

**EMPLOYMENT ISSUES AND CHALLENGES FACING OLDER WORKERS
IN LETHBRIDGE, ALBERTA**

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**B.Sc. Accounting (Honours)
University of the West Indies, Cave Hill Campus, 1999.**

A Research Project
Submitted to the School of Graduate Studies Council
of the University of Lethbridge
in Partial Fulfillment of the
Requirements for the Degree

MASTER OF SCIENCE IN MANAGEMENT

**LETHBRIDGE, ALBERTA
31st August, 2001**

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I dedicate this project to:

My Mother - who fathered me and my guiding light,

My Grandmother – the wind beneath my wings,

*And to my cousins: Jason, Jonathan, Jonielle & Christopher
- my collective inspiration.*

Much Love!

***Thanks be to God who always causes us to triumph.
(II Corinthians 2:14)***

ABSTRACT

This study assesses the current perceptions of older workers, defined as aged 50 and over, in Lethbridge, Alberta and area. Specifically, the study addresses two research questions. The first seeks to determine the primary challenges facing older workers in their quest to find suitable employment. The second examines the value which older workers place on programs currently in place to assist in their search for employment. The intent of this study is to inform Government and private sector policies and programs as they relate to the provision of services which will alleviate the unemployment difficulties of older workers. A mixed methods approach was employed with the use of structured interviews and survey questionnaires. This results from this study suggested partial support for ageist attitudes and stereotyping as barriers to employment. There was also some support for the improvement of current employment programs targeted at older job seekers.

ACKNOWLEDGEMENTS

I would like to express my gratitude to the following persons and organizations who guided and assisted me in this venture:

- ❖ My research committee: Associate Professor Ian McKenna (Supervisor), Professors Robert Loo and Paul Blyton, who graciously agreed to be members of my supervising committee. Your dedication, direction, support and attention to detail were largely responsible for the timely completion of this project;
- ❖ Dean Ali Dastmalchian and the members of staff of the Faculty of Management at the University of Lethbridge;
- ❖ The agencies which assisted in the distribution of the questionnaire: Teamwork Training, Southern Alberta Council on Public Affairs, The University of Lethbridge Retirees Club, Lethbridge Community College - Career Directions and
- ❖ All survey respondents and interview candidates.

I would like to offer special thanks to Linda Janz M.Sc., Associate Professor Mike Basil and Lecturer Helen Kelley for their technical support and encouragement.

Without all of you, the completion of this project would not have been possible.

Thanks to all of you!!!

TABLE OF CONTENTS

	<u>Page No.</u>
Dedication	iii
Abstract	iv
Acknowledgements	v
Table of Contents	vi
List of Tables	viii
Introduction	
- Preamble	1
- Why age 50?	2
- Why is this study of importance?	3
Review of Literature	
- Introduction	8
- Aging and Unemployment	9
- Ageism, Discrimination and Stereotyping	14
- Programs and Policies	20
- Theoretical Model - Super & Hall (1978)	25
- Between the ages of 45 and 65	26
- After the age of 65	27
- Government Statistical Data on Unemployment among older workers	30
- Research Questions and Propositions	33
Methodology	
- Preamble	35
- Multi-Methods Used	
- Individual Interviews	35
- Survey Questionnaire	36
- The Plan of Action	
- Conducting Interviews	38
- Survey Questionnaire Distribution	38
- Implementing the Plan	
- Interview Survey	40
- Survey Questionnaire	41

Results	
- Qualitative Interview Results	
- - The Sample	43
- - Research Question One	44
- - Research Question Two	47
- Quantitative Survey Results	
- - The Sample	48
- - Research Question One	49
- - Research Question Two	58
- Combined Qualitative and Quantitative Results	
- - Research Question One	59
- - Research Question Two	62
Discussion	66
Conclusion	77
References	80
Suggested Readings	85
Appendices	
List of Appendices	92
A - Human Subjects Research Approval	93
B - Letter to Potential Interviewees	95
C - Interview Questions	97
D - Survey Cover Letter	101
E - Survey Questionnaire	103
F - ATLAS: List of Codes Used to Analyze	
Additional Comments Made by Respondents	110
G - ATLAS: Additional Comments	112
H - ATLAS: List of Codes Used to Analyze	
Interviews Conducted	118
I - ATLAS: Interviews Conducted	120
J - Overall SPSS Datafile	133
K - Overall SPSS Frequency Tables	142
L - SPSS Frequency Tables for Respondents	
Seeking Employment	153
M - SPSS Frequency Tables for Respondents	
Not Seeking Employment	161

List of Tables

<u>Table</u>	<u>Table Title</u>	<u>Page No.</u>
1	Labor Force Statistics For the Age Group 45-64, For Lethbridge, Alberta	31
2	Major Employment Barriers	45
3	Job Conditions Identified as Essential Determinants in Accepting Work	46
4	Key Demographic Statistics	49
5	Frequencies For Stereotypes (Questions 8-15)	50
6	Overall T-Test Results For Questions 8-15 (Stereotypes)	53
7	T Test Results For Respondents Not Seeking Employment Questions 8-15 (Stereotypes)	55
8	T-Test Results For Respondents Seeking Employment Questions 8-15 (Stereotypes)	55
9	Overall T-Test Results For Question18 (Factors important in accepting a job)	56
10	T-Test Results for Question18 For Respondents Not Seeking Employment (Factors important in accepting a job)	57
11	T-Test Results For Question 18 For Respondents Seeking Employment (Factors important in accepting a job)	57
12	Employment Agency Services Used by Respondents	59

INTRODUCTION

“Competence, not age, should determine whether a person may keep a job. To do otherwise is to squander one of our nation’s most precious resources and to hasten the day of the end of those who are denied the experience that would keep them virtually and for a long time alive.”

(Claude Pepper, cited in Rosen B. & Jerdee, T.H. 1985, pp. 33)

PREAMBLE

“Aging affects us all (*sic*) it is a process which begins with conception and ceases with death,” Sterns & Miklos, (1995, p. 248). During the interim years we are expected by society to grow and mature while making a positive contribution. If we accept the notion that life is a journey, then we must be cognizant of the fact that not all aspects of the journey are as agreeable as we would sometimes desire. As we come to the end of the journey of life which is akin to old age, there are those who are able to finish gracefully, but undoubtedly others within our communities for whom their golden years are filled with a myriad of problems. As diverse as older people are, so too are the opinions held by a large cross section of people within our communities as regards this group. Consider the commonly used expressions: marking time, out to pasture, old fogey, which associate old age with uselessness, inefficiency and ineffectiveness. Alternatively, the terms: the wisdom of age and not older but better, convey quite the opposite impression about older persons, that is a group which is highly valued and respected.

While some may fit into either of these schools of thought, others' views of older workers are somewhat more complex, based on their experience and encounters with this group.

Irrespective of the category into which you fit, Atchley (1972, p. 111) states, “it is impossible to live a long life without becoming an older person.”

While a diverse range of topics may occupy our minds and attention as we age, the one which this project addresses is that of unemployment in the older category of workers within Lethbridge, Alberta and area. This research assesses the current perceptions of older workers, defined as aged 50 and over, in Lethbridge, Alberta and area. Two research questions are addressed. The first seeks to determine the primary challenges facing older workers in their quest to find suitable employment. The propositions associated with this question identify stereotyping, age discrimination and inflexible expectations of the older workers as possible barriers to obtaining and retaining employment. The second research question examines the value which older workers place on programs currently in place to assist in their search for employment. The propositions relating to this question theorize that the current programs are perceived as ineffective and limited and further that the targeted workers are unaware of them.

WHY AGE 50?

One of the first issues to be considered in a study of this nature is the age at which a worker becomes an older worker, this group has been defined variously. Some studies have used the age of 45 as their benchmark (Odell, 1951; Tuckman & Lorge, 1952; NACA, 1991 & 1999; McMullin & Marshall, 2001), while others have used the age of 50 as the definition for the older worker (Jackson & Taylor, 1994; Hassell & Perreve, 1995; DeVaus, Wells & Kendig, 1999; Forte & Hansvick, 1999). In an analysis of studies

regarding mature workers, Ashbaugh and Fay (1987), found that the average age used to define older workers was 53.4 years. According to Overman (1993, p. 53), “people 50 years and over are having a tougher time identifying permanent opportunities,” Rosen and Jerdee (1985) have reported that the greatest number of age discrimination lawsuits have been filed by men in the age 50-59 category. Additionally, Management Services (1999, p.6) report that “fewer older people are in work than in the recent past increasing numbers over the age of 50, are able and willing to work but have little hope of further full time employment.” Based on these data, the age of 50 is used in this study, as the frame of reference for the older worker.

WHY IS THIS STUDY OF IMPORTANCE?

As indicated above, the central goal of this study is to examine the current obstacles facing older workers in Lethbridge, Alberta and area in their search for employment. Stereotyping and age discrimination are explored, as are the programs geared specifically towards the older worker with a view of ascertaining their effectiveness and efficiency.

One may legitimately question the relevance of such a study, for human kind has been aging from the beginning of time and the subjectivity of human nature suggests that there will invariably be those who are able to cope with the issues associated with this phenomenon better than others. Further, it may be advanced that in the main, as people age their desire or need to work declines, or is non-existent. Available statistics for Lethbridge and area are presented in the final segment of the review for the period 1996 -

2000. It is noteworthy to point out here that in Lethbridge and area, 74%¹ of the population aged 45 to 64 were reported to be in the labor force over the period 1996 - 2000. I would suggest that, although statistically the problem of unemployment among older adults does not appear significant, “when we translate the statistics into individuals, the figures assume a human meaning that must concern us deeply” Axelbank, (1972, p. 18). In addition, the results of a study of this nature can inform the Local, Municipal, Provincial and Federal levels of Government and other agencies of the current obstacles facing this group and hence the nature of the program and policy assistance required, in Lethbridge and area and perhaps even further afield.

It is generally accepted that there is a labor shortage on the horizon. This will result because, according to a Canadian Government Publication (National Advisory Council on Aging, (NACA, 1999, p. 59):

The next generation of retirees will be much larger than the next generation of young workers entering the labor market. Moreover fewer people will be available for work following the entry into the labor force of the last baby boomers in the late 1980s. As well the rate of increase in the number of women under 45 in the workforce is expected to fall gradually once the maximum participation rate is reached. Once these two sources of labor become less plentiful the participation of older workers in the labor force will likely become the major factor influencing its growth and productivity. Older workers aged 45 and over represent an important labor pool for the future growth of the economy, accounting for nearly 33% of the labor force by 2000 and 40% by 2010.

¹ Standard Deviation of 5.0.

The opportunity cost of ignoring older workers as a source of labor in a time of predicted labor shortages can be quite high. Employers ignore this group at the peril of their firms bearing in mind the vast experience, skills and competencies of older workers. Society at large may also be impacted in terms of increased health cost, bearing in mind the law of demand and supply. Rife (1990, p.120) notes that “long term and involuntary unemployment often results in feelings of depression and uselessness ... older unemployed workers are particularly vulnerable to experiencing distress.” For unemployed older workers who are primary income earners, unemployment can have a profoundly negative impact on personal standard of living as well as that of dependents (who may include a spouse, elderly parents or children). However, it is important to note although that monetary concerns are only one of the reasons older workers desire to remain employed. Other motives may include a wish to mentor, share experiences, remain active and a contributor to a community.

In their search for suitable employment, an older job seeker may face a multitude of barriers. Some of these obstructions may be internal, as for example unrealistic and inflexible job requirements and others may be external, such as stereotyping and age discrimination by employers. One course of action which an older job seeker may take is to contact an agency with a view to participating in programs designed to assist him/her in obtaining and retaining employment. Such programs however seem to be few in number. In considering the Canadian Labor Market, David, (1993, p. 22) noted that there is “a lack of relevant policies or programs offering training, retraining, orientation and

placement for aging workers who are seeking work and whose periods of unemployment are particularly lengthy.” Thus, it is insufficient to extend best wishes to an older worker seeking employment. There must be a structure in place specifically to assist this category of workers. It has been shown that programs targeting unemployed persons in general are not as effective as those focusing specifically on older workers. Jackson and Taylor (1994, p. 564) indicate that “any assumption that it is neither necessary or worthwhile to provide assistance to older people to help them back into employment is incorrect Employment programs which target older people might attract significant numbers of participants and are essential.”

This impending shortage of labor raises the question of how the pool of older workers might be better accessed by employers for the general good of society as well as that of the older worker. The keys to this seem to be identifying the nature and impact of ageist attitudes and attendant discrimination, understanding the needs of older workers in the workplace with a view to meeting their needs, realizing that they are a scarce and valuable resource. If the needs and the potential of older workers are great, programs should be in place to assist older workers, presently employed, to keep up to date with technology via training and other skills enhancement and to assist older job hunters in finding and retaining suitable employment, in Lethbridge and area.

The following section is a review of previous studies. The review follows the sequence of the research questions. An overview of the concerns of general concerns about aging and unemployment is presented first, followed by data on ageism, discrimination and

stereotyping. Programs and policies are then reviewed followed by an examination of Super and Hall's (1978) career development model. Federal Government statistical data on unemployment among mature workers in Lethbridge and area conclude the review.

REVIEW OF LITERATURE

INTRODUCTION

At present, there does not exist a vast body of studies in the area of unemployment among older adults. Further, the studies which have been done have focused disproportionately on the issues of concern to older male job seekers. Shaw (1985), quoted in Gibson, Zerbe and Franken (1993 a, p. 322), states that “considering the importance of aging and unemployment to the economic variability of Canada, it is surprising that very few Canadian studies have dealt with this important issue.” Shaw (1985, p. 154) notes further from a policy perspective that “studies of unemployment in Canada are so few that policy makers have been required to devise measures to combat the distributional consequences of unemployment without fully appreciating who is suffering the most.”

In the main, the studies reviewed here have been American in origin however where Canadian data and information was available, it was incorporated in the present study. With regard to the U.S. work, although the countries differ in some respects (for example size and population), there are also significant parallels (not the least of which is the pervasive American culture) and as such, U.S. studies may be generalized and the information applied with some reservation to Canada (insofar as the countries are not carbon copies of each other).

Throughout this paper, reference is made to suitable employment for the older worker. What is meant by this, is work which they are physically and mentally capable of accomplishing with efficiency and jobs for which remuneration is commensurate with their qualifications and prior experience. It is unrealistic to give an older worker a job which he or she is clearly incapable of doing only to eliminate his position a few months into his tenure stating that the worker was incompetent. Where under-employment is referred to the definition applied is that of the Dictionary of Business and Economics (1984, p. 478) which states that underemployment is the “situation where workers put in less than the desired or standard hours of work per week and /or are forced to work at jobs for which they are overqualified.”

Here I will review some of the previous studies undertaken in the area of older worker and employment. The review will follow this basic pattern: an outline of the general problem of aging and unemployment, followed by ageism and stereotyping definitions along with myths and realities, programs and policy options, a composite career stages model proposed by Super and Hall (1978) and finally relevant government statistical data.

AGING AND UNEMPLOYMENT

Let us consider aging and unemployment in general. In his 1964 work, Howe (1964, p.33) recorded the following assertion by the Director General of the International Labor Office: “Age becomes a significant factor in a workers’ life when simply because of advancing years he begins to find difficulty either in doing his work or in finding or

keeping a job.” Consistent with this view, I would suggest that as one grows older in an organization, the conventional wisdom is that one should retire to make room for younger workers. This perception is held whether or not the mature worker is still competently performing his assigned tasks or duties. Further, older job seekers are thought of as unable to undertake most jobs because of stereotypical images of them that dictate that they are difficult to get along with and unproductive. For some mature job seekers, a job may be desired as a way to belong to a community or to provide mentorship but for others obtaining a job is a necessity for financial support. Indeed in their study on the factors associated with employment status in later working life, Jackson and Taylor (1994, p. 564) asserted that “for some older individuals, unemployment in later working life can be a financial and personal disaster.”

In his research report on older workers and Canada’s aging labor force Schellenberg (1994, p. 3) acknowledged that “for many older Canadians, participation in good jobs with good incomes is a reality, however others are less fortunate. Many face unemployment and under-employment while others have abandoned the job search altogether.” The focus of this study is on the latter group, that is, the less fortunate.

Older persons may be unemployed involuntarily or by choice. Older workers can become unemployed for various reasons including, but not limited to early retirement, displacement and lack of alternatives (Rodriguez & Zavondny, 2000). This is confirmed by a Canadian Government survey, (NACA 1999, p. 58) which indicates that “many older (*sic*) workers leave the workforce willingly owing to pension plans and special

incentive measures, but some leave unwillingly as a result of layoffs, extended periods of unemployment, health problems and deteriorating working conditions or because pressure is brought to bear on them to make room for younger workers.” With regard to those who voluntarily exit, ostensibly, they are financially secure and are able to live the remaining years of their lives in some degree of comfort. Conversely, those who leave unwillingly can be faced with lots of uncertainty and fear about the prosperity of their future.

In their article on population aging in the Canadian Labor Force, Foot and Gibson (1993) identified structural change in the economy as one of the factors affecting the unemployment of older workers in Canada, specifically an increase in the service sector and a decline in manufacturing. “The importance of industry growth and decline for occupational age profiles is that contracting segments of occupations tend to have an older age structure” (Foot & Gibson, 1993, p. 71).

NACA (1991, p. 31) agrees indicating that “older workers are subject to layoffs, partly due to the fact that they tend to be the most numerous in the industries where shut downs or cutbacks are most likely to occur, that is, those that are oldest and least innovative.” Typically, some of these displaced or otherwise jobless older adults will seek employment, but their opportunities for obtaining and retaining suitable employment are complicated by the fact that “many older workers have attained a lower educational level than today’s younger people and therefore are at a disadvantage when attempting to re-enter the labor market” (Rife & First, 1999, p. 196). In addition “employers generally

consider it less cost effective to retrain older workers than to improve the skills of younger workers” (NACA, 1999, p. 58).

In addition to facing difficulties in finding suitable jobs, older workers face longer periods of joblessness, “the long term unemployment of older workers, especially those with lower levels of training and education has become an alarming feature of joblessness in Canada” (NACA, 1991, p. 30). In fact, “the long term unemployed are essentially trapped in that they appear to be losing touch with the employment market, while still being dependent on it financially” (Jackson and Taylor, 1994, p. 563). Thus older workers, in the main, are in a precarious position, because they are of the baby boom generation, their educational opportunities were somewhat limited and they are, in large measure, the primary workers in labor intensive industries which are decreasing. Those older workers who do manage to re-enter the labor force after a period of joblessness are often “forced to enter another sector and often accept salary cuts, which reduce their eventual pension benefits” (NACA, 1991, p. 31).

Thus “older workers do not usually separate from their jobs until the jobs abandon them They remain at their work as long as employers keep them” (Axelbank, 1972, p. 19). At any age dealing with the loss of a job can be traumatic, (loss of dignity and respect, a sense of insecurity, boredom and social isolation, [NACA, 1991 p. 31]), but if you are nearing what has traditionally been the age of retirement (age 65) and are suddenly displaced, your options are clearly quite limited and some may be willing to accept a position where they would be under-employed and underpaid. “Older workers may

become discouraged and cease active job searching while still being unemployed in the sense of being without work, but willing and able to accept employment at existing wage rates” (Osberg, 1988, p. 14). This observation is confirmed by McMullin and Marshall (2001, p. 112) who indicate that “older workers tend to be over represented among discouraged workers. Further, if and when older unemployed workers find a job their re-employment earnings are less.” As Tindale (1991, p. 13) points out “persons with the lowest permanent income are likely to endure longer periods of unemployment when searching for work. They keep searching because they cannot comfortably afford to retire.”

