

NAM Industrial Relations

DEPARTMENT

NATIONAL ASSOCIATION OF MANUFACTURERS • 14 WEST 49TH ST. NEW YORK 20, N. Y.

Older workers (1949)

PRELIMINARY

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EMPLOYMENT OF THE PHYSICALLY HANDICAPPED AND OLDER WORKERS

INTRODUCTION

There has been a very steady and substantial increase in the employment of physically handicapped people in recent years. The placement figures of the Public Employment Offices indicate that in 1940, 8/10 of 1% of the total jobs secured were filled by workers who were physically handicapped. Since 1940, the rate increased until in 1948 it was 4.2%.

Those who have become handicapped in service have been traditionally taken care of by the employer. More than 40 years ago, in view of the general dissatisfaction of employers with the workings of the then existent employers' liability laws, the NAM, through its Committee on Industrial Indemnity Insurance, gave special attention to the problem of improving the conditions of wage earners in connection with industrial accidents, sickness and old age relief. Members of this NAM Committee indicated their desire to cooperate with State lawmakers in promoting sound industrial indemnity insurance. To the credit of both labor and management, the subject of Workmen's Compensation was pursued throughout the country and studies were undertaken by leaders of both groups in a spirit of fairness and understanding.

Recently employers, recognizing that benefits under Workmen's Compensation have not kept pace with wage rates, in many instances, have announced plans to provide additional benefits to employees suffering occupational injuries. Death benefits have been increased proportionately and frequently in instances where the employee is still incapacitated at the expiration of the legal period, the case is reopened and appropriate action taken by the employer.

Along with the gradual liberalization of the Workmen's Compensation laws, there arose a growing feeling that all employers in commerce, the professions and industry had a responsibility to provide greater opportunity for the employment of physically substandard people who could render useful service.

WAR EXPERIENCE

The war gave this movement great impetus. The widespread effort of industry to hire the handicapped caused employers to go to unusual length to fit them into production. Many adjustments were made by management as it abandoned the normal tendency to place the handicapped in clerical or sedentary work and placed them in actual manufacturing and production jobs.

This development gave the handicapped the opportunity to demonstrate the contribution they could make as useful competent performers on the job. Great progress was made in matching the qualifications of the physically handicapped to existing jobs.

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Very much the same condition prevailed with the unemployed overage worker during this period as a result of the war. His performance was generally lauded by management and his contribution towards winning the war was stressed on every hand.

Actually, industry has long recognized its responsibility to the overage worker. Going back many years, it has been traditional policy for employers to retain in employment its experienced workers. That development along with the recognition of seniority has brought the percentage of older workers to the highest point yet.

Never before has this group been so thoroughly protected against the security risks which are part of the life of free men. Aside from seniority policies, the employer is following his natural wishes and tendencies when he places more and more value on the mature employee with his store of experience, knowledge and skill. Actually the employer, in the long run, must rely heavily upon the older, experienced worker to get out the work.

BACKGROUND OF NAM APPROACH

Nevertheless, the problem of the overage worker who seeks employment and faces obstacles in finding suitable work is a real and serious one not only for him, but for the rest of us. To the individual affected, there is no comfort in the fact that overall statistics indicate that age, as such, is not a factor in finding a job. As far as he is concerned, it doesn't matter what the overall picture is. The fact remains that the American system of initiative and enterprise is not working for him if he fails to find a niche in which he can provide for himself and those dependent upon him.

For this reason, American industry has long been concerned with this problem and has been deeply conscious of the fact that all possible job opportunities must be provided for those qualified for available jobs.

Back in 1938, the following statement of policy on "Age as a Factor in Employment" was adopted by the NAM Board of Directors:

"The National Association of Manufacturers is opposed to the employment in industry of children under 16 years of age, and to the establishment of arbitrary upper age limits in the hiring or employment of workers below any which might be fixed for permanent retirement. It urges its members to carefully review their employment policies to see that no such arbitrary age limits are practiced in their companies, and instruct their respective employment officers to employ persons according to their qualifications without regard to any maximum age."

In the decade since that declaration of policy, much progress has been made in industry and the employment record of thousands of companies reveals that older workers are placed and kept on the work force. However, recognizing that the problem reached far beyond industry and that there are three jobs in commerce, government and the professions for every one in manufacturing, NAM, last Fall, joined with the Chamber of Commerce of the U. S. in a year-round campaign to assist the physically handicapped and older worker in his search for gainful employment.

