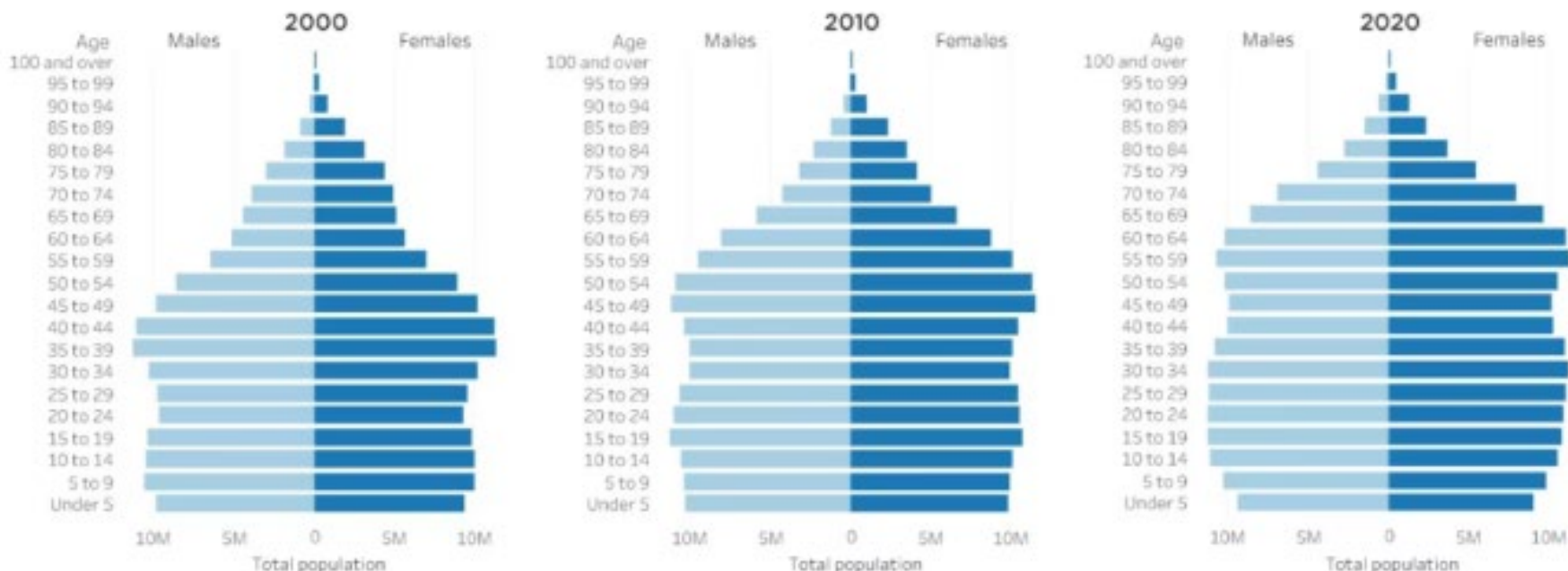# Age Inclusive Management Strategies

# The AIMS Team

# Key Points

- **the population is aging**
- **employers need to adjust**
- **Age Inclusive Management Strategies (AIMS)**
- **OCEAN Process**
- **sign up for AIMS**

# Population Pyramids for the United States: 2000, 2010 and 2020

(In millions)

## 2000

Males — Females

| Age |
|---|
| 100 and over |
| 95 to 99 |
| 90 to 94 |
| 85 to 89 |
| 80 to 84 |
| 75 to 79 |
| 70 to 74 |
| 65 to 69 |
| 60 to 64 |
| 55 to 59 |
| 50 to 54 |
| 45 to 49 |
| 40 to 44 |
| 35 to 39 |
| 30 to 34 |
| 25 to 29 |
| 20 to 24 |
| 15 to 19 |
| 10 to 14 |
| 5 to 9 |
| Under 5 |

