The Next Step:
Exploring Dynamic Workforce Trends

This presentation is a companion to the Boston College Center for Work & Family Executive Briefing Series. It is designed to be customized by your organization. Please feel free to cut and paste these slides into your own format, and to use the questions provided as a guide to develop your own presentation. If you do not have a copy of the full briefing, please email: cwf@bc.edu.

Dynamic Workforce Trends

- **Wellness, Health and Productivity:**

  Managing health & wellness reduces health care benefit costs, lessens stress, and increases productivity.

- **Expanding Diversity:**

  Utilizing the unique skills/traits of all employees establishes an inclusive work environment that strengthens the competitive business advantage.

- **Aging Workforce:**

  Retaining older workers preserves organizational knowledge and leadership skills as labor shortages grow.

- **Flexible Work Culture:**

  Promoting a supportive and "family friendly" work culture results in committed and engaged workers, with greater productivity.

Business Drivers

- Reducing health care benefit costs
- Meeting diverse employee needs
- Increasing recruitment and retention while reducing turnover
- Improving employee productivity and work quality
- Increasing employee well-being and reducing stress
- Improving work effectiveness: employee engagement, commitment and performance
- Improving employee satisfaction
- Enhancing workplace supports: work/life programs, policies and education

Business Drivers in Your Organization

✓ What is important to your senior leaders?

- Organizational mission, values, goals?

- Business drivers of: wellness, health and productivity; expanding diversity; aging workforce; flexible work culture?

- Others?

Wellness, Health and Productivity Trends

- **Rising health care benefit costs** are a critical economic trend for HR practitioners.

- **Increasing stress levels** are consistently linked with higher health care benefit costs and lower job satisfaction.

- **Emphasizing employee productivity** is a method to offset the costs of health care benefits .

- **Providing workplace supports** is a strategy for: managing stress and increasing health and wellness, engagement, job satisfaction, commitment and performance.

Wellness, Health and Productivity Trends in Your Organization

✓ What are your current wellness and health trends overall? By division? By location? By workgroup?

✓ Project these trends over the next three to five years.

✓ How will your business drivers influence your focus and your proposed outcomes?

✓ How will your changing demographics impact these trends?

Wellness, Health and Productivity Business Strategies

GlaxoSmithKline encouraged the use of Work/Life programs as part of its engagement strategy, and estimates that they saved 15,000 employee hours through their Work/Life Resource and Referral program.

Blue Cross Blue Shield of Massachusetts worked closely with their Benefits area as well as their Health and Wellness group to develop an integrated health management strategy called Healthy Directions. The premise is that healthier associates enjoy a better quality of life, increased productivity at home and at work, and lower health care costs.

Expanding Diversity Trends

- **Multi-ethnic/multilingual workforce:** There is a dramatic shift toward greater diversity in the US workforce, created by immigration (13.3 million people between 1990 and 2000), and a growing "minority" population, estimated to increase to 50% of the total US workforce by 2050.

- **Aging and retirement:** Workers aged 45 to 64 represent the fastest growing segment of the US workforce and will define a new "retirement," generating distinct employer challenges.

- **Fundamentally changed families:** According to the 2000 US Census, only 7% of households fit the "traditional" family model. Fifty percent of children born in the 1990s will live in single parent households at some point during their childhoods. Four and one-half million children live in grandparent-headed households. And, there are 1.2 million same-sex unmarried partners.

- **Multigenerational workforce:** The multigenerational workforce is creating management challenges as workers of various ages approach employment with different expectations.

Expanding Diversity in Your Organization

✓ What is the demographics of your total workforce? By division? By location? By workgroup?

✓ Do you expect to have any issues in hiring or retaining any particular group in your workforce in the near future? Three to five years from now?

  - Older workers? Younger workers? Diverse workers?

✓ What is (will be) the impact of caregiving and other needs of your workforce?

Expanding Diversity Business Strategies

AstraZeneca launched an eldercare network within Diversity to enhance work-life effectiveness.

Blue Cross Blue Shield of Massachusetts included work-life topics in its Diversity speaker series, including the changing definition of family.

Aging Workforce Trends

- **Retention of older workers is a "sleeper" issue:** Though employers acknowledge this trend, many companies are not actively responding. Employers who do not make an effort to attract and retain older workers are likely to have difficulty finding and keeping enough qualified workers.

- **Employee benefit responsibilities:** There is a paradigm shift towards an "ownership society," highlighted by the expectation that individuals will take more responsibility for their retirement and health care expenses. And, while baby boomers remain optimistic about retiring, they are developing more conservative financial expectations.

- **Non-traditional "retirements":** Financial concerns are vital, but only one factor in the decision to continue working. Other factors include the desire to: stay mentally and physically active, remain productive or useful, and to retain health care benefits.

- **Employer/employee perceptions of older workers:** The older worker is often seen as a liability, who is less productive and more costly than a younger worker. Yet, work is very important to older workers and research indicates that they are more "work-centric" rather than "dual-centric" (oriented to both work and family), or "family-centric."

Aging Workforce Trends in Your Organization

- ✓ What are your current aging workforce trends overall? By division? By location? By workgroup?

- ✓ Project these trends over the next three to five years

- ✓ How will your business drivers influence your focus and your proposed outcomes?

- ✓ How will your changing demographics impact these trends?

Aging Workforce Business Strategies

Marriott developed a generational diversity workshop for managers and created a newsletter for those aged 50+.

GlaxoSmithKline investigated multigenerational programs to educate managers to become better mentors and coaches of diverse age employees.

Flexible Work Culture Trends

- An effective workplace: a flexible work culture surrounding "family-friendly" policies and practices, supervisor support and an efficient work environment that aligns to work-life needs

- There are six factors of workplace effectiveness*:*
   -Job autonomy   -Flexible workplace options
   -Supervisor support   -Coworker team support
   -Learning opportunities &-Involvement in decision-making
   job challenges

(Families and Work Institute)

Flexible Work Culture Trends in Your Organization

- ✓ How does your organization manage flexibility overall? By division? By location? By workgroup?

- ✓ What interferes with creating a flexible work culture?

- ✓ What can your organization do to create and sustain a flexible work culture?

- ✓ What are the links between flexibility and urgent business concerns in your organization?

Flexible Work Culture Business Strategies

At **IBM** their flexibility mantra is "Work is not a place, it's what we do." This statement emphasizes that work and the work environment transcend time and place.

Marriott developed flexibility policies and non-traditional pay practices to promote productivity and increase retention.

Summary

- Work/Life can lead the way in making more comprehensive **culture changes** that capitalize on the whole person within the workplace.

- In moving from simple programs to organizational culture change, and partnering with other HR functions, Work/Life is **linking to the strategic goals** of increasing employee commitment, job and career satisfaction, and decreasing turnover, absenteeism, and job strain.

- Work/Life looks at the **needs** of all types of employees at all levels of the organization - young, aging, males, and females, exempt, non-exempt, and managerial.

- This new **broader lens** for viewing the employee has dramatically changed approaches to workforce management and Work/Life has responded by becoming more **interdisciplinary**. By linking to areas such as Diversity, Wellness, Organizational Development, and more, Work/Life is able to profoundly increase its impact on the workforce.

Action Steps

✓ Define the Plan:
What are the next steps for your organization?

✓ Define the Timeline:

What needs to happen, and when, so you can move forward?

✓ Define the Responsibility:

Who is responsible for moving your organization towards your goals?