

As state and local partners, New Hampshire's Business and Industry Association (BIA) and AARP believe that the state's businesses have a lot to offer workers, young and old alike. Moreover, both organizations are working to encourage young people to stay in New Hampshire with job or career opportunities as well as encouraging older workers to remain in the labor force longer than traditional retirement age with company benefits and work arrangements. BIA and AARP know the value of older workers and maximizing their talent, skills, and knowledge can help bridge the current gap in New Hampshire between the number of available younger and older workers. To help BIA and AARP in their efforts to gain insight on how employers in New Hampshire retain and recruit workers ages 50 and older, they commissioned a brief online survey of BIA member businesses. With a final sample of 53 respondents representing corporate leadership among New Hampshire BIA members, these findings provide a good, initial qualitative view of the employer perspective. See more on the methodology on page 3.

BENEFITS AND PROGRAMS OFFERED BY YOUR COMPANY

- ❖ Among the 53 respondents representing members in the Business and Industry Association of New Hampshire's Statewide Chamber of Commerce, 19 indicate that at least **half of their total workforce is age 50 or older**, with 8 of them indicating that 71 percent or more of their workforce is age 50 or older.
- ❖ Most of the businesses that responded to the survey indicate their company offers older employees **flexible hours/flex schedules, part-time work/jobs, personal/family leave, or professional development and training programs**.
- ❖ More than half (31 businesses) of the respondents to this survey say that their company allows employees take advantage of family leave (paid or unpaid) to care for an older loved one. Most respondents acknowledge that employees are caring for an older loved-one - Thirty-eight businesses report that up to 24 percent of their employees are **providing care or assistance to an aging parent or relative and nine business say that 25 percent or more of their employees are caring for an older loved-one**.
- ❖ To accommodate employees who want to work beyond traditional retirement age, 20 of the 53 responding businesses say their organization **offers employees phased retirement**.

AGING WORKFORCE/OLDER WORKERS

- ❖ Interestingly, when asked to rate workers ages 50 and older on a number of characteristics from excellent to poor, responding businesses to this survey indicate the following as the five they would rate as 'excellent':
 1. Loyalty and dedication to the company/organization
 2. Solid experience in the job or industry
 3. Commitment to doing quality work
 4. Able to multitask when needed
 5. A reliable performance record

- ❖ Among the responding businesses to this survey, seven report that their organization expects most employees will retire at age 65. Still, three expect employees to retire at age 67 or older. Over half (28 respondents) of responding businesses say it is extremely or very likely that their company will face certain challenges as a result of the aging workforce and most (37 respondents) report that they *do not* have a formal plan implemented on how to best manage an aging workforce and increased retirements.

KNOWLEDGE RETENTION/TRANSFER

- ❖ Most (45 respondents) of the 53 responding businesses to the survey indicate it is extremely or very important that their organization retain the knowledge and experience of retiring or otherwise departing employees.
- ❖ Twenty-six respondents say their organization conducts workforce training to replace or transfer the experience and knowledge of retiring or departing employees.

RETIREMENT READINESS

- ❖ Among the 53 businesses that responded to the survey, most seem divided with respect to whether or not their older employees are ready for retirement and understanding their benefits like Social Security, Medicare, or their retirement savings. Twenty-three respondents *agree* their employees are ready in this regard and twenty-six indicate they *disagree*.
- ❖ Most of the businesses responding to this survey say their company provides some or not enough information to help older workers prepare for retirement (19 companies say ‘some’ and 16 companies say ‘not enough’). After given some examples of information that may be helpful, most responding businesses say the following would extremely useful:
 - Financial advice or advisors to assist pre-retirees with managing pension/401k and other finances upon retirement
 - Corporate training/coaching for pre-retiring workers on what to expect upon leaving the workforce and organization/company.
- ❖ Responding businesses were asked to briefly describe one key opportunity and/or challenge they feel organizations face with employees ages 62 and older who wish to continue working beyond retirement age. Some themes that emerged:
 - Opportunities include institutional knowledge and long-term relationships; serving as mentors; work ethic; re-hiring retirees for part-time, temporary or seasonal.
 - Challenges include possible higher costs with health and/or salary; learning curves with technology or other skills; clashing with or disrespected by younger workers

DEMOGRAPHICS

Of the 53 responding businesses to the survey, 25 indicated the person completing the survey was a key executive/president/CEO or similar; 11 people indicated they were a department manager or director or similar; and 7 indicated they were a human resource professional.

