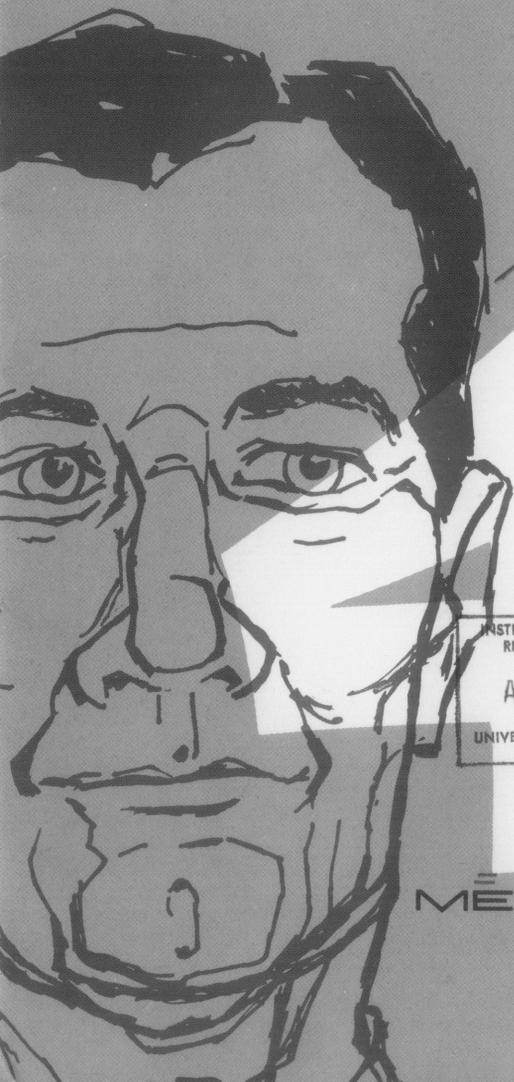


Older workers
(1960 folder)



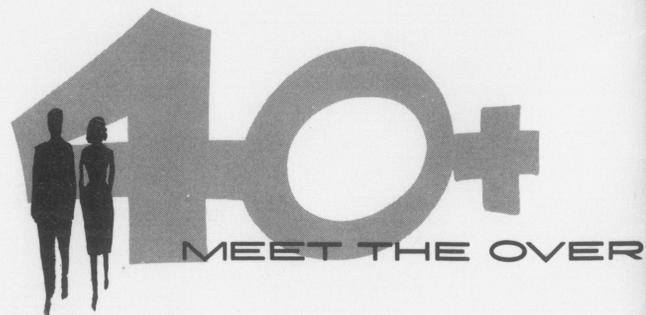
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BERKELEY

MEET THE OVER 40 WORKER

U.S. DEPARTMENT OF LABOR



MEET THE OVER

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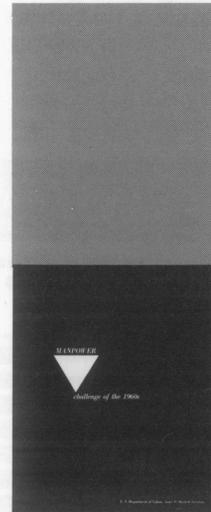
INTRODUCTION

The widespread existence of age barriers to employment in the United States suggests a searching new look at American workers past forty. Such a review may seem unnecessary, at first, since management generally sees these men and women—when employed—as competent, valued and trusted employees.

Yet—once unemployed, generally through no fault of their own—persons past 40 are out of work longer. When seeking other jobs, they often find themselves facing arbitrary hiring age limits, generally drawn at 45 or 40 and, in some cases, even lower.

The purpose of this publication is to clear up misconceptions and to promote better understanding of today's over-forty worker by presenting the highlights of a number of studies and surveys conducted by the Department of Labor, business organizations and associations, universities, individual researchers and others. The key facts extracted from these studies and surveys more accurately reflect the true capabilities of over-forty workers, and the feasibility of employing them without economic penalty to the employer.

To complete the picture, some additional facts on the age structure of the labor force and the extent and effects of age restrictions in hiring are included.



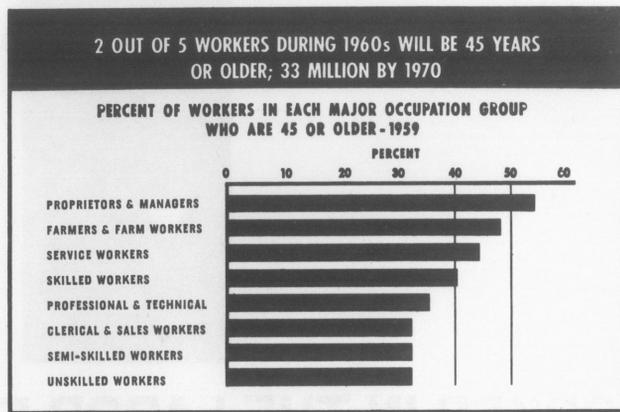
THE OVER-FORTY WORKER IN THE LABOR FORCE

Significant manpower changes are taking place in our economy. These changes have important implications for everyone, but especially for employers concerned with meeting their own manpower requirements for today and for the challenging decades ahead.



THE OVER-FORTY WORKER IN THE LABOR FORCE*

Perhaps the single most important fact about middle-aged and older workers is the significant part that they are already playing in the Nation's labor force. In 1960 there were **28 million** of them helping to produce the goods and services needed in our economy.



Source: #12

These workers are represented in every occupational field. A large proportion of them occupy what are regarded as key positions as managers and supervisors, professional and technical workers, and the skilled occupations and trades.

*For detailed story of manpower developments see *Manpower—Challenge of the 1960s*, U.S. Department of Labor (Source: #12).

OLDER WORKERS WILL ACCOUNT FOR A LARGE SHARE OF CHANGES IN WORKING POPULATION				
	1960 (MILLIONS)	1970 (MILLIONS)	CHANGE (MILLIONS)	TOTAL GROWTH (PERCENT)
ALL AGES	73	87	13.5	100
UNDER 25	13.8	20.2	6.4	47
25-34	15.3	17.1	1.8	13
35-44	16.6	16.4	-.2	-1
45 & OVER	27.9	33.4	5.5	41

Source: #12

Looking ahead, we expect the labor force to grow by *13.5 million* workers during the 1960s.

About *41 percent* of the additional labor supply available will be people age 45 and over.

Another *47 percent* will be young people under age 25.

The number of workers 25 to 44, a key working group in our population, will show only a relatively small increase.

In fact, in the 35 to 44 age group there will be *fewer* male workers in 1970 than in 1960.

Thus, the experienced worker age 45 and over will be an important source of the additional manpower needed during the decade of the 1960s to meet the needs of an expanding population and economy.

However, rigid upper age limitations in hiring on a widespread basis can severely impede the effective use of millions of trained, experienced workers. These age restrictions in hiring do exist. Their extent, severity, and effects are briefly reviewed in the next section.

Parkinson's... Must be experienced... necessary... Apply 1925...
 PATENT ATTORNEY
 Large firm has opening for party... to handle electronic and me... without supervision and...
 By Lichty

FC
SI



top sales... you... some... ads... pri... ver... 10

HO... LOW... ES OF... SONAL... I HAVE... IS NEC... ASSURE... F OVER... H. SEE... 39 WAR... ALL FOR... P.M., ME... R TIME.

ND TILE... EN... RNSHED... RNSHED... for expert... in (ino... Washington's... store. Must... inside and out... suring and esti...

JS PLANS... RIDES. NO... ALS... ATION AND... RY

EMPLOYEE BENEF... APPLY IN... NO P... O

AGE RESTRICTIONS

A real problem

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 DIST...
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 MAINTENANCE...
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 Washington...
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"Naturally, your twenty years of experience is in your favor, Truffle!... but the twenty years you spent getting it, is against you!..."

MANAGER
 For restaurant-catering operation... immediately. Send...
 8-10 years experience required. Send...
 Non avail...
 time in...
 appearance...
 sental...
 2-5653 after 6 p.m. in Ari... and Alex...
 MAN...
 Must have car... can ave... over 2105...
 For details, phone JA. 54315.

PORTERS
 7550 Georgia Ave...
 Full time and part time for modern...
 day bet... 9 a.m.-4 p.m. in FAIR...
 LANE... MARLOWE HIGTS. BOWLE...
 RANA... St. Barnabas rd. and Dal...
 has ave... Marlowe Hgts. Md...
 FREEMAN...
 Kluge; must be reliable. Apply in...
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* Courtesy George Lichty--Chicago Sun-Times Syndicate

AGE RESTRICTIONS—A Real Problem

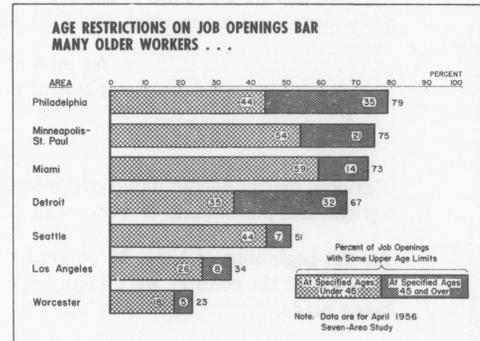
Restrictions In Hiring Are Prevalent

Age restrictions in hiring are major stumbling blocks for many workers seeking employment. Since 1950, a number of public and private studies have pinpointed the extent and severity of these restrictions—

In 1956, the U.S. Department of Labor conducted a study in seven major labor market areas.

