Aging in the Workplace: A Cross Case Analysis in Jamaica's Finance Sector

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AGING IN THE WORKPLACE: A CROSS CASE ANALYSIS IN JAMAICA’S FINANCE SECTOR

A Dissertation

Submitted to the Graduate Faculty of the Louisiana State University and Agricultural and Mechanical College in partial fulfillment of the requirements for the degree of Doctor of Philosophy

in

The School of Leadership and Human Resource Development

by

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ABSTRACT

Along with the increase in the number of older people globally, is an increase in the number of older people in the labor force. Older adults increasingly represent a large segment of the working population. The purpose of this study was therefore to explore workplace aging, with specific reference to Jamaica’s finance sector, in relation to organizational preparedness for the aging workforce.

This study examined aging from an organizational perspective, a national perspective, and an individual perspective, through the lens of Baby Boomers. The study was framed through the lens of the Four Frames Model, and the Metaperspectives Theory, which guided the study from an organizational perspective. The Metaperspectives theory also guided the study from a national perspective. Transition theory framed the study from a Baby Boomer standpoint.

The study included two multinational corporations in Jamaica’s finance sector. Eight participants took part in the study, five were Human Resource representatives who worked for the participating organizations, two were Baby Boomers, and one was a government representative who works with the National Council for Senior Citizens in Jamaica. Data were collected by conducting face-to-face and telephone interviews, and by reviewing policy documents from the companies and the government entity. Interviews were audio recorded and transcribed, and data were analyzed thereafter.

Several themes emerged from the data, key among these (i) retirement planning and preparation and (ii) succession planning. These themes were consistent across organizations and Baby Boomers. At the national level, the themes which emerged were (i) government preparedness for the aging workforce and (ii) employment and the aging workforce. Findings from the study indicate that both companies employ similar organizational practices although
there are distinct differences in how they are preparing for the aging workforce. Additional findings reveal that there are inconsistencies amongst organizational practices in one participating company. This study has implications for academic theory and practice in the field of Human Resource Development, and it is expected to contribute to the research on aging in Jamaica and the wider Caribbean. It is also anticipated that the study will ignite ongoing discussion on aging in the Jamaican workplace.
CHAPTER 1. INTRODUCTION

In countries worldwide, populations are aging with increasing numbers of older people over the age of 60. While population aging is a global phenomenon, Latin America and the Caribbean are experiencing aging at faster rates than the rest of the world, (United Nations, 2015; Eldemire-Shearer, 2014) and within this region, different countries are aging at varying rates. Population aging is more advanced in some countries like Guadeloupe and Martinique for instance, but less advanced in other countries like Jamaica (Geny, 2017; ECLAC, 2004).

Although Caribbean countries are aging at different rates however, the matter of aging is “a common and pressing issue having considerable impact on all Caribbean societies” (Geny, 2017, p. 6).

Along with the increase in the number of older people in this region, is the accompanying increase in the number of older people in the labor force of the respective countries. In the Caribbean island of Jamaica for instance, labor force participation data indicates that in October 2016, 28.6% of the labor force was made up of persons over the age of 65, and by April 2017 the number of persons in this age bracket had increased to 32.3% (Statistical Institute of Jamaica, 2017). In relation to employment by industry, 72% of persons employed to the health sector in Jamaica were over 65 years old, 62% of persons employed to Jamaica’s finance sector were also over the age of 65, and within the Hotel Industry, older persons made up 66% of the workforce (Ministry of Labor and Social Security, 2017).

Countries in the Caribbean have embarked upon several initiatives to promote and improve the wellbeing and quality of life of their aging citizens. Some of these initiatives include government membership in global bodies to address the issue of aging and adhering to the mandates (such as addressing healthcare concerns of the elderly) established by these
organizations (Rawlins, 2010). In Jamaica, the government through its Ministry of Labor and Social Security (MLSS) has also embarked upon various initiatives to improve the lives of the aging population in that country. One such initiative includes the revision of the National Policy for Senior Citizens with a focus on strategies and action for the “social protection, income security and employment” for senior citizens (Government of Jamaica, 2018, p. 8).

Despite these efforts in Jamaica and in the region, more work still needs to be done to ensure that older persons are being afforded the quality of life they deserve. Rawlins (2010) notes that one such initiative that should be embarked upon is in relation to the employment and retention of older persons in the workforce. According to Rawlins (2010), where lack of finances has been noted as a major concern that is prevalent amongst the aging population, opportunities for employment and retention of the elderly in the workplace should be embarked upon as a key initiative to help to alleviate the financial burden for those so affected.

In keeping with the above, this study explored the phenomenon of aging in the workplace in Jamaica, with specific emphasis on its finance sector. The study focused on the Baby Boomer population (i.e. persons born between 1946 and 1964) as people in this demographic group make up a large portion of the aging population in that sector and are currently approaching retirement or have recently retired. Additionally, the study focused on Baby Boomers as this cohort is experiencing the fastest population growth worldwide (United Nations, 2015). The study explored aging from an organizational perspective (through the lens of Human Resource Managers), from a national (government) perspective and from an individual perspective from the point of view of persons who are a part of the Baby Boomer cohort. It is critical to note that for this study, the issue of aging includes an organizational perspective and will not solely reflect the views of the employee.
Outlined below is an overview of global aging and aging in Jamaica for contextual purposes, followed by an exploration of aging in the workforce. Discussions related to aging within Jamaica’s finance sector and how aging will be studied in this industry are explored thereafter. For this paper, the terms Baby Boomer and older workers are used interchangeably to refer to people born during the baby boom era.

**Global Aging**

According to the United Nations (2015), population aging refers to the increasing share of older people in the population of a given country, and information provided by the World Health Organization (WHO) indicates that “the number of older persons [is] growing faster than the numbers of people in any other age group” (United Nations, 2015, p. 2).

The occurrence of population aging is not purely by chance. The United Nations (2015) reports that the size of the world’s population is “determined jointly by three demographic processes: fertility, mortality and migration,” (p. 41) with declining fertility and increasing longevity being the key determinants of these three factors. According to The World Health Organization (2010), across the globe populations are aging more than before because of a “continued decline in fertility rates and increased life expectancy” (para. 1).

The World Health Organization (2010) noted that because of the aging of the population, the world is fast approaching a situation where “there will be more older people than younger people” (para. 1). This estimation by the WHO is further evidenced by the United Nations: World Population Prospects (2017), which indicates that in 2017, an estimated 962 million persons (approximately 13% of the global population) were over the age of 60, with this number expected to rise to approximately 1.4 billion by 2030, based on an average growth rate of 3% per year.
Where Baby Boomers are concerned, the increase in the number of persons in this age cohort is on an account of high fertility rates over 60 years ago (when the Baby Boomers were born) and increased levels of mortality since then, which has led to members of this age group surviving into old age. Between 1950 and 1955 for instance- Asia, Latin America and the Caribbean experienced high levels of fertility with an estimated 5.8 and 5.9 children per woman. On account of increased life expectancy rates, most of those children have survived into old age, resulting in a large baby boom population in these regions (United Nations, 2015). In regions like Africa, although there were also high fertility rates during the same period (an estimated 6.6 children per woman), low survival rates impacted the number of Baby Boomers in this region resulting in a smaller Boomer population than in other areas.

Although all regions of the world are experiencing growth in their aging populations overall (i.e. countries within Africa, Asia, Europe, Latin America and the Caribbean, Oceania, and Northern America) some regions are experiencing more growth than others, and at faster rates. In 2000 for instance, Asia was home to approximately 319 million people over the age of 60, while 147.3 million people over the age of 60 lived in Europe, and 42.7 million persons over age 60 resided in Latin America and the Caribbean. By 2015, these numbers had increased to 508 million, 176.5 million and 70.9 million respectively (United Nations, 2015).

There is an expectation that the number of older people in Latin America and the Caribbean will grow faster than in any other region (United Nations, 2015). The share of the Caribbean’s population over the age of 60 “is expected to reach 16 percent by 2025 and 25 percent by 2050” (Cloos, Allen, Alvarado, Zunzunegui, Simeon, & Eldemire-Shearer, 2010, p. 80). Aging in the Caribbean is taking place at a more accelerated rate than that recorded in developed countries, and in some instances is taking place within the context of high levels of
poverty and limited Social Security coverage (ECLAC, 2004). In fact, by 2040, there will be more older people than young people in the Caribbean (Harper, 2018). The need to examine aging in the Caribbean and within individual Caribbean countries is therefore critical considering these factors. An examination of aging in this region is important as it can assist policy makers to improve the lives of older persons and can help to build support for policy changes (labor/employment and otherwise) for this demographic group (Cloos et al, 2010).

**Aging in the Workplace**

In the same manner that countries have been experiencing aging at the national level, aging is also being experienced in the workplace, whereby older adults increasingly represent a large segment of the workforce (Bamberger & Bacharach, 2014). This increase in the number of older workers in the labor force is due to factors associated with retirement such as (i) older workers having a desire to return to work after periods of retirement (ii) older workers opting not to proceed into retirement for financial and other reasons (Kendig, Wells, O’Loughlin, & Heese, 2013) and (iii) organizations seeking to retain older persons in the workforce at the time of retirement in an effort to retain their expertise and skills (Knorr, 2008).

In the United States of America (USA) for instance, the increase in the number of older workers is evidenced by 21.9% of the labor force being made up of persons between the ages of 65 and 69 in 2004, with an increase to 26.2% of that same demographic group by 2014 (United States Department of Labor, 2017). Of note, this increase in older workers is not unique to the United States. Similar trends are also apparent in Canada, where the labor force participation rates of older persons between the ages of 60 and 64 moved from 1,110,900 persons in 2015, up to 1,153,800 persons within the same age bracket by 2016 and further increased to 1,201,700 by 2017 (Statistics Canada, 2017).
Outside of North America, the increase in the number of older workers in the labor force is also visible. In Australia, persons over the age of 65 “had a workforce participation rate of 13 percent [in January 2018] compared with 8 percent in 2006” (Australian Institute of Health and Welfare, 2018, para 2). Similarly, in the Caribbean, “many older persons continue to be active in the workforce” after retirement (Geny, 2017, p. 32). Where Jamaica is concerned, older persons over the age of 65 make up a significant portion of the workforce. Labor force participation data indicates that in October 2016, 28.6% of Jamaica’s labor force was made up of persons over 65 years old, and by April 2017 the number of participants had increased to 32.3% (Statistical Institute of Jamaica, 2017).

Retirement

Retirement can be seen as one of many transitions that people will experience during their lifetime (Goodman & Pappas, 2000). Regarded as being a well-established entitlement after years of being a part of the labor force, it is often considered to be a goal for many people (Collins, 2003). Due to several factors however, retirement is no longer deemed an attractive option for many older workers, or even for organizations. In their article on societal changes in the workplace and key issues for employers of older workers, Ford & Orel (2005) highlighted that several Baby Boomers remain in the workplace for several reasons, such as psychological, professional, and financial benefits. They add further, that some Baby Boomers remain or return to the workplace because of a lack of enjoyment transitioning from employment to leisure activities, the desire to remain active, the view that retirement is a “non-role” and not considered to be of value, the loss of work community and worker camaraderie, and a lack of retirement income.
In their study analyzing how Baby Boomers behave in the workplace, Harter and Agrawal (2014) observed that Baby Boomers display a reluctance to retire and because of this, they continue to make up a substantial part of the US workforce, despite being eligible for retirement. They noted that whether by choice or out of necessity (such as a worry about money), Baby Boomers remain a large proportion of the US labor market. From a random sample of 1,929 Baby Boomers surveyed from across the US for their study, they found that almost half of the participants (49%), indicated that they did not expect to retire until they were 66 years or older, while 1 in 10 participants suggested that they would never retire (para. 1).

In a report developed to help employers prepare for demographic changes in the workplace and on how to capitalize on the skills of older workers, Paullin (2014) also explored some of the factors impacting employment of the aging workforce. Consistent with the findings of Ford and Orel (2005) and Harter and Argawal (2014), Paullin (2014) added that many older workers cited a lack of financial resources as the primary reason for staying in the workplace after retirement. Owing to this, they continue to work because they need the income. To a lesser extent, Paullin (2014) adds that older workers also cited psychological and social fulfillment as contributing factors for wanting to stay in the workplace. Additionally, Stark (2009) added that because people are living longer, they may not be inclined to leave the workforce at the traditional age of retirement, as would have occurred in the past. Given these factors, some older people prefer not to retire while others, particularly those with a lack of retirement income, recognize that they cannot retire and must remain in the workforce or return to the workplace after periods of separation.

From an organizational standpoint, there are also significant challenges with retirement. For the organization, there is the recognition that retirement may result in a shortage of labor,
and the loss of needed skills, knowledge and expertise (Paullin, 2014; Tacchino, 2003). To mitigate against these challenges therefore, some organizations encourage older workers to remain in the workplace.

As a result of the personal and organizational challenges associated with retirement, there is the accompanying increase in the number of Baby Boomers in the workforce who have remained with their organization or who have returned to the workforce after their initial periods of separation. To this end, the demographic makeup of organizations in the 21st century, is changing. Armstrong-Stassen and Templer (2006) noted that there are now “more individuals in the older age groups and fewer individuals in the younger age groups than ever before in the workplace” (p. 247). Wrenn and Maurer (2004) indicated that because of this demographic make-up, organizations are experiencing what has become popularly known as the “graying of the workforce” (p. 223).

**Organizational Response**

The graying of the workforce requires attention. Hedge, Borman, and Lammlein (2006) are of the view that “most organizations are ill prepared to meet the challenges associated with older workers, and little research has been done to address the development and implementation of effective HR management practices for an aging workforce” (p. 3). Studies conducted on organizational response to older workers indicate however, that some companies have made accommodations for their aging employees. To examine how organizations are responding to Baby Boomer retirement, and to determine the extent to which organizations actively engage in human resource practices that promote the recruitment and retention of older employees, Armstrong-Stassen & Templer (2006) conducted a study with Human Resource Managers from 493 public and private sector organizations in Ontario, Canada. To gather data for their study,
they administered questionnaires to the HR managers that assessed organizational practices on areas such as recruitment, alternative work arrangements for Baby Boomers, measures to postpone retirement and the reemployment of retirees. Findings from their study indicate that organizational practices such as job sharing, reduced work weeks and working from home were strategies being used to promote the recruitment and retention of older employees. Tishman, Van Looy, and Bruyere (2012) conducted similar research and examined how public and private sector employees in the US prepared for an older workforce. The outcome of their research indicates that workplace flexibility is also a key strategy being used to facilitate the retention of older workers, whereby older workers are afforded the opportunity to move away from traditional full-time schedules and to reduce the number of hours they work within a week. Workplace flexibility in this instance also allows older employees to work from home or at other remote work sites and allows them to work on short term projects or temporary assignments.

In some instances however, despite the evident challenges associated with an aging workforce, some organizations have not made the requisite preparations for their aging population (Tishman, Van Looy, & Bruyere, 2012). Further, while the aging of the workforce is a global phenomenon, retention strategies being used in some organizations may not be globally applicable. Where Jamaica is concerned for example, the experience of developed countries with managing their aging workforce may not necessarily be reflective of the experience in Jamaica and other developing nations, as these jurisdictions differ. As such, strategies that may work and be effective in managing the aging workforce in US based organizations for example, may not be effective in Jamaican companies (Eldemire-Shearer, 2012). Additionally, prevalent issues within the Jamaican context such as high(er) levels of poverty, great(er) levels of gender inequality, lower levels of education, and competition for scarce resources can impact how organizations in
Jamaica manage their aging workforce, when compared to their North American counterparts (Eldemire-Shearer, 2012).

**Aging in Jamaica**

The island of Jamaica is the largest English-speaking island in the Caribbean, with an estimated population of 2.9 million people. While the general growth rate in the country “has not changed much … the number of elderly [persons] has increased dramatically” (Government of Jamaica, 2018, p. 11). According to data provided in the National Policy for Senior Citizens (2018) in Jamaica, the country’s population was made up of 12.6% of persons over the age of 60 in 2015 (i.e. 341,200 persons) up from 11.9% of the population (i.e. 323, 500 persons) in 2011. In fact, persons in the over 60 age group are the fastest growing segment of the country’s population.

The elderly population grew by approximately 15.3% over the 4-year period between 2011 and 2015, and in relation to gender, women accounted for a higher percentage of the over 60 population than men. Considering the increase in the aging population, the Government of Jamaica is currently embarking on various initiatives to improve the lives of older people in the country, one such initiative being the development of policies focused specifically on employment for the aging population (Government of Jamaica, 2018).

**Aging in the Workplace. Finance Sector**

The finance sector is that aspect of a country’s economy that is made up of firms and institutions that provide financial services to commercial and retail customers. The sector is made up of industries including banks, investment companies and insurance firms (Kenton, 2019). Jamaica’s economy, one of the major economies in the Caribbean, is “mixed, but increasingly based on services, notably tourism and finance (Ferguson, Buisserett, Bryan, &
Jamaica’s finance sector is dominated by “large, complex and highly interconnected groups that operate in several jurisdictions.” These groups have financial sector activities that span areas such as banking and insurance (Oliva & Nyberg, 2018, p.5).

Fifty-three percent (53%) of Jamaica’s labor force between the ages of 55 and 64 are employed to the finance sector. Nine percent (9%) of the labor force in the finance sector is aged 65 years and older (Ministry of Labor and Social Security, 2017). Additionally, the majority of professional and managerial workers in Jamaica (87% and 96% respectively) across all age groups are employed to the finance sector (Ministry of Labor and Social Security, 2017). Given the number of older persons in that sector and the level of these workers (i.e. professional and managerial), it is prudent to explore aging in the workplace in this industry.

Accompanying issues of aging in the workforce, factors such as succession planning and business continuity in the workplace are important considerations given the fact that older persons will prepare to exit the workforce, but businesses must continue despite their departure. Bearing this in mind, business leaders will need to be mindful of how the workplace will prepare for the departure of these older workers (e.g. through succession planning) and must consider opportunities for the retention and rehire of older persons to minimize the potential impact of their departure on the business. In terms of employment in general, over 6,000 new employees entered Jamaica’s finance sector in 2017, making it the 2nd largest industry (behind the hotel industry) to have so many new hires (McIntosh, 2017). Given this increase in the number of employees in this sector it is well advised to examine organizational (i.e. Human Resource) practices in the finance industry even if all new entrants will not be immediately impacted by matters related to aging.
Statement of the Problem

The population worldwide is aging, and research conducted on population aging by global agencies such as ECLAC and the World Bank indicates that the Caribbean region is aging faster than other areas. Aging in the region is happening so rapidly that “the number of older persons will double in the Caribbean from 1.1 million, which corresponded to 13 per cent of the population in 2015, to 2 million or the equivalent of 22 per cent in 2035” (Geny, 2017, p. 5). Like other countries in the region, Jamaica is no exception, and that country is also experiencing aging in the population, with larger numbers of persons in the older age group when compared with other demographic cohorts. Population aging is not a unitary concept and is also accompanied by aging in the workplace.

In Jamaica, there is an increasing number of older employees in the workplace. Although older workers are found in all industries across the island such as the manufacturing, tourism and the education industries, a significant number of older workers are employed in the finance sector. Added to this, most professional and managerial employees in the country are also employed in the finance industry. Given these dynamics, HR practitioners will have responsibility for responding to the aging phenomena, and practitioners in the finance sector will have more responsibility than those in other industries for accommodating and preparing for an increasing number of older workers.

In recognition of an aging population, research has been conducted globally on aging in the workplace. In the UK for instance, Nicholson, Mayho, Robson, and Sharp (2016) studied aging in the workplace in that country and examined the occupational factors related to the UKs aging workforce and the health and safety needs of its older workers. In their study, they also detailed employment practices (like retention) that organizations are using with their older
workforce and concluded that much of the practices being used in the UK are similar to those being used in other European countries. In the US, the Society for Human Resource Management (SHRM) has also responded to workforce changes and the aging population, and has conducted studies which seek to advise HR practitioners on how to assess their organizations readiness for the aging population, while providing them with tools on how to leverage the talents of their older employees. However, in Jamaica (and the Caribbean) the situation somewhat differs.

To date, although there has been significant research conducted on aging in the Caribbean, this research neglects aging and the workplace. Leading scholars and practitioners throughout the region have conducted extensive research on areas like aging and concerns for family and society (Rawlins, 2014); aging and the implications for healthcare (Eldemire-Shearer, Mitchell-Fearon, Laws, Waldron, James, & Holder-Nevins, 2014) and aging and the reintegration of returned migrants (Rawlins, 1999). Researchers have not done an in-depth assessment of aging and the workplace. Although Jamaica’s population is aging, and the workplace will be affected by this demographic change, a detailed examination of Baby Boomers in an organizational context in that country remains generally underrepresented in the academic literature. While there is reference to the workplace in existing studies that have been conducted, these discussions are often cursory at best, and do not provide an in-depth examination of workplace aging.

Considering the above, it is of paramount importance to examine aging in the Jamaican workplace and to explore organizational preparedness for the aging workforce, as well as to examine the perspectives of key stakeholders in relation to their views on the aging phenomena. Where older employees are concerned, there is also the need to understand how these persons experience their transition into retirement and how they perceive the organizational strategies
that have been implemented for their demographic group. Neglect of this facet of the spectrum can lead to challenges in relation to how Jamaican organizations respond to this change in their workforce demographics.

**Purpose of the Study**

The purpose of this study was to explore and to understand aging in the workplace in Jamaica’s financial sector, through the lens of key organizational and national (government) stakeholders. The study sought to examine organizational preparedness for the aging workforce and to explore the perceptions of Baby Boomers in relation to the preparedness strategies of organizations.

To conduct this study the researcher used a qualitative approach. Qualitative research, according to Denzin & Lincoln (2005) is the study of things in their natural settings and attempting to make sense of and interpret phenomena in terms of the meaning people bring to them. A qualitative approach was used as it allowed the researcher to conduct in-depth interviews thereby facilitating an understanding of aging within the parameters of Jamaica’s financial sector.

A two-pronged approach was used to conduct the study. A case study method was used along with a basic interpretative approach. The case study method was used to gather data from an organizational perspective, as this method allowed for an examination of organizational preparedness strategies of different companies in the finance sector for the aging workforce. The basic interpretive approach was used specifically to gather data from Baby Boomers about their experience transitioning from full time employment into retirement, and to gather data from them on their perspectives related to organizational preparedness for older workers.
A non-probability sampling method was utilized to gather participants for the study, specifically using purposive sampling. Probability sampling refers to sampling procedures where each person or unit has an equal chance of being selected to take part in a study, while non-probability sampling indicates that only persons/units that meet specific research criteria will be included in the study. As such, the study used non-probability sampling methods, and only included organizations and Baby Boomers that met specific pre-established research criteria.

Research Question

Guided by the conceptual framework for this research engagement, the following research question was developed to guide the study:

*How do key stakeholders describe preparations for the aging workforce in Jamaica’s finance industry?*

Significance of the Study

The study is significant in a multiplicity of ways. Where Baby Boomers are concerned, the findings from the study can aid in understanding how Baby Boomers perceive aging in the workforce and how they perceive organizational strategies that are in place to meet their needs, specifically within a Jamaican context. The significance of the study is also apparent in that it can identify the organizational strategies Baby Boomers deem appropriate to assist them to prepare for retirement considering the social, cultural and economic landscape present in Jamaica. Additionally, the study is also significant in understanding older workers transition into retirement, which can inform HR in terms of how to assist these employees during their transition, such as providing services (like counseling and training) for these persons. Outlined below is an overview of the study’s significance in terms of theory, practice, and policy.
The study examines aging in the workplace in Jamaica. To date there has been extensive work done on aging globally; however, this research tends to be confined to areas like family structure, aging and health, elder care and caregivers, and elder abuse. In Jamaica and the wider Caribbean, the nature of work on aging follows a similar trajectory and focuses heavily on the health of the aging population. There is limited work that focuses on aging and employment. Findings from the study can therefore widen the knowledge base in the field to include aging and the workplace. Importantly, the study is also significant as it includes the Caribbean, where work of this nature has not been widely explored.

Policy and Practice

According to Moen, Kojola, and Schaefers (2016), most studies on the aging workforce, focus on the experiences of individuals, but not on the work organizations are doing for the aging employees. Given this observation, this study is significant as it explores the phenomenon of the aging population from an organizational perspective and it takes a person-centered approach. Added to this, the study is significant as it can contribute to practice and policy at the organizational and national levels.

In terms of practice, the contribution of the research is in terms of providing HR practitioners with information on how they can best prepare for the increase in the aging workforce. For example, where recruitment is concerned, data from the study can inform practitioners on what the recruitment strategies are that should be utilized for the aging population. The study is also significant in terms of exploring existing retention strategies being
used for older workers, and the feasibility of using unique strategies for this demographic group to meet organizational needs.

Where organizational policy is concerned, there are implications in terms of how older workers are categorized and treated in the workplace. Current workforce policy suggests that upon approaching a certain age, employees should exit the organization and will no longer be gainfully employed. The study is significant as it can aid policy makers in their review of the normal retirement age (and in fact should allow policy makers to determine if there even needs to be an age where persons are required to leave the workforce).

From a national policy level, the study is significant as it can contribute to policies for senior citizens in Jamaica. A part of the Jamaican governments mandate (as referenced in the National Policy for Senior Citizens) is improving the well-being of the aging population; this study is significant in this regard, as it can inform policy makers in relation to aging and the workforce and the attending workplace policies that could be developed for Jamaica’s older population, thereby contributing to their wellbeing in this area.

As the study was conducted in the finance sector, it is also significant as it can serve to inform HR practitioners in other industries on what work is being done, as they too must respond to the phenomenon of the aging workforce. Added to this, the study was done in more than one organization; it is again significant in this regard as it can provide a wider range of information on work being done in the sector than would have been possible if only one organization had been included in the study. The study can also inform HR practices in other organizations in the finance sector, particularly those companies that engage in the same business as the participating companies, and may be governed by similar laws and regulations.
Regionally, the study is also of key significance. Jamaica, like other Caribbean countries, is a member of global organizations on aging such as the Madrid International Plan of Action on Aging (MIPAA) and regional commissions of the United Nations like the Economic Commission for Latin America and the Caribbean (ECLAC). Findings from the study can inform these organizations on work that Jamaica is doing and can highlight the progress that the country is making in meeting the needs of its aging population. Work being done in Jamaica can also serve as a model for other Caribbean countries that may not yet have detailed policies in place for their aging workforce. Importantly, findings from the study can facilitate knowledge sharing and replication of practices throughout the region.

**Limitations**

Given the nature of this qualitative study, there are limitations in relation to issues such as the generalizability of findings. Of note, the findings from the study are specific only to the participants in the study and are not necessarily reflective of what other organizations may be doing (i.e. the findings are not indicative of HR strategies that may be employed by other organizations). Similarly, the approach used to gather data from the Baby Boomers is intended to gain an understanding of the lived experiences only of the Baby Boomers in the study and not Baby Boomers in general. Findings in relation to their perspectives on aging and their experience with the career transition process are therefore unique to them and do not allow for generalization to other Baby Boomers. In keeping with the nature of qualitative research designs therefore, there is no intention to generalize findings.
Operational Definition of Terms

The definitions of terms used throughout this paper are outlined below:

- **Aging**: The term aging refers to the process of becoming older and showing the effects or characteristics of increasing age (Merriam Webster Online).

- **Baby Boomers**: Baby Boomers refer to individuals born between 1946 and 1964 during the “Baby Boom” at the end of World War II. The baby boom cohort includes two distinct groups: those referred to as early Boomers (i.e. those persons born between 1946 and 1955) and late Boomers (i.e. those persons born between 1956 and 1964) (MacDougall, Weeks, Montelpare, & Compton, 2018).

- **Caribbean**: The Caribbean (also known as the West Indies) is a region consisting of the Caribbean Sea, its islands, and the surrounding coasts. The region is located southeast of North America, east of Central America, and to the northwest of South America. The islands of the Caribbean are sorted into the Greater Antilles and the Lesser Antilles. The Greater Antilles consists of Cuba, Jamaica, Haiti, the Dominican Republic and Puerto Rico. The Lesser Antilles consists of all the other islands. The Lesser Antilles are further grouped into the Windward and Leeward Islands (“New World Encyclopedia,” 2013).

- **Demographic Transition**: Demographic transition refers to declines in birth rates followed by declines in death rates that bring about an era of rapid population growth (Bongaarts, 2009).

- **Fertility Rate**: Fertility Rate is defined as the total number of children that would be born to each woman if she were to live to the end of her child-bearing years and give birth to children in alignment with the prevailing age-specific fertility rates. Assuming no net migration and unchanged mortality, a total fertility rate of 2.1 children per woman
ensures a broadly stable population. Together with mortality and migration, fertility is an element of population growth (OECD, 2018).

- **Finance Sector:** The finance sector refers to organizations that provide financial services to commercial and retail customers (Kenton, 2019).

