



Hire Experience.

A PRACTICAL GUIDE FOR EMPLOYERS
How to Attract and Keep 55plus Workers

Why do you, as an employer, need to know anything about hiring and keeping 55plus workers?

Well here are a couple of reasons.

While managing change and diversity were the prime human resource directives of the 1990's, managing the aging labor force will be the major challenge for employers in the 21st Century!

By 2012, there will be 3.3 million fewer workers than jobs.

SOCIETY FOR HUMAN RESOURCE MANAGEMENT

“ We are about to face a demographically driven shortfall in labor that will make the late 1990's seem like a minor irritation.”

■ ANTHONY CARNEVALE

Former Chairman of the National Commission for Employment Policy

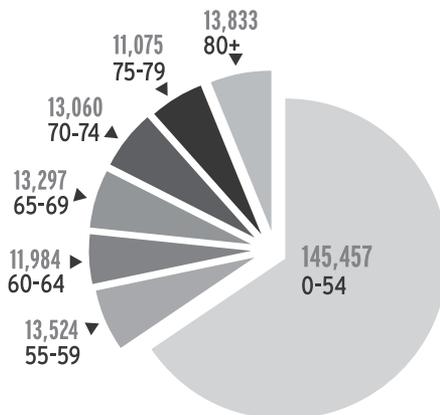
And it is very much a local issue ...

Barnstable County

Total Population
222,303

Population 55-64 years:
25,508 (11.5%)

Population 65+ years:
51,265 (23.1%)



According to a survey conducted by the Cape and Islands WIB, 55plus workers are viewed as excellent or above average employees by more than 80% of all employers; small employers like them best.

How would you rate the performance of your 55+ employees?

	OVERALL	SMALL EMPLOYERS	LARGE EMPLOYERS
Excellent	51.1%	66.0%	44.3%
Above average	31.3%	29.8%	37.1%
Average	17.6%	4.3%	18.6%
Below average	0.0%	0.0%	0.0%
Poor	0.0%	0.0%	0.0%

Here are some of the individual survey responses repeated most frequently by local employers who thought that their 55plus employees were excellent employees:

- Better experience
- Experience is key
- Experience is valuable
- Experience, depth of knowledge
- Experience, reliability
- Experience, skills
- Experienced workers
- Experienced, confident, error free
- Great work ethic

The point is that you probably already have 55+ employees, and you will be hiring more in the future. This guide provides some practical ideas to help you make sure that your 55+ employees are productive and that they will stay in their jobs for years to come.



Hire Experience.

The first truth about 55plus workers is that they don't fit one unique profile. They differ from one another as much as persons from any other age group differ in abilities, desires, and needs. This means that from a hiring perspective, carefully-chosen, older workers can fill a range of company positions, from CEO to consultant, to customer service representative.

Let's start with some fresh ideas about recruiting 55plus workers:

- Partner with senior associations to advertise positions.
- Supplement standard recruiting packages with material designated for 55plus workers.
- Post job announcements on your web site and show pictures of workers of all ages.
- Identify your company as an Equal Opportunity Employer, who values workers of all ages.
- Consider internships.

When you are thinking about effectively employing 55plus workers you should consider:

- Creating alternative work arrangements such as telecommuting, part-time hours, compressed work week, or flexible shifts.
- Job Sharing, having two 55plus employees share the same job. It can be even more productive than a single worker.

Other ideas that have worked for some companies:

- Pursuing phased retirement as an alternative to standard retirement policies.
- Exploring innovative ways to avoid stagnation for long tenured employees
- Tailoring programs to people's needs and desires within a reasonable cost structure that will build loyalty and increase productivity.
- Considering using "cafeteria-style" benefit packages to facilitate the hiring of 55plus workers in flexible work arrangements.
- Restructuring salary / benefit packages and pro-rating benefits.

It is important that you keep in mind the training needs of 55plus workers:

- Ensure that 55plus workers receive the same access to employer-provided training as younger employees.
- Offer on-the-job coaching and mentoring.
- Provide training to meet skills needs.
- Review training programs to address multiple learning styles. Avoid a one-size-fits-all approach.

Here are some ideas that can help you to create a dynamic, age-integrated workforce:

- Tap into the loyalty, productivity, experience, and maturity of 55plus workers by using them as mentors.
- Use cross-generational training and teams so that workers of all ages can learn from and appreciate each other while adding value to the workplace.
- Bring back retirees full or part-time to use their experience and know-how.

If you have any questions or concerns regarding 55plus employees, please call Monica Earls at the Workforce Investment Board, 508-862-6132.

This Checklist is a starting point to help you build the experienced workforce:

Instructions:

Check each item that applies to your organization. After answering all questions, tally your organizations score. Your answers will help you see what resources you can use to help you attract and retain workers of all ages, including older workers.

Recruiting:

- 1 We state in our job advertisements that we seek employees with:
 Maturity Good judgment Work experience
- 2 We are familiar with organizations and agencies that:
 Help older workers find jobs Provide training for older workers
- 3 We implement other age neutral recruitment practices as:
 Incorporating images of mature workers in recruiting materials
 Utilize age-diverse interview panels
 Rehire our own retirees for part-time and full-time jobs
 Maintain a job bank including retirees and other qualified workers to fill temporary positions

Hiring, Retention, Evaluation, and Promotion:

- 4 We provide older worker who are new hires or job candidates with the following information:
 Social Security earnings caps Flexible benefits
 Alternative work schedules Workplace accommodations
- 5 We conduct age audits of our organization to identify possible barriers to:
 Equal hiring Promotional opportunities
 Training for older workers
- 6 We periodically review our organizational policies and practices as they relate to older workers:
 Recruitment Hiring Training
 Evaluation Promotion Termination
- 7 We educate our managers, supervisors, and interviewers on:
 Age discrimination laws
 Age neutral performance appraisal systems
 Age neutral accessibility to training
 Benefits of hiring and promoting older workers
- 8 We educate the following populations of age stereotypes:
 Managers Supervisors
 Lead staff Workers
- 9 We talk about assessing and redesigning jobs for workers with special needs with our:

- Managers Supervisors Lead Staff

Employee Training:

10 We provide flexible training opportunities including

- A mentoring program Job rotation
 On-the-job coaching Peer training
 Internships Individualized training

11 We provide the following basic training for our employees, including older workers:

- Technical Computer training

Accommodations:

12 We talk about assessing and redesigning jobs for workers with special needs with our:

- Managers Supervisors Lead Staff

13 We provide, as needed, the following equipment to assist employees in performing their jobs:

- Amplified telephone equipment
 Computer screens for visual enhancement
 Special/ergonomic keyboards
 Flexible workstations (i.e., alternative sitting and standing)

Compensation and Benefits:

14 We offer alternatives to full-time work:

- Part-time work Temporary work Seasonal work
 Consulting Job sharing Flex-time
 Flex-place Compensatory time

15 We offer a number of benefits such as:

- A defined benefit pension plan
 Contribute a generous match amount for the 401(k) plan
 Have an automatic enrollment process for the defined contribution plan to raise participation
 Provide employees with knowledge and guidance on how to prepare for retirement
 Assess employee satisfaction with pension plan providers
 Offer retiree health benefits
 Provide health coverage for part-time workers

16 We offer benefits alternatives:

- Our benefit package takes into account that our older workers may desire a different set of benefits than other workers

Your Score is:

Compare your score with the following gauge:

- 1 – 13** You will have trouble attracting older workers
14 – 27 You are somewhat friendly to older workers
28 – 40 You are mostly older worker-friendly
41 – 54 You are older worker-friendly

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