Research that Matters to Employers: Overcoming the Constraints of Later Life Work

A Preconference Workshop for the Gerontological Society of America
November 14, 2018

Jacquelyn James, Ph.D.
Director
Sloan Research Network on Aging & Work

http://www.bc.edu/agingandwork  •  agework@bc.edu
Purpose of the Sloan Research Network on Aging & Work

• To create a professional multi-disciplinary network of researchers conducting investigations on different aspects of contemporary experiences associated with the phenomenon of “working longer.”
Changing Expectations about Work

• What are the baby boomers planning to do?
  • 15% do not plan to retire
  • 51% expect to work past age 65
  • 54% plan to work after retirement (Transamerica Survey, 2017)

• Why?
  1. To keep “brain alert”
  2. Financial reasons:
     • To make ends meet (42%),
     • To make up for decrease in the value of their savings or investments (23%),
     • To maintain health insurance or other benefits (13%)
  3. To stay active and involved (90%)
  4. They enjoy working (82%) (EBRI Retirement Confidence Survey, 2017)
  5. And to maintain—
     • the structure for the “live-long day”
     • the continued identification with work
     • the social connections at work
     • the self-esteem that is conveyed by a job well done (Pitt-Catsouphes and Smyer (2007)).

Yes, but...

- Only 27% of 65+ individuals report they have actually been able to continue working as planned (EBRI, 2017).
- Chronic illnesses (self or family) often force one into retirement (Rad, Rashidian, Arab, & Souri, 2017).
- Jobs disappear in restructures.
- By age 75, most people are no longer working (LIMRA SRI (2015)).

James, et al. (in press).
Employers are Beginning to See the Need and are Expecting their Workers to Work Longer

**My company is supportive of its employees working past 65** (%)

- **All Employers (5+ EEs)**: NET – Agree = 81%
- **Small (5 to 99 EEs)**: NET – Agree = 82%
- **Medium (100 to 499 EEs)**: NET – Agree = 81%
- **Large (500+ EEs)**: NET – Agree = 76%

**Strongly Agree** | **Somewhat Agree** | **Somewhat Disagree** | **Strongly Disagree**

Employer Base: All Qualified Respondents

Q3620. How much do you agree or disagree with each of the following statements regarding retirement? “My company is supportive of its employees working past 65”
Yes, but are Employers Actually Helping?

“Which of the following work-related programs, if any, does your company have in place to help its employees transition into retirement? Select all that apply.”
Today’s Workshop

• Many older adults want/need to work longer but too few have a chance to do so.

• Thus, the purposes of the workshop are to:
  • Examine some of the constraints older workers face
  • Identify strategies for overcoming constraints
  • Develop an innovative research agenda that will be helpful to employers in adapting to the changing context of aging and work.
Foundation of Today’s Workshop: Sloan Research Network on Aging & Work

- Fall Institute in collaboration with Harvard University, 2016—*Is there an App for That?: Overcoming the Constraints of Later Life Work*

- Call for papers, 2017, *Sloan Research Network Newsletter*

- Special invitation
Today’s Format

• **Two panels** with discussants for the morning session presenting work from the Fall Institute and a few additional papers—**time for discussion**

• **Reaping the Benefits of an Aging Workforce**—a “conversation with Kerry Hannon” —with **audience participation**

• **Fish Bowl Exercise**—new research ideas presented in 5 minutes followed by **reactions/ thoughts/suggestions from participants**

• **Wrap-up by Marcie Pitt-Catsouphes** with thoughts about future Network activities with **feedback from participants**
Thank you!
Jacquelyn B. James
Boston College
jamesjc@bc.edu
Employers and Older Workers: Changing Attitudes in a Changing Economy

Phyllis Cummins, Ph.D., Kathryn McGrew, Ph.D., Annabelle Arbogast, M.A., & Oksana Dikhtyar, M.B.A.
Scripps Gerontology Center, Miami University
Gerontological Society of America
November, 2018   Boston

MIAMI UNIVERSITY
We have no commercial relationships to disclose.
Presentation Overview

» Labor market and older adults
» Research overview
» Findings
» Promising practices
» Implications
U.S. Labor Force Distribution by Age Group
1996 to 2026 (percent)

Labor force participation rates have increased for the 55 – 64 age group, especially for women.

In September 2018 the unemployment rate was 3.6% for ages 16 and above.

- 3.3% - ages 25 – 34
- 2.8% - ages 35 – 44
- 2.5% - ages 45 – 54
- 2.5% - ages 55 – 64

Strong labor market has improved the prospects for older workers!
Part of a larger mixed methods research project funded by the Institute of Education Sciences (IES)
Examined outcomes, barriers/opportunities, and promising practices for adults ages 40 – 64 enrolled at Ohio’s community colleges
Research Overview: IES Methods

» Three case study community colleges
» Student and faculty focus groups at case study community colleges
  » Faculty – 3 focus groups, N = 14
  » Students – 12 focus groups, N = 69
» Key informant interviews at all 23 Ohio community colleges
  » N = 62
Research Overview: Ohio Department of Aging Project

- A qualitative study funded by the Ohio Department of Aging (ODA)
- Examined barriers/opportunities and promising practices for older adults (age 50 and older) using services at OhioMeansJobs (i.e., WIA/WIOA funded programs)
- Employer interviews: N = 5
- OhioMeansJobs interviews: N = 5
Findings
Barriers to Employment for Older Workers

- Ageism
  - Age discrimination in the workplace
  - Internalized ageism
- Digital technology/computer skills
  - Increasingly digitized training and education
  - Applying for jobs online
- Lack of skills for jobs in demand
- Interviewing and resume writing
- Unrealistic salary expectations
Employers’ Attitudes toward Older Workers

» Due to low unemployment rates, more willing to hire, retain, and promote older workers, especially those with a recently completed credential

» Obtaining a credential indicates a willingness to learn; a validation of current skills

  » “...If that person is willing to pursue training or come in with those skills, uh, they’re an asset. I’m not seeing discrimination at all. In fact, they’re looking for employees who are seasoned and experienced” (community college administrator)
Skills Employers Value in Older Workers

» Older workers are consistently “loyal,” “reliable” and “productive”
» Have lower rates of absenteeism
  » “older workers have the work ethic we’re looking for; they have the maturity and life stories we want” (VP of Sales & Marketing)
» Fare better with regard to soft skills
» More likely to pass drug tests than younger workers
» Have more experience
» Act as mentors to younger workers
Several key informants reported they have seen an increase in employers providing and funding training for their employees. (IES study)

Employers are focusing more on upscaling their current workforce due to the challenges they experience with recruiting new employees. Community colleges’ workforce development divisions provide incumbent worker training:

- through training at an employer’s site (non-credit);
- through employers providing tuition reimbursement for their workers to complete a certificate, degree or other credential
Examples (community college incumbent worker training)…
Promising Practices: Community Colleges

» Innovative career services programming for students who are not familiar with current practices in job applications
  » Example: classes on online interviews and job applications
» Early job shadowing and informational interviews, so students can see what actual job involves
» Technology skills training embedded in courses (e.g., first year experience, developmental education classes)
Promising Practices: ODA Project

» Networking opportunities
» Computer training
» Skills assessment
» Employer relationships
» Workshops
» Developing a success oriented attitude
  » Overcoming ageism by selling soft skills
  » Self-marketing program
Implications

» Some employers expressed more willingness to hire older workers and provide training than in the past

» Community colleges and job centers have an important role to play in helping older workers overcome employment barriers
  » Barriers to college enrollment and completion must first be overcome

» Community college and industry partnerships are increasingly important

» Participation in learning over the life course is increasingly necessary to have the skills required by employers
Acknowledgments

The research reported here was supported by the Institute of Education Sciences, U.S. Department of Education, through Grant R305A160156 to Miami University. The opinions expressed are those of the authors and do not represent views of the Institute or the U.S. Department of Education.
Questions?
Indexing Organizational Practices for Later Life Work

Jürgen Deller, Max Wilckens, Anne Marit Wöhrmann
Research need
We think it is unfortunate that …

1. … organizational level research on organizational practices for successful ageing at work is still limited

2. … inter-cultural / inter-country differences of those practices are untapped

3. … an understanding of how "employers [can] make an aging work staff 'work'" is widely missing (Henkens et al., 2017)

4. … companies and organizations lack profound tools to assess themselves regarding their capabilities to successfully employ older employees
We are starting from a very specific demographic situation in Germany

Germany

U.S.

Source: PopulationPyramid.net, Population 2015
Too little attention is put on the organization as a key enabler for later life work

Active Ageing Index (AAI) measures older peoples’ activity on macro level and gives guidance for policy makers.

On the meso level, existing measures are limited:
- Not focused on older employees: e.g., HIWP by Guthrie (2001) and Lawler (1988)
- Not including practices' quality/evaluation/effect: e.g., taxonomy by Kooji et al. (2014)
- Not sufficiently detailed: e.g., org. efforts to support diversity scale (Triana & Garcia, 2009)
- Not exhaustive / focused on specific topics: e.g., Armstrong-Stassen & Templer (2009)

An exhaustive and sufficiently detailed measures for practices and their quality is required to answer:
What practices / conditions for older workers are effective from an organizational perspective?
How do organizational practices effect older workers?
If you can’t measure it, you can’t improve it.

Peter Drucker (1909 – 2005)

We're hence developing an index of organizational practices: The *Later Life Work Index* (LLWI)
Understanding the set of organizational practices beneficial for making an aging work staff 'work'

Identifying relative importance of individual practices compared to others

Enabling organizations to

- self-assess their own capabilities regarding employment of an ageing workforce
- identify best-practices
- benchmark with peers
- derive levers to improve productivity, health and motivation
We develop and operationalize a holistic view on organizational practices for later life work along 9 dimensions.
<table>
<thead>
<tr>
<th>Organizational Culture</th>
<th>Leadership</th>
<th>Work Design</th>
<th>Knowledge Management</th>
<th>Health &amp; Retirement Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equality of opportunity</td>
<td>Appreciation</td>
<td>Flexible work time arrangements</td>
<td>Institutionalized knowledge transfer</td>
<td>Retirement savings and pensions</td>
</tr>
<tr>
<td>Positive image of age</td>
<td>Responsiveness to individuality</td>
<td>Flexible workplaces</td>
<td>Inter-generational collaboration</td>
<td>Insurances and financial emergency support</td>
</tr>
<tr>
<td>Open and target group-oriented communication</td>
<td></td>
<td>Work according to capabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ergonomic working conditions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Health Management</th>
<th>Individual Development</th>
<th>Continued Employment</th>
<th>Transition to Retirement</th>
<th>Health &amp; Retirement Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of physical exercise and nutrition opportunities</td>
<td>Continuous development planning</td>
<td>Individualized employment options (Re-)hiring of older employees</td>
<td>Timely transition planning</td>
<td>Retirement savings and pensions</td>
</tr>
<tr>
<td>Workplace medical treatment</td>
<td>Appropriate solutions for training and development</td>
<td></td>
<td>Phased retirement &amp; individualized transition solutions</td>
<td></td>
</tr>
<tr>
<td>Health promotion</td>
<td>Enabling development steps and job changes</td>
<td></td>
<td>Counseling retirement life preparation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Cont. inclusion &amp; maintaining contact</td>
<td></td>
</tr>
</tbody>
</table>
Objective: Understanding the moderating effects of organizational practices on age-diverse workforces' outcomes

**Demographic Exposure**
- Workforce age
- Age diversity
- Industry
- Location

**Practices / Conditions**
- Organizational Culture
- Leadership
- Work Design
- Health Management
- Individual Development
- Knowledge Management
- Transition to Retirement
- Continued Employment
- Health & Retirement Coverage

**Organizational Outcomes**
- Organizational performance
- Illness absent rates
- Fluctuation / Employee turnover
- Retirement age

We started with qualitative research on organizational practices and are currently operationalizing the index.

