

Older workers (1953)

✓

# THE STUDY OF OCCUPATIONAL RETIREMENT

## First Progress Report

1953



INSTITUTE OF  
INDUSTRIAL RELATIONS  
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MAR 8 1954

Conducted by

The Department of Sociology and Anthropology

Cornell University

Ithaca, New York

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## INTRODUCTION

Cornell University has now essentially completed the first year's work of the Study of Occupational Retirement under a grant for that purpose from the Lilly Endowment, Inc. Nearly 4,000 persons have been reached in more than 250 participating organizations throughout the country. The participants are persons who were born in 1888 and 1889 and represent virtually all major types of employment and professional activity. At the time of this first year's contact, all of these people were gainfully employed. During this year many of these people will be retiring, and others will retire during the course of time over which the study will extend. There will be some participants, however, who will continue in gainful employment throughout the entire period of the research project.

Over the years Cornell hopes to be able to discover some of the effects of retirement and by so doing, to be in a position to suggest possible solutions not only to the problems that face the older employee, but also those that face their employers and other organizations.

The basic plan of the study is to record and analyze the effects of retirement as compared with continued employment. To make such a comparative analysis those persons who retire will be compared with those who do not; those who retire because they want to will be compared with those who are involuntarily retired; those who are very active in their later years will be compared with those who are less active. In many other ways comparisons will

be made in order to develop a complete picture of the older employees of this country and of the impact of retirement upon them.

Because of the design of the research project, the program for this first year was organized to provide basic data upon which the later studies will proceed. Therefore the emphasis of the present report is factual rather than analytical. Accordingly, interpretations, explanations and recommendations are deliberately avoided. Yet, because this research project is one of the first of its kind, the information assembled during the first year provides one of the few complete pictures of the older employee in America.

A second major aspect of this report is a comparative presentation rather than absolute. The data are broken down by major industrial and occupational categories so that comparisons can be made. It is important to remember that the question-answer technique is most fruitful when the answers to the questions are interpreted comparatively rather than absolutely. The information in the report is organized in terms of twenty-three major industrial and occupational categories.

The data contained in this report were obtained by means of a questionnaire administered to 3,515 employees in 265 business, industrial, governmental, and private organizations. A large proportion of the participants filled out the questionnaires during time provided by their employer. In those organizations in which the employees were too widely scattered to

be met as a group, the questionnaire was sent through the mails. Employees who had difficulty in completing the questionnaire were assisted by a member of the staff of the Study of Occupational Retirement, and in some cases this required a personal interview which lasted an hour or more. Participation in the study was voluntary on the part of the individual employees involved as well as on the part of the organization.

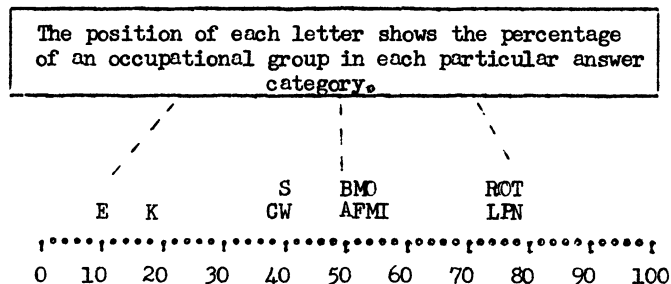
The questionnaire was constructed after months of careful study of the problem, utilizing the experience obtained from a community study of the problems of older citizens in an industrial city of fifty thousand population and the knowledge and insights obtained from a nation-wide cross-sectional study of the attitudes of America's older citizens. The questionnaire was carefully pretested through several versions until its final form was determined.

This report places its main stress upon those items in the questionnaire which it was believed would be of greatest interest to the organizations which cooperated in the study. In limiting the scope of the report, it was necessary to omit some of the findings obtained from the questionnaire. Continuing additional analyses of the data will be made and such analyses will be available to anyone who is interested in them.

For the purpose of the report the participating organizations generally have been classified according to the code found in the Alphabetical Index of Occupations and

Industries: 1950, published by the United States Bureau of the Census, although in some instances it has been necessary to modify the classification because of the small number of participating employees in a given major occupational or industrial category. The classification scheme and the list of cooperating organizations may be found in Appendix A.

In the following pages the employees' opinions are reported for many of the specific questions used in this study. The letters on each chart represent the different occupational and industrial groups into which the participating organizations have been classified (see Appendix A). The descriptive statement above each chart summarizes the responses which have been counted to obtain the percentages reported. The position of a letter represents the percentage of that group checking the answer or answers to the particular item, as shown in the chart below:

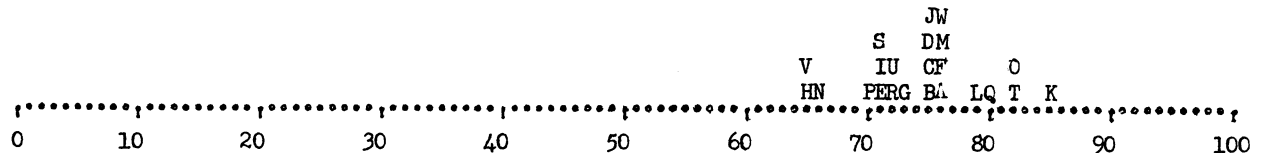


# THE LIFE SITUATION OF THE OLDER EMPLOYEES

## General Outlook on Life

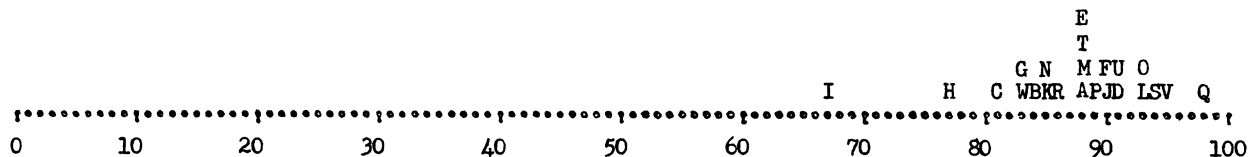
In recent years more and more study has been given to the relationship between a person's general outlook on life and his personal and social adjustment. The following charts present the participants' attitudes regarding their happiness and satisfaction with life in general.