- **Less Developed Regions:** Categorization of countries based on demographic and socio-economic characteristics. Less developed regions include regions of Africa, Asia (excluding Japan), Latin America and the Caribbean, and Oceania excluding Australia and New Zealand (World Population Aging, p. v).

- **Older People:** Persons aged 60 years or older (World Population Aging, 2015).

- **Pension:** A sum of money paid to an individual on a regular basis after the individual retires...the individual typically has to work for at least twenty years with the company to qualify for a pension (Jordan, 2018).

- **Redundancy:** The termination of employees for business reasons, such as poor economic conditions (HR Zone, 2019).

- **Retirement:** Retirement refers to individuals ceasing to work and leaving one’s job due to attainment of a fixed age. Retirement is traditionally “seen as a ‘gateway’ between work and later life, implying withdrawal from productive work” (Byles, Tavener, Robinson, Parkinson, Smith, Stevenson, Leigh, & Curryer, 2013).

- **Stakeholders:** People, groups or other organizations who have an interest, claim, or stake in an organization, in what it does, and in how well it performs (Jones, 2010).
Summary and Organization of the Study

There continues to be a significant increase in the number of post retirement employees (i.e. Baby Boomers/older workers) in the workforce either having remained in the organization after retirement or having returned to the workplace in different capacities for varying reasons, after their initial separation. This chapter has provided a background to the issue of the changes in the workplace where the age of the workforce is concerned and has outlined the purpose and significance of the study, along with the research question which guided the researcher.

Chapter 2 provides a more detailed discussion related to the issue of aging and older people within an organizational context. A detailed outline of the methodology that was used to carry out the study is presented in Chapter 3, including the data collection and analysis process that was employed. The study’s trustworthiness and issues of credibility are also presented in Chapter 3. Findings from the study are presented in Chapter 4, including the emergent themes that were identified during the research. Chapter 5 is dedicated to a wholesome discussion on implications for future research, theory and practice related to aging and changes in the workplace.
CHAPTER 2. LITERATURE REVIEW

The world’s population is growing. At the middle of 2017, there were approximately 7.6 billion people in the world, and this number is expected to increase by an additional 83 million people each year. By 2030, it is anticipated that there will be 8.6 billion people in the world with an expected increase up to 9.8 billion people by 2050 (United Nations, 2017). Accompanying an increase in the world’s population, is an increase in the aging population (i.e. people over the age of 60 years old). It has been well established that this demographic group is increasing, and that the number of older persons will continue to rise. According to the United Nations, over the 15-year period (2015-2030), “the number of people in the world aged 60 years or over is projected to grow by 56 per cent, from 901 million to 1.4 billion” (UN, 2015). For the first time, there will be more people aged 65 and over in the world than children under the age of age 5 (NIA, 2007).

Of all demographic groups, the number of older persons is growing faster than any other age cohort and the number of older persons in the total population is increasing virtually everywhere across the globe (UN, 2015). Due to factors such as improvements in health care and improvements in how persons manage their personal lives, people are living longer, healthier lives than previously seen.

Within an organizational context, there has also been an increase in the number of older persons in the workplace. Along with the increase in population growth is an increase in the number of people aged 65 years and older who are a part of the total labor force globally (ILO, 2018). Several factors have contributed to this increase such as (i) the desire older persons have to work during their later years. This desire seeks to fulfill needs of social interaction and because they enjoy working (Paullin, 2014) (ii) a lack of retirement income and/or a lack of pension which results in older people needing to work to sustain themselves financially post
retirement (Tamburo, 2017) and (iii) a shortage of organizational skills because older people leave the workforce with the skills that they have, and the upcoming young(er) workforce does not have the requisite skills to meet organizational needs and to facilitate business continuity (Silverstein, 2008). Although the increase in the number of persons in the workforce is being experienced worldwide, the increase is more prevalent in developing countries. In those areas it is estimated that by 2013 “there will be close to five persons aged 65 and over for every ten persons in the labor force, up from 3.5 in 2017” (ILO, 2018, p. 3).

The purpose of this study was to explore and to understand aging within an organizational context, specifically aging in the workplace in Jamaica. The study explored aging in Jamaica’s finance sector from the viewpoint of key organizational and national (government) stakeholders and from the perspectives of older workers in relation to their views on the preparedness strategies being used by organizations for the aging workforce. The study focused on older workers born between 1946 and 1964 who are categorized as Baby Boomers.

To engage in a review of the literature, documents such as books and journal articles related to HRD, that focused on aging in the workplace were examined. The search for literature also yielded government reports, conference papers, newspaper articles and online sources. Because this study looked at aging from the point of view of different stakeholders, the literature reviewed was based on content and scholarly relevance to the different stakeholder groups. To conduct a comprehensive assessment, the documents were reviewed and analyzed to get an in-depth understanding of aging in the workplace, and to understand specific areas of aging within the context related to this study.

The literature review for this chapter is structured as follows: the first section of the chapter presents an overview of Baby Boomers, as they are the target population for this study.
An examination on aging in the workplace follows, this section includes an examination of Baby Boomers and retirement, this being a key component in the discourse on organizational aging. The next section of the chapter examines aging in the Caribbean and in Jamaica. As the study is based in Jamaica it is important to understand aging in this jurisdiction. To set the stage for an exploration of aging in Jamaica, a country overview is presented in relation to population demographics and labor force participation rates for the aging workforce in that country. The chapter also includes a discussion on gaps in the literature and a summary of the discussion.

**Baby Boomers**

The period between 1946 and 1964 was a significant one globally in relation to the increase in the world’s population. Accompanying the end of World War II, came an increase in the number of births recorded worldwide leading to an era popularly known as the “baby boom” era and babies born during that period dubbed “Baby Boomers” (Colby & Ortman, 2014). A baby boom refers to periods where there is the onset of sudden increases in the number of births observed from one year to the next and ends when there is a drop in the number of births.

The literature is rich with information on the baby boom in the United States, with less focus on the baby boom in other parts of the world (Van Bavel & Reher, 2012). It is interesting to note that like the United States, countries in Europe also experienced a baby boom although there is debate surrounding what factors caused it. Although there have been several theories proposed to explain why there was such a marked increase in births, understanding the actual cause of the baby boom is a challenge (Van Bavel & Reher, 2012). The scholarly literature suggests that some of the contributing factors include the end of the world war and a post war economy that resulted in financial stability to take care of a family. Although these theories have been proposed “there is no consensus regarding the [actual] cause of the boom” (“Baby
In fact, Van Bavel and Reher (2012) stated that a clear weakness in the study of Baby Boomers is that “the literature has paid too little attention to…the underlying causes of the baby boom” (p. 7). Despite this apparent weakness, the phrase “baby boomer” coined by Jones (1980), is widely used to describe persons born during that post war period.

At the beginning of the 21st century, there were approximately 79 million Baby Boomers in the United States alone, accounting for 25% of that nation’s population (“Baby Boomers,” 2002). In 1946, there were 3,411,000 babies born in the US, and by 1964 that number had increased to 4,027,000 babies born in that year. The situation involving the increase in the number of births was similar in Canada. A baby boom also began between 1945 and 1946, and lasted for 20 years, and “during that time more than 8.2 million babies were born” (Statistics Canada, 2018). In France, the birth rates also increased around the period 1945-1946 and reached higher levels after the war than before or during the war (Van Bavel & Rehr, 2012).

In the Caribbean, data provided by the United Nations indicates that there was also a growth in the populations of the different islands, albeit to a lesser extent than that observed in other parts of the world. In Barbados for example, the population in 1946 was 192,800 persons (United Nations, 1948) and by 1963 this number had increased to 239,000 people in that country. Similarly in Trinidad, the population in 1946 was recorded at 563,000 persons and provisional data provided by the United Nations indicates that the population had increased to 922,000 persons by 1963. Data provided for Jamaica also indicates population growth. In 1946, Jamaica’s population was 1,298,000 persons and by 1963, the country’s population had increased to 1,687,000 persons, a slight increase of over 389 000 persons (United Nations, 1963).

When compared to their North American neighbors, Jamaica and the other Caribbean countries did not experience a significant baby boom. However, the baby boom period in
Jamaica and the wider Caribbean must be examined in the context of the colonial period which existed in the region during that time. Attention must be drawn to the fact that Jamaica, along with the other referenced Caribbean countries, were former British colonies and under colonial rule during the period of the baby boom. In preparation for the World War which preceded the baby boom era, several male and female Caribbean nationals enlisted in the British army and migrated to the United Kingdom (UK) to fight in the war on behalf of the British. At the end of the World War, several persons did not return to the Caribbean, but instead settled in the UK and helped to rebuild post war Britain and increase the number of persons in that country (Brennan, 2015). Because of this, population growth in the Caribbean may have been impacted (albeit marginally) during the baby boom period. Despite these factors however, Jamaica and other Caribbean countries still experienced an increase in their respective populations.

**Baby Boomers. Traits and Characteristics**

Regarded as possibly the most influential generation in history, Baby Boomers are characterized as agents of social change and have played a crucial role in noteworthy events worldwide (Ryback, 2016). During the 1960s, Baby Boomers were involved in social change occurrences like the Civil Rights Movement in the US, and further afield, they were involved in the Vietnam War, where “over 10 million Boomers served in the military” (Wright, 2017).

Although character traits for demographic groups vary, there have been general traits used to describe Baby Boomers, and to distinguish them from other generational groups. Having not been raised with technology for example, Baby Boomers are characterized as valuing relationships and having strong interpersonal skills (Ryback, 2016). They are also regarded as being structured and disciplined and are considered to be independent and inclined to abide by societal rules (Abrahamson, 2018). Moseley and Dessinger (2008) add further that Baby
Boomers are characterized as being “unconventional, vocal, self-absorbed, and questioners of authority” (p. 5).

In the workplace, Baby Boomers have also been characterized quite widely, and traits associated with this demographic group are often discussed in contrast to other generational cohorts such as Millennials and persons characterized as Gen X. According to Hewitt, Pjanowski, Tavano, and Denny (2018) in their discussion on Baby Boomer characteristics in the workplace, this generational cohort is often regarded as being diligent workers who are loyal to their employers and who show clear preference(s) for stable work environments, while also seeing their jobs as a calling that helps to define who they are (Hewitt et al., 2018, p. 234). Similarly, in their review on Baby Boomer characteristics- Cox, Young, Guardia, & Bohmann (2018) noted that Baby Boomers are often described as being hardworking and loyal, although they are also described as being resistant to change and incompetent with technology (Cox et al., 2018).

In their exploration on generational differences in the workplace, Gibson, Greenwood, and Murphy (2009) added that Baby Boomers are “…thought to be competitive and loyal workaholics who value individual freedom and dedication to tasks” (Gibson et al., 2009, p. 1). In providing additional descriptors of Baby Boomers, Gibson et al. (2009) note that this group of persons are workaholics, display serious and dedicated attitudes towards their work, value success, display a preference for teamwork and inclusion, and embrace change and growth.

In terms of organizational leadership, Baby Boomers (of all the generational cohorts represented in the workplace) have “the most power by virtue of their high numbers in leadership positions” (Gibson et al., 2009 p. 2). In relation to training and development in the workplace, and how Baby Boomers learn, Ford and Orel (2003) indicated that Baby Boomers learn best in a broad
format of styles, such as through training seminars and workshops, books, and self-help guides, videos and audio tapes. Additionally, Mitchell (2004) observes that there are key practices that are effective in helping Baby Boomers to learn, and these practices should be adhered to by instructors; namely, teaching in small groups, providing a steady pace of instruction, ensuring practice and involvement from students and providing handouts, information sheets, and practice tests.

While there has been extensive discussion in the academic literature about values and characteristics of Baby Boomers, there must be caution in relation to a wide scale acceptance of these traits, particularly because of bias that may be associated with some of the descriptors. Although authors like Gibson et al. (2009) noted that their research confirms the Baby Boomer characteristics previously described, Cox et al. (2018) noted that some of the traits attributed to Boomers are often less favorable than those ascribed to other generational groups. In light of this, Baby Boomers may encounter negative stereotypes that may impact their employment and their careers. It is worthy to note that the characteristics ascribed to Baby Boomers may also be country specific, as Baby Boomers in Jamaica have been described differently than their North American counterparts.

In their review on the cultural perspectives of aging and age discrimination in the workplace, Mujtaba, Hinds, and Oskal (2004) examined aging “from the perspective of people in Afghanistan, Turkey, Jamaica, and the United States” (p. 31). They found that in Jamaica there is an inclination towards age discrimination, and Baby Boomers in that country are not regarded favorably. Findings from their study indicate that Baby Boomers are perceived as suffering from paradigm paralysis and are characterized as being less likely to be open to new perspectives, especially those from younger colleagues, than other employees in the workforce. Additionally,
the Baby Boomers are described as not being open minded, but instead “set in their ways” (p. 36). Lastly, findings from their study indicate that the Boomers are regarded as lacking energy and having little appreciation for continuous learning (Mujtaba et al., 2004). It is important to consider this perception of Baby Boomers for this study, given the number of Baby Boomers in the workforce in Jamaica. These views are worthy of consideration given the possibility that participants in this study may also share similar sentiments, and organizational preparedness strategies for Baby Boomers can be influenced by this.

**Baby Boomers. End of Careers**

As they navigate their careers and eventually approach the end of this stage of life, it is expected that Baby Boomers will retire and leave the workplace and transition into retirement. Baby Boomers are displaying an interesting or perhaps a rather unconventional (Moseley & Dessinger, 2008) behavioral trait however, and instead of retiring they are remaining in the workplace. On account of this, organizations are experiencing a “silver tsunami” whereby there are a large number of older persons in the workforce now than ever before (Tamburo, n.d.). Despite being eligible for retirement, Baby Boomers are remaining in the workforce.

In the United States, Baby Boomers made up approximately 13% of the labor market in 2000, and between 2000 and 2010 the Baby Boomer population in the workforce increased to 17% (Hedge, Borman, & Lammlein, 2006). Projections suggest that this situation is unlikely to change very soon, as the number of Baby Boomers in the workforce is expected to continuously increase. This development is important for Human Resource practitioners worldwide who will be expected to prepare for this new organizational occurrence.
Aging in the Workplace

The Baby Boomer population presents an interesting, yet complex situation for organizations. After several years of working and gaining invaluable experience, the Baby Boomer generation can be seen as a pool of talented workers who occupy critical leadership and senior management positions in an organization, and whose skills and expertise should be maintained to achieve organizational success (Callanan & Greenhaus, 2008). On the other hand, the Baby Boom generation is also a group of employees who approach retirement, but do not wish to exit from the workplace or to separate from their careers, because they do not consider it feasible to do so. Further to this is yet another situation, where Baby Boomers exit the organization at the end of their careers (as expected) but are asked to reenter the workplace on a contract or project basis, because organizations still require their expertise and skills set (Moen et al., 2015). This three-fold issue and its implications for Baby Boomers and organizations is examined below.

Retirement

Retirement according to Feldman (1994), refers to “… the exit from an organizational position or career path…taken by individuals after middle age with the intention of reduced psychological commitment to work thereafter’ (p. 287). Bamberger and Bacharach (2014) described retirement as “the abrupt cessation of all work activity [while] for an increasing number of others, it is manifested by a longer-term transition involving a decision to leave one’s career job and engage in some form of bridge employment” (p. 3). To understand Baby Boomers and retirement, Bamberger and Bacharach (2014) conducted a 2-phase study with more than 500 Baby Boomers, to identify factors that influenced them to retire once they became eligible to do so. Phase I was conducted during the period August to December 2008 and Phase II of the study
was conducted one year later between August and December of 2009. To gather data for their study, they conducted telephone interviews with Baby Boomers to ascertain the likelihood of them retiring and exiting the workplace. Findings from their study indicate that those employees who found their work to be meaningful and challenging were not likely to retire when they became eligible for retirement. They found that where employees felt “valued, appreciated and cared about by the organization,” (Bamberger & Bacharach, 2014, p. 15) these feelings impacted their desire to remain in the workplace. These findings are consistent with research conducted by Zacher, Dorien, Kooij, & Beier (2018) whose work on active aging at work also yielded similar findings and suggested that older workers will stay in the workplace once the organization makes them feel valued.

In contrast to these findings, other studies on Baby Boomers and retirement indicate that Baby Boomers do not remain in the workplace because of how they feel about the organization, but rather on account of how they feel about their financial preparedness to leave the workforce. In their quantitative study with 2,771 US workers to determine decisions impacting their consideration for early retirement, bridge employment or to continue working, Weckerle & Schultz (1999) found that finances were a significant predictor in determining if Baby Boomers would retire. They found that “positive perceptions of the work environment, in terms of financial aspects …will influence an older worker to consider early retirement” (p. 323). In addition to these findings, they added that findings from other studies, like those of Brown, Fukunaga, Umemoto, & Wicker (1996) also “provide support for the idea that older workers with higher anticipated financial income will be more likely to retire early, since financially they perceive they will be able to maintain their current life-style” (Weckerle & Schultz, 1999, p. 320).
These contrasting views lend support to the notion that there are varying factors that influence an individual’s decision to retire. As Human Resource scholars and practitioners it is important to be mindful of these complexities as preparations are made for the aging workforce. Regardless of an individual’s motivation to retire however, there are implications associated with the transition from full time employment to retirement. There are also implications for the organization in terms of facilitating the employee’s exit, retention or re-entry and ensuring business continuity in each instance. These implications are explored below.

**Retirement. Individual Implications**

At the onset of old age, there are various changes that individuals go through that are related to the physical, cognitive and psychological components of the life cycle at that stage. In their discussion on the last few years before Baby Boomers exit the workplace, Frankel & Picascia (2008) coined the term the ‘Final Five’ to explore some of the transitions Baby Boomers and organizations go through in “the last three to five years [that] a Boomer spends working before moving into…retirement” (p. 1). Where the employee is concerned, Frankel and Picascia (2008) noted that there are implications associated with the aging process such as psychological changes that the employee goes through. With regards to the psychological component of the ‘Final Five,’ Frankel and Picascia (2008) added that Boomers face challenges during these years as they struggle to remain relevant in their organizations. During this period, Boomers sometimes feel marginalized by their coworkers who (it is assumed) believe they are occupying positions that should have long been relinquished to younger colleagues. Additionally, many Boomers struggle with feelings of not leaving a workplace legacy, and question what mark (if any) they will leave on the organization, and if they have anything to show for their years of
work. On account of these emotional burdens, Boomers “are often labeled as depressed [and] going through a midlife crisis” (Frankel & Picascia, 2008, p. 2).

In a study that explored the current state of the aging workforce, Knorr (2008) noted also that there are additional challenges associated with retirement that accompany the transition out of the workplace. Knorr (2008) conducted an extensive literature review to collect data for her study and found that some of the challenges faced by Boomers was that they missed the camaraderie they had with colleagues and friends, missed being associated with a respectable organization and missed the contributions that they once made to their organization while working with team members and helping the organization to grow.

Frankel and Picascia (2008) and Knorr (2008) painted slightly contrasting views related to how employees feel about retirement. What is consistent however, is that the Baby Boomers’ sense of self is often tied to their careers, their workplace, and their (former) positions. Retirement can have a negative impact on these persons when they no longer have these “identifiers” to associate with. The findings from these studies and the implications for the retirement process are worthy of consideration as it relates to the organizational reentry of Baby Boomers, as the changes they go through can influence their desire to return to the workplace after retirement. As will be discussed later, some organizations choose to reengage Baby Boomers after retirement and want Baby Boomers to return to the workforce. It is possible that these Baby Boomers are welcoming of this opportunity, given the challenges described during the ‘Final Five,’ as they can use organizational reentry as a chance to maintain (and to keep building upon) their organizational legacy. Since the reentry of Baby Boomers may be associated with leaving one’s mark on the workplace and not just the desire to have camaraderie and to
meet ones’ social interaction needs, preparedness strategies may need to be designed in a manner that facilitates the maintenance of a workplace legacy upon re-entry.

Cognitive Factors

Although debatable, there are also cognitive factors that are linked with the aging process and these factors may also impact people as they age and go through their career transitions. In their article on the implications of an aging workforce, Truxillo, Cadiz, and Rineer (2014) explored several concepts related to aging in the workplace. Some of these concepts included life span changes (like health and cognitive ability), age and work performance, and the relevance of age to traditional HR functions (like recruitment and training). Where cognitive changes are concerned, they suggest that age is related to a decline in cognitive functioning, and that there is a negative relationship between age and certain abilities like attention and memory. Although they indicate that a loss of cognitive skills is a result of environmental and genetic factors and therefore varies across individuals, they suggest that cognitive decline can have a negative impact for Baby Boomers in the workplace.

Paullin (2014) disputed the notion of cognitive decline with aging however, and stated that although it is believed that a negative relationship exists between an employee’s chronological age and performance, there seems to be no direct relationship between the two. According to Paullin (2014), “few data are available measuring performance of workers older than 65, but for those younger than 65, performance of core job tasks seems to be unrelated to chronological age” (p. 5). As such, caution must be exercised when discussing matters of age and performance and suggesting that one is adversely impacted by the other. The relationship between cognitive decline and the aging workforce is also important to the discourse on aging for this study and should also be taken into consideration.
Where preparedness strategies for the aging workforce is concerned, if there is the belief that age can lead to cognitive decline and can impact employee performance, this school of thought can impact how organizations prepare for the retirement of older employees. If HR practitioners subscribe to the notion that there may be cognitive decline, they may be less inclined to provide developmental opportunities for older employees and may be more inclined to want Baby Boomers to exit the workplace citing issues of poor performance as their rationale even where this may not be so. The implications of this are far reaching for Baby Boomers and the organization.

**Learning and Development**

Another area of consideration for retirement and the aging workforce is learning and development for older employees in the workplace. In response to the changes associated with the transition into retirement, and the emotional discord that some persons experience, Hiemstra (1998) explored higher education as a strategy to reduce the emotional dissonance some persons may experience. As referenced earlier, in some instances employees may choose to, or are forced to reenter the workplace after retirement. Hiemstra (1998) suggested that enrolling in educational institutions and pursuing higher degrees are a means by which these persons can gain skills, and/or improve upon their existing skills to allow them to remain marketable and competitive post retirement, thereby increasing their possibilities for future employment. As such, it is suggested that older workers should go back to school and continue their educational journey.

Because of these factors associated with retirement, the increase in the number of Baby Boomers in the workplace is accompanied by an increase in the number of Boomers in the classroom. Being mindful of this need to go back to college, higher education enrollment among the Boomer population has seen significant increases in recent years (Parks, Evans & Getch, 2013).
In 2013, according to the U.S. Census Bureau, 49,000 Baby Boomers had enrolled in undergraduate and graduate degree programs across the United States. This increase in enrollment that is prevalent in the US is not reflected in the Caribbean. Higher enrollment varies across the Caribbean where there has been a small amount of Baby Boomer enrollment at the tertiary level. Enrollment data from the University of the West Indies (UWI) indicates that there has been some increase in Baby Boomer enrollment at some of the campuses. The University of the West Indies (UWI) is the largest institution of higher education in the Caribbean and has campuses in Mona, Jamaica (ii) St. Augustine, Trinidad and (iii) Cavehill, Barbados.

At the St. Augustine campus, Baby Boomer enrollment at the graduate level was 259 (male and female) students in 2012 and this figured increased (albeit marginally) to 295 students by 2016 (University of the West Indies-St. Augustine, 2018). Total enrollment of the Baby Boomer population at the Cave Hill campus was 1.4% of the total population in 2012/2013 and this figure moved to 1.9% in 2016/2017. At the Mona campus, the situation was different as the Baby Boomer enrollment, as part of the entire student population, declined in 2016/2017 (University Office of Planning, 2018). These findings are interesting but not surprising, and raise the question of why enrollment trends differ in the US and the Caribbean. Given the economic climate in the Caribbean, it is more difficult for older persons to pursue tertiary level degrees than it would be for older persons in the US to do so. In addition to this, in the US allowances are being made specifically for Baby Boomers to facilitate their reentry into the classroom. Colleges like Stanford for instance offer educational fellowships and design courses and educational programs for Baby Boomers (Miller, 2015). These kinds of allowances are not present in the Caribbean. But why are these findings important to the discourse? Learning can be a key organizational component as part of an organization’s preparedness strategy for the aging
workforce. Organizations can equip Baby Boomers with skills that they can use for income generating opportunities once they have retired, and for skills that organizations can use while the Boomer is still employed. If Boomers are not able to acquire these skills, opportunities for personal and business development may not be realized in some instances.

**Retirement. Organizational Implications**

From an organizational standpoint, there are implications associated with the aging workforce as employers are affected when Baby Boomers approach retirement and eventually leave the organization. Some of these implications include a loss of technical skills, challenges with succession planning, and challenges replacing the retirees with persons of comparable experience, competence and skills. Along with this, organizations must contend with labor shortages as a factor when older workers retire.

Where the loss of technical skills is concerned, the retirement of Baby Boomers is associated with organizational brain drain and the creation of a skills vacuum, whereby the employees who possess technical “know how” leave the organization and take their competence and expertise with them. This can impact the organization if opportunities for knowledge transfer and successor training are lost and not incorporated as part of the preparedness strategies for the aging workforce.

**Employee Development**

During the years leading up to retirement, the loss of technical skills is also intertwined with issues related to the training and development of Baby Boomers as they approach their impending separation. During this period, organizations are often reluctant to provide Boomers with opportunities for training or to assign them to new projects (to improve their technical skills) as HR Managers question whether the company should continue to “pour time and energy
into Boomers only to lose them to retirement in a few years” (Frankel & Picascia, 2008, p. 5).

Elliot (1995) also advanced this concern held by Managers and HR practitioners, indicating that they demonstrate an unwillingness to invest in training and development opportunities for older workers “because they might not be around long enough to justify the [return on] investment” (p. 14). This view of employee development can impact organizational preparedness strategies for the aging workforce.

On one hand, HR may find it best not to invest in training for older workers. It can be argued that preparation for the implications of an aging workforce should therefore include budget allocation for developing younger employees. On the other hand, if organizations do not facilitate training, this can impact on-the-job performance of Baby Boomers up until retirement and there are separate implications associated with this. Truxillo et al. (2014) indicated that “relatively little empirical work has specifically addressed the best HR practices for an aging workforce” (p. 2). This lends support to the argument that there is no single best approach in preparing organizations for workplace aging, and HR Managers may be “correct” in utilizing either approach. For the Baby Boomer, their perceptions towards organizational preparedness can also be impacted as they may have negative feelings towards the organization for denying them opportunities to increase their skill set that could potentially benefit them if they choose to work after retirement.

**Workforce Planning**

The issue of labor shortages in the organization is twofold and is caused by the departure of Baby Boomers, but also by the presence of a “birth dirth” whereby there are fewer younger persons in the population following Boomers, and therefore a small(er) number of eligible working age persons in the succeeding cohorts. In their article on the issues and challenges that
organizations face because of the Baby Boomer population, Callanan & Greenhaus (2008) stated that a major problem for organizations is that the loss of older workers is “exacerbated by a much smaller cohort of workers in the generation that follow Baby Boomers,” (p. 73) thereby resulting in a smaller number of workers than Baby Boomers. As a result of this, organizations will be faced with situations where there are more retirees than young(er) people entering the labor market, and thereby a corresponding labor shortage as a result of this. This situation should inform HR practices in terms of succession planning and workforce planning.

Dependency Ratio

From a national standpoint, the issue of the dependency ratio must be also be discussed in relation to the aging workforce, as aging has an impact on the dependency ratio worldwide. The dependency ratio refers to “the number of potential dependents- those in the youngest and oldest segments of the population-relative to the size of the working age population” (Colby & Ortman, p. 7, 2014). The dependency ratio gives insight into a country’s financial performance in terms of informing governments whether there are enough people in the labor force who can support those who are not working (i.e. dependents like older people). In instances of a high dependency ratio for example, there are more persons who are not in the labor force than those who are working, and the country’s economy and persons of working age will therefore be burdened as they must support the non-working (aging) population. In relation to the aging population, the old-age dependency ratio refers to the number of persons over age 65 relative to the working age population aged 15-64 (Alon, 2010).

Globally, it is projected that between 2005 and 2010, the old age dependency ratio would have increased from 11 to 25 dependents per 100 working age persons. In developed regions Alon (2010) noted that the dependency ratio will double, while in less developed regions the
dependency ratio is expected to triple. Since the aging population is growing, there will be more persons of dependent age in the population than working age persons, thereby creating a financial burden on the economy and on persons of working age to care for the dependent population and to pay for their retirement. Additionally, because persons are living longer, governments will be required to find more money to make pension payments to retirees for longer periods than they did in the past. Retirement of the Baby Boom generation will therefore put (added) pressure on those remaining in the workforce who will be required to provide economic support to them (Callanan & Greenhaus, 2008.) Again, there are implications for organizational preparedness because of this.

