

# The Aging Workforce: The Fastest Growing Employee Population

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- ◆ **U.S. Jobs Grew by 160,000 in December 2019**
- ◆ **The unemployment rate held steady at 3.5%, a 50-year low**

# California – Unemployment So Low Is It Full Employment?

**The CA unemployment rate  
was as at 3.7% in November  
2019**

**Is anyone talking about it?  
Why?**

# Low Unemployment Has Greater Impact on Fruit, Vegetables and Dairy Farmers

- ◆ Crops like fruit, vegetables and dairy are more heavily impacted than commodity growers.
- ◆ Commodity growers arguably place a greater reliance on machinery.
- ◆ Fruit, vegetables and dairy rely more heavily on labor
  - Workers need to know how to determine when product ripe or ready for picking

Source: American Farm Workers Aging, not being Replaced,  
by Jess Higgins 5/8/2019

# Low Unemployment Rate Can Create New Hurdles For Employers

- ◆ Low unemployment rate is good news for job seekers, it can create new hurdles for employers.
  - **Wage Inflation** – employers must increase wages
  - **Productivity/Efficiency** - Can't find 1<sup>st</sup> team, settle for 2<sup>nd</sup> team –
    - Dip into the less talented work pool could mean less productivity.
  - **Retention - Job-hop** increasing which means talent retention is becoming increasingly important.
  - More time spent on recruiting/hiring

Source: 9/4/2019 Emplicity article How Does Low Unemployment Affect Businesses? <https://theundercoverrecruiter.com/global-stats-recruiting-trends/>, Undercoverrecruiter, "5 Global Stats Shaping Recruiting Trends"

# Agriculture: Other Factors to Labor Shortage

- ◆ Many children are not following in their parent's foot steps to farming.
- ◆ Next generation is pursuing new fields in agriculture instead of field work.
- ◆ There are many new Agriculture related career paths
  - Technology
  - Machinery mechanics
  - Biotechnology
  - Ag loans
  - Engineers/planners

Source: Aging Workforce is Fastest Growing Population, By Kevin Killough, 3/22/2019

# Mature Workers: Farm Worker Average Age is Increasing

Low unemployment is one hurdle but another hurdle is the average age of a U.S. farm worker has been increasing over the last 15 years:

**2006: average age was 36 years old**

**2017: average age was 42 years old**

What drives this?

Foreign born farm worker age has been increasing:

**2006: Average age was 35.7**

**2017: Average age was 41.6**

Increase in H2-A workers also adds to statistics

# Mature Workers: Beyond Farm Workers

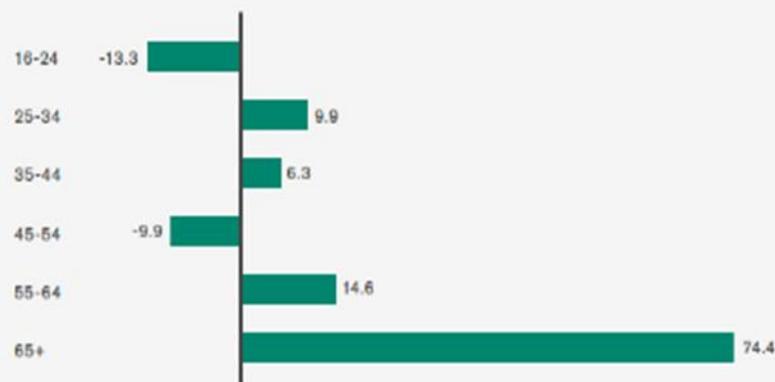
- ◆ By 2020, older workers **age 55+ will account for 25%** of the U.S. labor force, **up from just 13% in 2000.**
- ◆ This shift reflects two trends:
  - The overall workforce population is aging
  - More and more older people are working longer
- ◆ The Bureau of Labor Statistics projects that by 2020:
  - **28% of women age 65-74 will be working, up from 15% in 2000**
  - **35% of men age 65-74 will be working, up from 25% in 2000**