THE PARTICIPANTS ARE OF THE OPINION THAT IN SPITE OF WHAT SOME PEOPLE SAY  
THE SITUATION OF THE AVERAGE MAN IS GETTING BETTER

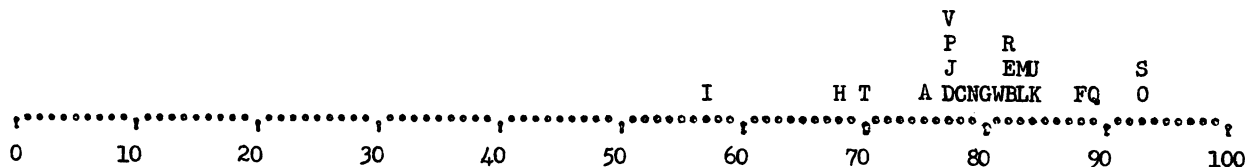




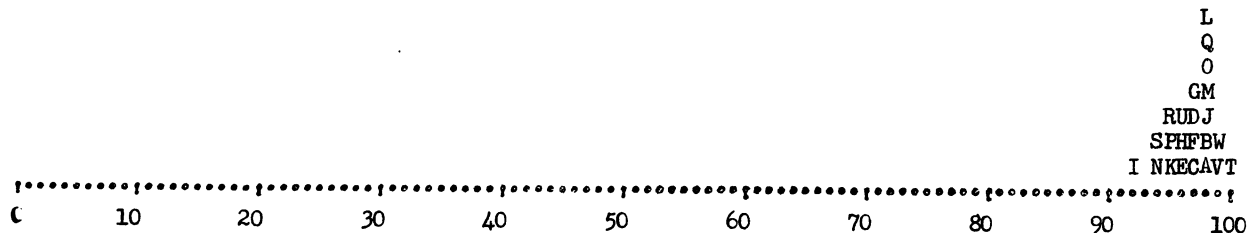
THE PARTICIPANTS FEEL THAT ALL IN ALL THEY FIND A GOOD DEAL  
OF HAPPINESS IN LIFE TODAY



THE PARTICIPANTS FEEL IN GOOD SPIRITS MOST OF THE TIME



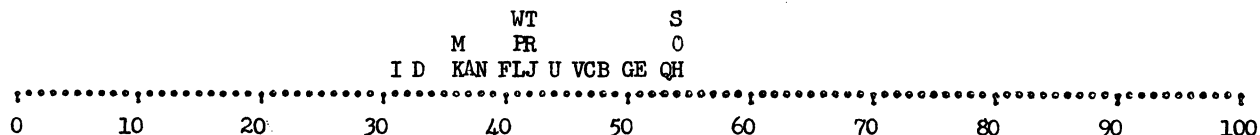
THE PARTICIPANTS INDICATE THEY ARE VERY (OR FAIRLY WELL) SATISFIED WITH  
THEIR WAY OF LIFE TODAY



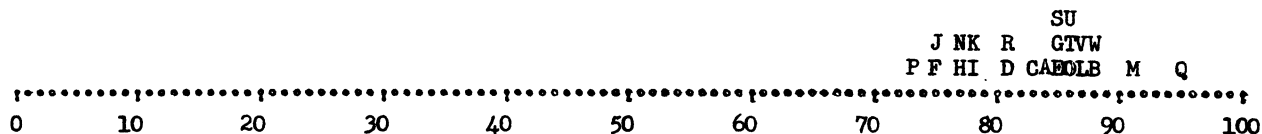
### The Participants' Self-Conception

A folk adage says, "You are just as old as you think you are." Like many other folk ideas, this one contains a kernel of truth. In this study it was thought that some attention should be given as to whether a person conceives of himself as being middle-aged or old. The importance of considering a person's self-conception was intensified by the fact that all of the participants in the study are of similar chronological age, having been born in 1888 or 1889. The following charts present the findings regarding the participants' self-conception of their age.

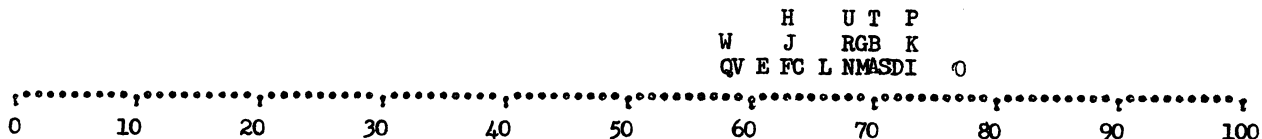
#### THE PARTICIPANTS FIND THEMSELVES HARDLY EVER WISHING THEY WERE YOUNGER



THE PARTICIPANTS SAY THEY HARDLY EVER GET THE FEELING THAT THEIR  
LIFE TODAY IS NOT VERY USEFUL



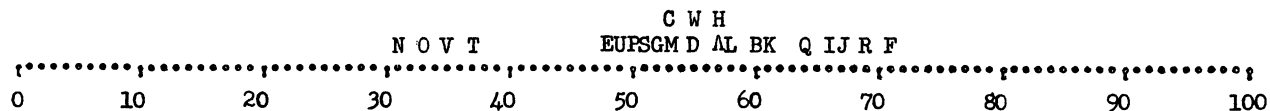
THE PARTICIPANTS THINK OF THEMSELVES AS BEING MIDDLE-AGED OR  
YOUNGER



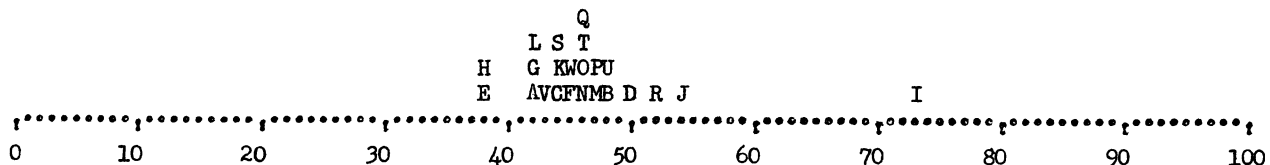
### Attitudes Towards Their Economic Situation

Research in a variety of fields has indicated that man is both a social and an economic being. However, a person's economic situation is undoubtedly a key factor in shaping his outlook on life and a key determinant in shaping his attitudes and plans towards retirement. The charts which follow in this section are concerned with the participants' economic situation and their attitudes towards it.

