

New York City Age Smart Employer Awards

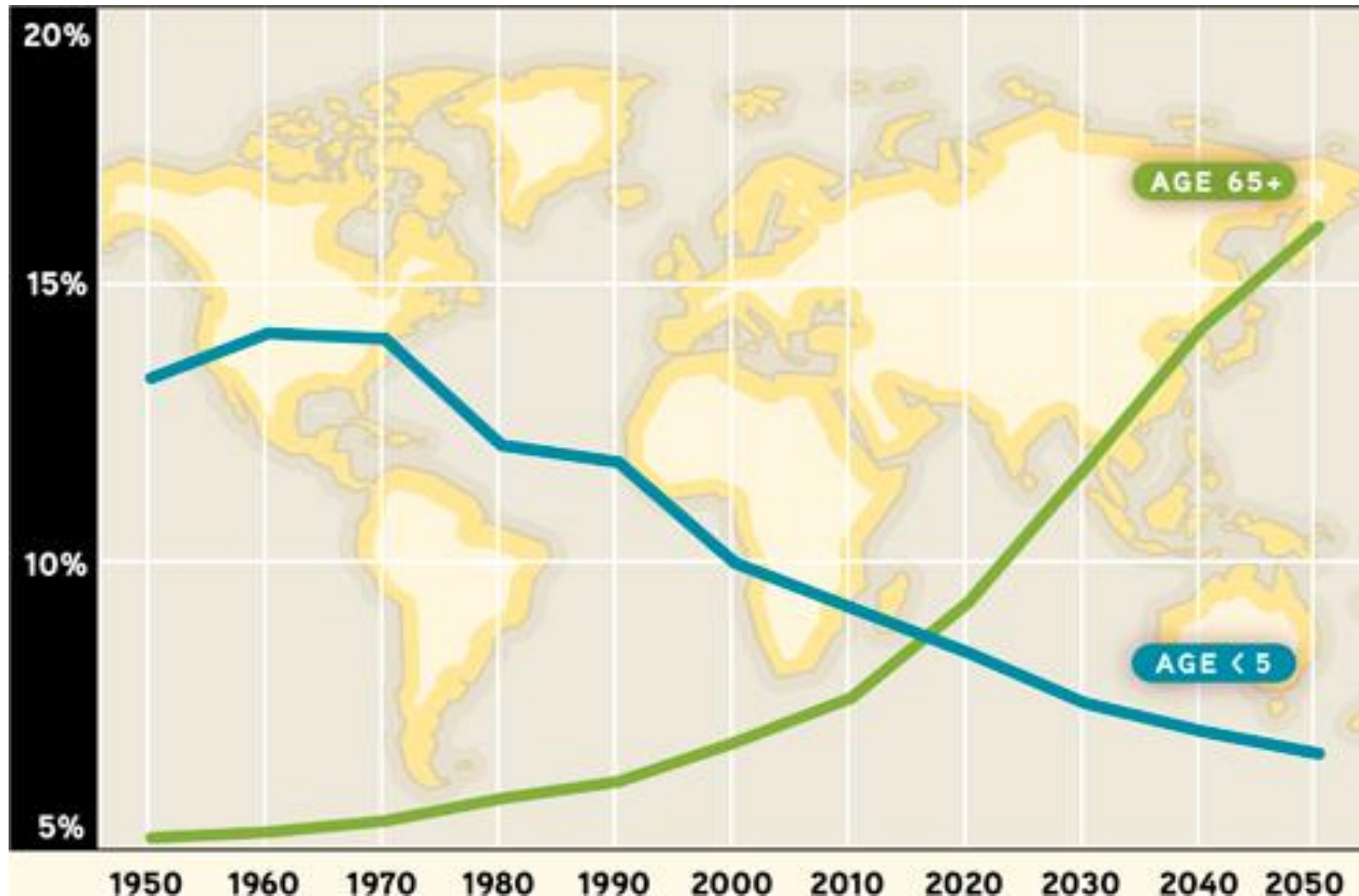
A Strategy to Encourage Business to Hire and Retain Older Workers

