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A Guide for Hiring Mature Employees at Ascentria

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Constructing Career 2.0:

A Guide for Hiring Mature Employees at Ascentria

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Clark University

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Abstract

This paper will explore existing literature on aspects of an intergenerational workplace in a nonprofit organization and provide recommendations for recruiting and retaining older employees for a human service organization, Ascentria Care Alliance, in Worcester, MA. The paper will review research on trends in the nonprofit industry, a comprehensive breakdown of generational workplace values, reasons people are returning to work and effective marketing strategies that appeal to older generations. Marketing strategies specifically will explore best practices for website design, social media usage, and job descriptions. Additionally, this paper will research case studies of nonprofits with successful intergenerational workforce initiatives, as well as best practices for human resource management. The research concludes that the most effective ways for Ascentria to connect with older employees is by creating a culture of respect in the workplace, targeted marketing approaches, specific benefit programs, and community partnerships.

Keywords: older employees, intergenerational, nonprofit, human services, marketing

Executive Summary

Every day, more and more jobs are created. The United States is currently facing an employment crisis as baby boomers leave the workforce to retire; they are leaving their jobs- and the new ones being created- for a population of skilled young people that is not large enough or growing fast enough to fill them. Nonprofit organizations, like Ascentria Care Alliance in Worcester, MA, already struggle to fill positions and thus will greatly be affected by this shift in employment. The purpose of this paper is to gather relevant existing research on the topic of intergenerational workforces, particularly in the human services field. This paper compiles the existing research and creates recommendations for Ascentria. The researchers that conducted this study are master's students from Clark University in the Public Administration, Professional Communication, and Information Technology Systems masters programs.

Research found that the number of older people entering the workforce is increasing; however, older folks are hesitant to return to work due to lack of qualifications and fears surrounding ageism in the workplace. Many people over 50 and into their 60s have to return to work for financial reasons, as well as a way to increase socializing and to find new fulfilling opportunities. Workplaces that have intergenerational staff possess great benefits. Though baby boomers may not have the most up-to-date skill set, they have valuable communication skills and a strong attachment to work. Further, studies have shown that baby boomers have high levels of social interdependence, meaning individual's goals are greatly influenced by the actions of other people. Social interdependence has been shown to increase civic engagement in communities in which there is civic actions. Thus, baby boomers will be of great value to nonprofit organizations specifically because they will be able to take on a commitment to the mission based work that organizations, like Ascentria, provide.

Our research team produced four categories of recommendations for Ascentria to consider when recruiting and retaining older employees: benefits, culture of respect, community partnerships, and marketing. The first recommendation is to design benefits for older employee's needs. This includes healthcare, flexible schedules, and reward programs for incentives that these employees would actually want. The second recommendation is to create a culture of respect. As baby boomers age, they fear they will encounter ageism in the workplace. Ascentria can fight discrimination by providing conversational performance evaluations that allow older employees to share their experiences and opinions with management. Additionally, mentoring programs between older and younger employees will help bridge the divide between generations.

The next recommendation is to build relationships within the community. This encompasses networking groups for older employees to meet each other. Networking groups will play into the social interdependence that baby boomers have and draw in new employees. Other partnerships that Ascentria can make are with for Profit Company that offer incentives for their employees to volunteer and finding grant opportunities specifically related to older employees.

For marketing, Ascentria should tailor their job descriptions, social media presence and website design to older people. The research indicates that baby boomers are actually spending more hours surfing Facebook than any other generation and they are more likely to take actions based on what they see online. In other words, baby boomers will be more likely to click a link for a company's website after they see a post about it. Using catchy hashtags, easy-to-use designs, and relatable language will ensure that more baby boomers and potential older employees will be drawn to this organization.

Constructing Career 2.0:

A Guide for Hiring Mature Employees at Ascentria

The following report will address the Intergenerational Workforce Project conducted in partnership with Ascentria Care Alliance. The main goal of the project was to gather information and statistics about the looming employment crisis related to the baby boomer age demographic, particularly for non-profits. The current job market is growing, but the younger populations will not be able to meet the needs of the workforce. Meanwhile, there has been a shift in the societal scripts for ageing. Traditionally, people will retire around the ages 60 or 65. Now, large numbers of baby boomers are retiring, yet ultimately are still looking for fulfillment. The result is the Career 2.0 phenomenon, in which baby boomers take on a later-in-life job. As a large nonprofit serving many individuals in the Worcester community, Ascentria will be directly impacted by these employment trends and faces a need to both proactively address and anticipate them. With the surge in the 50+ employee/volunteer demographic, their capacity to serve and help could be augmented greatly which provides a sense of urgency and relevance for the project.

Formerly Lutheran Social Services of New England, the organization transitioned to Ascentria Care Alliance in September 2014. The mission of Ascentria states, "We are called to strengthen communities by empowering people to respond to life's challenges." Their vision expands on this: "We envision thriving communities where everyone has the opportunity to achieve their full potential regardless of background or disadvantage. Together with our partners, we inspire people to help one another reach beyond their current circumstances and realize new possibilities" (Ascentria, 2018). The organization's core values embody 'faith in action' and include courage, compassion, and integrity. As one of the largest community service organizations in New England, Ascentria empowers people of all backgrounds to rise together

and reach beyond life's challenges. With 60 locations throughout the region, they utilize a client-centered care model to help individuals and families move forward and thrive — physically, intellectually, socially, spiritually and economically, to achieve in collaboration much more than could be achieved alone. Ascentria's work, especially in Worcester, is crucial and necessary; there is an extreme need for their services within the current political and social climate. They offer a range of valuable services for youth, people with disabilities, refugees and immigrants, the economically disadvantaged, and the elderly. With some many services, the organization needs to rely on many employees and volunteers to make it possible.

The main component of the project was gathering and organizing research about the Career 2.0 demographic and the value of intergenerational initiatives. Our project took on a three prong approach starting with 1) research, then 2) analysis, and 3) formulation of recommendations and deliverables. We divided our research into four main topics: general trends in the nonprofit industry, a generational comparison, motivations to return to work, and case studies/examples. We compiled general information, specific statistics and anecdotal evidence regarding the value of hiring persons age 50+ and then formulated actionable recommendations from the salient points. The following report and subsequent chapters will lay out the research and present our final recommendations.

Method

Research Design

Our team had several research questions: What is the current state of employment in regards to the hiring of people aged 50 and above? What are the main reasons and motivations for returning to work? What are the best practices for hiring and retaining older employees? To conceptualize these broad topics, we broke down the research into five main categories. The first was employment trends in the nonprofit industry, the second was an overview of generational values, the third was the construction of a second or continued career, the fourth was marketing techniques and the fifth and final was best practices as seen in other nonprofit organizations. We collected numerous studies from a variety of disciplines, including Psychology, Sociology, Economics and Communications. The types of research included thematic analysis of interviews, statistical analysis of surveys, and existing literature reviews.

Procedure

Our main resource when conducting this research was the Clark University Library Database, which all the researchers had access to as students at Clark University. We also used the Psychology Database, which provided a specific academic perspective from that particular field. We received sources that were not available in the Clark library by requesting them through the interlibrary loan system. To receive the best results, our researchers went to the Research Help department to meet with a counselor who helped refine our searches. This research topic has become part of popular discourse in the news. One way we collected research was to examine the ways this topic was presented in articles from major news outlets, such as the New York Times, and look into the sources that they referenced. Further, we received many of our statistics from the Bureau of Labor Statistics.

The case studies focused on three organizations that are successfully implementing intergenerational workplace practices. The knowledge of these organizations came from field work conducted by one of the researchers. Further, organizations were identified by their collaboration with the 'Generation 2 Generation' imitative, which is a national movement to encourage intergenerational relationships in a professional and informal setting.

Constraints

One of the major constraints this project faced was the timeline. This project was to be conducted from January until the end of April, giving it a four-month lifespan. Due to the limited amount of time, the team was unable to gain IRB approval to conduct our own original research. We were unable to conduct any surveys or interviews with employees or employers in Worcester. Fortunately, there is an abundance of existing research and literature related to this topic.

Another constraint within the research is the applicability to our specific location. Ascentria is located within several states in New England, with its headquarters located in Worcester, MA. Research would be best suited if it were tailored to reflect the demographics of these specific geographical regions. Much of the existing research has been conducted in other states or in other countries.
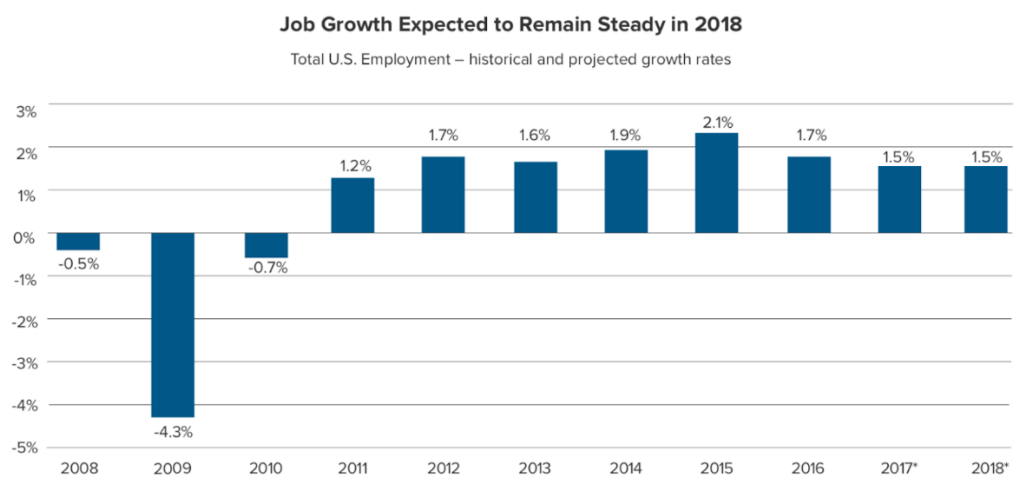
Ethical Concerns

In research, older people may be considered a 'potentially vulnerable population.' (Shivayogi, 2013) While aging does not inherently make one vulnerable, it does increase the potential for context-specific harm in research. Older generations face a stigma, particularly in

the workplace. Ageism is a powerful prejudice in society, and research must be cautious to not

perpetuate negative stereotypes. Further, employees are also considered a 'potentially vulnerable

population' because of the power dynamics between an employer and employee. Thus, research

surrounding these populations must take these factors into consideration. While our research

team is not working directly with participants in these populations, it is important to still consider

the consequences of our research.

Literature Review

Trends in the Industry

Labor Force Trends. It is expected that the U.S. economic growth will gradually

improve to 2018. According to Real Gross Domestic Product (GDP), it is projected to increase

at a rate of 2.4% in 2018, up from a 2.1% in 2017 (Balda, 2018). Although economic growth is

expected to increase in 2018, employment growth could remain stable at 1.5%, mainly due to the

tightening of the labor market for employees (Balda, 2018).

Job Growth Expected to Remain Steady in 2018

Total U.S. Employment – historical and projected growth rates

Year	Growth Rate
2008	-0.5%
2009	-4.3%
2010	-0.7%
2011	1.2%
2012	1.7%
2013	1.6%
2014	1.9%
2015	2.1%
2016	1.7%
2017*	1.5%
2018*	1.5%

Source: Bureau of Economic Analysis, Argentum projections   *projected

Figure A1. U.S Job Growth Chart. Adapted from Balda, James. (2018). Senior living labor and workforce trend. Argentum. Retrieved from https://www.argentum.org/store

Employees are facing new challenges with the economic growth and the structural changes in the national labor force. Overall, the labor force participation rate fell to 62.7% in 2015, because many people who lost their jobs during the Great Recession decided not to return to work. This decline was caused by the retirement of the baby boomers and the increase in the proportion of adolescents who did not enter the workforce (Balda, 2018).

According to the Bureau of Labor Statistics, the trend of labor force participation varies dramatically by age cohort. The youngest age group in the workforce is the 16-25 year olds, whose rates of labor participation has been trending lower over the past several decades. Amongst the working population between the ages of 25 and 54, the labor force participation rate has been steadily declining during the period from 1999 to 2014. This population group is the largest working group, accounting for about 66.7% of the total labor force, so their participation in the labor force is an important part of economic growth. In the 15 years between 1999 and 2014, this age demographic group experienced a steady drop-off in labor force participation (Balda, 2018). The labor force participation rate of adults 65 or older reached 19.3 percent in 2016- the highest point is 20.1% occurred in 1961 (Balda, 2018). Additionally, the labor force participation rate of 55-to-64-year old increased from 54% to 64.5% between 1985 and 2009, finally stabilized at around 64 percent after 2010. Figure A2 demonstrates these statistics.

Though people above 50 years old were once a negligible part of the labor force, they are being increasingly significant to the labor pool. James Balda, president and CEO of national industry association Argentum, the nation's largest senior living association, estimated that an additional 3.8 million people age 65 or older entering the labor force during this 10-year period (Balda, 2018).
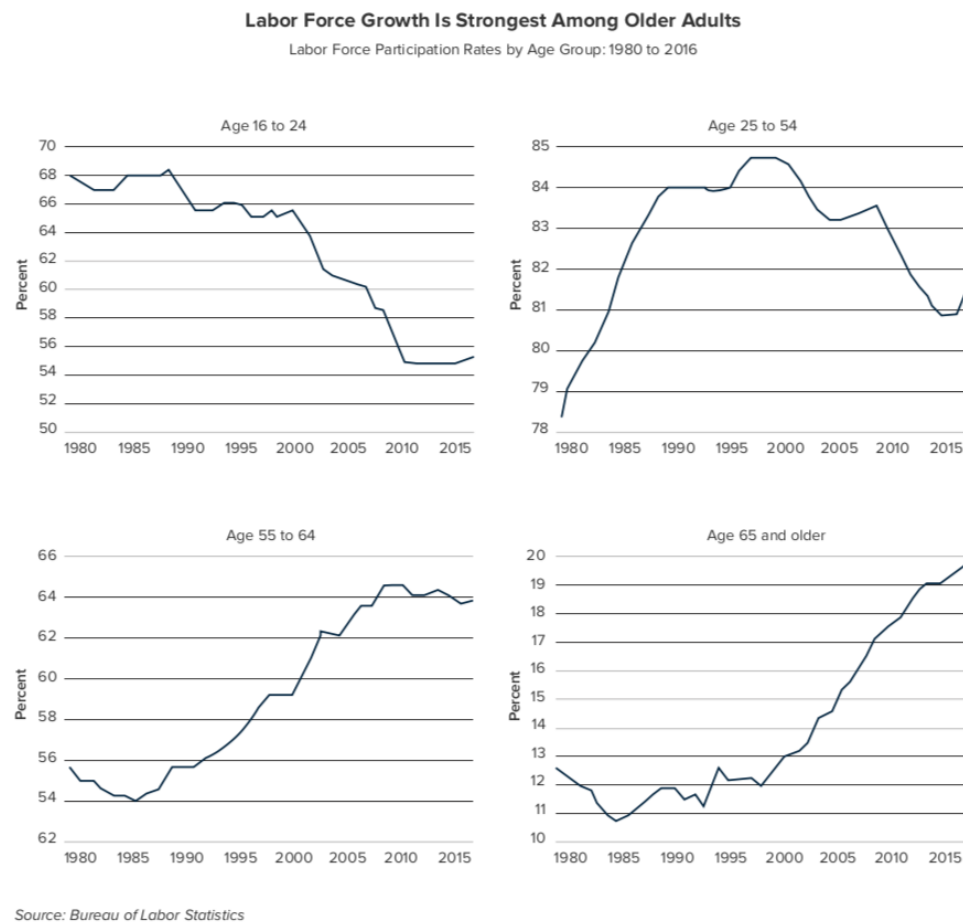
Labor Force Growth Is Strongest Among Older Adults
Labor Force Participation Rates by Age Group: 1980 to 2016

Age 16 to 24

Age 25 to 54

Age 55 to 64

Age 65 and older

Source: Bureau of Labor Statistics

Figure A2. *Labor Force Trends by Age Graphs.* Adapted from Balda, James. (2018). Senior living labor and workforce trend.

