

GLOBAL PERSPECTIVES



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

Recruitment: Attracting the Right People	Engagement: Securing Discretionary Effort	Retention: Keeping the Right People
<ul style="list-style-type: none"> ▪ Competitive base pay ▪ Work-life balance ▪ Challenging work ▪ Career advancement opportunities ▪ Salary increases linked to individual performance 	<ul style="list-style-type: none"> ▪ Opportunities to learn and develop new skills ▪ Improved my skills and capabilities over the last year ▪ Reputation of the organization as a good employer ▪ Input into decision making in my department ▪ Organization focuses on customer satisfaction 	<ul style="list-style-type: none"> ▪ Organization retains people with needed skills ▪ Satisfaction with people decisions ▪ Manager understands what motivates me ▪ Work-life balance ▪ Reputation of organization as good employer

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

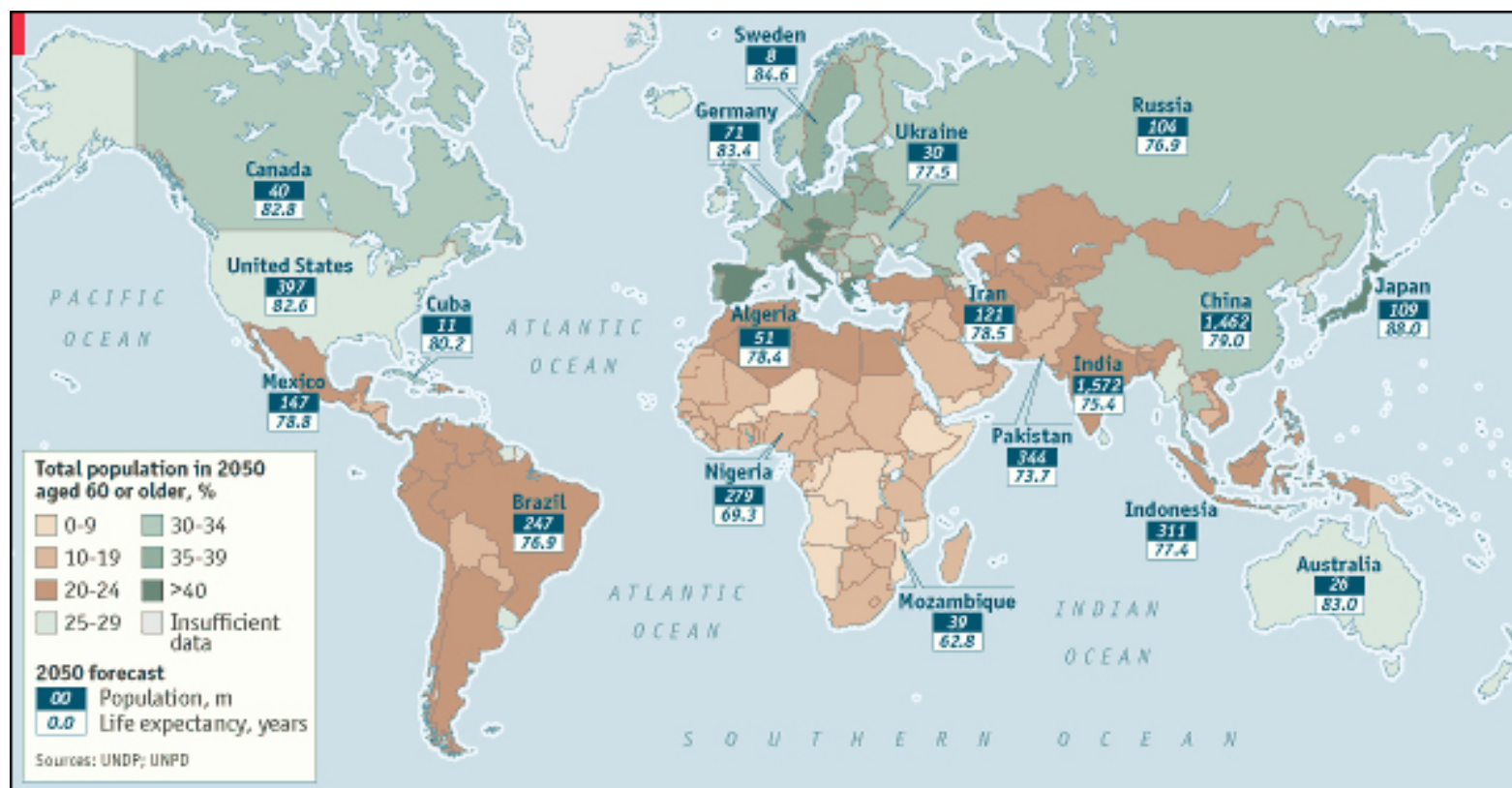
How does variation in age affect employees' experiences at work? In different countries?



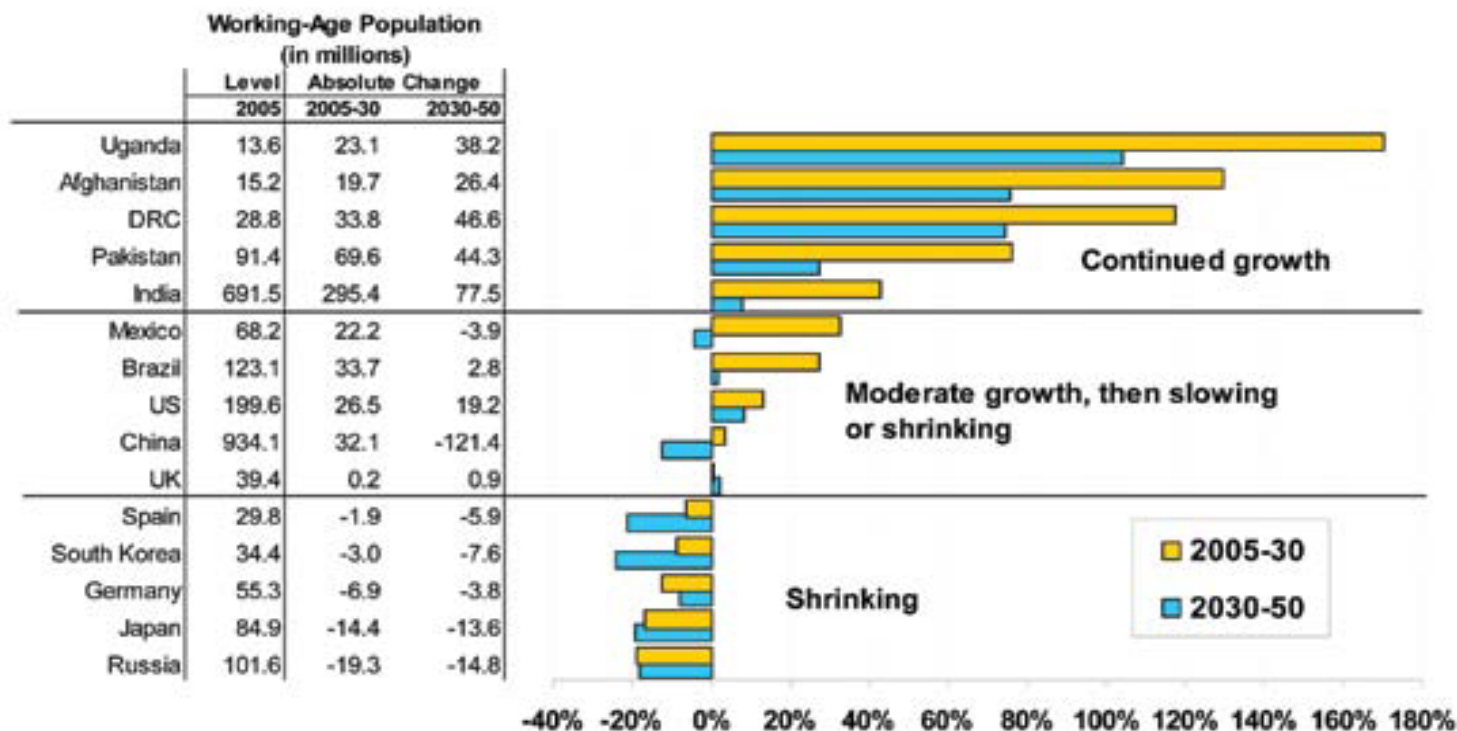
How do shifts in the age demographics of the workforce affect employers' talent management strategies, policies and practices? In different countries?



