

How Boomers Can Help the Nation Go Green

Emerging Encore Career Opportunities
In the Green Economy

By Phyllis Snyder, Pamela Tate and Laura Winters
The Council for Adult and Experiential Learning
Chicago

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Executive Summary

Climate change threatens our future. Rising global temperatures, the byproduct of industrialization, are on course to disrupt food supply, increase heat-related deaths and erase wetlands. The challenges to reverse or lessen the impact of decades of abuse to our planet require talent backed by years of experience.

The aging of the boomer generation is converging with a growing urgency around efforts to reduce energy use and carbon production. In recent years, there has been large public and private investment in training workers for “green-collar” jobs that aim to benefit the environment. Despite the recession, the green economy is creating new jobs, an early indicator of the shape of the labor market as other sectors of the economy recover. At the same time, various sectors – green and otherwise – are set to experience labor shortages that could severely limit progress.

Green jobs are a natural fit for many boomers seeking encore careers, work in the second half of life that benefits society. Many skills from other fields easily transfer to the green economy, such as construction and maintenance; finance and planning; marketing and information technology; and engineering and entrepreneurship.

The need for experienced workers in these areas meshes with the skills of boomers looking for encore careers. The boom in weatherization and building retrofitting – methods to protect structures from rain, wind and other elements – is driving demand not only for **weatherization installers** and **crew leaders**, but also **energy auditors** to identify projects and certify results. The growing demand for commercial and residential solar energy systems is creating opportunities for **solar contractors** and for **solar installation trainers** to equip young people and others for green-collar careers. Because sustainability strategies are increasingly being seen as good business practices, companies large and small are adding **conservation and sustainability consultants** and **advocates**. And the growing public attention is fueling opportunities for **outreach workers**.

These jobs allow boomers to refocus their experience and talents to help set our nation toward energy independence and environmental sustainability.

The challenges to reverse or lessen the impact of decades of abuse to our planet require talent backed by years of experience.

Introduction

To a great extent, our future wealth, health and very survival depend on our continued investments in clean energy, conservation and sustainability. If unchecked, global climate changes could lead to widespread disease, violent weather, drought and other potentially fatal afflictions.

By refocusing their knowledge, skills and experience, boomers can help meet the growing demand for talent in the green economy; play a major role in advancing energy independence and environmental sustainability; and assist in the creation of new jobs for all ages.

There is a vital opportunity for our planet at the intersection of major social and economic trends: the increased activity and investment in green technologies that preserve the environment; looming labor shortages across sectors; and interest among boomers in personally meaningful encore careers that benefit society.

Even before the current recession, boomers had begun to work past the traditional retirement age, by choice, necessity or both. From the 1960s through the 1980s, the pattern of U.S. labor force participation of men and women 50 and older remained relatively unchanged. Beginning in the 1990s, that participation began to rise. Plus, the impact of the economic crisis on retirement assets has increased the numbers of workers over 50 who are looking for work.

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While many will likely continue to work in the same field, a significant number plan to do something new. The 20th century vision of a retirement filled with endless leisure is giving way to what think tank Civic Ventures calls a “new form of practical idealism: real jobs tackling real problems and making real impact.”

Today, millions of Americans are already engaged in encore careers, and the encore career work force is growing rapidly. The 2008 MetLife Foundation/Civic Ventures Encore Career Survey found that 5.3 million to 8.4 million people age 44 to 70 have moved from their midlife careers to encore careers. Of those in that age group not already in encore careers, half say they are interested in moving into one.

The survey found that most Americans age 44 to 70 are motivated by a desire to use their skills and experience to help others. Working on environmental issues intrigues those looking for encore careers, with 31 percent reporting that “working to preserve the environment” is highly appealing.

What Is a Green Job?

There is little consensus over the definition of a green job. “No one can yet agree on what a green job actually is,” wrote Daniel Stone of *Newsweek* in July 2009, and “the very idea behind a green job ensures there will never be a full definition.” Some descriptions focus more on the quality of the job, for example, “living-wage, career track jobs that contribute to preserving or enhancing environmental quality,” according to the Center for American Progress in its *Green Jobs 101*. Others focus more on the objective of the work and include any job “aimed at developing clean, renewable sources of energy, increasing energy efficiency, reducing greenhouse gases that cause global warming and conserving water and other natural resources,” the Pew Charitable Trusts detailed in its 2009 report, *The Clean Energy Economy*.

