

## Question Scan Summary Report

**Question:** Are there targeted occupational or sectoral strategies that are effective in facilitating the retention of older workers in the labour market?

**Databases Searched:**

EconLit	Business Source Premier
ABI/Inform	CBCA Business
Academic Search Premier	

**Web Sites Searched: (fugitive literature)**

Google Scholar	Canadian Labour and Business Centre
Canadian Policy Research Networks	The Alliance of Sector Councils
American Association of Retired Persons	University of Western Ontario
Canadian Automotive Maintenance Council	Canadian Council of Professional Fish Harvesters
Canadian Food Industry Council	Canadian Plastics Sector Council
Canadian Automotive Repair and Service Council	Biotechnical Human Resource Council
Apparel Human Resource Council	The Logistics Institute
Electricity Sector Council	Canadian Trucking Human Resource Council
Child Care Human Resource Sector Council	Construction Sector Council
Contact Centre Canada	Council For Automotive Human Resources
ECO Canada	Cultural Human Resource Council
Canadian Steel Trade and Employment Congress	Canadian Tourism human Resource Council
Forum For International Trade Training	Mining Industry Human Resource Council
Canadian Automotive Maintenance Council	Installation, Maintenance And Repair Sector
Motor Carrier Passenger Council	National Seafood Sector
Canadian Aquaculture Industry Alliance	Police Sector Council
Software Human Resource Council	Textile Human resource Council
Wood Manufacturing Council	Aboriginal Human Resource

	Development Council Of Canada
Association Of Canadian Community Colleges	Canadian Apprenticeship Forum
Petroleum Human Resource Council	Canadian Council Of Technicians And Technologists
HR Council For The Voluntary Non Profit Sector	Agriculture Sector Project-Canadian Federation Of Agriculture
Canada Career Consortium	Canadian Printing Industries Association
Canadian Council Of Professional Engineers	Canadian Technology Human Resource Board

**Search Strategy:**

Aged employment OR Executive ability OR Skilled labor OR Intellectual capital OR Older workers OR Manpower OR Experienced workers OR Experienced labor OR Workforce demographics AND Personnel management OR Employee development OR Employee policies OR Human resource management OR Personnel policies OR Occupational strategies OR Sectoral strategies OR Manpower planning OR Workforce planning OR Retention strategies AND Employee retention OR Employee turnover OR Retention OR Attrition

**Summary Table:**

Summary Breakdown	# of Articles
Number of relevant articles located (duplicates removed)	70
<ul style="list-style-type: none"> <li>• Relevant Reviews</li> </ul>	1
<ul style="list-style-type: none"> <li>• Applied research and statistical analysis</li> </ul>	9
<ul style="list-style-type: none"> <li>• Reports and trade journals</li> </ul>	60
Observed themes:	
<ul style="list-style-type: none"> <li>• Retention strategies for older or experienced workers</li> </ul>	37
<ul style="list-style-type: none"> <li>• General retention strategies for all age groups</li> </ul>	23
<ul style="list-style-type: none"> <li>• Sector or occupation specific retention strategies</li> </ul>	10
Published between 1990-1995	3
Published between 1996-2006	67
Canadian Focus	15
American Focus	43
Other geographic regions	12

## **Summary of key articles:**

### Retention Strategies for Older or Experienced Workers

Drury, 2001

- Results of research aimed at developing a European code of best practices to retain older workers.
- Flexible working hours and the availability of part time work.
- Make the workplace environment more comfortable for older workers, for example ergonomic furniture.
- Training and development for older workers.
- Employment exit and transitional retirement programs.
- Promotion and reward programs that recognize employees regardless of their age.

Malatest and Associates, 2003

- Retention strategies for Canadian companies:
  - Provide a flexible work schedule, work location, and type of work given.
  - Provide older workers the opportunity for advancement.
  - Example of Best Practice; The Work Sharing program
  - Allows older workers to maintain their jobs during economic downturns, by sharing the number of hours worked with co-workers.
  - This program also includes an income support component for the lost wages from reduced hours.
  - Example of Best Practice 2: Job Adaptation and medical supervision.
  - Job adaptation may involve older employees mentoring younger employees or an adjustment of the pace of the work.
  - Includes an on site doctor that provides advice on appropriate workloads for employees.

### General Retention Strategies for all Age Groups

Cohen, 1991

- Strategies to improve workplace retention:
  - Manage workplace diversity; workshops can help make employees feel more comfortable at work.
  - Consider providing some services at work such as child care and medical care.
  - Provide resources for employee referrals to help with personal issues, such as depression.
  - Flex time and job sharing.
  - Cash incentives for employees the longer they stay with the organization.

Shenkel, 2004

- Five ways to retain good staff:
  1. Foster positive caring relationships
  2. Recognize they have personal lives and provide time off for spending time with family.
  3. Recognize achievement, and provide feedback.
  4. Work towards a culture of pride toward the organization.
  5. Keep employees informed.

### Sector or Occupation Specific Retention Strategies

Mattson, 2004

- Examines solutions to recruitment and retention challenges facing the *real estate industry*.
- Leverage technology, such as blackberries, to facilitate better communication with property managers.
- Expand the responsibility of managers and hire more support staff to assist them.
- Expand the number of employees in long term incentive plans.
- Monitor employee satisfaction.
- Expand training and career development programs.

The Biotechnical Human Resource Council, 2002

- Steps to increase retention of research and development workers through job satisfaction:
  - Set challenging, achievable goals.
  - Introduce new tasks and new opportunities to keep the employees engaged.
  - Implement a schedule of personal objectives for the year.
  - Provide verbal feedback and stress the importance of the task in context to the organizations larger goal.

Dauber, Patton, and Masen, 2005

- Strategies for improving employee retention within the *transportation industry*:
  - Expand professional development programs.
  - Flexible work hours to support the balance between work and personal life.
  - Clearly communicate goals and expectations.
  - Provide merit-based recognition systems to show employees that their work is important and appreciated.

**Feasibility Comments:**

Although there is extensive literature addressing the issue of retention, the amount of research devoted to specific labour sector strategies is limited. In addition, few studies are empirical in nature. The majority of the literature consists in reports and trade magazines which do not use statistical methods in their analysis or discussion of the issue.

Question Scans are tools used to determine the feasibility of conducting more extensive and comprehensive reviews on a given topic. With so few empirical studies, it is our view that that there is little to be gained by conducting a further review of evidence on this particular question.

## Included References

### Canada – Retention Strategies for Older/Experienced Workers

Armstrong-Stassen, M., & Templer, A. (2005). Adapting Training for Older Employees: The Canadian Response To An Aging Workforce. *The Journal of Management Development*, 24(1/2), 57.

The workforce is aging in all industrialized nations and the retention of older workers will become one of the dominant issues in the coming decades. Training is an important component of retention and the availability of training is critical for retaining older workers. Studies conducted in 2001 and 2003 assessed the extent to which Canadian organizations are adapting their training practices to respond to the aging workforce. Human resource executives were asked the extent to which their organization was currently engaging in training practices targeting older managerial and professional employees. Organizations were most likely to be providing access to training and retraining, but fewer than 10 percent of the organizations in 2003 were highly engaged in doing this. Organizations were less likely to be adjusting training methods to accommodate the needs of older employees. There was little attempt to provide age awareness training to managers of older employees. The challenge for organizations will be to close the gaps that currently exist between the practices that are important in retaining older managerial and professional employees and the extent to which organizations are engaging in these practices. Ensuring access to training, customizing training methods, and providing age awareness training require immediate attention. Little research has been conducted on older workers in Canada. The findings raise some serious concerns about the response of Canadian organizations to the aging workforce and identify areas of training and development that need to be addressed.

Beech, S. (2003). Retaining Golden-Age Workers May Require Benefits Creativity. *Canadian HR Reporter*, 16(22), 19.

To attract and retain employees past retirement age, employers may consider adding new benefit options that older employees need or want. Employers will have to consider the cost of these changes and of an older workforce in general. One way to meet disparate interests is to offer a flexible benefits plan. There are several options employers might consider adding: 1. elder-care benefits, 2. home health care, 3. long-term care insurance, or 4. wellness programs. Even if employers don't add new benefits, there's a need to determine whether an older workforce is eligible for continued coverage under current plan provisions. Certain benefit costs will increase as the workforce ages. Premiums for some benefits, like life insurance, are higher with age. On the other hand, there may be some savings to be had. Employers should begin to plan for the aging workforce by reviewing benefit plans and considering what modifications will be needed to attract, retain and accommodate older employees.

Brown, D. (2003). New Brunswick Nurses Find Phased Retirement Solution: Pension Scheme Designed To Slow Exodus Of Older Workers. *Canadian HR Reporter*, 16(16), 1.

The Conference Board of Canada. (2002). *Building Tomorrow's Public Service Today: Challenges And Solutions: Recruitment And Retention*. Retrieved 06/07/06, from <http://www.conferenceboard.ca/>  
Subject Public Sector human resource practices used to address the issue of potential shortages of skilled labour. Main Findings The Public sector will experience labour/skills shortage, as it is becoming harder to attract youth. The main reasons found for this include: the problem of poor image; the speed of decision making; compensation packages; and recruitment practices. The public sector needs to confront this issue immediately as up to 44% of workers are expected to retire over the next 10 years. The greatest shortages will be among skilled and experienced professional technical and scientific staff, as well as managers. Similar shortages are expected in the private sector. Solutions are needed to attract and retain youth (e.g., mapping out career opportunities; providing training and development and knowledge transfer for new employees; creating greater flexibility in job and learning opportunities; etc...)

Hobel, J. (2000). Mature Offerings. *Canadian HR Reporter*, 13(17), 17.

Lowe, G. (2004). Revamp HR Policies To Retain Older Workers. *Canadian HR Reporter*, 17(19), 17.

While the numbers prove that a discussion about retirement is long overdue, employers should not be waiting for it to occur. Instead, employers should be leading with fresh ideas and new practices of their own. What's needed are more flexible approaches to work, careers and retirement in later life that meet individuals' and employers' needs. Morley Gunderson, a University of Toronto economist, argues that Canadian governments have not presented convincing reasons to override company personnel policies or collective agreements that set a retirement age. But most crucial, Gunderson points out, is that retirement policies be integrated with a host of other HR policies and practices. Because most workers retire early, the immediate challenge is encouraging some of these individuals to delay that departure until they reach 65. Achieving this objective depends on how effectively employers resolve potential problems in three areas: performance management, succession planning, and fairness and equity.

Malatest and Associates. (2003). Retrieved 06/07/06, from <http://www.bpiw.ca/clients/experience/francais/downloads/1.4agingworkforce.pdf>

The Aging Workforce and Human Resource Implications for Sector Councils is an examination of the issue of the aging Canadian workforce and the projected human resources challenges to be confronted over the next

decade. It also provides examples of best human resources practices and potential actions that could be adopted for use by sector councils and industry to address the issue of the aging workforce. The report presents the findings of a comprehensive review of a wide range of material, published between 1999 and 2002. This literature review includes an exploration of the following issues: Aging in Canada, as well as internationally; Canadian labour market trends and projections; The aging workforce and Canadian industry; Human resource implications and best practices in Canada and abroad; Possible sector council approaches to the issue of the aging workforce.

Montpellier, R. (2005). Grey Matters. *CIM Bulletin*, 98(1090), 35.

Much has been said about the need for reform of old-age pensions and early retirement schemes but this may not be sufficient to raise employment rates for older people significantly or to reduce the future risk of labour shortages. Some employers in the Canadian mining industry have already started to offer innovative incentives, such as quarterly social events, high-profile recognition of individual contributions, and flexible or reduced work schedules, to retain key staff in lieu of simply increasing their pay cheque.

Parrin, T. (2005). *Planning For Tomorrows Talent Needs In Today Competitive Environment*. Retrieved 06/08/06, from

[http://assets.aarp.org/rgcenter/econ/workers\\_fifty\\_plus.pdf](http://assets.aarp.org/rgcenter/econ/workers_fifty_plus.pdf)

This AARP study examines the recruitment and retention of workers age 50+ from a business-case perspective. It highlights the need for employers to consider costs with a broader lens and demonstrates that 50+ workers represent a solid and sound investment proposition. The study includes analyses of cash compensation costs, retirement benefit costs, paid time-off costs, and health care costs. By presenting case studies and documenting best practices, it also shows how to develop and implement an effective strategy for retaining and recruiting workers age 50 and over.

Simmons, B. (2001). The Retirement Crunch. *Benefits Canada*, 25(4), 37.