10M   5M   0   5M   10M
Total population

## 2010

Males — Females

| Age |
|---|
| 100 and over |
| 95 to 99 |
| 90 to 94 |
| 85 to 89 |
| 80 to 84 |
| 75 to 79 |
| 70 to 74 |
| 65 to 69 |
| 60 to 64 |
| 55 to 59 |
| 50 to 54 |
| 45 to 49 |
| 40 to 44 |
| 35 to 39 |
| 30 to 34 |
| 25 to 29 |
| 20 to 24 |
| 15 to 19 |
| 10 to 14 |
| 5 to 9 |
| Under 5 |

10M   5M   0   5M   10M
Total population

## 2020

Males — Females

| Age |
|---|
| 100 and over |
| 95 to 99 |
| 90 to 94 |
| 85 to 89 |
| 80 to 84 |
| 75 to 79 |
| 70 to 74 |
| 65 to 69 |
| 60 to 64 |
| 55 to 59 |
| 50 to 54 |
| 45 to 49 |
| 40 to 44 |
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| 10 to 14 |
| 5 to 9 |
| Under 5 |

10M   5M   0   5M   10M
Total population

Source: U.S. Census Bureau, Census 2000 Summary File 1 (SF1), 2010 Census Summary File 1 (SF1) and 2020 Census Demographic and Housing Characteristics File (DHC).

Chart 4: Population Pyramid of Ouray County, Colorado
Total Resident Population in 2015
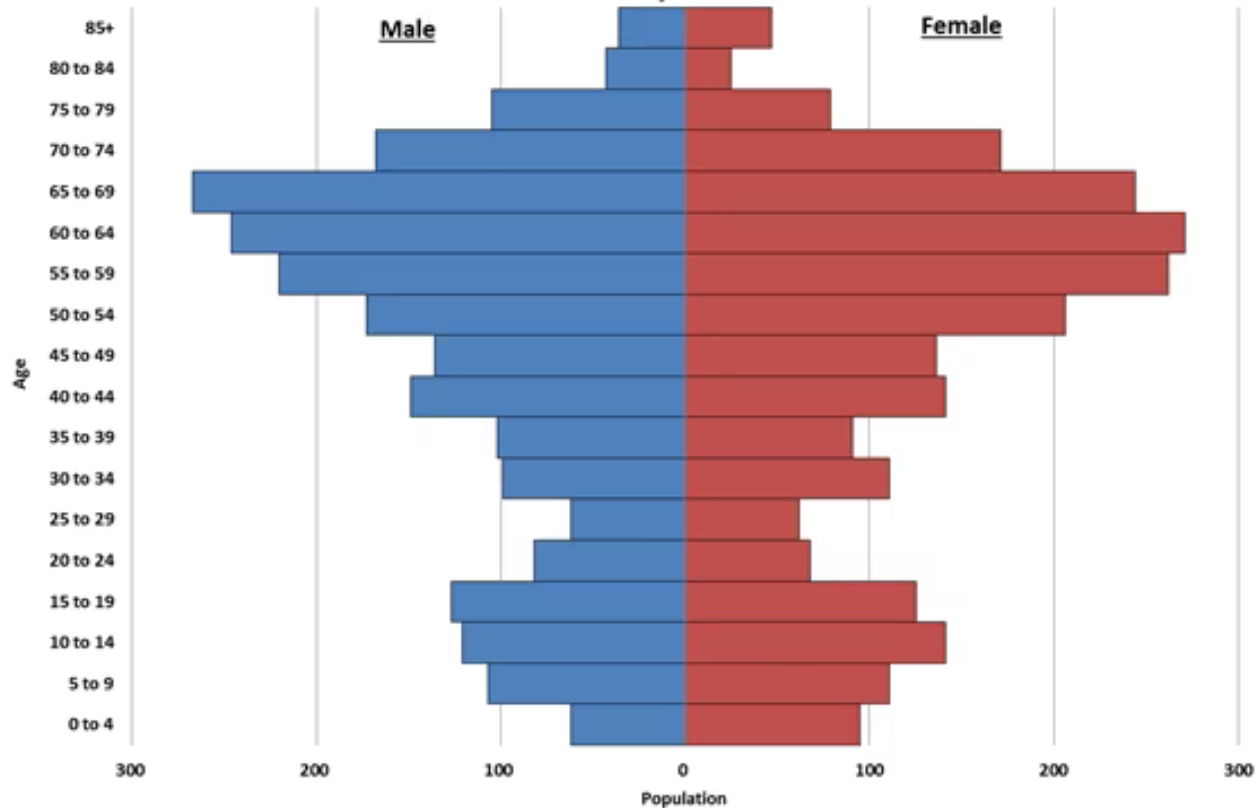
Source: U.S. Census Bureau, Vintage 2015 Population Estimates.