“The leading job titles show the breadth of green positions across the economy,” said Rona Fried, CEO of SustainableBusiness.com, which runs the job search web site Green Dream Jobs. “People needed to run projects and analyze data are in demand as well as those in sales and business development. Engineers are also in demand for renewable energy operations, and even in this economy, we’re still seeing many job openings in green building.”

The Rise of the Green Economy

The “growing attention and financial support from both the private and public sectors indicate that the clean energy economy is poised to expand significantly,” the Pew Charitable Trusts reported in *The Clean Energy Economy*, a conclusion supported by significant local, regional and national research and analysis. There is also a consensus that growth in the green economy will bring both economic and social benefits. Over time, these advantages will result in a cleaner environment and job and income growth.

The clean energy economy has grown rapidly in the past decade, with the number of green jobs increasing by 9.1 percent from 1998 to 2007, compared with a 3.7 percent increase for all jobs in the same period, according to Pew.

The continuing shift will depend on policy; legislation and regulation; public and private investment; work force and training programs; and grassroots campaigns at all levels of government. The “generation of 4.2 million new green jobs would more than quintuple the total count and provide as much as 10 percent of new job growth over the next 30 years,” the U.S. Conference of Mayors explained in its 2008 report, *U.S. Metro Economies: Current and Potential Green Jobs in the U.S. Economy*. According to the report, green jobs will represent “the fastest growing segment of the United States economy.”

The leading job titles show the breadth of green positions across the economy.

– Rona Fried
CEO, SustainableBusiness.com

Growing Opportunities

Key drivers of growth in green jobs and activity include significant increases in both federal and state spending, particularly investments through the American Recovery and Reinvestment Act. Those investments include electric power and transportation; research into new clean energy technologies; and green jobs training and employment programs. Among many examples is the \$3.4 billion in federal funding for 40 new solar energy projects in 16 cities (under the U.S. Department of Energy's Solar America Cities project) and for electrical grid projects that use digital technology.

As part of the economic recovery effort, the federal government increased funding to the Department of Energy Weatherization Assistance Program and implemented tax rebates for homeowners who invest in increasing the energy efficiency of their homes.

States continue to both mandate and provide incentives for utilities to increase energy efficiency and the use of electricity generated from renewable sources, such as wind and water. States are also working to strengthen green building codes to decrease waste, reduce energy use and conserve resources.

These undertakings have already created jobs and spurred economic activity, but this development is not yet reflected in distinct occupational classifications by the U.S. Bureau of Labor Statistics.

Segmenting the Green Economy

Analysts generally agree on the key economic sectors, or industry segments, that constitute the green economy. The National Center for O*Net Development funded research that drew upon 60 sources to identify green industry sectors in which there were a number of occupations that were expected to multiply. Some of those occupations are changing amid the need for "enhanced green skills," and others are new and emerging. The 12 sectors are:

- Renewable energy generation
- Transportation
- Energy efficiency
- Green construction
- Energy trading
- Energy and carbon capture and storage
- Research, design and consulting services
- Environment protection
- Agriculture and forestry
- Manufacturing
- Recycling and waste reduction
- Governmental and regulatory administration

To arrive at the eight emerging encore opportunities profiled in this paper, we began by conducting a review of recent policy literature on the green economy and speaking to a number of individuals, including academics; policy experts; leaders of sustainability projects; employers in green industry sectors; encore workers in green jobs; and training providers developing programs to help adults prepare for green encore careers.

We also examined information on both private and public investment and scanned job search and career web sites targeting workers with decades in the work force and/or focused on green jobs.

The Encore Roles

To identify the best opportunities for encore careers in the green economy, we considered the key components of an encore career: personal fulfillment, social impact and continued income. We have focused on areas where need exists and demand is expected to grow for boomers to use their talent and experience to further the sustainability of their communities, the nation and the planet. With their skills and willingness to do good, these individuals are primed to help to stem expected U.S. labor shortages across sectors.

