

"MANAGEMENT LOOKS AT THE OLDER WORKER"

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Today's employment manager is deluged with requests and pressures from all directions to give special attention to various segments of society in his hiring policies. These pressures come from various sources -- billboards, organizations, radio and television, newspapers, and magazines:

Hire the handicapped!
Hire minority groups!
Hire college students!
Provide summer employment programs!
Develop retraining programs!

and now -- Hire the older worker!

These pressures are constantly increasing -- to the point where the poor employment man feels the only way out is to hire a blind, 50-year-old, Negro, college student, and then, retrain him.

The employment man's first responsibility is to his employer -- to hire the man or woman who is best qualified to do the particular job at hand. The success of any business or industrial firm rests to a large degree on the competency of its employment staff -- the better the employment office does its job, the better qualified are the people brought into the organization, and therefore the better are the firm's chances for successful operation.

If you are in a profit-making business, as most of you are, you understand all too well that to stay in business you must produce and grow on the basis of sound business principles. You don't employ people just to get them off the unemployment or welfare lists -- you hire them because they have the skills and experience you need to get a particular job done.

As we evaluate hiring policies, we must realize that the nation has yet to learn how to utilize its human resources adequately. It would almost seem that the well-worn statement -- people are our most precious asset -- has an empty ring when one considers the number of older workers who cannot find suitable employment. Interest in the older worker has more than an economic dimension. The loss of opportunity to make a living is more than a loss of income or the loss of a productive citizen in the community. We are concerned not only with the economic problem, but with the capacities and opportunities of our older citizens to maintain a worthwhile existence socially, psychologically, and physiologically.

In the census projections of population for 1955 to 1975, the age group 25 to 44 will increase by 13 per cent, but the age group 45 and