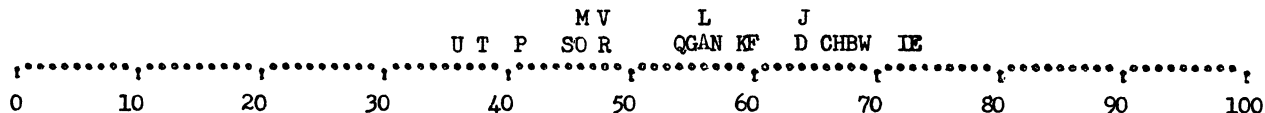
THE PARTICIPANTS WHO PLAN TO CONTINUE WORKING FOR THE NEXT FIVE YEARS DO  
SO BECAUSE THEY DO NOT HAVE ENOUGH MONEY TO RETIRE ON



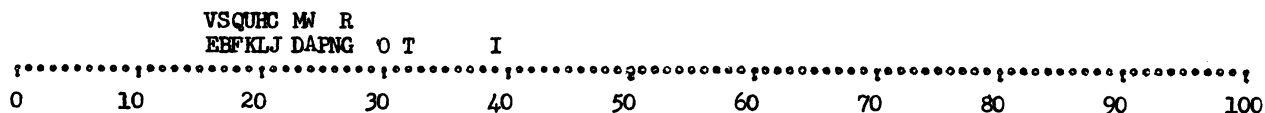
THE PARTICIPANTS INDICATE THEY WORRY "OFTEN" OR "SOMETIMES" ABOUT  
MONEY MATTERS



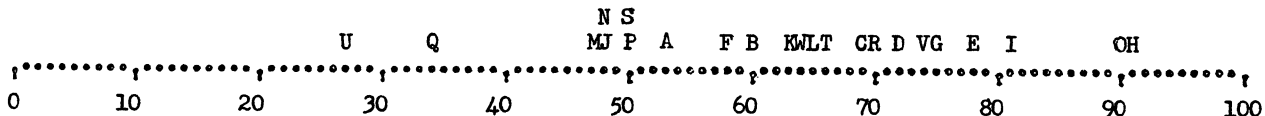
THE PARTICIPANTS INDICATE THEY HAVE NO INCOME BESIDES WHAT THEY  
EARN AT WORK



THE PARTICIPANTS FEEL THEIR PRESENT INCOME IS NOT ENOUGH TO MEET  
THEIR LIVING EXPENSES



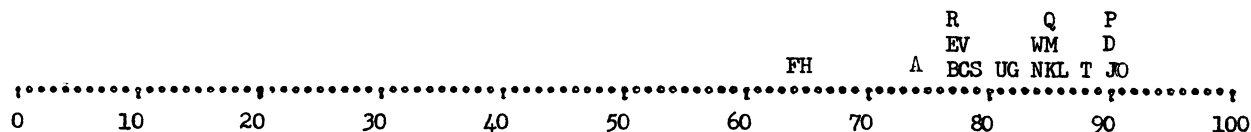
THE PARTICIPANTS INDICATE THEY EARN LESS THAN  
\$85 PER WEEK



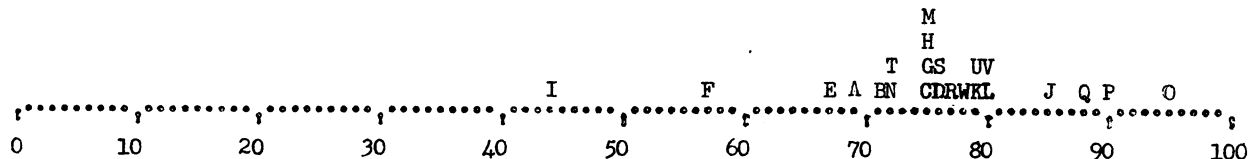
# WHAT THE PARTICIPANTS THINK ABOUT THEIR JOBS

Retirement is a situation that occurs primarily in industrialized societies like our own. In less complex societies the question either never manifests itself or is handled informally. Formal retirement assumes great importance because a person's job is not only a means of earning a living, but a central part of his social and psychological world. Therefore it was essential that we obtain information on attitudes towards the place of work, fellow employees, supervisors and the like which could serve as a baseline for future evaluation of retirement.

