	21.4%*	3.6%	14.3%	10.7%	33.3%				
Knowledge transfer from experienced employees to less experienced employees	21.4%	24.3%	35.7%**	7.1%	25.0%	17.9%	30.3%				
Low skill levels of new employees	25.0%	26.8%	35.7%+	14.3%	28.6%	21.4%	39.4%				
Shifts in the age demographics of the workforce	19.6%*	10.6%	35.7%**	3.6%	17.9%	21.4%	18.2%				
Conflict among employees from different generations	8.9%	6.5%	10.7%	7.1%	10.7%	7.1%	6.1%				
Employee adjustment to new technologies	17.9%	15.7%	17.9%	17.9%	14.3%	21.4%	15.2%				

Risk Assessments of Talent Losses in the Construction Sector (NAICS 23) Compared to Nine Other Leading Sectors: 2009 Talent Management Study

	All Sec	tors	Constr	uction	Construction (Organization Size)		
	Construction N=58	Other Sectors N=638	Age-Pressured N=28	Not Age- Pressured N=30	Small (50-99 Employees) N=29	Large (100+ Employees) N=29	Large (250+ Employees) N=35
Analyzed/Developed (% Moderate or G	reat Extent)						
Demographic makeup of company's workforce	34.5%	31.4%	36.7%	32.1%	24.1%+	44.8%	44.1%
Projected Retirement Rates	27.6%	23.2%	36.7%	17.9%	24.1%	31.0%	23.5%
Employees' career plans and work preferences	24.1%	22.7%	30.0%	17.9%	17.2%	31.0%	41.2%**
Skills Organization Anticipates Needing	46.6%	44.0%	43.3%	50.0%	34.5%+	58.6%	61.8%*
Competency Sets of Current Employees	51.7%	50.2%	53.3%	50.0%	44.8%	58.6%	58.8%
Supervisors' Ability to Anticipate and Plan for Staffing Needs	55.2%	50.4%	60.0%	50.0%	48.3%	62.1%	67.6%
Developed succession plans	34.5%	36.3%	26.7%	42.9%	20.7%*	48.3%	55.9%
Processes to capture and transfer institutional memory/ knowledge	30.9%	28.0%	28.6%	33.3%	7.4%**	53.6%	35.3%

Talent Management Action Steps in the Construction Sector (NAICS 23) Compared to Nine Other Leading Sectors: 2009 Talent Management Study

	All Sec	ctors	Constr	uction	Constr	uction
					(Organiza	Lion Size)
	N-r8	Other Sectors	Age-Pressured	Not Age- Pressured	Small (50-99 Employees)	Employees)
	11-30	N=030	N=20	N=30	N=29	N=29
Age Specific Action Steps						
Career Programs for Workers (Too Few)						
Recruitment Younger Employees	29.8%	26.0%	46.7%**	11.1%	35.7%	24.1%
Recruitment Midlife Employees	28.4%	25.4%	40%*	14.8%	32.1%	24.1%
Recruitment Older Employees	31.6%	29.9%	53.3%**	7.4%	28.6%	34.5%
Training Younger Employees	35.1%	35.1%	46.7%+	22.2%	39.3%	31.0%
Training Midlife Employees	33.3%	32.8%	46.7%*	18.5%	32.1%	34.5%
Training Older Employees	26.3%	35.8%	36.7%+	14.8%	25.0%	27.6%
Engagement Younger Employees	33.3%	38.1%	40.0%	25.9%	32.1%	34.5%
Engagement Midlife Employees	28.1%	35.5%	43.3%**	11.1%	21.4%	34.5%
Engagement Older Employees	24.6%+	36.6%	36.7%*	11.1%	14.3%+	34.5%
Career progression and promotion Younger Employees	40.4%	47.5%	50.0%	29.6%	46.4%	34.5%
Career progression and promotion Midlife Employees	33.3%+	45.6%	50%**	14.8%	32.1%	34.5%
Career progression and promotion Older Employees	31.6%*	46.7%	46.7%**	14.8%	28.6%	34.5%
Retention Younger Employees	35.1%	41.6%	43.3%	25.9%	42.9%	27.6%
Retention Midlife Employees	26.3%	37.0%	43.3%**	7.4%	25.0%	27.6%
Retention Older Employees	28.1%	35.8%	43.3%**	11.1%	25.0%	31.0%
Flexibility Initatives						
Workplace Flexibility somewhat/ significantly increases business effectiveness	45.1%	44.6%	44.0%	46.2%	37.5%	51.9%
Company Established Options that Allow Employees to Work in a Flexible Manner to Moderate or Great Extent	18.5%*	31.5%	14.8%	22.2%	19.2%	17.9%
Flexible Arrangements Available to Mos	t or Nearly All Emplo	oyees				
Reduce their Work Hours	1.9%+	9.3%	0.0%	3.7%	3.8%	0.0%
Job share	0.0%	4.4%	0.0%	0.0%	0.0%	0.0%
Phase into retirement	1.9%+	9.3%	0.0%	3.7%	0.0%	3.6%
Work part-year	5.6%	6.8%	3.7%	7.4%	11.5%+	0.0%
Take sabbaticals or career breaks	3.7%	6.8%	3.7%	3.7%	3.8%	3.6%
Take paid or unpaid time away to improve job skills	20.4%	13.9%	22.2%	18.5%	15.4%	25.0%
12 weeks or More of Extended Caregiving Leave	38.9%	37.1%	48.1%	29.6%	23.1%*	53.6%
Work part (or all) at off-site location	3.7%	3.5%	3.7%	3.7%	3.8%	3.6%

