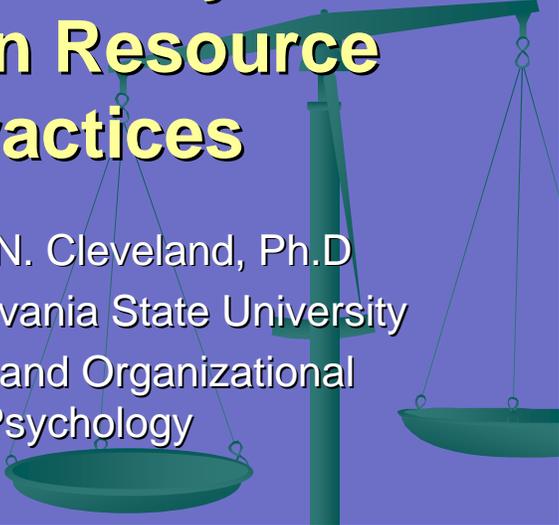
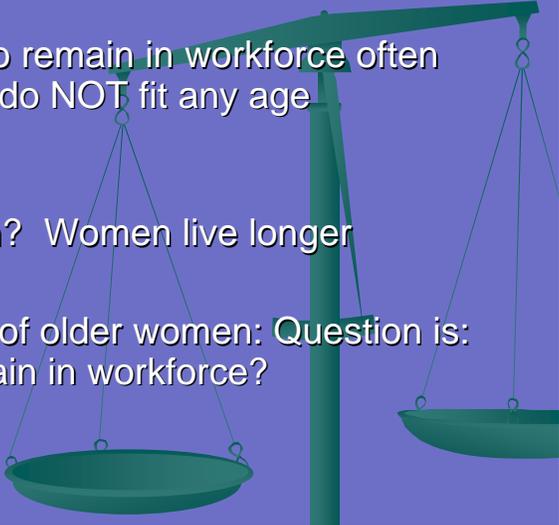


Age Diversity and Human Resource Practices



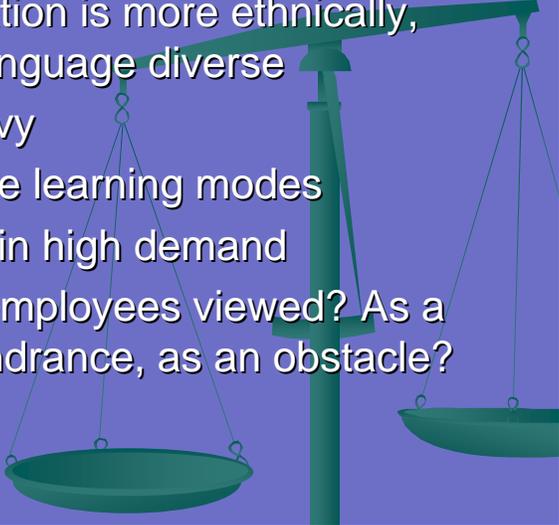
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Complexion of our Aging workforce

