

ExperienceWorks

Experienced Worker Resource Kit FOR EMPLOYERS

Ideas, tools and resources
to assist in workforce planning
with a focus on older workers



www.experienceworks.ca



Transformation

The butterfly is a traditional and magnificent symbol of transformation. Its rapid and remarkable metamorphosis can be compared to men and women who, approaching the traditional age of retirement, begin a new and often quite different stage of their lives. Canada's workforce is also undergoing rapid transformation. As our population ages, our workforce matures in ways that will make it look and behave quite differently in the coming years, reflecting the evolving priorities of the individuals who contribute so much to our economy. Employers who can envision the future and embrace the promise that it holds have much to gain.

ExperienceWorks

Experienced Worker Resource Kit for Employers

Across Canada, employers are bracing themselves for a looming shortage of workers. Indeed, many companies are already contending with challenges in recruiting the workers they need to fill positions at all levels including management, technical, clerical, skilled trades and many professional positions. Forecasts show the shortage will grow over the next five to twenty years, caused in part by an aging population and declining birthrates.

One solution to this challenge will be for businesses to make better use of older, more experienced workers. Those companies that find ways to retain and use the knowledge and skills of their older workers, and those that are able to recruit and put these skills to work, will find they have a very valuable resource.

The Experienced Worker Resource Kit for Employers is designed to assist company owners, managers and human resources specialists in understanding and engaging this significant and vital sector of the workforce.

In addition to this Kit for Employers, a Kit for Experienced Workers has also been produced, offering information and tips for older workers seeking employment and for those who may wish to communicate with employers about employment and retirement needs and preferences.

The information in this kit is designed as a starting point. There are many excellent sources with far more detailed information and resources for businesses. The London Region Experience Works website and portal can lead you to many of those resources. This Internet site contains dozens of links to more detailed and up-to-date information on workforce planning and experienced workers.

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Canada



How to Use This Resource Kit

The Experienced Worker Resource Kit for Employers is designed to help businesses understand the workforce challenges that lay ahead, offer information on the tremendous potential that exists among experienced workers and show you how to put it to work. Inside you'll find:

- An overview of recent and predicted changes to Canada's population and workforce and information on the implications for businesses;
- Information on the important role that older, experienced workers will play in helping businesses remain productive and profitable;
- Tools for determining your company's future workforce needs;
- Recommendations on action that can be taken to help retain and recruit top quality older workers and advice on how to make the most of their experience.

“Older workers offer employers a wealth of talent and experience. They are a storehouse of knowledge acquired through years of on the job learning – learning that cannot be imparted in training manuals.”

**Steve Lewis - General Manager
Contran Manufacturing (1982) Limited**



Most importantly, this resource kit will help you begin to think about experienced workers in a new way. As you read through this booklet and other resources, you will be able to measure your company against some of the practices outlined and identify areas that may be examined for possible changes that may assist you in workforce planning.

This kit will also lead you to many other sources of information and resources for employers, including places to go for more comprehensive information on workforce development and ideas for retaining and attracting experienced workers.

Get ready to change the way you think about your workforce and experienced workers!



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Phone: 1800 327 2428; email: info@ledc.com

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The Challenge



A Rapidly Changing Workforce

Not too many years ago, unemployment was one of our country's greatest challenges and employers often had their choice of many excellent candidates to fill job openings. Today, in Southwestern Ontario and across North America, demographic experts agree that the pendulum has begun to swing in the other direction. Canada's population and its workforce are undergoing profound changes that will, over the next five to fifteen years, mean employers will be faced with a significant shortage of workers. As well, the workforce of the next decade or two will look very different from today's.

- A growing percentage of our population is over 65. Baby Boomers (those born between 1946 and 1966) are heading into their pre-retirement and retirement years.
- Canada's birth rate has been declining since the 1960s. Recruitment of younger workers will become more difficult as employers compete for fewer candidates.
- The average age of retirement has been steadily dropping, but many of those who have 'retired' look for new work, such as part-time or contract work, or they start their own business.
- Canadians are living longer and healthier lives. The importance of those 65 and over to the workforce will continue to grow with life expectancy.
- Older women make up an increasing portion of the workforce.

What will these changes mean to employers?

Most importantly, companies may have to examine and consider new approaches to policies and practices to ensure they are able to retain and recruit the workers they need. From training strategies, benefits provided, to the retirement options and programs they provide, companies that take the time to understand the needs and desires of their workers will be more successful in meeting their workforce needs. Companies will be looking for ways to keep their employees as long as possible and will be looking for ways to attract experienced workers, even those who may have retired from other jobs.

Aging Workforce



The Canadian government estimates that by 2011, 41% of the working population will be between the ages of 45 and 64, compared to 29% in 1991.

Challenges of an Aging Workforce - HRSDC 2002

Growth in the working-age population between 55 and 64 will account for 70 percent of the net increase in the working-age population by 2010 and all of it by 2020.

C.D. Howe Institute

“While not every company has started to experience a worker shortage, we would be wise to believe the research that shows this is coming. Companies will have to begin to develop a new mindset and initiate a review of practices. Ultimately, it could mean adjustments to everything from people processes to workplace design to ensure we can accommodate the older workers that we’ll need to attract and retain.”

In some areas, such as benefits, where the cost is to a great degree dependent on the demographics of those enrolled, there will certainly be challenges and some hurdles to overcome.”

Fred Fretz
Vice President, Human Relations, McCormick Canada

The Challenge in the London Region



The shortage of workers has already had a significant impact in Southwestern Ontario. A 2003 survey of employers by the London Economic Development Corporation found that 47% of respondents are either experiencing workforce shortages or are concerned about the issue. A lack of qualified candidates was the most common reason given for shortages.

Governments, employers and unions are all working to fully understand the challenges ahead.

One thing is for sure: companies that take the time to plan for the future and find ways to recruit, retain and retrain good workers, will fare better than those that do not. Surprisingly, many companies do not plan for workforce needs.

As older, experienced workers play a larger and more essential role in our regional workforce, there are many things that businesses can do to prepare to make the most of this valuable sector of our workforce.

Rethinking old stereotypes, adjusting recruitment methods, increasing flexibility in work hours and retirement options, and improvements in workplace ergonomics and technology – these are just a few strategies for companies that want to be an employer of choice for experienced workers.

Working Past 65

In 2001, 11.8% of the population aged 65 to 69 was active in the labour force: 34.3% were women and 65.7% were men.

Statistics Canada, Labour Force Historical Review, 2001

A recent General Social Survey suggests that one-third of working-age Canadians planned to work beyond 65.