Age Matters: Work, Family, and Life

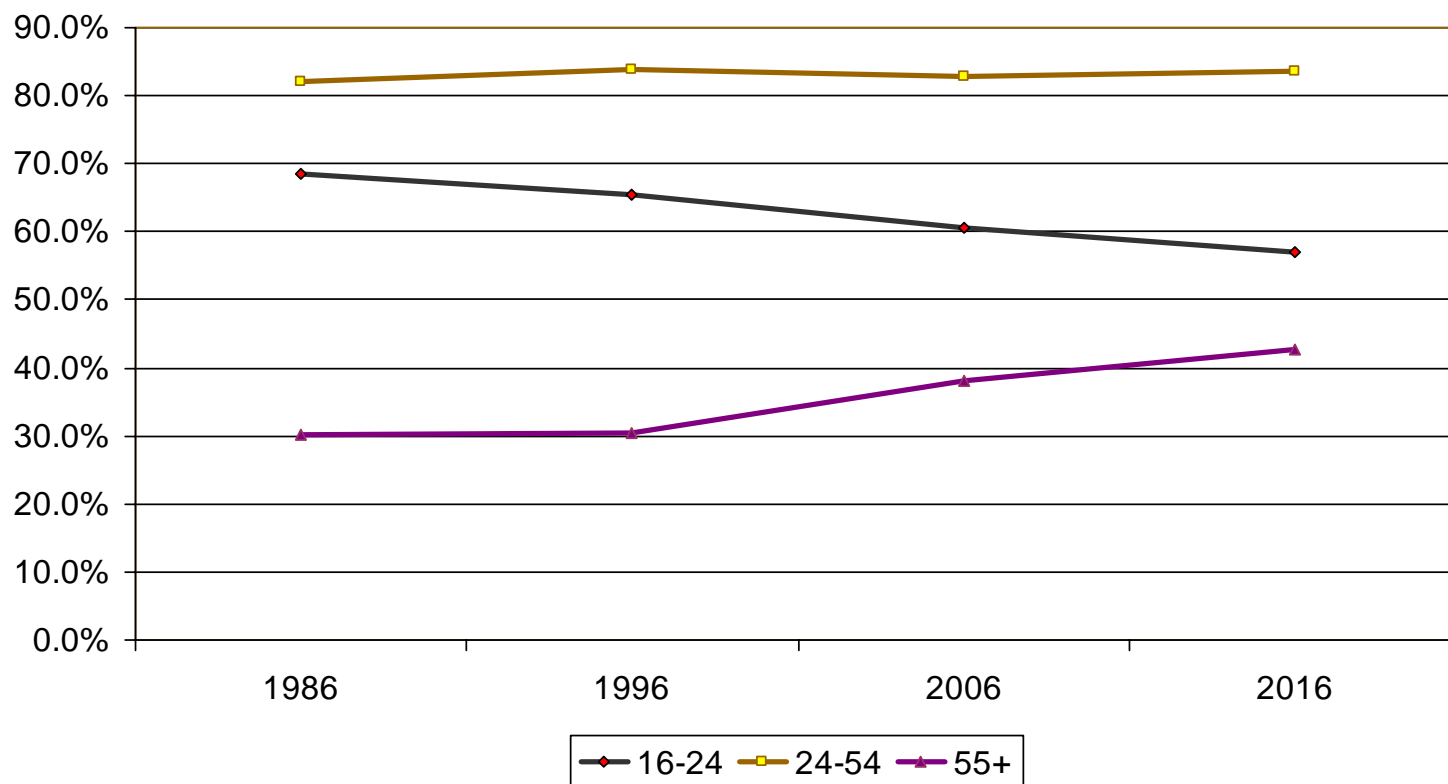


Percent Change in Working Age Population 2005-2050



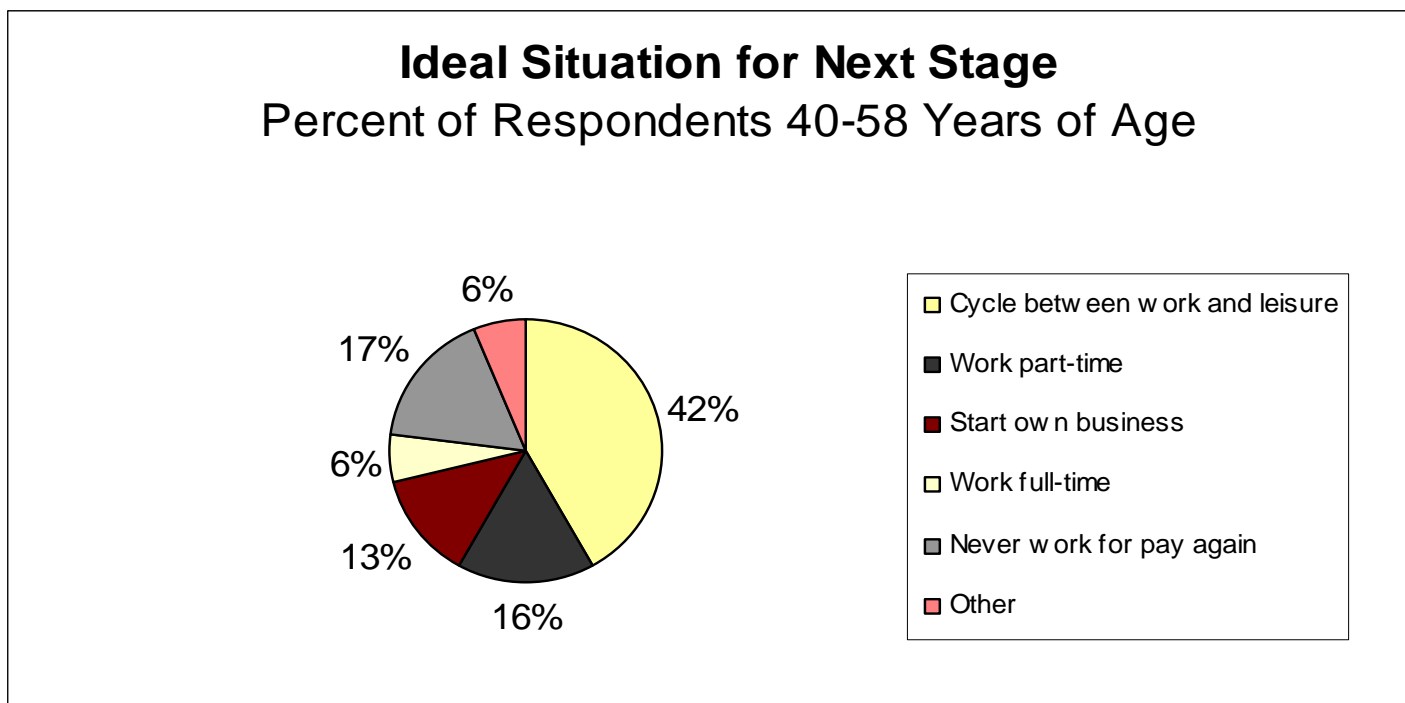
Source: United Nations 2004 medium variant forecast

Projected Changes in U.S. Labor Force Participation Rates by Age Group



Source: Toosi, M. (2007). Labor force projections to 2016: More workers in their golden years. *Monthly Labor Review*, 130(11), 33-52.