Argentum. Retrieved from https://www.argentum.org/store.

Non Profit Organizations in Massachusetts. While there are only 351 towns and cities in Massachusetts, there are 39,910 no profit organizations in the state. That means there are over 100 times the amount of nonprofit organizations in the state than there are municipalities. As shown on Figure A3, there number of nonprofits per town or city varies widely. Aside from Boston, Worcester hosts the greatest amount of nonprofit organizations due to the city's size and diverse demographic makeup.

Cities or counties in Massachusetts	Number of registered non-profit organizations
Worcester	963
Boston	4468
Cambridge	1194
Springfield	828
Salem	276
Lowell	392
Plymouth	237
Quincy	360
Framingham	414
Waltham	447
Fall River	297
Brockton	353
Somerville	378
Lynn	291
New Bedford	316
Andover	398
Amherst	268
Woburn	224
Brookline	374
Taunton	191

Figure A3. Regional Distributions of nonprofits in MA. Information adapted Bureau of Labor Statistics, 2018

There are 34 types of nonprofit organization in Worcester, including- but not limited to- human services, education, health, religion, and environmental groups. Ascentria Care Alliance is one of 99 human service organizations. Figure 4A shows a complete breakdown.

Cities or counties in Massachusetts	Number of registered non-profit organizations
Worcester	963
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Figure A3. Regional Distributions of nonprofits in MA. Information adapted Bureau of Labor Statistics, 2018

Labor Force Trends in Worcester. Mimicking the larger societal working trends, studies have affirmed that thousands of workers have been exiting from the labor force in Worcester's metropolitan area (Welker, 2017). Despite this demand for more workers, the unemployment rate stands at 4.7 percent (Eckelbecker, 2016). In 2015, the Bureau of Labor Statistics revealed that the Worcester area, a region with diverse communities, gained more than 7,400 workers at the beginning of that year. However, in November of the same year, Worcester lost 9,400 workers (Bureau of Labor Statistics, 2018). These numbers are confounding because overall, the number of people walking into job centers looking for jobs has dramatically diminished in the past three years. Experts predict that this downwards trend is closely related to the unemployment rate (Eckelbecker, 2016). However, researchers assert that the labor market is not shrinking; in fact the Worcester metropolitan area has seen an increase in the amount of jobs since 2009 (Welker, 2017). In November 2015, Worcester County saw the employment of more than 284,500 people (Eckelbecker, 2016).

Individuals over the age of 50 years have problems finding jobs because many of the positions are labor intensive or require advanced technological skills. The workplace is gradually changing to accommodate the younger generation as compared to older individuals. This is anchored in the fact that much of the younger generation is gradually matching the requirements of their jobs in the technology and engineering fields as it becomes more commonplace to earn higher educational degrees. The unemployment rate in Worcester is currently well above four percent and those over the age of 50 account for a higher percentage of unemployment (Bureau of Labor Statistics, 2018). Older people may be looking for work, but struggling to find positions that align with their skill sets and needs.

Older individuals have specific needs that may not align with the requirements of some companies. Many older individuals juggle several responsibilities, including parenting and elder care. These personal demands may cause an older individual to look for more flexible jobs rather than demanding or time-consuming ones. The job center also noted that transport needs were significant and may influence an older person's decision in where and what job to take (Welker, 2017). According to an employee at one of the job centers located on Worcester's main street, finding a permanent job at the age of 67 is nearly impossible due to a lack of updated skills and qualifications (Welker, 2017). Many people older than 50 years of age are currently not looking for jobs because they are tired of sending resume with no responses. Thus, there is a need to train the workforce of over 50 years in particular skills and qualifications that are currently sought by employers in Worcester. Nonetheless, the few that have secured positions have been hired as a result of their senior managerial experience which includes their expertise, wisdom, and newfound skills.

Generational Comparison

American workers fall into four main generations including: the Traditional Generation, baby boomers, Generation X, and Generation Y. A 'generation' is defined as an identifiable group that shares birth years, age, and significant life events at critical developmental stages (Tolbize, 2008). Each generation has its own characteristics that include values and attributes. These translate into work styles. When considering generational differences, it needs to be taken into account that not every individual within a given generation is exactly the same in spite of trends and research that suggest each generation has unique characteristics. The following descriptions of these four generations provide a general overview identifying the four generations that make up the American workforce.

The Traditional generation, also known as the Veterans, the Silent Generation and the Greatest Generation, refers to the oldest generation in the workplace who were born before 1945, although most are now retired ("The baby boomer generation," 2008). These older Americans have been characterized as loyal workers, highly dedicated, averse to risk, and strongly committed to teamwork and collaboration (Abrams & Frank, 2013). In America, the Greatest Generation holds three-quarters of the nation's wealth and are typically the executive leaders of most established companies. Since they set the tone of the culture, they are ultimately responsible for the strategic direction of these businesses ("The baby boomer generation," 2008).

Baby boomers are defined by the U.S. Census Bureau as individuals born between 1946 and 1964 because of a substantial rise in birth rates post-World War II. It has had the largest impact on American society due to its tremendous size — roughly 78 million, and the period during which they came of age was when the country was frequently polarized by differing views on politics, war, and social justice (Tolbize, 2008). Baby boomers believe that hard work and sacrifice are the price to pay for success and they also like teamwork, collaboration and competitive group decision-making (The National Oceanographic and Atmospheric Association Office of Diversity, 2006). Additionally, they may have a heavy influence on and passion for political and cultural matters since they grew up in an increasingly equal social and economic environment. This generation is considered to have a sense of entitlement and characterized as being good at relationships with a positive attitude. They have been described as rarely going against or judging others who do not see things their way because they are more focused on individual choices and freedom (Zemke et al., 2000).

Generation X, born between 1965 and 1980, grew up in an era of emerging technology and political/institutional incompetence ("The Generation X," 2008). This generation tends to be

more independent and self-reliant at an earlier age than previous generations because their parents looked after them and their siblings while simultaneously working. Therefore, they aspire to have high-quality communication and flexible schedules in work due to pursuing a work-life balance. Furthermore, Generation X-ers like to receive feedback and are adaptable to change (Zemke et al., 2000).

Generation Y, born between 1981 and 2002, most commonly known as millennials, have grown up in an era of technology. As they are centering the workplace, they are shaping and transforming the organizations and companies they work for. They value self-expression and believe it is more important than self-control in work and they often consider how their work fits into the bigger picture in order to make an impact. Generally, they prefer to seek flexibility in work hours for balancing busy lifestyles, and due to technological advancements in real-time media they are accustomed to a culture of instant gratification (Tolbize, 2008).

Members of different generations tend to have different characteristics because of their distinctive generational experiences, skills, and abilities. When utilized in combination with each other, each generation can continue to an organization's effectiveness and functionality. It is significant for any manager to have a better understanding of these differences or similarities in order to effectively operate and manage certain aspects of the modern workplace. Within these categories fall a variety of hard and soft skills that are essential for a nonprofit like Ascentria.

	Traditionals (before 1945)	Baby Boomers (1946-1964)	Gen Xers (1965-1980)	Millennials (1980-2002)
Core values	Conformity Dedication Loyalty	Self-actualizing Community involvement	Autonomy Independent Balance	Self-expression Diversity life enjoyment
Work ethics	Hard working	Workaholic	Only work as hard as needed	Only work as hard as needed
Work/life balance	Sacrificed personal life for work	Sacrificed personal life for work	Value work/life balance	Value work/life balance
View on work schedule	Willing to work long hours	Willing to work long hours to obtain rewards	Prefer flexible work schedules	Value flexible schedule
Attitudes towards authority/rules	Respect for authority/rules Value a top-down management approach	Impressed for authority/rules	Skeptical and unimpressed of authority Will test authority repeatedly	Feel relaxed of authority
Attitudes regarding loyalty to employer	Considered as the most loyal workers	Value company commitment and loyalty	Less loyal to companies than elder generations	Committed and loyal when dedicated to an cause
Team work	Individualism	Like team work and group decision-making	Self-reliant, prefer to work alone	Great collaborators and value team work
Occupational focus	Quality	Long Hours	Productivity	Contribution
Preferred way to communicate	Rotary phones One-on-one Write a memo	Touch-tone phones Can me anytime	Cell phones Call me only at work	Internet Picture phones E-mail
View on change	Resistant to change	Feel betrayed by restructuring but believe they are capable	Comfortable and adaptive to change	Expect and embrace change

Figure B1. Generational Values Chart. Adapted from Zopiatis, A., Krambia, K.M., & Varnavas, A. (2012). Y-ers, X-ers and

Boomers: Investigating

the multigenerational (mis)perceptions in the hospitality workplace. *Tourism and Hospitality Research published*

online 5 November 2012. DOI: 10.1177/1467358412466668

Communication Skills. Communication skills involve listening, speaking, reading, and writing. Employees need to know how to communicate within the workplace and relay instructions to colleagues. According to the survey by Harber, the Traditionals were the best communicators, whether as a manager or other employee, since they prefer structure and strive in face-to-face communication (Harber, 2011). Baby boomers were chosen as the top generation for customer communication, since they are able to express ideas clearly and assist the company in daily routines. Communication not only involves talking with individuals in person, but also involve the ability to communicate through Internet tools such as e-mail, video conference, and any other chat application for daily operations. In such situations, X-ers and millennials tend to choose to use technology, rather than personal interaction, which might cause problems when interacting with customers or other employees (Harber, 2011).

Customer Service. From the perspective of nonprofit organizations, service skills are an essential requirement for employees. Essentially, employees have the responsibility of dealing with any problems customers that may arise. Therefore, proper and competent communication is extremely necessary when it comes to human services. As mentioned previously, baby boomers are also considered highly skilled in customer service and in providing attention that customers prefer, while traditionals, X-ers, and millennials were not considered as skilled when it comes to customer service (Harber, 2011). John F. Kennedy's iconic quote, "Ask not what your country can do for you. Ask what you can do for your country" greatly influenced the zeitgeist of this time period (Kennedy, 1961). Baby boomers are likely to have internalized messages of social responsibility and the importance of service. This explains why baby boomers value the notion of working for a common good and it explains why they choose the human services field. The dedication to service increases a dedication to customer service in a nonprofit organization

because it aligns with their vision. Like the Figure B1 shows, Generation X and Millennials

separate work and personal lives, while older generations have higher attachment to work life.

     Technical Skills. Technical skills requires individuals to have extensive knowledge of

programs including spreadsheets, word processing, and e-mail. When thinking about more

modern technologies, the different behaviors among generations are not surprising. When

traditionals and baby boomers were starting their careers, instant media and communication

technology was still developing. Younger generations grew up in front of a computer and with

the use of the internet. While the workplace environment is changing at an ever-increasing pace,

the survey data from EY (2013) shows that Generation X-ers, and millennials especially, are

natural instructors for the daily operations of technical devices within the company. They expect

workplace technologies to mirror the technologies they have been using in their educational and

personal experiences. As mentioned, traditionals and baby boomers are accustomed to face-to-

face, telephone, and e-mail communications. Although to a lesser degree, X-ers still use these

methods and view email as the standard for efficient communication. However, millennials are

more prone to utilize instant messaging (IM) and social networking because they would rather

send a quick note than go through all the formalities associated with making a phone call. Mobile

devices with internet capability offer tremendous opportunities for the delivery of information

and training opportunities for younger employees through either podcasts or video streaming.

Millennials have grown up very much connected to the world around them at all times, and they

are accustomed to organizing events through social networking sites such as Facebook, Twitter,

LinkedIn and Instagram (Jenkins, 2007). It is clear that social media plays a decisive role for

business opportunities in contemporary society which could provide challenges for older

generations.

Dedication. Dedication can be considered one of the more important measures of attitudes towards work. Baby boomers are typically the group that will work longer hours and take on extra responsibilities in order to help the company become successful (Harber, 2011). Traditionals are the next group with well-organized plans and dedication to the operations of the company who are able to motivate employees in the right directions to achieve their goals (Harber, 2011). Compared with "workaholic" Boomers, Generation X for instance, has been labeled the 'slacker' generation (Jenkins, 2007). While younger workers focus on high productivity, they may be happier with the flexibility of completing a task at their own pace and managing their own time, as long as they get the job done correctly and by the deadline (Tolbize, 2008).

Loyalty and Pride. Loyalty towards employers and pride in work are also important indicators of whether an employee will contribute to the organization. While traditionals and boomers have been characterized as being extremely loyal towards their employers, the lack of loyalty of younger workers, especially X-ers has been analyzed (Tolbize, 2008). A survey of more than 1,000 Americans 50 and older by the NORC Center for Public Affairs Research shows that 41% of employed workers have spent two decades with the same company, including 18% who've stayed at least 30 years (Associated Press, 2016).