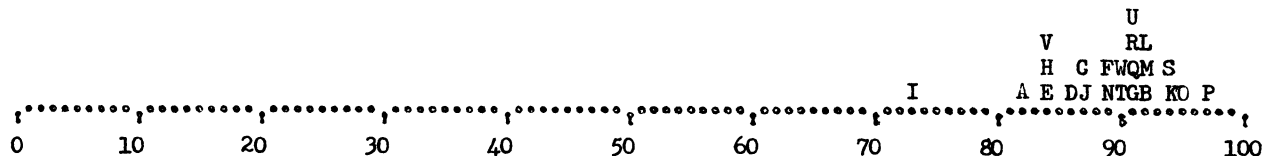
## EMPLOYEES SAY THAT THEIR PRESENT PLACE OF WORK IS VERY GOOD



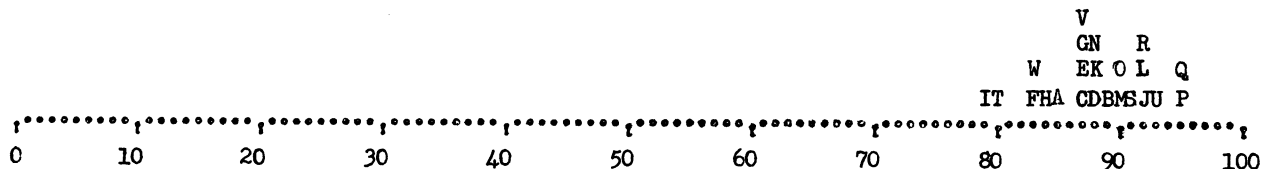
## THE PARTICIPANTS INDICATE THEY ENJOY THEIR WORK VERY MUCH



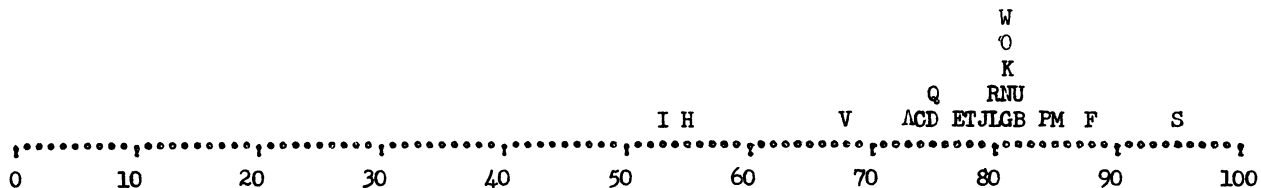
THE PARTICIPANTS BELIEVE THEY GET ALONG VERY WELL WITH THEIR  
IMMEDIATE SUPERVISORS



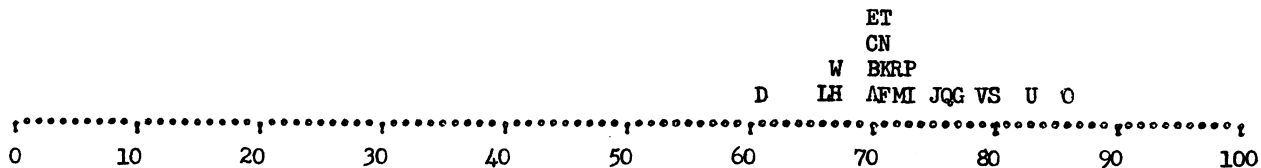
THE PARTICIPANTS IN THE STUDY CONSIDER THEY GET ALONG VERY WELL  
WITH THE PEOPLE WITH WHOM THEY WORK



THE PARTICIPANTS INDICATE THEY HARDLY EVER WORRY ABOUT BEING  
ABLE TO DO THEIR JOBS



THE PARTICIPANTS SAY THEY WOULD NOT LIKE TO CHANGE TO ANOTHER  
JOB IF GIVEN A CHANCE





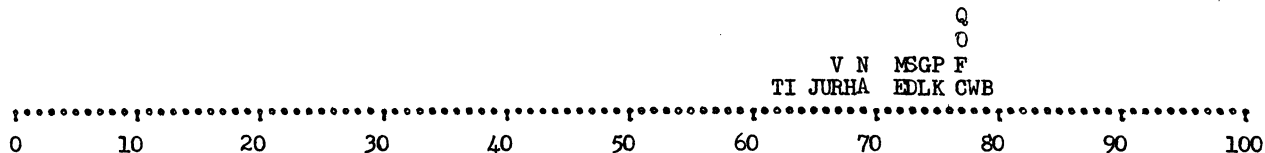
# THE HEALTH OF THE PARTICIPANTS

Retirement as a social and personal matter in our society is closely linked with the health of our older citizens. Thus one of the crucial aspects which had to be considered in this study was the health and physical condition of the participants. The following charts present information on the participants' self-appraisal of their health.

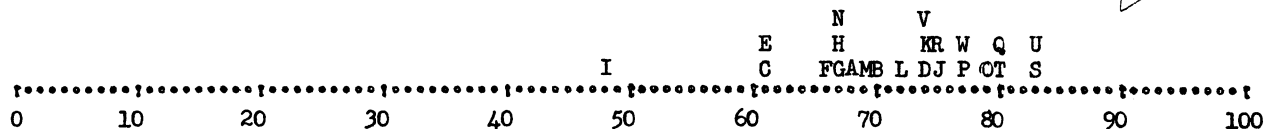
THE PARTICIPANTS INDICATE THEY HAVE NOT HAD TO CUT DOWN ON DAILY  
ACTIVITIES SUCH AS DRIVING, GARDENING, TAKING WALKS AND THE  
LIKE, BECAUSE OF THEIR HEALTH OR PHYSICAL CONDITION



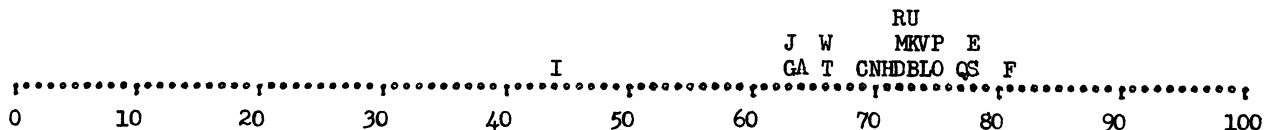
THE PARTICIPANTS IN THE STUDY INDICATE THEY HAVE NO PARTICULAR PHYSICAL  
OR HEALTH PROBLEMS AT THE PRESENT TIME