This chart summarizes the percent of job openings with some upper age limits as listed with the public employment service.

More recent studies conducted at State and local levels continue to show a similar pattern of hiring restrictions on account of age.

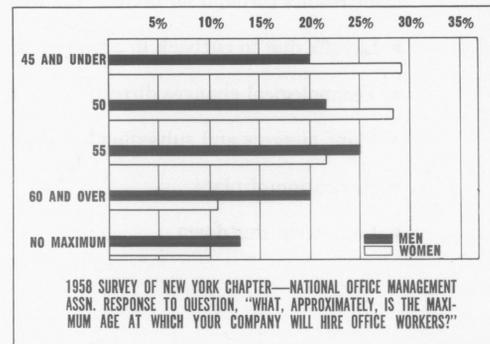


Source: #16

. . . Private Organizations

In each of four surveys conducted by chapters of the National Office Management Association in 1957 and 1958, it was found that appreciable hiring resistance develops for men around age 45 and at an even lower age for women. At age 50, the resistance is severe.

In two surveys, conducted a year apart, the New York chapter found that 42 percent of the companies surveyed had age restrictions set at age 50 or below for men. The percentage was even higher for women.



Source: #20

. . . and Independent
Researchers

In 1959, the Institute of Industrial Relations, University of California, surveyed a sampling of firms in the San Francisco area. The great majority reported that they had upper age limits in hiring either through formal policies or through less formal practices. An earlier study by the same group had found that more than **3/5** of the companies surveyed had set up age limits in hiring.

Source: #7

Age Restrictions Are
Found in Most Fields
of Work

Age restrictions are found in most industries and occupations. They are more prevalent in clerical, sales, professional and managerial, and unskilled jobs. **YET—**

*for most of the jobs in these specific work areas,
physical stamina and agility are unimportant.*

Effect of
Restrictions on
Hiring Rates

National figures accumulated over several years by the Department of Labor, continue to show that non-agricultural placements of workers 45 years of age and over are below their proportions among jobseekers.

At the beginning of 1960, **30 percent** of all workers registered with the State employment services throughout the country were 45 and over *but* they represented only **20 percent** of the placements that were being made.

Many Reasons
For Unemployment

Individuals, young and old, become unemployed for a number of reasons. In many cases, the unemployment results through no fault of the worker. This may happen when there are:

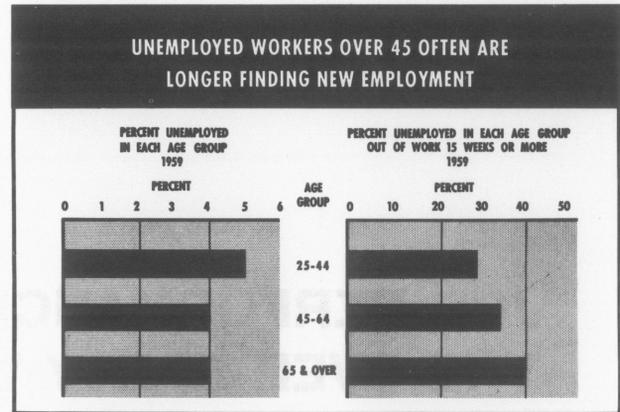
- Layoffs due to cutback in production; completion of project; shortage of materials
- Technological changes directly affecting operations
- Plant mergers and subsequent staff reductions
- Relocation of plant
- Long-term shutdown

**Unemployment
Hits Older
Workers Harder**

Unemployment rates for older workers compare favorably with those of other age groups . . .

. . . but

*Once unemployed, the
older worker has a more
difficult time locating
another position*



Source: #12

WHY THESE AGE RESTRICTIONS?

In recent years a number of misconceptions have sprung up with regard to the employment and employability of middle-aged and older workers.