New Perspectives of Ideal Jobs



Source: The Merrill Lynch *New Retirement Survey*. Available online at: <http://askmerrill/ml.com/pdf/RetirementSurveyReport.pdf>

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:

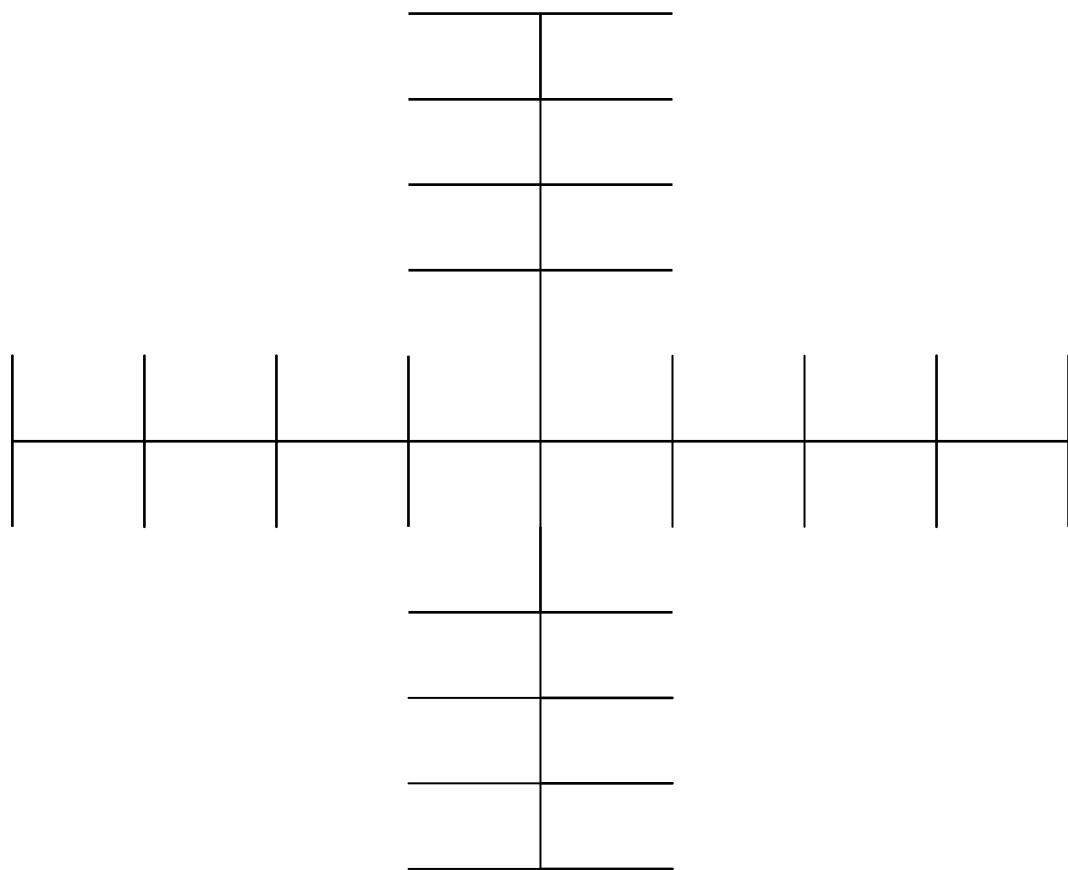
The Center's National Study of Business Strategy and Workforce Development (U.S.)

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.)