“The life long expectations of older workers (*sic*) with regard to stable employment are such that being laid off may be more traumatic and cause more resentment than for a younger person” (NACA, 1991, p. 32). Rife and First (1989) conducted an exploratory study on the characteristics of older unemployed workers who were discouraged and had stopped searching for a full time job. These authors found that many of the participants had involuntarily lost their jobs and reported feelings of depression, isolation and embarrassment as regards their unemployment situation. This poor psychological state was also observed by Jackson and Taylor (1994, p. 563, *paraphrased*), in a study of unemployed older men, whom they indicated were “demoralized and seemed to believe they had little control over what happened to them.” Rife (1990, p. 119) described the psychological condition of older workers at this time as one of unemployment neurosis, which formally stated is “a condition occurring when individuals become unemployed

and see themselves as useless and subsequently believe their lives are meaningless - a common condition among older workers.”

From the information presented above, it is clear that older workers face a number of obstacles to re-employment. They are generally employed in the labor intensive sectors of the economy and are typically averse to training. Because of these and other factors re-employment in different industries may be difficult and can cause financial and emotional distress. As a marginalized group, another issue which affects the re-employment probability of older persons is that of characteristics which are generally perceived to be typical of this group. In the next section age-related stereotypes, discrimination and ageism are examined.

AGEISM, DISCRIMINATION AND STEREOTYPING

According to Butler (1969, p. 243), ageism is “prejudice by one group toward other age group It describes the subjective experience implied in the popular notion of the generation gap It reflects a deep seated uneasiness on the part of the young and middle aged, a personal revulsion to and distaste for growing old, disease, disability and fear of powerlessness, uneasiness and death.”

“Unlike its counterparts racism and sexism, ageism is a much more subtle bias and therefore goes unrecognized” (Capowski, 1994, p. 11). It is not surprising then that “discrimination based on age along with other violations based on age are commonplace to elderly Canadians” (David, 1993, p. 21). This is so, despite the existence in Canada of

a Charter of Rights and Freedoms (1982), which states in Section 15(1): “Every individual is equal before and under the law and has the right to the equal protection and equal benefit of the law without discrimination and, in particular, without discrimination based on ... age”

In a review of Employment Law in Canada, England, Christie and Christie (1998) (*paraphased*) observed that age discrimination is only excused where the employer can prove that age is a bona fide occupational requirement and that the elderly worker could not be accommodated up to the point of just short of undue hardship to the employer. The duty of reasonable accommodation could be said to be a feasible means of reducing costs such as offering elderly workers decreases in wages before laying them off or making their posts redundant.

It is clear that not all members of any particular grouping are identical, thus, “business decisions based on stereotypical assumptions about various categories of employees can prove both erroneous and costly, impairing self esteem, impeding career progress and resulting in an underutilization of human resources” Rosen and Jerdee, (1985, p.17). But because we are unable to have complete knowledge about all the members of varying societal groups, according to Falkenberg, 1990, p.107), “we (*sic*) will always work with stereotypes, the challenge is to increase the accuracy.”²

² The duty to accommodate can be said to impose the legal limits for employers’ reliance upon stereotypes. The undue hardship test does acknowledge that employers must not rely on common knowledge or stereotypes while further investigation or individual testing might enable them to accommodate short of undue hardship.

It is imperative therefore that older people judge themselves and are judged by others on their individual merit. To do otherwise could negatively affect an organization, however, acceptance by older worker of conventional wisdom as regards their capabilities could be harmful for workers as well. According to Sterns and Miklos, (1995, p. 262), “the perception that older workers are discriminated against can cause a self-fulfilling prophecy for older adults.”

Studies on stereotyping of older worker have yielded varying results. Rosen and Jerdee (1976a, 1976b, 1977, 1985, 1988, 1990) have conducted a number of studies in this area, and have found that older workers are perceived to be less motivated to remain up to date in their professions, lower in performance capacity and potential for development, more risk averse, more resistant to change and less creative. Gibson, Zerbe and Franken (1993), surveyed employers in Calgary, Alberta to examine their perceptions of the re-employment barriers faced by older job hunters. They found that the older job hunter is seen as, among other things, having wage expectations higher than those of younger job hunters, poor candidates for the recovery of training investments and poor candidates for training success, resistant and questioning of organizational policies and practices and therefore disruptive to the organizations culture, unsettling to the existing employees and in need of training in job search skills. In their series of studies, Rosen and Jerdee also reported some positive perceptions as regards older workers, including the notion that they are more stable and have good interpersonal skills, are more reliable, honest and trustworthy, and thus more suitable for jobs requiring quality, reliability and integrity.

In addition to being pre-judged as to their abilities by others simply because of age, older job hunters must apparently be careful to seek employment in jobs and industries which are not considered to be more appropriate for another age group, since occupations may also be subject to categorizations. Gordon and Arvey (1986), suggested that certain occupations were viewed as being occupied by individuals in certain age ranges: 20s, 30s and 40s. In addition in their study on the moderating effects of personal and contextual factors in age discrimination, Perry, Kullik and Bourhis (1996, p.642) reported that “discrimination against older applicants is more likely to occur when raters have high older worker bias and the older applicant is applying for a young typed job.” If this is indeed the case then older workers will find themselves in a Catch 22 position, where they may be considered too old for a job or a job may be thought to be too young for them.

While these perceptions are widely held and believed to be representative of reality, studies examining their validity have found them to be primarily unrepresentative of older job seekers, false and without merit (Buonocore, 1992; Duran & Kleiner, 1992). In his quest to determine whether the older worker is inherently incompetent, Baugher (1978) reviewed a number of studies on age related changes in psychological processes that may affect worker performance. In summary, his analysis revealed the following:

- intelligence does not always manifest decline with age.
- though the differences are not large, younger subjects are often found to be faster, better able to take advantage of cues in verbal material, more able to ignore

irrelevant information and more efficient as problem solvers. Still older subjects' performance may be enhanced by concrete stimuli.

- No important decrease in reasoning ability with verbal problems appears until subjects are 70 years of age or older.
- Productivity tended to rise with the worker's age from the twenties through the fifties, depending on the occupation, thereafter it declined slightly.
- Compared to younger workers, older workers were more accurate and capable of steadier work output.
- Older workers are less likely to be absent from work or involved in accidents than younger employees.
- Adaptation to a new job was related more to flexibility than age.
- Depending on the job the older worker was engaged in, age related differences were not seen until after the age of 60.

Thus, while some employers view the hire of an older job seeker as undesirable, it is suggested by these findings that an investment in the hire, training and employment of such workers could result in a good return for the employer's firm. In their recent study on the employability of workers under and over age 50, Forte and Hansvick, (1999, p.29) found "no statistically significant differences in ratings of older and younger workers for the attributes willingness to take directions and productivity....Employers who were themselves 50 and over rated their cohorts as more desirable workers on all attributes except computer skills. Employers younger than age 50 rated older workers highly on

their academic skill levels, attendance, ability to get along with co-workers, work ethic, salary expectations and supervisory skills.”

Griffiths (2000, p. 474) states, “most reviews and meta-analyses in the scientific literature report little consistent relationship between ageing and work performance. Overall, the older workers perform as well as younger workers.” In general, many of the widely accepted stereotypes have been found to be invalid and where the beliefs could not be disproved, the results were inconclusive and influenced largely by the individual and the occupation in which they are engaged, and the age and experiences of the raters. As Finkelstein, Burke and Raju (1995, p. 658) contend “older people do not rely as heavily on age stereotypes as do younger people. One reason for this is that older people tend to have more knowledge about experiences at all age levels, having transitioned through a number of life span developmental stages.”

Falkenberg (1990, p.107) noted that “humans are dependent upon stereotypes to reduce their information processing demands. Unfortunately, this dependence creates a number of problems for organizations and individuals.” Additionally “the label we apply to someone on our first impression of an individual leads us to act as if that is all there is to that person and to close our mind to new information” Hassell and Perrewe (1995, p. 458). Many myths exist about older workers and “many older workers apparently believe the myths too” (Kaeter, 1995, p.64). To the extent that this is indeed the case, the worker is his own worst enemy, for invariably, this will be evident in the manner in which he presents himself to potential employers and could be a disincentive for hire. Thus, not

only could employers' perceptions of the limitations of the older job hunters be a serious barrier to their re-employment, but the older job hunter's perception of himself and those of that cohort could also be a barrier.

The evidence presented above illustrates that though perceptions exist about older workers many of the stereotypes are myths and largely unsupported by empirical evidence. But the responsibility to change societal perceptions lies not only with the mature worker but with all elements of society. One of the major stakeholders is Government, the policy makers at the federal and provincial levels. The programs they offer are sometimes patterned by private interests and with negative perceptions of older workers and job seekers so pervasive in society, change is mandatory. Governments can play a key role in initiating change promoting the positive rather than the negative stereotypes and providing assistance to older job hunters wherever possible. The next section considers employment programs and policies for older workers.

PROGRAMS AND POLICIES

Given the tremendous challenges which older workers must face in the search for suitable employment, and the potentially high opportunity cost to society due to their exclusion from employment, it is imperative that assistance is rendered to them. Indeed, because of the peculiar difficulties encountered by this group it should be recognized that special (and not general) assistance may be more effective in addressing their concerns. Clearly, as the chief policy makers, governments must endeavor to learn of the specific barriers to entry into the workforce which mature workers face, before programs are designed and

implemented. In his review of the burden of unemployment in Canada, Shaw (1985, p.154), indicated that “policy makers have been required to devise measures to combat the distributional consequences of unemployment without fully appreciating who is suffering the most.” This may be the reason for the present passive approach the Government has adopted regarding the exclusion of older worker from labor force, “intervening only after layoffs occur and on an ad hoc basis, taking responsibility for older laid off workers until they reach retirement age, rather than really helping them find another job” (NACA, 1999 p. 58). Aside from the above mentioned, Government assistance for the mature job seeker is needed in view of the fact that “job search and counseling services designed for the general public are not very interested in older workers and are not effective in finding them a real job” (NACA, 1999, p. 58).

We have seen that older job hunters may encounter ageist attitudes and age discrimination and are somewhat limited in their formal educational qualifications, however, they can prove to be their own obstacle to career mobility. In fact, “many unemployed older workers are reluctant to under take skills upgrading or retraining activities. Often this is because of a lack of self-confidence due to few basic skills or a low level of education, and the perception that the effort is not worthwhile either for the employer or the employee” (NACA, 1999, p. 58). In addition job placement centers report “a reticence on the part of older unemployed people to undertake skills upgrading or retraining activities and older workers (*sic*) are also often unaware of the government programs that are available to them” (NACA, 1991, p. 29). Yet another possible self-imposed barrier to employment for the older worker is their expectations with regard to

acceptable conditions of work. Brewington & Nassar-McMillan (2000, p. 3) observed that older workers often “express distinct preferences about hours, schedules and type of work, frequently seeking jobs which are fun and rewarding.”

Private enterprises are largely concerned with profit making and thus seek to externalize to public agencies the costs and burdens of social services to workers. Rendering assistance to older persons seeking suitable employment may vary from offering programs which allow these workers to obtain the requisite skills and competencies needed to successfully acquire and undertake a job, provision of job search skills and to offering job placement services, to name a few. To assist the mature job seeker successfully, governments must ensure that the specific concerns of older workers are known and addressed. One of the issues which must be addressed for older job seekers is training. Because of limited educational opportunities and experience in single industries, training for older adults is often necessary. “In a society in which the active population is aging, employment policies should reflect the fact that pre and mid-employment training is important for everyone, including older workers and that wasting their contribution is a negative way of managing the Canadian economy” (NACA, 1999, p 59).

In exploring discouraged older workers, Rife and First (1989) report an identified need for an increase in targeted programs to assist the older unemployed worker to find a job. Additionally the need for an increased awareness of the difficulties faced by unemployed older workers must be recognized. It was also suggested in their study that increased

outreach efforts are needed to educate employers regarding the benefit of hiring older workers. Such efforts seem essential if we are to better understand the adverse social and psychological consequences of unemployment for older workers and assist these persons to regain productive employment. It is an important observation that older workers “suffer emotional and financial distress when they are unable to find suitable jobsand are likely to suffer feelings of grief, guilt, loss of self-esteem, loss of identity and loss of social support have higher levels of depression, anxiety and physical illness than those found in a comparison group with stable employment the personal distress after job loss can create an obstacle to successful re-employment” (Brewington & Nassar – McMillan, 2000, p.2).

Bornstein (1986), in a review of senior employment services found that clients reported that generic manpower agencies provided few services to individuals over age 55. The model of simply teaching job search skills and helping the client to find job leads was deficient when the client’s lack of marketable skills was apparent. There was a reported need for more specific occupational training and help to obtain new job skills, job searching training, labor market research, job development assessment facilities and community outreach. In addition, one on one or group support may be found to help clients through the difficulties encountered in both training and in subsequent job search. Another area for future policy is the provision of consultation to assist industry with aging workforces. Programs could range from simple attitude change to the dissemination of innovative personnel practices. An attitude that respects and fosters the independence of older clients is essential for the success of any training program. An

important factor in the successful implementation of senior employment services remain the removal of ageist stereotypes.

Programs designed to assist with re-employment prospects should include “emotional support to help clients cope with the psychological distress of job loss and change helping workers (*sic*) understand their personality styles and exploring new work and leisure occupations that are congruent with their attributes” (Brewington & Nassar-McMillan, 2000, p.9). “Career counselors need to inform older workers who have lost their jobs about the realities of the labor market so that they can decide if they ought to change occupations or reduce pay expectations In addition they should educate their clients about needs and reasons for retraining as well as about programs and resources available to help them develop necessary skills and encourage their clients to build skills in areas that are in demand so that they will be prepared to compete for jobs in growing industries” (Brewington & Nassar-McMillan, 2000, p.10). If programs are designed and implemented adequately they will be effective in alleviating many of the difficulties older workers encounter in their job search and reducing the barriers that employers face in accessing a potentially useful source of labor.

Let us now examine a composite model proposed by Super and Hall (1978), of stages in career development. This model theorizes the path of a career from the initial stage of exploration to an ultimate decline.

THEORETICAL MODEL – SUPER AND HALL, 1978

The theoretical model into which this study is enveloped is a composite one presented by Super and Hall (1978), and is based on the work of D.E. Super (1957), E.H. Erikson (1963) and D.J. Levinson, C. Darrow, E. Klein, M. Levinson and B. McKee (1974). The model outlines the career stages from exploration to decline. The specific stages referred to are the stages of Exploration, Establishment/Advancement, Maintenance and finally Decline.

The Exploration Stage is the period from the teenage years through to age 25, when one embarks on the world of work. The Establishment Stage is from the age of 25 to the age of 45. In this stage one is establishing one's self in the world of work and striving for advancement. The Maintenance Stage, which is period with which we are most concerned in this study, is that from the age of 45 through 65. The model also describes this period as one of middle or late career. This period can be one of "growth, decline or plateau, depending upon personal and organizational factors. It is a time when the person is concerned that what she or he is producing is of lasting value to future generations.... Issues which may arise in this phase are a sense of work obsolescence and a feeling of decreased job mobility and increased concern for job security among other things" Super and Hall (1978, p. 351). The final stage described by the model is that of career decline, this is from the age of 65 onwards.

Between the ages of 45 and 65

Erikson (1963) denotes this period as one of generativity, where persons are concerned with giving direction to the next generation. In commenting on Erikson's work, Brewington and McMillan (2000, p.7) posited that "if this opportunity for guidance (*sic*) becomes unattainable, loss of self-esteem, loss of identity, grief or guilt could easily occur." According to Super (1957, p. 147) this period is the maintenance stage of life, in which the older worker "does not attempt to break new ground to open up new fields of work. As middle age is reached, there is a tendency to keep on doing the kind of thing which helped one to get established, which one knows to do well." "When career is one in which the establishment process has not led to stabilization in a suitable occupation, the maintenance period is likely to be one of frustration" (Super, 1957, p.150). In a subsequent article on the comprehensive career development model, Super (1992, p.44) noted that embittered persons "go through the routines of their paperwork, operate their machines, but avoid learning opportunities." There are still others who "make a point of keeping up to date, handling their careers as though they were still in the establishment stage, breaking new ground."

In commenting on Super's theory, Brewington and McMillan (2000, p.7) noted that "for individuals who have lost their jobs, it often becomes necessary to revert to prior stages of career development ... such workers often feel as if they are starting over and the resulting loss of identity and social support can be psychologically distressing." In this midlife period, Levinson et. al. (1974, p. 254) noted that there is a "sense of bodily

decline and the more vivid recognition of one's mortality, and the sense of aging which means to be old rather than young.”

After the age of 65

In the final stage of the model, after age 65, a period of decline is hypothesized, where the person begins to withdraw from the work organizations and starts planning for retirement. Erikson refers to this as the ego integrity phase where one accepts “one's one and only lifestyle as something that had to be ... and where one is ready to defend the dignity of his own lifestyle against all physical and economic threat” Erikson (1963, p.268). In his 1992 commentary, Super noted that “as people age, it is normal that their physical and mental abilities decline. Sensing their decline, older people decelerate then perhaps begin to selectively disengage, just how and when depends upon their occupation and circumstances”(Super,1992, p.44). Again in this latter stage of life and career “the belief that one has not accomplished goals leads to despair. Clearly an individual whose career development plan is arrested before it is completed might feel as though his or her goals had not been fulfilled” (Brewington & McMillan, 2000, p.7). Other researchers have also commented on several opportunities and challenges facing workers during these two last phases of their career development. General observations made by Riverin – Simard and quoted in Super, (1992, p. 54) are noteworthy: “The content of each life stage or sub-stage is linked both to the passing of time and to the context in which the individual lives and works. Depending on the life stage, people tend to focus on either the goals of the working lives or on the means of attaining them.”

Rosen and Jerdee, (1990, p. 62), point out the “factors contributing to middle and late career problems include the following: rapid changes in job duties, employee loss of motivation or complacency, unwillingness on the part of senior employees to stay in touch with changing technologies, tunnel vision and the frequent tendency of senior workers to rest on their past accomplishments.”

Latack, (1984, p. 316), quoted in Mazerolle & Singh, (1999) noted that “for some people, especially mid-career employees, job loss represents a permanent career disruption from which they may never recover. This is often reflected in feelings of uncertainty about their employment situation, a lower commitment to their job and cynicism, all of which carry over at least to the next job.” Rosen and Jerdee (1985, p.127) comment on career decline and note that “the performance of some older workers declines in the twilight of their careers because they lose motivation. The performance of many others, however, declines because their skills and knowledge have become outdated.” The authors identify two categories of obsolescence: job and individual obsolescence, which can both affect the older worker. Job obsolescence occurs when jobs become obsolete and gradually disappear when demands for certain products or services decline or new manufacturing techniques replace older, less efficient processes. Individual obsolescence refers to a gradual reduction in work effectiveness.

When employees fall behind in understanding how to use new tools and techniques or fail to recognize how the application of new knowledge can improve their performance they become vulnerable to obsolescence.... The greater

vulnerability of older workers to job obsolescence is reflected in the longer period of unemployment that older workers typically experience after job phase outs and plant shut downs Compounding the problem, the senior employee may be reluctant to admit that certain skills have become rusty or may fear that learning new methods, procedures or techniques is too much of a challenge. The problem is exacerbated by corporate reluctance to invest in upgrading the skills of senior employees.

Rosen & Jerdee (1985, p.128)

Kaufman (1974) cited in Super and Hall (1978, p.364) identifies (3) personal characteristics associated with “low obsolescence in mid career and these are high intellectual ability, high self motivation, personal flexibility.” Kaufman (1974) argues that obsolescence can be prevented to some extent through effective personnel policies, good assessment and testing and career counseling, integrating continuing education with job assignments which require adaptation and motivation.

