

To: The Boss
From: Kristie Luna
Date: January 15, 2006
Re: Module #1 Homework

There are many forces that are changing today's workforce. Hewitt Associates, a global HR outsourcing and consulting firm, has conducted a survey titled "Preparing for the Workforce of Tomorrow". This survey discusses many changes that are taking place in the workforce. The first of these is the diversity of the workforce. As companies become more globalized and culturally diverse, they need to take into account the needs of embracing cultural differences by adjusting the company's atmosphere, culture, and/or policies. The Human Resource staff must be cross-culturally competent and skilled to serve a diverse workforce. The diversity of the workforce comes not only from different cultures, but also with racial and gender differences as well. Companies must take this into consideration when they are recruiting new employees, as different groups of people will have different thoughts and feelings about job satisfaction, benefits, authority, and other such issues that could affect the way they perform on job and should be treated by the company.

Another major trend is with the aging workforce. As those in the "Baby Boomers" generation are getting older, we are finding that the majority of the workforce is over the age of 45 years old. It is expected that by the year 2010, there will be a 29% increase in workers between the ages of 45-64, a 14% increase in workers 65 years and older, and a decrease of 1% in workers between 18 and 44 years old. Due to this fact, companies will need to try to encourage older workers to delay or phase in their retirement so that they will have more time to fill the expected worker shortages caused by the younger generations.

To further the problems with the lesser amount of younger workers, it has been found that this upcoming workforce is less skilled than in the past. The majority of the new jobs that are being created require a great deal of knowledge and high level of skills, which the younger generation does not yet possess. It was also found that fewer companies are offering training programs for their employees due to the current economy. It will be beneficial for companies to find a way to once again offer such programs. This would allow individuals to be hired and then train for a specific

line of work according to the companies needs and expertise.

In order to deal with the changes that are affecting the workforce, Human Resource Departments need to spend more time preparing for the increasingly diverse group of potential employees that will be available in the future. The most important areas that should be focused on are recruitment practices and strategies. Having knowledge of the diverse workforce along with the importance and benefits of have a more diverse company will help to encourage the necessary adjustments in order to embrace these changes. Companies will need to show their support of diversity and cultural differences and understand how they can enhance the overall company and customers that it serves.