# The labor force grew 21% over the past 25 years

- The number of workers ages 50 and older increased 89%

- They accounted for 93% of total labor force growth between 1997 and 2022

- The number of workers younger than 50 increased only 2%

## Growth in the Labor Force by Age, 1997 to 2022 (%)



| All | Younger than 50 | 50+ | 55+ | 65+ |
|-----|-----------------|-----|-----|-----|
| 21 | 2 | 89 | 128 | 183 |
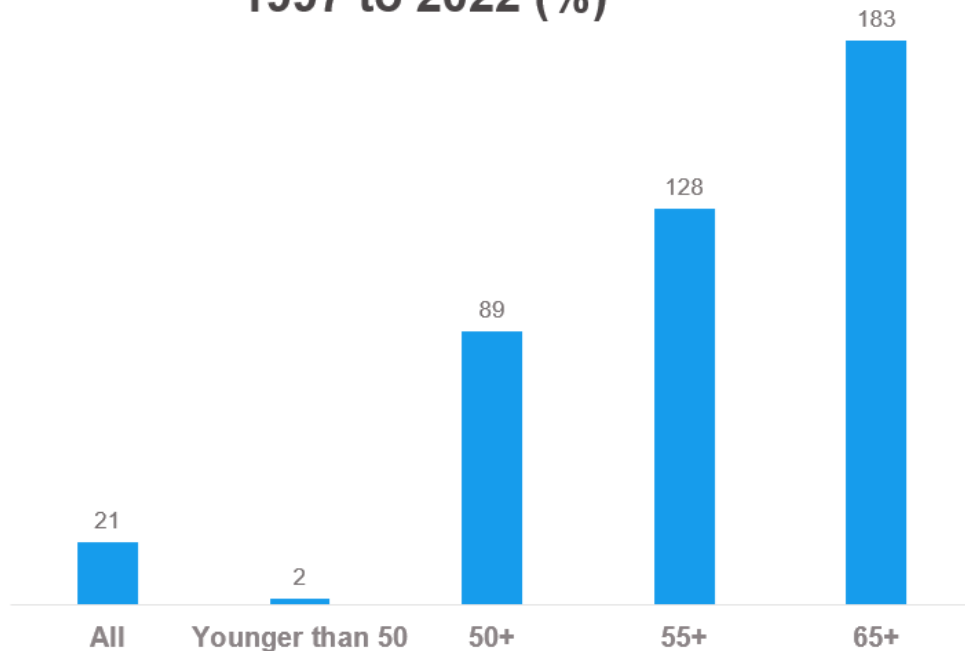
**Source:** Author's estimates from the Current Population Survey.
**Note:** Estimates refer to the last three months of the year.

# Emphasizing the Employer Perspective

Most research about the aging workforce focuses on the employees and policy change.

We are building off this research to bridge the gap between employees and employers.