Julie Ann McMullin (UWO), July, 2004

A 1998 survey of baby boomers sponsored by the American Association of Retired People (AARP) found that 80% of respondents said they would stay in the workforce after age 65.

“Three of the most striking results will be labour that is more scarce, labour that is on average older and a workforce that has a larger proportion of women than in the past.”

William Robson - Aging Population and the Workforce: Challenges for Employers

47% of London area companies surveyed in 2003 report workforce shortages or say they are concerned about the issue.

BUT

The majority of respondent businesses do not plan for their workforce needs, predicting only a few months ahead:

- 63% less than 3 months
- 85% less than 6 months

Only 17% have formal retention plans in place.



Average Life Expectancy at Age 65 (2002)

Men - 17.2 years
Women - 20.6 years

An increasing life expectancy means more people will want to continue to work. Because women live longer than men, the proportion of women relative to men is likely to grow.

Statistics Canada



“At The Home Depot, we’ve formed a partnership with CARP - Canada’s largest association representing the 50 plus population. This allows us to tap into the wealth of experience available in workers over 50. Our associates in this demographic are knowledgeable, savvy about customer service and have leadership skills that make them good role models for younger associates and overall valuable employees.”

James Terpstra
Human Resources Manager
The Home Depot, Cambridge



More Women Working

Twenty-five years ago, fewer than one in three Canadian workers aged 55 to 64 were women; now, two in five (40%) are.

William Robson - Aging Population and the Workforce: Challenges for Employers



Age of Retirement

In 1999, the average age of retirement in Canada was 61.0 years. Two-thirds of Canadians retire before the full CPP/QPP age of 65.

Between 1987 and 1990, 29% of people retired before the age of 60. Between 1997 and 2000, that rate grew to 43%.

Challenges of an Aging Workforce - HRSDC 2002

Experienced Workers: The Myths and Realities

While more companies are appreciating the benefits of retaining and hiring older workers, there are still some organizations where older workers are brushed aside, undervalued and encouraged to retire early to make way for younger workers. These companies are making a great mistake. Here are some of the myths and realities that can help companies understand the true value of older workers:

Myth: Older workers can't learn new technology or skills.

Reality: Many experienced workers are eager to learn new skills, but they may not be offered the same opportunities as their younger counterparts.

Myth: Hiring an older worker means you'll just have to replace them in a few years.

Reality: There is usually less turnover of older workers than among those who are young. One U.S. study revealed that workers aged 45-54 had double the years of job tenure compared to workers aged 25-34. Another study showed that workers between the ages of 50 and 60 stay on the job an average of 15 years.

Myth: Older workers get sick a lot more.

Reality: Statistics Canada reports that attendance records for older workers are not too different from those of younger workers. In 2001, permanent workers aged 45 and over lost an average of 9.7 days (excluding pregnancy/parental leave), only 1.8 days more than the average 7.9 days for workers aged 25-44.

Myth: Older workers are more expensive.

Reality: Keeping an older, experienced worker on the job as long as possible saves the extensive costs related to advertising, interviewing, hiring and training a new worker. Many older workers applying for new jobs are willing to take pay cuts.

Myth: Older workers are just filling time until retirement.

Reality: Studies show that many baby boomers expect to work after "retirement". Employers that offer flexible and rewarding job opportunities will gain from the experience and knowledge of older workers.

Visit the Experience Works website and see "Myths and Realities" for links to sources of information that will separate fact from fiction on the topic of older workers.



"Long term employees who say they don't like change have, in reality, gone through significant changes in the last ten years - they just don't consciously realize it. Some have even led the change."

Suzanne Jaekel, CHRP, Manager, Human Resources
Trudell Medical Marketing Limited London

www.experienceworks.ca

The Power of Experienced Workers

Businesses that can adopt new attitudes and approaches to meet the needs and desires of older, more experienced workers will reap the benefits.

- Older workers come with experience and often advanced skills in their field. Many have upgraded their training and education along the way.
- Businesses that hire older workers find that their experience allows them to be productive more quickly. They hit the floor running!
- Experienced workers often have more of the 'soft skills' such as leadership, team-building and communication skills.
- Older workers are less inclined to use a job as a stepping stone to get to the next level and may exhibit more loyalty. Older workers are also less inclined to get involved in office politics and can focus on getting the job done.
- Many older workers are flexible and look for the same in employers. They may be more willing to work part-time or irregular hours, or to work for just part of the year to meet seasonal adjustments in business.
- Older workers may be less focused on pay raises. Some may be receiving CPP benefits, or pensions from previous employers. Many have paid off their mortgages and feel less financial pressure.
- Older workers have fewer family commitments, as their children are usually grown.
- Experienced workers are great mentors for younger, less experienced workers. Their solid work ethic and attitude can make them good role models and they are often eager to share what they have learned with others.
- If part of your customer base is made up of older consumers/clients, older workers can help you to better understand and serve their needs.

Age Discrimination

50% of older workers surveyed said they have experienced age discrimination when job hunting.
Retired Worker - www.retiredworker.ca

What is an Older Worker?

Many organizations and studies identify workers over 45 as "older" or "experienced". Others focus on those over 55.

As our population ages, many Baby Boomers now believe that what used to be "older" is now "middle-aged".



Joan Irwin - After retiring at age 56 from her job as a customer service representative for Toronto Dominion Bank, Joan went back to school and at 64 was then hired back by TD Canada Trust.

Generational Diversity in the Workplace

Today, four generations work side-by-side in the workforce. While each worker is an individual, each generation has its own culture, motivations and priorities. By better understanding the generations and their characteristics, employers can:

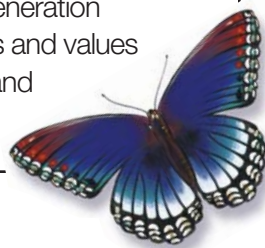
- Target or broaden recruitment strategies;
- Improve retention of employees from all generations;
- Understand workplace conflicts that may be related to generational differences or biases;
- Improve communications and marketing to customers and other business contacts.

You may wish to learn more about generational diversity and understand ways to bridge the differences between generations. You'll find links to more information and a number of useful resources at the Experience Works website and portal:

www.experienceworks.ca

What is a Generation?

A generation is usually a 20 year birth period. People of the same generation often share common attitudes and values that are shaped by historical and cultural milestones.



The Four Generations

Traditionalists

Born before 1945, this generation, also known as Matures, was shaped by the Depression and World War II.

- In the workplace, members of this generation tend to appreciate and offer respect for experience, responsibility and authority and may not always understand why others don't share the same values.
- Interest and appreciation for technology such as email and the Internet may not be as high in this generation.
- Many Traditionalists, who are now 'Experienced Workers', have been a part of business organizations where quality and attention to detail were more highly valued than speed and the 'bottom line' goal that is more evident in businesses today.