Demographics and early retirement are creating an employment shortfall among teachers. An innovative pension plan is one incentive that could keep employees on the job. The eventual outcome of this retirement crunch will depend on many factors, including the actions of the government. Regardless of the uncertainty, each employer should adopt a proactive stance. Organizations will need to be as creative as possible in shaping their integrated human capital strategy. An analysis of the intended role of the organization's pension plan and its ability to meet the employer's needs should be one of the first steps.

Stuart, R., & Graham, C. (2003). Early Retirement On The Bargaining Table. *Canadian HR Reporter*, 16(2), 12.

It was not that long ago that "freedom 55" was a goal of both management and labour. Recently, however, there has been a rising chorus of concern about the future of the labour market in Canada - specifically, apprehension regarding an impending shortage of experienced workers. This fear is well-founded. As a result, many employers and policy-makers are doing an about-face on the issue of early retirement and are seeking strategies to increase the workforce participation of older Canadians. Older employees represent a valuable resource for organizations. When they leave, valuable information goes with them. Some suggestions are presented that would enable companies to maintain the numbers and the knowledge they need to keep going, while still satisfying employee and union demands for early retirement provisions: 1. Pay them to stay. 2. Adjust duties and schedules. 3. Recognize their value.

### **USA – Retention Strategies for Older/Experienced Workers**

Albright, W. D., Jr., & Cluff, G. A. (2005). Ahead Of The Curve: How MITRE Recruits And Retains Older Workers. *Journal of Organizational Excellence*, 24(2), 53.

With an impending brain drain of retiring Baby Boomers looming on the horizon, many knowledge-driven organizations could soon find that their competitive advantage hinges on the ability to retain and recruit experienced older workers with critical skills. The MITRE Corporation shares the insights and practices that have enabled it to develop and motivate the mature, experienced, highly educated workforce that has driven its success for decades. MITRE has learned - and other companies are likely to soon discover - that experienced older workers can create significant value for an organization and its customers. MITRE's strategy for recruiting and retaining such workers and optimizing their contributions includes several effective components, including interesting and rewarding work in the service of a mission employees can support. Fortunately, most of these elements are also valued by younger employees.

Beatty, P. T., & Visser, R. M. S. (2005). *Thriving On An Aging Workforce: Strategies For Organizational And Systemic Change*. Malabar, Fla: Krieger Publishing.

Fifteen papers aim to help organizations in the private and public sectors prepare for the aging of the American workforce. Papers consider the workforce of tomorrow; the workplace of tomorrow; academic perspectives on recruiting and retaining older workers; effective strategies for recruiting and retaining older workers; academic perspectives on training older workers; effective strategies for training older workers; past and future directions for career development theory; partnering career development and

human resources; intergenerational issues inside the organization; building an age-friendly workplace; balancing work and caregiving; rising health care costs and the aging workforce; adapting pensions to demographic change; retirement security in a post-Enron environment; new models for post-retirement employment; and how to become employer of choice for the working retired. Contributors include academics and practitioners from a variety of disciplines, including industrial and organizational psychology, industrial gerontology, sociology, industrial and labor relations, and law. Beatty is Emeritus Professor at Texas A&M University. Visser has worked in human resource department in several corporate settings. Author and subject indexes.

Brenner, P. M. (1999). Motivating Knowledge Workers: The role Of The Workplace. *Quality Progress*, 32(1), 33.

The foundation of knowledge management is people. People create knowledge, new ideas, and new products, and they establish relationships that make processes truly work. Unfortunately, when people leave, they take along their knowledge, including internal, external, formal, and informal relationships. How can organizations retain good people? How can they encourage people to work together and build from each other's ideas? A good place to begin looking for answers to these questions is to consider what motivates people to come to work in the first place. Many people never notice their surroundings until something different happens. What knowledge workers do and how they work has changed dramatically, and their surroundings have to support these changes and must include the following: 1. survival or basic need, 2. safety or security need, 3. social or belonging need, 4. ego or identity need, and 5. self-fulfillment need.

Dauber, J., Patten, M. & Mason, J. (2005). *Workforce Development: Recruitment And Retention Issues*. Retrieved 05/26/06, from <http://www.ite.org/annualmeeting/compendium/pdf/AB05H104.pdf>

Attracting and retaining a talented workforce are among the key issues facing the transportation profession. This paper presents information on examples that transportation agencies and consulting firms have used to recruit and retain employees. The reported findings represent both transit and public sector transportation agencies. Private sector strategies from other employment sectors are cited for comparison. The public and private sector have several factors in common: continuing educational opportunities, professional development training, merit and performance based evaluations and accommodation of work-life and home-life responsibilities.

Dychtwald, K., Erickson, T., & Morison, B. (2004). It's Time To Retire Retirement. *Harvard Business Review*, 82(3), 48-57.

This article describes how U.S. companies can retain the skills of employees well past the traditional age of retirement by moving from a rigid model where work ceases at a certain age to a more flexible one where employees

can become lifelong contributors. Just as companies are learning to market to an aging population, they are also learning to attract and employ older workers in the U.S., as of March 2004. According to a recent survey from the Society for Human Resource Management, two-thirds of U.S. employers do not recruit older workers. More than half do not actively attempt to retain key ones and 80% do not offer any special provisions such as flexible work arrangements, to appeal to the concerns of mature workers. Companies need to design jobs such that staying on is more attractive than leaving. Many mature workers want to keep working but in a less time-consuming and pressured capacity so that they may pursue other interests. Other companies offer flexibility in work assignments to reignite older employees who have come to find their jobs a bit stale--an approach that can be of particular value in appealing to highly paid managerial talent. Long-term employees can generally retire with full benefits at age 55 or older.

Fandray, D. (2000). Gray Matters. *Workforce*, 79(7), 26.

The tight job market means that smart employers will increasingly rely on older workers. How to court them, keep them, and make them happy is discussed. Those who want to tap into this pool of employees will not only have to remember that the reasons for seeking employment vary greatly according to individual need. They also have to keep in mind that the terms "older worker" and "retirement" refer to stereotypes that no longer have any useful meaning.

Fyock, C. D. (1994). Finding The Gold In The Graying Of America. *HR Magazine: On Human Resource Management*, 39(2), 74.

Many employers appreciate the virtues of older workers, but few develop effective programs to recruit or retain them, according to a survey by the Society for Human Resource Management and the American Association of Retired Persons. There are several strategies for discovering the gold in the graying of America in recruitment: 1. Analyze recruitment strategies. 2. Develop targeted messages to attract mature workers. 3. Use recruitment activities that target the mature market. There are also strategies when trying to retain older workers: 1. Provide sensitivity training on the aging dimension of diversity. 2. Develop task forces and focus groups. 3. Examine retirement policies. 4. Review assumptions about older workers and their desires to continue working. 5. Offer scheduling options.

Fyock, C. D. (2005). Effective Strategies For Recruiting And Retaining Older Workers. *Thriving on an Aging Workforce: Strategies for Organizational and Systemic Change*, , 51-59.

Jackson, R., & Osmond, N. (2003). How To Recruit And Retain Older Staff. *People Management*, 9(10), 46.

Suggests ways of attracting and retaining older employees. Benefits that must be highlighted to build a strong business case for recruiting older

people; Suggestion to change how organization treats older workers;  
Issuance of pension and retirement benefits.

Jamrog, J. (2004). The Perfect Storm: The Future Of Retention And Engagement. *Human Resource Planning*, 27(3), 26-33.

The article focuses on the issue of employee retention and engagement. The recent economic downturn demands focus on downsizing and separation. This article explores rising job dissatisfaction and demographic trends, analyzing their drivers and presents some plausible outcomes. Also, it explores who people management within organizations will change and how leaders can respond in order to retain and engage their human capital. The article suggests that employers may not have plentiful workers forever in the future. The forecast of a severe labor shortage is based on the assumption that the economy will grow at a 2 to 3 percent annual rate, with the size of the workforce growing only a little more than 1 percent annually. Moreover, the trend toward early retirement is expected to continue, despite a continuing increase in labor force participation rates for older workers (over 65). It is impossible to know what the future holds: A labor shortage, skill deficits, a shortage of knowledge workers, or all three.

McGee, M. K. (2006). Beyond Retirement. *Information Week*, (1080), 77.

Within the next four years, nearly a third of US workers -- including tens of thousands of tech pros -- will be over 50, leaving a potential gap of technology and industry skills. In IT, the skill shortage could be worsened by a shortage of young people entering the tech fields. Quest Diagnostics, a provider of medical testing services, already offers work options that older technology workers often find appealing, says Bruce Mackenzie, Quest's director of IT staffing. Those include telecommuting options, as well as the opportunity to relocate jobs to Quest offices in more favorable climates, like in southern US cities.

Melcrum Publishing. (2004). How Ex-employees Helped Stop The Talent Drain At VHA. *Strategic HR Review*, 3(5), 7-8.

Describes the approach taken by the Veterans Health Administration in solving its retention problem. Identification of talent shortage; Investigation of the reasons why so many employees were leaving the organization; Helpfulness of a survey in uncovering the reasons behind the retention problem.

Mullich, J. (2004). New Ideas Draw Older Workers. *Workforce Management*, 83(3), 44-46.

Deals with the workforce-management strategy developed by non-profit health-care provider Baptist Health South Florida organization to recruit and retain older workers. Number of people employed by Baptist; Turnover rates at Baptist; Information on how Baptist took advantage of the pension laws

that encourage older employees to stay employed longer; Information on the Bridgement of Service policy developed by Baptist.

Perry, P. (2005). Getting Gray To Stay. *Restaurant Hospitality*, 89(5), 100.  
We are entering a period in which the fastest growing workplace segment will be 55- to 64-year-olds. By 2015, according to the American Association of Retired Persons, one of every five employees will be at least 55. Now that workers are getting older and their replacements are getting scarcer, keeping those older workers happy is more important than ever. Here's what workplace psychologists advise in order to retain older employees: 1. Eliminate stereotypes. 2. Motivate older workers. 3. Introduce flexible policies. 4. Resolves conflicts with younger bosses.

Perry, P. M. (2005). Golden Oldies. *Industrial Distribution*, 94(11), 47.  
Not long ago, many employers looked askance at older workers, figuring they lacked the drive and imagination of their youthful cohorts. And besides, went the reasoning, younger people would work for less money. Times are changing. Most businesses today are starting to view the mature worker as an essential commodity. The reason stems less from humanistic concern, and more from changing demographics: Workers are getting older and their replacements are getting scarcer. We are facing a huge exodus of people from the work force as the baby boomers retire, says Ian Jacobsen, a workplace consultant. Normally, one would expect younger prospects to rush into the vacuum. But the baby boomers who are now retiring were responsible for the rapid population growth that has begun tapering off. The result? Fewer younger people to fill the employment breach. But that's not all. The downshift in the population engine is occurring at a time when a generally healthy economy has just about tapped out the talent market. Like any commodity, older employees are getting more valuable as they get scarcer. What workplace psychologists say about retaining your older workers is discussed.

Pitt-Catsouphe, M., & Smyer, M. (2005). *Aligning Business Needs With Older Workers' Preferences And Priorities*. Retrieved 06/07/06, from [http://www.law.georgetown.edu/workplaceflexibility2010/docs/2005\\_0718\\_Event/BC\\_brief\\_bus\\_prsptv.pdf](http://www.law.georgetown.edu/workplaceflexibility2010/docs/2005_0718_Event/BC_brief_bus_prsptv.pdf)  
This Brief outlines the reasons why some employers view the employment of older workers as a business "opportunity," potentially giving them a competitive advance in their industries. How can older workers help employers meet important human resource needs?

Purdum, T. (2006). Retaining Knowledge And Expertise. *Industry Week*, 255(5), 16.  
Every day this year 7,918 people will celebrate their 60th birthday, according to projections by the US Census Bureau. That works out to 2.89 million folks getting ready to either retire or rethink their work schedules. For

manufacturers, it is time to offer choices to senior employees or risk losing years of knowledge and expertise. As you look at the number of people turning 60, they want to contribute, but they also want balance in life. For manufacturers, it would behoove them to start the dialogue before vast amounts of knowledge is lost. An AARP report found that HR managers who may have once thought that older workers could be replaced by those fresh out of school will find themselves creating flexible work schedules, telecommuting options, training and education, phased retirement and "bridge jobs" expressly designed to encourage workers over 50 to remain on the job beyond the age at which they might otherwise retire.

Rappaport, A., Bancroft, B. & Okum, L. (2003). *The Aging Workforce Raises New Talent Management Issues For Employers*. Retrieved 05/26/06, from <http://www3.interscience.wiley.com/cgi-bin/fulltext/106563591/PDFSTART?CRETRY=1&SRETRY=0>

With Baby Boomers aging and fewer thirty-somethings in the employment ranks, the graying of the workforce is right around the corner. With it will come a host of issues—loss of human capital, talent shortages, ageism, and culture clash among them—that will force employers to rethink many of their practices for acquiring and managing talent. Employers can take specific steps now to cushion the impact of the aging of their workforce, and those who act too late may find themselves at a competitive disadvantage.