METHODOLOGY:

This survey was conducted online by AARP Research through Qualtrics – a subscription software for collecting and analyzing data for market research, customer satisfaction and loyalty, product and concept testing, employee evaluations and website feedback. AARP in New Hampshire, in collaboration with the Business and Industry Association (BIA) of New Hampshire’s Statewide Chamber of Commerce, administered this survey through a link included in BIA’s internal association E-Brief newsletter. This weekly newsletter reaches 400 member businesses that include approximately 4,000 business owners, executives, and upper management personnel. Representatives from 53 businesses out of our 400 member businesses responded to this survey.

The survey yielded 91 ‘entries’ through the link – people logged into the survey and either completed it, partially completed it, or skipped all the questions and logged out. After 11 sets of duplicative records was deleted, any survey entered but not completed at all was also deleted leaving 53 surveys regarded as valid for analysis. The survey was fielded between February 14, 2018 and March 15, 2018. As a non-probability, convenience sample no margin of error can be calculated. For more information on this issue in the state, please contact Todd Fahey at AARP in New Hampshire at tfahey@aarp.org or 603-230-4109. For more information on this survey or the methodology, please contact Jennifer Sauer at jsauer@aarp.org or 202-434-6207.

ABOUT AARP

AARP is the nation’s largest nonprofit, nonpartisan organization dedicated to empowering Americans 50 and older to choose how they live as they age. With nearly 38 million members and offices in every state, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands, AARP works to strengthen communities and advocate for what matters most to families with a focus on health security, financial stability and personal fulfillment. AARP also works for individuals in the marketplace by sparking new solutions and allowing carefully chosen, high-quality products and services to carry the AARP name. As a trusted source for news and information, AARP produces the nation's largest circulation publications, AARP The Magazine and AARP Bulletin. To learn more, visit www.aarp.org or follow @AARP and @AARPadvocates on social media.



**2018 SURVEY OF EMPLOYERS IN NEW HAMPSHIRE
ANNOTATED QUESTIONNAIRE**

**SPONSORED BY
NEW HAMPSHIRE BUSINESS AND INDUSTRY ASSOCIATION AND AARP**

New Hampshire Survey of Employers: Finding, Keeping, Recruiting Qualified Workers

BENEFITS AND PROGRAMS OFFERED BY YOUR COMPANY

1. Which of the following benefits and programs your company/organization offers older employees
[CHECK ALL THAT APPLY]: (n=53)

Number of respondents	
30	Flexible hours or flex schedules
30	Part-time work/jobs
30	Professional development and training programs
28	Retirement program/package (unspecified)
23	Tuition reimbursement/educational assistance
21	Personal or family leave programs other than vacation or sick time
39	Paid time off like vacation or sick time
4	None of these
8	Something else not listed here – please specify: _____
0	Not sure
1	No answer

Q1 other:

Number of respondents	
1	401(k); defined contribution benefit
1	All employees receive same benefits
1	Health Care
1	most items are offered to ALL employees, regardless of age
1	n/a - Solo Practitioner Consulting Firm
1	paid caregiving leave
1	Subsidized health care premiums
1	These benefits are offered to all employees regardless of age.
1	401(k); defined contribution benefit
1	No answer

2. Approximately what percentage of your employees do you think are providing care or assistance to an aging parent or relative? Would you say... [CHECK ONLY ONE] (n=53)