Having presented the model, it should be noted that older workers are diverse and the trajectory of their career may not follow that indicated by the model. As alluded to, this could be as a result of starting a career late in life, or losing a job and having to return to a previous stage. Thus, one cannot be categorized into the stages illustrated above simply by chronological age. The model however offers us a useful way of observing a typical career path, *ceteris paribus*, and acknowledges some of the difficulties which can occur at this stage of one’s career. When workers encounter difficulties as where they become

job hunters again at the age of 50 onwards and have to recycle through previous phases, intervention and assistance from Government programs is essential. However the assistance needed by older workers who are displaced or otherwise find themselves unemployed will vary. Policy makers will be well served to familiarize themselves with the varying needs of workers as they traverse through this path and modify their programs as required. The final segment in this review presents the current data available for the labor force and employed persons aged 45-65 in Lethbridge and area. Clearly, it is important to place a numerical value on this issue of unemployment, so that its pervasive nature can be assessed, and appropriate plans and policies be put in place.

GOVERNMENT STATISTICAL DATA ON UNEMPLOYMENT AMONG OLDER WORKERS

According to the Canadian Government Publication NACA (1999, p 58):

Over the past 20 years, there has been a steady downward trend in the labor force participation rate of older workers compared with that of all workers. This decline would have been much larger had it not been for the significant increase in women's participation Older workers aged 45 and over represent an important labor pool for the future growth of the economy, accounting for nearly 33% of the labor force by 2000 and 40% by 2010."

The NACA Publication (1991, p. 12) reports that "the median age of the members of the Canadian Labor force has been gradually increasing.... Aging in the labor force however has not kept pace with aging in the general population because of the continuing trend toward early retirement. The excess supply of younger workers has declined with the

integration of the last baby-boomers into the labor force in the late 1970s and early 1980s.... Many retirees have indicated their interest in re-entering the labor-market, often on a different work schedule or in a different area of work. As the supply of younger workers gradually drops off, the demand for older workers can be expected to grow and retirement incentive programs to gradually disappear.” In a review of the Canadian labour market, David (1993, p. 21) states that “in Canada, the median age of the active population will rise from 37 to 43.... The tendency to drop out of the workforce – already a marked trend among those 55 or older – is now evident among those age 45 to 54.”

Statistics from the 1996 census for Lethbridge, Alberta gives the number of both men and women between the ages of 50 and 69, as 10,570, which is 17% of the population. This census publication only provided labor force data for categories 15-24 and 25 years and over. However, further investigation with Statistics Canada revealed some of labor force figures for the Lethbridge for the age range of 45-64 as shown in Table 1.

Table 1 - Labor Force Statistics For the Age Group 45-64, For Lethbridge, Alberta.

The Labor Force. Household Surveys Divisions. Unpublished data. Statistics Canada.

Age Range 45-64						
<i>Date</i>	<i>Population</i>	<i>Labor force</i>	<i>Labor force as</i>	<i>Employed</i>	<i>Employed persons as</i>	<i>Employed persons as</i>
			<i>% of the population</i>		<i>% of the population</i>	<i>% of the labor force</i>
1996	11,000	8,400	76	8,000	73	95
1997	12,300	8,500	69	8,100	66	95
1998	14,800	10,200	69	10,000	68	98
1999	14,100	11,300	80	11,000	78	97
2000	13,200	10,300	78	9,900	75	96

Some key observations from the Statistics Canada Labor Force data for Lethbridge are as follows: Over the period 1996 to 2000 the average population of persons aged 45-64 available for and willing to work was 74%, with a standard deviation of 5.0 (Column 4, Table 1). The average employment rate over the period 1996 to 2000 was 72%, with a standard deviation of 5.1 (Column 6, Table 1).

However, while the statistics seem to suggest that this problem is an irrelevant one, as implied by column 8 of Table 1³, as Axelbank (1972, p.18) stated “when we translate the statistics into individuals, the figures assume a human meaning that must concern us deeply.” Thus, if only say 4% (as was the case in 2000) of persons aged 45 to 64 are who are willing to and available for work, are unable to find work, it may not appear to be a numerically significant proportion, but it certainly is. For these job seekers who diligently try to find and retain suitable employment but encounter barriers, often not of their own making, but rather as a result of pre-conceived notions about what they are able to accomplish, unemployment is more than a mere inconvenience. For such persons, particularly those who need to be employed to relieve financial distress, an unfruitful job search is disturbing and frustrating. Such workers justifiably expect that in such circumstances assistance will be available. Without a doubt, there are those workers who become disillusioned with their failure to find and retain suitable employment and abandon the search, and in such instances the social agencies of the Government have a social responsibility to intervene and render assistance to this group. Certainly such assistance is costly and would perhaps be less so, and indeed less humiliating for this

³ Given the employment figures for the period 1996 – 2000 in column 8, the average unemployment rate of 4% was computed, with a standard deviation of 1.3.

group of workers (though small) if they could be productive members of the society earning their own salaries and wages.

As presented above, previous research shows that older job seekers tend to encounter ageist attitudes in their search for work, and are typically viewed as undesirable. Further, because most of them are reported to be employed in declining industries, undesired unemployment will imply that they are once again on the job search thus training and skills acquisition will invariably be important for them. But, with a labor shortage on the horizon, it is imperative that negative perceptions of this group are eliminated and that there are programs and policies in place to assist them in their search for employment.

Having provided a review of the relevant literature, the research questions and propositions which this study addresses are now formally stated as follows:

RESEARCH QUESTIONS AND PROPOSITIONS

Research Question A

What are the primary challenges facing older workers in the Lethbridge area, in their quest to find suitable employment?

Propositions

It is proposed that:

1. Stereotyping and discrimination are often effective in excluding older workers from the workforce.

2. The inflexible expectations of older workers, as regard the nature and rewards of employment, specifically: salaries/wages, working conditions are effectively a barrier to entry to the labor force.

Research Question B

What value do workers place on the systems or programs currently in place to assist them in finding employment?

Propositions

It is proposed that:

3. The current programs in place to assist older workers are perceived as ineffective and limited in scope.
4. Older workers are largely unfamiliar with the employment programs targeting them.

METHODOLOGY

PREAMBLE

One of the salient issues which must be considered after deciding upon the topic of one's research is that of the methods which will be employed to undertake the project. In the initial stages of this study, the advantages and constraints of both quantitative and qualitative methodologies were evaluated. Ultimately a mixed methods approach was chosen. Also known as triangulation, this is a "combination of methodologies in the study of the same phenomenon," (Jick, 1983, p. 135). "The effectiveness of triangulation, rests on the premise that the weaknesses in each single method will be compensated by the counter balancing strengths of another" (Jick, 1983, p. 138). Across methods triangulation was selected, this involves the "use of data collected by several different techniques to look for commonalities in the findings" Dootson (1995, p. 185). The specific methodologies employed were survey questionnaires and structured interviews, since these were considered complementary. Jick (1983, p. 145) indicates that triangulation provides quality by "allowing researchers to be more confident of their results." It attempts to "overcome the deficiencies and bias that can occur when using a single method" (Dootson, 1995, p. 185). The major difficulties cited for studies using multiple methodologies are complexity and difficulty of replication.

MULTI-METHODS USED

Individual Interviews

Patton (1980, p. 28) describes the goal of qualitative research as follows "the purpose of gathering responses to open ended questions is to enable the researcher to understand and

capture the points of view of other people without pre-determining those points of view through prior selection of questionnaire categories.” The type of interview chosen was the structured interview survey. This was chosen over other qualitative methods because as a new researcher I felt ill-equipped with the requisite skills to be able to provide the guidance to an interviewee that an unstructured interview would necessitate. It was felt that greater focus on the research questions would be possible with the use of a template.

The interview survey consisted of 23 questions, the questions were categorized as follows:

- Section 1 (Questions 1 - 5) – Employment History
- Section 2 (Questions 6a and 6b) – Barriers to Entry to the Labor Force
- Section 3 (Questions 7 - 10) – Job Expectations
- Section 4 (Questions 11 – 18) – Employment Agencies
- Section 5 (Questions 19 – 23) – Demographics.

The key questions relating to the research questions are found in Sections 2 through 4. However, the questions in Sections 1 and 5 were also important, providing background information and facilitating the contextual framework for interviewee responses.

Survey Questionnaire

In writing about evaluation methods Patton (1980, p. 22) described quantitative approaches as “providing a standardized framework in order to limit data collection to certain pre-determined response or analysis categories further (sic) quantitative measures are succinct and easily aggregated for analysis.” A questionnaire addressing the

two research questions was designed consisting of about 60 items. After consultation with my Research Committee Members and other members of the Faculty of Management, this initial questionnaire was pre-tested on clients at Teamwork Training - an employment resource agency in Lethbridge, Alberta⁴. This pre-test proved quite productive since many suggestions for improvements were given and incorporated into the final questionnaire design.

The final survey questionnaire consisted of 31 items and was divided into (5) sections as follows:

- Section 1 (Questions 1 - 7) - Employment History (Questions relating to the respondents employment background)
- Section 2 (Questions 8 - 15) – Barriers to Entry (Questions relating to stereotyping and age discrimination experienced in past or present job searches)
- Section 3 (Questions 16 – 19) – Job expectations (Questions evaluating the expectations which in relation to the terms and conditions of jobs persons are willing to accept)
- Section 4 (Questions 20 - 26) – Demographics (Questions seeking personal information)
- Section 5 (Questions 27 – 31) – Agencies (Questions geared to determine the

⁴ It should be noted that although Teamwork Training was also one of the agencies to which the final draft of the questionnaire was distributed, the pre-testing referred to here did not compromise the final results of the survey, since the agency offers programs in varying periods throughout the year, therefore by the time the final questionnaires were delivered to the client group to whom they were distributed would not be the same group which availed themselves for the pre-test.

respondents familiarity with the employment resources offered in Lethbridge and area for older worker seeking employment).

THE PLAN OF ACTION

Conducting Interviews

McCracken (1988, p.17) indicates the “for many research projects, eight respondents will be perfectly sufficient ...this group ... offers an opportunity to glimpse the complicated character, organization and logic of culture.” Based on McCracken’s recommendation, an initial projection of eight interview candidates was made. The way in which such candidates were to be identified was via the option at the end of the questionnaire which asked participants to indicate their name and telephone number if they were willing to be interviewed. In addition to this a few possible candidates for interviews were suggested by my research committee. In both instances it was envisaged that one of the concluding queries made of the interviewees would be to refer another suitable interview candidate, hence an anticipated snowball effect, allowing the realization of the desired number of candidates. The interviews were intended to be personal interviews, conducted in a private room on the Campus of the University of Lethbridge allowing for an environment where the conversations could be tape recorded in addition to providing an atmosphere of comfort and confidentiality.

Survey Questionnaire Distribution

A variety of agencies (primarily employment agencies and social groups) were initially contacted and their participation and interest in this study solicited. Ultimately, five

agencies indicated their willingness in to be a part of the project. These agencies were as follows:

- Lethbridge Senior Citizens Organization (a social organization)
- Norbridge Senior Center (a social organization)
- Southern Alberta Council on Public Affairs (a community group)
- Teamwork Training (an employment resource agency) and
- University of Lethbridge (U of L) Retirees Club (a social club associated with the U of L).

Names and addresses of the members and or clients of these agencies were all sought, however all groups but the U of L Retirees Club indicated an unwillingness to release this information primarily because of confidentiality issues. Alternatively, these agencies were asked if an arrangement, such that 25 questionnaires would be delivered to their organization and distributed by them and subsequently collected would be agreeable.

The U of L Retirees Club provided a list of members to which questionnaires could be mailed along with a self-stamped/addressed envelopes to expedite the return of the completed forms. The ideal concept was that 25 questionnaires were to be distributed to each of the remaining four agencies. The agency in turn would encourage their members and or clients to complete the survey at the agency, where they would be collected, after an expiration of two weeks. The final page of the questionnaire asked participants who were interested in being interviewed to indicate their names and numbers for subsequent contact. It was also initially proposed that advertisements encouraging participation in the

survey be posted in the Lethbridge Herald and the Lethbridge Senior Citizen's Newspaper.

IMPLEMENTING THE PLAN

Upon obtaining approval to proceed with the research from the Human Subjects Research Committee⁵, I sought to implement the proposed plan, however, the implementation was not without incident.

Interview Survey⁶

With regard to the interviews, the original intention was for personal interviews, to be conducted, however, this was altered where necessary for the convenience of the interviewee. A total of seven (7) interviews were conducted as follows: one (1) via email, two (2) personal or face to face interviews and four (4) telephone interviews. In each case, interviewees were assured that their anonymity would be maintained through the reporting of the results. The anticipated snowball effect did not occur as completely as was envisaged at the outset as participants were quite reluctant to refer others for contact or purported not to have knowledge of any suitable candidates. In a few cases, persons who had indicated a willingness to participate prior to the official commencement of the study, subsequently declined to participate. Participation was completely voluntary and could be withdrawn at any time and hence their wishes were respected and they were not pursued.

⁵ Approval from the University of Lethbridge's Human Subjects Research Committee is shown in Appendix A.

⁶ Copies of the letter to Interviewees and Interview Questions are shown in Appendices B and C respectively.

Survey Questionnaire⁷

The first two of the agencies identified above, when contacted later, were unwilling to participate under conditions which were favorable to both parties. In one instance, the agency indicated a willingness to have an advertisement posted in the lobby of the building and the questionnaires left there (*sans* supervision), and in the other situation, the director of the organization failed to see the relevance of such a study to her organization and to its members and declined to participate. Attendance at a meeting of the Southern Alberta Council on Public Affairs realized two (2) responses, from Teamwork Training eight (8) responses were obtained of the 25 questionnaires delivered and with regard to the University of Lethbridge Retirees Club 54 responses were obtained, from the 103 distributed. There were no advertisements posted in the above mentioned print media due to budgetary constraints.

Realizing that greater participation was desirable, several futile efforts were made to engage the support of other groups, namely: Employment agencies, Social organizations and a Government agency. In the main, these groups were reluctant to participate, their unwillingness primarily, based on the fact that client information was confidential or that their members or clients did not fit into the targeted age profile. However, the Career Directions program at the Lethbridge Community College (LCC) consented to distribute the survey to their students in the Spring Session. This program is designed to help people develop realistic career strategies to maximize their employability and job satisfaction. Of the ten (10) questionnaires taken to the LCC two (2) were returned completed. Compiling the total responses at this stage, there was an initial response rate of 39%.

⁷ A copy of the Survey Cover Letter and Survey Questions are shown in Appendices D and E respectively.

Of the returned surveys, five (5) were completely disregarded since they were returned not completed, thus, from the Southern Alberta Council on Public Affairs the response rate was 8%, from Teamwork Training was 32%, from University of Lethbridge Retirees Club was 52% and from LCC was 20%. Although the overall response rate appears favorable it should be noted that many of the returned surveys suffered from incomplete and missing data. Thus with a view to generating statistical data which were as reliable and accurate as possible, the data were further filtered and where responses crucial to the primary research questions were missing, the questionnaires were omitted from the data set. Such drastic measures meant a smaller data set but also a more complete one. These adjustments necessarily altered the final response rate to the quantitative aspect of the research study 23%. The results are examined in the following section.

RESULTS

In presenting the results the sequence of the research questions and associated propositions is followed. First the qualitative findings are reported followed by the quantitative data and because a mixed methods approach was employed, this section will conclude with a combined presentation of the results.

QUALITATIVE INTERVIEW RESULTS⁸

The qualitative data generated by the seven interviews conducted were analyzed with the use of the *ATLAS*⁹ program. For each of the two research questions, codes for the emerging themes were assigned and analyzed. The interview results are presented here in the sequence of the research questions.

The Sample

As an overview of the results of the seven interviews conducted: two of the respondents indicated that they were employed and later stated they considered themselves to be under-employed. The remaining five respondents were seeking paid employment, and four of these reported that they were seeking full-time employment. The exception stated that he was willing to accept either full-time or part-time work. Unemployed respondents were in that state for an average of 10 weeks. Reasons given for their current unemployment varied from redundancy, dismissal after long-term disability, victims of a downsizing organization to resignation. There were three female respondents and four males. The average age of the group was 54 years (with a standard deviation of 2.06) and

⁸ The qualitative analysis conducted using the ATLAS.ti 4.1 programme involved the creation of codes and the categorization of the qualitative data accordingly. This analysis is shown in Appendices F through I.

⁹ ATLAS.ti 4.1 is a software package which allows for the qualitative analysis of textual, graphical, audio and video data.

they all indicated that they were neither retired nor semi-retired.

Research Question One

The first research question asked: What are the primary challenges facing older workers in the Lethbridge area, in their quest to find suitable employment?

The first proposition associated with this question was that stereotypical attitudes and discrimination were obstacles with which these workers were confronted in their job search. As a general query, workers were asked to identify what they perceived as their major barrier to employment, the two most common responses to this question were age discrimination and lack of skills or training. Six of the seven interviewees felt that the major barriers to employment faced by the more mature job seekers were age discrimination and or the lack of skills and training, but health concerns and lack of job search skills were also given as reasons. A 57 year-old male seeking employment for the past 24 weeks explained his encounters with age discrimination as follows: “I have had a couple of interviews and when they ask my age they are reluctant to hire me (*although*) I try to explain to employers that I am a reliable, hard and conscientious worker.” Another interviewee, a 53 year-old female unsuccessfully seeking employment for the past 8 months declared, “I pick up things easily and I think employers look at my resume and think that I am not someone whom they would like to have in their offices. I have 10 more working years left and I would like to work, I enjoy working.” But it seems the discrimination faced by older workers is not only based on the ageist attitudes of managers, but in some cases borders on sexism. A female respondent aged 55 who had recently become unemployed as a result of corporate downsizing noted, “I don’t think it is just age, employers like the young look – blonde thin and well endowed ... I don’t

think men have the same problems, but women have to look the part.” Table 2 below shows the barriers perceived by workers at a glance along with their demographic profiles.

Table 2 – Major Employment Barriers

ID	Sex	Age	Employed	Seeking Work	Reason Unemployed	Major Employment Barrier			
						<i>Age Discrimination</i>	<i>Lack of Training</i>	<i>No Job Search Skills</i>	<i>Health Concerns</i>
1	F	53	Yes	No	N/A		√		
2	M	57	No	Yes (F/PT)	Resigned			√	
3	M	56	Yes	No	N/A		√		
4	F	53	No	Yes (FT)	Between jobs		√		
5	M	51	No	Yes (FT)	Dismissed	√	√		√
6	M	55	No	Yes (FT)	Downsized	√	√		
7	F	55	No	Yes (FT)	Redundant	√			

Codes

PT – Part–time

FT - Full –time

F –Female

M – Male

The second proposition associated with this first research question, advanced the view that the inflexible expectations of older workers as regards the nature and rewards of employment were effectively a barrier to entry to the labor force. Four of the seven interviewees expressed the view that job expectations were a barrier. They gave varying reasons when asked about the conditions which had to be in place in order for them to accept a job. These included reasonable pay, getting along with co-workers, interesting duties, autonomy at work and a good company reputation. One 55 year-old female put it

this way: “The job must be related to my field. I am willing to take training courses if required. There must be a decent salary and decent working conditions, the co-workers and superiors must be easy to get along with.” An unemployed male aged 57 stated his requirements as follows, “Attractive and interesting duties, liking the job, the aspects of the job.” An under-employed male respondent aged 56 noted, “Of course income is the primary necessity, only a little less important is that I enjoy my work, fellow employees, and the organization is reliable and responsible.” The under-employed female respondent aged 55, indicated that the work environment, flexibility and autonomy were important to her in considering whether or not to accept a job. Table 3 below summarizes the job conditions specified by those interviewed.

Table 3 – Job Conditions Identified as Essential Determinants in Accepting Work

ID	Required job conditions			
	<i>Getting along With co-workers</i>	<i>Good company Reputation</i>	<i>Enjoyable/ Interesting work</i>	<i>Good salary</i>
1			√	√
2	√		√	√
3	√		√	√
4				√
5				√
6	√	√		
7	√			√

Research Question Two

The second research question sought to determine: What value older job seekers place on the systems or programs currently in place to assist them in finding employment?

