

Age-inclusive workforce planning and employing Retired Annuitants



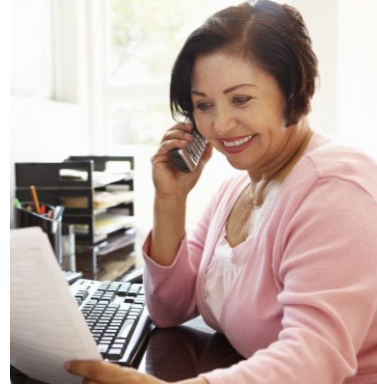
Brandi Blue, CalHR,
Danielle Metzinger, CalHR
Nita Patel, CalHR
Karol Swartzlander, CCoA

Housekeeping

Please Silence Cell Phones

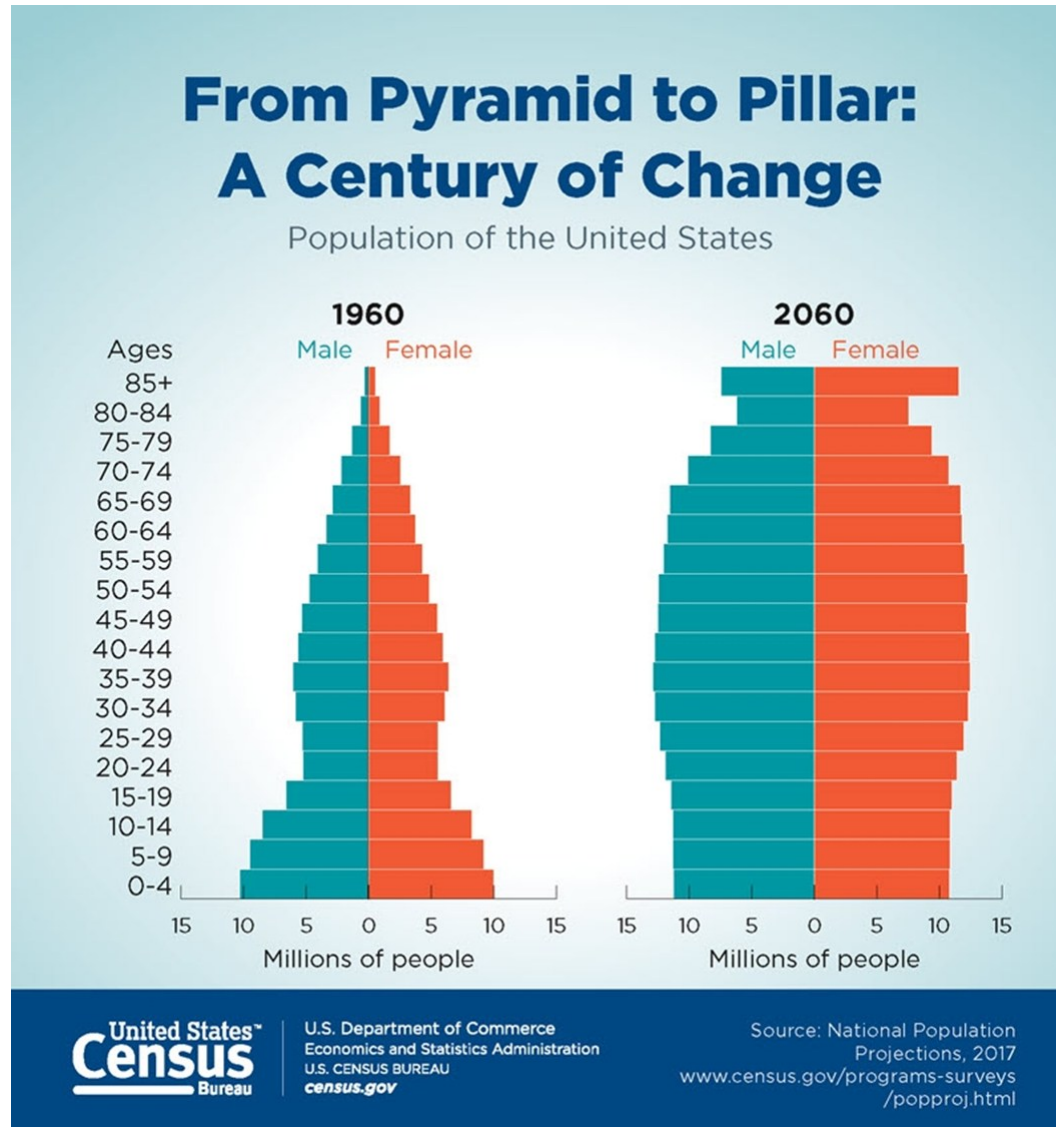
Resources Available After the Conference