- Initial literature review on organizational practices for older employees
- Qualitative studies, independently in Germany (27 expert interviews) and the U.S. (61 company assessments)
  - Focus group workshop to review results
- Cross-cultural comparisons
  - Germany U.S. completed, Israel and China ongoing
  - Integrated taxonomy proposed (Krippendorff's $\alpha = .65 - .91$)
- Initial item set developed\(^1\)
  - Item characteristics checked in smaller pre-studies (38-56 SMEs)
  - Items revised and scales shortened to 3-5 items per indicator based on reliability and factor analysis results
- Validation ongoing (convergent, discriminant)

1. Based on qualitative definitions, as well as factor structure of criterion scales (also see Smith et al., 2000)
The index can be assessed by ~100 items – further validation is ongoing

<table>
<thead>
<tr>
<th>Items</th>
<th>Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Following several internal revisions the index can be assessed by ~100 items (3-5 items per indicator)</td>
<td></td>
</tr>
<tr>
<td>Cronbach's alpha ranges from .66 to .94 for the 3-5 item scales per indicator</td>
<td></td>
</tr>
<tr>
<td>For most dimensions, indicators correspond to factor structure</td>
<td></td>
</tr>
<tr>
<td>Tested in small samples with dimension specific criterion scales (r = .62 to .90)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's alpha ranges from .66 to .94 for the 3-5 item scales per indicator</td>
</tr>
<tr>
<td>For most dimensions, indicators correspond to factor structure</td>
</tr>
<tr>
<td>Tested in small samples with dimension specific criterion scales (r = .62 to .90)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factor structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's alpha ranges from .66 to .94 for the 3-5 item scales per indicator</td>
</tr>
<tr>
<td>For most dimensions, indicators correspond to factor structure</td>
</tr>
<tr>
<td>Tested in small samples with dimension specific criterion scales (r = .62 to .90)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Convergent validity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's alpha ranges from .66 to .94 for the 3-5 item scales per indicator</td>
</tr>
<tr>
<td>For most dimensions, indicators correspond to factor structure</td>
</tr>
<tr>
<td>Tested in small samples with dimension specific criterion scales (r = .62 to .90)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Discriminant validity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's alpha ranges from .66 to .94 for the 3-5 item scales per indicator</td>
</tr>
<tr>
<td>For most dimensions, indicators correspond to factor structure</td>
</tr>
<tr>
<td>Tested in small samples with dimension specific criterion scales (r = .62 to .90)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Effects on organizational level outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational study with 5-10 respondents per organization ongoing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>To be done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Further revisions based on upcoming results planned</td>
</tr>
<tr>
<td>Review dimensions, for which factors do not match indicators (Leadership, Transition to Retirement)</td>
</tr>
<tr>
<td>Test with larger sample</td>
</tr>
<tr>
<td>Define discriminant scales and test in larger sample</td>
</tr>
</tbody>
</table>
Reliability and initial validation check was conducted for each dimension based on small pre-study samples.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Indicator</th>
<th>#</th>
<th>α</th>
<th>Criterion Scale</th>
<th>r³</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture</td>
<td>Equality of opportunity</td>
<td>4</td>
<td>.85</td>
<td>Nordic Age Discrimination Scale (Furunes &amp; Mykletun, 2010)</td>
<td>.64</td>
<td>98</td>
</tr>
<tr>
<td></td>
<td>Positive image of age</td>
<td>4</td>
<td>.88</td>
<td>Psychological Age Climate Scale (Noack, 2009)</td>
<td>.71</td>
<td>131</td>
</tr>
<tr>
<td></td>
<td>Open and target-group specific communication</td>
<td>4</td>
<td></td>
<td>WIP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>Appreciation</td>
<td>4</td>
<td>.88</td>
<td>Respectful leadership scale: Factor Appreciating (Eckloff &amp; van Quaquebeke, 2008)</td>
<td>.88</td>
<td>157</td>
</tr>
<tr>
<td></td>
<td>Responsiveness to individuality</td>
<td>4</td>
<td>.94</td>
<td>Ethical leadership at work questionnaire: Factor People Orientation (Kalshoven et al., 2011; Steinmann et al., 2016)</td>
<td>.90</td>
<td>157</td>
</tr>
<tr>
<td>Work Design</td>
<td>Flexible work time arrangements</td>
<td>4</td>
<td>.81</td>
<td>Items based on Valcour (2007). Factor: Control over work time</td>
<td>.66</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>Flexible workplaces</td>
<td>3</td>
<td>.71</td>
<td>Items based on Armstrong-Stassen (2006), De Sivatte &amp; Guadamillas (2013)</td>
<td>.61</td>
<td>61</td>
</tr>
<tr>
<td></td>
<td>Work according to capabilities</td>
<td>3</td>
<td>.67</td>
<td>WIP</td>
<td>.58</td>
<td>58</td>
</tr>
<tr>
<td></td>
<td>Ergonomic working conditions</td>
<td>5</td>
<td>.66</td>
<td>WIP</td>
<td>.59</td>
<td>59</td>
</tr>
<tr>
<td>Health Management</td>
<td>Availability of physical exercise and nutrition opportunities</td>
<td>4</td>
<td>.83</td>
<td>CDC Worksite Health ScoreCard: Factor Nutrition / Physical Activity (Centers for Disease Control and Prevention, 2012)</td>
<td>.53 / .61</td>
<td>31</td>
</tr>
</tbody>
</table>

1. Cronbach's Alpha  2. For all criterion scales that measure on the individual level, a referent shift following Chan (1998) was conducted.  3. Pearson correlation
### Backup: Quantitative Samples

**Three quantitative pre-studies conducted in Germany**

<table>
<thead>
<tr>
<th>Sample 1 (Feb. 2018)</th>
<th>Sample 2 (May / June 2018)</th>
<th>Sample 3 (July 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td># Org.</td>
<td>3</td>
<td>56</td>
</tr>
<tr>
<td># Part.</td>
<td>174</td>
<td>female: 58% aged &lt; 45: 39% aged ≥ 55: 22%</td>
</tr>
<tr>
<td>Dimensions covered</td>
<td>Organizational culture, Leadership</td>
<td>Work design, Knowledge Mgmt., Transition to Retirement, Continued Employment, Health &amp; Retirement Coverage</td>
</tr>
<tr>
<td>Industries</td>
<td>Service, Logistics, Municipality</td>
<td>Service, Industry</td>
</tr>
<tr>
<td>Profession</td>
<td>59% HR, 24% management</td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td>Q1=80, Q2=400, Q3=1.300</td>
<td>Q1=200, Q2=400, Q3=1.400</td>
</tr>
</tbody>
</table>
Next steps: We check the index effects on organizational level outcomes within a larger study among German companies

~100 companies are currently recruited to test the index and take part in a benchmark study

A small sample of 5-10 HR representatives, managers and older workers per organization will be asked to rate the index dimensions, as well as organizational level outcomes

We aim to identify the index effect on company performance, illness absence rates, employee self-reported health, motivation, and retirement intentions

Further research

Compare dimensions and indicators to practices in further cultural settings to increase generalizability – ongoing in China and Israel

The validation samples are so far limited in size, so that reliability of the measures has to be further investigated
Summary: Results so far

1. Proposed operationalization (German version available) allows assessment of the index with ~100 items. Selectively, items were modified for the next version based on these pre-study results.

2. On the organizational level, validated scales for practices are rare, so that individual scales with a referent shift were used as criterion for some indicators.

3. Developed short scales of 3-5 items each sufficiently explain the criterion scales' variances ($r \geq .7$) with sufficient reliability ($\alpha \geq .7$) for most indicators.

4. For ergonomic working conditions and the retirement related dimensions no validated scales that might serve as criterions exist so far, to the authors' knowledge.

5. Factor analyses suggest that the operationalization of the leadership and transition to retirement indicators are not sufficiently differentiated or that they describe the same latent variable.

6. Most organizational practices were valid for Germany and the U.S.: Varying importance of e.g. "Health and Retirement Coverage" results from differences in the availability of public systems. In Germany, public coverage is generally sufficient, so that organizational practices are meaningless. In the U.S. financial benefits for the employees' coverage are of key importance.

7. Leadership and Organizational Culture were particularly emphasized as overarching, most important dimensions in Germany and the U.S.
Selected references


Thank you!
Questions?
Appendix
Backup: Qualitative Samples

Two qualitative datasets on age-friendly organizational practices

U.S. dataset

Semi-structured self-assessment by 61 companies applying for the "Age Smart Employer Award"

**Employees**  
M = 7820, SD = 28,900  
Range from 4 to 200,000

**Sectors**  
72% B2C, 18% B2B, 10% B2BC

**Characteristics**  
44% family owned  
36% non-profit

**Industries**  
Food (23%), Healthcare (18%), Social Service (15%), Service (13%)  
Manufacturing (13%), Entertainment (7%), Education (7%), Retail (5%)

**Language**  
English

German dataset (Wöhrmann et al., 2018)

27 semi-structured, transcribed, and content analyzed telephone interviews:

**Participants**  
German HR and business managers, employees in retirement age, scientists, politicians

**Gender**  
Male 74.1 %  
Women 25.9 %

**Age**  
M = 52.7 years; SD = 10.6 years  
Range from 35 to 83 years

**Professional experience**  
M = 2844 years; SD = 11.4 years  
Range from 7 to 59 years

**Language**  
German
Data Collection Method

Two datasets on age-friendly organizational practices

U.S. dataset

The "Age Smart Employer Award" is set-up as a tool to promote an age-friendly environment in NYC:

**Award definition**
"Honor New York City businesses whose practices engage and retain older workers"

**Award operationalization**
Application and selection process for the Award

**Preparation**
Literature search for relevant aspects in application forms

**Data generation through applications**
Semi-structured free text applications

**Expert panel judgement**
Applications evaluated and rated by an expert panel

**Employee survey**
Practices checked in employee survey for finalists

German dataset (Wöhrmann et al., 2018)

The qualitative research project in Germany was conducted in 2014/15:

**Construct definition**
"Good organizational management of employees nearing retirement age and beyond"

**Construct development**
Identification and definition of relevant (sub)dimensions of the construct

**Preparation**
Literature search for relevant aspects for interview guide

**Data collection**
30-60 minutes expert interviews

**Content analysis**
Iterative procedure to derive dimensions and indicators following Mayring (2010)
## Backup: German dataset: Who were the experts?

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Role and Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business leaders</td>
<td>4</td>
<td>CEO of Management Consultancy, CEO of health care company, CEO of facility management company</td>
</tr>
<tr>
<td>HR experts</td>
<td>16</td>
<td>Heads of HR, HR Business partners, CEO of temporary work agency for retirees, CEO of occupational health consultancy</td>
</tr>
<tr>
<td>Workers</td>
<td>2</td>
<td>Retirees employed as consultant</td>
</tr>
<tr>
<td>Professors</td>
<td>4</td>
<td>Human Resources and Organization, Economics, Gerontology, Organizational Behavior</td>
</tr>
<tr>
<td>Politicians</td>
<td>1</td>
<td>Demography advisor to the employers association</td>
</tr>
<tr>
<td>Reviewers (focus group)</td>
<td>15</td>
<td>1 CEO food industry, 8 Heads of HR, 8 HR Business partners, 1 CEO of occupational health consultancy</td>
</tr>
</tbody>
</table>

### Count of Roles:

- **Business leaders**: 27
- **HR experts**: 16
- **Workers**: 2
- **Professors**: 4
- **Politicians**: 1
- **Reviewers**: 15

1. Industries covered: Financial Services, Opto-electronics, Metal Products, Chemicals
Organizational practices for older employees identified by the 2014/15 Age Smart Employer Award

**Flexibility**
- a) Employees can choose/ swap shifts
- b) Work hours can change as needed
- c) Employees can work from home/ telecommute
- d) Employees can take unpaid leave

**Job Restructuring**
- a) Job sharing,
- b) Roles change based on ability of employee
- c) New roles created based on ability of employee

**Environment**
- a) Ergonomic working conditions
- b) Employees can make adjustments/ suggestions

**Work atmosphere**
- a) Supportive/ team mentality
- b) Celebrates milestones
- c) English as a second language classes offered
- d) “Family-like” environment
- e) Fund/ financial held for employee emergencies

**Training**
- a) Apprenticeships/ Internships
- b) Cross-training
- c) Mentorship/ paired learning
- d) Classes/ licensure are paid for
- e) Workshops/ seminars during the workday
- f) Employees can attend industry conferences/ events
- g) Training for new technology or equipment