Number of respondents	
0	0/None
22	Less than 10 percent?
16	10 – 24 percent?
5	25 – 49 percent?
4	50 percent or more?
5	Not sure
1	No answer

3. Does your company allow those employees caring for an older loved one to take advantage of any of the following:

[PROGRAMMER: RANDOMIZE ITEMS IN TABLE] [CHECK ALL THAT APPLY] (n=53)

Number of respondents	
22	Telecommuting or Teleworking
5	Job sharing
29	Flexible or customized work schedules
5	On-site workshops/information sessions/support groups
18	Counseling and referral assistance regarding caregiving (Employee Assistance Program)
1	Financial assistance/subsidy for caregiving costs
23	Unpaid family leave for caregivers
8	Paid family leave for caregivers
7	None of these
5	Something else not listed here – please specify: _____
6	Not sure
2	No answer

Q3 Other:

Number of respondents	
1	n/a - Solo Practitioner Consulting Firm
1	None of the other options above have been requested or necessary. We would consider some if requested.
1	part time work
1	We are small and don't have formal policies in place.
49	No answer

CURRENT WORKFORCE ISSUES

4. What percentage of your total workforce in all your locations in New Hampshire is age 50 years or older? (If you are not sure, your best estimate is fine) [CHECK ONLY ONE] **(n=53)**

Number of respondents	
1	0/None
3	1% - 10%
5	11% - 20%
6	21% - 30%
3	31% - 40%
14	41% - 50%
9	51% - 60%
2	61% - 70%
5	71% - 80%
1	81% - 90%
2	91% - 100%
0	Not sure
2	No answer

5. And what percentage of your total workforce in all locations in New Hampshire is age 62 and older? (And again, If you are not sure, your best estimate is fine) [CHECK ONLY ONE] **(n=53)**

Number of respondents	
5	0/None
12	1% - 10%
16	11% - 20%
8	21% - 30%
0	31% - 40%
3	41% - 50%
3	51% - 60%
2	61% - 70%
1	71% - 80%
0	81% - 90%
1	91% - 100%
0	Not sure
2	

AGING WORKFORCE/OLDER WORKERS

6. People born between 1946 and 1964 are retiring and their retirement is creating a shortage of employees. How likely is it that your organization will face certain challenges as a result of the aging workforce? **(n=53)**

Number of respondents	
14	Extremely likely
14	Very likely
11	Somewhat likely
6	Not too likely
3	Not at all likely
3	Not sure
2	No answer

7. Many organizations plan for employees to retire at a particular age. At what age does your organization expect that most employees will retire? **(n=53)**

Number of respondents	Age
1	62
7	65
1	67
1	68
1	70
42	No answer

8. Has your organization created or implemented a formal plan on how to best manage an aging workforce and increased retirements? **(n=53)**

Number of respondents	
6	Yes
37	No
8	Not sure
2	No answer

9. Based on your experience and knowledge, how would you evaluate employees age 50 or older on the following qualities? Please use a scale of 5 to 1 where 5 = excellent and 1 = poor.

[PROGRAMMER: RANDOMIZE ITEMS IN TABLE] (n=53)

	5 Excellent	4 Very Good	3 Average	2 Below Average	1 Poor	Not sure	No Answer
Commitment to doing quality work	28	15	4	0	1	1	4
Someone you can count on in crisis	26	21	1	0	0	1	4
Able to multitask when needed	13	17	13	4	1	1	4
Ability to work well on teams	17	17	11	2	1	2	4
Willingness to learn/use new technology	8	13	18	7	2	1	4
Solid experience in the job or industry	32	13	3	0	0	1	4
Loyalty and dedication to the company/ organization	35	11	1	0	1	1	4
Basic skills in reading	26	14	7	0	1	1	4
Basic skills in arithmetic	23	14	9	1	1	1	4
Ability to handle multiple projects	18	15	11	3	1	1	4
A reliable performance record	26	14	7	0	1	1	4
Individual initiative	19	23	4	0	1	1	5
Willingness to try new approaches to problem solving	7	19	13	7	2	1	4
Ability to get along with coworkers	16	21	9	1	1	1	4