The roles we have pinpointed embody the qualities of encore careers. They:

- are appropriate for individuals within a range of skill levels
- do not primarily require physical labor
- recognize the knowledge and experience encore job seekers bring and offer encore workers opportunities to learn new skills or use their talents in new ways
- offer flexibility in terms of time, place and schedule and diversity in terms of co-workers and clients
- have low barriers to entry (a reasonable amount of time and money for training, for example)

Jobs currently exist for all of the green encore opportunities we have identified, as evidenced by job postings on various job search web sites, including Dream Green Jobs and Idealist.org.

Labor market analyses, while varying widely in the scale of projected openings across a range of industry sectors, also indicate continued demand. Most projections note, but cannot forecast, the impact of federal stimulus funding, tax rebates, new state regulations or new national energy legislation on job growth. Analyses further indicate that green jobs exist across the country, though more than 80 percent are located in metropolitan areas.

The opportunities outlined below – contained in three distinct areas of the green economy – target vital needs. They are roles that are well suited to encore workers' experience and maturity.

Top Green Encore Job Categories and Opportunities

Energy efficiency

- Weatherization installers
- Weatherization crew leaders
- Energy auditors

Clean energy generation

- Solar contractors
- Solar installation trainers

Conservation and sustainability

- Advocates
- Consultants
- Outreach workers

Energy Efficiency: Weatherization Installers, Weatherization Crew Leaders, Energy Auditors

BACKGROUND

Weatherization and retrofitting of existing structures – to guard against extreme temperatures and other elements – is one of the fastest and least expensive ways for states and communities to address global warming, reduce energy costs and create jobs. Residential buildings alone account for nearly one quarter of the nation’s total energy consumption and 35 percent of potential energy savings.

The approximately \$229 billion investment needed to make 129 million U.S. homes more energy efficient could save approximately \$395 billion, as reported by the business journal McKinsey Quarterly in January 2010. Upgrading building shells and heating and cooling equipment, mostly in existing homes, represents the largest opportunity (71 percent), with the remaining savings coming from upgraded appliances and other devices. Commercial buildings would require a \$125 billion investment and provide savings of \$290 billion.

Significant funding has already been allocated to these kinds of improvements by the Department of Energy through the Weatherization Assistance Program, which has helped more than six million low-income families reduce their energy bills since 1976. Utility and tax rebate programs that encourage renters and homeowners to invest in energy-efficient upgrades have also boosted residential weatherization and retrofitting.

There is a strong environmental and business case for energy efficiency. Boomers have a variety of skills that transfer to green jobs, making the green economy perhaps the greatest source of encore career opportunities.

“The need for people who may have had construction experience at all levels is huge just in the area of housing retrofits,” said Graham Richard, co-founder of the High Performance Government Network, a nonprofit that helps local government officials improve public services. “They may not want to wield the hammer, but because of their knowledge they may be able to be project leaders, trainers or system integrators.”

Recently, RetiredBrains.com, a web site that lists opportunities for experienced workers, featured a wide range of job postings for more than 100 weatherization jobs across the country.

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Installers work for contractors or weatherization agencies under the direction of a crew leader/chief to install energy conservation measures – such as energy-efficient windows – in existing, primarily residential, structures.

Crew leaders manage, oversee and inspect the work of weatherization installers using work plans developed by energy auditors and/or contractors.

Auditors work for contractors, weatherization agencies, utility programs or independently to conduct energy rating audits based on established standards. They develop weatherization plans that specify and prioritize conservation improvements, materials and work plans. The Bureau of Labor Statistics projects strong growth for auditor positions.

Training, for both crew leaders and auditors, builds on their prior knowledge and experience in building science and construction, making these positions particularly suitable for encore career seekers with experience related to residential construction.

QUALIFICATIONS/TRAINING

All weatherization workers must know how to use hand and power tools and protective equipment. They must be able to identify and assess safety hazards. Installers also must have skills related to air sealing, duct sealing, insulation, energy-efficient lighting and water improvements. Crew leaders need the knowledge and skills of installers as well as knowledge of building science principles and relevant local codes, project management skills and some training skills. Auditors also need the knowledge and skills of installers as well as the skills to inspect and assess how to cost-effectively weatherize a dwelling and prepare clear work orders for work crews or contractors.