**Benefits**
- a) Profit sharing/ bonuses,
- b) Paid time off
- c) Health insurance
- d) Retirement savings account
- e) Pension
- f) Tuition Reimbursement
- g) Wellness program
- h) Financial planning assistance
- i) Care-giver support program
- j) Paid family leave

**Retirement**
- a) Has a succession plan
- b) Can dial-down/ up work as an employee need
- c) Retirees can do part-time/ consulting work
- d) Retirees can volunteer

**Hiring**
- a) Hires people who have retired from other company
- b) Actively recruits older workers 50+
- c) Hires people with long careers in other industries
- d) Promotes from within/ develops staff
### Validation of operationalized scales (I/III)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Indicator</th>
<th>Number of items</th>
<th>Mean</th>
<th>SD</th>
<th>Alpha</th>
<th>Scale</th>
<th>Number of Items</th>
<th>Alpha</th>
<th>N</th>
<th>Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational Culture</strong></td>
<td>Equality of opportunity</td>
<td>4</td>
<td>4.99</td>
<td>1.37</td>
<td>.85</td>
<td>Nordic Age Discrimination Scale</td>
<td>6</td>
<td>.85</td>
<td>98</td>
<td>.64</td>
</tr>
<tr>
<td></td>
<td>Positive image of age</td>
<td>4</td>
<td>5.22</td>
<td>1.14</td>
<td>.88</td>
<td>Psychological Age Climate Scale</td>
<td>16</td>
<td>.96</td>
<td>131</td>
<td>.71</td>
</tr>
<tr>
<td></td>
<td>Open and target-group specific communication</td>
<td>2</td>
<td>6.17</td>
<td>.99</td>
<td>.67</td>
<td>Communication Satisfaction Questionnaire: Factor Communication Climate</td>
<td>5</td>
<td>.93</td>
<td>144</td>
<td>.40</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Appreciation</td>
<td>4</td>
<td>4.65</td>
<td>1.28</td>
<td>.88</td>
<td>Respectful leadership scale: Factor Appreciating</td>
<td>12</td>
<td>.96</td>
<td>157</td>
<td>.88</td>
</tr>
<tr>
<td></td>
<td>Responsiveness to individuality</td>
<td>4</td>
<td>4.38</td>
<td>1.50</td>
<td>.94</td>
<td>Ethical leadership at work questionnaire: Factor People Orientation</td>
<td>7</td>
<td>.97</td>
<td>157</td>
<td>.90</td>
</tr>
<tr>
<td><strong>Work Design</strong></td>
<td>Flexible work time arrangements</td>
<td>4</td>
<td>4.39</td>
<td>1.30</td>
<td>.81</td>
<td>Items based on Valcour (2007). Factor: Control over work time</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work according to capabilities</td>
<td>3</td>
<td>4.04</td>
<td>1.10</td>
<td>.63</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ergonomic working conditions</td>
<td>3</td>
<td>3.98</td>
<td>1.30</td>
<td>.62</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* For all validation scales that measure on the individual level, a referent shift following Chan (1998) was conducted.
## Validation of operationalized scales (II/III)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Indicator</th>
<th>Number of items</th>
<th>Mean</th>
<th>SD</th>
<th>Alpha</th>
<th>Scale*</th>
<th>Number of Items</th>
<th>Alpha</th>
<th>N</th>
<th>Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Management</td>
<td>Availability of physical exercise and nutrition opportunities</td>
<td>3</td>
<td>4.05</td>
<td>1.61</td>
<td>.85</td>
<td>CDC Worksite Health ScoreCard: Factor Nutrition (Centers for Disease Control and Prevention, 2012)</td>
<td>10</td>
<td>.00</td>
<td>31</td>
<td>.57</td>
</tr>
<tr>
<td></td>
<td>CDC Worksite Health ScoreCard: Factor Physical Activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(Centers for Disease Control and Prevention, 2012)</td>
<td>5</td>
<td>.66</td>
<td>30</td>
<td>.63</td>
</tr>
<tr>
<td></td>
<td>Workplace medical treatment</td>
<td>4</td>
<td>4.47</td>
<td>1.31</td>
<td>.68</td>
<td>Second european survey of enterprises on new and emerging risks (ESENER-2; TNS Infratest Sozialforschung, 2015)</td>
<td>7</td>
<td>.73</td>
<td>26</td>
<td>.62</td>
</tr>
<tr>
<td></td>
<td>Health promotion</td>
<td>4</td>
<td>4.35</td>
<td>1.33</td>
<td>.77</td>
<td>Leading by Example (Della et al., 2008)</td>
<td>11</td>
<td>.85</td>
<td>26</td>
<td>.86</td>
</tr>
<tr>
<td>Individual Development</td>
<td>Continuous development planning</td>
<td>5</td>
<td>5.41</td>
<td>.84</td>
<td>.70</td>
<td>Rafferty and Griffin (2006): Refining individualized consideration</td>
<td>4</td>
<td>.81</td>
<td>33</td>
<td>.63</td>
</tr>
<tr>
<td></td>
<td>Appropriate solutions for training and development</td>
<td>4</td>
<td>3.84</td>
<td>1.31</td>
<td>.86</td>
<td>Items based on Training for older employees (Armstrong-Stassen &amp; Tempfer, 2005)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Enabling development steps and job changes</td>
<td>4</td>
<td>5.01</td>
<td>.97</td>
<td>.77</td>
<td>People management scale (Knies, Leisink &amp; Van de Schoot, 2017)</td>
<td>5</td>
<td>.84</td>
<td>29</td>
<td>.72</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>Institutionalized knowledge transfer</td>
<td>4</td>
<td>3.80</td>
<td>1.36</td>
<td>.77</td>
<td>Knowledge sharing practices (Hsu, 2008)</td>
<td>7</td>
<td>.75</td>
<td>42</td>
<td>.80</td>
</tr>
<tr>
<td></td>
<td>Inter-generative collaboration</td>
<td>4</td>
<td>4.67</td>
<td>1.20</td>
<td>.86</td>
<td>Knowledge exchange and combination (Collins &amp; Smith, 2006)</td>
<td>7</td>
<td>.75</td>
<td>42</td>
<td>.74</td>
</tr>
</tbody>
</table>

* For all validation scales that measure on the individual level, a referent shift following Chan (1998) was conducted.
Validation of operationalized scales (III/III)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Indicator</th>
<th>Number of items</th>
<th>Mean</th>
<th>SD</th>
<th>Alpha</th>
<th>Scale*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transition to Retirement</td>
<td>All indicators</td>
<td>10</td>
<td>3.31</td>
<td>1.42</td>
<td>.92</td>
<td></td>
</tr>
<tr>
<td>Continued Employment</td>
<td>Individualized employment options</td>
<td>4</td>
<td>3.76</td>
<td>1.54</td>
<td>.87</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Re-)Hiring</td>
<td>4</td>
<td>4.34</td>
<td>1.20</td>
<td>.71</td>
<td></td>
</tr>
<tr>
<td>Health &amp; Retirement</td>
<td>Coverage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Retirement savings and pensions</td>
<td>4</td>
<td>5.84</td>
<td>.93</td>
<td>.74</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Insurance coverage</td>
<td>2</td>
<td>3.85</td>
<td>1.88</td>
<td>.87</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Financial emergency support</td>
<td>2</td>
<td>5.38</td>
<td>1.41</td>
<td>.72</td>
<td></td>
</tr>
</tbody>
</table>

* For all validation scales that measure on the individual level, a referent shift following Chan (1998) was conducted.
ORGANIZATIONAL CULTURE

Dimension:

The organizational culture dimension includes the set standards and actions of an employer shaped by the mission and values of the organization. An organizational culture that fosters good management of employees just before and in retirement age especially promotes equal opportunities and a positive image for all age groups.

Indicators:

1. **Equality of opportunity**: Initial conditions should be the same for every employee regardless of age. Further, no discrimination or stigmatization due to age should occur. Each employee therefore has the same opportunities, e.g. participation in training and professional qualification or in the need of downsizing.

2. **Positive image of age**: Prevailing beliefs and attitudes regarding older employees are shaped by a positive attitude within the organization. Aging should be understood as an individual change process of competencies, motivation, values, and behavior. Opportunities should be recognized, valued and realized. For example, by identifying and assigning tasks which correspond to the specific competencies of older individuals.

3. **Open and target group-oriented communication**: The organization is characterized by a differentiated image of age that is communicated through external and internal representation of the organization. This explicitly includes open and transparent exchange between employees and their managers regarding retirement and/or continued opportunities for work. Positive images representing all age groups within the employee magazine, on the intranet or website are another example.
LEADERSHIP

Dimension:
The leadership dimension includes the responsibility of organizational executives to harness the potential of employees at all ages and particularly just before and in retirement age. This is achieved through the consideration of each individual employee’s strengths and by showing appreciation for their talents and contributions.

Indicators:

1. **Appreciation**: Managers of an organization should have an appreciative attitude towards their employees of all ages, manifested through a consistent demonstration of respect and kindness. Managers should reward the experience and achievements of their employees by offering higher levels of job autonomy and responsibility. Celebrating milestones and farewells are another way to convey gratitude, particularly when an employee is going into retirement.

2. **Responsiveness to individuality**: Managers of an organization should be sensitive to individual needs and events that occur at different life stages. They should also take into account each individual’s personality and performance capability. Managers are responsible for recognizing and harnessing individual potential regardless of age and for creating performance-enhancing conditions. Among other factors, this includes the consideration of employees’ wishes and suggestions regarding the design of their work space as well as the consideration of individual life circumstances, such as the need to care for family.
WORK DESIGN

Dimension:

The work design dimension includes the adaptation of work location, times and physical space to fit the individual needs and abilities of employees, relieve strain and increase job satisfaction and efficiency.

Indicators:

1. **Flexible work time arrangements**: The organization should allow employees to change their work time depending on individual needs. Specific solutions will depend on the nature of an employee’s work. Options for flexibility could include a long or short term switch to part time, offering flextime, job sharing, the possibility of swapping shifts, and unpaid leaves.

2. **Flexible workplaces**: When possible, employees should be able to choose their work location based on their individual needs and what is most efficient. Examples include the facilitation and technical support of home-office-solutions or the installation of silent work places within the office.

3. **Work according to capabilities**: Employees should have adequate jobs corresponding to their individual physical and mental performance capability and resilience. If not the case, this could be realized through a temporary or permanent change to another role that is less straining. Swapping jobs or reconsidering and adapting work flows should also be taken into consideration.

4. **Ergonomic working conditions**: The work place should be designed according to ergonomic requirements and should also take into account the individual circumstances of the employee. For example occupational safety measures should be taken and supportive equipment and/or tools should be provided.
HEALTH MANAGEMENT

Dimension:

The health management dimension includes all organizational activities that aim to maintain and promote employees’ health and work ability. Health management should be characterized by a holistic approach addressing not only specific interventions but also health-promoting work design and leadership.

Indicators:

1. Availability of physical exercise and nutrition opportunities: Initiatives to strengthen health and work ability should be offered, such as company sports activities, active breaks and nutritional guidance.

2. Workplace Medical treatment: Measures should be taken to help employees avoid medical conditions and assistance to aid in the recovery of sick employees should be offered. Examples include company doctors, on-site medical check-ups and physical therapy, along with wellness programs.

3. Health promotion: Measures should be taken to disseminate knowledge about healthy behaviors to help employees make responsible and healthy decisions. This could be done by providing information on healthy living. Moreover, managers should act as role models for healthy behaviors and promote a healthy work environment. This includes taking part in physical exercise, nutrition opportunities and related programs themselves, as well as encouraging a sustainable work-life balance.
INDIVIDUAL DEVELOPMENT

Dimension:

Employees should be supported in their professional and personal development during their entire work life. A special emphasis is put on the importance of lifelong learning through continued education and training. There should also be opportunities for career development through internal advancement and promotions.

Indicators:

1. Continuous development planning: Planning for each individual employee’s future should be done on an ongoing basis at all ages and stages of the work life. This could be done through individual meetings between managers and employees and by providing professional workshops that allow for self-reflection on abilities, competencies, and goals.