WAR ACTIVITIES

Throughout the war, NAM recognized the obligation we all owed the veterans and began to prepare for their return to civilian employment. As early as 1943, NAM published "Rehabilitation and Training for Post War Employment" and again in 1945 "Readjustment to Civilian Jobs" was prepared by the country's leading psychiatrists and doctors serving as a sub-committee of the NAM Medical Advisory Committee. In 1944 a standing committee on Veterans Employment Problems was established.

NAM Presidents have served on the President's Committee on "National Employ the Physically Handicapped Week" each year since its formation. Employers were asked to examine their job requirements and take steps to admit the physically handicapped to gainful employment. Special NAM News Supplements, radio features and press releases kept this issue alive year round and within three years of V.J. Day, industry had placed 425,000 disabled veterans in jobs. During the same period, handicapped civilians were given job opportunities.

In appealing to NAM members to survey their plants for additional job opportunities for the handicapped, Earl Bunting, Managing Director, said:

"There are few things as basic as the individual's desire to take his proper place in society as a productive and self-supporting citizen. This is, in fact, at the very root of our democratic society. There is no longer any question as to the competence of workers who are physically handicapped because we have seen that when placed in jobs for which they are properly trained, they become satisfactory and valued employees."

Major General Graves B. Erskine, USMC, who headed up the Rehabilitation and Re-employment Administration after the war and was Chairman of the President's Committee on "National Employ the Physically Handicapped Week" said:

"Outstanding among private groups have been the 'Disabled American Veterans' and the 'National Association of Manufacturers' to name two of the more than 100 that made up a working cooperating committee during the recent observance of 'National Employ the Physically Handicapped Week!'"

John Kratz, Associate Director, Office of Vocational Rehabilitation, Federal Security Administration, said:

"I am pleased to learn of the fine cooperation of the NAM in prompting among its membership not only 'National Employ the Physically Handicapped Week' but also stimulation of further efforts of understanding in providing suitable employment of qualified disabled persons."

During the war, the scarcity of manpower coupled with the urgency for maximum production stimulated employers to find ways and means of utilizing most effectively the capacities of handicapped workers who had been considered, in many instances, unfit for industry. From this experience, there emerged the important fact that through proper evaluation of his physical limitations and his qualifications, it was possible to place the handicapped person on a job that was suitable.

SHELTERED WORKSHOPS

While it is possible to fit the great majority of the physically handicapped into work occupations, whether in commerce, business or industry, there is still a small percentage who are employable only under sheltered conditions or special workshops. Great numbers of such plants have been set up under private auspices throughout the country. Goodwill Industries of America with operations in 99 cities is an example of one of these organizations which operates sheltered workshops for the severely handicapped. Their business is based on household discards which are collected and turned into time cards, according to the statement of this organization.

According to the Baruch Committee on Physical Medicine, there are 150 communities in the United States which have community rehabilitation centers. Insurance companies in some instances have seen fit to supply such rehabilitation service as in the instance of the Liberty Mutual Insurance Co. in Boston, Mass. where, we are told, "Rehabilitation, like prevention, reduces insurance costs and thus benefits the people who buy and sell insurance."

MAN-JOB MATCHING

As a result of wartime experience with the handicapped in industry, it became apparent that in order to match a man with a job in which his health and safety would be protected and in which he could render a performance equal to that of the able-bodied person, these factors had to be met:

1. Health - the job must not aggravate his disability;
2. Ability - the worker must have the qualifications required to perform the job;
3. Safety - he must not be placed in a position where his disability would represent a safety hazard to himself or others.

As more and more physically handicapped took their places in the factories along side of the able-bodied and asked for no special treatment or consideration, it became evident that there was less need to treat the handicapped worker as a special problem. Today, sound employment procedures based on matching the abilities and skills of the applicant with the demands of the job for the most part meet the problem. Fears which were sometimes justified when adequate provision was not made for proper placement prove groundless when the sound employment procedures of man-job matching were practiced.