Green energy and construction training programs have proliferated in community colleges across the country. These colleges have developed such programs to train new installers and/or to upgrade the skills of more experienced construction workers. These programs range in length and complexity from one 15-hour, non-credit course to multiple-course certificate programs of 60 hours or more. Training for crew leaders focuses on upgrading skills related to energy-efficient construction and knowledge of new materials and relevant building codes. Some programs for more experienced individuals also incorporate training on mentoring new industry workers, particularly youth.

Green energy and construction training programs have proliferated in community colleges, which have developed such programs to train new installers and/or upgrade experienced workers' skills.

Various organizations offer training programs for energy auditors. Such programs generally are linked to state-required and/or established industry standards, including those published by the Residential Energy Services Network and the Building Performance Institute. Community colleges are establishing these programs on their own or in conjunction with national training providers, such as CleanEdison.

COMPENSATION

Compensation for these positions depends on the employer and/or funding source, the number of hours worked and prevailing wages in a particular geographic region. According to the Bureau of Labor Statistics, the median hourly wage for weatherization installers is \$15.65. Rates for specialty workers, such as carpenters, are generally higher. Crew leaders' hourly rates typically range from \$15 to \$30. Auditors can be paid hourly or by the job. The Bureau of Labor Statistics reports the median wage for energy auditors is \$28.81 per hour.

Clean Energy Generation: Solar Contractors and Solar Installation Trainers

BACKGROUND

The solar industry is a fast-growing job market as tax and other incentives combine with falling prices to drive demand for non-polluting renewable energy.

A number of electric utilities have expanded their development of solar power generation facilities in order to meet state renewable energy portfolio standards. Since 2007, the Department of Energy's Solar America Cities Program has invested in accelerating solar energy adoption in 25 cities. Demand for contractors, technicians, installers, designers, engineers and salespeople has grown as a consequence and is expected to continue to grow over the coming decade.

The most extensive solar industry activity is in southwestern states, though many cities elsewhere – including Milwaukee, Wisc., Ann Arbor, Mich., and Boston – have embarked on ambitious solar programs as well. Recently, RetiredBrains.com posted listings for nearly 100 solar installation-related jobs, about half of which were located in California.

THE ROLES

Solar contractors are business owners who – often alongside a major manufacturer such as Siemens – design, sell and install solar systems for residential and commercial buildings. These individuals often have backgrounds in relevant technical areas or in business management or sales.

Mark Davis, an entrepreneur in the real estate business with his own title company, became interested in green technology during the 2008 presidential run. The topic was hot at the national level, and Davis felt drawn to it.

After taking training and certification classes in solar power, Davis partnered with Arch Training Center, a Washington, D.C., nonprofit that prepares teens and young adults for work in the trades, such as carpentry and plumbing. Davis, 51, brought a solar component to that training and has been teaching high school dropouts age 18 to 24. “I want to make sure they are part of this new green revolution to get good-paying jobs,” said Davis.

For his encore career, Davis received a federal grant to start his own solar installation company, WDC Solar, in 2009. He blended his entrepreneurial skills with his passion, not only to help the environment now but to train a green work force for the future.

Solar installation trainers work for community colleges, national training providers, community-based organizations and solar contractors to train both new workers and experienced construction and electrical system workers on installing solar panels into the roofs of residential and commercial buildings. The most widely required credential for solar system installers is based on the specifications of the North American Board of Certified Energy Practitioners.

A longtime restaurateur, Bruce Rhodes came to solar panel installation in the late 1990s as a partner in a local green business in northern California. The venture was a return to Rhodes’ roots as an urban planner, his first career.

When the work slowed, Rhodes went back to the restaurant business. He remained involved in solar projects on the side by running, without pay, the nonprofit Drums For Solar, which helps bring solar power to West Africa.

In 2009, at age 55, Rhodes returned to solar full time as a vocational trainer with YouthBuild in Santa Rosa, Calif. In this encore career, he helps prepare minority youths for green jobs. “My work is all about the relationship between people and the environment,” Rhodes said. “Instead of being wasteful, it is about caring for the environment.”