Figure B1 shows the generational matrix with more detailed perspectives of values and attitudes relevant to occupational characteristics from four generations in today's workplace. (Zopiatis, Krambia, & Varnavas, 2012)

Productivity and Creativity. As the workforce becomes increasingly diverse in age, employers need to understand the variety of characteristics of each generation in order to provide proper accommodations and opportunities. An intergenerational workplace can result in higher productivity and creativity for the organization. The research explores the value of an intergenerational workforce through comparing differences and similarities among multi-generations based on current relevant studies.

First, multigenerational employees can work together to promote respect and productivity within organizations because of the particular attributes of each generation. For example, according to a survey of 1,200 workers from different generations that measured their strengths and weaknesses (EY, 2013), 66% of baby boomers reported that they are excellent as executive presences while only six percent of millennials feel strongly in this aspect. For modern technology, four percent of baby boomers versus 78% of millennials are proficient in tech savviness. Thus, everyone could benefit if a company is able to understand the strengths of each age group and take advantage of that information to educate others. Specifically, using the work ethic of the older population as an exemplary model for the younger employees can have a positive effect on product quality and customer service. Meanwhile, the younger generation's adoption of technological innovation can be used to improve a fearful older employee's skill set (Colby & Ortman, 2014).

Additionally, collaboration between older and younger generations can result in the promotion of creativity. With several decades of work experience, baby boomers could offer a wealth of knowledge relating to professional skills or life experiences that younger workers can learn from. They could serve as impactful mentors. People 50 and older can also bring deep and diverse networks from their professional, volunteer, family, and neighborhood experiences

which could help the organization recruit additional volunteers, advocate for a cause that affects the whole program, raise funds, or secure donated items (Gen2Gen.org., n.d.).

In closing, hiring more 50+ aged employees could help alleviate the amount of age discrimination that occurs. It could help to reduce the number of age discrimination claims if older people feel valued when being considered in recruitment and promotional activities.

Baby Boomers and Social Media

With the explosion of internet technology, social media has become an important channel of communication and marketing for companies and organizations. Statistical analysis of global digital population worldwide show that over 4 billion people were active internet users and 3.2 billion were social media users in January 2018 (Statista, 2018). Contrary to popular belief, millennials are not the only dominant generation on the internet, and Xers are not the oldest social media users. "There are roughly 80 million Baby boomers in the U.S., and their online presence is growing every day" (Jafrey, 2018). Thus, social media will be a vital tool to attract the population of employees over 50 years old. Before constructing a social media marketing plan, it is important to consider several intriguing statistics on boomers' use of social media.

Based on the findings from a study conducted by DMN3, an advertising and marketing company in Texas, "82.3% of baby boomers belong to at least one social networking site." (DMN3, 2017) Facebook and LinkedIn are the leading platforms in which boomers are most active (DMN3, 2017). Baby boomers use LinkedIn late in their careers for professional purposes, often to find entry-level workers. Some reports indicate that 13% of 65 years or older internet users use LinkedIn, which is nearly the same rate as the 18-29 year old age group (Petersen, 2017). Other social media sites, like Twitter and Instagram, have fewer baby boomer users. "Only 5% of the people 65 years and older online use Twitter as compared to 31% of 18-29 year

olds, and only 1% of the same group online has an Instagram account" ("12 Outstanding

Statistics," 2017).

Baby boomers spend more time online and are more likely to take action based on social

media. A report released by the Pew Research Center on Retirement indicated that baby boomers

spend 27 hours per week surfing on the internet on average, which is *two hours* more per week

than those who aged between 16 to 34 (Helen, 2013). Further, baby boomers take action based

on what they see on social media, which is mostly based in finding more information. "More

than half of boomers will visit a company website or continue the search on a search engine after

seeing something on a social networking site" (DMN3, 2017).

**Which of the following actions, if any, were taken as a result
of using a social networking site?**

Action	Percent
Visited a company website	57.1%
Continued search on a search engine	56.8%
Like, shared or commented on a status update	47.6%
Watched a video about the topic of interest	46.4%
Visited a retailer/store	41.3%
Made a purchase	33.8%
Thought more favorably about a topic of...	33.4%
Felt comfortable and ready to buy the...	30.6%
Called or contacted a business, store or...	19.9%
Talked to others about what I learned	18.6%

0.0%   10.0%   20.0%   30.0%   40.0%   50.0%   60.0%

Percent of Respondents Who Took Each Action

Figure C1. Percent of Respondents Who Took Each Action. Adapted from DMN3, 2017

Online video is one of the most popular categories that baby boomers are likely to search on the

internet. According to a study by google, 54% of baby boomers and older seniors watched online

videos, compared to 65% of general population. Further, 15% of boomers/seniors spend more

time watching online videos than TV compared to 32% of the general population. YouTube is

the most popular platform to watch online videos among the 45 years and older population

(Google, 2013). These findings indicate the huge potential of YouTube in online video

marketing.
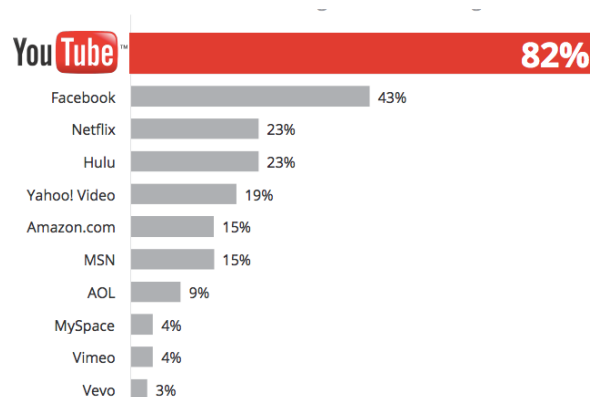
Figure C2. Percent of Respondents Who Chose Each Video Websites. Adapted from Google, 2013.

Ascentria Social Media Overview

Ascentria has 5 social media channels, Facebook, Twitter, YouTube, LinkedIn and

Google+. Here is some research and data about Ascentria's social media channels.

Followers. There are 2,007 people following Ascentria's Facebook page and 2,055

people have liked the page. Ascentria's Twitter account has less traffic, with only 603 followers.

There is no number of followers presented on their YouTube page. On their more professional

platforms, the organization has 1,333 followers on and only 21 followers on Google+.

We compared the followers and views on Ascentria's main social media sites with the

three non-profit organizations we will later present case studies on: Big Brothers Big Sisters of

Central Mass/Metro west, Treehouse Easthampton/Metro west and Senior Corps National

Organization. Figure 3 presented the comparison of the followers and views on several social

media sites of these four organizations.
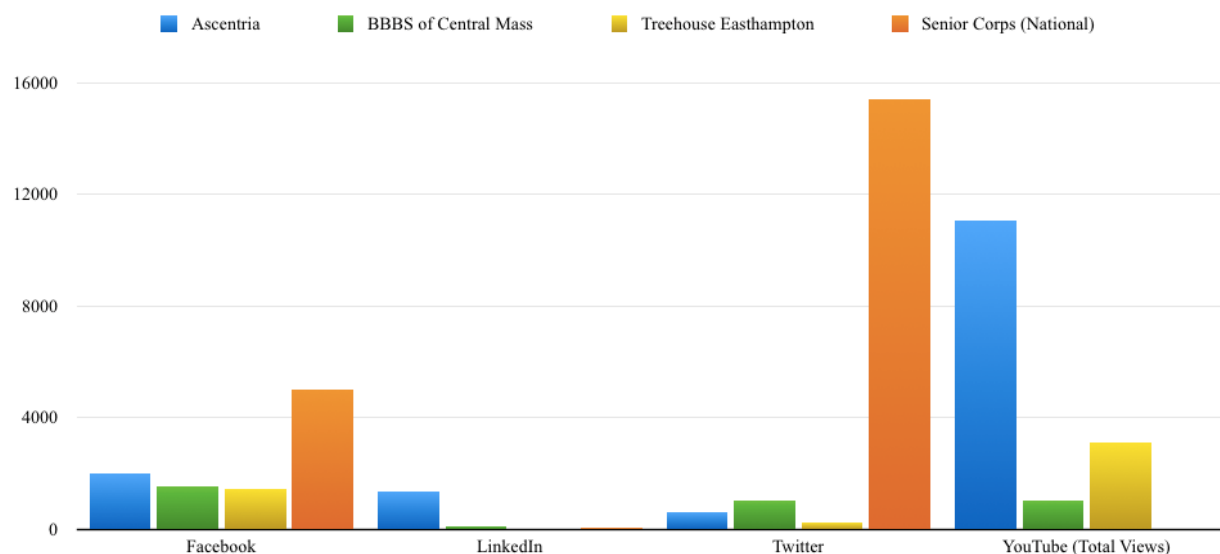
Figure C3. Comparison of followers/views of different social media sites. Information gathered from Ascentria, BBBS, Treehouse, and Senior Corps' social media pages.

Update Frequency. Ascentria updates their Facebook page ranging from once every day to at least three times a week, which is as frequently as that of the Twitter page. The update frequency on its YouTube page ranges from once every two weeks to every week. Ascentria updates its LinkedIn and Google+ pages at the same rate which is from once a week to every three weeks.

Effect. Ascentria's posts on Facebook do not gain much reaction from their followers. Their Facebook posts typically gain less than 10 'likes' and hardly receive any comments and interactions. Despite having fewer overall followers, Ascentria's Twitter page receives more 'likes' and reposts are than their Facebook posts. Some posts on Twitter gained more than 40 retweets. The average views of the videos posted on its YouTube page is about 277 times per video. The video titled *Ascentria Care Alliance: Unaccompanied Refugee Minors* received the most views of all their videos at 1,242 views. Nevertheless, that video was posted on YouTube three years ago. On average, posts on LinkedIn can get 4-5 like and have no comments or shares.

Motivations to Return to Work

In society, we exist as individuals and as a collective group. While our cultural upbringings and personal experiences certainly contribute to our vast and heterogeneous behaviors and styles, we often construct our behaviors around social scripts. In recent American history, the social script for career construction was to go to school, get a job, and then collect retirement benefits at the age of 65. As outlined in the previous sections, America-like many other countries- is seeing a shift in this social script as people deviate from the norm and return to work post retirement. As Dr. Sharon Brangman, an expert on geriatric medicine, said "We are seeing more people who aren't happy following the old cliché of retiring to Florida and playing bingo, but instead have invested so much into work and relationships pursued from work and don't want to just end it when they reach some magical age that was really arbitrarily determined years ago." (Chordas, 2005) Large scale societal shifts, such as the aging workforce, can be examined on both an individual and collective level. To gain a deeper understanding of *why* and *how* older workers are choosing to return to work, it is important to look at the issue from both a psychological and sociological lens. This section of the literature review will investigate the motivations for returning back to work post-retirement and how employees can utilize these motivations to provide a welcoming and effective workplace for older employees and volunteers.

The 'Psychology of Working' is a framework that seeks to understand the social, economic, and political forces that influence the distribution of resources among workers and employers. This framework branches off to several other theories surrounding vocational behavior. The Career Construction Theory suggests that individuals shape their careers, or the trajectory of their work history and patterns, by placing meaning and significance on organizational behavior (Mcilveen & Perea, 2016). This theory fits into the larger Life-Space

Theory. Across a person's life span, they may encounter five stages: growth, exploration, establishment, maintenance, and disengagement/decline. This stages may correlate with a person's career construction; many individuals start by learning and exploring types of jobs. Once they discover either their passion or something they can do, they establish this as their career or at least their occupation and continue to maintain this role. Eventually, they will begin to disengage, known as phased retirement or full retirement.

Creating bridge employment, which would be a second job between full time work and full time retirement, would be determined by how satisfied an individual is with their quality of life after they leave the workforce (Mcilveen & Perea, 2016). Multiple studies have cited that a major factor in which older people return is work is simply out of boredom (Mcilveen & Perea, 2016; Chordas, 2005). Further, another study found a positive correlation between the probabilities to return to work with the level of commitment to return to work before retirement (Singh & Verma, 2003). In other words, people who return to work are likely going to be people who felt a strong attachment to work and placed high value on work. This indicated that the population of people who are looking to return to various fields are strong, effective and efficient workers (Singh & Verma, 2003).

In one study, researchers interviewed several people aged 50 and older on why they either chose to return to work or why they did not. After conducting thematic analysis on their dialogue, the researchers identified themes for returning to work, including 'gaining a sense of control' and the 'curiosity of opportunity'. The sense of control was valued by people who miss the social aspects of work, but have expressed a desire for flexibility in their personal timetables that they did not have pre-retirement. When finances are not a huge stress, this factor would likely lead to volunteerism. Coupled with this theme is the curiosity of opportunities; essentially,

older employees are dissatisfied with disengagement and are seeking the chance to return to the

growth and exploitation stage of the life-span theory. (Mcilveen & Perea, 2016) These workers

are interested in new learnings. However, they expressed a preference to learn more informally

through their younger colleagues, particularly when it came to matters of technology, rather than

having to go through re-training. Conversely, the themes of why older employees choose not to

go back to the work force included concerns over ageism from younger workers and low

confidence in their ability to adapt to the changing demands in the workplace. They expressed

fears that younger workers would be impatient with them and that younger workers would

believe they knew more than their older counterparts. (Mcilveen & Perea, 2016)

Beyond the more psychosocial reasons for returning to work underlies a major,

undeniable influence for returning to work: finances. Much of the empirical discourse around

psychological motivations to return to work center operate on the assumption that there is an

element of choice to some degree. While intrinsic motivations certainly play a large role in the

types of jobs people take after retirement, the general literature on this subject overwhelming

points to financial concerns as a major reasons people return to work. This takes some of the

autonomy away from the individual. Over the past decades, there is a growing number of

individuals over 50 who are going into debt or at least are not able to support themselves off

retirement benefits alone. Between the amassing unsteady political climates and life expectancy

increasing, government funded programs like Social Security and Medicaid are becoming more

unreliable; retired individuals and people aged 50 and above are looking to supplemental income

and/or benefits. Some sociological academic articles have discussed the varying demands of

different demographics of workers. Chuck Underwood, the founder and president of the

Generational Imperative consulting firm points out, "African Americans in this generation bridge

the same career and financial opportunities that white males have enjoyed." (Chordas, 2005)

Further, the number of females in this same generation going back into the workforce is

increasing as divorce and gender independence becomes more common (Chordas, 2005).

Populations of people who have been historically marginalized in society, like people of color

and women, are more likely to be economically disadvantaged. There is an intersection between

racism, sexism, and ageism. One study indicates that older women are more likely to be affected

by employment discrimination (Bernsek, 2001). This may lead to increased anxieties over

returning to the workforce.

From a sociological perspective, the shift to return to work can be explained by the

culture of this specific generation, the society they grew up in and the society they currently live

in. These aspects can also explain why an older employee would choose or be influenced to work

in a nonprofit organization over a for profit company. As touched upon in the generational

comparison, baby boomers grew up in an area defined by service. While younger generations

certainly have a commitment to civic engagement, baby boomers grew up in an area of social

services. Thus, baby boomers are likely to have internalized messages of social responsibility

and the common good. Studies indicate that the baby boomer generation has a strong sense of

social interdependence, meaning individual's goals are greatly influenced by the actions of other

people. This manifests itself into commitment to cooperation and participation in civic action.

Along these same lines, older generations have higher rates of volunteerism, which is increased

by a psychological sense of community. Baby boomers who are involved in communities that

engage in services are more likely to do so themselves (Omoto & Packard, 2016).

Financial demands as a motivation does not exactly mean that the employee is looking

for just a high salary. In fact, multiple surveys indicate that older workers are more interested in

the benefits a job can offer than they are interested in the salary. The number one benefit that

older employees are attracted to is, of course, health benefits. Aging comes with increased health

risks and the cost of healthcare thus become more demanding. In one study conducted by

Prudential Financial on retired individuals, 80% of the respondents rated health care as a top

concern.

Health benefits are a huge expense for employers, and are not always feasible. While

healthcare is a priority for older workers, it is not the only benefit that attracts older workers to a

job. Many older workers indicated that flexibility in the workplace has considerable appeal. This

includes a variety of job styles: part time employment, job sharing and project consolation

opportunities. Further, this may also include phase's retirement; while employees are in their

bridge employment, they can make a gradual transition into full retirement.

One study took into consideration the needs and demands of an older workforce and

compiled them into a list of best practice for Human Resources to encourage retirees to return to

work and to retain these workers. The best practices included:

1. **Flexible working options,** including adaptable work days and schedules, reduced

hours (part-time), job sharing, and unpaid leaves for education and elder or parental care;

2. **Training and development** practices targeting mature employees for training to

upgrade skills, as well as educating managers on the effective utilization of mature

employees;

3. **Job design** practices that provide mature employees with challenging and meaningful

tasks and assignments and create new roles for mature employees, such as mentoring;

4. **Recognition and respect** practices that recognize the contributions of mature

employees and ensure that mature employees are treated with respect;

5. **Performance evaluation** practices that ensure performance appraisals are free of age bias and provide mature employees with useful feedback on their performance;

6. **Compensation** practices, including increased financial compensation and improved benefits, such as more vacation time and additional time off.

(Armstrong-Stassen, 2006)

Evidently, different groups of people rated some of these practices are more important than others. For example, respondents who were on the younger end of this generation, in their 50s, found Job Design to be more important than folks in their 60s. Recent retirees, as in those who have retired within the past five years, were more interested in the offer of incentives than those who had been retired longer than five years. Perhaps this indicates that recently retired folks are more motivated to work because they are looking for compensation and less recently retired folks are more motivated by the desire for socialization (Armstrong-Stassen, 2006). Ultimately, individuals are motivated to return to work due financial demands, a personal desire for self-fulfillment, and a strong sense of social interdependence.

Case Studies

While the data trends related to baby boomers in the workplace are very informative and the studies conducted prove the benefits of intergenerational work, it's also helpful to see these concepts played out in real world examples. Seeing the data and statistics on paper is one thing, but understanding the real life implementation of an intergenerational initiative is the next important step. The following examples of organizations or initiatives serve as case studies for Ascentria to analyze and eventually emulate. We present multiple examples, on both a national and local scale, of organizations successfully promoting and utilizing generation to generation relationships. The youth-serving aspect is prominent because of the very nature of intergenerational work but we also highlight other niche categories like health-centered

programming or mentoring relationships. These are all diverse and successful examples from which we can learn what worked well to borrow from. Included are basic program overviews, specific marketing materials, and studies conducted on the effects and benefits. These case study examples show that intergenerational programs do in fact work and benefit communities, and also provide a road map for how to move forward when it comes to implementation and taking next steps.

Big Brothers Big Sisters of Central MA/Metrowest. A local example of intergenerational programming is Big Brothers Big Sisters of Central Mass/Metrowest (BBBSCM) located in Worcester and Framingham. The Mission of Big Brothers Big Sisters of Central Mass/Metrowest is "to provide children facing adversity with strong and enduring, professionally supported one-to-one relationships that change their lives for the better, forever" (BBBSCM, 2018). There are two main types of mentoring programs where volunteer "Bigs" are matched with youth "Littles", including the Worcester Area College Mentors Program and Community Based Mentoring Program. Within the Community program, the majority of volunteers fall into the age 50+ demographic. There is no specific marketing or recruitment done in order to achieve this, rather the volunteers are organically connected to the organization and to the mentoring cause. The baby boomers are the ones making inquiries to BBBSCM and not the other way around (BBBSCM, 2018).

Not only do they initiate the connection on their own, but they also tend to be exemplar volunteers for the program. Due to their age, they are at a more stable place in life. There's less of a chance of the older person moving, having to be transferred for work, having a new baby, or having young kids to take care of. They are at a relatively stable place in life and in terms of geographic location, they're pretty much settled where they are. Also, like the motivations

discussed earlier, a good amount of baby boomers are retired and looking for something meaningful to fill their free time. They are reliable when it comes to answering or returning communication relating to match support, especially if it is phone calls or emails. With more life experience, they also have the availability to share advice, connections, and ideas that can help to broaden opportunities for mentees (BBBSCM, 2018). Especially when compared to the college-age demographic found in the College Mentoring Program, we can see the benefits of seniors as volunteers.

BBBS of America is also a part of the national Generation to Generation (Gen2Gen) campaign, promoted by Encore.org which consists of highlighting the mutual benefits of intergenerational relationships already happening and inspiring adults 50+ to make a difference in the lives of youth. Encore.org has partnered with multiples organizations in order to raise awareness for and connect people to intergenerational opportunities in their community (Encore.org, 2018). BBBSCM has already taken advantage of another one of Encore's entities, Encore Fellowships, employing an Encore fellow who specializes in STEM programming and activities. The Encore fellowship program places recent, or soon to be, retirees at nonprofits that are looking to build capacity through specific initiatives. The fellows bring specialized skills, years of experience, and new perspectives to the nonprofits they work for full time (ESC, 2017). At BBBSCM, the Encore fellow utilizes her years of experience working for Intel in order to create science, technology, engineering, and math programs to matches across Worcester.

In terms of size, mission, and general practices, BBBSCM can be paralleled to Ascentria. Ascentria has also done an impressive job in terms of volunteer recruitment and retention, largely as a result of Ms. Waters' work this past year focusing on intergenerational volunteers. A

lot of the same ideas from BBBSCM can be applied to Ascentria and we see similar trends and

practices.

Figure D1. BBBCCM partnerships brochure. Adapted from BBBSCM. (2018). Community-

Based Mentoring Programs. Retrieved from https://bbbscm.org/community-based-mentoring-

programs

Senior Corps. The next example of a successful initiative is an entity of AmeriCorps and

the Corporation for National and Community Service (CNCS) called Senior Corps. This is a

national government initiative found in every state across the country along with D.C., Puerto

Rico, and the Virgin Islands. Their mission is to "connect today's 55+ with the people and

organizations that need them most. We help them become mentors, coaches or companions to people in need, or contribute their job skills and expertise to community projects and organizations" (CNCS, 2018). Their guiding principles are teamwork, diversity, capability, presence, flexibility, and service-learning. First enacted during John F. Kennedy's presidency through the Department of Justice for Elder Service, Senior Corps now connects over 245,000 Americans to service opportunities in over 28,100 locations (CNCS, 2018). Some of these include: tutoring and mentoring students, helping elderly seniors stay independent and remain in their homes, providing friendship and companionship, organizing volunteers, and rebuilding after natural disasters. These opportunities fall under the umbrellas of the three main programs: Foster Grandparents, RSVP, and Senior Companions. Foster Grandparents motto is "Share today. Shape Tomorrow." and their main tasks include things like helping children learn to read, providing one-on-one tutoring, mentoring troubled teenagers and young mothers, caring for premature infants or children with disabilities, and helping children who have been abused or neglected. RSVP's motto is "Lead with Experience" and they focus on projects like organizing neighborhood watch programs, tutoring and mentoring disadvantaged or disabled youth, renovating homes, teaching English to immigrants, and assisting victims of natural disasters. Senior Companions' goal is to "Make Independence a Reality" and they work to provide assistance and friendship to adults who have difficulty with daily living tasks (CNCS, 2018). Between these three programs, Senior Corps is able to get older volunteers out into the communities where they are needed the most and where their individual skills are best suited.

In order to measure the impacts for volunteers, CNCS launched two longitudinal studies in 2015 related to the Foster Grandparent and Senior Companion programs. They wanted a way to measure specifically the health benefits of Senior Corps for volunteers. After just one year of

service, the findings were that nearly half of Senior Corps volunteers reported improved health

and wellbeing, almost two-thirds of Senior Corps volunteers reported a decrease in feelings of

isolation, 67% of those who first reported they "often" lack companionship, reported improved

social connections, and 70% of Senior Corps volunteers who initially reported five or more

symptoms of depression reported fewer symptoms at the end of the first year (CNCS, 2017). The

benefits to caregivers were also considered and these findings showed that caregivers who

receive Senior Companion services reported a positive impact in their health and well-being with

majority reporting that the volunteers enabled them to take personal time and work on household

management and also allowed them to enjoy time with family and friends. Approximately 40%

of caregivers who rated their health as fair or poor before respite support, now rate their health as

good (CNCS, 2017). While these studies are ongoing, it is clear even after one year that there are

measurable benefits. The CNCS studies are extremely telling, and they build upon the research

we have encountered and further support the call for intergenerational work.

Figures D2&D3. Senior Corps marketing materials. Adapted from CNCS. (2018). AmeriCorps,

Senior Corps, and CNCS Fact Sheets. Retrieved from

https://www.nationalservice.gov/newsroom/communication-resources/fact-sheets#SC_materials

Treehouse Easthampton/Metrowest. A slightly different example of a successful

intergenerational initiative is the more holistic Treehouse intergenerational community model.

The Treehouse model aims to solve multiple social problems within one community living scheme. As a result of too few homes for foster children, a lack of affordable housing, and an unprecedented number of seniors entering retirement, the first successful community was started in 2006 based in Easthampton, Massachusetts. Their solution was rooted in innovation and approaches that are "collaborative, sustainable and become catalysts for systemic change" (Treehouse Foundation, 2018). The community not only provides the actual housing, but support and services as well. The elderly play a huge role in the Treehouse model, serving as "honorary grandparents" to the foster children.

In their prospectus for expansion, Treehouse writes "America's older population may indeed contain the key to revitalizing our communities, provided we can develop compelling new opportunities for them to make a genuine contribution while benefiting personally in the process" (Treehouse Foundation, 2017). They have looked into these benefits for the older residents and have reported for their members: an increase in quality of life, self-esteem and life satisfaction, the ability to live independently on fixed or decreasing incomes, and reduced isolation and expanded social connections (Treehouse Foundation, 2017). These benefits, very similar to the ones in the Senior Corps studies, serve as a huge part of the solution to the original problem facing the rising senior population.

A major takeaway from this model is the urgent need for intergenerational ideas to be incorporated at the foundation of any community, organization, business, etc. The intergenerational aspect has to be woven into the culture and made a priority, so that it can then become the cultural norm or standard. We see this in every example we analyzed, but especially in the Treehouse example where the intergenerational aspect served as the root of the whole mission. These three case studies show us the power of intergenerational work and the positive

impacts that benefit everyone involved in these initiatives. There are different ways of implementing intergenerational ideas, each with their own benefits and challenges, but they all have the ability to strengthen an organization.

Figure D4. Treehouse Prospectus Brochure. Adapted from Treehouse Foundation. (2017). Treehouse MetroWest: An Innovative Intergenerational Community for Children Who've Experienced Foster Care, Their Families and Seniors. Retrieved from https://refca.net/file_download/inline/3d2a428e-3ea8-4022-a6ce-849e17e2fd51

Results and Recommendations

Our team has come up with recommendations that fall into four broad categories: benefits, a culture of respect, community partnerships, and marketing. Each category has subcategories within it, including:

1. Benefits

    a. Health Insurance

    b. Flexible work schedules

    c. Workplace reward program; "Ascentria Bucks"; Vendor discounts

2. Culture of Respect

    a. Performance evaluations

    b. Mentoring programs

    c. Training and development

3. Community Partnerships

    a. Networking Groups: Encore at Ascentria

    b. Interfaith relationships

    c. Company Incentives

    d. Grant opportunities

4. Marketing

    a. Social Media Campaign

    b. Website Redesign

    c. Target language in job description

The following section will outline each of these components in further detail.

Providing Benefits

Our research indicated that a major reason that people are returning to work is because of personal financial demands. Many older employees are looking for supplemental income to balance with their retirement savings and benefits in order to support themselves. However, in surveys and interviews in the literature, it appears that providing a variety of benefits in the workplace is more important than the level of income itself. The biggest attraction for older employees is, of course, health benefits. Aging comes with new sets of health problems, and older employees are typically facing increasing healthcare costs as a financial burden. Realistically, health care benefits will be one of the most of the most expensive recommendations to implement, but benefits are not all necessarily expensive for an organization to provide. Another benefit that would attract older employees is providing flexible and creative work schedules. This could be done in a variety of methods. Older employees may only be looking for part time work, particularly for those who have developed disabilities due to the aging process. Job sharing, in which two part-time employees jointly do a full-time job, will help employees enjoy more time off without compromising the responsibilities of a position.

Smaller incentives may not have as much of a financial impact on employees, but are a way to show employees that they are valued. We recommend Ascentria find small perks that they can offer their employees. Many organizations will create relationships with local vendors, like restaurants or grocery stores, to gain discounts for their employees. Ascentria can create a rewards system called 'Ascentria Bucks.' When older employees reach certain milestones, like completing trainings for example, they are rewarded with 'Ascentria Bucks.' These points can be redeemed for prices that Ascentria can afford, i.e. parking passes, gym memberships, gift cards to nearby restaurants or coffee shops, or even technology items.

Creating a culture of respect

A workplace's culture is the character of an organization. The Harvard Business Review once wrote, "Culture is like the wind. It is invisible, yet its effect can be seen and felt. When it is blowing in your direction, it makes for smooth sailing. When it is blowing against you, everything is more difficult" (Soule, 2017). As we found in the literature review, many older people who are planning to go back to work fear that they will be faced with a culture that looks down upon older workers and shows a strong preference for younger and faster workers.