Baby Boomers

The Baby Boom years, between 1946 and 1966, were hugely transformational years that older generations defined as "anything goes".

- Competitive, prosperous and passionate, this generation worked hard in the work world under traditionalists and worked long, hard hours to achieve success.
- Most businesses today are run by Traditionalists and Baby Boomers.
- As this generation ages and heads toward retirement, many consider themselves recovering workaholics and seek a better work/life balance.
- This generation is socially conscious, takes environmental and political issues seriously and, in the workplace, are inclined to want to ensure that all voices, including their own, are heard.



Evaluating Generational Diversity in Your Company

Generation Xers

Born between 1967 and 1980, Generation Xers are characterized by their independence and need for flexibility rather than stability.

- Gen Xers are not looking for long-term situations. They are hard workers who like to focus on short-term goals.
- Gen Xers like to manage their own lives and make great entrepreneurs.
- If you want to hire a Gen X candidate, focus on the flexibility and freedom the job will offer and ask for outcomes rather than trying to control how they do their work.
- This is a generation that understands and values work/life balance.
- Members of this generation have tremendous technical know-how, are very competent and skilled, love challenges and have “no fear”. Just don’t bore or micromanage them or make them wear a suit if it’s not necessary.

Millennials

Millennials, born between 1981 and 2000 are defined by the high speed, connected world of today. They are also known as Nexters or the Y Generation.

- Many of this generation grew up surrounded by affluence and experienced a busy, over-planned childhood.
- Millennials are used to things happening fast! The Internet is where they spend hours working, playing, forming relationships and exploring their identity.
- Need someone who can multi-task? Choose a Millennial!
- To hire and manage a Millennial, you’ll want to be highly flexible in scheduling, positive in your approach to critiquing work, and you’ll need to make sure your website is up to par.

What percentage of your company’s employees belong to each generation?

Traditional _____ %
 Baby Boomer _____ %
 Gen X _____ %
 Millennial _____ %

What percentage of your company’s management belongs to each generation?

Traditional _____ %
 Baby Boomer _____ %
 Gen X _____ %
 Millennial _____ %

Is any generation under-represented? If so, why?

Do you understand what motivates and inspires each generation?

Yes No

Have you built a generational approach into:

Recruitment approaches? Yes No
 Retention efforts? Yes No
 Reward programs? Yes No

Does the group that interviews prospective employees represent all generations?

Yes No

Are they aware and respectful of generational differences?

Yes No

Does your website reflect all generations?

Yes No

Does marketing material reflect and appeal to all generations?

Yes No

What steps can your company take to ensure that you are effective at attracting and retaining each generation? _____

Workforce Planning



Taking the First Steps

In today's just-in-time work world, looking into the future two, five or ten years to plan workforce needs may seem like a daunting task. This is especially true for small and medium-size companies that may not have dedicated human resources personnel.

Workforce planning will help to ensure that you have the workers you need at the right time and that your workers have the skills you need to get the job done. Just-in-time has worked for many companies in the past. As the labour pool shrinks and changes in the coming years and, as companies require greater skills and proficiency, companies that plan ahead have a greater chance of remaining competitive and successful.

Asking the Right Questions

A good first step in workforce planning is to begin to ask questions about your organization, its workforce and plans for the future. Often, by reviewing a set of questions such as those in the Workforce Planning Questionnaire on the following pages, you will begin to see the steps you may need to take to prepare your company to meet future needs.

Bring together a few of your company's leaders and strategists. Discuss and answer the questions listed and others that arise during discussions. As you answer the questions, keep in mind that one of your sources for workers in the future will be your current workforce, so that retention of experienced workers can be the most desirable and cost-effective strategy for workforce planning.

The questionnaire on the following pages has been designed as an overview of typical considerations involved in workforce planning. It may or may not be a perfect fit for your company's planning needs, depending on the size and complexity of your workforce.



Eric Gordon Rogerson - At age 55, after 25 years as a construction site supervisor, Eric made the decision to look for a new job. Successfully transferring his skills, Eric quickly found work as a head of maintenance at a young offenders facility.

The Great Ones Look Ahead

*"Some people skate to the puck.
I skate to where the puck is going
to be."*

Wayne Gretzky

Seniors in the Workforce

In 2001, 6.7% of Ontarians aged 65 and older continued to work. Of this group, 33.8% were female and 38% were immigrants.
Ontario Ministry of Labour

Steps in Workforce Planning

These are the steps that are most often followed in workforce planning:

1. Develop or review your company's strategic plan to determine your objectives for the future.
2. Analyze and chart your current workforce, including numbers, skills requirements, demographics, etc. How many will be retiring? What is your current turnover rate?
3. Review, estimate and chart your workforce needs for specific timeframes such as two, five and ten years, based on your strategic objectives. Will the skills and size of the workforce remain the same or change?
4. Identify gaps and challenges to overcome in closing those gaps.
5. Develop a plan that includes actions, leadership and timelines in the areas of:
 - Succession planning
 - Retention
 - Attraction
6. Set achievable workforce planning goals.
7. Identify resources needed and where to go for support in achieving goals.
8. Set a timeline and strategy for monitoring of progress.
9. Communicate regularly with employees on workforce planning issues, and keep them informed on the role they may play in changing workforce dynamics.



Bill Cox - After 34 years in teaching, Bill retired from his position as Principal of Beal Secondary School. He turned his love of trucks into a new career as an owner of a trucking business. He drives two and a half days a week and a full-time employee makes the additional runs.



Workforce Planning Questionnaire



1. Does our organization have a strategic plan or vision for the next five to ten years that outlines our direction and focus? Yes No

Next steps in achieving a strategic plan: _____

Responsibilities: _____

2. Will the workforce we have today be capable of meeting our strategic goals in the next five to ten years? Yes No

Skills needed will: Change Stay the same
Size of workforce will: Change Stay the same

Define specific capabilities that are not available today but will be needed in the future.

Define specific capabilities and jobs that are required today but will not be necessary in the future.



3. If new skills or an expanded workforce will be required in coming years, do we have a clear idea of where those workers will come from? Yes No

What steps will we need to take to locate and attract the workers we will require?

4. How many employees will be retiring in the coming five years? _____
How many employees will be retiring in the coming ten years? _____

Is there a plan in place to replace them? Yes No

5. Do we have a succession plan for all key employees/positions? Yes No

6. If key individuals left today, what challenges would we face in replacing them?

a) Level of difficulty anticipated in finding right mix of skills and experience _____

b) Estimated time involved in finding replacements _____

c) Estimated cost of finding replacements _____

d) Estimated time in training replacements _____



e) Estimated cost of training replacements _____

Steps we must take to begin/continue succession planning:

7. Do we have any retention strategies in place to keep experienced and valued workers? Yes No

○ What actions can be taken to keep our high quality, experienced workers for as long as possible?

