



EMPLOYER TOOLKIT



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NYC Department for
the Aging

EMPLOYER TOOLKIT TO CREATE AN AGE-INCLUSIVE WORKPLACE

The Employer Toolkit is a resource to help ensure policies and procedures are not biased against an employee or potential employee's age. As a growing number of older residents will be a part of New York City's workforce, these tips and procedures can help you use their experience and knowledge to effectively grow your organization.

Combating Ageism in the Workforce

“The challenge of combating ageism and embracing age-inclusivity is essential for society – today and tomorrow. The demographic shift towards an aging workforce presents a profound opportunity to ensure our success, productivity, and longevity. By investing in the dignity and quality of life of older adults today, we pave the way for a prosperous and inclusive future for all.”

Lorraine Cortés-Vázquez

TODAY'S CHALLENGE IS TOMORROW'S OPPORTUNITY

WORKFORCE PROGRAMS OVERVIEW

THE NYC DEPARTMENT FOR THE AGING engages employers to hire older adults and creates a bridge between the skilled, experienced workforce and the needs of local businesses and organizations. Whether you have recently hired from our talent pool or are looking to fill a vacancy, we can provide support.

PARTNERSHIPS WITH NONPROFITS AND PUBLIC AGENCIES: New Yorkers going through the workforce development program are placed in community service assignments at nonprofit and government agencies. These placements not only allow individuals to gain job skills but also provide these organizations with experienced personnel to enhance and provide needed services.

CREATING DIRECT LINKS: Some programs specifically target retired New York City municipal employees, creating direct pathways for these experienced individuals to re-enter the workforce on a part-time or temporary basis. This benefits employers by providing them with a pool of skilled workers familiar with city operations and the unique challenges of public service.

JOB COACHING AND SUPPORT SERVICES: Programs provide job coaching and support services to help participants secure employment. This support extends to aiding older adults in navigating the job market, refining their resumes, and preparing for interviews and support employers in finding job-ready candidates.

SECTORS AND INDUSTRIES: Individuals going through the program have the skills and training to get hired in high-demand industries such as the healthcare sector, human and social services, and administration and technology.

DEMYSTIFYING AGEISM IN THE HIRING PROCESS

INCLUSIVE JOB DESCRIPTIONS: Focus on skills and expertise rather than age-specific terms to attract a diverse pool of applicants.

BIASED JOB DESCRIPTIONS: Avoid using terms like "digital native" or "recent graduate," which may exclude older candidates.

OVERQUALIFICATION CONCERNS: Be mindful of assuming that older individuals are overqualified and may not be interested in less senior roles.

INTERVIEW DISCRIMINATION: Refrain from asking questions that single out older candidates and imply concerns about long-term commitment.

STEREOTYPING: Challenge age-based preconceptions, such as assuming older workers are less flexible, adaptable, or tech-savvy.

LACK OF DIVERSITY: Evaluate whether age diversity is lacking in your organization, as consistent under-representation may indicate ageism.

By implementing these strategies, employers can work towards creating an inclusive workplace that values the diverse skills and experiences for individuals of all ages.



COMBATING AGEISM IN THE WORKPLACE

AGE-NEUTRAL INTERVIEWING: Avoid discriminatory topics like retirement plans; instead, assess candidates based on qualifications, experience, and abilities.

RECOGNIZE EXPERIENCE: Highlight the benefits of hiring older employees, emphasizing their wealth of experience, skills, and knowledge.

AGE-DIVERSE INITIATIVES: Implement recruitment and training programs that welcome individuals of all ages, fostering a culture of learning and development.

EDUCATE RECRUITERS AND MANAGERS: Train staff to recognize and address ageism, emphasizing the advantages of a diverse workforce and an age-inclusive workplace.

ASSESS POLICIES AND PROCEDURES: Regularly review hiring policies and practices to eliminate age-related biases.

LIMITED ACCESS TO TRAINING: Ensure equal opportunities for training and development for all age groups, dispelling assumptions about older workers' reluctance to learn.

