

REACHING DISPLACED WORKERS FOR CAREERS IN OLDER ADULT SERVICES

INTRO

Americans are living longer. Over the next several decades, the number of us who are over 65 will nearly double to 88 million – and many of us will need help. Right now, we have a workforce crisis: there aren't enough people to provide high-quality help to older adults.

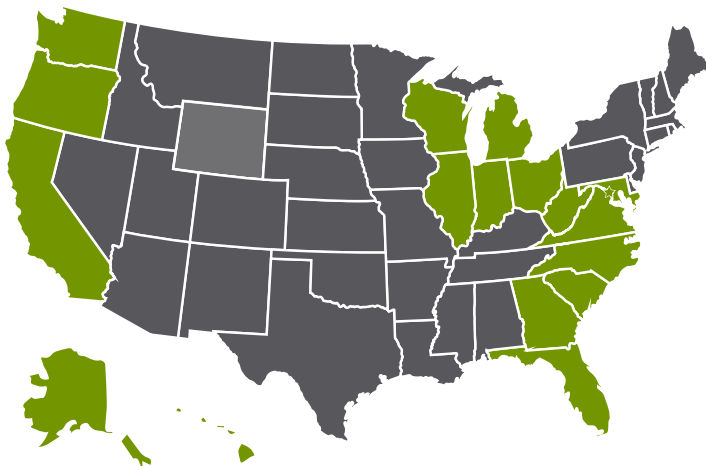
We need to reach out to different groups of people than we did before, such as displaced workers from all fields, e.g., retail, manufacturing, etc., and encourage them to join our field.

BACKGROUND

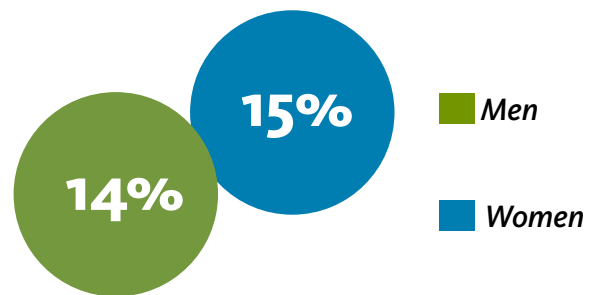
The Bureau of Labor Statistics defines displaced workers as people aged 20 and older who have lost their jobs, left them, were underemployed, or had their job or shift eliminated. For people who worked at their jobs for more than 3 years, this figure was 3 million workers between 2015 – 2017 (an additional 3.8 million workers were displaced who work at their jobs for less than 3 years). Displaced workers come not only with specific skills and backgrounds — but a sudden disruption of their lives and financial security through no fault of their own: they may be more cautious than traditional employees. These workers seek financial security, well-being initiatives, and cultural fit with their employer. These characteristics must be considered as you seek to encourage them to work in older adult services.

WHO MAKES UP THIS GROUP

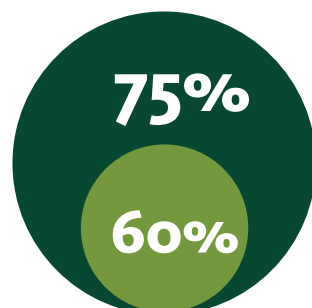
3M WORKERS DISPLACED



■ Job loss in geographic areas



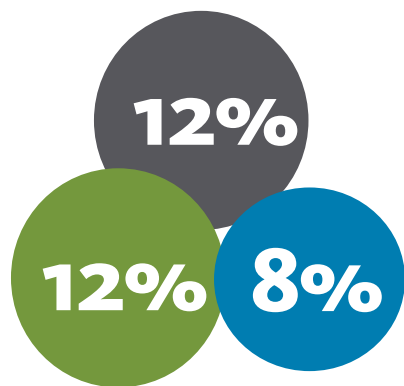
UNEMPLOYMENT



FIND JOBS AFTER DISPLACEMENT

- ages 25 - 54
- ages 55 - 64

DISPLACEMENTS BY INDUSTRY



■ Health care and Social Assistance (12%)

■ Retail (12%)

■ Leisure and Hospitality (8%)

Other top industries are manufacturing (16%) and professional and business services (15%).