QUALIFICATIONS/TRAINING

Solar contractors need to be entrepreneurs who actively undertake the many roles of a small business owner – finance, management, marketing, sales and operations. For building, roofing or electrical contractors, solar energy represents a growing business that takes advantage of their existing skills and customer relationships. Solar installation trainers should have experience in construction, electrical systems and/or building science and vocational training, and they will need to learn about solar technologies. Trainers employ a combination of classroom and hands-on training to teach the fundamentals of solar cells, modules, system components, electrical circuits and code requirements. Particularly for at-risk populations such as high school dropouts, ex-offenders or the long-term unemployed, many programs include training in “soft skills,” such as appearance, punctuality and teamwork.

Training for the role of solar contractor depends on the background of the individual. A significant number of national training providers and major

My work is all about the relationship between people and the environment.

– Bruce Rhodes, a vocational trainer in his encore career

manufacturers of solar systems provide the requisite technical and marketing/sales training. Preparation for trainers includes the certifications required of installers and training focused on building teaching and mentoring skills. Solar courses and programs are delivered in a variety of formats – workshops, courses, certification programs – but all generally include both classroom and hands-on field training. Some providers also offer online training. A few community colleges are developing comprehensive programs for training solar installation trainers, mentors and crew leaders.

COMPENSATION

It's difficult to determine the compensation for contractors, in part because they are business owners running enterprises of varying sizes. Community colleges and other training providers pay technical trainers on a course, program, daily or hourly basis. The median wage for technical training specialists across a range of employment settings is \$26 an hour. Generally, community colleges pay adjunct faculty \$1,200 to \$3,000 for semester-long, for-credit courses.

Conservation and Sustainability: Advocates, Consultants and Outreach Workers

BACKGROUND

The urgency around climate change and other environmental issues has created a new generation of advocates striving to influence both consumer behavior and government policy. Companies looking to make their operations more environmentally sustainable are actively seeking knowledgeable consultants.

The U.S. Environmental Protection Agency and the U.S. Department of Agriculture have long provided environmental and conservation career opportunities. Both agencies have programs that match experienced individuals 55 and older with paid employment that supports the technical assistance and educational efforts of agency field staff.

Nonprofits are also training encore workers for green jobs. Chicago's Center for Neighborhood Technology, for example, develops tools, strategies and partnerships to promote urban sustainability and employs individuals to conduct community outreach.

THE ROLES

Advocate and **outreach worker** roles suit boomers who have strong feelings about the environment and seek ways to use their talents to serve the planet. The 2008 MetLife Foundation/Civic Ventures Encore Career Survey found that "advocacy for a group or issue I care about" highly appeals to 36 percent of people age 44 to 70 who are interested in encore careers.

The urgency around climate change and other environmental issues has created a new generation of advocates striving to influence both consumer behavior and government policy.

As the person in charge of training and leadership development for the Environmental Protection Agency's 18,000 employees, Sharon Ridings advocates for a cleaner planet. She had spent years in the banking and casino gaming industries but left corporate life for more fulfilling work.

Ridings, 54, said her previous experience has served her well in her green encore career. And now, she feels like she's helping to further a worthy cause: "The training that I do is very critical to the agency's work."

There are a range of paid opportunities in advocacy and outreach work. A few examples recently found on the web site Green Jobs Network included a part-time, midlevel volunteer and education coordinator position with a land trust in California; a full-time, entry-level position as a field organizer for a resource council in Montana; and a senior-level job as a sustainability programs manager with a nonprofit in New York City that advocates for the development, improvement and use of public transit.

The role of the **consultant** gives experienced individuals a chance to leverage their knowledge to help others make new green enterprises successful or existing businesses more energy efficient.

Be a Green Irene, for example, hires and trains consultants to sell the company's services, including the Green Home Makeover, Green Office Makeover, Go Green Workshops, Go Green Fundraisers and related green products, such as energy-efficient light bulbs and low flow showerheads.

Many small businesses have owners who know a lot about installing solar panels but less about the other aspects of running a business, such as finance, sales and human resources. A consultant can help them thrive.