As a result of these labor shortage issues, loss of much needed organizational skill and the increase in dependency ratios worldwide, it behooves organizations and governments to encourage older persons to remain in the workforce and to use different strategies to retain them (Alon, 2010; Callanan & Greenhaus, 2008). In their research on Baby Boomers in Australia for instance, Winefield, O’Dwyer, & Taylor (2016) noted that although the age of 60 is traditionally regarded as retirement age, Australian citizens are being encouraged to “remain in the workforce rather than retiring to rely financially on pensions and benefits” (Winefield et al., 2016, p. 17). Further to this, in relation to retirement benefits (like pensions), encouraging Baby Boomers to remain in the workplace can alleviate the pressure on organizations to make pension payments or can at least defer the time frame for when pension payments need to be made, or when persons will collect their pensions (as per labor laws in different jurisdictions). In doing so, the labor shortage issue is addressed and the number of dependent persons in the population will also decrease.
Strategies for Rehire and Reentry

To retain older persons in the workforce, or to facilitate their re-entry there are certain strategies which organizations are encouraged to employ. Given the increase in the number of older workers in the organization, Human Resource practitioners have had to implement different strategies to accommodate them whether by way of retention, or by implementing strategies to facilitate their reentry. Although there is no conclusive agreement on the best strategies to be used for the aging workforce (Paullin, 2014; Truxillo et al., 2014), there is agreement on some of the best practices which organizations should employ.

Callanan and Greenhaus (2008) recommended providing bridge employment opportunities as one such best practice, whereby persons who have retired from a career-oriented job can move to transitional positions. Additionally, organizations can offer phased retirement whereby the Boomer remains employed while reducing his/her work hours. In their qualitative study on retention strategies for the aging workforce, Moen, Kojola, and Schaefers (2017) discussed strategies used by 23 organizations in the Minneapolis-St. Paul area of the United States to accommodate their aging workforce. Findings from their research indicated that organizations were engaging in flexible ways of dealing with older employees, and were using formal and informal ways of retaining, training and rehiring them. According to Moen et al. (2017), 70% of the participants in their study indicated that they adopted flexible strategies that allowed older workers to schedule when they would work, and where they would work from (i.e. in office or remotely) post retirement.

Participants in the Moen et al. (2017) study indicated that older workers were provided with the option to telecommute, use the organizations physical workspace, or to engage in mobile working in keeping with their needs. In yet another instance, organizations implemented
“scaling back” strategies as part of their retention process, whereby workers were given the opportunity to “scale back rather than having to retire all at once” (Moen et al., 2007, p. 851). This strategy allowed employees to transition into retirement at their own pace, and also benefitted the organization as during the transition process older workers could train younger employees. Additionally, where reentry of older workers was concerned, findings from the study indicated that 83% of participating organizations engaged in the rehire of older workers and did so on a contractual or project basis.

In furthering the discussion, Moseley and Dessinger (2008) broadly explored changes in the demographic makeup of organizations and the prevalence of older worker learners (OWLS) who they classified as Seniors, the Silent Generation, Baby Boomers and Gen Xers. In response to the presence of OWLS, Moseley & Dessinger (2008) stated that organizations should refocus their HR efforts to retain this group of workers. They describe retention strategies like reduced work weeks and monetary incentives as examples of efforts to retain this group of employees. These strategies are demonstrative of preparedness efforts to meet workplace needs. The strategies are also indicative of the varying approaches being used to retain Baby Boomers in the workplace.

It is important to note, that despite the consensus that there are changes in the workforce and organizations should prepare on account of this, there are still instances where organizations have not assessed the specific impact(s) and implications of the aging workforce and are not responding to the labor force changes that accompany this phenomenon. Moseley and Dessinger (2008) found that despite the changes in the organizational landscape, several organizations still do not have strategies in place to accommodate the aging workforce. Instead, those organizations
are focused on retirement planning and their efforts are geared towards exiting persons out of the workplace.

**Section Re-cap**

The preceding section of this Chapter review focused on aging in the workplace and the implications of retirement for Baby Boomers and the organization. Findings from the literature indicate that there is consistency among scholars in some areas, namely that there is an ongoing organizational change that will see Baby Boomers working beyond retirement, and that there is the need for HR practitioners to respond to this change. An analysis of the literature indicates however that there are still gaps in the scholarship related to aging.

Moen et al. (2015) contended that considerable attention has been given to “how older workers are navigating the shifting conditions of work and retirement,” (p. 848) but less attention is paid to how organizations are responding to these new demographic changes. This argument is supported by the fact that scholars (still) differ is in relation to how HR should respond to organizational changes and what are the best HR practices for an aging workforce (Truxillo et al. 2014). This is a significant shortcoming of the field of HRD, and a gap in the literature on aging. This study is therefore timely as it can contribute to the knowledge base created by this gap. The study is expected to advance research in the field and to contribute to the scholarship.

**Aging in the Caribbean**

Like the rest of the world, the Caribbean’s population is aging. The Caribbean has one of the fastest growing rates of aging in the developing world [and] it is projected that by 2050, “almost a quarter of the population of the Caribbean will be older adults” (Alea & Rawlins, 2014, p. 11). Aging in the region began in the 1960s when several countries gained independence from colonial powers, but it was not until the 1990s that aging was fully recognized in the region.
(Eldemire-Shear, 2014). Today, aging in the Caribbean is taking place at a different rate than aging in the rest of the world. While population aging initially became a key feature of developed countries in the 1950s, it was not until several years later that it became a component of the Caribbean landscape. Currently, as illustrated below, some countries are aging at different rates than others (Eldemire-Shear, 2014).

Table 2.1. Aging Process- Caribbean Countries

<table>
<thead>
<tr>
<th>Stage in Aging Process</th>
<th>Country</th>
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<tbody>
<tr>
<td>1. Advanced Aging</td>
<td>Barbados</td>
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<td></td>
<td>Guadeloupe</td>
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<td></td>
<td>Martinique</td>
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<td></td>
<td>Cuba</td>
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<tr>
<td>2. Moderate to Advanced Aging</td>
<td>Trinidad and Tobago</td>
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<tr>
<td></td>
<td>Bahamas</td>
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<tr>
<td></td>
<td>Jamaica</td>
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<td></td>
<td>Suriname</td>
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<tr>
<td>3. Moderate Aging</td>
<td>Belize</td>
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<tr>
<td></td>
<td>Guyana</td>
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<tr>
<td></td>
<td>Dominican Republic</td>
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</tbody>
</table>

Factors impacting aging in the Caribbean vary, and aging in the region has evolved as a result of the demographic transition which has seen (i) a decline in mortality (ii) declines in fertility rates, which have led to a “decrease in the younger population and a trend towards an increased population of older age groups” (Rawlins, 2014, p. 17) and (iii) an increase in life expectancy. Although the Caribbean is marred by poverty in some instances, there has been considerable improvement in the quality of life that has been afforded to its citizens. These developments like advancements in health care and better standard(s) of living have contributed to the increase in life expectancy. In June 2007, the average life expectancy for Barbados, Jamaica and Trinidad for instance was 77.5, 72.7 and 70.1 years respectively (Rawlins, 2014). World Bank data on life expectancy indicates that Puerto Rico has the highest life expectancy for
women, while Cuba has the highest life expectancy for men. The lowest combined life expectancy in the region is in Haiti, at 61 years of age for males and 63 years of age for females (Caribbean Journal, n.d., para. 5). Increase in access to education for women and family planning programs has also impacted fertility rates, and the demographic transition in the region.

**Migration**

Whilst not a component of the demographic transition, the matter of (inward) migration is also a contributing factor to the increase in the number of older people in the Caribbean. Across the region it is commonplace for people to leave their home countries to travel overseas because of a lack of economic opportunities in some instances, along with historical patterns of migration (International Organization for Migration, 2009). In the second half of the 20th century for example, migration to the United Kingdom from former colonies was rampant. To illustrate, a major migration exercise during this time took place between 1948 and 1971 when over 500,000 Caribbean nationals from countries like Trinidad and Tobago and Jamaica travelled to the United Kingdom via ship (named the *Empire Windrush*) to help with reconstruction efforts in post-World War II Britain. This mass migration eventually led to the immigrants who arrived in Britain during that period being dubbed the “Windrush Generation” (Aragon & El-Assar, 2018). Today, migration continues from the Caribbean to countries like the United States and Canada, and to various European countries, with the United States being the main destination for migrants (International Organization for Migration, 2019). Up to 2017, Jamaica ranked third in the Caribbean behind Cuba and the Dominican Republic, in terms of the number of immigrants in the United States from any given Caribbean country (Zong & Batalova, 2019). Additionally, intra-regional migration is also prevalent in the Caribbean and this also contributes to the number of older persons in the different countries in the region. Intra-regional migration is primarily
demonstrated amongst people from the Dominican Republic and Haiti who migrate to other islands like the Bahamas in search of employment opportunities (Aragon & El-Assar, 2018; International Organization for Migration, 2017).

Having gone to live overseas, and after spending most of their adult lives outside of their home countries, many people have a desire to return home and to move back to the Caribbean. Several factors contribute to return migration such as: patriotism, feelings of guilt for living away, the political climate in the Caribbean and overseas, and dissatisfaction with life abroad (Plaza, 2008). Returning migrants are therefore yet another contributing factor to the increase in the number of aging persons in the region (ECLAC, 2014).

In findings from their study on return migration, amongst Trinidadian, Jamaican and Guyanese immigrants in Toronto (n=307), Simmons & Plaza (2005) added that there are additional factors that influence the decision to return home such as gender, age, ethnicity and marital status (as cited in Plaza, 2008). Where ethnicity is concerned for instance, they find that Indo Caribbean migrants were less inclined to return to the Caribbean than Afro Caribbean migrants. This difference has been attributed to experiences with ethnic divisions for Indo Caribbean people in their Caribbean home country on one hand, and unpleasant experience for Afro Caribbean migrants in North American countries on the other hand.

According to Goulbourne (2000), in his text on the transnational Caribbean community, the return of persons to the region in old age can have negative effects on areas like housing and medical care in their home countries. Plaza (2008) contended however, that although these problems with return migration may exist, many returnees can add value to the human, economic and social capital of their “home” countries. This is important to consider as depending on the age of the returning migrants, they may also attempt to integrate themselves into the working
community. This can lead to yet another dynamic for HR practitioners to contend with as these persons would be reentering the workplace after significant periods outside of Jamaica. In this instance HR would have to also factor in cultural nuances in its preparation for the aging workforce.

**Concerns in the Aging Community**

Research on aging in the Caribbean indicates that at the individual level there are common concerns that exist throughout the region, although some of the concerns vary depending on the countries where Boomers live. Issues related to family life, living arrangements, savings, pensions, income security and health appear to be consistent regardless of country of residence (Rawlins, 2010).

In their qualitative study on aging in six Caribbean countries, Cloos et al. (2010) identified employment as another significant area of worry. In their study, the researchers conducted 31 focus groups with Baby Boomers aged 60-79 years old in the Bahamas, Barbados, Guyana, Jamaica, Suriname, and Trinidad and Tobago. They found that employment and earnings were of paramount concern, and that these variables were interconnected with education and socio-economic status. For those people who were well educated and who had worked in a professional capacity prior to retirement, they still had opportunities for income earning activities in old age like teaching and consulting. Conversely, for Baby Boomers who had lower formal education, they still “had to engage in paid work…in order to eat and to pay the rent and utility bills, whether or not they had a pension” (p. 93). In some countries also, the Baby Boomers added that they could not access their pensions if they were still working and added that some organizations did not hire Baby Boomers who were in receipt of a pension. Added to this, these
persons were likely to be poor(er) because of limited income-earning opportunities available to them.

The intersection of employment and economic security are of critical importance to the Baby Boomer population in the region. This intersection is also important to this study, as it represents a shortcoming in the literature. For this study, the target population does not include Baby Boomers of low socio-economic status (SES) or who have low levels of education, but rather it includes educated Boomers who worked at the Managerial level prior to retirement and are from mid to upper-level socioeconomic backgrounds. The question then emerges as to where the needs of these Boomers are addressed in the literature. Research has failed to adequately explore the employment concerns of these Baby Boomers and how HR practitioners can prepare the organization to address their needs.

At the national level, there are also concerns related to the aging population. In response to these concerns, various government agencies in the different countries have committed to addressing the needs of older persons in their respective islands. In Bermuda for instance, the Aging and Disability Services of the Ministry of Health and Seniors is tasked with implementing public education awareness events to facilitate understanding of issues pertaining to the aging population and people with disabilities (ECLAC, 2017). Trinidad and Tobago has also reported on the “importance of launching a comprehensive public education and sensitization campaign on aging for the next 5 years” (ECLAC, 2017, p. 19). While in Barbados, the National Assistance Board ensures that different stakeholders in the country (like the public and private sector) are familiar with the National Policy on Aging, and that these stakeholders also assist in implementing recommendations from the policy (ECLAC, 2017).
At a regional level, concerns related to the aging community are addressed in accordance with the Madrid International Plan of Action (MIPAA). The MIPAA is a global policy document on aging that contains three broad priority directions namely (i) older persons and development (ii) advancing health and well-being and (iii) ensuring enabling and supportive environments that aim to be a reference document for designing policies and programs on aging in its 159-member countries (ECLAC, 2017). To address the priority directions of the MIPAA, reviews and appraisals are conducted in the different countries to evaluate the progress being made on designing and implementing policies and programs for the elderly.

Smaller agreements (i.e. policy documents) have also been established to address challenges faced by the Caribbean countries in relation to implementing the MIPAA policies. In 2003 for instance, the first agreement: The ‘Regional Strategy for the implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Aging’ was established, followed by the ‘Brasilia Declaration’ in 2007. More recently, the ‘San Jose Charter’ was adopted in 2017. Each of these agreements has been designed with the intention of “achieving a society of all ages in the Caribbean” (ECLAC, 2017, p. 8). The agreements identify different goals and objectives geared towards improving the lives of the elderly. A goal of the Regional Strategy for example was to ensure the protection of human rights of older persons. The Brasilia Declaration identified one of its goals as being the expansion and improvement of the coverage of pension. A key component of the San Jose Charter includes the recommendation that countries in the region should “adopt active employment policies that promote the participation of re-entry of older workers in the labor market” (ECLAC, 2017, p. 11).

In accordance with these agreements, different countries have demonstrated that they are putting measures in place to incorporate older people in the labor force. In Anguilla and
Trinidad, older persons are hired to fill contract positions in the public sector. In Dominica, the government is in the process of increasing the retirement age, while in the Cayman Islands and St. Lucia the retirement age has already been extended. Other countries like Dominica and Grenada are not as advanced in their efforts. Here too, these policy frameworks are important in the context of this study. To understand the work being done at the national level, it is important to understand the overarching (international) policies which direct and guide local practices. These agreements are critical to the preparedness strategies of different countries, and where these policies are implemented at the national level they also have the potential to impact preparedness policies at the organizational level.

**Jamaica. Country Overview**

The island of Jamaica is the largest English-speaking island in the Caribbean and is the third largest island in the region with an estimated population of 2.9 million people. Jamaica, originally termed ‘Xamayca’ – meaning land of wood and water, has a rich and vibrant history. The country was first inhabited by the Arawaks and after being captured by the Spanish, was under Spanish colonial rule until 1655 when the English settled in the country. The English had a long period of colonial rule in the island, marred by the slave trade and its accompanying horrors, along with slave rebellions, maroon wars, and the eventual abolition of slavery in 1838. English rule in Jamaica would last until 1962 when the country gained its independence from England (“History”, n.d.).

Jamaica’s economic history can be traced back to the days of slavery when the sugar, cocoa, indigo and coffee industries were first established. In the second half of the 19th century the banana industry was also established in Jamaica. By 1962 when the country gained independence, tourism was flourishing, Jamaica’s economy boomed and bauxite was in demand.
(The Commonwealth, 2018). In fact, “the first shipment of bauxite left Jamaica in 1952, and by 1957 the country became the leading bauxite producer in the world” (JAMPRO, 2018).

Today, tourism and bauxite still form part of the country’s main commercial activities, along with manufacturing, agriculture and the export/import industries. Each industry is regulated by different government ministries in the country. Along with the government-controlled industries, are several private sector bodies which also operate in Jamaica. Private sector entities operate in various industries such as banking and finance, telecommunications, insurance, tobacco, food and poultry, and wines and spirits. Along with the government, the private sector companies also contribute to Jamaica’s economy. In terms of the country’s economic development to date, the United Nations categorizes Jamaica as an upper-middle income country (World Population Aging Report).

**Jamaica’s Aging Population**

In relation to the aging population in Jamaica, data provided in the 2018 National Policy for Senior Citizens indicates that in 2015 Jamaica’s population was made up of 12.6% of persons over the age of 60 (i.e. 341,200 persons) up from 11.9% of the population (i.e. 323,500 persons) in 2011 (Government of Jamaica, 2018, p. 11). According to data provided by the National Policy for Senior Citizens, while the general growth rate in the country “has not changed much …the number of elderly has increased dramatically” (Government of Jamaica, 2018, p. 11), with the over 60 age group being the fastest growing segment of the country’s population. The elderly population grew by approximately 15.3% over the 4-year period between 2011 and 2015, and in relation to gender, women accounted for a higher percentage of the over 60 population than men.

Where labor force participation is concerned, data provided by the Statistical Institute of Jamaica (STATIN) indicates that the country has also seen a steady increase in participation of
Baby Boomers in the workforce. Participation rates of Baby Boomers in the 55-64 year old age group, moved to 133,600 persons in January 2014 up from 129,100 persons in July of the previous year. Similarly, participation rates for Baby Boomers over the age of 65 also increased between July 2013 and October 2014 from 57,400 persons up to 66,100 persons. Where Baby Boomer participation by gender is concerned there were significantly more male than female Baby Boomers in the workforce, with a total of 124,800 male Boomers as at January 2014, compared to 74,900 female counterparts for the same period (Statistical Institute of Jamaica, 2015).

Aging in the Workplace

To review aging in Jamaica within an organizational context, this section of the literature review will explore aging in relation to retirement and pensions in Jamaica, as these factors have direct implications for how organizations prepare for the aging workforce.

Retirement

The retirement age in Jamaica is currently a topical issue. Labor laws indicate that the normal age of retirement for men is 65 years old, while the retirement age for women is 60. With the option of early retirement, people can retire from as early as 50 years old, depending on their years of service in an organization. For persons who work beyond the expected retirement years of 60-65 years old, there is also the option to retire as late as 70 years old (Irvin & Lyn, 2007).

In recent times, there have been recommendations from different sectors of the society to extend the retirement age for Jamaicans. One such advocate has been the former Executive Director of the National Council for Senior Citizens (NCSC) who has urged the Government to extend the age of retirement. This request for extension has been made on the basis that persons are living longer and should therefore be afforded the opportunity to continue contributing to the
labor force (“Extend the Retirement Age,” 2015). Similarly, a request for extension has come from the Mona Aging & Wellness Center at the University of the West Indies, Mona. In a 2017 study on financial preparations for retirement in Jamaica, researchers from the Mona Aging & Wellness Center surveyed 384 Jamaicans between the ages of 30 and 80 and found that 4 out of 10 respondents were not prepared for retirement (Collinder, 2017). As a means of mitigating against this, it was suggested that there should be an extension to the retirement age, along with the implementation of mandatory savings programs for Jamaicans. Recommendations to extend the retirement age have also come from private sector entities. One such voice being the Chief Executive Officer (CEO) of the Victoria Mutual Group. The Victoria Mutual Group is one of the largest financial institutions in Jamaica and as part of its business, the company manages pensions funds for its clients. Speaking at the 10th annual Victoria Mutual Pensions Management/Private Sector of Jamaica Pensions Seminar, the CEO cited two compelling reason to extend the retirement age, these being (i) an expected increase in the global dependency ratio which is projected to double by 2050 and (ii) challenges with Jamaica’s pension system which will be expected to pay out more than originally intended because of longer life (Collinder, 2017). These recommendations for extending retirement age in Jamaica are consistent with concerns related to retirement worldwide and lend support for the increased importance of making preparations for the aging workforce.

Pensions

Where pensions are concerned, in Jamaica (like the wider Caribbean) “there are two main types of pensions: contributory and non-contributory” (Rawlins, 2014). To provide pensions for Jamaicans and their dependents, the National Insurance Scheme (NIS) was established in 1966 (Irvin & Lyn, 2007). The Ministry of Labor and Social Security (MLSS), describes the NIS as “a
compulsory contributory funded social security scheme covering all employed persons in Jamaica” (“NIS,” 2018). The scheme covers employed and self-employed people and accommodates persons (like those who have migrated to another country) who still wish to contribute on a voluntary basis. Contributions to the scheme are made by employers who are required to deduct 2.5% of their employee’s monthly salary and to match this amount by an additional 2.5% monthly, and to then submit the deductions to the Tax Administration Office in Jamaica (“NIS,” 2018). Reports from the National Insurance Fund indicate however that on average only 46% of Jamaica’s workforce contribute to the NIS. The participation rate – or lack thereof, has been attributed to a lack of compliance from some employers and employees (Collinder, 2017).

Apart from the government pension, there are also occupational pension funds in the private sector that employees can contribute to. Contributions to these private pension funds are voluntary. In the private sector, there are also instances of limited pension contributions, with “only 10 per cent of the working population contributing to private pension schemes” (Collinder, 2017). Irvine and Lyn (2007) suggested that more than 50% of pensioners receive pensions that are below the minimum wage, and older workers therefore face difficulties in meeting their financial needs. Added to this, it is reported that there are further challenges as some persons do not have pensions because they were employed in the informal sector as domestic helpers and gardeners before retirement, and did not contribute to the NIS or other pension plans. Additionally, although some persons did contribute to a pension plan, they do not know that there is a formal application process to receive pensions and therefore do not apply for pension payments (UNFPA & HelpAge, 2011).
To improve the pension arrangements, the government of Jamaica has recently embarked upon a revision to the country’s retirement laws. The Pensions (Public Service) Act 2017 was recently passed by the Government of Jamaica (GOJ) which will gradually increase the retirement age for public sector workers from 60 to 65 years old (Jamaica Information Service, 2018). Although not mandated to do so, organizations in the private sector may follow suit. Under the new Pensions Act (2017), it will be mandatory for employees to contribute 5% of their basic salary towards their pension.

In addition to a revised pensions act, the government has also put in place an early retirement program for public sector workers. For the period April 2018-April 2019, the Special Early Retirement Program (SERP) was offered to public sector employees, except for health care professionals, security forces and teachers who are not eligible for participation. Under this program, employees between the ages of 50 to 59 years old can opt for early retirement providing they meet stipulated eligibility requirements such as being employed to the Government of Jamaica for a minimum of 10 years. As part of the terms and conditions of the SERP, positions will be removed (abolished) from the respective government Ministry’s once the incumbent retires, and therefore succession planning, retraining and reskilling will have to take place prior to the employees’ departure. To assist persons in the transition process, financial counseling among other services will be offered to employees. Of note, where opportunities for re-employment are concerned, employees who opt for early retirement under the SERP will forfeit any eligibility for rehire in the future within the government sector.

Discussion

Where discussion surrounding aging in the workforce is concerned, changes in Jamaica’s pension and retirement regulation have clear implications for older employees in that country.
Where adjustments to the retirement age is concerned, this benefits employees where finances are concerned, as there is additional opportunity to accumulate earnings to contribute to finances post retirement. An increase in the retirement age, particularly for women who are often less financially prepared than their male counterparts (Eldemire-Shearer, 2002), is therefore an opportunity to alleviate the financial burden(s) associated with aging.

As referenced earlier under SERP, public-sector workers will not be eligible for rehire if they opt for early retirement during the 2018-2019 eligibility period. Where issues of business continuity are concerned therefore, this could prove problematic for government led organizations if the requisite preparations are not made in relation to succession planning and knowledge transfer. In relation to rehiring older workers to different organizations, the GOJs SERP is an opportunity for private sector entities to gain new hires with the skill sets they may need in their organizations, to meet the needs of the business.

In discussing the issue of aging in the workplace, reference must be made to the scarcity in the literature in relation to workplace aging in Jamaica and the Caribbean. A comprehensive review of the literature indicates that extensive research on aging and employment has been conducted in other parts of the world, excluding the Caribbean. The literature on aging in North America is vast, and a significant amount of work has been done in Asia specifically in Japan, which is of keen interest to researchers as life expectancy in that country is the highest in the world, and the situation with the aging population is particularly acute (Jack, 2016).

To fully explore aging within an organizational context, it is important to engage in an overview of previous work that has been done on aging in the workplace. In Jamaica and the wider Caribbean, while there is literature available in relation to the aging population, the literature is sparse in relation to age and the workforce. Scholars like Eldemire-Shearer (2002)
have engaged in some discussions about the aging workforce, but these discussions primarily take factors like health into consideration rather than organizational preparedness strategies and the impact on HRD. According to Cloos et al. (2010) a pervasive problem in the region is that there is little information about the circumstances of the aging population. I extend this argument to suggest that there is little information about the aging population in the workplace, or the aging population who are not a part of low-income socio-economic groups.

**Section Re-cap**

The preceding section presented a broad overview of aging in the workplace within a global, regional and local context. A review was presented in relation to challenges with aging in the workplace and valuable insights were presented that relate to the impact of aging on employees and organizations. The review also highlighted the gap in the literature on aging in the workplace in Jamaica. Further to this, a common problem was highlighted, that of scholars focusing their research primarily on low socio-economic groups, at the expense of other populations. Without appearing to undermine the importance of research on one group as opposed to the other, it is believed that the research should take a more a holistic approach and should include additional populations of interest. In recognition of the disparity in the literature, this study attempts to close these gaps.

**Conceptual Framework**

Three theories were used to construct a conceptual framework for this study, specifically the (i) Four Frame Model Theory (Bolman & Deal, 2017) (ii) Metaperspectives theory (McGuire, Garavan, O’Donnell, & Watson, 2007), and (iii) Transition theory (Schllosberg, 2011). The Four Frame Model Theory along with the Metaperspectives theory were used as the frameworks guiding the study from an organizational perspective. At the national level, the
metaperspectives theory was used to frame the study. From the standpoint of the older workers, and an exploration of their perspectives towards aging in the workforce, Schllosberg’s transition theory (2011) served as the framework that guided this aspect of the study. The conceptual framework incorporated pieces of each of the theories and informed the research conducted (Maxwell, 2005). The use of multiple theories facilitated a broader analysis of the aging phenomena than would have been possible with the use of a single theory, particularly as this study focused on different stakeholders. For reference, a graphic description of the model is presented below. An overview of each of the theories used in the study is discussed after.

Figure 2.1. Conceptual Framework
Four Frame Model Theory

In discussing their Four Frame Model, Bolman and Deal (2017) stated that mental models are used by people to make sense of the world and things happening around them. They added that there are several labels for these mental models, such as maps, lenses and schemes, but they opted to use the term “frames” as the set of ideas and assumptions that people use to help them to understand and navigate their environment (Bolman & Deal, 2017). Within an organizational context, they added that time has been invested by several social scientists to examine how organizations work, how they ought to work and what causes (some) of them to fail. They added that while they do not seek to advocate for, or support a single explanation for how organizations work, or how organizations should be viewed, they do believe that organizations should be looked at through several lens and multiple perspectives. As such, they have “consolidate(d) major schools of organizational thought and research into a comprehensive framework encompassing four perspectives,” (Bolman & Deal, 2017, p. 16) through which organizations can be examined namely the (i) structural frame, (ii) the human resources frame, (iii) the political frame and (iv) the symbolic frame.

The structural frame of the Four Frame model is concerned with what organizations need to do to be efficient and to achieve their strategic objectives (Mabey, 2003). The structural frame advocates for placing employees in the right roles and relationships, and key assumptions of this perspective include the belief that organizations exist to achieve established goals and objectives, and organizations increase efficiency through the division of labor and the coordination of diverse efforts of individuals. The Human Resource frame is that perspective that is focused on the individual and how the individual develops him/herself both personally and professionally within the organization. The human resource perspective emphasizes “dealing with issues by
changing people through coaching, training, promotion or dismissal” (Bolman & Deal, 2017, p. 47). The Political frame is concerned with “organizational politics” and why some organizational initiatives may or may not be supported, and the influence (or lack thereof) that some employees have in the organization that can impact how well they are able to achieve their objectives and meet their goals. Lastly, the Symbolic frame is focused on events that occur in the organization, the stories told about these events, how these events are interpreted, and the meaning ascribed to them (Mabey, 2003).

Of the four perspectives posited, the researcher used the structural frame to guide the study. According to Mabey, a key component of the structural frame examines what organizations need to do to become more efficient and profitable and relates to “how to retain necessary expertise and experience in a way that maximizes the productivity of the firm” (Mabey, 2003, p. 435). Since a significant focus of this study was on the retention of Baby Boomers in the workplace to ensure that organizations did not lose their skills set, and to ensure that their retention could facilitate organizational effectiveness and business continuity, this aspect of the Four-Frame model was most useful in contributing to the study’s conceptual framework. Although all the frames provide suitable perspectives through which to examine organizations and Baby Boomers in the workplace, the structural frame was most closely aligned with the research area.