8. What are the opportunities and barriers facing workers who may wish to stay after their official retirement:

Must they retire and be hired back? Yes No

Will their pension benefits be negatively affected? Yes No

Will they lose seniority or benefits? Yes No

What changes can we make to make it easier for workers to stay past 65?

Will those changes allow us to differentiate between employees we wish to retain and those we do not wish to retain? If not, are there actions we can take to allow differentiation?

9. Are there skills or jobs that will no longer be needed in the future? Yes No

Do we have a plan and cost assessment in place for making those changes? Yes No

○ What actions can we begin to take today to prepare those individuals or the company for the time when those skills are not needed?

10. What will be our greatest challenges in retaining and recruiting the workers we need?

11. Do we have an organizational culture that makes our company an employer of choice? Yes No

What changes can we make to strengthen our culture to make our company an employer of choice?

12. Are we ready to begin to build a plan to meet our future workforce needs? Yes No

If not, what information do we need, or what actions need to be taken to prepare ourselves.

13. What steps should we take to communicate our plans to key stakeholders – employees, unions, etc?

○ 14. What outside resources are available for assistance in workforce planning?

Employee Questionnaire for Workforce Planning

The following questionnaire may be used to seek employee input into the workforce planning process and to better understand employee perceptions of priorities in their assigned duties.

1. What are the five most important tasks/duties you perform, in order of importance? Beside each, list the percentage of your time that you generally spend on each.

1. _____ %
2. _____ %
3. _____ %
4. _____ %
5. _____ %

2. Do you think that the time you spend on each of these duties reflects their overall importance? Please explain.

3. What tasks/duties do you perform that you think may be unnecessary or better performed by another worker?

4. Are there tasks/duties performed by others that you think might be better managed by you? What are they?

5. Are there new tasks or duties that you think would be best assigned to you? How much time do you think it would take you to perform these duties?

6. Have any of these tasks/duties increased or decreased greatly in the last 2 years?



Feel free to download this questionnaire from the Experience Works website/portal and adjust it to meet your company's needs. You'll also find links to other workforce planning resources. See the section entitled "Workforce Planning".

www.experienceworks.ca

Succession Planning

Succession planning comes in many shapes and approaches. Some companies take a formal approach, while others may simply identify, encourage and mentor high-potential candidates. Here are a few things to think about when deciding the type of succession planning that will work best for your company.

- Succession planning is not just a human resources function. In many cases, senior management has the best understanding of the future direction of the company and must take the lead and commit resources and time to succession planning. In addition to managers and incumbents, those who may help identify successors include internal and external clients and even those in a direct report position.
- Succession planning is not just for senior management positions. If any individual or group of workers is important to the success of your company, you should have a plan outlining how they will be replaced if they leave.
- Succession planning doesn't have to be position-based. It can simply be a plan to ensure that your company has an adequate pool of people with strong leadership capabilities.
- Look inward first. There are many times when you will need to look outward for the skills or experience you need, but the best kind of succession planning makes the most of your existing talent. It includes making training, development and leadership opportunities available for those with potential.
- Take a close look at how your older, more experienced workers can fit into your succession plans. Decide how their skills and experience can be fully utilized and how can you ensure that their knowledge is passed along before they leave.
- Leave room for changes. People come and go, and performance levels and attitudes can change with time. Make sure that workers who are not part of a succession plan don't feel that they have been cut out of future opportunities for advancement.



Training - An Excellent Way to Begin Addressing a Skills Gap

Career development and training for your current workforce - this not only helps your company keep up and prepare for the future, but it is an important retention strategy to keep employees feeling valued, engaged and challenged. Consider:

- Tuition reimbursement
- Online learning opportunities
- Allowing employees to experience new jobs within the company at no risk
- Mentoring and leadership development



Sample Succession Planning Policy

The following is a simple outline for a succession planning policy.

Goals

1. To ensure high quality replacements for those individuals who currently hold positions that are key to our organization's success. The positions targeted will be mainly at the management level but may also include those at other levels, as identified by managers.
2. To identify individuals within our organization who hold the skills and potential to rise within the company and to nurture their advancement.

Procedures

The succession planning program will be carried out as follows:

In January and June of each year, the CEO will meet with all departmental managers. At that meeting each manager will:

- Present a review of their departmental succession plan.
- Identify key positions and incumbents targeted for succession planning. This will include an analysis of planned retirements, predictable turnover, etc.
- Identify individuals who show the potential needed for progression into the targeted positions and leadership within the company.
- Outline the actions taken in the previous six months to prepare identified individuals to assume a greater role of responsibility in the future.
- Outline the actions to be taken in the next six months to prepare individuals to assume a greater role of responsibility in the future.



Paul Loftus - Paul retired from his career as a senior member of the public service at age 55. Not yearning for a new career, he sought and found a part-time job. For six years Paul has been a welcoming face at London's Hilton Hotel where he is an official Beefeater.

What if You Got Hit by a Beer Truck?

One London company, Voyageur Transportation, titled their very successful succession planning program, 'If you got hit by a beer truck, what would happen to your department?'

In management meetings and training programs, the question was consistently repeated to drive home the importance of succession and mentoring programs.



Retention Strategies



Keep the Talent!

Your company invests time and money in hiring and training workers. When a worker leaves, that investment is lost.

Why are good employees lost?

- Early retirement incentives - older workers may choose early retirement, not as a first choice, but because they view it as the only choice available. If a company is able to offer phased-in retirement, part-time work, or a new job opportunity, employees may consider staying.
- Some studies have shown that when layoffs are necessary, older workers can be the first to go.
- Older workers may feel they are not treated in the same manner as younger employees (e.g. fewer training opportunities).
- Older workers may feel that their needs and desires (work/life balance, physical changes) are not being met.

“At STIHL we provide opportunities for experienced workers to work past their retirement date. We have a person who is working in the warehouse 1,100 hours a year who is past 65 and another person who retired and came back and covered a maternity leave.”

Liz Evanski
Human Resources Manager
STIHL Limited

What Keeps Older Workers on the Job?

Some *want* to work:

- They enjoy the social interaction or the personal fulfillment derived from working.
- “Because they can.” Work isn’t as physically challenging as in the past and many people over 65 have plenty of energy and motivation left. People are not only living longer, but they are healthier and more active while they are alive.
- They want to try something different, such as learn a new skill or start their own business. What were once the retirement years may now be a time to start the next career!