Boomers with business and construction experience have many opportunities as consultants to a range of green enterprises. As a result of the large infusion of federal funding for weatherization and related job training, many community-based nonprofits have trained their constituents for jobs in weatherization and retrofitting. The city of Los Angeles, for example, has explicitly tied work force development to its sustainability efforts, while focusing on providing job skills for inner-city youth. As these activities expand, the community-based organizations, training providers and small businesses that are implementing these projects need the skills and knowledge of former business and construction industry professionals.

Consultants can help small business owners who know a lot about installing solar panels but less about the other aspects of running a business.

Significant opportunities exist for manufacturers, especially small manufacturers, to reduce their environmental impact through increasing the energy efficiency of their operations and in finding ways to recycle their waste. Encore career seekers with industry experience could develop consulting businesses or work through existing consulting networks to help companies achieve these goals. The Department of Agriculture's Agricul-

ture Conservation Experienced Services Program for individuals 55 and over frequently posts positions for experienced “conservation consultants.” Such individuals help field staff provide private landowners with technical assistance to conserve soil, water and other natural resources.

QUALIFICATIONS/TRAINING/COMPENSATION

Because these opportunities are diverse, multilevel and funded by different entities, job requirements, training and compensation vary. For example, the Agriculture Conservation Experienced Services Program posts position openings at four levels, with compensation ranging from minimum wage (at least \$7.25 an hour) for entry-level clerical roles to \$12 hourly for technical, non-degree positions and \$18 per hour for professional positions.

Pathways to Green Encore Careers

Green career training programs are expanding rapidly to meet the growing demand for talent in the job categories described in this report and others. Such programs represent pathways for those interested in encore careers.

Community colleges have been taking the lead on both green job training and career transitions for encore career seekers. More than half of the community colleges in the United States have already instituted some type of green jobs instruction. Many of these programs have been developed in conjunction with national training providers – CleanEdison, for example – in areas such as energy auditing.

Community colleges, including Los Angeles Trade Technical College, have created full-fledged training programs that equip students with the green knowledge and skills required in various high-growth occupations and industries. Cuyahoga Community College in Cleveland has developed a work force development program aimed at preparing participants living in poverty for employment in well-paying green jobs.

Some community colleges are initiating green programs for individuals who seek to retool existing skills, prepare for new jobs or build cleaner and more sustainable communities. Southeastern Community College in Whiteville, N.C., Community Colleges of Spokane in Washington and Ohlone College in Newark, Calif., have all chosen to make green encore careers the focus of worker retraining.

Government programs are also moving encore workers into green jobs. For example, the Environmental Protection Agency’s Senior Environmental Employment Program provides an opportunity for Americans age 55 and older to share their expertise with the EPA in paid employment that supports a wide range of environmental programs. For this effort,

Community colleges have been taking the lead on green job training. More than half of U.S. community colleges have instituted some type of green jobs instruction.

the EPA has developed cooperative agreements with six grantee organizations. Working as employees of the grantee organizations and under the direction of EPA staff, program participants fill clerical, technical and professional positions in Washington, D.C., in laboratories nationwide and in regional EPA offices.

Through the EPA program, encore workers serve on a temporary, full-time or part-time basis in a wide range of activities, including inventorying water supply; providing information to the general public; writing and editing environmental education and outreach publications; weatherization; monitoring radiation and air pollution; conducting school asbestos surveys; and typing environmental legal abstracts and briefs.

Nonprofit organizations are developing green-focused instruction as well. The Center for Employment Training, for instance, is “greening” its curriculum to stay current with industry trends and help people find jobs, said Scott Wynn, who develops lesson plans for the San Jose, Calif., center.

Wynn, who served in the U.S. Air Force for nearly 20 years and worked in construction before coming to his encore career, said the training does more than prepare students for jobs. In his view, the education can also inspire students to make green choices in their own lives: “They begin to understand everything that goes into flipping that switch in your house and knowing what impact it has.”

Going Forward

Community colleges, four year colleges and other organizations and agencies committed to developing the country’s work force need to develop programs that consider the various levels of experience among encore career seekers.

Green jobs need to be more clearly defined. In addition, transitional pathways need to be developed to move interested boomers from their midlife careers to encore careers that help the environment. Employers should be engaged in planning these programs and in developing strategies to benefit from the unique talents of encore workers.