The Society for Human Resource Management provides examples of ageism as seen in institutional practices. These examples include:

- Providing hiring preference for younger workers

- Retaining younger workers during organizational restructuring and layoffs

- Offering better conditions of employment for younger workers

- Providing choice job assignments only or more frequently to younger workers

- Not including older workers in new trainings initiatives.

("Employing Older Workers," 2016)

Changing a culture in an organization needs to come from the top-down. This, Ascentria will need to institute policies that ensure older employees are receiving equal opportunity in the workplace. The first method would be to make performance evaluations less hierarchical and more conversational. As the research has shown, recognition and respect is highly important to older employees. During performance evaluations, management has the opportunity to hear the opinions of older employees and include them in the decision making process a little more.

Many older employees fear that they will be excluded from work opportunities because they are out of touch with newer practices, particularly with technology. (Cite) Ascentria must

ensure that older employees are included in new trainings and development opportunities, as well as general trainings specifically for older employees to upgrade their skills.

 Creating mentoring programs in which older employees are paired with younger employees will help foster intergenerational cooperation, collaboration and unity. Older employees have expressed desire to learn new skills informally; mentoring programs provide a great opportunity for self-directed learning experiences. Further, the programs will help decrease a social divide between generations and promote workplace cohesion. This practice could overlap with the practice of flexible work schedules by construction of 'job sharing'- a practice in which two part-time employees jointly do a part-time job.

Community Partnerships

Community partnerships will be vital to Ascentria's success in recruiting and retaining older employees. Within the partnerships component, there are a number of specific actions that can be taken that would strengthen Ascentria's reach and ability to serve the community. An important goal is to create a community within the organization. As the research has shown, people are more likely to volunteer or become involved with civic engagement when they feel have a psychological sense of community. One way to do this is to create an affinity group for older employee. The group could be called 'Encore at Ascentria' and would allow older and back-to-work employees to maintain connections with one another and support each other throughout the process. A group like this could also serve as social networking group in which these employees can encourage other older adult to join and return to work in some capacity. Senior Corps has intentionally gone to great lengths in order connect their corps members, through "Senior Corps Week 2018" and a Senior Corps Convening conference. With the goal to "energize and inspire," (CNCS, 2018) both events bring together volunteers in order to share

experiences and foster creativity. We recommend that Ascentria create Facebook and LinkedIn pages for these groups and host periodic networking events.

Ascentria could continue to cultivate a sense of community by returning to their faith-based roots and utilizing interfaith partnerships with other faith-based groups. These could include other faith-based nonprofits or even local churches or church groups. These groups typically consist of older people who have extra time and a longing to live out the values of their religion. Building and expanding upon their network of interfaith relationships can help to expand resources, bring in new volunteers, and create a sense of unity.

With a network of partnerships and relationships, Ascentria could offer a variety of incentive programs to their volunteers and employees. On one level, they could offer their own employees the opportunity to take an hour off of work to volunteer with another nonprofit in Worcester. Alternatively, Ascentria could partner with other organizations to offer volunteer placement for their employees. There are companies in Worcester, typically more corporate-based like Hanover and TJX that already use this model and offer volunteering as an incentive.

From a more logistical angle, partnerships create sustainable and accessible sources of funding for programs and initiatives. The financial aspect is a prominent one, and often times funding is the main obstacle that nonprofits face. However, the case studies set a positive precedence for successfully funding intergenerational initiatives. Partnerships with government foundations and trusts typically bring in large sums of money, along with donations from corporations. Grants from other nonprofits also can significantly help, and viewing other nonprofits as partners rather than competition ensures that funding opportunities remain open. Partnerships enable the spread of resources, including extremely imperative funding money.

Marketing

Based on the research about baby boomers' use of social media and their reactions to the information they obtained from social media, there are two recommendations for Ascentria in order to use social media as a marketing tool to attract more 50+ volunteers to join Ascentria.

Job Description. Because of the lack of outreach from companies and organizations to older workers, the Equal Employment Opportunity Commission approves of employees targeting older workers specifically for employment opportunities. This mean that Ascentria can tailor certain job descriptions to appeal directly to potential older employees. The Society for Human Resource Management suggests using language that older employees will relate to. This includes "mature," "experienced," and "reliable" because these are qualities that older workers will have. ("Employing Older Workers," 2016) Further, terms like "energetic" may detract older people from applying because it implies a youthful energy is valued. As the research has shown, older people are afraid of being 'too slow' for the workplace (Mcilveen & Perea, 2016), and terms like 'energetic' can play into their anxiety over their energy levels. The job description should also confirm that training will be provided, as research indicates that older employees may feel underqualified for the changing demands. (Welker, 2017) Offering training will ensure workers that they will not be expected to know the new technology and job demands and will be able to learn from the position. Lastly, the job description should indicate that experience in the field can be a substitute for a required education level. This lets the reader know that their experience is going to be valued in this position.

Social Media. Social media campaign on Facebook can help with online exposure. As revealed by the Global Web Index 2015 Report, the average person has five social media accounts and spends 100 minutes browsing them every day (Davidson, 2015). The huge online traffic is an opportunity both for business and non-profit organizations to build images and to

increase online presence. According to a report published by Texas Tech University, brands with active social media profiles have more loyal customers (Bell, 2013). For non-profit organizations, "loyal customers" can turn into employees, volunteers and donors.

Given to the users' receptiveness of messages on social media, it is important for non-profit organizations to create a pattern of social media update frequency. There is a positive correlation between the frequency of update and users' recognition of a specific organization.

Nonprofit organizations can use visual media as a way to effectively spread their mission with the public. As author Samantha Lile said:

As visual content continues to dominate the Web, philanthropic organizations are harnessing the power of imagery to help spread their messages and boost fundraising efforts. Visual storytelling is an ideal medium to communicate nonprofit organizations' purpose since it not only increases audience engagement but also triggers emotions that can effectively lead to a change in behavior or, at the very least, a change in attitude and perspective (Lile, 2017).

According to Dan Zarella of Likeable Media, "Tweets including uploaded photos were 94% more likely to get retweeted" (Zarella, 2013). Ascentria can post photos showing that 50+ employees work in Ascentria with a sense of achievement in order to advocate more 50+ year olds to join Ascentria, which can also be explained as peer pressure. Meanwhile, based on one of baby boomers' actions resulting from social media, which is that more than half of boomers will visit the company website after seeing something on a social networking site, Ascentria can also post job positions on Facebook as well as the employment link of its own website. Using a simple, inspiring hashtag to encourage people to engage in the campaign and post their own

stories with the hashtag will make the campaign more influential and make Ascentria more

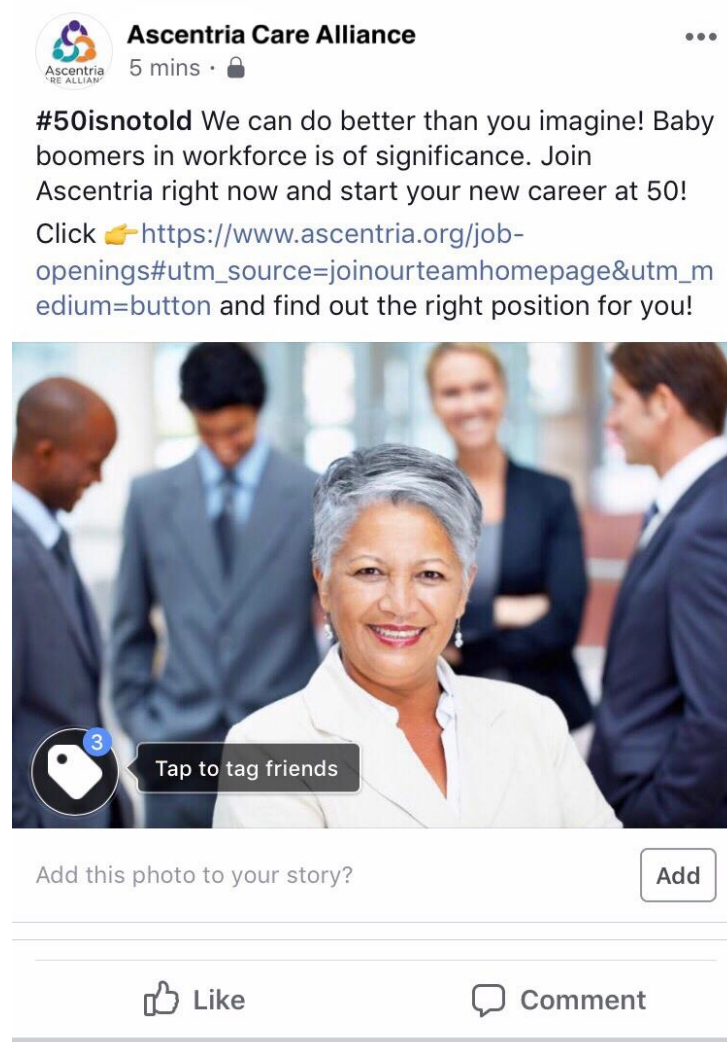notable. For example, the hashtag could be #50isnotold.

Figure E1. Mock Social Media Post. Created by research team.

YouTube should be used appropriately. As stated by Google before, 54% of

boomers/seniors watch online video and 82% of 45+ population choose YouTube when watching

online video (Google, 2013). Further, videos with a slower pace and a great deal of information

are more likely to appeal to baby boomers than those faster paced videos with heavy visuals

(Patel, 2016). Ascentria can improve slower paced video producing and keep its YouTube

account active.

In addition, Ascentria can also take advantage of YouTube Ad service. YouTube will provide clients the opportunity to post their company website link at the top right corner when the ad is playing, which is convenient for 50+ aged people to visit the company website after seeing the ads. Besides, YouTube also offers a few methods of ads targeting:

- Demographic groups – Age, gender, income, or parental status, for example.
- Interests – Reach people interested in certain topics. This includes the more granular affinity and in-market audiences.
- Video remarketing – Reach viewers based on past interactions with your videos.
- Placements – You can show your ads on certain channels, videos, apps, websites, or placements within websites.
- Topics – Target your videos based on specific topics on YouTube.
- Keywords – Show your YouTube ads based on words or phrases related to a YouTube Video. This targeting option depends on your ad format (McLeod, 2018).

Through these methods, Ascentria can target the potential 50+ aged employees more effectively and efficiently.

Website Design. For an effective website, process and vision are two key principles for users. Process can represent the logic of the website and vision will reflect the aesthetic of the website. Both of them are implemented through a strong user interface design. In information technology, the user interface (UI) is everything designed within an information device with which a person may interact. (Informatics.com, 2017)This can include display screens, keyboards, a mouse, and the appearance of the desktop. It is also the way in which a user interacts with an application or a website. The growing dependence of many companies on web applications and mobile applications has led them to place an increased priority on UI in an effort to improve the user's overall experience.

Attracting senior citizens as part of a company's user-base was once deemed as "the last Internet frontier". However, this elusive scenario has since become reality, as we have witnessed a constant increase in the number of senior citizen users who are logging on, signing up, and subscribing more often. In the United States alone, Statista recorded that in 2016, 64% of senior citizens were online – that is up four percent from 2013 (Statista, 2016).

Based on our research, we believe Ascentria needs to adjust their view to attract older people as employees or volunteers. According to AARP, nearly 70% of workers who have not yet retired say they continue to work after retirement. The AARP study found that employees who want to work in their later years are expected to have different jobs (Gillian, 2015). If an organization has a strong, attractive website geared towards older people, it undoubtedly will catch more attention and increase recruitment chances.

HR web design geared towards baby boomers can be achieved by using the following best practices: designing with larger UI design elements, using color to help highlight important content, and performing appropriate user testing.

Make your user interface decipherable by considering the size of your fonts and the screen itself. For users who are over 50+, tiny text can be bothersome. If Ascentria is looking to target baby boomers, they should try to stay away from fonts smaller than 12-point for the UI's body text. (Informatics.com, 2017)

Sometimes users have the option to control the font size in the web browser. However, most of the time it is just a case of zooming in on a page, and this can result in problems with function or display. It is best to avoid having users resort to manual overrides.

Additionally, break information into shorter sections and use whitespace so that the user isn't overwhelmed with reams of text stuffed into small spaces. The Figure E2 and E3 are from

Ascentria and VolunteerMatch. When comparing the introduction pages from the "Vision/Join

Us" set, we see the Ascentria version is more complex and hard to read because of the low fonts

and the word color. People could lose interest and will stop attempting to explore the website.

Figure E2. Example of difficult website design for older people. Adapted from https://www.ascentria.org/

Figure E3. Example of easy website design for older people. Adapted from https://www.volunteermatch.org/

Color and contrast in the UI help users determine which UI elements allow them to perform which tasks, keep track of where they have been within a website, and know which words link to separate pages. (Kurniawan & Zaphiris, 2005). For instance, blue should be avoided for interface elements that do not bear links – dark blue is the defector standard for web links. Additionally, if there is no color distinction between links that a user has visited and has yet to visit, they may lose track of what pages they have already visited. This could happen to any user. However, baby boomers may have a harder time remembering which parts of a website they have visited and may be wasting time repeating actions and returning to the same locations. Figure E4 is a great example, which shows how different styles can influence people. Instead of putting the search column in the corner, you can see in Figure E5 that United Way put the search column in the middle of the picture and website, front and center.

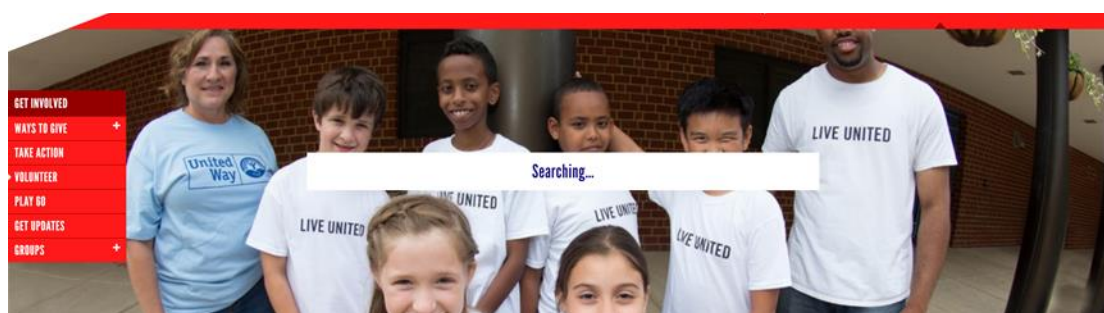*Figure E4.* Ascentria's search bar. Adapted from https://www.ascentria.org/

Figure E5. United Way's search bar. Adapted from https://www.unitedway.org/

Consider the way information is presented when creating websites for elderly, hard of hearing, or visually impaired users. Content must be understandable and digestible, so that someone with an impairment can still take in the information being presented and grasp the main

ideas. (Ferreira, 2007)Providing a speech function is essential for those who need text read

aloud. Additionally, avoid using words that could confuse users and focus on language that will

effectively carry across the intended meaning. (Informatics.com, 2017)

Between the ages of 55 and 65, hand-eye coordination and motor skills tend to decline

making it harder to interact with UIs. The mouse is a particular problem for users with

diminishing motor skills because it can be tricky to hit interface targets, move between UI

elements, and respond to targets on-screen.