The first proposition associated with this research question posited that the current programs in place to assist older workers are perceived as inefficient and limited in scope. Older workers present themselves as unable and unwilling to successfully market themselves as good candidates in today's competitive job market. A male interviewee unsuccessfully seeking employment for 6 months stated: "Today it is very competitive, there are so many people out there looking for jobs, you have to be more aggressive, more competitive and I am a little bit more constrained." One worker summed up the need for such programs as follows, "I have never had to look for a job before up to this point, back in the days when I was looking for jobs, jobs were more available ... older workers have certain attitudes about going back to work and they are a little antiquated and may be they need to get updated with what is currently needed to get a job." "There should be a system where employers send an agency their available positions and the agency sends them a worker," stated a 55 year-old female jobseeker. Another unemployed female stated: "there should be more programs to hire the more mature worker instead ... of those designed to show you what assets you have."

The second proposition related to this second research question theorized that older workers are largely unfamiliar with the employment programs which target them. Four out of the seven interviewees indicated that they knew of agencies in Lethbridge and area

assisting older workers. Only two of the four indicated that they made use of such agencies, the services primarily used by this group were career planning, consulting and resume writing.

QUANTITATIVE SURVEY RESULTS¹⁰

The *SPSS* Program was used to analyze the questionnaire results. Sixty three responses were received out of the 163 questionnaires distributed, for an initial response rate of 39%. These returned questionnaires were further assessed and because of a high incidence of missing data, some of the questionnaires had to be completely disregarded. After this was done 37 questionnaires remained, for a final response rate of 23%.

The Sample

It should also be noted at this point that members of the U of L Retirees Club, disproportionately accounted for 70% of the returned questionnaires, not surprisingly therefore, 69% of the respondents reported that they were currently retired. Importantly, none of the U of L Retirees indicated that they were seeking paid employment, although, 11% indicated that they were employed. Seventy percent of the non U of L Retirees respondents indicated that they were seeking employment, and the remaining 30% were not. Because of the skewness of the respondents toward the opinions of the U of L Retirees Club respondents, the results of this study should be viewed with some degree of caution, considered as tentative at best and not necessarily representative of the communities in Lethbridge, Alberta and area. In the data analysis, where appropriate, respondents were divided into those seeking employment and those not seeking

¹⁰ The data file used in the *SPSS* 10.0 (a quantitative programme) analysis as well as the frequency tables are shown in Appendices J through M.

employment and differences and or similarities shown in relation to the overall group identified.

In Table 4 below, a few key responses highlight the general characteristics of the mature group of workers surveyed:

Table 4 – Key Demographic Statistics

Key Items	Seeking	Not Seeking	Overall
For Respondents	Employment	Employment	Responses
	<u>n</u> = 7	<u>n</u> = 30	<u>N</u> = 37
Average age	54 years	65 years	63 years
Currently employed	(0) 0%	(4) 13%	(4) 11%
Seeking paid employment	(7) 100%	(0) 0%	(7) 19%
Male	(4) 57%	(19) 63%	(23) 62%
Female	(3) 43%	(11) 37%	(14) 38%
Currently retired	(0) 0%	(25) 83%	(25) 68%

Research Question One

The first research question asked: What are the primary challenges facing older workers in the Lethbridge area, in their quest to find suitable employment?

Question seven of the survey instrument asked respondents what they perceived as the major barriers facing them, their responses were as follows:

- (5) 20% reported that age discrimination was the major barrier.
- (2) 8% reported that unfamiliarity with technology was the biggest challenge.
- (2) 8% stated that the major problem in finding suitable employment is that employment agencies are unwilling to place older workers.
- (3) 12% indicated that lack of qualifications or training was the major obstacle.
- (3) 12% reported health concerns as their major barrier.

- (6) 24% indicated that they did not experience any barriers.
- (4) 16% did not respond.

The first proposition associated with this research question proposed stereotyping and age discrimination as possible challenges effective in excluding older workers from the workforce. Questions eight through fifteen sought to determine the perceptions of the mature worker as regards the impact of ageism on unemployment. The specific stereotypes addressed were those relating to youth, productivity, flexibility, absenteeism, accidents, creativity, familiarity and comfort with technology. Table 5 outlines the responses for each group and each response category.

Table 5 – Frequencies For Stereotypes

Item No.	Stereotypes	Seeking Employment n = 7					Not seeking n = 30					Overall Responses N = 37				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
		%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
8	Hire younger workers	17	0	33	50	0	17	10	52	7	14	17	9	49	14	11
9	Productivity	17	17	33	33	0	37	17	30	13	3	33	17	31	17	3
10	Flexibility	14	14	43	14	14	23	13	40	23	0	22	14	41	22	3
11	Absenteeism	43	29	14	14	0	57	17	17	10	0	54	19	16	11	0
12	Accident prone	43	29	14	14	0	52	21	10	17	0	5	22	11	17	0
13	Creativity	29	43	14	0	14	23	23	40	10	3	24	27	35	8	5
14	Unfamiliar	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	with technology	0	0	43	29	29	13	10	23	40	13	11	8	27	38	16
15	Discomfort	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	With technology	0	14	43	29	14	13	17	23	37	10	11	16	27	35	11

CODES:- 1 - Not at all; 2 - Rarely; 3 - Occasionally; 4 - Regularly; 5 - Often.

Items may not total 100% because of rounding

The modal responses to questions 8 – 15 were as follows:

Question 8 - Managers are more willing to hire younger workers rather than older workers

Forty-nine percent of the overall respondents were of the view that managers were occasionally more willing to hire younger workers rather than older workers. This was mirrored by those not seeking employment, 52% of whom also believed that this also occurred occasionally, conversely, 50% of those seeking employment thought that managers were regularly more willing to hire younger workers.

Question 9 – Productivity

Thirty-three percent of the overall respondents believe that older workers are not thought to be less productive. Of those not seeking employment, 37% agreed with this perception, and 33% of those seeking employment, believed that this view as held by managers occasionally and another 33% of the seekers thought that it was the case regularly.

Question 10 – Flexibility

Forty-one percent of the overall respondents thought that older workers were occasionally believed to be inflexible and set in their ways by managers, 40% of those not seeking employment agreed with that perception and 43% of those seeking employment were also of that view.

Question 11 – Absenteeism

Fifty-four percent of the overall respondents thought that older workers were not at all thought by managers to be absent more often, 57% of those not seeking employment and 43% of those seeking employment agreed.

Question 12 – Accident prone

Fifty percent of overall respondents thought that older workers were not thought by managers to be accident prone, 52% of those not seeking employment and 43% of those seeking employment agreed.

Question 13 – Creativity

Thirty-five percent of respondents believed that older workers were thought by managers to be less creative occasionally, 40% of those not seeking employment agreed with this perception, 43% of those seeking employment thought that this perception was rarely held.

Question 14 – Familiarity with Technology

Thirty-eight percent of the overall respondents believe that older job seekers are regularly thought by managers to be unfamiliar with technology, 40% of those not seeking employment agreed, 43% of those seeking employment thought that this occurred occasionally.

Question 15 – Comfort with Technology

Thirty-five percent of the overall respondents thought that managers regularly believed that older workers were uncomfortable with technology, 37% of those not seeking employment agreed, 43% of those seeking employment thought that this occurred occasionally.

In addition to the frequencies generated, t-tests were also conducted. A test value of one was used in all of the t-tests performed. With respect to stereotypical questions 8 through 15, a value of one was chosen, because given the scales 1 (Not at all) to 5 (Often), the

value one represented a non biased base point. The use of any other value would mean that some element of discrimination was projected as acceptable, when in fact any element of discrimination is unacceptable. This value enabled one to observe, not only whether discrimination was present but to what extent it existed. The t-tests conducted on question 18 sought to evaluate the value placed upon specific work conditions, the scale values were 1 (Not at all important) to 5 (Extremely important). Again to chose a value other than one as the test value would be to introduce the researchers' bias as to the value which should be placed on the work conditions. Values further away from one (2, 3, 4 & 5) indicated which working conditions were considered important and the degree of importance placed upon them. Table 6 below outlines the results for the tests performed on the entire sample.¹¹

Table 6 – Overall T-Test Results For Questions 8-15 (Stereotypes)

Item No.	One-Sample Statistics P < 0.01, one tailed	N	Mean	Std. Dev.	Test Stat.	Accept Null Proposition
8	Mgrs hire younger workers	35	2.94	1.19	2.44	No
9	Mgrs think older workers are less productive	36	2.39	1.2	2.44	Yes
10	Mgrs think older workers are inflexible	37	2.7	1.13	2.43	No
11	Mgrs think older workers will be absent more	37	1.84	1.07	2.43	Yes
12	Mgrs think older workers will have more accidents	36	1.94	1.15	2.44	Yes
13	Mgrs think older workers are less creative	37	2.43	1.12	2.43	Yes
14	Mgrs think older workers are unfam. with tech.	37	3.41	1.19	2.43	No
15	Mgrs think older workers are uncomf. with tech.	37	3.19	1.17	2.43	No

¹¹ Note that $p < 0.01$ was used in all t-tests conducted, to minimize the probability of a Type I error. It was a conservative p value because the sample size selected was small, atypical and hence not necessarily representative of the population.

Respondents were asked in question items 8, 10, 14 and 15 whether they experienced ageist attitudes in the areas of general hire, flexibility, unfamiliarity and discomfort with technology, in their job search. One-sample, one-tailed, t-tests conducted at $p < 0.01$, indicated that discrimination in these areas was perceived as a possible barrier to employment. Conversely, items 9, 11, 12 and 13 asked respondents about ageism in the areas of productivity, absenteeism, accident prone behavior and creativity, the one sample, one tailed, t-tests conducted revealed that workers did not perceive that stereotyping in these areas were obstacles to employment.

One sample, one tailed t-tests were conducted on the group of respondents reportedly seeking employment as well as for those respondents not seeking employment. For each of these groups, one tailed t-tests conducted at $p < 0.01$, showed that ageist attitudes were perceived to prevail with regard to older workers in the area of comfort and familiarity with technology. Interestingly, in addition to these, the group of respondents not seeking employment indicated that managers also believe older workers to be less creative, inflexible and set in their ways and to be generally more willing to hire younger workers rather than older workers. The results of the t-tests conducted on both groups of respondents seeking and not seeking employment are presented below in Tables 7 and 8.

There was partial support for this first proposition.

Table 7:T-Test Results for Respondents Not Seeking Employment Questions 8-15 (Stereotypes)

Item No.	One-Sample Statistics $\underline{P} < 0.01$, one tailed	N	Mean	Std. Dev.	Test Stat.	Accept Null Proposition
8	Mgrs hire younger workers	29	2.90	1.21	2.47	No
9	Mgrs think older workers are less productive	30	2.30	1.21	2.46	Yes
10	Mgrs think older workers are inflexible	30	2.63	1.10	2.46	No
11	Mgrs think older workers will be absent more	30	1.80	1.06	2.46	Yes
12	Mgrs think older workers will have more accidents	29	1.93	1.16	2.47	Yes
13	Mgrs think older workers are less creative	30	2.47	1.07	2.46	No
14	Mgrs think older workers are unfam. with tech.	30	3.30	1.24	2.46	No
15	Mgrs think older workers are uncomf. with tech.	30	3.13	1.22	2.46	No

Table 8 :T-Test Results For Respondents Seeking Employment Questions 8-15 (Stereotypes)

Item No.	One-Sample Statistics $\underline{P} < 0.01$, one tailed	N	Mean	Std. Dev.	Test Stat.	Accept Null Proposition
8	Mgrs hire younger workers	6	3.17	1.17	3.37	Yes
9	Mgrs think older workers are less productive	6	2.83	1.17	3.37	Yes
10	Mgrs think older workers are inflexible	7	3.00	1.29	3.14	Yes
11	Mgrs think older workers will be absent more	7	2.00	1.15	3.14	Yes
12	Mgrs think older workers will have more accidents	7	2.00	1.15	3.14	Yes
13	Mgrs think older workers are less creative	7	2.29	1.38	3.14	Yes
14	Mgrs think older workers are unfam. with tech.	7	3.86	0.9	3.14	No
15	Mgrs think older workers are uncomf. with tech.	7	3.43	0.98	3.14	No

The second proposition speculated that the inflexible expectations of older workers, as regard the nature and rewards of employment, specifically salaries and working conditions, were effective barriers to employment. Survey item 18 asked respondents whether or not a friendly atmosphere at work, flexible hours and training were important in deciding whether to accept a job. A friendly work environment was stated by 65% of

the respondents as extremely important in deciding whether to accept a job. The majority of responses to whether flexible hours were also important in accepting a job were split between moderately important (33%) and very important (33%). This was also the case with training on the job reported by 32% of the respondents to be moderately important and by 32% to be very important.

A one-tailed, one sample t test conducted at $p < 0.01$ was performed on question 18 and the result for the overall group was that all three elements of the work environment (friendly work environment, training on the job and flexibility in working hours) identified were considered important in accepting a job (see Table 9 below). In further testing done on the group seeking employment and the comparison group not seeking employment, the results were almost the same (see Tables 10 and 11 below). The overwhelming indication was that a friendly environment and training are important in accepting a job. The only dissenting opinion came from the group of respondents currently seeking employment, who indicated that flexibility in job hours may not be a consideration quite as important as that of training on the job and a cordial work environment.

Table 9 – Overall T-Test Results For Question 18 (Factors important in accepting a job)

Item No	One-Sample Statistics (Entire Sample) $P < 0.01$, one tailed	N	Mean	Std. Dev.	Test Stat	Accept Null Proposition
18a	Friendly work environ. is important in accepting a job	31	4.48	0.81	2.46	No
18b	Flexible hours are important in accepting a job	30	3.57	1.04	2.46	No
18c	Training on the job is important in accepting a job	28	3.68	1.06	2.47	No

Table 10: T-Test Respondents:Not Seeking Employment for Question 18 (Factors important in accepting a job)

Item No	One-Sample Statistics (Not seeking employment) P < 0.01, one tailed	N	Mean	Std. Dev.	Test Stat	Accept Null Proposition
18a	Friendly work environ. Is important in accepting a job	24	4.46	0.88	2.50	No
18b	Flexible hours are important in accepting a job	23	3.74	1.01	2.51	No
18c	Training on the job is important in accepting a job	21	3.38	0.97	2.53	No

Table 11: T-Test Respondents:Seeking employment for Question 18 (Factors important in accepting a job)

Item No	One-Sample Statistics (Seeking employment) P < 0.01, one tailed	N	Mean	Std. Dev.	Test Stat	Accept Null Proposition
18a	Friendly work environ. is important in accepting a job	7	4.57	0.53	3.14	No
18b	Flexible hours are important in accepting a job	7	3.00	1.00	3.14	Yes
18c	Training on the job is important in accepting a job	7	4.57	0.79	3.14	No

When asked if they would consider accepting a job which paid less than their previous job, 81% of all the questionnaire respondents indicated that they would, 86% of those seeking employment agreed. When asked whether their expectations were a barrier to obtaining employment, 78% of the overall group disagreed as did 57% of the group seeking employment. When asked further which expectation had not been met, salary expectation was the unanimous response.

Question 16 asked participants about the prospect of taking a job for which they were not necessarily well suited, the specific options given were jobs for which they were under-

qualified or over-qualified. Overall, 39% of the respondents indicated that they would accept a job for which they were under-qualified and 70% indicated that they would accept a job for which they were over-qualified. As regards the group of job seekers, 67% indicated a willingness to accept a job for which they were under-qualified, interestingly 67% also indicated that they would accept a position for which they were over-qualified. *There was partial support for this second proposition.*

Research Question Two

The second research question asked respondents: What value they place on the systems or programs currently in place to assist them in finding employment?

To specifically address this question there were two associated propositions. The first one proposed that the current programs in place to assist older workers were possibly perceived as ineffective and limited in scope and the second hypothesized that older workers are largely unfamiliar with the employment programs targeting them. Section five (questions 27 – 31) of the survey instrument addressed these propositions. Overall, 56% of the respondents said No when asked if they knew of resources specifically designed to assist the older worker in Lethbridge and area. Conversely, 57% of those seeking employment stated that they were aware of such agencies. Twenty three percent of the total respondents stated that they had used the available agencies and 90% of these stated that they had found them satisfactory. With regards to those respondents seeking employment, 83% indicated they had used such services and 100% of these found them satisfactory. Table 12 below reports the services used by the total survey respondents.

Table 12 – Employment Agency Services Used by Respondents

Service Used	% of Respondents
Job Finding	36
Career Planning	18
Resume Writing	9
Consulting	27
None	9

The third proposition that the current programs in place to assist older workers are perceived as ineffective and limited in scope was partially supported by this research.

The fourth proposition that older workers are largely unfamiliar with the employment programs targeting them was supported by this research.

COMBINED PRESENTATION OF QUALITATIVE AND QUANTITATIVE

RESULTS

The quantitative data are presented now in summary, alongside the qualitative, again in the sequence of the research questions.

Research Question One

The first research question asked about the primary challenges facing older workers in the Lethbridge area, in their quest to find suitable employment. The first proposition identified stereotyping and discrimination as often effective in excluding older workers from the workforce. There was no general consensus as to why workers were in their current unemployment status. Early retirement and victims of downsizing were each responsible for 33% of the total responses. One respondent noted “for early retirees the last option is sometimes going into business for oneself.” Another noted “ I took early

retirement not to quit but to cut back on what I was doing ... I now do voluntary work.”

And still another pointed out “After retirement, I had no intention of seeking employment.” As regards re-employment obstacles, 24% reported that they were had encountered no barriers and 20% reported that their current unemployed status was as a result of age discrimination. Lack of skills and qualifications and health issues, each were reported by 12% of the overall respondents. An unemployed female indicated “the more mature worker is considered less attractive and therefore may attract less clientele.”

Another respondent indicated, "I have experienced that some previous employers exert pressure to retire early when age approaches 60 and hair starts to grey, emphasis seems to be on youth and education and little on experience and commitment to the job at hand and loyalty to the employer.” Said another, “my experience as an older worker has been reasonably satisfactory in obtaining employment but difficulty came when I wanted to work full-time rather than casual. I sensed a fear that I would be a health risk or prone to injury due to my age.” Still another indicated “ I find looking for work very different in these times, it appears the workforce is very specialized – whereas I enjoy a variety in my workload. I have found that the hiring criteria is very high and yet if and when I have found work, I have had no problem meeting or exceeding expectations for the position.”

Another respondent stated, “I believe age is important to companies when hiring for management positions because they look long term to climb the corporate ladder. Sales positions sometimes hire for image.” It is important to note that there are those in the community and indeed in our sample who have not encountered difficulties in finding or retaining employment as noted by another participant “I have had no trouble finding jobs, retired at 55, accepted a couple of consulting jobs after and now do not wish to work.”

Another indicated “I am one of the lucky few who no longer needs to work ... I fill what hours I wish in helping others less fortunate.” Said another “I would not work now, I enjoy being busy in other ways.”

In general then, the first proposition that stereotyping and discrimination are often effective in excluding older workers from the workforce has received partial support from this research. Generally the sub group of participants actually seeking employment seemed to have stronger views on this than those not seeking employment.

The second proposition identified the inflexible expectations of older workers, as regard the nature and rewards of employment, specifically: salaries/wages, working conditions as effective barriers to entry to the labor force. Indeed, 70% of the respondents to the survey reported that they were willing to accept a job for which they are overqualified, and 81% stated that they would accept a job for which they were paid less than their previous job. Although 83% of the respondents indicated that their expectations as regards salary which was the one most often not met, 78% returned a negative response when asked if they considered their expectations a barrier. Contrary to this, one member of the U of L Retirees Club reported “I look for consulting opportunities from time to time, however I only consider those that meet my own list of specific criteria if the right opportunity comes I might be interested but I am very selective.” Another stated, “I will not work on Sundays, maybe occasionally on weekends, but only if absolutely necessary and the job must offer reasonable pay.” In responding to the factors which are necessary

before one accepts a job, one mature job seeker stated, “there must be a decent salary and decent working conditions, the co-workers and superiors must be easy to get along with.”