To move forward, the green encore revolution also will require strengthening the link between employers in the green economy and the higher education community. Matching boomers with green jobs will require work from both sides.

Conclusion

Our survival depends on our continued investments in clean energy, conservation and sustainability. Boomers interested in continuing to work – whether out of necessity, commitment or both – represent a potentially massive green army of workers committed to improving the environment.

Some have said: “Green is the new IT.” Information technology didn’t turn out to be a big sector, as initially projected, but it became a part of nearly every job. Green work has the same potential, though various factors – including the current economic recession and evolving energy policy – make it difficult to discern the true nature, shape and scale of the clean energy economy.

In order for employment to benefit boomers in encore careers and employers, we need to shape jobs that are flexible and that capitalize on the skills and attributes that experienced workers bring. We also need to ensure that these encore opportunities are promoted to boomers. In-depth research with employers about hiring experienced workers and with encore workers about their job searches could help guide such efforts to build bridges between employers and boomers seeking encore careers.

Boomers interested in continuing to work represent a potentially massive green army of workers committed to improving the environment.

Resources

* Bureau of Labor Statistics is the chief federal fact-finding agency that studies labor economics. Information in this paper is drawn from the agency's 2008 wage data and 2008-2018 employment projections.
www.bls.gov

GreenBiz.com's Sustainability Career Center posts clean energy jobs across a range of employers and locations.
jobs.greenbiz.com

Green Careers Guide provides a range of information on green careers, green entrepreneurship opportunities, and the Green Career Center posts jobs by category and state.
greencareersguide.com

Green Collar Blog offers a range of resources – green job boards, green career books, green job training and education.
greencollarblog.org

* Green Dream Jobs is a service of Sustainable Inc. aimed at employers and job seekers. Its job board lists green jobs at all levels with a diverse mix of employers.
sustainablebusiness.com

Greenjobs provides services to both employers and job seekers related to renewable energy employment worldwide.
greenjobs.com

* Green Jobs Network connects people seeking jobs that focus on environmental and social responsibility with available opportunities and resources.
greenjobs.net

* Idealist.org, a project of Action Without Borders, is an interactive site for exchanging resources and ideas and locating opportunities. Postings include paid positions across a range of areas, such as the environment, sustainability and conservation.
idealist.org

Planet Green's Green Careers provides articles and information on green topics, including "how to go green."
planetgreen.discovery.com/green-careers

* RetiredBrains provides information for experienced individuals, such as resources on starting a business and extensive job postings that include project, temporary, part-time and seasonal work.
retiredbrains.com

SustainLane.com's Green Collar Jobs Board presents articles, information, advice, green job postings and resources, including "writing a green resume" and "writing a green cover letter."
sustainlane.com/green-jobs

* U.S. Environmental Protection Agency Senior Environmental Employment Program provides full- and part-time opportunities for experienced workers 55 and older supporting EPA staff around the country in activities aimed at protecting the environment.
epa.gov/rtp/retirement/see.htm

* U.S. Green Building Council allows job seekers to search jobs across the industry, post anonymous resumes and link to other green jobs resources.
usgbc.org

* U.S. Department of Agriculture, Agriculture Conservation Experienced Services Program, offers full- and part-time jobs for experienced individuals 55 and older that support USDA staff nationwide delivering conservation technical assistance.
acesprogram.org

* resource cited in this report



Phyllis Snyder (Vice President), Pamela Tate (President and CEO) and Laura Winters (Senior Consultant) work for the Council for Adult and Experiential Learning. CAEL is a national nonprofit that creates and manages effective learning strategies for working adults through partnerships with employers, higher education, the public sector and labor.

cael.org

MetLife Foundation

MetLife Foundation was established in 1976 by MetLife to carry on its longstanding tradition of corporate contributions and community involvement. In the area of aging, the Foundation funds programs that promote healthy aging and address issues of caregiving, intergenerational activities, mental fitness, and volunteerism.

MetLife.org

● ENCORE ; CAREERS

Civic Ventures is a national think tank on boomers, work and social purpose. Its Encore Careers campaign aims to engage millions of boomers in encore careers, providing personal fulfillment doing paid work and producing a windfall of talent to solve society's greatest problems.

Encore.org/research