

**Workforce Development Committee**

Outcomes	Objectives	Performance Measures	Targets	Strategic Initiatives	Commentary/Notes
<p>1. Older adults are able to stay engaged in the labor force as long as they want and need.</p>	<p><b>1a.</b> Provide adequate and appropriate access to the education, training and support required to ensure the workforce readiness or entrepreneurial activity of older adults  <b>1b.</b> Increase workforce opportunities available to older adults  <b>1c.</b> Increase business development opportunities for older adults  <b>1d.</b> Improve perception of older adults as being valued and valuable participants in the labor force, regardless of their age</p>	<p>--Number of Adults 50+ reporting ageist biases in the workplace and/ or the interview process (identify where/this get reported?)  --Number of Adults 50+ receiving education/training (identify where/this get reported?)  --Workplace perceptions (identify where/this get reported?)  --Number of small businesses owned by adults over the age of 50 (identify where/this get reported?)  --Worker Perceptions (identify where/this get reported?)  --Number of older workers/% of Labor force? (identify where/this get reported? Identify the correct form of this data.)</p>	<p>Decrease by X% reports ageism  For annual totals of employment discrimination complaints processed by the Colorado Civil Rights Division and found to have probable cause, age discrimination charges will be ≤ 25% of totals in 5 years, ≤ 15% in 10 years, and ≤ 5% in 15 years.</p> <p>Note: Age discrimination has represented between 27% and 30% of employment complaints in recent years.</p> <p>Resources: Colorado Civil Rights Commission Annual Report</p> <p>Increase by X% education/training</p> <p>Targets TBD: Targets can be related to metrics in Goal 5 of the Colorado Combined Plan for Execution of Workforce Development Activities.</p> <p>Resources: Colorado Workforce Development Council</p> <p>Improve perceptions of older adults by X% in workplace</p> <p>Targets TBD: Can improvements be inferred via reductions in workplace age discrimination complaints?</p> <p>Increase number of business startups by adults ≥ 50 by X%</p> <p>Targets TBD: Data and targets potentially may be available via the city of Denver's Age Matters initiative (Denver Office on Aging) that incorporates strategies to increase employment and entrepreneurship among</p> <p>Increase the number of older workers in the workforce by X%</p> <p>Improve worker perceptions of their ability to remain in the workforce by X%</p>	<p>1. Identify barriers to engagement for Adults 50+</p> <p>2. Identify workplace biases re: engaging Adults 50+</p> <p>3. Identify if there is a need for additional retraining opportunities for adults over 50.</p> <p>4. Engage institutions of higher learning to offer re-training and skill-building for older workers, entrepreneurs</p> <p>5. Create a fact sheet with information illustrating the value of older workers.</p> <p>6. Educate workplace advocacy groups (i.e. Chambers of Commerce) about the value older workers bring and encourage them to engage older adults as appropriate and/or whenever possible</p> <p>7. Develop a media campaign that highlights the similarities between all generations and the need for flexibility, importance of social purpose, desire for greater work-life balance, caregiving responsibilities, etc.</p>	<p>--Need to define "financial security"  --Education and media campaigns should be culturally responsive to the growing diverse 50+ populations  --Include small businesses  --Retraining of HR professionals in working with Adults 50+  Target Market/Stakeholders:  --Adults 50+Prospective entrepreneurs  --Workforce development offices  --Community colleges  --Universities  --Continuing Ed programs  --Chambers of Commerce  --HR professionals  --Economic development professionals/offices  --Non-profits  --Public institutions (schools, libraries, municipalities, etc.)  --Small Business Development Center</p>

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<p>2. Older adults are able to meaningfully contribute to the well-being of their communities and build the capacity of non-profits and public institutions by serving as volunteers.</p>	<p><b>2a.</b> Provide adequate and appropriate access to education and training necessary to ensure the readiness of older adult volunteers  <b>2b.</b> Increase volunteer opportunities available to older adults  <b>2c.</b> Improve institutional readiness and willingness to leverage the skills and abilities of older volunteers  <b>2d.</b> Improve societies perception of older adults as being valued and valuable participants in improving communities regardless of age.  <b>2e.</b> Increase the number of adults serving as volunteers.</p>	<p>--Types and quantity of education and training opportunities available to prepare older volunteers  --Number of volunteer opportunities available and appealing to Adults 50+  --Number of Adults 50+ engaged in volunteer opportunities  --Number of organizations engaging Adults 50+ as volunteers  --Impact to organizations or communities by older adults serving as volunteers: hours served, people served, services provided, etc.</p>	<p>Increase by X% the types and quantity of education and training opportunities available to prepare older volunteers    Increase by X% the number of volunteer opportunities available and appealing to Adults 50+    Increase by X% the number of Adults 50+ engaged in volunteer opportunities    Increase by X% the number of organizations engaging Adults 50+ as volunteers    Increase by X% the hours served, people served, services provided, etc. by older adults serving as volunteers</p>	<p><b>1. Conduct environmental scan to identify relevant data:</b>  1) Community's perceptions of the effectiveness of Adults 50+ as volunteers (including ageist stereotypes)  2) Institutional readiness and willingness to engage Adults 50+ as volunteers  3) Potential barriers to engaging Adults 50+ as volunteers  4) Types and quantity of education and training opportunities required and available to prepare Adults 50+ to serve  5) Number of volunteer opportunities available to Adults 50+  6) Number of Adults 50+ serving as volunteers  7) Number and names of organizations engaging Adults 50+ as volunteers  8) Specific ways Adults 50+ would like to engage as volunteers (causes, services provided, time commitment, etc.)  9) Number and names of entities that provide financial support for the purpose of <b>engaging Adults 50+ as volunteers—and the dollars contributed to that end</b>    <b>2. Survey organizations currently engaging Adults 50+ as volunteers to assess impact of those volunteers:</b>  --Hours served  --People served  --Services provided  --Personal stories of volunteers, as well as those served    <b>3. Create public will-building campaign to improve perceptions of Adults 50+ as valued and valuable assets to local communities</b>  --Share impact stories  --Share quantifiable data  --Feature volunteer opportunities on local media  --Celebrate the contributions of <b>Adults 50+ as volunteers (50 Over 50, 60 over 60, Governor's Service Awards, etc.)</b>    <b>4. Establish volunteer service as normative for all adults</b>    <b>5. Work with Lt. Governor's office to champion the engagement of Adults 50+ in compensated service opportunities (AmeriCorps, Senior Corps, Foster Grandparents, VISTA, Teach for</b></p>	<p>Target Market/Stakeholders: (moved from Targets column)  • Non-profit and not-for-profit agencies, including but not limited to:  --Schools  --Human Service Organizations  --Religious organizations  --Cultural Organizations  --Faith-based Organizations  --Local and state government  --Volunteer-matching organizations and resources (for instance, web-based matching services)  --Grant-making organizations  --Business community  --Institutions of higher learning    Adults 50+  --Affinity groups  --Alumni groups  --Unions and other professional associations  --Business community  --Faith-based community  --Institutions of higher learning  --Professional advisors  --Health professionals  --Veterans groups</p>

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				<p>America, etc.)</p> <p>6. Work with business community to promote volunteer service as a valued and important activity for employees—and allow employees to serve during business hours</p> <p>7. Work with non-profits and public institutions to create more flexible service opportunities to accommodate volunteers who work full- or part-time, have caregiving responsibilities, etc.</p> <p>8. Work with non-profits and public institutions to ensure volunteer opportunities are meaningful and appealing to prospective volunteers—and to ensure perceived existing and potential barriers to engagement are addressed and remedied</p> <p>9. Work with non-profits, continuing education programs, and institutions of higher learning to provide relevant education and training opportunities to enhance the skills of volunteers who are 50+</p> <p>10. Communicate to potential funders (government, donors, corporations, and grant-making organizations) the value (social, economic, health and well-being, etc.) of engaging Adults 50+ as volunteers—and ask them to provide financial support</p>	

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<p>3. There is a skilled, educated, and trained workforce sufficient to build the capacity of industries serving older adults (including but not limited to: healthcare, social services, long term care, transportation, housing, caregiving, etc.).</p>	<p><b>3a.</b> Increase awareness of the career opportunities available in the industries forecasted to grow due to aging in Colorado  <b>3b.</b> Improve image and desirability of professions serving older adults.  <b>3c.</b> Provide adequate and appropriate access to the education and training to ensure the readiness of workers in these fields</p>	<p>--Number of workers in areas serving older adults (the exact numeric representation here needs to be decided upon)                      --Shortages in staffing senior related occupations                      --Ratio of workers to shortage                      --Gerontology trained workers in organizations serving older adults                      --Gerontology certificates                      --Interest in aging related occupations. (demand for age related occupations)                      --Number of geriatricians or similarly trained specialists in the medical field.</p>	<p>Increase by X% the number of workers in areas serving older adults (the exact numeric representation here needs to be decided upon)                      Decrease by X% shortages in staffing senior related occupations                      Improve by X% the ratio of workers to shortage                      Increase by X% gerontology trained workers in organizations serving older adults                      Increase by X% gerontology certificates                      Increase by X% the Interest in aging related occupations. (demand for age related occupations)                      Increase by X% the number of geriatricians or similarly trained specialists in the medical field.</p>	<p>1. Identify workforce development dollars including programs that may provide stipend dollars and/or loan forgiveness (especially as it relates to rural workforce development)                      2. Encourage universities and colleges to develop majors, minors and certificates in geriatrics.                      3. Develop media campaigns that highlight career opportunities, training, and the benefits of working in industries that serve older adults                      Identify grant and scholarship sources for training in industries that serve older adults                      4. Increase as needed the development of grant/scholarship sources for training in industries that serve older adults                      5. Create and/or increase awareness of career track-pipelines that encourage and prepare middle and high school students to pursue further training and certification in older adult related occupations/industries.</p>	<p><b>Target Market/Stakeholders:</b>                      (moved from Targets column)                      --Prospective employees, including students, the unemployed, and Adults 50+ seeking encore careers                      --Community colleges                      --Universities                      --Continuing Ed programs                      --HR professionals                      --Job placement services                      --Workforce development offices                      --General population                      --Professional Associations (e.g. membership of associations that represent the professions that will need to expand to serve older adults including but not limited to: nursing, social work, LTC administrators, etc.)</p>
<p>4. Industries/Companies in Colorado are prepared for the aging of their workforce.</p>	<p>4a. Increase the awareness of industries/companies regarding the aging of their labor force and the available labor force in Colorado.                      4b. Improve industry/company planning and preparation for the aging of their labor force.                      4c. Improve workplace/ business readiness to leverage the skills and abilities of older workers</p>	<p>--Industries/companies informed on the current condition of the labor force.                      --Industries/companies informed on best practices in a multigenerational labor force                      --Industries/companies have plan to address aging.</p>	<p>X number of presentations are given to industries/companies on the impact of aging to the labor force                      X number of trainings on multigenerational labor force                      Decrease the shortages experienced in industries by X percent</p>	<p>1. Marketing/media on the current and forecast condition of the labor force including presentations and white papers.                      2. Conduct multigenerational workplace training programs                      3. Establish/support mentorship programs                      4. Establish/support apprenticeship programs                      5. Develop best practices guide for industries/companies on the aging of the labor force, multigenerational workplace and retaining older workers.</p>	<p>4. Include small business. Industries are adaptive.</p>