# Mature Workers – Be Prepared

## Workers Age 55+ Are Expected To Significantly Increase

- ◆ According to U.S. Bureau of Labor Statistics, the percentage of workers **age 55+** is **expected to increase by 29% between 2012 and 2022**, whereas the percentage of workers ages **25 to 54 will increase by only 2%**
- ◆ The forecasted percentage of growth for **workers age 65+ is much higher (74%)** than for any other age category

Figure 1: Percent Change in U.S. Labor Force Participation by Age: Projected 2012-2022



Source: Horrigan, M.W. (2014, June). Labor force participation: Trends and projections, a focus on older workers. Briefing provided by U.S. Bureau of Labor Statistics Deputy Commissioner at the Executive Roundtable on the Aging Workforce sponsored by the Society for Human Resource Management (SHRM) Foundation, Alexandria, VA.

# Advantages of a Mature Workforce

- ◆ **Institutional knowledge (current employees)**
  - ◆ **Subject matter/industry knowledge**
  - ◆ Dependable
  - ◆ Strong work ethic
  - ◆ Age brings experience
  - ◆ Provides leadership
  - ◆ Mentor younger employees
  - ◆ Low turnover
  - ◆ Motivated
- . . . verse decline in production? Increase in Health Insurance?**

# Some Reasons Why Want to Work Longer?

- ◆ Live Longer – do not want to retire – life choices
- ◆ Health insurance
- ◆ Wealth – money
- ◆ Pay to care for others – family
- ◆ Retirement
- ◆ Workers 45-74 years of age . . .

25% of the workers want to work part-time

Source: SHRM Foundation Study on Mature Workers 2017

# Mature Worker: What Do You Do?

## Increase Use Of Mechanical Aids and Technology in the field and office:

- Mature workers is not going away! Why not start focusing on the workplace
- Hydraulic aids and platforms replacing ladders in the field for picking
- Mobile conveyor belts to allow shorter walks with heavy loads – this could benefit all workers, male, female, older, younger, etc
- Office based – bigger monitors, amplified phones, ergonomic desks – standing desks
- **What are some other ideas?**

# Flexible Work Schedule/Telecommuting

- ◆ 40% of mature workers want flexible works schedules
  - Part-time work
  - Shorter shifts
  - Change work locations
  - Project work
  - Split shifts
  - Policy to allow donation of vacation, sick leave or paid time off to other employees
- ◆ **Employers must balance the offering of flexible work schedules with business reality and industry.**
- ◆ Full-time position, but on their schedule.
  - 37% millennials said having a job **with flexible hours is “essential”** in [recent study](#) from [Jive Communications](#)

*Utah Business, 3/8/2019 article by Susan Hornbuckle*

# Flexible Work Schedule/Telecommuting

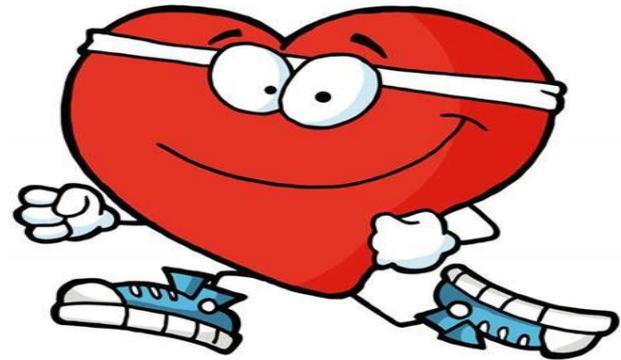
- ◆ A study of more than 19,000 employees at nine companies by the Sloan Center on Aging & Work at Boston College showed that **stress and burnout were lower among workers who had workplace flexibility.**

# Technology: Retraining Current Workers

- ◆ Agriculture is changing because of technology
- ◆ Train mature workers on technology and advancements
- ◆ Technology replacing workers, changes in Company – can you **retrain instead of laying off**
  - Teaching new skills may be better than trying to hire an entire new team
  - Teach new technology may help in part when dealing with low unemployment
  - Many employers are developing retraining programs

# Mature Worker: What Do You Do?

*Health and Wellness Programs*



*Financial Wellness Programs*

# Mature Worker: Health and Wellness Programs

Leverage your vendors and benefit providers!!

