



early retirement  
flexible schedules promotion  
health benefits age-neutral  
age discrimination  
age equity workers age 40 and over  
stereotyping age-bias  
EEOC

Workers  
**50+**

**Resource Guide**  
*for* **Employers**

AD...ing conditions  
post-boom  
social trends compensation retirement  
**boomers**  
health care benefits  
changing careers  
working conditions

# Introduction

*You have restructured, downsized, outsourced, and reorganized.*

*You have acquired, merged, and divested.*

*Yet the question remains:*

*Where are your experienced and qualified workers going to come from?*

American businesses are facing tough decisions. They have to compete against companies not just in the same state or nation but all over the world. This fierce competition demands ever-higher levels of employee productivity and creativity. Employers seek the most qualified, competent, adaptable workers. Many are interested in learning how they can make their jobs more attractive to good workers, regardless of age. They want to know what they can do to improve recruiting efforts, management style, training policies, work arrangements, benefits, and other company policies to attract and keep valuable employees of all ages.

Since 1984, AARP has been the nation's leading authority on 50+ workers' issues. To help employers manage the changing, diverse, and aging workforce, AARP has developed a broad range of information and education resource materials and 50+ worker related employment programs including:

- **Business Leader Forums** on 50+ worker issues with examples of employer best practices and solutions-based models
- **Access to a Large Pool of Workers** interested in full- and part-time employment opportunities and second careers
- **E-Newsletter for Employers** on topics addressing 50+ worker issues and current news media clips
- **Examples of Model Programs** and best practices implemented by industry leaders
- **Program Initiatives** and outreach to government employment services agencies
- **Research and Policy Studies** on aging and employment
- **National Awards Programs** for employers with exemplary policies and practices for workers over 50
- **Issue-Specific Web-Based Seminars** on topics concerning aging workforce issues
- **Assessment Tools** that help determine how the aging workforce may affect an employer's future staffing needs

- **Information for Employers** to help mature workers make decisions in balancing the challenges of work, personal, and family life

AARP makes these resources available online to help you make informed business decisions on 50+ workers.

**You will have the ability to:**

- **Read and/or print summaries** or full text documents.
- **Get information** on ordering publications.
- **Sign up for E-Newsletter** and receive regular updates on topics addressing aging workforce issues and current media clips.



AARP makes resources available to help you make informed business decisions on **50+ workers.**

The online resources will give you access not only to AARP materials and programs but will link you to relevant information from resources generated by other organizations including:

- government agencies
- private and nonprofit organizations
- institutions of higher education
- public and private research organizations and think tanks
- professional associations
- periodicals and other publications
- industry groups
- individual business leaders and
- global aging organizations

**This resource guide is divided into three sections:**

### **I. Information for Employers on Aging Workforce Issues**

includes resources that management can use to attract, train, manage, and retain older workers, help improve your recruiting efforts, and implement age-neutral policies and practices to attract and keep skilled workers.

### **II. Information for Employers Who Want to Hire Mature Workers**

includes programs that provide opportunities for employers to gain access to millions of qualified mature workers.

### **III. Information for Employers to Help Mature Workers Make Decisions**

in balancing the challenges of work, personal, and family life includes resources on career development, caregiving, consumer issues, grandparenting, financial management, and physical activity issues.

Where are your experienced and qualified workers going to come from?

# I. Information for Employers on Aging Workforce Issues

In this section you will find the latest information on national and international aging workforce issues, including employer best practices, research and policies, demographics, and reference sources, and other older worker topics and related issues found in books, magazines, journals, newspapers, and other periodicals.

## 1 Bookmark a National Clearinghouse on Aging Workforce Issues

### Employer Resource Center

[www.aarp.org/employerresourcecenter](http://www.aarp.org/employerresourcecenter)

The nation's first online clearinghouse for information on employer best practices, research on human resource issues, news, and more to help employers respond to one of the emerging realities in the American workplace—the aging of the American workforce. Some highlights:

**Best Employers:** Meet the diverse companies named AARP Best Employers for Workers Over 50 and learn what innovative age-neutral programs, policies, and practices they have implemented that made them eligible for this prestigious award.

**Best Practices:** Discover tools and strategies for attracting and retaining 50+ workers.

**Research Studies and Data:** Learn about the demographic changes in the aging workforce, employment and labor trends, employer perceptions about the maturing workforce, state-specific data on the aging workforce, and 50+ workers' views on work and retirement.

**Sign up for the E-Newsletter,** one of the nation's first e-newsletter on aging workforce issues. By signing up you will receive up-to-date news and information on court decisions, emerging hot topics, employer-initiated model approaches and best practices, announcements of new AARP publications, and other resources to help you manage the aging workforce.

