

Talent pressures and the aging workforce: Responsive action steps for the accommodation and food services sector

Authors: Stephen Sweet, Marcie Pitt-Catsoupes, Elyssa Besen, Shoghik Hovhannisyan, Farooq Pasha

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Talent Pressures and the Aging Workforce:

*Responsive Action Steps for the
Accommodation and Food Services Sector*



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

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 multi-disciplinary dialogue, the Center develops the next generation of knowledge and talent management.

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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.

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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 accommodation and food services sector.

Our analysis reveals that many accommodation and food services sector employers have only a limited knowledge of their workforce. Their talent management strategies can benefit immensely by understanding factors, including financial compensation, but also other intrinsic rewards that could attract replacement workers, stem turnover, and facilitate knowledge transfer.

In comparison to other sectors, the accommodation and food services sector's demographic profile is disproportionately composed of younger workers and women. The high labor turnover in this sector can probably be attributed to the compensation received, the stresses of particular jobs, and the tensions relating to job expectations and other obligations that employees hold outside of the job. As is the case in other sectors, employers in the accommodation and food service sector experience challenges in recruiting and retaining workers with the skills and commitments needed to perform their jobs effectively.

Employers in the accommodation and food services sector may find value in examining additional means of attracting workers to jobs, or satisfying the interests of individual workers already employed. In comparison to other sectors, accommodation and

food service employers are more inclined to integrate flexible work arrangements in their organizational designs. However, these same employers may lag behind other sectors in other promising talent management strategies. For example, one means of identifying concerns is to include employees in decision making activities, a practice that is under-utilized in this sector compared to other sectors.

Knowing what workers want and need is a first step in making jobs fit their lives and to maximizing access to the talents of a diverse, multi-generational workforce.

Overview of Employment & Compensation in the Accommodation and Food Services Sector

INTRODUCTION

According to the U.S. Census Bureau, the accommodation and food services sector (NAICS 72):

“ ... comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment.”

Key Points:

1. Although the compensation¹ costs for most employers rose over the period of 2004-2008 (on average by 9.1% in all industries), there was only a 1.3% increase in the accommodation and food services sector over the same period.
2. There was a 12% increase in the total number of establishments in the accommodation and food services sector over the period of 2000-2006, which was consistent across the different establishment sizes.
3. This sector is especially reliant on female workers, with women accounting for 55% of the total workforce in 2007.
4. This sector is also heavily reliant on younger workers, and only 8% of its workforce in 2007 was aged 55 or older.

EMPLOYMENT AND COMPENSATION

According to the Bureau of Labor Statistics, one in ten workers (10%) in the United States in 2008 was employed in the accommodation and food services sector.

Table 1.1 Employment in the Accommodation and Food Services Sector

	Accommodation and Food Services			All Industries		
	2000	2008	% Change	2000	2008	% Change
Employment in Thousands (seasonally adjusted) ¹	10,074	11,465	13.8	111,003	114,558	3.2
% Represented by Unions of Wage and Salary Workers ²	3.5	2.8	-20.0	14.9	13.7	-8.1
Separation Rates ^{1, 3}	83.9 ⁵	75.3	-10.3	46 ⁵	48.7	5.0
Unemployment Rate (not seasonally adjusted) ⁴	6.8	8.8	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, as in other industries, the 2008-2009 economic downturn had a negative impact on the accommodation and food services sector and its employees. In 2008, employment increased by about 14% relative to 2000 and the unemployment rate increased by 30%. .

Table 1.2 Main Labor Market Indicators of the Accommodation and Food Services Sector

	Accommodation and Food Services(72)		
Employers	2000	2006	% Change
Total Establishments	542,411	612,254	12.9
# Under 20 Employees	332,631	374,298	12.5
# 20-99	85,660	95,556	11.6
# 100-499	32,224	36,664	13.8
# 500+	91,896	105,736	15.1
Hours, Earnings, and Benefits ¹	2000	2008	% Change
Average Weekly Hours of Production Workers, (seasonally adjusted)	26.2	25.4	-3.1
Average Hourly Earnings of Production Workers, (seasonally adjusted) ²	9.9	10.2	3.5
Compensation ³	2004	2008	% Change
Compensation Costs (\$/Hr) ²	10.8	11.0	1.3
Wages and Salaries as % of Compensation	25.6	26.2	2.2
Benefits as % of Compensation			
Total Benefits	6.6	7.1	8.5
Insurance	1.2	1.8	48.3
Retirement	0.3	0.3	17.8
Labor Turnover	2001	2008	% Change
Median Years of Tenure ⁴	1.5	1.9	26.7

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 and includes private industries population.⁴ The data from 2000 are for February. Data from 2008 are for January.

WORKER COMPENSATION

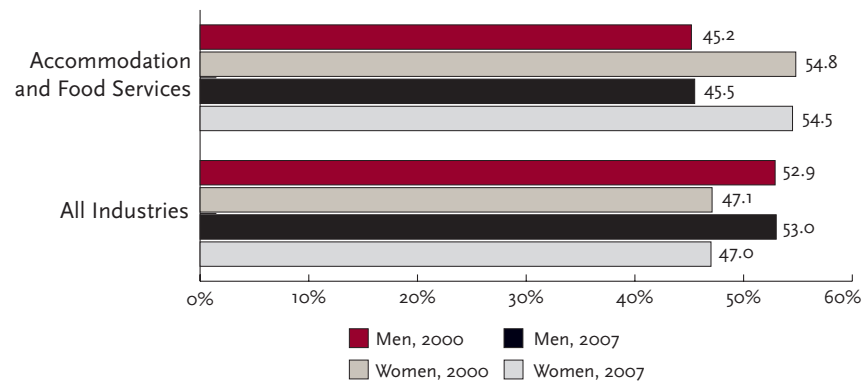
Only 3% of the workers in the accommodation and food services sector were represented by unions compared to 15% of the same indicator for all industries in 2000. Union membership declined both in the accommodation and food services sector (by about 20%) and in all industries (by about 8%) over the span of 2000-2008. The compensation¹ costs for most employers increased on average by 9% in all industries over the period of 2004-2008. However, minimal changes (only 1%) occurred in the accommodation and food services sector. In addition, the compensation costs and the benefits available in the accommodation and food services sector in 2008, were much lower than the average in other industries. Shifts in benefits, as part of employer expenditures, were significant over the past decade. For example, the share of insurance as the percentage of total compensation costs increased both in accommodation and food services and in all industries by 48% and 8%, respectively, over the period of 2004-2008. In addition, the retirement payments as a percentage of compensation costs significantly increased in accommodation and food services sector (by about 18%), while staying fairly constant for employers operating in most sectors.

There was a 12% increase in the total number of establishments in the accommodation and food services sector over the period of 2000-2006, and this growth occurred in all of the different establishment sizes.

WORKFORCE COMPOSITION

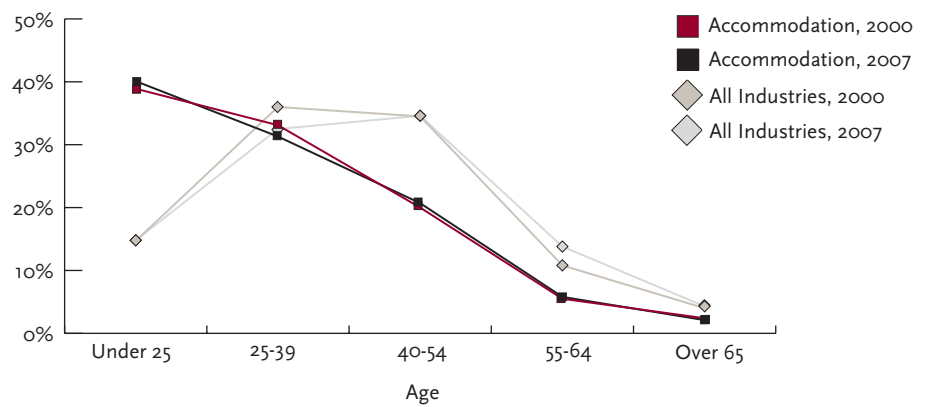
As Figure 1.1 shows, this sector is heavily reliant on female workers, accounting for 55% of the total number of employees in 2000. There was almost no shift in the gender distribution over the period of 2000-2007. As Figure 1.2 shows, the accommodation and food services sector is also heavily reliant on younger workers relative to other sectors of the economy. In 2007, workers aged 55 and above accounted only for 8% of all workers in the accommodation and food services sector and 18% in all industries. This employee age group experienced no change over the period of 2000-2007. This stands in contrast to all industries, where the number of workers aged 55-64 and the number of workers aged 65 and above, grew by 28% and 7% respectively.

Figure 1.1 Gender Distribution of the Labor Force



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

Figure 1.2 Age Distribution of the Labor Force



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

ESSENTIAL OCCUPATIONS

Performance of a wide range of jobs is essential to the accommodation and food services sector, but it is distinguished by a heavy reliance on five essential occupations, shown in Table 1.3. Food preparation and service workers (including fast food), and waiters and waitresses combined account for 19% of all workers in the sector. Three other categories of workers, include (i) cooks in fast food, (ii) cooks in restaurants, and (iii) hotel, motel, and resort desk clerks who combined have about a 14% share of the total number of employees. Summary descriptions of these key occupations are described below, abstracted from the Bureau of Labor Statistics 2010-2011 Occupational Outlook Handbook (http://www.bls.gov/oco/ooh_index.htm).

Table 1.3 Employment by Essential Occupations, 2008

Combined food preparation and serving workers, including fast food	2,226,150
Cooks, fast food	531,720
Cooks, restaurant	849,300
Hotel, motel, and resort desk clerks	219,880
Waiters and waitresses	2,189,330

Source: U.S. Bureau of Labor Statistics

Cooks and Food Preparation Workers

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

Cooks and food preparation workers prepare, season, and cook a wide range of foods—from soups, snacks, and salads to entrees, side dishes, and desserts. They work in a variety of restaurants, as well as other places where food is served, such as grocery stores, schools and hospitals. Cooks prepare and cook meals while food preparation workers assist cooks by performing tasks, such as peeling and cutting vegetables, trimming meat, preparing poultry, and keeping work areas clean and monitoring temperatures of ovens and stovetops. The number, type, and responsibilities of cooks vary depending on where they work, the size of the facility, and the complexity and level of service offered. Institution and cafeteria cooks, for example, work in the kitchens of schools, cafeterias, businesses, hospitals, and other institutions. For each meal, they prepare a large quantity of a limited number of entrees, vegetables, and desserts according to preset menus. Meals are generally prepared in advance so diners seldom get the opportunity to special order a meal. Restaurant cooks usually prepare a wider selection of dishes, cooking most orders individually. Short-order cooks prepare foods in restaurants and coffee shops that emphasize fast service and quick food preparation. They grill and garnish hamburgers, prepare sandwiches, fry eggs, and cook French fries, often working on several orders at the same time. Fast food cooks prepare a limited selection of menu items in fast-food restaurants. They cook and package food, such as hamburgers and fried chicken, to be kept warm until served. On-the-job training is the most common method of learning for cooks and food preparation workers; however, restaurant cooks and other cooks who want to take on more advanced cooking duties often attend cooking school. Vocational training programs are available to many high school

students and may lead to positions in restaurants. Experience, enthusiasm, and a desire to learn are the most common requirements for advancement to higher skilled cooking jobs or positions in higher paying restaurants. The American Culinary Federation certifies chefs in different skill levels. For cooks seeking certification and advancement to higher-level chef positions, certification can help to demonstrate accomplishment and lead to higher-paying positions. Two thirds of all cooks and food preparation workers were employed in restaurants and other food services and drinking places. About 16 percent worked in institutions such as schools, universities, hospitals, and nursing care facilities. Grocery stores and hotels employed most of the remainder.

