Translating Research on Aging and Work Into Practice: Effective Strategies for Communicating With Employers

Saturday, July 22 and Sunday, July 23, 2017
Moscone West • Convention Center
San Francisco, California

A workshop in conjunction with
The 21st IAGG World Congress of Gerontology and Geriatrics

Supported by:
National Institute on Aging
The Gerontological Society of America
Alfred P. Sloan Foundation (G-2015-14113)
Australian Retirement Institute

Funding for this conference was made possible in part by R13 AG050451-02 from the National Institute on Aging. The content is solely the responsibility of the authors and does not necessarily represent the official views of the National Institute on Aging or the National Institutes of Health. The views expressed in written conference materials or publications and by speakers and moderators do not necessarily reflect the official policies of the Department of Health and Human Services; nor does mention of trade names, commercial practices, or organizations imply endorsement by the U.S. Government.
Introduction
For close to a decade, the gap between development of evidence-based treatments and use of those treatments in real-world settings has been noted. An often-cited estimate is that there is a 15- to 20-year delay between scientific discovery and use of this knowledge in routine settings. There have been numerous calls to accelerate the movement of effective interventions to diverse settings and populations. Today, there is an emerging science of dissemination and implementation research aimed at shortening the “translational research gap.” Our workshop is one in a series of workshops designed to overcome this gap.

We use the term translational research to mean research that focuses on the enhancement of widespread use of efficacious interventions by target audiences. This includes effectiveness, dissemination, and implementation research. The fourth workshop in the series will be on the changing context of work for older employees. The confluence of changes in economic, demographic, health, and cultural factors has contributed to the emergence of the “third age” of adulthood, which represents one of the most profound changes in the field of gerontology. While this new life stage presents opportunities, it creates vulnerabilities in several ways.

First, there are more years for which income is needed. Second, many of today’s older adults have experienced mid-career shifts from defined benefit retirement savings plans to defined contribution plans, leaving these workers with little time to save enough for a lengthy retirement. Those who did save experienced losses during the recession that altered plans for the timing of retirement. Some never had pensions or savings in the first place. Thus, many older adults have continued to pursue paid work into their 70s and beyond. Survey research indicates that approximately 70% of adults aged 45 to 74
years anticipate working in retirement, with one-third of this group reporting that they need to work for financial reasons. Continuing paid work lessens vulnerability to the extent that people are able to retain jobs, but older adults who experience involuntary job loss, as many did during the recession, have a much harder time getting re-employed than do their younger counterparts. The perception of age discrimination and the number of age discrimination cases have been mostly on the rise in recent years. Even so, some employers at the forefront of the changing context of aging and work have recognized the importance of viewing the workplace as a social context — a community — that can provide monetary as well as non-monetary benefits that affect the well-being of workers.

The 2017 workshop will focus on the state of knowledge about workplace-based policies and practices that make it possible for older adults to extend their labor force attachment. The workshop will address the following range of questions:

- What is known about the workplace and wider labor market barriers to older workers’ employment?
- What is being done to effectively translate research knowledge in ways that employers can respond with innovations?
- It is known that government campaigns to raise awareness among employers around issues of workforce aging have had limited efficacy. What then can be done in terms of effectively reaching employers?
- What, if any, is the wider role of public policy in fomenting behavioral change among employers?
- What is the level of awareness among researchers, policymakers, and advocacy groups about the real needs of employers?
- What can be done to build relationships between gerontologists and practitioners such as trainers, occupational health and safety professionals, and management consultants?
- What conceptual tools and frameworks are needed to support employers in implementing effective age management?
- What are the effects of workplace interventions on the employment of older workers, and how can these effects be measured?

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Nancy Morrow-Howell, PhD
GSA Past President
Workshop R13 Co-PI

Patricia M. D’Antonio, RPh, MS, MBA, CGP
GSA Senior Director, Professional Affairs and Membership
Workshop R13 Co-PI
PROGRAM AGENDA

Saturday, July 22, 2017

1:00 PM–1:15 PM  Opening Remarks and Overview of Workshop

Nancy Morrow-Howell, PhD
GSA Past President
Workshop R13 Co-PI

Jacquelyn B. James, PhD
Faculty Investigator and Workshop Chair
Co-Director
Center on Aging & Work, Boston College, United States

Marcie Pitt-Catsouphes, PhD
Workshop Co-Chair
Professor of Social Work
Faculty Sponsor
Center on Aging & Work, Boston College, United States

1:15 PM–2:15 PM  Session 1: Communicating with Employers

Introductions
Session Moderator and Discussant
Kathleen Christensen, PhD
Program Director
Working Longer Program
Alfred P. Sloan Foundation, United States

Age Smart Employer Awards: Demonstration of Effective Employer Engagement
Ruth Finkelstein, ScD
Associate Director
Robert N. Butler Columbia Aging Center, United States

Articulating Age: Different Perspectives from Employers and Unions
Matt Flynn, PhD
Senior Lecturer in Human Resources Management
Director
Centre for Research into the Older Workforce
Newcastle University, United Kingdom

From Science to Practice: A Research-Driven Benchmarking Tool for Employers
Marcie Pitt-Catsouphes, PhD

Discussant

Group Discussion
2:15 PM–3:15 PM  Session 2: Confronting Age Bias

Introductions
Session Moderator and Discussant
Hannah Swift, PhD
Eastern ARC Research Fellow
University of Kent, United Kingdom

Improving Workplace Policies and Practices to Reduce Ageism and Extend Working Lives
Ellie Berger, PhD
Associate Professor of Sociology
Nipissing University, Canada

Confronting Age Bias: An Economist’s Perspective
Joanna Lahey, PhD
Associate Professor of Economics
Bush School of Government and Public Service, Texas A&M University
Research Fellow
Center on Aging & Work, Boston College
Faculty Research Fellow
National Bureau of Economic Research, United States

The Age Discrimination in Employment Act at 50: Over the Hill or in Its Prime?
Laurie McCann, JD
Senior Attorney
AARP Foundation Litigation, United States

Discussant

Group Discussion

3:15 PM–3:30 PM  Break

3:30 PM–4:30 PM  Session 3: Job Quality that Makes a Difference

Introductions
Session Moderator and Discussant
Julie Miller, MSW
Research Associate
Massachusetts Institute of Technology AgeLab
Graduate School of Social Work
Boston College, United States
Rebecca Casey, PhD  
Postdoctoral Fellow  
Political Science  
York University, Canada

Fighting Fire with Fire: Perceived HRM Practices’ Role in Older Workers’ Stereotype Threat Experience  
Eduardo Oliveira, PhD  
Lecturer, Catholic University of Portugal  
University of Porto, Portugal

One Employer’s Response to an Aging Workforce: Strategies that Work  
Kimberly Smit, MLRHR  
Project Manager, Human Resources  
Herman Miller Inc., United States

Discussant

Group Discussion

4:30 PM–6:00 PM  Networking Reception and Junior Investigator Poster Session

4:30 PM–4:40 PM  Introductions to Junior Investigator Travel Awardees  
Marcie Pitt-Catsouphes, PhD

Jacquelyn B. James, PhD

4:40 PM–5:45 PM  Networking Reception

5:45 PM–6:00 PM  Wrap Up  
Marcie Pitt-Catsouphes, PhD

Sunday, July 23, 2017

8:30 AM–9:00 AM  Welcome Back

Nancy Morrow-Howell, PhD  
GSA Past President  
Workshop R13 Co-PI

Marcie Pitt-Catsouphes, PhD, and Jacquelyn B. James, PhD  
Center on Aging & Work, Boston College, United States
9:00 AM–10:00 AM  
**Session 4: Training and Development for Older Workers**

**Introductions**

**Session Moderator and Discussant**
Gwenith Fisher, PhD  
Associate Professor of Industrial/Organizational Psychology  
Colorado State University, United States

**The American Association of Community Colleges’ Plus 50 Initiative: The Ohio Experience**
Phyllis Cummins, PhD  
Senior Research Scholar and Assistant Director of Research  
Scripps Gerontology Center, Miami University, United States

**Training Older Workers in Small- and Medium-Sized Enterprises: Results from Germany**
Laura Naegele, MA  
Researcher  
Institute of Gerontology, Department of Ageing & Work  
University of Vechta, Germany

**Educational Activities in the Second Half of Life: Age-Related Changes and Cohort Differences**
Maja Wiest, PhD  
Research Scientist  
Department of Educational Science and Psychology  
Freie Universität Berlin, Germany

**Discussant**

**Group Discussion**

10:00 AM–10:15 AM  
**Break**

10:15 AM–11:15 AM  
**Session 5: Policies that Do or Could Work**

**Introductions**

**Session Moderator and Discussant**
Jennifer Schramm, MPhil, SHRM-SCP, GPHR  
Senior Strategic Policy Advisor, Labor Market Issues  
AARP Public Policy Institute, United States

**Protected or Deflected? Impact of Employment Protection Legislation on Forced Career Exit in Europe**
Martin Hyde, PhD  
Associate Professor  
Centre for Innovative Ageing  
Swansea University, United Kingdom
Supply Increases—Can Demand Be Far Behind?
Sara Rix, PhD
Consultant
Senior Fellow, National Academy of Social Insurance, United States

What’s Age Got to Do with It? Towards a New Advocacy on Aging and Work
Philip Taylor, PhD
Professor of Human Resource Management
Federation University Australia

Discussant

Group Discussion

11:15 AM–12:15 PM  Session 6: Consultation and Small Group Discussions

12:15 PM–12:30 PM  Session 7: Next Steps: Moving the Field Forward

Summary of Workshop Findings and Future Directions
Jacquelyn B. James, PhD
Faculty Investigator and Workshop Chair
Co-Director
Center on Aging & Work, Boston College, United States
Translating Research on Aging & Work into Practice: Effective Strategies for Communicating with Employers
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WORKSHOP SPEAKER BIOS

Nancy Morrow-Howell, PhD, GSA Past President, Workshop R13 Co-PI
Nancy Morrow-Howell completed her Ph.D. in Social Welfare at the University of California, Berkeley and has been on the faculty at the Brown School of Social Work at Washington University since 1987. She was named Bettie Bofinger Brown Distinguished Professor of Social Policy in 2014. In 2012, she was appointed Director of the Harvey A. Friedman Center for Aging at Washington University. Dr. Morrow-Howell is a national leader in gerontology, widely known for her work on productive and civic engagement of older adults. She is editor of the book Productive Aging, published by Johns Hopkins University Press. With support from Retirement Research, the Metlife Foundation, The Atlantic Philanthropies, and the National Institute on Aging, she explores strategies to maximize the engagement of older adults in productive roles.

Jacquelyn B. James, PhD, Workshop Chair
Jacquelyn B. James is co-director of the Boston College Center on Aging & Work and research professor in the Lynch School of Education at Boston College in the United States. Her research has focused on the meaning and experience of work, gender roles and stereotypes, adult development, perceptions of older workers, and emerging retirement issues. She and her colleagues have published numerous articles, opinion pieces, and four edited books. Most recently, Dr. James, along with Marcie Pitt-Catsouphes, PhD, edited a special issue of the journal Work, Aging, and Retirement on the topic of Change in the Meaning and Experience of Work in Life.
Dr. James is past president of the Society for the Study of Human Development and serves on the editorial board of Research in Human Development. Among her completed research investigations are the Age and Generations Study, the CitiSales Study, the Life and Times in an Aging Society Study, and the Time and Place Management Study. Currently, she is working to establish the international, multidisciplinary Sloan Research Network on Aging & Work.
Marcie Pitt-Catsouphes, PhD, Workshop Co-Chair
Marcie Pitt-Catsouphes is a professor at the Boston College School of Social Work and has an appointment at the Carroll School of Management at Boston College. She founded the Sloan Work and Family Research Network, and she co-founded and served as director of the Sloan Center on Aging & Work at Boston College, which conducts research and promotes the quality of employment for older adults. Dr. Pitt-Catsouphes was the co-principal or principal investigator for a range of studies, including the Time and Place Management Study, the National Study of Business Strategy and Workforce Development, the Age and Generations Study, the Talent Management Study, and the Generations of Talent Study. Working with Stephanie Berzin, PhD, she co-founded the Center for Social Innovation at Boston College. In 2014, she became director of the PhD Program in Social Work at Boston College and in 2017 was appointed associate dean for faculty development at the Boston College School of Social Work. Dr. Pitt-Catsouphes speaks frequently at conferences and meetings and her articles have been published in a number of scholarly and practitioner journals. She was a founding co-editor for *Community, Work, and Family* and co-edited special issues of *Work, Aging, and Retirement* and *Generations*.

Ellie Berger, PhD
Ellie Berger is an associate professor in the Department of Sociology at Nipissing University and an adjunct associate professor in the Department of Health, Aging, and Society at McMaster University in Ontario, Canada. She is also chair of the Social Policy and Practice Division of the Canadian Association on Gerontology. Dr. Berger has advised the Forum of Labour Market Ministers, the Ontario Human Rights Commission, Statistics Canada, Employment and Social Development Canada, the National Seniors Council, and the House of Commons Standing Committee on Human Resources, Skills, and Social Development and the Status of Persons with Disabilities. Her current research focuses on the aging workforce, ageism, gender, identity, retirement, and work-family balance in academia. She is the author of the forthcoming book, *Ageism at Work: Negotiating Age, Gender, and Identity in the Discriminating Workplace*.

Rebecca Casey, PhD
Rebecca Casey is a postdoctoral fellow at York University, in Toronto, Ontario, Canada, working on a Social Sciences and Humanities Research Council grant titled Closing the Employment Standards Enforcement Gap: Improving Employment Standards Protections for People in Precarious Jobs. She is a mixed-methods researcher who primarily works with quantitative data. Her research interests are aging, disability, work, inequality, and policy. Dr. Casey’s work includes examining the impact of combinations of these research areas and the effect on individuals who are aging with disabilities, older workers, older displaced workers, and workers with disabilities. She has published on aging with a disability, disability and unmet health care needs, and health outcomes and poverty following a work injury. Her current work examines older workers and the multiple pathways into and out of retirement resulting from age, physical and mental abilities, characteristics of the workplace, such as downsizing and outsourcing, and the labor market, such as availability of skilled and experienced workers.
Kathleen Christensen, PhD
Kathleen Christensen directs the Alfred P. Sloan Foundation’s Working Longer program, which is designed to deepen scholarly and public understanding of the aging American workforce as well as to assess the structural impediments and facilitators to working longer. In 1994, while a professor of psychology at the Graduate Center, City University of New York, Dr. Christensen was recruited to join the Sloan Foundation, where she established and led what would become its Workplace & Working Families program. Under her leadership, the Foundation has been credited with pioneering the academic field of work-family research and spearheading a national movement to create more flexible workplaces that effectively meet the needs of employees while also improving business performance. Dr. Christensen was involved in planning the 2014 White House Summit on Working Families and the 2010 White House Forum on Workplace Flexibility. She was named in 2010 by Working Mother magazine as one of the “Seven Wonders of the Work-Life Field,” and in 2004 was awarded the inaugural Work-Life Legacy Award by the Families and Work Institute. She has written extensively on the changing demographics of the workforce and their effects on workplace practices. Her books include Workplace Flexibility: Realigning 20th Century Jobs for a 21st Century Workforce, Contingent Work: American Employment Relations in Transition, Turbulence in the American Workplace, and Women and Home-Based Work: The Unspoken Contract. Her editorials and posts have appeared in The Huffington Post, The Washington Post, USA Today, Chicago Tribune, and The Philadelphia Inquirer. Dr. Christensen also chairs the board of the non-profit, OpenWork.

Phyllis Cummins, PhD
Phyllis Cummins is a senior research scholar and the assistant director of research at the Scripps Gerontology Center, Miami University, in the United States. Her research foci are workforce issues for older workers, including education and training programs to remain in the workforce at older ages. She has been involved in several research projects funded by the Ohio Department of Aging and last year received a $1.4 million, 3-year grant from the Institute of Education Sciences to examine adult education and training and its relation to labor force participation, employment status, and income levels at older ages. Dr. Cummins has completed two commissioned papers for the American Institutes for Research that used data from the Programme for the International Assessment of Adult Competencies to examine relationships among lifelong learning activities, literacy skills, health, and labor market outcomes. She has published articles in Educational Gerontology, Community College Journal of Research and Practice, Public Policy and Aging Report, and New Horizons in Adult Education & Human Resource Development. She was recognized as the 2017 Researcher of the Year by the Ohio Association of Gerontology and Education.

Ellen Dingemans, PhD
Ellen Dingemans is a postdoctoral researcher at the Netherlands Interdisciplinary Demographic Institute, working on the VICI project titled Aging Workers in an Aging Society: Labor Force Transitions and Work in Late Life, awarded to Kène Henkens, PhD. She is also affiliated with the Department of Public Health of the University Medical Center Groningen. She successfully defended her dissertation in 2016 at the University of Groningen. Her research interests include retirement, working after retirement, and older adults’ well-being in a cross-national perspective. Together with Prof. Henkens, she received an NWO Research Talent Grant. She has presented research at various national and international conferences, such as the Dutch Demography Day (2012, 2015, 2016), the Healthy Aging at Work Symposium (2013), and the annual meetings of the Population Association of America (2013) and The Gerontological Society of America (2014). Among her
numerous activities, Dr. Dingemans participated in the Oslo Summer School on comparative welfare states and the European Sociological Association PhD workshop “Long Live the Active.”

**Ruth Finkelstein, ScD**

Ruth Finkelstein is associate director of the Robert N. Butler Columbia Aging Center of Columbia University in New York City (NYC), which investigates and maximizes productivity and quality of life by making all aspects of society work well for people of all ages. Dr. Finkelstein has over 30 years of experience in improving health for vulnerable populations. She directed the Age-Friendly NYC Initiative, which won the 2013 award as the Best Existing Age-Friendly Initiative in the World, and was named one of the nation’s “Game Changers” by *Metropolis* magazine. Dr. Finkelstein also directs the Age Smart Employer Awards, an initiative of the Columbia Aging Center, with funding from the Alfred P. Sloan Foundation. Now in its third year, the award honors employers for their policies and practices that encourage different generations to work productively and effectively side by side. Her other current projects include a digital narrative of 20 people aged 81 years or older and the Age Boom Academy, a training for journalists covering issues concerning aging begun by Dr. Robert N. Butler.

**Gwenith Fisher, PhD**

Gwenith Fisher is an associate professor of psychology and program coordinator of the Industrial/Organizational Psychology doctoral program at Colorado State University in the United States. She is also director of the graduate training program in Occupational Health Psychology as part of the Mountain and Plains Education and Research Center funded by the National Institute for Occupational Safety and Health (NIOSH) and director of the pilot projects program for the Center for Health, Work, and Environment, a NIOSH Center of Excellence in Total Worker Health, in the Colorado School of Public Health. Dr. Fisher’s research examines individual and work factors related to worker health, well-being, and retirement; her research has been funded by NIOSH, the National Institute on Aging, and the Alfred P. Sloan Foundation. She earned her bachelor’s degree in psychology from Penn State University, and master’s and doctoral degrees in industrial/organizational psychology from Bowling Green State University. Prior to joining the faculty at Colorado State University in 2013, she worked at IBM Corporation and at the University of Michigan Institute for Social Research.

**Matt Flynn, PhD**

Matt Flynn is director of the Centre for Research into the Older Workforce at Newcastle University in the United Kingdom. He has carried out research and public engagement on issues related to age and work, age discrimination, and retirement. His work includes reports for the UN Secretariat, International Labour Organization, as well as several UK government departments, unions, and professional associations. Dr. Flynn is currently leading a four country research team exploring employer and union responses to aging workplaces on behalf of the European Commission. From August, he will be a professor of organizational behaviour and human resource management at the University of Hull.
Martin Hyde, PhD
Martin Hyde is an associate professor in gerontology at Swansea University in Swansea, Wales, United Kingdom. His main research interests are on ageing and later life and he has published on a wide range of topics including quality of life, work and retirement, health inequalities, and consumption in later life. His recent book, *Ageing and Globalisation*, co-authored with Prof. Paul Higgs, is published by Policy Press. Dr. Hyde has been involved in a number of large scale studies including the English Longitudinal Study of Ageing (ELSA), the Survey for Health, Retirement, and Ageing in Europe (SHARE), and the Swedish Longitudinal Occupational Study of Health (SLOSH). Dr. Hyde coordinates the Integrated Datasets in Europe for Ageing Research network and he is a deputy editor for *Ageing & Society* and an associate editor for *BMC Geriatrics* and *Gerontology*.

Joanna Lahey, PhD
Joanna N. Lahey is an associate professor at the Bush School of Government and Public Service at Texas A&M University in the United States. Dr. Lahey studies age discrimination and the relationship between age and labor market outcomes. She received her PhD in economics from the Massachusetts Institute of Technology and her bachelor’s degree in mathematics and economics from Pomona College in Claremont, California. She was the recipient of the 2006 W.E. Upjohn Dissertation Award for best dissertation on an employment-related issue, and is currently a faculty research fellow at the National Bureau of Economic Research. She has received grants for research on age discrimination from the National Science Foundation, the National Institute of Aging, and the Sloan Foundation. Her work on age discrimination has appeared on American Public Radio’s *Marketplace*, *Forbes*, *The Wall Street Journal*, *The New York Times*, and National Public Radio.

Laurie McCann, JD
Laurie McCann is a senior attorney with AARP Foundation Litigation in the United States. Her principal responsibilities include litigation and amicus curiae participation for AARP on a broad range of age discrimination and other employment issues. She has prepared numerous amicus curiae briefs on behalf of AARP in cases before the U.S. Supreme Court, and federal and state courts. Her publications include co-authoring (with Cathy Ventrell-Monses) the chapter “Age Discrimination in Employment” in *The New Politics of Old Age Policy* (2nd edition) and “The ADEA and the Eleventh Amendment” in *Employee Rights and Employment Policy Journal* (1998). She has lectured on age discrimination, downsizing, and employee benefit issues at conferences sponsored by the American Bar Association, the National Employment Lawyers Association, and the Bar Association of the District of Columbia. Ms. McCann graduated from the College of William and Mary in Virginia, received her master of science in gerontology (with emphases in industrial gerontology and public policy) from the Andrus Gerontology Center at the University of Southern California, and earned her law degree from the Georgetown University Law Center.
Julie Miller, MSW
Julie Miller is a research associate at the Massachusetts Institute of Technology AgeLab and a lecturer at Northeastern University, in Boston. Leading up to her current doctoral studies, she received her master’s degree in social work with a concentration in gerontology from the University of California, Berkeley, and her bachelor’s degree from Northeastern University. Her research contributes to forecasting the impact of demographic change in homes, workplaces, educational settings, and community spaces; she is particularly interested in the aging of the Millennial generation. Her background in gerontological social work and mixed media production aid in her current research projects. She has served in the following roles with older adults and their families: medical social work at Stanford Medical Center, clinical research-based yoga instructor at Kaiser Division of Research, and research assistant at the University of Connecticut Center on Aging. She is the director and producer of Vibrant Aging and Vibrant Aging: Despite Everything, both nationally screened films about aging in America.

