

# **BUILDING AND SUSTAINING ORGANIZATIONAL TALENT LEADERSHIP REALITIES AND CHALLENGES**

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## **ABSTRACT**

This paper discusses an enormous organizational challenge that involves the workforce and the ability to retain and motivate the workforce to excel. The challenge is much like an approaching tsunami that is not visible over the horizon as you look seaward from the beach. The first sign of this challenge is beginning to appear and just as one sure sign of a rapidly approaching tsunami is the sudden and rapid movement of the water from the beaches; the exit of public utilities staff along beachheads of leadership has begun to accelerate. The baby boomers are reaching retirement age and are a key part of this accelerated movement. Utilities that position themselves to address this challenge and capture the opportunities that can be accrued with a positive and results oriented action plan will be able to weather the tsunami of change and come out on the other side stronger and more viable. They will be recognized as service providers that are customer centric effective organizations.

The paper will discuss some of the supporting demographic and organizational trends that are occurring in today's workforce. It will also pull the curtain off the veiled mystique of leadership and reveal a profile that will build and sustain a results focused organizational pool of talent.

Finally, the paper will suggest some practical approaches for; building organizational bench strength, preserving institutional and tacit knowledge, and adjusting to a new style of leadership profile that is emerging among the younger leaders that are replacing the baby boomers.

## **KEY WORDS**

Organizational talent, Leadership, Baby Boomers, Workforce Challenges

## **INTRODUCTION**

All organizations today, public and private, are faced with the challenges and realities of a fast approaching workforce problem that could impact the service delivery effectiveness, efficiency, reputation and fiscal health of the organizations.

The first and perhaps most important step, required for mitigating the negative impacts of the changes and for capitalizing on the opportunities that always accompany change is the recognition of the problem. We have all heard the trite, well worn, and overused phrases such as "it is hard to drain the swamp when we are up to our ears in alligators" or "we can't see the forest for the trees". Instead of the well worn phrases a parable is a more appropriate way to communicate the message of this paper. Consider that you are standing on a beach walking

through the surf in ankle deep water enjoying a nice summer vacation. Suddenly the water begins to rapidly retreat seaward. If you do not recognize the ominous sign and act, odds are you may next be confronted with the crushing onslaught of a wall of water moving faster than you can run. It will crash down on you with unimaginable weight and force. However, if you have properly prepared for your beach visit, you will recognize the signs and you will promptly get yourself and your family to high ground to avoid a personal and life threatening disaster. Knowledge and recognition of the impending disaster are the first key steps to survival. The third and fourth steps are to have a preplanned escape route and a final survival destination that is equipped to sustain you and your family.

Organizations are facing a workforce wave of tsunami-like magnitude. Long tenured and experienced workforce members are retreating from the organizational beach to retirement or second careers. It is time for a quick exit to the high ground to avoid an organizational disaster. To get there, we need to have knowledge of the key facts so we can properly recognize what it means to have a plan that tells us where the highest ground is located, to have pre-identified the shortest and most effective route to the high ground, to know what tools we will need and how to use them to hold the high ground, and once we get there to know how we can reorient ourselves to the new ground and sustain the service delivery and fiscal strength of our organizations.

## **METHODOLOGY**

This paper was developed based on the author's four decades of private and public experience and a review of the literature to discern the key statistics and facts that serve as the indicators of the approaching problem. The objective of the paper is to inform and catalyze proactive action.

## **RESULTS AND CONCLUSIONS**

Though the bad news is that the approaching problem is unavoidable and the magnitude of the problem is tremendous. The good news is there is still time to develop action plans and business models to pre-position our organizations to successfully weather the coming wave. There are a number of short and long-term actions and programs that can be adopted to address the issue. There is not one single panacea! The key is a balanced and comprehensive approach that is systematically implemented with a sense of urgency.

Organizations that pay attention and are quick to plan for and react through positive steps will be able to maintain their service effectiveness and may even become better and more competitive. Conversely, organizations that continue to do business as usual may be placing their performance effectiveness and reputations unnecessarily at risk.