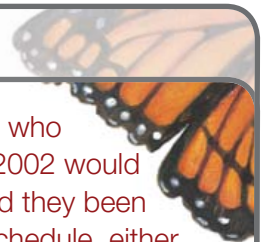
Some *have* to work:

- Older workers may be too young to qualify for a pension, but they may have lost their job.
- Pensions and retirement savings may have shrunk with bad investment markets and some people will find they will need to earn some other form of income to supplement pension payouts or savings.
- Some individuals, including women who stayed at home to raise families, haven’t worked long enough to build a pension that is enough to support them.
- Some immigrants may find they need to work into their senior years because they have not been in Canada long enough to accumulate a full pension or CPP benefits.

Desire for Flexibility

Over one-quarter of people who retired between 1992 and 2002 would have continued working had they been able to reduce their work schedule, either by working fewer days or shorter days without their pension being affected.

Statistics Canada



Training Older Workers

Some of the greatest misconceptions about older workers are about their ability and interest in learning new skills and jobs. Employers are afraid to invest in their older workers or reluctant to hire older workers because they believe they don't want to learn, can't learn as well as younger workers and that they won't be around long enough to make the investment in training worthwhile.

The truth is far more encouraging:

- Older workers are often keen to learn new skills, but they may not be given the chance. They are often overlooked or discouraged from participating in training programs.
- Older workers are capable of learning new skills at any age. While cognitive function can change with age, it is tremendously variable among individuals and in most cases, the capacity to learn far exceeds the requirements.
- Investment in older workers can actually pay higher dividends for employers. Studies show that older workers tend to stay on the job longer and have less turnover than younger workers.
- Older workers have more experience in learning new skills and in adapting to new approaches.

Some studies show that older workers may like to learn a bit differently than younger workers, but they are just as capable of learning new skills and technology.

- Some older workers do better building their learning on previous experience. That means that training that is more practical in approach is most successful.
- Older workers also find it more important to understand the logic and reasoning behind new approaches.
- In technology training, some research has shown that older workers may learn more quickly in a one-on-one situation, rather than in a classroom setting.

Individuals at any age exhibit a varying capacity to learn, and each person learns differently. Training and development programs that take those differences into account benefit employees of all ages.

Training Pays Dividends

By training your older workers, you will better prepare your organization for changing demographics in the workforce.

Government of Canada, Human Resources Management



Flexible Work Options

One of the most important work satisfaction factors identified by experienced workers in Southwestern Ontario is flexible work options. Older workers are far more aware of the importance of work/life balance and the need to make time to be with family and friends and participate in community activities.

Employers of choice for experienced workers are often those that offer flexible work options. This flexibility will benefit all workers and create a more satisfied and healthy workforce.

Flexible work options could include:

Flex-time - Allowing employees flexibility in the hours they work. For example, in the summer months, employees may choose to work 7-3, rather than 9-5.

Compressed work week - Two choices are four ten-hour days in a week or alternatively, increasing hours over two weeks to take every other Friday off (five 9-hour days the first week and four 9-hour days the second).

Job sharing - Two people share one job, with benefits also shared.

Part-time work - The ability to move from a full-time to a part-time job.

Temporary reduced hours - Some employees appreciate the opportunity to reduce their work hours for a specified length of time, with option to return to full-time hours.

Phased-in retirement - A gradual reduction in work hours over a number of months, or even years.

Leave time - Allowing employees the opportunity for an unpaid leave with the guarantee their job will be held. Sabbaticals are another option, with employees taking a pay reduction for a certain period so they can be paid during their leave.

Telecommuting - Employees and businesses are increasingly benefiting from telecommuting. Workers may work full-time from home, or split work between home and the office. Telecommuting can save employer costs.

Benefits of Flexible Work Options

- Improved employee morale
- Reduction of burnout
- Increased retention of quality employees
- Improved ability to recruit new workers
- The ability to be a more responsive or competitive company
- Reduced lost time



The Case for Flexibility

The Children's Hospital at Stanford University offers many flexible work programs. In its statement of goals the hospital says flexible options are offered "to help the staff fit together the sometimes irregular pieces of a modern lifestyle: family demands, professional requirements, personal needs for decompression, variety, and even adventure." **As quoted in the article "Flexible Work Options" by Kim Bush in "In Context Quarterly"**

Flexible Retirement Options

Flexible retirement options take a number of forms:

- In phased-in retirement, workers approaching their retirement date can gradually reduce the hours they work over a period of a number of months.
- Some companies encourage a trial retirement, allowing employees to take a 1-3 month leave to see if retirement is what they really want.
- In some cases good workers are allowed to retire and then are hired back part-time or on contract basis.
- Retired workers may be enlisted as paid mentors to younger workers, either before or after their official retirement date.

The majority of older workers say that if given the choice, they would prefer to gradually reduce the hours they work rather than have their jobs go from full-time to 'full stop'.

As the number of older workers increases in the coming years, companies that want to keep good people working longer will have to take new approaches to entice workers to stay rather than encourage them to retire. In the absence of good planning, pension complexities can combine with legislative and taxation challenges (such as Old Age Security claw back) to discourage older workers from staying on the job as long as they might wish.

“Employers might want to consider eliminating early retirement incentives, reducing pensions for those who choose to retire early, and offering delayed retirement incentives. Most importantly, however, employers need to ensure work for older employees continues to be interesting and stimulating.”

Bob McKay, Consultant - Hewitt Associates
News Release April 2004

How Pension Plans Affect Retirement Options

Canadian businesses hoping to keep their good workers as long as possible will want to take a close look at their company pension plans and the post retirement benefits that are offered. The goal will be to ensure that they are structured to encourage rather than discourage workers from staying on the job as they get closer to retirement age.

In many cases, pension payments cannot be taken until an employee has left a company. Employees feel their only choice is to retire, leave and then seek a new job somewhere else.

In recent years, employers have begun to move away from encouraging or allowing early retirements and there is a new focus on efforts and programs to keep good workers working longer. Phased-in retirement is growing in popularity, but is still not widespread. Surveys suggest that only a small minority of Canadian employers offer flexible retirement.

Flexible Retirement

In Canada and the United States, surveys found only one-sixth to one-fifth of employers reported having had some form of retirement transition leave or phased-retirement program. These figures suggest the existence of a lot of unmet demand since a sizable majority of older workers say they would rather reduce hours gradually than stop working all at once.

William B.P. Robson
Aging Populations and the Workforce:
Challenges for Employers

Sample Pre-Retirement Employee Survey

While your company may not want to keep all employees past their retirement date, your performance review process is likely to identify a number of top individuals who remain a valuable asset.

In the past, pre-retirement interviews or briefing sessions were simply an opportunity to help employees understand the company's retirement process and pension.