**Metaperspectives Theory**

To move away from the singular lens through which the field of HRD is often viewed, McGuire et al. (2000) proposed that HRD should be viewed through the lens of multiple perspectives, using the concept of metaperspectives. They argued that unlike the single view, metaperspectives provide the potential to achieve a more rounded, holistic view of the field of
HRD (McGuire, Garavan, O’Donnell, & Watson, 2007). To facilitate an understanding of Human Resources through multiple lenses, they proposed viewing the field through four perspectives, namely the language, systems, community/societal and psychological perspectives.

In terms of language, this aspect of the Metaperspectives theory looks at things like stories, narratives and symbols in the organization and how their interpretation(s) give meaning to organizational events. The authors explained that symbols (such as safety symbols in manufacturing environments) “constitute a web of meanings for organizational members [thereby] enabling the interpretation of activities and events” (McGuire et al., 2007, p. 132). Where systems are concerned, this perspective looks at the relationship between HR, the organization and the environment, and HR’s role in meeting the needs of the organization. The systems component is concerned with HR’s role in responding to environmental factors and responding to the needs of the organization within an economic context. Additionally, the systems component examines the interdependence between employees and organizational development.

The community/societal perspective recognizes HR’s role in promoting knowledge and skills amongst individuals and how this can contribute to economic growth at the national level. This perspective argues that HR can “enhance the effectiveness of firms and contribute to economic growth” (McGuire at al, 2007, p. 133). The suggestion at this level is that if employees are developed and equipped with skills they can contribute to national and regional development, and this can be achieved through the organization’s investment in vocational training. The psychological perspective considers a psychological approach to the organization, such as providing a psychologically safe workplace for employees, and explores how Psychology can help employees understand themselves and their coworkers. The systems component and the
community/societal components were used from the Metaperspectives theory to contribute to this study. The systems component was used from an organizational perspective while the community/societal component guided the study from a national standpoint.

**Schlossberg’s Transition Theory**

Transition theory is an adult development theory developed by Schlossberg to understand and explain adult transitions. Schlossberg (2011) explained that although individuals go through different transitions during their lifetime, “work transitions are particularly complex because individuals will change jobs and careers many times, and the structure of work itself is always changing” (Schlossberg, 2011, p. 159).

There are three types of transitions individuals experience during their lifetime according to Schlossberg (2011): anticipated transitions, which encompass life events that people expect, such as marriage and retirement (ii) unanticipated transitions, which are events that are disruptive and unexpected, such as a sudden job loss and (iii) nonevents, which are events that were expected but did not materialize, such as expecting to retire but actually being unable to do so due to a lack of finances (Schlossberg, 2011). To cope with transitions, Schlossberg (2011) proposed that an assessment of the following key areas can assist in managing transitions: (i) the situation, which examines an individual’s situation at the time of retirement (ii) self, which relates to an individual’s inner ability to cope with situations (iii) support, which looks at the support available to individuals going through transitions and (iv) strategies, which refers to strategies that are used, such as reframing a situation that individuals use to help with their transition. This theory was applicable to the study in that it aided in examining the perspectives of the Baby Boomers towards retirement as both an “anticipated event” and a “nonevent” during
the transition process from employee to retiree. Additionally, the theory was also applicable as it contributed to an understanding of how the Boomers coped with their transitions.

Each of the theories discussed above guided the researcher in terms of what issues were important to be examined (i.e. individual and organizational preparation for retirement), and who needed to be studied, such as persons who returned to the workforce for financial reasons (Cresswell, 2014).

**Summary**

The preceding chapter presented a broad review of the literature related to the issue of aging. Implications associated with having an aging population for both the individual and the organization were reviewed. Following this, the chapter delved into specific discussions on aging in Jamaica, the research site for this study, and examined current government policies that will impact employment and the aging workforce in that country. Importantly, the literature review illuminated gaps in the scholarship related to aging in the workplace and highlighted the prevailing problem of scholars focusing their research primarily on one socio-economic group, at the expense of others. Chapter 3 of this paper presents an overview of the methodological approach that was used to conduct the study.
CHAPTER 3. METHODOLOGY

The purpose of this study was to explore the phenomenon of aging in the workplace in Jamaica’s finance sector, from the viewpoint of the following key stakeholders: Human Resource practitioners, Baby Boomers and national (government) stakeholders. The following research question was developed to guide the study:

How do key stakeholders describe preparations for the aging workforce in Jamaica’s finance industry?

In this chapter, the methodological framework that was used to conduct the study is presented. The chapter includes the research design that was used, and the methods used to collect and analyze the data. Information on the research sites as well as my role as the researcher are also included.

Research Design and Methodological Framework

The decision about which research approach should be used to conduct a study is guided by several factors. According to Creswell (2017), to determine a research approach, one should be guided by “the philosophical assumptions the researcher brings to the study…the nature of the research problem or issue being addressed, the researcher’s personal experiences, and the audiences for the study” (p.3). Since this study was not experimental in nature, but instead examined the preparedness strategies of organizations for the aging workforce, and also explored Baby Boomer perspectives, a qualitative research design was used.

According to Merriam (2009), qualitative research is the understanding of how people interpret their experiences, construct their worlds and attribute meaning to these experiences. Denzin & Lincoln (2005) describe qualitative research as the study of things in their natural settings and attempting to make sense of and interpreting phenomenon in terms of the meaning people bring to them, while Ary, Jacobs & Sorensen (2010) describe qualitative research as
understanding social phenomenon from the perspective of human participants in natural settings. Merriam (2009) notes further that qualitative research focuses on how people make sense of their own lives and uses the researcher as the tool for data collection and analysis. A qualitative research design was therefore selected for this study as it allowed the researcher to gather data from individuals who were experiencing aging and allowed the researcher to understand and make sense of aging in Jamaica’s finance sector.

To conduct qualitative research, there are several options available to researchers such as (i) basic qualitative research (ii) case studies (iii) content/document analysis (iv) ethnographic studies and (v) grounded theory. The distinction between these approaches and the decision about which strategy should be used, relates to the overall purpose of the study, the accompanying variation(s) in sampling methods and data analysis techniques. For this study, the case study approach and the basic interpretive approach were used to explore workforce aging. The use of both approaches helped to strengthen the study and contributed to methodological rigor (Patton, 1990).

As described by Ary, Jacobs and Sorensen (2011), basic interpretive research is the most common form of qualitative research. This form of research provides descriptive information about a phenomenon of interest, from the perspective of the persons involved, but does not seek to enter the subject’s conceptual world to explain the ‘essence’ as in phenomenology and does not convey life stories through narrative analysis. Since the focus of this study was to understand aging from the perspectives of Baby Boomers within an organizational context, but not to examine their life stories, the basic interpretive approach was deemed most appropriate for this aspect of the engagement. Additionally, since basic interpretive research allows for an understanding of the meaning participants bring to a situation, it was again regarded as important.
as it facilitated an understanding of the factors that influenced the Baby Boomers decision to return to the workplace in a contractual capacity after retirement.

In addition to exploring the outlook of Baby Boomers, the researcher also sought to explore perspectives from the Jamaican government towards aging in the workplace, and to explore the government’s preparedness strategies for Jamaica’s aging employees. Inclusion of government representatives in the study allowed for a more holistic approach to understanding workplace aging. Here, the basic interpretive approach was again considered ideal as it facilitated an understanding of aging from a national perspective.

To gather data from an organizational perspective, a case study approach was used. Case studies, according to Marshall and Rossman (2006) refer to research that focuses on specific organizations, programs, or processes- or sets of these. Creswell (2014), notes that a case study can include up to five cases in a given study. Patton (1990) adds that case studies are particularly useful when a unique situation needs to be understood, and cases rich in information can be identified to understand the situation, to the extent that “a great deal can be learned from a few exemplars of the phenomenon in question” (p. 54). For this study, the case study method was therefore used to explore aging in two organizations in Jamaica’s finance sector. The organizations operate in distinct areas of the finance industry, and in some instances have overlapping operations in terms of the services that they offer.

Using a case study approach was ideal as it allowed for an understanding of policies and practices related to aging from more than one organization and was particularly useful as it allowed the researcher to capture differences and unique variations that were present from one organization to the next. The case study method was also appropriate, as it facilitated the use of multiple data collection methods, namely interviews and document analyses. To this end,
interviews were conducted with the HR Representatives at the different research sites, and Human Resource policy documents and standard operating procedures were reviewed and analyzed. The analyses of the HR documents also allowed for verification of the information that was provided during the interviews. Using multiple data collection methods allowed for a more detailed, and thorough understanding of aging in the workplace than would have been possible with the use of a single method approach.

**Research Site**

The study took place in the Caribbean island of Jamaica. The Caribbean was selected as the primary research site, because “it has been identified as having the fastest growing aging population” in the developing world (Eldemire- Shearer, 2008, p. 578). With approximately 44 million people, the Caribbean does not have a large population when compared to developing countries like China and India, however aging is still a challenging issue relative to the size of the economies in the region (Eldemire- Shearer, 2008).

Jamaica was selected as the primary location as the magnitude and speed of population aging is significant in that country. The growth of the over 60-year-old population is particularly noteworthy, as the number of persons in this age group will double during the period 2025 to 2030 (Eldemire Shearer, 2008). Additionally, the period 1980 to 2025 was identified as the window of opportunity for Jamaica, whereby the country is to benefit from a demographic dividend. A demographic dividend refers to growth in a country’s economy that is the result of changes in its populations age structure. According to Kenton (2019), there are four primary areas where a country can find demographic dividends, one such area being its labor supply when more workers are added to the workforce. This is therefore noteworthy, as during this time stakeholders can put policies and programs in place (like providing employment for older
persons) to boost the country’s economy (Eldemire-Shearer, 2008). Conducting the study in Jamaica is therefore relevant and timely as the findings can potentially provide information to relevant personnel who are charged with the development of these policies and programs.

Jamaica is the largest English-speaking island in the Caribbean and is the third largest island in the region. The country is divided into three counties: Cornwall, Middlesex and Surrey and is further divided into fourteen parishes (akin to States in the United States of America). Each parish has a capital town or city which is usually the center of commercial activity in that area. Kingston, Jamaica’s capital city, is home to the country’s largest business district. All organizations that participated in the study were based in Kingston.

The organizational sites were large, Jamaican owned multi-national corporations with over 1000 employees. The participating companies all have offices across the island, and operate in North America, the United Kingdom and other neighboring Caribbean countries. One of the participating companies also has operations in Africa. Additionally, their operations span several areas of the finance industry such as: remittance services, Cambio services, banking, investment and general insurance. Considering this, the researcher was able to gather a wider perspective about the finance sector than would have been possible if data were only obtained from entities that operated in only one sector.

**Case Selection**

The organizations were selected based on a methodological strategy aimed at including companies that were representative of the finance sector, and companies that were involved in a wide cross section of areas in the industry (Hamel, Dufour & Fortin, 1993). To gather participants for the study, a non-probability sampling method was utilized, specifically purposive sampling. Non-probability sampling refers to only persons or units that meet a specific research
criterion being included in a study. The criterion sampling technique was particularly important to ensure that the participants in the study had experience with the phenomenon being explored and could share their experiences, thereby adding meaningful value to the discourse on aging in Jamaica.

For organizations to be eligible for participation they had to meet the following criteria: (i) Jamaican owned (ii) operating in the Finance sector (iii) operating in multiple areas of the finance sector, and (iv) having a total workforce of at least 500 employees. For Baby Boomers to participate, the following research criteria had to be met (i) participants had to be between the ages of 54 and 72 years old (ii) previously employed at the managerial level at the time of retirement and (iii) either currently engaged with any of the participating organizations on a contractual (temporary) basis, or previously contracted to one of the organizations on a contractual (temporary) basis since retiring. At the national level, the government representative had to be (i) employed to the labor division of the Ministry of Labor and Social Security (MLSS) and (ii) involved in employment issues, policy, regulations and programs for older citizens in Jamaica.

Two organizations took part in the study. To solicit participation from the first company, the head of Human Resources (the Group Vice President- HR) was contacted by telephone and the nature of the research was explained to her. Since this company is divided into subsidiaries, and each subsidiary has a HR Manager who reports to the Group VP- HR, I asked the VP -HR if the subsidiary companies could participate in the study and asked her to notify the respective HR Managers at the subsidiaries that I wanted to include their organizations in my research. After this initial telephone call, I sent a letter via email to the Group VP- HR, to provide her with a formal request for participation. Confirmation of participation was received thereafter. Added to
this, the Senior HR Officer from the Head Office was also invited to participate in the study, as it was anticipated that she could add value to the research since she coordinated retirement programs for the company. I contacted the Senior HR Officer by telephone and invited her to participate in the study. After this, I also sent her an email to confirm her participation.

At the second company, the same process was followed, and I contacted the head of Human Resources, explained my research to her, and invited her to participate in the study. Following this, I also sent her an email outlining my request for participation, and confirmation of same was received thereafter.

To collect data from the government of Jamaica, I reviewed the website of the Ministry of Labor and Social Security (MLSS) to determine which government representative was most suitable for inclusion in the study. The MLSS is the government Ministry responsible for labor and social security in Jamaica and is headed by the Minister of Labor and Social Security, who is supported by a Permanent Secretary and Technical Directors. All matters related to the aging population fall under the purview of the MLSS. On the Ministry’s website, it is stated that the National Council for Senior Citizens (NCSC) is the department within the Ministry that has responsibility for all matters related to aging in Jamaica. Noting the role of the NCSC, I sent an email to the Chief Executive Officer and the Program Manager explaining the nature of my research and requesting their participation. Following that, I contacted the NCSC by telephone and spoke with the Program Manager, who indicated that the study is aligned with her area of work, and that she would be willing to participate. Interviews with all participants were then scheduled via email. Copies of the letters requesting participation from the company representatives are included in the Appendix section (Appendix A- C).
All participants were assured of all reasonable attempts that would be made to maintain their confidentiality. Pseudonyms were assigned to all participants in the study – including organizations. No identifiers were used that could impact the participants’ anonymity.

**Data Collection**

Prior to embarking upon the data collection process, permission was sought from the Institutional Review Board (IRB) at the Louisiana State University (LSU) to embark upon the study, and to record interviews with the participants. IRB approval is mandated by the National Research Act and ensures that there is no potential risk or harm to participants. With permission received, I used qualitative data collection techniques to execute the study.

Typically, qualitative researchers use four data collection methods namely: (i) participating in the research setting (ii) observations (iii) in depth interviews and (iv) analyzing documents and material (Marshall & Rossman, 2006). To gather data for this study, I served as the primary data collection instrument and used a combination of interviews and document analyses. A total of 8 interviews were conducted. Semi structured, face to face, interviews were conducted with 7 participants (5 HR representatives, 1 Baby Boomer and 1 government representative). One (1) interview was conducted via telephone with a Baby Boomer who opted not to be interviewed in person.

At the start of each interview, I engaged in friendly conversation with the interviewees and explained the nature of my research to them. Before the start of all the face-to-face interviews, I also asked the participants if our discussions could be recorded. Two interviewees (1 HR representative and 1 Baby Boomer) declined to be recorded. Extensive notes were therefore taken during these interviews. All other interviews were recorded and later transcribed. Each interview lasted for an average of 90 minutes.
Interviews. HR Representatives

The interviews with the HR representatives were conducted at the different organizations across Kingston. Two interviews were conducted in central Kingston - commonly referred to as Downtown Kingston, which is home to historic buildings, court houses, museums and street markets. The other interviews were conducted in New Kingston, the country’s premier business district.

Three interviews were conducted in private meeting rooms, while the other interviews were held in the HR representatives’ offices. It was important to conduct the interviews in private areas as some information that was discussed was confidential in nature and private meeting areas ensured confidentiality. Additionally, the participants appeared to be more comfortable engaging in dialogue in this kind of environment. An interview protocol (please see Appendix D) was developed prior to the start of data collection and this protocol was used as a guide during all interviews. Using the guide ensured that the questions being asked were related to the overall research area and ensured that all participants were asked the same general questions- although the questions were not necessarily asked in the same order. Based on information that emerged during the interviews, additional questions were asked of some participants. For participants in the insurance sector for example, information related to insurance certification emerged during discussions. Questions related to certification and the reentry of Baby Boomers were therefore asked of the HR Representatives in that sector, although those questions were not applicable to other participants.

To determine if, or when, one has collected enough data during a study, Creswell (2014) suggests that researchers should be guided by data saturation and should stop collecting data “when the categories (or themes) are saturated: when gathering fresh data no longer sparks new
insights or reveals new properties” (Creswell, 2014, p. 189). Considering this, I also had to be mindful of data saturation and had to adjust some interview questions, as it was realized that some information being received was consistent with previous interviews. This was particularly applicable when I was realized that some data (e.g. data related to retirement planning sessions) consistently emerged in all interviews.

Document analyses was also conducted as part of the data collection process at the organizational level. Employee documents such as pension request forms, employee requisition forms, and performance appraisal forms were reviewed and analyzed. Analyzing these forms was important in providing valuable information on how organizations prepared for older workers. Analyzing the performance appraisal form for instance, provided insights into the skills and competencies that Baby Boomers were expected to possess if they wanted to reenter the workplace after retirement, or have their contracts renewed once hired.

**Interviews. Baby Boomers**

Interviews were conducted with two Baby Boomers who previously worked at the managerial level in one of the participating organizations. At the time of retirement, one of the participants worked at the Senior Management (C- Suite) level. During the data collection process, one of the Baby Boomers was employed on contract with their former organization, and the interview with that participant was therefore conducted at the company’s office in a small meeting room that had been reserved for their use.

As requested, the second interview was conducted via telephone with the other Baby Boomer who was not engaged with any of the organizations at the time of the study. During my initial conversation with this retiree, I was provided with a contact telephone number. At the time of the meeting, I contacted the participant on the given number as requested. Interview protocols
were used during interviews with both Baby Boomers (Appendix E). Although the interview questions were fixed—there were variations in the questions I asked the participants as some questions were only applicable in instances where the Baby Boomer had reentered the organization or was currently working with the organization on contract.

**Interviews. Government Representative**

Two interviews were conducted with the government representative from the National Council for Senior Citizens. The first interview was used specifically to gather data, while the second interview was used to verify information (as part of the member checking process) and for additional data gathering on areas that were not previously discussed. An interview protocol was used to guide these discussions (Appendix F). The interviews were conducted in the private office of the Program Manager which allowed for ease of discourse and extensive discussion. Government documents were also reviewed and analyzed during these meetings. The documents reviewed included the National Policy on senior citizens, pension administration forms, and documentation related to the government’s revised retirement age policies. These forms were analyzed as a key source of information related to the government’s preparation for the aging workforce. An analysis of the retirement policy form for instance, outlined the government’s role on the age of retirement and indicated that revisions were applicable only to public sector workers.

**Data Management**

For data management purposes, I kept a log to record all data collection activities, specifically the names of participants, the dates and times of each interview, and where the interviews were conducted. This was done to ensure that I maintained my interview schedule and that I kept a record of all meetings that I had, and to make any notations of any changes. At the
NCSC for instance, I was scheduled to have the first meeting in December 2018 and a follow up meeting was scheduled for January 2019. Both interview dates were recorded in my research log. On the morning of my second appointment, I was advised that the meeting would be rescheduled. The changes in interview dates and times were therefore recorded in my log for tracking purposes. Similarly, I had scheduled an interview with one Baby Boomer for December 2018, however the interview date changed due to personal commitments the participant had during the Christmas Holiday season. On this occasion as well, the research log was used to record the tentative interview dates and then the confirmed meeting time. A copy of the data log is documented in Appendix G.

Data Analysis

Given the nature of qualitative research design, data analysis “does not proceed in a linear fashion” (Marshall & Rossman, 2006, p. 154). Data analysis and collection therefore take place concurrently. While conducting interviews and collecting data, I also analyzed data by making jottings and notations of information that emerged which appeared to be consistent with data that was collected during previous interviews. To do a thorough analysis of the data from each company however, I used the following 3-step process- (i) organization and familiarization of the data (ii) coding and reducing the data and (iii) interpreting and representing the data (Ary, Jacobs & Sorenson, 2010). A cross case analysis was then conducted following the individual unit analysis.

Organization and Familiarization of the Data

At the first stage of the analysis process, the audio recorded interviews were transcribed using Temi.com, an audio to text transcription software. Each file was reviewed after being transcribed, and the data was further edited to ensure accuracy. In some instances, the data was
not transcribed clearly. Although the interviewees did not speak in Jamaica’s local dialect (Patois), the participants’ accent and intonations may have affected the quality of the transcription. On these occasions, I discarded the transcription from Temi and transcribed directly from the audio recordings. Words were transcribed verbatim for accuracy, to capture the essence of the interviews, and to ensure that there were no discrepancies in interpreting what was said while analyzing the information.

In addition to what was discussed during the interviews, the transcriptions also included notes that were not a part of the one-one-one discussion, but were still deemed to be relevant. During the interview with one HR Representatives for instance, she placed a telephone call to a colleague to seek clarification on the company’s pension policies. As this phone call added value to the interview, I made note of it in the transcription. Similarly, in the interview with the NCSC, the interviewee was very animated during her discussion on the work being done by the Council and often used gestures and hand movements to support her points. Although nonverbal, these gestures were also recorded as they added value to different points raised during our discourse. Transcriptions were also done of the handwritten notes that were prepared during the interviews where the participants were not recorded. I assigned pseudonyms to all interviewees during the transcription process, and to any other individual that the interviewee referred to during our discussions.

After the interviews were transcribed, I used a color-coding system to file the interview notes. The files were organized by group and placed in colored folders (e.g. all Baby Boomer files were placed in an orange folder, and all HR/organization files were placed in a pink folder). At this stage of the analysis process, I immersed myself in the data by reading the notes on several occasions to familiarize myself with the content. While reading I also kept a reflective
log and made notes on a separate note pad on general thoughts that I had about topics that emerged during the discussions. My reflective log included notes on things like the effectiveness of succession planning systems in the participating organizations and training and development for persons in the insurance sector. These notes assisted me to develop a coding system.

**Coding and Reducing the data**

Developing codes is a ‘crucial step in organizing data’ (Ary, Jacobs & Sorensen, p. 485) and at this stage of the analysis, I coded the data by hand going through an iterative series of open coding, identification of categories and generating themes as depicted graphically below:

![Figure 3.1. Steps in Coding the data](image)

The first step in my process was to do open coding. At this step, I re-read the transcribed notes several times and while doing so, I looked for things (like words or phrases) that appeared regularly during the interviews. I noted for instance that terms like ‘succession planning’, ‘retirement planning’ and ‘organizational need’ appeared regularly, and since they were regarded as being important - they were included as codes during this initial step in the process.

To develop the codes, I also used analytic strategies like making comparisons, where I compared elements of data from one set of notes with elements from another data set to look for similarities and differences. In doing this, I found that things like the certification requirement in the
insurance sector and the relationship between certification and reentry of Baby Boomers was a common thread in the data. I therefore also included this in the codes. Several codes (which were later reduced) were identified at this stage.

Further to the open coding activity, the next step in my process was to “reduce the…individual codes into a manageable set of categories” (Ary, Jacobs & Sorensen, p. 485). During this stage, I put the codes into (i) organizational categories- which were categories that I expected to have, like succession planning and (ii) substantive categories, which were categories I did not anticipate such as insurance certification and performance evaluations for retirees. After generating categories, I identified major themes. To do this, I looked at all the categories to determine which (if any) could fit together. In this regard, I compared categories with each other to identify similarities and then to create a theme based on these similarities. For example, I looked at categories that emerged such as employment policies, work arrangements and employment contracts. I then combined these categories to form one general theme which I termed ‘retention and reentry.’ I continued this activity until all the initial codes and categories had been reduced, and I had fixed themes to use to conduct my analysis.

**Interpreting and Representing the Data**

At this stage of the process, I interpreted the findings from the data, and provided plausible explanations about the themes that emerged and the meaning(s) of the findings. To interpret the data, I engaged in an inductive process, where I made broad generalizations about aging in the finance sector based on the general connections and commonalities that I found among the categories and patterns in the data (Ary, Jacobs & Sorensen, 2011).
Cross- Case Analysis

Following the individual unit (organizational) analysis, I also conducted a cross-case analysis of the participating companies. Cross-case analysis according to Khan & Vanwynsberghe (2008) “is a research method that facilitates the comparison of commonalities and differences…in the units of analyses in case studies” (para 1). They note further that cross case analysis allows the researcher to compare cases and to explain why one case is different or the same as another case. I conducted a cross-case analysis to get a more detailed understanding of organizational preparedness for aging in the finance sector, and to see if there were similarities and differences in practices across participating organizations, that could contribute to a further understanding of aging in the workplace in Jamaica. Also, given the slight differences in the type(s) of business that the organizations were involved in, I wanted to examine if these differences had any bearing on preparedness for the aging workforce. The cross-case analysis allowed me to increase the robustness of the study and to strengthen my findings in relation to what the existing preparedness strategies are, in instances where these practices were consistent across participating companies.

While there are different approaches and techniques available to researchers to conduct a cross case analysis, I used the multiple-case method of analysis as posited by Yin, and observed the steps to conduct a cross case analysis as outlined by Yin (1994) and Stake (2006). To conduct a multiple case analysis, Yin (1994) notes that the researcher must follow a replication logic approach (comparable to that used in multiple experiments) which includes selecting cases that may result in literal replication (i.e. similar results) or theoretical replication (i.e. contrasting results). The replication approach involves conducting individual case analysis, with findings from each case used to replicate findings in the other cases. According to Stake (2006), in his
discussion on multi-case research, the first step in studying multiple cases begins with identification of the quintain, which is “the object, or phenomenon, or condition to be studied” (p. 6). Following this he notes that a ‘within-case’ analysis should be conducted, whereby the single cases should be studied separately to understand their individual complexities and uniqueness, and then a ‘thematic analysis’ should be conducted to identify themes that are consistent across cases.

Having already identified the cases (quintain), and analyzing each organization individually, I conducted a thematic analysis and made note of the themes that were consistent across both cases. In addition to this, I compared the transcribed notes from each interview to identify patterns that were similar and emerged consistently across the data—such as the consistent patterns related to succession planning taking place after persons had retired. Following this, I also identified marked differences across cases. In the final step in the process, I generated possible explanations about the occurrence of the themes and patterns that were identified (Zach, 2006). The steps followed to conduct the cross-case analysis are illustrated graphically below:

Figure 3.2. Steps in Conducting the Cross-Case Analysis
Following the individual and the cross-case analyses, I prepared a thick, rich, descriptive written report presenting the analysis and interpretation of findings from the study. In keeping with the general approach used with case studies I included narratives and tables in this report.

**Trustworthiness and Credibility**

Where rigor in qualitative research is conducted, researchers must be mindful of the quality of their data. In relation to credibility also referred to as qualitative validity by some researchers, Cresswell (2014) notes that one of the strengths of qualitative research is based on determining whether the findings are accurate from the standpoint of the researcher, the participant, or the readers of an account. Dependability (or qualitative reliability) on the other hand, refers to issues of trustworthiness, and refers to how variation can be explained.

To ensure the credibility of a qualitative study, Creswell (2014) suggests eight strategies that can be utilized by researchers. Some of these strategies include triangulation, member checking, peer debriefing and the use of an external auditor. Credibility for this study was achieved through triangulation and member checking.

Triangulation, according to Marshall & Rossman (2006), refers to “the act of bringing more than one source of data to bear on a single point” (p. 202). Triangulation was achieved for this study by using multiple perspectives to gather information on the aging phenomenon (perspectives were used from Human Resource practitioners, Baby Boomers and a government representative). Information from these different sources corroborated and illuminated the findings from the study. Data triangulation was also achieved by the fact that the participants who took part in the study represented different types of organizations that operated in different sectors within the finance industry (Zach, 2006). Added to this, triangulation was also obtained as I used multiple data sources to gather information for the study, namely interviews,
documents, company and government web sites. In doing so, I was able to note consistency in the information across all sources. Additionally, by using multiple sources of data the trustworthiness of the study was also increased.

With member checking, I sent notes to the participants via email after transcribing the data following the interviews. This activity provided participants with the opportunity to review the information and to confirm what was recorded. Member checking also allowed the participants to elaborate upon their responses, and to dispute or correct my notes as appropriate. Importantly, member checking was also used to mitigate against the possibility of researcher bias.

To enhance trustworthiness/dependability, I also used multiple approaches, namely (i) a code/ re-code strategy (ii) replication logic and (iii) corroboration (by way of data triangulation). With the code/ re code strategy, I coded the data and once completed, I engaged in other activities and returned to review my notes later. I recoded the data once again and following this, I compared both sets of coded data for agreement.