2. Appropriate solutions for training and development: The organization should provide further training and education aligned with the individual employee's professional, educational, and life experience as well as with organizational goals. Further, training content and methods should be targeted towards specific groups. Examples of appropriate training and development solutions are workshops, seminars and industry conferences, training for new technologies or equipment, cross-training, and internships for people of all ages. These training and development opportunities can be facilitated onsite or through reimbursement of tuition or fees.

3. Enabling development steps and job changes: Modifications to an employee’s current position, function or job should be made possible to reflect the specific competencies and development interests of an individual. For example, this could be achieved by increasing job responsibilities, inclusion into other projects, or a horizontal or vertical change of position, which could also mean an additional apprenticeship or a new job within a different department.
KNOWLEDGE MANAGEMENT

Dimension:

The knowledge management dimension includes procedures for the transfer, exchange, and conservation of knowledge between different generations of employees.

Indicators:

1. **Institutionalized knowledge transfer**: Institutionalized structures that transfer knowledge from experienced employees to their successors should be in place. This can be achieved through mentoring and “buddy” programs or through a systematic knowledge transfer process before employees leave the organization for retirement.

2. **Inter-generative collaboration**: The organization should allow for mutual transfer of knowledge and experience between generations. This transfer goes in both directions, young to old, as well as old to young. Its structure is not necessarily determined by the organization. For example, collaboration can happen within intergenerational pairs or age-mixed teams.
TRANSITION TO RETIREMENT

Dimension:
The transition into retirement dimension includes the necessary conversations, planning, and workplace solutions for any employee who is on the verge of retiring. Information and counseling should be provided to help the employee transition.

Indicators:
1. **Timely transition planning**: Managers should talk with employees about their personal plans for entering the retirement stage, including a succession plan. Potential transition scenarios should be actively discussed to find individual solutions, for example, through annual employee interviews.

2. **Phased retirement and individualized transition solutions**: Generic solutions for the transition into retirement should be tailored according to employees’ individual needs. Flexibility and imagination should be present when designing the employee’s individual transition into retirement. Phased retirement through a gradual reduction of working time should be offered companywide. Phased retirement can take place over a shorter or longer period of time, depending on needs.

3. **Counselling for retirement life preparation**: Organizations should support their employees in preparing mentally for the life change of retirement by providing advising and counseling. Employees should be motivated to actively design their retirement life prior to transition. For example, individual preparation can be fostered through a structured approach that reflects individual expectations and plans. There may also be opportunities to establish alternative activities beyond employment.

4. **Continuous inclusion and maintaining contact**: Tools should be in place to maintain contact with employees even after their retirement and to help them stay engaged as part of the organization. This could be facilitated through an active management of relationships by means of an alumni network, invitations to organizational events or by allowing for voluntary work.
CONTINUED EMPLOYMENT

Dimension:

The continued employment dimension includes the organizational design and employment options for employees at retirement age. This includes former employees of the organization as well as external employees looking for continued employment.

Indicators:

1. **Individualized employment options**: Employment options for individuals, who would otherwise be fully retired, should be offered systematically. To ensure employment options are meaningful for both the organization and the employee, integration of those employees into the organization should be strategically planned. For example, they might be brought in on a temporary basis at peak production times. Tasks and work time should be adaptable to the individual employee. This can be achieved through alternative contract forms such as consulting and mentoring work or flexible work time arrangements with generally fewer hours than a full-time position.

2. **(Re-) hiring of older employees**: Older individuals, particularly including already and almost retired employees should be specifically addressed by job marketing, hiring and re-employment processes. This is achieved through age-friendly communication of job offers and the use of alternative marketing paths to address external as well as internal individuals. This explicitly includes employees with long careers in other industries or companies.
HEALTH & RETIREMENT COVERAGE

Dimension:

Organizations should support their employees with retirement savings and insurance coverage, if not sufficiently provided by public systems. Requirements vary due to different regulations and social systems. The support may be a direct financial benefit or put into practice as individual planning and assistance.

Indicators:

1. Retirement savings and pensions: Employees should be offered options for retirement savings, if not sufficiently covered by public systems. Organizations may include pensions and retirement saving accounts into their full compensation packages, offer optional saving possibilities to be opened by the employees individually, and support their employees in timely planning and organization of their retirement savings.

2. Insurances and financial emergency support: Organizations should offer health related insurance coverage, if not sufficiently covered by public systems. This includes (additional) health-, disability-, care- or life insurances, which particularly cover risks that increase with age. Additional financial support may be offered in case of family emergencies, as e.g., in a case of nursing care or child sickness.
We propose a meso level addition to the Active Ageing Index to measure organizational employment conditions for older employees.

**Macro level: Active Ageing Index (AAI)**
Purpose: Measure societies' level of older citizens' activity and to provide evidence for policy decision making.

**Meso level: Index for enablement of active ageing on organizational level**
Purpose: Describe age-friendly employment conditions and allow for self-assessment and comparison of organizations' capabilities to successfully employ older employees regarding e.g., performance, health, motivation.

Moderators for the effects of the demographic change on org. outcomes
Labor Market Challenges Facing Older Unemployed Workers

Racial, Gender, and Educational Disparities

By Richard W. Johnson
Benefits of Working Longer

- By delaying retirement, workers earn more over their lifetimes
  - Raises future earnings base for Social Security and pensions
  - Workers can save more for retirement

- Delaying retirement reduces the time that savings must last
  - Workers accrue additional credits by delaying Social Security take up

- By working one more year, people can, on average, raise old-age income by 9% (Butrica, Smith, & Steuerle 2006)
  - For low-income people, working one more year raises income 16%

- Working longer may improve individual’s physical health, emotional wellbeing

- Older workers pay taxes, engage in productive activities, delay receipt of retirement transfers
Many Older Workers Face Labor Market Challenges

- Employment rates decline at older ages, though mainly because labor supply falls
  - Rates are especially low for African American men and older adults with limited education
Labor Force Participation Rates Increase with Education and Are Higher for Men than Women

![Bar chart showing labor force participation rates at ages 65+ by sex and education, 2016 (%)]

- **Not high school graduate**
  - Men: 13%
  - Women: 7%

- **High school graduate**
  - Men: 20%
  - Women: 12%

- **Some college**
  - Men: 24%
  - Women: 21%

- **College graduate**
  - Men: 35%
  - Women: 23%

*Source: Johnson and Wang (2017)*
African American Men Are Especially Unlikely to Participate in the Labor Force at Older Ages

Labor Force Participation Rates at Ages 62+ by Sex and Race and Ethnicity, 2014 (%)

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Hispanic white</td>
<td>30</td>
<td>21</td>
</tr>
<tr>
<td>African American</td>
<td>25</td>
<td>20</td>
</tr>
<tr>
<td>Hispanic</td>
<td>30</td>
<td>19</td>
</tr>
</tbody>
</table>

Source: Urban Institute, Program on Retirement Policy (2016)
Many Older Workers Face Labor Market Challenges

- Employment rates decline at older ages, though mainly because labor supply falls
  - Rates are especially low African American men and older adults with limited education

- Correspondence studies show that age discrimination in hiring is pervasive
  - Lahey, 2008; Neumark, Burn, and Button, forthcoming
  - Older, less-educated women seem to face special challenges

- Older displaced workers spend more time out of work than their younger counterparts (Farber, 2014; Johnson and Mommaerts 2011; Johnson and Butrica 2012)

- Many older workers believe employers favor younger workers
  - Especially among workers with limited education and people of color
Less-Educated Older Adults Are Especially Likely to Report that Their Employers Favor Younger Workers

Percentage of workers ages 58-63 reporting that their employers favor younger workers

Source: Johnson (2018b), from HRS data.
Many Older Workers of Color Also Say that Employers Favor Younger Workers

Percentage of workers ages 58-63 reporting that their employers favor younger workers

Source: Johnson (2018b), from HRS data.
Is the Potential for Working Longer Available to All Older Adults?

- African Americans, Hispanics
- Workers with limited education
- Women
- Intersectionality
  - Are outcomes especially bad for older workers who are in more than one at-risk group?
Research Strategy

- Examine outcomes for older workers who have been displaced from their job
  - These older adults are more likely than other nonworkers to want to work
- Compute likelihood that workers are laid off from their job
- Compute the likelihood that unemployed workers become reemployed
  - Estimate probit models of reemployment probabilities
- Compute difference in monthly earnings for laid-off workers who become reemployed
- Compare outcomes across workers
  - Age
  - Education
  - Gender
  - Race and ethnicity
  - Interactive effects
Data: Survey of Income and Program Participation (SIPP)

- Combine the 2004 and 2008 panels
  - Collect longitudinal data every three months
  - Ask respondents about labor market activities for every intervening month between interviews
  - Data span 2004 to 2012

- Sample restrictions
  - Ages 25 and older
  - Employed for a full month at some point during first 6 months observed

- Unemployment definition: do not hold a job and are on layoff or looking for work for full month

- Unemployment ends when worker begins collecting labor earnings
Likelihood of Being Laid-Off
Older Workers Are Less Likely to Be Laid Off than Younger Workers

Percentage of workers ages 25 and older ever unemployed during a 48-month period, 2004-2012, by age

Source: Author’s analysis of 2004 and 2008 SIPP panels
College Grads Are Less Likely to Be Laid Off than Workers with Less Education

Percentage of workers ages 25 and older ever unemployed during a 48-month period, 2004-2012, by education

Source: Author’s analysis of 2004 and 2008 SIPP panels
African Americans and Hispanics Face High Layoff Risks

Percentage of workers ages 25 and older ever unemployed during a 48-month period, 2004-2012, by race and ethnicity

Source: Author’s analysis of 2004 and 2008 SIPP panels
Layoff Rates Do Not Vary Much by Gender

Percentage of workers ages 25 and older ever unemployed during a 48-month period, 2004-2012, by gender

Source: Author’s analysis of 2004 and 2008 SIPP panels
Education Protects Youngers Workers from Layoff More than Older Workers

Percentage of workers ages 25 and older ever unemployed during a 48-month period, 2004-2012, by age and education

Source: Author’s analysis of 2004 and 2008 SIPP panels
Older African Americans Are Much Less Likely To Be Laid Off than Their Younger Counterparts

Percentage of workers ages 25 and older ever unemployed during a 48-month period, 2004-2012, by age and race and ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Younger than 50</th>
<th>Age 50+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Hispanic White</td>
<td>11.7</td>
<td>8.7</td>
</tr>
<tr>
<td>African American</td>
<td>16.8</td>
<td>11.0</td>
</tr>
<tr>
<td>Hispanic</td>
<td>16.1</td>
<td>14.0</td>
</tr>
<tr>
<td>Other</td>
<td>12.8</td>
<td>9.9</td>
</tr>
</tbody>
</table>

*Source: Author’s analysis of 2004 and 2008 SIPP panels*
Older Women Face Slightly Higher Layoff Risks than Younger Women

Percentage of workers ages 25 and older ever unemployed during a 48-month period, 2004-2012, by age and gender

Source: Author’s analysis of 2004 and 2008 SIPP panels
Likelihood of Becoming Reemployed Following a Layoff
The Prevalence of *Long-Term* Unemployment Varies Less by Age than Any Unemployment

Percentage of workers ages 25 and older ever unemployed for 6 or more months during a 48-month period, 2004-2012, by age

Source: Author's analysis of 2004 and 2008 SIPP panels
Older Laid-Off Workers Are Much Less Likely to Become Reemployed than Their Younger Counterparts

Marginal impact of age on the probability of becoming reemployed after a layoff, 2004-2012 (%)

Source: Author’s analysis of 2004 and 2008 SIPP panels
Note: Estimates are from a probit model that controls for age, education, and race and ethnicity.
Education Increases the Chances of Becoming Reemployed after a Layoff

Marginal impact of education on the probability of becoming reemployed after a layoff, 2004-2012 (%)

-1.7
0.0
1.0
1.4

Not HS grad  HS grad  Some college  4 or more years of college

Source: Author's analysis of 2004 and 2008 SIPP panels
Note: Estimates are from a probit model that controls for age, education, and race and ethnicity.
Women and African Americans Are Less Likely than Others to Become Reemployed