Today, as companies begin to seek new ways to keep those valued employees past the normal age of retirement, pre-retirement interviews may become more of an opportunity to determine whether employees are interested in staying longer and, if so, what benefits/work arrangements, etc. are most important in convincing an employee to remain on the job.

The sample questionnaire on the following page, offered to employees approximately one year prior to retirement, is designed to offer you some insight into factors that contribute to the overall satisfaction of older workers and into factors that may be important to specific individuals.

Examining Your Company's Retirement/Pension Options

1. Has your company reduced pension and post retirement benefits in the last ten years to improve profits?
2. Have you assessed the effect those changes have had on how your employees view retirement?
3. Are benefits available to older workers who want to continue to work part-time for your company?
4. Is it possible for an employee to begin receiving a pension but continue to work?
5. Does your company use older employees as mentors for younger employees?



Masters of their Faculties

A 1996 Statistics Canada study shows that full-time working men and women 50-64 are as much masters of their faculties - hearing, memory, problem-solving, dexterity, mobility - as men and women in their thirties.

A Fact Sheet on the Economics of Aging in Canada
Gaile McGregor, LL.B., Ph.D.
Law Commission of Canada



Anthony St. James - An immigrant to Canada, Anthony was a mechanical engineer with an MBA and many years of professional and management experience. Anthony has found a supervisory job with a young start-up company and is enjoying the professional development and work/life balance the new job offers.

Employee Survey

A. Employee Benefits

Please tell us how important the following employee benefits are to you.

Rate each on a scale of 1 to 5, where 1 = not at all important and 5 = very important.	Not at All Important	Not Very Important	Neutral	Somewhat Important	Very Important
Salary/Compensation	1	2	3	4	5
Leave benefits (including sick, vacation, personal, paid holidays)	1	2	3	4	5
Pension plan	1	2	3	4	5
Health and related benefits (health insurance, vision, dental, prescription)	1	2	3	4	5
Long-term disability insurance	1	2	3	4	5
Training programs	1	2	3	4	5
Employee Assistance Program (EAP)	1	2	3	4	5
Other (specify):	1	2	3	4	5

B. As You Approach Retirement

Please indicate if any of the following would be of interest to you as you approach your official retirement date.

Rate your interest in each item (whether it is available or not) on a scale from 1 to 5 where 1 = not at all interested and 5 = very interested.	Not at All Interested	Not Very Interested	Neutral	Somewhat Important	Very interested
Flexible work schedule	1	2	3	4	5
Voluntary reduction in hours/part-time work	1	2	3	4	5
A "test retirement"	1	2	3	4	5
Work from home	1	2	3	4	5
Mentoring/coaching	1	2	3	4	5
New assignments or job rotation	1	2	3	4	5
Retirement planning help	1	2	3	4	5

C. Retirement Plans

As you look to the future, which of the following best describes your plans or goals for retirement?

- I look forward to retiring completely as soon as I can.
- I would like to continue working for as long as I am able.
- I plan to seek other full-time work after my retirement from this company.
- I plan to seek part-time work elsewhere after I retire from this company.
- I wish there was a way to retire and take a break, and then come back and do some work for the company.

Are there any specific factors that have contributed to the answer you selected to the question above? Are there any options not listed here that are of interest to you?

Workplace Health and Ergonomics Benefit all Employees

The Canadian Centre for Occupational Health and Safety says most studies show that older workers actually have fewer accidents, although when they do get hurt, their injuries can be more severe. Older workers do undergo changes that may, in some cases, mean they are less able to take on some tasks.

Increasingly, employers are realizing that paying attention to ergonomics is good business. By examining their work areas, policies and procedures with an eye to understanding and optimizing ergonomics, they are able to identify risks and take action to mitigate injuries. All workers benefit – not just older workers.

From back injuries caused by lifting to carpal tunnel syndrome, on the job injuries cost employers millions of dollars annually in Canada, affect productivity and hurt the bottom line.

- Each worker is an individual. Workstations and job tasks should be matched with the needs and abilities of the employee.
- Older workers and others may benefit from sharing jobs that require lifting or strength.
- Be aware that many workplace injuries result from repetitive work and actions. By rotating jobs and building in breaks to prevent fatigue, injuries are less likely to happen.
- Consider adding safety and wellness training for new hires. There are simple tips that can be used to prevent things such as carpal tunnel syndrome and back injuries.
- Offer lunch-hour lectures on wellness topics, including workplace stress.
- Make sure your health plan offers access to wellness practitioners. This allows workers to explore treatment alternatives other than drugs that can affect work performance and safety.

“A recent increase in work volume was the impetus for a review of our processes, and because we know our workforce is aging, that was a strong consideration in deciding what changes to make. We’ve made considerable modifications that mean less lifting for our employees and increased use of conveyer belts. We’re already seeing results and it’s clear that the changes will result in fewer injuries for employees of all ages.”

Linda Aitken
London Hospital Linen Service Inc



London Hospital Linen Service

re-vamped their plant ergonomically to accommodate older workers and report that the changes have had a significantly positive impact on safety for all employees.

Sodisco-Howden is ergonomically re-organizing the warehouse to reduce the amount of heavy lifting. They are changing the operation by loading skids differently so older workers can do the job using a forklift.



Collective Agreements and Older Workers

Keeping in mind the importance of flexibility as a key strategy in keeping older workers on the job longer, employers will need to take a closer look at collective agreements. Provisions in many collective agreements may directly impact, in a positive or negative way, an employer's ability to offer flexibility in areas such as:

- Working arrangements such as flex-hours, job sharing and work reduction
- Vacation and leave benefits and other work/life balance issues
- Pre-retirement and retirement options
- Entitlement to sick leave or disability benefits
- Pension options and benefits
- Training and opportunities to try new jobs

Increasingly, collective agreements contain clauses that specifically pertain to older workers and those approaching retirement and build in maximum flexibility while protecting the rights of workers.

Collective Agreement Clauses

Human Resources and Skills Development Canada has produced a comprehensive analysis of provisions in collective agreements in Canada that might directly affect how employers interact with older workers. In some cases, it also includes relevant legislative provisions that may affect a specific collective agreement. The document is called *Collective Agreements and Older Workers in Canada*. You will find a link to this document and many other resources on the Experience Works website and portal at: www.experienceworks.ca

Retaining Employees Entitled to Retire on a Pension

“There are already skill shortages in many employment sectors and these will increase as baby boomers retire en mass. To retain their experienced workers beyond their earliest official retirement date, employers will have to start asking their employees today about their intentions and goals about what will induce them to stay and in what capacity. Employers should assess and make changes to pension plan rules to allow employees to collect their pensions while continuing to work on a modified work week and with modified duties. Employers will have to create strong financial incentives for experienced workers to stay.”