## **DISCUSSION**

### **Workforce Facts and Trends**

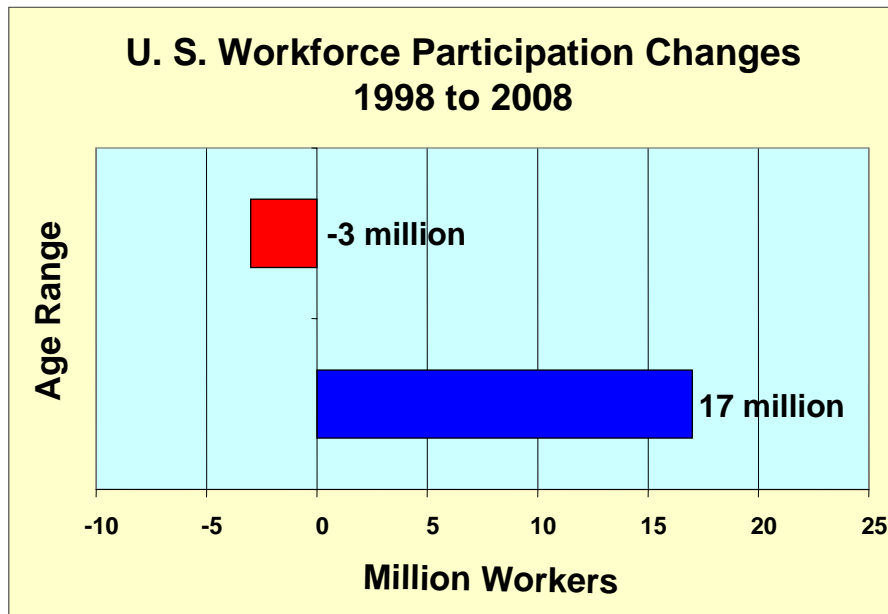
The post World War II years beginning in 1946 and ending in 1964 brought about a bubble of accelerated births; a generation of new citizens, known as "Baby Boomers". They now range in

age from 42 to 60-years. A demographic profile conducted by MetLife Mature Market Institute<sup>1</sup> reported several key finding data related to the Baby Boomers. Table 1 illustrates those findings.

Year of Birth	1946 - 1964
Age Range	60 – 42
Population	76.9 Million
Number turning 60-years of age each day	7,918 per day
Spending Power	
Born 1956 through 1964	\$1.1 Trillion
Born 1946 through 1955	\$1.0 Trillion
From 1988 to 2008	Pool of younger workers shrunk
	Pool of older workers grew
	Older workers represent the front of the wave

Chart 1 illustrated below was created from data reported by Arlene Dohm<sup>2</sup>. It graphically demonstrates and quantifies the startling reduction in younger workers from 1998 to 2008.

**Chart 1 – U.S. Workforce Participation Changes, 1998 to 2008**



Another noteworthy fact is the geographic distribution of Baby Boomers across the United States. The demographic profile conducted by MetLife Mature Market Institute<sup>1</sup> profile also

<sup>1</sup> MetLife, *Demographic Profile, American Baby Boomers*, Mature Market Institute, Westport, CT, 2005

<sup>2</sup> Dohm, Arlene, *Retiring Baby Boomers, Gauging the Labor Effects of Retiring Baby Boomers*, Monthly Labor Review, p. 17, July 2000

established that 50% of the Baby Boomers live in nine states. Chart 2 was created to graphically illustrate the distribution of Baby Boomers among the nine states.

