








# How to **ATTRACT & RETAIN** Older Workers






## **Create nontraditional recruiting strategies.**

-  Partner with senior associations to advertise positions.
-  Supplement standard recruiting packages with material designated for older workers.
-  Post job announcements on your Web site and show pictures of workers of all ages.
-  Remember to identify your company as an "Equal Opportunity Employer" and add, "This Company values workers of all ages."




## **Think options and flexibility.**

-  Telecommuting or Job Sharing.
-  Pursue phased retirement as an alternative to standard retirement policies.
-  Explore innovative ways to avoid career stagnation for long-tenured employees.




## **Consider "out of the box" benefits.**

-  Tailor programs to people's needs and desires within a reasonable cost structure that will build loyalty and increase productivity.
-  Reconsider private pension plans that penalize work by older employees and revise them to be more age-neutral.
-  Consider greater use of "cafeteria" style benefit packages to facilitate the hiring of older workers in flexible work arrangements.



## **Promote opportunities for older workers to update their skills.**

-  Ensure that older workers receive the same access to employer-provided training as their younger colleagues.
-  Encourage older workers to seek to stay competitive in the increasingly technology-based economy.
-  Review training programs to address multiple learning styles. Avoid one-size-fits-all approach.

## **Utilize this tremendous source of experienced human capital.**

-  Tap into the loyalty, productivity, experience and maturity of older workers by using them as mentors.
-  Use cross-generational training and teams so that workers of all ages can learn from and appreciate each other while adding value to the workplace.
-  Bring back retirees full or part time to use their experience and know-how.

## **Combat negative stereotypes.**

-  Offer management-level training and employee workshops to eliminate age-related bias in the workplace and educate managers about the value of older workers.
-  Ensure that age bias plays no part in hiring, training, or retention decisions.