

employment service needed by people in their 60's, and guidance for other agencies and communities on ways to solve the employment problems faced by persons in the upper age groups which may be useful also in services to younger groups.

b. Analysis of Actual Job Performance Requirements

Examination of the real performance requirements of many jobs would reveal that physical demands and educational qualifications are often overstated. The requirement of a high school diploma, for instance, may be merely a screening device with little or no relationship to the actual job requirements. Similarly, physical demands may be set higher than necessary for successful job performance.

It has been suggested by CSES staff members that the California State Employment Service and the Citizens' Advisory Committee on Aging develop a plan for making job analysis studies in selected plants of large employers who have already expressed an interest in hiring older workers and the physically handicapped to establish valid job performance requirements in occupations where older workers are employed in substantial number or where their skills could be utilized with some changes in hiring requirements. Firms such as Lockheed, Hughes and Litton have been among leaders in utilizing the handicapped and other special applicant groups, and their advice and experience would be extremely valuable in formulating plans for such studies and in enlisting the support of other employers. Trained job analysts of the CSES could be used to make the on-the-job studies.

The Employment Service already has available hundreds of job specifications, as well as studies made in connection with the Manpower Development and Training Act, which could provide resource material. Studies made in connection with the automation project should also provide a background of guide material. However, it should be borne in mind that job specifications and job orders in most instances embody requirements as stated by the employer and may set a standard higher than needed for actual job performance. An essential part of the job analysis project proposed would be to secure the interest and support of employers and unions, who in the past have been somewhat resistant to any suggestion of job modification. The matter of job modification, in which the elimination of one or two tasks may remove hazards or physical requirements which might prevent older workers or the handicapped from performing the job, should be thoroughly reviewed with union leadership for possible impact on job pricing and wage scales.