Reingold, J., Greenwich, D. B. i., & Conn. (1999). Brain Drain. *Business Week*, (3647), 112.

Many companies are moving decisively to hang on to their most experienced workers. Instead of severing contact when their top performers reach retirement age, they are finding ways to keep them engaged - and their own talent pool stocked. Companies such as Chevron, Prudential Insurance, and Monsanto are tailoring consulting contracts and part-time assignments to accommodate older workers. Some of those seniors are transferring wisdom and skills to younger colleagues. Other have been brought out of retirement to fill critical skill gaps temporarily or to circle the globe as ministers of corporate goodwill. As more companies tap into this crucial resource, they will be forced to grapple with a host of management issues, from lingering ageism to intergenerational conflict.

Sauer, J. (2006). *The 50+ Workforce: An AARP Wyoming Survey Of Businesses*. Retrieved 06/08/06, from [http://assets.aarp.org/rgcenter/econ/wy\\_work.pdf](http://assets.aarp.org/rgcenter/econ/wy_work.pdf)

At least eight in ten of the Wyoming businesses surveyed say that retaining skilled employees (95%), providing competitive wages (81%), recruiting skilled employees (80%), and training the current workforce (79%) are extremely or very important issues to them. Half (50%) of all businesses view addressing the needs of an aging workforce as an extremely or very important workforce issue. More than half (56%) of surveyed businesses say it is harder now than five years ago for them to find qualified applicants for

non-management/non-supervisory positions, and almost half say it is harder now than in the past to find qualified applicants for supervisory positions (48%) or management positions (46%). Over half of the Wyoming businesses surveyed think a shortage of qualified workers is extremely (29%) or very likely (25%) to occur in the next five years, and another quarter think it is somewhat likely (24%). Most businesses say they experience a loss of institutional knowledge when an employee retires or leaves the organization (major loss: 55%; minor loss: 28%), assign a high level of importance to retaining that knowledge (Extremely important: 31%; Very important: 39%), and many have implemented a process to preserve it and pass it on(51%). The important qualities that Wyoming businesses want in employees are very similar to the qualities older employees possess: have a commitment to doing quality work; are someone you can count on in a crisis; are customer service oriented; have a solid, reliable performance record; have the ability to get along with co-workers.

Sullivan, S. E., & Duplaga, E. A. (1997). Recruiting And Retaining Older Workers For The New Millennium. *Business Horizons*, 40(6), 65.

According to the US Bureau of Labor Statistics, employers in many industries may soon face a shortage of qualified workers for the 18 million new jobs that will be created by the year 2000. Businesses with an eye toward the future will begin to plan for these predicted labor shortages. By examining research studies on the behaviors and attitudes of older workers, the value of employing these people is demonstrated and recommendations for recruiting and keeping them are offered. Recruiting older workers involves the same activities as recruiting younger ones, but businesses must make a concerted effort to modify some of their procedures to increase their attractiveness to older workers. Three major changes are involved: 1. altering the look and placement of recruitment ads, 2. expanding organizational recruitment activities, and 3. training employees on how to interview older job applicants. There are 2 strategies for retaining older workers: 1. expanding diversity programs to combat age discrimination, and 2. reconsidering the purpose of training and retirement programs.

Taylor, M. A., Shultz, K. S., & Doverspike, D. (2005). Academic Perspectives On Recruiting And Retaining Older Workers. *Thriving on an Aging Workforce: Strategies for Organizational and Systemic Change*, 43-50.

Thrall, T. H. (2005). Every RN Hour Helps. *Hospitals & Health Networks*, 79(11), 32.

Nancy McGrath, 63, who has worked as a med-surg nurse since 1989 at Rogue Valley Medical Center in Medford, OR, was so eager to continue that she formulated a strategy to keep herself on the job. The result is the Return RN program, which the hospital launched in 2001. It allows nurses with 20 years of experience to work just a few hours a week on a flexible schedule.

McGrath enjoys the flexibility. She sets her own hours, working around her care of an elderly mother-in-law and visits with 13 grandchildren.

Tourigny, L., & Pulich, M. (2006). Improving Retention Of Older Employees Through Training And Development. *The Health Care Manager*, 25(1), 43. This article explores the needs and interests of older employees in training and development efforts which can result in higher retention rates. Managers may be reluctant to train workers close to retirement age for various reasons. Managers also use certain practices to avoid training older employees. When training is offered, accurate performance feedback is essential for desired training outcomes to occur. Finally, areas are proposed which are more appropriate to include in training and development endeavors for older employees versus younger ones.

### **Other Geographic Areas – Retention Strategies for Older/Experienced Workers**

AARP Public Policy Institute. (2005). *Rethinking The Role Of Older Workers: Promoting Older Worker Employment In Europe And Japan*. Retrieved 06/08/06, from [http://assets.aarp.org/rqcenter/econ/ib77\\_workers.pdf](http://assets.aarp.org/rqcenter/econ/ib77_workers.pdf) The brief presents responses by the EU and Japan to the aging of their populations and the soaring costs of pensions, with an analysis of their goals and initiatives to foster older worker employment. In Japan, work life extension is encouraged by raising the pensionable age and providing subsidies for employers to hire and retain older workers. In Europe, efforts to prolong working life include removing incentives to retire early reforming pension policies to reward later retirement providing more flexible work and retirement options banning age discrimination educating employers about potential labor shortages.

Burholt, V., & Windle, G. (2001). *Literature Review For The Strategy For Older People In Wales*. Retrieved 06/07/06, from <http://www.wales.gov.uk/subisocialpolicy/content/ssg/LR5.pdf> The main focus has been on literature published from 1993 onwards although the nature of employment and discrimination against older people required a historical approach and earlier work has been cited. With respect to employment, the review has focused on people aged 50 and over. All types of study designs have been considered, although meta analyses and systematic reviews have been given particular consideration. The text states when anecdotal evidence is used. The initial focus has been on literature within Wales, but where this unavailable UK research will be used. The text states if European or international research is cited.

Chris, B. A. L. L. (2005). The Finnish Line. *People Management*, 11(11), 40. Develop skills in leadership and age management within organizations, and you'll start to get the feel of Finland's response to its demographic time bomb

and soaring pensions bill. Known as Maintenance of Work Ability, this program aims to tackle the root causes by improving the appeal of work and the ability of older people to do it. Interventions have been swift and comprehensive - and they seem to be working. Between 1997 and 2004 Finland's employment rate for 55- to 64-year-olds rose from 36% to nearly 50% and the country is one of the few in the industrialized world where the retirement age has been rising. Small wonder, then, that labor market planners and HR professionals around the world are looking on with interest.

Drury, E. (2001). A European Code Of Good Practice On Age And Employment (for Older Workers). *Geneva Papers on Risk and Insurance: Issues and Practice*, 26(4), 611-22.

Foster, C. (2004). ASDA - Valuing The Over-50s. *Equal Opportunities Review*, (131), 17-22.

Presents the results of a study on the strategy of ASDA in retaining employees over 50 years conducted by the staff of the periodical "Equal Opportunities Review" in Great Britain in 2004. Analysis of the employment policies of ASDA; Employment benefits offered by the company to its employees; Information on the flexible retirement policy of the company.

Moore, J., Tilson, B., & Whitting, G. (1994). *An International Overview Of Employment Policies And Practices Towards Older Workers*. Moorfoot, Sheffield: U.K. Employment Department.

Provides an international overview of policies and practices toward older workers in twenty-two countries, including European Union and European Free Trade Association countries, Japan, the United States, Canada, Australia, and New Zealand. Covers measures relating to exit strategies adopted by older workers, including the incentives in place for retirement, partial retirement, or deferred retirement; measures relating to the existence of incentives for the recruitment or retention of older workers; antidiscrimination legislation on the basis of age; and other measures in support of older worker employment. Describes whether policies are supported by legislation; how measures are targeted; the framework for implementation; and the outcomes of different measures. Moore, Tilson, and Whitting are with ECOTEC Research and Consulting. No index.

Suff, R. (2004). Recruiting And Developing Staff To Boost Retention. *IRS Employment Review*, (812), 47-48.

Focuses on staff recruitment and personnel development systems of information technology company Getronics Government Solutions in Great Britain. Analysis on recruitment function; Assessment on staff retention strategies; Technological/technical issues.

## Canada – General Retention Strategies

The Biotechnology Human Resource Council. (2002). *An Assessment Of Worker Retention & Job Satisfaction In The Canadian Biotechnology Industry*.

Retrieved 06/09/06, from

[http://www.bhrc.ca/career/reports/downloadable/TMR\\_STUDY.pdf](http://www.bhrc.ca/career/reports/downloadable/TMR_STUDY.pdf)

R&D workers exhibit the characteristics of the classic knowledge worker. As a result: Set challenging, but achievable milestones for all tasks. Whenever possible, introduce new tasks, new research opportunities, new ways of doing things. Any new knowledge, learned on the job through efforts at job enrichment or through formal training, will help maintain satisfaction levels. Try documenting and signing off on a schedule of personal objectives for the coming year. Provide sufficient resources as required. Many R&D workers would be pleased to receive verbal feedback. The old axiom “if you don’t hear anything, you’re doing fine” is dated. Even workers in R&D like to hear a regular word of encouragement from the boss or a colleague. Feedback couched within the context of the organization’s larger vision might serve as a reminder and tacit motivator.

Doherty, G., & Forer, B. (2004). *Shedding New Light On Staff Recruitment And Retention Challenges In Child Care*. Retrieved 06/09/06, from

[http://www.ccsc-cssge.ca/english/pdf/research/SheddingNewLight\\_en.pdf](http://www.ccsc-cssge.ca/english/pdf/research/SheddingNewLight_en.pdf)

The report concludes that the recruitment and retention challenges faced by child care centres result from a complex and dynamic interaction of several contributors. Addressing each contributor separately would help but is not sufficient to make child care an attractive and viable occupation. Solving recruitment and retention problems in child care requires a comprehensive, multi-pronged approach. This approach must take into account and simultaneously address: (1) the need to moderate the stress in the job; (2) compensation (wages, benefits and working conditions); (3) the accessibility of ECCE training; and (4) the current low level of public respect for the job.

Gilbert, C. (2006). TPS Faces Labour Gap With Unique Work Model. *Northern Ontario Business*, 26(6), 14-14.

The article focuses on the business strategy of TPS Group to retain and hire drivers in Ontario. The model is design for the company to compete with others in hiring qualified employees. Drivers of the company can change routes if they wanted to as part of their benefits. These drivers undergone a rigorous training program before they can start their jobs.

Lochhead, C., & Stephens, A. (2004). *Employee Retention, Labour Turnover And Knowledge Transfer*. Retrieved 06/09/06, from [http://www.cpsc-](http://www.cpsc-ccsp.ca/PDFS/CPSC%20Final%20Report%20June28%20-%207%20case%20studies2%20oct%207%202004.pdf)

[ccsp.ca/PDFS/CPSC%20Final%20Report%20June28%20-%207%20case%20studies2%20oct%207%202004.pdf](http://www.cpsc-ccsp.ca/PDFS/CPSC%20Final%20Report%20June28%20-%207%20case%20studies2%20oct%207%202004.pdf)

This report - commissioned by the CPSC and carried out by the Canadian Labour and Business Centre (CLBC) - provides a comprehensive analysis of

best practices in worker retention and knowledge transfer strategies. The report has two parts: 1) a review of the literature on best practices in retention and knowledge transfer, and 2) case studies of best practices within Canadian Plastics Manufacturing firms. Together, the documentation of these best practices can provide helpful and practical guides to other firms dealing with similar challenges.