Water/Refreshments



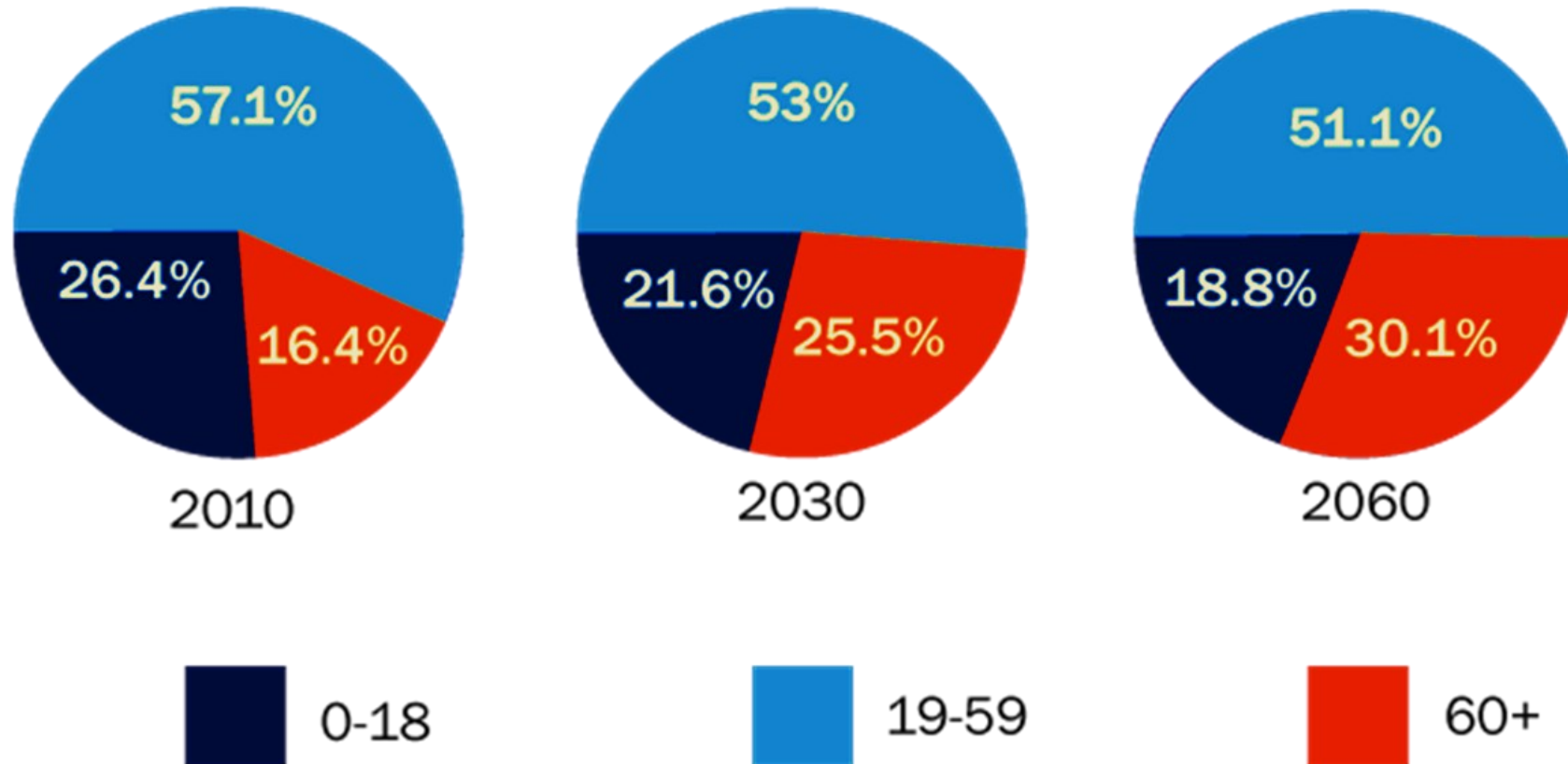
Aging is Changing California's Workforce