Replication logic was the second method used to enhance trustworthiness. This strategy refers to conducting a study in multiple locations, with the assumption being that “the more times a finding is found true with different sets of people, or in different settings…the more confident the researcher can be in the conclusions” (Ary, Jacobs & Sorensen, p. 503, 2011). This method also contributed to enhancing trustworthiness as this study was conducted at different sites, and there were some research findings that emerged often- suggesting that there was accuracy to these findings. Lastly, corroboration was also used to achieve trustworthiness through the triangulation of the data.
Researchers Role

Taking into consideration the nature of qualitative research, my role as the researcher and declaration of any potential biases must be declared. Prior to pursuing doctoral studies, I worked as a Human Resource practitioner in different local and foreign owned multinational corporations in my home country of Jamaica, including one of the participating subsidiaries in this study. While working in the field of Human Resources, I recognized that I had a keen interest in the welfare of my older employees and retirees. This interest grew significantly as I progressed in my career, but even more so while I was employed to the participating subsidiary.

During my period of employment, I was privy to the organizations experience with two employees who were approaching retirement. Having joined the company at inception, these employees were the first retirees in that organization. In preparing for their departure, members of the HR Department and the Senior Management team held discussions in relation to suitable replacements, the readiness of successors and the possibility of re-hire after retirement, if required. For one employee, reentry was being discussed and considered as a means of assisting the employee, as that individual expressed being financially unprepared to retire. In the second instance, reentry was being discussed from an organizational standpoint, as key stakeholders wanted the employee to reenter the organization to facilitate business continuity by assisting with knowledge and skills transfer. The general sentiment at the time was that the organization was not ready to lose that individuals talent, expertise and skills. This experience had some amount of impact on how I conducted the study, in so far as some of my interest was heavily focused on the retention and reentry of older workers, as I recognized that these were key areas for consideration within the overall discourse on aging in the workforce.
I must also note that I bring to the study, some knowledge of the HR practices related to succession planning and retirement planning processes at my former employer. My perception of the work the organization is currently doing was somewhat shaped by this knowledge. As I was aware of the HR practices that obtained while I worked for the company, my former knowledge could have impacted how I viewed the work currently being done for older employees and retirees.

Lastly, my knowledge about the implications of an aging workforce and how organizations will be impacted in the future by these demographic changes, guided the direction of the study and prompted me to ask certain questions of the participants. For example, since I know that organizations need certain technical expertise to function effectively, and I know that this level of expertise often resides with older employees, I was inclined to ask pointed questions about succession planning to both HR representatives and the Baby Boomers, as this is a key organizational strategy used to retain knowledge and skill.

Summary

The preceding chapter outlined the methodological approach that was used to conduct the study as well as the data analysis method that was used to ensure qualitative reliability and validity of the data. In Chapter 4, the research findings are presented.
CHAPTER 4. FINDINGS

The purpose of this study was to explore the perspectives of key stakeholders towards aging in the workplace within Jamaica’s financial sector. The study sought to explore the viewpoints of government representatives, organizational representatives from the finance sector, and Baby Boomers who had either remained in the workplace after retirement or had returned to the workplace after periods of separation. The overarching research question guiding the study was:

*How do key stakeholders describe preparations for the aging workforce in Jamaica’s finance industry?*

Eight interviews were conducted as the primary means of data collection. Five interviews were conducted with Human Resources representatives, and two interviews were conducted with Baby Boomers who were employed to one of the participating companies at the time of their retirement. One government representative was also interviewed as part of the data collection process. Data from the interviews were supplemented by analyzing documents, such as human resource policy documents that were specific to the research being undertaken. This chapter presents the findings from these interviews and the document analyses.

For ease of reference, the chapter is broken down as follows: Section I presents a profile of the organizations that took part in the study- the profile includes an overview of the business and a review of the organizational structure. A snap shot of the organizational chart for each company is also provided. A profile of the Baby Boomers who took part in the study is presented in Section II, while an overview of the government agency is presented in Section III. A snap shot of the organizational chart for the government agency is also provided in this section.
In section IV of the report, the findings from the organizations that took part in the study are presented. For Blue Marble Ltd, since interviews were conducted with the HR representatives from the subsidiaries and the organization’s head office- the findings are presented from all the interviews that were conducted. In addition to this, the findings from the interviews that were conducted with the Baby Boomers who were employed to this company are also presented in section IV. The findings have been presented under the major themes that emerged during the interviews. Each theme is discussed from the standpoint of the different stakeholders (e.g. the theme retirement planning and preparation will be discussed from the standpoint of the organization and then will be discussed from the standpoint of the Baby Boomers). While some themes are consistent across all participants, there are others that only emerged in some interviews, and therefore will only be presented in relation to those stakeholders. Sub themes also emerged during the interviews with the participants, and these are also presented in this section. In section V, the findings from interviews with the government representative are presented.

All names of participants (individuals and organizations) used in the sections that follow, are pseudonyms that have been randomly assigned by the researcher to maintain confidentiality and anonymity. Lastly, a summary and discussion of all the findings will close the chapter.

Section I. Organizational Profiles

In keeping with case study approach, a profile of each case (organization) that participated in the study is presented below. Each company has been assigned a pseudonym for ease of reference, and to ensure confidentiality.
Case Study I. Blue Marble Ltd.

Established in 1922, Blue Marble Ltd. is a Jamaican owned multi-national corporation, which employs approximately 2000 employees across 60 subsidiaries and associated companies in the Caribbean, North America, Central America, the United Kingdom and Africa. The company’s head office is based in Kingston, the capital city of Jamaica, and it is one of the largest corporate entities in the Caribbean. The company is headed by a Group Chief Executive Officer who is supported by a Group Chief Financial Officer and a team of Directors. The organization prides itself on being a family-oriented employer and provides several incentives to its employees such as medical coverage/ health insurance, meal allowances, clothing allowance and tertiary education scholarships for the children of employees (Company website, 2016).

Structured into two divisions, Blue Marble Ltd. has operations in two sectors, namely food and finance. Each division is divided into wholly owned subsidiaries that operate in different areas of these sectors. As the largest food manufacturer in the Caribbean, most of its products are produced in factories across Jamaica and are distributed in over 40 countries worldwide through a network of independent distributors. Additionally, the organization has a supermarket chain which offers a range of grocery and non-grocery items to consumers. The finance division offers banking, cambio, remittance and foreign exchange services (Company, website, 2016). For purposes of this engagement, the study was conducted within the Finance division, specifically within the following subsidiaries: Blue Marble Wealth Management Ltd., Blue Marble Brokerage Investment Ltd. and Blue Marble Insurance services Ltd. For illustrative purposes, a snapshot of the organization’s structure is presented below. The section encircled
represents companies in the finance sector where the study took place.

Figure 4.1. Organizational Chart, Blue Marble Ltd.

Subsidiary I. Blue Marble Wealth Management Ltd.

Established over 25 years ago, Blue Marble Wealth Management Ltd. is a subsidiary of Blue Marble Ltd. and operates in the payment services, cambio services, and remittance sectors in Jamaica.

The payment services arm of the business serves as an intermediary on behalf of other companies and is a collectorate where customers can pay bills for a range of products or services at any of the locations across the island, or through the company’s online payment portal. For example, customers can pay their utility bills at one of the company’s locations, instead of having to make payment directly to the utility company. For its Cambio (money exchange) function, the company offers wire transfer services to its customers, and customers are also able to get foreign currency checks and drafts. Additionally, customers can purchase foreign currency (e.g. Euro and pound sterling) at any of the cambio locations across the island (Company website, 2019).

The remittance arm of the business allows customers to send and receive money from persons overseas and across the island. Remittances form a significant part of Jamaica’s
economy and is a significant source of income for several Jamaicans. In 2017 alone, “Jamaicans living abroad sent home US $ 2.2 billion to their families in remittances,” (Reynolds, 2017, para.1) an increase of US $ 65.5 million over 2015 figures. This arm of the business therefore provides the largest service to customers.

Blue Marble Wealth Management Ltd. has over 300 service locations island wide, and these locations are staffed by independent contractors and temporary workers who are employed as customer care agents and cashiers. The company’s head office is based in Kingston, and its full-time employees work in areas such as Finance and Accounts, Human Resources, Marketing, Business Development and Information Technology. The employees at the Head Office- except for drivers, bearers, and janitorial staff, are degree holders (Bachelor’s and Master’s degrees) who have specialized skills. The requirements for workers in store locations island wide are high school diplomas. The company also has operations in other Caribbean countries and in North America.

**Subsidiary II. Blue Marble Brokerage Investment Ltd.**

Blue Marble Brokerage Investment Ltd. is another member of the Blue Marble Ltd. group of companies and has been operating in Jamaica’s insurance sector for over 40 years as brokers for General Insurance, Group Life, and Health Insurance. The organization offers services to individuals, small and medium sized businesses, as well as to large corporations, by seeking appropriate insurance coverage on behalf of its customers. The organization’s Head Office is based in Kingston, and the company also operates from a small location staffed by two employees in Montego Bay- Jamaica’s second city (Company website, 2014).

The company is governed by a Board of Directors, headed by a Chairman, who is supported by Directors, a Corporate Secretary and a Managing Director. The Management team
includes department heads who oversee different areas of the business such as Strategic Operations, Sales and Operations and Business Development. Based on the nature of its operations, employees of Blue Marble Brokerage Investment Ltd. must receive specialized training from local Insurance Colleges to act as brokers and to sell insurance. Additionally, employees selling insurance must be licensed by the country’s financial services regulator, the Financial Services Commission (FSC). The organization is guided by well-established principles such as teamwork, customer service and innovation, and aims to be the leading provider of insurance solutions in Jamaica and the wider Caribbean (Personal Communication, December 27, 2018).

**Subsidiary III. Blue Marble Insurance Services Ltd.**

Located in the center of Kingston’s premier business district, Blue Marble Insurance Services Ltd. is the insurance arm of Blue Marble Ltd. The company began operations in 1981 in Kingston, Jamaica. Today it provides insurance services from its Kingston Head Office, as well as from other towns and cities across the island namely- Mandeville, Montego Bay and Portmore. Additionally, the organization also operates from three other Caribbean countries to provide services to individuals and organizations in those locations (Company website, n.d.).

Blue Marble Insurance Services Ltd. is headed by a Chairman and Managing Director and is staffed by a management team that has oversight for human resources, compliance and risk amongst other areas. The company is one of three top insurers in Jamaica and works with brokers and agents across the island to provide services to its customers in areas such as personal and commercial insurance, and different classes of General Insurance such as motor vehicle, personal accident and marine insurance (Company website, n.d.). As a member of the insurance industry, the organization is also regulated by the Government of Jamaica, and its employees
must receive specialized training to sell insurance to clients (Personal communication, January 9, 2018).

Company Summary. Blue Marble Ltd.

All subsidiaries of Blue Marble Ltd. operate independently of each other, and independently of the parent company (Head Office). There are some functions however which are managed by the parent company (head office). For purposes of this research engagement, data collected from the different HR representatives are specific to their individual subsidiary. Data collected from the parent company (Blue Marble Ltd.) is applicable to all subsidiaries in the study. A summary table of the participating subsidiaries is presented below.

Table 4.1. Profile of Participating Companies (Blue Marble Ltd.)

<table>
<thead>
<tr>
<th>Name of Organization</th>
<th>Position of Interviewee</th>
<th>Name of Interviewee (Pseudonym)</th>
<th>Area of Business</th>
<th>*Number of Employees (F/T)</th>
<th>Number of Baby Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Marble Wealth Management Ltd.</td>
<td>Human Resources Manager</td>
<td>Jennifer</td>
<td>Payment Services, Remittance Operations, Cambio</td>
<td>65 (as @ Nov. 2018)</td>
<td>3 (as @ Nov. 2018)</td>
</tr>
<tr>
<td>Blue Marble Brokerage Investment Ltd.</td>
<td>Snr. Human Resources Officer</td>
<td>Ki’meka</td>
<td>Insurance Brokers</td>
<td>63 (as @ July 2018)</td>
<td>3 (as @ July 2018)</td>
</tr>
<tr>
<td>Blue Marble Insurance Services Ltd.</td>
<td>Snr. Human Resources Officer</td>
<td>Bianca</td>
<td>General Insurance</td>
<td>105 (as @ Nov. 2018)</td>
<td>9 (as @ Nov. 2018)</td>
</tr>
<tr>
<td>Blue Marble Ltd.</td>
<td>Snr. Human Resources Officer</td>
<td>Marsha</td>
<td>All</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

Note. Blue Marble Ltd. recently underwent a major restructuring exercise between July and October 2018. During this period, several employees lost their jobs by way of redundancy, thereby impacting the organization’s staff count at the time of this study. At Blue Marble Wealth Management Ltd. for example, 22 employees were made redundant- 5 of these employees were Baby Boomers.
Case Study II. Hamilton Industries Group

Established over 140 years ago, Hamilton Industries Group had humble beginnings in Jamaica and began operations in the western part of the island offering basic products and services to its customers. Today, the Hamilton Industries Group has grown exponentially, and has expanded its services in the finance sector to include a commercial bank, a general insurance company, a life insurance company, an investment company and a company dedicated to providing small business loans. Outside of the finance sector, the organization operates in other industries such as automobile services, fleet management and technology solutions. The group is recognized as a prominent institution within the Jamaican landscape. Outside of Jamaica, Hamilton Industries Group operates in one other Caribbean country and has offices in North America and the United Kingdom (Company website, 2019).

The organizations leadership team is comprised of a Board of Directors, an Executive team, a Senior Management team and Heads of Companies. All member companies of Hamilton Industries operate independently of each other and independently of the parent company. One subsidiary of the Hamilton group-namely, Hamilton Industries Loans Ltd. was included in this study, as represented below.

Figure 4.2. Organizational Chart, Hamilton Industries Group
Subsidiary I. Hamilton Industries Loans Ltd.

Based in Kingston, Jamaica, Hamilton Industries Loans Ltd. is a wholly owned subsidiary of the Hamilton Industries Group and is one of the most recent entrants in the finance sector, having entered the market just under 20 years ago. At the core of its business is providing support and service to entrepreneurs in Jamaica. The company provides affordable credit options to assist entrepreneurs who may otherwise be unable to access credit from other banking institutions (Company website, 2017).

The organization operates from 30 locations across Jamaica. Amongst its range of products and services, the organization provides loans to farmers to purchase equipment, loans to individuals who may need to cover tuition fees and other educational expenses, motor vehicle loans to help customers in their business, and personal loans for things like medical expenses (Company website, 2017). A profile of the organization is presented below.

Table 4.2. Profile of Hamilton Industries Loans Ltd.

<table>
<thead>
<tr>
<th>Name of Organization</th>
<th>Position of Interviewee</th>
<th>Name of interviewee (Pseudonym)</th>
<th>Area of Business</th>
<th>Number of Employees (F/T)</th>
<th>*Number of Baby Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton Industries Loans Ltd.</td>
<td>Snr. HR Business Partner</td>
<td>Chantal</td>
<td>Small Business Loans</td>
<td>148 (as @ Feb. 2019)</td>
<td>&lt;10 (as @ Feb. 2019)</td>
</tr>
</tbody>
</table>

Note. Hamilton Industries Loans Ltd. was unable to indicate the specific number of Baby Boomers in the organizations employ at the time the interview was conducted.

Section II. Baby Boomer Profiles

To gather data on the perspectives of organizational preparedness from the standpoint of Baby Boomers, two (2) Boomers took part in the study. The participants were employed in
managerial positions at the subsidiaries of Blue Marble Ltd. before retiring. Both participants have been re-engaged on contract with their former employers since their retirement, and one has also been engaged on contract at other subsidiaries. The participants have in depth knowledge about their former employers and are familiar with the organization’s overall retirement preparation practices. Outlined below is a profile of the Baby Boomers who took part in the study.

**Baby Boomer I. Robyn**

Robyn is a 64-year-old, former Human Resource (HR) practitioner. She has over 30 years of experience working in the field and was a member of the Executive (C-Suite) team at the time of her retirement. A trained teacher by profession, Robyn holds a Master’s degree in Education, and although she has worked in the Human Resource field for most of her adult life, she describes teaching as her “passion” and says she was “born to teach.” She shared that moving into Human Resources was a natural transition for her after teaching, as HR allowed her to train (teach) her employees, so at times she still felt like she was in the classroom.

Since her retirement, Robyn has been actively working as a consultant and is also involved in several volunteer activities. She noted jokingly, that she thought it better to stay busy rather than to “sit around and wait for the inevitable.” In speaking about post retirement work, Robyn said that her consultancy engagements were very important to her and she still enjoyed working, but at this stage of her life she preferred to work only on short term contracts. She mentioned that her sisters and her mother live overseas, and she wanted the flexibility to be able to visit them whenever she decided to do so. A full-time project would not allow her to do that, so she preferred short term projects, ideally for 3 months in each instance.
Apart from her work as a consultant, Robyn described being particularly pleased about her volunteer projects. One such project she spoke about was being appointed as a Justice of the Peace (JP) for Kingston - a prestigious role which requires her to carry out tasks which aid in protecting the rights of citizens, like signing legal documents, attending court sessions for petty offenses, and considering bail applications (“Who is a Justice of the Peace?” 2019). She also proudly shared with me that she was a member of a local body of Human Resources Professionals in Jamaica and had been named ‘Member of the Year’ for 2018.

When asked why she continued to work, Robyn said that her decision was not based on finances. Her motivation to keep working she said, is related to a strong desire to ‘give back’ and to contribute to society. In fact, she explained that before retiring she had paid all her loans, cleared all her debt and diversified her investment portfolio. Following this, she said she carefully budgeted and allotted a fixed sum of money that she would use each month- although she has been fortunate to have a continuous source of income from her consultancy engagements and has been able to maintain the lifestyle she was accustomed to before retirement. Robyn said that she does not feel like a retiree, but instead felt very excited about life and this particular life stage. She shared jovially that retirement is a “good stage to look forward to.” She said that she plans to continue working until age 70, at which time she believes it will be ok to stop working.

**Baby Boomer II. Marcus**

At 65 years old, Marcus jokingly describes himself as “a failed retiree.” Upon meeting him, he explained to me that retirees were usually seen as persons who stayed home and did not work, yet he had been working ever since he had retired, and so in that regard he was failing at retirement and was quite “atypical” of the average retired person.
Marcus has enjoyed an illustrious career spanning over 40 years, working in Industrial Relations, Employee Relations, Personnel Management, Operations, and Maintenance. He is notably one of Jamaica’s leading industrial relations leaders and has been a significant player in the labor relations and trade union landscape in the country. Having opted for early retirement at a time when his employer was undergoing restructuring, Marcus became a retiree earlier than the typical age of 65 years for men in Jamaica. Since his retirement, Marcus says that he has been constantly working. Marcus shared that his former employer has been “good” to him by engaging him on numerous contracts, and this has allowed him to stay active and to continue working. He says that he is aware that this situation can change, and that his current contract may not be renewed, however he is thankful for the many opportunities that have been given to him thus far. Marcus prides himself on being the consummate professional and suggested that it was his ability to maintain an excellent reputation throughout his career that had contributed to the opportunities presented to him post retirement. He described himself as someone who always looks out for the wellbeing of the company and said that in his interactions with colleagues he always gives advice that is in the best interest of all parties, “even if it is not what is wanted.’ Marcus says that he is frank person and not a ‘yes man’ and he has found that this frankness is appreciated by the company.

Outside of his former employer, Marcus divulged that he also does consultancy projects for other companies. He shared that on one occasion, it was the recommendation of a former colleague that he had worked with several years earlier, which resulted in a recent contractual engagement. He added that he had been recommended for the job, but the endorsement was testament to the work he had been doing throughout the years. In discussing his plans for retirement, Marcus said that he had no immediate plans to stop working. He said that if he had
been told years ago that he would still be working he would have emphatically said “no way!” however he admitted that he still enjoys working. Marcus added further that he really did not need to work, although he did enjoy earning supplemental income. He said that he is motivated to work because he still enjoyed coming into office where he had the opportunity to interact with colleagues while adding value to the organization.

Section III. Government Profile

Modeled off the Westminster system, the Government of Jamaica (GOJ) operates under a 2-party system and is headed by a Prime Minister who governs the country. Under the Office of the Prime Minister lies fourteen (14) government ministries that manage different aspects of the country such as finance, telecommunications, and tourism. Each Ministry has its office in Kingston and is headed by a Minister who is supported by a Permanent Secretary and other senior members of its technical team. One such ministry under the GOJ is the Ministry of Labor and Social Security (MLSS), that has responsibility for contributing to the country’s development through the provision of labor and social security services for the citizens of Jamaica.

Nestled in the heart of Cross Roads, a commercial neighborhood in Kingston, the MLSS is divided into two divisions which have the core mandate of providing social protection for citizens, promoting a stable industrial relations climate, ensuring the safety and health of workers and maintaining an effective and efficient labor market. The first division of the Ministry, the labor division, has responsibility for areas related to employment and industrial relations, while the second division, the social security division, focuses on areas like social intervention programs and national insurance. Under the social division of the MLSS, lies the National Council for Senior Citizens (NCSC). The NCSC is the agency within the MLSS that “works in
collaboration with local and international organizations and other stakeholders to effect the National Policy for Senior Citizens through programs and initiatives on behalf of all persons 60 years and older” Government of Jamaica, 2018, para 1). A snapshot of the organizational structure is presented graphically below.

Figure 4.3. Organizational Structure, MLSS

The NSCS was established in 1976 in Kingston as a unit within the MLSS. Its core functions include: (i) advising the Minister of Labor and Social Security on issues related to older persons in Jamaica over the age of 60 (ii) implementing the National Policy for Senior citizens (which is awaiting ratification by the Minister of Labor & Social Security/ the Government of Jamaica) and (iii) liaising with private sector organizations, faith-based organizations and other government agencies/ Ministries to facilitate active aging amongst the elderly. The organization is headed by a Chief Executive Officer and its executive members are appointed by the Government.

The programs of the NCSC adhere to the guidelines of the National Policy for Senior Citizens and include educational activities for senior citizens like retirement seminars; income
generating activities like animal rearing and farming, and health activities like seminars, medical clinics and health fairs. The interviews conducted with the NSCS were held with the Program Manager who is a trained social worker and is currently pursuing graduate studies in Gerontology.

**Section IV. Presentation of Findings**

While there is “no one correct way to report a case study,” (Baxter & Jack, 2010) there are some suggested ways which include telling a story, reporting findings in chronological order or by theory, building up suspense or using a linear format.

Findings from the study will be presented in a linear format by case (in order of when the interviews were conducted), and according to the different themes that emerged during the discussions. To expound, the findings from Blue Marble Ltd. and its subsidiaries will be presented first, I will indicate the themes that emerged during data collection- such as succession planning, and then I will present the findings from the HR representatives related to the theme, followed by findings from the Baby Boomers related to the same theme, as illustrated below:

<table>
<thead>
<tr>
<th>Case Study I</th>
<th>Blue Marble Ltd.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Theme 1 (HR perspective)</td>
</tr>
<tr>
<td></td>
<td>Theme 2 (Baby Boomer perspective)</td>
</tr>
</tbody>
</table>

In some instances, sub themes are also discussed. The findings from Hamilton Loans Ltd. will then be presented, followed by the themes that emerged from the NCSC. Narratives and quotations from the participants have been included throughout the Chapter to support the different themes, and/or to further expand upon their meaning. A summary of all the themes discussed, is presented at the end of each case.
Blue Marble Ltd. (Case Study I)

The findings from Blue Marble Ltd. are presented below.

Theme 1. Retirement Planning & Preparation

During the interviews with each company representative, participants discussed organizational preparedness for the aging workforce in terms of measures to facilitate an increase in the number of older persons in the workplace, the need to retain organizational knowledge and skills (in light of the pending departure of older workers) and preparations for the re-entry of older workers, given the possibility that some employees would re-enter the workplace.

The initial theme to emerge during these discussions, was retirement planning and preparation as a means of organizational preparedness. From the discussions, two subthemes emerged, these being (i) retirement planning and preparation for employees and (ii) retirement planning and preparation for the organization. The findings from these subthemes are presented below.

Sub Theme. Retirement Planning and Preparation for Employees

Human Resource Representatives

To prepare employees for retirement, the initial step in the process for Blue Marble Ltd. is that the HR Department hosts an annual ‘Retirement Planning’ session for all employees in the Blue Marble Group. In these group sessions, employees are introduced to financial planning strategies on how to prepare for retirement. At all subsidiaries of Blue Management Ltd, the organizations begin the retirement planning process once employees have reached the age of 35, this being before employees are eligible for retirement or early retirement. As explained by Jennifer (Human Resources Manager), each year the HR department of Blue Marble Ltd. advises
the respective HR teams at the subsidiaries of the date(s) when the retirement planning sessions will be held, and:

...[we] would send persons (aged) 35 and over to planning for retirement [sessions]

There is no restriction on the number of times that employees can attend the retirement planning sessions, however preference is given to first time attendees.

Following the retirement planning sessions, mandatory preparations for retirement get underway one (1) year before an employee retires. At this time, the respective HR departments initiate contact with prospective retirees to discuss the retirement process in relation to their finances (e.g. the repayment of loans that may be owed to the company), pension payments, and the availability of counseling services that the retiree may utilize if desired. At this stage of the process, employees decide how they would like to receive their pension payments (e.g. lump sum payments, monthly installments) and are required to complete relevant documentation to facilitate payment upon separation. Marsha (Sr. Human Resources Officer, Blue Marble Ltd.) describes this stage of the retirement planning process as follows:

[HR in the subsidiary has] the initial talk with [the employee] and they do the initial correspondence …it is confirmed that you're going on retirement as of whatever date… and they'll get a letter. Then the subsidiary makes contact with Pensions Inc. who manages our fund to start to generate an estimate of what their pension would look like at the time that they're going to retire…and they are given an estimate with three or four options in terms of pension payments... And then from that they'd have to make a decision [about which payment option they will choose] …

[the employee] completes a termination form…and it asks specific questions… So once that is sent to Pensions Inc. then they know the person is leaving and then they start to do the calculations. So the first one that they do is an estimate…the subsidiary would indicate to Pensions Inc, that John Brown is retiring effective whatever date, Pensions Inc. would need information like salary…and whatever allowance the person [gets] to do the estimate of calculation. Then, if the prospective retiree wishes he can speak to Pensions Inc. and Pensions Inc. would go through all of this with them.
As part of the mandatory notification period of retirement, counseling services for prospective retirees are also included in the retirement planning process. As explained by Marsha:

the letter that [the employee] gets initially states that your retirement is effective whatever date... It states that if you need to see the counselor then you'll have the opportunity to see the counselor before going on retirement. We do not encourage retirees to see the counselor [after retirement] because the counseling service is free of cost… the cost is absorbed by the company [before they retire]. So, we don't encourage them to go once they become a retiree.

In relation to counseling services, Jennifer adds that:

[we] send them for counseling …financial counseling, emotional counseling - so they can better prepare themselves, because what I have found is that when you sit down to talk with these individuals- and you say, listen- you will be retiring next year…you see the shock, you see the fright. They know they’re going … [but] they’re panicking… So not that it's a requirement for counseling, but because we have the counseling services, most times I [will] refer them and say - would you like me to make an appointment for you to go sit down and talk to the counselor about how you’re going to cope with the change, and most times they do take [up the offer] …some take it up some don't…. and also we offer them the financial counseling where they can go to Pensions Inc., sit down and discuss what their options are

In the final stage of the retirement planning process, all prospective retirees attend individual and group meetings at the Head Office. In these meetings, discussions are held in relation to next steps once the employee has retired. These meetings are hosted by Marsha, who recounts this stage of the process as follows:

…I send out an email to the H.R. Officer asking them to advise their retirees to [meet with me] so I can have a talk with them… I meet with them before they meet [the CEO] and I go through with them what will happen now that they are retirees. We also take the opportunity to take their retirees ID once they are not coming back on contract… we take their retirees ID since everything is on this building…they get a new ID that says retiree-pensioner on the reverse… we also let them know that correspondence related to them will come from this office- the corporate office, and not the subsidiaries.
The presence of structured programs in these organizations indicate that HR is actively planning for employee retirement and recognizes the importance of organizational preparedness for an aging population. Of even greater significance, is that planning begins long before employees get to the retirement stage in their careers, indicating that there is recognition that early and ongoing preparation, is paramount in the planning process for aging in the workforce.

**Baby Boomers**

In relation to retirement preparation for employees from a Baby Boomer standpoint, Robyn and Marcus also referenced the retirement planning sessions as a key activity in relation to organizational preparedness. According to Robyn, the Organization did “…an excellent job” in helping her to prepare for retirement by hosting pre-retirement seminars, however she suggested that more could be done in terms of facilitating one-on-one financial planning sessions, especially for non-managerial employees. Robyn expressed that although she knew what her monthly pension payments would be once she retired because she worked in HR, “…some [junior level] employees were not aware’ of how much money they would get, and one-on-one sessions could have mitigated against that. Similarly, Marcus concurred that there should be more emphasis on financial planning and assisting employees with the transition to “…life after Blue Marble Ltd.”