## MYTH

**Older workers are sick more often and cost more to employ**

## REALITY

**Older workers generally use fewer sick days than younger workers. They also tend to have lower health care costs, as most do not have children as dependents on their health care plans. In addition, workers aged 65 and older are eligible for Medicare, which can further reduce an employer's health care costs.**

## MYTH

**Older workers will struggle to learn new skills and technologies.**

## REALITY

**If they've been in the workforce for a while, they've seen many technologies and techniques come and go. Experience with other ways to do things, coupled with awareness of related topics, gives them an edge when it comes to learning new approaches. As a result, training costs related to older workers are typically lower.**

## MYTH

Older workers are less physically capable and more prone to accidents.

## REALITY

While it is true that we all experience physical changes as we age, experience very often helps older workers more fully compensate for loss of ability. Older workers are less likely than younger workers to have workplace accidents.

# Age Discrimination

discrimination against older people because of negative and inaccurate stereotypes, oftentimes so ingrained in culture it goes unnoticed

# Age inclusivity

The intentional practice of creating environments, policies, and services that embrace and respect individuals of all age groups, ensuring equitable access, opportunities, and treatment regardless of age.

# Colorado Age Friendly Employer Study

- Survey of @ 150 Employers

- Identified 40 different age-inclusive management strategies strategies



**Retaining Skill.**
**Expanding Knowledge.**
**Securing Futures.**

FEBRUARY 27, 2020

**Age-Friendly Workplace Programs:**
**Recruiting and Retaining Experienced Employees**
**Research Report**

THE UNIVERSITY OF IOWA | College of Public Health

TRANSAMERICA INSTITUTE®
*Navigate the Future.*

## AGE-INCLUSIVE MANAGEMENT STRATEGIES TAXONOMY

We identified 10 separate policies and programs consisting of a total of 40 age-inclusive management strategies. Some of these are considered age-friendly as they benefit all employees regardless of age. Others are age-specific as they are likely to benefit employees 50 years and older more than younger employees. Within each category, we first present strategies that may require less time and resource allocation and may be easier to adopt than those that require more firm investment and may require a greater allocation of staff time and resources.

Age-Inclusive Recruitment and Retention
- Complete the AARP Pledge and obtain age-friendly employer designation.
- Incorporate "age" and "older persons" into organizational Diversity, Equity and Inclusion statements, employee handbooks, and public-facing materials.
- Develop job descriptions that are attractive to older applicants and post job announcements in venues more likely seen by older adults.
- Conduct in-person or online age-discrimination or age-sensitivity training.

Strategic Planning and Organizational Growth
- Conduct survey of aging employees.
- Require HR personnel to complete training-in-aging.
- Incorporate older workers into organizational strategic planning.
- Allocate resources to continually advance age-inclusive management strategies

Health Insurance, Retirement Savings and Other Benefits
- Extend employer-based health insurance to Medicare qualified employees.
- Extend benefits into retirement (e.g., Medicare supplemental, office space, email access).
- Offer long-term care and/or disability insurance.
- Provide a 3 percent match for a SIMPLE IRA plan.

Workplace Wellness and Health Promotion
- Offer annual influenza and other vaccinations, health screenings.
- Support self-assessment of health and well-being, incentivize healthy behaviors.
- Provide on-site or facilitate access to offsite wellness programs (nutrition, walking club, yoga).
- Offer discounts-credits for local health club memberships.

Disability and Injury Prevention
- Offer in-person or online training addressing workplace safety.
- Provide supports for strenuous or repetitive behaviors (e.g., back braces).
- Conduct workstation evaluation and support modifications (e.g., standing desks).
- Maintain worker compensation and return to work programs.

