

# Readers' Corner

by Fred Longley and Edward Popoff  
Library



## Older Workers

Hedge, Jerry W., Walter C. Borman and Steven E. Lammlein  
**The Aging Workforce: Realities, Myths, and Implications for Organizations**  
Washington, DC: American Psychological Association, 2006  
HD 6280 H44

While the numbers and proportion of older individuals in the American workforce are rapidly increasing, most organizations are inadequately prepared to deal with the challenges associated with older workers. Because of their expertise, employees over 60 will continue to contribute significantly to organizational success, but issues relating to their special needs, strengths and weaknesses must be addressed.

Fortunately, a growing amount of research offers suggestions for effective human resource management of an aging workforce. This book provides a current perspective on older worker issues in relation to both the business necessity in view of anticipated skill shortages, and increasing evidence that work enhances the functioning, well-being, and perhaps even the life span of older persons. Topics include age stereotyping and discrimination; physical and cognitive abilities in relation to work performance; age and job attitudes; and strategies to attract and retain older workers and allow them to reach their full potential.

---

Reday-Mulvey, Geneviève  
**Working beyond 60: Key Policies and Practices in Europe**  
Houndmills, Basingstoke, Hampshire; New York: Palgrave Macmillan, 2005  
HD 6283 E8 R42

This book provides an analysis of the growing importance of work beyond 60 to assist the sustainability of pensions and social protection, and a comparative discussion of related policies and company practices in several European Union member states. It offers a multifaceted strategy to encourage people to work longer, including action to overcome current older worker skill deficits, lifelong learning, shorter hours, and anti-age discrimination legislation.

The strategy takes into account the variable impact of different occupations on physical and mental capacity, and is grounded on the principle of gradual retirement comprising part-time employment and partial pensions.

---

Shea, Gordon F. and Adolf Haasen

**The Older Worker Advantage: Making the Most of Our Aging Workforce**

Westport Conn.: Praeger, 2006

HD 6279 S53

Analyzing data from international sources, the authors examine the implications of the approaching traditional retirement age of huge numbers of older workers, which will change the make-up of organizations, the nature of work, and attitudes toward work. The book explores the benefits of working past traditional retirement age from both the employee and organizational viewpoint, dispelling older worker stereotypes and highlighting such older worker strengths as experience, expertise and communication.

Specific approaches are offered to support older employees and allow them to fully engage in contributing to the organization. Practices of various organizations to develop older worker skills and promote multigenerational collaboration are discussed. The book includes diagnostic exercises and specific tools to enhance productivity and positive work environments.

---

**Thriving on an Aging Workforce: Strategies for Organizational and Systemic Change**

Edited by Paulette T. Beatty and Roemer M.S. Visser

Malabar, Fla.: Krieger Pub., 2005

HF 5549.5 O44 T47

This book brings together experts on older worker employment to identify and address the most significant issues in preparing for a future with an increasingly aging workforce. The issues are: recruitment and retention of older workers; training older workers; career development for older workers; enhancing intergenerational work collaboration; older worker health; pensions; and redefining retirement. Each issue is examined from the viewpoint of a practitioner and contrasted with an academic perspective. Practical, policy and research recommendations are provided for each issue. The editors then synthesize these contributions and offer strategies for organizational change.

---