The second proposition that the inflexible expectations of older workers, as regard salaries and working conditions are effectively a barrier to entry to the labor force was partially supported by this research.

Research Question Two

The second research question queried the value job seekers place on current programs in place to assist them in finding and retaining suitable employment. It was proposed that the current programs were perceived as ineffective and limited in scope and further that the targeted workers were largely unfamiliar with them. Section 5 of the questionnaire addressed the issues associated with agencies. Only 44% of the total respondents indicated that they knew of agencies within Lethbridge which specifically targeted older workers. Interestingly 23% indicated that they had made use of these services. Of the sub-group seeking employment, 57% indicated that they knew of employment agencies for older workers and 83% stated that they had used such agencies. Said one job seeker “I have found the job finding service unproductive.” Another stated that the agencies should offer “more computer programs and instructions” and yet another stated that “there should be better awareness of the public of such agencies.” One job seeker stated “there should be an agency in town specifically geared toward older workers”, another indicated “I would like to see a situation where there is an agency employers call for seeking a more mature worker and they are able to send people to interview and recommend people for jobs.”

The third proposition that the current programs in place to assist older workers are perceived as ineffective and limited in scope was partially supported by this research. It is important to note though that the questions examining this area were quite limiting in themselves and no direct conclusion can be drawn from the responses returned.

The fourth proposition that older workers are largely unfamiliar with the employment programs targeting them was supported by this research.

The inclusion of open ended questions meant that additional information obtained which was indirectly related to the purpose of this study. Two areas addressed frequently are presented here and these are the psychological state of the job searcher and the perceived need for Government intervention.

With regard to the emotional and psychological effects which the search for employment has had. One job seeker expressed her frustration as follows: “I find looking for work particularly stressful, it is almost as if you have to present yourself as perfection and yet when I have found employment, perfection is not what is encountered in the workplace.” A 53 year-old unemployed female interviewed spoke about her inability to find employment, “ It has been very discouraging, you take your resumes to the interviews and you don’t get any positive results. They can see from the historical period of my resume that I am a mature person and also from my appearance.” A male job seeker aged 55 stated that the worst aspect of his job search was “asking around for work, sending out resumes and not hearing a response from employers.”

There was also some opinion expressed on what the Government is currently doing and recommendations for some other measures which they could be implementing. Said the under-employed male interviewee: “Because of the changes in how people are assessed for jobs (e.g. paper first and ability second), it is important that the older workers be given the opportunity to gain the papers (e.g. Bachelor’s degree) that gives you the interview for a job.” Another male aged 55 indicated that “the government should get in touch with companies and see which way they could assist in encouraging them to hire older workers, since as you say your age employers seem to shy away from older workers. The Government should perhaps work more closely with companies helping them to realize that just because a person may be considered an older worker this does not mean that the worker is not a good one.” Another job seeker mature male agreed with this assessment and stated as follows: “the Government should have more programs for older workers and provide incentives for employers to hire older workers just as they provide incentives to employers for hiring younger workers.”

Regarding the Government’s employment insurance program, job seekers had this to say “I don’t like the way I was treated at employment insurance for the first couple of months, no encouragement (lots of discouragement), no support at all.” Another hoping to tap in on some resources to assist in retraining said “I went to employment insurance for financial support for training courses which I wanted to take, in order to make me more employable and I was told that because of my household income, I could not be funded. I understand the reason for this but when you are unemployed it is just difficult to

come up with money to pay for courses. I would dearly appreciate some more help in looking for work.” Another job seeker stated, “The government should do something to speed up the lengthy delays at Employment Insurance.” The impact and relevance of these results to the unemployment realities to older job hunters in Lethbridge and area are discussed in the succeeding section.

DISCUSSION

This study was designed to obtain the perceptions of older job seekers in Lethbridge, Alberta and area as regards the challenges facing them and to examine the effectiveness of programs currently in place to assist them. It is important to begin this discussion of the results returned by noting that there were limitations in the conduct of this study, hence, it is not posited that this study is generalizable beyond those participants sampled, and advise that the results be regarded as tentative. These limitations include the following: Firstly, the paucity of previous Canadian research in this area, made it difficult to draw a lucid picture of the challenges of aging and unemployment facing Canadians. Secondly, the sample was small and biased towards that of the U of L Retirees, thus, it is somewhat unrepresentative of a wide cross section of the population. Thirdly, the interview and survey questions were insufficiently wide ranging to adequately address the research questions. Fourthly, there was some difficulty in obtaining the relevant statistics from Statistics Canada. When data were obtained they were not extensive, and as a result a clear and detailed statistical view of older job seekers and workers in Lethbridge and area was not possible. Finally, time and monetary constraints restricted the period allowed for the collection and analysis of data, this also affected the quantity and quality of incentives which participants could be offered.

However, although the survey could perhaps have been designed with more rigor and tenacity, the results should not be discounted. There is cause for concern and desired assistance in Lethbridge and area for older persons willing to and available for work but unable to find and retain suitable employment.

The findings of this study portray older workers as being unfamiliar and uncomfortable with current technology, set in their ways and with certain job expectations. It also revealed that there is a need for more directed programs targeting more mature job seekers.

Data from Statistics Canada show that over the five year period from 1996 to 2000, the average number of employed persons aged 45-64 expressed as a percentage of the available labor force was 96% (standard deviation 1.30). These data suggest that a high proportion of older persons in Lethbridge and area are employed. As such the unemployment problem among older workers seems of minor import, however, to the extent that such job seekers are a part of our communities and endure hardships we should be concerned and policies should be implemented to provide needed assistance to this group. Among the sample surveyed, respondents expressed difficulties which had arisen because of their unemployment status, which were psychological as well as practical. It is these workers who greatly need assistance in finding and retaining suitable employment.

In the career development model by Super and Hall (1978), the period after the age of 45 is a pivotal one for the present study. It is during this phase that one's career can grow, decline or stagnate. In this phase, the decisions made by the individual can have a profound impact upon his/her career path. Importantly however, although some workers at this stage may decide to abandon the formality of the workplace, and engage in

alternative activities such as volunteerism and self-employment, for still others, the option to abandon the work environment is not one that would be that they willingly choose. The social interaction of the workplace, the mentorship role or the financial rewards can all be incentives to remain in the workforce. However, while there are those qualifications or experience cause them to be in demand, there are others who have little control over their longevity in the workplace. Members of this group will typically be willing to work at their jobs for as long as they are able to and are unlikely to voluntarily relinquish their roles as indicated by Axelbank (1972). Thus, those workers whose careers grow and, to a lesser extent, those whose careers are maintained will typically not face the same types of hardships as those whose careers stagnate and ultimately decline, particularly if this decline is undesirable. The decline of workers' careers can come about because pressure is exerted on them to retire early, as a result of job obsolescence, dismissal or because of corporate downsizing. In either situation, according to Super and Hall's (1978) model at such a time they must recycle through the previous stages of exploration and establishment.

For older workers recycling through previous stages can be quite distressing. Typically, older workers will have worked either in one firm, in similar or in the same industries for most of their working lives. The Canadian Government Publication, NACA, (1991) and Canadian researchers Foot and Gibson, (1993) noted that older workers are a prominent feature in declining industries, and as such are also victims of skills obsolescence. As such they are invariably unfamiliar with the requirements and skills required to undertake other tasks or positions, unfamiliar with current job search practices and are desirous of

obtaining a position which is similar to their previous one in terms of status, compensation and stimulation. However, recycling through previous stages means that workers are now competing with younger workers who are typically also at the initial stages of exploration, establishment and advancement. Younger job seekers are typically viewed as cheaper to hire, more willing to learn and train and an all round better labor investment. Thus, the probability of employment is in favour of the younger job seeker because of the stereotypes held about older workers as shown by Rosen and Jerdee (1985, 1988, 1990). Undoubtedly age stereotypes relating to workers ability to perform, learn and adapt could have damaging effects on their career progress and may even retard career growth, because of limiting opportunities made available to them. But as we have seen, stereotypes are not only significant for the age of the applicant, but type of job being sought may also play a role. As we have seen from the research by Perry, Kullik and Bourhis (1996, p.642), “discrimination against older applicants is more likely to occur when raters have high older worker bias and the older applicant is applying for a young typed job.”

Gibson, Zerbe and Franken (1993) along with Rosen and Jerdee (1985, 1988, 1990) identify some of the stereotypes which older workers are likely to encounter. These include the perception that they are less motivated to remain up to date in their professions, are less productive, more resistant to change and less creative, having wage expectations higher than those of younger job hunters, poor candidates for the recovery of training investments and training success, resistant and questioning of organizational policies and practices and in need of training in job search skills. This current study

examined the perceptions of older workers on discrimination in many of these areas, namely productivity, flexibility, absenteeism, accident proneness, creativity, familiarity and comfort with technology. The results showed that for older workers in Lethbridge and area, the most significant element of discrimination seems to be in the area of technology, specifically comfort and familiarity with technology. These findings are concurrent with the work of Rosen and Jerdee (1985, 1988). These authors report that the characteristics attributed to older persons suggest that they would have difficulty adjusting to managerial or technological change and in a study of the judgments made by managers responsible for hiring in Calgary, Alberta, Gibson, Zerbe and Franken (1993) noted that older job seekers were likely to be viewed as unfamiliar with technology.

Insofar as older workers seem averse to training and wary of technology, this is not an indication that they are unable to learn acquire new skills. Baugher (1978) study revealed that the average decline in mental and physical competence is small until one reaches the age of 70 or thereafter. As such older workers are capable of learning and may require only encouragement and simple adjustments to the typical learning environment as their acquisition may not be as swift as younger learners. In addition, because older workers typically have a work ethic and approach to work and working which might be different from their younger counterparts, it might be appropriate and more productive for older workers to be trained as a group of like minded and similar aged persons. To motivate and encourage them, workers should also be shown why such training is essential for their career success as indicated by previous research, (Borstein, 1986; Brewington & Nassar-McMillan, 2000).

Training for older workers is likely one of the most important factors to be considered. Although as we have seen managers perceive older workers to be largely untrainable as discussed by the Gibson, Zerbe and Franken (1993) and the workers themselves appear to be averse to training as reported by NACA (1991). When older workers refuse training or other skills enhancement initiatives they cause ageist attitudes to be perpetuated. Further, when they accept conventional wisdom as representative of reality they behave as though this is indeed the case, and as indicated by Sterns and Miklos (1995), Kaeter (1995), McMullin and Marshall (2001) this causes a self fulfilling prophecy for these workers, which can become a barrier to their re-employment. Conversely, although the positive stereotypes were not examined in this study, many exist about older workers including the benefit of experience, reliability, loyalty and leadership as confirmed by Rosen and Jerdee (1985, 1988) and Gibson, Zerbe and Franken (1993).

This study also examined workers' expectations specifically as it related to salaries and wages and the hours, training and general quality of the work environment or atmosphere. Anecdotal evidence seems to suggest that employers sometimes believe that the hire of an older worker is a sociable or charitable event by their firms, and as such believe that the worker has no power to impose demands as regards any aspect of the job. According to the results of this study, the majority of respondents (81%) indicate that they would accept a salary which was lower than that which was received at their previous job. In the interviews conducted many respondents qualified these responses by indicating that they expected to be receive reasonable pay or remuneration which was

commensurate with the duties they were expected to perform. Respondents also indicated that flexibility in job hours, a cordial atmosphere at work and training on the job were all important considerations in making a decision whether or not to accept a job. This pay perspective is contrary to findings of Gibson, Zerbe and Franken (1993) who report that older job hunters seem to expect higher wages when compared to younger job seekers. This finding could be rationalized by acknowledging that the survey did not ask workers to compare their wage expectations with that of younger workers. In addition it should be noted that workers may acknowledge that starting a new job, perhaps not related to their field may imply or necessitate a decrease in salary. However, even though a decrease may be expected, workers report that payment for service should be reasonable compensation for the effort exerted and the experience which they bring to the job.

Other expectations identified as desirable by our respondents are consistent with the findings of Brewington and Nassar-McMillan (2000, p.3) who reported that older workers often express “distinct preferences about hours, schedules and types of work,” but the authors note that these workers are in some instances willing to accept “difficult to fill positions such as seasonal, isolated, distant or evening work.” This could be as a result of the desperate financial situation of some older job hunters or because at their age, they are more flexible to working varying schedules and hours.

This project also examined the programs and policies specifically assisting older workers in their search for suitable employment. The propositions associated with this question advanced the view that the current programs in place to assist older workers are perceived

as ineffective and limited in scope and that said workers were largely unfamiliar with the employment programs targeting them. Although the third and fourth propositions were reported to be partially supported by this research, it should be noted that because of the limited scope of the questions used to address this issue no direct conclusion can be drawn from the responses returned. It is noteworthy that less than half of the respondents (44%) indicated that they were aware of agencies specifically targeting older workers. Of those respondents indicating that they knew of such agencies, 23% stated that they had used the services offered by these agencies. The reason for this could be that the services being offered (such as consulting, resume writing and career planning) are not those which are most desperately needed by the mature job seeker. In his study of senior employment programs, Bornstein (1986), noted that simply teaching job search skills is insufficient when the job skills of the worker is deficient. Clearly, before the worker can competently undertake a job, he/she must acquire the job skills necessary to satisfactorily undertake the job tasks.

In addition, to the extent that mainstream employment agencies are unwilling to place older workers as indicated by previous research (Bornstein, 1986 & NACA 1999), this a prime instance where the Government, in view of its aim at societal equity, could intervene to ensure that there are programs and policies in place to assist older job seekers. This should be pro-active rather than reactive as is currently the case as indicated by NACA (1999). Older workers are a unique group with difficulties which may not be characteristic of other groups of job seekers. There is clearly a need for an increase in targeted programs to assist the older unemployed worker to find a job. Indeed, it is

insufficient to give an older job hunter advice as to how to write resumes and how to do aggressive job searches, if because of their prior conditioning they will not do it or if indeed they lack marketable skills. For many older job seekers these activities invariably result in frustration and discouragement and many cease their search for employment. Indeed in his 1990 study, Rife (1990) identified a condition called “unemployment neurosis” where he stated that prolonged unemployment caused older individuals to see themselves as useless and leading meaningless lives. Workers need to be allowed access to training and skills development programs and need to be guided in their job search and job placement may be necessary since older workers may be poor at marketing themselves. Workers also need to be made aware of the differences in today’s job market especially as it relates to the compensation they should expect and the types of environment which may be expected at the workplace (Brewington & Nassar-McMillan, 2000).

At present in Lethbridge and area there is one agency which purports to assist older workers in their search for suitable employment. This agency, Teamwork Training is in part supported financially by the Government. The mission statement of this agency is to contribute to the community by facilitating the process of adult career development in a positive and pro-active way. The agency offers free workshops including a *job finding club*, which unlike what its name suggests merely assists participants to define job objectives, prepare for and obtain job interviews, *career planning*, which assist one to detail personal profiles and explore education and training options, *one on one consulting* is also available, and *learning the ropes*. The Learning the Ropes Program is targeted

specifically toward adults who are unemployed or under-employed and are experiencing difficulty finding work, and wondering if age is a barrier and are out of touch with today's job search. It is said to assist participants identify transferable skills, plan their careers, have support for finding work, develop and print resumes, gain confidence, support and control.

Recommendations for future programs made by job seekers varied from funding for courses to the provision of job finding services and include the following.

Stated one 53 year-old respondent "I think computer skills are really important and I think a lot of older workers do not have those skills, so I think there should be more options." Yet another 53 year old female seeking work for over 3 months stated, "I would like to see a position where employers call the agency seeking a more mature worker and they are able to send people to interview and recommend people for jobs."

Given the findings of this study and of previous research (Rife & First, 1990) and NACA, (1991) there seems a consensus that there is a need for more services which assist the older workers in finding employment, whether it be financial assistance with training or the acquisition of skills or assisting in job finding. In addition there should be a better system for getting information about the programs for older job seekers out to the general public and especially those who desperately need to use these services. Each stakeholder has a role to play. Job seekers must accept the fact that over the period where they were not in search of work, the job market has not remained static, as such then, new technical, interpersonal and job search skills need to be acquired and their acquisition will require

much effort. Organizations need to be willing to hire older jobseekers and co-workers can assist in enhancing the comfort levels of their mature counterparts in the workplace, realizing that they have a lot to offer and in addition that diversity in the workplace will likely enhance its overall value. Further, it is imperative that they accept the fact that popular stereotypes can masquerade as conventional wisdom, but are often inaccurate. A pivotal step in improving the accuracy of the stereotypes is demystifying some of the stereotypes currently held. Some suggestions made by Gibson, Zerbe and Franken (1993, p. 331) include the use of newsletters to “focus attention on the inappropriate role that stereotypes play in the evaluation of older workers, by focusing attention on the positive attributes and achievements of older workers.” Governmental bodies also have a role in accepting that older job hunters have a significantly more difficult time in finding and retaining suitable employment than their younger counterparts. As stated by Rife and First (1989, p. 201) “such efforts seem essential if we are to better understand the adverse social and psychological consequences of unemployment for older workers and assist these persons to regain productive employment.”

CONCLUSION

The findings of this study suggests that older workers and job seekers believe that one of the major barriers which they face in the search for employment is the perception that they are inflexible, unfamiliar and uncomfortable with current technology. The results also indicate that older workers and job seekers expect certain conditions to be in the workplace, before they would consider accepting a job. Further, the respondents indicated that there is a need for more directed programs targeting more mature job seekers.

Data from Statistics Canada shows that over the 5 year period presented (1996-2000), 74% ¹²of persons aged 45-64 were available for and willing to work. To the extent that any proportion of older persons seeking are unable to find employment, and consequently experience difficulties in their lives, their existence should be not be ignored. Older workers and job seekers could be in search of employment to satisfy a variety of needs, however, those who seek employment to address financial concerns are perhaps the group in greatest need of assistance. Such persons should be of concern to Government as regards the provision of job placement, training and other employment services.

Respondents in this study have indicated that there is a need for employment agencies specifically assisting older job seekers in their search for suitable employment. Although those respondents who were familiar with the current agency indicated that the services available there were satisfactory, there was a reported need for a wider range of programs, specifically job finding services and greater accessibility to training and skills acquisition programs. Respondents have reported some difficulty with the present

employment insurance program and perhaps Government may consider facilitating older workers concerns separately, since they are a unique group. Respondents also recommended that Government should intervene to make employers aware that older workers are a valuable resource and they could perhaps offer an incentive to employers to hire from the mature job seeker.

Further, employers should familiarize themselves with the realities of the expertise, dedication, loyalty and commitment which older workers bring to the job and not allow themselves and their hiring practices to be dictated by ageist attitudes, stereotypes and discrimination, towards the older worker or job hunter. With the expected labor shortage looming, mature workers and job seekers could prove invaluable assets. Whether the perception that older workers are uncomfortable and unfamiliar with technology is indeed representative of reality was not explored by this study, however, if it is indeed the case, this does not mean that older job seekers will be unwilling to learn and adapt. Although older workers are reportedly averse to training, they are not incapable of learning. Organizations could make the appropriate adjustments to encourage older employees, who have their experience, integrity, reliability and personnel skills to offer. Their human resource policies should be such that workers at all levels of the organization appreciate and value older workers and are willing to accept diversity within the firm and learn and assist these workers in any way possible. Future research could perhaps engage the views of a wider cross section of older workers who are nearing the traditional age of retirement (65) and compare them with the concerns of the unemployed job seekers. This could be done with a view of ascertaining perceptions of re-employability and the

¹² With a standard deviation of 5.0.

pressure or lack thereof encountered as it relates to under-employment, making room for younger workers and the like. Are their views similar? What characteristics do the former group possess which the latter group lack? Additionally, because previous research on older workers and job seekers has focused primarily on men, the status and opinions of females should be sought and incorporated.