From these discussions, it is worthy to note that although the organization is preparing for its older workforce, some areas of preparations are targeted to a select group of employees and not to all aging workers. If organizations are going to actively prepare for the aging workforce however, then it becomes imperative that the same preparedness measures are put in place for the entire aging workforce, and not just a select few.
Sub Theme 2. Retirement Planning and Preparation for the Organization

Human Resource Representatives

In discussing retirement planning and preparation from a business continuity perspective, respondents discussed what was done to prepare the organization for ongoing operations considering the departure of employees from the workplace due to retirement. Findings from the interviews were consistent across all participants and indicated that retirement planning for the business is aligned with manpower planning activities and succession planning. Manpower planning is used to determine how many persons will leave the organization during a particular period, and succession planning is used to identify and train a suitable replacement to assume the role once the retiree has left.

Where manpower planning is concerned, respondents discussed how they monitor the ages of the employees in their respective organizations and how this tracking process involved knowing which employees would be approaching retirement within a one-year to five-year period. Ki’meka (Snr. Human Resources Officer) shared that, manpower planning is an integral part of the retirement planning process for Blue Marble Brokerage Investment Ltd. and at the company’s most recent strategic planning retreat, she presented a plan to the senior management (C-Suite) team on strategies that she would implement to deal with their aging workforce. As part of the organizations strategic plan, she stated that manpower tracking enables her to identify employees approaching retirement, and (as outlined below) she had already tracked the number of employees who were projected to retire from the organization up to 2023:
Table 4.3 Blue Marble Brokerage Investment Ltd: Retirement Projections

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Retirements (projections)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>1</td>
</tr>
<tr>
<td>2020</td>
<td>1</td>
</tr>
<tr>
<td>2021</td>
<td>0</td>
</tr>
<tr>
<td>2022</td>
<td>2</td>
</tr>
<tr>
<td>2023</td>
<td>5</td>
</tr>
</tbody>
</table>

Similarly, Jennifer notes that tracking for Blue Marble Wealth Management Ltd. is also done:

…Yes, we do that every year …at the beginning of every year we look to see who is slated to retire over the next two/three years.

Bianca (Senior Human Resources Officer) added further that manpower tracking was also done for Blue Marble Insurance Services Ltd., and current projections indicate that two (2) employees are slated for retirement in 2019.

As part of the shared service provided to its subsidiaries, Blue Marble Ltd. is involved in the retirement process of each subsidiary in that once an employee has retired and separated from the subsidiaries, all post-retirement activities (e.g. pension payments) are handled by the HR Department at Blue Marble Ltd. Consequently, Marsha was asked if Blue Marble Ltd. also engages in manpower tracking to determine how many employees from the respective subsidiaries would be retiring in a given year so that the requisite preparations could be made by the Head Office.

Unlike, the other companies in the Blue Marble group, Marsha indicated that retirement tracking was not currently being done, as the employee who had responsibility for this function was no longer employed to the organization because of the redundancy exercise:

…[she] used to do it at the beginning of each year to show who was supposed to be going off…for the group…And then she [would] circulate it so that everybody is aware of those who will reach 60 and should retire at a particular time…or those who are
eligible for early retirement so that the company will be advised...I don't know how far ahead she went…it would give the company an idea that Mary Jane will retire in 2020.

From all indications, all subsidiaries are actively engaged in manpower tracking activities, which emerged as a key component of organizational preparedness for the aging workforce. Despite not engaging in manpower tracking at the Group Level, it is evident that the HR representatives are mindful of the importance of tracking the estimated time to retire of employees at their respective subsidiaries.

**Theme 2. Succession Planning**

**Human Resource Representative**

Following manpower planning exercises, succession planning was discussed as another component of organizational preparedness. Succession planning was a consistent theme that emerged during discussions with all participants. All respondents indicated that their organizations have succession planning programs in place to prepare for employee separations. Findings from the interviews indicate that the succession planning programs were tailored to specific positions, such as senior management and business critical positions, but were not necessarily linked to retirement. Additionally, succession planning preparations were sometimes reactive, as the process to fill positions did not begin until after the retirees left the workforce, or when they reentered on contract.

In describing the succession planning program at Blue Marble Wealth Management Ltd, Jennifer proudly stated that:

> we have a very robust succession planning program… what we did was- Anyika (Head of the HR department) managed the executive level, Maureen (former member of the HR department) managed some at Tier 2 and I managed the others. I had about 8 [employees] and Maureen had perhaps a little bit more

She expressed however that the recent redundancy exercise affected the succession planning program, and older employees were heavily impacted.
...[the program] was going pretty well until the restructuring where a lot of the successors left...or the positions that the successor was being trained for- those positions no longer exist on the [organizational] charts... so right now in my portfolio for succession I was managing about 8 positions and only 3 positions are left out of the 8 that I had... everybody else is gone...So even though there was succession planning, whoever would have been on that program has exited or the position doesn’t exist...

Also...the older people were sent home...maybe it’s coincidental...I think when they looked at the numbers, they perhaps looked at it from the perspective of...let us see who is slated for retirement...do you qualify for retirement or do you not qualify...

Despite their upcoming separation, Jennifer said that before they left the organization, the retirees assisted in the organization’s succession planning exercise, albeit informally in some instances.

... when we recognized that some of these positions [were] going to be made redundant some level of transitioning took place...so like with Meredith (former employee), she had two young ladies working with her, so she sort of brought them up to speed as best as she could. Jasmine (former employee) also handed over to somebody... there was handing over and they trained other persons...In some cases it was structured... they were told that such and such a person will take on these responsibilities, so they are to train that person, bring them up to speed ...

This finding indicates that older employees at Blue Marble Wealth Management Ltd were more dispensable during the recent redundancy exercise than their younger colleagues. Most persons who were made redundant were either months away from retirement, or soon to be eligible for early retirement in less than 5 years.

At Blue Marble Brokerage Investment Ltd, Ki’meka noted that succession planning was also a part of the organization’s preparation for the aging workforce. She described her organization’s succession planning program as including finding successors for retirees who had reentered the organization and were working (on contract) in their former positions. Ki’meka shared that at times, succession planning involved finding successors for individuals post retirement, as attempts at finding suitable replacements before they left the organization were
unsuccessful due to the specialized skills set required to work in the insurance brokerage industry.

At Blue Marble Insurance Services Ltd, Bianca described a similar situation. She indicated that while there are some positions currently occupied by retirees, succession planning was in place for these positions, as the new employees who had assumed the role did not meet performance standards. When I probed further and asked Bianca about succession planning activities for the employees slated to retire in 2019, she noted that there was no succession planning program in place for their positions. These prospective retirees are non-managerial employees, lending support to the observed practice that succession planning is reserved for managerial employees and critical positions.

**Baby Boomers**

Succession planning emerged as a theme during discussions with the Baby Boomers, specifically in terms of how their former organizations prepared for the continuation of their roles after they had exited the organization. In analyzing the perspectives of the Baby Boomers, it was evident that they held contrasting views in relation to how well their former employers prepared for their separation from the organization.

According to Robyn, her former employer was well prepared for her departure as made evident by the identification of a successor before she retired, to ensure business continuity. Robyn noted that there was a:

…robust succession planning program in place that was used to facilitate knowledge transfer……my successor was identified and developed for the position … development began 3 years before [I] proceeded on retirement…she was ready…I said to myself, why am I hanging around…she was able to move into the role once I left.
Robyn also mentioned another Baby Boomer who exited the organization a few months before her and added that a successor had also been identified for that employee’s position. In both instances the organization was perceived as being prepared and ready as the business had persons in place to transition seamlessly into the vacant positions after the Boomers had exited.

When expanding the discussion about succession planning at her former organization, Robyn divulged that there was a 3 Tier succession planning program in place, while she worked for the organization which included Executive Level positions (Tier 1), Senior Management positions (Tier 2) and critical positions (Tier 3). She explained that it was through this program that her successor was identified.

When probed about succession planning and asked if a successor was identified because of the position she occupied at the time, at the Tier 2 level, or if the organization made preparations because of her impending retirement, Robyn noted it was “… just a coincidence” that the succession planning took place during the period of her retirement. Organizational preparedness in this instance was not necessarily linked to her impending retirement but rather was part of the organization’s normal succession planning activities. Of note however is that although the succession planning program was not because of her age, Robyn’s (then) pending retirement meant that her successor was placed on a ‘fast track’ to ensure that there was skills training and knowledge transfer in time for her departure. It must also be mentioned that although succession planning was put in place before Robyn’s departure she was initially asked to delay her retirement. Despite this request however she indicated that she opted to retire “…to ensure that I got my pension and I could still work on contract.”

Where Marcus was concerned, discussions during his interview suggested that his former employer was not prepared for his exit from the workplace, as demonstrated by the fact that no
succession plan had been put in place for his position. Marcus stated that he was also asked to
delay his retirement and remain in the organization because a successor had not been identified.
He indicated that he chose not to do so however, as his retention would have affected the career
path(s) of other employees. Marcus added, that before his retirement, there were no employees in
the organization with his skill set, and he therefore became “…the go to person” for advice in his
field, even after he retired. He noted further that this was why he was asked to reenter the
organization.

**Sub Theme. Retention & Reentry**

*Human Resource Representatives*

Given the challenges in finding suitable successors for prospective retirees, the
participants said that facilitating the retention and reentry of older workers was a key factor in
the organization’s response to the aging workforce. The retention and reentry of Baby Boomers
therefore emerged as an accompanying theme to succession planning in the discussions.

When asked to discuss the reentry of Baby Boomers, Marsha suggested that a lot of
persons did not rejoin the organization after retirement, however, she did say that the
organization has a “…culture where if they see where they can use your skill they will keep you
on or ask you to come back.” All HR representatives supported this view, as they described
instances in their respective organizations of having to retain employees or asking them to return.
Each participant shared that on occasion, their organization was not sufficiently prepared for the
loss of knowledge and skills and because of this some Baby Boomers were retained or asked to
reenter to meet organizational needs.

At Blue Marble Insurance Services Ltd, Bianca noted that two retirees were currently
working in the organization. One of the retirees had been engaged to work on a short term (3
month) project while the other employee had been working on a continuous basis in a customer
service position. In both instances, the retirees had been asked to re-join the organization. Ki’meka described a similar situation at Blue Marble Brokerage Investment Ltd. where there were three (3) retirees currently working in the organization. In one instance the retiree had to be re-engaged because the employee who was hired to assume the post “…did not work out.” Ki’meka noted further that one retiree had recently been issued a 2-year contract to work with the organization, while another retiree was currently in their 5th year working with the organization post retirement. In all instances the company had asked the retirees to re-join the organization because of the specialized skills they had.

At Blue Marble Wealth Management Ltd, discussions with Jennifer indicated that the re-entry of retirees was treated somewhat differently than in the other organizations. Jennifer noted that three Baby Boomers had been retained in the organization, however their retention was not solely linked to skills set. She shared that although the employees’ skills were needed, and this contributed to them being retained, they were also retained as a gesture of goodwill as they indicated they were financially unprepared to retire and asked to continue working. In this instance, organizational preparedness for the aging workforce moved beyond accommodating managerial employees only, but also included assisting lower level employee’s in the transition into retirement. Jennifer appeared to be quite pleased that the organization had retained these employees and animatedly described this unique situation as follows:

the organization had a need for their services…[and] it is a financial benefit to them because in addition to their pension they were getting and earning a salary. So it would still help to tide them over and put them in a better financial footing …the company sees this as a way to help out… supporting them as they transition….Leon (retiree) has done very well I must tell you, because he sold his pick up and bought a panel van …he is transporting people around…he does after school pickups…he is [now] a business man … so the two years helped- it was a bridge year… it has really helped to put him on his feet in a good way.
In terms of reentry, Jennifer added that there was at least one (1) Baby Boomer who had reentered the organization:

they re-engaged Sophia to do a project ... she was re-engaged maybe about February thereabout until about June… So, she was here providing some guidance and assistance working on certain key stuff… but that was short term

In this instance, the employee reentered the organization because of an ongoing project where her skills could be utilized, and not because of challenges with succession planning as in the other companies.

At Blue Marble Wealth Management Ltd, there was also an instance where a Baby Boomer who did not work with the organization pre-retirement was engaged on contract to work on a project. This is worthy to note as organizational preparedness for the aging workforce also includes recruiting older persons who were not a part of the organization’s workforce before they retired. This practice at Blue Marble Wealth Management Ltd, albeit an isolated case, is again demonstrative of organizational preparedness for the aging workforce.

**Theme 3. Contracts and Employment**

**Human Resource Representatives**

Contractual arrangements to facilitate the retention and reentry of Baby Boomers emerged as another theme in the discussions with the participants about organizational preparedness for the aging workforce. In this instance, participants discussed specialized contract arrangements offered to Baby Boomers to facilitate their return to the organization. Findings indicate that there are some commonalities related to organizational practices, however the practices for contract arrangements are not standardized. Some contractual arrangements differ across organizations and differ based on the position the baby boomer occupies upon reentry. According to Marsha, in describing the general arrangements for retirees who are engaged on contract:
…we have some [retirees] that come back for two, three days a week or four days a week... so they work out something prior to their departure as a retiree. So you can dictate the hours that you can work...

At Blue Marble Wealth Management Ltd, Jennifer said that retirees who are reengaged on contract have the option to work flexi hours, however she pointed out that this arrangement is not restricted to retirees as the organization has a “…flexible work policy for everybody.” Additionally, she adds that there are no distinctions between retirees and any other category of worker hired on contact:

we treat [retirees] in the same manner as we would treat any other contractor... no special privileges…unless of course there is a specific need that [they] may have...[and] it's not going to impede the job… We'd have to look at that.... physical or whatever it is. But I have not had to encounter any of that...

In terms of hours of work, Bianca indicated that at Blue Marble Insurance Services Ltd, the retirees who had rejoined the organization (on a project assignment and in customer service) continue to “…work on a full-time basis.”

At Blue Marble Brokerage Investment Ltd, the contractual arrangements were notably different from what obtained at the other organizations in the study. As described by Ki’meke, preparations for reentry included submitting a request to the organizations Head Office to reengage the retiree. To facilitate reengagement, the request outlines the need for the retiree to return to the organization and the succession plan in place to find a suitable replacement. Additionally, at the end of the contract, the retiree’s supervisor is required to do a performance appraisal to facilitate contract renewal. The appraisal is specific to retirees and assesses areas such as Job Knowledge, Quality, Initiation, Time Management and Communication. This process to issue contracts to retirees is unique to Blue Marble Brokerage Investment Ltd. and was not referenced by the HR representatives at the other subsidiaries.
Baby Boomers

Contracts also emerged as a theme during interviews with the Baby Boomers. What was consistent across both participants was that the organization facilitated flexible work arrangements. Findings from the interviews suggested that both participants perceived their former organizations as being adequately prepared to utilize their skills by engaging them on contract to meet business needs.

In describing his post retirement journey, Marcus shared that his initial reengagement with the organization was for a period of 6-months and he has since been reengaged on multiple occasions. He added further that he has been able to cultivate certain skills during his career and because of his competence in different areas he has maintained a reputation as being "...an expert in my field." After working on different short-term contracts therefore, he was given a retainer contract to work for the organization as a consultant. Marcus adds also that because he has consistently been working since he has retired:

you will find that I am an atypical retiree…I consider myself a ‘failed retiree’ because I am still working…I have not had a break in employment since my retirement…there have only been changes in contracts…

Similarly, Robyn indicated that she was initially re-engaged on a 3-month contract, followed by a 7-month contract, and after that she has worked with the organization on different occasions. Both participants note that they have been reengaged on contract after periods of organizational restructuring, when persons were made redundant and the organization needed their expertise to execute certain job functions. It is worthy to note that Robyn has also been engaged in different subsidiaries across the group, not only with her former employer, with some contracts overlapping with others. This is again demonstrative of the organization recruiting retirees. even if the individual did not work with them previously.
Mention must also be made of findings which indicate that retirees are also being reengaged in non-technical capacities to meet business needs. During her interview, Robyn shared the story of a colleague who had retired and started a catering company, which the organization now uses to provide meals for meetings and small events.

As part of the discussion related to organizational reentry, the participants also discussed the terms and conditions of their retirement contracts. The participants noted that the organizations allowed them to work on their own terms while meeting business objectives. Marcus stated for example that he works in office 2-3 days per week between 8:00 a.m. and 12:00 noon, however it is not because he needs to, he only chooses to come into office as he finds being in office “…is more productive.” Marcus added that he has a teenage daughter who he carries to school each morning, so he uses the opportunity to go into the office after this. Robyn notes that she also works reduced hours, and she works from home instead of going into office. Robyn adds that she conducts telephone meetings from home and only makes “…occasional office visits…if face-to-face won’t work” particularly if she is meeting with persons she has not yet met or worked with before.

Summary

The preceding section presented findings from interviews held with HR representatives of three subsidiaries of a multinational corporation, and a HR representative from the Head Office. Interviews were also conducted with two Baby Boomers who previously worked with the company at the managerial level. Key themes that emerged during the interviews were also discussed. Narratives and quotations from the participants were presented to explain the themes that emerged during the interviews and to illuminate the findings. Information from each interview indicated that the subsidiaries did not have a particularly large old(er) population and
issues of preparing for an older workforce were not necessarily paramount amongst all other organizational matters. Although one subsidiary provided evidence of a detailed manpower tracking plan for its Baby Boomers, this level of attention to older workers was not demonstrated in the other companies.

In answering the study’s research question i.e. How do key stakeholders describe preparations for the aging workforce in Jamaica’s finance industry? Findings from the study indicate that preparation for the aging workforce at Blue Marble Ltd. includes the following:

1. **Organizational Exit.** The organizations primary mode of operation is to prepare older employees to exit the workplace, and to assist them in their transition into retirement. In this instance, preparation for the aging workforce is linked to the traditional response to older employees, namely to facilitate their exit from the workplace rather than to accommodate employee retention.

2. **Manpower Tracking.** The subsidiaries engage in manpower tracking to determine which employees are eligible to retire and when they are expected to retire.

3. **Succession Planning.** There are succession planning programs in place to facilitate the replacement of employees who retire. The succession planning programs intertwine with Baby Boomers reentering the workplace, as they are often asked to reenter because of unsuccessful efforts to identify suitable successors.

4. **Contracts.** Preparation for the aging workforce includes having contracts in place to accommodate retirees who reenter the organization. Of note, only one subsidiary appears to have a dedicated strategy towards the aging workforce where contractual renewals are concerned.
5. **Utilization of skills.** Baby Boomers believe that the organization prepares for the aging workforce by way of facilitating their reentry and utilizing their skills. The participants suggest that the organizations recognize the need for their services, as demonstrated by the requests for them to work on short term projects, and other long-term assignments.

6. **Flexible Terms of Engagement.** Baby Boomers believe that the organization is making adequate preparations for their reentry as demonstrated by the flexibility in the contractual arrangements, such as reduced work days, reduced work hours and the option to work from home.

**Presentation of Findings. Hamilton Loans Ltd. (Case Study II)**

The findings that emerged during the discussion with the Senior Human Resource Business Partner from Hamilton Loans Ltd. are presented below. The themes that emerged during this interview include: (i) retirement planning and preparation (ii) retention and reentry and (iii) human resource policies.

**Theme 1. Retirement Planning & Preparation**

In exploring organizational preparedness for the workforce, the initial theme to emerge during the discussion was retirement planning and preparation, specifically what the organization is doing to prepare employees to exit the workforce once they have attained the age of retirement. At Hamilton Loans Ltd, findings from the study indicate that the organization has a detailed ‘Activity Matrix/ Retirement Planning Roadmap’ (see below) which outlines all the activities that the Human Resources Department must engage in to prepare employees for retirement.
Table 4.4. Activity Matrix/ Retirement Planning Roadmap

<table>
<thead>
<tr>
<th>Time frame</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st day of employment</td>
<td>▪ Employee joins and is enrolled in the pension scheme</td>
</tr>
<tr>
<td>Ongoing</td>
<td>▪ Financial Empowerment Sessions</td>
</tr>
<tr>
<td>3-5 years before retirement</td>
<td>▪ Re-skilling training</td>
</tr>
<tr>
<td>1-3 years before retirement</td>
<td>▪ Employee provided with information on state run agencies with benefits for retirees (NIS, NHT, JADEP)</td>
</tr>
<tr>
<td>1 year before retirement</td>
<td>▪ Notification of upcoming retirement (One-on-one meetings with employee, pension options presented to employee, counseling sessions for employees)</td>
</tr>
</tbody>
</table>

To adequately explore organizational preparedness for the aging workforce, each activity is discussed below.

**Pension Scheme Enrollment**

As expressed by Chantal, the Senior HR Business Partner for Hamilton Loans Ltd, retirement planning for all employees starts from the first day of employment when all employees are required to join the organization’s pension plan.

…the ideal thing is that retirement would start from day one. So, the idea is to start with the pension contributions…the focus in the early stage [is] on the [mandatory] pension contributions and the voluntary contributions…encouraging the voluntary contributions is key to the process.

In keeping with company policy, employees are required to contribute 5% of their monthly salary to their pension plan, and this pension contribution is matched by an additional 5% contribution from the company. Additionally, the company gives employees the option to contribute a further 5% on a voluntary basis and matches up to (an additional) 5% once the employee becomes vested.
Although the organization is not mandated by law to provide a pension scheme for its employees, the provision of same is an indication of strategies used by the organization to prepare for aging in the workplace, in so far as contributing to the financial preparation of the workforce. This initial activity is also a key component of long-term strategies which can mitigate against the need for employees to remain in the workplace because of a lack of retirement income.

Financial Empowerment Sessions

In addition to pension contributions, the organization’s preparedness strategy also includes hosting financial empowerment sessions for employees, where they are introduced to areas such as financial planning, estate planning and budgeting. In discussing these sessions, Chantal notes that the organization utilizes the services of other subsidiary companies in the Hamilton Ltd. Group to conduct sessions for employees:

we have Hamilton Corporation who would do sessions on financial planning, estate planning, budgeting…covering quite a few areas just to get [employees] on track to start planning from day one…we gather our teams and they do the sessions and [the employees] get a certificate to say they completed the session…from time to time we invite different organizations to come and make presentations … we try to utilize the companies in the group…it is something that we try to do frequently.

Financial empowerment sessions, like pension contributions, are key long-term strategies used by the organization to prepare for the aging workforce, specifically to prepare the individual for retirement.

Re-skilling training

A major component of the organization’s preparedness strategy is the reskilling program for employees. This activity is geared towards entrepreneurial opportunities which can equip employees with marketable skills that can be used to establish businesses which can serve as a source of income once they have retired.
To facilitate this activity, the company has partnered with a local training agency in Jamaica, the Human Employment and Resource Training Trust/ National Training Agency (the HEART Trust NTA), which is a vocational training institution that provides training and certification in different sectors such as information and communication technology, hospitality, wellness and beauty, automotive services and construction. Chantal proudly described the partnership with HEART as follows:

…another thing that we’ve been doing is we’ve partnered with HEART…the idea would’ve been to equip persons with an additional skill. We have done breakfast programs… if it is that you want to go start a catering business [for example] you can do that…we have something else coming on stream- events planning… to train [employees] on that…the essence of this, is that once you’re finished you’d be certified…the idea is to start equipping people with an additional skill, so that when you retire, you have options.

State- Run Agencies

As part of their efforts to facilitate preparedness for the aging workforce, the HR Department also provides employees with information on state- run entities that can benefit them in retirement. Chantal explained that representatives from government entities like the National Insurance Scheme (NIS), the National Health Fund (NHF) and the Jamaica Drugs for the Elderly Program (JADEP) are invited to host information sessions with employees approaching retirement. These organizations manage pension payments, health insurance and dispensation of medicinal drugs for Jamaican citizens. As an additional service, the HR Department also provides employees with registration forms to allow them to enroll for the different services and benefits offered by the government, while they are still employed to the company.

Notification of upcoming retirement

One year before the employee retirees, the HR Department is responsible for notifying the employee that s/he is scheduled to retire. At this time, the HR Department is also responsible for notifying the Group HR office that an employee will be retiring and in turn the Group HR
office will notify the Pension Fund Managers about the upcoming retirement. The pension fund managers are then responsible for preparing pension options for the employees. At this stage of the process, employees are also provided with counseling by an external service provider through the organization’s Employee Assistance Program (EAP).

The organization’s activity matrix is an initial indication of preparedness strategies at Hamilton Loans Ltd. It is worthy to note that these activities are not mandated by law but is an attempt to assist employees who will transition into retirement as they progress through their careers. When asked about how she perceived these preparedness strategies, Chantal expressed that although the organization has plans in place which captured the relevant activities that she believed were necessary to prepare for an aging workforce, she still believed that preparation strategies could be improved:

whilst we developed a [retirement] program, we would not have been doing everything we would’ve wanted to do…from my standpoint…my only concern is that we need to have a more structured approach…we need to be starting from earlier on…we would have certain things that we do at 3-5 years, 10 years, 5 years to retirement…[we need to] have these activities structured and make sure that we stick to them

In terms of retirement planning and preparation from a business continuity standpoint, succession planning emerged as a strategy that the organization uses to ensure that the needs of the business are still met once employees approach the age of retirement. Chantal described the succession planning program at Hamilton Loans Ltd as follows:

we have a framework in place, but the actual implementation has not started…we have not fully activated the plan as we should to make sure it’s very structured … But it should be at this point… It should be more structured.

Although there is a detailed plan in terms of how to prepare the employee for retirement, the organization has not responded in like manner to ensure that there are also clear actions in place to prepare the business for employee retirement and separation.
Theme 2. Retention and Reentry

In relation to organizational retention and reentry, Chantal shared that Hamilton Loans Ltd. has only had five (5) employees who have attained the age of retirement since the organization’s inception. Two of these employees occupied senior level positions. As Chantal explained, one of these employees returned to the organization on a short-term contract before leaving to pursue other activities, while the second employee was retained as a full-time employee and did not retire.

In relation to the employee that was retained on a full-time basis, Chantal explained that when the employee approached retirement, they did not wish to retire, and the organization also recognized the need to retain this individual for business continuity purposes. As such, the organization extended the age of retirement for this person from 60 to 65 years old, thereby allowing the employee to exit the workplace at 65 years old instead of 60 as initially intended. Chantal described this unique situation as follows:

I noticed that this person was not ready to go – mentally... had a lot of energy left, a lot of knowledge, [this person] was just as sharp... So I got the feeling that even without the discussion they wanted to stay...and because we know that she continues to do a good job it was a no brainer.

What we [did] was to extend the contract of employment… [this employee] is one of our key persons… we can still benefit from her knowledge base. So, against the background that there’s some legislation that parliament is considering an extension of the retirement age to age 65- on that basis, we sought permission from [the Head of the Organization] to extend employment for this employee.

Given the fact that this employee continued to work beyond the organization's typical age of retirement, I asked Chantal about succession planning, as it would be expected that succession planning should have been in place (prior to the employment extension) to prepare for the employee’s retirement. Chantal explained that there was no succession planning for the position, but a successor had since been identified as the organization has decided to engage in job
rotation, whereby the retiree will not work in the organization’s regular day-to-day operations, but instead her skills will be utilized in other areas of the business.

we’ve identified a successor…we haven’t actually brought in the person yet… we have created a position – senior position – to take care of the responsibilities [the retiree] now has. So the plan now is to engage [the retiree] more in terms of strategic planning and special projects… she would be doing a lot of coaching and mentoring to get the successor ready…so they will work alongside each other.

Apart from the retention of Baby Boomers, it is worthy to note that the organization has also facilitated the reentry of employees post retirement, although these persons are lower level employees:

…we assessed and realized that there is a financial need for these persons to continue earning an income…for survival – to live…and, on that basis we could’ve gotten somebody else - a younger person…but we asked …would you want to continue with us.

In this instance, the Baby Boomers have reentered the organization on contract, and their reentry was because of the employees’ need to continue working.

**Theme 3. Human Resource Policies**

HR policies emerged as another theme in the discussion with Hamilton Loans Ltd. This theme was particularly interesting as it aims to mimic the governments revised retirement policy for Public sector employees and will eventually involve an overhaul of the organization’s existing policies on retirement once implemented. Chantal explained that the organizations policy makers were reviewing the retirement policy which would see the organization’s retirement age move from 60 years old to 65 years old for men and women. Chantal elaborated on this proposed policy change as follows:

there are discussions happening at the senior level…the Group HR Exec is having those discussions and that is why we [were] able to consider extending [employment] for that employee... So the discussion is happening- just not yet been finalized…
…they are about 80 percent complete in terms of finalizing that arrangement. And so, what they are thinking of [is that] persons who would’ve been employed up to 2017, would have the option to retire up to 65…But, if you want to go at 60, you’re free to go. But anybody who has been engaged [as of] January 2nd, 2018; the automatic retirement age will be 65, once the [policy] has been finalized…

Summary

The preceding section presented findings from the interviews held with Hamilton Loans Ltd. to understand that organizations preparedness for the aging workforce, and to gather information on the HR representative’s views on the organization’s preparedness strategies. Findings from the interview indicated that the organizations did not have a large old(er) population but had detailed policies and plans in place for how the organization responded to its aging workforce.