Laura Naegele, MA
Laura Naegele is a PhD student whose work focuses on the implementation of competence management measures for older workers within small- and medium-sized enterprises. She received a bachelor’s degree in sociology/media science and master’s degree in sociology from the University of Bochum and Free University Berlin in Germany. She has worked in multiple research and project management positions, including at the Bertelsmann Foundation in Brussels, Belgium, and Gütersloh, Germany, focusing on aspects of aging workforces, extending working lives, competence development, and ageism in the labor market. Since 2014, she has worked as a researcher at the Institute of Gerontology in the Department Aging & Work (Prof. Dr. Frerich Frerichs) at the University of Vechta in Germany. She has been involved in transferring research findings into practice through giving lectures, organizing workshops, and assisting owners and management personnel with the development of suitable measurements for their aging workforces. Her work has been published in several scientific and applied journals and books.

Eduardo Oliveira, PhD
Currently a PhD student in management at the University of Porto in Portugal, Eduardo Oliveira earned his master’s degree in human resources management at the University of Minho and bachelor’s degree in work psychology at the University of Porto. Among his activities, he serves as a lecturer on organizational behavior and human resources management at the University of Porto School of Economics and at the Faculty of Education and Psychology of the Catholic University of Portugal. He also has served as an academic visitor at the Oxford Institute of Population Ageing at the University of Oxford and a researcher at the Centre for Studies in Human Development of the Catholic University of Portugal.
Sara Rix, PhD
Sara E. Rix is a senior fellow at the National Academy of Social Insurance in Washington, DC, having spent the final 25 years of her career on the Economics Team of the AARP Public Policy Institute examining the role of public policy in enhancing the well-being of older Americans. She has written and spoken extensively on the economics of aging, an aging society, and older worker employment for nearly four decades. Before moving to AARP, she was director of research for the Women’s Research and Education Institute. Dr. Rix has been involved in numerous national and international activities studying the problems of, and prospects for, an aging world and developing strategies to address challenges facing aging societies. For many years, she was a lecturer in the Economic and Financial Aspects of Aging training program of the UN’s International Institute on Ageing in Malta. She is a member of the Post-Retirement Needs and Risks Committee of the Society of Actuaries and on the steering committee of the Sloan Research Network on Aging and Work. She serves on the editorial boards of Work, Aging, and Retirement, The Gerontologist, Public Policy and Aging Report, The Journal of Retirement, and The Journal of Aging & Social Policy and was a frequent blogger for The Huffington Post. A fellow of the Royal Society for the Encouragement of Arts and The Gerontological Society of America, Dr. Rix remains active as an employment consultant and advisor to various nonprofit organizations.

Jennifer Schramm, MPhil, SHRM-SCP, GPHR
Jennifer Schramm is a senior strategic policy advisor at the AARP Public Policy Institute in the United States. As part of the Financial Security Team, she identifies policy challenges and opportunities related to workers aged 50 years and older. Through research and analyses of emerging employment trends, she develops policy options to inform AARP’s strategy on work and jobs, including helping older workers find and retain jobs. Previously, she managed the workforce trends and forecasting program at the Society for Human Resource Management (SHRM) and led the development of research and publications for the SHRM/SHRM Foundation Aging Workforce Initiative, which was funded by a grant from the Alfred P. Sloan Foundation. Prior to SHRM, she was a policy advisor at the Chartered Institute of Personnel and Development in the United Kingdom. She is a research fellow of the Sloan Center on Aging & Work at Boston College, and has written extensively on workforce issues including the monthly Trend Watch column for HR Magazine for over a decade.

Kimberly Smit, MLRHR
Kimberly Smit has held a variety of human resources (HR) roles at Herman Miller Inc. Currently, as HR project manager, she works on the HR and Compliance Solutions team, which creates and implements employment processes, programs, and solutions that balance the needs and interests of global business, its employees, and the law. Programs include flexible work arrangements, HR compliance training, exit interview process and analysis, travel security, and strategic talent planning. She received her bachelor of business administration from Grand Valley State University and her master of labor relations and human resources from Michigan State University.
Hannah Swift, PhD

Hannah J. Swift is a research fellow at the University of Kent School of Psychology, where she also completed her PhD, in 2012, as an Economic and Social Research Council CASE grant holder in conjunction with Age UK. Her research focuses on ageism, attitudes to age, active aging, and the consequences of age stereotypes. In addition to contributing to reports for the UK government, the European Social Survey, Age UK, and The Gerontological Society of America’s policy briefings, Dr. Swift’s research has been published in *The Journal of Gerontology: Psychological Sciences and Social Sciences, Psychology and Aging, Journal of Social Issues, BMJ Open, Journal of Applied Social Psychology, and Social Issues Policy Review*. Her research thus far has been supported by over £500,000 in funding from research councils, government, and nongovernmental organizations from the United Kingdom, European Union, and the United States. She is a core member of the European Research Group on Attitudes to Age (EURAGE), which contributed to the design and analysis of the Ageism module in the European Social Survey, the UK’s Age Action Alliance working group on attitudes to age, and the EU’s COST Action on Ageism.

Philip Taylor, PhD

Philip Taylor is professor of human resource management at Federation Business School, Federation University Australia, and a professorial fellow at the University of Melbourne. Dr. Taylor has researched and written in the field of age and the labor market for over 25 years and he has led major programs of research on aging workforces. His specific research interests deal with individual orientations to work and retirement, employer attitudes and practices regarding older workers, and public policy concerning the prolongation of workers’ lives.

Maja Wiest, PhD

Maja Wiest is a research scientist in the Department of Educational Science and Psychology at Freie Universität Berlin. She is interested in developmental dynamics over the life span. Her research focuses on changes in educational activities, well-being, and health in the second half of life. Using large panel data and an interdisciplinary approach, Dr. Wiest and colleagues investigate how patterns of educational behavior in the second half of life emerge and how different patterns of educational activities are related to aspects of quality of life (e.g., well-being, health). After finishing her studies in psychology at Freie Universität Berlin, she became a doctoral fellow of the International Max Planck Research School on the Life Course. Her dissertation examined the influence of well-being on mortality. Dr. Wiest currently works on the project *Educational Activities and Quality of Life in the Second Half of Life* funded by the German Federal Ministry of Education and Research.
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JUNIOR INVESTIGATOR TRAVEL AWARDEES

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<tr>
<th>Dawn Carr, PhD</th>
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<tr>
<td>Jie Yang, MSW</td>
<td>Boston College</td>
<td>Boston, Massachusetts, United States of America</td>
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Welcome
Opening Remarks and Overview of Workshop
Nancy Morrow-Howell, PhD
Jacquelyn B. James, PhD
Marcie Pitt-Catsouphes, PhD

DISCLOSURES

Research Support: National Institute on Aging (Grant #1R13 AG050451)
Alfred P. Sloan Foundation (Grant EG-2015-1675)

Consultant: None

Discussion of Off-Label, Investigational, or Experimental Drug Use: None
• To begin to create a professional multidisciplinary network of researchers conducting investigations focused on different aspects of contemporary experiences associated with the phenomenon of "working longer"
• To publish the network members’ research in a special refereed issue of a journal
• To strengthen the Center’s array of resources for the network
• To assess the level of support among a broader community of researchers of aging and work for the sustainability of an aging and work network

Our Partners
• The Gerontological Society of America (GSA)
• National Institutes of Health (NIH)
• National Institute on Aging (NIA)
• Philip Taylor

Introductions
• Who’s in the room?
• Table group introductions (~3 minutes):
  • Name
  • One reason for your interest in the workshop
Translating Research on Aging & Work into Practice: Effective Strategies for Communicating with Employers

For close to a decade, the gap between development of evidence-based treatments and their usefulness in real-world settings has been noted. There can be a 15- to 20-year delay between scientific discovery and use of this knowledge in routine settings.

Today, there is an emerging science of dissemination and implementation research aimed at shortening the "translational research gap." Our workshop is one in a series of workshops designed to overcome this gap.

Questions to Be Addressed in the Workshop

- What is known about the workplace and wider labor market barriers to older workers’ employment?
- What is being done to effectively translate research knowledge in ways that employers can respond with innovations?
- It is known that government campaigns to raise awareness among employers around issues of workforce aging have had limited efficacy. What then can be done in terms of effectively reaching employers?
- What, if any, is the wider role of public policy in fomenting behavioral change among employers?

Questions to Be Addressed in the Workshop

- What is the level of awareness among researchers, policymakers, and advocacy groups about the real needs of employers?
- What can be done to build relationships between gerontologists and practitioners such as trainers, occupational health and safety professionals, and management consultants?
- What conceptual tools and frameworks are needed to support employers in implementing effective age management?
- What are the effects of workplace interventions on the employment of older workers, and how can these effects be measured?
Overview

• Session 1: Communicating with Employers
• Session 2: Confronting Age Bias
• Session 3: Job Quality that Makes a Difference
• Networking Reception and Junior Investigator Poster Session
• Session 4: Training and Development for Older Workers
• Session 5: Policies that Do or Could Work
• Session 6: Consultation and Small Group Discussions
• Session 7: Next Steps—Moving the Field Forward

Discussion Sessions

The goals of the workshop are to come up with action plans for more effective ways to:

• Engage employers in research
• Encourage employers who want to develop “age friendly” work environments
• Recast current research projects to better answer the questions employers want to have answered
• Establish strategies for information-sharing with employers such as a blog that is co-posted with employer-focused organizations such as SHRM, AARP, WorldatWork, and others

Workshop Ground Rules

• Start and stop on time
• Respect diverse experiences and opinions
• Everyone is invited to participate
• One speaker at a time—allow others to finish
• Cell phones off
• No side conversations
Introductions
Session 1: Communicating with Employers

Kathleen Christensen, PhD
Session Moderator and Discussant
Alfred P. Sloan Foundation, United States

Age Smart Employer Awards:
Demonstration of Effective Employer Engagement

Ruth Finkelstein, ScD
Robert N. Butler Columbia Aging Center, United States

DISCLOSURES
Research Support: Alfred P. Sloan Foundation
Consultant: None
Discussion of Off-Label, Investigational, or Experimental Drug Use: None
Through innovation in science, policy, and practice, the Robert N. Butler Columbia Aging Center seeks to develop the knowledge base necessary to inform aging-related health and social policy locally, nationally, and globally, in addition to train a new generation of thought leaders to address issues facing societies of longer lives.

Two components:
- Basic research: Led by Ursula M. Staudinger, PhD, Center Director
- Translational research, policy, practice: Led by Ruth Finkelstein, ScD, Associate Director

Aging and work: a major theme for the center

Translational work: Age Smart Employer Awards

The Age Smart Employer Awards celebrate “age-smart” New York City employers, both for-profit and non-profit, who value and optimize the contributions of older adults.

They are funded by the Alfred P. Sloan Foundation

Awards strategy encourages businesses that aren’t recognized as “age-smart” to emulate winners
Learned how to translate research to employers by making every possible mistake

Year One
- Massive compendium of evidence-based policies and practices (no one read it)
- Logo, website, and online application (no hits)
- Staff assistance to have selection committee judges recruit applicants (total recruited by judges: 1)
- Focus on large employers – because that’s where the evidence is from (large employer applicants: 10)

Year Two
- Focus on small employers (98% of businesses in NYC); innovative
- Interviewed 100 small business about staffing challenges
- Developed industry-specific guides full of pictures, charts, case studies, “tips” (Guides: mixed success; more popular in “aging industry” than others)
- Tips, solutions to their problems, and relationships with small businesses gained traction
- 52 businesses applied; some exceptional
Awards Ceremony Honored Employees

Amazing Coverage in Business Press

“... The Brooks Brothers factory is one of 11 New York City businesses on a shortlist for the Age Smart Employer Awards, a project of the Columbia Aging Center, located at Columbia University’s Mailman School of Public Health.”

THE WALL STREET JOURNAL  December 8, 2015

“... These New York City firms demonstrate impressively that hiring, training and keeping workers over 50 can be a win-win: good for business and good for the older employees (as well as the younger ones they work with).”