To address this obstacle, make sure that clickable UI elements are big enough (at least 11

mm diagonally) and far enough apart from each other (at least 2 mm) according to Ollie

Campbell on Smashing Magazine (Campbell, 2017). We should also try keeping mouse clicks

down to ONE click.

The market for the elderly will double in size in the next 25 years (Kurniawan, S. &

Zaphiris, P., 2005). Many of these people will have significant sums to spend on their technology

experience. Therefore, a good website design can make communication understandable, more

convenient, emotionally acceptable, and emotionally desirable (Ferreira, 2007). UIs become

clear and familiar. Familiar interfaces are more attractive, the user instantly understands how to

use the various elements of the UI. It's easy for older people to learn how to use Ascentria

website when it's paired with a familiar interface. Figure E6 is how Ascentria's website currently

looks. Figure E7 has been designed by the research team to demonstrate a design that

incorporates more user-friendly elements for older individuals. Our first goal was to make the

website more clear and easy to read, in order to help older people find jobs more easily. The left

body of the graphic shows the new structure with different fonts, position, and categories instead

of all mixed together. People can find what they like and want they want to do with optimized
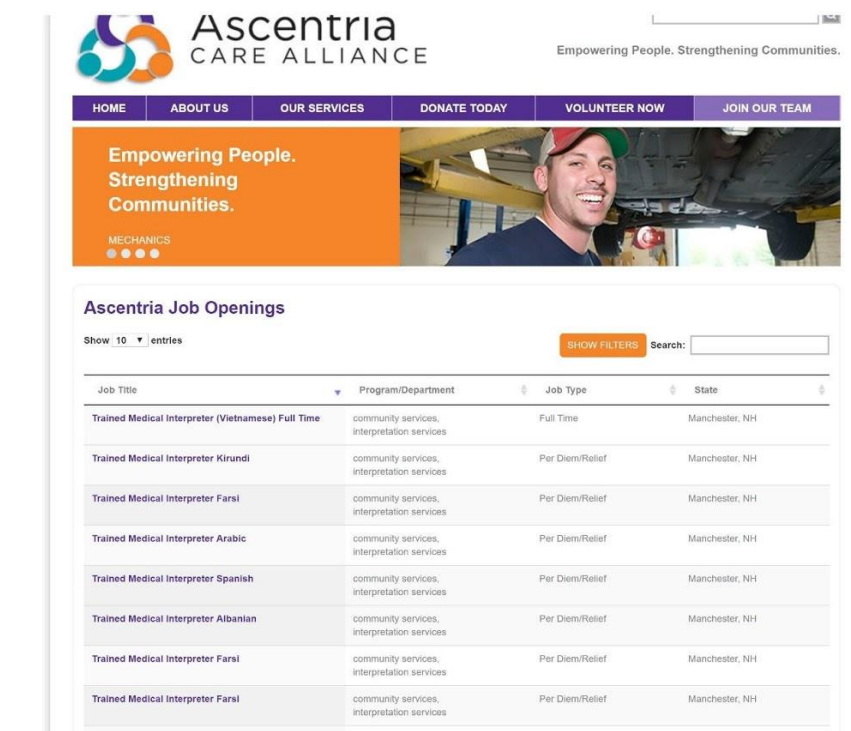
searching conditions.

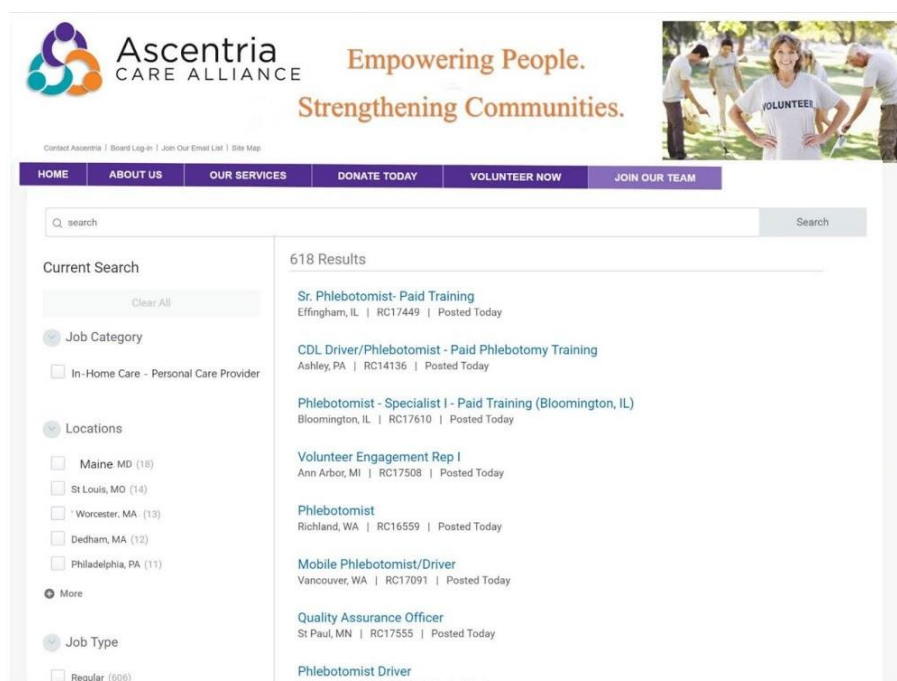*Figure E6.* Ascentria's current website design. Adapted from https://www.ascentria.org

Figure E7. Improved website design. Created by research team.

Reflections/Takeaways

Upon completion of the project, we have come away with multiple new learnings and takeaways. On a more personal level, we were able to gain new skills relating to collaboration and professional development. During the research process we were introduced to new concepts and information regarding the baby boomer generation and how it will impact us as millennials. We also were familiarized with Ascentria's mission and their extensive work in the Worcester community.

There were a number of hard skills that each of us were able to strengthen while working on the research component, writing the final report, and preparing the presentation. While many of us have sharpened research and writing skills during our time at Clark, this project served as another way to put into practice what we have learned and develop our research strategies. We also had to utilize collaboration skills in order to function most effectively as a team unit and practiced public speaking strategies in preparation for the final presentation/defense as well. All these hard skills will be useful in a professional capacity with whatever future jobs or opportunities we take on.

As future participants in the U.S. workforce, we all have a direct stake in the future of intergenerational work. It is helpful to learn about the typical characteristics and working styles of the four generations, in order to understand how to work most efficiently and effectively with our co-workers and superiors. It is also helpful to understand how we work best as millennials. Being aware of our own strengths and weaknesses can help us better collaborate and contribute in both workplace and personal settings.

Another important aspect of the project was gaining an understanding and appreciation for Ascentria's work and mission. As a prominent nonprofit not only here in Worcester, but

across the country, it became clear to us that Ascentria is a valued and highly regarded presence. Their contributions to the city are plentiful and far-reaching, especially for vulnerable populations like immigrants/refugees, youth, and the elderly. After touring both the client center and business center, we were introduced to the variety of programs and services that are offered and were able to meet some of the employees that bring their mission to life.

After conducting the research and compiling the report, we fully realize the value and importance of intergenerational work. Both the data and success stories show what the possibilities can look like when we give older generations the chance to unlock their full potential. The benefits and measurable impacts are tangible not only for society as a whole, but for our local Worcester community as well. The benefits of intergenerational work could help alleviate many of the systemic problems Worcester is facing. Ascentria's adoption of intergenerational ideas and initiatives could put them at the forefront of creating social change in our community. Intergenerational thinking is a powerful force and Ascentria is an organization firmly grounded in social change. The two in tandem have the opportunity to forever change Worcester for the better, truly embodying "rising together".

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Appendix A:
Initial Report

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Capstone Practicum
2/9/18

Initial Report- Ascentria Care Alliance

For the fulfillment of the Intergenerational Workforce Project for Ascentria Care Alliance our goal is to gather information and statistics about the looming employment crisis related to age demographics, particularly for non-profits. We will be gathering and organizing information about the characteristics of the five generations who are/might be present in the current workforce. More specifically we'll be compiling information, statistics and anecdotal evidence regarding the value of hiring persons age 50+. We'll be attempting to determine the benefits of older employees and volunteers interacting with and supporting the younger client base along with determining the value of an intergenerational workforce. This information will then be used to create potential marketing and promotional materials, rework hiring and human resources materials, and establishing strategies and protocols to promote employee retention. Our deliverables will come in three stages 1) research 2) analysis and 3) marketing/promotional materials.

Ascentria has 5 social media channels, Facebook, Twitter, YouTube, LinkedIn and Google+. There are 1,937 people that follow Ascentria's Facebook page and 1,987 people liked the page. There are 592 Twitter followers, which is less than that on Facebook. On its YouTube page, there is no number of followers presented. On LinkedIn, 1,327 people follow the page. It also indicated that 13 people from Clark University have been hired at Ascentria. Not many followers are on its Google+ page, only 21.

Ascentria updates the Facebook page almost every day or at least three times a week, which is just about as frequent as the Twitter page. The update frequency on its YouTube page is once every one or two weeks. Ascentria updates its LinkedIn and Google+ pages at about the same rate as other medias, which is about once a week to every three weeks. The posts on Facebook always gain single-digit likes and hardly gets comments and reposts. However, on Twitter, although there are still little comments, likes and reposts are more than that on Facebook. Some posts on Twitter gained more than 40 retweets. The average views of the videos posted on its YouTube page is about 110 times. Among all the videos, one video named *Ascentria Care Alliance: Unaccompanied Refugee Minors* got 1,242 views. Nevertheless, that video was posted on YouTube three years ago. On average, posts on LinkedIn can get 4-5 likes, no comment or share. As far as Google+, likes can be hardly found.

The maintenance of Facebook and Twitter are better than that of other channels. According to the goal that appealing to more applicants to join the organization, the maintenance of LinkedIn should be improved because it is a job hunting website. As a newer and very popular social media, Instagram should be considered. The average age of users on Instagram are lower than that on Facebook and Twitter, which means that young people can be attracted through Instagram.

The mission of Ascentria Care Alliance states "We are called to strengthen communities by empowering people to respond to life's challenges" and their vision: "We envision thriving communities where everyone has the opportunity to achieve their full potential regardless of background or disadvantage. Together with our partners, we inspire people to help one another reach beyond their current circumstances and realize new possibilities". Their core values embody "Faith in action" and include courage, compassion, and integrity. As one of the largest

community service organizations in New England, Ascentria Care Alliance empowers people of all backgrounds to rise together and reach beyond life's challenges. With 60 locations throughout the region, they use utilize a client-centered care model to help individuals and families move forward and thrive — physically, intellectually, socially, spiritually and economically.

In the nonprofit sector, there have been multiple intergenerational initiatives workshopped and implemented successfully. With a growing 50+ population there's a growing skilled and experienced applicant pool for potential volunteers and employees than many companies and organizations have tapped into. Partnerships and initiatives enable organizations to find people with specific skill sets and life experiences that they might've not had access to beforehand. Different demographics can learn from each other and combine knowledge bases in order to be more creative, efficient, productive, and effective.

Ascentria's work, especially in Worcester, is crucial and necessary. There is an extreme need for their services now, more than ever, considering the political and social climate we're experiencing. They offer a range of valuable services to the community, and the employees and volunteers make this possible. With a new surge in the 50+ employee/volunteer demographic, their capacity to serve and help would be augmented greatly. Our research and analysis will result in materials that will potentially help others understand the importance of intergenerational work, especially in a nonprofit setting like Ascentria. We are prepared and excited to partner with an organization doing such urgent and powerful work.

Appendix B:

Project Charter

School of Professional Studies

Project Charter:
Ascentria Capstone Project

Table of Contents

Glossary of Terms in a Project Charter

This glossary defines key terms used in this document. Although some of the terms will have slightly different definitions outside of this project, this glossary defines the meaning within this initiative.

Assumption – An item taken to be factual even though that fact has not been confirmed. Wherever possible the accuracy of assumptions is validated during the project

Constraint – An unchangeable condition that impacts the project.

Contingency – An activity, budget or time period that is held in reserve in order to minimize the impact that a risk has on the project if that risk is realized

Major Stakeholder – One of the key interested parties and decision makers in the project.

Mitigation – An activity that is undertaken to minimize the impact and /or the likelihood of occurrence of an adverse risk or to maximize the impact and /or the likelihood of occurrence of a positive risk

Project Charter – This document. The document that authorizes the project and sets out the framework for what is to be done and how it is to be managed.

Project Manager – The person responsible for the management of the execution of all work items.

Required End State – The definition of what constitutes a completed project.

Risk – An uncertainty that may impact the project in either a positive or negative manner if it occurs.

Scope – The sum of the changes to be made in order to achieve the Required End State.

Steering Committee – The group of people responsible for making major decisions on the project.

1. **Project Overview**

1.1. Introduction

The focus of this project is to assist Ascentria's organization in recruitment efforts for workers aged 50 and older for paid positions. Our role specifically will be to conduct an in-depth research on older generations working in the human service field and gathering information about the value and benefits of older employees working as a part of a diverse and intergenerational team.

Major Stakeholders

1. Ascentria: Ascentria's entire organization is a major stakeholder in this project, as our findings may impact their hiring process and generate new, diverse employees. New employees can help the organization grow.
2. Janet Waters: Janet Waters will oversee this project and will be the voice of the customer.
3. Mary Piecewicz: Mary Piecewicz is the appointed project manager, as she will ensure that this project is satisfactory to both the client's and the school's standards.
4. Capstone group: The entire capstone group is a stakeholder in this project, as we are relying on one another to complete tasks on time and produce equal amount and quality of work.