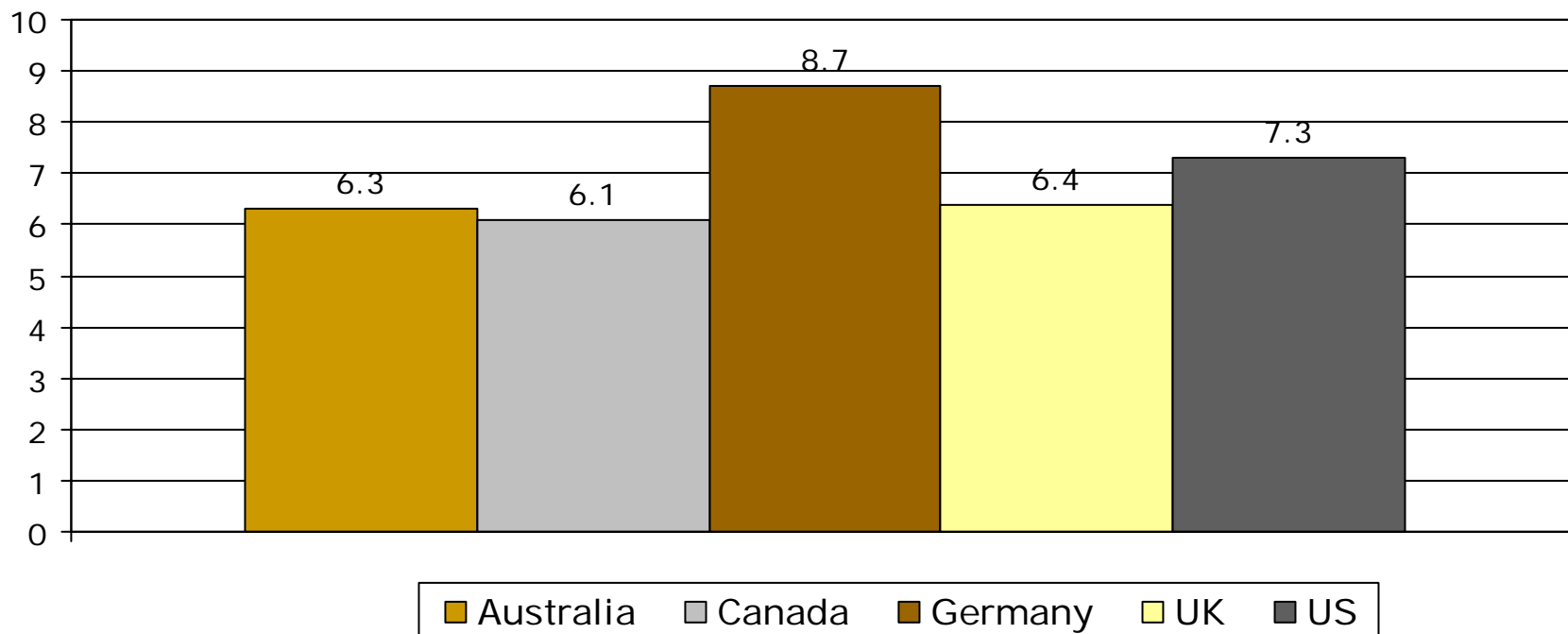
Two Types of Gaps

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



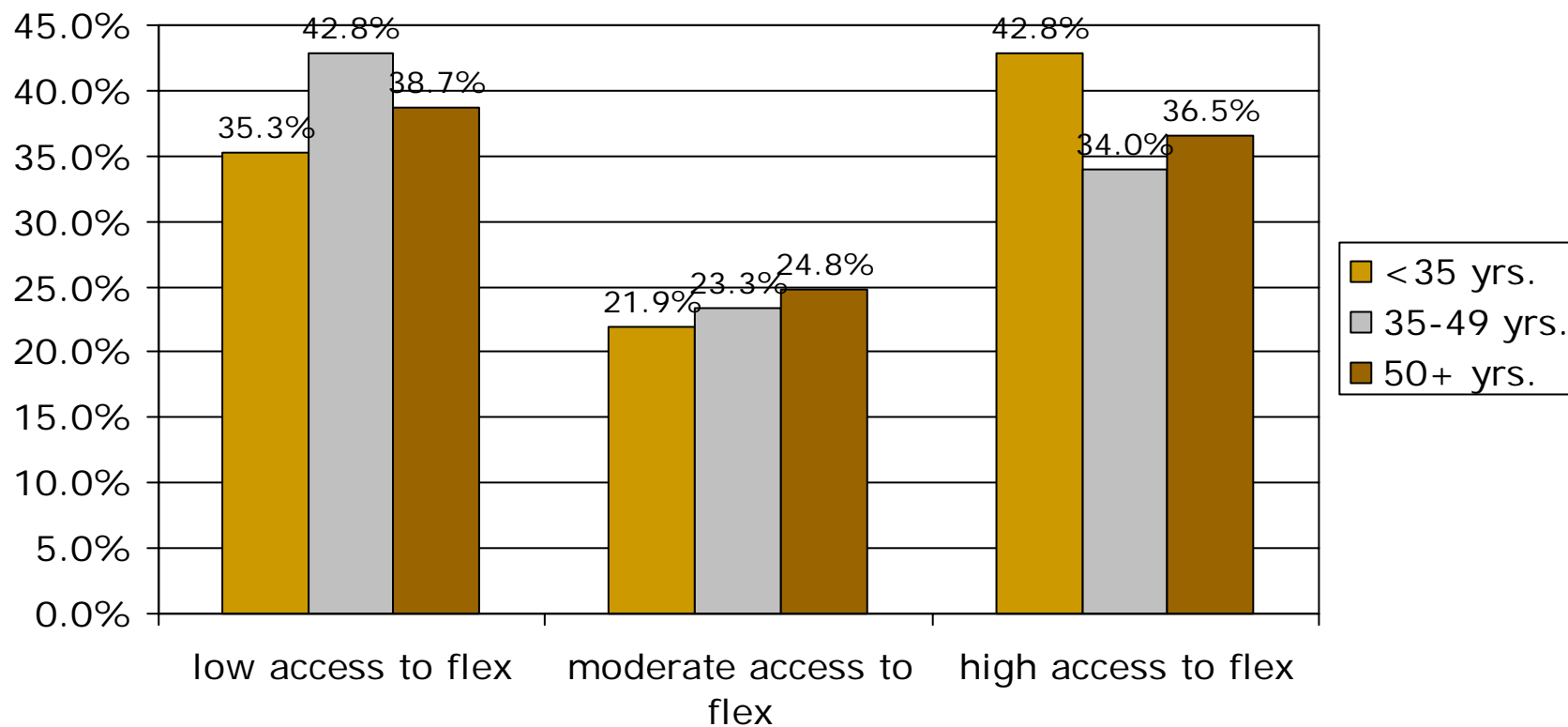
Comparisons of Countries:
Do differences suggest a gap
in availability of workplace-based
resources?

