

# Working in Retirement: Implications for Work, Life and Career Development

**The Work-Family Roundtable**  
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# Agenda

- Mapping Career Development at Your Firms
- Connecting Work-life and Careers
- More than Demographics: Redefining Work in Later Life
- Career Development Theory
- Findings from the 2008 National Study of the Changing Workforce
- Implications

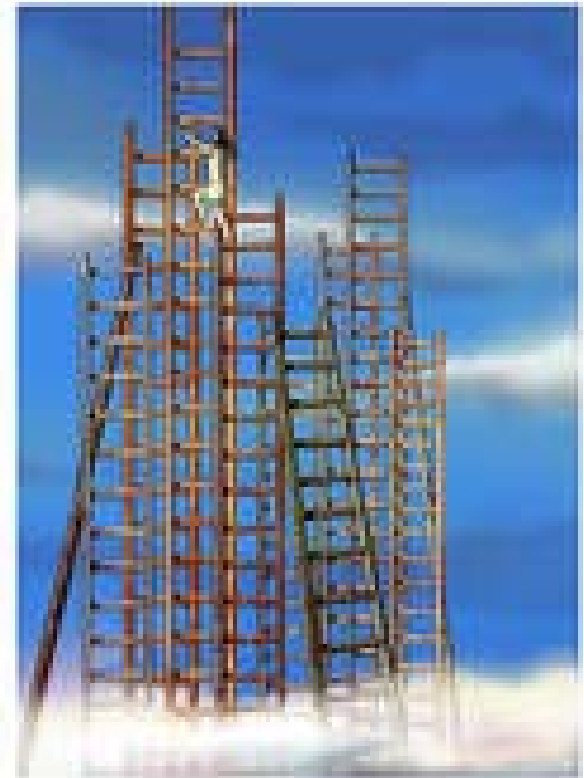
# What do they need? What do you do?

Early Career		Mid Career		Late Career	
What do they need?	What do you do?	What do they need?	What do you do?	What do they need?	What do you do?

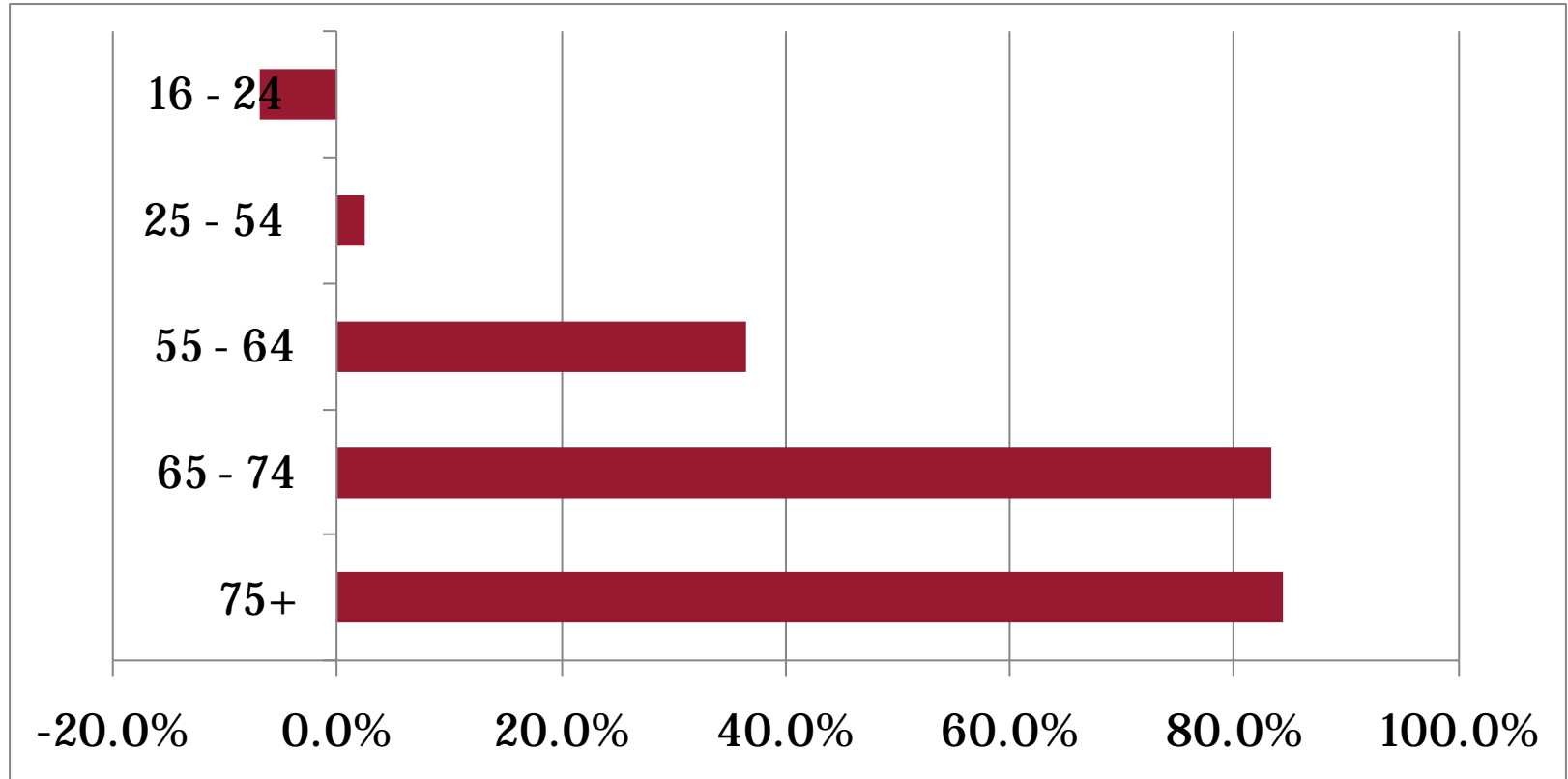
# Is this today's reality? Is this what everyone wants?

