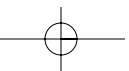
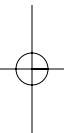
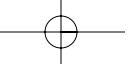


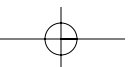
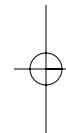
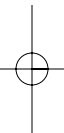
Benefits for the Workplace of the Future





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Benefits for the Workplace of the Future

Edited by Olivia S. Mitchell, David S. Blitzstein,
Michael Gordon, and Judith F. Mazo

Pension Research Council
The Wharton School of the University of Pennsylvania

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Preface

Olivia S. Mitchell

In the United States, as in other developed nations, the workforce of the future promises to be quite different from that which we have known in the past. The age distribution has morphed from a pyramid shape, with numerous children on the bottom and few elderly at the top, to a rectangle shape, with about the same number in each age bracket up to age 65. Meanwhile companies have been remaking the workplace over this same period as global markets integrate, requiring ever more skilled labor and more flexible and integrated work teams and redefining what it means to be an employee working at a company.

In this book we explore how these workforce and workplace changes are altering the form and design of employee benefits, and what the future portends. Recent major benefit developments include the 401(k), managed care in the medical field, and the opportunity for less skilled workers to access company stock participation. The greater workplace diversity has been complemented by nontraditional benefits, including child and elder care, flexible medical benefits, employee assistance programs, and investment education. We evaluate these trends and go beyond them, by assessing legal and benefits definitions of the word “employee,” along with new ways to design benefit plans. Perspectives from academics, employers, consultants, lawyers, and labor educators offer guideposts for benefits of the future.

Sponsorship for the work leading to this volume was generously provided by the Wharton School, as well as two important University of Pennsylvania institutions, the Boettner Financial Gerontology Center and the Penn Aging Research Center. We are also grateful for support from the Pension and Welfare Benefits Administration of the U.S. Department of Labor. The Pension Research Council benefits from the invaluable efforts of our Senior Partners and Institutional Members and the careful attention of Victoria Jo and Joseph Hirniak. On behalf of the Pension Research Council at the Wharton School, we thank each of these collaborators, along with the editors and contributors who brought this work to fruition.