**Chart 2 – Baby Boomer U.S. Distribution**

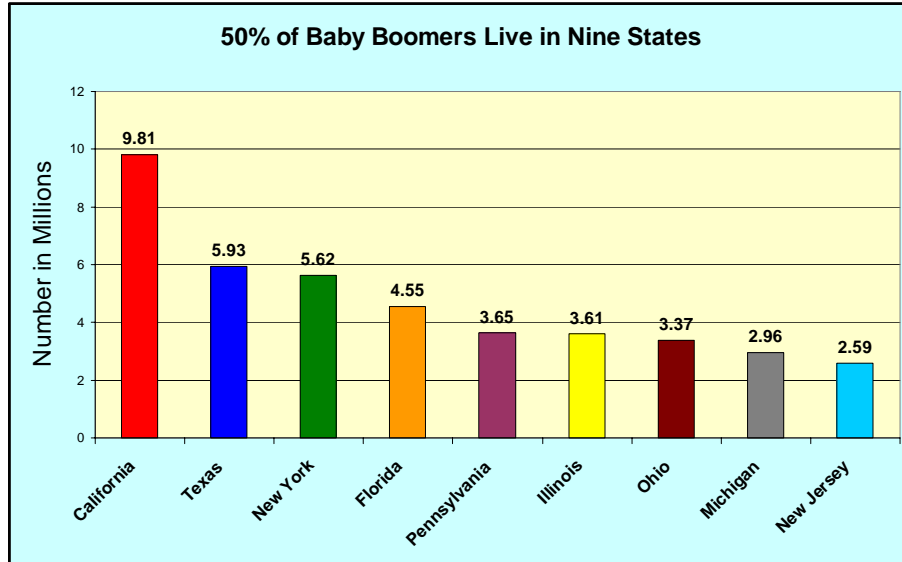


Chart 2 clearly illustrates that the public and private organizations in Texas are faced with the second highest Baby Boomer population in the workforce.

The following additional Baby Boomer workforce facts and trends of interest have been reported by the Executive Director<sup>3</sup>.

- A baby boomer turns 50 every 7.5 seconds.
- The size of the 50+ population will more than double over the next 35 years.
- By 2005, half of all people between the ages of 50 and 74 will be boomers.
- The fundamental age distribution in the U.S. population is changing.
  - Percent of population age 50 or over
    - 1900 13 percent
    - 2000 27 percent
    - 2020 35 percent

All of the workforce trends and statistics paint a picture of an aging workforce and as Paul Light, of the Brookings Institution states in the New Public Service – “Fewer young people are considering careers in government service when compared to previous generations”.

<sup>3</sup> Novelli, William D., *How Aging Baby Boomers will Impact American Business*, presented at the Wisemen, The Harvard Club, New York, February 21, 2002

## **Workforce Challenge**

A summary of the workforce facts and trends discussed above quickly establish that all organizations face a gigantic future challenge. The challenge is characterized by a workforce declining in age and experience, the impending, and in some cases already occurring, Baby Boomer retirements and/or transitions to a new second career, reduced organizational workforce bench strength, a more informed and participatory public, and increased service delivery demands coupled with shrinking resources.

A failure of organizations to act quickly with well thought out long and short-term action plans will produce a future workforce that is unprepared to meet the organizations' and customers' needs. The three key challenges that are going to be created by the departure of the Baby Boomers from the workforce are listed below.

1. To build new leadership and bench strength so the organization can withstand the sudden exodus of long-term leadership.
2. To capture the Baby Boomers' wisdom before they leave so the organization can maintain the knowledge and expertise it needs to function efficiently and effectively<sup>4</sup>.
3. To be prepared for the "diversity influx" that follows the Boomers' departure. Younger workers often have different and career needs and expectations<sup>4</sup>.

Symbolically, the challenge can easily be equated to an approaching tsunami. Much like the quick striking natural disaster, it can have devastating consequences on organizations that do not take preemptive and proactive action through new strategies and business models.

## **Challenge Awareness**

The challenge has been recognized for several years in both the public and private sector. The Federal Government, in January 2001 designated strategic human capital management as a government wide high risk area. On April 8, 2003, David M. Walker, Comptroller General of the United States presented testimony to a Congressional subcommittee regarding the Federal Government's progress in addressing the high risk issue of human capital management. He stated "...I believe that we have made more progress in addressing the government's long-standing human capital challenges in the last 2 years than in the last 20, and I am confident that we will make more progress in the next 2 years than we have made in the last two years." The whole issue of the coming challenge was also so important that it was included in the President's Management Agenda<sup>5</sup>, which stated "*In most agencies, human resources planning is weak. Workforce deficiencies will be exacerbated by the upcoming retirement wave of the baby-boom generation. Approximately 71% of the government's current permanent employees will be eligible for either regular or early retirement by 2010 and then 40% of those employees are*

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<sup>4</sup> Miller, Frederick A. and Katz, Judith M., *The Boomer Bust-Big Problems Ahead for Organizations*, published in Link&Learn, p.1, May 2004

<sup>5</sup> The President's Management Agenda, Executive Office of the President, Office of Management and Budget, Fiscal Year 2002, Section 1, pg. 13.