LIMITED CAREER ADVANCEMENT: Combat biases against career advancement for older workers by recognizing their ambition and readiness for new challenges.



BENEFITS OF AN AGE-INCLUSIVE WORKFORCE

There are many proven benefits and strategies that can help create an age-inclusive environment, and in-turn a more successful organization.

BENEFITS

- **CREATIVITY AND INNOVATION:** Different generations bring unique ideas and approaches, enhancing creativity within the team.
- **DIVERSE TALENT POOL:** Recruiting a wide range of applicants strengthens the talent pipeline.
- **TWO-WAY MENTORING:** Support a reciprocal learning environment where all employees receive and give mentorship.
- **BALANCED SKILL SETS:** The blend of seasoned professionals' wisdom with the fresh perspective of new recruits creates a dynamic workforce.
- **LEARNING AND COOPERATION:** Encourages sharing best practices across generations.
- **MARKET INSIGHT:** Create a team that better reflects your customer base.

STRATEGIES

- **ADD A DIVERSITY STATEMENT TO JOB POSTINGS:** Demonstrate your companies' commitment to diversity and age-inclusivity.
- **REDUCE BIAS IN JOB POSTINGS:** Frame and word job postings to eliminate age-bias and emphasize features that might appeal to older workers.
- **CHECK YOUR PROCESS:** Implement application and interview processes to reduce age-bias.
- **CREATE BUY-IN:** Everyone involved in hiring should have the knowledge and awareness to commit to age-inclusivity.

FINANCIAL ADVANTAGES OF RETAINING TALENT

Retaining older workers can offer numerous benefits to a business, often contributing to a strong, diverse, and skilled workforce. Here are some of the key advantages:

- 1. EXPERIENCE AND EXPERTISE:** Older workers have accumulated years of industry knowledge and expertise, which can be invaluable in problem-solving and decision-making processes.
- 2. STABILITY AND RESILIENCE:** Having lived through various economic cycles and organizational changes, older workers can bring stability and resilience to a team.
- 3. DIVERSITY OF THOUGHT:** Older workers can contribute different perspectives, enriching the diversity of thought within a team. This can lead to more innovative solutions and a more inclusive workplace culture.
- 4. SOFT SKILLS:** With years of experience in the workforce, older employees often have well-developed soft skills.
- 5. NETWORKING AND CONNECTIONS:** They often have extensive professional networks, which can be leveraged for business development, partnerships, and other strategic advantages.
- 6. RELIABILITY AND COMMITMENT:** Older workers are less likely to job-hop, leading to lower turnover rates and recruitment costs.

CALCULATE THE COST OF TURNOVER



Putting a dollar figure on the annual financial impact of losing and rehiring workers at your company may help you make the case – and find the resources – for investing in strategies to improve retention. Use the [Aspen Institute Turnover Tool](#) to calculate how much it is costing you to replace staff.

ACCESS OUR TALENT POOL

KEY FEATURES AND BENEFITS FOR EMPLOYERS

For five decades, NYC Aging has collaborated with older workers to identify employment opportunities, aligning and utilizing their skills to fulfill the needs of employers. By leveraging these features and benefits, employers can optimize their recruitment efforts and secure the best talent.

FEATURES	BENEFITS TO YOU
Streamline Recruitment Process	We provide key support to expedite the recruitment process, such as screening resumes and conducting pre-screening interviews, saving you time and money on sourcing candidates.
Access to a Larger Talent Pool	You will have access to a larger pool of qualified candidates with a diverse set of skills, experience, and expertise.
New Hire Support	We conduct regular check-ins with both employers and new hires to ensure a smooth transition and identify any areas that may require additional support or adjustments.
Experienced Team of Workforce Professionals	Take advantage of our expertise. We are experts in applying our comprehensive knowledge and experience to a range of business sectors and industries.

HIRE FROM OUR TALENT POOL

In today's competitive market, finding the right talent is more than a necessity – it's a strategic advantage. Let us help you build a workforce that not only meets your immediate needs but also shares your vision.

CONNECT WITH A TEAM MEMBER TODAY!



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