1.1. Document Purpose

To provide an overview, our main deliverables will be a PowerPoint presentation that Ascentria employees can use to raise awareness, suggestions for job descriptions that will attract older generations, and the creation of a mock website and social media campaign. This project should be completed by April 23rd or 27th, on which date we will present the project to Janet Waters of Ascentria, any other Ascentria staff, and SPS advisors. The purpose of the project charter is to define the project and its scope and confirm on an end state and timeline. This document will also define our assumptions, constraints and risks, and outline the agreed upon communication structure that will produce the best results. For efficiency, we will also define our roles and responsibilities to ensure reliability amongst the capstone team.

2. Project End State and Scope

2.1. *Required End State*

The major goal of this project is to conduct and analyze research about the age 50+ demographic which will culminate in our deliverables including the compiled research and suggested content for a PowerPoint presentation. We will then communicate our findings and recommendations during a team presentation on either April 23rd or 27th, 2018 to Janet Waters of Ascentria, any other Ascentria staff, and SPS advisors.

2.2. *Project Scope*

Work Area	In Scope	Out of Scope
Research	-Organizing information about the characteristics of the five generations who are/might be present in our workforce -Gathering information, statistics and anecdotal evidence regarding the value of hiring age 50+	-Gathering our own data/numbers -Conducting our own research projects
Marketing/Media Updates	-Recommend ideas for website design which will attract potential employees age 50+	-Actual website and media control/agency
PowerPoint Presentation	-Constructing a PowerPoint presentation about the benefits of an intergenerational initiative to use in marketing/promotion	-Promoting or presenting the PowerPoint directly to actual stakeholders
Research Analysis/Recommendations	-Propose new job descriptions to attract potential employees age 50+ -Establishing detainment protocols to effectively include age 50+ employees once they are hired at Ascentria	-Any actual changes made to the hiring process - Implementing the new initiative across Ascentria
Action Steps List	Creating a list of recommended actions steps	

	for the organization to take after the completion of this project	

2.2.1. Change Management

If a change to the project scope is requested, the team members will discuss the feasibility of the change and strategies to make it happen. Any final decisions regarding changes will then be relayed to the stakeholders, including Janet, other Ascentria employees, and Mary as well. If necessary, a plan will be made to implement the change and to measure the impact of the change.

3. Assumptions

The assumptions for our project include the following:
- Janet will be our main point of contact who will communicate effectively with us.
- We will have the ability to interact with other Ascentria employees if need be.
- We will have access to certain human resources and hiring materials and data in order to augment our research.
- Our findings and recommendations will be taken into consideration and that Ascentria is open to suggestions.
- Mary will be available to answer questions and assist with any major conflicts that arise.
- All team members will contribute to the project's work equally.

4. Constraints

- The research and resources may not be available for this project
- Capstone team availability to meet for project is limited to school hours.
- Geographical location under investigation is limited.
- Strategic priorities are focus on Ascentria current workforce information.
- Target audiences, baby boomers, rarely use social media.

5. **Risks**

Risk: An uncertain event or condition that if it occurs, has a ***positive*** or ***negative*** effect on a project or process objective. Risk tolerance of stakeholders should be evaluated as part of the final risk analysis. Stakeholders can run the range from "Risk Adverse" to "Risk Neutral" to "Risk Taking". Risk tolerance is category dependent.

Probability and i**mpact** are independent variables. **Risk = Probability X Impact**.

Values for Determining Probability of Risk Occurrence (P) – the likelihood that risk will occur

Very High (95%)
Likely (75%)
Even Chance (50%)
Possible (25%)
Unlikely (5%)

Values for Determining Impact of Risk (I)

.1= Minimal or no impact
.3= Small impact on desired result
.5= some impact on desired result
.7= Significant impact on desired result
.9= Desired goals cannot be achieved

Categories of Risk: Please be sure assess risk from all perspectives.

Technical Risks: Risks introduced because of the difficulty of the work involved, new or changed technology, unrealistic performance goals, or changes to operations standards or procedures.

Project Management Risks: Risks arising from poor utilization of resources, poor quality of planning, and poor project management discipline.

Organizational Risks: Risks associated with cost, time, quality and scope objectives. Can arise if objectives are incompatible; ineffective prioritization of goals, or lack of funding.

External Risks: Risks resulting from changing regulatory environment, labor issues, changing economic circumstances, or changing customer requirements.

	Risk	**Matrix**	

Risk(+/-)/ Category	Probability of Occurrence	Impact of Risk	Risk Score=P*I
Resources deficiencies and difficult to find confidential data (-/technology risk)	.50	.7	.35
Overly-optimistic deadlines (-/project management risks)	.25	.3	ç
Inaccurate or under-estimated project priorities required for deliverables (-/organization risks)	.05	.9	.45
Help organization to attract potential age 50+ employees (+/organization risk)	.75	.1	.75
Build sense of community assistance (+/external risk)	.50	.1	.50

Team contribution will be equal.	.50	.1	.050

6. Communication Strategy

Official project documents
- The project charter will be reviewed and approved by all major stakeholders and will be made available to all interested parties once approved.

Formal milestone reviews
- The project team will supply status reports to Mary, and Janet Waters review will have defined approval criteria that must be met to proceed to the next phase.

Regular status reports
- The project team will provide stakeholders with soft copy documents highlighting:
  ○ Current Progress

    ○ Current issues
    ○ Planned actions
    ○ Other information as needed

Regular status meetings
- The project team will meet weekly with Mary to discuss progress, and issues in real time.
- May meet more frequently if necessary

Informal Communication
- Capstone team members will use informal communication (Text messages, what's Up, etc.) to discuss meeting times, weekly agenda, and any other information relating to the project. This gives members the opportunity to discuss problems as soon as they appear.

Capstone deliverable/presentation

7. Project Structure
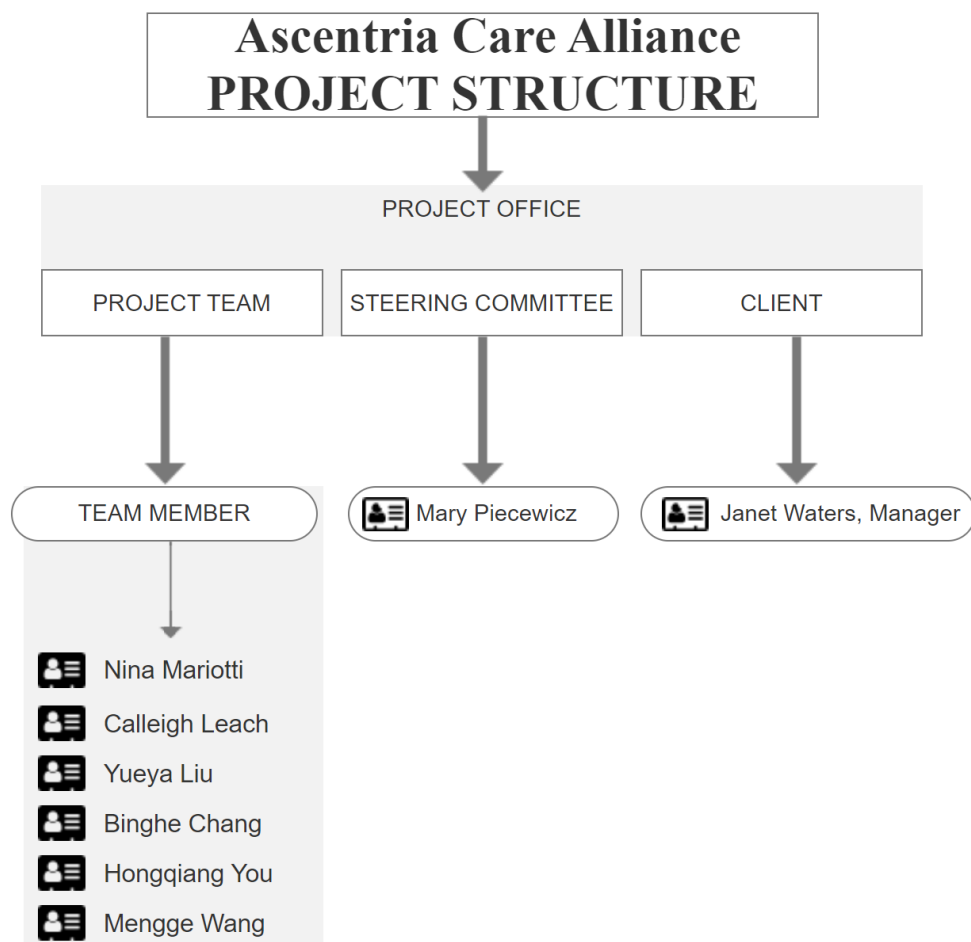
8. Steering Committee and Stakeholder Commitments

1.2. Stakeholder Commitments

1. Janet Waters: will support our project and provide us the access and resources needed to complete our research and investigation into the organizations hiring practices.
2. Mary Piecewicz: will provide guidance throughout the project and will make with the entire team on a biweekly basis on Thursdays at 11.
3. Capstone group: will fully committed and put forth our best effort to deliver on our project charter agreements by delivering tasks by the deadline, attending weekly

group meetings and biweekly meetings with Mary, and asking questions if clarification is needed.

9. Roles & Responsibilities/RASCI Chart

Project Management and Editorial:
- Nina Mariotti
- Calleigh Leach

Graphic and Design:
- Hongqiang You

Researchers:
- Yueya Liu
- Binghe Chang
- Mengge Wang

10. Measures of Success

This section of the project charter should detailed measurements that will indicate that the project is a success.   The following table provides examples of measures of success that teams can decide are appropriate for their projects.

Project Performance Dimensions by Project Success Factor	
Project Outcomes	**Measure of Success**
Agreement	Meeting schedule expectations Finishing the project proposal by April 27th Meeting the need of Intergenerational Workforce Project for Ascentria Care Alliance

Customer	Customer satisfied with research result. Customer is open to the list of recommendations Addressing customer need
Project Teams	Team members experience personal growth Highly satisfied and motivated team Potential internship opportunity Getting an A on final report and presentation

11. Stakeholder Sign-off

This project charter has been signed off by the following stakeholders:

_____   _____   _____
Name   Title   Date

Appendix C:
Final Presentation

Constructing Career 2.0:
A Guide for Hiring Mature Employees at Ascentria

Spring Capstone Defense April 27, 2018

CLARK

Ascentria
CARE ALLIANCE

SPS Advisor: Mary Piecewicz
Ascentria Liaison: Janet Waters
Presentation by: Binghe Chang, Calleigh Leach, Yueya Liu, Nina Mariotti, Mengge Wang, and Hongqiang You

Introduction

The problem:

o   More than 1/3 of the current U.S labor force is over 50 years old
o   Every day, 11,000 baby boomers turn 65; this trend will continue until 2030
o   By 2020, 31 million jobs will become available as Boomers retire; (another 24 million jobs will be created in this time)
o   The educated and skilled population of younger workers isn't large enough or growing fast enough to make up for these departures

*Ascentria will be hit hard
by this shrinking pool of
candidates.*

2

Goals of this project:

- Conduct research to create an understanding of how and why older employees return to work

- Create a blueprint for how Ascentria can accommodate and attract older employees

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Empowering People. Strengthening Communities.

4

Methods

Research Design:
- Collected and analyzed existing academic research into categories
- Took an interdisciplinary approach to research
- Visited Ascentria- gained understanding of general structure of the organization

Constraints:
- Unable to conduct surveys and interviews due to timing issues
- Ethical considerations- human-centric focus
  - Older generations and workers/employees as potentially vulnerable populations
  - Must be mindful of the stigma and ageism surrounding this topic

Introduction:

There has been a change in our social script for working.

Traditionally:

Go to school or training.

Get a job and work.

Retire.

Now:

"We are seeing more people who aren't happy following the old cliché of retiring to Florida and playing bingo, but instead have invested so much into work and relationships pursued from work and don't want to just end it when they reach some magical age that was really arbitrarily determined years ago"
Dr. Sharon Brangman

3

Labor Force Trends:
Growth is strongest among older adults

Ages 16-to-24: trending lower after peaking at nearly 69% in the late 1980s

Ages 25-to-54: steady drop-off after 1999

Ages 55 -to- 64: increased since 1985; finally stabilized at around 64% after 2010

Ages 65+: reached 19% in 2016

6

Non-profit organizations in Worcester

Category:Non-profit organizations based in Worcester	Number of registered non-profit organizations	Category:Non-profit organizations based in Worcester	Number of registered non-profit organizations
AIDS	2	Immigration	6
Animal	8	International	20
Arts&Culture	69	Job Training	10
Cancer	3	Literacy	1
Children&Youth	42	Mental Health	24
Civil Rights	9	Microfinance	3
Crime&Law	17	Philanthropy	50
Disabilities	14	Religion	102
Disaster Aid	4	Reproductive Rights	3
Domestic Violence	6	Scholarships	14
Economic Development	15	Seniors	14
Education	102	Sports	34
Environment	15	Technology	4
Food	5	Veterans	3
Health	72	Voting Rights	2
Homeless&Housing	22	Water	4
Human Services	99	Women	3

7

Labor Force Trends:
Growth is strongest among older adults

An additional 3.8 million people

65+ entering the labor force

during this 10-year period.