*expected to retire. Without proper planning, the skill mix of the federal workforce will not reflect tomorrow's changing missions."*

Other utilities, both public and private have also expressed their awareness and concern regarding the challenge. Jeanne Myers, of Alliant Energy, reported "Staffing for utilities in general has become more challenging. We are all competing for the same resources because less people are moving into these types of jobs. We need to start building programs in high schools to channel people into trade or technical schools." Miriam Corbin, of the Marietta Board of Lights and Water expressed awareness and the need for creativity in addressing the challenge when she said, "*We'll have to be creative in how we utilize that manpower that will be walking out the door. We'll need to be flexible with how we use retirees for part time and consulting. We anticipate a shortage in experience.*"

Even the Web Bloggers are talking about it. Some of the most interesting and even humorous Web Bloggers' reflections of the challenge awareness of what is happening in the work place comments are illustrated in the following bullets.

- "*Beginning in 2011, a shift in the labor force is going to occur because the front edge of the boomer generation is going to turn 65. While many are concerned about a potential labor shortage, I am mostly concerned about a sudden and continuous brain drain from our organizations.*"<sup>6</sup>
- "*It's not good to have all your "old" hands leaving at or near the same time. But at the same time, we can't prevent it. So in order to prevent the potential problem, we need to prepare for it.*"<sup>6</sup>
- "*3,000 e-mails in someone's inbox is not a good way to pass on knowledge to the replacement worker.*"<sup>6</sup>
- "*There is no apprentice program in corporate America today. There are few mentors. New young folks will have to come in and reinvent the wheel, taking advantage of new technologies to hopefully create a working wheel quickly – maybe even better wheels.*"<sup>7</sup>

Generally, the level of awareness of the challenge is very high among all workforce sectors. The critical question however, is what is being done to address the challenge?

### **Challenge Magnitude**

The magnitude of the challenge is huge. As a result, the organizational landscape will be forever changed when the baby boomer wave of transition sweeps over the organization, just as the natural environment and land uses change after experiencing the devastating effects of a tsunami.

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<sup>6</sup> Padilla, Ramon, Knowledge Walking Out the Door: The Baby Boom "Brain Drain" in Government, <http://blogs.techrepublic.com/tech-manager/?p=75>, January 21, 2006

<sup>7</sup> Osmiller@...6:06 a.m., Knowledge Walking Out the Door: The Baby Boom "Brain Drain" in Government, <http://blogs.techrepublic.com/tech-manager/?p=75>, January 24, 2006

Consider the question, who will be working after the front edge of the wave hits? The data suggests that it will be a workforce dominated by younger full time workers with less institutional and tacit knowledge and experience. Tacit knowledge in the context of this discussion represents the complex specific knowledge that has been developed over the years by the individual from their experience that has not been written down or documented for future use in the individual's absence from the workplace. The magnitude of the challenge will certainly be affected by the potential for baby boomers retiring for a short time and then returning to the workforce. That will set up a whole new dynamic and set of worker expectations. In other words, how will future workers want to work and what will work mean to them? Table 2 illustrates what the literature suggests with regard to the question.

<b>Table 2 – Future Baby Boomer Work Plans and Work Rationale<sup>3</sup></b>	
<b>Baby Boomer Work Plans</b>	<b>Baby Boomer Work Rationale</b>
8 in 10 baby boomers plan to work at least part time.	35% will work mainly for interest and enjoyment.
5% anticipate working full time at a new job or career.	23% will work mainly for the income.
Only 16% say they will not work at all.	17% envision starting their own business

### **Winning the Challenge – 10 Suggestions for Building & Sustaining Organizational Talent**

All organizations consist of five critical elements that must work synergistically to result in a high performance product and/or service delivery. They are: systems; finances; processes; tools; and people. An organization can have the best systems, finances, processes and tools and still not be a high performance organization. The foundational element that provides the knowledge, energy, experience and coordination of the systems, finances, processes and tools is the people. Good people can always figure out how to overcome the problems and challenges created by the other four elements. The extent to which an organization's expectations match its realities defines its success or misery gap. Highly successful organizations don't have a major success gap or a large misery gap because they commit to and depend on a well balanced effective mix of the four elements under girded by an excellent workforce.

The following discussion provides ten suggestions for positioning your organization to meet the coming baby boomer challenge with success and flexibility. The suggestions are certainly not a panacea or the only approaches that can be taken. They are offered as starting points that will, hopefully, catalyze proactive and preemptive action.

#### **1. Ask and Answer the Critical Questions**

The first step in any endeavor is gathering the correct information and intelligence to establish a decision making baseline. Table 3 lists some important questions that will provide the foundation for your organization to begin planning and preparation for the development of short and long term solutions to meet the challenge.

<b>Table 3 – Suggestion No. 1 Critical Organizational Questions</b>
What are the organization’s demographics (age and gender by position, time in position, eligibility for retirements)?
Do the organization’s retirement policies encourage or discourage early retirement?
Are you prepared to customize your programs to accommodate the very young, the older group of employees, and the potential returning group of Baby Boomers?
If your organization is outsourcing, what is the age breakdown of your outsourcing partners and how would they answer the same questions you are asking internally?
What mechanisms and programs must be put in place now to capture key competencies and critical work knowledge and value added experience of employees that are eligible for retirement?

**2. Embrace A New Organizational Model**

Many organizations today are still organized around the principles of a 20<sup>th</sup> Century Business Model. Consideration should be given to reviewing the current business model and either modifying it to more closely align with a 21<sup>st</sup> Century Business Model. Table 4 compares and contrasts the two models.

<b>Table 4 – 20<sup>th</sup> vs. 21<sup>st</sup> Century Business Models<sup>8</sup></b>	
<b>20<sup>th</sup> Century Model</b>	<b>21<sup>st</sup> Century Model</b>
Outputs Focused	Results Focused
Stovepipe Organizations	Matrix Organizations
Hierarchical Structures	Horizontal Structures
Internal Focus	External Focus
Micro-management	Empowerment
Reactive Approaches	Proactive Approaches

<sup>8</sup> Walker, David M., Comptroller General of the United States, *High Performance Organizations, Metrics, Means and Mechanisms for Achieving High Performance in the 21<sup>st</sup> Century Public Management Environment*, p.2, February 2004

Table 4 – 20 <sup>th</sup> vs. 21 <sup>st</sup> Century Business Models <sup>8</sup>	
20 <sup>th</sup> Century Model	21 <sup>st</sup> Century Model
Avoiding or Gorging on Technology	Leveraging & Embracing Effective Technology
Hoarding Knowledge	Sharing Knowledge
Avoiding Risk	Managing Risk
Protecting Turf	Forming Partnerships
Adversarial Workforce Relations	Constructive Workforce Management

The process of embracing a new organizational model will not come without cost. Success will depend on the implementation of effective change management strategies and the proper application of good management and leadership principles.

The inevitable change management issues that always accompany organizational churn and change will not be short lived or easily dealt with. Alvin Toffler the well renowned author of *Future Shock* and the *Third Wave* opines in his 1990 book, *Powershift, Knowledge, Wealth, and Violence at the Edge of the 21<sup>st</sup> Century* that “...restructuring doesn’t happen without anguish and confrontation. As happened at the start of the industrial revolution, millions find their incomes threatened, their ways of work made obsolete, their futures uncertain, their power shared.” Likewise, Terrance Deal and Andrew Kennedy wrote in *Corporate Cultures* “Change always threatens a culture. People form strong attachments to heroes, legends, the rituals of daily life, the hoopla of extravaganzas and ceremonies – all symbols and settings of the workplace. Change strips down these relationships and leaves employees confused, insecure, and often angry.” Expect workforce fear and resistance! As you confront the change, some of the main drivers for resistance that organizational leaders will face are listed below.

- Fear of failure
- Fear of loss of control, authority, power, etc.
- Erosion of personal agendas
- Fear of disrupting personal relationships
- Fear of the unknown
- “That’s not the way we have always done it”

As leaders develop and implement an organizational model change, it is essential to plan, develop, and execute a comprehensive communication strategy. The capstone that determines how change is dealt with as the organization rides the wave is communication and it will determine the degree of success or failure. In conclusion, there are two ways to deal with and communicate organizational issues and change. View them as problems or as opportunities. John Gardner in his 1983 book, *Decision Making – Proven Methods for Better Decision*, very

aply sums it up by stating “*We are all continually faced with a series of great opportunities, brilliantly disguised as insolvable problems.*”

The second but no less important element for implementing an organizational model change is the effective use of management and leadership. The application of good management principles by seasoned managers will help to maintain order and consistency during the change process. However, changing the organizational model will require the development of a comprehensive and fearless inventory of the gap between the workforce resources and the anticipated future organizational needs with the objective of proactively and quickly acting to change the organization to close the identified gaps. This is not a management task, it is a leadership imperative.