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¹³ This list contains additional references which are relevant to the study of aging and unemployment.

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APPENDICIES

<u>Appendix</u>	<u>Appendix Title</u>	<u>Page No.</u>
A	Human Subjects Research Approval	93
B	Letter to Potential Interviewees	95
C	Interview Questions	97
D	Survey Cover Letter	101
E	Survey Questionnaire	103
F	ATLAS: List of Codes used to analyze Additional Comments made by Respondents	110
G	ATLAS: Additional Comments	112
H	ATLAS: List of Codes used to analyze Interviews Conducted	118
I	ATLAS: Interviews Conducted	120
J	Overall SPSS Datafile	133
K	Overall SPSS Frequency Tables	142
L	SPSS Frequency Tables for Respondents Seeking Employment	153
M	SPSS Frequency Tables for Respondents Not Seeking Employment	161

APPENDIX A

HUMAN SUBJECT RESEARCH APPROVAL

Subject:Human Subject Research Approval

Date:Thu, 03 May 2001 15:34:25 -0600

From:"Margaret McKeen" <mckeen@uleth.ca>

To:jacqueline.stephenso@uleth.ca

Cc:"Boudreau, Bob" <boudreau@uleth.ca> , "McKenna, Ian" <mckenna@uleth.ca>, "Loo, Bob" <loo@uleth.ca>

Organization:University of Lethbridge

Your Master of Science (Management) human subject research protocol entitled, "Unemployment among Older Workers in Lethbridge, AB" has been approved on behalf of the Human Subject Research Committee.

I have noted some recommended changes to your appendices below:

Appendix A, third paragraph, the last sentence is missing it's period.

Appendix A, last paragraph should read "...your **much anticipated** co-operation."

Appendix B, #7 (1) should read "NOT ENOUGH TRAINING..."

Appendix B, Section 2 should read "The following questions ask about..."

Appendix B, Section 3 the "7" should be removed before "The following questions seek..."

Appendix B, #20 (4) "Don't know" doesn't complete the question.

Appendix B, #40 should read "Of the items indicated in Question **39**, please..."

Appendix B, the detachment should read "...please state **your** name and telephone number..."

Appendix D, paragraph 5 should read "All response to questionnaires and interview records..."

Appendix D, paragraph 6 should read "...you may contact me **at my** telephone number..."

Appendix D, last paragraph should read "...your **much anticipated** co-operation."

Appendix E, paragraph 3 should read "...in respect **to** the areas outlined above."

Appendix E, paragraph 4 should read "for your organization, The University of Lethbridge Retirees Club, and to seek..."

Appendix E, paragraph 5 should read "All responses to questionnaires and interview records..."

Appendix E, paragraph 6 should read "...you may contact me **at my** telephone number..."

Appendix D, last paragraph should read "...your **much anticipated** co-operation."

McKeen, Margaret<mckeen@uleth.ca>

POINT TO NOTE:

The recommendations indicated above were made before the documents were distributed.

APPENDIX B

LETTER TO POTENTIAL INTERVIEWEES

(Printed on Faculty of Management Letterhead)

Date

Dear Name of Interviewee
Address of Interviewee

My name is Jacqueline Stephenson and I am a Master of Science student in the Faculty of Management at the University of Lethbridge.

One of the requirements for the M.Sc. qualification, is the completion of a Project. The project which I have chosen, seeks to assess the current status of employment and underemployment among older workers in Lethbridge. I am writing to ask you to meet with me so that I may get your opinion as it relates to this area.

Sources of the information generated in this study will be kept in the strictest confidence. In any published report of this study, no individual interviewee will be identified with any comment or opinion expressed in the interview or other communication. You will receive a summary of the findings upon completion of the study. The research is being carried out in accordance with the Tri-Council Policy Statement and University of Lethbridge policies. In this regard, you may feel free to contact the Office of Research Services, University of Lethbridge at telephone number (403) 329-2747.

If you wish to contact me, you may feel free to do so at the telephone number (403) 382-7158 or at my email address Jacqueline.stephenso@uleth.ca. My supervisor for this project is Prof. Ian McKenna, of the Faculty of Management, who may be reached at telephone number (403) 329-2167.

The results from this study shall be made available to the provincial government and other relevant agencies, so that improvements in the current system may be made.

I wish to express my gratitude to you for your much-anticipated co-operation.

Yours sincerely

.....
Jacqueline Stephenson
M.Sc. Candidate

-----Detach and Return Signed-----

I consent to participate in the study entitled "Unemployment and Under-Employment Among Older Workers in Lethbridge" as described in the letter dated February 28, 2008.

Printed Name and Signature

Date

APPENDIX C

INTERVIEW QUESTIONS

UNEMPLOYMENT AMONG OLDER WORKERS IN LETHBRIDGE
Confidential when Completed

Section 1 – Employment History

1. Are you currently employed?

2. Are you currently seeking paid employment?

3. What kind of employment are you currently seeking? Part- or Full-time?

4. For how long have you been seeking employment?

5. Please identify the reason(s) you are currently unemployed.

Section 2 – Barriers to Entry

6. a. If you are currently employed do you think you are under-employed? (below your current abilities/being paid less than desired wages)? Is this by choice? Why or why not?

- 6.b. In your job search, what has been the major barrier(s) to employment?

Section 3 – Job Expectations

7. Would you accept a job for which you are overqualified?

8. Would you accept a job for which you are paid less than your previous job?

9. In order for you to accept a job, what conditions must exist? (So that if these conditions are not in place, you will not accept or even consider accepting the job).

10. Have you found your job expectations to be a barrier to you in obtaining a suitable job?

Section 4 – Agencies

11. Are you aware of Employment Agencies in town assisting older workers? If NO, please go to Question 15.

12. Have you ever used such agencies?

13. Which of the services offered by such agencies have you used?

14. What other kinds of services would you like to see these agencies offer?

15. If you are not aware of such agency, would you use the agency if you knew about it?

16. Do you think the Provincial/Federal Government has a part to play in assisting older workers in Lethbridge to find and retain suitable employment?

If yes, what role?

17. If you have experienced age discrimination in your job search, could you give me an example of this?

18. What has been the worst aspect of your unemployment experience?

Section 6 – Demographics

19. What is your gender?

20. What is your year of birth?

21. What is your highest completed level of education?

22. Are you currently retired/semi-retired?

23. If you would like to continue work after retirement what reasons would there be for this?

Additional comments

Could you recommend another older job seeker who would be interested in participating in this study?

Thank you for your participation in this survey. All your responses will be kept private and confidential.

APPENDIX D

SURVEY COVER LETTER

(Printed on Faculty of Management Letterhead)

Date

Dear Participant

My name is Jacqueline Stephenson and I am a Master of Science (M.Sc.) student in the Faculty of Management at the University of Lethbridge.

One of the requirements for the completion of the M.Sc. Program is a project component. The project which I have decided upon seeks to assess the current status of older workers in Lethbridge, including job opportunities available to them, the role of government departments and generally the programmes in place to assist them.

Please find attached a questionnaire addressing the issues outlined above. I would greatly appreciate your co-operation in completing this questionnaire as fully as possible. The questionnaire should take about 20-25 minutes to complete. Your participation in this survey is greatly desired and is invaluable to its success, but completely voluntary.

Upon completion of the survey, please seal and return it in the enclosed self-stamped/addressed envelope .

Your responses are strictly confidential and will be seen only by myself, the principal researcher.

If you wish to contact me, you may feel free to do so at telephone number (403) 394-7764 or at my email address Jacqueline.stephenso@uleth.ca. My supervisor for this project is Prof. Ian McKenna, of the Faculty of Management, who may be reached at telephone number (403) 329-2167.

The results from this study shall be made available to the provincial government and other relevant agencies, so that improvements in the current system may be made. If you wish to obtain a summary of the results please indicate this on the returned survey.

I wish to express my gratitude to you for your much anticipated co-operation.

Yours sincerely

.....
Jacqueline Stephenson
MSc. Candidate

APPENDIX E

SURVEY QUESTIONNAIRE

UNEMPLOYMENT AMONG OLDER WORKERS IN LETHBRIDGE
Confidential when Completed

SECTION 1 – EMPLOYMENT HISTORY

This section asks general questions about your employment background. *Please check ✓ the box(es) of the appropriate response(s).*

1. Are you currently employed?

- 1. YES
- 2. NO

If YES, is your current employment : Fulltime [] or Part-time []?

2. Are you currently seeking paid employment?

- 1. YES
- 2. NO

If NO, please go to question 7.

3. What kind of employment are you currently seeking?

- 1. FULL-TIME
- 2. PART-TIME (*less than 30 hours per week*)

4. For how long have you been seeking employment?

_____ YEARS _____ MONTHS _____ WEEKS

5. Please identify the reason(s) you are unemployed.

- 1. MY COMPANY DOWNSIZED
- 2. I WAS MADE REDUNDANT FROM LAST JOB
- 3. I WAS DISMISSED FROM LAST JOB
- 4. I AM BETWEEN PART-TIME JOBS
- 5. I TOOK AN EARLY RETIREMENT PACKAGE
- 6. OTHER (Please specify) _____

6. In which sector are you seeking employment?

- 1. GOVERNMENT
- 2. SERVICE : FOOD/SALES
- 3. MANUFACTURING
- 4. HEALTH
- 5. EDUCATION
- 6. AGRICULTURE
- 7. OTHER (Please specify) _____

7. In your past/present job search, what has been the major barrier(s) to employment?
1. [] NOT ENOUGH TRAINING/QUALIFICATIONS
 2. [] HEALTH CONCERNS
 3. [] EMPLOYMENT AGENCIES UNWILLING TO PLACE OLDER WORKERS
 4. [] UNFAMILIAR WITH CURRENT TECHNOLOGY
 5. [] AGE DISCRIMINATION BY EMPLOYERS
 6. [] OTHER (Please specify) _____

SECTION 2 – BARRIERS TO ENTRY

The following questions ask about stereotyping and other forms of age discrimination which you may have experienced in your past/present job search. **Please circle the number corresponding to your answer.**

8. I have found that managers are more willing to hire younger rather than older workers.

NOT AT ALL		OCCASIONALLY		OFTEN
1	2	3	4	5

9. I have found that managers perceive older workers as less productive than younger workers.

NOT AT ALL		OCCASIONALLY		OFTEN
1	2	3	4	5

10. I have found that managers believe older workers to be set in their ways and inflexible.

NOT AT ALL		OCCASIONALLY		OFTEN
1	2	3	4	5

11. I have found that managers believe older workers are prone to more frequent absences than younger workers.

NOT AT ALL		OCCASIONALLY		OFTEN
1	2	3	4	5

12. I have found that managers think older workers as more prone to accidents than younger workers.

NOT AT ALL		OCCASIONALLY		OFTEN
1	2	3	4	5

13. I have found managers think creativity declines as workers age.

NOT AT ALL		OCCASIONALLY		OFTEN
1	2	3	4	5

14. I have found that managers think older workers are **unfamiliar** with current technology.

NOT AT ALL		OCCASIONALLY		OFTEN
1	2	3	4	5

15. I have found that manager think older workers are **uncomfortable** with current technology.

NOT AT ALL		OCCASIONALLY		OFTEN
1	2	3	4	5

SECTION 3 – JOB EXPECTATIONS

The following questions seek to evaluate the expectations which you have in relation to the terms and conditions of jobs which you are willing to accept. *Please check ✓ the box(es) of the appropriate response(s).*

16. Would you accept a job for which you are:-

- | | YES | NO |
|--------------------|-----|-----|
| 1. UNDER QUALIFIED | [] | [] |
| 2. WELL MATCHED | [] | [] |
| 3. OVER QUALIFIED | [] | [] |

17. Would you accept a job for which you are paid less than your previous job?

1. [] YES
2. [] NO *If NO, please say why* _____

18. How important are the following working conditions in determining whether you accept a job? **Please circle the number corresponding to your answer.**

	NOT AT ALL IMPORTANT		MODERATELY IMPORTANT		EXTREMELY IMPORTANT
1.FRIENDLY ENVIRONMENT	1	2	3	4	5
2.FLEXIBLE HOURS	1	2	3	4	5
3.TRAINING ON THE JOB	1	2	3	4	5

19. Have you found your job expectations to be a barrier to you in obtaining a suitable job?

1. [] YES
2. [] NO

If you answered **YES**, to Question 19, which of your job expectations have most often not been met?

1. [] SALARY EXPECTATION
2. [] WORKING CONDITIONS EXPECTATION
3. [] WORKING HOURS EXPECTATION
4. [] OTHER (Please specify) _____

SECTION 4 – DEMOGRAPHICS

This section is important for statistical analysis and interpretation of the results. I would greatly appreciate as much information as you are able to give. Thank you. *Please check ✓ the box(es) of the appropriate response(s).*

20. Please state your gender.

1. [] MALE
2. [] FEMALE

21. In what year were you born?

_____ YEAR

22. Are you currently **retired**?
1. YES
 2. NO
23. Are you currently **semi-retired**?
1. YES
 2. NO
24. If you would like to continue work after retirement what reasons would there be for this?
1. FINANCIAL
 2. TO REMAIN ACTIVE
 3. TO REMAIN A PART OF THE COMMUNITY
 4. TO BE A MENTOR OR TO SHARE EXPERIENCES
 5. I DO NOT WISH TO CONTINUE WORKING AFTER RETIREMENT
 6. OTHER (Please specify)_____
25. What is your current marital status?
1. MARRIED/LIVING COMMON LAW
 2. SINGLE
 3. SEPARATED
 4. DIVORCED
 5. WIDOWED
26. What is your highest level of completed education?
1. COMPLETED HIGH SCHOOL
 2. SOME COLLEGE
 3. COMPLETED COLLEGE
 4. SOME UNIVERSITY
 5. COMPLETED UNIVERSITY
 6. SOME GRADUATE WORK
 7. COMPLETED GRADUATE WORK
 8. OTHER, (Please Specify) _____

SECTION 5 – AGENCIES

These questions seek to determine your familiarity with the employment resources offered in Lethbridge and area for older workers, and your willingness to take advantage of these or similar services. ***Please check ✓ the box(es) of the appropriate response(s).***

27. Are you aware of any Employment Resources/Agencies in Lethbridge and area which offer employment services specifically for older workers?
1. YES
 2. NO ***If NO, please go to question 31.***

28. Have you ever used such agencies?

- 1. [] YES
- 2. [] NO

29. Which of the employment agency services have you used?

- 1. [] JOB FINDING SERVICES
- 2. [] CAREER PLANNING SERVICES
- 3. [] RESUME WRITING
- 4. [] TRAINING ON THE JOB
- 5. [] ONE ON ONE CONSULTING
- 6. [] OTHER (Please specify) _____

30. Did you find the range of services satisfactory?

- 1. [] YES
- 2. [] NO

31. Aside from the services mentioned in Question 29, what other kinds of services would you like to see the agencies offer to assist older workers in their employment search?

Thank you for taking the time to participate in this survey.

PLEASE TURN OVER

Thank you for your participation in this survey. All your responses will be kept private and confidential.

Please use the space provided below to write any additional comments which you may have regarding any aspect of this study.

-----**THIS WILL BE DETACHED UPON RECEIPT**-----

If you are willing to be contacted for an interview, please state your name and telephone number below:

NAME: _____

TEL. NO. _____

If you wish to be sent a summary of the results of this study by mail, please indicate your name (above) and mailing address below:

ADDRESS: _____

Thank you for taking the time to participate in this survey.

APPENDIX F

**ATLAS: LIST OF CODES USED TO ANALYZE ADDITIONAL
COMMENTS MADE BY RESPONDENTS**

**LIST OF CODES USED TO ANALYZE ADDITIONAL COMMENTS
MADE BY RESPONDENTS (RE: SURVEY)**

- ❖ Age Discrimination
- ❖ Alternative Activities
- ❖ Current Programs
- ❖ Employment Insurance
- ❖ Health
- ❖ Job Finding
- ❖ Job Search
- ❖ Reason For Seeking Employment
- ❖ Specific Expectations
- ❖ Suggestions For Programs
- ❖ Volunteering

APPENDIX G

ATLAS: ADDITIONAL COMMENTS

ADDITIONAL COMMENTS
(ANSWERS TO OPEN ENDED SURVEY QUESTIONS)

Code: Age discrimination

P 1: Additional Comments given by participants.txt
Codes: [Age discrimination]

I have found that in my profession that the more mature worker is considered less attractive and therefore may attract less clientele. Employers tend to overlook that especially in the case of women we are less likely to leave and more reliable and have a wealth of knowledge gained through experience. The younger women have to contend with maternity leave, children and family commitments. The average employer should realize it takes about 6 months to be fully proficient so if there is a great financial loss.

P 1: Additional Comments given by participants.txt
Codes: [Age discrimination]

I believe age is important to companies when hiring for management positions because they look long term to climb the corporate ladder. Sales positions sometimes hire for image. Some companies are starting to realize on the job experience is more valuable and productive than little experience and lots of theory.

P 1: Additional Comments given by participants.txt
Codes: [Age discrimination]

I have experienced that some previous employer exert pressure to retire early when age approaches 60 and hair starts to turn grey. Emphasis seem to be on youth and education and very little on experience and commitment to the job at hand and loyalty to the employer.

Code: Alternative activities

P 1: Additional Comments given by participants.txt
Codes: [Alternative activities]

Lethbridge has an outstanding Seniors Centre, with over 5000 members. They provide many, many opportunities for older persons to volunteer in a wide range of roles. It meets the social, community and occupational needs of many older folk. Unless one requires financial remuneration most other needs of "employing" one's time are met. Many of us are so called employed doing satisfying things such as volunteers.

P 1: Additional Comments given by participants.txt
Codes: [Alternative activities]

I enjoy my retirement a great deal and fill what hours I wish in helping others less fortunate.

P 1: Additional Comments given by participants.txt
Codes: [Alternative activities]

I took early retirement not to quit, but to cut back on what I was doing. I continue to teach one course a semester as a kind of give back and continue with my research.

P 1: Additional Comments given by participants.txt
Codes: [Alternative activities]

Upon retirement, I purchased, a magazine, which I now edit and publish.

P 1: Additional Comments given by participants.txt
Codes: [Alternative activities]

Even today I remain interested in the latest ideas, technology and keep up to date. I would not work now, I enjoy being busy in other ways.

Code: Current Programs

P 2: Question 31.txt
Codes: [Current Programs]

I found the job finding service unproductive.

Code: Employment Insurance

P 1: Additional Comments given by participants.txt
Codes: [Employment Insurance]

I don't like the way I was treated at EI for the first couple of months: no encouragement (lots of discouragement) no support at all.

Code: Health

P 1: Additional Comments given by participants.txt

Codes: [Health]

I have not experienced any age discrimination for purposes of employment. I would enjoy more carpentry type employment but it is arthritis, rather than discrimination which keeps me from it.

Code: Job finding

P 1: Additional Comments given by participants.txt

Codes: [Job finding]

My experience as an older worker has been reasonably satisfactory in obtaining employment but difficulty came when I wanted full time work rather than casual. I sensed fear that I would be a health risk or prone to injury due to my age however I had an almost perfect attendance record while the younger people had frequent sick days. I often had reality checks – my choice to be sure I was carrying my share of the workload.

P 2: Question 31.txt

Codes: [Job finding]

I found the job finding service unproductive.

Code: Job search

P 1: Additional Comments given by participants.txt

Codes: [Job search]

I have had no trouble finding jobs, retired at 55, accepted a couple of consulting jobs after and now do not wish to work.

P 1: Additional Comments given by participants.txt

Codes: [Job search]

After retirement I had no intention of seeking employment. Have dedicated my time to volunteering.