6

Labor Force Trends in Worcester

- Gained more than 7,400 workers at the beginning of 2015, but lost 9,400 workers in November the same year
- The unemployment rate in Worcester is currently at 4%
- Companies reported that they are not finding enough people to fill positions

➢ **Training the workforce of over 50 years old in particular on skills and qualifications**

8

Overview of 4 Generations

	Traditionalists (before 1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1981-2002)
Other names	Veterans / Silent Greatest Generation	Boomers Workaholic	'Slacker' Generation	Millennials
Prefer way to Communicate	Face to face Write a memo	Phones (call me anytime)	Emails Cell phones	Instant way Social media
View on Schedule	Work long hours Hard working	Work longer hours Take on extra responsibilities	Value work/life balance (Only work hard as needed)	Value work/life balance (Prefer flexible schedule)
Team work	Individualism	Teamwork / Group decision-making	Self-reliant, prefer to work alone	Great collaborators
Loyalty /authority	Most loyal workers Respect for authority	Value commitment Loyalty	Less loyal skeptical of authority	Committed and feel relaxed of authority

9

Comparison of 4 Generations

Based on a survey of 1,200 workers across different generations measuring their strengths & weaknesses (EY, 2013)

■ **Baby Boomers** ■ **Gen Xer** □ **Millennials**

	Baby Boomers	Gen Xer	Millennials
Executive Presence	66%	28%	6%
Problem Solving	26%	57%	17%
Cost Effective	59%	34%	7%
Relationship/Collaboration	27%	53%	20%
Tech Savvy	4%	18%	78%
Adaptability	10%	49%	41%
Social Media Opportunist	6%	24%	70%

0   25   50   75   100
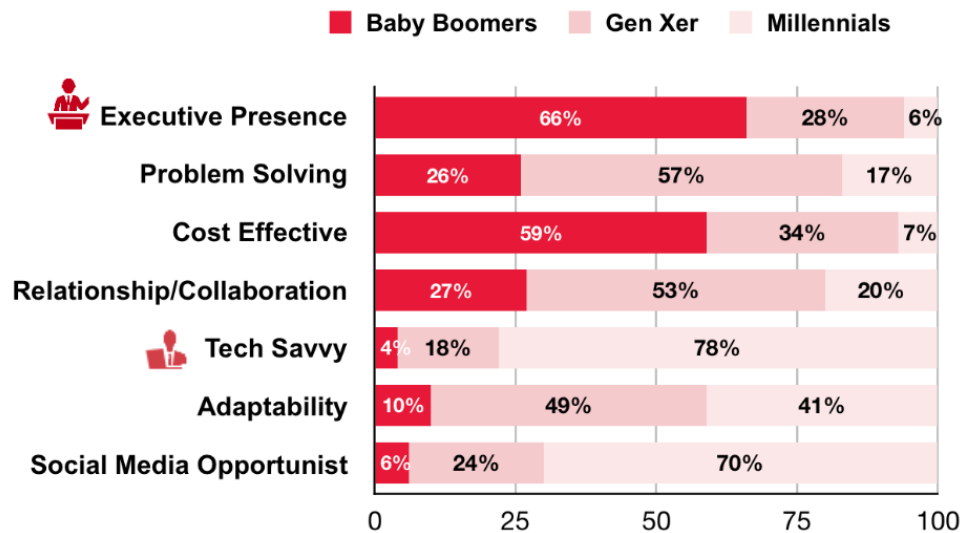
Value of Intergenerational Workplace

➢ **Promote Productivity and Creativity**

Intergenerational Collaboration:

50+ aged employees
- More time & networks
- Professional skills & experiences
- Work ethics & reliability

Younger Generation
- New business opportunities
- Technical support

➢ **Reduction in age discrimination**
- Everyone feels valued

Gen Y   Traditionalists
Gen X
Cultural diversity   Baby Boomers
Gender
Ability

11

Choosing to return to work:
PsychoSocial Motivations

'Psychology of Working Framework'

seeks to identify how social, economic, and political forces
influence the distribution of resources and affordances

Main reasons to return to work from three perspectives:

1. Economic: Financial insecurity
2. Sociological: Missing the social aspects of the workforce
3. Psychological: Attachment to work & personal fulfilment
   (Wish to upgrade skills and continue to contribute)

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Feelings towards returning to work:

Positive 👍

| Negative 👎 |

Sense of control:
- Enjoy a flexibility that they did not have pre-retirement

Curiosity of opportunity
- Open to new learnings; looking to foster individual growth
- Prefer informal learnings

Casual agism:
- Fear is they don't adapt, they won't survive
- Don't want to feel elderly

Structural agism:
- Believe employers will want things done quickly
- Feel they will be excluded because they are 'under qualified'

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Choose Human Services:
Civic Engagement as Retirement Role

The older generation has a strong sense of social interdependence & relatively high rates of volunteerism

Studies show:

➔ Psychological sense of community predicts volunteerism

➔ Most effective way to increase someone's level of civic engagement is to *ask them*

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Meeting Older Workers Needs

1. **Flexible working options**

2. **Training and development**

3. **Job design**

4. **Recognition and respect**

5. **Performance evaluation**

6. **Compensation**
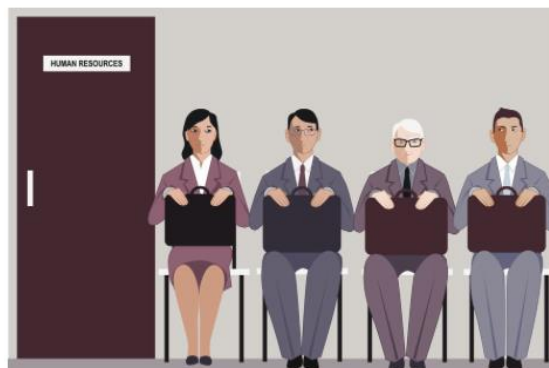
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Baby Boomers on Social Media

- 82.3% of baby boomers belong to at least one social networking site.

  - Facebook
  - LinkedIn

- More Time & More Actions

  - 27 hours/week
  - Company Website/Search Engine

- Online Video

Baby Boomers on Social Media

- 82.3% of baby boomers belong to at least one social networking site.

  - Facebook
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- Online Video

Which of the following social networking sites do you use or belong to?

Site	Percent
Facebook	82.3%
LinkedIn	35.3%
Pinterest	34.4%
Google+	32.2%
Twitter	30.6%
None of the above	12.6%
Instagram	9.1%
MySpace	5.4%

Percent of Respondents

16

Baby Boomers on Social Media

- 82.3% of baby boomers belong to at least one social networking site.
  - Facebook
  - LinkedIn
- **More Time & More Actions**
  - 27 hours/week
  - Company Website/Search Engine
- **Online Video**

16
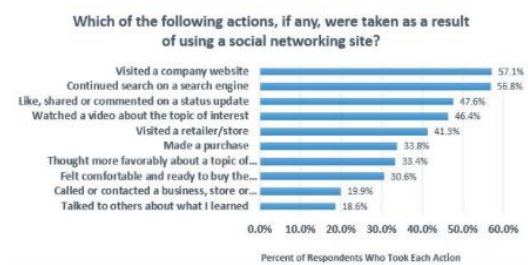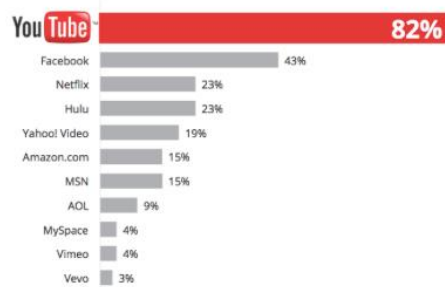
Ascentria Social Media Overview:
Followers, Update Frequency, and Effect

Ascentria Social Media Overview: Followers, Update Frequency, and Effect

Big Brothers Big Sisters of Central MA/Metrowest

- Community Based Mentoring Program
  - Majority of volunteers are in 50+ age range
  - Ideal volunteers for the needs of the program
    - Stable, responsive, experienced

- Part of BBBS of America's Gen2Gen initiative
  - Encouraging the 50+ demographic to partner with participating organizations to lend their time and skill sets
- Similarities to Ascentria

Big Brothers Big Sisters
of Central Mass/Metrowest

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Senior Corps

- Entity of Americorps, CNCS
- Main programs: Foster Grandparents, RSVP, Senior Companions

SENIOR CORPS IN **MASSACHUSETTS**

5,600
Senior Corps volunteers

3,700
young people tutored by Foster Grandparents

1,000
homebound seniors helped by Senior Companions

730
local organizations benefit from RSVP volunteers

NationalService.gov/Massachusetts

- Two longitudinal studies
  - The research shows that these programs have improved the health and overall lives of volunteers and also caretakers/families
  - Clear, measurable impacts for all involved→ seniors, families, youth, etc.

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Treehouse Easthampton/Metrowest

- Intergenerational community model
  - A more holistic initiative founded in 2006 in Easthampton
  - Community living with housing for youth, workers, seniors
- Expansion to Metrowest

- Major takeaway→ these intergenerational ideas need to be woven into the culture and made the standard or norm

Treehouse Foundation

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Recommendations

Benefits

Culture of Respect

Community Partnerships

Marketing

21

Job Description:

Equal Employment Opportunity Commission approves of employers targeting older workers for employment purposes

Do:

- Specify 'mature' 'experienced' 'reliable'
- Ensure that training will be provided

Don't:

- Avoid 'young' terms like energetic
- Avoid strict educational level requirements

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Marketing:
YouTube Ads & Facebook Campaign #50isnotold

- Utilize both traditional and non-traditional marketing platforms:
  - Post ads in newspaper & on TV
  - YouTube Ads
  - Facebook Campaign #50isnotold

23
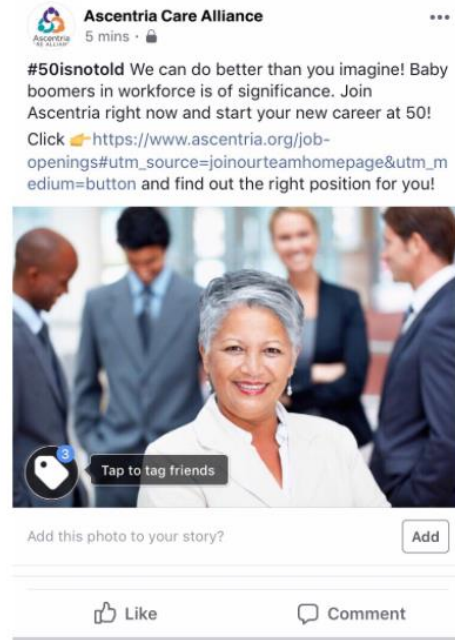
Marketing: Website

Two principles: *Process & Vision*

Four rules:

- The bigger, the better
- Language that plays to your audience
- Color and contrast for optimal visibility
- Make things easy to click

Marketing: Website

Rule One: The bigger, the better

- Fonts decipherable
- Use whitespace

Rule Two: Language that plays to your audience

Diversity and inclusion are essential to building community and sharing wisdom & resources.

Creating an intergenerational workforce will benefit everyone in the Ascentira's organization, from employees to clients.

This is an opportunity for Ascentria to lead the way in creating an intergenerational workforce!

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Reflections

- Hard skills

  How to complete a project
    ○ Problem solving
    ○ Decision making
    ○ Research & Writing skills
    ○ Teamwork

- Professional ethics

  Attitude toward pursuing career
    ○ Recognizing the value of multigenerational workplace
    ○ Non-profit world
    ○ Respect every individual

capstone **projects**
integrates reflective
research **connects** **culminating**
liberal-arts

30

Acknowledgements

A big thank you to:

→ Janet Waters for her passion for this project

→ Mary Piecewicz for her guidance and support

→ School of Professional Studies for the opportunity to work with this organization

Appendix D:
Second Acts and Encore Presentation

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Second Acts and Encore

A Project Overview by
Janet Waters
Ascentria Care Alliance

What does Second Acts and Encore talent mean?

Refers to folks over the age of 50 who come to non-profits as
an employee or volunteer because:

o They have retired and now want to volunteer

o They have retired and decided they want to work again
(full-time, part-time or project based)

o They work in the for-profit world and want to volunteer for a
non-   profit

o They work in the for-profit world and want to make a career
move to non-profit.

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Who said this quote?

"Today we are wasting resources of incalculable value: the
accumulated knowledge, the mature wisdom, the seasoned
experience, the skilled capacities, the productivity of a great and
growing number of our people – our senior citizens."

-Senator John. F Kennedy, 1956

Empowering People. Strengthening Communities.

Why should we care about Second Act or Encore talent?

*The challenge to fill open positions at non-profits,
including Ascentria, is growing by the day*

The facts:
o   Every More than 1/3 of the current U.S labor force is over 50 years old
o   Every day, 11,000 baby boomers turn 65; this trend will continue until
    2030
o   By 2020, 31 million jobs will become available as Boomers retire;
    (another 24 million jobs will be created in this time)
o   The educated and skilled population of younger workers isn't large
    enough or growing fast enough to make up for these departure

*Ascentria will be hit hard by this
shrinking pool of candidates.*

Empowering People. Strengthening Communities.

what are we doing to prepare for this?

We will create a blueprint for success by:

o   Researching, creating and testing
    new pathways for service from folks
    age 50+

o   Active communication and
    partnership with 9 other similar
    demonstration sites

o   Partnering with Encore.org and the
    Gen2Gen campaign

Empowering People. Strengthening Communities.

My work with Ascentria

o Started at the Ruth
   House in Brockton

o Created a
   mentoring program
   for young mothers
   and older adult
   woman

Empowering People. Strengthening Communities.

Volunteers for the mentoring program: *Recruitment Efforts*

Where did I look?

- Posted flyers around the City
- Got in contact with organizations like
  - The Public Library
  - The NAACP
  - The NARGE (National Association of Retired Federal Employees)
  - The local chapter of the AARP
  - The Coalition for Social Justice
  - Brockton Interfaith Community

VOLUNTEER
Empowering People. Strengthening Communities.

Volunteers for the mentoring program: *Who was I looking for?*

I wanted to reach a demographic of women who reflected the women at the house, so I looked deep in the community.

Women who are rooted in the community.
They care.
They express their conviction.
They have been through tough times.
They remember the days.
They know challenge.

Empowering People. Strengthening Communities.
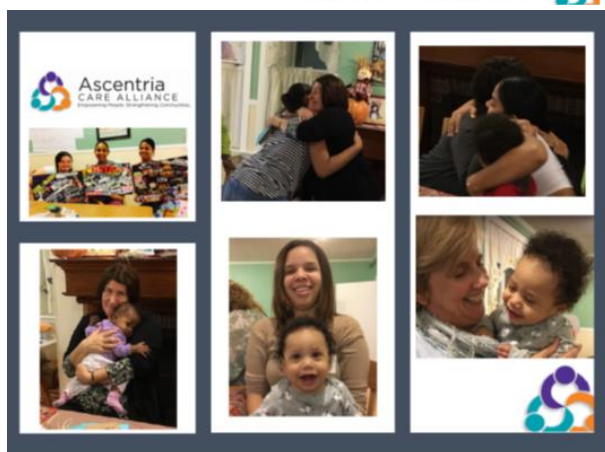
My second year of the Second Acts grant

The focus: paid employees over the age of 50

Folks who:
- Want challenge and personal growth
- A chance to impact their communities
- Re-define the second half of their lives with high impact

Empowering People. Strengthening Communities.

What can Ascentria do?

- Raise awareness of bias and ageism in the workplace

- Commit to improving diversity in the hiring practice and creating an age-inclusive workplace

- Explore new employment options and job structures (part-time, seasonal, project-based)

- Include more possibilities for mentoring

Empowering People. Strengthening Communities.

What's already happening?

Website redesign to be more user friendly for people over 50

Research conducted by Clark University graduate students on topics related to developing an intergenerational workforce

Creating ongoing dialogue with the HR management team about this process

Empowering People. Strengthening Communities.

Diversity and inclusion are essential to building community and sharing wisdom & resources.

This is an opportunity for Ascentria to lead the way in creating an intergenerational workforce!

Will you help us?