THE PARTICIPANTS CONSIDER THEMSELVES TO BE IN GOOD OR EXCELLENT HEALTH



THE PARTICIPANTS INDICATE THEY HARDLY EVER WORRY ABOUT THEIR HEALTH

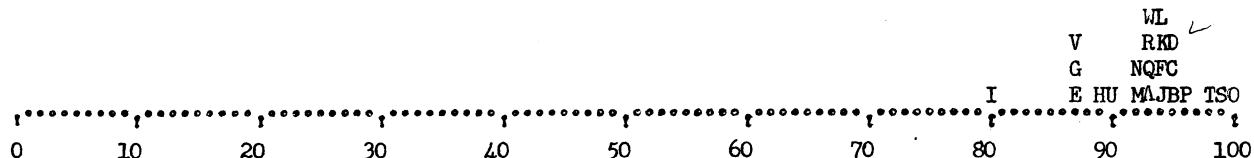


# WHAT THE PARTICIPANTS THINK ABOUT RETIREMENT

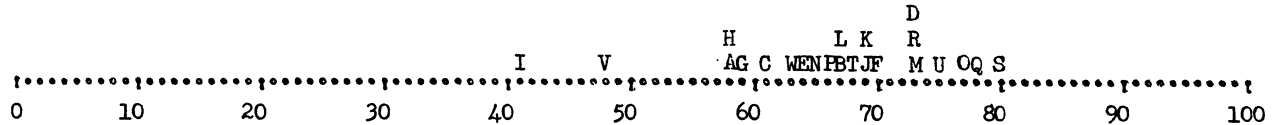
In conducting an empirical investigation of retirement it is imperative that considerable attention be devoted to the way in which the potential retirants regard the subject of retirement itself. Since retirement is a broad field and has many facets which are related to attitudes and behavior, the information on this subject is presented under more specific subheadings: attitudes towards older persons as members of the working force; attitudes towards the retirement process in general; knowledge of, and attitudes towards the pension plan for which the employee may be eligible; retirement income; and attitudes towards personal involvement in the retirement process.

## Attitudes Towards Older Persons as Members of the Working Force

THE PARTICIPANTS CONSIDER THAT AN OLDER PERSON DOES A BETTER JOB ON  
THEIR WORK OR THAT AGE DOES NOT MAKE ANY DIFFERENCE

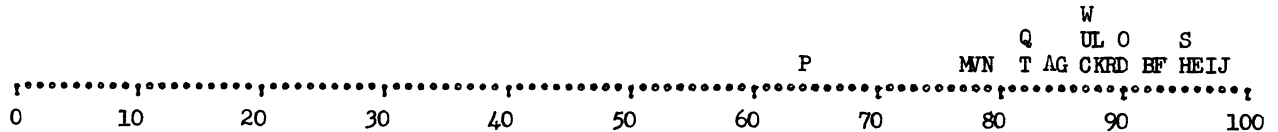


THE PARTICIPANTS IN THE STUDY FEEL THAT OLDER EMPLOYEES DO  
NOT HAVE A HARD TIME KEEPING UP WITH THE WORK

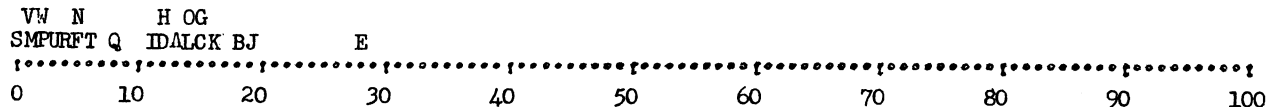


Knowledge of and Attitudes Towards Pension Plan

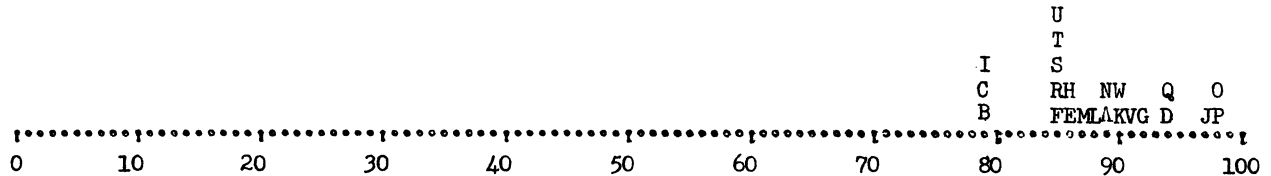
THE PARTICIPANTS IN THE STUDY INDICATE THAT THEIR ORGANIZATIONS  
HAVE NOT TRIED TO DO ANYTHING TO HELP THEM PREPARE FOR RE-  
TIREMENT, ASIDE FROM PENSIONS



THE PARTICIPANTS WHO SAY THEY DON'T KNOW ABOUT THEIR COMPANY'S PENSION PLAN

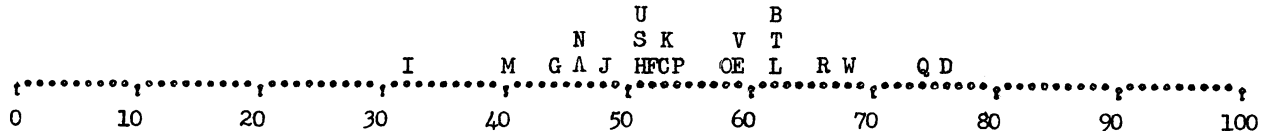


THE PARTICIPANTS WHOSE ORGANIZATIONS HAVE A PENSION PLAN FEEL THAT  
THE PLAN IS VERY GOOD OR FAIRLY GOOD

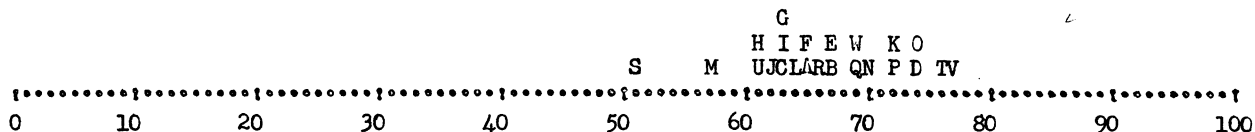


Attitudes Towards Retirement in General

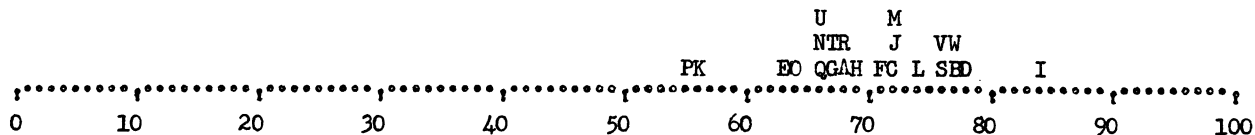
THE PARTICIPANTS DO NOT THINK THAT EMPLOYEES SHOULD BE ENCOURAGED  
TO RETIRE AT 65