In answering the study’s research question i.e. How do key stakeholders describe preparations for the aging workforce in Jamaica’s finance industry? Findings from the study indicate that preparation for the aging workforce includes:

1. **Organizational Exit.** The organizations preparedness strategy includes making arrangement for Baby Boomers to exit the workplace. As part of the exit strategy, the organization makes provisions to equip employees with skills which can provide them employment and generate income post retirement.

2. **Activity Matrix.** The organizations preparedness strategy includes the adherence to a detailed activity matrix which outlines key activities that the HR Department is expected to follow, as a means of preparing the employee for retirement.

3. **Succession Planning.** Findings from the study indicate that there does not seem to be a detailed strategy for business continuity where succession planning is concerned.
4. **Policies & Procedures.** The organization is preparing for the aging workforce by revising its retirement policies. The revision of policies will move the retirement age from 60 years old to 65 years old.

When asked to share her perspective on the organization’s overall preparedness for the aging workforce, Chantal was reflective and shared the following:

I can’t speak to the entire process [for everybody] … But the [employees] who we have here, who would’ve left, and we would’ve re-engaged… [at] The point when they left, we didn’t have anything formally in place to prepare them from say, even 10 years before…

So, looking back if I had the option right now I would have started putting things in place [earlier].

for the ones who are here, who are coming up; the idea would be to start engaging them from early. And as I said…[I have] started certain programs to steer [the employees] in that direction. To ensure that [they] are equipped with a skill…And at the same time now, [there are those] who are here now who are exposed to financial planning and estate planning…and also we are promoting the voluntary pension- to make sure you are aware that, you can access an additional amount from the company. Some persons in the past were not aware of that…

**Cross-Case Analysis**

In conducting a cross-case analysis of Blue Marble Ltd. and Hamilton Loans Ltd, there are some preparedness strategies that are consistent across both organizations, however there are instances where practices differ, and these appear to be attributable to subtle nuances like unique industry requirements at the subsidiary level.

Retirement planning and preparation emerged as the consistent theme across both cases. Findings from the cross-case analysis indicate that both organizations have structured retirement programs and activities in place that are geared towards preparing the organization for the aging workforce and preparing the employees to transition into retirement. In both cases for instance, the Human Resources Department offers financial planning sessions for employees to equip them with skills to manage their finances as they prepare for retirement. Although Blue Marble
L. restricts planning sessions to employees who are over age 35, as opposed to Hamilton Loans Ltd. that allows all employees to take part in the sessions, the findings indicate that preparedness strategies are in place. This difference in approach is attributed to Hamilton’s philosophy that retirement preparations should begin from the first day of employment, as opposed to Blue Marble Ltd. that operates on the premise that an introduction to financial planning for persons under 35 may not be particularly useful, as persons within that age group are (believed) to not be as focused on long-term planning and retirement.

In relation to business continuity, it is apparent that in both cases, succession planning programs are in place to prepare the business for the departure of older workers. In both cases however, the succession planning programs appear to be marred by poor planning and lack of structure. This was evidenced by the fact that retirees have reentered the business because suitable successors have either not been identified or attempts to identify a suitable successor began at the time of retirement, or after the retiree had exited the organization. Although it is worthy to note that the organizations are facilitating the reentry of Baby Boomers in instances where succession planning has failed, it would augur well for the business if the reentry of Baby Boomers was a planned approach rather than a reactive one.

Organizational retention and reentry also emerged as a consistent theme across cases. Both organizations have demonstrated that they have facilitated the reentry of Baby Boomers after retirement. In both instances, the findings from the study indicate that the reentry of Baby Boomers is treated differently for junior level and managerial level employees. While the focus of this study was on managerial employees; reference is being made to junior level employees for comparative purposes. For junior level employees who have reentered the organization, the findings from the data indicate that these individuals work in the same position that they
occupied prior to retirement and maintain the same working conditions (i.e. working 8-hour work days). Findings from the case studies also indicate that junior level employees have reentered the organization because of personal need as they are financially unprepared for retirement. The reentry of junior level Baby Boomers is consistent with research conducted which indicates that Boomers are reentering the workplace because of a lack of finances. Contrary to this, at the managerial level, the reentry of Baby Boomers has been to facilitate work on special projects and the managerial Baby Boomers are given flexible contract arrangements that allow them to work for reduced hours and to work from home. The reentry of Baby Boomers at this level is not attributed to need but is indicative of organizations being mindful of the benefits of utilizing institutional knowledge and skills of their older workers.

In only one instance, was there evidence of employee retention as a strategy used to respond to aging in the workplace. At Hamilton Loans Ltd, the organization revised its retirement policy to allow a Baby Boomer to continue working- rather than having that employee exit the workplace and return on contract. An analysis of the reentry and retention strategies used by the participating companies in the study suggests that at Blue Marble Ltd. and its subsidiaries the reentry of Baby Boomers was a reactive strategy, either in response to weak succession planning efforts or the loss of skills due to redundancy. On the contrary, Hamilton Loans Ltd. appeared to take a more proactive approach as they recognized that retention was essential for business continuity.

A key distinction between both organizations was their approach to policies and procedures related to aging. Hamilton Loans Ltd. has indicated that they recognize that people are living longer, healthier lives and that the world’s population is aging. In response to this, they are actively embarking on revising their retirement policies to accommodate population changes
amongst the Baby Boomer cohort. Hamilton Loans Ltd. is also seeking to align its internal policies with national (government) laws related to the age of retirement for Jamaican citizens. This approach is unique to Hamilton Loans Ltd. and was not highlighted as a strategy, or a consideration at Blue Marble Ltd. The cross-case analysis indicates that in both organizations, preparations for the aging workforce is primarily geared towards exiting persons from the workplace once they have reached aged 60, although (as indicated) there have been exceptions.

Section V. Government Perspectives

The preceding sections of this Chapter discussed organizational and Baby Boomer perspectives towards preparedness strategies for the aging workforce in Jamaica. This section of the Chapter will discuss findings from the government’s perspective in relation to aging in Jamaica’s finance sector.

To collect data from the government, two (2) interviews were conducted with Naomi Nelson, Program Manager, from the National Council for Senior Citizens in Jamaica. Two key themes emerged during the discussions with Ms. Nelson: (i) government preparedness for the aging workforce and (ii) employment and the aging workforce. Findings related to both themes are presented below.

Theme 1. Government Preparedness for the Aging Workforce

Preliminary discussions related to aging and the workforce began with dialogue about the strategies, if any, that the Jamaican government has in place to specifically address the needs of older persons in the workplace. Ms. Nelson noted that the government recognizes that there are changes in the demographic make-up of the country, and in response to this, they have recently embarked upon two initiatives namely: the revision of the ‘National Policy for Senior Citizens’ which includes matters related to employment and income security for older persons, and (ii) a
review of the country’s employment laws to includes matters related to the age of retirement.

Where the National Policy for Senior Citizens was concerned, Ms. Nelson stated that:

…the first start was of course to realize that we needed to revise our policy because it would have been some 20 plus years ago [since it had been implemented] …

She added further, that although already developed and in the public domain, the National Policy for Senior Citizens isn’t yet finalized, but she adds that there are active efforts underway to have the policy ratified to meet the needs of older persons:

there are consultations [ongoing] now, we are getting in reviews and critiques…[and] there should be an official public consultation [that will] be opened up, so the public can know officially that there is this Green Paper to be made into a policy… and that is where persons are going to be invited to come in and voice their opinions … [tell us] what are your views on it…members of the public can come in to discuss the paper and this information is used to [further develop] the policy…and then going forward it’s the implementation process… final confirmation has to come through the Minister herself to say this document has [been] approved…. the Prime Minister [also] would have to officially give the go ahead to say this policy can move on…

[so] that's a first step the government is making to ensure that we're able to have priority areas set out to meet the needs of older persons.

In response to older persons in the workplace, the second initiative being undertaken by the government is the current review of the retirement age in Jamaica, as the GOJ recognizes that it may no longer be feasible for persons to exit the workforce at age 60 or 65:

…So presently they’re working on the retirement act…[because]…looking into the future… you’re going to have person’s life expectancy at least 20 years after retirement…you can’t be retiring at 60 and 65.

Although the government is putting these measures in place to respond to the aging workforce, the revisions are only applicable to the public sector. The policies being implemented do not apply to the private sector, and by extension do not apply to employees in the finance sector in
Jamaica. When asked what the government was doing in terms of retirement and the private sector, Naomi noted that:

…if a policy is set out [although] it's through the public sector…the private sector entities are expected to be guided by whatever policy is in place…they’re [not] mandated to do so…but they’re expected to be guided by whatever frameworks are set out.

This disconnect in policy indicates that the GOJ is taking a fragmented approach to addressing aging and retirement, with primary attention being given to the public sector. This approach may adversely impact private sector businesses and employees however, who may continue to adhere to (soon to be defunct) traditional aging policies.

**Theme 2. Employment and the Aging Workforce**

As outlined in the National Policy for Senior citizens, a key thematic area that the government has indicated it will focus on is ‘Social Protection, Income Security and Employment’ for older persons. The policy indicates that to bring this goal to fruition the government will (i) promote equitable employment and labor policies to support labor market engagement of senior citizens (ii) provide the regulatory environment to give oversight to state and non-state entities providing pension, insurance and other financial offerings to citizens, and (iii) encourage the provision of appropriate pension schemes by all employers.

Considering this, I discussed with Naomi employment for senior citizens and services offered by the Council to ensure that older persons could continue to work, if they so desired. Naomi noted that the council enables post retirement employment by providing skills training and computer classes for older persons to equip them with the skills to be marketable to prospective employers. I discussed with Naomi that the services offered by the council, although useful, appeared to target persons of a lower socio-economic group, who may not have been
formally employed, and did not seem applicable to members of the private sector—particularly those who worked at the managerial level. In response, Naomi said that:

At present our reach is for all senior citizens, all socio demographic groups. However you can imagine, based on our political makeup, and based on what we do and the fact that we're a government entity, we would not be able to meet [the needs of] everyone … you'll find that at times, the persons who come seeking the service already are of this mindset that because it's government, and these are the services that are being offered [it’s] only [for] a certain set of persons…persons who are of a lower socio-economic background…persons will think that because of some of the services that we offer… but then you find too, it (was) not the intention to target that population, but as I say it is the perception…

at the end of the day you find [that] Jamaica is seen as a very classist society, and so once you have a certain group of persons… I don't want to use a level or strata… coming to participate or to be a part of, or access the different service that you offer, you're going to find that persons from another group may not want to be a part of it because (of how) they view it

To further the discussion on employment for older workers, I also asked Naomi if there were any policies in place, or any laws that speak specifically to age discrimination in the workplace to ensure that older persons can be gainfully employed if desired. Naomi indicated that while the National Policy for Senior Citizens speaks to discrimination towards older persons in general, she was not aware of any laws that dealt specifically with discrimination in the workplace.

In discussing post retirement employment for Baby Boomers, Naomi also discussed the role of the Council in assisting older persons to gain employment. Naomi noted that it was “…very common” for organizations to contact the council for employment services, and also equally common for older persons to contact the council seeking assistance find a job, however this was not a service currently offered, but “…that’s where we presently want to go.” During our discussion Naomi shared that:

we had started a skills bank for older persons … it needs to be expanded and formally set up as a registry…in that we [would] capture gender break down, the basics… socio
demographics...the Universal variables that you usually have… but outside of that- the
skills set… is it that you were formally trained versus just [having] a talent that was
developed… is it a level of certification...who is certified...who is not certified…when
were you certified, what is your level of education… going forward to formalize this
registry we’re saying these are the things we want to capture… we want to move to a
formalized registry where persons know that the council has a registry or a skills bank…
we want to move to a point where…[since] we have this information at hand…we could
say to you … would you be willing to do this [job] because somebody contacted us
[offering employment]…

In relation to a skills bank of persons specifically for the private sector, including the finance
sector, I also asked Naomi if the Council maintained records of older persons who were in the
private sector and were approaching retirement. Naomi responded however that this was not
being done:

   No… at present to say it is formally being done- no, informally yes …we work closely
   with these entities and so from them we are able to get information as to how many
   persons are part of your [organization]… but it's not a formal registry, No…

Outside of employment, pension payments were also discussed and again there appeared to be
distinctions in provisions made for older persons, whereby pension payments for public sector
employees were treated differently than those for private sector workers. As outlined by Naomi,
all citizens of Jamaica are entitled to a pension payment from the government, once they had
“...been contributing up to ten years prior to retirement.” According to Naomi, pension
contributions could be made “…individually or through your company” however, where the
private sector is concerned, Naomi advised that the government did not have any involvement in
terms of private sector pension plans, as it is not mandatory for a company to make pension
payments on behalf on their employees, but instead employers can opt to do so off their own
volition:

   …the Ministry can’t go into an organization to tell them how to disseminate
   monies…that’s not what they do. The company manages their own pension…
   …as long as it is within the [parameters] of what is expected
Summary

In response to the study’s research question, the interviews conducted with Naomi suggest that the government is not making specific preparations for the aging workforce in Jamaica’s private sector. Findings from the interviews indicate that the government recognizes that the demographic landscape is changing in the country, however attempts to assist older persons are restricted to a specific group of persons and are not aligned with the needs of all Boomers, like former managers in the finance sector (who may need other employment opportunities like consulting roles). Additionally, the government’s lack of involvement in matters related to pension payments suggests a stance of distance from the retirement process for private sector employees. Lastly, where the skills bank is concerned, Naomi noted that the existing resources of the Council are geared towards developing a registry that gathers data on personal needs of older persons, such as the need for shelter, food and healthcare. Again, persons with these kinds of needs, who would require assistance from the government, are less likely to be former managerial employees in the private sector, this being yet another indication that Baby Boomers in the private sector are not an immediate area of priority for the government.

Document Analysis

As a means of supplementing the data collected during the interviews, I also reviewed and analyzed documents provided by the HR representatives and by the NCSC. The document reviews served as a means of data triangulation and allowed me to make connections between what was discussed during the interviews and the content of the material.

The documents received for analysis from the Human Resource representatives included the pension payment option form for prospective retirees, the performance evaluation form for retirees who had reentered the organization and the employee requisition form for contractors.
From the NCSC, I received and analyzed the Pensions (Public Service) Act and the Retirement under the Pensions (Public Service) Act, 2017. Additionally, I analyzed related documents from the government’s website namely the Green Paper, National Policy for Senior Citizens, 2018; the National Insurance Act and the Retirement and the New Pensions (Public Service) Act, 2017.

An analysis of the HR documents corroborated the information provided by the interviewees pertaining to the performance evaluation that is done for retirees. The document clearly outlined, as discussed, the technical and non-technical skills and competencies that retirees would be assessed on to facilitate their reengagement. A review of the pension payment form, immediately confirmed the need to have one-on-one finance meetings with prospective retirees, as recommended by some participants. This form outlines the different payment options available to employees upon retirement, but it does not explain what the different options mean. One option for instance, indicated that the employee could elect to receive his/her ‘fully annuitized pension,’ while another option indicated that the employee could receive “a refund of voluntary contributions, tax free lump sum and a reduced monthly pension.” The form however does not provide an explanation for what the options mean and what factors employee should take into consideration to determine which option to select. Although some persons may be familiar with these terms and what the options refer to, it cannot be assumed that this is true for all individuals. Analysis of this document underscores the view that some persons may need to be guided in terms of the best option to choose.

The analysis of the government documents was also informative and gave support to issues that were discussed during the interviews. For example, the National Policy for Senior Citizens, outlined the government’s commitment to improving the lives of senior citizens in Jamaica, and provided detailed information on activities the government was involved in to bring
this to fruition, much along the same lines as discussed during the interviews. The National Policy for Senior Citizens is broken down into six (6) thematic areas, and each area clearly describes the governments existing (and planned) policies and practices for older Jamaicans. Included amongst these thematic areas is employment for older persons (i.e. Thematic Area # 2: Social Protection, Income Security and Employment). I found it promising that the government recognizes the importance of employment for older persons, and that the focus on the aging population is not solely restricted to health and wellness.

Detailed analysis of the Retirement Act was also informative during the analysis process, as it again confirmed that the government’s pension reform- at least in the initial stage, was only applicable to public sector employees, as there was no reference to private sector workers. From analyzing the documents related to the study, the information provided during the interviews was verified and additional information emerged that contributed to the research findings.

**Summary**

The preceding chapter presented findings from interviews conducted with HR representatives of Blue Marble Ltd. and its subsidiaries, and Hamilton Loans Ltd. The chapter also included findings from the government in relation to national strategies related to preparations for the aging workforce. Findings from the study indicate that there are some consistent approaches to aging in the workplace, but also clear distinctions at the organizational level. From the government perspective, findings indicate that the government’s response to aging is currently targeted to public sector workers, although private sector entities are encouraged, but not mandated, to adopt similar practices. In chapter 5, I will engage in a discussion of the study and present recommendations and next steps for future research on aging in the workplace.
CHAPTER 5. SUMMARY, DISCUSSION AND IMPLICATIONS

The issue of global aging continues to be of paramount importance to several stakeholders in several facets of society. The workplace is no exception. The aging workforce is an area of concern for organizations, HR practitioners, employees and other interested parties.

In this final chapter, I present an overview of the study that was conducted and the methodological approach that was used to guide the study. I also present an overview of the study’s findings and discuss the implications of these findings for theory, research and practice. In keeping with academic practice, I will discuss limitations and delimitations that may have impacted the study and could have influenced the outcome. Lastly, I will posit suggestions and recommendations for future research, to further advance the discourse on aging in the workplace.

Overview of the Study

The primary purpose of this study was to explore aging in the workplace, within Jamaica’s finance sector. The study explored aging from the point of view of Baby Boomers who experienced the transition from employee to retiree, from an organizational standpoint (voiced through the narratives of HR representatives) and from a government perspective, as shared by the Program Manager of the National Council for Senior Citizens (NCSC), the local government agency with responsibility for senior citizens in Jamaica. The study was guided by the following research question:

*How do stakeholders describe the preparations for the aging workforce in Jamaica’s finance industry?*

To conduct the study, a qualitative multiple-case study design was used. This approach facilitated the examination of different organizations, and the exploration of similarities and differences across the companies. To gather data for the study, in-depth interviews were conducted with HR representatives who work in the participating organizations, with Baby
Boomers who previously worked in these organizations, and with a government representative employed to the National Council for Senior Citizens in Jamaica. Human Resource policy documents and government documents were reviewed and analyzed as part of the data collection process. In keeping with the multiple-case approach, each case (organization) was analyzed as a single unit and treated as a separate entity from the other participating organization in the study. Different themes and sub themes emerged after detailed analyses of the data for each case. Following a cross-case analysis two themes were identified as being consistent across both companies, these being (i) retirement planning and preparation and (ii) organizational retention and reentry. Narratives, quotations and vignettes were used to present the themes and to support the study’s findings.

The study’s trustworthiness and credibility were achieved through triangulation and member checks. Triangulation was achieved by using multiple sources to collect the data (interviews, documents, and websites) while credibility was achieved through member checks. In this instance, notes were shared with participants for them to confirm the accuracy of the data. One participant responded with additional details to expand upon information provided during the interview. My role as the researcher was an important component of the study and has been brought to the forefront by way of full disclosure of my former association with one of the participating subsidiary companies in the study, and the possibility of bias because of this. A discussion of the findings will now be presented.

**Discussion of the Findings**

The paramount finding coming out of this study is that organizations in the finance sector are preparing for the aging workforce, and there are consistent practices across participating organizations in relation to how these preparations are being made. The main preparedness
strategy for the aging workforce however is based upon an exit strategy. All HR representatives in the study indicated that they have dedicated retirement planning programs in place to prepare employees to leave the workplace at retirement. This finding is consistent with traditional HR strategies related to aging where employers use exit strategies as a means of managing the older workforce (Zacher et al., 2018).

In one company (Hamilton Loans Ltd), skills training and employee development are a part of the organizations exit strategy. It must be highlighted however, that these training opportunities are not related to the business, but instead focus on equipping employees with entrepreneurial skills that they can use after leaving the workplace. This practice is consistent with organizational practices described by Zacher et al (2018) who explain that organizations assist older workers by developing alternative career paths for them and mapping them to different career opportunities. At the national level, this practice is also aligned with recommendations proffered by the San Jose Charter (2017), which encourages access to training for older persons as part of lifelong learning and capacity building efforts.

Another important finding from the study is that the organizations have succession planning programs in place to prepare for the potential impact to the business when persons retire. Findings from the study also indicate that all organizations engage in workforce tracking to determine the estimated time to retirement for employees. Workforce tracking information is used to inform succession planning programs. This activity is consistent with existing literature which presents findings from other studies whose participants also track the number of employees who are eligible to retire over a 1-2 year and/or 3-5-year period (Paullin, 2014) as a means of organizational preparedness for the aging workforce. This practice is also indicative of
the participating organizations adherence to general “best practice” where manpower planning and succession planning are concerned.

Despite having succession planning programs in place however, findings from the study indicate that there are gaps in how the programs are being executed. Although workforce tracking takes place and HR practitioners are identifying the estimated time to retirement for employees, this information is not consistently used to inform succession planning activities. In several instances, HR practitioners indicated that retirees left the workplace before a suitable successor could be identified, which resulted in the need for Baby Boomers to rejoin the company. Following an analysis of the data, it is believed that the succession planning programs in the participating organizations are not as rigorous, or as structured, as they could be. In one company for example, the HR representative indicated that since reentering the organization, the Baby Boomer was beginning a 5th contractual term. Possibly, if a more concentrated effort had been made in finding a successor, there would be no need to have Baby Boomers working continuously for 5 years post retirement, solely because a replacement had not been identified.

Yet another salient finding from the study is that the participating organizations do not report having many Baby Boomers in their employ, as would have been expected based on labor force statistics in Jamaica. This is worthy of mention, as I was unable to assess organizational preparedness strategies in instances where several employees would be exiting the workforce at the same time. With this scenario not being present, I was unable to examine how HR practitioners would respond during these circumstances.

An unexpected finding coming out of the study, specifically related to Blue Marble Ltd, was that during their recent redundancy (lay-off) exercise, many Baby Boomers lost their jobs. This finding was surprising, but is consistent with the literature related to employment, lay-offs
and older workers. According to Ryan (2019) “more than half of older US workers are pushed out of long-time jobs before they choose to retire... as these people have or will suffer a layoff, forced retirement or other involuntary job separation” (para. 6). Snape & Redman (2003) also indicate that “older workers are more likely to be selected for redundancy than are workers in middle age groups” (p. 79). Although premature in my assessment (since my study did not examine redundancies and Baby Boomers), it may be reasonable to suggest that a part of the organization’s preparedness strategy for aging in the workplace, is to make aging workers redundant during organizational restructuring. This action allows organizations to nurture and develop a younger workforce, despite the obvious loss of skills with separating from older employees.

Noteworthy amongst the findings was the retention and reentry of Baby Boomers as one of the preparedness strategies for the aging workforce. With one exception, findings indicate that managerial level Baby Boomers were not retained in the workplace, but instead re-entered the organization on a contractual basis. This is worthy to note, as it is consistent with the literature on aging and employment, which outlines that most Baby Boomers are reemployed in a part time or temporary capacity after retiring (Armstrong-Stassen & Templer, 2006).

In relation to why Baby Boomers choose to return to the workforce, the participants in this study both shared similar sentiments about why they continued to work. Both participants stated unequivocally that they worked because they wanted to, and not because of a financial need. One participant indicated that he enjoyed the camaraderie of being in the workplace and interacting with colleagues, while the other participant indicated that she enjoyed sharing her knowledge with younger peers and associates. This finding is also consistent with the literature
that states that the reason Baby Boomers work is not always financial, but there are other motives such as generativity (Applebaum & Cummins, 2017).

Although junior level employees were not included this study, findings from interviews conducted, indicate that this group of employees also reentered the workplace after retirement. In this instance, reentry was because of financial need. Findings from the study also indicated that organizations re-hired junior level employees on a fixed full-time contractual basis (i.e. 40 hours per week), and not on contract as evidenced with Managerial employees. This is a clear distinction between reentry strategies. Given the disparity between salaries before retirement, it is not surprising that junior level employees would have a greater financial need in retirement. This finding is again consistent with the literature on aging and employment and supports Hedge et al (2006) whose research indicates Baby Boomers who are not satisfied with their financial situation want to continue working on a full-time basis.

In terms of retention, a particularly interesting finding emerged in relation to preparedness strategies at Hamilton Loans Ltd. In this organization, a Baby Boomer was retained when she approached her “normal” retirement age instead of being asked to retire and then reenter the organization, as is customary. Hamilton Loans Ltd. differed significantly from the other participating organization (and its subsidiaries) in this regard, as no other organization made reference to retention as a practice. The revision of policies to the retirement age in response to changes in the workforce was also noteworthy. These activities indicate that Hamilton Loans Ltd. is closely monitoring the aging issue and is actively putting plans in place to respond to it.

From a government standpoint, the NCSC described different initiatives and strategies that are in place to respond to aging in the workplace, primary among these being amendments to
the retirement age for Public sector workers, and revisions to the National Policy on Senior Citizens for all Jamaicans. In relation to the retirement age, the Government has implemented revisions to its retirement policies, whereby (on a gradation basis), the retirement age will gradually move to 65 years old for public sector employees. In terms of the National Policy for Senior Citizens, the policy was first developed in 1997, and the government has therefore embarked upon this current revision in response to population again. These initiatives are demonstrative of the government’s efforts to respond to Jamaica’s changing demographic structure. Changes to the retirement law are a key indication that the government is adhering to guidelines suggested by regional agreements like the San Jose Charter (2017). In terms of the National Policy for Senior Citizens, it is critical that as part of its next steps, the government ensures that this policy is ratified in earnest.

**Limitations & Delimitations of the Study**

The limitations of this study include my role as the researcher, and the access to participants. To begin with, I was the sole researcher collecting data. Patton (2002) notes that the credibility of any qualitative engagement lies on the skill, competence and rigor of the person doing fieldwork, Merriam (1998) adds that in executing qualitative research, personal biases may interfere. I acknowledge that in carrying out this study, biases may have emerged and may have gone unnoticed, particularly because some of the participants were previously known to me, and because I worked for one of the participating companies.

It is possible that while interviewing the HR representative at my former employer, there could have been instances of informality that impacted the depth of the discussion. This impact may not have been present had the interview been conducted by someone unknown to the interviewee. At one point during the interview with this participant for instance, I asked her a
question and she responded (somewhat jokingly) “…didn’t you know that?” expressing some amount of surprise that I was not aware of a specific organizational practice. It is possible that there were other things that she did not share, as it was expected that I already had knowledge on the matter. Similarly, at different points during the interview, I was mindful of how I probed certain topics so as not to appear judgmental about how certain tasks were being executed. These interpersonal dynamics could have affected the data collection at this subsidiary. To address this particular limitation, I ensured that I was reflexive. Reflexivity “reminds the qualitative inquirer to be attentive to …the ideological origins of one’s own perspective and voice as well as the perspective and voices of those one interviews and those to whom one reports.” (Patton, 2002, p. 64-65).

To a lesser extent, another limitation of the study was that one of the HR representatives was very new to her role. At the time of our interview she had only joined the organization three months prior. This impacted the study in so far as she wasn’t fully conversant with all the organizational practices related to her company’s preparation for retirement, so this affected the depth of information that I was able to collect from her during the interview. In another instance, the HR representative who had responsibility for overseeing retirement procedures had been made redundant and had therefore left the organization with important institutional knowledge. This this too impacted data collection as I was unable to discuss certain aspects of the organization’s retirement preparations with the remaining employees who were not fully conversant with all policies and practices.

A significant limitation of the study was access to Baby Boomers. Although I intended to interview at least two Baby Boomers from each participating subsidiary of Blue Marble Ltd. and from Hamilton Loans Ltd., I was not able to do so. To gain access to the Baby Boomers, I asked
the respective HR representatives if I could meet with persons who had reentered their respective organizations, and if I could also speak with the Baby Boomers who had recently retired. The HR representatives were not opposed to my request; however, they were not able to accommodate them. In one organization, the HR representative explained that the Baby Boomer who had reentered the organization was approaching the end of their contract, and she did not think it would be prudent to speak with the employee, since they could soon be unemployed. She believed an interview at this time, would have been regarded as insensitive given the individuals precarious employment circumstances.

Recognizing the difficulty in contacting the Baby Boomers through the organizations, I asked the NCSC if their senior citizens registry contained the names of older workers in the private sector, with the intention of soliciting participants through this means. I was advised that, the NCSC did not maintain records for Baby Boomers in the workplace, and only maintained information on Baby Boomers who were categorized as ‘shut-ins’ and in need of care.