Cross National Comparison: Employer Reports of Utilization of Flexibility



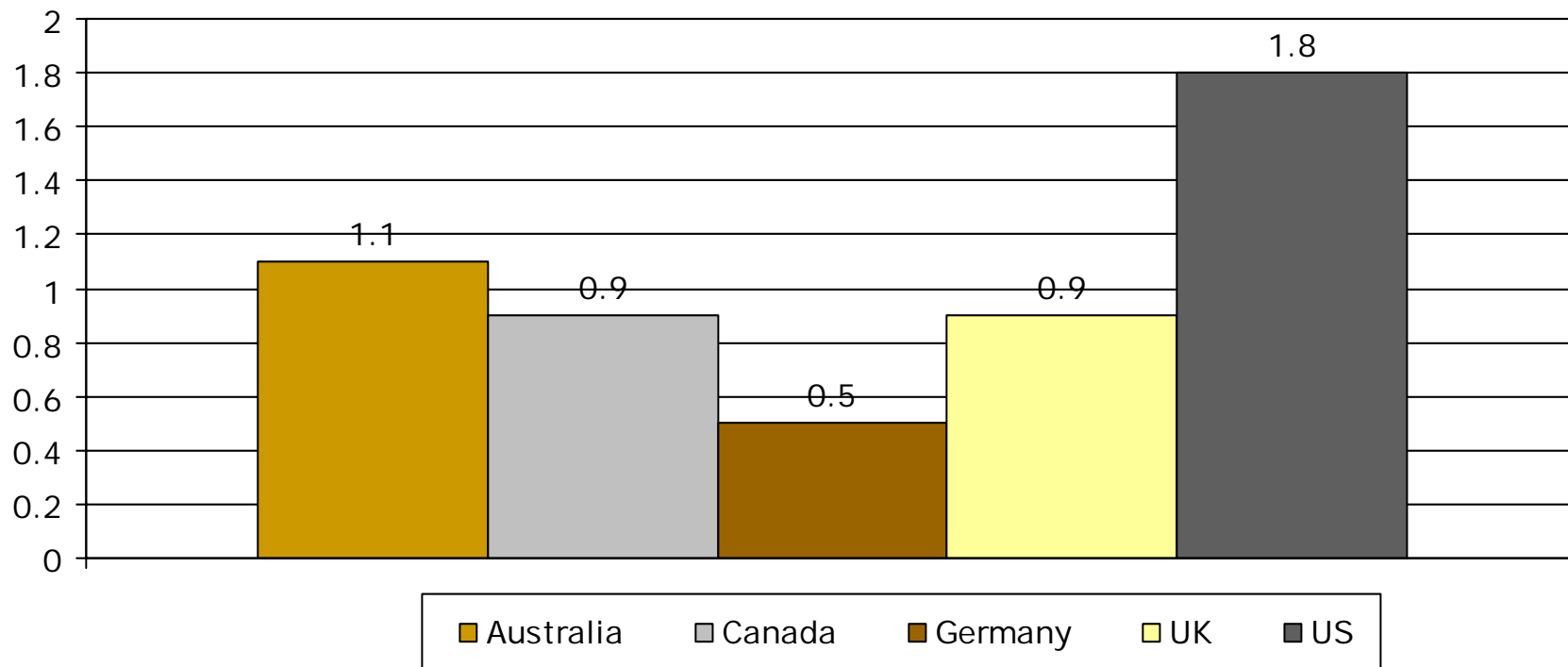
Source: Parry & McNamara, 2008. Cranet Survey.

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



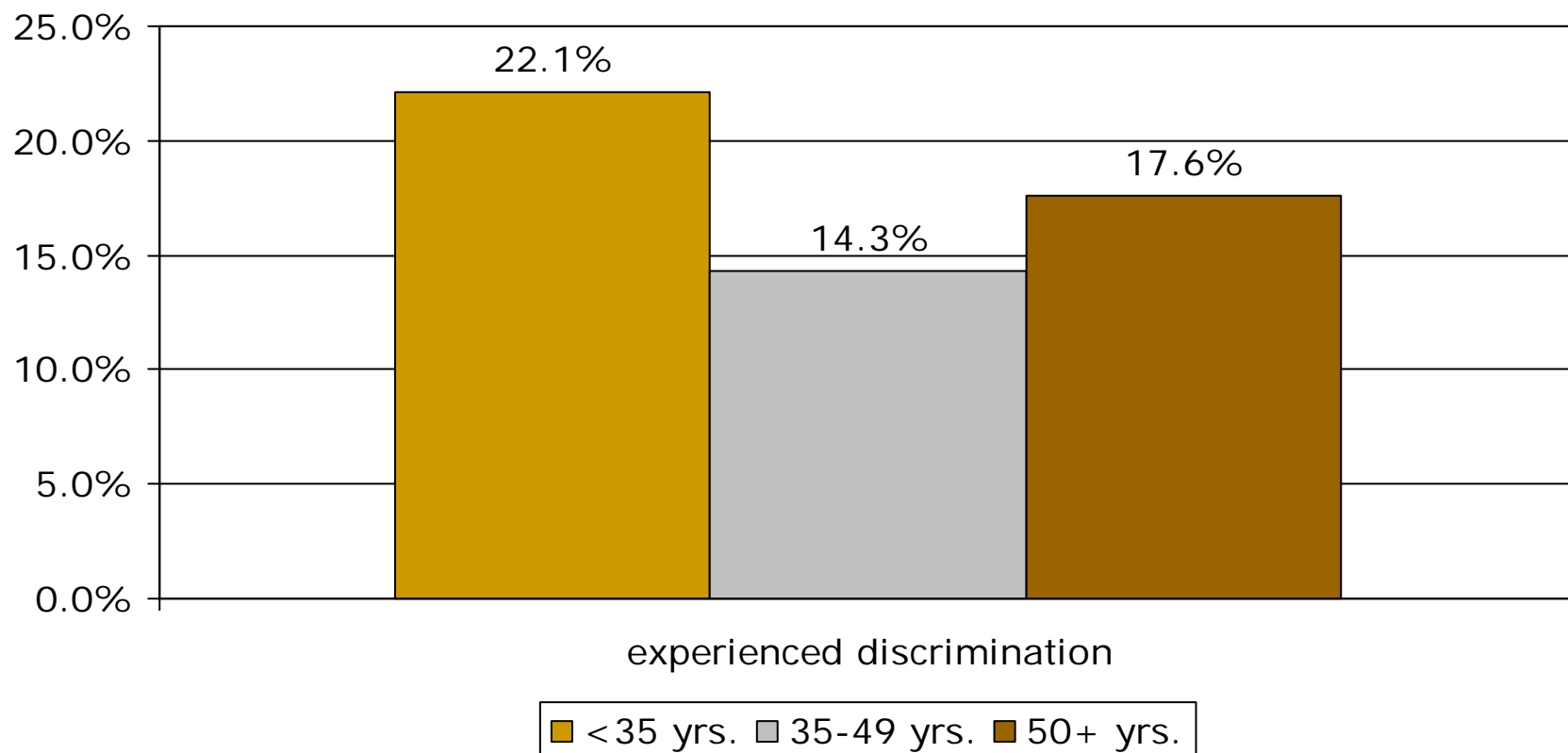
Source: McNamara, 2008. National Study of the Changing Workforce, 2002.