2026 CalHR Annual Conference:
Navigating a Modern Workforce



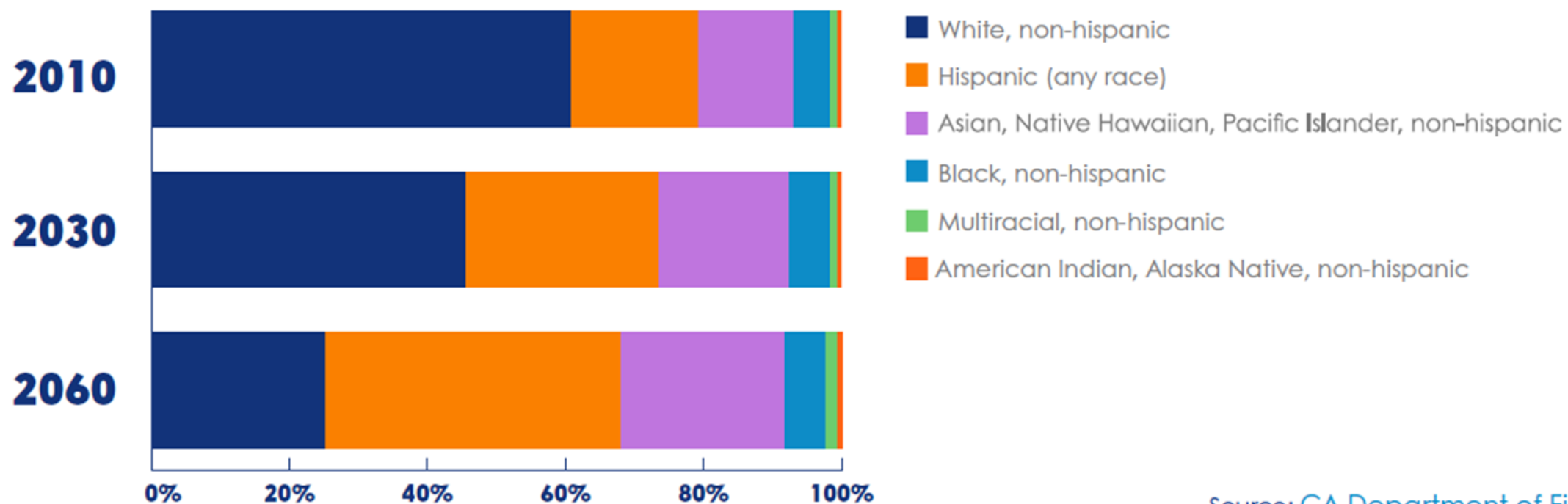
United States
age structure
changes over
100 years