Jim MacKinnon, Business Manager
Labourers' International Union of North America,
Local 1059



Mandatory Retirement

Note: At the time of printing, the Ontario government has introduced legislation to remove mandatory retirement. The legislation is expected to come into effect in 2006.

Ontario's provincial government and the government before it have committed to ending mandatory retirement, while protecting early retirement rights and existing pension plans and benefits. When this happens, workers will be better able to choose when they retire according to their own wishes and circumstances.

Today, the Ontario Human Rights Code prohibits discrimination in employment on the basis of age, but the code defines "age" as being 18 years and older, but less than 65. That means that workers aged 65 or older can now be forced to retire. The Ontario Human Rights Commission has put forward the opinion that mandatory retirement policies "undermine the dignity and sense of self-worth of older workers".

Ending mandatory retirement will allow workers more choice as to when they want to retire based on their individual lifestyles, circumstances and priorities and would protect the rights of those who continue to work past age 65.

In some cases, where an employer can prove a "bona fide occupational requirement" for earlier retirement, employees may actually be required to stop working before or at 65. It is expected that any legislation banning mandatory retirement would also contain provisions to allow forced retirement based on certain job requirements.

"Given the current trend toward early retirement, it is unlikely that eliminating mandatory retirement will have much effect on convincing employees to remain in the workforce. If the goal is to persuade employees to delay retirement, employer programs must be geared to that objective."

Bob McKay, Consultant
Hewitt Associates
News Release April 2004

Using Older Workers to Mentor Younger Workers

When it works, using older workers to mentor younger, less experienced workers offers benefits for the individuals involved, and for the company.

Older workers are often happy to pass along tips learned through years of experience, share their knowledge of the company and introduce the new worker to others.

Each company takes a different approach to mentoring. The following are some broad tips that may help you establish a mentoring program.

- Consider pairing each new employee with an experienced worker for a specified period of time.
- Define your goals and expectations and make employees aware of what you are trying to achieve.
- Ensure that both mentors and new workers are given the time and opportunity to meet informally specifically for the mentoring process.
- Choose mentors who are knowledgeable, have a great work ethic and are able to offer practical advice, encouragement, inspiration and motivation to new hires. Also look for good listeners!
- Make sure you acknowledge and show genuine appreciation for the work of mentors so that all employees recognize the importance of the program.
- Seek feedback from both sides involved in mentoring to determine the strengths and weaknesses of the program.
- Consider offering a mentoring role to a retired worker who may just come in for an hour or two at a time.
- Recognize that mentoring can be done on the phone or by email.

Recruiting Strategies



Recruiting Experienced Workers

For many companies, the goal may not necessarily be to specifically recruit older workers or workers of any age, but to ensure that they are 'age-neutral' in their recruiting practices. As a greater percentage of our workforce is older, companies that are age-neutral in hiring and retention practices will find they are more able to attract and keep the workers they need.

Many of the same strategies that help to recruit older, more experienced workers are the same strategies that will help attract and retain quality workers of all ages to meet your workforce needs, including:

- Competitive compensation and benefits
- A diverse and welcoming workplace
- Recognition of workers as individuals
- Flexibility in working arrangements

According to the "Retired Worker" website, 50% of older workers surveyed reported they had experienced age discrimination when job hunting. Discrimination can take many forms that range from the overt, such as setting age limits for job candidates, to setting criteria that screens out older workers (e.g. - requiring 3-5 years experience).

Older workers are often asked if they have the "energy" or "commitment" to do a job, or told that they may not have the "career potential" or possess "too much experience".

Employers who equate increasing age with declining ability are missing the opportunity to recruit talented, dedicated workers who bring a wealth of work and life experience and can be first class candidates for many job positions.

"The challenge is to balance the 'freedom 55' aspirations of Canadians with policies that enable and encourage those seeking to scale back - but not abandon their connection to the workforce. The benefits are longer working careers for those who want them, and increased access to valuable skills and experience for the economy as a whole."

Arlene Wortsman, Director
Canadian Labour and Business Centre
Phased-In Retirement Options Needed for Skill Shortage Challenge



Attracting Experienced Workers

For companies that wish to take a proactive approach to recruiting older, more experienced workers, there are a number of strategies that can be used:

- Include the phrase “This company values workers of all ages” in your advertising.
- Include photographs of people of all ages in advertising and recruitment materials and on your website.
- Advertise in places where older people might gather – senior’s centres, churches, mall-walking groups, etc.
- Offer part-time or contract opportunities and allow flexibility in work schedules to accommodate older workers.
- Offer flexibility in benefit packages, as many older workers may not need some benefits.

Where to go to Recruit Older Workers

- One of your best sources may be workers who have already retired from your company who may consider returning on a temporary or part-time basis.
- Days Inn in the United States posted notices at senior citizens’ centres.
- Avis went to shopping centres to recruit ‘mall walkers’.
- Check for local senior organizations that may provide links to older workers looking for employment.
- You may wish to partner with a senior association to advertise a job.



Taking Steps to Prevent Ageism

- Be cautious about setting upper limits on levels of experience.
- Ensure, where possible, that committees conducting interviews represent a wide span of ages.
- Judge the energy and commitment of candidates based on their resume and attitude, rather than on age.
- Avoid making assumptions about technical abilities or adaptability to change.



The Power of Numbers

In Ontario, the number of seniors is expected to increase from the current estimate of 1.5 million to 3.2 million by 2028.
Ontario Ministry of Labour



Is Your Company Welcoming to Experienced Workers?

The following factors have been identified as important to workers when they are assessing job opportunities. Each contains questions to help you determine if your company would be of interest to older, more experienced workers.

Company Leadership

Does company management represent more than one generation and respect the differences and values of each age group?

Company Culture

Is there a 'feel' to your company that makes it welcoming, not only to customers, but to those who work there? Is there a sense of teamwork that crosses departments and age barriers?

Work/Life Balance

Is there an understanding that people with full balanced lives often do the best work? Is there flexibility that allows people of all ages to meet family and other obligations without putting their job at risk?

Compensation and Benefits

Is there a good understanding of what motivates your company's employees? Are employees consulted about their personal compensation/benefit goals? Is there room for people who may be looking to trade financial compensation for job flexibility such as job sharing, part-time work, or flex hours?

Training and Development

Does your company provide training and development opportunities to people of all ages? Are older employees encouraged to take advantage of training opportunities? Are in-house training programs designed in a way to appeal to people of all ages and allow them to be successful?