10. Organizations use different approaches to accommodate employees who want to work past traditional retirement age. Which of the following strategies does your organization use for employees who want to work past traditional retirement age (with traditional retirement age being the age at which a person becomes eligible for **full** Social Security benefits)? **[PROGRAMMER: RANDOMIZE ITEMS IN TABLE] [CHECK ALL THAT APPLY] (n=53)**

Number of respondents	
7	Increase professional development or skills training opportunities
6	Conduct workforce planning – plan for loss of talent or skills
21	Hire retired employees, temporary employees, or consultants or contractors
15	Offer alternative work arrangements like tele-working, telecommuting, or flexible work schedules
19	Provide opportunities for employees to stay with organization with reduced pay and responsibilities
5	Design or redesigned benefits packages targeted to older employees
12	Provide part-time work arrangements with continuation of benefits
18	Provide part-time work arrangements without continuation of benefits
7	Address age bias issues in the workplace
0	Offer incentives to delay retirement
5	Create mentorship program
13	My organization does not use any of these
4	Some other strategy not listed here – please specify: _____
6	Not sure/don't know the types of strategies my organizations uses for employees who want to work past traditional retirement age.
4	No answer

*percents and number of respondents will not add to 100 due to multiple responses allowed.

Q10 other:

Number of respondents	
1	implementation of automation
1	n/a - solo practitioner consulting firm
1	They can continue in their positions as long as they desire and are able.
1	working on offering retirement planning education to help people plan for their future after work
49	No answer

11. Does your organization offer phased retirement – that is, allowing employees to ease into retirement by gradually reducing their work schedule up to the time of actual retirement? (n=53)

Number of respondents	
20	Yes
25	No
6	Not sure
2	No answer

KNOWLEDGE RETENTION/TRANSFER

12. In your opinion, how important is it for your organization to retain the knowledge and experience of retirees or employees who are otherwise leaving the organization?

Number of respondents	
25	Extremely important
20	Very important
5	Somewhat important
0	Not too important
0	Not at all important
1	Not sure
2	No answer

13. Does your organization conduct any workforce planning that makes it possible to replace or transfer the experience and knowledge of employees who are retiring or leaving the organization to other employees?

Number of respondents	
26	Yes
17	No
8	Not sure
2	No answer

INFORMATION AND RESOURCES

14. In your opinion, how strongly do you agree or disagree that your older employees are ‘ready’ for retirement with regard to understanding financial benefits like Social Security or other forms of retirement income like a 401(k), and medical benefits like Medicare?

Number of respondents	
8	Strongly agree
15	Somewhat agree
6	Neither agree/disagree
15	Somewhat disagree
3	Strongly disagree
4	Not sure
3	No answer

15. To what extent do you feel your company or organization prepares older workers for their retirement? Would you say it provides a lot of information, some, or not enough information, to help older workers prepare for retirement?

Number of respondents	
5	A lot
19	Some
16	Not enough
10	Not sure
3	No answer

16. How helpful would the following types of information and resources be to your company or organization Please use a scale of 5 to 1 where 5 = Extremely helpful and 1 = Not at all helpful (=53)

	5 Extremely helpful	4 Very helpful	3 Somewhat helpful	2 Not too helpful	1 Not at all helpful	Not sure	No answer
Helping employees transition to retirement	9	18	13	5	1	3	4
Helping employees remain with organization beyond traditional retirement age	10	15	16	4	1	3	4
Implementing incentives to better assist older workers with transferring institutional knowledge to organization	7	21	14	3	0	4	4
Financial advice or advisors to assist pre-retirees with managing pension/401k and other finances upon retirement	17	17	7	4	1	2	5
Corporate training/coaching for pre-retiring workers on what to expect upon leaving the workforce and the organization/company	14	14	8	8	4	2	4

