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NATIONAL ASSOCIATION OF PLANNING COUNCILS

COMING WAVE OF BABY-BOOMER RETIREES: WHAT THIS MEANS TO NONPROFITS IN THE SOCIAL SECTOR

May 7, 2008

Prepared by Martha T. Blaine, Executive Director
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THE COMING WAVE OF BABY-BOOMER RETIREES



- What This Means to Nonprofits
in the Social Sector



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THE SITUATION

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There will be 77 million retirees

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■ Characteristics of Retiring Boomers

- Healthier
- More educated
- Wealthier



THE SITUATION

Boomers are inclined to stay in the workforce

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- 76% or 58.5 million people intend to keep working
- The future workforce will have a significant number of mature workers



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NONPROFIT HUMAN RESOURCE NEEDS

NONPROFIT HUMAN RESOURCE NEEDS

- 57% of Executive Directors are 50+
- 71% said “It’s Easy to Burn Out”
- **75% current EDs Plan to Leave by 2011**
- 71% Plan to Take Another Job in Nonprofit
- 12% Plan to Be Consultants



NONPROFIT HUMAN RESOURCE NEEDS

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Nonprofits will need to recruit 640,000 new senior managers



NONPROFIT HUMAN RESOURCE NEEDS

Nonprofits will have an increased need for HR Professionals because

1. Nonprofits could be devastated by mass retirements
2. Nonprofits have traditionally underinvested in organizational capacity
3. Life cycle changes will affect the workplace



NONPROFIT HUMAN RESOURCE NEEDS

Nonprofits will have an increased need for HR Professionals because

4. HR Needs will affect Board/Executive relations
5. Nonprofits managers are burning out
6. Traditional low pay and benefits
7. Fads laid on nonprofits by funders
8. Frustration with funders

RETIREES CHANGING SECTORS

Employees from the corporate sector are moving to the nonprofit sector

- 50% of retirees (38.5 million people) want jobs in the nonprofit sector
- Of these, 62% (25.7 million people) want careers of service

WHY WORK AFTER RETIREMENT?

Reasons considered *very* important

- Staying involved with other people (59%)
- Providing a sense of purpose (57%)
- Providing additional income (52%)
- Putting job skills and life experience to use (52%)
- Opportunity to improve quality of life (48%)
- Trying to do something totally different (40%)

REASONS FOR INTEREST IN SOCIAL NEEDS

- 78% want jobs to help the poor, elderly, others in need
- 56% want jobs dealing with health issues
- 55% are interested in tutoring/educational positions
- 45% are interested in working with youth

THE VOLUNTEER-WORK CONNECTION

People would be more likely to work in retirement if their nonprofit jobs allowed them to:

- Collect Social Security or pension benefits without penalty (63%)
- Work Part-time (58%)
- Work Flexible Schedules (56%)

THE VOLUNTEER-WORK CONNECTION

- Get healthcare benefits (55%)
- Receive tax break to work in a specific field, like education (39%)
- Get training for new skills (34%)

THE VOLUNTEER-WORK CONNECTION

- Nearly 1/3 of boomers volunteered in 2006
- 1/4 provided professional/managerial skills in volunteering
- Volunteering is highest among part-time workers
- Staying in the workforce increases chances boomer will continue to volunteer

CORPORATE RETIREES & NONPROFITS

Corporate Retirees & Nonprofits need one another

- The 75% of EDs leaving their positions
- 38.5 million corporate retirees who want jobs in nonprofit
- 25.7 million corporate retirees who want careers of service



HOW DO RETIREES CONNECT WITH NONPROFIT OPPORTUNITIES?





THE EMERGING ANSWER IS:

PATHWAYS



ONRAMPS



CONNECTORS



BRIDGES



PATHWAYS, ONRAMPS & CONNECTORS

What needs to happen at these intersections?