### **3. Identify and Select Replacement Leaders**

The careful identification and selection of replacement leaders for the outgoing baby boomers is very important. The organization should identify what it values in a leader and set the benchmark or price of admission to the leadership ranks. In a public sector organization, like water and wastewater utilities, that price of admission should include, at a minimum, technical competence, technology proficiency, sense of urgency, and political astuteness. A more comprehensive profile for suggested leadership dimensions and characteristics is illustrated in Table 5.

<b>Table 5 – Leadership Dimensions and Characteristics</b>
<b>Tolerates ambiguity</b>
<b>Good communicator</b>
<b>Logical and functional thinker</b>
<b>Managed risk taker</b>
<b>Proactively identifies issues</b>
<b>Initiates solutions and then informs</b>
<b>Politically astute without being political</b>
<b>Informative with staff</b>
<b>Positive attitude</b>
<b>Able to function autonomously</b>
<b>Prefers low maintenance staff</b>
<b>Team player that values collegiality but will not sacrifice organizational values for the sake of collegiality</b>
<b>Ability to focus with laser like precision</b>
<b>Loyal to organization and organization strategies</b>

#### **4. Capture the Organizational Wisdom**

Benjamin Franklin said “*An investment in knowledge pays the best interest.*” This is timeless and sage advice from one of the United States founding fathers. One of the things that put organizations at greatest risk as the baby boomer wave moves through is the loss of organizational knowledge and wisdom. Thomas Davenport and Laurence Prusak<sup>9</sup> provide an excellent resource for developing plans and strategies that will assist organizational leaders in the important task of capturing the organizational wisdom. Their work provides a complete contextual picture of the high importance and value of a wide array of operating customer and client service issues that have been encountered and contributed to organizations knowledge base. They define organizational wisdom as the accumulated repository of historical knowledge and experience developed by individuals over the years. The whole area of knowledge management can be the subject of a lengthy and stand alone paper. For this paper a summary of the Davenport’s and Prusak’s discussion regarding the transfer of working knowledge and expertise is presented below.

#### **Transfer Working Knowledge and Expertise<sup>9</sup>**

- From one generation to the next
  - This is more than succession planning
  - It involves a “Comprehensive Knowledge Management Program”
- Knowledge is not data or information
  - Data – Set of discrete objective facts
  - Information – Data that makes a difference
- Knowledge is the fluid mix of framed experience, values, and contextual information that can provide value added assets for the organization.
- Technology tools are not the answer; they can help but they should not be the focus.

#### **5. Restructure Compensation Systems**

Fredrick Herzberg<sup>10</sup> hit the nail on the head when he said “...*a properly structured incentive system that rewards initiative and teamwork as well as output can provide elements of achievement, recognition, and other motivator factors.*” The importance of a compensation system can not be understated. Compensation systems must be designed to be flexible, market competitive, and matched to the values and strategies of the organization. There are two basic types of compensation systems. They are employee and team focused.

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<sup>9</sup> Davenport, Thomas H. and Prusak, Laurence, *Working Knowledge, How Organizations Manage What They Know*, Harvard Business School Press, 1998

<sup>10</sup> Herzberg, Fredrick, *Harvard Business Review*, September – October 1987, No. 5, 109-120

One examples of an employee focused system that is gaining in popularity is Broadbanding. The knowledge and skill sets required are banded over using a wide breadth and good depth of knowledge, problem solving and accountability dimensions. They are commonly referred to as knowledge or skill based pay. Properly developed, implemented and executed these employee focused systems can reduce the size of the workforce, improve productivity, empower the workforce, and create achievable career ladders that can literally change an organizational structure from one of mediocrity to high performance.

The second or team focused compensation system promotes teamwork and organizational unity. Properly developed and implemented they can break down organizational silos and improve overall communication among the workforce. One example is commonly referred to as Gainsharing. Effective Gainsharing systems will do the following three things.

- Ensure there is a direct link to quality and safety incentives
- Maintain team focus on a key output metric
- Promote team innovation and creativity in problem solving

Take the time and commit the leadership resources to review and modify your compensation systems to match the future resource needs of the organization. It will reap large benefits for the organization.