PRINCIPLES EMERGING FROM EXPERIENCE WITH THE HANDICAPPED

As a result of industry's experience with the physically handicapped, especially since the beginning of the war, it would seem reasonable to indicate some principles which now guide employers in the employment of these people:

1. Contrary to belief in some quarters, the physically handicapped do not constitute a separate segment of the population with peculiar attributes of their own;
2. Jobs vary in their physical demands as much as individuals vary in their abilities and skills;

3. Matching the capacities of the individual with the physical demands of the job constitutes sound employment placement;
4. Lists of occupations for certain types of handicapped individuals emphasizes disabilities rather than abilities and is pretty well outmoded as means of assisting the physically handicapped in their search for gainful employment.
5. Every job can be considered suitable for an applicant with some degree of handicap.
6. Sound employment procedure involves a job analysis of all jobs in the plant and an appraisal of applicants in like terms.

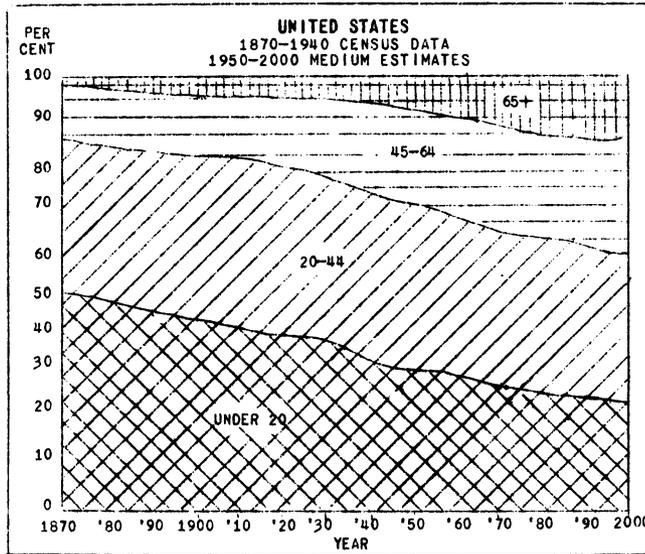
WHY JOBS FOR THE HANDICAPPED

Some of the reasons for industry's interest in the employment of the physically handicapped can be summarized as follows:

1. Experience has overwhelmingly demonstrated that handicapped workers, when properly placed in jobs they can do make productive, steady and capable employees.
2. Simple justice demands that the handicapped be given an equal opportunity with able-bodied workers for jobs they are qualified to fill.
3. Our economy needs the contribution of the handicapped to maintain and improve our high standard of living.
4. The handicapped individual needs the sense of satisfaction that goes with making his contribution to the general welfare.
5. It is good business to hire the physically handicapped and older workers where they fit into your operation.

OLDER WORKER PROBLEM

In this country there has been a decline in both birth and death rates which has resulted in a higher proportion of aged in the population. The proportion of the population 65 years and over, for instance, more than doubled in this country between 1870 and 1940. The accompanying chart indicates that while these aged persons constituted only 3% of the population in 1870, by 1940 they had grown to 6.8%. Past trends and future projections indicate little change in the size of the younger work force (20-44), but rather substantial increase in the percentage for the "older work force" (45-64 years).



It is rather interesting to figure that if financial support for the aged (65 and over) was supplied by direct taxation, each man and woman from 20 to 64 would pay \$12 for each \$100 provided for the aged person in 1940. By 1980 the tax would be \$19. At the same time, we might take heed that in 1940, persons 50 and over (the group most interested in old age income) comprised about 32% of the voting population, and in the projected population of 1980, this group rises to 42%.

When we bear in mind that someone must support those who are retired to idleness, the need for gainful employment of all persons willing and able to work becomes obvious. To use the age factor as such as a barrier to the employment of a qualified person is not only unfair, it is economically unsound.

JOINT CAMPAIGN

Recognizing that manufacturing industry - which is NAM's immediate interest - is responsible for only some 25% of the available jobs in this country and that most job opportunities lie outside industry, last Fall NAM joined forces with the Chamber of Commerce of the U. S. in a business, commerce and industry program to deal with the problem of employment of the physically handicapped and older workers. It was felt that working together, both organizations would reach the majority of employers in the country.

SUCCESSFUL EXPERIENCE WITH HANDICAPPED

The progress made with the employment of the physically handicapped during and since the war pointed out a rather practical approach to the older worker situation.

The reports each year of the President's Committee for National Employ the Physically Handicapped Week bear eloquent testimony to the increasing acceptance by employers of the physically handicapped as individuals who, when properly placed in jobs, are equal in every respect to their able-bodied associates. The social myth that the physically handicapped did not fit into modern industry has been pretty well exploded and gradually the roadblocks that have stood in the way of the handicapped at the employment office are being removed. The discrimination and prejudice against the physically handicapped is being rapidly overcome by education. The dissemination of the facts concerning the physically handicapped as a worker is doing more than any other thing to gain for these individuals their rightful place in the work force.

The slogan of the President's Campaign, "Hire the Physically Handicapped, It's Good Business," indicates pretty well the soundness of this approach. Repeatedly the NAM has called upon manufacturers throughout the land to review their job requirements in light of the physically handicapped and then place the physically handicapped in suitable occupations. Results confirmed the practicality of this plan because it put to more effective use the skills and abilities of this group and, at the same time, provided individuals with the satisfaction of doing their share. All this contributes to a higher standard of living for everyone.

JOB SURVEY FOR PHYSICALLY HANDICAPPED AND OLDER WORKERS

It was through such leadership and education by industry and individual employers that the long standing prejudice against the handicapped gave way. And it is the same approach, - education and leadership- that NAM is using to root out any prejudice that may still remain on the score of the average worker.

Getting under way with this combined program involving the physically handicapped and older workers, the NAM and the Chamber of Commerce of the U. S. undertook a spot-check of their memberships during the last few months. The purpose of this survey was to get a quick cross section of management thinking and prevailing practices. The NAM covered the manufacturing industries, while the U. S. Chamber of Commerce confined its inquiries to merchants, banks, insurance companies, utilities, railroads and service groups.

The questions were directed first at the company's practice with reference to hiring physically handicapped and average workers and then at the experience of the employer with this group. The large percentage of replies (roughly 50%) and the attending remarks indicated the interest in this problem on the part of the American employer.

FINDINGS

The answers to the first question, "Does your company follow a practice of hiring physically handicapped and/or older workers (over 45 years of age)", indicated that an overwhelming majority of employers have no arbitrary age or physical restrictions on employment. Fitness to do the job is the test generally applied in filling job vacancies. Those companies answering "NO" indicated that they had no established policy but did, on occasion, hire physically handicapped and older workers.

While one might expect conditions for the employment of physically handicapped and older workers to be more favorable in the non-manufacturing groups than in industry, it is interesting to note that a slightly higher percentage of manufacturing employers accept the idea of employing physically handicapped and older workers than is the case in the service organizations.

Here are some of the comments we received, -

A life insurance company said:

"I believe we are fully alert to the contributions which physically handicapped and older workers can make to the productive effort of our company and the nation, and we are endeavoring to translate this belief into action whenever the opportunity arises."

An electric power company said:

"It seems most important that every available source be utilized to enable our economy to stand the strain of more and more social security and retirement benefits."

A utility company said:

"The employment of physically impaired and older workers is, of course, of great importance to the individuals themselves and our experience has demonstrated that the contribution of those workers compares favorably with the contribution made by any other groups in the business."

As evidence of change in thinking, let us look to an airline company:

"Until some time in the recent past, we did have maximum age limits for some jobs, but we have, with rare exception, been able to eliminate age limits as we do not feel that, except on specialized jobs, we should adhere to some specific age limit. We feel that many people at one age would be suitable for a job whereas others of the same age, or even younger, would not be suitable."

Where employers are experiencing difficulty in fitting physically handicapped and older workers into the work force, the major obstacle is the inability of the applicant to meet the requirements of the job. This indicates a real need to clear up the confusion in distinguishing between age and lack of qualifications as job barriers. Even so, the fact that the majority are experiencing no difficulty in placing the physically handicapped and older workers in productive occupations indicates what can be done in this field.

A railroad company said:

"You realize, of course, that the physical and mental qualifications of our employees directly responsible for public safety, must be rigid."

A national bank said:

"Approximately 25% of our employees are over 50 years of age and we found during the late war that they were the backbone of our organization."

In asking about the effect of physically handicapped and older workers on Workmen's Compensation costs, we were told (by a ratio of more than 10 to 1) that their presence had no serious adverse effect.

One of the objections frequently voiced to hiring the physically handicapped or older workers was the effect it had on Workmen Compensation costs. The experience of the majority of these employers indicate that this objection is of questionable validity.

The figures indicate that the employment of the physically handicapped and older workers is not inconsistent with operating pension plans. While some companies seem to feel that it is necessary to limit hiring age in order that all employees meet retirement with a full pension, there is an overwhelming tendency to make the necessary adjustments to hire the older worker.

A public service corporation said:

"We do not let old age interfere with our pension plan. So long as anyone is able to continue to work, we permit him to do so. In some instances, however, this brings criticism from younger people seeking employment."

An insurance company said:

"If the potential employee is of such an age that he will not be insurable under our pension plan, he is hired on a temporary basis. We have a number of fine older employees who have been hired since 1940."

With few exceptions, the presence of physically handicapped and older workers has virtually no effect on prevailing employer practice and benefit programs. For example, in the case of group insurance, the increased cost of the older worker is small when combined with that of a balanced work force.

Collective bargaining agreements presented no serious difficulties according to the survey. This was even more pronounced in the non-manufacturing group where only 5 of 131 answers indicated any difficulty from this source.

GENERAL COMMENTS

There was every indication from the answers that there now exists a new and general awareness on the part of employers of the need for utilizing the skills, experience and judgment of the physically handicapped and older workers. Employers generally recognize their responsibility to do everything in their power to remove whatever roadblocks have traditionally stood in the way of qualified people getting jobs. For instance, a large steel company says:

"Furthermore, we are presently engaged in studies looking towards broader employment policies involving handicapped individuals generally. Our experience with veterans indicates that many such individuals may be employed without sacrifice to productive efficiency and with a high degree of satisfaction to the individual involved."

A machine tool company says:

"We have a very high percentage of employees over 45 years of age. Our products must have a high degree of accuracy and our older employees are the ones we depend upon for this."

Certain advantages found generally with physically handicapped and older workers were emphasized in the replies:

1. Reliability. Less absenteeism and steadier work were indicated for both the physically handicapped and older workers.
2. Better work habits. A manufacturing company in New Jersey stated:

"Generally our handicapped and older workers are more loyal and have better work habits than younger, able-bodied men with less seniority."

3. Less turnover. Both physically handicapped and older workers tended to remain on the job and have a stabilizing influence on the younger workers. A railroad company said:

"We have noticed in employing physically handicapped or older workers that these individuals are extremely appreciative of the opportunity given them. They have a greater desire to please and labor turnover among these workers is lower than among other workers."

4. Good quality and output. The older worker was particularly singled out for mature judgment resulting from experience which tends to keep operations on a satisfactory level. A chemical company reported:

"As we continue to improve physical labor saving devices, steadiness, maturity, care and experience become more important than physical strength in an industrial organization."

The success found by employers in placing physically handicapped and older workers in gainful employment is based, we were told, on proper job placement methods.

A steel company said:

"In order to derive the full benefits of the superior work attitude of older and handicapped workers, it is necessary to properly place them on jobs which will not aggravate their disabilities."

A chemical company said:

"Any successful program must have as its premise the fact that the job assignment must be made on a sound economic basis both from the standpoint of output to the company and the monetary return to the individual. Therefore, in the job to which he is assigned, the disabled person should be able to produce as much as able-bodied persons performing the same job after an adequate learning period. This means matching the requirements of the job and the physical abilities of the individual. When a handicapped person is able to perform the duties of a job, he is no longer handicapped so far as that job is concerned."

Companies which indicated a reluctance to hire physically handicapped and older workers gave as the major reason their policy of promotion from within the organization. This involved first of all taking care of employees who became disabled while employed in the company as well as transferring older employees who for one reason or another find themselves unable to do their usual work.

A food products manufacturing company said:

"At present we have about 6,500 in that group (over 45) which is approximately 22% of our entire personnel. Most of these people have long service records and we feel morally obligated to keep them on the active payroll to normal retirement age if possible. With such a large group this requires a considerable amount of adjustment in the way of job changes etc.. It is, therefore, our intent to hire at age 45 or over only those persons who we can absorb in our organization without prejudicing the future of our own 'older workers.'"

An electric power company said:

"The policy of this company is to employ on a career basis, usually starting employees in the early twenties. Thirty-five per cent of our regular employees are 45 years of age or over. Our most valuable employees are within the age group of 45 years or over."

Success with the campaign to place physically handicapped workers in employment since the war stems almost entirely from the fact that they were fitted into existing situations and matched to existing jobs instead of attempting any segregation by creating special jobs for them. The survey indicates the wisdom of a similar approach with respect to older workers. They also must be fitted into existing jobs except in unusual circumstances.