Professor Ruth Finkelstein, Hunter College

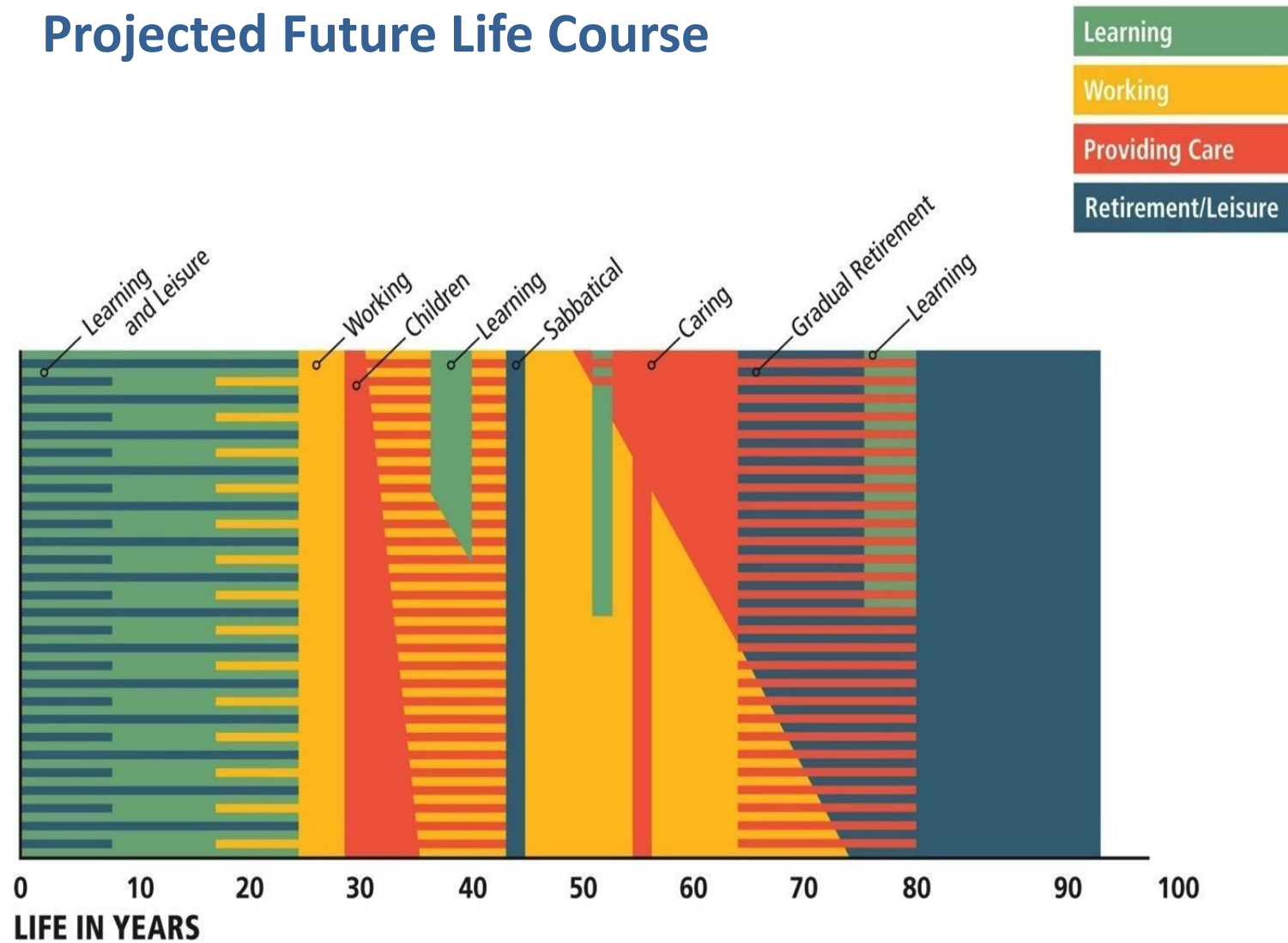


A New Time in the History of the World:

Young Children & Older People as a Percentage of Global Population



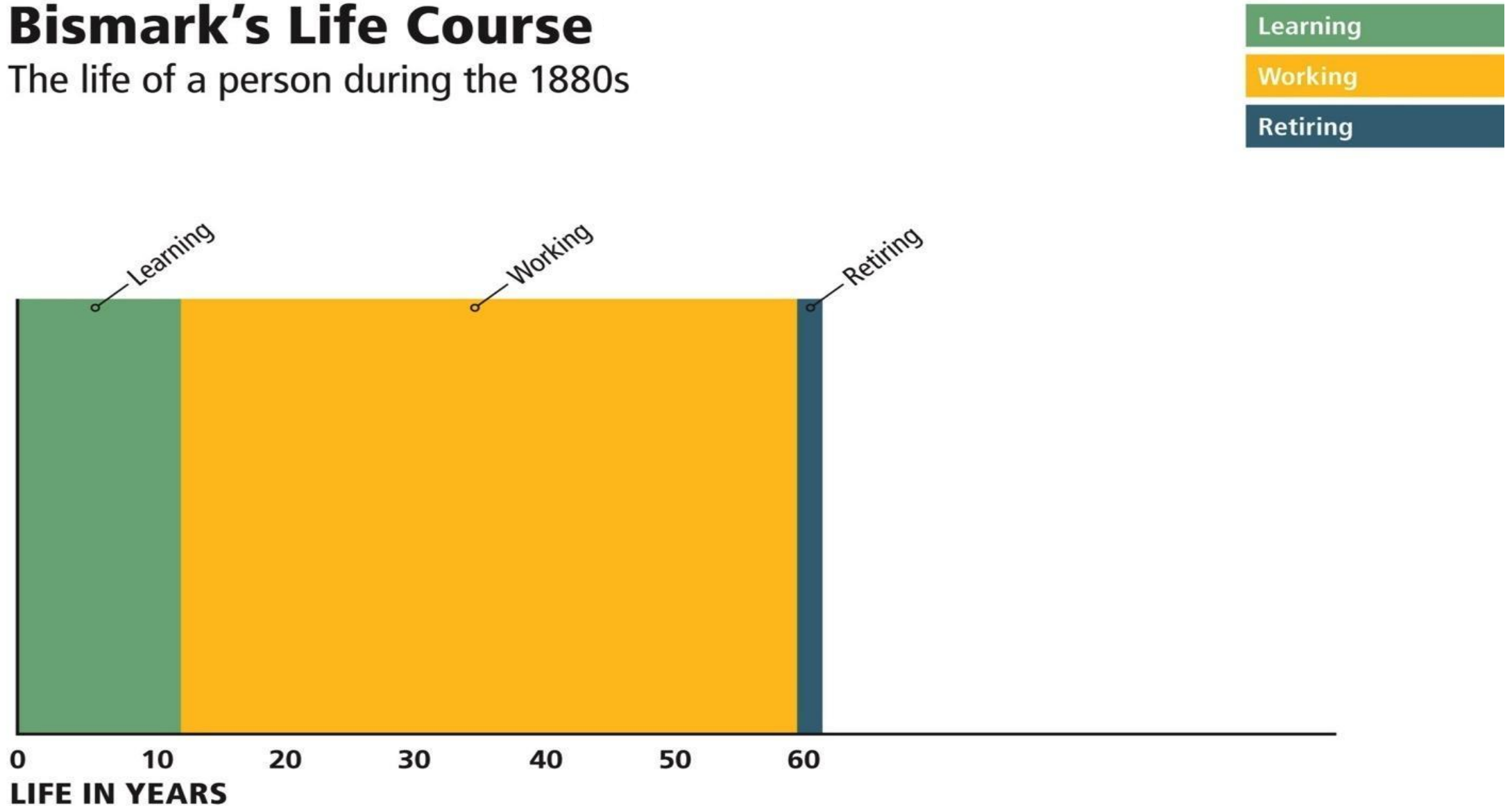
Projected Future Life Course



Adapted from Alexandre Kalache. *The Longevity Revolution: Creating a society for all ages*. Government of South Australia. 2013.