Workplace Diversity

Has your company examined recruiting efforts and procedures to ensure it targets workers of all ages? Do your recruiters represent a broad age range? Is age, race and gender diversity apparent to those who visit or tour your company?

Best Employers for Fifty-Plus

In the fall of 2004, CARP, Canada's Association for the Fifty-Plus announced the winners of the first annual Best Employers for 50-Plus Canadians.

When recruiting, **Avis Rent a Car** went to shopping plazas to talk to mall walkers who gather there. They recruited workers to shuttle cars from location to location.

The Home Depot recruits and hires older workers who have the experience and communication skills needed to provide technical advice and service to their customers.

Merck Frosst Canada uses its senior employees as mentors and offers unique savings plans and retirement seminars. The company also keeps in touch with retired workers through social events and a newsletter.

The RBC Royal Bank looks within their own company for people close to retirement when they hire people to work in their global banking service centre.

Exceptional Experience with Experienced Workers

Robert Q Travel and Airbus Service in London has been hiring experienced workers for 20 years. They come from diverse backgrounds - police work, fire-fighting, management, teaching, etc., and they bring a wide range of skills, abilities and knowledge. Some, including fire fighters and police officers, are in a pre-retirement period and are working part-time with Robert Q to prepare to work full-time for the company after they formally retire.

Starting Today: Ten Steps to Make the Most of Experience

1. **Take a close look** at your own and your company's attitudes toward older workers, and then take the time to research and separate the myths from reality. The Experience Works website and portal provides many links to give you the facts you need to make informed decisions.
2. **Include information** on aging and older workers in management training. The information in this kit on the "myths versus reality" and on generations may help managers understand generational differences in the workplace.
3. **Understand** Canada's changing workforce and take the time to evaluate how those changes will affect your company.
4. **Take a fresh approach** to retention strategies, especially making the most of more senior workers. Examine your policies, your pension plans, labour agreements and your physical workplace to understand how they might be changed to increase your ability to keep experienced workers.
5. Wherever possible, **build flexibility** into work assignments and schedules. This will benefit workers of all ages.
6. **Offer training** and retraining programs to workers of all ages. Encourage older workers to take part.
7. **Consider a survey** or pre-retirement interview of employees to understand their retirement goals and aspirations. Try to take advantage of the skills and abilities of those who don't wish to retire at 65.
8. **Open your mind** and your recruitment policies and practices to the possibility of actively recruiting older workers. Where can you go to find them? Have you been unconsciously (or consciously) discriminating on the basis of age? Use photos of mature workers in advertising. Build age diversity into your interview panels.
9. **Get familiar** with organizations in the London region that help older workers find jobs or that can connect you with older workers.
10. **Keep in touch** with your company retirees and make them aware of positions and jobs that may be of interest to them.

"Employers who hire experienced workers who have had two or more jobs in different environments can benefit from the knowledge they have gained. All employers need to do is be willing to be flexible, because experienced workers at Robert Q are dedicated and help us be successful."

Alan Shepherd, Corporate Manager
Robert Q Travel and Airbus Service



Experience Works – Feedback Form for Employers

Your feedback is important to us.

After completing, please detach this sheet and forward to the address provided.
An online version of the form may be completed at www.experienceworks.ca.

	Yes	No
1. Did you find the Employer Resource Kit useful?	<input type="checkbox"/>	<input type="checkbox"/>
2. What information did you find useful?	Useful	Not useful
The role of experienced workers	<input type="checkbox"/>	<input type="checkbox"/>
Impending workforce shortages	<input type="checkbox"/>	<input type="checkbox"/>
Workforce planning	<input type="checkbox"/>	<input type="checkbox"/>
Pensions	<input type="checkbox"/>	<input type="checkbox"/>
Collective agreements and older workers	<input type="checkbox"/>	<input type="checkbox"/>
Workplace accommodation	<input type="checkbox"/>	<input type="checkbox"/>

3. What areas would you like to learn more about?

- The role of experienced workers
- Impending workforce shortages
- Workforce planning
- Pensions
- Collective agreements and older workers
- Workplace accommodation
- Other, please describe: _____
- _____
- _____

4. What action(s) will you take as a result of the kit?

- Recommend kit to others within my organization
- Recommend kit to others outside my organization
- Recommend a workforce planning project in my organization
- Initiate a workforce planning project in my organization
- Review existing workforce plans in my organization
- Other, please describe: _____
- _____

Continued...

5. How could we make this kit more useful to you? (please describe)

Yes No

6. Have you viewed the online version of the Employer Resource Kit?

7. There is a separate resource kit specifically for Experienced Workers.

Have you:

- Never seen it
- Reviewed it
- Made employees aware of it
- Distributed it to employees
- Made use of it in training/counselling sessions

8. What is the size of your organization?

- < 25 employees
- 25-49 employees
- 50-74 employees
- 75-100 employees
- 100+ employees

9. Your position within the organization is:

- General Manager/CEO/President
- Finance/Accounts Manager
- HR Manager
- Other, please describe: _____

If you are interested in participating in a further review of the usefulness of the kit within the next 12 months, please provide contact details.

Please be assured that the responses you have provided above are confidential and will only be used for statistical reporting.

Name: _____

Contact Phone and/or email: _____

Thank you for taking the time to help us assess the effectiveness of this resource.

Please send your response to: Experience Works
c/o London Economic Development Corporation
380 Wellington Street, Suite 701
London, ON N6A 5B5

Or photocopy and fax to: (519) 661-5331

Experience Works Project Steering Committee Members

Chair: Jeny Wallace

Director Workforce Development, London
Economic Development Corporation

Dolores Bryant

President, Human Resources Professionals of
London & District

Robert Collins

Co-Chair, Employment Sector Council, London
Middlesex

Liz Evanski

Vice President, Human Resources Professionals
of London & District

Sandra Hennessey

Employment Sector Council, London Middlesex

Al Herrington

Employment Sector Council, London Middlesex

Nancy McQuillan

London Council for Adult Education

Debra Moutenay

Executive Director, The Elgin, Middlesex, Oxford
Local Training Board

Project Partners which support the above
representatives in their roles with the
organizations as named above include:

Fanshawe College

Goodwill Industries

Kellogg Canada Inc

London Unemployment Help Centre

Over 55 (London) Inc

STIHL Limited

Remember the information in this kit is designed as a starting point. There are many excellent sources with more detailed information and resources for experienced workers. The London Region Experience Works website and portal can lead you to many of those resources. This Internet site contains dozens of links to more detailed and up-to-date information on workforce planning and experienced workers.

www.experienceworks.ca



LONDON ECONOMIC
DEVELOPMENT CORPORATION

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Further information please contact: 519-661-4545 / Email: info@ledc.com

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Canada