- Disengagement/Late Career
- Maintenance/Mid Career
- Establishment/Early Career
- Exploration/Entry
- Preparation for Work

(See Cron, 1984; Super, 1984; Greenhaus & Callahan, 1994)



# Percent Change in Labor Force by Age, 2006 - 2016



U.S. Bureau of Labor Statistics (2010). [www.bls.gov](http://www.bls.gov)

- Work in retirement.
- Re career.
- Cycle in and out.





*"Have you given much thought to what kind  
of job you want after you retire?"*

	<b>Working in Retirement</b> (N=274)	<b>Not Yet Retired</b> (N=1099)
<b>*Age</b>	<b>63</b>	<b>56</b>
<b>Male</b>	52%	51%
<b>White</b>	88%	87%
<b>Excellent/good health</b>	83%	79%
<b>Married/cohabiting</b>	66%	67%
<b>*Full-time</b>	<b>54%</b>	<b>86%</b>
<b>*Hours a week</b>	<b>33</b>	<b>42</b>
<b>* Earnings</b>	<b>\$43,000</b>	<b>\$64,000</b>



## Why do (some) workers age 50 and older work retire?

	Working Retirees (N=170)
Health Issues (i.e. health problems, being worn out)	33%
Employer Push (i.e. fired or laid off, offered buy-out)	21%
Personal Pull (i.e. pursue other interests)	20%
Financial Pull (i.e. wanted to receive benefits could not receive from pre-retirement job)	20%
Job/Workplace Issues (i.e. could not reduce job demands, could not arrange for flexible hours)	18%
Family Reasons (i.e. elder caregiving, caring for a grandchild)	16%
Other	9%




# Why do some workers 50 + work after retiring?

	Working Retirees (N=220)
I want to keep earning money to retire more comfortably.	53%
I would be bored not working	31%
I keep working because income from other sources is not enough.	18%
I want to feel productive, useful, helpful.	18%
I have a job that is fun, enjoyable.	15%
I want to interact with people.	13%
I want to stay physically/mentally active.	12%
I need health insurance.	6%
I am pursuing my dream: I have a job doing what I want to.	6%
I want to learn new things.	2%
Other	9%

# Effective Workplaces



# Differences:

	<b>Working in Retirement</b>	<b>Never Retired</b>
Job Challenge & Learning		
Supervisor Task Support		
Autonomy		
Climate of Respect		
Work Life Fit		
Economic Security		

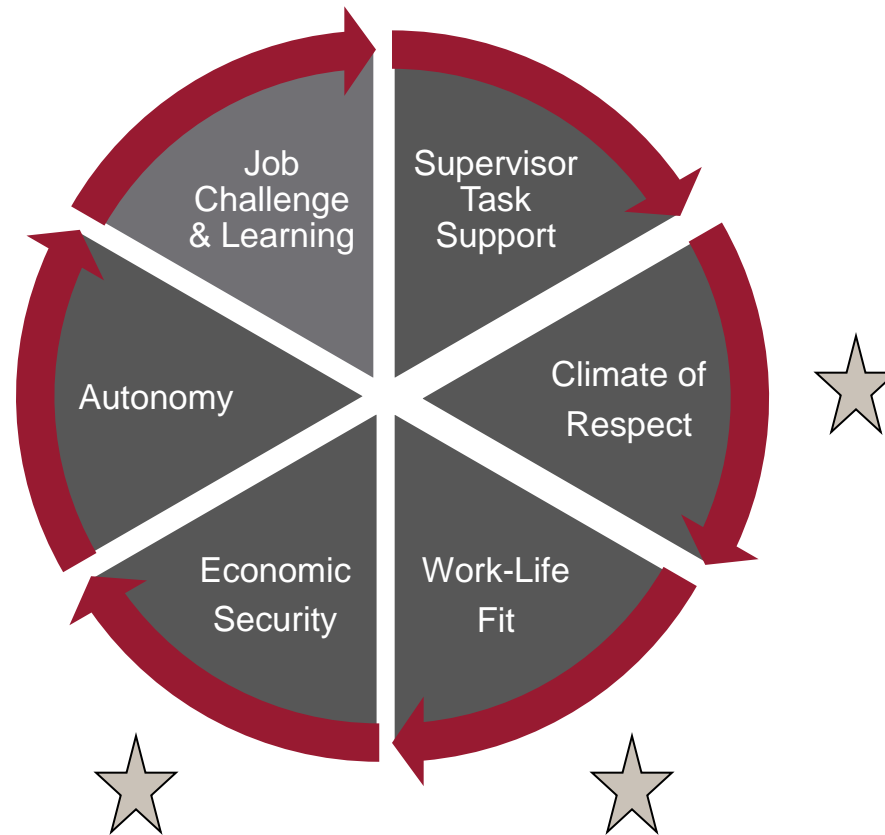
# Job Satisfaction, Engagement, & Turnover



# Job Satisfaction: Working in Retirement



# Job Satisfaction: Not Yet Retired

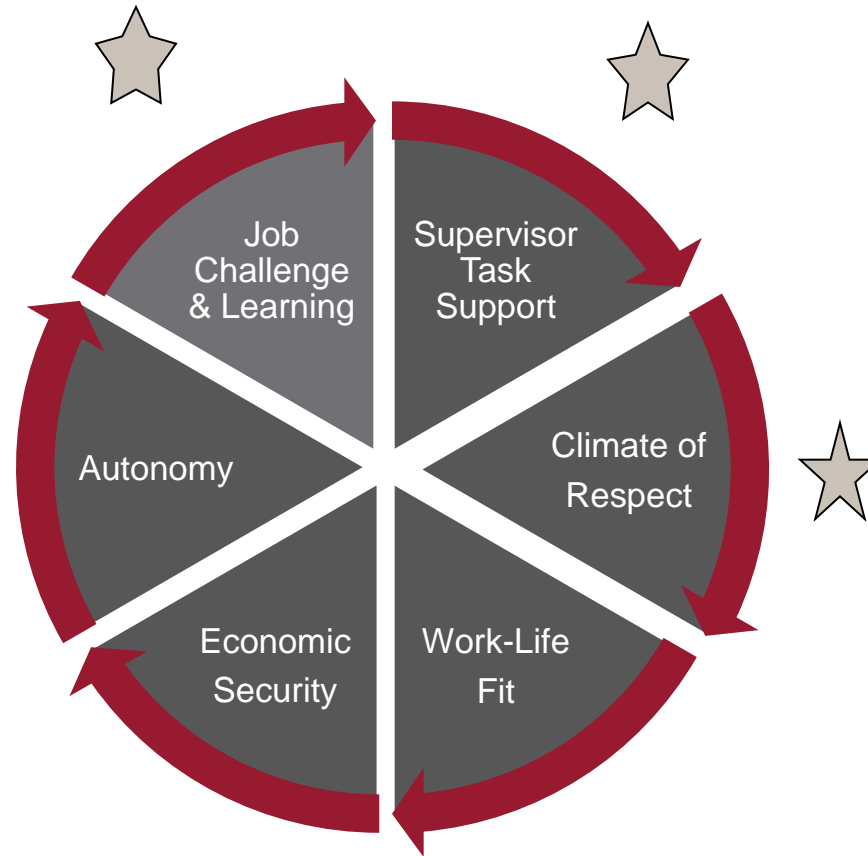


# Engagement: Working in Retirement





# Engagement: Not Yet Retired



# Intent to : Working in Retirement



# Intent to Retire: Not Yet Retired



# Implications from Study

- Redefining career development to better understand needs and experiences of those working in retirement (who could be early, mid or late career).
- Work-life/Career course perspective of person-job fit.
- Diversities of 'age' includes variation of career stage experiences of older (as well as younger) workers.

# Leveraging Work-life Policies, Programs & Perspectives

- Linking business priorities to age/career stage: knowledge transfer, mentoring.
- Policies and practices that are either age/career stage specific or neutral: flexible work options.
- Commitment to life long learning: a shared responsibility.

# Questions?

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