Food and Beverage Serving and Related Workers

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

Food and beverage serving and related workers are the front line of customer service in full-service restaurants, casual dining eateries, and other food service establishments. These workers greet customers, escort them to seats and hand them menus, take food and drink orders, and serve food and beverages. They also answer questions, explain menu items and specials, and keep tables and dining areas clean and set for new diners. Most work as part of a team, helping coworkers to improve workflow and customer service. These include waiters and waitresses, bartenders, dining attendants, and food servers. The overwhelming majority of jobs for food and beverage serving and related workers were found in food services and drinking places, such as restaurants, fast food outlets, bars, and catering or contract food service operations. Other jobs were in hotels, motels, and other traveler accommodation establishments; amusement, gambling, and recreation establishments; educational services; nursing care facilities; and civic and social organizations. Jobs are located throughout the country but are more plentiful in larger cities and tourist areas. Vacation resorts offer seasonal employment.

Hotel, Motel, and Resort Desk Clerks

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

Hotel, motel, and resort desk clerks are the first line of customer service for a lodging property. They register arriving guests, assign rooms, and answer guests' questions on hotel services and other matters. At other times, they check out guests and report problems with guest rooms or public areas to the housekeeping or maintenance staff. Night and weekend work is common and approximately 1 in 4 desk clerks works part-time. Most hotel, motel, and resort desk clerks learn their job through short-term, on-the-job training, which describes their job duties, familiarizes them with the hotel's facilities, and provides instruction on how to use the computerized reservation, room assignment, and billing systems. Postsecondary education is not required for this job, but some background or coursework in hospitality is helpful. Most important, employers look for people who are friendly and customer-service oriented, well groomed, and display maturity and good judgment.

SUMMARY

In sum, while the accommodation and food services sector offers many job opportunities, these jobs tend to be lower paying than those offered in other sectors and rely on lower skilled workers. Jobs in this sector are most commonly filled by women and younger workers, and unlike other sectors, the workforce in this sector has not aged significantly.

Perspectives & Experiences of Employees in the Accommodation and Food Services Sector

INTRODUCTION

One 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 accommodation and food services sector, we examined 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.

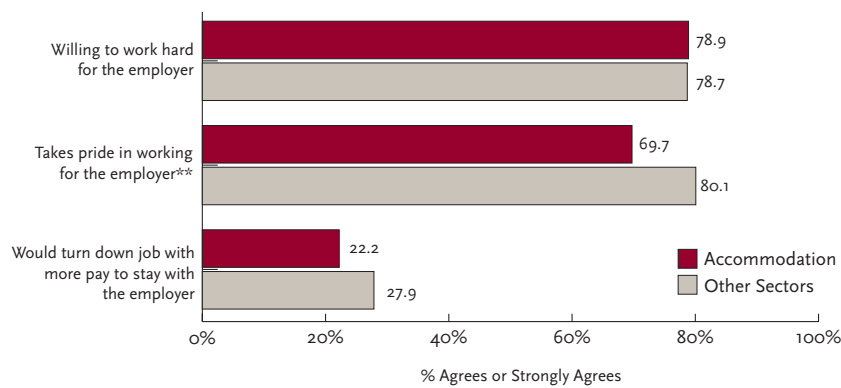
Key Points:

1. The typical worker in the accommodation and food services sector takes pride in her/his work and is willing to work hard. However, they are significantly less likely to take pride in their job compared to employees in other sectors. Most would consider leaving their current jobs for another with higher pay.
2. Employees in the accommodation and food services sector are significantly less likely to value a job that is interesting compared to employees in the other sectors of the economy.
3. A worker’s job and family life commonly compete against one another in the accommodation and food services sector. More than one in two employees (53%) in the accommodation and food services sector come home from work too tired to take care of their household chores at least several times a month. One in five employees (20%) in the accommodation and food services sector report that it is difficult to fulfill family responsibilities because of their job at least several times a month.
4. Four in five middle-aged employees (82%) in the accommodation and food services sector come home from work too tired to take care of their household chores at least several times a month. Also, almost two in five middle-aged employees (38%) report that it is difficult to fulfill family responsibilities because of their job, at least several times a month.
5. Substantial proportions of workers in the accommodation and food services sector find their jobs to be stressful.
6. Workers in the accommodation and food services sector commonly receive little formal training that facilitates the development of skills and are often excluded from decision-making activities. Only slightly more than one in four accommodation and food services workers are engaged in decision-making task forces (27%) or are involved in self-managed teams (28%). Fewer than one in three employees (29%) in the accommodation and food services sector have received formal training from their employers. These rates are considerably lower in comparison to those in other sectors.

WORK INCENTIVES AND ORGANIZATIONAL COMMITMENT

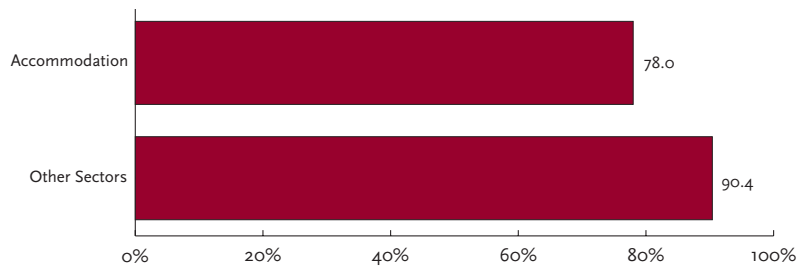
Organizational commitment is strongly associated with employee job satisfaction. This satisfaction can translate to productivity, achieved by employees working harder and by their long-term commitment to employers. Figure 2.1 shows that more than two out of three workers in the accommodation and food services sector agree or strongly agree that they take pride in working for their employer. Figure 2.1 also shows that most employees in the accommodation and food services sector express a willingness to work hard for their employer. While it is important to recognize that most accommodation and food services workers hold positive attitudes toward their jobs, this indicator of work commitment is considerably lower compared to other sectors, in which four out of five employees report taking pride in their work. Even though most workers in this sector would consider leaving their current jobs for another with higher pay, they are still less likely to consider leaving their employer if offered a higher paying job elsewhere compared to employees in other sectors.

Figure 2.1 Organization Commitment: Accommodation and Food Services 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=1,803

Figure 2.2 Percent Reporting Being Somewhat Satisfied or Very Satisfied In Their Job: Accommodation and Food Services Employees In Comparison to Other Sectors**



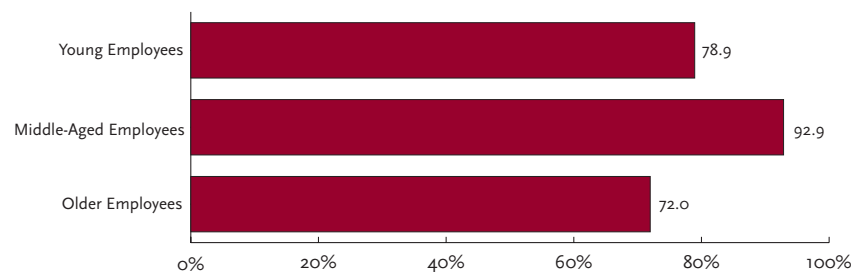
Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=3,495

Figure 2.2 shows that employees in the accommodation and food services sector tend to be less satisfied with their job compared to employees in other sectors. Even though most of the employees in the accommodation and food services sector are somewhat or very satisfied with their job, employee turnover presents significant concerns.

As we discuss below, gaps between what workers want from their jobs and what employers currently provide can be substantial. Efforts to close these gaps may, in the end, result in moving greater proportions of employees to hold positive dispositions toward their work and relationships with their employers, which in turn could increase productivity and employee retention. Clearly, monetary rewards from work are of considerable importance in shaping worker commitments to their jobs, but data from the General Social Survey also suggest that the way jobs fit into the lives of employees at different career stages, also matters. Workers at different life and career stages do not always evaluate their jobs in the same manner, or put the same emphasis on the relative importance of different aspects of their jobs.

Figure 2.3 shows that age also predicts job satisfaction. Note that even though most employees in the accommodation and food services sector report being either “somewhat satisfied” or “very satisfied” in their jobs, the level of satisfaction was significantly lower for younger and older employees. Because the accommodation and food services sector is heavily reliant on younger workers (aged 20-39), considering why this group is less inclined to feel satisfied in their jobs may be an important consideration in shaping workplace practices. Additionally, the dissatisfaction expressed by older employees (aged 55+) may be one reason older age groups are underrepresented in this sector. Employers trying to attract older workers may need to address the sources of dissatisfaction.

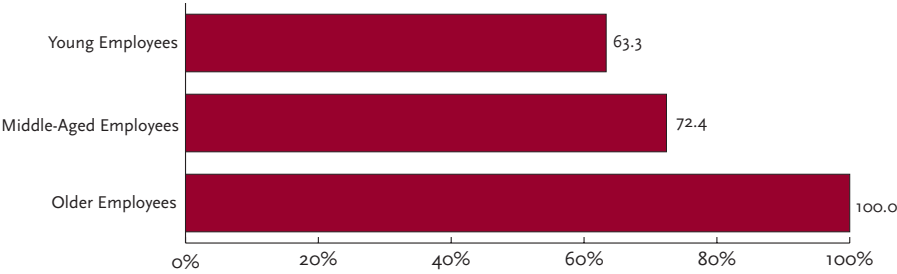
Figure 2.3 Percent Reporting Being Somewhat Satisfied or Very Satisfied In Their Job: Comparison of Accommodation and Food Services Employees at Different Ages*



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=200

Figure 2.4 shows that age also predicts the amount of pride employees in the accommodation and food services sector feel in their jobs. Older employees are significantly more likely to be proud of their job compared with younger and middle-aged employees (aged 20-39 and 40-54, respectively). This suggests some benefits that might be gained through the employment of older workers, as this pride may potentially raise expectations for work performance, as well as positively affect workplace atmosphere.