P 1: Additional Comments given by participants.txt

Codes: [Job search]

I find looking for work very different in these times. It appears the workforce is very specialized – whereas I enjoy a variety in my workload. I have found that the hiring criteria is very high and yet if and when I have found work, I have no problem meeting or exceeding expectations for the position.

Code: Reason for seeking employment

P 1: Additional Comments given by participants.txt

Codes: [Reason for seeking employment]

Regardless of my age, I still feel that with my past work experience I have a lot of offer and contribute to the community for many years to come. Also with the Canada Pension Plan being at such a minimal amount and with no savings at this point to draw on I do need and want to stay in the work force in some capacity.

Code: Specific expectations

P 1: Additional Comments given by participants.txt

Codes: [Specific expectations]

I do look for international consulting opportunities from time to time, however I only consider those that meet my own list of specific criteria if the right opportunity comes I might be interested but I am very selective.

Code: Suggestions for programs

P 2: Question 31.txt

Codes: [Suggestions for programs]

Better awareness of the public of such services.

P 2: Question 31.txt

Codes: [Suggestions for programs]

I would like to see an agency that deals with people over 50 only.

P 2: Question 31.txt
Codes: [Suggestions for programs]

Have the names of businesses that are willing to hire older employees and set up interviews.

P 2: Question 31.txt
Codes: [Suggestions for programs]

More computer programs and instructions.

P 2: Question 31.txt
Codes: [Suggestions for programs]

When retiring a service should be available to make former employees aware of other possibilities.

Code: Volunteering

P 1: Additional Comments given by participants.txt
Codes: [Volunteering]

It is said that some 18% of work/services in the U.S. is done by volunteers (not paid work).

P 1: Additional Comments given by participants.txt
Codes: [Volunteering]

Lethbridge has an outstanding Seniors Center, with over 5000 members. They provide many, many opportunities for older persons to volunteer in a wide range of roles

P 2: Question 31.txt
Codes: [Volunteering]

Most of the retired workers that I associate with are on a good pension plan and find various sports, volunteering and other social activities satisfying.

APPENDIX H

**ATLAS: LIST OF CODES USED TO ANALYZE INTERVIEWS
CONDUCTED**

**LIST OF CODES USED TO ANALYZE THE INTERVIEWS
CONDUCTED**

- ❖ After Retirement
- ❖ Age Discrimination
- ❖ Ageism
- ❖ Aggression In Job Search
- ❖ Barriers
- ❖ Current Programs
- ❖ Disability
- ❖ Employment Insurance
- ❖ Expectations A Barrier
- ❖ Flexibility
- ❖ Role Of Employers
- ❖ Role Of Government
- ❖ Sexism
- ❖ Suggested Programs
- ❖ Training
- ❖ Volunteering
- ❖ Worst Aspect Of Job Search

APPENDIX I

ATLAS: INTERVIEWS CONDUCTED

ATLAS: INTERVIEWS CONDUCTED

Code: After retirement

P 1: INTERVIEW NO 1 txt.txt

Codes: [After retirement]

I would to keep myself from going stir crazy, once I stop working here I would probably volunteer here, and probably elsewhere and I would do volunteer work to keep my brain active and I because I like to, I have a lot of skills and knowledge in this area and I feel like it would be a real shame to let it go to waste.

P 2: INTERVIEW NO 2 txt.txt

Codes: [After retirement]

Yes I would, maybe in a home business like photography, doing weddings and portraits and stuff like that. That is something that I have looked into and have set up but I have not had any luck with anything yet. Just to remain active.

Code: Age discrimination

P 4: INTERVIEW No.4txt.txt

Codes: [Age discrimination]

No I have not openly experienced discrimination, because it is illegal, but I know it is there. There was a lady from an organization, who came to speak to our group and she informed us that there would be lots of positions opening up there shortly since a lot of people were retiring, so I asked her about this. If the older people are retiring would they want to hire mature workers who will again retire in a few years time. I don't think so, they would look at the younger ones, she said, she could not answer the question at that stage.

P 5: INTERVIEW No.5txt.txt

Codes: [Age discrimination]

I was not allowed to return to my previous job because of my disability.

P 6: INTERVIEW No.6txt.txt

Codes: [Age discrimination]

I think it is a factor. I have had a couple of interviews and when they ask my age they are reluctant to hire you. I have tried to explain to employers that I am a reliable, hard and conscientious worker.

P 7: INTERVIEW No.7txt.txt
Codes: [Age discrimination]

I was with my last employer for 28 years, he sold his practice to a younger dentist, and at a meeting which was held he stated that he preferred younger workers. A statement which he denied at a later time, I did not have a tape recorder.

P 7: INTERVIEW No.7txt.txt
Codes: [Age discrimination]

I don't understand the logic of the employers, training takes about 6 months before the worker can be truly valuable to the firm, and with the younger workers maternity leave is a consideration and it has now been extended for one year. I don't think it is just age though, employers like the young look – blonde, thin and well endowed women!

P 9: Interview additional comments .txt
Codes: [Age discrimination]

I pick up things easily and I think employers look at my resume and think that I am not someone whom they would like to have in their offices. I have 10 more working years left and I would like to work, I enjoy working.

P 9: Interview additional comments .txt
Codes: [Age discrimination]

If there was a way to possibly give an older worker a chance to prove themselves that would be desirable, but employers prefer younger people for the job and I find older people are more reliable workers.

P 9: Interview additional comments .txt
Codes: [Age discrimination]

I don't think men have the same problems. Women have to look the part, i.e. younger, hide the greys etc. I don't think that employers think that older workers can't do the job!

Code: Ageism

P 3: INTERVIEW No.3txt..txt

Codes: [Ageism]

We expect people to learn all their life, and then tell them, well you were capable on Friday, but Monday you are obsolete.

P 3: INTERVIEW No.3txt..txt

Codes: [Ageism]

Almost everyone in their careers will require re-training, because of age people are not trained, or given the opportunity and therefore are considered to be of little use.

Code: Aggression in job search

P 2: INTERVIEW NO 2 txt.txt

Codes: [Aggression in job search]

I haven't I guess, been proactive as Team work has suggested and I am more checking newspaper ads and job banks and things like that and of course as it turns out that may be only a small percentage of what is available. It has just been very difficult for me to be proactive aggressive in approaching people that I think are not really advertising. You know there is jobs there that you have to do some what they call cold calls, and ahhh I am sort of from the old school from not being pushy and I guess this is my barrier.

Code: Barriers

P 4: INTERVIEW No.4txt.txt

Codes: [Barriers]

Unfamiliarity with current technology. Lack of experience in the jobs I would like to have or feel I am capable of.

Code: Current Programs

P 1: INTERVIEW NO 1 txt.txt

Codes: [Current Programs]

There is Training Inc. but I am not crazy about it from what I have heard from clients and used to work there. They do a lot of life skills training and other types of training for people who are unemployed and on welfare that kind of thing, so I think they gear it to the lowest common denominator.

P 2: INTERVIEW NO 2 txt.txt

Codes: [Current Programs]

Yes because older persons have certain attitudes about going back to work and they are a little antiquated and may be they need to get updated with what is currently need to get a job. The Job Club helps. I had never had to look for a job before up to this point in all my years and back in the days when I was looking for jobs, jobs were more available or at least there were jobs but they were less competitive, today it is very competitive, there are so many people out there looking for jobs, you have to be more aggressive more competitive and I am a little bit more restrained in my attitude and I have to overcome that.

P 7: INTERVIEW No.7txt.txt

Codes: [Current Programs]

There should be more programs to hire the more mature worker like Access 45+, but with Teamwork Training you have to go find it yourself. It was of little benefit to me to sit through those courses which were designed to show you what assets you have. When you just get counseling it is of no great relevance or assistance in the job search. Cold calls are just not my forte. There should be a system where employers send the agency their position and the agency sends them a worker.

P 9: Interview additional comments .txt

Codes: [Current Programs]

It is fortunate that there are places like Teamwork to help people to retrain or to get the information required to seek retraining.

Code: Disability

P 5: INTERVIEW No.5txt.txt

Codes: [Disability]

Dismissed following completion of 2 years long term disability.

Code: Employment Insurance

P 1: INTERVIEW NO 1 txt.txt

Codes: [Employment Insurance]

Actually I convinced EI to pay for an eight week course called Computer Business Applications and I went from not even knowing how to type to being able to ...I can do all my own clerical support...I mean I can't do really high level computer work.

P 4: INTERVIEW No.4txt.txt

Codes: [Employment Insurance]

I went to Employment Insurance to financial support for training courses which I wanted to take, in order to make me more employable and I was told that my husband makes too much money. They have these income brackets which they use to decide whether they will fund you or not. I understand the reason for this, but when you are unemployed it is just difficult to come up with money to pay for courses. I would dearly appreciate more help in looking for work.

P 7: INTERVIEW No.7txt.txt

Codes: [Employment Insurance]

Trying to find work or even be considered. The Government could do something to speed up the lengthy delays at Employment Insurance. Teamwork Training recommended that I get some computer training.

Code: Expectations a Barrier

P 1: INTERVIEW NO 1 txt.txt

Codes: [Expectations a barrier]

I would say that the environment, and I guess flexibility not just with hours of work, I would say lack of micro management, cause I could not work in a job where I had someone standing over me all the time, I guess I could call it autonomy and decision making.

P 1: INTERVIEW NO 1 txt.txt
Codes: [Expectations a barrier]

I always wanted to work in a woman friendly environment and someplace where I would be treated with respect. I taught for a number of years, you don't get much of that in that Environment.

P 2: INTERVIEW NO 2 txt.txt
Codes: [Expectations a barrier]

If they are attractive duties and interesting and well I was going to say being able to communicate and get along with co-workers, but that might be a case of something that if you are starting a job you are going to have to feel that out, it will take a little time to acquire that. It has to be something... I think it is more important to me is liking the job, the aspects of the job, getting along with the co-workers rather than the pay, cause I mean the pay might be a great incentive but if I am miserable and I don't want to go to work in the morning, it is no fun.

P 3: INTERVIEW No.3txt.txt
Codes: [Expectations a barrier]

Of course income is the primary necessity, only a little less important is that I enjoy my work, fellow employees, and the organization is reliable and responsible.

P 4: INTERVIEW No.4txt.txt
Codes: [Expectations a barrier]

I will not work on Sundays, maybe occasionally on weekends, but only if absolutely necessary. The job must offer reasonable pay.

P 5: INTERVIEW No.5txt.txt
Codes: [Expectations a barrier]

I have a disability - I had a hip replacement, so I would accept office work, no hard labor I am physically unable to do. I must have enough knowledge to do the job and the wages must be satisfactory.

P 6: INTERVIEW No.6txt.txt
Codes: [Expectations a barrier]

Good conditions and good attitudes, cleanliness and good reputation of the company.

P 7: INTERVIEW No.7txt.txt
Codes: [Expectations a barrier]

The job must be related to my field. I am willing to take training courses if required. There must be a decent salary and decent working conditions, the co-workers and superiors must be easy to get along with.

Code: Flexibility

P 1: INTERVIEW NO 1 txt.txt
Codes: [Flexibility]

Well I think I have been, I am flexible, I have to put up with all sorts of shit, not least of which is sometimes I don't get paid, so I doubt that I could be a lot more flexible than what I am.

Code: Role of Employers

P 2: INTERVIEW NO 2 txt.txt
Codes: [Role of Employers]

Employers should be informed that older workers have abilities and experience, that might fit into their organization.

P 7: INTERVIEW No.7txt.txt
Codes: [Role of Employers]

I don't think that employers think that older workers can't do the job! In Arizona, mature workers are hired in the retail business because they have been found to be more dependable, the women have eliminated the possibility of maternity leave, employers have found that is more advantageous to hire older workers.

P 9: Interview additional comments .txt
Codes: [Role of Employers]

I would like to see a little bit more proactive for the older worker in the sense that making employers understand that you know they have experience and abilities and they still have lots of work within them, for however long I mean some people are quite active until their 70's.

P 9: Interview additional comments .txt
Codes: [Role of Employers]

I don't understand the logic of the employers, training takes about 6 months before the worker can be truly valuable to the firm, and with the younger workers maternity leave is a consideration and it has now been extended for one year.

Code: Role of Government

P 1: INTERVIEW NO 1 txt.txt
Codes: [Role of Government]

I think they should be funding the agencies that provide the services and they should be providing some of the services themselves. The Canada/Alberta is limited in what it does. I did not need to be desperate, I think if you are desperate it is a lot harder get what you need. Desperate in the sense that it is only you. There needs to be something for contract workers and those who are self employed and part time workers.

P 2: INTERVIEW NO 2 txt.txt
Codes: [Role of Government]

Well...I think if older workers, if there are some roadblocks to them getting employment in the sense of how they have to be competitive with the younger workers maybe they have to have some kind of programs that will make employers realize that maybe older workers have more experience in certain areas that might be beneficial, even if they have only 8-10 years left to work until retirement they still have a lot of productive years left.

P 3: INTERVIEW No.3txt..txt
Codes: [Role of Government]

Because of the changes in how people are assessed for jobs (e.g. paper first, ability second). It is important that older workers be given the opportunity to gain the papers (e.g. Bachelor's degree) that gives you the interview for a job.

P 4: INTERVIEW No.4txt.txt
Codes: [Role of Government]

There was once an agency called Access 45+, and they would find work for persons seeking work. They would recommend you to the position. I'd like to see this again.

P 5: INTERVIEW No.5txt.txt
Codes: [Role of Government]

I think Teamwork Training is a starting point, but a wider base of information is required and financial support is essential.

P 6: INTERVIEW No.6txt.txt
Codes: [Role of Government]

The government should get in touch with Companies and see which way they could assist in encouraging them to hire older workers. As soon as you say your age employers seem to shy away from older workers

P 6: INTERVIEW No.6txt.txt
Codes: [Role of Government]

If there was a way to possibly give an older worker a chance to prove themselves that would be desirable, but employers prefer younger people for the job and I find older people are more reliable workers. The Government should perhaps work more closely with companies helping them to realize that just because a person may be considered an older worker this does not mean that the worker is not a good one.

P 7: INTERVIEW No.7txt.txt
Codes: [Role of Government]

There was once an agency called Access 45+ which found jobs for mature workers, but it is now closed. Teamwork Training is fine, but they did not give me any new knowledge. I think people should be available at such agencies to type up resumes and place workers into positions. There should be a job bank where when employers call they could say well yes I can put you in touch with a suitably qualified mature worker.

P 7: INTERVIEW No.7txt.txt
Codes: [Role of Government]

The Government should have more programs for older workers and provide incentives for employers to hire older workers just as they provide incentives to employers for hiring younger workers.

P 9: Interview additional comments .txt
Codes: [Role of Government]

The Government should perhaps work more closely with companies helping them to realize that just because a person may be considered an older worker this does not mean that the worker is not a good one.

Code: Sexism

P 9: Interview additional comments A.txt
Codes: [Sexism]

I don't think it is just age though, employers like the young look – blonde, thin and well endowed women!

P 9: Interview additional comments A.txt
Codes: [Sexism]

I don't think men have the same problems. Women have to look the part, i.e. younger, hide the greys etc.

Code: Suggested Programs

P 1: INTERVIEW NO 1 txt.txt
Codes: [Suggested Programs]

Maybe something more specifically geared to older workers I don't think there is an agency in town, there used to be one called Access 45.

P 1: INTERVIEW NO 1 txt.txt
Codes: [Suggested Programs]

I think computer skills are really important and I think a lot of older workers do not have those skills, so I think there should be more options or there should be more agencies in town offering computer skills training. College courses are good but expensive and it is difficult to get funding.

P 4: INTERVIEW No.4txt.txt
Codes: [Suggested Programs]

I have traditionally sought employment by answering advertisements and the like and the cold calls which they recommend is not something that I think I can do. My generation was not raised to be aggressive or assertive in that way. I would like to see them in a position where employers call them seeking a more mature worker and they are able to send people to interview and recommend people for jobs.

Code: Training

P 4: INTERVIEW No.4txt.txt

Codes: [Training]

I have never needed any more skills other than those which I already have. I am willing to take additional courses, but only if I get a job, and the employer requires it. There are so many software programs available, it makes no sense to take a course and then you do not use it or it is not needed at work.

P 9: Interview additional comments .txt

Codes: [Training]

Restructuring in the workplace has led to re-training requirements for everyone. I believe the time required for job skill training has become excessive. Almost everyone in their careers will require re-training, because of age people are not trained, or given the opportunity and therefore are considered to be of little use.

P 9: Interview additional comments .txt

Codes: [Training]

I have taken training courses and once I get the job, I have never needed any more skills other than those which I already have. I am willing to take additional courses, but only if I get a job, and the employer requires it. There are so many software programs available, it makes no sense to take a course and then you do not use it or it is not needed at work.

P 9: Interview additional comments .txt

Codes: [Training]

Workers should be willing to retrain.

Code: Volunteering

P 1: INTERVIEW NO 1 txt.txt

Codes: [Volunteering]

I am doing is things like attending inter agency meetings, and so I sort of consider that its volunteer, its community volunteer work and would probably do it whether I was associated with this firm or not.

P 1: INTERVIEW NO 1 txt.txt

Codes: [Volunteering]

I would probably volunteer here, and probably elsewhere and I would do volunteer work to keep my brain active and I because I like to, I have a lot of skills and knowledge in this area and I feel like it would be a real shame to let it go to waste.

Code: Worst Aspect Of Job Search

P 4: INTERVIEW No.4txt.txt

Codes: [Worst aspect of job search]

It has been very discouraging, you take your resumes to the interviews and you don't get any positive results. They can see from the historical nature of my resume, that I am a mature person, and also from my appearance (not that I am untidy or dirty or anything like this though).

P 6: INTERVIEW No.6txt.txt

Codes: [Worst aspect of job search]

Asking around for work, sending out resumes and not even hearing a response from employers, at least they could have the courtesy to respond even if they say there are no positions.

APPENDIX J

OVERALL SPSS DATAFILE

OVERALL SPSS DATAFILE

File Type: SPSS Data File: Variable Information

- Q1 Are you employed?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right
- | Value | Label |
|-------|-------|
| 1.00 | Yes |
| 2.00 | No |
- Q2 Are you seeking employment?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right
- | Value | Label |
|-------|-------|
| 1.00 | Yes |
| 2.00 | No |
- Q3 Are you seeking full-time or part-time?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right
- | Value | Label |
|-------|-----------|
| 1.00 | Full-time |
| 2.00 | Part-time |
- Q4 How many weeks have u been seeking work?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right
- Q5 Why are u unemployed?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right
- | Value | Label |
|-------|------------------|
| 1.00 | Downsized |
| 2.00 | Redundant |
| 3.00 | Dismissed |
| 4.00 | Between jobs |
| 5.00 | Early Retirement |
| 6.0 | Other |

Q6 Seeking employment in which sector?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Government
2.00	Service
3.00	Manufacturing
4.00	Health
5.00	Education
6.00	Agriculture
7.00	Other

Q7 Major barrier to employment?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Underqualified
2.00	Health Issues
3.00	Not Been Placed By Agencies
4.00	Unfamiliarity With Technology
5.00	Age Discrimination
6.00	Other

Q8 Mgrs hire younger workers
Measurement level: Scale
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Not at all
2.00	Rarely
3.00	Occasionally
4.00	Regularly
5.00	Often

Q9 Mgrs think older workers are less productive
Measurement level: Scale
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Not at all
2.00	Rarely
3.00	Occasionally
4.00	Regularly
5.00	Often

Q10 Mgrs think older workers are inflexible
Measurement level: Scale
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Not at all
2.00	Rarely
3.00	Occasionally
4.00	Regularly
5.00	Often

Q11 Mgrs think older workers will be absent more
Measurement level: Scale
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Not at all
2.00	Rarely
3.00	Occasionally
4.00	Regularly
5.00	Often

Q12 Mgrs think older workers will have more accidents
Measurement level: Scale
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Not at all
2.00	Rarely
3.00	Occasionally
4.00	Regularly
5.00	Often

Q13 Mgrs think older workers are less creative
Measurement level: Scale
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Not at all
2.00	Rarely
3.00	Occasionally
4.00	Regularly
5.00	Often

Q14 Mgrs think older workers are unfam. with tech.
Measurement level: Scale
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Not at all
2.00	Rarely
3.00	Occasionally
4.00	Regularly
5.00	Often

Q15 Mgrs think older workers are uncomf. with tech.
Measurement level: Scale
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Not at all
2.00	Rarely
3.00	Occasionally
4.00	Regularly
5.00	Often

Q16A Would you take a job if you are under-qualified?
Measurement level: Scale
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Yes
2.00	No

Q16B Would you take a job if you are well-matched?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Yes
2.00	No

Q16C Would you take a job if you are over-qualified?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Yes
2.00	No

Q17 Would u accept a job if you are paid less than previous?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Yes
2.00	No

Q18A A friendly work environ. is important in accepting a job?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Not At All Important
2.00	Somewhat Important
3.00	Moderately Important
4.00	Very Important
5.00	Extremely Important

Q18B Flexible hours are important in accepting a job?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Not At All Important
2.00	Somewhat Important
3.00	Moderately Important
4.00	Very Important
5.00	Extremely Important

Q18C Training on the job is important in accepting a job?
Measurement level: Scale
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Not At All Important
2.00	Somewhat Important
3.00	Moderately Important
4.00	Very Important
5.00	Extremely Important

Q19A Are your expectations a barrier?