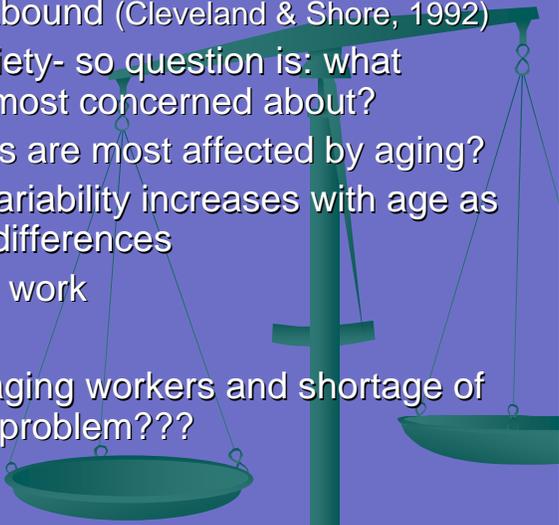


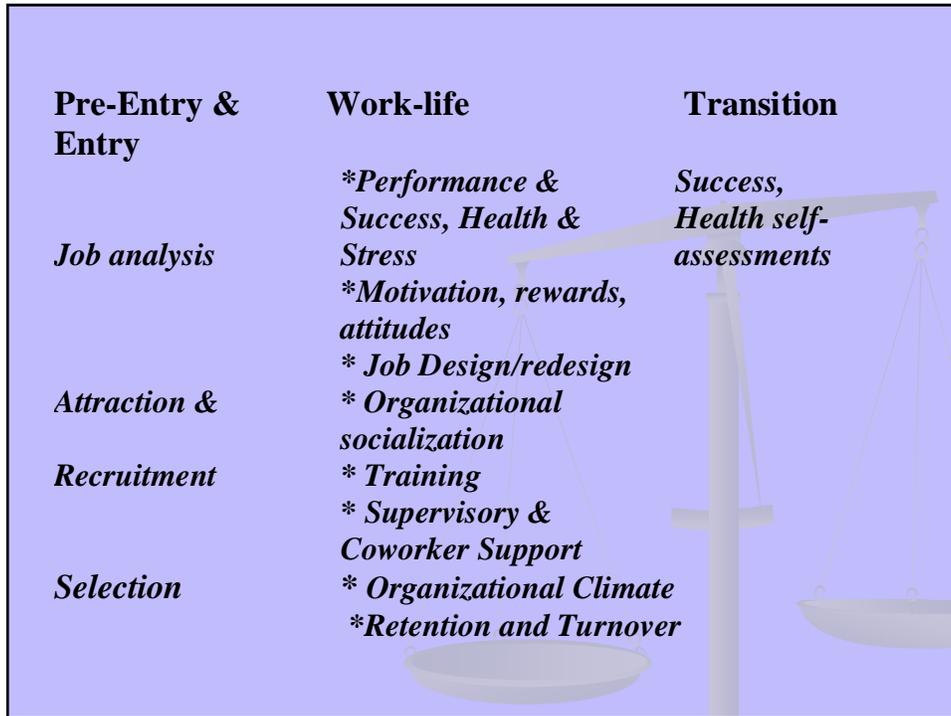
- Older workers who remain in workforce often more healthy and do NOT fit any age stereotypes
- Have we forgotten? Women live longer
- Higher proportion of older women: Question is: how to attract, retain in workforce?

Workforce in Toto

- Younger population is more ethnically, culturally and language diverse
 - Technically saavy
 - Less face to face learning modes
 - Aware they are in high demand
 - How are older employees viewed? As a burden, as a hindrance, as an obstacle?
- 

Job, Occupational, SES and Family Variability

- Job Stereotypes abound (Cleveland & Shore, 1992)
 - Significant job variety- so question is: what work(ers) are we most concerned about?
 - What work/workers are most affected by aging?
 - Family structure variability increases with age as well as individual differences
 - Choice vs need to work
 - How long is this (aging workers and shortage of skilled workers) a problem???
- 



Goals of HR

- ID skilled employees
- Recruit and select
- Retain skilled, high performing employees
- WHY?
- Maintain competitive advantage, manage workforce talent, creativity and knowledge transfer

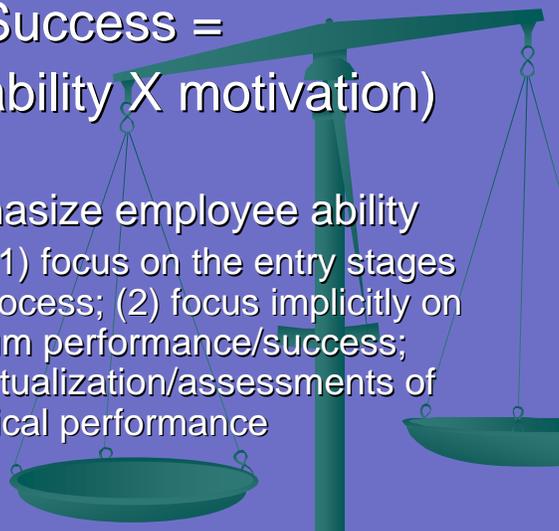
Initial Stage: Entry into employment

- Historical focus
- Job search, attraction, recruitment
- Selection
 - Ability and motivation assessments & predictions



Individual Performance

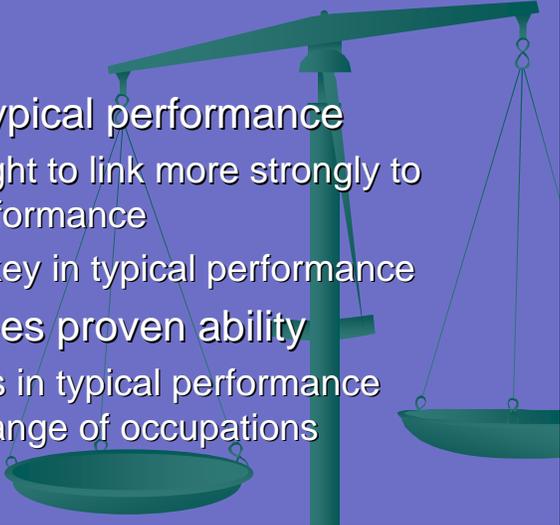
- Performance/Success =
 - function of (ability X motivation)
- HR systems emphasize employee ability
 - What this means: 1) focus on the entry stages of HR practices/process; (2) focus implicitly on predicting maximum performance/success; (3) narrow conceptualization/assessments of maximum and typical performance



