

# Talent Pressures and the Aging Workforce:

## *Responsive Action Steps for the Transportation and Warehousing Sector*



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

The Sloan Center on Aging & Work at Boston College promotes quality of employment as an imperative for the 21st century multi-generational workforce. The Center integrates evidence from research with insights from workplace experiences to inform innovative organizational decision-making. Collaborating with business leaders and scholars in a multi-disciplinary dialogue, the Center develops the next generation of knowledge and talent management.

The Sloan Center on Aging & Work is grateful for the continued support of the Alfred P. Sloan Foundation.

## *The Industry and Aging Workforce Series*

The Sloan Center on Aging & Work initiated the Talent Pressures and Aging Workforce Industry Report Series to help employers (and others interested in the aging of the workforce) understand the unique and emerging talent pressures within the leading sectors of the U.S. economy: Accommodation and Food Services; Administration and Support, Waste Management and Remediation Services; Construction; Finance and Insurance; Health Care and Social Assistance; Manufacturing; Professional, Scientific and Technical Services; Retail Trade; Transportation and Warehousing; and Wholesale Trade. The reports are designed to offer succinct accounts of five overarching concerns:

1. What are the contours of employment in the industry and how do they compare to employment in other sectors?
2. How might employee preferences inform strategies of retaining key talent in the industry?
3. How does the age and gender composition of the workforce map onto talent loss risks for employers?
4. What methods do employers in the industry rely on to understand talent loss risks?
5. What steps can employers use to attract and engage talent?

The report provides comparisons across time (2000-2008) and between economic sectors. Aging and workforce diversity is also considered.

Our analysis relies on three sources of data:

- Information about the U.S. workforce as reported by the United States Bureau of Labor Statistics,
- Information about workers' experiences as reported in the General Social Survey, and
- Information about U.S. organizations gathered by the Sloan Center on Aging & Work's 2009 Talent Management Study.

We anticipate that this information can help employers:

- Reflect on the adequacy of workplace practices,
- Identify ways to become more age responsive, and
- Consider strategies that might better align workplace practices with escalating pressures and opportunities that a diverse and aging workforce may pose for their enterprises.

Each report in this series concludes by considering steps that employers can take to become more responsive to the needs of a diverse and aging workforce.

# Table of Contents

Executive Summary	3
<hr/>	
Overview of Employment & Compensation in the Transportation and Warehousing Sector	5
Employment and Compensation	6
Workforce Composition	8
Essential Occupations	9
Summary	14
<hr/>	
Perceptions & Experiences of Employees in the Transportation and Warehousing Sector	15
Work Incentives and Organizational Commitment	16
Summary	20
<hr/>	
Organizational Responses in the Transportation and Warehousing Sector to a Diverse, Multi-Generational Workforce	21
Age Pressure, Talent Needs & Talent Loss Risks Assessment	22
Recruitment & Career Development	24
Flexible Workplace Practices	25
Summary	26
<hr/>	
Conclusion—Transferring Knowledge to Action in the Transportation and Warehousing Sector	30
<hr/>	
Appendix 1.1 Age/Economic Pressure Map	31
<hr/>	
Appendix 2.1 General Social Survey (GSS)	32
Appendix 2.2 Sample Size, Distributions and GSS Item Comparisons	37
<hr/>	
Appendix 3.1 The Talent Management Study	38
Appendix 3.2 Age Demographics	39
Appendix 3.3 Talent Loss Risks	41
Appendix 3.4 Risk Assessment of Talent Losses in Transportation and Warehousing Sector	42
Appendix 3.5 Talent Management Action Steps in Transportation and Warehousing Sector	43
Appendix 3.6 Entire Talent Management Study Sample, by Sector	44
<hr/>	

## *Executive Summary*

*The past decade witnessed profound changes in the economic pressures placed on employers, as well as in age demographics of their labor forces. Like changes in the latter part of the 20th century with the inclusion of women in organizations and professions, the aging of the population has the potential to reshape not only who works, but also how work can be performed.*

*We advise that employers consider the data presented in this report to better understand what employees desire, as well as the variation in talent management practices evident within (and beyond) the transportation and warehousing sector.*

*The transportation and warehousing sector's demographic profile is disproportionately composed of men, and like other sectors, the aging of the workforce is affecting the age profile of its employees. As the transportation and warehousing sector can expect a substantial exodus of older workers in the forthcoming years, it may face tensions in matching workers to jobs. This may require rethinking longstanding workplace practices.*

*Our analysis reveals that many employers in the transportation and warehousing sector have only a limited knowledge of their workforce. Understanding the demographic composition of the organization's workforce can inform talent management strategies that*

*could attract replacement workers, stem turnover, and facilitate knowledge transfer. While the transportation and warehousing sector is implementing flexible work arrangements at levels somewhat higher than those offered in other sectors, expansion of these opportunities may be a key strategy of attracting and retaining the best talent available.*

# Overview of Employment & Compensation in the Transportation and Warehousing Sector

## INTRODUCTION

According to the U.S. Census Bureau the Transportation and Warehousing sector (NAICS 48-49):

*“...comprises industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline”.*

Key Points:

1. The 2008-2009 economic downturn had a significant impact on the transportation and warehousing sector and its employees.
2. Compensation<sup>1</sup> costs rose for all industries (on average by 9.1%) and for the transportation and warehousing sector (by 4%) over the period of 2004-2008.
3. There had been a 13% increase in the total number of establishments in the transportation and warehousing sector over the period of 2000-2006, and this trend was consistent across different establishment sizes.
4. The transportation and warehousing sector relies more on male workers, who accounted for 75% of the total workforce in 2007.
5. The percentage of workers in the transportation and warehousing sector aged 55-64 increased by about 33% from 2000-2007, and the proportion of workers over age 65 increased by about 15%.

## EMPLOYMENT AND COMPENSATION

According to the Bureau of Labor Statistics (BLS), the transportation and warehousing sector provided employment for about 4% of the working population in the country in 2008. Employment in this sector increased by only 2% between 2000-2008 and the unemployment rate increased by 47%.

About 27% of the workers in the transportation and warehousing sector were represented by unions, compared to 15% of the same indicator for all industries in 2000. Union membership declined in the transportation and warehousing sector (by about 18%) from 2000-2008. The compensation costs for most employers also increased in the transportation and warehousing sector (by about 4%) over the period of 2004-2008. In addition, the compensation costs and the benefits available in the

Table 1.1 Employment in The Transportation and Warehousing Sector

	Transportation and Warehousing			All Industries		
	2000	2008	% Change	2000	2008	% Change
Employment in Thousands (seasonally adjusted) <sup>1</sup>	4,412	4,503	2.1	111,003	114,558	3.2
% Represented by Unions of Wage and Salary Workers <sup>2</sup>	27.2	22.4	-17.6	14.9	13.7	-8.1
Unemployment Rate (not seasonally adjusted) <sup>3</sup>	3.8	5.6	47.4	4.0	5.8	46.4

Source: U.S. Bureau of Labor Statistics

<sup>1</sup> Includes total private industries.

<sup>2</sup> Excludes incorporated self-employed of 16 and over.

<sup>3</sup> Includes Civilian Labor Force of age 16 and over. Data from 2000 are for February. Data from 2008 are for January.

transportation and warehousing sector in 2008 were nearly at the average level of other industries and were slightly higher than average in 2004. Shifts in benefits, as part of employer expenditures, were significant over the past decade as in other industries. For example, the share of insurance costs increased both in the transportation and warehousing sector and in all industries by 9% and 8%, respectively, over the period of 2004-2008. In addition, retirement payments as a percentage of compensation costs increased in the transportation and warehousing sector (by about 10%), while staying fairly constant for employers operating in most sectors.

The total number of establishments increased by 13% in the transportation and warehousing sector over the period of 2000-2006, and this trend was consistent across different establishment sizes. During this same time period, the number of establishments in all industries also significantly increased (by 7.5%).

Table 1.2 The Main Labor Market Indicators of the Transportation and Warehousing Sector

	Transportation and Warehousing (48-49)		
<b>Employers</b>	2000	2006	% Change
Total Establishments	190,044	215,117	13.2
# Under 20 Employees	139,022	151,610	9.1
# 20-99	18,168	18,383	1.2
# 100-499	7,946	9,627	21.2
# 500+	24,908	35,497	42.5
<b>Hours, Earnings, and Benefits<sup>1</sup></b>	2000	2008	% Change
Average Weekly Hours of Production Workers, (seasonally adjusted)	37.3	36.4	-2.3
Average Hourly Earnings of Production Workers, (seasonally adjusted) <sup>2</sup>	18.8	18.4	-2.2
<b>Compensation<sup>3</sup></b>	2004	2008	% Change
Compensation Costs (\$/Hr) <sup>2</sup>	31.2	32.5	4.2
Wages and Salaries as % of Compensation	67.5	65.5	-3.0
Benefits as % of Compensation			
Total Benefits	32.5	34.5	6.3
Insurance	9.3	10.1	8.9
Retirement	5.3	5.9	10.4
<b>Labor Turnover</b>	2000	2008	% Change
Median Years of Tenure <sup>4</sup>	4.0	4.6	15.0

Source: U.S. Bureau of Labor Statistics

1 Includes total private industries.

2 Adjusted for Consumer Price Index (2008=100).

3 The total compensation for all industries includes private industries population.

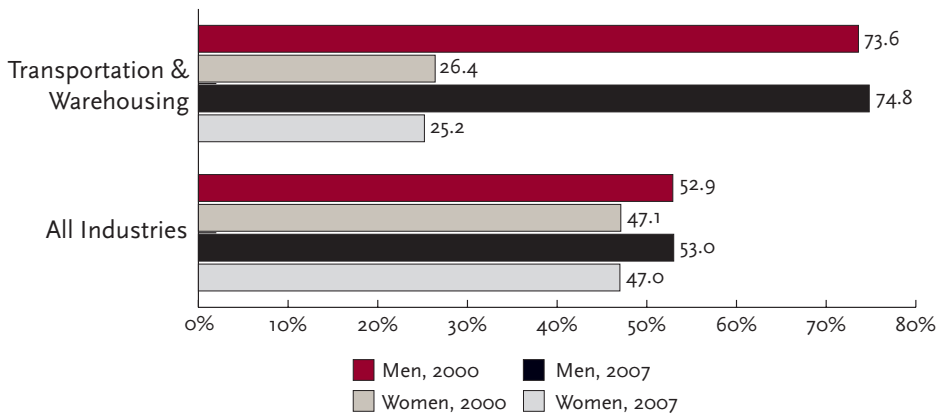
4 The data from 2000 are for February. Data from 2008 are for January.

## WORKFORCE COMPOSITION

As Figure 1.1 shows, the transportation and warehousing sector relies more on male workers, who accounted for 75% of the total workforce in 2007. The gender ratios remained nearly stable since 2000, suggesting that there are institutionalized practices occurring within or outside the industry that discourage the entrance or retention of women workers in this sector.

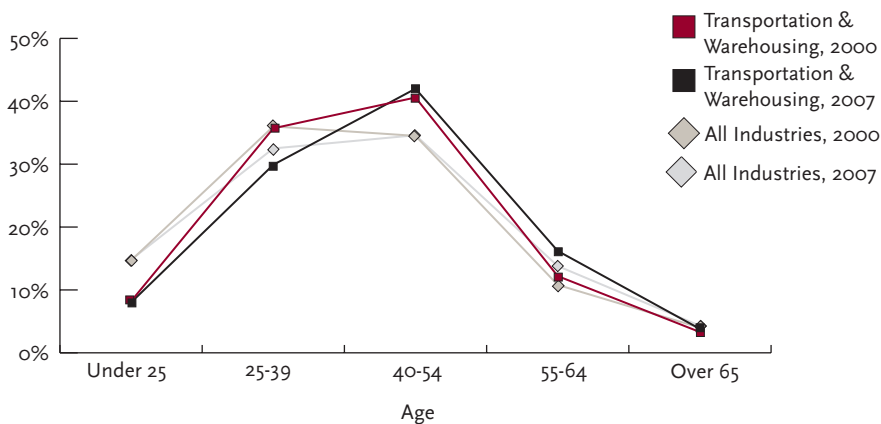
Figure 1.2 shows how the employee composition of the transportation and warehousing sector is aging in ways similar to other sectors of the economy. Whereas in 2000, 15% of the employees in this sector were over age 55, by 2007 these employees constituted 20% of the sector's workforce. As the general population continues to age, we can anticipate that this sector will continue to have greater shares of older employees. It will also likely experience pressures in replacing and transferring knowledge from those moving from jobs into retirement.

Figure 1.1 Gender Distribution of the Labor Force



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

Figure 1.2 Age Distribution of the Labor Force<sup>1</sup>



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

## ESSENTIAL OCCUPATIONS

A wide range of occupations are essential to the transportation and warehousing sector, but it is distinguished by a heavy reliance on five essential occupations, shown in Table 1.3. Truck drivers, heavy and tractor-trailer, account for a 21% share, school bus drivers account for a 4% share, and (i) airline pilots, copilots, and flight engineers, (ii) railroad conductors and yardmasters and (iii) sailors and marine oilers account for a combined 4% in the total number of employees. Summary descriptions of these key occupations are described below, abstracted from the Bureau of Labor Statistics 2010-2011 Occupational Outlook Handbook ([http://www.bls.gov/oco/oooh\\_index.htm](http://www.bls.gov/oco/oooh_index.htm)).

---

Table 1.3 Employment by Essential Occupations, 2008

Truck drivers, heavy and tractor-trailer	936,640
Bus drivers, school	158,980
Airline pilots, copilots, and flight engineers	72,980
Railroad conductors and yardmasters	35,890
Sailors and marine oilers	24,880

Source: U.S. Bureau of Labor Statistics

---

### *Truck Drivers, Heavy and Tractor-Trailer*

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

*Almost every product sold in the United States spends at least some time in a truck. While planes, trains, and ships are also used to transport goods, no other form of transportation has the same level of flexibility as a truck. As a result, trucks are used to transport everything from canned food to automobiles. Truck drivers and driver/sales workers operate these vehicles.*

*Drivers are responsible for picking up and delivering freight from one place to another. This may be from a manufacturer to a distribution center, from a distribution center to a customer, or between distribution centers. In addition, drivers may be responsible for loading and unloading their cargo. They are also responsible for following applicable laws, keeping logs of their activities, and making sure that their equipment is in good working condition. Heavy truck and tractor-trailer drivers operate trucks or vans with a capacity of at least 26,001 pounds gross vehicle weight (GVW). The vast majority of these are over-the-road or long-haul drivers, meaning they deliver goods over intercity routes that may span several states. Some drivers have regular routes or regions where they drive the most, while others take on routes throughout the country or even to Canada and Mexico. Drivers who operate trucks with a gross vehicle weight of 26,001 pounds, or who operate a vehicle carrying hazardous materials or oversized loads, need a commercial driver's license (CDL). Training for the CDL is offered by many private and public vocational-technical schools. A standard driver's license is required to drive all other trucks. Many jobs driving smaller trucks require only brief on-the-job training.*

### *Airline Pilots, Copilots and Flight Engineers*

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

*Pilots are highly trained professionals who fly airplanes or helicopters to carry out a wide variety of tasks. Most are airline pilots, copilots, and flight engineers who transport passengers and cargo. However, 34 percent are commercial pilots involved in dusting crops, spreading seed for reforestation, testing aircraft, flying passengers and cargo to areas not served by regular airlines, directing firefighting efforts, tracking criminals, monitoring traffic, and rescuing and evacuating injured persons. Except on small aircraft, two pilots usually make up the cockpit crew. Generally, the most experienced pilot, the captain, is in command and supervises all other crew members. The pilot and the copilot, often called the first officer, share flying and other duties, such as communicating with air traffic controllers and monitoring the instruments. Some large aircraft have a third crewmember, the flight engineer, who assists the pilots by monitoring and operating many of the instruments and systems, making minor in-flight repairs, and watching for other aircraft. The flight engineer also assists the pilots with the company, air traffic control, and cabin crew communications. New technology can perform many flight tasks, however, and virtually all new aircraft now fly with only two pilots, who rely more heavily on computerized controls. Before departure, pilots plan their flights carefully. They thoroughly check their aircraft to make sure that the engines, controls, instruments, and other systems are functioning properly. They also make sure that baggage or cargo has been loaded correctly. They confer with flight dispatchers and aviation*

weather forecasters to find out about weather conditions en route and at their destination. Based on this information, they choose a route, altitude, and speed that will provide the safest, most economical, and smoothest flight. When flying under instrument flight rules—procedures governing the operation of the aircraft when there is poor visibility—the pilot in command, or the company dispatcher, normally files an instrument flight plan with air traffic control so that the flight can be coordinated with other air traffic. Takeoff and landing are the most difficult parts of the flight, and require close coordination between the two pilots. For example, as the plane accelerates for takeoff, the pilot concentrates on the runway while the copilot, scans the instrument panel. To calculate the speed they must attain to become airborne, pilots consider the altitude of the airport, outside temperature, weight of the plane, and speed and direction of the wind. The moment the plane reaches takeoff speed, the copilot informs the pilot, who then pulls back on the controls to raise the nose of the plane. Captains and first officers usually alternate flying each leg from takeoff to landing. Unless the weather is bad, the flight itself is relatively routine. Airplane pilots, with the assistance of autopilot and the flight management computer, steer the plane along their planned route and are monitored by the air traffic control stations they pass along the way. They regularly scan the instrument panel to check their fuel supply; the condition of their engines; and the air-conditioning, hydraulic, and other systems. Pilots may request a change in altitude or route if circumstances dictate. For example, if the ride is rougher than expected, pilots may ask air traffic control if pilots flying at other altitudes have reported better conditions; if so, they may request an altitude change. This procedure also may be used to find a stronger tailwind or a weaker headwind to save fuel and increase speed. In contrast, because helicopters are used for short trips at relatively low altitude, helicopter pilots must be constantly on the lookout for trees, bridges, power lines, transmission towers, and other dangerous obstacles as well as low-flying general aviation aircraft. Regardless of the type of aircraft, all pilots must monitor warning devices designed to help detect sudden shifts in wind conditions that can cause crashes.

Pilots must rely completely on their instruments when visibility is poor. On the basis of altimeter readings, they know how high above ground they are and whether they can fly safely over mountains and other obstacles. Special navigation radios give pilots precise information that, with the help of special charts, tells them their exact position. Other very sophisticated equipment provides directions to a point just above the end of a runway and enables pilots to land completely without an outside visual reference. Once on the ground, pilots must complete records on their flight and the aircraft maintenance status for their company and the FAA.

The number of non-flying duties that pilots have depends on the employment setting. Airline pilots have the services of large support staffs and, consequently, perform few non-flying duties. However, because of the large numbers of passengers, airline pilots may be called upon to coordinate handling of disgruntled or disruptive passengers. Also, under the Federal Flight Deck Officer program airline pilots who undergo rigorous training and screening are deputized as Federal law enforcement officers and are issued firearms to protect the cockpit against intruders and hijackers. Pilots employed by other organizations, such as charter operators or businesses, have many other duties. They may load the aircraft, handle all passenger luggage to ensure a balanced load, and supervise refueling; other non-flying responsibilities include keeping records, scheduling flights, arranging for major maintenance, and performing minor aircraft maintenance and repairs. Some pilots are flight instructors. They teach their students in ground-school classes, in simulators, and in dual-controlled planes and helicopters. A few specially trained pilots are examiners or check pilots. They periodically fly with other pilots or pilot's license applicants to make sure that they are

proficient. Many pilots have learned to fly in the military, but growing numbers have college degrees with flight training from civilian flying schools that are certified by the FAA. All pilots who are paid to transport passengers or cargo must have a commercial pilot's license.

### *School Bus Drivers*

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

School bus drivers usually drive the same routes each day, stopping to pick up pupils in the morning and returning them to their homes in the afternoon. Some school bus drivers also transport students and teachers on field trips or to sporting events. In addition to driving, some school bus drivers work part time in the school system as janitors, mechanics, or classroom assistants, when not driving buses. State and Federal governments establish bus driver qualifications and standards, which include a commercial driver's license (CDL) with the proper endorsements. Many employers provide several weeks of training and help new employees obtain their CDL.

### *Railroad Conductors and Yardmasters*

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

Rail transportation workers are employed by three types of railroads: freight, passenger, and urban transit (subway and light rail). Freight railroads transport billions of tons of goods to destinations within the United States and to ports to be shipped abroad. Passenger railroads deliver millions of passengers and long-distance commuters to destinations throughout the country. Subways and light-rail systems move passengers within metropolitan areas and their surrounding suburbs. All of these modes of rail transportation require employees to operate, oversee, and assist in rail operations. Rail transportation workers not only work on trains, but also can be found working in rail yards where railcars are inspected, repaired, coupled, and uncoupled. Railroad conductors coordinate all activities of freight or passenger train crews. Conductors assigned to freight trains review schedules, switching orders, waybills, and shipping records to obtain loading and unloading information regarding their cargo. In addition, they are responsible for the distribution of tonnage in the train and the operation of freight cars within rail yards and terminals that use remote control locomotive technology. Conductors assigned to passenger trains also ensure passenger safety and comfort as they go about collecting tickets and fares, making announcements for the benefit of passengers, and coordinating the activities of the crew. Before trains leave a terminal, the conductor and the engineer discuss any concerns regarding the train's route, timetable, and cargo. During runs and in rail yards, engineers and conductors interface with traffic-control-center personnel, dispatchers, and personnel on other trains to issue or receive information concerning stops, delays, and the locations of trains. While engineers interpret and comply with orders, signals, speed limits, and railroad rules and regulations, conductors use dispatch or electronic monitoring devices to relay information about equipment problems on the train or the rails. Conductors may arrange for the removal of defective cars from the train for repairs at the nearest station or stop, and discuss alternative routes with the engineer and dispatcher if there is a defect in, or obstruction on, the rails.