## **6. Implement Career Development Programs**

An effective career development program is an essential proactive step for dealing with the coming wave of workforce change. One measure of an effective career development program is that it designed to specifically develop new leaders while at the same time enhance the existing organizational management and leadership. It should support and encourage participation in professional volunteer organizations. Many organizations view the costs associated with such participation as soft costs and unnecessary overhead. However, there is no substitute for networking with peer professionals and the acquiring the lessons learned gained from participation in the networking experiences. At a minimum, an effective program should include the following elements.

1. Supervisory, Management and Leadership Academies
2. Periodic position and job sharing rotations
3. Mentoring programs that include appointed mentors that are:
  - a) Committed to making a difference;
  - b) Good communicators and listeners;
  - c) Not hostage holders for valuable information;
  - d) Motivators and encouragers;
  - e) Well networked in the organization and professional community;
  - f) Willing to share their experiences; and
  - g) Approachable.

## **7. Evaluate and Adopt New Ways of Working**

The literature is clear that retired baby boomer returning to the workplace and the cadre of younger and new workers will demand different ways of working. One theme that stands out is flexibility. Some possible new work practices can include the use of flex time, telecommuting, and alternative shift and work schedules, Flex time and alternative shift schedules such as ten and twelve hour shifts and alternating 4-days on and 3-days off, and 3 days on and 4-days off are just two examples that have already been used successfully by organizations. The exploration of creative approaches outside of the business sector, which we are used to may be very helpful. One sector that already has adopted and fine tuned alternative work schedules is the medical sector. Finally, the use of automation for employee and customer convenience such as kiosks, E-commerce, and 24/7 access to the organization's business enterprise systems through password and firewall protected very private network (VPN) connections will facilitate the new working models.

## **8. Review and Improve Recruitment/Retention Programs**

A viable recruitment and employee retention program will open the gate on one end and close it on the other end. All organizations have learned the hard way about the high cost of ineffective recruitment programs and high rates of employee turnover. Many of the previously discussed suggestions will support an organization's recruitment and retention successes. However, the following will provide a solid foundation for success in this area.

5. Make sure job descriptions are relevant and frequently updated
6. Develop a marketing strategy that
  - a) Properly identifies best of breed employment pool resources
  - b) Proactively sells the organization
  - c) Motivates existing employees to seek out highly qualified candidates
7. Establish Automated Internal Job Posting Programs
8. Make the hiring goals and objectives a shared responsibility of the HR Department and Hiring Managers/Supervisors
9. Develop and Communicate the Organization's Expectations for recruiting and retaining the best and brightest
  - a) Back it up with competitive
    - i) Compensation Plans
    - ii) Health and Life Insurance Benefits that are Flexible

## **9. Establish Effective Succession Planning**

Solid succession planning programs are needed to help organizations identify potential gaps in short and long term staffing needs. It is absolutely necessary to put a system of programs and processes in place that will identify two categories of organizational talent: future stars and those with the potential to develop into future stars. There are several ways to tailor a program and no one program works for all organizations. But, one ingredient that is universal to attain success is

the absolute commitment of the organization's chief executive and the continuous and enthusiastic participation of the organization's department heads, assistant department heads, and human resources leadership.

## **10. Develop Programs to Entice Retired Boomers into the Workforce**

The retiring baby boomers will be interested in sharing their experience and knowledge. However, it is likely that they will not want to work full time. They will want to be able to participate and continue to feel a sense of accomplishment from adding value to an organization. Most will have some form of post employment benefits, which will potentially reduce the overhead cost of the organization that makes a place for them. They can be a tremendous source of knowledge and experience. As you visit the whole arena of your organization's actions to proactively address the coming transition of baby boomer out of the workforce, don't forget to take into consideration that 80% of the retiring baby boomers plan to work at least part time.

## **ACKNOWLEDGEMENTS**

I would like to acknowledge my employer CDM for supporting me in my participation in the AWWA and the Texas Section AWWA and for encouraging me and others within CDM to share our knowledge and experience.

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<sup>5</sup> *The President's Management Agenda*, Executive Office of the President, Office of Management and Budget, Fiscal Year 2002, Section 1, pg. 13.

<sup>6</sup> Padilla, Ramon, Knowledge Walking Out the Door: The Baby Boom "Brain Drain" in Government, <http://blogs.techrepublic.com/tech-manager/?p=75>, January 21, 2006

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