Finally, I contacted the Caribbean Community of Retired persons (CCRP) to obtain participation from their members. The CCRP- akin to the American Association of Retired Persons, was founded in January 2009 and “is a non-profit membership organization for persons 50 and over, retired or preparing for retirement” (“Caribbean Community,” 2018, para.1). The CCRP has its Headquarters in Jamaica and works along with similar organizations in the Caribbean and in the Diaspora. Unfortunately, my attempts at contacting Baby Boomers through the CCRP also proved futile. When first contacted, the CCRP indicated their willingness to administer surveys to their members to aid in data collection, however the research methodology for this study did not include surveys, and the CCRP did not provide access to their members to conduct one-one-one interviews. While the intention of this study was never to generalize
findings to the wider Baby Boomer population, it was my intention to gather a wide cross section of information from Boomers on organizational preparedness for the aging workforce. The information received from the persons who did participate in this study is worthwhile and adds significant value, but it by no means provides the kind of depth and insight that would be required to fully understand the phenomenon being explored from the Baby Boomer’s perspective.

**Delimitations**

Delimitations refers to the parameters that the researcher establishes to limit the scope of a study (Baron, 2008). For this study, there were fixed criteria in place to only accommodate the population of interest (for example the employment level of Baby Boomers). This could have been a weakness of the study as participants (like junior level employees) were not invited to take part in the study. Input from this group of Baby Boomers could have added value to the study as they could have had a different perspective on organizational preparedness.

**Implications**

The findings from the study indicate that there are several implications related to the issue of aging in the workplace for each of the participating stakeholders. Outlined below the implications for theory, policy and practice are addressed.

**Implications for Theory**

One of the biggest implications for theory, is that the findings from this study can add to the literature on aging in general, and specifically aging in the Caribbean which is to date, quite sparse. An extensive review on global aging is populated with information on developed, first world countries, but work done in Jamaica and the wider Caribbean is generally untapped. Secondly, where scholarship exists, it has been heavily geared towards aging and health. Aging
in the workplace has not been a significant area of focus amongst scholars. This study can therefore contribute to our understanding on aging within an organizational context.

At the onset, Mabey’s Four Frame Model Theory (2003) along with McGuire’s Metaperspectives theory (2007) were used as the theoretical frameworks guiding the study from an organizational perspective. Findings from the study provide support for these theories, as the retention and reentry strategies used by the participating companies are aligned with the principles put forth by Mabey (2003) and McGuire (2007). The findings from Hamilton Loans Ltd. in particular, provides support for Mabey’s (2003) theory in relation to retaining employee expertise to meet business needs and organizational goals. Findings from the study also provide support for Schlossberg’s (2011) transition theory which guided the study from a Baby Boomer perspective. In this regard, the experiences of the Baby Boomers support Schlossberg’s principle related to anticipated transitions and how people prepare for life events like retirement. The Baby Boomers experience, for example the experience shared by Mary, was supportive of this aspect of the theory as she divulged information on how she prepared for her retirement (like paying off loans and eliminating debt).

**Implications for Policy**

An implication for policy relates to the country’s current retirement age and retirement benefits. With the increase in life span, people are living longer and will therefore need pensions payments for longer periods than they did in the past. Based upon existing policy, there is an imbalance between current pension plans (i.e. the number of years persons contribute to the plan, and the amount of money available in pension funds) and the ability to pay retirees pensions benefits. The existing pension plans were not designed to support people for upwards of twenty years beyond retirement. However, life expectancy suggests that people will be living for at least
twenty years post retirement, and some people will be living for much longer. The government’s pension plan will therefore need to be revised to accommodate the increase in life expectancy.

Where the finance sector is concerned, findings from the study indicate that government initiatives that have been developed for the aging workforce don’t take managerial workers into consideration. The NCSCs registry for instance is indicative of this, as the registry only accommodates persons who are classified as shut ins, and who are unable to care for themselves. Additionally, the skills training provided by the government is in areas like agriculture and basic computer skills, which is not applicable to persons who have been formally educated, and who have worked in senior capacities in their organization. It would behoove the government to include professional development in their planning for the aging population. The development of a career registry is one such step so that the NCSC can aid in providing employment for persons at all levels of the organization and socio-economic sectors of society.

**Implications for Practice**

As a profession, Human Resource practitioners must recognize that the issue of population aging has implications for the workplace and must therefore be addressed in earnest. Findings from the study indicate that although HR practitioners are aware that there is aging in the workplace, and they are making attempts to prepare for the aging workforce, these efforts appear to be a part of the routine HR activities, and not a strategic initiative with the aging workforce in mind.

A key finding from this study was that the Baby Boomers who returned to the workforce did so because they wanted to work. It was also referenced however, that there were Baby Boomers mentioned in this study who worked because they needed to. There is significant literature indicating that working because of need is commonplace amongst Boomers.
(Beinhocker, Farrell & Greenberg, 2009). A key implication for HR practitioners is therefore how to address the needs of this specific group of retirees. Going forward, HR practices in Jamaica will have to take into consideration, possible revisions to existing private (company) pension schemes to accommodate persons beyond the age of 65. As indicated, Hamilton Loans Ltd. has embarked upon such an initiative, but this practice is not present in the other company that took part in the study. Similarly, other benefits such as wellness and health insurance that are offered by the organization may also need to be revised to accommodate the increase in older persons in the workforce. There may even need to be revisions to the type(s) of health insurance coverage that is offered, as health and wellness needs may change as persons get older.

HR practices must also contend with implications of the demographic makeup in their organizations and should explore how to deal with having different generations in the workplace and how best to navigate this issue. Since Baby Boomers will remain in the workforce for longer periods, there are also implications for career development for younger employees. In this instance, HR must employ job rotation strategies and lateral movements for older workers, so they have opportunities for growth and development. Additionally, there must also be development for younger employees who may otherwise not have these opportunities if older persons remain in positions which they could occupy.

Lastly, there are implications for how existing succession planning programs are managed. HR will need to ensure that succession planning programs are in place for positions that may become vacant because of retirement. This will reduce the organizations need to rely on retirees to return to the workplace for extended periods (i.e. full work days over several years), as is present in some organizations based on this study’s findings. This is key, as findings indicate that although Baby Boomers want to work, they prefer to do so on a phased basis with reduced
hours. Where succession planning is concerned, another implication for HR is to ensure that they engage in strategic succession planning when the organization requires specialized skills that are unique to a given industry. For companies in the Insurance sector, HR representatives consistently referred to relying on Baby Boomers because they had industry specific skills. HR must therefore ensure that as part of their succession plan, they utilize the skills of Baby Boomers to train and develop successors so that the business is not heavily reliant on older workers for continuity, and Baby Boomers are not compelled to rejoin the organization because of an organizational need that was not adequately planned for.

**Recommendations for Future Research**

The findings from the study indicate that research conducted on aging in Jamaica is not exhaustive. There is more work to be done, and there are promising areas for future research. To further explore the issue of aging, and to understand it more widely, I suggest that researchers also examine the aging phenomenon in other contexts as outlined below.

**Future Research for Organizations, HR Representatives and Baby Boomers**

One of the foremost features of this study was that all participating organizations were multi-unit companies. All organizations in the study had more than one location and had Head Offices that operated separately from the subsidiaries. This structure influenced some of the HR policies and procedures that obtained in individual subsidiaries (SHRM, 2015). I suggest that to get a more wholesome view of the aging phenomenon, an exploration of single unit organizations should also be undertaken (i.e. organizations that have one location and do not have subsidiaries). Possibly, the response to aging may be different than what was found in multi-unit companies.
As observed, the response to the aging workforce (such as hosting group retirement session at Blue Marble Ltd.) was guided by the multi-unit structure of the organization. It is possible that an opportunity for these types of planning sessions may not be possible in single unit companies, or at least not to the same extent. Where loss of skills is concerned, multi-unit organizations have the option of pulling resources from subsidiaries, as demonstrated by at least one Baby Boomer in the study (Robyn) who engaged in rotations at different subsidiaries post retirement, as her skills were needed across the group. These organizations can utilize the skills and talents of employees from different subsidiaries when they lose employees to retirement and have not been able to replace these persons. The impact of the aging workforce would be more severe in single unit companies however where other employees cannot be easily replaced. Considering this, future research would benefit from an examination of organizations that are structured differently. These single unit organizations should therefore be examined where succession planning and preparing for the loss of skills is concerned.

From a cultural standpoint, I recommend that future research should also examine cross cultural influences of multi-national corporations (MNCs) in relation to aging in Jamaica. The participating organizations in this study were all Jamaican owned MNCs however there are several foreign owned MNCs operating in different sectors in the country and it may be prudent to explore how they prepare for the aging workforce as cross-cultural differences can impact HR policies and how aging employees are treated. In their examination of the tourism sector for example, Stupart & Shipley (2012) note that foreign investors own over 60% of tourism assets in Jamaica, this is due to the entry of Spanish owned hotels since 2000 and the introduction of hotels like Riu, Bahia Principe, Secrets and Ibersostar. In the Petroleum sector “three quarters of the gas retail market is controlled by multinationals” (Jackson, 2015). Within the
telecommunications sector also, Digicel, one of the largest employers in Jamaica, is also a foreign owned multi-national corporation. Given the number of MNCs in Jamaica, I believe it is prudent to explore their preparedness strategies as cultural norms can affect the workplace. In relation to return migration, this is also an area for future research. Scholars should examine the potential impact of incorporating Baby Boomers into the workplace after they have lived overseas and returned to Jamaica. The issue of return migration can also have implications for organizational culture.

In relation to Baby Boomers, this study was restricted to employees at the Managerial level and did not take into consideration Baby Boomers who worked in non-managerial positions. It is therefore recommended that future research should include employees at all levels of the organization, to explore a wider cross section on organizational preparedness and its impacts on all employees. Although findings from the study indicate that the participants believed the organizations were making adequate preparations for the aging workforce, it is noted that these participants were former senior members of the organization. Also, as expressed by one participant, while the organization was making preparations, it was believed that more could be done for non-managerial employees. Truxillo, Cadiz & Rineer (2014) suggest that age norms within an organization, and career timetables can impact an individual’s experience in the workplace, therefore an employee’s career level can impact how they feel about the organization. It is possible therefore that non-managerial employees may not feel that enough preparation is being made for them. Considering this, it is prudent to ‘hear’ the voice of these workers on organizational preparedness. I believe that additional work of this nature should be done to aid organizations in preparing for all employees (even those that may not have a direct impact on business continuity) and this will in turn aid Boomers in their transition into retirement.
Finally, I also recommend that future studies explore aging in other sectors in Jamaica, namely the tourism, agriculture, mining and manufacturing sectors. These sectors are large industries in the country and are large contributors to Jamaica’s GDP. I believe it is prudent to examine aging in these sectors as the impact of aging can have a significant impact on their operations and in turn can impact the county’s economy. Findings from a study of this nature can serve to inform government policies related to aging.

**Future Research from the National Perspective**

From a national perspective, my recommendations for future research are interdisciplinary and do not only reside solely in the field of HRD. A detailed examination of aging in the workplace from a government perspective will require a multi-disciplinary/interdisciplinary approach involving economist, gender specialists, industrial relation experts and policy makers who are charged with revising Jamaica’s labor laws.

Going forward I recommend that there should be a detailed examination of employment laws that govern (i) when persons are expected to stop working (ii) when persons are restricted from joining pension schemes (iii) when persons can contribute to the countries National Insurance Scheme (iv) standardization of pension benefits and contributions across genders and (v) when persons can access pension contributions and benefits after exiting the workplace.

Existing pension laws in Jamaica dictate that persons are eligible to collect pensions if they have contributed continuously to the scheme for at least three years. I suggest that revisions to this eligibility requirement should be explored given the dynamics of an individual’s career over the life span, and the fact that some persons may not be able to meet this requirement but would still need a pension. Where gender and pension benefits are concerned I suggest that this should also be explored given the existing disparity in the age of retirement between men and
women, and when persons can access retirement benefits. Currently, women are eligible to collect pension payments once they have reached 60 years old, while men must attain the age of 65 to receive the same benefit. Of note also is that one must exit the workforce before being able to access the benefit. This means that a man has 5 more years than his female counterpart to contribute to the pension scheme, putting female workers at a financial disadvantage. It also means that if both parties leave the workforce at the same time (e.g. age 60), men must wait 5 years before being able to access pension benefits, putting male workers at a disadvantage in this instance. I suggest therefore that future research should examine the standardization of benefits across genders. This could prove useful in furthering the discourse on the government’s role in aging in the workplace.

**Conclusion**

This study examined organizational preparedness strategies for the aging workforce in Jamaica’s finance sector. Findings from the study indicate that organizations have strategies in place, but these strategies primarily facilitate employee separation, and are not designed to facilitate retention when employees approach retirement. Given changes where life expectancy is concerned, organizations will need to revisit these retirement policies to facilitate retention, as labor statistics and demographic changes indicate that an increasing number of older persons will remain in the workforce after retirement or will need to return. The study also explored Baby Boomer perspectives on organizational preparedness. The Baby Boomers spoke favorably of their former employer’s efforts; however, their views must be taken in the context of their former positions as managerial employees, and readers must be mindful that junior level employees may have contrasting viewpoints. Lastly, the study also looked at the views of the government in relation to aging in the workplace. This aspect of the study revealed that the government has
preparedness strategies in place, but these strategies have been designed specifically for public sector workers. Findings from the study indicate that the issue of aging is not a fleeting matter, but rather is an area worthy of increased attention, given the importance of population aging in Jamaica, the wider Caribbean and the rest of the world.
APPENDIX A. INVITATION LETTER (BLUE MARBLE LTD.)

VP- Human Resources  
Blue Marble Wealth Management Ltd.

Further to our discussion, I am conducting doctoral research on Aging in the Workplace in Jamaica’s financial industry, and I would like to gather data from Blue Marble Wealth Management Ltd. for my study. My intention is to examine organizational preparedness in relation to:

- career development  
- succession planning  
- retirement preparations  
- retention and reentry of mature (older) persons in the workplace

I would like to conduct face-to-face interviews with HR representatives from each subsidiary between December 16, 2018 and January 11, 2019. Alternative dates are available if necessary. Each interview will be no longer than 1 hour.

Much appreciated if you could share this information with your team and advise of their availability to participate. I anticipate that the study will also be beneficial to Blue Marble Wealth Management Ltd in relation to each subsidiaries HR practices, and management of its older workforce.

Should you have any queries, I may be contacted via return mail or by telephone.

I look forward to speaking with you.

Kind Regards,  
Malaika Edwards

PhD Candidate, Leadership & Human Resource Development  
Instructor of Record, School of Leadership & Human Resource Development  
Louisiana State University  
Baton Rouge, LA  70803
APPENDIX B. INVITATION LETTER (HAMILTON LOANS LTD.)

Human Resources Business Partner
Hamilton Loans Ltd.

Further to our discussion, I am conducting doctoral research on Aging in the Workplace, and for dissertation purposes I am studying aging in Jamaica’s financial sector. In this context, I explore aging from the perspectives of organizations and retirees in relation to workplace preparedness for older workers.

In light of this, I would like to invite Hamilton Loans Ltd. to take part in this research. My intention is to gather data in relation to:

- career development for older workers
- succession planning
- retirement preparations
- retention and reentry of mature (older) persons in the workplace

The findings from the study will be published for dissertation purposes, but no names or identifying information will be included in the dissertation. Pseudonyms are assigned to all participants and subject identity will remain confidential.

Much appreciated if you could advise of your availability to participate. I would like to conduct face-to-face interviews as of March 11, 2019. Alternative dates are available if necessary- and I can confirm same at your convenience. I anticipate that the interview will be no longer than 1 hour.

Should you have any queries I may be contacted by email. Alternatively, I may also be contacted by telephone.

I look forward to hearing from you.

Kind Regards,
Malaika Edwards

PhD Candidate, Leadership & Human Resource Development
Instructor of Record, School of Leadership & Human Resource Development
Louisiana State University
Baton Rouge, LA 70803
APPENDIX C. INVITATION LETTER (GOVT. REPRESENTATIVE)

Chief Executive Officer
National Council for Senior Citizens
11 W Kings House Road
Kingston, Jamaica

Dear Sir/ Madam

My name is Malaika Edwards, I am a Jamaican PhD candidate at the Louisiana State University (LSU), where I am pursuing doctoral studies in Leadership and Human Resource Development. I am contacting you in relation to my doctoral research, and I would like to have discussions with you in relation to this.

I am conducting research on aging in Jamaica, and aging in the workplace, which is aligned with the work being done by the National Council for Senior Citizens (NCSC). I would like to meet with you to discuss aging from a national (govt.) perspective, particularly in light of the government’s Green Paper, National Policy for Senior Citizens 2018. My desire is to understand the programs and policies related to employment of the aging workforce and governmental strategies related to social protection and income security for older Jamaicans.

Additionally, I would like to explore how my research can contribute to the NCSCs mandate. I am conducting interviews with different stakeholders between December 16, 2018 and January 11, 2019 and would appreciate the opportunity to also meet with you during that time. If necessary, alternative dates are available in keeping with your schedule. Much appreciated if you could advise of your availability to meet.

Should you have any queries, I may be contacted via return mail or by telephone. I look forward to speaking with you.

Kind Regards,
Malaika T. Edwards (Ms)

PhD Candidate, Leadership & Human Resource Development
Instructor of Record, School of Leadership & Human Resource Development
Louisiana State University
Baton Rouge, LA 70803
APPENDIX D. INTERVIEW PROTOCOL (HR REPRESENTATIVE)

General Info:

1. What is the size of the organization (subsidiary)?
   a. 1-99 employees
   b. 100-499 employees
   c. Over 500 employees

2. Do you know the estimated time to retirement for employees in leadership (snr mgmt.) positions?

3. Do you know the estimated time to retirement for employees in mid level/ mid managerial positions?

4. What are the consequences of key employees leaving the organization?
   a. critical problem
   b. not a problem/ no impact
   c. not yet determined

5. How many of your employees are expected to retire and leave the organization in:
   a. Under 12 months
   b. 1-2 years
   c. 3-5 years
   d. 6-10 years

6. Do younger employees have the requisite skills and knowledge to meet the company’s objectives/ achieve goals when ‘retirement-eligible’ employees leave the organization?

7. What are the benefits plans/ programs in place for employees nearing retirement?

8. Which employment policies and practices determined by Group HR (Head Office)?
9. Has the organization conducted strategic workforce assessments to determine the impact of departures due to retirement?

10. How is the organization preparing for the projected/expected increase in older persons in the workforce?
   a. Currently examining policies and workforce needs
   b. Scheduling assessments
   c. Not aware of the projected increase
   d. Policies have already been implemented
   e. Policy implementation is ongoing/underway

Employee Development

11. What measures (if any) are in place to assess the suitability of older workers approaching retirement for retention in the workplace?

12. What measures are in place to prepare older workers for retirement (e.g. additional training, opportunities for career advancement)?

Knowledge Loss/ Knowledge Transfer

13. Does the organization have a succession planning program in place, specifically for positions where the incumbent will retire within the next 5 years?

14. Does the company have a knowledge transfer/hand over system in place specifically for positions where the incumbent will retire within the next 5 years?

15. What strategies does the organization use to retain knowledge and talent (e.g. employee retention, re-hiring retirees, mentorship)

16. Is there a job-rotation/job-sharing program across subsidiaries?
Recruitment

17. Does the organization specifically hire older employees for senior/managerial positions?

18. Please describe the recruitment strategies that are being used for older workers? (e.g. reduced work week, hire as consultants)

19. Is the company currently experiencing any significant workforce challenge? (large number of persons leaving during the same period, knowledge loss due to retirement)

20. Please describe the employment strategies being used to rehire retirees?

21. How would you describe the organization’s approach to recruitment (e.g. prefer to hire young persons to maximize on years of service, hire older persons because they have more skills)?

22. Please describe the work arrangements in place for retirees (who are rehired)?

23. Please describe the employment/contractual arrangement in place for older workers?

24. What measures (if any) are in place, to retain persons in the workplace post retirement (e.g. special projects)?

25. Are there flexible work arrangements in place for employees approaching retirement?

26. Does the organization make any workspace adjustments for the aging workforce?
   a. Equipment to assist with vision or hearing
   b. Ergonomic workstations
APPENDIX E. INTERVIEW PROTOCOL (BABY BOOMER)

General

1. How would you describe your transition into retirement? How did you prepare for retirement?
2. How did the organization assist you in preparing for retirement?
3. What kind of training did the organization provide for you to prepare for retirement (e.g. financial planning)?
4. Did the organization provide any unique benefits for you as you prepared for retirement? (i.e. benefits not offered before becoming retirement eligible)
5. Can you describe the usefulness of these benefits?
6. What other benefits would you have liked the organization to provide for you? (which? Why?)
7. How would you describe the organization in terms of being ‘age-friendly’?
8. What measures could be put in place to make the organization more age-friendly?
9. How would you describe the adequacy of benefits? Do you believe there are sufficient benefits in place to assist older employees transition into retirement?
10. How did you assist the organization to prepare for your departure? (knowledge transfer to other team members)

Employees who have re-entered the workplace

11. Why have you decided to reenter the workplace after having retired?
12. Did the organization encourage you to remain in the workforce?
13. How has the organization facilitated your reentry? (offered reduced hours, allowed to work from remote location)
14. How were you recruited for the position you currently hold?

15. How have you/ how did you prepare yourself for reentry? (additional classes, certification)

16. What motivates you to continue working after retirement?

Employees who have remained in the workplace (Retention)

17. Why have you decided to remain in the workforce, although you are eligible for retirement?

18. What influenced your decision to remain in the workplace? What is your primary reason?

19. What are your plans for retirement (do you plan to retire? When? How are you preparing?)

20. Did the organization ask you to remain in the workforce?

21. Have there been any changes to the terms of your employment post-retirement?

22. Do you continue to work a full 40-hour week post retirement? Why?

23. Do you work on special projects now that you are approaching retirement/ are preparing for retirement?
APPENDIX F. INTERVIEW PROTOCOL (GOVT. REPRESENTATIVE)

1. How is the government preparing for the increase in the number of older persons in the population?

2. How is the government preparing for the increase in the number of older persons in the workforce?

3. How is the government responding to the issue of aging in the Caribbean? Can you describe the steps and strategies? How are they being implemented in Jamaica?

4. How are laws/policies being enforced to govern age discrimination in the workplace?

5. Can you describe the government’s plans for any intended policy changes for private sector employees (in light of the new retirement laws for public sector workers)?

6. What strategies does the government use to maintain records on the number of older workers in each industry?

7. How would you describe the anticipated impact of the aging workforce on the economy?

8. How is the government implementing strategies in relation to employment for the aging population (in keeping with the green paper for senior citizens)?

9. How advanced are the government’s plans to achieve the 2030 goals for senior citizens (in keeping with the green paper for senior citizens)?

10. Is the government involved in private sector employment policies in relation to the aging workforce?

Thematic areas in the Green Paper:

11. Has the National Registry for Snr Citizens been implemented? How is it managed? How do you get persons to register? How do senior citizens know that the registry exists?
12. Does the Council track what is being done in the pvt. sector where older workers are concerned e.g. pension management, eligibility, payment etc.

13. How is pension calculated? How often is pension paid? How does one become eligible to receive a pension or to be enrolled in a pension plan?

14. Difference between NIS and Govt pension?

15. PATH…how does one become eligible

16. Can’t be enrolled in PATH and NIS…why?

17. There are 2 social insurance programs…NIS & Occupational Pension Plan (p. 21). is occ plan specific to orgs…unique to each cmpy.

18. Is there a specific policy/ procedure orgs must follow when administering pension plans?
## APPENDIX G. DATA LOG

<table>
<thead>
<tr>
<th>Name of Company/ Baby Boomer</th>
<th>Position of Interviewee</th>
<th>Date of Interview</th>
<th>Time of Interview</th>
<th>Location</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Marble Wealth Management Ltd.</td>
<td>Human Resources Manager</td>
<td>December 17, 2018</td>
<td>2:00 p.m.</td>
<td>New Kingston, Jamaica</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Robyn</td>
<td>Baby Boomer</td>
<td>December 17, 2018</td>
<td>4:00 p.m.</td>
<td>Via Telephone</td>
<td>Cancelled/ Rescheduled</td>
</tr>
<tr>
<td>National Council for Senior Citizens</td>
<td>Program Manager</td>
<td>December 20, 2018</td>
<td>10:00 a.m.</td>
<td>St. Andrew, Jamaica</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Blue Marble Brokerage Investment Ltd.</td>
<td>Snr. Human Resources Officer</td>
<td>December 27, 2018</td>
<td>11:00 a.m.</td>
<td>New Kingston, Jamaica</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Blue Marble Ltd.</td>
<td>Snr. Human Resources Officer</td>
<td>January 2, 2019</td>
<td>9:00 a.m.</td>
<td>Central Kingston (Down Town), Jamaica</td>
<td>Confirmed</td>
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<td>Marcus</td>
<td>Baby Boomer</td>
<td>January 2, 2019</td>
<td>11:30 a.m.</td>
<td>Central Kingston (Down Town), Jamaica</td>
<td>Confirmed</td>
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<td>Robyn</td>
<td>Baby Boomer</td>
<td>January 5, 2019</td>
<td>2:00 p.m.</td>
<td>Via Telephone</td>
<td>Confirmed</td>
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<td>Blue Marble Insurance Services Ltd.</td>
<td>Snr. Human Resources Officer</td>
<td>January 7, 2019</td>
<td>2:00 p.m.</td>
<td>New Kingston, Jamaica</td>
<td>Confirmed</td>
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<td>National Council for Senior Citizens</td>
<td>Program Manager</td>
<td>January 7, 2019</td>
<td>10:00 a.m.</td>
<td>St. Andrew, Jamaica</td>
<td>Cancelled/ Rescheduled</td>
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<tr>
<td>National Council for Senior Citizens</td>
<td>Program Manager</td>
<td>January 9, 2019</td>
<td>3:00 p.m.</td>
<td>St. Andrew, Jamaica</td>
<td>Confirmed</td>
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<td>Hamilton Industries Loans Ltd.</td>
<td>Snr. HR Business Partner</td>
<td>March 11, 2019</td>
<td>9:30 a.m.</td>
<td>Central Kingston (Down Town), Jamaica</td>
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<td>Full Form</td>
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<td>Economic Commission for Latin America and the Caribbean</td>
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<td>Madrid International Plan of Action on Aging</td>
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<td>National Council for Senior Citizens</td>
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<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
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<td>Special Early Retirement Program</td>
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<td>WHO</td>
<td>World Health Organization</td>
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APPENDIX I: IRB FORM

ACTION ON EXEMPTION APPROVAL REQUEST

TO: Malaika Edwards
   Leadership & Human Resource Development

FROM: Dennis Landin
      Chair, Institutional Review Board

DATE: November 27, 2018

RE: IRB# E11391

TITLE: Aging in the Workplace: A Jamaican Perspective


Review Date: 11/27/2018

Approved X Disapproved

Approval Date: 11/27/2018 Approval Expiration Date: 11/26/2021

Exemption Category/Paragraph: 2b: 3

Signed Consent Waived?: No

Re-review frequency: (three years unless otherwise stated)

LSU Proposal Number (if applicable):

By: Dennis Landin, Chairman

PRINCIPAL INVESTIGATOR: PLEASE READ THE FOLLOWING –
Continuing approval is CONDITIONAL on:
1. Adherence to the approved protocol, familiarity with, and adherence to the ethical standards of the Belmont Report, and LSU's Assurance of Compliance with DHHS regulations for the protection of human subjects*
2. Prior approval of a change in protocol, including revision of the consent documents or an increase in the number of subjects over that approved.
3. Obtaining renewed approval (or submittal of a termination report), prior to the approval expiration date, upon request by the IRB office (irrespective of when the project actually begins); notification of project termination.
4. Retention of documentation of informed consent and study records for at least 3 years after the study ends.
5. Continuing attention to the physical and psychological well-being and informed consent of the individual participants, including notification of new information that might affect consent.
6. A prompt report to the IRB of any adverse event affecting a participant potentially arising from the study.
8. SPECIAL NOTE: When emailing more than one recipient, make sure you use bcc. Approvals will automatically be closed by the IRB on the expiration date unless the PI requests a continuation.

* All investigators and support staff have access to copies of the Belmont Report, LSU’s Assurance with DHHS, DHHS (45 CFR 46) and FDA regulations governing use of human subjects, and other relevant documents in print in this office or on our World Wide Web site at http://www.lsu.edu/irb
REFERENCES


Moseley, J.L. & Dessinger, C.J. (2008). Older Worker Learners (OWLS) are here to stay…and they are here to stay. *Performance Improvement*, 47(10), 5-8.


VITA

Malaika T. Edwards is a PhD candidate in the School of Leadership and Human Resource Development at the Louisiana State University, with an anticipated graduation date of August 2019. She holds a Bachelor of Science degree in Psychology and Sociology from the University of the West Indies, Mona and a Master’s Degree in Organizational Psychology from Columbia University, Teachers College. Prior to pursuing doctoral studies, she worked in Human Resources in her home country of Jamaica. At the end of her doctoral studies, Malaika intends to reenter the field of HR, and also intends to pursue a career in academia. She anticipates that her doctoral training and research can positively contribute to the continued advancement of the field.