### **USA – General Retention Strategies**

- Berta, D. (2005). Shortstaffed New Orleans Operators Offer Heady Lures To Reclaim Workers. *Nation's Restaurant News*, 39(43), 1-45.  
Reports on the strategies implemented by restaurant operators in hurricane-ravaged New Orleans, Louisiana to retain and recruit employees. Description of labor situation in the city; Wage offered by franchisee Strategic Restaurant Alliance Corp. to new and returning employees; Plan of quick-service chain Popeyes Chicken & Biscuits to raise employees' wages.
- Boggie, T. (2005). Unhappy Employees. *Credit Union Management*, 28(4), 34-37.  
Highlights factors that contributes unsatisfaction of employees towards work in credit union industries in the U.S. Reasons on the resignation of employees; Expenditures incurred by the company for the training of new employees; Tips on how to improve employee retention.
- Branch, S. (1998). You Hired 'Em. But Can You Keep 'Em? *Fortune*, 138(9), 247-250.  
Focuses on retaining employees. Estimate of the cost of replacing a worker; The importance of intellectual capital, and the frequency of failure to understand knowledge as a tangible asset; Retention as the recognition that key people cannot be taken for granted; Role of individual managers and supervisors in retention strategies.
- Cohen, J. A. (1991). Managing Tomorrow's Workplace Today. *Management Review*, 80(1), 17.  
Discusses how companies can retain their employees by addressing changes in workforce demographics. Examination of cultural biases; Offer of childcare referral services and worksite accommodations; Consideration of flextime and job sharing solutions; Training of employees; Provision of made-to-order education; Offer of parental leaves to husbands; Sponsorship of healthcare plans.
- Frank, F. D., Finnegan, R. P., & Taylor, C. R. (2004). The Race For Talent: Retaining And Engaging Workers In The 21st Century. *Human Resource Planning*, 27(3), 12-25.  
The article focuses on the issue of employee retention and engagement in the 21st century that serves as an eye opener for all Human Resource

professionals in the business world. Chief executive officers of the fastest growing companies in the United States overwhelmingly cite retention of key workers as the most critical factor to plan for in the next year ahead. This article provides an overview of both employee retention and engagement and solutions both traditional and innovative for improving retention and engagement. The financial model of some businesses requires a baseline of turnover that is considerably above zero for financial objectives to be realized. A particularly vexing aspect of employee turnover is job abandonment. Often referred to as "no-call/no-show," policies vary widely on what constitutes job abandonment. The article also presents an overview of talent and labor crisis when discussing turnover. Finally, the article gives different solutions for employee retention and engagement and the critical role of the front-line leader in retention and engagement. INSET: Turnover Cost Continue to Rise.

Frauenheim, E. (2006). On The Clock But Off On Their Own: Pet-project Programs Set To Gain Wider Acceptance. *Workforce Management*, 85(8), 40-41.

The article reports that in addition to fueling innovation, policies like Google's 20 percent time can serve as an important recruiting and retention tool, but companies must effectively manage the programs to make sure they pay off. A key to managing pet-project programs is seizing the best ideas and communicating them quickly throughout the organization.

Harris, R. (2004). How To Recruit And Retain Skilled Staff. *Farmers Weekly*, 140(15), 21-21.

Offers pieces of advice on the recruitment and retention of skilled employees. Significance of salaries in attracting employees; Factors which would demotivate workers; Calculation method to establish a salary base for new employees.

Haymarket Publishing. When intellectual Capital Starts Heading For The Door. (1999). *Management Today*, 9.

The value of a business is increasingly determined by the ideas in the heads of its people, and modern companies are as worried about losing intellectual capital as they are about theft. Ways that companies can prevent the loss of their intellectual capital are briefly discussed.

Hecht, C. (2006). The New Customer: Your Workforce. (Cover story). *Pharmaceutical Executive*, 26(4), 126-128.

The article discusses the strategies for employee retention by pharmaceutical companies. They must establish an employee-firm relationship and treat their workforce as customers by giving them opportunities to improve quality of life at work. In addition, the Emergent Life Cycle retention model offers basis in building a solid manpower and create a more productive and committed working environment.

Institute of Management And Administration. Job Sharing: One Way to Hold On To Valued Employees.(2006). *Managing Benefits Plans*, 6(1), 1-15.

The article reports that job sharing is one of the way to hold on to valued employees. Normally, employers that had two employees accomplishing the workload of only one had a productivity problem, but that is not necessarily the case anymore, according to interviews with workplace analysts. When two employees share one job, splitting the duties by having each work half the workweek then employers can reap dividends that include improving job performance, retaining valued employees, holding on to institutional knowledge, and boosting morale and loyalty. One of the main advantage of job sharing is that it aids in retention of valuable employees

Juliano, J., & Valocchi, M. (2004). The Aging Workforce: Targeting Youth, Community, And Employee Retention. *Electric Light & Power*, 82(2), 9-13.

The article presents IBM Business Consulting Services', endeavor in bringing a new generation into the workforce and grooming them for successful long-term careers in the industry. Nuclear plant external communications experts are finding that community relations programs that have long been in place can, with the right emphasis, be used to start building interest in a nuclear career among young people even as early as fourth or fifth grade. While some might ask if this is too early, Chris Comfort, president of the North American Young Generation in Nuclear, an organization of nuclear professionals age 35 and under, believes it's the right time to introduce the idea.

Lee, T. W., & Maurer, S. D. (1997). The Retention Of Knowledge Workers With The Unfolding Model Of Voluntary Turnover. *Human Resource Management Review*, 7(3), 247.

In the next century, the American and world economies will be firmly grounded in the information age. As such, retention of its key participant, namely, the knowledge worker, becomes critical to organizational well being. In an article, initial steps are taken toward understanding how to retain knowledge workers, with a particular focus on engineers. First, a new theory from the academic HRM literature (Hom & Griffeth 1995) is applied, the unfolding model of voluntary turnover (Lee & Mitchell 1994), in order to understand the 4 prototypical ways that knowledge workers might leave their organizations. Second, 3 widely accepted taxonomic types of engineers and 5 standard HRM practices are identified. As a conceptual tool, 4 matrices are created, with each corresponding to one of the 4 paths depicted by the unfolding model. Within each matrix, the 5 standard HRM functions were crossed with the 3 prototypical engineering types. The question is then asked, given the characteristics of each decision path, how might each HRM function facilitate the retention of each type of engineer?

- Lublin, J. S. (2000). In Hot Demand, Retention Czars Face Tough Job. *Wall Street Journal - Eastern Edition*, 236(50), B1.  
Discusses the growing number of companies that are employing full-time people whose sole purpose is to keep other employees from leaving the company. Industries that are using such retention specialists; Details of retention strategies employed by Chief Talent Officer John Sullivan of Agilent Technologies Inc.; Difficulties encountered by retention specialists.
- Mattson-Teig, B. (2005). Wanted: A Few Good. *National Real Estate Investor*, 47(9), 39-44.  
Reports on efforts of real estate services firms to recruit and retain top property managers. Response to the recruitment and retention challenge through restructured hiring practices and incentive programs; History of the staffing problem in the real estate sector; Ripple effect of manager shortage throughout the real estate industry; Examples of strategies implemented by real estate firms.
- Salkey, J. (2004). Recruiting And Retaining The Best. *Strategic HR Review*, 3(5), 2-2.  
Outlines the approach taken by some organizations in the U.S. in recruiting and retaining the best employees. Description of the strategies that Dixons Group has adopted to ensure it has recruited the best employees; Elements of employee value proposition which many organizations attempted to realize by articulating its employees' values; Discussion of the recruitment and retention challenges faced by organizations.
- Shenkel, R. (2004). 5 Ways To Retain Good Staff. *Family Practice Management*, 11(10), 57-58.  
Provides strategies for retaining good employees. Establishment of positive and caring relationships in the company; Recognition of achievement; Provision of opportunities for growth and advancement.
- Steel, R. P., Griffeth, R. W., & Hom, P. W. (2002). Practical retention policy for the practical manager. *Academy of Management Executive*, 16(2), 149-162.  
The article discusses a practical retention policy that can be employed by managers. In this article, the authors show how the findings of retention research may be used to inform and enlighten a policy-formulation process. As a rule, employee replacement costs tend to accelerate as labor markets tighten. Tightening labor supplies are precisely the business conditions characteristic of the recent U.S. economy. Employers are being short-sighted if they ignore retention management during periods of business slowdown. High levels of unemployment will dissuade some employees from considering a job move, but not all. Recent research suggests that unemployment rates, even high rates, have little bearing on the turnover plans of individuals with specialized skills and training. Retention policy should be an important part of an effective workforce-management program.

Like most things worth doing, effective retention policies are not the product of a simple formula. They usually result from methodical data collection, studious data analysis, and thoughtful construction of problem-responsive strategies. Labor markets have been tightening over the past decade, and replacement costs associated with filling vacancies have been spiraling upward for years. Development of fully integrated retention policy may be one of the most effective responses that workforce managers can make to these kinds of problems. Integrated retention policy uses problem-relevant information to shape focused retention initiatives. Retention research can help in the policy-development process. Retention research can shed light on the value of standard practices (e.g., exit interviews), offer telling insights into patterns and trends in employee behavior (e.g., the relative tendencies of high and low performers), and provide information relating to the efficacy of popular retention strategies (e.g., Expectation Lowering Training). In this article we show how the findings of retention research may be used to inform and enlighten a policy-formulation process. [ABSTRACT FROM AUTHOR]

USA General Accounts Office. *Human Capital: Effective Use of Flexibilities Can Assist Agencies in Managing Their Workforces: GAO-03-2(2002)*. U.S. Government Accountability Office.

An essential element to acquiring, developing, and retaining high-quality federal employees is agencies' effective use of human capital flexibilities. These flexibilities represent the policies and practices that an agency has the authority to implement in managing its workforce. Congressional requesters asked GAO to provide information on agency and union officials' views about the most effective human capital flexibilities, additional flexibilities needed, and whether additional flexibilities could be implemented while also protecting employees' rights. GAO was also asked to identify key practices for effective use of flexibilities. GAO interviewed the human resources directors of the federal government's 24 largest departments and agencies, and representatives of 4 national organizations representing federal employees and managers. GAO further focused its efforts on 7 federal agencies--Department of Air Force, General Services Administration, Internal Revenue Service, International Trade Administration, U.S. Mint, State Department, and Veterans Benefits Administration--interviewing more than 200 managers, supervisors, human resources officials, and union representatives in headquarters and field locations. Agency and union officials' views on human capital flexibilities. Most effective flexibilities. Existing flexibilities that are most effective in managing the workforce are work-life programs, such as alternative work schedules, child care assistance, and transit subsidies; monetary recruitment and retention incentives, such as recruitment bonuses and retention allowances; special hiring authorities, such as student employment and outstanding scholar programs; and incentive awards for notable job performance and contributions, such as cash and time-off awards.

Winterton, J. (2004). A conceptual model of labour turnover and retention. *Human Resource Development International*, 7(3), 371-390.

While the importance of skill formation has been widely acknowledged in recent years, the issue of skill retention has been relatively neglected. Employers see little point in raising skills in sectors where a high proportion of individuals will leave, yet failure to invest in training and development may contribute to higher labour turnover. Drawing upon an extensive literature review, this paper develops a conceptual model of labour turnover and retention that distinguishes four stages in the processes affecting an individual's intention to quit, and actual separation from the job. Potential solutions that might reduce the quit rate and retain skilled labour are proposed in relation to these four stages.

### **Other Geographic Areas – General Retention Strategies**

Dovlo, D. (2004). Managing the Return And Retention Of National Intellectual Capacity. *Bulletin of the World Health Organization*, 82(8), 620-621.

Focuses on the management and retention of national intellectual capacity. Inability of many sub-Saharan African countries to establish a strategy for managing brain drain; Assessment of issues related to human resources for health; Examination of the negative effects of brain drain.

Hawkins, S. (2002). The Competence Marketplace. *T+D*, 56(12), 60.

Reports on an employee development program modeled by Sweden-based life-insurance firm Skandia SA that promotes employee retention. Factors that motivated Skandia to invest in employee retention; Categories into which intellectual capital is divided at Skandia; Factors on which the company relies to manage its human capital.

Holland, P. J., Hecker, R., & Steen, J. (2002). Human Resource Strategies And Organisational Structures For Managing Gold-Collar Workers. *Journal of European Industrial Training*, 26(2-4), 72.

This article states that the rapid expansion of the information technology (IT) industry has brought about skill shortages in many advanced western economies. Human resource (HR) policies and organizational structures for developing and retaining IT staff through two case studies of organizations in the IT and telecommunications sector in Australia are examined. It is concluded that developing HR policies in order to recruit and retain staff, and linking these to appropriate organizational structure, is becoming of increased importance in order to encourage employees to remain with a company. The alternative for many organizations is the loss of key staff and intellectual capital, as well as market share to competitors as e-commerce, globalization, and the pace of technological change accelerates.

Suff, R. (2004). Great Ormond Street Hospital Rises To The Challenge. *IRS Employment Review*, (801), 45-48.

Discusses significant progress experienced by Great Ormond Hospital for Children in attracting and retaining staff in Great Britain. Implementation of benefits and policies; Importance of training and development of employees; Introduction of clinician assistant and clinical site practitioner roles that are designed to absorb some of the duties that junior doctors would perform.

Suff, R. (2005). Starting Off On The Right Foot. *IRS Employment Review*, (821), 42-46.