Bismark's Life Course

The life of a person during the 1880s



The Age Smart Employer Awards



<https://www.youtube.com/watch?v=gMGB6kLre0c>

Age Smart Employer Awards 2012 - 2018

Funded by the Alfred P. Sloan Foundation, the Age Smart Employer Awards address the needs of both businesses and older workers by:

- Researching best practices of NYC employers, especially small businesses
- Identifying and honoring employers who value workers of all ages through an awards program
- Supporting businesses interested in hiring and retaining older workers

Methodology to Develop Resources for Employers

- Conducted qualitative interviews and site visits with 100 small business owners in NYC, and analyzed their experience.
- Conducted secondary research and evaluated policies and practices to hire and retain older workers.





Employer Problems

1. Skills shortage in manufacturing & health care
2. Costly and disruptive turnover (service industries)
3. Lack of institutional knowledge
4. Lack of interpersonal communication skills



Employer Resources Developed

www.agesmartemployer.org

Food Services: 10 Ways to Reduce Turnover and Retain the Workers You Need
<https://www.mailman.columbia.edu/research/age-smart-employer/food-services>

Manufacturing: 10 Tips from NYC Small Businesses to Retain and Train Industrial Workers
<https://www.mailman.columbia.edu/research/age-smart-employer/manufacturing-and-skilled-trades>

Non-Profits: 5 Ways Non-Profits are Managing for Succession
<https://www.mailman.columbia.edu/research/age-smart-employer/non-profit-organizations>

Family Business: 10 Ways Family-Owned Businesses Successfully Transition to the Next Generation of Ownership
<https://www.mailman.columbia.edu/research/age-smart-employer/family-owned-business>



Age Smart Compendium of Policies and Practices

<https://www.mailman.columbia.edu/research/age-smart-employer/compendium>

10 Advantages Retaining and Hiring Older Workers

<https://www.mailman.columbia.edu/research/age-smart-employer/advantages-older-workers>

Older workers are skilled and experienced



They stay in jobs longer and take fewer days off



They have a strong work ethic



They retain a business's knowledge and networks



The perceived technology gap can be overcome



The best teams are multigenerational



Older workers play a critical role in training the next generation of workers



They provide customers with consistency
and personal attention



Older workers attract more business



Older workers are part of the business brand



Age Smart Policies & Practices: Welcome experience in new hires



Age Smart Policies & Practices: Clear paths to advancement/promotion from within



Age Smart Policies & Practices: Cross-training and mentoring



Age Smart Policies & Practices: Access to training and life-long learning



Age Smart Policies & Practices: Work hours and location are flexible



Age Smart Policies & Practices:

Workers have input into making a safe, healthy work place



Age Smart Policies & Practices:

Job restructuring to fit abilities of worker



Age Smart Policies & Practices:

Workers can retire in phases, gradually reducing work



/eselka

Age Smart Policies & Practices: Retirees can work part-time or as consultants



Age Smart Policies & Practices: Comprehensive benefits & wellness plans



Age Smart Employer Awards: Process

- Create Age Smart Employer application from the policies and practices
- Outreach through business associations, businesses interviewed, employers who hire senior trainees, skilled crafts, referrals
- Panel of judges (leaders in business, workforce, occupational health, academe) evaluates the applications to select finalists.
- Employee survey (universal or random sample) is conducted for all finalists
- Judges select “Winners” from among finalists

Age Smart Employer Awards: Ceremony

➤ Award ceremony

- Festive breakfast
- Employers are invited to bring employees and other guests
- Speakers: business leaders, policy-makers, awardees
- Physical award

Age Smart Employer Awards Ceremony



Impact

- US Federal agency charged with worker safety (NIOSH) used policies and practices for their older workers' website
- Promotion and recruitment of leadership from Award winners due to all their publicity.
- Other localities adopted (Montgomery County; Maryland; Portland, Oregon)
- Other localities considering adapting/adopting (Vermont; Ontario, Canada, YOU)
- Extensive medial coverage including: The Wall Street Journal, Business Week, The Economist, Forbes, Time Magazine, Industry publications

The Brookdale Center for Healthy Aging

Giving *everyone* an opportunity to age as well as *anyone* can.

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