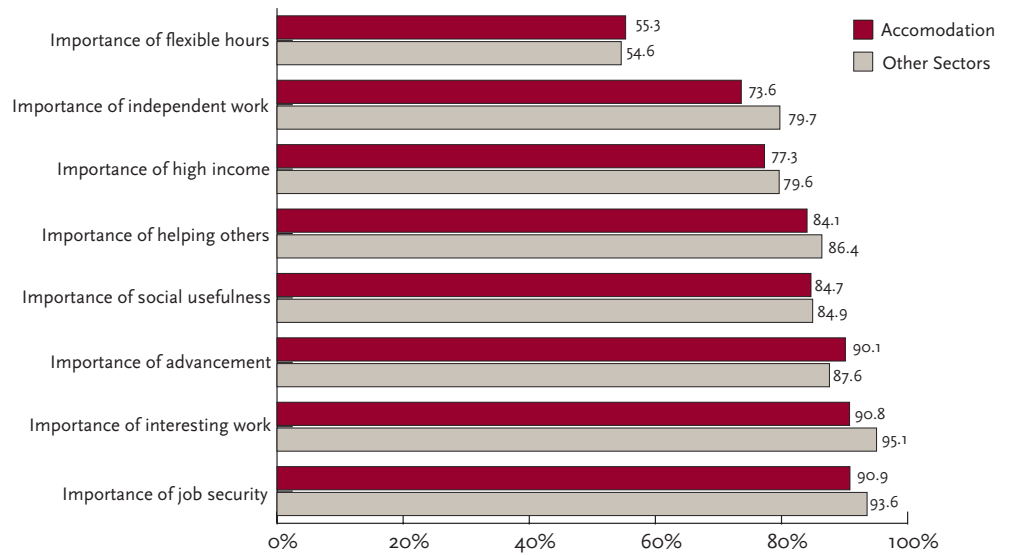
Figure 2.4 Percent Of Employees Who Agree or Strongly Agree That They Are Very Proud To Be Working For Their Employer: Comparison of Accommodation and Food Services Employees at Different Ages*



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=109

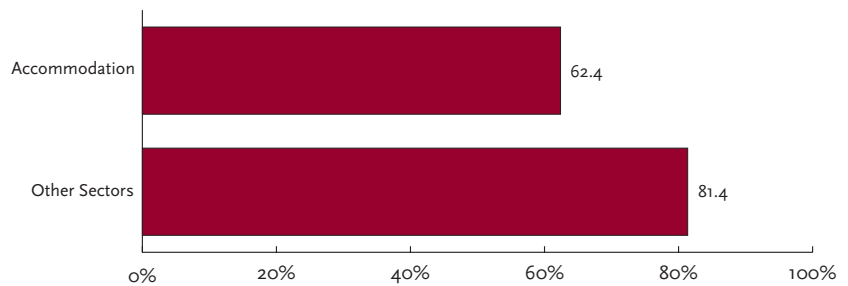
Figure 2.5 shows that employees in the accommodation and food services sector are comparable to employees in other sectors in respect to the importance they place on a variety of job features. The General Social Survey reveals that job security, ability to help others, social usefulness, potential for advancement, and interesting work are reported by accommodation and food services employees as important concerns. Some other job features that are comparably valued by a vast majority of employees (across sectors) are high income and having flexible work hours. However, in contrast to workers in other sectors, Figure 2.6 shows that only two out of three employees in the accommodation and food services sector report that their job is interesting.

Figure 2.5 Job Incentives Rated as Important or Very Important: Accommodation and Food Services 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

Figure 2.6 Percent of Employees Who Agree or Strongly Agree That Their Job Is Interesting: Accommodation and Food Services 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=1,841

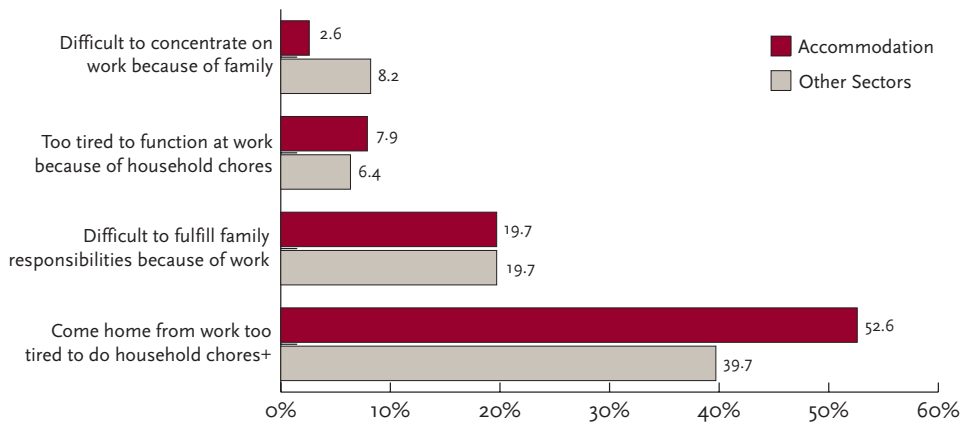
WORK-FAMILY CONFLICT

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. However, because many employers have been slow to adapt their organizations, numerous mismatches still exist that can undermine both workplace effectiveness and family functioning. As we discuss below, sizable proportions of employees report that overlaps between home and work have significant negative impact on their lives, on and off the job, a concern that warrants greater attention.

To better understand the unique aspects of work in the accommodation and food services 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 2.7 shows that employees in the accommodation and food services sector are, on the whole, as likely to experience work-family conflicts as employees in the other sectors of the economy. However, employees in the accommodation and food services sector are significantly more likely to report that they come from work too tired to be able to do their household chores compared to employees in other sectors.

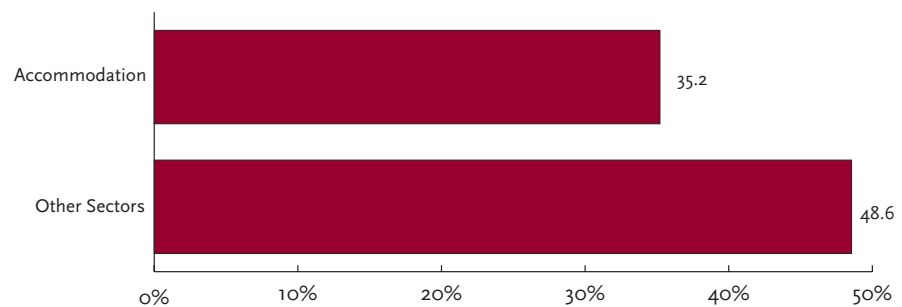
Figure 2.7 Percent of Employees Who Experience Work-Family Conflicts At Least A Few Times a Month or More: Accommodation and Food Services Employees In Comparison to Other Sectors



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=1,155

Figure 2.8 shows that employees in the accommodation and food services sector are significantly less likely to run out of time at their job compared to employees in other sectors. Almost one in two employees (49%) in other sectors “agree” or “strongly agree” that they run out of time before getting things done at work compared to only one out of three employees (35%) in the accommodation and food services sector. This is not surprising, given the nature of many of the jobs in the accommodation and food services sector.

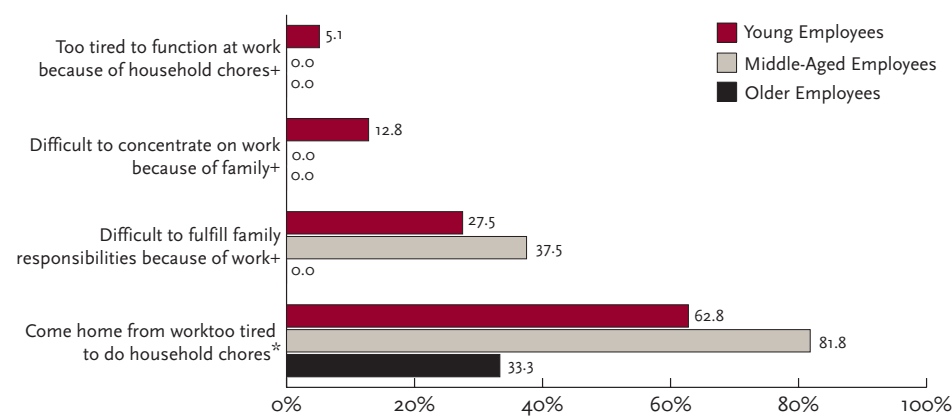
Figure 2.8 Percent of Employees Who Agree or Strongly Agree That They Run Out Of Time Before Getting Things Done At Work: Accommodation and Food Services Employees In Comparison to Other Sectors**



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=1,002

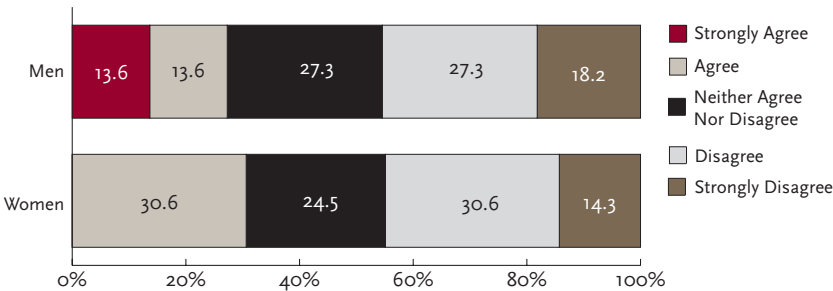
Interestingly, the strain of work-family conflicts varies significantly among different age groups of employees. Figure 2.9 shows statistically significant differences between age groups for a variety of work-family conflicts. Substantial proportions of accommodation and food services employees – as many as four in five middle-aged employees in the accommodation and food services sector – come home from work too tired to take care of their household chores at least several times a month. Some employees also find it difficult to fulfill family responsibilities because of their job. Younger employees and employees at mid-life are the most affected by work-family conflict. However, employers may find that some of their older employees (for example, those caring for an elderly relative or grandchildren) experience high levels of work-family conflict. Employers in the accommodation and food services sector may want to take this information into account when developing policies to help their employees perform at their best levels. Work-family conflict can threaten employee retention; unaddressed, this can impact productivity.

Figure 2.9 Percent of Employees Who Experience Work-Family Conflicts At Least A Few Times a Month or More: Comparisons of Accommodation and Food Services 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=76

Figure 2.10 Job Is Rarely Stressful: Comparisons of Male and Female Accommodation and Food Services Employees+

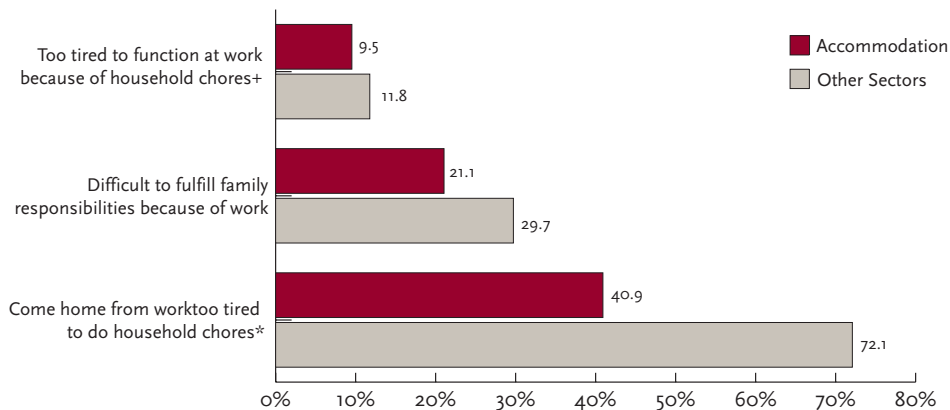


Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=71

Figure 2.10 shows that work in the accommodation and food services sector can be stressful, as nearly one in two male and female employees “disagree” or “strongly disagree” that their job is rarely stressful.