California State Population by Age



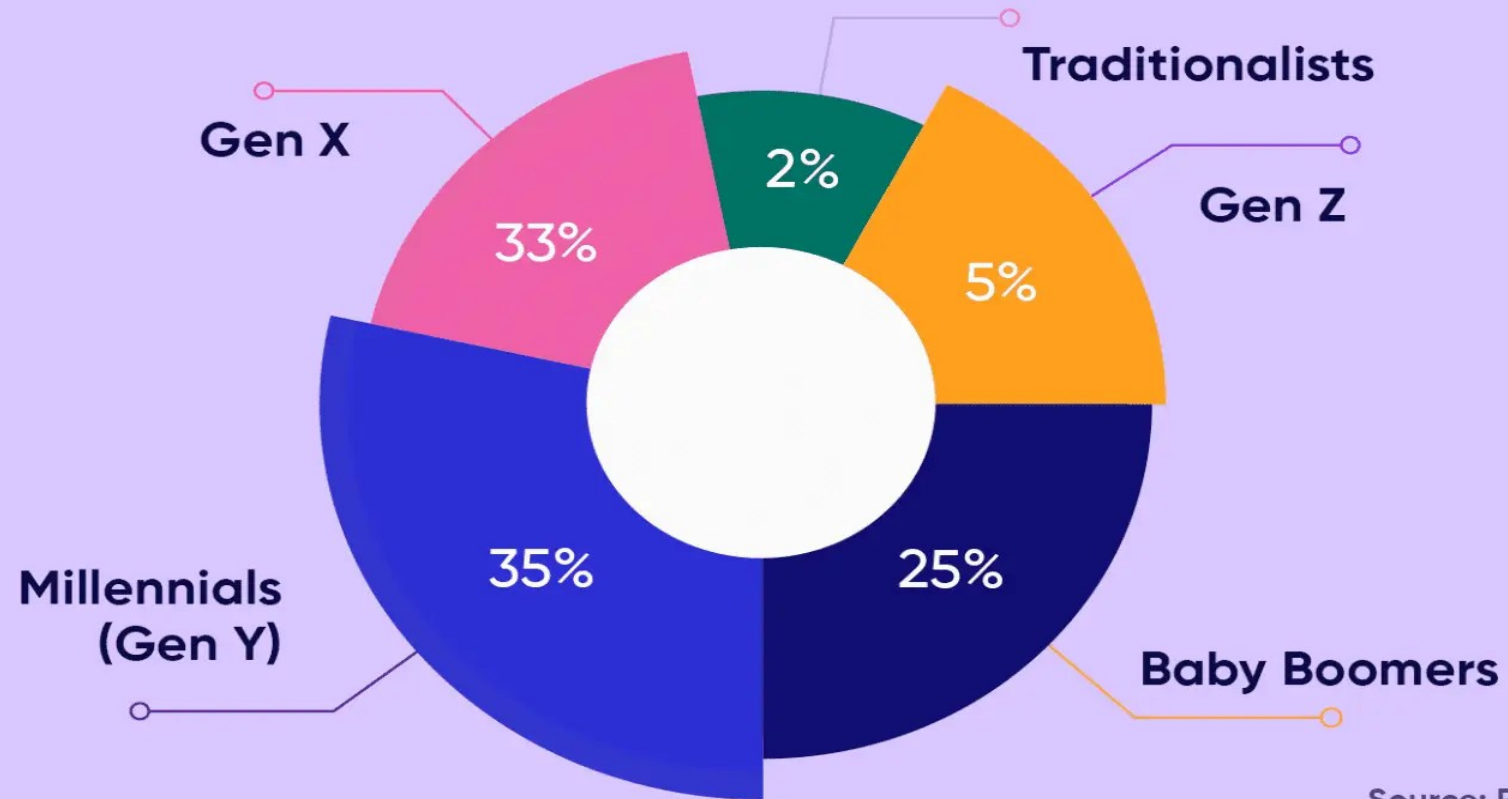
Racial and Ethnic Diversity

California's 60+ population by race/ethnicity, by year



Source: [CA Department of Finance](#)