Marginal impact of gender and race/ethnicity on the probability of becoming reemployed after a layoff, 2004-2012 (%)

- Female: -1.1
- Male: 0.0
- Non-Hispanic white: 0.0
- African American: -1.5
- Hispanic: -0.2
- Other: -0.8

Source: Author's analysis of 2004 and 2008 SIPP panels

Note: Estimates are from a probit model that controls for age, education, and race and ethnicity.
College Provides Some Reemployment Boost at Ages 50 to 61, But Less after Age 62

Marginal impact of age and education on the probability of becoming reemployed after a layoff relative to a high school grad ages 35-49, 2004-2012 (%)

- Not high school grad
  - 50-61: -2.5
  - 62+: -5.8

- High school grad
  - 50-61: -2.1
  - 62+: -4.9

- Some college
  - 50-61: -1.2
  - 62+: -4.5

- 4 or more years of college
  - 50-61: -1.1
  - 62+: -5.4

Source: Author’s analysis of 2004 and 2008 SIPP panels

Note: Estimates are from a probit model that controls for age, education, and race and ethnicity.
Reemployment Prospects after Age 50 Are No Worse for People of Color than Non-Hispanic Whites

Marginal impact of age & race/ethnicity on the probability of becoming reemployed after a layoff relative to a non-Hispanic white ages 35-49, 2004-2012 (%)

- Non-Hispanic White
  - 50-61: -2.5
  - 62+: -5.5

- African American
  - 50-61: -2.7
  - 62+: -5.4

- Hispanic
  - 50-61: -2.5
  - 62+: -5.3

- Other
  - 50-61: -2.6
  - 62+: -3.8

Source: Author’s analysis of 2004 and 2008 SIPP panels
Note: Estimates are from a probit model that controls for age, education, and race and ethnicity.
Older Women Are Less Likely than Older Men to Become Reemployed

Marginal impact of age and gender on the probability of becoming reemployed after a layoff relative to a man ages 35-49, 2004-2012 (%)

Source: Author’s analysis of 2004 and 2008 SIPP panels
Note: Estimates are from a probit model that controls for age, education, and race and ethnicity.
Comparing Median Monthly Earnings before and after Layoff
Upon Reemployment, Older Laid-Off Workers Face Larger Wage Losses than Younger Workers

Median percentage change in monthly earnings, real dollars, by age, 2004-2012

<table>
<thead>
<tr>
<th>Age</th>
<th>2004-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-34</td>
<td>-13.6</td>
</tr>
<tr>
<td>25-34</td>
<td>-8.6</td>
</tr>
<tr>
<td>35-49</td>
<td>-13.6</td>
</tr>
<tr>
<td>50-61</td>
<td>-20.4</td>
</tr>
<tr>
<td>62+</td>
<td>-25.0</td>
</tr>
</tbody>
</table>

Source: Author’s analysis of 2004 and 2008 SIPP panels
Wage Losses Increase with Education

Median percentage change in monthly earnings, real dollars, by education, 2004-2012

- Not HS grad: -7.6
- HS grad: -13.3
- Some college: -14.9
- 4 or more years of college: -17.6

Source: Author's analysis of 2004 and 2008 SIPP panels
Wage Losses for African Americans and Hispanics Are Somewhat Smaller than for Non-Hispanic whites

Median percentage change in monthly earnings, real dollars, by race and ethnicity, 2004-2012

- Non-Hispanic white: -16.7%
- African American: -12.5%
- Hispanic: -6.6%
- Other: -15.3%

Source: Author’s analysis of 2004 and 2008 SIPP panels
Women Experience Slightly Larger Wage Losses upon Reemployment than Men

Median percentage change in monthly earnings, real dollars, by gender, 2004-2012

Male: -13.3%
Female: -14.6%

Source: Author’s analysis of 2004 and 2008 SIPP panels
For Laid-Off College Graduates, Wages Drop Much More for Older Workers than Younger Workers

Median percentage change in monthly earnings, real dollars, by age and education, 2004-2012

- Not high school grad
  - Younger than 50: -7.4
  - Age 50+: -9.3

- High school grad
  - Younger than 50: -10.2
  - Age 50+: -21.9

- Some college
  - Younger than 50: -13.4
  - Age 50+: -18.3

- 4 or more years of college
  - Younger than 50: -12.5
  - Age 50+: -33.4

Source: Author's analysis of 2004 and 2008 SIPP panels
Older Laid-Off African Americans Suffer Especially Large Wage

Median percentage change in monthly earnings, real dollars, by age and race/ethnicity, 2004-2012

Source: Author’s analysis of 2004 and 2008 SIPP panels

Non-Hispanic White
-13.7
-21.9

African American
-10.0
-30.3

Hispanic
-5.7
-10.5

Other
-13.3
-24.4

Younger than 50
Age 50+
Women Lose More Wages than Men at Older Ages

Median percentage change in monthly earnings, real dollars, by age and gender, 2004-2012

Source: Author’s analysis of 2004 and 2008 SIPP panels
Conclusions

• Layoff probabilities fall with age and education
  • Less-educated workers do not face disproportionate layoff risks at older ages
  • African Americans face high layoff risks at older ages when older workers are less likely to lose their jobs than younger workers

• Reemployment probabilities are relatively low for older workers, workers with limited education, women, and African Americans
  • People of color and workers with limited education do not face particular reemployment hurdles at older ages

• When older laid-off workers become reemployed, they earn much less than they were earning before they lose their jobs
  • Wage losses are especially large for older African Americans, older women, and older college graduates
Perception versus Reality
Employers' Knowledge about Aging Workforce

Hila Axelrad
hilaax@tauex.tau.ac.il

November 2018
Introduction

- Israel encounter, like other developed countries, a reality of an increased retirement age and higher labor force participation of older workers.

- In 2004, the Israeli government started gradually raising the pensionable age from 65 to 67 for men and from 60 to 62 for women.
Obstacles faced by older workers in the labor market

Older workers' obstacles in the labor market

Reasons related to employers
- Age Discrimination
  - Taste for discrimination
  - Statistical discrimination

Economic Theory: expected benefits and costs
- Higher wages and lower productivity

Reasons related to older workers themselves

Misconceptions about older workers

Other reasons
Obstacles faced by older workers in the labor market

Reasons related to employers

- Age Discrimination
  - Taste for discrimination
  - Statistical discrimination
- Economic Theory: expected benefits and costs
  - Higher wages and lower productivity
- Misconceptions about older workers
What is innovative about the research?

- Explore employers’ knowledge and perceptions about older workers, and their level of accuracy.
- Compare between employers' perceptions and official data regarding the aging work force.
- Perceptions and official data are compared to employers' views of the ideal situation regarding older workers.
Employers' perceptions regarding older workers

- Less productive
- Inferior performances
- Higher salary expectations
- Less capable of adapting to new technologies and changes
- Less capable of accepting new tasks
- Less flexible
Method

The Questionnaire

- The survey included 27 questions; most of them were closed-ended.
- The questions referred to the employers' perceptions and knowledge about older workers, and to employers' views of the ideal situation regarding work at older ages.
- Respondents' personal characteristics (age, gender, education) and organizational characteristics (position, sector, size of organization).
Method

Data Collection and Sample (N=373)

**Gender**
- Women 51%
- Men 49%

**Position**
- Managers 54%
- Business owners 29%
- CEO’s 3%
- HR managers 14%

**Education**
- Academic 74%
- Technical 14%
- Other 12%

**Sector**
- Industry 14%
- Service 22%
- High Tech 22%
- Public Sector 12%
- Banking, Insurance, finance 4%
- Other 26%
Data Analysis

- T-test for differences between employers’ perspectives and official data, and between employers’ views of the ideal situation and official data.

- OLS regressions to find out how employers' personal and organizational characteristics affect their perceptions, preferences, and knowledge.

- Logistic regression model to examine associations between the explanatory variables and the outcome: ideal retirement age should be higher.
## Results

### Official data vs. employers' perceptions

<table>
<thead>
<tr>
<th>Category</th>
<th>Employers' Perceptions</th>
<th>Reality</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of people aged 45-65 w/ good health</td>
<td>66</td>
<td>79.8</td>
</tr>
<tr>
<td>% of people aged 65-74 w/ good health</td>
<td>47.1</td>
<td>58.9</td>
</tr>
<tr>
<td>Current poverty rate among 65 +</td>
<td>22.6</td>
<td></td>
</tr>
<tr>
<td>Average salary of an employee aged 55-64</td>
<td></td>
<td>99</td>
</tr>
<tr>
<td>Average salary of an employee aged 65 and older</td>
<td></td>
<td>84</td>
</tr>
<tr>
<td>% of people aged 65+ with more than 12 years of education</td>
<td>41</td>
<td></td>
</tr>
<tr>
<td>Weeks to find a job 50+</td>
<td>35.3</td>
<td>46</td>
</tr>
</tbody>
</table>
Official data vs. employers' perceptions

- Retirement age for women: Employers' Perceptions (61.5) vs. Reality (65.1)
- Retirement age for men: Employers' Perceptions (66.3) vs. Reality (66.9)
- Labor force participation rate 65 and older: Employers' Perceptions (19.5)
- Labor force participation rate 55-64: Employers' Perceptions (23.6) vs. Reality (68.9)
Actual statistics vs. perceptions' and ideal situation in the eyes of the employers

- Retirement age for women
- Retirement age for men
- Labor force participation rate 55-64

Prospects of improvement in the status of workers aged 45 or more???
The effect of personal and organizational characteristics on employers' preferences

<table>
<thead>
<tr>
<th></th>
<th>Labor force participation % of people aged 55-64</th>
<th>Labor force participation % of people aged 65+</th>
<th>Retirement age-men</th>
<th>Retirement age-women</th>
<th>Unemployment period</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td>0.58***</td>
<td>0.39**</td>
<td>0.72***</td>
<td>0.06</td>
<td>0.21</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td>0.79</td>
<td>-1.19</td>
<td>-12.3**</td>
<td>0.69</td>
<td>-6.04</td>
</tr>
<tr>
<td><strong>CEO</strong></td>
<td>-22.9**</td>
<td>-9.61</td>
<td>-14.8</td>
<td>0.82</td>
<td>-1.53</td>
</tr>
<tr>
<td><strong>Manager</strong></td>
<td>-3.37</td>
<td>-0.80</td>
<td>-18.6**</td>
<td>-2.00*</td>
<td>-0.71</td>
</tr>
<tr>
<td><strong>No. of employees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9-50</td>
<td>-0.08</td>
<td>-1.61</td>
<td>19.4**</td>
<td>-1.68</td>
<td>-13.5</td>
</tr>
<tr>
<td>&gt;500</td>
<td>0.38</td>
<td>-0.16</td>
<td>17.3**</td>
<td>-0.21</td>
<td>-0.64</td>
</tr>
<tr>
<td><strong>Workers aged 50 and older among your subordinates</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Few</strong></td>
<td>-11.7***</td>
<td>-9.52**</td>
<td>-2.43</td>
<td>-0.07</td>
<td>6.60</td>
</tr>
</tbody>
</table>
Discussion

- Gaps between employers' perceptions and actual statistics, in issues like labor force participation rate, health status, women's retirement age, which point out employers’ insufficient knowledge.

- Employers' misperceptions may explain some of the difficulties experienced by older workers in the Israeli labor market.

- This study adds to the body of literature on perceptions about older workers, examining for the first time employers' general knowledge on issues that can be easily compared to official data---- allowing us to identify and measure knowledge gaps. 14
Discussion

- A gap between the average retirement age of women (65.1), employers’ average evaluation (61.5), and employers' views regarding the ideal situation (63) which is higher than the official retirement age for women in Israel (62).

- As part of the ongoing debate about increasing women's retirement age, this finding can be used as an argument in favor of raising women’s pensionable age.

- Employers with most of their subordinates above the age of 50 think that the ideal retirement age for women should be lower.

- Reason?
Practical Implications

- Providing information and public relations efforts to highlight the official data and eliminate misconceptions are the first step in increasing employers' awareness, and improving older workers’ status in the labor market.