Figure 2.11 shows that work vs. family conflicts affect men and women in the accommodation and food services sector in significantly different ways. Figure 2.11 shows that women in the accommodation and food services sector are significantly more likely to be too tired to do their household chores after coming from work compared to men. This might be attributable to the fact that women tend to perform greater shares of housework than men, and thus it is more difficult for them to attend to those added responsibilities. This, in turn, can affect workplace productivity, as female employees are more likely to report not being able to perform well at their job due to their household responsibilities and are also more likely to experience difficulty in concentrating on their work because of family. Understanding these work-family tensions may be a key consideration in talent management practices. For example, while is beyond an employer’s power to affect the expectations that exist within the family (i.e., which spouse does what chores), it is within the employer’s power to consider how requests for changes in job schedules are shaped by gender role expectations outside of the job.

Figure 2.11 Percent of Employees Who Experience Work-Family Conflicts At Least A Few Times a Month or More: Comparisons of Male and Female Accommodation and Food Services Employees

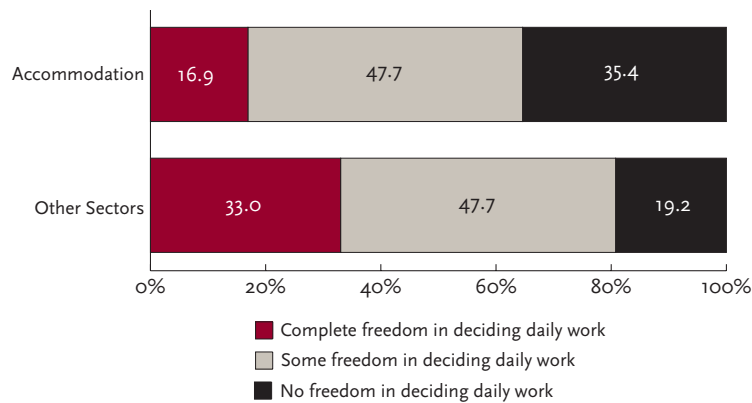


Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=76

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. In a subsequent section, we examine the types of flexible work options available to employees in this sector. Here, we consider the inclusion of employees in decision-making activities that may affect the timing and pacing of their work. Figure 2.12 shows that employees in the accommodation and food services sector are significantly less likely to have “complete” or “some freedom” in deciding how to organize their daily work compared with employees in the other sectors of the economy.

Figure 2.12 Freedom To Decide Daily Work Activities: Accommodation and Food Services Employees In Comparison To Other Sectors**

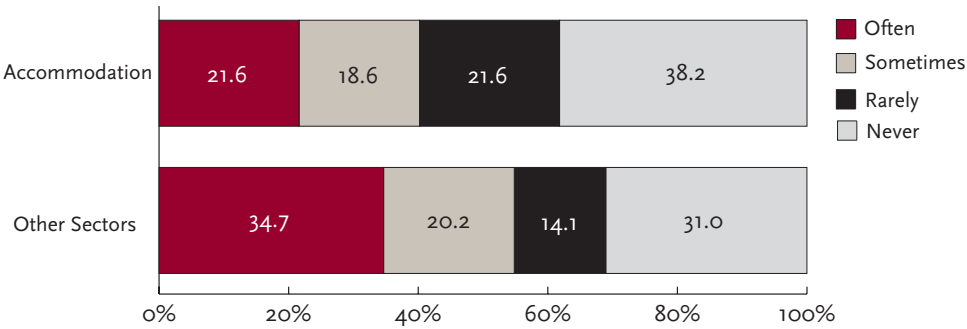


Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=1,016

Figure 2.13 shows that there is a significant difference between accommodation and food services and other sectors in the availability of flexible schedule options. Only one in five workers (22%) in the accommodation and food services sector report that they are often allowed to change their schedule, compared to 35% of employees in other sectors. Studies show that rethinking scheduling practices can have a remarkable impact on enhancing retention and decreasing absenteeism. For example, it is common practice in the accommodation and food services sector to post schedules that vary employees' work hours on a weekly basis. If employees have advance access to these schedules, it is possible for them to negotiate trades with coworkers. However, if schedules are rigidly structured and posted at short notice, this prevents these trades from occurring and can undermine workplace effectiveness.

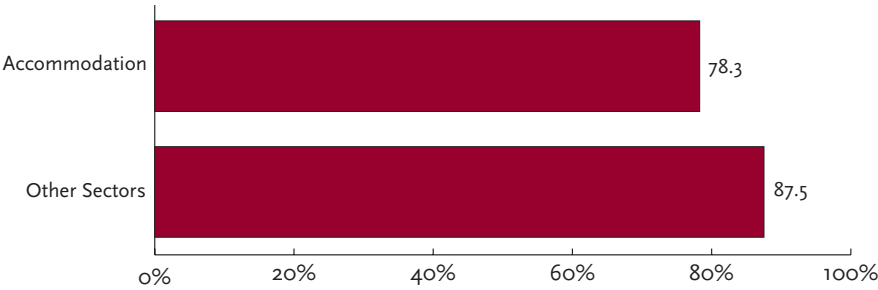
Similar to Figure 2.12 and Figure 2.13, Figure 2.14 shows that employees in the accommodation and food services sector are significantly less likely to have complete or some freedom in deciding how to do their job compared to employees in the other sectors.

Figure 2.13 Freedom to Change Work Schedules: Accommodation and Food Services Employees In Comparison To Other Sectors**



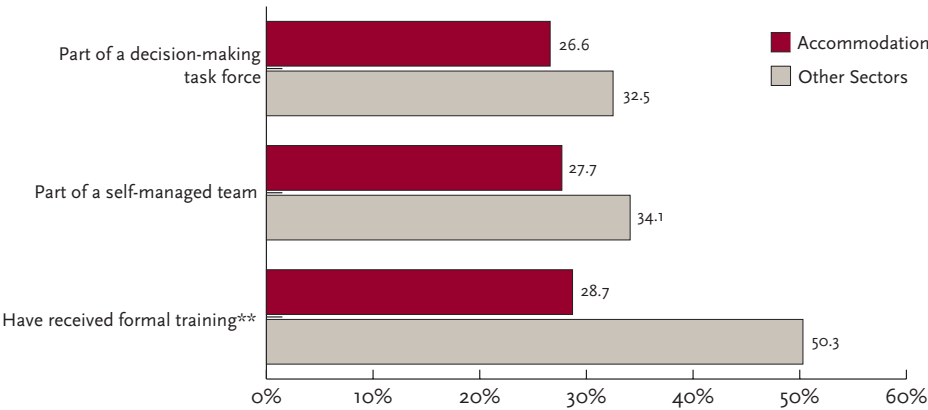
Note: Analyses from 1998-2008 General Social Survey; Individual Items are reported in Appendix 2.2; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=3,482

Figure 2.14 Percent of Employees Who Report Having Complete Or Some Freedom In Deciding How To Do Their Job: Accommodation and Food Services 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=3,476

Figure 2.15 Engagement in Decision-Making: Accommodation and Food Services 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=1,684

In addition to increasing incentives and options for flexible schedules and career paths, workplace effectiveness can potentially be enhanced by increasing employee engagement in decision-making processes. Through this means, employees can identify the aspects of their jobs that make work difficult, as well as inform their work teams and supervisors of alternate approaches to performing jobs.

Figure 2.15 shows that there are significant differences between accommodation and food services workers and those employed in other sectors. Fewer than one in three accommodation and food services workers have received formal training from their employers, compared to one in two employees in other sectors. Figure 2.15 also shows that slightly more than one in four employees in the accommodation and food services sector work as part of a self-managed team or are engaged in a decision-making task force compared to one in three employees in the other sectors. Both of these talent management practices involve investing in workers' human and social capital.

SUMMARY

Although most workers in the accommodation and food services sector have a strong work ethic, employees in this sector show lower levels of pride in their jobs and organizations, so there is potential to increase commitment. One strategy to accomplish this goal is to structure jobs in ways that minimize work-family conflicts, as well as open opportunities for employees to work on different schedules that suit their unique interests and work-styles. Engagement of employees in decision-making activities can help identify and formulate job designs that suit employee interests and needs. Employers in the accommodation and food services sector are less likely than other employers to engage in this promising practice. Because younger workers express greater dissatisfaction with their employment in this sector, (more than younger workers in other sectors) and because the sector is so reliant on these younger workers, accommodation and food services employers may benefit by focusing on the sources of discontent. Additionally, because older workers are under-represented in this sector, employers may find advantages in identifying strategies of engaging this growing population.

Organizational Responses in the Accommodation and Food Services Sector to a Diverse, Multigenerational Workforce

INTRODUCTION

One of the primary questions for employers in the accommodation and food services 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 accommodation and food services 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 113 accommodation and food services 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, medium, and large employers, is explored. We also compare the accommodation and food services industry as a whole to employers that operate in nine other leading sectors in the economy. Comparisons are also made between the talent management priorities and needs of age-pressured employers within accommodation and food services (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) to those in less pressured contexts within the accommodation and food services sector. (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:

1. Accommodation and food services organizations report greater shortages of basic literacy in writing and math skills, human resource skills, finance skills, and administrative support skills compared to organizations in other sectors.
2. Employers in this sector experience greater problems with unwanted turnover, absenteeism, low skill levels of new employees, employees’ performance, and recruitment of competent job applicants.
3. Within the accommodation and food services sector, age-pressured employers reported greater concerns with employees’ loyalty and low skill levels of new employees.
4. A lower percentage of accommodation and food services organizations have assessed the projected retirement rates of their workforce (15%), while a greater percentage have assessed supervisors’ ability to anticipate and plan for staffing needs (65%) to a moderate/great extent compared to employers in other industries (25% and 48%, respectively).

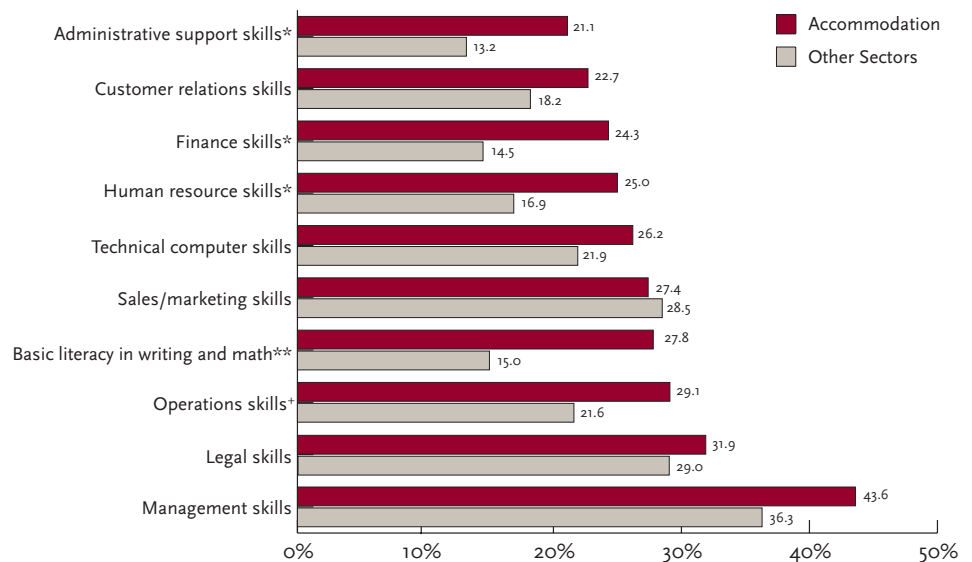
5. Within the accommodation and food services sector, larger employers were more likely than smaller employers to have assessed employees' career plans and work preferences, assessed the demographic make-up of the workforce, developed succession plans, and assessed the skills the organization needed.
6. In comparison to employers in other sectors, accommodation and food services organizations offer more flexible work options to most or all of their employees, like taking sabbaticals or career breaks, working part-year, requesting changes in work responsibilities, transferring to jobs with reduced pay and responsibility, and making choices about which shifts to work.
7. A larger percentage of accommodation and food services organizations report that supporting discussions of flexibility with supervisors (79%) is true/very true compared to organizations in other sectors (65%).