Points out that employers in Great Britain who view induction as a ongoing process and the first step of a new employee's personal development are likely to benefit from better retention rates. Indication that labor turnover tends to be higher within the first few months of employment; Some organizations extending the length of their induction programs and tailoring them to suit specific needs. INSETS: Induction is the first step of many of Northern Rock; Induction boosts retention at Kwik-Fit Financial Services; E-Induction for Surrey local government.

## Excluded Articles

- Ability counts. (1991). *Management Services*, 35(9), 6-8.
- Adams, S. J. (2004). Age Discrimination Legislation and the Employment of Older Workers. *Labour Economics*, 11(2), 219-41.
- Age Discrimination Rife In The Workplace.(2005). *Equal Opportunities Review*, (148), 16-19.
- Aging Work Force Trouble For Economy. (2004). *Plant*, 63(9), 8.
- Ahrlrichs, N. S. (2001). Intellectual capital. *Executive Excellence*, 18(6), 10.
- Allstate: 3d Time on Top 50 Diversity List. (2004). *American Banker*, 169(75), 9.
- American Society For Training And Development. *Grow a VEO*. (2005). *T+D*, 59(12), 11-12.
- An Active Future For Older Workers. (1992). *The Worklife Report*, 8(4), 9.
- Andelman, B. (2005). Can Recognition Be Measured? *Corporate Meetings & Incentives*, 24(12), 33-34.
- Anderson, R. (1999). New Developments in Europe for Employment at End-of-Career. *Geneva Papers on Risk and Insurance: Issues and Practice*, 24(4), 534-42.
- Andrews, E. S. (1992). Expanding Opportunities for Older Workers. *Journal of Labor Research*, 13(1), 55-65.
- Au, D. W. H., Crossley, T. F., & Schellhorn, M. (2004). *The Effect of Health Changes and Long-term Health on the Work Activity of Older Canadians* McMaster University, Social and Economic Dimensions of an Aging Population Research Papers.
- Au, D. W. H., Crossley, T. F., & Schellhorn, M. (2005). *The Effect of Health Changes and Long-term Health on the Work Activity of Older Canadians* McMaster University, Quantitative Studies in Economics and Population Research Reports.
- Australian Department of Social Security. (1996). *Early retirement seminar* Canberra: Australian Government Publishing Service.
- Baillie-Ruder, S. (2004). A touch of grey. *Profit*, 23(6), 69.

- Barkholdt, C., Frerichs, F., & Naegele, G. (1995). Altersübergreifende Qualifizierung--eine Strategie zur betrieblichen Integration alterer Arbeitnehmer. (Training Programmes for Workers of All Ages--A Strategy for Integrating Older Workers within Firms. With English summary.). *Mitteilungen Aus Der Arbeitsmarkt- Und Berufsforschung*, 28(3), 425-36.
- Barrick, M. R., & Zimmerman, R. D. (2005). Reducing Voluntary, Avoidable Turnover Through Selection. *Journal of Applied Psychology*, 90(1), 159-166.
- Barringer, M. W., & Mitchell, O. S. (1993). Health Insurance Choice and the Older Worker. *As the Workforce Ages: Costs, Benefits, and Policy Challenges.*, , 125-46.
- Bartel, A. P., & Sicherman, N. (1993). Technological Change and Retirement Decisions of Older Workers. *Journal of Labor Economics*, 11(1), 162-83.
- Barton, D. (2006). Talent Accountability. *Leadership Excellence*, 23(2), 12-13.
- Beaudry, P., & Green, D. A. (2000). Cohort patterns in Canadian earnings: Assessing the role of skill premia in inequality trends. *The Canadian Journal of Economics*, 33(4), 907.
- Bellavance, C. (2005). Second debut. *CA Magazine*, 138(5), 1.
- Bellinger, R. (1993). Older workers `undervalued'. *Electronic Engineering Times*, (766), 93.
- Berkel, B., & Borsch-Supan, A. (2004). Pension Reform in Germany: The Impact on Retirement Decisions. *FinanzArchiv*, 60(3), 393-421.
- Berta, D. (2004). Operators Look To Older Workers To Swell Ranks. *Nation's Restaurant News*, 38(41), 4-16.
- Besl, J. R., & Kale, B. D. (1996). Older Workers in the 21st Century: Active and Educated, A Case Study. *Monthly Labor Review*, 119(6), 18-28.
- Bhattacharya, J., Mulligan, C. B., & Reed, R. R., III. (2004). Labor Market Search and Optimal Retirement Policy. *Economic Inquiry*, 42(4), 560-71.
- Blanchflower, D. G., & Meyer, B. D. (1994). A Longitudinal Analysis of the Young Self-Employed in Australia and the United States. *Small Business Economics*, 6(1), 1-19.
- Blondal, S., & Scarpetta, S. (1997). Early Retirement in OECD Countries: The Role of Social Security Systems. *OECD Economic Studies*, 0(29), 7-54.

- Boath, D., & Smith, D. Y. (2004). When Your Best People Leave, Will Their Knowledge Leave, Too? *Harvard Management Update*, 9(9), 6-7.
- Boockmann, B., & Zwick, T. (2004). Betriebliche Determinanten der Beschäftigung alterer Arbeitnehmer. (Company Determinants of the Employment of Older Workers. With English summary.). *Zeitschrift Fur ArbeitsmarktForschung/Journal for Labour Market Research*, 37(1), 53-63.
- Boone, J., & Bovenberg, A. L. (2002). *The Optimal Taxation of Unskilled Labour with Job Search and Social Assistance*. C.E.P.R. Discussion Papers, CEPR Discussion Papers: 3446.
- Borghans, L., & ter Weel, B. (2002). Do Older Workers Have More Trouble Using a Computer Than Younger Workers? *The Economics of Skills Obsolescence: Theoretical Innovations and Empirical Applications*, , 139-73.
- Bound, J. (1999). The Dynamic Effects of Health on the Labor Force Transitions of Older Workers. *Labour Economics*, 6(2), 179-202.
- Bovenberg, A. L. (2003). Financing Retirement in the European Union. *International Tax and Public Finance*, 10(6), 713-34.
- Bradley, S., Draca, M., Green, C. & Mangan, J. (2004). *Quits, Separations and Worker Turnover in the Public Sector: Evidence from a Competing Risks Analysis*. Retrieved 05/26/06, from [www.lancs.ac.ukstaffecasbpspaper\\_oct2004.pdf](http://www.lancs.ac.ukstaffecasbpspaper_oct2004.pdf)
- Brandel, M. (2005). HR Gets Strategic. *Computerworld*, 39(4), 33-34.
- Breen, B. (2001). Where are you on the talent map? (Cover story). *Fast Company*, (42), 102-108.
- Brooke, L. (2003). Human Resource Costs and Benefits of Maintaining a Mature-Age Workforce. *International Journal of Manpower*, 24(3), 260-83.
- Brown, D. (2001). Onus on private sector, not government, to encourage older staff to work longer. *Canadian HR Reporter*, 14(18), 3.
- Brown, D. (2002). Impending labour shortages put focus on older workers. *Canadian HR Reporter*, 15(14), 1.
- Brown, D. (2004). Training older workers can offset shortages due to aging: Report. *Canadian HR Reporter*, 17(15), 3.
- Buchanan, M. (2005). Playing for keeps. *Nursing Standard*, 19(27), 27-27.

- Budetti, P. P. (2001). *Ensuring health and income security for an aging workforce* Kalamazoo, Mich.: W. E. Upjohn Institute for Employment Research.
- Burkhauser, R. V. (1999). Health, Work, and Economic Well-Being of Older Workers, Aged Fifty-One to Sixty-One: A Cross-National Comparison Using the U.S. HRS and the Netherlands CERRA Data Sets. *Wealth, Work, and Health: Innovations in Measurement in the Social Sciences: Essays in Honor of F. Thomas Juster*, 233-66.
- Burkhauser, R. V., & Weathers, R. R., II. (2001). Access to Wealth among Older Workers in the 1990s and How It Is Distributed: Data from the Health and Retirement Study. *Assets for the Poor: The Benefits of Spreading Asset Ownership*, 74-131.
- Burton, J. F., Jr, & Spieler, E. A. (2001). Workers' Compensation and Older Workers. *Ensuring Health and Income Security for an Aging Workforce*, , 41-83.
- Campbell, N. (1999). *The Decline of Employment Among Older People in Britain; The Decline of Employment Among Older People in Britain* Centre for Analysis of Social Exclusion, LSE, CASE Papers.
- Canadian Labour And Business Centre. (2001). *Where Did All The Workers Go? The Challenges Of The Aging Workforce*. Retrieved 06/07/06, from <http://www.clbc.ca/files/Reports/workersgo.pdf>
- Carbery, R., Garavan, T. N., O'Brien, F., & McDonnell, J. (2003). Predicting hotel managers' turnover cognitions. *Journal of Managerial Psychology*, 18(7), 649-679.
- Case Study — Essex County Council* (2004). Reed Elsevier.
- Casey, B., & Laczko, F. (1992). Older Worker Employment: Change and Continuity in the 1980s. *Fordism and Flexibility: Divisions and Change*, , 137-53.
- Castro, C., & Neira, E. (2005). Knowledge Transfer: Analysis Of Three Internet Acquisitions. *International Journal of Human Resource Management*, 16(1), 120-135.
- Cazals, C. (1992). Evolution des individus ages sur le marche du travail aux Etats-Unis: Un modele a risques concurrents. (Older Workers Transitions in the U.S. Labor Market: A Competing Risks Model. With English summary.) *Revue Economique*, 43(3), 487-508.

- Chan, S., & Stevens, A. H. (2001). Job Loss and Employment Patterns of Older Workers. *Journal of Labor Economics*, 19(2), 484-521.
- Chan, S., & Stevens, A. H. (2001). The Effects of Job Loss on Older Workers: Employment, Earnings, and Wealth. *Ensuring Health and Income Security for an Aging Workforce*, , 189-211.
- Chan, S., & Stevens, A. H. (2004). How Does Job Loss Affect the Timing of Retirement? *Contributions to Economic Analysis and Policy*, 3(1), 1-24.
- Chen, J. (2004). Essays on Part-Time Labor Markets for Older Workers.
- Chiu, W. C. K., Chan, A. W., Snape, E., & Redman, T. (2001). Age stereotypes and discriminatory attitudes towards older workers: An East-West comparison. *Human Relations*, 54(5), 629-661.
- Christensen, K., & Catsouphe, M. (2005). Accommodating older workers' needs for flexible work options. *Ivey Business Journal Online*1.
- Chu, S. C. K., & Lin, C. K. Y. (1994). Cohort analysis technique for long-term manpower planning: The case of a Hong Kong tertiary. *Journal of the Operational Research Society*, 45(6), 696.
- Councils Face Growing Recruitment Problems.(2004). *IRS Employment Review*, (812), 42-42.
- Couzins, M., & Beagrie, S. (2004). How To Cut It At Assessment Centres. *Personnel Today*, 35-35.
- Crepon, B., Deniau, N., & Perez-Duarte, S. (2003). Productivite et salaire des travailleurs ages. (Productivity and Wages of Older Workers. With English summary.). *Revue Francaise d'Economie*, 18(1), 157-85.
- Crompton, S. (1996). You Wear It Well: Health of Older Workers. *Perspectives on Labour and Income*, 8(3), 31-36.
- Cunningham, J. B., & Debrah, Y. A. (1995). Skills for managing human resources in a complex environment: the perceptions of human resource managers in Singapore. *International Journal of Human Resource Management*, 6(1), 79-101.
- D'Amico, E. (2005). Management: Retaining Top Talent. *Chemical Week*, 167(43), 15.
- Daniel, M. (2006). Leadership For The Battlefield Of Business. *T+D*, 60(3), 42-45.