- Organizations can implement many information initiatives targeted at managers and human resources managers in their organizations, to increase older workers' recruitment and retention.
Practical Implications

- Interventions may be more welcomed by certain employers and organizations, since employers' perceptions differ by their individual and organizational characteristics such as age, gender, sector, and organization size.

- Employers in our sample expressed an average neutral position concerning their predictions of future improvement in the status of workers over 45 in the labor market. We believe that these results may indicate another lacuna in employers’ knowledge, and perhaps also lack of interest in the issue of older workers.
Thank you!

hilaax@tauex.tau.ac.il
Ageism in Employment: Exploring the first points of Discrimination

Dr. Hannah Swift
Eastern ARC Research Fellow, University of Kent
@hanaswift
H.J.Swift@kent.ac.uk
AGEISM IS A BARRIER TO OLDER WORKERS PARTICIPATION IN LABOUR MARKET

I. Ageism impacts on employers’ decisions to hire older vs younger workers

- Age-based stereotypes (in the workplace) (Postuma & Campion, 2008; Fiske et al. 2002;
- Social role theory and role fit for Gender (Eagly, 1987; Eagly & Karau, 2002; Ryan et al. 2011) and Age (Abrams, Swift & Drury, 2016)
- Older workers are more likely to be discriminated against when there is a stereotypical mismatch between the worker’s perceived age and characteristics of a particular position or profession (Postuma & Campion, 2008).
AGEISM IS A BARRIER TO OLDER WORKERS PARTICIPATION IN LABOUR MARKET

2. Ageism can also lead to self-exclusion of older workers

• Stereotype embodiment (Levy, 2009)
• The Risks of Ageism Model (Swift et al. 2017)
• Are people more likely to apply for age-matched jobs? Or self-exclude from jobs that aren’t age-matched?
Job adverts are institutional level mechanisms that reinforce and perpetuate existing group-based inequalities (Gaucher, Friesen & Kay, 2011).

In 5 studies Gaucher et al. 2011 (archival and experimental) demonstrates that gendered wording commonly employed in job recruitment materials can maintain gender inequality in traditionally male-dominated occupations.

Studies 1 and 2 revealed wording differences in job advertisements. Job advertisements for male-dominated areas employed more masculine wording (i.e., such as leader, competitive, dominant) than advertisements within female-dominated areas.

When job advertisements were constructed to include more masculine than feminine wording:

- Participants perceived more men within these occupations (Study 3),
- Women found these jobs less appealing (Studies 4 and 5).
- Perceptions of belongingness (but not perceived skills) mediated the effect of gendered wording on job appeal (Study 5).
• We compiled a list of 95 traits and skills from advertisements listed on existing job search websites

• We asked people via Prolific Academic (n = 93, 18-72 years, M = 39; SD = 14.50) which traits were typical of younger workers, older workers or were equally typical of both

• **Younger workers [aged 30 and under], older worker [aged 50 and over] or equally typical of both**

• Participants also evaluated the traits (1 = neutral to 5 = extremely positive), we created equally positively valued profiles
# Age Stereotypes

<table>
<thead>
<tr>
<th>Traits</th>
<th>Under 30</th>
<th>Typically Equal</th>
<th>Over 50</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT</td>
<td>63</td>
<td>30</td>
<td>0</td>
<td>3.68</td>
</tr>
<tr>
<td>Ambitious</td>
<td>61</td>
<td>31</td>
<td>1</td>
<td>3.27</td>
</tr>
<tr>
<td>Energy</td>
<td>61</td>
<td>31</td>
<td>1</td>
<td>3.22</td>
</tr>
<tr>
<td>Fastlearner</td>
<td>60</td>
<td>32</td>
<td>1</td>
<td>3.96</td>
</tr>
<tr>
<td>Keen</td>
<td>55</td>
<td>34</td>
<td>4</td>
<td>3.66</td>
</tr>
<tr>
<td>Participate</td>
<td>53</td>
<td>37</td>
<td>3</td>
<td>3.92</td>
</tr>
<tr>
<td>Curious</td>
<td>51</td>
<td>40</td>
<td>2</td>
<td>2.97</td>
</tr>
<tr>
<td>Dynamic</td>
<td>50</td>
<td>41</td>
<td>2</td>
<td>3.12</td>
</tr>
<tr>
<td>Enthusiastic</td>
<td>50</td>
<td>42</td>
<td>1</td>
<td>3.9</td>
</tr>
<tr>
<td>Entrepreneurial</td>
<td>46</td>
<td>45</td>
<td>2</td>
<td>2.94</td>
</tr>
<tr>
<td>Willing (to learn)</td>
<td>46</td>
<td>45</td>
<td>2</td>
<td>4.24</td>
</tr>
<tr>
<td>Driven</td>
<td>42</td>
<td>47</td>
<td>4</td>
<td>3.28</td>
</tr>
<tr>
<td>Open</td>
<td>39</td>
<td>46</td>
<td>8</td>
<td>3.62</td>
</tr>
<tr>
<td>Creative</td>
<td>36</td>
<td>57</td>
<td>0</td>
<td>3.49</td>
</tr>
<tr>
<td>Extrovert</td>
<td>33</td>
<td>56</td>
<td>4</td>
<td>2.16</td>
</tr>
</tbody>
</table>

**Mean = 3.4**

<table>
<thead>
<tr>
<th>Traits</th>
<th>Under 30</th>
<th>Typically Equal</th>
<th>Over 50</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intelligent</td>
<td>1</td>
<td>86</td>
<td>6</td>
<td>3.92</td>
</tr>
<tr>
<td>Happy</td>
<td>9</td>
<td>83</td>
<td>1</td>
<td>3.28</td>
</tr>
<tr>
<td>Talented</td>
<td>10</td>
<td>80</td>
<td>3</td>
<td>3.65</td>
</tr>
<tr>
<td>Friendly</td>
<td>7</td>
<td>78</td>
<td>8</td>
<td>3.87</td>
</tr>
<tr>
<td>Focused</td>
<td>5</td>
<td>78</td>
<td>10</td>
<td>3.87</td>
</tr>
<tr>
<td>Honest</td>
<td>2</td>
<td>78</td>
<td>13</td>
<td>4.29</td>
</tr>
<tr>
<td>Positive</td>
<td>13</td>
<td>77</td>
<td>3</td>
<td>3.66</td>
</tr>
<tr>
<td>Productive</td>
<td>9</td>
<td>77</td>
<td>7</td>
<td>4.03</td>
</tr>
<tr>
<td>Hardworking</td>
<td>2</td>
<td>77</td>
<td>14</td>
<td>4.32</td>
</tr>
<tr>
<td>Efficient</td>
<td>3</td>
<td>76</td>
<td>14</td>
<td>4.13</td>
</tr>
<tr>
<td>Capable</td>
<td>1</td>
<td>75</td>
<td>17</td>
<td>3.94</td>
</tr>
<tr>
<td>Team</td>
<td>13</td>
<td>73</td>
<td>7</td>
<td>3.89</td>
</tr>
<tr>
<td>Engaging</td>
<td>12</td>
<td>72</td>
<td>9</td>
<td>3.43</td>
</tr>
<tr>
<td>Confident</td>
<td>8</td>
<td>72</td>
<td>13</td>
<td>3.34</td>
</tr>
<tr>
<td>Aware</td>
<td>6</td>
<td>72</td>
<td>15</td>
<td>3.35</td>
</tr>
</tbody>
</table>

**Mean = 3.8**

<table>
<thead>
<tr>
<th>Traits</th>
<th>Under 30</th>
<th>Typically Equal</th>
<th>Over 50</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mature</td>
<td>0</td>
<td>14</td>
<td>79</td>
<td>3.48</td>
</tr>
<tr>
<td>Experienced</td>
<td>2</td>
<td>16</td>
<td>75</td>
<td>3.6</td>
</tr>
<tr>
<td>Loyal</td>
<td>2</td>
<td>39</td>
<td>52</td>
<td>3.65</td>
</tr>
<tr>
<td>Stable</td>
<td>1</td>
<td>44</td>
<td>48</td>
<td>3.52</td>
</tr>
<tr>
<td>Mangement</td>
<td>2</td>
<td>43</td>
<td>48</td>
<td>3.11</td>
</tr>
<tr>
<td>Patient</td>
<td>2</td>
<td>44</td>
<td>47</td>
<td>3.66</td>
</tr>
<tr>
<td>Cautious</td>
<td>4</td>
<td>43</td>
<td>46</td>
<td>2.4</td>
</tr>
<tr>
<td>Knowledgeable</td>
<td>0</td>
<td>50</td>
<td>43</td>
<td>4</td>
</tr>
<tr>
<td>Punctual</td>
<td>0</td>
<td>52</td>
<td>41</td>
<td>4.16</td>
</tr>
<tr>
<td>Dependable</td>
<td>0</td>
<td>53</td>
<td>40</td>
<td>4.22</td>
</tr>
<tr>
<td>Disciplined</td>
<td>2</td>
<td>51</td>
<td>40</td>
<td>3.91</td>
</tr>
<tr>
<td>Reliable</td>
<td>0</td>
<td>54</td>
<td>39</td>
<td>4.33</td>
</tr>
<tr>
<td>Leader</td>
<td>4</td>
<td>50</td>
<td>39</td>
<td>3.17</td>
</tr>
<tr>
<td>Responsible</td>
<td>0</td>
<td>55</td>
<td>38</td>
<td>4.08</td>
</tr>
<tr>
<td>On time</td>
<td>0</td>
<td>55</td>
<td>38</td>
<td>4.19</td>
</tr>
</tbody>
</table>

**Mean = 3.7**
CREATING JOB-AGE PROFILES

Job Advertisement X

Job title: HR Officer
Job reference number: 67043647
Job type: Full-time or part-time
Salary range: Competitive

The Wilkes Group is looking for an ambitious HR Officer to join our team. The ideal candidate must be a fast learner and be:

- IT proficient
- Keen
- Energetic

The job is dependent on suitable references. Please contact the application on 022 4356 4624 for an application form.

Job Advertisement Z

Job title: HR Officer
Job reference number 67043750
Job type: Full-time or part-time
Salary range: Competitive

The Wilkes Group is looking for an experienced HR Officer to join our team. The ideal candidate must be loyal and be:

- Able to manage others
- Patient
- Knowledgeable

The job is dependent on suitable references. Please contact the application on 022 4356 4624 for an application form.
TARGET AGE

Participants reported the age group they believed the advertisements were targeting on a 5-point scale (1 = 20-30 years, 2 = 31-40 years, 3 = 41-50 years, 4 = 51-60 years, and 5 = 61-70 years).

\[ F (3, 162) = 10.975, p < .001 \quad n^2 = .169 \]
## COMPANY DIVERSITY

How many younger, middle-aged and older people do you think work in this company?

- **Aged 35 and below**
  - Younger Job: 61%
  - Younger Sample: 46%
- **Aged 36-54**
  - Middle-Aged Job: 41%
  - Middle-Aged Sample: 39%
- **Aged 55 and above**
  - Older Job: 10%
  - Older Sample: 15%

---

### Younger Job

<table>
<thead>
<tr>
<th>Age Group</th>
<th>% Younger</th>
<th>% Middle-Aged</th>
<th>% Older</th>
</tr>
</thead>
<tbody>
<tr>
<td>Younger Sample</td>
<td>46%</td>
<td>35%</td>
<td>15%</td>
</tr>
<tr>
<td>Older Sample</td>
<td>61%</td>
<td>41%</td>
<td>10%</td>
</tr>
</tbody>
</table>

### Older Job

<table>
<thead>
<tr>
<th>Age Group</th>
<th>% Younger</th>
<th>% Middle-Aged</th>
<th>% Older</th>
</tr>
</thead>
<tbody>
<tr>
<td>Younger Sample</td>
<td>39%</td>
<td>43%</td>
<td>15%</td>
</tr>
<tr>
<td>Older Sample</td>
<td>46%</td>
<td>35%</td>
<td>22%</td>
</tr>
</tbody>
</table>
JOB POSITION DIVERSITY

How many younger, middle-aged and older people do you think work in the position being advertised?