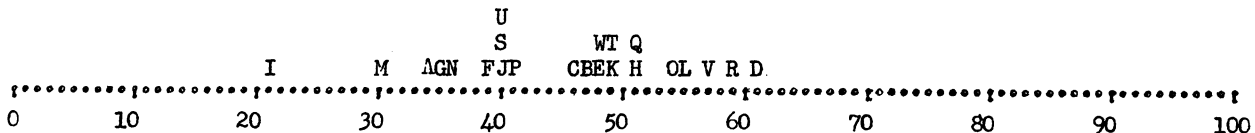
THE PARTICIPANTS THINK IT IS BEST FOR A PERSON TO RETIRE GRADUALLY --  
THAT IS, BY WORKING FEWER AND FEWER HOURS



THE PARTICIPANTS THINK THAT THE PERSON HIMSELF SHOULD MAKE THE DECISIONS AS  
TO WHEN A PERSON SHOULD RETIRE

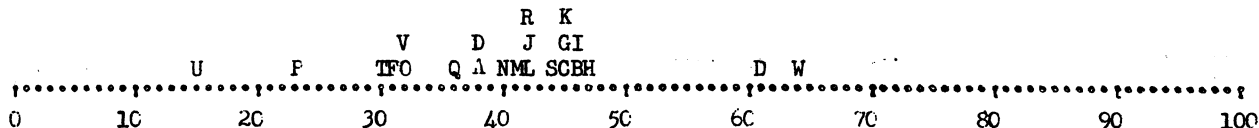


THE PARTICIPANTS BELIEVE RETIREMENT IS MOSTLY BAD FOR A PERSON

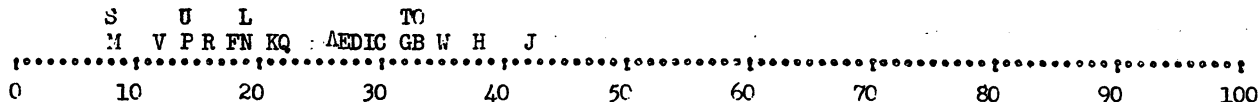


Retirement Income

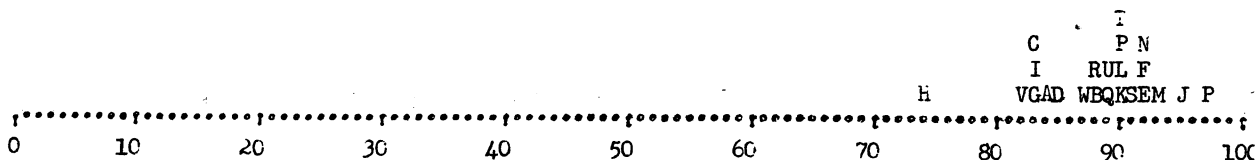
THE PARTICIPANTS INDICATE THAT SOCIAL SECURITY AND A PENSION FROM  
THEIR EMPLOYER WILL BE THEIR ONLY SOURCE OF INCOME WHEN THEY  
STOP WORKING



THE PARTICIPANTS INDICATE THEY DO NOT KNOW APPROXIMATELY HOW MUCH  
INCOME THEY WILL RECEIVE UPON RETIREMENT

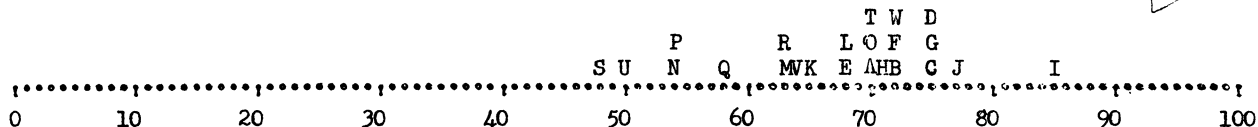


THE PARTICIPANTS INDICATE THEY DO NOT EXPECT TO RECEIVE ANY SUPPORT  
FROM MEMBERS OF THEIR FAMILIES, FRIENDS, OR ANYONE ELSE WHEN  
THEY STOP WORKING

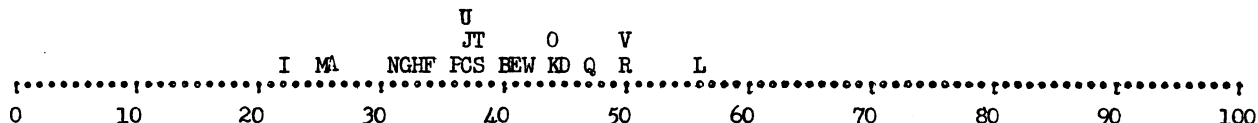


Attitudes Towards Personal Involvement in the Retirement Process

THE PARTICIPANTS INDICATE THEY HAVE NOT MADE PLANS AS TO WHAT THEY WOULD  
LIKE TO DO AFTER THEY STOP WORKING



THE PARTICIPANTS INDICATE THEY DISLIKE THE IDEA THAT THEY WILL  
STOP WORK AND RETIRE



THE PARTICIPANTS INDICATE IF IT WERE UP TO THEM ALONE, THEY WOULD  
CONTINUE WORKING FOR THEIR PRESENT EMPLOYER





## APPENDIX A

## PARTICIPATING ORGANIZATIONS GROUPED BY INDUSTRIAL CLASSIFICATIONS

A Machinery, except electrical: (260 cases)

American Type Founders  
Browne and Sharpe  
The Bullard Company  
Ditto, Inc.  
The Euclid Road Machinery Company  
Gleaner Harvester Corp.  
Harris-Seybold Co.  
International Harvester (Tractor Works, Chicago)  
International Harvester Company (Milwaukee Works)  
International Harvester Company (McCormick Works, Chicago)  
International Harvester Company (West Pullman Works, Chicago)  
Minneapolis-Moline Company  
The Murray Company of Texas, Inc.  
National Acme Company  
Pitney-Bowes, Inc.  
Universal Winding Company  
Whitman and Barnes

B Transportation equipment: (267 cases)

Aluminum Industries, Inc.  
American Car and Foundry Company (New York City)  
Arnold, Schwinn and Company  
Briggs Manufacturing Company  
Detroit Gear (Borg-Warner)  
General Dynamics (Electric Boat Division)

Houdaille-Hershey (Buffalo)  
 Houdaille-Hershey (Chicago)  
 Houdaille-Hershey (Detroit)  
 Houdaille-Hershey (North Chicago)  
 St. Louis Car Company (American Car and Foundry Co., St. Louis)  
 Solar Aircraft Company (Des Moines)  
 Solar Aircraft Company (San Diego)  
 Spartan Aircraft Company  
 Willys-Overland Motors, Inc.