- Deaton, A. S. (1996). The Effect of Labor Market Rigidities on the Labor Force Behavior of Older Workers. *Advances in the Economics of Aging*, 58-60.
- Delsen, L. (1996). Gradual Retirement: Lessons from the Nordic Countries and the Netherlands. *European Journal of Industrial Relations*, 2(1), 55-67.
- Denton, D. K. (1997). Reengineering employee recruitment: Retain the best that.. *Business Forum*, 22(2/3/4), 13.
- Derriennic, F., Saurel-Cubizolles, M., & Montfort, C. (2003). Sante, conditions de travail et cessation d'activite des salaries ages. (Cessation of Activity of the Older Workers, Health and Working Conditions. With English summary.). *Travail Et Emploi*, 0(96), 37-53.
- Designed To Work? (2003). *New Zealand Management*, 50(9), 56-56.
- Di Pino, A. (2001). Un criterio de pseudo-equita per la determinazione dei trattamenti pensionistici di anzianita in Italia. (A "Pseudo-Equitable" Criteria for Determining Seniority Pensions in Italy. With English summary.). *Studi Economici*, 56(73), 75-101.
- Discussions Online. (2005). *Personnel Today*, 11-11.
- Disney, R., & Smith, S. (2002). The Labour Supply Effect on the Abolition of the Earnings Rule for Older Workers in the United Kingdom. *Economic Journal*, 112(478), 52.
- Doeringer, P. B., Sum, A., & Terkla, D. G. (2002). Older Workers and Active Labour Market Policy in a Full Employment Economy: The Case of the United States. *Labour Market and Social Protection Reforms in International Perspective: Parallel Or Converging Tracks?*, 374-403.
- Donnelly, G. (2000). Recruiting retention & returns. *CFO*, 16(3), 68.
- Driver Labor Environment Remains Tight; Retention Remains A Challenge. (2005). *Modern Bulk Transporter*, 67(9), 15-15.
- Dunlop, J. T. (2002). The Imperatives of Training Older Workers: A Massachusetts Report and Recommendations. *Eli Ginzberg: The Economist as a Public Intellectual*, 155-68.
- Dunn, S. (2005). Effective Strategies for Training Older Workers. *Thriving on an Aging Workforce: Strategies for Organizational and Systemic Change*, 70-78.
- Dygalo, N. (2004). Essays on Measuring Human Capital and Older Workers Productivity.

- Elmeskov, J. (2004). Aging, Public Budgets, and the Need for Policy Reform. *Review of International Economics*, 12(2), 233-42.
- Employers Set To Push For Retirement Age Flexibility. (2002). *Personnel Today*1.
- Encel, S. (1996). Involuntary Early Retirement and Labour Force Re-entry for Older Workers; Involuntary Early Retirement and Labour Force Re-entry for Older Workers. *Early Retirement Seminar*, 113-20.
- Encel, S. (2000). Mature Age Unemployment: A Long-Term Cost to Society. *Economic and Labour Relations Review*, 11(2), 233-45.
- Evans, B. (2004). Lost assets. *Canadian HR Reporter*, 17(5), 19.
- Favreault, M., Ratcliffe, C., & Toder, E. (1999). Labor Force Participation of Older Workers: Prospective Changes and Potential Policy Responses. *National Tax Journal*, 52(3), 483-503.
- Federal Law Enforcement: Selected Issues in Human Capital Management. (2003). *GAO Reports*, 1.
- Felix, S. (2001). EAPs mature with the aging workforce. *Benefits Canada*, 25(3), 38.
- Ferguson, K. H. (1994). Attrition of older industry employees causes slight decline. *Pulp & Paper*, 68(2), 93.
- Fields, G. (2004). Security Vetting Of Employees Is Highly Prized. *Wall Street Journal - Eastern Edition*, 243(37), B1-B8.
- Florida Center For Nursing Update. (2004). *Florida Nurse*, 52(4), 32-32.
- Focarelli, D., & Zanghieri, P. (2005). Labour Force Participation of Older Workers in Italy: Trends, Causes and Policy Issues. *Geneva Papers on Risk and Insurance: Issues and Practice*, 30(4), 711-23.
- Foreign Assistance: USAID Needs to Improve Its Workforce Planning and Operating Expense Accounting. (2003). *GAO Reports*,1.
- Forrester, K., & Ward, K. (1990). Trade Union Services for the Unemployed: The Unemployed Workers' Centres. *British Journal of Industrial Relations*, 28(3), 387-395.

- Fowler, A. (1998). Operations management and systemic modelling as frameworks for BPR. *International Journal of Operations & Production Management*, 18(9/10), 1028-1056.
- Friedberg, L. (2003). The Impact of Technological Change on Older Workers: Evidence from Data on Computer Use. *Industrial and Labor Relations Review*, 56(3), 511-29.
- Galvin, T. (2004). The Tip Of The Iceberg. *Training (New York, N.Y.)*, 41(1), 6.
- Garen, J., Berger, M., & Scott, F. (1996). Pensions, Non-discrimination Policies, and the Employment of Older Workers. *Quarterly Review of Economics and Finance*, 36(4), 417-29.
- Gay, K. (1998). The other side of the hill. *CGA Magazine*, 32(7), 23.
- Ghent, N. (2004). Grey new world. *Benefits Canada*, 28(7), 28.
- Gibson, K. J., Zerbe, W. J., & Franken, R. E. (1993). Employers perceptions of the re-employment barriers faced by older job hunters. *Relations Industrielles*, 48(2), 321.
- Gold, M., Taylor, C. R., Kaye, B., Jordan-Evans, S., & Schwarz, R. (2003). Executive Summaries. *T+D*, 57(4), 82.
- Goldberg, J., Miller, K. D., & Lewchanin, s. (2001). Letters to the Editor. *Human Resource Planning*, 24(2), 6.
- Grabarek, B. (2004). Looking for a Little R&R. *American Nurseryman*, 200(10), 33-34.
- Grant, A. (2003). Tallowbarn Subject To Instant MBO. *Printing World*, 284(10), 14.
- Gratton, B. (1996). The Poverty of Impoverishment Theory: The Economic Well-Being of the Elderly, 1890-1950. *Journal of Economic History*, 56(1), 39-61.
- Greene, K. (2002). Companies Could Lure Older Workers to Stay On. *Wall Street Journal - Eastern Edition*, 240(101), D2.
- Greengard, S. (2003). What's in store for 2004. *Workforce Management*, 82(13), 34-40.
- Groot, W., & van den Brink, Henriette Maassen. (1999). Job Satisfaction of Older Workers. *International Journal of Manpower*, 20(5-6), 343-60.

- Grossman, R. J. (2003). Are you ignoring older workers? *HR Magazine : On Human Resource Management*, 48(8), 40.
- Gruber, J., & Kubik, J. D. (1997). Disability Insurance Rejection Rates and the Labor Supply of Older Workers. *Journal of Public Economics*, 64(1), 1-23.
- Gugler, W. (2004). Grey matters. *Hardware Merchandising*, 116(6), 38.
- Habtu, R. (2003). Men 55 and Older: Work or Retire? *Perspectives on Labour and Income*, 15(1), 47-54.
- Hakola, T., & Uusitalo, R. (2005). Not So Voluntary Retirement Decisions? Evidence from a Pension Reform. *Journal of Public Economics*, 89(11-12), 2121-36.
- Haveman, R. (2001). Social Insurance and the Older Worker: An Overview. *Ensuring Health and Income Security for an Aging Workforce*, , 163-75.
- Hawkrigg, J. (2006). Role Reversal. *Canadian HR Reporter*, 19(5), 13.
- Helton, K. A., & Soubik, J. A. (2004). Case Study: Pennsylvania's Changing Workforce: Planning Today with Tomorrow's vision. *Public Personnel Management*, 33(4), 459-473.
- Hennessy, R. (2001). Countering attrition with outreach, marketing and education. *Pollution Engineering*, 33(9), 198.
- Hennessy, R. D. (2005). Candidate Care: A Competitive Advantage. *Pharmaceutical Executive*, 8.
- Herman, R. E. (2003). Impending Crisis. *Canadian Manager*, 28(2), 22.
- Hertfordshire County Council. (2003). *Personnel Today*, 31-31.
- Heywood, J. S., Ho, L., & Wei, X. (1999). The Determinants of Hiring Older Workers: Evidence form Hong Kong. *Industrial and Labor Relations Review*, 52(3), 444-59.
- Higgins, J. (2004). *Editorial* Director Publications Ltd.
- Hirsch, B. T., Macpherson, D. A., & Hardy, M. A. (2000). Occupational Age Structure and Access for Older Workers. *Industrial and Labor Relations Review*, 53(3), 401-18.
- Ho, L. S., Wei, X. D., & Voon, J. P. (2000). Are Older Workers Disadvantaged in the Hong Kong Labour Market? *Asian Economic Journal*, 14(3), 283-300.

- Hodgkinson, G. P., & Daley, N. (1995). Knowledge of, and attitudes towards, the demographic time bomb. *International Journal of Manpower*, 16(8), 59.
- Hogan, B. J. (2004). Getting It Done. *Manufacturing Engineering*, 133(3), 10-10.
- Holloway, A. (2003). Aging I.T. workforce a federal concern. *Channel Business*, 16(2), 11.
- Holloway, A. (2004). Work Forever. *Canadian Business*, 77(14/15), 46.
- Holloway, A., & Leung, C. (2005). Prime time. *Canadian Business*, 78(14/15), 30.
- Holtom, B. C., Mitchell, T. R., Lee, T. W., & Inderrieden, E. J. (2005). Shocks As Causes Of Turnover: What They Are And How Organizations Can Manage Them. *Human Resource Management*, 44(3), 337-352.
- How To Defuse The "Grey Time Bomb". (2002). *The Worklife Report*, 14(2), 10.
- Hughes, L. (2004). Are your employees ready to jump ship? *Women in Business*, 56(3), 30-31.
- Hull, S. (2006). The War For Talent. *Pharmaceutical Executive*, 26(4), 120-124.
- Human Resource Conference Paper Abstracts* (2005). Academy of Management.
- Human Rights Issues Facing Older Persons. (2000). *The Worklife Report*, 12(4), 7.
- Hurd, M. D. (1996). The Effect of Labor Market Rigidities on the Labor Force Behavior of Older Workers. *Advances in the Economics of Aging*, 11-58.
- Hutchens, R. (1999). Social Security Benefits and Employer Behavior: Evaluating Social Security Early Retirement Benefits as a Form of Unemployment Insurance. *International Economic Review*, 40(3), 659-78.
- Hutchens, R. M. (1993). Restricted Job Opportunities and the Older Worker. As *the Workforce Ages: Costs, Benefits, and Policy Challenges.*, 81-102.
- In Brief. (2003). *People Management*, 9(5), 8.
- Infozone Strategy Clinic. (2005). *Caterer & Hotelkeeper*, 195(4394), 57-57.
- Jensen, G. A., & Morrissey, M. A. (2001). Endogenous Fringe Benefits, Compensating Wage Differentials and Older Workers. *International Journal of Health Care Finance and Economics*, 1(3-4), 203-26.

- Jensen, P. H. (2005). Reversing the Trend from "Early" to "Late" Exit: Push, Pull and Jump Revisited in a Danish Context. *Geneva Papers on Risk and Insurance: Issues and Practice*, 30(4), 656-73.
- Jimenez-Martin, S., Labeaga, J. M., & Prieto, C. V. (2005). *A sequential model for older workers' labor transitions after a health shock; A sequential model for older workers' labor transitions after a health shock* Department of Economics and Business, Universitat Pompeu Fabra, Economics Working Papers.
- Johnson, P. (1993). Older Workers and the British Labour Market: Analysing Longrun Trends. *Historical Analysis in Economics.*, 123-42.
- Johnson, R. W. (1993). Wages and Pension Benefits among Older Workers: Theory and Evidence.
- Johnson, R. W., & Neumark, D. (1997). Age Discrimination, Job Separations, and Employment Status of Older Workers: Evidence from Self-Reports. *Journal of Human Resources*, 32(4), 779-811.
- Johnson, R. W., & Uccello, C. E. (2004). Cash Balance Plans: What Do They Mean for Retirement Security? *National Tax Journal*, 57(2), 315-28.
- Joia, L. A. (2004). Are frequent customers always a company's intangible asset?: Some findings drawn from an exploratory case study. *Journal of Intellectual Capital*, 5(4), 586.
- Jolivet, A. (2001). Vieillissement, salaire et demande de travailleurs ages. (Ageing, Wages and the Demand for Older Workers. With English summary.). *Travail Et Emploi*, 0(88), 65-82.
- Jolivet, A. (2002). Training Practices and Management of Older Workers: A Typology from the French Case. *Education, Training and Employment Dynamics: Transitional Labour Markets in the European Union*, 223-42.
- Jolivet, A. (2003). Age et relation d'emploi: Les mecanismes d'une selection defavorable aux travailleurs plus ages. (Age and Employment Relation: The Mechanisms of a Selection against Older Workers. With English summary.). *Revue d'Economie Politique*, 113(1), 15-35.
- Jorgensen, B. (2006). Forever young? *Electronic Business*, 32(5), 18.
- Kim, H., & DeVaney, S. A. (2005). The Selection of Partial or Full Retirement by Older Workers. *Journal of Family and Economic Issues*, 26(3), 371-94.