***THE MOST EFFECTIVE WAY
TO EXPLODE THESE MYTHS
IS TO LET THE FACTS SPEAK
FOR THEMSELVES.***

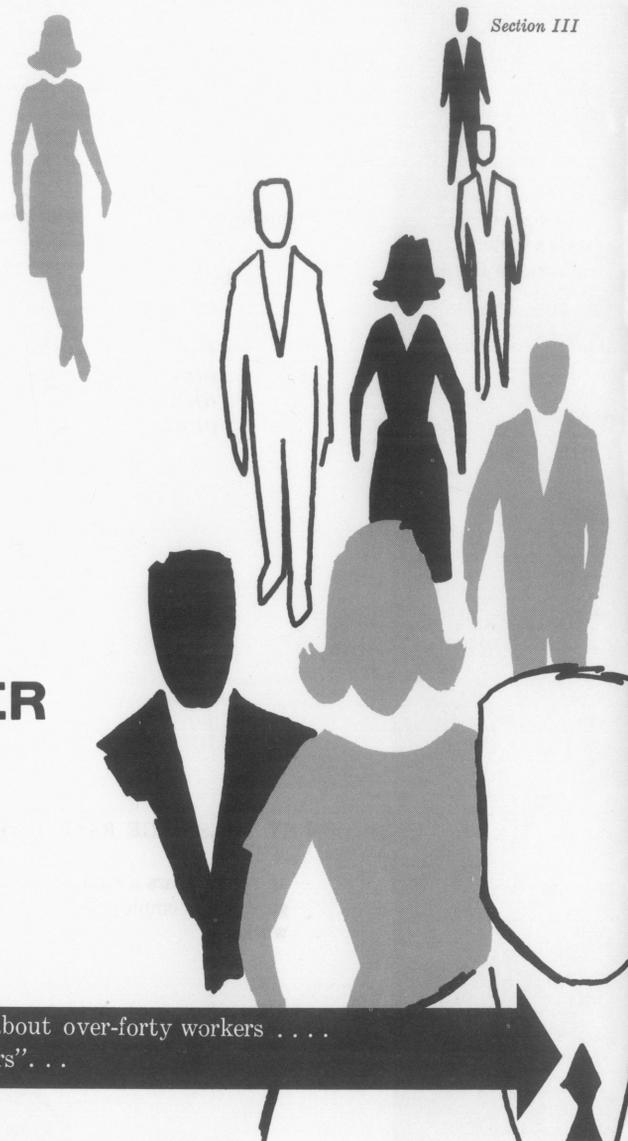
JOB PERFORMANCE OF THE OVER-FORTY WORKER

—WHAT KIND OF WORKER IS HE?

- Can he produce?
- Does he have the skills needed?
- What is his sickness and accident record?

These are some of the questions employers have been raising about over-forty workers

Here are some thought-provoking “answers” . . .



PRODUCTIVITY

The productivity of older workers compares favorably with that of other age groups. Supporting evidence includes:

THREE MAJOR STUDIES BY THE U.S. DEPARTMENT OF LABOR'S BUREAU OF LABOR STATISTICS

- 1956 study covering output for over 2,000 production workers in 8 major plants.
- 1957 study analyzing the job performance of over 5,000 production workers in 26 footwear and household furniture companies.
- 1959 study analyzing the job performance of 6,000 clerical workers in 5 Federal Government agencies and 21 major companies in private industry.

MAJOR FINDINGS AND CONCLUSIONS

- The variations in the output of persons in the same age groups were greater than the differences in the average output per man-hour between age groups.
- Many workers over 55 had output rates which were actually higher than the average rate in the group with peak production.
- In the clerical study, workers in the older age groups had a steadier rate of output, with considerably less variation from week to week, than workers in the younger age groups.

Sources: #4, #5, #11

AND A NUMBER OF OPINION SURVEYS

In 1939 and again in 1951, the National Association of Manufacturers conducted an opinion survey of member companies. Each was asked to rate their older employees as "superior," "equal," or "not equal" to younger workers on several factors.

For the WORK PERFORMANCE factor Older Workers <i>Equal or Superior</i>		Older Workers <i>Not Equal</i>	
(Percent)			
1951	1939	1951	1939
93	85	7	15

Source: #22

1953 survey of approximately 100 large Pennsylvania companies on the efficiency and productivity of older workers in comparison with younger workers. The results —

Rating	Quality of Production of Older Workers	Quantity of Production of Older Workers
	(Percent)	(Percent)
All Older Workers	100	100
Average and Above	93	61
Considerably above average	49	4
Somewhat above average	21	16
Average	23	41
Somewhat below average	6	36
Considerably below average	1	3

Source: #2

In 1957 and 1958, three chapters (New York, San Francisco, and Houston) conducted similar surveys of the extent to which age was a determining factor in the employment of clerical workers. To the question—

DO YOU THINK THE OLDER WORKER IS LESS PRODUCTIVE THAN THE YOUNGER OFFICE WORKER?