*Yardmasters, where present, coordinate the activities of workers engaged in railroad yard operations. These activities, which are also performed by conductors, include making up or breaking up trains and switching inbound or outbound traffic to a specific section of the line. Some cars are sent to unload their cargo on special tracks, while others are moved to different tracks to await assembly into new trains on the basis of their destinations. Yardmasters tell yard engineers or other personnel where to move the cars to fit the planned train configuration. Switches—many of them operated remotely by computer—divert trains or railcars to the proper track for coupling and uncoupling. Rail transportation workers start out in a variety of positions as they gain the experience needed for more demanding assignments. Rail transportation workers generally must begin training to become a conductor before they may be considered for an engineer position; engineer positions also require Federal licensure. Nearly all rail transportation workers complete formal classroom and hands-on training before beginning work. Most applicants must pass a drug screening, background check, and physical examination before being hired.*

### *Sailors and Marine Oilers*

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

*The movement of huge amounts of cargo, as well as passengers, in and out of U.S. waters and sometimes over the oceans depends on workers in water transportation occupations, also known as merchant mariners. They operate and maintain civilian-owned deep-sea merchant ships, tugboats, towboats, ferries, barges, offshore supply vessels, cruise ships, and other waterborne craft on the oceans, the Great Lakes, rivers, canals, and other waterways, as well as in harbors.*

*Marine oilers and more experienced qualified members of the engine department, or QMEDs, assist the engineers to maintain the vessel in proper running order in the engine spaces below decks. These workers lubricate gears, shafts, bearings, and other moving parts of engines and motors; read pressure and temperature gauges; record data; and sometimes assist with repairs and adjust machinery. Sailors or deckhands operate the vessel and its deck equipment under the direction of the ship's officers and keep the nonengineering areas in good condition. They stand watch, looking out for other vessels and obstructions in the ship's path, as well as for navigational aids such as buoys and lighthouses. They also steer the ship, measure water depth in shallow water, and maintain and operate deck equipment such as lifeboats, anchors, and cargo-handling gear. When docking or departing, they handle lines. They also perform routine maintenance chores, such as repairing lines, chipping rust, and painting and cleaning decks or other areas. On vessels handling liquid cargo, mariners designated as pumpmen hook up hoses, operate pumps, and clean tanks; on tugboats or tow vessels, they tie barges together into tow units, inspect them periodically, and disconnect them when the destination is reached. Experienced sailors are designated able seamen on oceangoing vessels, but may be called simply deckhands on inland waters; larger vessels usually have a boatswain, or head seaman. Entry, training, and experience requirements for many water transportation occupations are established and regulated by the U.S. Coast Guard. As of April 15, 2009, mariners on board most ships have to obtain two credentials, a Transportation Worker Identification Credential (TWIC) and a Merchant Mariner Credential (MMC).*

## SUMMARY

In sum, like other industries, the transportation and warehousing sector is experiencing an aging of its workforce. Because it is heavily reliant on men as workers, one means of addressing talent deficits could be to expand jobs to attract women workers, as well as reconfigure work to potentially keep older, valued employees in their jobs. A large scale exodus of workers could leave some employers in this sector with stiff challenges in locating replacement employees.

# *Perspectives and Experiences of Employees in the Transportation and Warehousing Sector*

## INTRODUCTION

**O**ne of the most fundamental steps in managing talent is approaching employees from a “whole person” approach: understanding that jobs fit into the lives of individuals in diverse and complex ways. A means of understanding talent loss risks is to consider what employees value in their jobs and their overarching levels of satisfaction with their employment situations. To help understand these dynamics as they map onto the transportation and warehousing sector, we examine data from the 1998-2008 General Social Survey.

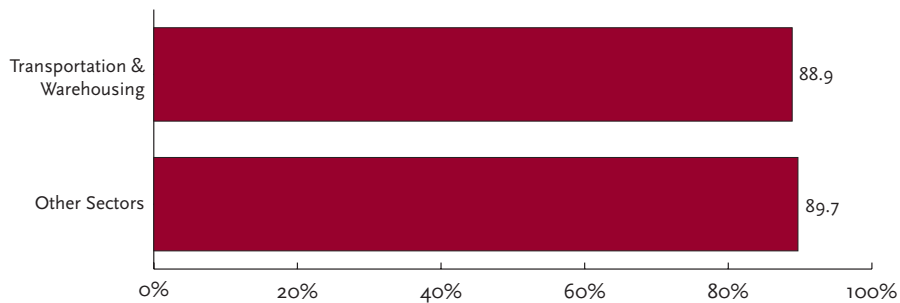
### Key Points

1. Transportation and warehousing sector employees are “very” or “somewhat” satisfied in their jobs compared to the general labor force in other sectors. Job satisfaction among younger workers in the transportation sector, however, is lower.
2. Employees in the transportation and warehousing sector are significantly more likely to experience work-family conflict, compared to workers in other sectors.
3. Almost one in two transportation and warehousing sector employees feel that their job interferes with their family life to a significantly higher level than employees in other sectors.

## WORK INCENTIVES & ORGANIZATIONAL COMMITMENT

Organizational commitment is strongly associated with employee satisfaction with jobs. This satisfaction can translate to productivity – achieved by employees working harder and by their long-term commitment to employers. Figure 2.1 shows that nine out of ten workers in the transportation and warehousing sector are very or somewhat satisfied with their job, and this level of satisfaction is comparable to that of the general labor force employed in other sectors.

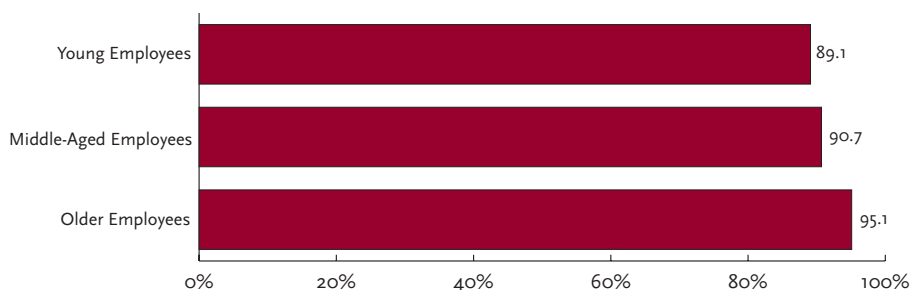
Figure 2.1 Percent Reporting Being Somewhat Satisfied or Very Satisfied In Their Jobs: Transportation & Warehousing Employees In Comparison to Other Sectors



Note: Analyses from 1998-2008 General Social Survey; No significant differences observed; N=3,495

Workers at different life and career stages do not always evaluate their jobs in the same ways, or put the same emphasis on the relative importance of different aspects of their jobs. Figure 2.2 shows that age also predicts job satisfaction. Note that even though most employees in the transportation and warehousing sector report being either satisfied or very satisfied in their jobs, the level of satisfaction was significantly lower for younger employees. Because the transportation and warehousing sector is heavily reliant on a multi-generational workforce, employers in this sector may benefit by directing extra attention toward identifying – and responding to – the sources of dissatisfaction among younger employees.

Figure 2.2 Percent Reporting Being Satisfied or Very Satisfied in their Jobs: Comparisons of Transportation and Warehousing Employees at Different Ages

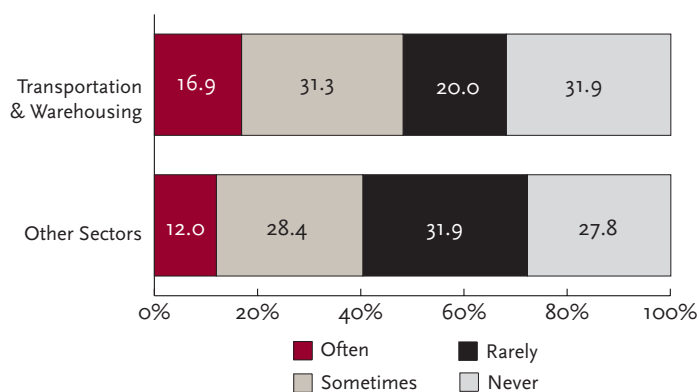


Note: Analyses from 1998-2008 General Social Survey; Significant Differences,  $p < .05$ ; N=160

The past three decades of research by the “work-family” community of scholars has revealed that work can impact the family in profound ways, and that family commitments can affect the capacity of workers to commit themselves to their jobs. While much attention has focused on the ways that work and family commitments conflict, a growing emphasis is placed on identifying approaches that harmonize these institutions, so that both employers and families benefit by rethinking work designs. However, because many employers have been slow to adapt their organizations, there still exist numerous mismatches that can undermine both workplace effectiveness and family functioning.

Figure 2.3 shows that employees in the transportation and warehousing sector are, on the whole, significantly more likely to experience work-family conflicts compared to employees in the other sectors of the economy. In particular, Figure 2.3 shows that almost one in two employees (48.1%) in the transportation and warehousing sector report that their job interferes with family life “sometimes” or “often.” Additionally, their reports of work-family conflict are significantly higher than those experienced by workers in other sectors of the economy.

Figure 2.3 How Often Job Interferes With Family Life: Transportation and Warehousing Employees In Comparison To Other Sectors

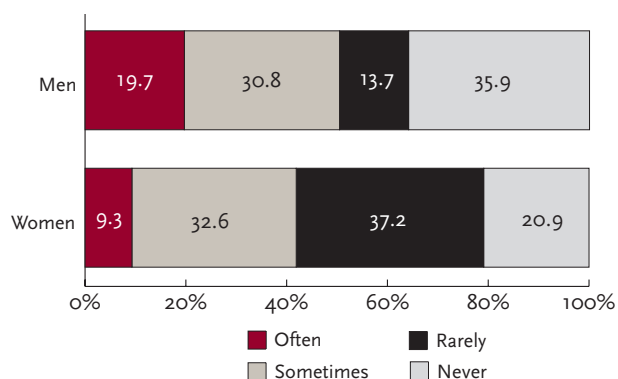


Note: Analyses from 1998-2008 General Social Survey; Significant Differences,  $p < .05$ ,  $N = 3,491$

Figure 2.4 shows that men in the transportation and warehousing sector are significantly more likely to report that their job interferes with family life compared to women employees. Slightly more than two in five women (42%) in the sector said that their job interfered with family life “often” or “sometimes” compared to one in two men (50%). One likely explanation may be attributed to the types of jobs men and women employees occupy in this sector. Jobs that require frequent travel, more likely to be occupied by men, can exacerbate the strains experienced.

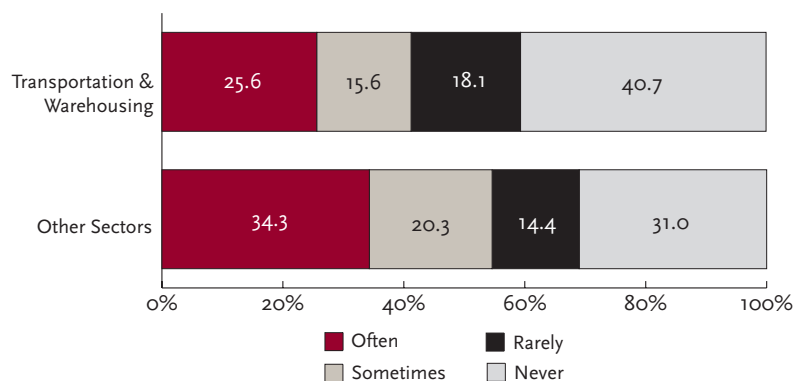
Flexible work arrangements enable workers to do their jobs in ways that challenge more rigid job designs, for example by allowing employees to work different schedules or at different locales. Figure 2.5 shows that there is significant difference between transportation and warehousing and other sectors in the availability of flexible schedule options. Slightly more than one in four workers (26%) in the transportation and warehousing sector are often allowed to change their schedule, compared to one in three employees (34%) in other sectors.

Figure 2.4 How Often Job Interferes With Family Life: Comparisons of Men and Women Transportation & Warehousing Employees



Note: Analyses from 1998-2008 General Social Survey; Significant Differences,  $p < .01$ ,  $N = 160$

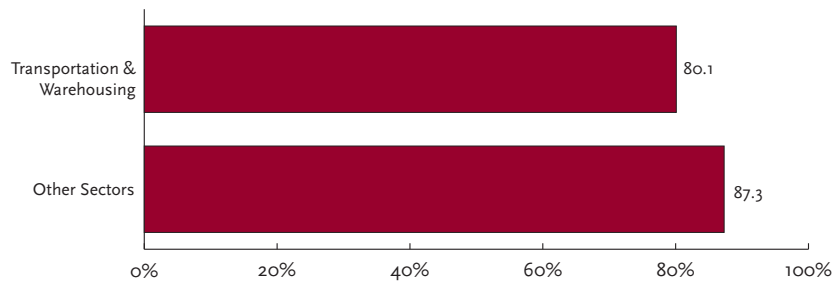
Figure 2.5 Freedom to Change Work Schedules: Transportation and Warehousing Employees In Comparison To Other Sectors



Note: Analyses from 1998-2008 General Social Survey; Significant Differences,  $p < .05$ ;  $N = 3,482$

Figure 2.6 shows that most of the employees in transportation and warehousing have “complete” or “some” freedom in deciding how to do their job. However, employees in other sectors of the economy are significantly more likely to have freedom in deciding how to do their job.

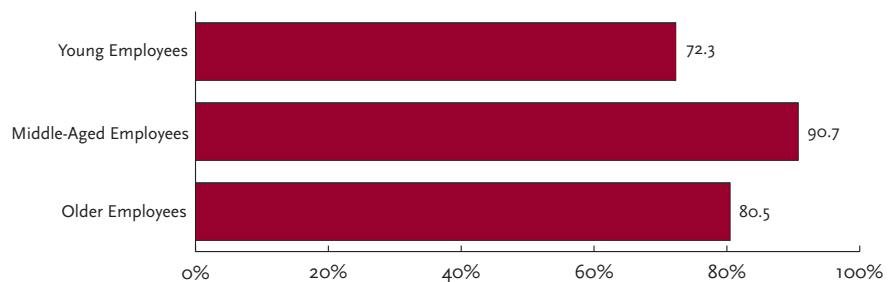
Figure 2.6 Percent of Employees Who Report Having Complete Or Some Freedom In Deciding How To Do Their Job: Transportation and Warehousing Employees In Comparison to Other Sectors



Note: Analyses from 1998-2008 General Social Survey; Significant Differences,  $p < .01$ ;  $N = 3,476$

It is interesting to note that freedom in deciding how to do one’s job in the transportation and warehousing sector differs by age. Figure 2.7 shows that younger employees in the transportation and warehousing sector are significantly less likely to have complete or some freedom in deciding how to do their job compared with middle-aged and older employees. One possible solution for employers might involve more aggressive development of mechanisms to advance worker autonomy to younger age groups, as the aging of the workforce may necessitate moving younger workers into positions of increased responsibility sooner.

Figure 2.7 Percent of Employees Who Report Having Complete Or Some Freedom In Deciding How To Do Their Job: Comparisons of Transportation and Warehousing Employees at Different Ages



Note: Analyses from 1998-2008 General Social Survey; Significant Differences,  $p < .01$ ,  $N = 161$

## SUMMARY

In sum, based on the limited data available in the General Social Survey on this segment of the workforce, we conclude that the transportation and warehousing sector offers jobs that are received favorably by employees. It is an open question whether jobs could be more flexible or if there are prospects to enhance satisfaction even further. These observations may inform additional strategies of recruiting, developing, and retaining the best talent available. Minimizing work-family conflicts by reconsidering job designs and expectations may be a productive means of addressing these concerns.

# *Organizational Responses in the Transportation and Warehousing Sector to a Diverse Multigenerational Workforce*

## INTRODUCTION

**O***ne of the primary questions for employers in the transportation and warehousing sector concerns the means to access, motivate, and retain key talent. Employers in this sector also need to be able to identify the risks of talent losses and to anticipate means of addressing those events when they occur.*

In this section, we consider how employers in the transportation and warehousing sector are responding to the economic and talent pressures identified in the previous sections. To do so, we report analyses of data gathered from the 26 transportation and warehousing organizations that participated in the 2009 Talent Management Study (which gathered data from a total of 696 organizations). We compare the transportation and warehousing industry, as a whole, to employers that operate in nine other leading sectors in the economy. A detailed description of methods of studying the 2009 Talent Management Study, its samples and measures, as well as additional relationships, are presented in Appendix 3.1 to Appendix 3.6.

### Key Points:

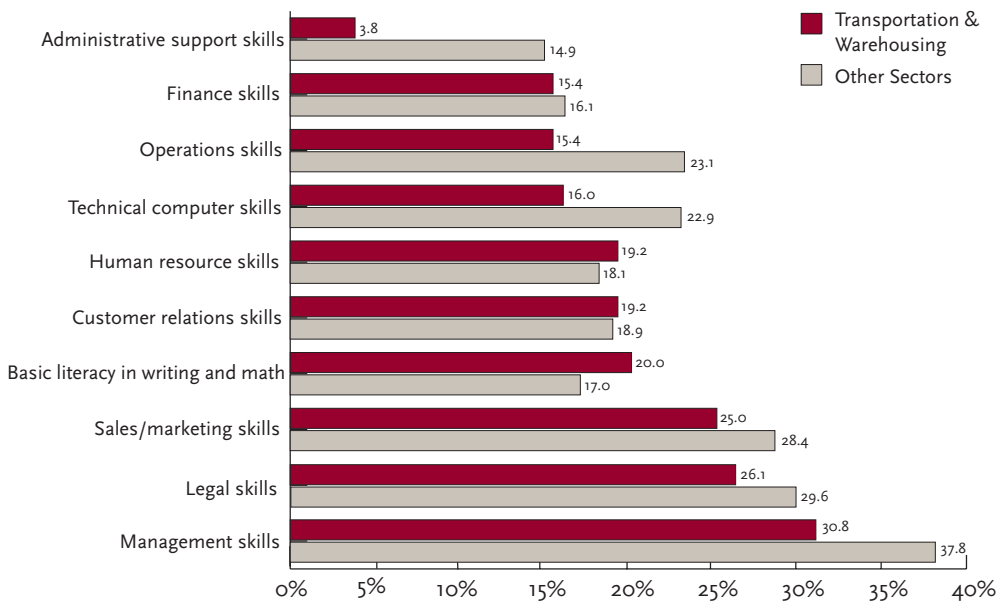
1. Transportation and warehousing organizations report similar talent needs and risks of talent losses compared to organizations in other sectors.
2. Transportation and warehousing organizations offer similar flexible work options compared to organizations in other sectors.
3. In comparison to employers in other sectors, transportation and warehousing employers are more likely to embrace a culture of flexibility in terms of rewarding supervisors who support flexible work arrangements.

## AGE PRESSURE, TALENT NEEDS AND TALENT LOSS RISKS

*What types of talent sets are in short supply in the transportation and warehousing sector?*

Figure 3.1 shows that (on the whole) transportation and warehousing organizations are experiencing the same types of skill shortages evident in other sectors of the economy. Like employers in other sectors, management, sales/marketing, and legal skills shortages were especially pronounced. Because these same skills are in short supply in other sectors, this means that the pressure to locate and keep workers with these talents may be felt even more strongly as older workers exit the labor force.

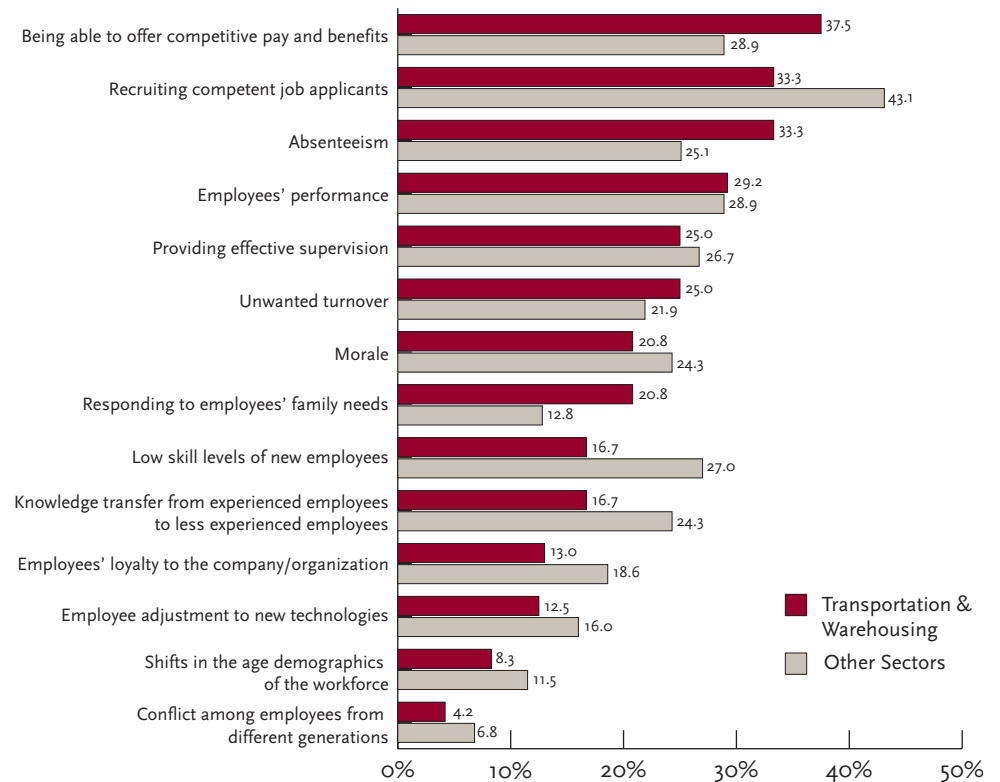
Figure 3.1 Skills in Short Supply to a Moderate/Great Extent in the Transportation and Warehousing Sector Compared to Other Sectors:  
2009 Talent Management Study



Note: Analyses from 2009 Talent Management Study; Individual Items are reported in Appendix 3.3;  
Chi-Square Tests Used to Assess Significant Differences, + p<.1 \*p<.05 \*\*p<.01; N=685

When asked about what problems organizations are facing regarding talent management, employers in the transportation and warehousing sector reported greater concerns than organizations in the other sectors of the economy regarding shifts in the age demographics of the workforce. As Figure 3.2 shows, the most frequently cited concerns in the transportation and warehousing sector were being able to offer competitive pay and benefits and recruiting competent job applicants, suggesting that these organizations may face considerable tensions as a result of the anticipated loss of talent associated with the exit of older workers from the workforce.

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



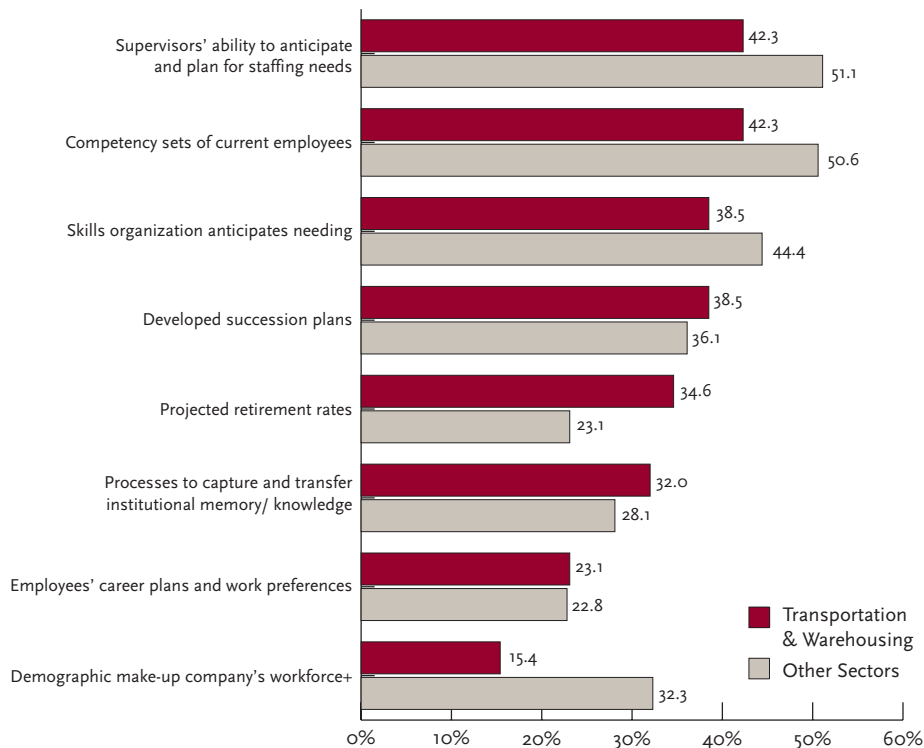
Note: Analyses from 2009 Talent Management Study; Individual Items are reported in Appendix 3.3; Chi-Square Tests Used to Assess Significant Differences, + p<.1 \*p<.05 \*\*p<.01; N=671

## ASSESSMENT

The churn of the economy and the entry/exit of workers will result in significant changes in the demographic composition of many companies' workforces. With the large exodus of the Baby Boomer generation from the workforce, there are strong prospects that entire talent sets could be lost – that is, unless systematic means of identifying skill/knowledge needs are engaged. Additionally, the aging of the population presents new opportunities for employers to integrate older workers, who may be interested in pursuing new careers in the “second acts” of their lives. Participants in the Talent Management Study were asked to identify the extent that their organization engaged in planning steps to ensure that it would have the people it needed, today and in the future. Are employers in the transportation and warehousing sector prepared for the challenges and opportunities that correspond with changes in the age composition of the workforce?

Figure 3.3 shows that transportation and warehousing employers are engaging in assessment steps at levels generally comparable to employers operating in other sectors. The Talent Management Study reveals that the primary assessment activities included appraising supervisors' abilities to anticipate staffing needs, understanding the competency sets of employees, and considering the skills the organization anticipates needing.

Figure 3.3 Assessment Activities Engaged in to a Moderate/Great Extent in the Transportation and Warehousing Sector Compared to Other Sectors: 2009 Talent Management Study



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

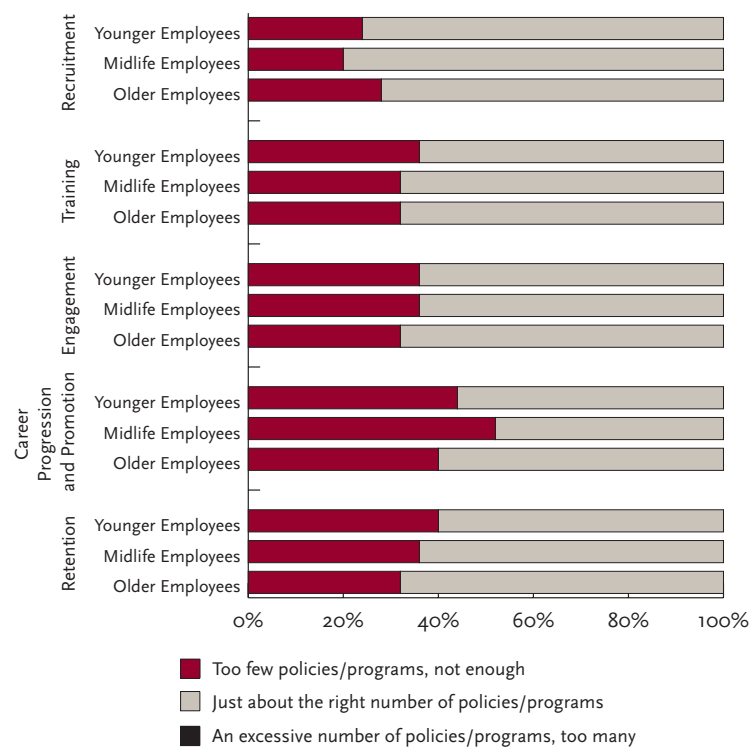
## RECRUITMENT AND CAREER DEVELOPMENT

*In what ways are employers altering the structure of jobs and their approaches to attract and retain talent?*

Responses from the Talent Management Study indicate that many transportation and warehousing organizations are rethinking their approaches to talent management. The scope of policies and programs designed to recruit and retain employees of different ages is one indicator of organizational attention to the changing workforce.

As Figure 3.4 shows, none of the organizations we studied in the transportation and warehousing sector reported that it had “too many” programs for any aspect of recruitment and employee development, regardless of the age group of employees. Slightly more than two in five organizations felt that they had too few programs, indicating a considerable need for expansion of recruitment and career development programs. Most notable is the identification of the need for more career progression and promotion programs, training, and retention programs, something critical both to the continued engagement of older workers who are currently at the workplace as well as to the replacement of workers aging into retirement who may leave in the future.

Figure 3.4 Career Programs/Policies Offered to Employees in the Transportation and Warehousing Sector: 2009 Talent Management Study



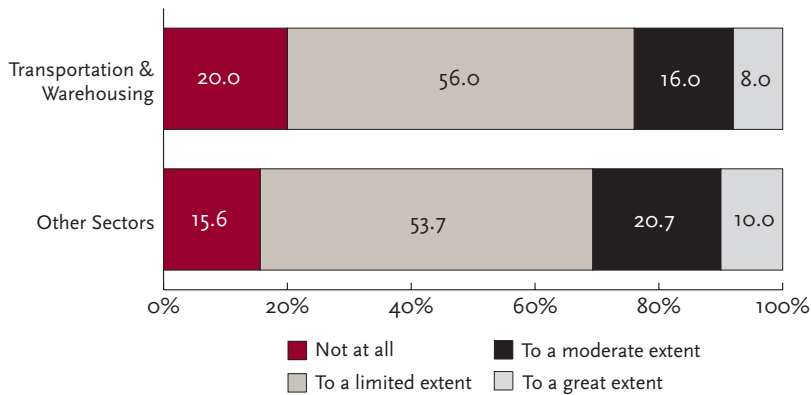
Note: Analyses from 2009 Talent Management Study, Transportation and Warehousing sector only; Individual Items are reported in Appendix 3.5; N=25

## FLEXIBLE WORKPLACE PRACTICES

One means of attracting and retaining key talent is to introduce and expand workplace flexibility, offering workers options in terms of where, when, and how work is to be performed. The aging of the workforce offers employers an opportunity to re-vitalize their flexible work options because older workers (like their younger colleagues) express a preference for access to flexible work options. The Talent Management Study found that 50% of the transportation and warehousing organizations, and 44% of the organizations in other sectors, reported that workplace flexibility “somewhat” or “significantly” increases business effectiveness.

As Figure 3.5 shows, in comparison to the employers in other sectors, employers in the transportation and warehousing sector reported offering similar options to perform work in a flexible manner to a moderate/great extent. However, it is especially notable that only approximately one in five employers in the transportation and warehousing industry did not do this at all, and most commonly they reported doing this “to a limited extent.”

Figure 3.5 Establishing the Options For Employees to Work in a Flexible Manner: Transportation and Warehousing Organizations Compared to Employers in Other Sectors: 2009 Talent Management Study



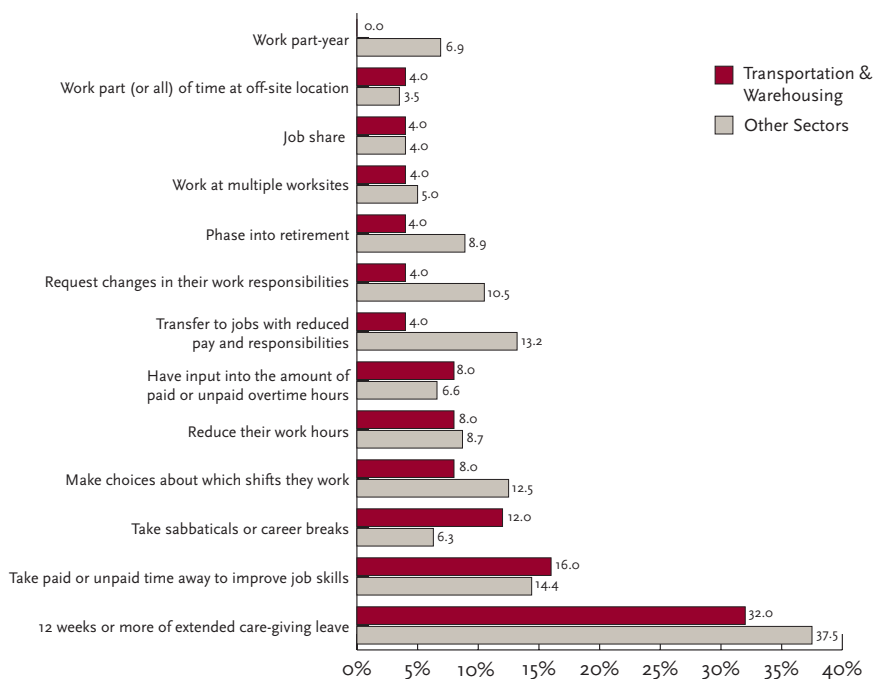
Note: Analyses from 2009 Talent Management Study; Individual Items are reported in Appendix 3.5; Chi-Square Tests Used to Assess Significant Differences, +  $p < .1$  \* $p < .05$  \*\* $p < .01$ ; N=647

*What types of flexible options are transportation and warehousing organizations offering?*

*How do they compare to other sectors?*

Figure 3.6 shows that the most common type of flexibility offered is that of providing 12 weeks or more of paid or unpaid care-giving leave.<sup>3</sup> Employers in the transportation and warehousing sector offer similar flexible work options as employers in other work sectors. Note, though, that apart from the option for extended care-giving leave, most organizations did not offer flexible work arrangements to all or most of their employees.

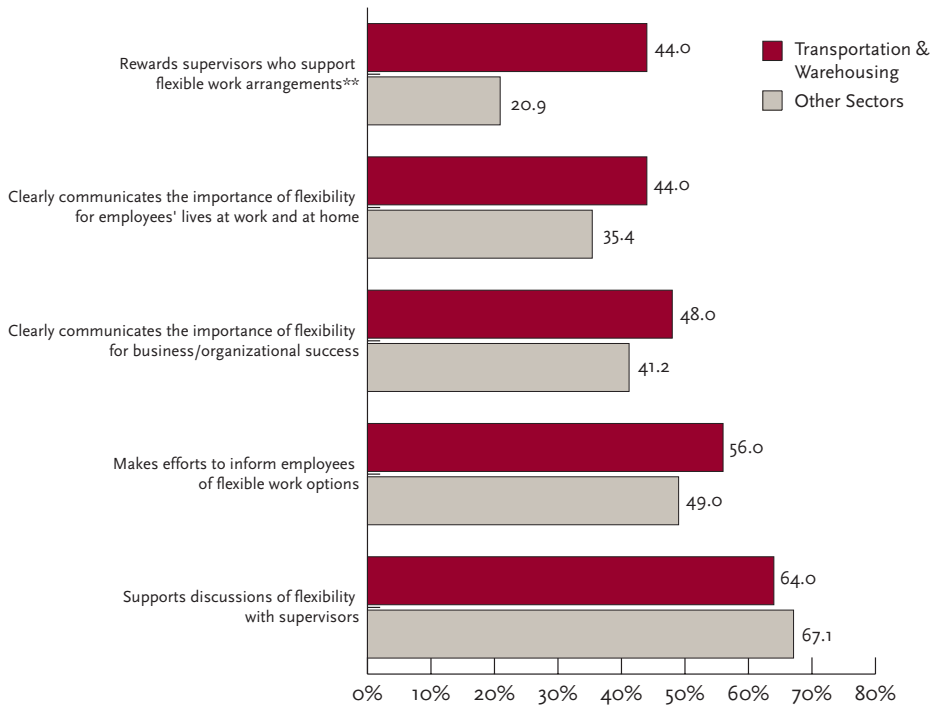
Figure 3.6 Flexible Arrangements Available to Most or Nearly All Employees in the Transportation and Warehousing Sector Compared to Other Sectors: 2009 Talent Management Study



Note: Analyses from 2009 Talent Management Study; Individual Items are reported in Appendix 3.5; Chi-Square Tests Used to Assess Significant Differences, + p<.1 \*p<.05 \*\*p<.01; N=646

Figure 3.7 shows that, in general, transportation and warehousing organizations are more likely than employers in other sectors to embrace a culture that is supportive of workplace flexibility. Transportation and warehousing organizations reported having significantly more rewards for supervisors who support flexible work arrangements. Most employers supported discussions of flexibility with supervisors. Nearly half of all employers embraced the idea that flexibility is key to business success and viewed flexibility as an important means to enhance employees lives at work and at home.

Figure 3.7 Establishing the Options For Employees to Work in a Flexible Manner: Transportation and Warehousing Organizations Compared to Employers in Other Sectors: 2009 Talent Management Study



Note: Analyses from 2009 Talent Management Study; Individual Items are reported in Appendix 3.5; Chi-Square Tests Used to Assess Significant Differences, + p<.1 \*p<.05 \*\*p<.01; N=647

The establishment of flexible work arrangements can be an essential strategy for business success and a promising response to the diverse and aging workforce. By structuring work in a flexible manner, the transportation and warehousing industry appears to be positioning itself for competitive advantage.

## SUMMARY

When compared to organizations in other sectors, transportation and warehousing organizations are experiencing many of the same talent pressures and are adopting many of the same strategies to attract, develop, and retain their workforces. But many of these employers are also operating “in the dark,” and have surprisingly limited understandings of the demographic make-up of their workforces, the skills shortages that may be on the horizon, and the competency sets of their current employees. The exit of older workers from transportation and warehousing may exacerbate the impact of talent shortages. However, the aging of the population may offer employers in the transportation and warehousing sector new opportunities to employ new workers in new ways. There is evidence to suggest that the job flexibilities available in the transportation and warehousing industry show promise as a means of attracting these older workers.

## *Conclusion: Transferring Knowledge to Action in the Transportation and Warehousing Sector*

**D**emographic transformations in the workforce are escalating the pressures exerted on employers to locate key talent. As increasing numbers of older transportation and warehousing workers are anticipated to exit the labor force, the risks of talent deficits are likely to escalate.

Forward-thinking employers in the transportation and warehousing sector can begin their talent management planning by addressing questions, such as:

- What information do we have, and what information do we need, to understand current and future talent needs?
- What steps can we take to more fully engage the current multi-generational workforce?
- How can we facilitate the transfer of knowledge from late to early career employees?
- How will we find and attract new employees to fill our future needs?

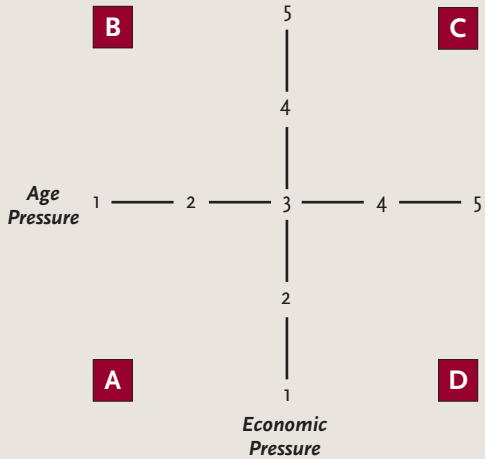
The shifting age demographics of the transportation and warehousing sector might provide employers with incentives to further enhance already existing flexible work arrangements – not only in the types of flexibilities available, but also in expanding their availabilities to more workers. In addition, considering the strategies of managing workers and the transfer of knowledge in a multigenerational workplace can be key ingredients for success.

Many of today's organizational practices were designed for yesterday's workforce. The talents of today's workforce are not being fully engaged and it is inevitable that many of these workers will exit in the forthcoming years. Mobilizing organizations to understand future talent needs and developing strategies of accessing that talent may be critical to securing favorable prospects in a diverse and aging society.

## Appendix 1.1

### Age/Economic Pressure Map

IDENTIFY YOUR WORKFORCE PLANNING RESPONSES:

Organization:	Completion Date:
<b>Part 1. Current State Analysis—What Are Your Pressures?</b>	
<p>1. What impact will the aging of the workforce have on your organization over the next 3 years?</p> <p> <input type="radio"/> 1 Very negative                <input type="radio"/> 2 Negative                <input type="radio"/> 3 Not negative or positive                <input type="radio"/> 4 Positive                <input type="radio"/> 5 Very positive         </p> <p>Why?</p>	
<p>2. What impact will the aging of the workforce have on the economic environment affecting your company/organization in the near future (that is, over the next 3 years)?</p> <p> <input type="radio"/> 1 Very negative                <input type="radio"/> 2 Negative                <input type="radio"/> 3 Not negative or positive                <input type="radio"/> 4 Positive                <input type="radio"/> 5 Very positive         </p> <p>Why?</p>	
<p>3. Consider your answers to the two questions above and refer to the graph on the right:</p> <ol style="list-style-type: none"> <li>Plot your answer to Question 1 on the horizontal “Age Pressure” axis.</li> <li>Plot your answer to Question 2 on the vertical “Economic Pressure” axis.</li> <li>Connect the two points to determine in which quadrant your organization lies and refer to the chart.</li> </ol>	

## SUGGESTIONS

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

- ⇒ Do they share your assessment of the pressures facing your organization?
- ⇒ Do the pressures vary between their department and yours?

Review the details under each quadrant.

- ⇒ Can you identify potential partners outside and within HR?
- ⇒ How do you think age and economic pressures are impacting the work of these partners?

### 4. What your quadrant means and what to do about it.

#### **Quadrant A**

*Low Economic and Age Pressure*

*In the Center's Talent Management Study, 24.2% of respondents reported to be in this quadrant.*

- Consider your organization's overarching strategic goals, growth, globalization, deeper market penetration.
- Explore how workforce planning can support these goals & identify your potential partners.
- Assess your organizational demographics including life and career stage.
- Proactively plan & identify skills and competencies your organization will need to support strategic goals.

#### **Quadrant B**

*Lower Age, Higher Economic Pressure*

*In the Center's Talent Management Study, 36% of respondents reported to be in this quadrant.*

- Identify other organizational strategies impacted by the economy.
- Consider whether your organization is planning a workforce reduction & look at demographic projections to support this strategy.
- Has knowledge management been included in discussions? Consider doing a complete criticality assessment.
- Consider which business areas and positions are most at risk for talent shortages.
- Identify and target specific risk points that can help you to better allocate resources.
- Downsizing may offer opportunity to consider traditional staffing and training models.
- Consider if there are opportunities for employees to re-career within your organization.

#### **Quadrant C**

*Higher Age and Economic Pressure*

*In the Center's Talent Management Study, 27.9% of respondents reported to be in this quadrant.*

- Identify potential partners outside of human resources.
- Instruct your marketing and R&D departments to assess the impact of changing age demographics on your business.
- Identify areas of common interest & consider doing a complete criticality assessment.
- Consider which business areas and positions are most at risk for talent shortages.
- Identify and target specific risk points that can help you to better allocate resources.
- Take a micro rather than a macro approach to workforce planning.
- Identify the areas of your business that are still growing & explore where talent shortage is still a burning issue.

#### **Quadrant D**

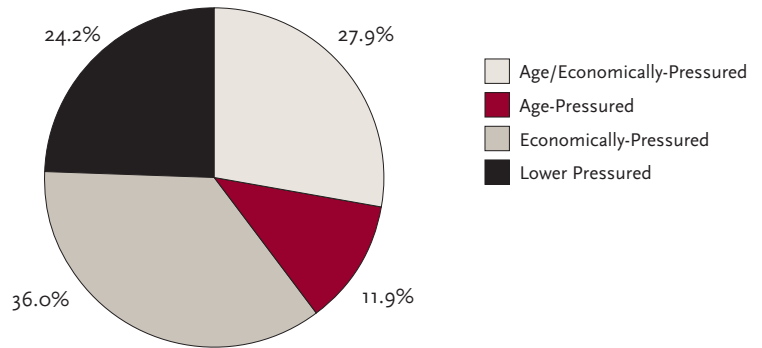
*Higher Age, Lower Economic Pressure*

*In the Center's Talent Management Study, 11.9% of respondents reported to be in this quadrant.*

- Identify potential partners within HR and organizational development.
- Consider who else is looking at age demographics.
- Discuss how information you have gathered can support mutual goals.
- Identify how your organization's age demographics align with your organizational goals.
- Consider if particular areas or occupations are at high risk; engage partners outside HR.
- Note what areas of the business are experiencing growth.
- Identify occupations that are becoming MORE critical & consider new staffing options, e.g. mid-career hires, etc.

Compare your responses.

The Center's 2009 Talent Management Study asked a nationally representative sample of employers these same questions. Figure below highlights their responses. How does your organization compare?



Quadrant Selected in #3

Understanding the pressures that affect a business' organizational situation (i.e., being age-pressured, economically-pressured, etc.) can help employers best tailor their workforce planning. For example, age-pressured employers will want to carefully assess the demographics of their workforce to determine the critical risk areas, and use this data to drive decision-making. On the other hand, economically-pressured employers may need to revisit earlier human resources priorities and redirect limited organizational resources to more immediately pressing issues.

## Part 2. Workforce Planning:

Consider how changing AGE DEMOGRAPHICS are influencing your workforce planning and answer these questions:

Has your organization:	Not At All	Limited Extent	Moderate Extent	Great Extent
1. Analyzed the demographic make-up of your current employees?				
2. Analyzed projected retirement rates of your current employees?				
3. Identified areas and occupations in which retirement will be particularly consequential?				
4. Assessed how employee priorities and career intentions (of all age groups) align with your organization's goals?				
5. Assessed the skills your organization anticipates needing?				
6. Projected where internal talent gaps and shortages are most likely to emerge?				
7. Assessed competency sets of your current employees?				
8. Created succession plans that are informed by the need for knowledge retention?				
9. Developed age-related programs to assist in knowledge retention (mentoring programs, cross-generational teams, etc)?				
10. Explored how phased retirement and other programs for older workers can potentially ease labor force gaps?				
11. Been rethinking who to hire in response to changing age demographics?				
12. Developed new ways to retain and motivate an age diverse workforce?				

### SUGGESTIONS

- ⇒ In all cases, understanding your organizations' labor force needs is critical. Identify whether you have pipeline issues, problems in particular business areas or unique challenges with specific occupations.
- ⇒ Look at where your organization is concentrating its R&D dollars; consider whether you will have the right talent in place when it's the right time to support these new opportunities.
- ⇒ For organizations that are economically-pressured, it is especially important to prioritize gaps. Size of the workforce gap is an important measure, however, it is also important to measure risk. Consider the potential costs to the business if this gap is not filled.

## Part 3. Implications & Suggestions

### IMPLICATIONS:

1. Based on your answers above, which area of workforce planning seems to be most critical for your organization to address?
2. What is the first thing you will recommend your organization do in regard to workforce planning?
3. What is the next thing you will recommend your organization do in regard to workforce planning?
4. Did anything surprise you regarding your organization's workforce planning efforts? If yes, what?

## Part 4. Resources

Available on the Sloan Center Website: <http://www.bc.edu/research/agingandwork>

- This tool is derived from: Pitt-Catsouphes, M., Sweet, S., Lynch, K., & Whalley, E. (2009). *Talent management study: The pressures of talent management* (Issue Brief No. 23). Chestnut Hill, MA: Sloan Center on Aging and Work at Boston College. Retrieved from [http://agingandwork.bc.edu/documents/IB23\\_TalentMangmntStudy\\_2009-10-23.pdf](http://agingandwork.bc.edu/documents/IB23_TalentMangmntStudy_2009-10-23.pdf)
- Changing Age Demographics: Business Imperative or HR Distraction?
  - Article 1: The Way We Were and Still Are
  - Article 2: Leading Edge Strategic Adaptation
  - Article 3: Staying "Age-Responsive" in a Climate of New Organizational Challenges
  - Article 4: What is the Age-Identity of your Organization?
- Age & Generations: Understanding Experiences at the Workplace
- The Difference a Downturn can Make: Assessing the Early Effects of the Economic Crisis on the Employment Experiences of Workers

### Additional Resources:

- AARP Workforce Assessment Tool: <http://www.aarpworkforceassessment.org>

### ACKNOWLEDGEMENTS

The Sloan Center on Aging & Work at Boston College promotes quality of employment as an imperative for the 21st century multi-generational workforce. We integrate evidence from research with insights from workplace experiences to inform innovative organizational decision-making. Collaborating with business leaders and scholars in a multi-disciplinary dialogue, the Center develops the next generation of knowledge and talent management.

The Center on Aging & Work is grateful for the continued support of the Alfred P. Sloan Foundation.

## Appendix 2.1

### The General Social Survey: Sample, Analysis and Indicators

#### INTRODUCTION OF THE GENERAL SOCIAL SURVEY:

The General Social Survey (GSS) is one of the most widely used polls of behaviors, experiences and values held by American adults. For detailed information on the sample and methods, see <http://www.norc.org/GSS+Website/>.

In order to increase the sample to a size that enables analysis of variation between industries and age groups, we combined six survey years (1998, 2000, 2002, 2004, 2006 and 2008). Industry coding is in respect to the 2007 North American Industry Classification System and required reclassifying 1980 and 1990 Census Industry Codes contained within the GSS using a cross step procedure summarized at this source: <http://www.census.gov/hhes/www/ioindex/indcswk2k.pdf>.

**Listed below are the phrasings of the questions in the GSS analyzed in this report:**

*On the whole, how satisfied are you with the work you do--would you say you are very satisfied, moderately satisfied, a little dissatisfied, or very dissatisfied?*

*On the following list there are various aspects of jobs. Please circle one number to show how important you personally consider it is in a job:*

- Job security.
- High income.
- Good opportunities for advancement.
- An interesting job.
- A job that allows someone to work independently.
- A job that allows someone to help other people.
- A job that is useful to society.
- A job with flexible working hours.

*For each, please tell me if the statement is very true, somewhat true, not too true, or not at all true with respect to the work you do (main job):*

- I am given a lot of freedom to decide how to do my own work.

*How often are you allowed to change your starting and quitting times on a daily basis?*

*How often do the demands of your job interfere with your family life?*

## Appendix 2.2

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

	Sector Comparisons				Comparisons Within the Transportation & Warehousing Sector								
					Age					Gender			
	N	Other Sectors	Transportation & Warehousing Sector	Sig	N	20-39	40-55	55+	Sig	N	Men	Women	Sig
Organizational Commitment													
% Reporting somewhat satisfied or very satisfied with their job in general (SATJOB1)	3,495	89.7	90.6	0.774	160	89.1	90.7	95.1	0.016	160	88.9	95.4	0.223
Stress and Work Family Conflicts													
% Reporting job interfere with family life often or sometimes (WKVSFAM)	3,491	40.4	48.1	0.011	160	45.3	57.4	39.0	0.202	160	50.4	41.9	0.005
Flexible Work Options													
% Reporting they are allowed to change their schedule often or sometimes (CHNGTME)	3,482	54.6	41.3	0.012	160	34.4	48.1	43.9	0.433	160	38.1	50.0	0.152
Inclusion in Decision-Making													
% Reporting they have complete or some freedom to decide how to do their job (WKFREEDM)	3,476	87.3	80.1	0.002	161	72.3	90.7	80.5	0.001	161	82.2	74.4	0.750

## Appendix 3.1

### *The Talent Management Study: Sample, Analysis and Indicators*

The 2009 Talent Management Study is a survey of a representative sample of employers in the United States as identified in the Dunn & Bradstreet database. Collected in April - August 2009, these data reveal the employment practices and priorities of 696 U.S. based employers. These organizations represent the 10 leading sectors of the U.S. economy that account for 83% of private sector employment and 85% of payrolls in the United States (construction; manufacturing; wholesale trade; retail trade; transportation and warehousing; finance and insurance; professional, scientific, and technical services; administrative support; waste management and remediation services; health care and social assistance; and accommodation and food services). A stratified sampling strategy was adopted so that a proportionate representation of three groups of employers-- smaller enterprises (employing 50-99 employees), medium sized enterprises (100-250+ employees), and large enterprises (250+ employees)-- was obtained. This study involved contacting a key human resources decision maker (most commonly presidents of smaller companies or human resource directors of larger companies), who then reported their company's characteristics, talent management practices, and competitive positioning via an online survey instrument.

#### **List of Questions:**

**Age composition of enterprises** was measured by employers' reports of the proportions of their workforces that were (A) under age 25 years, (B) age 25-39 years, (C) age 40-54 years, (D) age 55-65 years, and (E) age 65+.

**Expected change in age composition** was measured by employers' reports of whether they anticipate changes in the age composition of their workforce over the next three years with regards to employees (A) under age 25 years, (B) age 25-39 years, (C) age 40-54 years, (D) age 55-65 years, and (E) age 65+.

**Talent loss risks** were measured by employers' reports of the average costs associated with replacing an employee at their organization.

**Skills in short supply** were measured by employers' reports of to what extent the following skills are in "short supply" at their organization: (A) management, (B) operation, (C) human resource, (D) finance, (E) administrative support, (F) legal, (G) technical computer, (H) sales/marketing, (I) basic literacy in writing and math, and (J) customer relations.

**Talent management problems** were measured by employers' reports of to what extent each of the following are problems for their business: (A) recruiting competent job applicants, (B) employees' performance, (C) absenteeism, (D) being able to offer competitive pay and benefits, (E) employees' loyalty to the company/organization, (F) morale, (G) providing effective supervision, (H) unwanted turnover, (I) knowledge transfer from more experienced employees to less experienced employees, (J) low skill levels of new employees, (K) shifts in the age demographics of the workforce, (L) conflict among employees from different generations, and (M) employee adjustment to new technologies.