WHERE TO REACH DISPLACED WORKERS

- Check with your local employment office to learn which benefits and resources they offer to displaced workers.
- Use online talent acquisition such as Facebook, LinkedIn, Twitter, and Glassdoor (and make sure your information is up-to-date — this population will research your organization before committing so that they don't get hurt again).
- Use traditional means such as community centers, libraries, employment services, and placement agencies.

TIPS FOR RECRUITING DISPLACED WORKERS

- Understand that financial issues and benefits are displaced workers' greatest worry and may force them to accept the first job offered — so ensure there is stability and a career path at your organization.
- Show displaced workers that you care about them as people — show off your company's positive commitment to employee well-being and discuss it candidly.
- Transparency and honest assessment of skills and experience will go a long way with the displaced worker.
- Assess “soft skills” and personality using a personality and skills test. Show workers how their traits fit with the job position to build confidence. Technical skills can be taught.
- Provide career development: 41.3% of respondents said they would move on without career development opportunities.

(Sources: The U.S. Department of Labor, Recruiter.com, Berke)

REACHING IMMIGRANTS FOR CAREERS IN OLDER ADULT SERVICES

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Americans are living longer. Over the next several decades, the number of us who are over 65 will nearly double to 88 million – and many of us will need help. Right now, we have a workforce crisis: there aren't enough people to provide high-quality help to older adults.

We need to encourage more people to join our field – including immigrants.

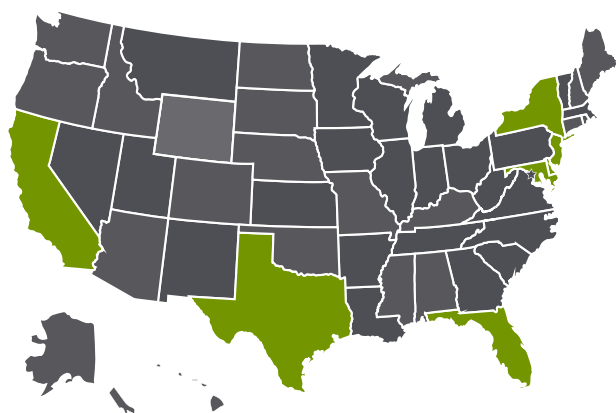
BACKGROUND

Foreign-born individuals represent a significant segment of the long-term services and supports (LTSS) workforce and are likely essential to meet current and future demand for LTSS. Employing immigrant workers, defined as people who are working in a country they came to settle in, helps build a culturally competent system of care to meet the needs of an increasingly diverse consumer population. The U.S. has few dedicated avenues for legal admission for nurses, and none that target direct care workers in LTSS.

Employees enter the U.S. workforce through legal, permanent admissions, or temporary, legal admission (with a visa supporting work). The major avenue for the recruitment of foreign nurses and other highly skilled professional staff is through managed migration schemes. [Read more detailed information on the different VISAs.](#) Direct care workers primarily enter the U.S. through family reunification, refugees, green-card lottery, and diversity categories. (Note: Employers only can ask potential employees if they are authorized to work in the in the U.S.)

