

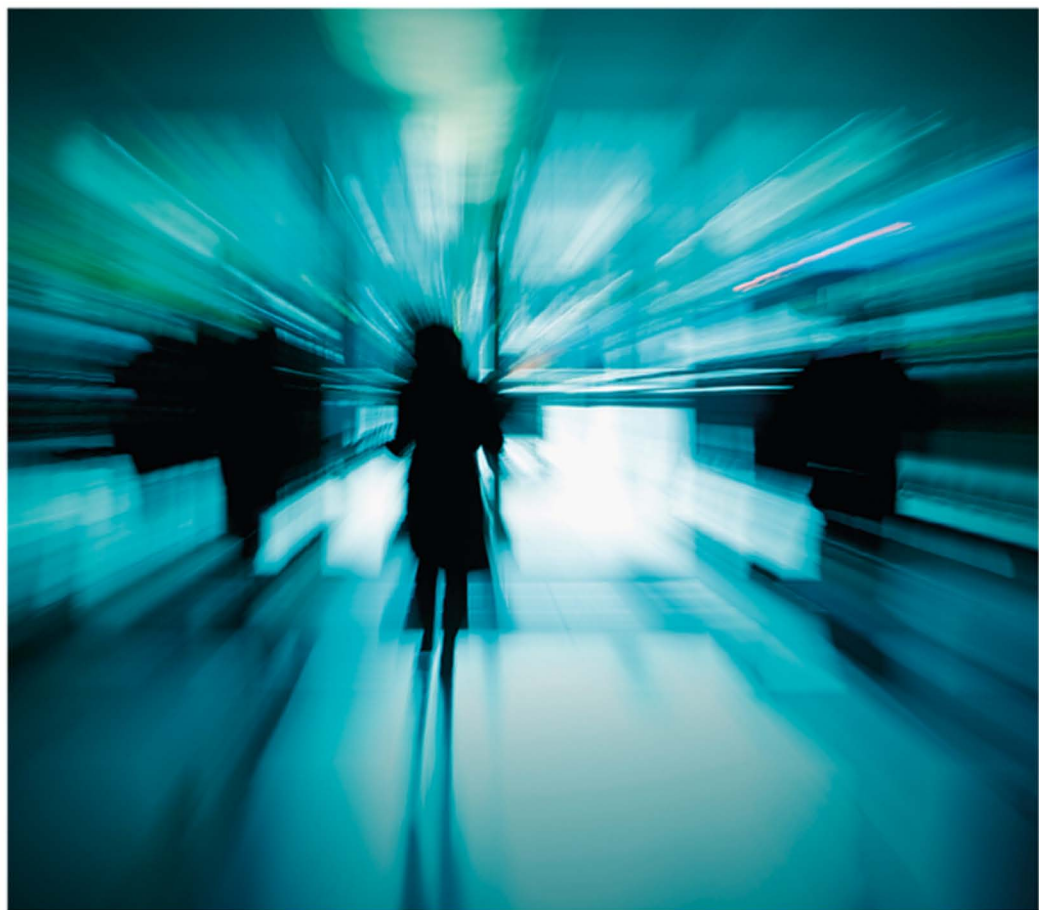
Series in **Applied Psychology**



Aging and Work in the 21st Century

Second Edition

Edited by **Kenneth S. Shultz and Gary A. Adams**



AGING AND WORK IN THE 21ST CENTURY

Aging and Work in the 21st Century, Second Edition reviews, summarizes, and integrates existing literature from various disciplines with regard to aging and work, but with a focus on recent advances in the field. Chapter authors, all leading experts within their respective areas, provide recommendations for future research, practice, and/or public policy. Fully revised and updated, the second edition takes up many of the same critical topics addressed in the first edition, and incorporates 18 new authors across the volume and three brand new chapters on recruitment and retention, legal issues, and global issues in work and aging.

The intended audience is advanced undergraduate and graduate students, as well as researchers in the disciplines of industrial and organizational psychology, developmental psychology, gerontology, sociology, economics, and social work. Older worker advocate organizations, such as AARP, will also take an interest in this edited book.

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AGING AND WORK IN THE 21ST CENTURY

Second Edition

*Edited by
Kenneth S. Shultz and
Gary A. Adams*

Second edition published 2019
by Routledge
711 Third Avenue, New York, NY 10017

and by Routledge
2 Park Square, Milton Park, Abingdon, Oxon, OX14 4RN

Routledge is an imprint of the Taylor & Francis Group, an informa business

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First edition published by Lawrence Erlbaum Associates 2007

Library of Congress Cataloging-in-Publication Data
A catalog record has been requested for this book

ISBN: 978-1-138-05274-1 (hbk)
ISBN: 978-1-138-05276-5 (pbk)
ISBN: 978-1-315-16760-2 (ebk)

Typeset in Bembo
by Wearset Ltd, Boldon, Tyne and Wear

**For my endlessly supportive family – Deb,
Benjamin, Amanda, Socks, and Roxy – KSS**

**For Ben and Will, my two wonderful wonderful
sons – GAA**



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SERIES FOREWORD

The goal of the Applied Psychology Series is to create books that exemplify the use of scientific research, theory and findings to help solve real problems in organizations and society. Shultz and Adams' *Aging and Work in the 21st Century, Second Edition* is an example of this approach. The first edition of this book, published in 2007, quickly became established as the go-to reference for research on virtually every aspect of the relationships between age and work and the experiences of older workers. Research in this field is rapidly growing and advancing our knowledge on a number of topics. This new edition examines a wide range of issues that the aging of the workforce brings to the fore.

The current edition includes 14 chapters dealing with issues including stereotypes and discrimination, aging and health, work–family challenges of older workers, age and job performance. Every chapter is either new or substantially revised. The 2019 edition includes new information on topics such as the recruitment and retention of older workers, intersectionality of age and other diversity factors that might lead to differential treatment in the workplace, advances in our understanding of age bias, legal protections for older workers, age and job performance, age and work attitudes, age and employee development, career change, occupational health, coping with technological change, work–family challenges faced by older workers, retirement, and cross-cultural perspectives on aging.

The chapters in this volume are thorough, thought-provoking, and cover a broad range of important, current or emerging workplace issues. Like the first edition, *Aging and Work in the 21st Century, Second Edition* is likely to become an essential resource for both researchers and practitioners that will have an impact on future research questions as well as on the application of science-based practice.

Shultz and Adams' first edition was an important addition to this series, and we are thrilled to add *Aging and Work in the 21st Century, Second Edition* to the Applied Psychology Series. This book accomplishes the goals that exemplify the Series, bringing together the best scholarship, and new and emerging ideas to address problems that are becoming increasingly important in the workplace.

Kevin R. Murphy
Jeanette N. Cleveland

PREFACE

Population aging is a global phenomenon that is bringing with it an aging of the workforce for nearly every country in the world. Given the sheer size of this phenomenon and the centrality of work to people's lives and livelihoods, as well the importance of the workforce to organizations and the economy, researchers, organizational decision-makers, those interested in public policy, and even the general public have shown an increased interest in better understanding issues associated with an aging workforce. Our contention is that a better understanding of this topic requires a comprehensive review of the theoretical and empirical literature with an eye toward identifying both recommendations for applied practice and future research needs. Thus, we set out to do just that in this updated and expanded 2nd edition of *Aging and Work in the 21st Century*. We bring together the top scholars in the various areas of aging and work to provide chapters that review and summarize their respective areas. See Chapter 1 for a quick overview of the remaining chapters in this edited book.

Approach

Rather than adopt a particular theoretical or disciplinary approach, the authors of each chapter focus on a specific topic related to aging and work, integrating theory and the various interdisciplinary literatures as appropriate, related to that given topic. Additionally, the issues involving aging and work revolve around not only the individual worker, but also the employing organizations and society in general. Therefore, each chapter addresses and incorporates material relevant to each of these major constituents. While the chapter authors describe what we do know and offer practical suggestions to address the issues that are identified, they also highlight some as yet unanswered questions and directions

for future research. Many of the authors also provide cases, exercises, or examples, in order to more fully illustrate the issues discussed in their chapter. We hope that inclusion of these additional materials in the chapters will help the reader gain an even better appreciation of the issues related to aging and work espoused in each chapter.

Audience

The primary audience for this book is advanced undergraduate and graduate students, as well as scholars in both academic and applied settings. The disciplines of industrial and organizational psychology, developmental psychology, gerontology, sociology, economics, and social work (that study aging work force issues) serve as the primary audience. However, while the book is intended primarily as a reference text for students and scholars, organizational decision makers, public policy makers, and older worker advocates (e.g., AARP) will also have a keen interest in the various topics discussed in this book.

What's New to the Second Edition

The first edition of *Aging and Work in the 21st Century* was published in 2007 by Lawrence Erlbaum (now part of Taylor & Francis). Its major aims were to review, summarize, and integrate the extant literature on a wide variety of issues related to aging and work. At that time, we noted the importance of the progressive aging of the baby boomers to some of the most critical issues related to work. Among these were topics such as the importance of aging to job performance, work-related attitudes, technology, careers, and occupational health, to name a few.

The impact of the aging workforce for all of these topics remains as relevant today as it was some dozen years ago. However, in the decade plus since the first edition was published there have been significant advances in the literature. Both the quantity and quality of research on aging and work has increased exponentially. It is now common to see articles on aging and work published in leading journals and new journals aimed specifically at publishing research on the aging workforce have been established (e.g., the new Oxford University Press journal – *Work, Aging and Retirement*). Key concepts such as the meaning of age itself have evolved from a simple count of years into concepts such as subjective age, social age, and age identity. The notion of aging has evolved from a focus on growing older to encompass concepts such as successful aging and productive aging. In addition, the nature of work, bridge employment, and retirement have all also continued to evolve in the last decade. The economic downturn and “great recession” that started right after the publication of the first edition had important effects on older workers, those who were retired or planning to retire, as well as public and private retirement funding mechanisms.

Continued advances in the area of technology and the use of automation have had important implications for the aging workforce, as have changing social norms and values around such topics as diversity and inclusion.

All of these developments suggested it was time to prepare a revised and updated second edition of *Aging and Work in the 21st Century*. Thus, the primary aim of the book is again to review, summarize, and integrate the extant literature on a wide variety of issues related to aging and work, but with a focus on recent advances in the field. We believe this updated and expanded edited text will have a profound influence on the next generation of students, scholars, organizational decision makers, and public policy professionals.

In terms of what's new, the second edition of the book includes three brand new chapters by leading authors in their respective areas. These include new chapters on the Recruitment and Retention of Older Workers; Legal Issues and the Aging Workforce; and Global Issues in Work and Aging. In addition, six of the existing chapters have new lead authors and more than a dozen of the authors in total are new to this edition of the book. Of course, all the chapters include the most up-to-date research and theorizing on their respective areas of aging and work in the 21st century.

Acknowledgments

We would like to thank numerous individuals who provided assistance in various phases of the development and completion of this book. First, we thank Jan Cleveland and Kevin Murphy, the Applied Psychology Series Editors for encouraging us and providing the impetus for working on a second edition of this edited book. We are, of course, first and foremost indebted to the authors who agreed to write chapters for this edited volume and are appreciative of their timeliness in submitting drafts and the final versions of their chapters. Most chapter authors also provided a friendly peer review of at least one other chapter in this book. Thus, this book would obviously not be possible without their fine work. Thanks also go out to those who reviewed the prospectus for this book and/or the final manuscript, providing helpful suggestions for improvement. Our colleagues Eric Dunleavy, Jackie James, Leslie Hammer, Ariane Froidevaux, and Kène Henkens also provided reviews of various chapters in this work. We thank them for their keen insights and suggestions for improvements of the various chapters. Last, but certainly not least, we thank our respective families and friends for their support and encouragement as we completed this book.

Kenneth S. Shultz
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INTRODUCTION AND OVERVIEW

Gary A. Adams and Kenneth S. Shultz

In the current chapter we seek to set the stage for those that follow. We begin by introducing both population aging and labor force participation as the key trends that lead to an aging workforce. Then we discuss current projections surrounding labor force participation rates of older workers and the impact of these on the size and composition of the workforce. Following this, we describe how the text unfolds and we highlight some of the key findings and issues raised by each chapter. In doing so, we provide the reader with a broad view of aging and work in the 21st century and a sense of the interconnectedness of the topics covered.

The Aging Population

The world's population was gradually aging over the second half of the last century and it will continue to do so at an accelerating rate well into the 21st century (United Nations, 2017). Between 1950 and 2000 the median age of the population worldwide increased from 24 years old to 27 years old, and it is projected to increase rapidly through 2050 when it will reach 37 years old. In more developed countries the median age has already risen quickly – from 29 years old in 1950 to 37 years old in 2000, and it is projected to reach 45 years old by 2050. In less developed countries those ages have increased from 21 years old in 1950 to 24 years old in 2000, and to 35 years old by 2050 (projected). Both the absolute increase in the age of the population and the rate at which population aging is occurring is unprecedented in recorded history (United Nations, 2017).

The key driver of population aging is a pattern of fertility and mortality rates that occur over time, generally referred to as demographic transition (Thompson, 1929). As nations and societies develop, they experience decreasing fertility rates

(births) and decreasing mortality rates (deaths). This pattern occurs as the result of improvements in health, education, and socioeconomic status, as well as increased economic opportunity that accompany development. A fertility rate of 2.1 births per woman is necessary to stabilize a population. This is the replacement rate. Decreasing fertility rates reduce the number of young people in subsequent cohorts. As the fertility rate approaches and falls below the replacement rate, the number of young people in subsequent age cohorts drops precipitously and they become fewer in number than the number of older people in the population. Decreasing mortality has the effect of leaving more people alive to reach older ages and also by extending the number of years in old age that they will live. The combination of successively smaller numbers of younger people and larger, longer-living numbers of older people results in population aging.

These aging trends are well underway worldwide. The global fertility rate has dropped from 4.5 live births per woman in the 1970–1975 timeframe to 2.5 in 2010–2015 and it is expected to decline to 2.4 by 2025–2030 (United Nations, 2015). Further, nearly half of the world's population lives in countries with near or below replacement rate fertility levels. These include all of Europe, North America, and almost all of Asia, as well as Latin America and the Caribbean. With regard to mortality declines, the average life expectancy around the world in 1950 was 47 years old, but by 2000 that number had risen to 65 years old and it is projected to reach 76 years old by 2050. These trends result in a larger older population. As He, Goodkind, and Kowal (2015) report, between 2015 and 2050 the number of people in the world over the age of 65 is projected to increase from 617.1 million to 1.6 billion. In terms of their share of the world's total population, while people over the age of 65 accounted for 8.5 percent of the world's 7.2 billion people, it is expected that they will account for 16.7 percent of the world's 9.3 billion people by 2050. Over this same period the number of young people (under the age of 19) will remain relatively unchanged and the share of the world's population held by those in the prime working years (ages 20–64) will decrease slightly. Although there are differences across countries in the rate at which the demographic transition process is proceeding, every country in the world is affected by it.

For specific countries, such as the US, demographic transition and immigration influence the size and age distribution of the population. Figure 1.1 presents age and sex population 'pyramids' for the United States in 1950, 2000, and 2050 (projected). Looking across the three time periods, several trends are evident. First, the overall size of the population will grow over the course of the three time periods, but the growth will occur more slowly between 2000 and 2050. It should be noted that more than half of that growth is expected as a result of immigrants (who tend to be younger) coming to the country. Second, in 1950, most of the population were in their 20s and 30s and there were progressively fewer people in each of the older age groups above them. Third, the largest sized age group in

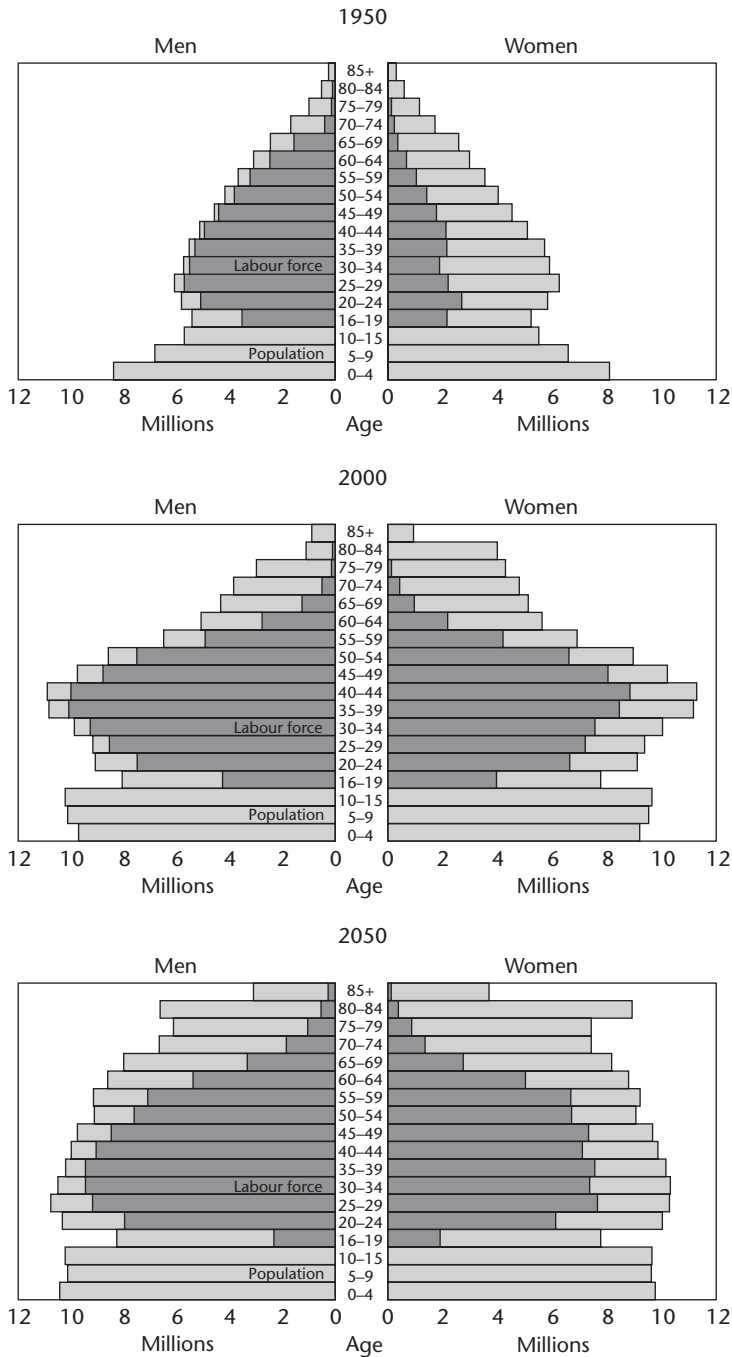


FIGURE 1.1 US population/labor force pyramid by gender.

1950 was in the youngest age category. This reflected the start of the post-World War II baby boom – that time from 1946 to 1964 during which fertility rates were generally high and some 80 million people were born in the US. The progressive aging of the baby boom cohort can be seen in the very large middle age categories in 2000 and in the oldest age categories by 2050. Between 2000 and 2050 those over the age 65 are expected to more than double and the average age of the population in the US will increase from approximately 35 to 41 years old (United Nations, 2017). Importantly, as these numbers indicate, and can be seen in the population pyramid for 2050, the effects of demographic transition will be felt even after the baby boom cohort has passed through the oldest age categories. Thus, although the US population is still growing, it is growing older and will continue to do so well into the 21st century.

The Aging Workforce

By establishing the pool of available workers, the age structure of the population overall is the main determinant of the age of the workforce at present and what it is likely to be in the future. However, a number of factors in addition to the population structure also help determine the size, composition, and other features of the workforce. Chief among these are the workforce participation rate. The workforce participation rate is the ratio of people working, or actively looking for work, relative to those who could be working or looking for work. Unlike population projections that are based on known fertility and mortality rates, workforce participation rates are much more variable and influenced by a broader array of factors related to both workers and the workplace. Differences in participation rates across various groups (e.g., age groups) help determine the demographic composition of the workforce. Below, we highlight some of the key historical trends and projections surrounding the size of the workforce and participation rates that determine its composition.

Like the US population overall, the workforce has and will continue to grow over time. In the US, between 1950 and 2000, the workforce more than doubled from 62 million workers to 142 million workers, and by 2050 the workforce is expected to grow to approximately 200 million workers (Toossi, 2012). However, changes in workforce participation affect the rate at which the workforce grows. As can be seen in Figure 1.1, between 1950 and 2000 the US workforce grew at a considerable rate. This was especially true from 1960 to 1980 when workforce growth rates were as high as 2.6 percent (Toossi, 2012). This growth was fueled in large part by high workforce participation among the baby boomers as they entered their prime work years. Between 1950 and 2000 the overall workforce participation rate increased from 59 percent to 67 percent. Looking forward however, the workforce participation rate is expected to decrease to 58 percent by 2050. As a result, the workforce is expected to grow older and at a much slower pace (<1 percent) than in previous decades (Toossi, 2012).

Differences in workforce participation rates across age groups help determine the age composition of the workforce. Based on data from the Bureau of Labor Statistics (Toossi, 2016; Toossi & Torpey, 2017) for most of the second half of the last century workforce participation by younger and prime working age workers had increased. For example, in 1950, participation among those age 16–24 and 25–54 was 60 percent and 66 percent respectively. By the 1990s those numbers had climbed to 67 percent and 84 percent. At that same time workforce participation among those over the age of 55 declined from 43 percent to 30 percent. Since that time these trends have seen a complete reversal. Workforce participation among younger workers has decreased, and especially so for workers age 16–24 (down to 55 percent), while workforce participation among older workers has increased (up to 40 percent). Looking to 2050, the growth of the workforce among those 24–54 years old is expected to remain relatively flat and, for those who are 16–24, it is actually expected to decline. However, during this same time those over the age of 55 will be the fastest growing age group and this is especially true for those over the age of 65. As a result, those over the age of 55, who accounted for 13 percent of the workforce in 2000, are expected to make up 24 percent of the workforce by 2050.

One factor underlying increased workforce participation among older workers has been the transformation that has taken place around the concept of retirement (Shultz & Wang, 2011). Beginning around 1950, retirement generally came to be viewed as a period of leisure that followed labor force exit after a lifetime of work (Feldman, 1994) and increasingly earlier retirement ages became common (at least among men). However, by the 1990s that trend toward earlier retirement ages had come to an end (Cahill, Giandrea, & Quinn, 2006) and for many older workers retirement characterized as a period of nonwork leisure also changed. Retirement began to involve various forms of work referred to as bridge employment (Shultz, 2003, Beehr & Bennett, 2015), which may involve continuing full-time or part-time work with the same or different employers, in the same or different career field, self-employment (Wang, Adams, Beehr, & Shultz, 2009) and ‘unretirement’ – returning to work after having been retired (Cahill, Giandrea, & Quinn, 2013). Concerns regarding personal finances, changes to public and private pension systems, better health and education, and changes in work that make it less physically demanding along with a desire to remain active and engaged have all increased the number of workers engaging in bridge employment and unretirement. This period of employment among older workers has already become important and common enough to be conceptualized as a late life career stage (Wang et al., 2009; Wang, Olson, & Shultz, 2013). Research suggests that these trends surrounding increased levels of bridge employment and unretirement are likely to continue with estimates suggesting that between 53 percent (Collinson, 2017) and 79 percent (Greenwald, Copeland, & VanDerhei, 2017) of current workers

indicate that they plan to work during their retirement years. In summary, there are more older workers and they are staying in the workforce longer than before.

Workforce participation rates also affect the composition of the aging workforce in terms of sex and racial/ethnic diversity. Owing to changing social and cultural norms, legal protections, and economic conditions, women have increased their participation in the work force considerably over the past half century. Again, as can be seen in Figure 1.1, in 1950 only about one-third of women participated in paid work, but by 2000 that percentage had doubled. During that same time, men's workforce participation rate declined from over 86 percent in 1950 to just under 75 percent in 2000. These changes in workforce participation rates had the effect of changing the composition of the workforce such that women constitute a more equal share of the workforce relative to men. As these women grow older, they are likely to continue to participate in the workforce. In fact, workforce participation among women over the age of 65 has doubled since 2000 (Toossi & Morisi, 2017) and this group is expected to have the largest percentage increase in workforce participation of any age group in the coming decades (Bureau of Labor Statistics, March, 2017).

Regarding racial and ethnic diversity, as the population of the US has become more diverse, so too has the workforce. Although presently concentrated at younger ages relative to non-Hispanic whites, people with diverse backgrounds will also grow older during the 21st century. For example, while the share of the population over the age of 65 will increase, it is projected that between 2010 and 2050 this increase will be especially pronounced among racial and ethnic groups other than non-Hispanic whites (Colby & Ortman, 2014). With regard to the workforce, approximately 78 percent of the workforce is currently made up of non-Hispanic whites (Bureau of Labor Statistics, November, 2017). However, workforce participation rates among, for example Hispanics (65.9 percent) are higher than they are for non-Hispanic whites (62.8 percent; Bureau of Labor Statistics, September, 2016). Taken together, an increase in the number of people with diverse racial and ethnic backgrounds in the population combined with higher workforce participation rates suggests that these groups will expand their share of the aging workforce considerably in the future.

Overview to the Book

The dramatic, accelerating, and inevitable demographic shifts happening world-wide, in both the general population and workforce, as outlined above, necessitates a renewed look at the aging workforce in the 21st century. The implications of these shifts for a wide variety of issues, from human resources practices of hiring and retention, to training, to increasing the levels of work engagement of workers as they age, will be dramatic. Thus, we now outline and

overview the key issues discussed in each of the subsequent chapters in this revised and updated edition of *Aging and Work in the 21st Century*.

In one of the several new chapters in this edition of the book, Chapter 2 by Mary Anne Taylor examines programs and practices aimed at recruiting and retaining older workers. She begins by describing how the aging workforce is contributing to the growing mismatch between the supply of skills in the labor pool and the demand for skills on the part of organizations. She then adopts a talent management perspective, which emphasizes the importance of maximizing outcomes for both workers and organizations, to recommend a four-step process that involves (1) planning, (2) designing, (3) implementing, and (4) evaluating programs for recruiting and retaining older workers. For each of these steps she identifies the issues that must be considered and reviews the research surrounding them. She also calls for a greater recognition of the heterogeneity among aging workers on the part of both researchers and practitioners interested in attracting and retaining older workers in the workforce.

In Chapter 3, Jennica Webster, Christian Thoroughgood, and Katina Sawyer, in another chapter new to this edition, on the topic of diversity, address some of the most important issues regarding heterogeneity among older workers. In their chapter, Webster, Thoroughgood, and Sawyer develop a lifespan intersectionality approach to the topic of diversity among aging workers. From a lifespan perspective, they call attention the cumulative effects of lifelong experiences of classic, overt, and modern forms of discrimination (e.g., micro-aggressions) on the part of workers from diverse backgrounds that impact them differently as those workers age. They use the intersectionality perspective to examine stereotypes associated with age in combination with stereotypes associated with other diverse identities. More specifically they examine how stereotypes of older workers might combine with stereotypes about visible stigmatized identities including gender and race/ethnicity, as well as ‘invisible’ stigmatized identities such as sexual orientation and gender identity. Recognizing that age can combine with these other stigmatized social identities to doubly or triply stigmatize older workers allows for a more nuanced approach to the experience of aging and work that can lead to better research on aging workers and practical solutions to the issues that they confront.

Continuing on the theme of stereotypes, Chapter 4 by Lisa Finkelstein, Elizabeth Hanrahan, and Courtney Thomas provides an expanded and in-depth review of age-related bias. Adopting the tripartite view, which describes attitudes in terms of cognition, affect, and behavior, they provide a state of the art review of the theoretical and empirical research on age-related bias. In doing so they describe the motives, mechanisms, contextual boundary conditions, and outcomes of age bias. Importantly, they also answer the question, what can be done about it? They offer suggestions for individuals, organizations and society. One important outcome of age bias these authors describe is discrimination in employment decisions. In the US and elsewhere there are legal protections

intended to prevent discrimination against older workers when it comes to employment decisions.

In Chapter 5, another chapter that is new to this edition, E. Patrick McDermott and Caren Goldberg provide a review of these legal protections with a focus on the Age Discrimination in Employment Act (ADEA). They describe the types of discrimination charges that can be brought, the standards of proof needed, as well as the barriers to successfully litigating those charges. They also discuss a number of changes to the law and judicial rulings that have, unfortunately, eroded the protection of older workers. Looking forward, they call attention to emerging issues such as the growing “gig economy,” rapidly advancing technology, and the use of social media for recruiting and screening of applicants, that all have implications for potential age bias and discrimination.

The next two chapters deal with aging and two of the most central variables of concern for both researchers and practitioners alike. These are employee performance and work-related attitudes. In Chapter 6, two authors new to this edition, Jerry Hedge and Walter Borman provide an update on the research regarding the relationship between age and performance at work. They begin by identifying the various and evolving ways in which age has been conceptualized in addition to chronological age (e.g., functional age, perceived age, relative age). They then describe research linking age to multiple dimensions of work-related performance. These include task performance, citizenship behavior, counterproductive behavior, adaptive performance, and technology performance. Conceiving of work performance broadly, they also discuss age in relation to emerging constructs such as employability, work ability, and sustainability.

In Chapter 7 on age and work attitudes, Janet Barnes-Farrell, Gretchen Petery, Jeanette Cleveland, and Russell Matthews discuss contemporary theory and research relating age to work attitudes. They too take a broad view of the research domain and consider attitudes such as global and facet job satisfaction, involvement, along with attitudes about change and development. Next, they turn their attention to motivation and motives including motivation to engage in training and development. Importantly, they not only discuss how age relates to attitudes, but also provide theoretical insights for why it does. Both chapters highlight the need for the development of human resource management practices that meet the needs of aging workers and organizations.

The discussion of job performance and work attitudes provided in the preceding chapters leads nicely to the next two chapters, which address aging related to training and development, and older workers’ careers. In Chapter 8, Deborah Olson and Debora Jeske (another pair of authors new to this edition), review theory, research, and practice surrounding aging with regard to training and development. They dispel many of the inaccurate stereotypes and ‘misguided’ beliefs managers and aging workers themselves hold about the value of investment in training and development for aging workers and the willingness

and ability of aging workers to undertake it. For example, they review research indicating that learning motivation remains relatively constant over the life course. Beyond examining traditional training activity, they also call particular attention to informal learning and job crafting as important developmental actions taken by aging workers; however, they also note that such workers are often not given these opportunities. They call attention to the importance of entrepreneurship for organizations and the contributions older workers can make in terms of creativity and innovation. Olson and Jeske recommend more intergenerational contact (e.g., through reverse mentoring) to help overcome biases and the development of inclusive and supportive training and development environments.

Next, Daniel Feldman and Ken Shultz's Chapter 9 addresses the topic of career change among older workers. In their chapter they describe the individual, job, and organizational-level factors that influence the decision of those over the age of 50 to change careers. Similar to the notion of job embeddedness, they describe the construct of career embeddedness. Career embeddedness refers to a multidimensional construct that is composed of a collection of variables that tend to tie individuals to their career. The construct of career embeddedness furthers our understanding of career change by moving our attention from strictly time-based variables (e.g., age, organizational tenure) to the underlying mechanisms for which these other variables tend to serve as proxies (e.g., involvement, personal investment, and maintaining important relationships). Then they introduce a new construct called career crafting and describe it as the ways in which workers can customize their careers. Like job crafting, it too has cognitive, task, and relational components that allow workers to tailor their careers in order to meet their career goals. This notion of career crafting holds considerable promise for helping to explain sustainable and successful careers well in to old age as well as the individual and contextual factors that facilitate or undermine those careers.

Chapter 10 by Yisheng Peng, Steve Jex, and Mo Wang tackles the issue of age and occupational health. These authors begin by reviewing the various perspectives on health and settle on the idea that health is a state of physical, psychological, and social wellbeing. In doing so, they move away from the narrow focus on physical health and the absence of disease. They then review the physical and cognitive changes that come with increasing age and their relationship to this expanded view of occupational health. They offer a number of suggestions for improving the health and wellbeing of aging workers. Among others, these include job redesign, job crafting, safety training, and health promotions programs. They also offer a number of suggestions for future research, such as those aimed at identifying those factors that may make aging workers more resilient to poor occupational health than younger workers.

Perhaps the single biggest factor that has brought about changes in the basic nature of work itself is the accelerated use of technology, particularly computer

technology. Recognizing this, and the unique issues it presents to an aging workforce, Neil Charness and Sara Czaja, describe the age-related changes in attention, perception, cognitive, and psychomotor abilities that influence the use of technology in their update to Chapter 11. An important conclusion in their chapter is that aging workers are both willing and able to use technology, but there are steps that can be taken to enhance this willingness and ability. Accordingly, they provide a series of recommendations for the design of training programs and the computer software that are aimed at increasing aging workers' effective use of technology.

In the first edition of this book it may have seemed odd to have a chapter on aging and work/family issues. As pointed out in that first edition however, the basic issue of balancing the competing demands of the two most influential spheres of adult life is no less salient for aging workers than it is for younger workers. The amount of research investigating and examining aging and the interface between work and family has grown considerably in the last decade since the publication of the first edition of this book. Therefore, Reed Bramble, Emma Duerk, and Boris B. Baltes review, in Chapter 12, the research in this area and note some of the different priorities and demands faced by older, as opposed to younger, workers. They also discuss differences in coping strategies and resources that aging workers use to meet both work and nonwork demands. They then focus on the issue of eldercare; an issue increasingly salient to many older workers. They describe three theories of aging and work to help explain why balancing work and nonwork would be of particular importance to aging workers. The chapter concludes with a number of recommendations for practices that can help aging workers balance work and family (e.g., flexible schedules and telework) and suggestions for future research.

Chapter 13 by Minseo Kim and Terry Beehr addresses the topic of retirement. These authors point out that while at one time retirement meant an end to involvement in paid work, this is no longer the case for many retirees. They again organize their review by examining the predictors and outcomes of retirement at three levels: (1) individual and family, (2) organizational, and (3) societal, but focus on research published since the first edition. They also discuss bridge employment and volunteer work. In doing so, they provide a coherent and comprehensive review of what is known about the topic of retirement, and identify some important, yet unanswered, questions. A key takeaway point is that retirement in the 21st century is already very different than in the past and it is likely to continue to change well into the future.

As noted at the outset of this chapter, workforce aging is a global phenomenon affecting countries around the world. Therefore, in the final chapter (Chapter 14), which is also new to this edition, Cort Rudolph, Justin Marcus, and Hannes Zacher highlight many of the issues associated with aging and work from an international and cross-cultural perspective. They begin by discussing the lifespan perspective and its recognition that aging is influenced by social,

cultural, and historical contexts. They examine cross-national demographic trends and their implications for health, healthcare, and retirements. With the lifespan perspective and demographics shifts providing the backdrop, they then touch on a range of issues associated with aging and work but from a decidedly cross-national and cross-cultural vantage point. Their review uncovers many of the important similarities and differences in aging and work around the world. They discuss and provide policy recommendations for countries, work organizations, and non-government organizations (NGOs), while offering poignant suggestions for future research.

Taken together, the various chapters included in this revised and updated 2nd edition of *Aging and Work in the 21st Century* provide a comprehensive and contemporary summary and integration of the literature on aging and work. They identify gaps in the existing knowledge base and offer recommendations to address those gaps. They also make substantive suggestions for public policy and organizational decision-makers to consider as they confront the issues associated with managing an aging workforce. In doing so, the chapters that comprise this updated and revised text tell us not only where we have already been, but also provide a comprehensive roadmap useful for charting a course into the domain of aging and work in the 21st century.

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2

RECRUITING AND RETAINING OLDER EMPLOYEES

Planning, Designing, Implementing, and Evaluating Programs

Mary Anne Taylor

As noted by several chapter authors in this book, shifts in demographics have created a unique configuration of potential employees in today's labor force, with a projected 19.8 percent increase in the representation of those 55 and older from 2014–2024. Coupled with a modest 3.9 percent labor force increase in those 25–54 years of age and a projected 13.1 percent decrease in labor force representation of those 16–24 years old, older individuals are likely to become a significant consideration in workforce planning (BLS, 2015a). Further examination of these projections suggests that the greatest proportion of jobs that will be created during the period are skilled in terms of technical and educational prerequisites. Forecasters believe that the fastest growing occupations will be within the healthcare support, healthcare practitioner, and technical occupations. These occupations alone are expected to characterize 25 percent of new jobs in the 2014–2024 time period. Furthermore, as one might expect, most of the fastest growing occupations require some level of postsecondary education even for entry level jobs (BLS, 2015a).