employers answered:

	Older Workers <i>are not</i> Less Productive	(Percent)	Older Workers <i>are</i> Less Productive
	New York (1957)	85	
New York (1958)	93		7
San Francisco (1958)	91		9
Houston (1958)	85		15

Sources: #8, #9, #20

**Factory Management
and Maintenance
Magazine Survey**

In a 1958 survey conducted by Factory Management and Maintenance magazine, employers of over 150 manufacturing plants were queried on a number of points. When asked about the **productivity** of workers age 50 and above compared to those under 50, employers responded:

	<u>Older Workers do "Same" or "Better"</u>	<u>Older Workers do "Worse"</u>
	(Percent)	
Overall Performance		
Men	97	3
Women	85	15
Quality of Workmanship		
Men	99	1
Women	82	18
Output		
Men	78	22
Women	54	46

Source: #23

ABILITY TO MEET PHYSICAL REQUIREMENTS

Most older workers have no significant physical handicap that would affect their job performance. Even when there is a diminution in some of their physical abilities, older workers tend to keep their over-all performance stable by making changes in their methods of accomplishing certain tasks.

On the other hand, relatively few jobs today require great strength or heavy lifting. There is a problem for older persons when they look for new employment, however, because some employers require all new employees to pass a rigid physical examination. Such a standard physical examination is usually not related to the physical requirements of specific jobs.

U.S. Department of Labor

During the 1956 U.S. Department of Labor's Seven-Area Study, a weekly average of 64,000 older job seekers at local offices, age 45 and over, were sampled for a two-month period in seven localities.

Five out of six of them had no significant vocational handicap.

Source: #6

In the evaluation of existing job information for 4,000 jobs undertaken in the U.S. Department of Labor's Functional Occupational Classification Project, the distribution of ratings for strength revealed that **only about 14 percent of these jobs required great strength and heavy lifting.**

Source: #21

Nuffield Studies in England

The Nuffield unit has been researching the problems of aging since 1946 under a grant from the Nuffield Foundation to the University of Cambridge in England. The main purpose of the unit has been to make a study of changes of skill in middle and old age with a view to its application in industry. The investigation has included both laboratory experiments and industrial studies. Published findings include the following:

- With age, performance changes in certain aspects, but not in others.
- There is increasing variability between one individual and another as you move up the age scale. It was found that substantial numbers of older people performed at levels at least equal to that of the average of a group of younger subjects.
- Older people introduce compensatory changes in their performance which keep their overall performance stable although they may make changes in method.

Source: #25

**What the
Experts Say**

The consensus of experts with respect to the effects of aging on work and occupational skills was recently summarized in the following manner:

“The effects of aging vary so much from individual to individual that functional rather than chronological age is a more effective criterion in judging abilities. No method of measuring functional age has yet, however, been standardized. Most sensory changes do not interfere with performance, but changes in visual and auditory functions, though of less significance than is frequently supposed, are most likely to cause deterioration in performance. Changes in psychomotor skill suggest that older people should not be placed on work requiring continuous rapid action. This loss of speed, however, tends to be compensated for by greater accuracy and attention to detail.”

Source: #13

SKILLS AND FLEXIBILITY

Older workers make up **forty percent** of the labor force. Many of them are skilled, and they demonstrate considerable flexibility in meeting changing job conditions.

A number of employers surveyed felt that the older worker presented some training problems but once trained, performed as well as other workers.

THEY ARE SKILLED

In the 1956 Seven-Area Study:

- A weekly average of 160,000 **job seekers** at the local public employment service offices were sampled during a two-month period in seven areas.

It was found that unemployed workers age 45 and over possessed higher occupational qualifications than younger job seekers.

Relatively twice as many of the older job seekers as of the younger applicants were classified as skilled workers.

- About 3.9 million **employed** workers were sampled in the seven areas.

It was found that older workers held proportionately more jobs than younger workers in some occupations, especially in skilled jobs, but also in managerial, sales and service occupations.

For example, more than **one-fourth** of the older employed workers were in the skilled occupations compared with **one-fifth** of the younger employed workers.

AND FLEXIBLE

- Many older workers demonstrated in their work histories an ability to shift occupational fields.

Between one-fourth and one-third of all older workers had made **three or more** occupational shifts in the course of their last 15-year work histories.

- When necessary, older workers will accept change in industry and occupation, as indicated from the placements by the public employment offices of older workers given special services during the Seven-Area Study.

Of those placed, almost **three-fifths** changed from the industry in which they customarily worked to another and **two-fifths** changed their occupational group.

National Office
Management
Association
Surveys

In the 1957 and 1958 NOMA Surveys, employers were asked:

DO YOU THINK THE OLDER WORKER IS MORE DIFFICULT TO TRAIN FOR SPECIFIC JOBS?

The Response

	Older Worker <i>is not</i> More Difficult To Train	Older Worker <i>is</i> More Difficult To Train
	(Percent)	
New York (1957)	53	47
New York (1958)	50	50
San Francisco (1958)	54	46
Houston (1958)	56	44

Source: #8, #9, #20

Factory
Management
and
Maintenance
Survey

Employer responses to the Factory Management and Maintenance survey indicated that many older workers present training and adjustment problems but that once trained they perform as well or better than younger workers.

Specifically, on the questions of **Adjustment to Change** and **Ease of Training** more than **three-fifths** of the employers stated that older men and women did not do as well as their younger counterparts.

On the question of **Performance After Training** more than **70 percent** of the employers expressed the view that, once trained, the older men and women performed as well, if not better, than workers under 50.

Source: #23

Learning
Ability
and Age

The learning ability factor is important in the training situation. Over the years, a number of laboratory studies have been conducted to determine the relationship between learning ability and age. Many of these have shown that performance at learning tasks falls off from the late teens or twenties. They have also indicated, however, that this decline is not due to sheer inability to learn.

On this subject the Nuffield researchers have this to say:

“ . . . If older people can understand clearly what they have to master and certain points about their training are carefully watched they learn remarkably well.”

“ . . . Older people seem often able to learn as well as younger provided they can master a little at a time and the pace of their training is not forced . . . ”

Source: #3

ATTENDANCE, HEALTH, SAFETY, AND TURNOVER

The attendance, health, safety, and turnover records of older workers compare favorably with, and in many instances are better than, those of other age groups. Supporting evidence includes:

THREE BLS STUDIES CONDUCTED IN 1948, 1956, AND 1957

- In the 1948 study, workers 45 and over had a **20 percent** better attendance record than other workers; they tended to remain on the job except for serious illness; they were less "accident prone" although their injuries required more attention and resulted in absences of slightly longer duration than absences for younger workers.
- After analyzing the attendance data of the 1956 and 1957 studies, BLS concluded that:

"The absence of any trend in relation to age and the apparently random manner in which the insignificant differences between age groups are distributed, suggest that age as a factor relating to a worker's attendance can be ignored."

Sources: #1, #4, #11

-AND THESE OPINION SURVEYS

Two factors in the 1939 and 1951 opinion polls were ATTENDANCE and SAFETY RECORDS. Below is a summary of the employers' responses to questions relating to these factors:

Factor	Older Workers Were <i>Equal or Superior</i> To Younger Workers		(Percent)	Older Workers Were <i>Not Equal</i> To Younger Workers	
	1951	1939		1951	1939
Attendance	98	83		2	17
Safety Records	97	86		3	14

Source: #22

In the 1953 Temple University survey of private firms, **90 percent** of the companies who commented on ABSENTEEISM felt that the older workers' record was better than the average for younger workers.

Source: #2

A cross-section of companies (ranging in size from 100 to 50,000 employees) were surveyed in 1956 by the editors of Prentice-Hall on the work attitudes of 40-plus workers in comparison with the attitudes of younger workers. Among their findings were:

Factor	Less for	Same for	Greater for
	Older Workers	Older Workers	Older Workers
	(Percent)		
Deliberate Absenteeism	79	17	4
Turnover	84	15	1

Source: #24

The Question—

IN YOUR OPINION, IS THE ABSENTEEISM AND TURNOVER RECORD OF OLDER WORKERS WORSE THAN THAT OF YOUNGER WORKERS?

The Response—

	Record <i>not worse</i>	Record <i>worse</i>
	Than Younger Workers	Than Younger Workers
	(Percent)	
New York (1957)	99	1
New York (1958)	99	1
San Francisco (1958)	98	2
Houston (1958)	98	2

Sources: #8, #9, #20

**Factory Management
and Maintenance
Survey**

Several of the questions in the 1958 survey pertained to **attendance, safety, and health**. The responses were as follows:

<u>Factor</u>	<u>Older Workers "Same" or "Better" Than Younger Workers</u>		(Percent)	<u>Older Workers "Worse" Than Younger Workers</u>	
	<u>Men</u>	<u>Women</u>		<u>Men</u>	<u>Women</u>
Attendance Generally	95	88		5	12
Lateness	97	96		3	4
Accidents	91	94		9	6
Amount of On-Job					
Medical Attention	89	76		11	24
Frequency of Illness	65	64		35	36
Duration of Illness	35	40		65	60

Source: #23

THE ECONOMICS OF HIRING

Cash		\$ 1,730,988
Securities		85,583
Accounts Receivable		618,408
Inventory		923,163
Notes Receivable		223,418
Notes Receivable (At Cost)		387,089
Joint Ventures		1,784,417
Land - Unimproved	\$ 296,275	
Land - Improved	3,853,242	
Buildings	<u>536,797</u>	
Fixtures	\$ 4,683,312	
	<u>473,567</u>	
Reserve for Depreciation		4,209,745
		<u>2,807,537</u>
Other Assets		<u>\$12,770,343</u>

LIABILITIES

Accrued Expenses	\$ 716,330
Notes and Loans Payable	<u>4,083,215</u>
Mortgages Payable	\$ 5,734,276

OWNER'S EQUITY

Capital Stock	\$ 6,923,415
Capital Surplus	700
Retained Earnings	<u>76,002</u>

PENSIONS AND

OTHER BENEFITS

	7,016,167
	<u>\$12,770,343</u>

Do They Really Cost More?

One of the major reasons cited by employers for not hiring older workers is that such action would result in prohibitive costs for some of the more common fringe benefit items (i.e., retirement pensions, group life, accident, and health insurance, and workmen's compensation).

PRIVATE PENSIONS

In 1956, the Secretary of Labor called together a committee of experts to study pension costs in relation to the hiring of older workers. This committee concluded that:

"The costs of private pension provisions ought no longer to be considered a real obstacle to the employment of older workers."

The cost of a private pension plan depends upon the coverage of workers and the type of plan adopted. There are many variations in the provisions of such plans. A plan may cover all workers, office staff only, plant workers only, or certain departments. It may exclude temporary or part-time workers or personnel in certain occupations.

— Kinds of Plans —

In some cases ("money-purchase" plans), the employer agrees to pay a flat amount per employee or a percentage of earnings of the worker. The worker's retirement benefits then depend upon the amount accumulated for him in the fund. **The age of the worker does not affect the cost under such plans.**

In the more common type plan, the worker is guaranteed a certain monthly pension depending on his length of service, his earnings, or both. A minimum length of service before the normal retirement age is usually required. The cost to the employer may vary slightly in this plan **if the average age of his covered workers changes significantly.**

At the other end is the plan which guarantees at normal retirement age a specified amount (e.g. \$100 per month) regardless of the worker's earnings and regardless of his years of service. This plan is no longer commonly found. Most plans today contain modifications or other features. A minimum length of service before the normal retirement age is usually required. **The cost in such cases is subject to changes in the average age of covered workers.**

Many Kinds
of Plans

*Sources: #10, #14, #17, #18

**Significant
Factors
Concerning
Pensions**

- The cost of pensions represents only a part of the “benefit package.”
The entire cost of the “package” should be considered when establishing hiring policies.
- Even in those plans where it generally costs more to provide dollar benefits for an older person than for a younger person, there are offsetting factors, such as:
 1. The trend toward higher benefits arising out of increasing prices will mean more total dollar benefits for the younger person.
 2. The trend toward higher wages for the younger worker as he gains experience and skill will also mean more total dollar benefits for the younger person.
- Most employers will agree that the needs of the business, its productivity requirements, and the skills necessary for that business to function efficiently are the primary bases on which employers select and hire workers. In this regard, the knowledge, skills, and abilities of experienced workers may far outweigh any cost differential due to pensions.
- Under many private pension plans, the cost is not affected significantly unless hirings are unbalanced greatly with respect to age.
- Replacement and training costs due to turnover should be weighed for age groups—the older worker will generally be more reluctant to change jobs.

BETTER PUBLIC RELATIONS

Some employers are reluctant to employ 40-plus workers where benefits are based on length of service. Their reasoning is that the payments of small pensions, or none at all, would create an unfavorable impression on the public.

With Social Security covering at least 90 percent of the workers today, and with average benefits increasing, many older workers would readily accept a small pension or even none at all, in exchange for the opportunity to work. The employer contributes in support of OASI at the same rate for all employees, and in employing an older worker, provides for maintenance of his OASI coverage.

VESTING

Another factor to be considered is that the spread and accrual of vested rights under private pension plans will gradually enable more older workers to enter new employment without forfeiting previously acquired pension credits. The knowledge that an older job applicant has a vested right to a pension as a result of his previous employment, generally helps to reduce a prospective new employer's concern for the worker's future retirement security. This provides an added incentive for hiring the worker if otherwise qualified.

- Actuarial provisions of pension plans do not constitute an insurmountable barrier to the hiring of older workers.
- Under most plans, the costs of hiring older workers are far from being prohibitive. After all offsetting factors are considered, such as cost of training and turnover, it may be as inexpensive, if not less expensive to hire qualified older workers than it would be to hire workers in other age brackets.

HEALTH AND INSURANCE BENEFITS

Workmen's Compensation

Premiums for workmen's compensation are determined by the rated hazards of the occupation covered. Casualty insurance companies have consistently avoided giving any consideration to age in establishing workmen's compensation insurance premium rates. At the same time, employers have it within their capacity to reduce workmen's compensation costs by expanded safety and rehabilitation programs which would go far beyond any reduction which might be achieved by discriminating against older workers.

Most authorities agree that the ultimate costs are determined by the accident experience of the firm. Scientific studies have shown that accident frequency declines with age. This offsets the tendency for the period of disability to increase with age and leads to the likely conclusion that **age has no noticeable influence on workmen's compensation costs.**

Group Accident and Health

Premiums for group coverage for employees and their dependents against sickness and accident are, in general, **independent** of the ages of the employees. As in workmen's compensation, the ultimate cost will depend upon the loss experience of the employer. Any increase in costs incurred as a result of the tendency for older workers to recover more slowly from illnesses or accidents, is largely offset by the higher costs of dependent benefits for younger workers, who generally have more dependents. Another offsetting factor to be considered is the decline in costs for maternity benefits where female workers are involved and where such benefits are part of the "fringe package."

Group Life

Premiums for group life insurance during employment are customarily based on the average age of employees covered. The addition of a proportionately small number of workers over 40 will not appreciably affect the premiums. Even where the average age is increased, **the net increase to the employer is usually so small as to be negligible.**

The Pension, Insurance and Health Benefits "Package"

It is a sound business practice to consider the question of age differentials in relation to the entire package of benefits—pensions, workmen's compensation, accident and health insurance, and group life insurance. The impression that these related benefits must cost a great deal more for older workers is not justified by the facts.

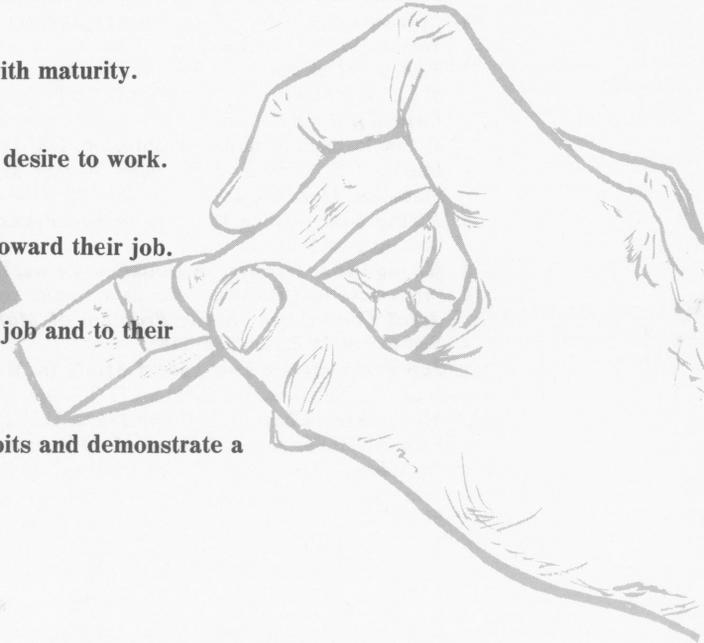
ON THIS SUBJECT, THE NATIONAL ASSOCIATION OF MANUFACTURERS HAS STATED:

“In any consideration of possible increased costs, while it may be desirable to have a low insurance and pension rate, it is insignificant when one compares it with the costs involved in turn-over, poor or indifferent performance, absenteeism, lack of job interest and application, and the fact that the company is cutting itself off from the services of able, mature employees.”

Source: #15

FAVORABLE *Attributes* OF OVER-FORTY WORKERS*

- ✓ **Stable** —They have the stability that comes with maturity.
- ✓ **Reliable** —They are reliable and have a definite desire to work.
- ✓ **Responsible** —They have a sense of responsibility toward their job.
- ✓ **Loyal** —They have a sense of loyalty to their job and to their employer.
- ✓ **Steady** —They generally have steady work habits and demonstrate a serious attitude toward their job.



*Summary of the most commonly cited attributes of over-forty workers as expressed by employers during the U.S. Department of Labor's Seven-Area Study (1956).

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