Aged 35 and below
Aged 36-54
Aged 55 and above
Which candidate is best-suited for the job?

\[ F (3, 160) = 16.943, p < .001 \quad n^2 = .241 \]

Job Applicant 1
- Willing to participate in training
- Enthusiastic
- Open-minded

Job Applicant 2
- A good listener
- Pays close attention
- Self-reliant

<table>
<thead>
<tr>
<th>Young Job</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Younger Profile</td>
<td>66</td>
<td>81.5</td>
</tr>
<tr>
<td>Older Profile</td>
<td>15</td>
<td>18.5</td>
</tr>
<tr>
<td>Total</td>
<td>81</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Older Job</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Younger Profile</td>
<td>28</td>
<td>33.7</td>
</tr>
<tr>
<td>Older Profile</td>
<td>55</td>
<td>66.3</td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td>100</td>
</tr>
</tbody>
</table>
• Perceived target age of the job adverts differed: Target age for the ‘older’ advert was perceived to be older than ‘younger’ advert.

• Older sample perceived the organisation represented by the ‘older’ advert to be more age diverse.

• More younger people perceived to work at company and in job position represented by ‘younger’ job, effect being stronger for older sample.

• More middle aged people perceived to work at company and job position represented by ‘older’ job, effect being stronger for younger sample.

• Both older and younger samples can ‘age-match’ candidates to job adverts.

• What about job appeal, fit, perceived skill?

• What about status and pay?
CREATING JOB-AGE PROFILES

Job Advertisement X

Job title: HR Officer
Job reference number: 67043647
Job type: Full-time or part-time
Salary range: Competitive

The Wilkes Group is looking for an ambitious HR Officer to join our team. The ideal candidate must be a fast learner and be:

- IT proficient
- Keen
- Energetic

The job is dependent on suitable references. Please contact the application on 022 4356 4624 for an application form.

Job Advertisement Y

Job title: HR Officer
Job reference number: 67043851
Job type: Full-time or part-time
Salary range: Competitive

The Wilkes Group is looking for a talented HR Officer to join our team. The ideal candidate must be friendly and be:

- Analytical
- Happy
- Focused

The job is dependent on suitable references. Please contact the application on 022 4356 4624 for an application form.

Job Advertisement Z

Job title: HR Officer
Job reference number: 67043750
Job type: Full-time or part-time
Salary range: Competitive

The Wilkes Group is looking for an experienced HR Officer to join our team. The ideal candidate must be a loyal and be:

- Able to manage others
- Patient
- Knowledgeable

The job is dependent on suitable references. Please contact the application on 022 4356 4624 for an application form.
THE PARTICIPANTS

• 3 (wording type: younger, neutral, older) by 3 (participant age: younger, middle-aged and older) mixed design, with wording type a within participant factor.

• University students & Prolific Academic & Kent Adult Research Unit
  • Under 30 n = 118; 31-49 n = 77; 50 plus = 69

• Target age
• Age diversity
• Candidate selection
• Job appeal and fit with organisation (belonging)
• Status and pay of job roles
HYPOTHESES

1. Age-matching
   • Replicate the age-matching effect, but adding the neutral job advert and expanding on age-range of participants
   • Younger, middle-aged and older participants will find the job advert that matches their age group to be more appealing, a better fit and perceived themselves to have more skills for this job

2. Ageism hypothesis: All participants find the older advert will be less appealing, less fit and lower status, compared to neutral

3. Bidirectional ageism hypothesis: All younger advert will be less appealing, less fit and lower status, compared to neutral
Participants reported the age group they believed the advertisements were targeting on a 5-point scale (1 = 20-30 years, 2 = 31-40 years, 3 = 41-50 years, 4 = 51-60 years, and 5 = 61-70 years).

Job advert: $F(2, 476) = 68.775, p < .001$ $\eta^2 = .224$, Job advert x age group: $F(4, 476) = 2.214, p = .066$ $\eta^2 = .018$
How age-diverse do you perceive this company to be? (1 = very low age diversity to 6 = very high age diversity)

$F (2, 498) = 10.191, p < .001, n^2 = .039$
Which candidate is best-suited for the job?

Job advert: $F(2, 476) = 88.674, p < .001$, $n^2 = .271$

<table>
<thead>
<tr>
<th>Candidate Selection</th>
<th>Younger job</th>
<th>Neutral job</th>
<th>Older job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Younger candidate</td>
<td>135</td>
<td>77</td>
<td>13</td>
</tr>
<tr>
<td>Neutral candidate</td>
<td>72</td>
<td>94</td>
<td>103</td>
</tr>
<tr>
<td>Older candidate</td>
<td>35</td>
<td>68</td>
<td>126</td>
</tr>
</tbody>
</table>

Job Applicant 1
- Willing to participate in training
- Enthusiastic
- Open-minded

Job Applicant 2
- Proactive
- Good interpersonal skills
- Polite

Job Applicant 3
- A good listener
- Pays close attention
- Self-reliant
JOB APPEAL

As Gaucher et al. 2011; I think I could enjoy this job, this job looks interesting (1 = strongly disagree to 6 = strongly agree)

Job advert: $F(2, 508) = 3.962, p = .02$ $\eta^2 = .015$
ORGANISATIONAL FIT

As Gaucher et al. 2011; I could fit well at this company; I’m similar to the people who work in this company; My values and this company’s values are similar, (1 = strongly disagree to 6 = strongly agree)

Job advert: $F (2, 508) = 12.508, p < .001$ $n^2 = .047$

Job advert by age group: $F (4, 508) = 2.233, p = .064$ $n^2 = .017$
OLDER PARTICIPANTS PERCEIVE BETTER FIT OLDER JOB ADVERT

Effect of age group significant for neutral and older advert:

- $F (2, 254) = 3.504, p = .032 \ n^2 = .027$
- $F (2, 254) = 7.920, p < .001 \ n^2 = .059$

Effect of job advert was greatest for older participants $n^2 = .057$
As Gaucher et al. 2011; I could perform well at this job; I would succeed at this job (1 = strongly agree to 7 = strongly disagree)

Job advert: $F(2, 296) = 31.409, p < .001$ $n^2 = .175$

Job advert by age group: $F(4, 296) = 1.678$, $p = .155$ $n^2 = .022$

No between subjects effect of age group
STATUS & PAY

How much status and prestige would you attribute to this job position? (1 = extremely low status to 7 = extremely high status)

Job advert: \( F(2, 486) = 86.475, p < .001, \eta^2 = .262 \)

Job advert by age group: \( F(4, 486) = 6.653, p < .001, \eta^2 = .052 \)

Which option most likely reflects the annual pay of the job (1 = under £10,000 to 9 = over £80,000)

Job advert: \( F(2, 486) = 10.178, p < .001, \eta^2 = .04 \)
SUMMARY

- Participants perceive the target age of the adverts in accordance with age-stereotypes (H1)
- Participants perceive the older job to be more age diverse
- Participants can age-match candidates to jobs (H1)
- Participants found the older and neutral jobs more appealing, and better fit (H3)
- Tentative evidence that older participants perceived a better fit with older job advert (H1) (not for younger, middle-aged participants)
- Participants perceived skill was not age-matched to the job
- Younger job perceived as higher status (H2) but low pay (H3)
NEXT STEPS

• Further analysis
  • Employment / educational status of older sample
  • Perceptions of the job environment
  • Intergenerational contact experiences at work
  • Attitudes to age (succession beliefs, meta-perceptions, age expectations)

• Further study
  • Manipulating the job to be ‘younger’ vs ‘older’
  • Using mindfulness to reduce age-bias in hiring decision
  • Manipulating organisational culture to reduce age-bias in hiring decisions
Motivating Work in Later Life: The Power of Future Orientation

Ruth Kanfer
Georgia Institute of Technology

Research that Matters to Employers: Overcoming Constraints to Later Life
Gerontological Society of America
Boston, MA
November 2018
Work motivation and decisions to continue working or reenter the labor force are determined in part by how people think about *their future*.
Future Orientation

How people think about and plan for their future
Motivational consequences

Possible Selves
Who am I?
What are my goals?

Future Time Perspective
Concern and planning for future

Occupational Future Time Perspective
What does my work future look like?
Time, Opportunities, Limitations
Possible Selves

*Cognitive representations of the self in future states and circumstances* (Markus & Nurius, 1986)

- Influences on Possible Work Selves

  **Personal narratives:**
  - Aging as decline process; self, fear-based mindset
  - Being older; social, approach-based mindset

  **Social/contextual experiences:**
  - Cultural/organizational messages
  - Age-related stereotypes
  - Work experiences that modify future expectancies and options
Future Time Perspective

*Quasi-malleable individual differences in the tendency to anticipate and structure one’s future* (Kooij et al. 2018)

- Important during periods of major change, such as in transition from adolescence to young adulthood; retirement

- Implicated in the development of motivated decision-making and self-regulation routines

**Evidence from studies in childhood and adolescence**

Antecedents: SES, Education

Low FTP associated with: increased risk taking,
lower GPA, career DM

*Implies* lower levels of occupational attainment
Meta-analytic findings for Future Time Perspective
(Kooij, Kanfer, Betts, & Rudolph, 2018)

k=212 studies
Multiple measures of FTP, antecedents and outcomes, and across lifespan stages

**FUTURE TIME PERSPECTIVE**

- Sociodemographic (age, gender, SES)
- Affect & Pers. Traits (Big Five, affectivity, etc)
- Agentic Traits (LC, SE, Self-Esteem)

- Achievement
- Well-Being
- Health
- Risk Taking
- Retirement Planning
Key Findings

Antecedents:

- Age shows curvilinear relation to FTP
- SES positively related to FTP

Outcomes:

- FTP predicts motivation, well-being, and behavior
- FTP predicts outcomes above & beyond Big Five
- FTP measure type moderates relationships

**Adults with Low FTP:**

- Lower SES, lower well-being,
- fewer health improving behaviors,
- less financial retirement knowledge
A closer look at older adults ....

Occupational Future Time Perspective

An individual’s perceptions of remaining time and opportunities in future working life (Zacher & Frese, 2009)

Measurement based on Carstensen & Lang:

Perceived Time Remaining
(e.g., Most of my occupational life lies ahead of me)

Focus on Opportunities
(e.g., My occupational future is filled with possibilities)

Focus on Limitations
(e.g. I have the sense that my occupational time is running out)
Meta-analytic findings for Occupational FTP
(Rudolph, Kooij, Rauvola, & Zacher, 2018)

k=40 studies
Two dimensional OFTP, antecedents and outcomes
Key Findings

Antecedents:

- Tenure negatively related to OFPT
- Health positively related to OFTP
- Job complexity and job autonomy positively related to OFTP
- Work hours slightly positively related to OFTP
- Job demands not significantly related to OFTP

Outcomes:

- OFTP predicts work motivation, well-being, and work intentions

**Adults with Low OFTP:**
- In job/org longer, lower health,
- hold jobs w/ lower levels of complexity and autonomy,
- report lower work/learning motivation, job attitudes,
- work continuance intentions
Toward a unified picture

FTP as a trait begins early in life and appears to condition learning motivation, health, and occupational pathways.

OFTP in later life affected by poorer health and experienced autonomy, complexity constraints at work.

OFTP affects work attitudes, motivation, and performance.

OFTP affects work continuance intentions.
Implications for Employers

To improve engagement, attitudes, and continuance intentions, change OFTP by increasing focus on future work opportunities

Example strategies:

- Job redesign/job crafting to increase job autonomy
  
  e.g., flexible scheduling, mentoring/teaching

- Skill development training
  
  e.g., boot camp offerings

- Work-life integration initiatives
  
  e.g., family days, CSR events

- Improve climate for older workers
  
  “I fit in here; good place for me”
Implications for Employers

To improve engagement, attitudes, and continuance intentions, change OFTP by promoting perceptions of remaining time

Example strategies:
- Health/Vitality programs
- Provide physical/mental aids
- Worklife management training
- Shocks/transition assistance
Research questions

Efficacy of Work Design and Events on revision of (future) work self

FTP, career trajectories, and work longevity
   Enhancing longer working lives among low wage earners
Thank you!