Retirees gain an understanding of

- Nonprofit Culture
- Leading by Consensus
- Doing More with Less
- Hard Work
- Transfer of professional skills

PATHWAYS, ONRAMPS & CONNECTORS

Examples of On-ramps

- Reserve Elder Service, Inc.
- The Mature Worker Connection
- The Experience Corporation

PATHWAYS, ONRAMPS & CONNECTORS

Examples of Employer Programs

- UC Berkeley
- Troops to Teachers
- IBM Transition to Teaching
- EnCorps Teacher Program (Calif.)

HOW DO RETIREES CONNECT WITH NONPROFIT OPPORTUNITIES?

One way to meet the coming need for nonprofit leaders and employees is to retain more of the current employees, while recruiting new employees

This is the Recruitment & Retention Challenge

BARRIERS EMPLOYERS FACE

- Cultural barriers against mature workers
- Lack of investment in HR/volunteer management
- Inadequate “bench” strength
- Lack of flexible work policies



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IMAGINE THE FUTURE...

IMAGINE THE FUTURE...

... where these gaps in employment are closed

✓ **Teachers**

✓ **Health care professionals**

✓ **Human services for an aging society**

✓ **Social Sector Leadership**

IMAGINE THE FUTURE...

Imagine New Job Categories for unmet needs

Imagine accessible Pathways, Onramps, Connectors

IMAGINE THE FUTURE...

Imagine the following for individuals

- ✓ **Boomers find meaning and purpose through engaging in work that has social purpose**
- ✓ **Earned income and benefits provide financial boost and offset rising costs**

IMAGINE THE FUTURE...

Imagine the following for employers:

- ✓ **Social sector employees achieve social impact by utilizing experience**
- ✓ **Flexible work arrangements appeal to working parents, young people, others**
- ✓ **Labor shortages may be mitigated**

IMAGINE THE FUTURE...

Imagine the following for society:

- ✓ **Infusion of talent and energy helps address social challenges**
- ✓ **Public costs of providing services to boomers may decline**
- ✓ **Optimistic vision spurs innovative solutions to major social challenges**



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THE ROLE FOR NAPC

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NAPC has a seat at an influential national research forum

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The Conference Board Working Group on Managing an Aging Workforce at Nonprofits

THE ROLE FOR NAPC

- Every community across America will be dealing with the issues of a maturing workforce and retiring baby boomers for the next 20 years!
- This issue will affect every planning organization and our members/affiliates

THE ROLE FOR NAPC

Vertical Two-Way Communication

- National – Local
 - Taking the information researched at the national level down to local communities and sharing it
- Local – National
 - Gleaning information at the grassroots level and sharing it with the national researchers (the Conference Board and Others)

THE ROLE FOR NAPC

Planning Councils and like-minded colleague organizations are uniquely positioned to serve as

Neutral conveners

Facilitators

to assist their communities along this evolutionary path

THE ROLE FOR NAPC

Examples of Action Steps for NAPC

- Survey member organizations regarding
 - Upcoming retirement rates of their staff
 - Their workplace flexibility practices
 - Changing job descriptions, new groupings of responsibilities

THE ROLE FOR NAPC

Examples of Action Steps for Local Planning Organizations:

- Convening interested nonprofit partners in your community
- Facilitating discussions with local corporations regarding their retirees' interest in nonprofits
- Partnering with local colleges/universities on original research



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RESOURCES & REFERENCES

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Building Movement Project

www.buildingmovement.org

Encore

www.encore.org

Experience Corps

www.experiencecorps.org

Civic Ventures

www.civicventures.org

RESOURCES & REFERENCES

“Ready to Lead? Next Generation Leaders Speak Out”

By the Annie E. Casey Foundation

Meyer Foundation

Action Without Borders

www.idealists.org

Compass Point Nonprofit Services

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by The Urban Institute

www.urban.org/publications/411626.html

“Searching for the Silver Bullet: Leading Edge Solutions for
Leveraging an Aging Workforce”

by the MetLife Mature Market Institute Nov. 2007

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RESOURCES & REFERENCES

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“The Aging Workforce: Are We Ready?”

Generations, the Journal of the American Society on Aging
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Planning for Tomorrow's Talent Needs in Today's Competitive Environment”

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THE END...

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