- Kindelan, A. (1998). Older workers can alleviate labor shortages. *HRMagazine : On Human Resource Management*, 43(10), 200.
- King, P. (2004). Directors face recruiting challenges, focus on retention. *Nation's Restaurant News*, 38(28), 22-22.
- Koeber, C., & Wright, D. W. (2001). Wage Bias in Worker Displacement: How Industrial Structure Shapes the Job Loss and Earnings Decline of Older American Workers. *Journal of Socio-Economics*, 30(4), 343-52.
- Koike, K. (1996). Dislocation and the Employment of Older Workers. *Japanese Economic Studies*, 24(3), 62-82.
- Koller, B., & Gruber, H. (2001). Ältere Arbeitnehmer im Betrieb und als Stellenbewerber aus der Sicht der Personalverantwortlichen. (Older Workers in the Firm and as Job Candidates--The View of Those Responsible for Personnel Management. With English summary.). *Mitteilungen Aus Der Arbeitsmarkt- Und Berufsforschung*, 34(4), 479-505.
- Koller, B., & Plath, H. (2000). Qualifikation und Qualifizierung älterer Arbeitnehmer. (Qualification and Training of Older Workers. With English summary.). *Mitteilungen Aus Der Arbeitsmarkt- Und Berufsforschung*, 33(1), 112-25.
- Koopman-Boyden, P. G., & Macdonald, L. (2003). Ageing, Work Performance and Managing Ageing Academics. *Journal of Higher Education Policy and Management*, 25(1), 29-40.
- Kranc, J. (2004). Big Blue's Cash-Balance Blues. *Benefits Canada*, 28(12), 85.
- Lalive, R., & Zweimuller, J. (2004). Benefit Entitlement and Unemployment Duration: The Role of Policy Endogeneity. *Journal of Public Economics*, 88(12), 2587-2616.
- Lamirand, R. (1998). Class struggle. *BC Business*, 26(7), 46.
- Landro, L. (2003). Hospitals Push to Improve Intensive Care. *Wall Street Journal - Eastern Edition*, 242(61), D1-D8.
- Lee, K. (2003). Back in time. *Employee Benefit News*, 17(15), 1-38.
- Leidl, D. (2004). Over the Hill. *BC Business*, 32(7), 36.
- Lende, T. (2002). Workplaces looking to hire part timers. *Canadian HR Reporter*, 15(8), 9.

- Leonesio, M. V. (1993). Social Security and Older Workers. *As the Workforce Ages: Costs, Benefits, and Policy Challenges.*, 183-204.
- Leonesio, M. V. (1993). Social Security and Older Workers. *Social Security Bulletin*, 56(2), 47-57.
- Leonesio, M. V. (1996). The Economics of Retirement: A Nontechnical Guide. *Social Security Bulletin*, 59(4), 29-50.
- Leppel, K., & Clain, S. H. (1995). The Effect of Increases in the Level of Unemployment on Older Workers. *Applied Economics*, 27(10), 901-06.
- Li, J., & Mayer, W. (1996). Age as a Determinant of Labor's Trade Policy Interests. *Pacific Economic Review*, 1(2), 147-67.
- Live Longer, Work Longer? (2000). *The Worklife Report*, 12(3), 1.
- Lord, R. L. (2002). Traditional motivation theories and older engineers. *Engineering Management Journal*, 14(3), 3.
- Lowe, G. (2003). Retiring Baby Boomers Open To Options, But Get Them Before They Leave. *Canadian HR Reporter*, 16(5), 6.
- Lowe, G., Schellenberg, G. & Shannon, H. (2003). *Correlates Of Employees' Perceptions Of A Healthy Work Environment*. Retrieved 05/26/06, from <http://www.grahamlowe.ca/documents/61/AJHP%20article%207-03.pdf>
- Loyal Treatment.(2004). *Entrepreneur*, 32(4), 80-81.
- MacDonald, P. (2005). Industry Veteran. *Logging & Sawmilling Journal*, 36(3), 36.
- Manning, N. (1996). Do Older Workers Drop Out of the Labour Market? Some Recent British Evidence. *Bulletin of Economic Research*, 48(2), 167-71.
- Marketing Pulls In The Troops At Hills. (2003). *Contract Journal*, 418(6430), 7.
- Markusen, J., & Rutherford, T. (2004). *Learning on the Quick and Cheap: Gains from Trade Through Imported Expertise* C.E.P.R. Discussion Papers, CEPR Discussion Papers: 4504.
- Marsden, D., & Ryan, P. (1991). Institutional Aspects of Youth Employment and Training Policy: Reply. *British Journal of Industrial Relations*, 29(3), 497-505.

- Marshall, V. W., & Marshall, J. G. (2003). Ageing and Work in Canada: Firm Policies. *Geneva Papers on Risk and Insurance: Issues and Practice*, 28(4), 625-39.
- Massy, J. (2005). Learning's grey market. *E.Learning Age*, 14.
- Mayo, A. (2004). Who do we value? *Personnel Today*, 59.
- Mazerolle, M. J., & Singh, G. (1999). Older workers' adjustments to plant closures. *Relations Industrielles*, 54(2), 313.
- McDonald, J. (2003). A portrait of balance. *Benefits Canada*, 27(5), 5.
- McGarry, K. (2004). Health and Retirement: Do Changes in Health Affect Retirement Expectations? *Journal of Human Resources*, 39(3), 624-48.
- Meek, S. R. (2006). Understanding retirement options. *CMA Management*, 79(9), 44.
- Memishi, R. (2001). Staffing Strategies. *Internet World*, 7(9), 40.
- Mercer Human Resource Consulting. (2004). *Staying Ahead Of The Curve 2004: Employers Best Practices For Mature Workers*. Retrieved 06/08/06, from [http://assets.aarp.org/rgcenter/econ/multiwork\\_2004.pdf](http://assets.aarp.org/rgcenter/econ/multiwork_2004.pdf)
- Merkes, M. (2003). Women's Working Futures--Views, Policies and Choices. *Foresight*, 5(6), 53-60.
- Messmer, M. (2000). Preventing Employee Turnover. *Strategic Finance*, 82(3), 8.
- Messmer, M. (2006). *Leadership Strategies During Mergers And Acquisitions*Institute of Management Accountants.
- Meyer, S. (2005). Fatal Occupational Injuries to Older Workers in Farming, 1995-2002. *Monthly Labor Review*, 128(10), 38-48.
- Millar, M. (2003). Guide prompts more strategic approach. *Personnel Today*, , 2-2.
- Minton-Eversole, T. (2003). Senate forum explores ways to keep aging workforce working, productive. *HR Magazine : On Human Resource Management*, 48(10), 30.
- Mishra, P. (2006). *Emigration and Brain Drain: Evidence from the Caribbean* International Monetary Fund, IMF Working Papers: 06/25.

- Morissette, R., Schellenberg, G., & Silver, C. (2004). Retaining Older Workers. *Perspectives on Labour and Income*, 16(4), 33-38.
- Morris, D., & Mallier, T. (2003). Employment of Older People in the European Union. *Labour*, 17(4), 623-48.
- Moses, B. (2004). Employers, workers benefit when HR helps older staff with career decisions. *Canadian HR Reporter*, 17(2), 14.
- Mullich, J. (2003). They Don't Retire Them They Hire Them. *Workforce Management*, 82(13), 49-54.
- Myths About The Age Curve. (1995). *The Worklife Report*, 9(6), 6.
- The National Job Scene In November. (0203). *IRS Employment Review*, (788), 39-39.
- Nelson, B. (2002). Why managers don't recognize employees. *Canadian HR Reporter*, 15(5), 9.
- NEOGOV. (2006). Public Management. *Public Management (US)*, 88(4), 3-4.
- Nichols, L. M. (2001). Policy Options for Filling Gaps in the Health Insurance Coverage of Older Workers and Early Retirees. *Ensuring Health and Income Security for an Aging Workforce*, 451-75.
- O'Donoghue, K. S. (1998). Old reliable. *Incentive*, 172(12), 9.
- Ohashi, I. (2005). Wages, Hours of Work and Job Satisfaction of Retirement-Age Workers. *Japanese Economic Review*, 56(2), 188-209.
- Oka, M., & Kimura, T. (2003). Managing an Ageing Labour Force: The Interplay between Public Policies and the Firm's Logic of Action--The Case of Japan. *Geneva Papers on Risk and Insurance: Issues and Practice*, 28(4), 596-611.
- O'Leary, C. J., & Wandner, S. A. (2001). Unemployment Compensation and Older Workers. *Ensuring Health and Income Security for an Aging Workforce*, 85-133.
- Ontario Urged To End Mandatory Retirement. (2001). *The Worklife Report*, 13(3), 1.
- Organisation for Economic Co-operation and Development. (2000). *Reforms for an ageing society* Paris and Washington, D.C.

- Organisation for Economic Co-operation and Development. (2003). *Ageing and employment policies (Vieillessement et politiques de l'emploi): Spain* Paris and Washington, D.C.
- Organisation for Economic Co-operation and Development. (2003). *Ageing and employment policies (Vieillessement et politiques de l'emploi): Sweden* Paris and Washington, D.C.
- Organisation for Economic Co-operation and Development. (2004). *Ageing and employment policies (Vieillessement et politiques de l'emploi): Czech Republic* Paris and Washington, D.C.
- Organisation for Economic Co-operation and Development. (2004). *Ageing and employment policies (Vieillessement et politiques de l'emploi): Finland* Paris and Washington, D.C.
- Organisation for Economic Co-operation and Development. (2004). *Ageing and employment policies (Vieillessement et politiques de l'emploi): Italy* Paris and Washington, D.C.
- Organisation for Economic Co-operation and Development. (2004). *Ageing and employment policies (Vieillessement et politiques de l'emploi): Japan* Paris and Washington, D.C.
- Organisation for Economic Co-operation and Development. (2004). *Ageing and employment policies (Vieillessement et politiques de l'emploi): Korea* Paris and Washington, D.C.
- Organisation for Economic Co-operation and Development. (2004). *Ageing and employment policies (Vieillessement et politiques de l'emploi): Norway* Paris and Washington, D.C.
- Organisation for Economic Co-operation and Development. (2004). *Ageing and employment policies (Vieillessement et politiques de l'emploi): United Kingdom* Paris and Washington, D.C.
- Organisation for Economic Co-operation and Development. (2005). *Ageing and Employment Policies (Vieillessement et politiques de l'emploi): Australia* Paris and Washington, D.C.
- Organisations Need To Do More To Keep Older Workers, Delegates Told. (1993). *Personnel Management*, 25(7), 14.
- Osberg, L. (1993). Is It Retirement or Unemployment? Induced 'Retirement' and Constrained Labour Supply among Older Workers. *Applied Economics*, 25(4), 505-19.

- Ouellette, M. (2005). Dealing With Your Stressed Out, Aging Workforce. *Plant*, 64(1), 20.
- Palmer, E. (1999). Exit from the Labor Force for Older Workers: Can the NDC Pension System Help? *Geneva Papers on Risk and Insurance: Issues and Practice*, 24(4), 461-72.
- Pamenter, F. (2004). Link retiree exit strategy, new manager development. *Canadian HR Reporter*, 17(1), 7.
- Papmehl, A. (2004). Accounting for Knowledge. *CMA Management*, 78(1), 26.
- Parish, C. (2004). UK backs push for code of conduct on recruiting. *Nursing Standard*, 18(38), 5-5.
- Park, C. (1999). Social Security Disability Insurance and Older Workers.
- Parmar, A. (2003). Reality Check, Please. *Marketing News*, 37(11), 1-11.
- Paton, N. (2004). What are the recruiters offering employers? *Personnel Today*, , 10-14.
- Patrickson, M. (2002). Teleworking: Potential Employment Opportunities for Older Workers? *International Journal of Manpower*, 23(8), 704-15.
- Patrickson, M., & Hartmann, L. (1995). Australia's Ageing Population: Implications for Human Resource Management. *International Journal of Manpower*, 16(5-6), 34-46.
- Patterson, B., & Lindsey, S. (2003). Weighing Resources. *HR Magazine*, 48(10), 103-108.
- Pesando, J. E., & Gunderson, M. (1991). Does Pension Wealth Peak at the Age of Early Retirement? *Industrial Relations*, 30(1), 79-95.
- Peterson, S. J., & Spiker, B. K. (2005). Establishing the Positive Contributory Value of Older Workers: A Positive Psychology Perspective. *Organizational Dynamics*, 34(2), 153.
- Pickard, J. (1999). Grey areas. *People Management*, 5(15), 30.
- Pollitz, K. (2001). Extending Health Insurance Coverage for Older Workers and Early Retirees: How Well Have Public Policies Worked? *Ensuring Health and Income Security for an Aging Workforce*, 233-54.
- Pooley, E. (2005). Job Rotation. *Canadian Business*, 78(21), 109-109.