Generations in the Workforce



Source: Pew Research Center

The Percentage of Older Adults in the Workforce is Increasing

- Roughly one-in-five Americans ages 65 and older (19%) were employed in 2023 – **nearly double** the share of those who were working 35 years ago. (Pew Research Center)
- Between now and 2030, the number of employees over 55 will grow at **three times the rate** of those under the age of 55, and the annual increase in employees over the age of 65 will reach nearly 5%. (Department of Labor Statistics)

Age Inclusive Management Strategies (AIMS) Cohort

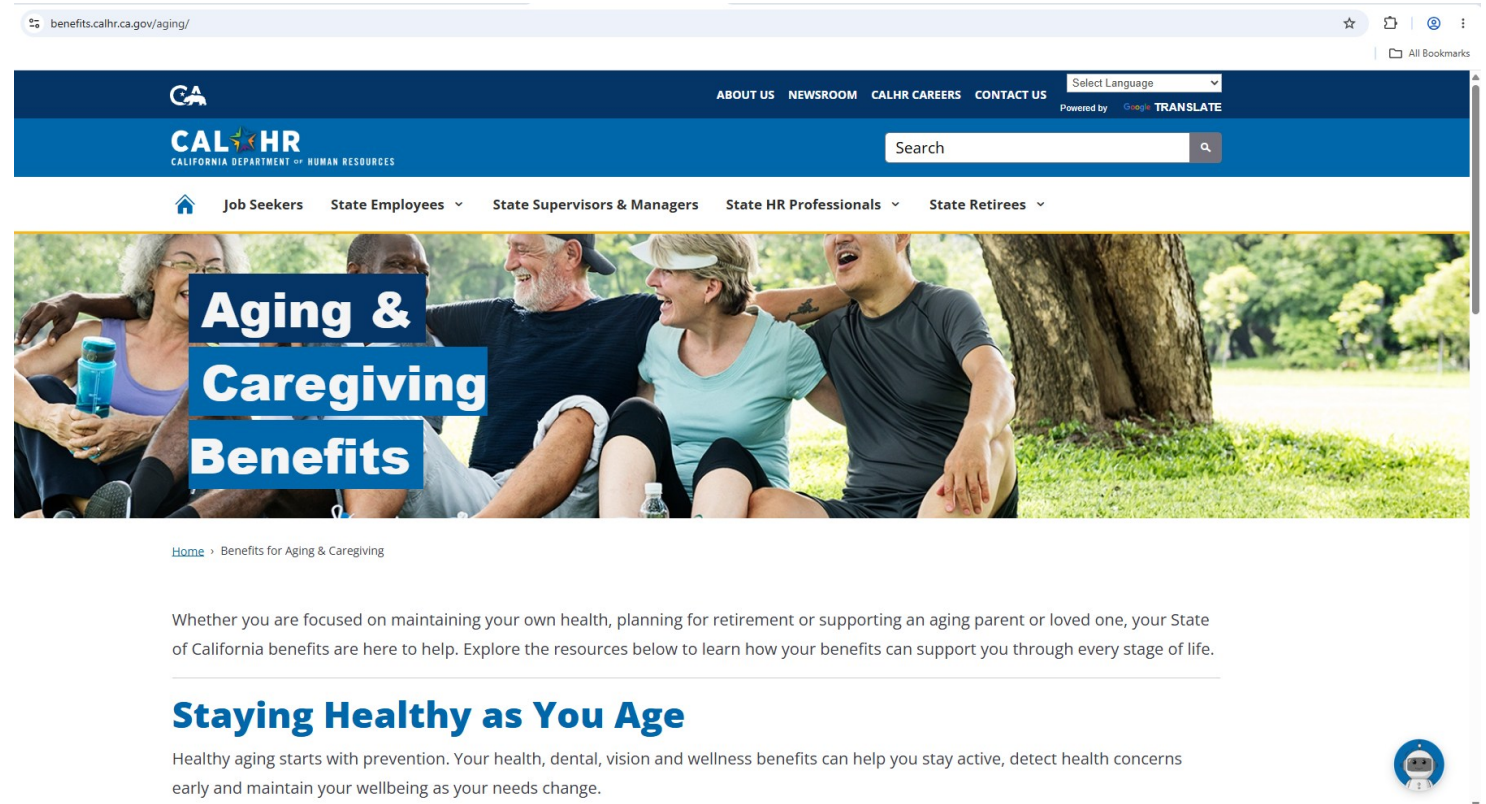
- Six-month training and education cohort.
- Sponsored by the California Commission on Aging with four participating state departments.
- Expert guidance and tools for addressing older adult workforce needs, adopting age inclusive management policies, and implementing programs for older workers and caregivers.