'The next stage' in HR Practices: Experiences in the Organization

- Work life Success and life transitions (rather than focus on organizational entry)
 - ****Job performance and evaluation** (Historically, task, citizenship behaviors)
 - Training
 - Leader-employee dyad, coworkers, mentoring
 - Motivation, rewards
 - Work flexibility- job design and redesign
 - Retention
- 

Experiences in organizations

- Maximum vs typical performance
 - Ability is thought to link more strongly to maximum performance
 - Motivation is key in typical performance
 - Older employees proven ability
 - No differences in typical performance across wide range of occupations
- 

What is success?

Broader conceptualization of successful performance as we age (may be a function of who has aged successfully)(Cleveland, 2005)

- Health and well-being
- Value relationships
- At work: coworkers and giving back
- Nonwork- shift from work-family conflict to quality of family relationships
- Sandwiched generation

Exiting the organization

- Health self-assessments
- Success assessment
- Evolving psychological contracts
 - Employees expect to work a lifetime yet organizations no longer employ workers for lifetime
- Semi-retirement, second careers, full retirement

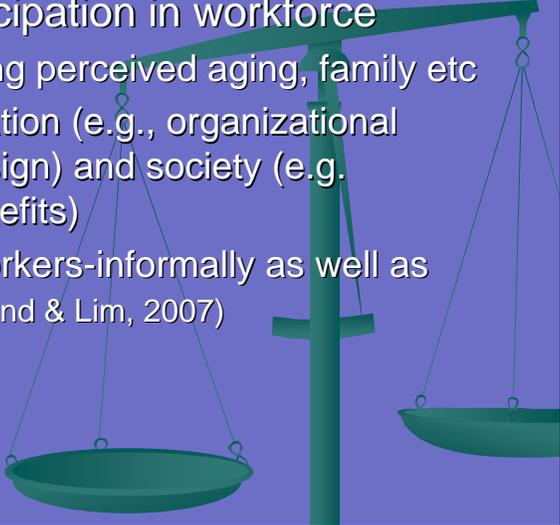
What we know about older workers

- Few performance decrements as measured by organizational systems (Waldman & Avolio, 1986)
- Continued significant and increased individual differences/variability
- Work context (jobs/work itself) may be more important than differences between younger and older workers in performance (Cleveland & Landy, 1984; Cleveland, Festa & Montgomery, 1988)
- Negative, outdated age stereotypes abound in the workplace
- Older employees 'cost' more in health insurance

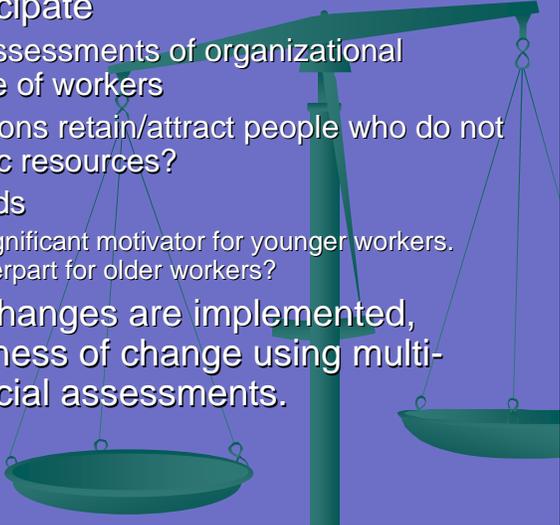
What we do NOT know about older workers

- Diversity
 - We know little about women
 - We know little about who stays and who leaves the workforce and why
- Motivation
 - How does "why we work" change over time? (e.g., Kanfer & Ackerman, 2004)
- Work-life balance
 - How does relationship between work and rest of one's life change over time?
- Health, well-being and stress (Barnes-Farrell, Rumery & Swody, 2002; Cleveland, 2005)
 - Is work a stressor or a stress-reliever (resource)?

What we NEED to know: Research & Practice needs

- Barriers to participation in workforce
 - Self-set including perceived aging, family etc
 - Set by organization (e.g., organizational climate, job design) and society (e.g. healthcare, benefits)
 - Set by other workers-informally as well as formally (Cleveland & Lim, 2007)
- 

What we need to know (continued)

- Motivation to participate
 - Align definitions/assessments of organizational success with value of workers
 - How do organizations retain/attract people who do not need the economic resources?
 - Changes in rewards
 - Promotions are significant motivator for younger workers. What is the counterpart for older workers?
 - Once workplace changes are implemented, evaluate effectiveness of change using multi-level biopsychosocial assessments.
- 

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