

particular work in the company. The company has developed a transfer of these men, using the knowledge which they have acquired and with the help of some additional training, to the salvage shops where they now do maintenance work of a much more sedentary and less taxing nature. This is an example of the kinds of steps which might be taken by corporations. In the case of Bell Telephone, an act which expresses moral responsibility to the worker who has been in their employ also represents a profit plus for the corporation in being able to take advantage of the experience which the workers gained in their earlier work as linemen.

Now, a third major approach to the problem of the older worker is to deal with the problem of employment for older workers by helping to make retirement more attractive and to increase the number of available jobs and reduce the competition among older workers for the jobs for which they may be well suited. Therefore, a corporation which would improve its retirement plan, if it needs improvement, to make it relatively easier and respectable for the older worker who is no longer able to keep up to retire with dignity and without regrets would be a very helpful contribution to the problem of the older worker.

Now, many companies resist early retirement. They resist fuller investing and a more flexible approach in dealing with disability retirement because they are afraid of the cost which may be involved in retiring a disabled worker at an earlier age than the normal retirement age. But, it has been shown that it is less costly to the company to make it easy for the less productive older worker to retire than it is to keep him on just killing time until he can reach the fixed age basis which is sometimes the only basis for retirement (unless there is a complete and total disability). Is it not time also to re-examine many of our preconceived notions about when to retire and to consider the whole question of flexibility in regard to retirement? Does retirement have to be a total retirement? Does it need to take place on one day from a full-time worker to a full-time retired person? Not necessarily, and thought should be given to the possibility of a flexible retirement program to make it possible for the older worker to gradually make a transition from full-time worker to full-time retiree, without drastic financial losses and income. The UAW at present has this under consideration, and will discuss with the corporations the possibility of a plan which would provide for as much as a five-year pay retirement between the period of age 60 to 65 with a guarantee of continuing income, a gradual withdrawal from full employment, culminating in full retirement. If arrangements of this sort can be worked out they would do much to reduce the pressures of the older worker problem.

Another phase of making retirement more attractive is a systematic program of retirement planning, education and counseling. Periodic and planned distribution of literature, and well-planned small group discussions are all important dimensions to a good retirement planning program. Yet, most companies and most unions pay only lip service to the idea of retirement preparation, if they have any program at all, and then they wonder why, in the face of a very inadequate and unattractive program the program is rejected and resisted by many of the older employees. The UAW itself has been very active in developing