## 2 Search by Author or Publisher AgeLine

[www.aarp.org/research/ageline](http://www.aarp.org/research/ageline)

Bibliographic database devoted solely to the topic of aging including older worker employment and related issues with summaries of information found in articles, books, reports, and other periodicals. Some highlights:

- Covers such aging workforce topics as: age discrimination, alternative work options, caregiving, career development for older workers, employer best practices, job satis-

faction, pension-related issues, recruitment and retention, phased retirement, retirement planning, attitudes toward older workers, and information related to training opportunities for mature workers.

- Publications are from 1978 to present, with selected coverage from 1966 to 1977.
- Contains over 75,000 English-language publication abstracts and is updated bimonthly with about 800 new items.
- Abstracts of articles from over 600 journals and magazines.

### 3 Read AARP-Sponsored Research and Policy Studies

#### AARP Policy and Research Center

[www.aarp.org/research](http://www.aarp.org/research)

This website features research and policy analyses conducted, produced, or sponsored by AARP on such topics as age discrimination, employment, retirement, career development, alternative work arrangements, employee benefits, and other workplace issues. Some highlights:

- Sign up to receive email updates on new research.
- Browse by topics such as work and retirement to review available issue briefs, data digests, fact sheets, issue papers, and FYIs.

### Internet Resources on Aging

[www.aarp.org/internetresources](http://www.aarp.org/internetresources)

This is a database of more than 900 of the best websites on aging. Most of the sites are produced by government agencies or nonprofit organizations. The database does not include commercial sites whose primary purpose is to sell products or services. Click on “Employment, Finances, and Retirement.”

### Stay Current on International Resources and Information

#### AgeSource Worldwide

[www.aarp.org/research/agesource](http://www.aarp.org/research/agesource)

This database identifies and provides links to over 300 major or unique libraries, clearinghouses, databases, directories, bibliographies, and Web metasites around the world that focus on a number of topics including employment and retirement issues, aging, and other closely allied subjects. Some 30 countries are represented in AgeSource Worldwide. Some highlights:

- You can search either by country, region of the world, type and language, or by some combination of these. In addition, you can search by such topics including age discrimination, older worker employment, pensions, and retirement.
- The information provided is easily accessible via the Internet, has an exclusive or significant focus on aging, and is unique in the nature of the information collected.

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### **Aging Everywhere: Interactive World Map**

[www.aarp.org/international/map](http://www.aarp.org/international/map)

Breaking news, events, conference calendar, Global Report on Aging, speeches, and reports on a number of topics including age discrimination, alternative work arrangements, benefits, careers, employment, retirement, and pensions.

### **AARP Prestigious Employer National Awards Programs**

More employers have discovered that workers age 50+ are a valuable resource in setting their staffing needs. AARP offers a number of prestigious national awards that recognize employers that value the skills and experience of workers age 50+.

AARP has established two awards to recognize the work of employers that have developed and successfully implemented innovative age-neutral innovative programs, policies, and practices for workers of all ages, including people age 50+. They are:

- **AARP Best Employers for Workers Over 50**

[www.aarp.org/bestemployers](http://www.aarp.org/bestemployers); or

Email: [bestemployers@aarp.org](mailto:bestemployers@aarp.org)

This annual award honors companies and organizations with exemplary policies and practices to hire, retain, and promote midlife and older workers. See website for requirements and application deadlines.

- **AARP Bernard E. Nash Award**

This is part of the annual AARP Best Employers for Workers Over 50 awards program that recognizes employers for successfully implementing innovative age-neutral employment policies or practices for workers age 50+ in one of the following areas: flexible work options, recruitment, or retiree work options.



## II. Information for Employers Who Want to Hire Mature Workers

### *A Source of Mature Workers for Employers*

**The AARP Foundation Senior Community Service Employment Program (SCSEP)**  
[www.aarp.org/money/careers/findingajob/jobseekers](http://www.aarp.org/money/careers/findingajob/jobseekers)

The AARP/SCSEP helps low-income job seekers 55 and over improve their skills and find a job. Under this program, employers have access, free of charge, to a pool of potential workers. When older job seekers sign up with SCSEP, they are paid a salary stipend and placed in host public agencies or nonprofit or 501(c)(3) organizations for short-term employment. They receive work experience, skill training, and job search education.

AARP/SCSEP maintains complete salary stipend and performance records on all workers so that the best qualified candidates can be referred for interviews. Liaison with possible long-term employers, usually in the private sector, is handled by job developers who are themselves program participants. These job developers are trained to assess clients—to learn what they want to do and can do—so that accurate referrals can be made.





# III. Information for Employers Who Want to Help Mature Workers

*Make Decisions in Balancing the Challenges of Work, Personal, and Family Life*

Performance and productivity can be affected by employees' challenges in balancing work, family, money, and personal issues. AARP has a number of online resources that can help your employees. These resources are good for all workers, regardless of age. Feel free to share these websites with your employees. The information will help your employees make informed decisions in helping family members and others in dealing with the challenges of balancing work, family, and other personal responsibilities.