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



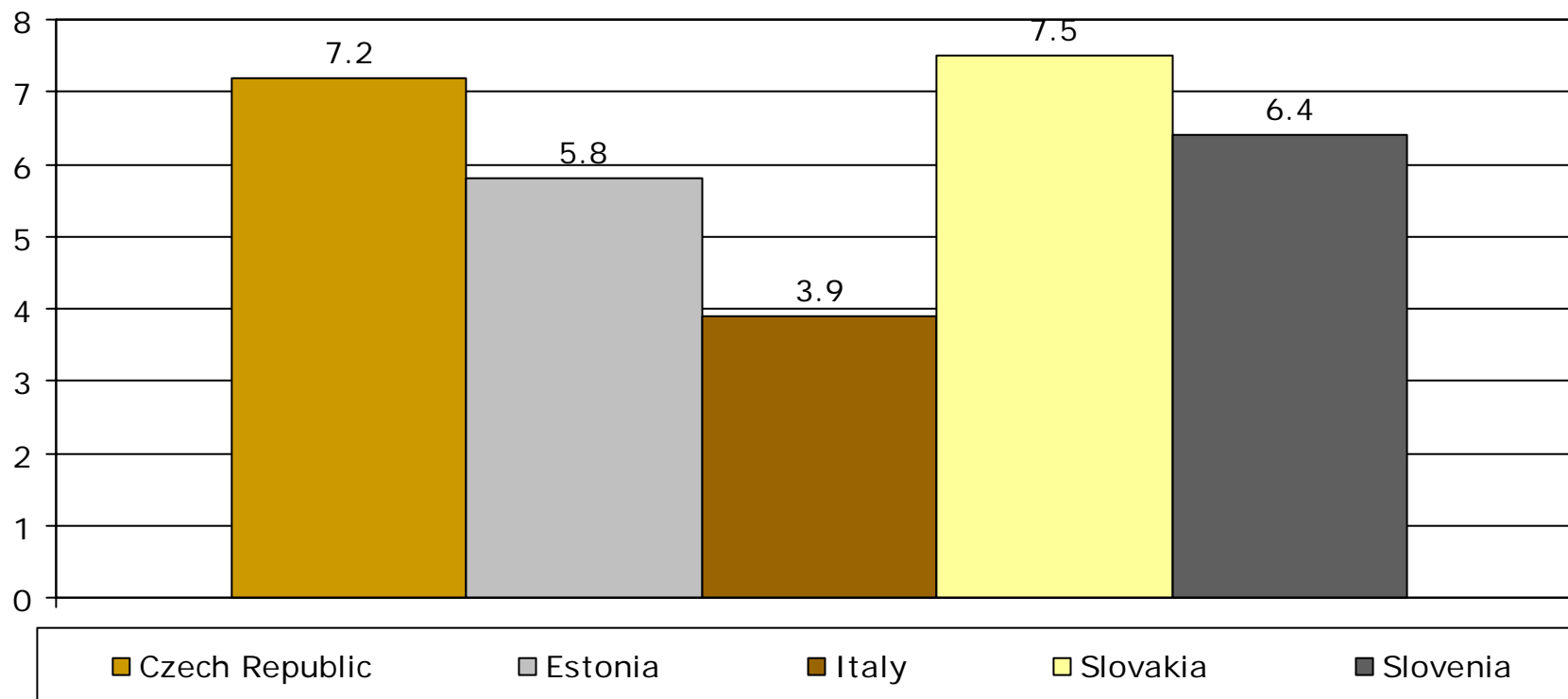
Source: Parry & McNamara, 2008. Cranet Survey.

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



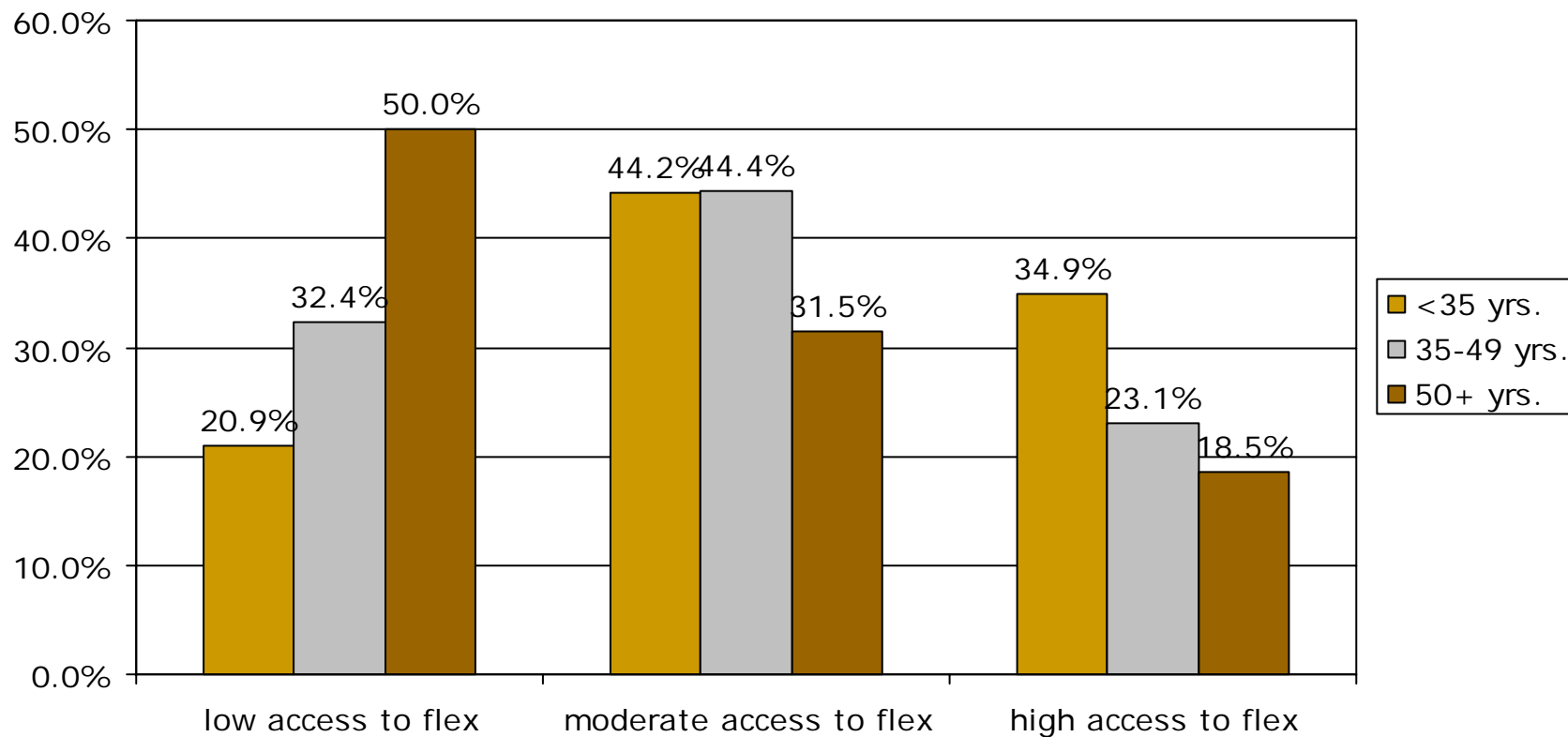
Source: McNamara, 2008. National Study of the Changing Workforce, 2002.