NAM PILOT CLINICS

The NAM has been holding pilot clinics in New York where groups of manufacturers consider ways and means of implementing this campaign for the employment of the overage worker. This clinic approach to industrial relations problems has been most effective in such fields as employment stabilization, employer-employee communications, management teamwork, and other aspects of personnel administration.

Through this technique, it has been possible to explore a problem in all its ramifications and to find some practical solutions. To exercise industrial leadership and point the way to constructive action, we have gathered together manufacturers in small groups first in New York and then in clinics or small round table discussion groups sponsored by local or state employer associations affiliated with the National Industrial Council. Here employers come to grips with the problem and in frank discussion exchange their experiences. Interestingly enough it is quickly apparent, regardless of the subject under discussion, that there is no one single or simple answer to the problem at hand. Conditions vary between sections of the country, between different industries and frequently between plants of the same company making the same products, to such an extent, that no one formula or solution can be applied universally.

Best results are secured where the individual employer examines his own situation and develops his own program. His intimate knowledge of the facts at hand puts him in the best position to apply the sound corrective.

These clinic discussions give employers an opportunity to learn what other employers are doing. They are encouraged by the successful experiences in other plants and stimulated to go back to their plants and do something about the problem. This is the next step in the NAM leadership and education campaign to open up additional opportunities for older workers.

SIGNIFICANT DEVELOPMENTS

In each instance, we found a genuine interest in the subject and a willingness to inquire into its implications.

It was generally agreed, -

1. That age or physical handicap of itself should not be a factor in employment.
2. That job applicants should be judged solely on their qualifications in light of the job to be filled.
3. That companies require employment interviewers to recognize that industry needs and must utilize the reservoir of skill, experience and knowledge of the physically handicapped and older workers.
4. That employment policies should be reviewed and where necessary revised with a view to giving the physically handicapped and overage workers suitable job opportunities.

There is virtually no problem where employees have grown old or have been handicapped in service. Employers make such adjustments and transfers as may be found necessary in these cases. The problem seems to be with the physically handicapped or overage person who is seeking employment. It was generally agreed by employers represented at these clinics that a specific skill is the applicant's greatest asset. Where a high order of skill is required in the plant, we found ready acceptance of physically handicapped and older applicants.

An official of one of the large rubber companies mentioned that their tendency to venerate the quarter century group made the older applicant more acceptable to their supervisory force. He held that ability to do the job should be the basis of selection. In this company a retired worker with short service is given a separation allowance in lieu of a pension.

A number of companies with compulsory retirement plans have found some of their workers separated from employment but with pensions which are inadequate because of inflation. In some cases, the retired worker secured employment elsewhere or became a dependent. Realizing this loss to the company and the economy in general in the case of a retired worker who is willing and able to work, some companies question the advisability of compulsory retirement because of age.

The president of one industry in the East stated:

"We choose and select when we hire and I see no reason why we can't do the same thing when we retire workers."

And he went on to say that the most important thing from his point of view was to treat people as individuals whether they were young or old. He pointed out that the task in this problem seems to be that of breaking down prejudice and encouraging employers to treat physically handicapped and older applicants as individuals with varying skills and aptitudes rather than as members of a superannuated group.

The growing longevity of our people raises the serious problem of how our economy can handle the overwhelming cost involved in supporting a constantly increasing aged segment of the population. To take care of some in this group, the employer must be encouraged to study his job requirements and find out which positions in his plant or shop or office can be filled by those in the higher age bracket. However, this is not intended to limit opportunity of the physically handicapped or older applicant to certain types of jobs. What he needs from an employer is consideration of what he has to offer and the chance to show what he can do.

Fortunately, the performance of so called overage workers during the war has gone a long way towards reducing the reluctance of employers to select workers from this group. Industry is employing a greater number of older workers than ever before and is actively searching out ways to open new job opportunities for both the physically handicapped and older workers.

CONCLUSIONS

Even at this early date in the combined program of the NAM and the Chamber of Commerce of the U. S. these reassuring trends appear in the hiring policy of American employers, -

1. More and more employers are hiring on the basis of ability to fill the job without regard to physical handicaps or age or any other qualification which does not bear on the job to be done.
2. More and more companies are selecting applicants for employment with the idea of having the employee make the company his career.
3. More and more of industry is following the sound principle of promotion from within the organization.
4. Employers are taking care of those who become physically handicapped or grow old in service by training and transfers where necessary.
5. An increasing number of employers provide security for employees grown old in service.