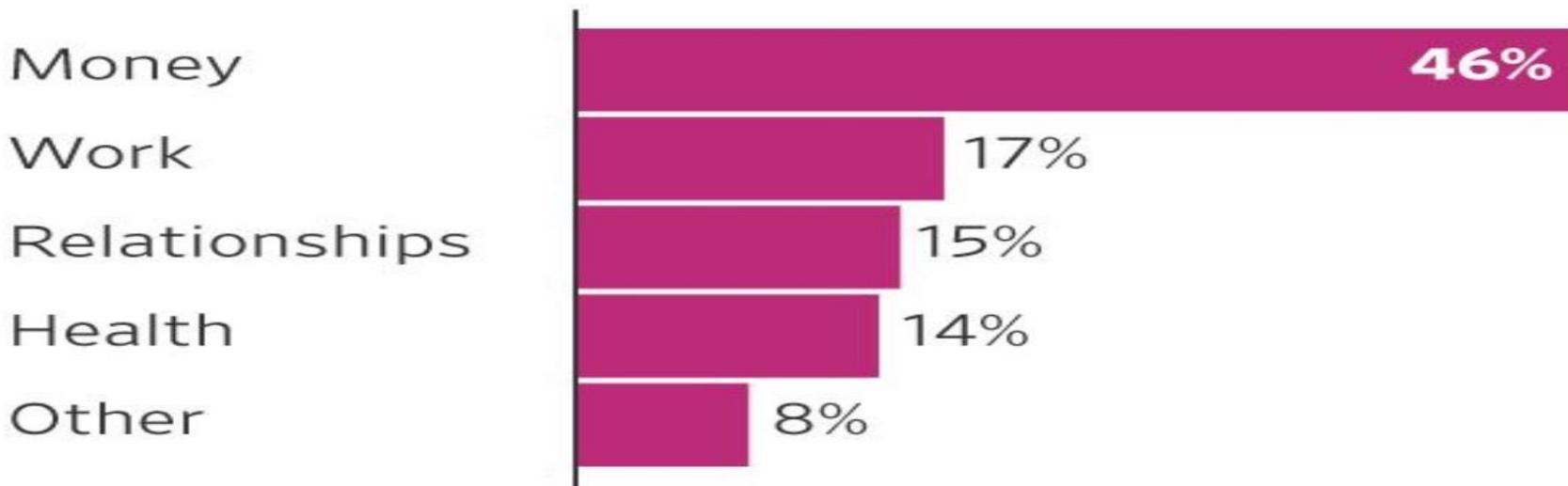
- Stretching Programs
- Flexible spending/ Long term care insurance
- Caregiver/Dependent care – 2nd generation
- Stop Smoking Programs
- Fitness Programs
- Weight Loss Programs
- 24/7 Nurse hotline / Flu shots
- Literacy programs – English classes
- Mental Health programs
- Sabbaticals or long personal leaves

# Financial Wellness Programs

## Sources of Stress

With workers carrying life's stresses into the workplace, particularly financial worries, more employers are setting up programs designed to reduce employees' financial problems.