Cross National Comparison: Employer Reports of Utilization of Flexibility



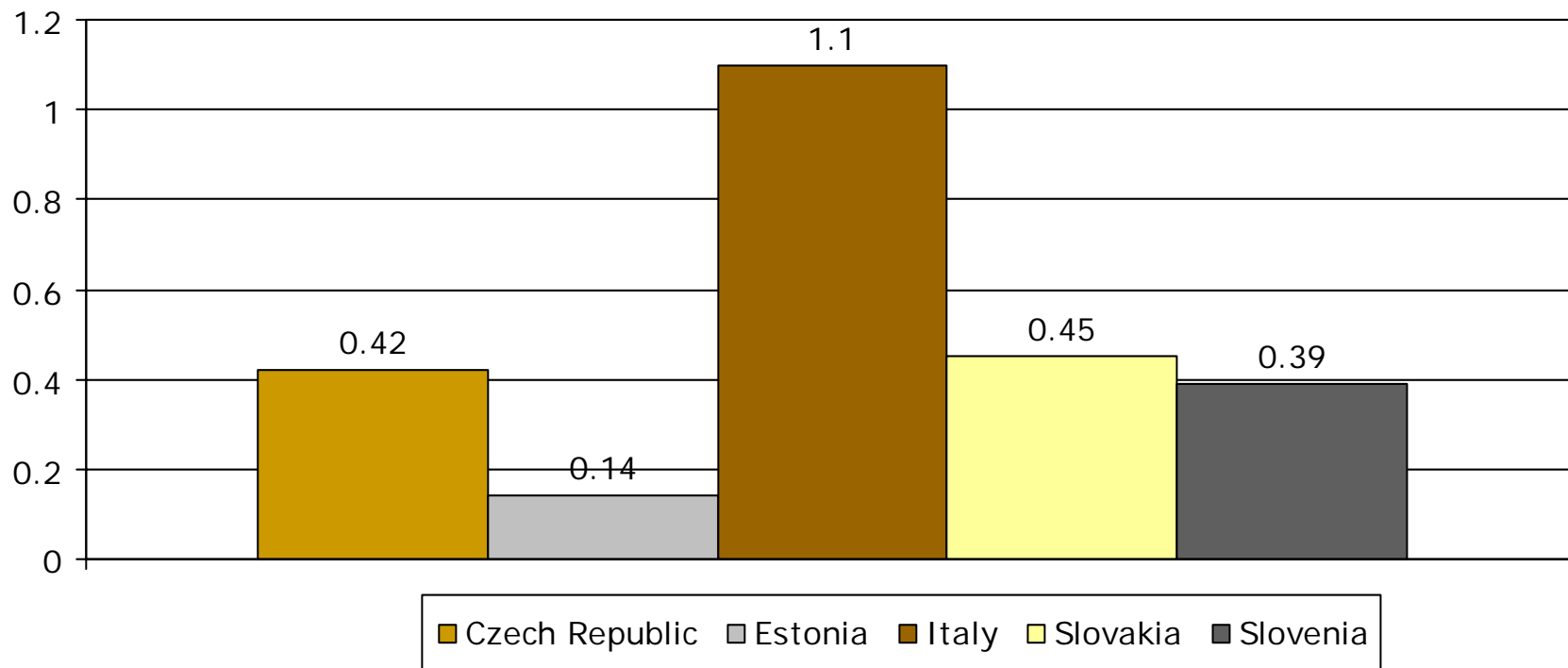
Source: Parry & McNamara, 2008. Cranet Survey.

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



Source: McNamara, 2008. European Working Conditions Survey, 2005

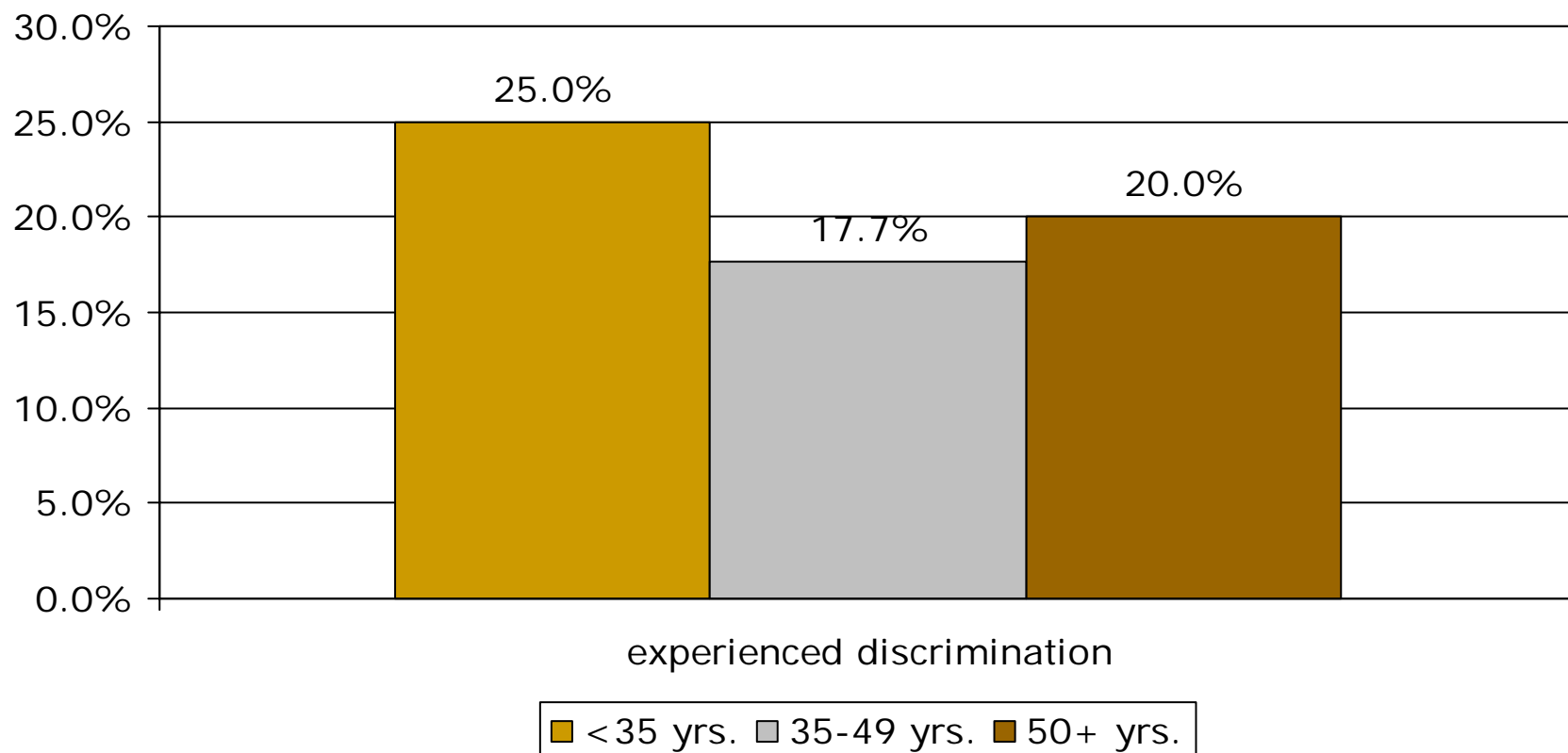
Cross National Comparison Respect & Inclusion: Employer Reports of Programs for Less Advantaged Groups