17. Which of the following best describes your position in the organization?

Number of respondents	
25	Key executive/President/CEO/Chairman/Owner
7	Human Resource Professional/Human Resources Manager/Human Resource Director
11	Department or other Manager/Director/Officer
6	Other type of position (Please Specify – title only): _____
4	No answer

Q17 OTHER

Number of respondents	
1	CFO
1	Director and Shareholder
1	Educator
1	General Manager
1	Operations Manager
1	past owner/present employee
47	No answer

18. In your opinion, briefly describe ONE key opportunity and/or challenge organizations face with employees ages 62 and older who wish to continue working beyond traditional retirement age. If you feel that in general, companies/ organizations do not face any challenges, please say so in the box.

See attached for verbatim responses on next page

- 39 people provided responses to this question

That was our last question. Please click 'submit survey' on the bottom right corner of this screen. Thank you again and have a great day!

Q18. In your opinion, briefly describe ONE key **opportunity and/or challenge** organizations face with employees ages 62 and older who wish to continue working beyond traditional retirement age. If you feel that in general, companies/organizations do not face any challenges, please say so in the box.

VERBATIM COMMENTS DESCRIBING CHALLENGES AND OPPORTUNITIES ORGANIZATIONS FACE WITH OLDER WORKERS		
OPPORTUNITY COMMENTS	CHALLENGE COMMENTS	OTHER COMMENT
<p>Creating a culture that values them.</p>	<p>Discrimination against older workers</p>	<p>Facing the reality of change in the overall workforce and marketplace.</p>
<p>Generally speaking, I think that employees aged 62+ years of age are expected to retire (therefore perceived as slowing down on their productivity). This is not the case anymore. Also, for continuity of efforts, I have had a high level of success pairing 'older' employees with 'younger' employees for the purpose of knowledge transfer. Flexing the pairs periodically enriched the overall knowledge retention of the entire team.</p>	<p>Employees who are 62 and older can create a liability for any company due to increased long-term and more expensive workers' compensation claims. On average, this population typically does not contribute more accidents than other ages, however, they do create the highest cost. When the aging workforce does become hurt, the damages are more costly due to increased time off, higher salaries, other ailments impeding improvement, the severity of injury increases, and the body not being able to recover as quickly. How can businesses keep valuable assets but reduce the likelihood of safety issues?</p>	<p>Our practice has been to allow an employee to remain in their position as long as they desire. We conduct 401(k) investment education and do our best to make sure they understand the importance of saving for their retirement.</p>
<p>I do not think that a number (i.e. chronological age) is an accurate determinant of an employee's worth. Challenges possible would be from external bias toward an older employee, if that even exists anymore. Opportunities are multiple - the wealth of experience and information an older employee offers, the opportunity for a company to rethink different ways in which to make the most use of their workforce. Similar to times in the past when companies looked at job-sharing, flex-time, etc., I think this presents an opportunity for companies to think outside the box, and make the best/most use of valuable seniors who may want to continue working but on a lesser scale.</p>	<p>For small companies like ours (6 employees) and owner & spouse/employee in our 50s, the lack of a good retirement savings vehicle that is a good fit for our size and needs is a huge challenge. Health Insurance costs for us 50 somethings also incredibly expensive for a plan that also has decent benefits for our employees. In our case - we are the older workers so looking at transition planning is a big issue for the company too.</p>	<p>There is a shortage of qualified truck drivers. I expect there to be an opportunity for qualified drivers to work fewer days and hours</p>