For more information, see:

www.worksciencecenter.gatech.edu

www.kanfer-ackerman.gatech.edu
CHALLENGES TO IMPLEMENTING FLEXIBLE WORK POLICIES

Amanda Sonnega
Institute for Social Research
University of Michigan
November 13, 2018
MOTIVATION

- Importance of working longer
  - Good for public finances
  - Good for private finances
  - Potentially good for cognitive and physical health
- What keeps people working longer?
  - Lots of things that are hard to change (health, pensions…)
  - And one you’d think wouldn’t be: **Workplace Flexibility**
- So why aren’t we doing it?
PRIOR RESEARCH

- Armstrong-Stassen & Schlosser (2010)
- Ryan & Kossek (2008)
- Kossek (2010)
- Sweet (2014)
- Kelly & Kalev (2006); Rousseau, Ho, & Greenberg, 2006
- Swanberg, Pitt-Catsouphes, & Drescher-Burke (2005)
- Earl & Taylor (2015)
• Sweet, Pitt-Catsouphes & James (2017)
  • Major study of manager's attitudes toward Flexible Work Arrangements (FWAs)
  • Interviewed 721 managers in a series of surveys over one year to study changes in attitudes as a new FWA policy was introduced
  • Major finding is that managers' attitudes toward FWA is malleable
    • Experience managing in a FWA situation regarding schedules beneficial
    • Experience managing in a FWA situation regarding location not helpful, actually more suspicious over time
    • “barriers to implementation and perceived personal costs may lead managers to focus more on potential negative consequences and to have less faith in the merits of FWAs.”
• To develop a rich source of qualitative data on the challenges of implementing flexible work policies, especially focused on workers with longer tenure in their careers

• Focus on the **supervisor’s point of view** who are often at the front lines of implementing policies

• Why qualitative?

• “Qualitative Data Analysis (QDA) is the range of processes and procedures whereby we move from the qualitative data that have been collected into some form of explanation, understanding or interpretation of the people and situations we are investigating.“

• Major goal is **finding themes**
Research organization

Workplace flexibility is stated as organizational policy that is to be implemented at the discretion of unit managers

The action is with middle managers/line supervisors

XXX permanent staff

XXXX contingent staff
METHOD

• 40 supervisors randomly selected from a list of 140 supervisors across the organization
• E-mail invitation
• $15 restaurant certificate (lunch)
• Met privately at each supervisor’s office
• Oral informed consent (study approved by IRB)
• ½ hour semi-structured interview
• Recorded
I am utilizing Framework Analysis which involves:

- Familiarization
- Identifying a thematic framework
- Coding
- Mapping and interpretation

• Recordings professionally transcribed
• Analyzed using traditional qualitative methods:
  • Read transcripts
  • Assign codes
  • Sort coded text to analyze patterns
  • Identify emergent themes
• NVivo (future plans)
  • Identify themes and concepts using text search and word frequency queries
SAMPLE (TO DATE)

• 22 interviewed to date
  • Will go back to non-responders
• 7 years average tenure as supervisors (range 2-12 years)
• Supervised relatively small groups on average
• (more TBD)
I am interested in talking with you about your experiences with implementing the University’s policy on flexible work. As you know, the Institute’s policy is that work flexibility is implemented at the discretion of unit managers/supervisors. I am especially interested in the experiences of workers with longer tenure in their careers.

- Have you ever had an employee with longer work tenure request a flexible work schedule, and by that I mean hours flexibility as well as days flexibility?
- If yes, were (are) there any problems with it?
- If no, what do you think makes the arrangement successful?
- Have you ever had an employee with longer work tenure request a flexible work location?
- If yes, were (are) there any problems with it?
- If no, what do you think makes the arrangement successful?
In thinking about implementing flexible work policy, to what extent are the following concerns you might have? When you have encountered these barriers, what strategies have you used to address them?

• …abuse of the policy?
• …difficulties with supervising employees working in a flexible manner?
• …loss of productivity?
• …treating all employees equally?
• …co-worker resentment?
• …too time-consuming for you?

Are there other challenges you see?

Is there anything else you would like to tell me?
RESULTS
CONCLUSION
NEXT STEPS
POST-RECESSION RETIREMENT: A TYPOLOGY OF POST-RETIREMENT WORKERS

DAWN CARR
MILES TAYLOR
CHRISTINA MATZ-COSTA
ERNEST GONZALES
We have no commercial relationships to disclose.
WHAT DOES BEING RETIRED “LOOK” LIKE?
RETIREMENT IS NO LONGER A SIMPLE PATHWAY
PART-TIME WORK IS INCREASINGLY PART OF RETIREMENT

- Growing interest, particularly following the 2008 recession
- Potential for individual, societal, and employer benefits
- About 2/3 of current workers indicate interest in scaling back before full retirement
RESEARCH QUESTIONS

1. How have current cohorts of new retirees utilized alternative work trajectories as they transition into retirement?

2. What pre-retirement job characteristics predict post-retirement work participation relative to complete retirement?
Health and Retirement Study (2004-2014) 51+

Individuals who worked full-time in 2004 and 2006, transition out of full-time work beginning in 2008, and engage in part-time work and/or partial retirement at some point prior to 2014 (N=384)

Compared to full-time workers who fully retire in 2008 and do not return to work.
LATENT CLASS ANALYSIS

- Identified individuals who engaged in any post-retirement (part-time or partial retirement) work after departure from continuous full-time work beginning in 2008
- Performed latent class analysis (M-Plus v.6.12)
- Classes identified based on optimal model fit
- Examined characteristics of individuals in each class
58% Continued To Work

1. Part-Time Back To Full-Time

2. Shift To Part-Time

3. Shift To Partial Retirement

4. Phased Retirement

9%

14%

10%

25%
1. Part-Time Back To Full-Time

58% Continued To Work

N=44
58% Continued To Work

2. Shift To Part-Time

<N=49>
58% Continued To Work

3. Shift To Partial Retirement

14% N=67
58% Continued To Work

4. Phased Retirement

25%

N=123
Overall characteristics of individuals in each transition
College Educated

1. Part-Time Back To Full-Time

31.8%

2. Shift To Part-Time

28.6%

3. Shift To Partial Retirement

41.8%

4. Phased Retirement

34.1%

Fully-Retired = 24.4%
1. Part-Time Back To Full-Time

2. Shift To Part-Time

3. Shift To Partial Retirement

4. Phased Retirement

Fully-Retired = 64.5
1. Part-Time Back To Full-Time

Married

2. Shift To Part-Time

3. Shift To Partial Retirement

4. Phased Retirement

Fully-Retired = 67%
1. Part-Time Back To Full-Time

59.1%

2. Shift To Part-Time

63.3%

3. Shift To Partial Retirement

43.3%

4. Phased Retirement

48.0%

Fully-Retired = 50.2%
1. Part-Time Back To Full-Time

$376K

2. Shift To Part-Time

$293K

3. Shift To Partial Retirement

$946K

4. Phased Retirement

$628K

Fully-Retired = $302K
1. Part-Time Back To Full-Time

31.2%

2. Shift To Part-Time

28.6%

3. Shift To Partial Retirement

11.5%

4. Phased Retirement

17.1%

Fully-Retired = 23.4%
Physical Limitations (2008)

1. Part-Time Back To Full-Time
   - 2006: 40%
   - 2008: 39%
   - 2010: 38%
   - 2012: 37%
   - 2014: 36%

2. Shift To Part-Time
   - 2006: 40%
   - 2008: 32%
   - 2010: 25%
   - 2012: 20%
   - 2014: 15%

3. Shift To Partial Retirement
   - 2006: 33%
   - 2008: 39%
   - 2010: 34%
   - 2012: 33%
   - 2014: 32%

4. Phased Retirement
   - 2006: 10%
   - 2008: 15%
   - 2010: 20%
   - 2012: 25%
   - 2014: 30%

Fully-Retired = 52%
What pre-retirement job characteristics predict post-retirement work participation relative to complete retirement?
Job Tenure Prior To Transition

1. Part-Time Back To Full-Time
   - 11.4 yrs

2. Shift To Part-Time
   - 9.5 yrs

3. Shift To Partial Retirement
   - 16.1 yrs

4. Phased Retirement
   - 16.8 yrs

Fully-Retired = 19.9
Job Never Requires a Computer

1. Part-Time Back To Full-Time
   - 2006: 30%
   - 2014: 25%

2. Shift To Part-Time
   - 2006: 15%
   - 2014: 43%

3. Shift To Partial Retirement
   - 2006: 25%
   - 2014: 21%

4. Phased Retirement
   - 2006: 10%
   - 2014: 29%

Fully-Retired = 22%
Would Prefer to Gradually Reduce Hours

1. Part-Time Back To Full-Time
   - 65.9%

2. Shift To Part-Time
   - 63.3%

3. Shift To Partial Retirement
   - 70.1%

4. Phased Retirement
   - 68.3%

Fully-Retired = 55.2%
Manager Or Professional Job Prior To Transition

1. Part-Time Back To Full-Time

   31.8%

2. Shift To Part-Time

   22.4%

3. Shift To Partial Retirement

   40.3%

4. Phased Retirement

   29.3%

Fully-Retired = 27.9%
Pension Offered in Job Prior To Transition

1. Part-Time Back To Full-Time
   - 2006: 54.5%
   - 2012: 30.0%

2. Shift To Part-Time
   - 2006: 28.6%
   - 2012: 20.3%

3. Shift To Partial Retirement
   - 2006: 61.2%
   - 2012: 42.0%

4. Phased Retirement
   - 2006: 59.3%
   - 2012: 30.0%

Fully-Retired = 74.6%
SUMMARY OF POST-RETIREMENT WORK GROUPS

- **Group 1** the most engaged in paid work (average of 33 hours). Characterized as being the youngest, and a high proportion minority, and lower job tenure prior to transition.

- **Group 2** slowly transitioning out of paid work. Characterized as most disadvantaged group – lowest wealth, least likely to be married, highest proportion female and minority, shortest job tenure, most likely to be in a job without a computer, and lowest proportion in manager/professional job, and least likely to have a pension in last job.

- **Group 3** drop down to fewer hours and remain engaged in consistent low levels. Characterized as most advantaged -- highest wealth, lowest proportion minority and female, highest job tenure, most likely to use computers, highest proportion management/professional jobs and have a pension, and married.

- **Group 4** drop down to half time and rapidly decrease engagement in paid work over time. Characterized as oldest group (similar to retirees), most likely to have limitation among transition groups, most likely to be married, high proportion educated and having physical limitations as retirees.

Relative to those who fully retire, all classes are characterized by two key job characteristics: greater likelihood of being in a job that never requires use of a computer, preferring to reduce hours rather than fully retire, and less likely to have a pension in job prior to transition.
IMPLICATIONS

• Employers who offer certain benefits may be more likely to retain older employees relative to losing them to full retirement if they provide employees options to reduce hours and/or transition to a job that is less demanding, and ensure that employees are aware of these options.
  • Less than a third of large corporations now offer flexible retirement/work options
  • Only 6-12% have formal phased retirement options
• It is possible that use of computers plays a role in shaping the degree to which individuals feel like they can engage in the work force longer, or perhaps jobs that do not rely on computers lend themselves to more flexible forms of retirement – this should be examined in future research.
• Future research should consider other work-environment factors that have potential to enhance opportunities for older workers to stay engaged in the workforce by transitioning into part-time or partial retirement rather than completely leaving full-time work
Solidifying the Sloan Research Network on the Study of Aging & Work as a Living Legacy

- Objectives:
  - To build on the growing momentum of the Network by deepening the engagement of current members and adding new ones.
  - To develop a model for sustainability that will drive costs from the current level of Sloan funding to low- or no-costs.
Proposed Activities

• Host two face-to-face meetings—
  • in Year I, building on the success of the 2016 Fall Institute, host a 2019 Spring/Summer Institute to develop a plan for conducting an omnibus study conducted by multiple Network members across countries and disciplines;
  • and in Year III, a 5th preconference to present and discuss findings from the omnibus study.
• Survey other small networks for communities of practice fore best low-cost sustainability practices.
• Recruit and support new leadership for the Network while also delegating more responsibility for Network to network members.
• Develop institutional support from Boston College for the new leadership.