### Employees say their biggest sources of stress relate to:

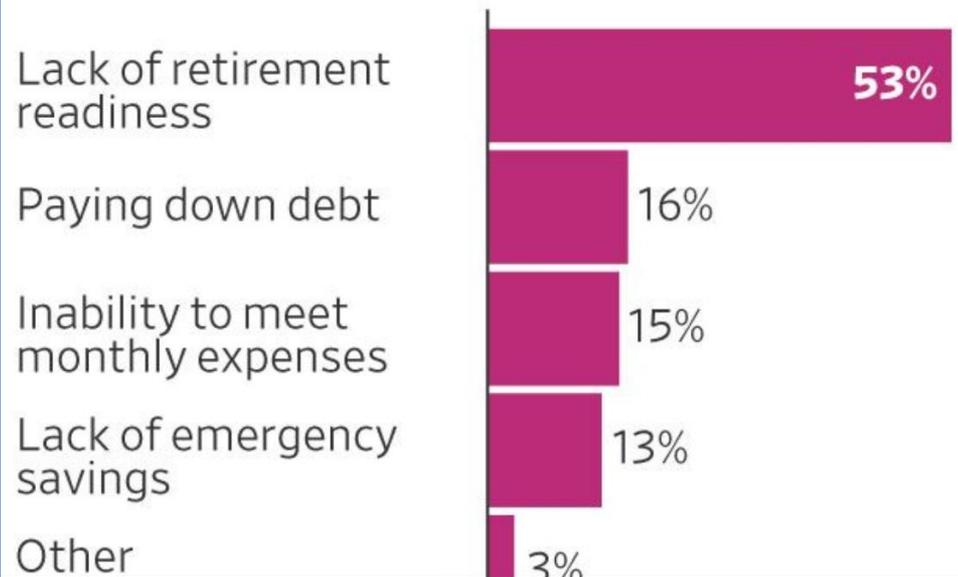


# Financial Wellness Programs

In a Wall Street Journal article, more and more employers are developing programs to address financial stress.

In some of these programs, employers are providing financial education and others are incentivizing employees to create an emergency fund.

Employers are concerned about the impact employees' financial problems are having on their productivity and willingness to retire. Here's what employers say they are most concerned about:



See February 19, 2018 Wall Street Journal Article

# Knowledge Transfer? Development Assignment

- ◆ Mature worker has tremendous knowledge – how do you preserve information from walking out door?
  - Technique or process review – ask them
  - **Development assignment – teaching role or show techniques**
  - Develop databases of knowledge
  - **Task force on issue or project – office/field**
  - Employee Alumni associations

# Knowledge Transfer? Mentor Programs

- ◆ **Mentor programs and reverse mentor** programs can be a powerful change in a company
  - Helps with knowledge transfer
  - Helps with generational development
  - Diverse teams training each other
  - Retention increases

# Community Partnership – Schools or Sources

- ◆ Trade groups or industry partnerships work with local school, including trade schools, for skill development for key jobs.

# Do You Have Some Specifics ?

## Train Your Management Team:

- Any system the Company developments must be properly implemented and managed. Important to train managers.
- Managers should be trained to give positive feedback – not just trained on how to discipline and discharge
- Why would your manager know how to do it well if you have never trained her/him on how to recognize employees in the workplace.

# Recognition Programs

- Recognition programs are critical for all employees
- Many of the best recognition programs do not have high costs
- Reinforce Company culture and values
- **Mature worker needs to know they are valuable**

# Bridge Employment Programs

- Bridge employment programs
  - Job between current career and retirement
  - Part-time work
  - Part-time of the year

# Mature Workers – Avoid Age Discrimination Claims

## Is your online recruiting tailored for the Mature Worker?

- ◆ The recruiting web sites may be limiting the ability for mature workers to enter their full experience and education.
  - Some systems limit the time periods or only permit data going back a certain number of years.
- ◆ Some recruiting web sites may highlight a mature worker's age by requiring the applicant to enter the year they graduated from school.
- ◆ Is the screening algorithm looking for keywords which mature workers are not aware of?

# Mature Workers – Avoid Age Discrimination Claims

- A Company should review its online applications to see if it limits information or asks for information which is similar to the scrutiny the recruiting web sites are coming under.
- Employers should look under the hood – what is your company doing?

# Mature Workers – Avoid Age Discrimination Claims

- Train your Management Team to avoid **ageist comments and making decisions based on age**
  - Hiring
  - Wage decisions
  - Promotion
  - Comments or words of endearment regarding age in English or Spanish:
    - “Poppy”
    - “Old man”
    - “Too old for that”
    - “Having a senior moment”
    - Any other ideas?