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Key opportunity is to reengage people who retire by bringing them back through a staffing agency on a part time, temporary, or seasonal basis depending on the needs of the organization	Frustration with the attitude of younger workers who don't care as deeply as the older person does.	We have a great mix of employees across the spectrum from their early 20's to their 60's who work well together. I think our young employees face greater challenges than our older employees.
no challenges; offer job sharing	Health	
Opportunity - Institutional knowledge, skills, long-term relationships/ contacts Challenges - Employees keeping up to date with technology. Opportunity - keeping "older" trained and reliable employees on as long as possible bridges the gap that we are seeing in hiring younger workers that don't have the skill set or the same work ethic. Opportunity - to work longer and to become mentors. Challenge - to overcome age bias (systemic) and some personal limiting beliefs.	Low level of energy and no longer able to do "hard" physical work. Maintaining a healthy lifestyle so they can continue at the pace required.	
An opportunity is that I find workers who are age 62 or older are very highly motivated to hang onto their jobs, and therefore, deliver much more value than younger workers who have an "entitlement" mentality and aren't as willing to "pay their dues" prior to receiving raises, bonuses, or promotions.	Motivation	
An opportunity is that I find workers who are age 62 or older are very highly motivated to hang onto their jobs, and therefore, deliver much more value than younger workers who have an "entitlement" mentality and aren't as willing to "pay their dues" prior to receiving raises, bonuses, or promotions.	Older employees at some point have higher medical expenses than average.	
A great opportunity for companies is to tap older workers to act as mentors to the Millennials who are starting out in their careers and I believe more can be done to help transfer knowledge and utilize the vast experience of older workers.	Older employees who have been with the company for a longer time get paid more. When the economy fails we become replaceable with younger cheaper staff	

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<p>Today's 62 is younger than yesteryear's. Workers approaching "traditional" retirement age have a lot to offer and are willing to continue participating in the workforce in meaningful ways.</p>	<p>One challenge is for older workers to keep up with rapidly changing technologies and how this impacts their job requirements and performance. Another challenge with workers staying in the workforce beyond traditional retirement is it can limit the ability to promote Gen Xers who are waiting for more senior roles (especially at leadership levels).</p>	
	<p>Physicality of traditional manufacturing work</p>	
	<p>Replacing the expertise of the older employee on a cost-effective basis so that the older employee can actually work fewer hours without impacting services to clients</p>	
	<p>Retired employees' Social Security is reduced for earning above a certain amount. This amounts to a disincentive for some.</p>	
	<p>Technology challenges!</p>	
	<p>The challenge is not with "older" workers; the challenge is demographics, and demographic trends, over the next decade or so...</p>	
	<p>The challenge is to provide a way to transition from full-time work to part-time work and then to retirement.</p>	
	<p>The cost of their health care is a major concern for most businesses, and has led to age discrimination in all states, not just NH.</p>	
	<p>This can create a bottleneck, which limits the ability for others to move up into leadership roles</p>	

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	<p>The younger generation can be dismissive of the older generation's capabilities and achievements, even those the younger generation now benefits from. There is a very self-involved flavor to the younger generation that worries me for the more senior practitioners</p>	
	<p>With many employees over 62 there is a challenge of growing the follow-on workforce. Opportunities are limited as individuals stay as active in their careers as they were at 50. 70 is the new 50...</p>	
	<p>Work schedule, especially in manufacturing.</p>	
	<p>Perception that it may be time for the employee to step aside, even if there is no evidence to suggest it, and based solely on the age of the individual and years of service.</p>	
	<p>The timing of promoting (or bringing in) other people to learn the role. We don't want to "push out" the current worker, but really want a chance to have some substantial overlap, and it is hard to have two people in one role.</p>	

ABOUT AARP

AARP is the nation's largest nonprofit, nonpartisan organization dedicated to empowering Americans 50 and older to choose how they live as they age. With nearly 38 million members and offices in every state, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands, AARP works to strengthen communities and advocate for what matters most to families with a focus on health security, financial stability and personal fulfillment. AARP also works for individuals in the marketplace by sparking new solutions and allowing carefully chosen, high-quality products and services to carry the AARP name. As a trusted source for news and information, AARP produces the nation's largest circulation publications, AARP The Magazine and AARP Bulletin. To learn more, visit www.aarp.org or follow @AARP and @AARPadvocates on social media.



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