## Benefits

[www.benefitscheckup.org](http://www.benefitscheckup.org)

Benefits Checkup helps thousands of individuals every day find programs for people age 55 and over that may pay for some of their costs for prescription drugs, health care, utilities, and other essential items or services. Your employees can complete a short questionnaire to find federal, state, and local programs that can assist them or their loved ones.

## Careers

[www.aarp.org/careers](http://www.aarp.org/careers)

An online clearinghouse on employment and career-related issues for workers 50 and over, including finding a job, changing careers,

building a resume, preparing for job interviews, starting a business, and balancing work and personal issues.

## Caregiving

[www.aarp.org/life/caregiving](http://www.aarp.org/life/caregiving)

Refer your employees to information on all aspects of caregiving, from balancing work and family responsibilities to long-distance caregiving and locating community services that will help.

## Consumer Protection

[www.aarp.org/money/wise\\_consumer](http://www.aarp.org/money/wise_consumer)

Offers tips on how to help your employees protect themselves from financial fraud and how to be a wise consumer.

## Grandparenting

[www.aarp.org/families/grandparents](http://www.aarp.org/families/grandparents)

AARP Grandparent Information Center offers resources for grandparents of all types— those living close by or long distance, grandparents raising grandchildren, step-grandparents, or those with visitation issues.

## Money

[www.aarp.org/money](http://www.aarp.org/money)

Find information and resources for your employees on financial matters, including wise

investment strategies, financial security, retirement planning, and more. Sign up to receive e-newsletters for advice on career development, money management, and consumer safety.

### Physical Activity

[www.aarp.org/health/fitness](http://www.aarp.org/health/fitness)

Healthy tips for your employees on exercise, training, eating right, and personal care.

### Check out this tool...

#### How Much Can Physically Inactive Employees Cost Your Business?

[www.aarp.org/health/fitness/leaders](http://www.aarp.org/health/fitness/leaders)

and link to “Calculate the Cost of Physical Inactivity.” This free, easy-to-use, Web-based tool provides businesses with a way to estimate the financial costs of physically inactive employees and gives information on how to reallocate existing financial resources to support physical activity.

#### Additional Resource on Caregiving Help Your Employees Deal with the Stress of Work and the Demands of Caring for a Relative at Home

According to a study done by MetLife, corporate America loses at least \$11 billion a year because of absenteeism, turnover, and lost productivity among employees who are caregivers. There are currently more than 44 million people who are responsible for caregiver duties. Nearly half of all caregivers are employed full time. Yet, eldercare remains an “invisible” issue, and many companies fail to recognize the impact on their productivity.

### AARP can help you address eldercare issues among your employees. The following resources are available to you:

1. The CD ROM “**Caring for Those You Care About**” offers information on 46 topics ranging from helping older parents stay independent to housing options to end-of-life issues. This CD offers PDF files in both English and Spanish that you can reproduce and distribute to your employees. Stock number C2133.
2. **When Employees Become Caregivers—A Manager’s Workbook**, a publication from the Centers for Medicare & Medicaid Services (distributed in cooperation with AARP). This publication guides employers on how to make needed eldercare information available to employees, who are caregivers, at little to no cost. Stock number D18171.

### How to Order

A single copy of each item is free. To request one copy, write the complete name and stock number of the CD ROM or Manager’s Workbook, your complete name and address, and choose one of the following:

1. Fax the request to 703-541-5921
2. Mail the request to:  
AARP Fulfillment  
601 E Street, NW  
Washington DC 20049  
(Allow 2–4 weeks for delivery)



Beyond creative thinking, AARP offers strategies and resources to help employers manage the aging workforce.

**Visit the Employer Resource Center**

[www.aarp.org/emplyerresourcecenter](http://www.aarp.org/emplyerresourcecenter)



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601 E Street, NW, Washington DC 20049

[www.aarp.org/employerresourcecenter](http://www.aarp.org/employerresourcecenter)

AARP is a nonprofit, nonpartisan membership organization that helps people 50+ have independence, choice and control in ways that are beneficial and affordable to them and society as a whole. We produce *AARP The Magazine*, published bimonthly; *AARP Bulletin*, our monthly newspaper; *AARP Segunda Juventud*, our bimonthly magazine in Spanish and English; *NRTA Live & Learn*, our quarterly newsletter for 50+ educators; and our website, [AARP.org](http://AARP.org). AARP Foundation is an affiliated charity that provides security, protection, and empowerment to older persons in need with support from thousands of volunteers, donors, and sponsors. We have staffed offices in all 50 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands.