

The respondent for one company, in speaking to the point of the competition between younger and older applicants, offered a comment with which other large employers would probably agree. He thought that older applicants generally cannot expect to enter large organizations at a level comparable to their previous employment unless their skill is unique or in particularly short supply. Unfortunately, older applicants usually do expect to maintain their previous level and the denial of this expectation generates frustration and even anger. Such reactions in an interview weaken the applicant's acceptability, particularly in relation to the younger applicant whose expectations are more easily satisfied.

8. Recommendations

From the outset, the major objective of this survey has been to determine the difficulties encountered by older applicants in seeking employment. The focus therefore has been in that direction and not on recommendations for overcoming such difficulties. Nevertheless, in the process of conducting the survey several possible approaches to solving the problems of the older applicant have been developed and are offered here for consideration.

Suggested recommendations are grouped in two categories: (1) actions which might be taken without further fact finding; and (2) areas which require study in depth in order to determine what action, if any, should be taken.

9. Actions Recommended

- a. Continue to Provide Individualized Counsel for Older Applicants and Publicize this Service as Widely as Possible

As has been noted the conduct of older persons in seeking employment is a major cause of their difficulty. Older applicants need a maximum of instruction in how to conduct a job hunting campaign. They must learn to inventory their strengths and then to seek employment with those companies which are most likely to place a value on these strengths.

Older persons should be coached in how to present themselves to a prospective employer so that the advantages of a carefully prepared plan are not lost during the interview. Above all, every effort should be made to dispel any tendency of the older applicant to assume a defeatist attitude.

Judging from the frequency with which respondents commented on weaknesses displayed by older applicants,