# Age-Inclusive Management Strategies (AIMS) Colorado

Elevating opportunities for employers to engage experienced employees

Age-Inclusive Management Strategies (AIMS) Iowa

Elevating opportunities for employers to engage experienced employees

# Age-Inclusive Management Strategies (AIMS) Illinois

Elevating opportunities for employers to engage experienced employees

# Self-Assessments...

Complete ten organization self-assessments to identify what you're already doing and areas for growth

**1. Age-Inclusive Culture**

Age-Inclusive Culture Self-Assessment

**2. Health Insurance and Retirement Savings**

Health Insurance and Retirement Savings Self-Assessment

**3. Workplace Wellness and Health Promotion**

Workplace Wellness and Health Promotion Self-Assessment

**4. Disability and Injury Prevention**

Disability and Injury Prevention Self-Assessment

**5. Continuing Education and Training**

Continuing Education and Training Self-Assessment

**6. Caregiver Support**

Caregiver Support Self-Assessment

**7. Flexible Workplace Options**

Flexible Workplace Options Self-Assessment

**8. Retirement Counseling**

Retirement Counseling Self-Assessment

**9. Retirement Pathways**

Retirement Pathways Self-Assessment

**10. Ongoing Organizational Growth**

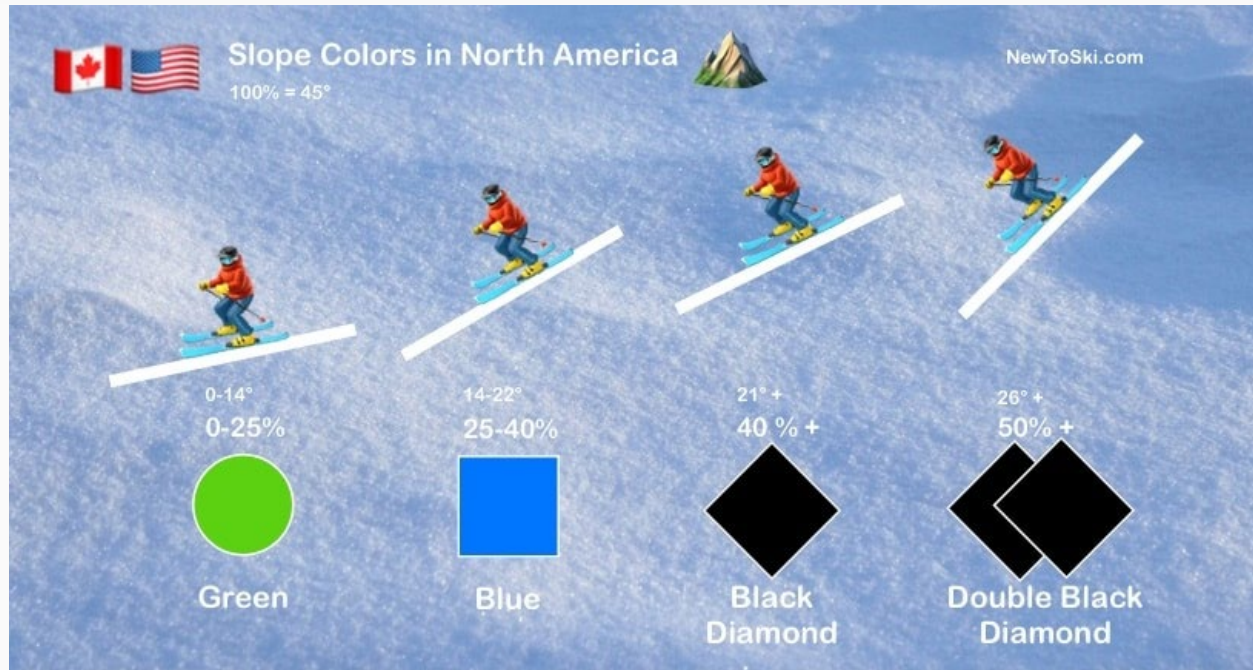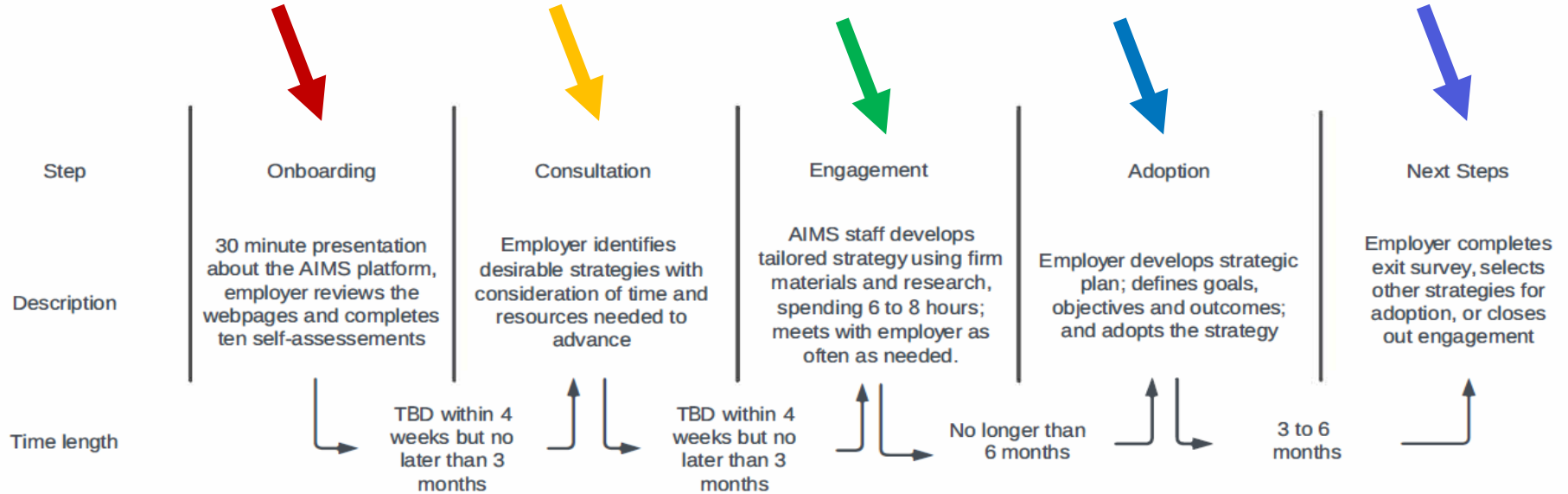Ongoing Organizational Growth Self-Assessment

# Navigating AIMS

# OCEAN PROCESS



| Step | Onboarding | Consultation | Engagement | Adoption | Next Steps |
|---|---|---|---|---|---|
| Description | 30 minute presentation about the AIMS platform, employer reviews the webpages and completes ten self-assessments | Employer identifies desirable strategies with consideration of time and resources needed to advance | AIMS staff develops tailored strategy using firm materials and research, spending 6 to 8 hours; meets with employer as often as needed. | Employer develops strategic plan; defines goals, objectives and outcomes; and adopts the strategy | Employer completes exit survey, selects other strategies for adoption, or closes out engagement |
| Time length | TBD within 4 weeks but no later than 3 months | TBD within 4 weeks but no later than 3 months | No longer than 6 months | 3 to 6 months | |

# QUESTIONS?

# EXAMPLES

# BUNNY HILLS

EASIER

**Goal: Include age in DEI efforts**

**Strategy:**
    **(a) incorporate "age" and "older" in DEI statement and handbooks**
    **(b) present age-appropriate images in front facing materials**
    **(c) AARP job pledge/Certification as Age Friendly Employer**

**These strategies require approximately
2-3 hours from your organization's Human Resources department.**

- **Goal: Recruit more older workers**

- **Strategy:**
  **(a) Incorporate age-inclusive language and appealing requirements in the job description**
  **(b) post on age-friendly job boards**

**These strategies require approximately
2-3 hours from your organization's Human Resources department.**

# MOGULS

**Goal: Devise roles to ATTRACT older workers.**

**Strategies:**

>   **(a) identify opportunities for role structure change**

>   **(b) promote bridge jobs, phase outs, part time, seasonal and other options to move from full time status.**

These strategies require approximately
5-6  hours from your organization's Human Resources department.