For information about immigrants and the direct care workforce, please see [PHI's immigrant direct care workforce fact sheet.](#)

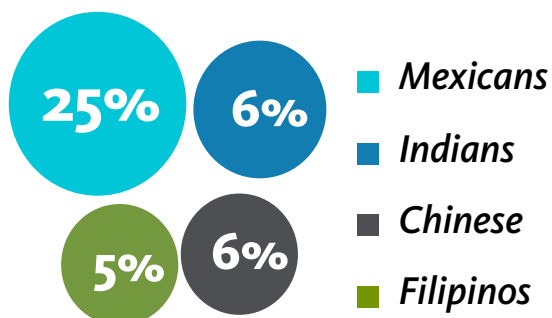
44.5 MILLION IMMIGRANT RESIDENTS



■ *Top 5 States: California, Texas, New York, Florida, and New Jersey*



WHO MAKES UP THIS GROUP



WHERE TO REACH IMMIGRANTS

- Inform employees, including immigrant workers, when you have open job positions. Immigrants are hired through informal social networks that link migrants in the U.S. with job-seekers who are still living in their communities of origin or newly arrived immigrants.
- Partner with community organizations serving and representing immigrant populations.
- Advertise through traditional means such as local newspapers, job postings, and other recruitment methods.
- Work with international recruitment and employment agencies to hire nurses, though this can be expensive and time-consuming.

TIPS FOR RECRUITING IMMIGRANTS

- Establish an orientation program to acclimate foreign-born workers. Pair immigrant workers with colleagues who share their language or culture to help them better understand the expectations of current practice and of supervisors, cultural differences, and socialization of the worker.
- Provide cultural competency and English-language training and other workplace supports. This can help immigrant workers integrate into the organization and the U.S. and help those with limited English proficiency.
- Encourage an environment that welcomes the difference and highlights the diversity and richness these individuals bring in to the workplace.
- Training programs and printed/online instructions should be in the common languages spoken within the organization. Encourage a strong Diversity, Equity and Inclusion (DEI) program.
- Organizational policies should reflect culturally competent practices and include and support diverse perspectives.
- Job-enhancing relationships through small work groups can help with the adjustment process. This is more natural for immigrant workers who typically work closely with one another.
- Take cultural differences into account when conducting performance evaluations.
- Form partnerships with organizations established in immigrant communities that can offer supportive services and access to community resources such as legal and housing assistance and childcare and family-based support.

OTHER RESOURCES

U.S. Department of Labor: <https://www.dol.gov/general/topic/hiring/foreign>

(Sources – Migration Policy Institute, the Global Ageing Network, and LeadingAge LTSS Center @ UMass Boston, Georgetown University, Generations, OECD)

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We need to encourage more people to join our field, including older workers.

BACKGROUND

As people live longer, many are finding that the traditional retirement age of 65 is no longer relevant. Employees are retiring later, trying out different jobs but for fewer hours, many are unready to leave work altogether, and many need to work simply to support themselves. The Government Accountability Office has reported that almost 30% of people older than 55 have no savings for retirement – or a pension. Working longer and not claiming full Social Security benefits until age 70 also may lead to higher Social Security benefits, perhaps as much as 32%.

WHO MAKES UP THIS GROUP

ABOUT 9 MILLION AMERICANS AGES 44-70



■ *they are in what are frequently called “encore careers,” — defined as providing an income, personal meaning, and social impact.*

■ *30% of people between ages 65 and 72 were looking for a job or already working.*

WHERE TO REACH OLDER WORKERS

- Search for one of the 2,400 American Jobs Centers (AJC) in your zip code at <https://www.careeronestop.org/> and let them know you would like to hire older adults.
- Reach out to community-based organizations and request time on the agenda to talk about job openings.
- Advertise in local newspapers — particularly in rural areas.
- Advertise on local radio stations.
- Advertise in your local senior center or reach out to all local places of worship, specifically, churches, synagogues, mosques, etc.
- Contact your local Senior Community Service Employment program at 1-877-US2-JOBS (1-877-872-5627) or through CareerOneStop's [Older Worker Program Finder](#).