# Do You Have Some Specifics ?

Ask your employees !! They Like to Tell You Things

- “Stay” Interviews - what makes you stay at the Company?
- “Coffee Talks” with C-Suite/Executives/Human Resources – quarterly or on some schedule basis
- Ask the employee for feedback on specific problems at the Company
- 360 degree reviews
- Surveys

# Possible Problems ?

## Multi-Generational Workplace Issues – Possible Challenges



# Five Different Generations in Workplace

- ◆ Traditionalists or “Veterans” (Born between 1922 and 1945)
- ◆ Baby Boomers “Me Generation” (Born between 1946 and 1964)
- ◆ Generation X or “Slacker Generation” (Born between 1965 and 1979)
- ◆ Generation Y or “Millennials” (Born between 1980 and 2000)
- ◆ Generation Z (Born after 2000)

# Tips For Managing Multi-Generational Employees

- ◆ Recognize differences in the generations and manage accordingly
- ◆ Understand how each generation prefers to communicate and implement different methods of communication
  - Hard Copies
  - Online
  - E-mail
  - Podcasts

# Tips For Managing Multi-Generational Employees

- ◆ Create multi-generational teams
- ◆ Assign mentors- matching younger employees with more experienced employees
  - Also reverse-mentoring programs matching senior execs with generation y-ers regarding digital trends and technologies
- ◆ Offer options
  - Consider telecommunicating alternatives
- ◆ Allow collaborative decision making and discussions

# Where Are The Workers - What Can You Do About It?

- ◆ Define your Culture – Brand who you are to your employees and public
  - Almost 80% of millennials consider how they fit into the company culture before taking a job.
  - Small to midsize companies can focus:
    - Employees seeking close-knit, familial feel of small companies
    - access to leaders,
    - seeing more of the business,
    - the ability to learn, and the ability to see the impact that their job

Source: Recruiting Top Talent with Low Unemployment Rates Using Social, Mobile, and Video By Lindsay Stanton, Chief Client Officer, Digi-Me Jun 19, 2018. How to hire in low unemployment, <https://www.inc.com/magazine/201806/leigh-buchanan/hiring-challenges-job-market-small-business.html>

# Ideas to Help With Trend – More Diverse Group

- ◆ Mobile Sourcing – need mobile-friendly site
  - Optimize websites for mobile viewing. Employers are losing a lot of opportunities by forgetting to create a mobile-friendly experience for jobseekers.
  - 45% of job seekers search for jobs daily on their mobile device
  - 89% of job seekers think mobile devices play a critical role in the job hunting process
- ◆ Videos Attract Candidates and Are Easy to Share
  - Great way to explain a job opportunity in 60 seconds through a video with text, graphics, color, sound, and music.
- ◆ Artificial Intelligence In Hiring – New technology
  - Reduce administrative tasks
  - Use predicative analytics
  - Automate some communication in hiring
  - 24/7 question center
- ◆ Mobil application process

Source article U.S. News Ray Bixler, Contributor July 20, 2018

# Ideas to Help With Trend – More Diverse Group

- ◆ **Global Recruitment** – expand your recruiting network
- ◆ **Focus on Referrals**
  - A [report by iCIMS](#) found that 70% of referred employees have not changed positions since being hired.
- ◆ **Technology, technology, technology** –
  - Marist Poll 12/18/2018
  - **82% of employed U.S. residents say technology makes their jobs at work better**
- ◆ **Social Recruiting** - Be where they are – messaging apps and social media
  - 79% of jobseekers are likely to use social media for recruiting
  - For younger job seekers who are in the first 10 years of their career, that number goes up to 86%.

<https://theundercoverrecruiter.com/global-stats-recruiting-trends/>,  
Undercoverrecruiter, “5 Global Stats Shaping Recruiting Trends”

# What Do You Do in the Community? It Matters.

- ◆ "It's a candidate's market right now," Michael Fraccaro, Mastercard's chief human resources officer, told NBC News.
- ◆ Not long ago, college students wanted to know what they'd get as employees. These days,
  - "80 percent of the questions I get now are not about the kinds of pay and benefits we have, but how we contribute to society."
- ◆ Review what your organization does and how does it publicize it

Source: <https://www.nbcnews.com/business/business-news/more-open-jobs-available-workers-who-will-fill-positions-n882286>, NBC article, "With more open jobs than available workers, who will fill the positions?"

# Thank You

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