# BACK BOWLS

**Goal: Assist with addressing employee caregiving challenges.**

**Strategies:**
> **(a) Offer accommodations with elder caregiving.**
> **(b) Promote EAP elder caregiver programming**
> **(c) Connect with local caregiver resources**

These strategies require approximately
8-10 hours from your organization's Human Resources department.

# OCEAN Cruise Options…
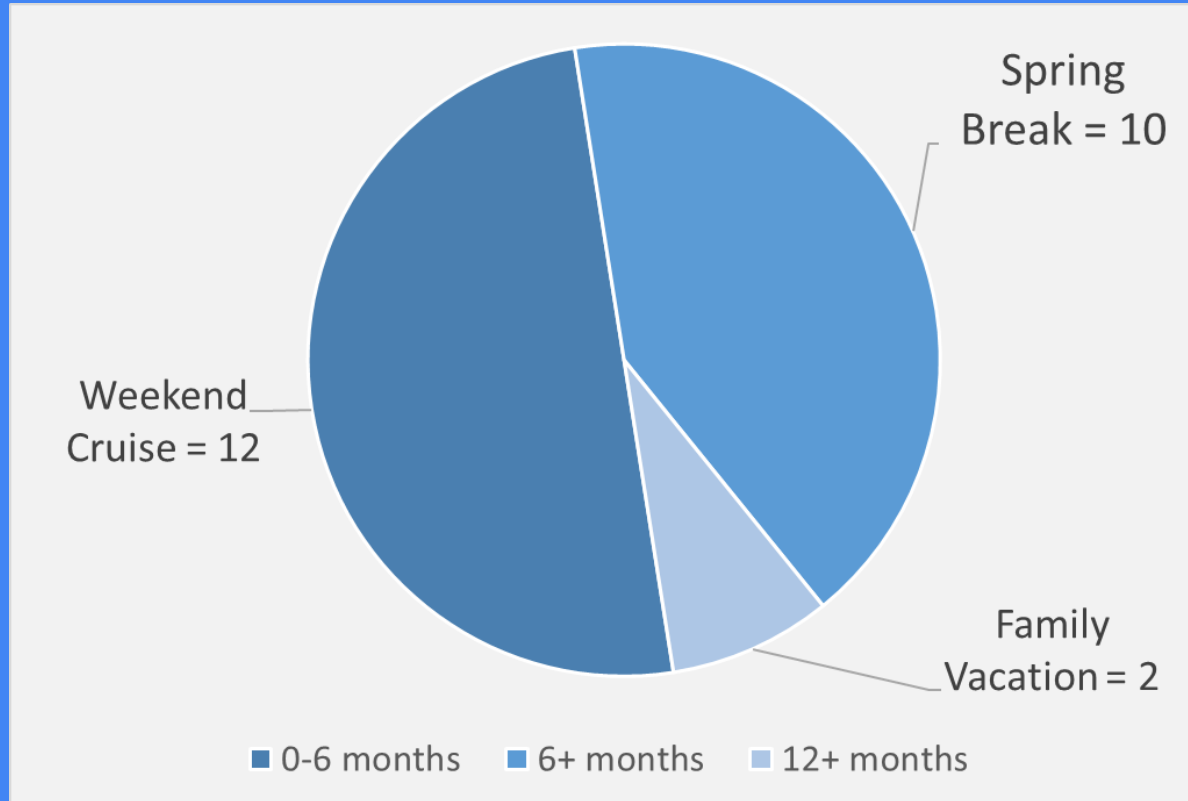
# Why am I here?

We now propose to offer AIMS as a six-month, cohort-based consultation in which employment leaders and HR directors complete six two-hour synchronous sessions.

Building on our achievements in Colorado, Iowa and Ilinois projects to reach the following goals and objectives.

1. Transform the AIMS Platform into a contemporary learning management system
2. *Rely on organizational partners to recruit two succeeding cohorts of employers who complete the six month consultation*
3. Conduct a comprehensive evaluation of AIMS.

# Thank You