Work at Multiple Worksites	20.4%**	3.6%	18.5%	22.5%	11.5%	28.6%	
Transfer to jobs with reduced pay and responsibilities	11.1%	13.0%	7.4%	14.8%	7.7%	14.3%	
Request changes in their work responsibilities	14.8%	9.8%	18.5%	11.1%	11.5%	17.9%	
Make choices about which shifts they work	5.7%	13.0%	3.8%	7.4%	3.8%	7.4%	
Have input into the amount of paid or unpaid overtime hours	14.8%*	5.9%	11.1%	18.5%	11.5%	17.9%	
Presence of a Culture of Flexibility is Generally True or Very True							
Supports discussions of flexibility with supervisors	61.1%	67.6%	55.6%	66.7%	57.7%	64.3%	
Makes efforts to inform employees of flexible work options	33.3%*	50.8%	25.9%	40.7%	30.8%	35.7%	
Clearly communicates the importance of flexibility for business/ organizational success	31.5%	42.3%	18.5%*	44.4%	34.6%	28.6%	
Clearly communicates the importance of flexibility for employees' lives at work and at home	25.9%	36.6%	22.2%	29.6%	19.2%	32.1%	
Rewards supervisors who support flexible work arrangements	22.2%	21.7%	14.8%	29.6%	26.9%	17.9%	

Entire Sample Broken Down by Sector: 2009 Talent Management Study

	Number of Organizations	Percent of the Sample	
Construction	58	8.3%	
Manufacturing	134	19.3%	
Wholesale Trade	36	5.2%	
Retail Trade	78	11.2%	
Transportation and Warehousing	26	3.7%	
Finance and Insurance	45	6.5%	
Professional, Scientific, and Technical Services	49	7.0%	
Administrative and Support and Waste Management and Remediation Services	32	4.6%	
Health Care and Social Assistance	125	18.0%	
Accommodation and Food Services	113	16.2%	
Total	696	100.0%	

End Notes

- Compensation (National Compensation Survey) is a term used to encompass the entire range of wages and benefits, both current and deferred, that employees receive in return for their work. In the Employment Cost Index (ECI), compensation includes the employer's cost of wages and salaries, plus the employer's cost of providing employee benefits.
- 2 These surveys, generated from face-to-face interviews, offer a window on the perspectives and values of a representative sample of Americans laboring within and beyond the health care and social assistance sector. A description of methods of studying the 1998-2008 General Social Survey, samples and measures, as well as additional relationships, are presented in Appendix 2.1 and Appendix 2.2.
- 3 The Family Medical Leave Act requires that employees have access to 12 weeks unpaid leave to accommodate their own or other family members' needs – such as for the birth of a child or to address the care needs of a spouse or an aging parent. Eligibility varies, however, depending on factors such as the establishment size, full time work status, and tenure, and thus a sizable proportion of the labor force is not entitled to this leave.

Authors

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