**Planning steps** were measured by employers' reports of to what extent their company/organization has taken the following planning steps to ensure that it will have the people it needs, today and in the future: (A) analyzed demographic makeup of their company's/organization's workforce, (B) analyzed projected retirement rates, (C) assessed employees' career plans and work preferences (e.g., through a survey

or some other mechanism), (D) assessed the skills their organization anticipates needing, (E) assessed the competency sets of their current employees, (F) assessed supervisors' ability to anticipate and plan for staffing needs, (G) developed succession plans, and (H) developed processes to capture and transfer institutional memory/ knowledge from late-career employees to mid-career and early-career employees.

**Age specific action steps regarding career programs for workers** were measured by employers' reports of to what extent their organization has programs or policies for (A) recruitment, (B) training, (C) engagement, (D) career progression, and (E) retention for young, midlife, and older workers.

**Flexibility initiatives** were measured by employers' reports of to what extent their company/organization has (A) made a link between workplace flexibility and overall business/workplace effectiveness and (B) established different options that allow employees to work in a flexible manner.

**Flexible work arrangements** were measured by employers' reports of approximately what portion of their employees (thinking about both full-time and part-time employees) can do the following: (A) if working full-time, reduce their work hours and work on a part-time basis while remaining in the same position or at the same level, (B) structure their jobs as a job share with another person where both receive proportional compensation and benefits, (C) phase into retirement by working reduced hours over a period of time prior to full retirement, (D) work part - year; that is, work for a reduced amount of time on an annual basis (e.g., work full-time during the fall, winter, and spring and then take the summer off), (E) take sabbaticals or career breaks– that is, take leaves, paid or unpaid, of six months or more and return to a comparable job, (F) take paid or unpaid time away from work for education or training to improve job skills, (G) take at least 12 weeks of extended leave (either unpaid or paid) for care giving or other personal or family responsibilities (e.g., parental or elder care giving responsibilities), (H) work part (or all) of their regular workweek at home or some other off-site location, possibly linked by telephone and computer, (I) work for part of the year at one worksite, and then part of the year at another worksite, (J) transfer to jobs with reduced pay and responsibilities if they want to, (K) request changes in their work responsibilities so that the job is a better fit with their skills and interests, (L) make choices about which shifts they work, if they work a shift, and (M) have input into the decisions about the amount of paid or unpaid overtime hours they work.

**Presence of a culture of flexibility** was measured by employers' reports of how true the following statements are about their company/organization: (A) supports employees who want to discuss their needs for flexibility with their supervisors, (B) makes a real effort to inform employees of available flexible work options, (C) clearly communicates the importance that working and managing flexibly has for business/organizational success, (D) clearly communicates the importance that working and managing flexibly has for employees' lives at work and at home, and (E) rewards or acknowledges supervisors who support effective flexible work arrangements.

## Appendix 3.2

### Age Demographics: Transportation and Warehousing Sector (NAICS 48-49) Compared to Nine Other Leading Sectors: 2009 Talent Management Study

	All Sectors	
	Transportation and Warehousing N=26	Other Sectors N=670
Mean Age Composition of the Workplace		
Under 25 years - What is the approximate % of employees who are:	8.52%**	16.1%
25-39 years - What is the approximate % of employees who are:	33.9%	34.4%
40-54 years - What is the approximate % of employees who are:	34.0%	32.3%
55-64 years - What is the approximate % of employees who are:	19.04%+	14.1%
Older than 65 years - What is the approximate % of employees who are:	4.5%	3.1%
Age Composition Expected to Increase Some or A lot		
Under 25 years	20.0%	24.0%
25-39 years	44.0%	38.7%
40-54 years	20.0%	34.1%
55-65 years	20.0%	25.8%
Older than 65 years	8.0%	14.9%
Impact of Aging of the Workforce on Economic Climate		
Aging of the Workforce Expected to Have a Negative or Very Negative Impact	34.6%	40.0%

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

## Appendix 3.3

### Talent Loss Risks: Transportation and Warehousing Sector (NAICS 48) Compared to Nine Other Leading Sectors: 2009 Talent Management Study

	All Sectors	
	Transportation and Warehousing N=26	Other Sectors N=670
<b>TALENT LOSS RISKS</b>		
Mean costs associated with replacing an employee (\$)	4214.3	9520.0
<b>Skills in Short Supply (% Moderate or Great Extent)</b>		
Management skills	30.8%	37.8%
Operations skills	15.4%	23.1%
Human resource skills	19.2%	18.1%
Finance skills	15.4%	16.1%
Administrative support skills	3.8%	14.9%
Legal skills	26.1%	29.6%
Technical computer skills	16.0%	22.9%
Sales/marketing skills	25.0%	28.4%
Basic literacy in writing and math	20.0%	17.0%
Customer relations skills	19.2%	18.9%
<b>Talent Management Problems (% Moderate or Great Extent)</b>		
Recruiting competent job applicants	33.3%	43.1%
Employees' performance	29.2%	28.9%
Absenteeism	33.3%	25.1%
Responding to employees' family needs	20.8%	12.8%
Being able to offer competitive pay and benefits	37.5%	28.9%
Employees' loyalty to the company/ organization	13.0%	18.6%
Morale	20.8%	24.3%
Providing effective supervision	25.0%	26.7%
Unwanted turnover	25.0%	21.9%
Knowledge transfer from experienced employees to less experienced employees	16.7%	24.3%
Low skill levels of new employees	16.7%	27.0%
Shifts in the age demographics of the workforce	8.3%	11.5%
Conflict among employees from different generations	4.2%	6.8%
Employee adjustment to new technologies	12.5%	16.0%

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

## Appendix 3.4

### Risk Assessments of Talent Losses in the Transportation and Warehousing Sector (NAICS 48) Compared to Nine Other Leading Sectors: Talent Management Study

	All Sectors	
	Transportation and Warehousing N=26	Other Sectors N=670
Analyzed/Developed (% Moderate or Great Extent)		
Demographic make-up of company's workforce	15.4%+	32.3%
Projected Retirement Rates	34.6%	23.1%
Employees' career plans and work preferences	23.1%	22.8%
Skills Organization Anticipates Needing	38.5%	44.4%
Competency Sets of Current Employees	42.3%	50.6%
Supervisors' Ability to Anticipate and Plan for Staffing Needs	42.3%	51.1%
Developed succession plans	38.5%	36.1%
Processes to capture and transfer institutional memory/ knowledge	32.0%	28.1%

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

## Appendix 3.5

### Talent Management Action Steps in the Transportation and Warehousing Sector (NAICS 48) Compared to Nine Other Leading Sectors: 2009 Talent Management Study

	All Sectors	
	Transportation and Warehousing N=26	Other Sectors N=670
Age Specific Action Steps		
Career Programs for Workers (Too Few)		
Recruitment Younger Employees	24.0%	26.4%
Recruitment Midlife Employees	20.0%	25.8%
Recruitment Older Employees	28.0%	30.2%
Training Younger Employees	36.0%	35.1%
Training Midlife Employees	32.0%	32.9%
Training Older Employees	32.0%	35.1%
Engagement Younger Employees	36.0%	37.8%
Engagement Midlife Employees	36.0%	34.8%
Engagement Older Employees	32.0%	35.7%
Career progression and promotion Younger Employees	44.0%	47.0%
Career progression and promotion Midlife Employees	52.0%	44.3%
Career progression and promotion Older Employees	40.0%	45.6%
Retention Younger Employees	40.0%	41.1%
Retention Midlife Employees	36.0%	36.1%
Retention Older Employees	32.0%	35.2%
Flexibility Initiatives		
Workplace Flexibility somewhat/ significantly increases business effectiveness	50.0%	44.4%
Company Established Options that Allow Employees to Work in a Flexible Manner to Moderate or Great Extent	24.0%	30.7%
Flexible Arrangements Available to Most or Nearly All Employees		
Reduce their Work Hours	8.0%	8.7%
Job share	4.0%	4.0%
Phase into retirement	4.0%	8.9%
Work part-year	0.0%	6.9%
Take sabbaticals or career breaks	12.0%	6.3%
Take paid or unpaid time away to improve job skills	16.0%	14.4%
12 weeks or More of Extended Caregiving Leave	32.0%	37.5%
Work part (or all) of time at off-site location	4.0%	3.5%

Work at Multiple Worksites	4.0%	5.0%
Transfer to jobs with reduced pay and responsibilities	4.0%	13.2%
Request changes in their work responsibilities	4.0%	10.5%
Make choices about which shifts they work	8.0%	12.5%
Have input into the amount of paid or unpaid overtime hours	8.0%	6.6%
Presence of a Culture of Flexibility is Generally True or Very True		
Supports discussions of flexibility with supervisors	64.0%	67.1%
Makes efforts to inform employees of flexible work options	56.0%	49.0%
Clearly communicates the importance of flexibility for business/ organizational success	48.0%	41.2%
Clearly communicates the importance of flexibility for employees' lives at work and at home	44.0%	35.4%
Rewards supervisors who support flexible work arrangements	44%**	20.9%

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

## Appendix 3.6

### Entire Sample Broken Down by Sector: 2009 Talent Management Study

	Number of Organizations	Percent of the Sample
	Number of Organizations	Percent of the Sample
Construction	58	8.3%
Manufacturing	134	19.3%
Wholesale Trade	36	5.2%
Retail Trade	78	11.2%
Transportation and Warehousing	26	3.7%
Finance and Insurance	45	6.5%
Professional, Scientific, and Technical Services	49	7.0%
Administrative and Support and Waste Management and Remediation Services	32	4.6%
Health Care and Social Assistance	125	18.0%
Accommodation and Food Services	113	16.2%
Total	696	100.0%

---

## End Notes

- 1 Compensation (National Compensation Survey) is a term used to encompass the entire range of wages and benefits, both current and deferred, that employees receive in return for their work. In the Employment Cost Index (ECI), compensation includes the employer's cost of wages and salaries, plus the employer's cost of providing employee benefits.
- 2 These surveys, generated from face-to-face interviews, offer a window on the perspectives and values of a representative sample of Americans laboring within and beyond the health care and social assistance sector. A description of methods of studying the 1998-2008 General Social Survey, samples and measures, as well as additional relationships, are presented in Appendix 2.1 and Appendix 2.2.
- 3 The Family Medical Leave Act requires that employees have access to 12 weeks unpaid leave to accommodate their own or other family members' needs – such as for the birth of a child or to address the care needs of a spouse or an aging parent. Eligibility varies, however, depending on factors such as the establishment size, full time work status, and tenure, and thus a sizable proportion of the labor force is not entitled to this leave.

---

## Authors

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

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

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

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

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