- Pop Quiz. (2004). *Sales & Marketing Management*, 156(11), 15-15.
- Potter, M. (2005). A golden opportunity for older workers to energize firms. *Canadian HR Reporter*, 18(8), 13.
- Pozzebon, S. (2004). Les Régimes De Retraite Sont-Ils Toujours Avantageux ? *Gestion*, 29(3), 30.
- Prenda, K. M., & Stahl, S. M. (2001). The Truth About Older Workers. *Business and Health*, 19(5), 30.
- Prince, M. (2002). Graying Of America Calls For New Benefits Strategies. *Business Insurance*, 36(33), 3.
- Principi, A. (2002). Invecchiamento e lavoro: La proposta di un Codice Europeo di Comportamento. (Ageing in Employment: The Proposal for a European Code of the Good Practice. With English summary.). *Economia e Lavoro*, 36(2), 17-38.
- Pullia, F. (2004). Aging workforce threat to age-old economy. *Northern Ontario Business*, 24(4), 5.
- Purcell, P. J. (2000). Older Workers: Employment and Retirement Trends. *Monthly Labor Review*, 123(10), 19-30.
- Quadagno, J., Hardy, M., & Hazelrigg, L. (2003). Labour Market Transitions and the Erosion of the Fordist Lifecycle: Discarding Older Workers in the Automobile Manufacturing and Banking Industries in the United States. *Geneva Papers on Risk and Insurance: Issues and Practice*, 28(4), 640-51.
- Rappaport, A. M. (2001). Employer Strategies For A Changing Workforce: Phased Retirement And Other Options. *Benefits Quarterly*, 17(4), 58.
- Rebick, M. (1993). The Japanese Approach to Finding Jobs for Older Workers. *As the Workforce Ages: Costs, Benefits, and Policy Challenges.*, 103-24.
- Rebick, M. (2005). *The Japanese Employment System: Adapting to a New Economic Environment* Oxford and New York: Oxford University Press.
- Rebick, M. E. (1994). Social Security and Older Workers' Labor Market Responsiveness: The United States, Japan, and Sweden. *Social Protection Versus Economic Flexibility: Is there a Trade-Off?*, 189-221.
- Recruitment And Retention Are Top Global Priorities. (2005). *Report on Salary Surveys*, 5(11), 8-9.

- Recruitment And Retention. (2005). *IRS Employment Review*, (817), 37-37.
- The Regional Jobs Scene In October. (2004). *IRS Employment Review*, (809), 41-41.
- Regional Update: North Of The Humber. (2005). *IRS Employment Review*, (821), 41-41.
- Risher, H., Stopper, W. G., & Ward, D. L. (1999). Current Practices. *Human Resource Planning*, 22(1), 14-24.
- Rodriguez, D., & Zavodny, M. (2003). Changes in the Age and Education Profile of Displaced Workers. *Industrial and Labor Relations Review*, 56(3), 498-510.
- Rogers, E., & Wiatrowski, W. J. (2005). Injuries, Illnesses, and Fatalities among Older Workers. *Monthly Labor Review*, 128(10), 24-30.
- Rogowski, J., & Karoly, L. (2000). Health Insurance and Retirement Behavior: Evidence from the Health and Retirement Survey. *Journal of Health Economics*, 19(4), 529-39.
- Rolfe, H. (2006). Where Are The Men? Gender Segregation In The Childcare And Early Years Sector. *National Institute Economic Review*, (195), 103-117.
- Rosenbaum, D. I. (2000). The Impact of Age on Employment Tenure: Results from an Employment Discrimination Case. *Journal of Forensic Economics*, 13(3), 291-301.
- Rosenberg, B., Sheingold, C. A., & Chanitz, S. (2004). Professional Personnel. *Journal of Jewish Communal Service*, 80(2/3), 133-138.
- Rosenblatt, Z., & Sheaffer, Z. (2001). Brain drain in declining organizations: toward a research agenda. *Journal of Organizational Behavior*, 22(4), 409-424.
- Rosolen, D. (2001). Wanted: Worker; must be older. *Benefits Canada*, 25(8), 11.
- Ross, E. (2004). Power To The People. *BRW*, 26(42), 60-61.
- Ross, I. (2001). Shiftwork a challenge for aging worker. *Northern Ontario Business*, 21(6), 6.
- Rousseau, D. M., & Wade-Benzoni, K. A. (1994). Linking Strategy and Human Resource Practices: How Employee and Customer Contracts Are Created. *Human Resource Management*, 33(3), 463-489.

- Rowe, G., & Nguyen, H. (2003). Older Workers and the Labour Market. *Perspectives on Labour and Income*, 15(1), 55-58.
- Santos Laanan, F., Compton, J. I., & Nahra Friedel, J. (2006). The Role of Career and Technical Education in Iowa Community Colleges. *Community College Journal of Research & Practice*, 30(4), 293-310.
- Schachter, H. (1995). The dispossessed. *Canadian Business*, 68(5), 30.
- Schoenbaum, M. (1995). Health, Longevity and Labor Force Behavior among Older Workers.
- Schulz, J. H. (1995). *The economics of aging* Westport, Conn. and London: Auburn House.
- Scott, F. A., Berger, M. C., & Garen, J. E. (1995). Do Health Insurance and Pension Costs Reduce the Job Opportunities of Older Workers? *Industrial and Labor Relations Review*, 48(4), 775-91.
- Shannon, M., & Grierson, D. (2004). Mandatory Retirement and Older Worker Employment. *Canadian Journal of Economics*, 37(3), 528-51.
- Sharratt, A. (2005). The age of stress. *Benefits Canada*, 29(1), 17.
- Shellenbarger, S. (2005). Gray is Good: Employers Make Efforts To Retain Older, Experienced Workers. *Wall Street Journal - Eastern Edition*, 246(118).
- Sheppard, H. L. (1996). Older Worker Voluntary Part-Time Employment in the United States: Selected Micro Aspects. *Gradual Retirement in the OECD Countries: Macro and Micro Issues and Policies*, 177-85.
- Sicker, M., & David, H. (. (2003). The Political Economy Of Work In The 21st Century: Implications For An Aging American Workforce. *Relations Industrielles*, 58(1), 161.
- Simoens, P., Denys, J., & Omey, E. (1995). The Older Worker in the Low Countries. *Labour*, 9(2), 359-76.
- Simpson, P. A. (2005). Academic Perspectives on Training Older Workers. *Thriving on an Aging Workforce: Strategies for Organizational and Systemic Change*, 62-69.
- Smith, H. (2005). Need A Technician? *Landscape Management*, 43(2), 48-48.
- Smith, V. K. (2004). Do the Near-Elderly Value Mortality Risks Differently? *Review of Economics and Statistics*, 86(1), 423-29.

- St-Amour, D. (2001). Realizing The Value Of Older Workers. *The Canadian Manager*, 26(3), 26.
- Steen, M. (1998). Age-Old Dilemma. *InfoWorld*, 20(29), 1.
- Steen, M. (1998). Experience Means Higher Pay. *InfoWorld*, 20(24), 139.
- Stein, D., Rocco, T. S., & Goldenetz, K. A. (2000). Age and the University Workplace: A Case Study of Remaining, Retiring, or Returning Older Workers. *Human Resource Development Quarterly*, 11(1), 61-80.
- Stock, W. A., & Beegle, K. (2004). Employment Protections for Older Workers: Do Disability Discrimination Laws Matter? *Contemporary Economic Policy*, 22(1), 111-26.
- Stone, B. (2004). Should I Stay Or Should I Go? *Newsweek*, 143(16), 52-53.
- Stone, R. I. (2006). Linking Services to Housing: Who Will Provide the Care? *Generations*, 29(4), 44-51.
- Suff, R. (2004). Using age-diversity policies to attract and retain older workers. *IRS Employment Review*, (808), 42-48.
- Suff, R. (2005). *Leading-Edge Resourcing At T-Mobile* Reed Elsevier.
- Sziraczki, G., & Windell, J. (1992). Impact of Employment Restructuring on Disadvantaged Groups in Hungary and Bulgaria. *International Labour Review*, 131(4-5), 471-96.
- Taylor, P. (2003). Older Workers, Employer Behaviour and Public Policy. *Geneva Papers on Risk and Insurance: Issues and Practice*, 28(4), 553-57.
- Taylor, P., & Walker, A. (2003). Age Discrimination in the Labour Market and Policy Responses: The Situation in the United Kingdom. *Geneva Papers on Risk and Insurance: Issues and Practice*, 28(4), 612-24.
- Taylor, P., Encel, S., & Oka, M. (2002). Older Workers: Trends and Prospects. *Geneva Papers on Risk and Insurance: Issues and Practice*, 27(4), 512-33.
- Taylor, R. (2005). China's Human Resource Management Strategies: The Role of Enterprise and Government. *Asian Business & Management*, 4(1), 5-21.
- Thomas, J., & Chilco, M. (2001). Coming of age. *Benefits Canada*, 25(3), 36.

- Thompson, N. (2004). *Viewpoint Change, humanity, and the nature of exile: workforce planning and the future of the health service* Blackwell Publishing Limited.
- Time To Start Focusing On Attracting Older Workers. (2004). *HR Focus*, 81(2), 13.
- Tomlinson, A. (2002). E-learning won't solve all problems. *Canadian HR Reporter*, 15(7), 1.
- Tracy, C. S. (1996). Extending The Advantage Of An Older Workforce. *Business Quarterly*, 61(2), 11.
- Transforming The HR Function. (2004). *Utility Week*, 21(18), 35-35.
- Turcotte, M., & Schellenberg, G. (2005). Job Strain and Retirement. *Perspectives on Labour and Income*, 17(3), 35-39.
- Twombly, E., Montilla, M. & De Vita, C. (2001). Retrieved 05/26/06, from <http://www.urban.org/pdfs/childcare-workerscomp.pdf>
- U.S. impacted by aging workforce. (2005). *PEM*, 29(5), 6.
- Useful Tonics And Bitter Pills. (2005). *Times Higher Education Supplement*, (1704), 12-12.
- Van Dalen, H. P., & Henkens, K. (2005). The Double Standard in Attitudes toward Retirement--The Case of the Netherlands. *Geneva Papers on Risk and Insurance: Issues and Practice*, 30(4), 693-710.
- VandenHeuvel, A. (1999). Mature Age Workers: Are They A Disadvantaged Group in the Labour Market? *Australian Bulletin of Labour*, 25(1), 11-22.
- Venne, R. A. (2001). Population aging in Canada and Japan: Implications for labour force and career patterns. *Canadian Journal of Administrative Sciences*, 18(1), 40.
- Vernon, S. G. (2005). Are You Ready For The New Old Workforce? *Employee Benefit News*, 19(4), 50-50.
- Visco, I. (2000). Welfare Systems, Ageing and Work: An OECD Perspective. *Banca Nazionale Del Lavoro Quarterly Review*, 53(212), 3-29.
- Visco, I. (2000). Welfare, invecchiamento della popolazione e lavoro: Una prospettiva OCSE. (Welfare Systems, Ageing and Work: An OECD Perspective. With English summary.). *Moneta e Credito*, 53(209), 55-85.

- VNU Media. (2006). Management: S&MM PULSE. *Sales & Marketing Management*, 158(4), 16-16.
- Vowler, J. (2005). Prepare Staff Policy For Jobs Market Upturn. *Computer Weekly*, 26-26.
- Vu, U. (2003). Wave of retirements coming, few organizations getting ready. *Canadian HR Reporter*, 16(9), 2.
- Wagner, C. C. (2000). Older Workers' Progression from Private Disability Benefits to Social Security Disability Benefits. *Social Security Bulletin*, 63(4), 27-37.
- Waldman, J. D., & Arora, S. (2004). Measuring Retention Rather than Turnover: A Different and Complementary HR Calculus. *Human Resource Planning*, 27(3), 6-9.
- Watson Wyatt Data Services. Staffing Expense. (2005). *Controller's Report*, 2005(11), 7-8.
- Watters, M. (2006). Career development for employees heading into their 'second middle age'. *Canadian HR Reporter*, 19(3), 13.
- Whitmell, V. (2005). Workforce and Succession Planning in Special Libraries. *Felicitier*, 51(3), 135-137.
- Whitney, K. (2005). In Practice: Discover: It Pays To Develop Leaders. *Chief Learning Officer*, 4(8), 48-48.
- Windau, J., & Meyer, S. (2005). Occupational Injuries among Young Workers. *Monthly Labor Review*, 128(10), 11-23.
- Wolf, D. (2004). Growing grey. *Canadian Business*, 77(5), 19.
- Woods, J. R. (1994). Pension Coverage Among The Baby Boomers: Initial Findings From A 1993 Survey. *Social Security Bulletin*, 57(3), 12-25.
- Woolnough, R. (2004). Experienced Staff Earn Less Money. *Personnel Today*, , 4.
- Workers 45+ Face Hiring Freeze. (1998). *CGA Magazine*, 32(4), 42.
- Wustemann, L. (2004). Nottingham Grows Its Own. *IRS Employment Review*, (792), 42-43.