Source: Parry & McNamara, 2008. Cranet Survey, 2003.

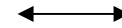
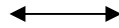
Perceptions of Inclusion in the Czech Republic by Age:

Differences by Age Not Significant



Source: McNamara, 2008. European Working Conditions Survey, 2005

Gaps Associated with Structural Lag

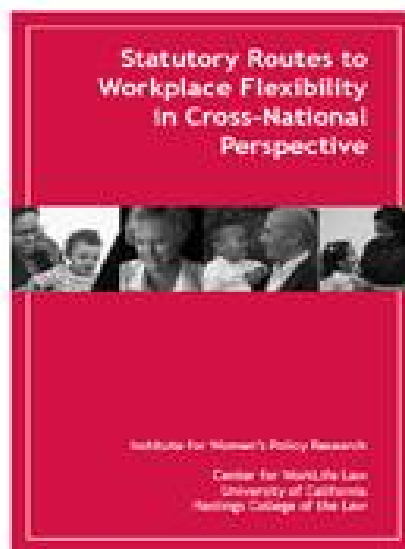


What do employees at different ages (career stages) want and need to be effective?	What is the gap between norms and experiences of different age groups?	What opportunities and resources are available at the “typical” workplace in a particular country?	What is the gap between availability across different countries?	What are the standards of work-family excellence that reflect a global perspective and are locally relevant?
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Summary: Remembering Country Context

Scheduling Flexibility: What Can Government Do? Statutory routes to workplace flexibility in cross-national perspective

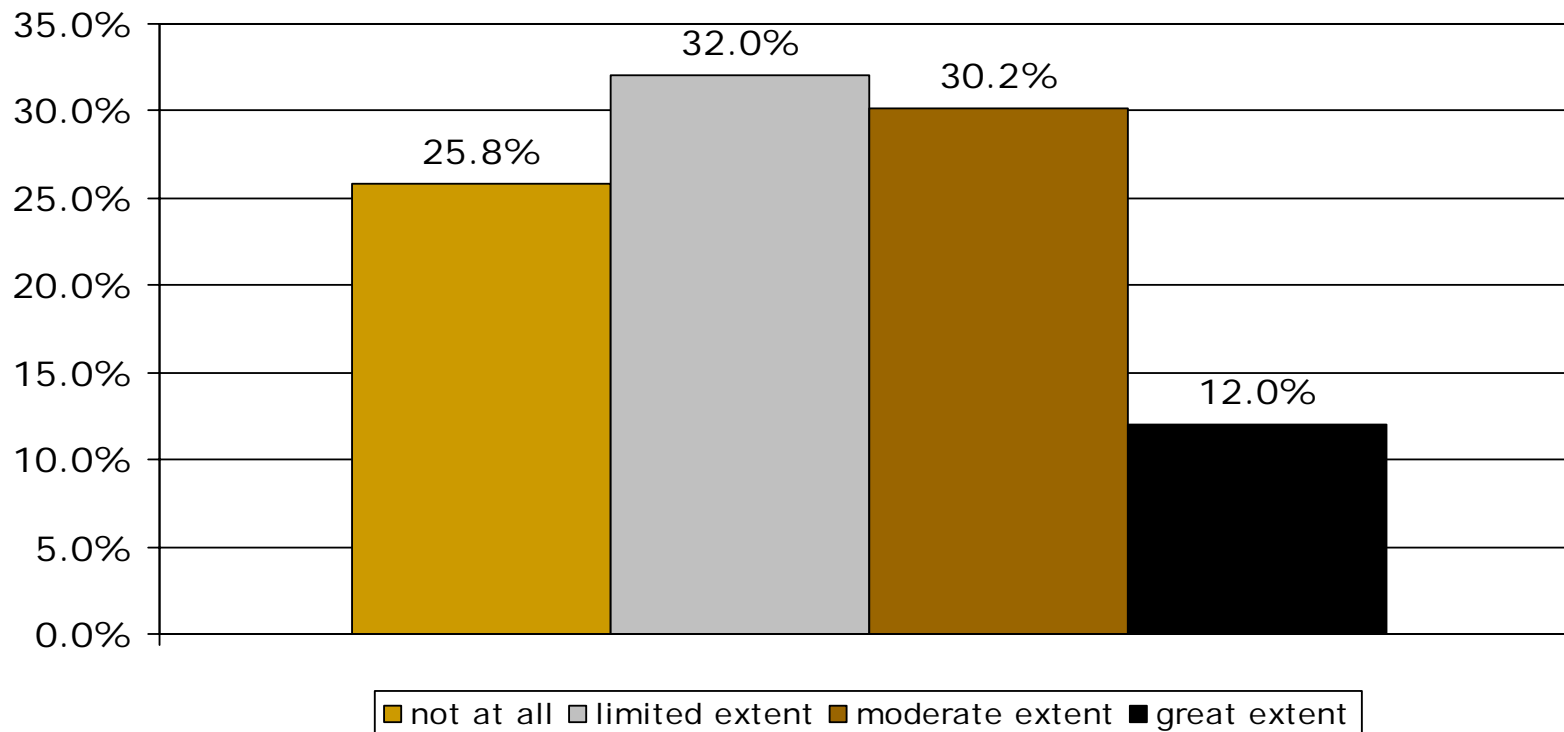


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A First Step: Paying Attention to Workforce Demographics

% respondent organizations



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