



Latest Manpower Research Shows Few U.S. Employers Retain, Recruit Older Workers Despite Feeling the Crunch from Talent Shortages

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MILWAUKEE, April 23, 2007 /PRNewswire-FirstCall via COMTEX News Network/ -- Although U.S. employers are struggling to fill jobs in the midst of talent shortages, most do not have specialized retention and recruiting strategies targeting the largest available workforce segment -- those over age 50 -- according to new research from employment services company Manpower Inc.

(Logo: <http://www.newscom.com/cgi-bin/prnh/20060221/CGTU012LOGO>)

In the study of 1,000 U.S. employers, 78 percent indicated they were not concerned that an aging workforce might hamper their ability to recruit and retain talented workers. Additional findings support this sentiment, including the fact that only 28 percent of survey respondents reported having a strategy to retain workers past retirement age while just 18 percent have a strategy to recruit older workers.

"There is a real contradiction occurring in hiring trends right now," said Melanie Holmes, Vice President of Corporate Affairs - North America. "Employers acknowledge that they are having trouble finding qualified candidates to fill open positions, but we are learning that they need help implementing programs that are tailored to older workers. With the first wave of Baby Boomers on the cusp of traditional retirement age, there is still time to engage a generation that is willing and able to continue working."

Employers do perceive roadblocks when it comes to hiring older workers, primarily cost and productivity issues, according to Manpower's research.

"Business savvy employers are right to consider the time and money that goes into establishing retention and recruiting programs aimed at older workers," said Holmes. "However, to make a fully informed decision, the business impact of unfilled positions and the value of the knowledge and productivity that mature professionals offer must also be weighed. Even though it may require extra effort, employers are likely to come out ahead in the return on investment."

Employers that explicitly include older workers as part of their talent strategy have found success with programs that appeal to the wants and needs of the workers themselves. Companies considering retention and recruiting programs that appeal to older workers should explore some of these successful practices:

- Training programs - Mature workers are lifelong learners, and programs that build skills and increase employment opportunities will positively impact employee engagement.
- Flexible scheduling options - Studies confirm that non-traditional schedules are one of the top priorities for older workers. Policies that offer part-time, flextime, job sharing, project work or generous time-off plans allow those in their retirement years to have ample time for work and personal pursuits.
- Job Redesigns - While mature employees want to work, many would elect to bring value to an organization in a different capacity. Whether it's less travel, fewer responsibilities or a decrease in physical demands, consider job accommodations in order to retain the institutional knowledge and skills of the most experienced employees.
- Targeted recruiting strategies - As with any hiring plan, employers should consider how to reach people in the demographics that meet their needs, and older workers are no exception. Look to professional organizations, company-sponsored alumni groups and online communities for possible candidates.

"Employers who respond to the aging workforce will fare better in the competition for talent and find that they benefit from a richer, more diverse workforce," Holmes said. "The key is to start planning now for future talent needs."

The U.S. findings were part of a global study in which Manpower surveyed more than 28,000 employers across 25 countries and territories in November 2006. The study found that 14 percent of employers worldwide have strategies in place to recruit older workers and 21 percent have implemented plans to keep them participating in the workplace.

Visit <http://www.agingworkforce.us> for more information about Manpower's older worker research. The site includes press materials, complete research findings, story ideas and more.

About Manpower Inc.

Manpower Inc. is a world leader in the employment services industry; creating and delivering services that enable its clients to win in the changing world of work. The \$18 billion company offers employers a range of services for the entire employment and business cycle including permanent, temporary and contract recruitment; employee assessment and selection; training; outplacement; outsourcing and consulting. Manpower's worldwide

network of 4,400 offices in 73 countries and territories enables the company to meet the needs of its 400,000 clients per year, including small and medium size enterprises in all industry sectors, as well as the world's largest multinational corporations. The focus of Manpower's work is on raising productivity through improved quality, efficiency and cost-reduction across their total workforce, enabling clients to concentrate on their core business activities. Manpower Inc. operates under five brands: Manpower, Manpower Professional, Elan, Jefferson Wells and Right Management. More information on Manpower Inc. is available at <http://www.us.manpower.com> .

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