TIPS FOR RECRUITING OLDER WORKERS

- Look at your current employees — is there a way for them to job share or work fewer hours as they become older?
- Reach out to former employees and start an alumni page on your website.
- Use language in your job descriptions such as experience and reliable; avoid language that limits years of experience.
- Provide in-service training for staff, e.g., nurses, about the latest best practices, or technology training – and highlight this information.
- Think through your wellness, reward, and recognition programs – benefits that younger workers enjoy may not be as appealing to older adults.
- Older adults have been working for years — allow as much autonomy as possible.
- Think through ergonomic requirements of the job.
- Allow people potentially interested in your field to volunteer or intern at your organization.
- Seek out or create networking events – you may find job switchers more easily at conferences or via LinkedIn than through traditional job postings that are geared to your typical candidates.
- See the [PHI factsheet](#) that stresses providing flexible schedules, emphasizing that your jobs will give back, and being able to provide new learning opportunities.

RESOURCES

Partner with:

- [AARP's Life Reimagined for Work Program](#)
- [American Society for Aging's Career Advantage](#)
- [Community Colleges in the Plus 50 Encore Completion Program](#)

(Sources: theladders.com, Forbes, U.S. News and World Report, Fox Business, National Council on Aging)

This is an informational tool prepared for your use and contains general information. Please ensure all local, state, and federal laws are being adhered to when implementing new practices, policies, and procedures.

REACHING VETERANS AND MILITARY SPOUSES FOR CAREERS IN OLDER ADULT SERVICES

INTRO

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We need to encourage more people to join our field, including veterans and military spouses.

BACKGROUND

Several studies make the case that hiring veterans is a wise business move, citing the tight enrollment standards, higher percentage of high school graduates compared to the general population, training in “soft skills” (leadership and ethics), and substantial education among the enlisted force. Other characteristics are high productivity and higher retention. The Work Opportunity Tax Credit is for organizations that hire a veteran who has a disability due to service, is unemployed, or receives food stamp benefits. Find out more about this program at <https://doleta.gov/business/incentives/opptax/>.

Military spouses have particular barriers to employment due to different state certification and licensing requirements, along with regular moves and the long-term deployments of their spouses.

WHO MAKES UP THIS GROUP

19.4M VETERANS



■ 180,000 service members leave the military each year

■ Nearly 50% (9.7 million are in the workforce)



of veterans are women and are the fastest growing category



1M MILITARY SPOUSES

■ *The unemployment rate in 2017 was 16%*

WHERE TO REACH VETERANS

- Search for one of the 2,400 American Jobs Centers (AJC) in your zip code at <https://www.careeronestop.org/> and let them know you would like to hire a veteran.
- The AJC will provide resources and help you post your job on the National Labor Exchange and state job banks.

WHERE TO REACH MILITARY SPOUSES

- The government is committed to assisting military spouses. Find them through the Military Spouse Employment Partnership, which allows companies to become partners and post jobs at <https://msepjobs.militaryonesource.mil>

TIPS FOR RECRUITING AND RETAINING VETERANS OR MILITARY SPOUSES

- Have a specific recruitment plan that has the support of top leadership or it will fail.
- Find the veterans in your organization and encourage them to reach out to fellow vets.
- Create a veteran's group in your organization to support and develop veterans.
- List competencies rather than years of experience in job postings. Use words such as leadership, personal accountability, mission, and experience with diverse teams. Focus on transferrable skills, resilience, etc., in job descriptions.
- Ensure jobs have clear expectations, advancement opportunities, mentors, and meaning.

OTHER RESOURCES

- Department of Labor – “America’s Heroes at Work – Veterans Hiring Toolkit” (<http://www.dol.gov/vets/ahaw>). The toolkit provides information and guidance to employers who want to recruit and hire veterans.
- US Chamber of Commerce – “Hiring our Heroes” at <https://www.uschamberfoundation.org/hiring-our-heroes> which is geared to helping veterans and military spouses find employment.
- <https://www.vetemployerroadmap.org/>
- [National Labor Exchange](#)
- [National Association of State Workforce Agencies](#)

(Sources: The U.S. Department of Labor)