Applying AIMS in State Service

- Each participating department developed an action plan for implementing AIMS, including short- and long-term strategies.
- Strategies included enhanced recruitment practices, supporting caregivers in the workplace, strengthening mentorship programs and more.

New CalHR Benefits Webpage

- New CalHR resource webpage on Benefits for Aging & Caregiving



Three Employees. Three Experiences.



A New Beginning

Meet Jordan.

- Experienced professional.
- New to state service.
- Ready for a change.

Will Jordan's experience translate?

Life Changes

Meet Kai

- Experienced employee.
- New caregiving responsibilities.
- Still wants to grow.

What could help Kai stay and grow?

When Someone Knows the Why

Meet Sasha

- Deep program knowledge.
- Trusted resource.
- Thinking about retirement.

How do we carry Sasha's knowledge forward?

The Workforce We Have Today

California State Employees by Age | September 28, 2026

- **244,821:** State employees in this snapshot
- **44:** Median age
- **41:** Most common age
- **33.6%:** Age 50+

One in three state employees is age 50 or older, highlighting the importance of workforce planning and knowledge transfer.

State Employment: A 10-Year Comparison

Employee Group	June 30, 2016	June 30, 2026
Civil service employees (excluding RAs)	215,787	234,701
Retired annuitants (RAs)	3,541	1,817

49% fewer retired annuitants in 2026 compared with 2016

9% Civil service workforce growth

Options After Retirement

- Older workers have a lot of valuable expertise and commitment to offer an organization.
- Many wish to continue working in a way that better fits their needs and abilities in this new phase of life.
- In state service this often means returning as a Retired Annuitant, where they can continue to contribute their experience and knowledge to the State of California.

Retired Annuitant Panel Members

- Russell Fong, GovOps
- Michelle LaGrandeur, CalHR
- Ramona Luna-Barkey, Department of Aging
- Jodi Traversero, Secretary of State

Retired Annuitant Panel Discussion (1/6)

Please introduce yourself, including how long have you worked for the state.

Retired Annuitant Panel Discussion (2/6)

What motivated you to return and serve as a Retired Annuitant?

Retired Annuitant Panel Discussion (3/6)

What was the process like to return
as a Retired Annuitant?

Is there anything that could have
streamlined the process?

Retired Annuitant Panel Discussion (4/6)

What has been the best part of being a Retired Annuitant?

In what ways do you feel your work, subject matter expertise and experience have benefited the department?

Retired Annuitant Panel Discussion (5/6)

What has surprised you about being a Retired Annuitant?

How well have your duties utilized your skills and expertise as a former state employee?

Retired Annuitant Panel Discussion (6/6)

What do you wish people knew about
Retired Annuitants?

What advice would you give
prospective Retired Annuitants?

Resources

<https://benefits.calhr.ca.gov/aging/>

Join the AIMS Learning Collaborative

Explore participation in California's 2027 cohort. Connect with us to express interest and learn more.

Karen M. Brown

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No fee to participate in cohort 2.

2027 dates and participation details to be announced.



AgeWatch

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