Employers-of-Choice in Countries of Choice: Are They Minding the Gap?

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Minding the Gaps

- Gaps Reflecting Differences Across Countries
- Gaps Reflecting Differences Between Age Groups
- Addressing the Structural Lag
Embedding Work-Family in a Quality of Employment Framework
Making Adjustments in the Quality of Life Framework

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<th>Recruitment: Attracting the Right People</th>
<th>Engagement: Securing Discretionary Effort</th>
<th>Retention: Keeping the Right People</th>
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<td>• Competitive base pay</td>
<td>• Opportunities to learn and develop new skills</td>
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<tr>
<td>• <strong>Work-life balance</strong></td>
<td>• Improved my skills and capabilities over the last year</td>
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<td>• Challenging work</td>
<td>• Reputation of the organization as a good employer</td>
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<td>• Career advancement opportunities</td>
<td>• Input into decision making in my department</td>
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<td>• Salary increases linked to individual performance</td>
<td>• Organization focuses on customer satisfaction</td>
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Source: Towers Perrin, 2005
Keeping the Dual Agenda in Mind

How do employees assess their employment experiences?

What steps do employers take to leverage the benefits of being employers-of-choice?
Comparisons to Assess the Gaps

How does variation in age affect employees’ experiences at work? In different countries?

How do shifts in the age demographics of the workforce affect employers’ talent management strategies, policies and practices? In different countries?
Age Matters: Work, Family, and Life
Percent Change in Working Age Population 2005-2050

Source: United Nations 2004 medium variant forecast
Projected Changes in U.S. Labor Force Participation Rates by Age Group

New Perspectives of Ideal Jobs

**Ideal Situation for Next Stage**
Percent of Respondents 40-58 Years of Age

- 42% Cycle between work and leisure
- 17% Start own business
- 13% Work part-time
- 16% Work full-time
- 6% Never work for pay again
- 6% Other

Secondary Analyses: Organizational Studies

- Multi-national studies, such as:

  The Cranet Survey: 7,914 organizational respondents in 2003 in 32 countries. Data collected ~ every 4 years.

  Information domains include HR structure, compensation & benefits, workplace flexibility, employee learning & development, and communication & participation.

- Country-specific studies, such as:

  The Center’s National Study of Business Strategy and Workforce Development (U.S.)
Secondary Analyses: Workforce Surveys

- Multi-national studies such as:
  The European Working Conditions Survey
  The World Values Survey

- Country specific surveys such as:
  The National Study of the Changing Workforce (U.S.)
Two Types of Gaps

Comparisons of Age Groups: Do differences suggest gap in employees’ perceptions and experiences?

Comparisons of Countries: Do differences suggest a gap in availability of workplace-based resources?
Cross National Comparison: Employer Reports of Utilization of Flexibility

Variation in U.S. Employees’ Reports of Access to Flexibility by Age

Cross National Comparison Respect & Inclusion: Employer Reports of # Programs for Less Advantaged Groups

U.S. Employees’ Perceptions of Inclusion in the Inclusion by Age: Experiences of Discrimination

Cross National Comparison: Employer Reports of Utilization of Flexibility

Variation in Czech Republic Employees’ Reports of Access to Flexibility by Age

Cross National Comparison Respect & Inclusion: Employer Reports of Programs for Less Advantaged Groups

Perceptions of Inclusion in the Czech Republic by Age: 
*Differences by Age Not Significant*

Gaps Associated with Structural Lag

What do employees at different ages (career stages) want and need to be effective?

What is the gap between norms and experiences of different age groups?

What opportunities and resources are available at the “typical” workplace in a particular country?

What is the gap between availability across different countries?

What are the standards of work-family excellence that reflect a global perspective and are locally relevant?
Summary: Remembering Country Context
A First Step: Paying Attention to Workforce Demographics

% respondent organizations

Source: Pitt-Catsouphes, Smyer & Matz Costa, 2007