The combination of the wave of retirement-eligible employees coupled with a lower supply of skilled younger workers emphasizes the need for workforce planning. Consideration of typical peak retirement times for the Baby Boomer demographic, born from 1946–1964, suggests that attention to the effective recruitment and retention of skilled workers will become increasingly important in the coming decade. The leading cusp of the Baby Boomer cohort was eligible for early receipt of Social Security benefits at age 62 in 2008, and by 2024, the cohort will be 60–78 years old (BLS, 2015b). Many will have the option to leave the workforce and may do so unless motivated to stay by properly designed incentive systems.

Current labor force participation rates suggest that there is substantial interest in continued employment, with 40 percent of those 55 and older

working or seeking work in 2014 (Toossi & Torpey, 2017). This participation in the workforce, according to Toossi and Torpey, is expected to increase through 2024, particularly for those 65 and older. In fact, this segment of the labor force is expected to increase more by 2024 than any other age segment. Given the total impact of shifts in demographics, the increase in the need for educated and technically skilled workers, and the interest in continued work among some of the older employee population, this is prime time for employers to plan, design, execute and evaluate effective ways to meet shifting labor force demands.

In the current review, workforce planning is presented as the initial step in recruitment and retention, with an emphasis on identification of jobs that may be disproportionately influenced by the exit of the older demographic. The second step is the design phase, which incorporates a consideration of the characteristics of successful recruitment and retention programs. The third phase is implementation, which considers the climate for acceptance of recruitment and retention by both the firm and the older worker. The fourth and final stage is the evaluation of the effectiveness of the intervention (see Figure 2.1). The applied and academic implications of the research reviewed in each phase are discussed in the final segments.

Stage One. Workforce Planning and Talent Management

Workforce planning can encompass a variety of techniques, ranging from system-wide HR software that incorporates incentive systems and forecasting data (Aral, Brynjolfsson, & Wu, 2012) to a more individualized assessment of an employee's talents and the fit of those talents with existing needs of the firm (Schuler, 2014). The latter approach incorporates principles from talent management and provides a useful framework for examining how companies may deal with upcoming retirement increases and labor force shortages (Minton-Eversole, 2012).

A talent management perspective applied to recruitment and retention presumes that one should target older individuals who have critical abilities and high performance levels that are key in meeting organizational goals (Mehdiabadi & Li, 2016). A general overview of the steps involved in talent management as applied to the planning stage of recruitment and retention reveals that this approach may prove helpful in designing programs that meet an organization's needs while maximizing the fit between the potential employee and critical jobs. The perspective taken in the current model is consistent with the philosophy of talent management noted by Church and Silzer (2016), who point out that I/O psychologists should seek to maximize the companies' outcomes along with those of the worker. Thus, their perspective on talent management frames it as a social system that should mutually benefit employers and employees.

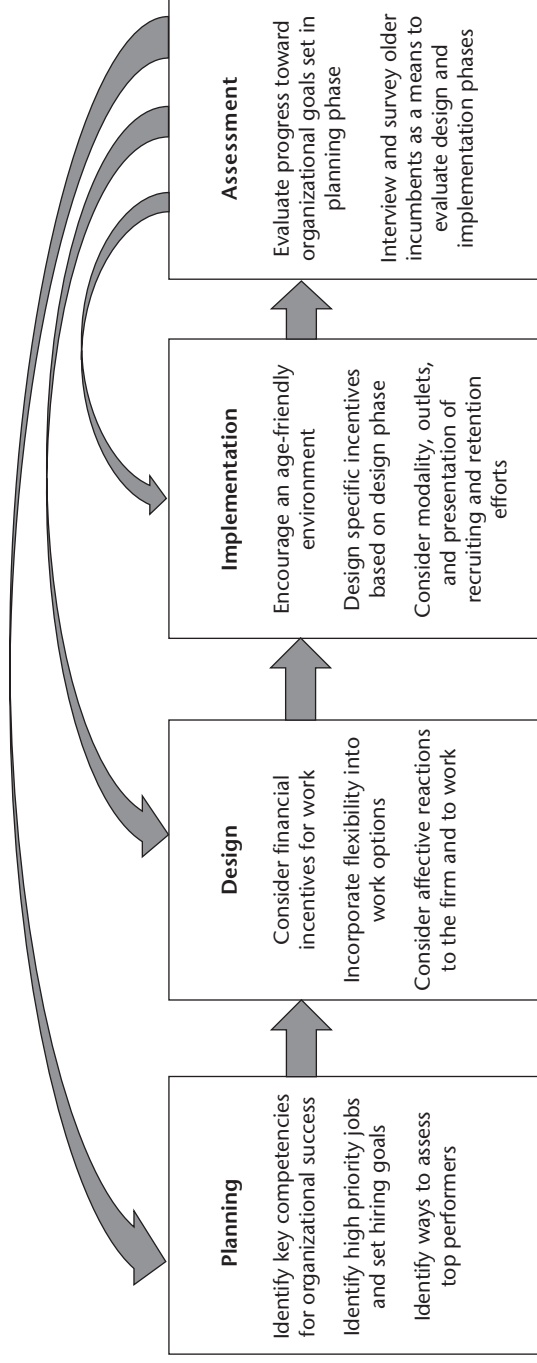


FIGURE 2.1 A four-stage model of recruiting and retaining older employees.