AGE PRESSURE, TALENT NEEDS AND TALENT LOSS RISKS

What types of talent sets are in short supply in the accommodation and food services sector?

Figure 3.1 shows that (on the whole) accommodation and food services employers are experiencing the same types of skill shortages evident in other sectors of the economy, but in some cases they are experiencing these shortages more intensely. Like employers in other sectors, management and legal skills shortages were especially pronounced. Because these skills are in short supply, the pressure to locate and keep workers with these talents may be felt even more strongly as older workers exit the labor force. Employers also experience a shortage in more basic skill needs, such as in literacy, writing, and math. Over one in four employers (28%) in the accommodation and food services sector experience skill shortages. In comparison to other sectors, the accommodation and food services sector not only had greater shortages of basic literacy in writing and math skills, but human resource skills, finance skills, and administrative support skills as well. While some of these skill shortages may be attributed to the unique demands of work in the accommodation and food services sector, it is also possible that workers possessing these skills are being drawn to other sectors of the economy.

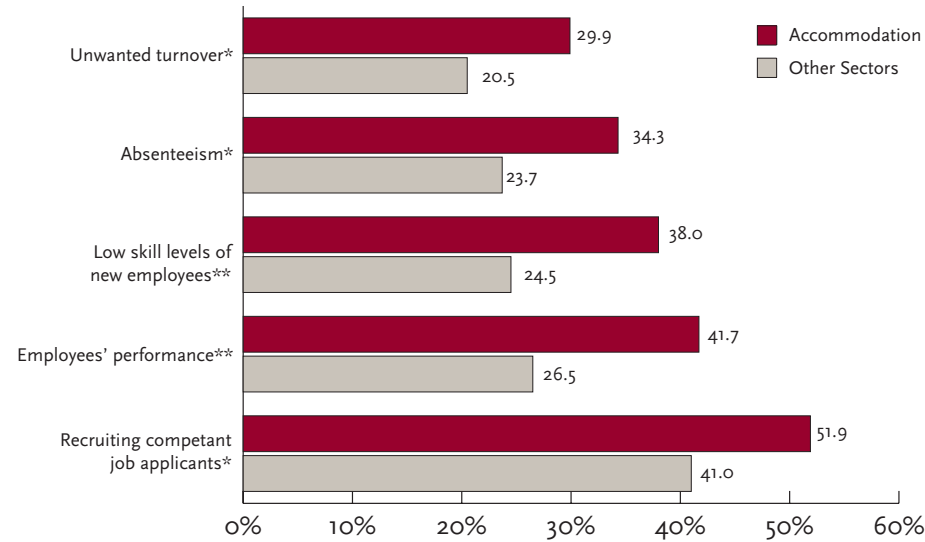
Figure 3.1 Skills in Short Supply to a Moderate/Great Extent in the Accommodation and Food Services Sector Compared to Other Sectors: 2009 Talent Management Study



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 accommodation and food services sector reported significantly more concerns than organizations in the other sectors of the economy. These concerns included problems with unwanted turnover, absenteeism, low skill levels of new employees, employees' performance, and recruiting competent job applicants. As Figure 3.2 shows, the most frequently cited concern in the accommodation and food services sector was being able to recruit competent job applicants.

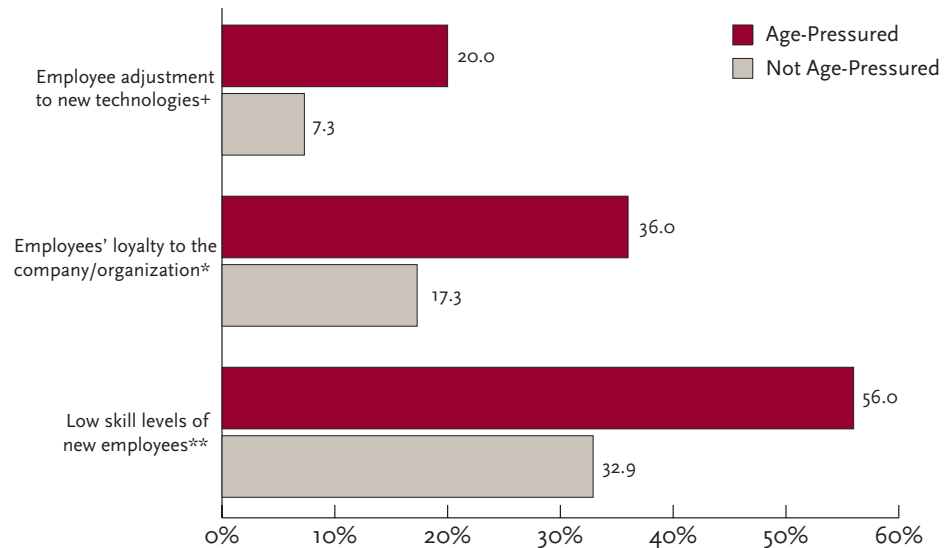
Figure 3.2 Talent Recruitment and Loss Risks (Reported at a Moderate/Great Extent) in the Accommodation and Food Services Sector compared to Other Sectors: 2009 Talent Management Study



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

As Figure 3.3 shows, the pressures of an aging workforce were related to the talent needs of employers in the accommodation and food services sector. Most notably, age-pressured accommodation and food services organizations were significantly more likely to report that they had problems with employees' loyalty to the company/organization and with low skill levels of new employees. They also reported greater problems with employee adjustment to new technology.

Figure 3.3 Challenges in Maintaining Talent to a Moderate or Great Extent in the Accommodation and Food Services Sector by Age Pressure: 2009 Talent Management Study



Note: Analyses from 2009 Talent Management Study, Accommodation and Food Services 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=107

ASSESSMENT

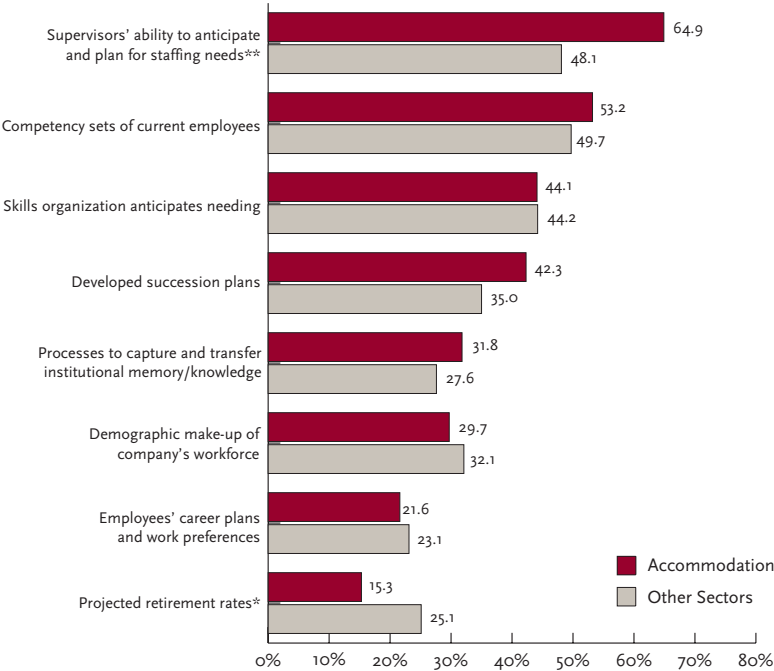
The churn of the economy and the entry/exit of workers will result in significant changes in the demographic composition of many companies' workforces. With the large exodus of the Baby Boomer generation from the workforce, there are strong prospects that entire talent sets could be lost – that is, unless 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 accommodation and food services sector prepared for the challenges and opportunities that correspond with changes in the age composition of the workforce?

Figure 3.4 shows that accommodation and food services organizations are, on the whole, engaging in assessment steps at levels generally comparable to, but also sometimes lower or higher than, employers operating in other sectors. The Talent Management Study reveals that the 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 have employers assessed the demographic make-up of the enterprise,

gauged employee career plans or work preferences, or projected retirement rates. Accommodation and food services enterprises stand apart from the other sectors, however, as they tend to engage in significantly more assessment of supervisors' abilities to anticipate staffing needs and significantly less projection of retirement rates. This may be attributed to the high levels of turnover that occur in this sector, as well as its reliance on a younger workforce.

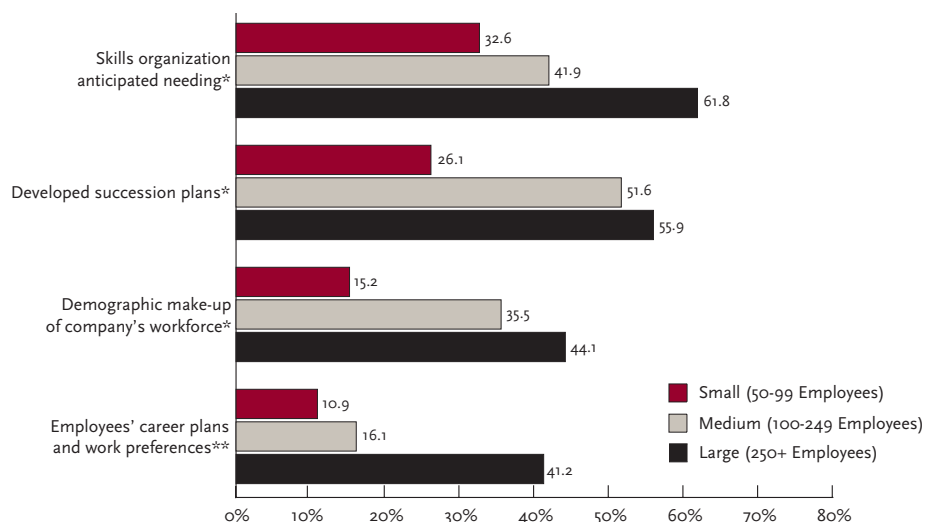
Figure 3.4 Assessment Activities Engaged in to a Moderate/Great Extent in the Accommodation and Food Services Sector Compared to Other Sectors: 2009 Talent Management Study



Note: Analyses from 2009 Talent Management Study; Individual Items are reported in Appendix 3.4; Chi-Square Tests Used to Assess Significant Differences, +p<.1 *p<.05 **p<.01; N=688

As Figure 3.5 shows, within the accommodation and food services sector, the extent that organizations have engaged in planning steps differed significantly by organizational size. Large organizations in the accommodation and food services sector engaged in significantly more assessment of employees' career plans or work preferences, the demographic make-up of their workforces, and the skills the organization anticipated needing in the future, compared to medium and small organizations. Large organizations also had developed succession plans more so than small or medium employers.

Figure 3.5 Assessment Activities Engaged in to a Moderate/Great Extent in the Accommodation and Food Services Sector by Organizational Size: 2009 Talent Management Study



Note: Analyses from 2009 Talent Management Study, Accommodation and Food Services 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=111

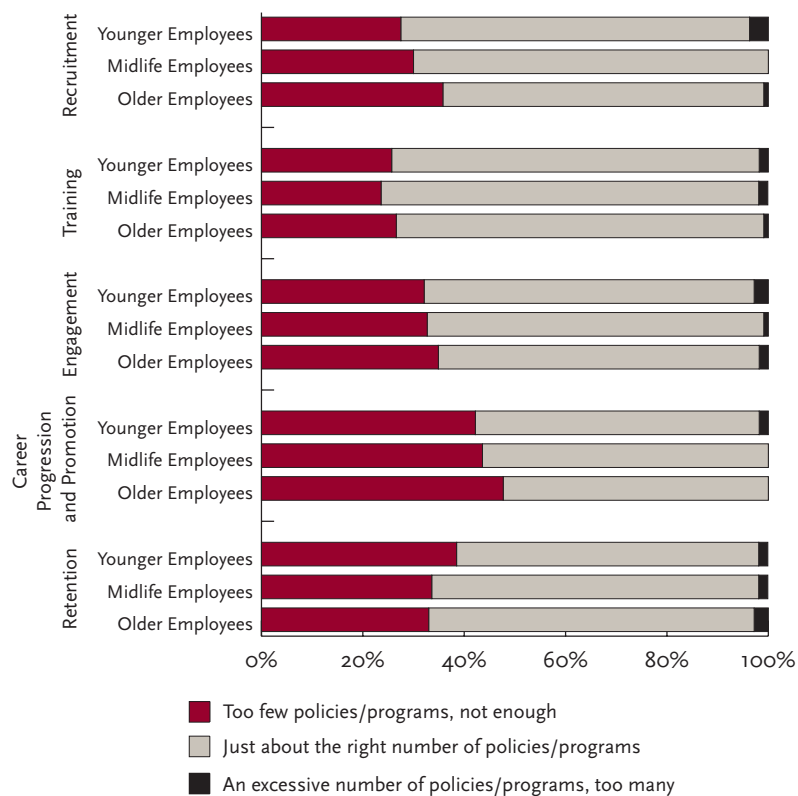
RECRUITMENT AND CAREER DEVELOPMENT

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 accommodation and food services 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 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 retention and career progression and promotion programs, aspects critical to both the continued engagement of current older workers as well as to the replacement of workers aging into retirement who may leave in the future.

Figure 3.6 Career Programs/Policies Offered to Employees in the Accommodation and Food Services Sector: 2009 Talent Management Study



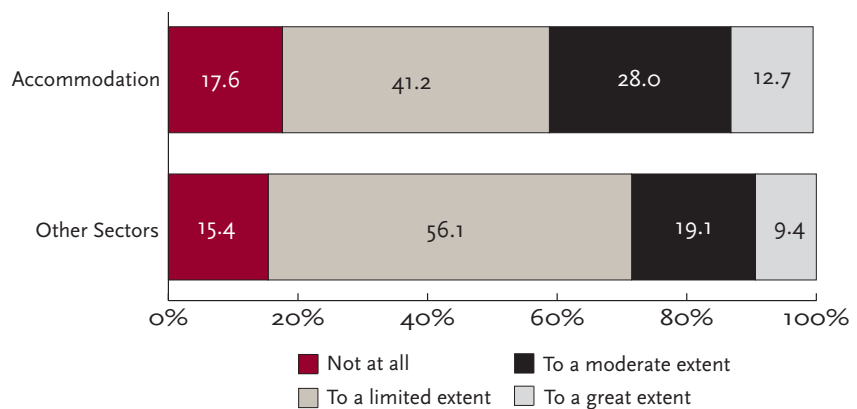
Note: Analyses from 2009 Talent Management Study, Accommodation and Food Services sector only; Individual Items are reported in Appendix 3.5; N=110

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 46% of the accommodation and food services organizations, and 44% of the organizations in other sectors, reported that workplace flexibility somewhat/significantly increases business effectiveness.

As Figure 3.7 shows, in comparison to the employers in other sectors, employers in accommodation and food services were more likely to report offering options to perform work in a flexible manner to a moderate/great extent. However, it is especially notable that only approximately one in eight employers in accommodation and food services did this “to a great extent,” and most commonly they reported doing this “to a limited extent.”

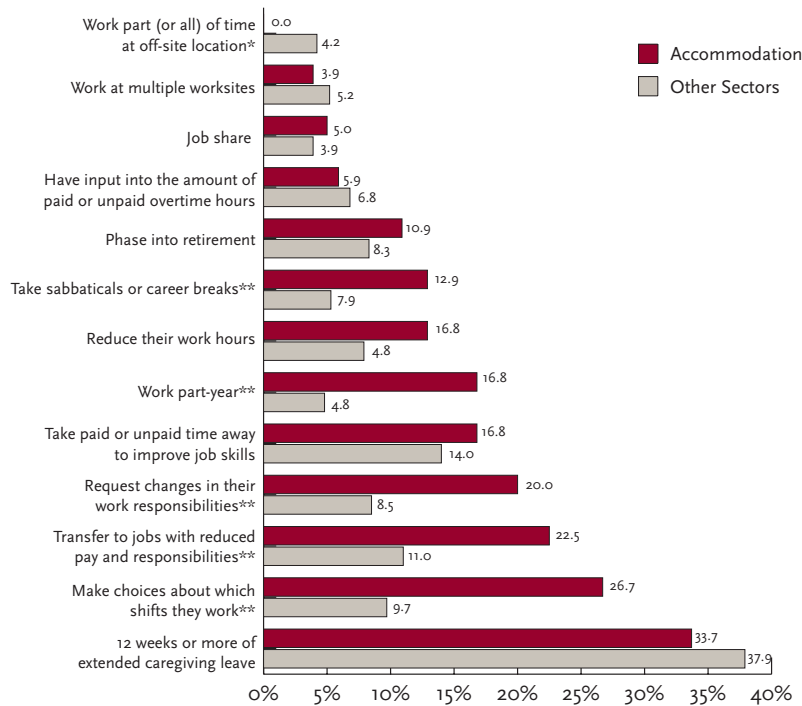
Figure 3.7 Establishing the Options for Employees to Work in a Flexible Manner: Accommodation and Food Services Organizations Compared to Employers in Other Sectors: 2009 Talent Management Study



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=647

What types of flexible options are accommodation and food services employers offering? How do they compare to other sectors? Figure 3.8 shows that the most common type of flexibility offered is that of providing 12 weeks or more of paid or unpaid time for caregiving need.³ In comparison to employers in other sectors, employers in the accommodation and food services sector were more likely to offer flexible arrangements to most or all of their employees; their workers had more options for taking sabbaticals or career breaks, working part-year, requesting changes in work responsibilities, transferring to jobs with reduced pay and responsibility, and choices about which shifts to work. (Note: Apart from the option for extended care leave, most organizations did not offer flexible work arrangements to all or most of their employees).

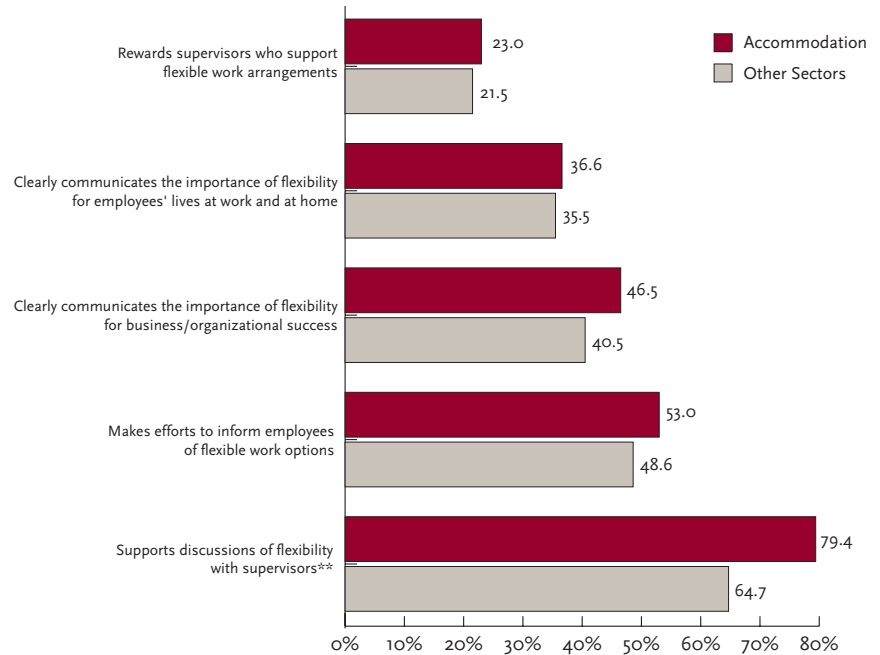
Figure 3.8 Flexible Arrangements Available to Most or Nearly All Employees in the Accommodation and Food Services Sector compared to Other Sectors: 2009 Talent Management Study



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

As Figure 3.9 shows, accommodation and food services organizations are similar to employers in other sectors with respect to embracing a culture supportive of workplace flexibility. Most employers studied supported discussions of flexibility with supervisors and make efforts to inform employees of flexible work options, and accommodation and food services employers did this more so than employers in other sectors. Nearly half (46%) 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 (see Appendix 3.5).

Figure 3.9 Presence of a Culture of Flexibility is Generally True or Very True in the Accommodation and Food Services 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

The establishment of flexible work arrangements can be an essential strategy for business success and a promising response to the diverse and aging workforce. However, given the high turnover rates within this sector, it is not clear that flexibility alone, or the ways in which flexibilities are currently implemented, are sufficient to attract and retain needed talent.

SUMMARY

When compared to organizations in other sectors, accommodation and food services 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, because they are experiencing even greater skill shortages than other sectors, employers in accommodation and food services appear to be responding in a more aggressive fashion in advancing flexible work arrangements. Many of these employers, nevertheless, are also operating “in the dark,” and have surprisingly limited understanding 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 accommodation and food services may exacerbate the impact of talent shortages, but the aging of the population may offer employers in this sector new opportunities to employ new workers in new ways. There is evidence to suggest that the job flexibilities available in accommodation and food services offer promise as a means of attracting these older workers.

Conclusion: Transferring Knowledge to Action in the Accommodation and Food Services Sector

A unique demographic feature of the accommodation and food services sector is its reliance on younger workers. In an aging society, this can present challenges in locating replacement workers in an industry already characterized by high labor turnover.

Forward-thinking employers in the accommodation and food services 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?

Employers in this sector offer greater availability of some types of flexible work options. Yet, employers in this sector face challenges in retaining workers who express an inclination to leave for better paying work and who are less likely to take pride in their jobs. Addressing the tensions that stem from competing obligations that employees hold on and off the job may be one of the most promising means of advancing talent management effectiveness. It is clear that work in this sector can be stressful, not only owing to the pace and demands of jobs, but also in respect to schedules that are sometimes erratic. Employers may find that assessing employee perspectives and including employees in decision-making activities are a means of increasing loyalty and improving productivity.

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.

Appendix 1.1

Age/Economic Pressure Map

IDENTIFY YOUR WORKFORCE PLANNING RESPONSES:

Organization:	Completion Date:			
Part 1. Current State Analysis—What Are Your Pressures?				
1. What impact will the aging of the workforce have on your organization over the next 3 years?				
1 <input type="radio"/> Very negative	2 <input type="radio"/> Negative	3 <input type="radio"/> Not negative or positive	4 <input type="radio"/> Positive	5 <input type="radio"/> Very positive
Why?				
2. What impact will the aging of the workforce have on the economic environment affecting your company/organization in the near future (that is, over the next 3 years)?				
1 <input type="radio"/> Very negative	2 <input type="radio"/> Negative	3 <input type="radio"/> Not negative or positive	4 <input type="radio"/> Positive	5 <input type="radio"/> Very positive
Why?				
3. Consider your answers to the two questions above and refer to the graph on the right:				
1. Plot your answer to Question 1 on the horizontal “Age Pressure” axis.				
2. Plot your answer to Question 2 on the vertical “Economic Pressure” axis.				
3. Connect the two points to determine in which quadrant your organization lies and refer to the chart.				

SUGGESTIONS

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

- ⇒ 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.

- ⇒ Can you identify potential partners outside and within HR?
- ⇒ 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

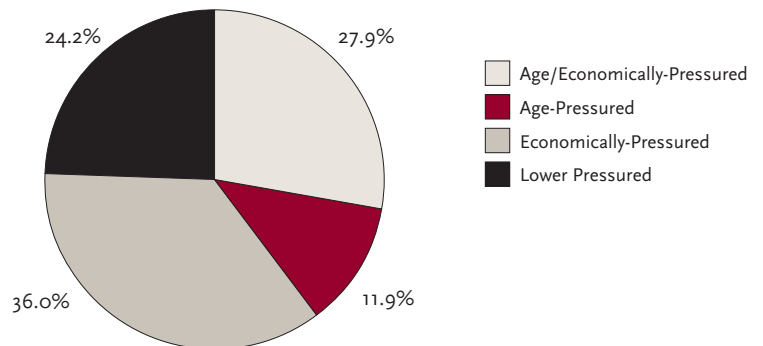
Higher Age, Lower Economic Pressure

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.

Compare your responses.

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?



Quadrant Selected in #3

Understanding the pressures that affect a business' organizational situation (i.e., being age-pressured, economically-pressured, 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
1. 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-Catsoupes, 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.

Appendix 2.1

The General Social Survey: Sample, Analysis and Indicators

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?

Appendix 2.2

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

	Sector Comparisons				Comparisons Within the Accommodation and Food Services Sector								
					Age					Gender			
	N	Other Sectors	Accom. Sector	Sig	N	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	90.4	78.0	**	200	72.0	92.9	78.9	*	200	80.3	76.6	
% Agree or strongly agree that they are very proud to be working for employer (PRIDEORG)	1,826	80.1	69.7	**	109	63.3	72.4	100.0	+	109	63.6	73.8	
% Agree or strongly agree that they are very willing to work harder to help employer succeed (HELPOORG1)	1,823	78.7	78.9		109	75.0	79.3	100.0		109	80.0	78.1	
% Agree or strongly agree that they would turn down a job with more pay to stay with employer (STAYORG3)	1,803	27.9	22.2		108	13.6	31.0	40.0		108	22.7	21.9	
Incentives													
% Reporting job security is one of the important or very important aspects of their job (SECJOB)	2,682	93.6	90.9		164	90.0	95.5	89.3		164	87.3	92.7	
% Reporting interesting work in a job is important or very important (INTJOB)	2,678	95.1	90.8		163	90.0	93.0	85.7		163	94.5	88.9	
% 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		162	87.5	92.9	92.9		162	89.1	90.7	
% Reporting helping others in a job is important or very important (HLPOTHS)	2,676	86.4	84.1		163	82.5	86.0	85.7		163	83.6	84.3	
% Reporting high income is one of the important or very important aspects of their job to them personally (HIINC)	2,677	79.6	77.3		163	71.3	83.7	82.1		163	76.4	77.8	
% Reporting social usefulness in a job is important or very important (HLPSOC)	2,673	84.9	84.7		163	81.3	93.0	89.3		163	80.0	87.0	
% Agree or strongly agree that their job is interesting (RINTJOB)	1,841	81.4	62.4	**	109	56.7	62.1	90.0		109	61.4	63.1	
% Reporting independent work in a job is important or very important (WRKINDP)	2,671	79.7	73.6		163	75.0	72.1	75.0		163	76.4	72.2	
% Reporting flexible hours being one of the important or very important aspects of their job (FLEXHRS)	2,664	54.6	55.3		161	48.8	56.1	64.3		161	46.3	59.8	

	Sector Comparisons				Comparisons Within the Accommodation and Food Services Sector								
					Age					Gender			
	N	Other Sectors	Accom. Sector	Sig	N	20-39	40-55	55+	Sig	N	Men	Women	Sig
Stress and Work Family Conflicts													
% Agree or strongly agree that they run out of time before getting things done at work (TIMEWORK)	1,002	48.6	35.2	**	71	37.2	45.5	27.3		71	30.0	37.3	
% Reporting job interfere with family life often or sometimes (WKVSFAM)	3,491	40.8	40.2	*	199	42.0	42.9	26.3		199	42.1	39.0	
% Disagree or strongly disagree that their job is rarely stressful (STRSSWRK)	1,000	48.2	45.1		71	45.7	54.5	33.3		71	45.5	44.9	+
% Reporting they came home from work too tired to do chores atleast several times a month (TIREDHME)	1,157	39.7	52.6	+	76	62.8	81.8	33.3	*	76	40.9	72.1	*
% Reporting it is difficult to fulfill family responsibilitybecause of their job atleast several times a month (JOBVSFAM)	1,155	19.7	19.7		76	27.5	37.5	0.0	+	76	21.1	29.7	
% Reporting it is difficult to concentrate on work because of familyresponsibility atleast several times a month (FAMVSWRK)	1,162	8.2	2.6		76	5.1	0.0	0.0	+	76	0.0	5.9	
% Reporting they arrived at work too tired to function because of household responsibilities atleast several times a month (TIREDWRK)	1,161	6.4	7.9		76	12.8	0.0	0.0	+	76	0.0	11.8	+
Flexible Work Options *													
% Reporting they have complete or some freedom to decide their daily work (DAILYWRK)	1,016	80.8	64.6	**	65	63.6	64.7	62.5		65	81.3	76.4	
% Reporting they are allowed to change their schedule often or sometimes (CHNGTME)	3,482	54.8	40.2	**	199	38.2	42.9	52.6		199	39.5	40.7	
Inclusion in Decision-Making													
% Reporting they have complete or some freedom to decide how to do their job (WKFREEDM)	3,476	87.5	78.3	**	198	73.3	90.3	79.0		198	81.3	76.4	
% Reporting they have received formal training from their employer (EMPTRAIN)	1,696	50.3	28.7	**	94	35.0	13.6	25.0		94	23.7	32.1	
% Reporting they are involved in any task force for decision making (EMPINPUT)	1,684	32.5	26.6		94	31.7	18.2	25.0		94	26.3	26.8	
% Reporting they are involved in a self-managed team (SLFMANGD)	1,686	34.1	27.7		94	30.0	27.3	25.0		94	21.1	32.1	

*These items are not discussed in the text due to difficulties in interpretation for the accommodation and food services sector.

Source: General Social Survey 2000-2008 +p<.1 * p<.05 **p<.01

Appendix 3.1

The Talent Management Study: Sample, Analysis and Indicators

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 & warehousing; finance & insurance; professional, scientific, and technical services; administrative support & waste management & remediation services; health care & social assistance; and accommodation & 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 working and managing flexibly has for employees' lives at work and at home, and (E) rewards or acknowledges supervisors who support effective flexible work arrangements.

Appendix 3.2

Age Demographics: Accommodation and Food Services Sector (NAICS 72) Compared to Nine Other Leading Sectors: 2009 Talent Management Study

	All Sectors		Accommodation and Food Services		Accommodation and Food Services (Organization Size)		
	Accommodation and Food Services N=113	Other Sectors N=583	Age-Pressured N=27	Not Age-Pressured N=84	Small (50-99 Employees) N=46	Medium (100-249 Employees) N=32	Large (250+ Employees) N=35
Mean Age Composition of the Workplace							
Under 25 years - What is the approximate % of employees who are:	35.04%**	12.2%	28.8%	36.5%	37.4%	32.5%	34.4%
25-39 years - What is the approximate % of employees who are:	36.3%	34.0%	33.6%	37.1%	39.4%	37.1%	30.9%
40-54 years - What is the approximate % of employees who are:	20.18%**	34.7%	24.62%+	19.1%	16.9%	22.7%	22.4%
55-64 years - What is the approximate % of employees who are:	6.55%**	15.8%	10.1%*	5.6%	5.2%	6.2%	8.93%+
Older than 65 years - What is the approximate % of employees who are:	1.88%**	3.4%	2.9%	1.6%	1.2%	1.5%	3.37%*
Age Composition Expected to Increase Some or A lot							
Under 25 years	11.8%**	26.1%	30.4%**	6.4%	4.9%	17.2%	15.6%
25-39 years	28.4%*	40.9%	43.5%+	23.1%	19.5%	41.4%	28.1%
40-54 years	24.5%*	35.2%	30.4%	23.1%	19.5%	31.0%	25.0%
55-65 years	21.6%	26.3%	21.7%	21.8%	12.2%	27.6%	28.1%
Older than 65 years	14.9%	14.6%	17.4%	14.3%	14.6%	10.7%	18.8%

Source: Talent Management Study +p<.1 *p<.05 **p<.01

Appendix 3.3

Talent Loss Risks: Accommodation and Food Services Sector (NAICS 72) Compared to Nine Other Leading Sectors: 2009 Talent Management Study

	All Sectors		Accommodation and Food Services		Accommodation and Food Services (Organization Size)		
	Accommodation and Food Services N=113	Other Sectors N=583	Age-Pressured N=27	Not Age-Pressured N=84	Small (50-99 Employees) N=46	Medium (100-249 Employees) N=32	Large (250+ Employees) N=35
TALENT LOSS RISKS							
Mean costs associated with replacing an employee (\$)	3274.18**	11521.3	5261.1	2214.5	2571.2	2395.4	4618.2
Skills in Short Supply (% Moderate or Great Extent)							
Management skills	43.6%	36.3%	48.1%	42.7%	37.8%	48.4%	47.1%
Operations skills	29.1%+	21.6%	33.3%	28.0%	28.9%	35.5%	23.5%
Human resource skills	25.0%*	16.9%	25.9%	25.0%	22.2%	26.7%	27.3%
Finance skills	24.3%*	14.5%	25.9%	24.1%	13.6%+	30.0%	33.3%
Administrative support skills	21.1%*	13.2%	22.2%	21.0%	24.4%	20.0%	17.6%
Legal skills	31.9%	29.0%	31.8%	31.9%	28.6%	42.3%	27.3%
Technical computer skills	26.2%	21.9%	34.6%	23.8%	19.0%	29.0%	32.4%
Sales/marketing skills	27.4%	28.5%	25.9%	27.8%	26.2%	23.3%	32.4%
Basic literacy in writing and math	27.8%**	15.0%	22.2%	30.0%	20.5%	33.3%	32.4%
Customer relations skills	22.7%	18.2%	18.5%	24.4%	17.8%	35.5%	17.6%
Talent Management Problems (% Moderate or Great Extent)							
Recruiting competent job applicants	51.9%*	41.0%	52.0%	51.2%	44.4%	70%+	45.5%
Employees' performance	41.7%**	26.5%	40.0%	42.7%	37.8%	60%*	30.3%
Absenteeism	34.3%*	23.7%	36.0%	34.1%	31.1%	33.3%	39.4%
Responding to employees' family needs	12.0%	13.3%	12.0%	12.2%	13.3%	6.7%	15.2%
Being able to offer competitive pay and benefits	29.6%	29.1%	28.0%	30.5%	22.2%	40.0%	30.3%
Employees' loyalty to the company/organization	21.5%	17.8%	36%*	17.3%	15.6%	20.7%	30.3%
Morale	21.3%	24.7%	28.0%	19.5%	24.4%	16.7%	21.2%
Providing effective supervision	27.8%	26.5%	24.0%	29.3%	28.9%	26.7%	27.3%
Unwanted turnover	29.9%*	20.5%	40.0%	27.2%	25.0%	33.3%	33.3%
Knowledge transfer from experienced employees to less experienced employees	23.1%	24.2%	32.0%	20.7%	24.4%	13.3%	30.3%
Low skill levels of new employees	38%**	24.5%	56%*	32.9%	31.1%	46.7%	39.4%
Shifts in the age demographics of the workforce	10.3%	11.6%	16.0%	8.6%	4.5%	10.0%	18.2%
Conflict among employees from different generations	4.6%	7.1%	0.0%	6.1%	4.4%	3.3%	6.1%
Employee adjustment to new technologies	10.2%+	16.9%	20%+	7.3%	4.4%	13.3%	15.2%

Source: Talent Management Study +p<.1 *p<.05 **p<.01

Appendix 3.4

Risk Assessments of Talent Losses in the Accommodation and Food Services Sector (NAICS 72) Compared to Nine Other Leading Sectors: 2009 Talent Management Study

	All Sectors		Accommodation and Food Services		Accommodation and Food Services (Organization Size)		
	Accommodation and Food Services N=113	Other Sectors N=583	Age-Pressured N=27	Not Age-Pressured N=84	Small (50-99 Employees) N=46	Medium (100-249 Employees) N=32	Large (250+ Employees) N=35
Analyzed/Developed (% Moderate or Great Extent)							
Demographic makeup of company's workforce	29.7%	32.1%	33.3%	28.9%	15.2%*	35.5%	44.1%
Projected Retirement Rates	15.3%*	25.1%	22.2%	13.3%	13.0%	9.7%	23.5%
Employees' career plans and work preferences	21.6%	23.1%	29.6%	19.3%	10.9%	16.1%	41.2%**
Skills Organization Anticipates Needing	44.1%	44.2%	63%*	38.6%	32.6%	41.9%	61.8%*
Competency Sets of Current Employees	53.2%	49.7%	70.4%*	48.2%	43.5%	61.3%	58.8%
Supervisors' Ability to Anticipate and Plan for Staffing Needs	64.9%**	48.1%	74.1%	62.7%	58.7%	71.0%	67.6%
Developed succession plans	42.3%	35.0%	51.9%	39.8%	26.1%*	51.6%	55.9%
Processes to capture and transfer institutional memory/ knowledge	31.8%	27.6%	38.5%	30.1%	30.4%	30.0%	35.3%

Source: Talent Management Study +p<.1 *p<.05 **p<.01

Appendix 3.5

Talent Management Action Steps in the Accommodation and Food Services Sector (NAICS 72) Compared to Nine Other Leading Sectors: 2009 Talent Management Study

	All Sectors		Accommodation and Food Services		Accommodation and Food Services (Organization Size)		
	Accommodation and Food Services N=113	Other Sectors N=583	Age-Pressured N=27	Not Age-Pressured N=84	Small (50-99 Employees) N=46	Medium (100-249 Employees) N=32	Large (250+ Employees) N=35
Age Specific Action Steps							
Career Programs for Workers (Too Few)							
Recruitment Younger Employees	27.5%	26.1%	22.2%	29.6%	31.1%	22.6%	27.3%
Recruitment Midlife Employees	30.0%	24.8%	18.5%	32.9%	32.6%	25.8%	30.3%
Recruitment Older Employees	35.8%	29.0%	34.6%	35.4%	34.8%	30.0%	42.4%
Training Younger Employees	25.7%*	36.9%	18.5%	28.4%	24.4%	32.3%	21.2%
Training Midlife Employees	23.6%*	34.6%	14.8%	26.8%	26.1%	22.6%	21.2%
Training Older Employees	26.6%*	36.6%	19.2%	29.3%	26.1%	26.7%	27.3%
Engagement Younger Employees	32.1%	38.8%	22.2%	34.6%	37.8%	25.8%	30.3%
Engagement Midlife Employees	32.7%	35.3%	25.9%	34.1%	37.0%	29.0%	30.3%
Engagement Older Employees	34.9%	35.7%	30.8%	35.4%	39.1%	30.0%	33.3%
Career progression and promotion Younger Employees	42.2%	47.8%	48.1%	39.5%	40.0%	45.2%	42.4%
Career progression and promotion Midlife Employees	43.6%	44.8%	40.7%	43.9%	41.3%	45.2%	45.5%
Career progression and promotion Older Employees	47.7%	45.0%	50.0%	46.3%	47.8%	56.7%	39.4%
Retention Younger Employees	38.5%	41.5%	48.1%	34.6%	31.1%	38.7%	48.5%
Retention Midlife Employees	33.6%	36.6%	33.3%	32.9%	28.3%	38.7%	36.4%
Retention Older Employees	33.0%	35.5%	34.6%	31.7%	32.6%	40.0%	27.3%
Flexibility Initiatives							
Workplace Flexibility somewhat/ significantly increases business effectiveness	46.4%	44.3%	50.0%	45.9%	42.5%	53.6%	44.8%
Company Established Options that Allow Employees to Work in a Flexible Manner to Moderate or Great Extent	41.2%**	28.4%	26.1%+	46.2%	35.7%	57.1%	34.4%
Flexible Arrangements Available to Most or Nearly All Employees							
Reduce their Work Hours	12.9%	7.9%	13.0%	13.0%	17.1%	10.7%	9.4%
Job share	5.0%	3.9%	4.3%	5.2%	7.3%	3.6%	3.1%
Phase into retirement	10.9%	8.3%	8.7%	11.7%	12.2%	17.9%	3.1%
Work part-year	16.8%**	4.8%	13.0%	18.2%	19.5%	14.3%	15.6%
Take sabbaticals or career breaks	12.9%**	5.3%	13.0%	13.0%	17.1%	10.7%	9.4%
Take paid or unpaid time away to improve job skills	16.8%	14.0%	17.4%	16.9%	17.1%	21.4%	12.5%
12 weeks or More of Extended Caregiving Leave	33.7%	37.9%	52.2%*	28.6%	29.3%	35.7%	37.5%
Work part (or all) at off-site location	0%*	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%

Work at Multiple Worksites	3.9%	5.2%	0.0%	5.1%	2.4%	3.6%	6.2%
Transfer to jobs with reduced pay and responsibilities	22.5%**	11.0%	17.4%	24.4%	19.0%	28.6%	21.9%
Request changes in their work responsibilities	20%**	8.5%	13.0%	22.4%	16.7%	25.0%	20.0%
Make choices about which shifts they work	26.7%**	9.7%	39.1%	23.4%	31.0%	28.6%	19.4%
Have input into the amount of paid or unpaid overtime hours	5.9%	6.8%	0.0%	7.8%	7.1%	7.1%	3.2%
Presence of a Culture of Flexibility is Generally True or Very True							
Supports discussions of flexibility with supervisors	79.4%**	64.7%	82.6%	78.2%	78.6%	92.9%+	68.8%
Makes efforts to inform employees of flexible work options	53.0%	48.6%	52.2%	53.9%	51.2%	53.6%	54.8%
Clearly communicates the importance of flexibility for business/organizational success	46.5%	40.5%	39.1%	49.4%	38.1%	53.6%	51.6%
Clearly communicates the importance of flexibility for employees' lives at work and at home	36.6%	35.5%	30.4%	39.0%	33.3%	42.9%	35.5%
Rewards supervisors who support flexible work arrangements	23.0%	21.5%	30.4%	21.1%	19.5%	28.6%	22.6%

Source: Talent Management Study +p<.1 *p<.05 **p<.01

Appendix 3.6

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

- 1 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

Stephen Sweet is Associate Professor of Sociology at Ithaca College and a visiting scholar at the Sloan Center on Aging & Work at Boston College. He has published widely on work-family concerns. His most recent books are *Changing Contours of Work* (2008), *The Work and Family Handbook: Interdisciplinary Perspectives, Methods and Approaches* (2005), and *Data Analysis with SPSS: A First Course in Applied Statistics* (2008, 2003, 1998). His current research focuses on the intersecting concerns of job security, talent retention, and the changing composition of the workforce.

Marcie Pitt-Catsouphe, Ph.D., is Director of the Sloan Center on Aging & Work at Boston College. She is an Associate Professor at the Boston College Graduate School of Social Work and also holds appointments at the Boston College Carroll School of Management as well as the Middlesex University Business School in London. Dr. Pitt-Catsouphe received the 2006 Work-Life Legacy Award from the Families and Work Institute.

Elyssa Besen is Research Assistant at the Sloan Center on Aging & Work and a doctoral student in the Applied Development Psychology Program in the Lynch School of Education at Boston College. She earned her BA in Psychology from Brandeis University. She is interested in studying the impact of work on adult development.

Farooq Pasha is currently a doctoral student in Economics at Boston College. A native of Pakistan, he is presently working as a Research Affiliate with the Sloan Center on Aging & Work, where he is helping to develop the Country Context Study.

Shoghik Hovhannisyan, a native of Armenia, majored in Economic Cybernetics at the Yerevan State Institute of National Economy. Working with the Armenian Ministry of Finance and Economy for six years, she ultimately functioned as Head of Working Groups, coordinating the work of twelve regional units. Shoghik also attended the Terry Sanford School of Public Policy at Duke University and, since 2005, has consulted for various organizations including the World Bank, Urban Institute, the Duke Center for International Development, and the Center for Retirement Research at Boston College. Shoghik is currently pursuing a PhD in Economics at Boston College while actively collaborating with the Sloan Center on Aging & Work.