C Metal Industries: (334 cases)

*Tenn.*  
 Aluminum Company of America (Alcoa - ~~East St. Louis~~)  
 Aluminum Company of America (Cleveland)  
 Aluminum Company of America (New Kensington)  
 Aluminum Ore Company (Alcoa-East St. Louis)  
 American-Standard (Bond Plant, Buffalo)  
 Armco Steel Corporation (Butler)  
 Butler Manufacturing Company (Kansas City, Mo.)  
 Butler Manufacturing Company (Minneapolis)  
 Columbian Steel Tank Corp.  
 Crane Company  
 Donaldson Company, Inc.  
 Federal Mogul Corp.  
 Foster Wheeler Co.  
 Granite City Steel Company  
 Grede Foundries, Inc.  
 Hartford Machine Screw Company  
 E. F. Hauserman Company  
 Lunkenheimer Company  
 Pratt and Letchworth Company  
 Unitcast Corporation  
 William Wallace Company

D Electrical Machinery: (111 cases)

Anaconda Wire and Cable Company  
Apex Electrical Manufacturing Company  
Brush Electronics Company  
Bulldog Electric Products  
Cannon Electric Company  
Champion Spark Plug Company  
Engineering Research Associates, Inc.  
Line Material Company (East Stroudsburg, Pa.)  
Line Material Company (Milwaukee)  
The Magnavox Company  
P. R. Mallory and Company  
D. W. Onan & Sons Company  
Rome Cable Corporation  
Stromberg-Carlson Company  
Willard Storage Battery Company

E Lumber and Its Products, Except Furniture: (92 cases)

Crossett Lumber Company  
Nickey Brothers, Inc.  
Oregon Lumber Company  
Weyerhaeuser Timber Company (Enumclaw, Wash.)  
Weyerhaeuser Timber Company (Everett, Wash.)  
Weyerhaeuser Timber Company (Longview, Wash.)

F Rubber and Its Products: (83 cases)

The B. F. Goodrich Company  
Richardson Company

G Food and Kindred, Including Tobacco: (235 cases)

Amalgamated Sugar Company  
American Chiclet Company  
American Maize Products  
Awrey Bakeries, Inc.  
Brown and Williamson Tobacco Corporation (Louisville)  
Brown and Williamson Tobacco (Petersburg, Va.)  
Brown and Williamson Tobacco Company (Winston Salem, N.C.)  
Campbell Soup Company  
Cargill, Inc.  
General Foods Corporation (Akron)  
General Foods Corporation (Battle Creek, Mich.)  
General Foods Corporation (New York City)  
General Foods Corporation (Diamond Crystal-Colonial Salt Division, St. Clair, Mich.)  
General Mills (Buffalo)  
General Mills (Chicago)  
General Mills (Minneapolis)  
Gerbers Baby Foods (Oakland, Calif.)  
Gerbers Baby Foods (Fremont, Mich.)  
Golden State Company, Ltd.  
Hunter Packing Company  
McCormick Spice Company  
Nestle Company, Inc.  
Pillsbury Mills, Inc.  
Schludenberg-Kurdle Company  
Van Camp Sea Food Company  
Wm. Wrigley Jr. Company

H Textile: (69 cases)

Alexander Smith, Inc.  
The American Thread Company  
Continental Mills, Inc.  
Eagle and Phenix Division  
Fulton Bag and Cotton Mills  
Indianapolis Bleaching Company

I Apparel: (95 cases)

S. Buchsbaum and Company  
Friedman Marks Clothing  
Hickey-Freeman  
Michaels & Stern  
Phoenix Hosiery Company  
Retirement Fund of the Dress Industry of New York  
John B. Stetson Company

J Printing and Publishing: (52 cases)

Atlanta Newspapers, Inc.  
The Courier Journal and the Louisville Times  
C. T. Deering Printing Company  
Des Moines Register and Tribune  
Meredith Publishing Company  
National Blank Book Company  
Rust Craft Publishers

K Chemical and Allied Industries: (96 cases)

Avon Products  
Bristol Myers  
Carter's Ink Company  
Cincinnati Chemical Works  
Cutter Laboratories  
The Harshaw Chemical Company (Cleveland)  
The Harshaw Chemical Company (Elyria, Ohio)  
Hooker Electrochemical Company  
Houdry Process Corporation  
Eli Lilly Company  
Wm. S. Merrell Company  
Monsanto Chemical Company (Everett, Mass.)  
Monsanto Chemical Company (Monsanto, Ill.)  
Monsanto Chemical Company (St. Louis)  
Monsanto Chemical Company (Springfield, Mass.)  
Pittsburg Coke and Chemical Company  
Rohm and Haas Company

L Stone, Clay and Glass Products, Petroleum and Coal: (106 cases)

Basic Refractories, Inc.  
Carborundum Company  
Corning Glass (Central Falls, R.I.)  
Corning Glass Works (Corning, N.Y.)  
Owens-Corning Fiberglas (Ashton, R.I.)  
Owens-Corning Fiberglas Corporation (Huntingdon, Pa.)  
Owens-Corning Fiberglas Corporation (Newark, Ohio)  
Permanente Cement Company  
Union Oil Company of California  
Volunteer Portland Cement

M Transportation and Communication: (206 cases)

American Airlines, Inc.  
American President Lines  
Bell Telephone Company of Pennsylvania (Harrisburg)  
Bell Telephone of Pennsylvania (Philadelphia)  
Bell Telephone of Pennsylvania (Pittsburgh)  
The Greyhound Corporation  
New York Central System  
Portland Traction Company  
San Diego Transit System  
Service Pipe Line Company

N Other Public Utilities: (136 cases)

Arizona Public Service Company  
Atlantic City Electric Company  
Consolidated Edison Company of New York  
The Montana Power Company  
Pacific Power and Light Company  
Portland Gas and Coke  
Salt River Valley Water Users Assn.  
Wisconsin Electric Power Company

O Wholesale and Retail Trade: (57 cases)

Albers Super Markets  
Colonial Stores, Inc.  
Ferry-Morse Seed Company  
Frederick and Nelson  
Sage Allen Company, Inc.

P Finance, Insurance and Real Estate: (56 cases)

Farmers Insurance Group  
 Fireman's Fund Insurance Company  
 First National Bank of Minneapolis  
 First National Bank of Portland  
 John Hancock Mutual Life Insurance Company  
 Investors Diversified Services, Inc.  
 Minnesota Mutual Life Insurance Company  
 Northwest Bancorporation  
 Northwestern National Life Insurance Company  
 Provident Mutual Life Insurance Company  
 Prudential Insurance Company of America

Q Federal Public Administration: (91 cases)

Federal Security Agency  
 Tennessee Valley Authority (Chattanooga)  
 Tennessee Valley Authority (Johnson City)  
 Tennessee Valley Authority (Kingston)  
 Tennessee Valley Authority (Knoxville)  
 Tennessee Valley Authority (Paducah)  
 Tennessee Valley Authority (Stevenson)  
 Tennessee Valley Authority (Wilson Dam)

R State Public Administration: (601 cases)

State of Alabama  
 Public Employees' Retirement Association of Colorado  
 Georgia Employees' Retirement System  
 State Employees Retirement System of Illinois  
 Maine State Retirement System



Nebraska Civil Service  
Employees' Retirement System - The State of New Hampshire  
New Jersey State Employees  
New York State Employees' Retirement System  
Oregon Public Retirement  
State Civil Service Commission of Pennsylvania  
State Retirement System of Wyoming

S Local Public Administration: (80 cases)

Civil Service Commission - San Diego  
Los Angeles County Civil Service Commission  
City of Phoenix

T Mfg. of Professional, Photographic Equipment, Watches: (50 cases)

Bell and Howell Company  
Iron Fireman Manufacturing Company  
Johnson and Johnson Company  
Minneapolis-Honeywell Regulator  
Ohio Chemical and Surgical Equipment Company

U Educational Services: (221 cases)

Public School Systems

Berkeley County Public Schools  
Board of Education -- Birmingham, Alabama  
The School Committee of the City of Boston

Department of Public Schools Burlington, Vermont  
 City Public Schools - Columbia, South Carolina  
 Denver Schools  
 Board of Education - Detroit  
 Hempstead Public Schools  
 Indianapolis Public Schools  
 Ithaca Public Schools  
 Kanawha County Schools  
 The Lima Public Schools  
 Little Rock Public Schools  
 Louisville Public Schools  
 The Board of Public Instruction - Miami, Florida  
 Board of Education of the City of New York  
 Richmond Public Schools  
 Board of Education - Rochester, New York

Colleges and Universities:

Cornell University  
 Earlham College  
 Lafayette College  
 University of Minnesota  
 New York City - Board of Higher Education  
 Oberlin College  
 Union College

V Other Professional Services: (135 cases)

Board of Pensions - American Lutheran Church  
 California Hospital  
 Children's Hospital Society of Los Angeles  
 Annuity Fund for Congregational Ministers

Lutheran Church - Missouri Synod  
Rabbinical Pension Board  
Trundle Engineering Company  
United Lutheran Church in America

W All Other Organizations: (83 cases)

Allied Kid Company  
American Seating Company  
Bechtel Corporation  
Bismark Hotel  
Chicago Rawhide Manufacturing Company  
The Davey Tree Expert Company  
H. K. Ferguson Company  
Gardner Board and Carton Company  
Globe-Wernicke Company  
Lionel Corporation  
Metal Office Furniture Company  
Morrison-Knudsen Company, Inc.  
Stearns and Foster Company  
Union Bag and Paper Company

## APPENDIX B

## SUGGESTIONS FOR FURTHER READING

(a) Effective Use of Older Workers. By Elizabeth L. Breckinridge. Chicago: Wilcox and Follett Company, 1953. 224 pp. \$4.00. A few years ago the Committee on Human Development at the University of Chicago raised two questions: What are business and industry doing to make more effective use of older workers? What procedures are being devised and adopted to facilitate retirement and subsequent adjustment? To get answers to these questions the Committee decided to make a survey, support for which was provided by the Rockefeller Foundation. The author, Mrs. Breckinridge, conducted the survey in 1951 and 1952. No attempt was made to ascertain the pattern of employment and retirement practices generally affecting older people, but rather the purpose was to discover and report on unusual practices and attitudes making for flexibility in employment and retirement. The findings are for the benefit of those people in business and industry who need and want guidance in experimenting with the modification of their own procedures in the hiring, retiring, transfer, health maintenance, and other problems concerning older workers.

(b) A Social Program for Older People. By Jerome Kaplan. Minneapolis: University of Minnesota Press, 1953, pp. xiii and 158. \$3.00. The author, a group work consultant for the Hennepin County (Minnesota) Welfare Board and secretary of the Minnesota Commission on Aging,

utilizes his own experience to point out the need for social services for the "senior citizen" and to offer concrete suggestions for implementing them. His emphasis is on the less tangible needs of older people: companionship and creative activity. A case study of what his own pioneering welfare agency has done in group programs for the aged is followed by specific program suggestions for other agencies, public and private, as well as for professional and volunteer workers. Although the book is primarily designed for those whose orientation is toward the community, many of the suggestions are readily adaptable to industrial and other work situations.