

"THE AGE FACTOR AND EMPLOYMENT"

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First, I would like to discuss the concept of age and the older worker. In reality, every person has many ages. For example, he has a physiological age which is measured by strength and vitality, by sensory acuity, reaction time, coordination and general physical fitness. Physiologic age can be considered the product of three factors: Time elapsed since birth; second, wear and tear to which his physiology has been exposed; and, three, the extent of reparation, that is, the degree to which a person has maintained good physical condition. He also has an emotional age and for this age the scale runs from emotional immaturity, such as impulsiveness, imbalance to emotional maturity, deliberativeness or balance. As we know, emotional age is not directly related to chronological age. Undoubtedly you have seen some young people who are very mature emotionally and some adults who act like children so that you don't have a direct relationship between emotional age and chronological age.

We have an educational age which is simply years of schooling plus training courses taken and there is a much closer relationship here between chronological age and educational age than one might imagine. Older people generally have less education than their younger counterparts today. As an example, at Lockheed, twenty years ago the average educational age of our work force was eight years, it is now 12 years and this means that 50% of our people have more than 12 years' education and this level is rising slightly every year.

We have an intellectual age or one's total mental resources or the acquisition of intellect as exhibited by the use to which it is put. Intellectual age does not mean intelligence. Intellectual age actually is intelligence plus the extent to which we have exercised our intelligence plus the degree to which we are using it. All of these add up to intellectual age.

Then we come to chronological age which is simply the time elapsed since birth. And this is the age that is getting all the attention. And this is the age which I do not think should get all of the attention because of these other ages that I have described.

Now, there are many definitions of the older worker. We consider the older worker primarily to be the person who is 40 or over or is having difficulty securing employment for age reasons. In industry, an executive is considered old if he chases his secretary around the desk in the process forgets why he is chasing her. During the years, much evidence has accumulated suggesting that chronological age is a deceptive, misleading and unreliable indicator of employability. All of you have witnessed older people who have much reserve energy to spare. You have also seen younger people who are running out of steam. This is not unusual, this is not the exceptional case and we