RESPONSIBILITY OF INDIVIDUAL

This is the employer's side of the picture and his responsibilities in this area. There is, however, another side which can't be ignored, - that of the worker and his own responsibility on this score. Experience proves that the employee with something to offer is generally acceptable. This re-emphasizes the fundamental concept in a free society that an individual must do everything possible to fit himself most advantageously into our economy. Therefore, it follows that each person has to protect himself -

1. By acquiring the training necessary to develop abilities and skills.
2. By approaching a new job as he would a career, conscious of the fact that he must keep abreast of the requirements of the job.
3. By taking advantage of every educational opportunity in connection with his work with a view to promotion in line with his qualifications.

It would be most unfortunate if our attempts to provide the older worker with security should encourage the false assumption that the individual no longer need look after himself. Whatever is done must be based on the fact that the individual still has the problem of fitting himself into the work force on the highest level that his training and qualifications will permit.

The problem fundamentally is to encourage the full play of individual opportunity and initiative so that men with ideas can strike out into new fields and thereby provide more and more goods and services for more and more people. Full utilization of the abilities and skills of all our people depends upon an expanding economy. Any effort to provide gainful employment for the older group at the expense of younger or middle aged people would be unrealistic and fraught with danger.

Any move in the direction of discouraging business from taking the risks that make for an expanding economy will tend to lessen job opportunities for everyone.

AREAS FOR FUTURE ACTIVITIES

Several universities have undertaken studies and conferences on the problem of the physically handicapped and the older people in our population. Research work with controlled groups has been started in some communities and plants. Industry welcomes the assistance of universities and is offering every aid to the projects.

There is more or less general recognition that the physically handicapped and older worker problem is one for government, employers and the individuals concerned. Each has a most important part to play in the solution of this problem.

Employers will continue to take an active interest in this program to make the best possible use of qualified people. The individual needs the satisfaction that goes with adequate employment and the economy needs the contribution he has to make if this nation is to enjoy a constantly improving standard of living.

PHYSICALLY HANDICAPPED AND OLDER WORKER

SPOT CHECK SURVEY-EMPLOYMENT PRACTICES

National Association of Manufacturers
and
Chamber of Commerce of the U.S.

	<u>HANDICAPPED</u>			<u>OLDER WORKER</u>		
	<u>YES</u>	<u>NO</u>	<u>NO ANS.</u>	<u>YES</u>	<u>NO</u>	<u>NO ANS.</u>
<u>QUESTION - I</u>						
Does your company follow a practice of hiring physically handicapped and/or older workers (over 45 yrs. of age)?	*NAM 103 **USCC 85 188	42 ^(a) 45 87	3 1 4	114 84 198	30 ^(b) 43 ^(c) 73	4 4 8

QUESTION - II

Have you experienced difficulties on the job with physically handicapped or older workers such as:

1. Inability to meet job requirements	NAM 37 USCC 34 71	86 57 143	24 40 64	44 28 72	76 71 147	27 32 59
2. High Workmen Compensation Costs	NAM 10 USCC 4 14	103 76 179	34 51 85	17 10 27	98 83 181	32 38 70
3. Conflict with Pension Plan	NAM 3 USCC 11 14	89 76 165	45 44 89	17 27 44	79 73 152	44 31 75
4. Conflict with other Employee Benefit Plans	NAM 5 USCC 9 14	103 75 178	36 47 83	15 15 30	97 77 174	32 39 71
5. Collective Bargaining Agreements	NAM 10 USCC 5 15	89 75 164	42 51 93	10 5 15	94 81 175	37 45 82

- (a) 9 companies said that the nature of their work prevents them from hiring the physically handicapped.
8 companies said they have no formal policy but have no objection to hiring handicapped persons when qualified.
- (b) 2 companies said that the nature of their work prevents them from hiring older workers.
5 companies said they have no formal policy but hire older workers when qualified.
3 companies said their policy calls for promotion from within the organization and that they hire older workers only when they cannot fill the vacancy from within the organization.
- (c) There were 16 companies which stated that they follow a policy of grooming employees for careers.

*National Association of Manufacturers

**Chamber of Commerce of the U.S.