Forbes  December 10, 2015

“... Instead of predicting the retirement age, it may be better to think about what old age will look like free from today’s associations with the word retired, says Ruth Finkelstein, an assistant professor of health policy at Columbia University.”

TIME  February 21, 2016

“... Manufacturers, retailers, and even legacy technology companies are rediscovering the value of older, more seasoned workers and are taking steps to keep them.”

Bloomberg Businessweek  March 9, 2016

Year Three

• Pitch = business case for employers
• 10 policies and practices – good for workers of all ages (still translating same evidence base)
Welcome experience in new hires

Clear paths to advancement/promoting from within

Comprehensive benefits and wellness plans
Communicating With Employers

Cross-training and mentoring

Safe and healthy work environment; workers have input

Work hours and location are flexible
Job restructuring to fit abilities of worker

Workers can dial-up/down work as life events happen

Workers can retire in phases, gradually reducing work
Retirees can work part-time or as consultants

Still Learning

• How to integrate age into “diversity”
• Really big multinationals
• Get strategies into US policy agenda

Discussion Questions

1. What’s the key to getting national firms interested in this if you don’t have the advertising hook to offer them?
2. How do we elevate aging into the diversity agenda?
Articulating Age: Different Perspectives from Employers and Unions

Matt Flynn, PhD
Newcastle University, United Kingdom

DISCLOSURES

Research Support: None

Consultant: None

Discussion of Off-Label, Investigational, or Experimental Drug Use: None
Objectives

- Contradiction of ageing and industrial relations
- Rising pension ages and more opportunities for older people to extend working life (in terms of employment law, HR policies, and LMP)
- Collusion toward early retirement [1]
- Realignment of social partnership toward active ageing [2]
- Have social partners (especially unions) reoriented their ethos on age and work or are they just being strategic?
- What can we learn from their rhetoric about the underlying ethos?

Trade Union Responses to Ageing Workforces

- Renegotiations of the terms of engagement on age and work away from “economic uselessness of older people” [4]
- Trade unions taking defensive positions
- Class and money interests
- Ageing union membership
- Cycle of contentions: Unions using threats to existing paradigms as opportunities to mobilise memberships to create new paradigms [5]


- Partnership of NHS unions, employers, DoH representatives to review the impact of extended working life in the NHS
- For those under 50 in 2016, occupational pension age linked to SPA: 66 from October 2020, 67 by 2028, and 68 by 2046
- Eleven policy recommendations for DoH/NHS
- Age awareness toolkit for individual trusts
Call for Evidence from Trusts and Staff Sides [7]

• What could happen in the NHS to make it easier to stay in work longer?
• What makes working longer more difficult and why?
• What are issues affecting specific groups of workers?
• What questions need further investigation?

Responses

• 15 joint responses
• 22 from NHS employers (management side only)
• 19 from staff side/unions/professional bodies
• 56 from individual employees
• 12 from external organisations such as Age UK and Royal Colleges and Societies

Institutional Works

“the efforts of individuals and collective actors to cope with, keep up with, shore up, tear down, tinker with, transform, or create anew the institutional structures within which they live, work, and play, and which give them their roles, relationships, resources, and routines.” [8]
Age Works
“practices that maintain or disrupt unequal age relations, through invoking and/or modifying existing age as well as creating new ones.”[9]

Can play out in terms of:
• Grand narrative of decline
• Lump of labour and crowding out of young workers
• New ageism played out as new ideals of older workers

Disrupting
• Disassociating moral foundations
Older clinicians have much to offer the clinical workplace. In addition to the quality delivery of care, clinical supervisors support advanced roles in management, teaching, training and mentorship. However, in making professional appointments, older clinicians are often seen as compromised by factors that may be associated with the aging process. (Royal College of Physicians Glasgow)

• Undermining assumptions and beliefs
Some of the younger sonographers seem to have proportionally more upper limb work related disorders. This may be due to a lack of individual general fitness and could be supported by liaising for example with the physiotherapy department for exercise sessions and specific training. The “older” radiographers who were recruited for ultrasound training were generally quite physically strong and fit from working in busy x-ray departments which involved moving heavy incapacitated patients.

Anecdotally we have noticed the fitness/sports “fanatics” in the department are those who have less time off with their WRULD. Maybe we should offer very reduced gym/swim rates for NHS staff working in these areas. (Staff Side Leeds)

Maintaining (Containment)
• Normalising
There is evidence that some physical and mental faculties deteriorate as we age. Problems with vision, hearing, and energy become more common, and cognitive functioning is likely to slow and become less precise. (BMA National)

• Valorising
I am aware of at least one case where a consultant (as it happens who was working beyond 65) of considerable national professional standing, and therefore enduring deference from his colleagues even at a very senior level, was diagnosed with a variant of dementia shortly after final retirement. In retrospect the symptoms were developing during those last years of clinical practice. The former, well deserved, reputation and authority inhibited colleagues challenging increasingly odd behaviour and possibly risk to patients. (Staff Side Local)
Communicating With Employers

**Maintenance (Custodial Work)**

- Reinforcing moral foundation
  
  As a midwife, the thought of working past 60 in a job which is both mentally and physically challenging would, I feel, put women and their babies at risk. (RCM)

- Restoration
  
  UNISON is extremely concerned about the effect that working until 68 years old will have on the health of NHS staff and would press for continued monitoring of the situation to ensure that an increasing number of staff are not being made redundant for reasons of capability. (UNISON)

- Reversing
  
  Coupled with a lack of respect and value for their maturity and experience, discriminatory attitudes to older workers and increasing physical, mental, and emotional demands, RCN members remain sceptical of the profession’s ability to respond to the challenge of an ageing workforce. (RCN)

**Preliminary Findings**

- Continued collusion against imposed solution on age

- Strategic use of maintained negative age stereotypes (e.g., to resist higher retirement ages)

- Disruptive age works coming from professional associations and individuals

- Playing out (somewhat) differently for different occupations

**Implications**

- Collusion toward early retirement II?
  
  - Employers and unions versus government

- Older workers’ voice on extended working life
  
  - Agency role
  - Representation in policy contexts
  - Maintenance of right to retire

- Cycle of contention
  
  - New career pathways
Discussion Questions

1. Do institutional stakeholders (unions, NGOs, employers) adequately represent older workers in the debate over extended working lives?

2. Is the collusion toward early retirement dead or reinvented? Do employers and unions have an interest in maintaining ageist institutions?

References


More Information

- Matt.Flynn@newcastle.ac.uk
- www.agediversity.org
- www.facebook.com/agediversity
- @agediversity
- QQ 2407689868
- Wechat ma_te888
Communicating With Employers

Marcie Pitt-Catsouphes, PhD
Tay McNamara, PhD
Boston College

DISCLOSURE(S)

Research Support: AARP

Consultant: None

Discussion of Off-Label, Investigational, or Experimental Drug Use: None
Supporting the Adoption and Diffusion of Innovations for the Successful Employment of Older Workers

1. EVIDENCE THAT COMPELS ATTENTION

2. CONNECTING DATA TO THEIR ORGANIZATIONS
Communicating With Employers

Employers' Benchmarking Tool for Evidence-Based Practice

http://www.bc.edu/agingandwork • agework@bc.edu

Workforce Benchmarking Tool

Please tell us how many employees (including full-time and part-time) work at your organization, including those working at your headquarters as well as any other locations of your organization in the United States.

- 50 to 99
- 100 to 199
- 200 or more

Send
Communicating With Employers

Workforce Benchmarking Tool

Using the following terms for industry groups, which one best describes your organization's M 3K focus?

- Manufacturing and construction
- Professional, scientific, and technical services, finance and insurance, or health care
- Retail trade or real estate
- Other service industries (e.g., accommodation and food services, administrative and support, waste management and remediation)

View Results

Next

Workforce Benchmarking Tool

Over the past few years, how strongly have the following messages been communicated from your organization's top leader (CEO or president) to members of your workforce?

- Our company/organization should be committed to hiring and retaining talent across the age span
- Our company/organization should be committed to making a real effort to provide flexible work options that fit employee needs/gropes of career stage

Workforce Benchmarking Tool

In your opinion, to what extent is your company/organization:

- Focused a range of recruitment tactics to ensure that people of all ages know about and can apply for job openings
- Established different options that allow employees to work in a flexible manner

View Results

Next
WHERE DOES YOUR ORGANIZATION WANT TO BE ON THE ADOPTION OF INNOVATION CURVE?
Communicating With Employers

The Gerontological Society of America
IAGG 2017 Preconference Workshop
Communicating With Employers

**IAGG 2017**

**Multigenerational Workforce: Benchmarking Your Talent Management Approach**

A Toolkit for Employers

- Recruitment practices
- Assessment practices
- Compensation and benefits
- Training and development
- Intergenerational relations
- Employment security and predictability
- Options for continued work or retirement

**What if you could introduce just one new practice?**

**And how would you choose?**

**Flexible Work Options**

1. **Option 1:** Remote work
   - Benefits: Reduced commute time, increased flexibility
   - Drawbacks: Potential for isolation, difficulty in monitoring performance

2. **Option 2:** On-site work
   - Benefits: Close supervision, face-to-face interaction
   - Drawbacks: Limited flexibility, lack of work-life balance

3. **Option 3:** Job sharing
   - Benefits: Reduced workload, increased job satisfaction
   - Drawbacks: Potential for reduced income, complexity in scheduling

---

The Gerontological Society of America
IAGG 2017 Preconference Workshop
Discussion Questions

1. How might researchers structure and support ongoing discussions with employers about the type of research they need for planning and decision making?

2. What are some examples of innovations in communication that could supplement the conventional "issue briefs"?

3. How can researchers use the insights of data visualization when they develop strategies for translating research findings?
Communicating With Employers

www.aarp.org/employerbenchmarking

Tay McNamara  tay.mcnamara@bc.edu
Heather Tinsley-Fix  htinsley-fix@aarp.org
Marcie Pitt-Catsouphes  pittcals@bc.edu

Thanks.

Group Discussion
Session 1: Communicating with Employers

Kathleen Christensen, PhD
Session Moderator and Discussant
Alfred P. Sloan Foundation, United States

Table Discussion and Report Out

- Participants at each table introduce themselves, describe any translational work they have done or are doing and identify challenges to doing so (5 minutes)
- Each participant should note the extent to which he or she has conducted research within organizations (5 minutes)
- If there is time, participants should identify any successful strategies for conducting research within an organization or multiple organizations (10 minutes)
Confronting Age Bias

Introductions
Session 2: Confronting Age Bias

Hannah Swift, PhD
Session Moderator and Discussant
University of Kent, United Kingdom

Improving Workplace Policies and Practices to Reduce Ageism and Extend Working Lives

Ellie Berger, PhD
Nipissing University, Canada

DISCLOSURES

Research Support: None

Consultant: None

Discussion of Off-Label, Investigational, or Experimental Drug Use: None
Confronting Age Bias

Study #1 - Employer Survey of Attitudes Toward Older Workers
- Survey of 559 Canadian employers
- Range of industries

Study #2 - Older Workers' Perceptions of Ageism in the Labor Market
- Interviews with 30 older workers
- Unemployed for three months or longer and actively searching for work
- Participant observation in three older worker programs

Study #3 - Follow-up Study with Older Workers
- Longitudinal approach with original group of participants from Study #2

Multiple Accounts of the Labor Market Experience

The Gerontological Society of America
IAGG 2017 Preconference Workshop
Multiple Accounts of the Labor Market Experience

Study #4 - Employers’ Qualitative Accounts about Older Workers
• Interviews with 26 employers
• Range of industries

Older Workers’ Perspective

• Sensing the “Age Factor”
• Explicit Confirmation
• The “Old” Label
• Identity Degradation

Older Workers’ Perspective

• Managing Ageism
• Counteractions
  • Strategies developed to counteract or offset employers’ negative stereotypes
  • Skill Maintenance
  • Changing Expectations
Confronting Age Bias

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Older Workers’ Perspective
• Managing Ageism
  • Counteractions
  • Concealments
    • Strategies used to conceal or hide specific information (i.e., age)
    • Résumé Modification
    • “Improving” Appearances
    • “Youthful” Language

Older Workers’ Perspective
• Managing Ageism
  • Counteractions
  • Concealments
  • Targeting
    • Targeting job search to “age-friendly” employers

Integrating Employers’ Perspective
• Older Workers’ Strengths
  • Experience
  • Dedication
  • Loyalty
  • Mentorship
  • Reliability
Confronting Age Bias

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Integrating Employers’ Perspective

• Ageist Attitudes and Practices
  • Productivity, Training, Flexibility, and Technology
  • Financial Fears
  • Being “Stuck”
  • Ageist Discourse
  • Scanning of Résumés
  • Interview Setting (overall appearance, language, clothing)

How Do Older Workers’ and Employers’ Perspectives on Ageism Help Inform Workplace Policies and Practices?

• Structural barriers to employment (both perceived and real)
• Older workers actively manage ageism
• Modify older worker programs

How Do Older Workers’ and Employers’ Perspectives on Ageism Help Inform Workplace Policies and Practices?

• Employer accountability (hiring, training, and promotion practices)
• Encourage “best employer” programs or “age-friendly” workplaces
• Employer educational campaigns (focused on stereotypes, training allocation, job advertisements, résumé selection, interview techniques, and employer discourse)
Discussion Questions

1. In what ways can employers’ practices and policies be sensitive to areas where ageism is occurring (i.e., hiring, training, promotion)?
2. How can we increase the number of employers providing age-friendly practices on a national and international scale (e.g., financial incentives, internships)?
3. How can older worker programs be modified to better meet their needs and the needs of potential employers (identify skill gaps, etc.)?
4. What are some areas that would be well suited for educational campaigns aimed at the workplace?

THANK YOU!

Joanna N. Lahey, PhD
Texas A&M University and NBER, United States
Confronting Age Bias

The Gerontological Society of America
IAGG 2017 Preconference Workshop

DISCLOSURES

Research Support: None

Consultant: None

Discussion of Off-Label, Investigational, or Experimental Drug Use: None

Age Discrimination Is Real

• Older job seekers are less likely to get new jobs
• Hiring discrimination by age is found:
  • In lab experiments
  • In audit studies
  • Particularly for women
• Patterns of hiring discrimination vary by race, gender, occupation, etc.
• Successful ADEA lawsuits
• Affects training, promotions, etc.

Reasons for Age Discrimination

• Important to know why in order to mitigate bias
• Economists break discrimination into three types:
  • Taste-based discrimination
  • Statistical discrimination
    • Levels-based
    • Variance-based
  • Incorrect stereotypes
Confronting Age Bias

Taste-Based Discrimination

- People just don't like older employees
  - Employers, employees, or customers don't like older workers
- Not much evidence for this type of discrimination
  - Difficult to prove unless people openly admit it
- To mitigate, need to make acting on these tastes costly for employers or employees

Statistical Discrimination

- Levels-based statistical discrimination occurs if:
  - Older workers cost more or are less productive on average
  - Measuring individual productivity or costs is expensive
  => Employers attribute the average characteristics of older workers to older potential employees
- Variance-based statistical discrimination occurs if:
  - It is easier to measure “quality” for younger workers than for older workers
  => Prefer higher “quality” younger workers over older workers with the same measure

Potential Statistical Discrimination Examples

- Shorter time to retirement
- Higher costs of health care
- Higher salaries
- Fear of ADEA lawsuit: More difficult to fire
- Knowledge and skills obsolescence
- Energy
- Adaptability to change
How to Mitigate Statistical Discrimination

- Accurately test individual workers rather than relying on stereotypes
- Help older workers improve skills to improve productivity and signal those skills have improved
- Reduce barriers that cause older workers to cost more (e.g., health insurance)

Incorrect Stereotypes

- Incorrect beliefs about older workers attributed to all older workers
- Mitigate via training, spreading positive stereotypes, and individual assessments

Removing Bias Is Important

Bias is bad for everybody:
- Companies should make use of productive workers
- Qualified job seekers should not be passed over
- Social programs will bear the burden of unemployed and discouraged older workers
Discussion Questions

1. What policy solutions would you recommend the government explore to mitigate age discrimination?

2. What specific things can employers do? Can you give examples?
DISCLOSURE(S)

Research Support: None

Consultant: None

Discussion of Off-Label, Investigational, or Experimental Drug Use: None

It Was (and Is) All About HIRING

• “Their numbers are great and growing; and their employment problems grave.” 29 U.S.C. §621(a)(3)
• In the 1960s, approximately half of all private job openings explicitly barred those over age 55 and a quarter barred those over age 45
• Older workers are STILL over-represented among the long-term unemployed
• Subtle has replaced blatant but it’s still a problem

Age Discrimination’s Status as a Second Class Civil Right

• From “in haec verba” to “Gross”ly different
• “Ageism is the last acceptable prejudice in America.” Bill Maher
• Is age discrimination “fundamentally different from other forms of discrimination? Secretary of Labor Willard Wirtz
What Needs to Change for the ADEA to Be Perceived as a “Real” Civil Rights Statute?

• WE must condemn ageism with the same vigor as that directed at other forms of discrimination
• MORE needs to be done to make hiring discrimination susceptible to challenge
• The ADEA must be reformed and improved

Discussion Questions

1. Is age discrimination different from other forms of discrimination, how so?
2. Will age discrimination ever go away or will we need the ADEA forever?
3. Why is our society so ageist and what must be done to lessen it?
4. Do the ADEA and comparable state age discrimination laws inhibit the hiring of older workers?
5. Is age discrimination a civil rights issue or an economics issue?

THANK YOU!
Confronting Age Bias

Group Discussion
Session 2: Confronting Age Bias

Hannah Swift, PhD
Session Moderator and Discussant
University of Kent, United Kingdom

Table Discussion and Report Out (20 minutes)

- Participants will focus their conversations on potential entry points and pathways to the establishment of sustainable relationships with employers.
- The groups are encouraged to consider the different workplace-based stakeholders in the aging of the workforce.
- Participants will generate ideas about ways they might connect issues relevant to the aging workforce to:
  - The diversity agenda
  - The health and wellness agenda
  - The intergenerational relations agenda
  - The work and family agenda
  - Training and development initiatives
  - Other HRM policies and programs
- Consider ways that scholars build strong relationships with employer-focused organizations such as SHRM, AARP, WorldatWork.

Break
Introductions
Session 3: Job Quality that Makes a Difference

Julie Miller, MSW
Session Moderator and Discussant
Boston College, United States


Rebecca Casey, PhD
York University, Canada

DISCLOSURES

Research Support: None

Consultant: None

Discussion of Off-Label, Investigational, or Experimental Drug Use: None
Work and Retirement Patterns

Literature Review

• Reasons to work or retire
  • Personal and Family Health
  • Financial Reasons
  • Dis/Satisfaction at Work
  • Opportunities for Growth and Development at Work
  • Restructuring/Company Closures/Downsizing

Data

• 2011 Survey of Labour and Income Dynamics
  • Cross-sectional data
  • Canadian Population
  • Respondents 45–64 years of age

• Interview data
  • 30 semi-structured interviews with individuals 45 to 65 years of age who were unemployed at the time of the interview
Job Quality

Working Versus Not Working

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<th>Not Working</th>
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<td>Mean (Std Dev)</td>
<td>$52,218 (34,781)</td>
<td>$12,800 (13,756)</td>
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</table>

Problems Faced by Older Unemployed Workers

- Ageism
- Self-doubt about own abilities and skills
- Lack of skills (or outdated skills)
- Return to work can be more challenging for older individuals who have been without work for long periods of time
Policies and Practices to Keep Older Workers Working

• Choice matters
• Flexible workplaces and schedules
  • Ability to work from home, work part-time, or work varying shifts
  • Job sharing
  • Leaves of absence
  • Phased retirement
• Bridge employment or encore jobs

Policies and Practices to Keep Older Workers Working

• Skill development/training opportunities
• Financial incentives and pension benefits

Accommodations for All Employees

• Accessible workplaces
• Ability to adapt workstations based on needs
• Ability to reduce/remove/modify physical tasks if needed

Conclusion

• Work in later life can be good for the older worker, coworkers, and the company
  • Older workers should feel appreciated, worthy, and not overlooked for training opportunities
• Maintaining work when older is easier than finding work when older
  • Need to do more about covert ageism in hiring practices
Discussion Questions

1. Despite federal laws that protect older job searchers from ageism, what else can be done to ensure that older job searchers are not overlooked for jobs based on their age?

2. Are older displaced workers who may reach old age with low income adequately supported by the government? If not, what more can or should be done?

3. Is it feasible to accommodate the needs of older workers so they can stay in the workforce? What about older workers with health problems or disabilities?

Fighting Fire with Fire: Perceived HRM Practices’ Role in Older Workers’ Stereotype Threat Experience

Eduardo Oliveira, PhD
University of Porto, Portugal
DISCLOSURES

Research Support: None

Consultant: None

Discussion of Off-Label, Investigational, or Experimental Drug Use: None

Study 1 - BUFFERS OR BOOSTERS? THE ROLE OF HRM PRACTICES IN OLDER WORKERS’ EXPERIENCE OF STEREOTYPE THREAT

Study 2 - THE VOICE OF EXPERIENCE: OLDER WORKERS’ PERCEPTIONS ABOUT AGE MANAGEMENT PRACTICES IN A PORTUGUESE ORGANIZATION

Purpose

1) To examine the relationship between negative age-based metastereotypes, age-based stereotype threat experience of older workers, and organizational disidentification

2) To examine the moderator role of HRM practices in the relationship between negative age-based metastereotypes and age-based stereotype threat

Methodology

Two-wave cross-sectional study
Age-based metastereotypes: beliefs about the stereotypes held by the members of the outgroup as perceived by the ingroup

Stereotype threat: concerns about confirming a negative stereotype about one’s group

Organizational disidentification: workers’ psychological detachment or distance from the organization they self-evaluate as being different from, or in moral conflict with the organization’s values or ideologies

General and age-awareness HRM practices

| Variable                                      | n  | M    | SD  | 1    | 2    | 3    | 4    | 5    | 6    | 7    | 8    | 9    |
|-----------------------------------------------|----|------|-----|------|------|------|------|------|------|------|------|------|------|
| Negative age-based metastereotypes            | 449| 4.21 | 1.29 | .75  | -.27 | -.59 | -.72 | -.72 | -.57 | -.56 | -.54 | -.53 | -.50 |
| Group-reputation threat                       | 439| 4.29 | 1.26 | .75  | -.27 | -.59 | -.66 | -.58 | -.52 | -.52 | -.50 | -.48 | -.46 |
| Organizational disidentification              | 416| 3.92 | 1.29 | .76  | -.27 | -.58 | -.71 | -.70 | -.56 | -.56 | -.54 | -.52 | -.50 |
| Training for older workers                    | 439| 3.30 | 1.29 | .79  | -.27 | -.58 | -.73 | -.69 | -.56 | -.55 | -.53 | -.51 | -.49 |
| Support and Respect                           | 439| 3.65 | 1.24 | .80  | -.28 | -.59 | -.72 | -.71 | -.56 | -.55 | -.53 | -.51 | -.49 |
| Age                                           | 435| 53.91| 3.37 | .12  | .05  | .09  | .06  | .01  | -.06 | -.03 | -.03 | -.03 | -.03 |
| Objective Organizational Age Diversity        | 377| 5.57 | 3.17 | .10  | -.08 | -.08 | -.08 | -.08 | -.04 | .05  | .04  | .04  | .04  |
| Organizational Tenure                         | 449| 20.87| 11.23| .09  | -.08 | -.18 | -.18 | -.18 | -.18 | -.18 | -.18 | -.18 | -.18 |
| Seniority in the job                          | 434| 19.37| 11.16| .03  | -.02 | -.22 | -.22 | -.22 | -.22 | -.22 | -.22 | -.22 | -.22 |

* P < .05
** P < .01
First stage dependent variable = group-reputation threat

<table>
<thead>
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<th>Variable</th>
<th>β</th>
<th>SE</th>
<th>t</th>
<th>FR</th>
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<td>Negative age-based metastereotypes X Recognition and respect</td>
<td>-.14</td>
<td>.04</td>
<td>-3.30**</td>
<td>.24</td>
</tr>
</tbody>
</table>

*p < .05
**p < .01
***p < .001
Findings
- Older workers survey results ($n = 469$) from 14 manufacturing companies indicated that negative age-based metastereotypes correlate positively with stereotype threat and with organizational disidentification.
- Stereotype threat mediates this relationship.
- Moderation results showed that **age-awareness HRM practices (training for older workers)** reinforced age-based stereotype threat, whereas **general HRM practices (recognition and respect)** impaired it.

Practical Implications
- In order to be effective, HRM practices should emphasize positive social identities older workers share with their colleagues, rather than giving older workers special treatment that may, after all, reinforce stigmatization.
- Mentoring opportunities.
- Development of interventions that take into account the target and source of the age threat.
- Development of interventions that take into account all age groups.

Research Limitations
Cross-sectional design of the study.

Longitudinal designs, interviews, narrative approaches, or diary studies…
Purpose
To explore the perceptions of manufacturing operators, aged 50 years and older, about age-awareness HRM practices in a large Portuguese manufacturing organization

Methodology
Semi-structured in-depth interviews, convenience sample, 10 blue-collar workers, 80% male, 60% with less than 2 years of seniority in the organization; content analysis

Findings
- Low provision of age-awareness HRM practices (with the exceptions of early retirement and job rotation)
- Age-awareness HRM practices (e.g., specific training, job redesign) perceived as discriminatory practices that reinforce older workers’ self-endorsement of negative stereotypes about their age group
- HRM practices that value older workers’ experience (e.g., mentorship, job sharing) perceived as desirable as they build self-confidence and reciprocity feelings toward the organization
Practical Implications

- Organizations should develop HRM efforts based on **equal treatment to all age groups** given that some older workers interpret age-awareness practices as discriminatory ones and thus resistance behaviors should be expected.

Discussion Questions

1. How can organizations craft age management efforts taking into account older workers' negative perceptions about age-awareness HRM practices?

2. How should organizations communicate their HRM efforts toward older workers without conveying a paternalistic tone?
One Employer’s Response to an Aging Workforce: Strategies that Work

Kimberly Smit, MLRHR
Herman Miller Inc., United States

DISCLOSURES

Research Support: None
Consultant: None
Discussion of Off-Label, Investigational, or Experimental Drug Use: None

FlexRetirement at Herman Miller

MISSION: INSPIRING DESIGNS TO HELP PEOPLE DO GREAT THINGS

Global provider of furnishings and related technologies and services:
- Seating, furniture, storage, and accessories for work, health care, learning, and home environments
- Textiles and wall coverings for commercial and residential interiors
- Modern furnishings for homes and small offices
- Services including strategic facilities consulting and financing solutions
- Nearly 8,000 team members worldwide, many of them in manufacturing
**Why Flexibility?**

For Herman Miller
- Increase Employee Retention Rate
- Improve Engagement
- Increase Employee Satisfaction
- Compete Globally
- Reduce Absenteeism
- Reduce Costs
- Increase Productivity
- Enhance Environmental Stewardship
- Recruit from a Wider Geographic Area
- Provide for Fundamental Human Needs

For Our Team Members
- Work When You Feel Most Productive
- Volunteer During Normal Work Hours
- Avoid Peak Commute Times
- Manage Elder Care Issues
- Improve Employee Health
- Fundamental Human Needs are Met
- Reduce Scheduling Conflicts

---

**When I Work**
- FlexTime
- FlexBreak

**How Much I Work**
- FlexShare
- FlexYear
- FlexRetirement

**Where I Work**
- FlexPlace

---

**Why Phased Retirement?**
- Strategic talent planning: creates an opportunity to have a conversation about retirement
- Valuing the "whole person": offers employees choice and control in how they end their Herman Miller career
- Important for transitioning from one generation to the next: 78% of leaders agree
- Creates internal development opportunities
### Retirement at Herman Miller

**Financial Contributions**
1. 401(k) Company Match of up to 3% of pay
2. 401(k) Core Contribution of 4% of pay each quarter
3. Profit Sharing contributions made annually

**Formal Retiree**
1. 55 years of age or older
2. At least 5 years of service

### FlexRetirement
- Program launched in June 2012
- Eligibility
  - 60 years of age or older
  - At least 5 years of service
- Requirements
  - Work no more than 32 hours per week
  - Set specific retirement date
  - Sign agreement with supervisor
  - Have an approved transition plan
  - Transition over period of 6 months to 2 years
  - Employee maintains full-time status medical benefit coverage

### Resources
- **30-MINUTE INFO MEETING**
- **GUIDEBOOK**
  - How Do I Participate?
  - What is FlexRetirement and Who is Eligible?
  - Guidelines for Success
  - Potential Advantages and Disadvantages
  - Frequently Asked Questions
  - Benefits and Payroll Information
  - Part-time FlexRetirement Employee Information
- **TRANSITION WORKBOOK**
- **VACATION PAYOUT**
- **INTRANET SITE**
Participant and Program Info

Participants
- 10%-15% participation rate
- Majority between the ages of 60 and 63 years
- 99% have 10+ years of service
- Gender – 60% Male, 40% Female
- Pay Type – 60% Hourly, 40% Salaried
- Custodian → Senior Vice Presidents

Program
- 50% take full 2 years
- 15% change their initial retirement date
- 50% only reduce to 32 hours per week (64 hours per pay period)
- Approximately 20% phase their hours

Benefits and Challenges

Herman Miller Benefits
- Employee is able to phase out and transfer knowledge
- Leaders are partnering with employees
- Organization engages in proactive planning

Employee Benefits
- Employees feel valued
- They “try out” retirement
- They maintain medical coverage

Challenges
- Rebalancing work
- Budget constraints
- Communicating the program to eligible employees
- Transition accountability

Examples

Scott the Manager in Hospitality Services
- 9-month transition, 32 hours per week
- Mentored and trained current employee to take on more responsibilities
- Redistributed teams and work based on current structure
- 2-year transition
  - Year 1: 32 hours per week
  - Year 2: 20 hours per week
  - Project work at home last 12 months

Jake in Information Technology
- 2-year transition
  - Year 1: 32 hours per week
  - Year 2: 24 hours per week
  - Redistributed work to other team members and evaluated their current work
  - Mentored and trained new employee to do job upon retirement
  - During retirement worked part-time in our mailroom through a temp agency

Rhonda a Manufacturing Associate in Operations
- 2-year transition
  - Year 1: 32 hours per week
  - Year 2: 24 hours per week
  - Adecco/Temp labor coverage
  - Job Share with another FlexRetirement participant
Discussion Questions

1. See worksheet

THANK YOU!

Group Discussion
Session 3: Job Quality that Makes a Difference

Julie Miller, MSW
Session Moderator and Discussant
Boston College, United States
Table Discussion and Report Out (20 minutes)

- Participants will be asked to think about how they might frame their research questions around relevant challenges and opportunities at the workplace.
- They will consider options for designing studies in partnership to respond to employers’ needs for planning and decision-making.
- Finally, the participants will share ideas about data collection methodologies that might enhance the employment experience (rather than primarily being viewed as "a burden").

Networking Reception and Junior Investigator Poster Session

See Everyone Tomorrow
Sunday, July 23, 2017 at 8:30 AM
Welcome Back

Nancy Morrow-Howell, PhD
Marcie Pitt-Catsouches, PhD
Jacquelyn B. James, PhD

Introductions
Session 4: Training and Development for Older Workers

Gwenith Fisher, PhD
Session Moderator and Discussant
Colorado State University, United States
The American Association of Community Colleges’ Plus 50 Initiative: The Ohio Experience

Phyllis Cummins, PhD
Miami University, United States

DISCLOSURES

Research Support: 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.

Consultant: None

Discussion of Off-Label, Investigational, or Experimental Drug Use: None

What Is the American Association of Community College’s (AACC) Plus 50 Initiative?

- Started in 2008 and concluded in late 2015
- Small grants were awarded to 138 community colleges
- Funders included The Atlantic Philanthropies, Lumina Foundation, and Deerbrook Charitable Trust
- Purpose was to create or expand campus programs that engage the age 50+ student population
- Focused on workforce training and preparing older adults for new careers
- Seven of Ohio’s 23 community colleges participated and each received $10,000–$15,000 over three-year period
Our Research

- Mixed methods research project funded by the U.S. Department of Education
- Qualitative research focuses on three case study colleges and key informant interviews at other community colleges
- Insights were gained by focusing specifically on the AACC Plus 50 Initiative
- Focus groups of age 50+ students and interviews with program administrators

Findings: Program Administrators

- Grant energized colleges to focus on older students
- Support from top administrators important
- Colleges were provided with resources to better serve age 50+ students
- Advisory committees guided program to focus on employer relationships and existing services that could be made more friendly to the 50+ population
  - Employers/industry participants
  - College staff providing support services
  - Representatives of Ohio Department of Job and Family Services
  - Student representatives
Findings: Program Administrators

College-specific programs:
- Leveraged AACC grant to obtain an additional $90,000 in funding
  - Funds used for computer classes and short-term training
- Targeted recently unemployed by obtaining names from the Ohio Department of Job and Family Services
- Tuition-free enrollment for one credit class per semester for age 50+ group
- Pedagogy training for faculty so they could better serve older students provided
- Quick Start program

Findings: Program Administrators

Program concerns:
- AACC reporting requirements considered by some to be onerous for a small grant
- Funds were not available for scholarships
- Lack of clarity on program objectives
  - Short-term training vs degree completion
- Sustainability

Findings: Student Focus Groups

- Two focus groups each at two Plus 50 colleges
- N=24 students ages 50-73
  - Variety of prior education: high school through master’s degrees
- Little awareness of Plus 50 Initiative
- Minimal awareness of other age-targeted efforts
- Social and health events that precipitate enrollment often persist during enrollment and are major challenges
- Gap years have significant effect on academic preparedness
  - Math in particular emerges as a deal-breaker in academic options
- Gap years (since last schooling) somewhat compensated for by maturity and adaptive strategies
Training and Development

Findings: Student Focus Groups
• Issues of career fit with life stage and health status are reflected in a struggle to find solid academic pathways
• Sense of urgency impacts selection of academic programs
• Although many barriers to success are universal (cross age groups), functional age and life-stage challenges require age-related accommodations
  • Faculty and staff can be trained to respond to challenges
  • Age-specific programs (e.g., Plus 50) have important place
• Student-identified challenges call for student-centered programming
  • Advising services
  • Student success course vs one-time orientation

We Need to Keep Learning!
Source: The Economist, January 14, 2017

I would like to thank the following individuals for their contributions to this research:
• Kathryn McGrew, Scripps Gerontology Center, Miami University
• Annabelle Arbogast, Miami University
• Oksana Dikhtiar, Miami University
• Natasia Hicks, Miami University
• Peter Riley Bahr, University of Michigan

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The Gerontological Society of America
IAGG 2017 Preconference Workshop
Discussion Questions

1. Why are programs and services for nontraditional age community college students important?

2. How are programs funded that provide support for nontraditional age students?

3. How do community colleges develop relationships with employers to facilitate opportunities for jobs?

THANK YOU!

Training Older Workers in Small- and Medium-Sized Enterprises

Laura Naegele, MA
University of Vechta, Germany
Older Workers in the German Craft Sector – What do we know?

- Second biggest sector in Germany
- 5.3 million workers / 1 million enterprises
- 129 different occupations
- 80% skilled workers
- 503 billion turnover in 2014
- SMEs: 50% < 5 employees / 2% > 50 employees
- Average age 41.6 years
- Proportion employees 55+ years < 26% (2018)

(ZDH 2014; Statistisches Bundesamt 2015)
Tomorrow’s Challenges for SMEs in the Craft Sector

Background of the Project:
- Labour shortage of skilled workers
- Ageing (and diversifying) workforce
- Technological innovations
- New competence requirements

Aim of the Project:
- Overcome organizational barriers for training and competence development
- Develop suitable measurements for SMEs

Preliminary Considerations
- Suitable for SMEs, with a special focus on microbusinesses
  - Cost and Work Organization
  - Easy to maintain for companies on their own
- Suitable for the learning behaviour of (older) workers
  - Age-Appropriate Learning Settings
- Enable workers to develop new competences
  - Intra- and/or Inter-Company Competences
- Mindful of existing (learning) traditions in the craft sector
  - Master – Journeyman – Apprentice

Two-Way Strategy

Strategy I
- Implementing Suitable Measurements for Further Training / Competence Development in SMEs

“Competence-Tandems”

Strategy II
- Developing Online-Based Competence Management Tool for SMEs

“Kompetenz-Navi”
Patterns Found in SMEs by “Type of Training” and “Company Size” (Naegele & Frerichs, 2015)

“Competence-Tandems”

What does it do?

The Gerontological Society of America
IAGG 2017 Preconference Workshop
Possible Uses

- Strategic Planning
- Succession Planning
- Career Planning
- Deployment Planning
- Competence Development
- Documentation and Recognition
- Performance Reviews

Discussion Questions

1. Adapt your message to your target audience.
2. Be mindful of possible conflicts of interests when working with project partners from different (scientific / non scientific) backgrounds.

More information needed...?

Have a look at our homepages:

www.in-k-ha.de
www.kompetenz-navi.de
THANK YOU!

Educational Activities in the Second Half of Life: Differentiating Age-related Changes and Cohort Differences

Maja Wiest, PhD
Freie Universität Berlin, Germany

DISCLOSURE

Research Support: Federal Ministry of Education and Research

Consultant: None

Discussion of Off-Label, Investigational, or Experimental Drug Use: None
Why does educational participation decrease over the life span?

- Opportunity structures are contexts shaping supply and demand for educational activities (such as employment or retirement)
- People in employment participate most often in educational activities
- Transition into retirement associated with further decline in educational activities

Change in opportunity structures or age-related changes?

People in retirement became more active over time

- Do you take classes or go to lectures, for example, for education and further training?
- Significant interaction between opportunity structure and time
- Stable participation of employees in contrast to increasing participation in retirees and non-employed individuals

Implications

- Educational participation decreases with age
- BUT opportunity structures do change as likelihood of educational participation increased in retirement
Discussion Questions

1. How do opportunity structures need to change to increase educational participation in the second half of life?

2. Why are non-monetary returns of learning (e.g., better health) in adulthood and old age so often ignored?

THANK YOU!

Group Discussion
Session 4: Training and Development for Older Workers

Gwenith Fisher, PhD
Session Moderator and Discussant
Colorado State University, United States
Table Discussion and Report Out (20 minutes)

• Participants will be asked to think about better ways to communicate their findings with employers with respect to age-friendly policies and programs. If, for example, we were going to develop a series of blogs that we post on the Network site, the Center on Aging & Work site, and with employer organizations such as those mentioned above, what might the topics be?
• Participants will be asked to generate a list.
• Participants will be asked to consider what type of blog they might be able to craft (possibly even sign up to complete one over the next year!)

Break
Introductions
Session 5: Policies that Do or Could Work

Jennifer Schramm, MPhil, SHRM-SCP, GPHR
Session Moderator and Discussant
AARP Public Policy Institute, United States

Protected or Deflected? Impact of Employment Protection Legislation on Forced Career Exit in Europe

Ellen Dingemans, PhD
University Medical Center Groningen, The Netherlands
Martin Hyde, PhD
Centre for Innovative Ageing, Swansea University, UK

DISCLOSURE(S)

Research Support: None
Consultant: None
Discussion of Off-Label, Investigational, or Experimental Drug Use: None
What Are We Expecting?

- Based on previous literature, we would expect:
  1. There are international differences in the rate of forced exit
  2. The degree of employment protection is important for older workers
     - Logically, such legislation should be age-blind, but there could be a relationship with age due to the fact that seniority gives people greater protection
  3. Countries with lower employment protection should have higher rates of forced exit
  4. However, employment protection legislation (EPL) strictness might impact differently on the route of forced exit

- Our hypotheses were:
  H1: Retirement negatively links to forced career exit (in general, often voluntary retirement)
  H2: The link between retirement and forced career exit differs across countries
  H3: The stronger EPL, the more likely forced retirement

Survey of Health, Ageing, and Retirement

- Survey of Health, Ageing, and Retirement in Europe
  - Based on probability samples in all participating countries, SHARE represents the non-institutionalized population aged 50 and older
  - Total sample includes approximately 123,000 individuals from 20 European countries (Israel) aged 50 and older

- Cross-national and longitudinal data collection

- Target population for our study: older adults, 50-80 who are in work at “baseline,” who exit work during the study period, and contribute at least one pre- and one post-exit measurement

- Macro-level information EPL: Organisation for Economic Co-operation and Development (OECD)

Sample Selection

- Design: staggered cohorts
- N = 4,779
- Age range: 50-80 years (but up for discussion)
- Number of countries = 13
Employment Protection Legislation

- The OECD indicators of EPL measure the procedures and costs involved in dismissing individuals or groups of workers and the procedures involved in hiring workers on fixed-term or temporary work agency contracts.

- The indicators have been compiled using the Secretariat’s own reading of statutory laws, collective bargaining agreements, and case law as well as contributions from officials from OECD member countries and advice from country experts.

- It is important to note that employment protection refers to only one dimension of the complex set of factors that influence labour market flexibility.

- Scale from 0 (least restrictions) to 6 (most restrictions), last year available.

Conclusions/Reflections

• The story so far...
  • The descriptive data show a lot of variation in forced exit
  • Our regression models show that the effect of retirement on the likelihood of forced exit differs by country
  • Stricter EPL is associated with a greater risk of being forced out of work via retirement -- rather than nonretirement routes

• How do we explain this...
  • Despite government drives to extend working lives, we know that employers are skeptical at best about retaining older workers
  • If we assume that there is a "natural/usual" level of labour turnover in later life, employers are faced with a number of routes by which to push older workers out of the labour market
  • In countries where there is strong EPL, the unemployment route out of work becomes more closed off
  • Hence it is easier for employers to lay off people via retirement than via nonretirement
Outline of Presentation

- Overview of labor force trends in United States and European Union
- What the future likely holds and why
- Policy responses to aging workforces
- What do we need to know? More questions than answers?

Americans Are Pushing Back the Date of Labor Force Withdrawal

Labor Force Participation Rates* for Older Americans by Age Group, 1985 and 2016

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<td>71.5%</td>
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<tr>
<td>65-69</td>
<td>18.4%</td>
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<td>70-74</td>
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<td>19.2%</td>
</tr>
<tr>
<td>75+</td>
<td>3.9%</td>
<td>8.4%</td>
</tr>
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*Annual averages.

Many Countries Follow Suit


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<tr>
<th>Country</th>
<th>1985</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>5.1%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Finland</td>
<td>7.2%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Germany</td>
<td>2.1%</td>
<td>1.8%</td>
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<td>Netherlands</td>
<td>0.0%</td>
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</tr>
<tr>
<td>Sweden</td>
<td>10.3%</td>
<td>14.4%</td>
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<tr>
<td>United Kingdom</td>
<td>10.3%</td>
<td>10.3%</td>
</tr>
<tr>
<td>USA</td>
<td>18.8%</td>
<td>16.8%</td>
</tr>
</tbody>
</table>

Though Not All Do


- Denmark: 7.0% (1985), 7.0% (2015)
- France: 2.8% (1985), 2.7% (2015)
- Greece: 3.7% (1985), 3.1% (2015)
- Italy: 6.8% (1985), 4.8% (2015)
- Japan: 24.3% (1985), 23.1% (2015)
- Spain: 3.9% (1985), 1.8% (2015)


And Then There Is the Outlier

Iceland's Labor Force Participation Rates for Older Ages


Number of Older Workers in US Surges

(number in 000s, 1950-2016 annual averages)

Policies that Do or Could Work

And Will Continue to Rise
(number in 000s, 2016 annual averages and 2024 projections)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2016</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>55-64</td>
<td>26,465</td>
<td>27,214</td>
</tr>
<tr>
<td>65-74</td>
<td>7,621</td>
<td>10,009</td>
</tr>
<tr>
<td>65-69</td>
<td>1,651</td>
<td>2,812</td>
</tr>
</tbody>
</table>


Because Workers

- Need the money
- Face more risk and less certainty about retirement income sources
- Lack guaranteed health care before age 65 (US)
- Are living longer
- Are better educated
- Are less likely than in the past to be in physically demanding jobs
- Want to remain active
- Often fine work meaningful

But...

- Will jobs for older workers be there?
- Will employers offer what older workers often say they want—good part-time jobs, flexible work options, phased retirement?
- Why aren’t employers doing more to attract and accommodate older workers?
- Are older workers “flawed” in employers’ eyes?
Who Cares about Older Workers?

- Demographic developments, particularly very low fertility rates and rising life expectancy, resulting in
  - Unsustainable pension burdens
  - Shrinking labor forces in many EU countries and Japan though not in the US
- Raising employment rates and the effective age of retirement seen as remedies in Europe
- Japan: Aging workforce a focus decades before most other countries
- Responses across the European Union uneven but include:

Who Cares?

- Raising the full retirement age (also the US)
- Raising the age of eligibility for early retirement benefits
- Increasing the required years of contributions to qualify for pension benefits
- Curbing alternative pathways to retirement
- Age discrimination legislation (also the US)

Big Policy Push in Europe

- Stockholm and Barcelona targets set by the European Commission put pressure on EU member states to:
  - Raise the employment rate of people aged 55-64 to 50% by 2010 (Stockholm, 2001)
  - Raise the effective retirement age by 5 years by 2010 (Barcelona, 2002)
- Annual country reports documented efforts
- Goals not reached but considerable progress made
Employment Rates at Ages 55 to 64
Are on the Rise in the European Union

Policy Push


- Aim to increase the employment rate of the population aged 20 to 64 from 69 percent to at least 75 percent as a result of "the greater involvement of women, older workers and the better integration of migrants in the work force" (emphasis added).

- 2010 employment rate of reference group in EU was 68.6 percent compared to 70.5 percent in the US.

- Rates have risen in both EU and US but by slightly more in US as of 2015.

Older Workers Are Not a Priority among American Legislators

Rosier demographic future than many other countries

Higher labor force participation rates at older ages than many other countries

No vocal constituency for change

Thus, less clear-cut need to focus on older workers in the US
But Older Workers Have Not Been Totally Ignored

Key Legislation Benefiting Older Workers
- Senior Community Service Employment Program
- Age Discrimination in Employment Act
- Social Security Amendments of 1983
- Senior Citizens’ Freedom to Work Act
- Pension Protection Act
- Federal phased retirement
- Training and retraining

What Has Worked?
- Evaluations not terribly enlightening, but pension and Social Security policies mean people must save more, cut back in retirement, and/or work longer. Workers respond.
- Rising educational attainment seems to have played a key role in fostering late life employment.
- Not clear that age-specific employment policies are needed or desirable
- Focus on employer uncommon

Public Policies Increase Supply, Demand Not So Much
- In Europe and Japan, increasing older worker employment is seen as necessary to compensate for population decline.
- Pension and related policies are seen to have played a role in increasing rates.
- Older workers tend to be better educated, more skilled, healthier than in the past, and in jobs conducive to working longer.
- Staying on is easier than finding work.
Policies that Do or Could Work

More Supply than Demand

• “Nowhere in Europe is there a labour market for people aged 55+. Longer working lives are fully possible through retention with the same employer. But if people 55+ lose their job the chances of finding another are so remote that longer working lives through rehiring is almost non-existent” (European Commission and OECD).

• While “there is momentum for age management in some countries and organizations…commitment is not adequate to the scale of demographic change” (Eurofound’s Robert Anderson).

• “Still no recognition [in Germany] of older workers as valuable resource to increase labour supply across the country” (Gerhard Naegle, Technical Institute of Dortmund).

Interest in Demand

• Largely through retention, older worker employment is up, increasing supply

• Europe Strategy 2020 talks about demand:
  – Calling for shift in tax burden away from labor to sources “less detrimental to employment and growth”
  – Wage-setting mechanisms that allow for “a responsiveness of wages to productivity developments” should be encouraged
  – Skills acquisition and maintenance—which should make workers of all ages more employable—should be emphasized. Life-long learning should be a part of this
  – Role for government and social partners

The Right Questions?

Mark Pearson, Dep. Director, Directorate for Employment, Labour, and Social Affairs, OECD:

• How can we make older people want to work?
• How can we make older people more employable?
• How can we ensure employers want to hire older people?
• How can we ensure that working longer also means working better?
Maybe We Need to Figure Out

Are these, in fact, the right questions?

• Perhaps we need to start figuring out why employers seem so reluctant to hire and/or make accommodations for older workers.
• Don’t employers need those workers? Or are they already retaining the ones they value?
• Do older workers cost more than employers want to pay?
• Do employers fear they won’t be able to get rid of non-productive older workers?

Need to Figure Out

• Do the accommodations older workers say they want—flexible schedules, part-time work, etc.—“work” for employers?
• Should employers be responsible for maintaining employability of older workers? Will they be willing to?
• Employers may not be waiting for the answers we are (so far) ready to give.

What’s the Goal?

• Get the unemployed back to work, but beyond that:
• Are we simply hoping to expand employment opportunities for anyone who might want to take advantage of them?
• Do expanded opportunities mean more of the employment opportunities older workers seem to want? What do we know about the cost of such arrangements and benefits, both to employers and the public coffers?
More Questions

• Do we want to make it more difficult for workers to leave the labor force before some age, say 65?
• Is the goal to get workers to accumulate more funds for/to pay more for, their retirement? Is it to reach some specific pre-retirement income replacement rate?
• Is the objective to reduce the burden of old-age support that younger workers face? If so, by how much and what will it take (in terms of participation) to get there?

Even More…

• Are we aiming to deal with some projected labor shortage? If so, is public policy the way to go about that, or should it be left to the private sector?
• Do we want to ensure that employers have access over time to a well-trained workforce? What policy initiatives would work toward that end? Are we willing to pay for them?
Policies that Do or Could Work

And More...

- Finally, per Gustman and Steinmeier (2005): What is the problem we are trying to solve? Or more specifically, what employer problem(s) are we trying to solve?
- Developing effective strategies for communicating with employers might require that the research we do better addresses the problems employers face and the questions they want answered.

References

References

Introduction: Advocacy on Age and Work

- Draws on ageist stereotypes to counter ageism; e.g., older=better
- Makes exaggerated claims for the prevalence of age discrimination
- The risk is that growing older is primarily characterised in pejorative terms
- Evidence shows that:
  - Age is a poor predictor of job performance
  - But continues to be used as a proxy for employment decisions
  - Workers of the same age may have less in common than workers of different ages
  - But advocacy argues older workers outperform younger ones
- "Business case" for employing older workers based on their supposed
  "loyalty", "reliability" and "experience"
  - But such attributes may be unwanted and make workers seem "set in
    their ways" and "sticky" when employers want fluidity

Overview

- Background: Age inequality in the labour market affects both younger and older people
- Critique advocacy on ageing and work:
  - e.g., efforts at overcoming barriers affecting older people
- Put forward alternative framework: 3 principles for action
- Concludes that age advocacy is firmly embedded in societal views of age and ageing and as such is
deficient
- Needs to become more “age aware” in order to be effective
Contradictions and Disjunctions in Advocacy

- Current approaches risk entrenching age barriers and, perversely, this may channel older workers into lower status roles.
- A deliberate focus on older workers is, by definition, ageist.
- The term has little practical utility.
- Age discrimination has been co-opted by older people’s advocates, but no reason to suppose that people of any age cannot be subject to age discrimination.

So, Does Age Matter?

- Population ageing has led to calls to prolong working lives.
- Position that working longer is an economic, societal, and individual good.
- Older people’s “right to work” is now embedded in advocacy discourses with little discussion about who will (or can) achieve this goal.
- It argues that working longer benefits older people.
- It promotes “active,” “productive,” or “successful” ageing.
- But, what about job quality?
- What does inactivity or non-employment mean?
- Evidence shows older workers are less likely to become unemployed and underemployed.
- Crucially, precarious work is more common among younger workers.

Narrow Debate Around Age and Work

- Advocacy for older workers’ labour force participation growing.
- Presented as victims and as vulnerable.
- Also presented as the solution to labour supply concerns and inadequate supply of young labour market entrants.
- In terms of productivity, are compared favourably with younger workers.
- Contrasts with promotion of “early exit” in 1980s and 1990s.
- Current policy view of older workers accords with those of advocacy groups.
- e.g., National Inquiry into Employment Discrimination against Older Australians and Australians with Disability.
- However, broader questions about age and work remain unaddressed.
- e.g., age discrimination and the young has not evoked much policy interest despite evidence for its prevalence.
Policies that Do or Could Work

The “Business case” for Older Workers

• “Mature workers are reliable, flexible, and ready to contribute from day one. As well as bringing a lifetime of experience to your business, mature workers are also great mentors to other staff.” Age Discrimination Commissioner, Why recruiting mature aged workers makes good business sense, 2016

• Why you should consider mature aged workers. You can:
  1. Obtain a better return on your investment in human capital by retaining or recruiting the “advantages” of significant length of service, investment in training, and wealth of accumulated experience.
  2. Mature aged workers have networks, external interests, and experiences that can add value to your business.
  3. Benefit from a strong commitment to your business by mature aged workers who are often more loyal and stay with your business longer.
  4. Acknowledge that mature aged workers are often the corporate memory with lessons of experience, often not recorded, available to be imparted to younger workers. The Business Case for Recruiting and Retaining Mature Age Workers, ACCI, 2014

A New Age Advocacy Framework

• New advocacy framework needed
• Without a broad consideration of issues of age and work, it is impossible to properly address older workers’ employment
• Also, it is needed because advocacy has accepted uncritically the present orthodoxy around the notion of working longer based on a flawed premise that working is necessarily good for older people
Policies that Do or Could Work

The Gerontological Society of America
IAGG 2017 Preconference Workshop

Principles for a New Advocacy on Age and Work

1. A Life Course Perspective on Age Equality
   - Age equality needs to be considered across a working life
   - Does not imply different advocacies for different age groups, given, for instance, there is no consensus as to what “older” means
   - Age inequality affects workers of different ages
   - Experiences of age barriers at an early career stage may have adverse consequences later on in a career
   - Both younger and older workers can be disadvantaged when compared with each other
   - Broad view of age equality must also consider older people as perpetrators, not only victims, of ageism
   - What are the long-term effects of casualised employment for today’s young people?

2. Taking Ageism out of Age Advocacy
   - Questions when, where, and if age matters
   - Age is a poor proxy for performance with the consequence that the argument that “older=better” does not stand scrutiny
   - Replacing it with the more accurate “age does not matter” has implications
   - Selecting candidates on desired attributes results in better outcomes
   - Argument may also be applied to over 50s’ job programs
   - What do these offer over and above mainstream programs?
   - Does particular attention amplify societal views of older people as disadvantaged and further entrench pejorative views of ageing?
   - What evidence is there that ageism is endemic? or the primary barrier facing older workers?
   - This seems (curiously, given the aim of removing barriers) to describe a pejorative view of ageing with implications for societal attitudes
2. Taking Ageism out of Age Advocacy

• Advocacy seems to offer a weak business case
• Pro-older worker arguments commonly emphasise "soft" skills (warmth, empathy) as opposed to "hard" skills (IT skills)
• But research demonstrates "hard" skills are most valued by employers
• Notions of older worker superiority in terms of "loyalty" and "reliability" is rooted in ageist assumptions
• Older workers' greater loyalty may reflect less mobility
• Older workers may have longer tenure but lower job satisfaction
• Advocacy may simply be reflecting and drawing on employer age stereotypes, rather than recognising and challenging them

3. Taking a Critical Stance on Working Longer

• A need to consider the universal efficacy of a pro-work approach
• Working longer is argued to be an individual good
• There is little dissent about the need to prolong working lives
• But the premise that working longer is achievable and desired by all is questionable
• The notion that working necessarily benefits all older people is implausible and overly simplistic
• Interpreting ageing quality by the degree to which an individual is economically active may mean that those who are unable to work only receive advocacy for what they cannot attain
• They are defined in terms of what they cannot be, with potential consequences for well-being

Conclusion: A New Advocacy on Age and Work

• Central tenet is a universalist approach that overcomes disjunctions and contradictions in current conceptualisations of how to tackle age barriers
• Paramount is policymaking aiming for "age free" or "age neutral" approaches
• Does not negate labour market age barriers but avoids amplifying them to the point that benefits of age group-specific measures are undermined
• While advocacy for older people might be excused, a desire to raise the profile of issues affecting its constituency in narrow and emotive terms risks perverse outcomes
• Avoid describing older people within a dominant "victim" narrative
• Recognise the potential of older people as perpetrators of age discrimination
• Acknowledge that much age advocacy presently lacks "age awareness"
Policies that Do or Could Work

IAGG 2017 Preconference Workshop

Discussion Questions

1. How can we promote older workers’ employment without being ageist?
2. In an era when working longer is presented as an individual and social good, what does this mean for those for whom working longer is a near impossibility?
3. How can we educate the educators about ageism?

Thank you!

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Acknowledgements:
Christopher McLoughlin
Catherine Earl

THANK YOU!
Group Discussions
Session 5: Policies that Do or Could Work

Jennifer Schramm, MPhil, SHRM-SCP, GPHR
Session Moderator and Discussant
AARP Public Policy Institute, United States

Table Discussion and Report Out (20 minutes)

• Participants will discuss ways that their own research might change in response to ideas developed during the workshop. (10 minutes)
  • What is their new big idea?
  • What new kinds of studies might they propose?
  • What steps do participants plan to take to better engage in translational work?
• Each table will identify a spokesperson who will summarize the work of the table. (10 minutes)

Session 6: Consultation and Small Group Discussion
Table Discussion and Report Out (60 minutes)
Each table will make a presentation that will focus on:
• Creative ways to engage employers in research
• Blog topics
• New research ideas for research that employers might want to use

Next Steps: Moving the Field Forward
• Community-Engaged Research
• Tailored Services
• Policy Advocacy
• Community Infrastructure Development

THANK YOU!