Measurement level: Scale

Format: F8.2 Column Width: 8 Alignment: Right

Value Label

1.00 Yes

2.00 No

Q19B Which of your expectations have you not had met?

Measurement level: Scale

Format: F8.2 Column Width: 8 Alignment: Right

Value Label

1.00 Salary

2.00 Working Conditions

3.00 Working hours

4.00 Other

Q20 What is your gender?

Measurement level: Scale

Format: F8.2 Column Width: 8 Alignment: Right

Value Label

1.00 Male

2.00 Female

Q21 What is your age?

Measurement level: Nominal

Format: F8.2 Column Width: 8 Alignment: Right

Q22 Are you currently retired?

Measurement level: Nominal

Format: F8.2 Column Width: 8 Alignment: Right

Value Label

1.00 Yes

2.00 No

Q23 Are you currently semi-retired?

Measurement level: Nominal

Format: F8.2 Column Width: 8 Alignment: Right

Value Label

1.00 Yes

2.00 No

Q24 Why would you continue working after retiring?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Financial
2.00	Remain Active
3.00	Remain In The Community
4.00	Mentor And Share Experience
5.00	Do Not Continue Working After Retirement
6.00	Other

Q25 What is your marital status?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Married/Living in Common Law
2.00	Single
3.00	Separated
4.00	Divorced
5.00	Widowed

Q26 What is your highest level of completed education?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Completed High School
2.00	Some College
3.00	Completed College
4.00	Some University
5.00	Completed University
6.00	Some Graduate Work
7.00	Completed Graduate Work
8.00	Other

Q27 Do you know of employment agencies for older workers?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Yes
2.00	No

Q28 Have you ever used these agencies?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Yes
2.00	No

Q29 Which services have you used?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Job Finding
2.00	Career Planning
3.00	Resume Writing
4.00	Training On The Job
5.00	Consulting
6.00	Other

Q30 Did you find the range of services satisfactory?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Yes
2.00	No

Q32 U of L Retiree?
Measurement level: Nominal
Format: F8.2 Column Width: 8 Alignment: Right

Value	Label
1.00	Yes
2.00	No

APPENDIX K

OVERALL SPSS FREQUENCY TABLES

OVERALL SPSS FREQUENCY TABLES

Are you employed?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	10.8	10.8	10.8
	No	33	89.2	89.2	100.0
	Total	37	100.0	100.0	

Are you seeking employment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	18.9	21.2	21.2
	No	26	70.3	78.8	100.0
	Total	33	89.2	100.0	
Missing	System	4	10.8		
Total		37	100.0		

Are you seeking full-time or part-time?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time	7	18.9	100.0	100.0
Missing	System	30	81.1		
Total		37	100.0		

How many weeks have u been seeking work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	2.7	14.3	14.3
	2.00	1	2.7	14.3	28.6
	8.00	1	2.7	14.3	42.9
	16.00	1	2.7	14.3	57.1
	18.00	1	2.7	14.3	71.4
	21.00	1	2.7	14.3	85.7
	104.00	1	2.7	14.3	100.0
	Total	7	18.9	100.0	
Missing	System	30	81.1		
Total		37	100.0		

Why are u unemployed?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Downsized	4	10.8	33.3	33.3
	Redundant	1	2.7	8.3	41.7
	Early Retirement	4	10.8	33.3	75.0
	Other	3	8.1	25.0	100.0
	Total	12	32.4	100.0	
Missing	System	25	67.6		
Total		37	100.0		

Seeking employment in which sector?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Service	1	2.7	14.3	14.3
	Health	2	5.4	28.6	42.9
	Education	1	2.7	14.3	57.1
	Other	3	8.1	42.9	100.0
	Total	7	18.9	100.0	
Missing	System	30	81.1		
Total		37	100.0		

Major barrier to employment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Underqualified	3	8.1	12.0	12.0
	Health Issues	3	8.1	12.0	24.0
	Not been placed by agencies	2	5.4	8.0	32.0
	Unfamiliarity with technology	2	5.4	8.0	40.0
	Age Discrimination	5	13.5	20.0	60.0
	Other	10	27.0	40.0	100.0
	Total	25	67.6	100.0	
	Missing	System	12	32.4	
Total		37	100.0		

Mgrs hire younger workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	6	16.2	17.1	17.1
	Rarely	3	8.1	8.6	25.7
	Occasionally	17	45.9	48.6	74.3
	Regularly	5	13.5	14.3	88.6
	Often	4	10.8	11.4	100.0
	Total	35	94.6	100.0	
Missing	System	2	5.4		
Total		37	100.0		

Mgrs think older workers are less productive

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	12	32.4	33.3	33.3
	Rarely	6	16.2	16.7	50.0
	Occasionally	11	29.7	30.6	80.6
	Regularly	6	16.2	16.7	97.2
	Often	1	2.7	2.8	100.0
	Total	36	97.3	100.0	
Missing	System	1	2.7		
Total		37	100.0		

Mgrs think older workers are inflexible

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	8	21.6	21.6	21.6
	Rarely	5	13.5	13.5	35.1
	Occasionally	15	40.5	40.5	75.7
	Regularly	8	21.6	21.6	97.3
	Often	1	2.7	2.7	100.0
	Total	37	100.0	100.0	

Mgrs think older workers will be absent more

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	20	54.1	54.1	54.1
	Rarely	7	18.9	18.9	73.0
	Occasionally	6	16.2	16.2	89.2
	Regularly	4	10.8	10.8	100.0
	Total	37	100.0	100.0	

Mgrs think older workers will have more accidents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	18	48.6	50.0	50.0
	Rarely	8	21.6	22.2	72.2
	Occasionally	4	10.8	11.1	83.3
	Regularly	6	16.2	16.7	100.0
	Total	36	97.3	100.0	
Missing	System	1	2.7		
Total		37	100.0		

Mgrs think older workers are less creative

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	9	24.3	24.3	24.3
	Rarely	10	27.0	27.0	51.4
	Occasionally	13	35.1	35.1	86.5
	Regularly	3	8.1	8.1	94.6
	Often	2	5.4	5.4	100.0
	Total	37	100.0	100.0	

Mgrs think older workers are unfam. with tech.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	4	10.8	10.8	10.8
	Rarely	3	8.1	8.1	18.9
	Occasionally	10	27.0	27.0	45.9
	Regularly	14	37.8	37.8	83.8
	Often	6	16.2	16.2	100.0
	Total	37	100.0	100.0	

Mgrs think older workers are unconf. with tech.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	4	10.8	10.8	10.8
	Rarely	6	16.2	16.2	27.0
	Occasionally	10	27.0	27.0	54.1
	Regularly	13	35.1	35.1	89.2
	Often	4	10.8	10.8	100.0
	Total	37	100.0	100.0	

Would you take a job if you are under-qualified?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	24.3	39.1	39.1
	No	14	37.8	60.9	100.0
	Total	23	62.2	100.0	
Missing	System	14	37.8		
Total		37	100.0		

Would you take a job if you are well-matched?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	26	70.3	86.7	86.7
	No	4	10.8	13.3	100.0
	Total	30	81.1	100.0	
Missing	System	7	18.9		
Total		37	100.0		

Would you take a job if you are over-qualified?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	43.2	69.6	69.6
	No	7	18.9	30.4	100.0
	Total	23	62.2	100.0	
Missing	System	14	37.8		
Total		37	100.0		

Would u accept a job if you are paid less than previous?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	26	70.3	83.9	83.9
	No	5	13.5	16.1	100.0
	Total	31	83.8	100.0	
Missing	System	6	16.2		
Total		37	100.0		

A friendly work environ. is important in accepting a job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat important	1	2.7	3.2	3.2
	Moderately important	3	8.1	9.7	12.9
	Very important	7	18.9	22.6	35.5
	Extremely important	20	54.1	64.5	100.0
	Total	31	83.8	100.0	
Missing	System	6	16.2		
Total		37	100.0		

Flexible hours are important in accepting a job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all important	1	2.7	3.3	3.3
	Somewhat important	3	8.1	10.0	13.3
	Moderately important	10	27.0	33.3	46.7
	Very important	10	27.0	33.3	80.0
	Extremely important	6	16.2	20.0	100.0
	Total	30	81.1	100.0	
Missing	System	7	18.9		
Total		37	100.0		

Training on the job is important in accepting a job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all important	1	2.7	3.6	3.6
	Somewhat important	2	5.4	7.1	10.7
	Moderately important	9	24.3	32.1	42.9
	Very important	9	24.3	32.1	75.0
	Extremely important	7	18.9	25.0	100.0
	Total	28	75.7	100.0	
Missing	System	9	24.3		
Total		37	100.0		

Are your expectations a barrier?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	18.9	21.9	21.9
	No	25	67.6	78.1	100.0
	Total	32	86.5	100.0	
Missing	System	5	13.5		
Total		37	100.0		

Which of your expectations have you not had met?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Salary	5	13.5	83.3	83.3
	Working hours	1	2.7	16.7	100.0
	Total	6	16.2	100.0	
Missing	System	31	83.8		
Total		37	100.0		

What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	23	62.2	62.2	62.2
	Female	14	37.8	37.8	100.0
Total		37	100.0	100.0	

What is your age?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	50.00	3	8.1	8.3	8.3
	54.00	2	5.4	5.6	13.9
	55.00	1	2.7	2.8	16.7
	57.00	2	5.4	5.6	22.2
	58.00	1	2.7	2.8	25.0
	59.00	1	2.7	2.8	27.8
	60.00	3	8.1	8.3	36.1
	61.00	3	8.1	8.3	44.4
	62.00	1	2.7	2.8	47.2
	63.00	2	5.4	5.6	52.8
	64.00	1	2.7	2.8	55.6
	65.00	1	2.7	2.8	58.3
	66.00	3	8.1	8.3	66.7
	67.00	2	5.4	5.6	72.2
	68.00	1	2.7	2.8	75.0
	70.00	1	2.7	2.8	77.8
	71.00	3	8.1	8.3	86.1
	72.00	1	2.7	2.8	88.9
	73.00	2	5.4	5.6	94.4
	74.00	1	2.7	2.8	97.2
78.00	1	2.7	2.8	100.0	
Total		36	97.3	100.0	
Missing	System	1	2.7		
Total		37	100.0		

Are you currently retired?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	67.6	69.4	69.4
	No	11	29.7	30.6	100.0
	Total	36	97.3	100.0	
Missing	System	1	2.7		
Total		37	100.0		

Are you currently semi-retired?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	18.9	28.0	28.0
	No	18	48.6	72.0	100.0
	Total	25	67.6	100.0	
Missing	System	12	32.4		
Total		37	100.0		

Why would you continue working after retiring?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Financial	8	21.6	22.9	22.9
	Remain active	9	24.3	25.7	48.6
	Mentor and share experience	2	5.4	5.7	54.3
	Do not continue working after retirement	15	40.5	42.9	97.1
	Other	1	2.7	2.9	100.0
	Total	35	94.6	100.0	
Missing	System	2	5.4		
Total		37	100.0		

What is your marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married/Living in Common Law	30	81.1	81.1	81.1
	Single	1	2.7	2.7	83.8
	Divorced	4	10.8	10.8	94.6
	Widowed	2	5.4	5.4	100.0
	Total	37	100.0	100.0	

What is your highest level of completed education?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Completed high school	6	16.2	16.2	16.2
	Some college	3	8.1	8.1	24.3
	Completed college	2	5.4	5.4	29.7
	Some University	2	5.4	5.4	35.1
	Completed University	2	5.4	5.4	40.5
	Completed graduate work	19	51.4	51.4	91.9
	Other	3	8.1	8.1	100.0
	Total	37	100.0	100.0	

Do you know of employment agencies for older workers?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	43.2	44.4	44.4
	No	20	54.1	55.6	100.0
	Total	36	97.3	100.0	
Missing	System	1	2.7		
	Total	37	100.0		

Have you ever used these agencies?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	16.2	24.0	24.0
	No	19	51.4	76.0	100.0
	Total	25	67.6	100.0	
Missing	System	12	32.4		
	Total	37	100.0		

Which services have you used?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Job finding	4	10.8	36.4	36.4
	Career planning	2	5.4	18.2	54.5
	Resume Writing	1	2.7	9.1	63.6
	Consulting	3	8.1	27.3	90.9
	Other	1	2.7	9.1	100.0
	Total	11	29.7	100.0	
Missing	System	26	70.3		
	Total	37	100.0		

Did you find the range of services satisfactory?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	24.3	90.0	90.0
	No	1	2.7	10.0	100.0
	Total	10	27.0	100.0	
Missing	System	27	73.0		
Total		37	100.0		

U of L Retiree?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	26	70.3	70.3	70.3
	No	11	29.7	29.7	100.0
	Total	37	100.0	100.0	

APPENDIX L

**SPSS FREQUENCY TABLES FOR RESPONDENTS SEEKING
EMPLOYMENT**

**SPSS FREQUENCY TABLES FOR RESPONDENTS SEEKING
EMPLOYMENT**

Are you employed?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	7	100.0	100.0	100.0

Are you seeking employment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	100.0	100.0	100.0

Are you seeking full-time or part-time?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time	7	100.0	100.0	100.0

How many weeks have u been seeking work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	14.3	14.3	14.3
	2.00	1	14.3	14.3	28.6
	8.00	1	14.3	14.3	42.9
	16.00	1	14.3	14.3	57.1
	18.00	1	14.3	14.3	71.4
	21.00	1	14.3	14.3	85.7
	104.00	1	14.3	14.3	100.0
	Total	7	100.0	100.0	

Why are u unemployed?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Downsized	4	57.1	57.1	57.1
	Redundant	1	14.3	14.3	71.4
	Other	2	28.6	28.6	100.0
	Total	7	100.0	100.0	

Seeking employment in which sector?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Service	1	14.3	14.3	14.3
	Health	2	28.6	28.6	42.9
	Education	1	14.3	14.3	57.1
	Other	3	42.9	42.9	100.0
	Total	7	100.0	100.0	

Major barrier to employment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Underqualified	1	14.3	14.3	14.3
	Not been placed by agencies	1	14.3	14.3	28.6
	Age Discrimination	4	57.1	57.1	85.7
	Other	1	14.3	14.3	100.0
	Total	7	100.0	100.0	

Mgrs hire younger workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	1	14.3	16.7	16.7
	Occasionally	2	28.6	33.3	50.0
	Regularly	3	42.9	50.0	100.0
	Total	6	85.7	100.0	
Missing	System	1	14.3		
Total		7	100.0		

Mgrs think older workers are less productive

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	1	14.3	16.7	16.7
	Rarely	1	14.3	16.7	33.3
	Occasionally	2	28.6	33.3	66.7
	Regularly	2	28.6	33.3	100.0
	Total	6	85.7	100.0	
Missing	System	1	14.3		
Total		7	100.0		

Mgrs think older workers are inflexible

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	1	14.3	14.3	14.3
	Rarely	1	14.3	14.3	28.6
	Occasionally	3	42.9	42.9	71.4
	Regularly	1	14.3	14.3	85.7
	Often	1	14.3	14.3	100.0
	Total	7	100.0	100.0	

Mgrs think older workers will be absent more

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	3	42.9	42.9	42.9
	Rarely	2	28.6	28.6	71.4
	Occasionally	1	14.3	14.3	85.7
	Regularly	1	14.3	14.3	100.0
	Total	7	100.0	100.0	

Mgrs think older workers will have more accidents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	3	42.9	42.9	42.9
	Rarely	2	28.6	28.6	71.4
	Occasionally	1	14.3	14.3	85.7
	Regularly	1	14.3	14.3	100.0
	Total	7	100.0	100.0	

Mgrs think older workers are less creative

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	2	28.6	28.6	28.6
	Rarely	3	42.9	42.9	71.4
	Occasionally	1	14.3	14.3	85.7
	Often	1	14.3	14.3	100.0
	Total	7	100.0	100.0	

Mgrs think older workers are unfam. with tech.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Occasionally	3	42.9	42.9	42.9
	Regularly	2	28.6	28.6	71.4
	Often	2	28.6	28.6	100.0
	Total	7	100.0	100.0	

Mgrs think older workers are uncomf. with tech.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	1	14.3	14.3	14.3
	Occasionally	3	42.9	42.9	57.1
	Regularly	2	28.6	28.6	85.7
	Often	1	14.3	14.3	100.0
	Total	7	100.0	100.0	

Would you take a job if you are under-qualified?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	57.1	66.7	66.7
	No	2	28.6	33.3	100.0
	Total	6	85.7	100.0	
Missing	System	1	14.3		
Total		7	100.0		

Would you take a job if you are well-matched?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	100.0	100.0	100.0

Would you take a job if you are over-qualified?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	57.1	66.7	66.7
	No	2	28.6	33.3	100.0
	Total	6	85.7	100.0	
Missing	System	1	14.3		
Total		7	100.0		

Would u accept a job if you are paid less than previous?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	85.7	85.7	85.7
	No	1	14.3	14.3	100.0
	Total	7	100.0	100.0	

A friendly work environ. is important in accepting a job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very important	3	42.9	42.9	42.9
	Extremely important	4	57.1	57.1	100.0
	Total	7	100.0	100.0	

Flexible hours are important in accepting a job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat important	2	28.6	28.6	28.6
	Moderately important	4	57.1	57.1	85.7
	Extremely important	1	14.3	14.3	100.0
	Total	7	100.0	100.0	

Training on the job is important in accepting a job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderately important	1	14.3	14.3	14.3
	Very important	1	14.3	14.3	28.6
	Extremely important	5	71.4	71.4	100.0
	Total	7	100.0	100.0	

Are your expectations a barrier?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	42.9	42.9	42.9
	No	4	57.1	57.1	100.0
	Total	7	100.0	100.0	

Which of your expectations have you not had met?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Salary	3	42.9	100.0	100.0
Missing	System	4	57.1		
Total		7	100.0		

What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	4	57.1	57.1	57.1
	Female	3	42.9	42.9	100.0
	Total	7	100.0	100.0	

What is your age?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	50.00	2	28.6	28.6	28.6
	54.00	2	28.6	28.6	57.1
	55.00	1	14.3	14.3	71.4
	57.00	1	14.3	14.3	85.7
	58.00	1	14.3	14.3	100.0
	Total	7	100.0	100.0	

Are you currently retired?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	7	100.0	100.0	100.0

Are you currently semi-retired?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	14.3	14.3	14.3
	No	6	85.7	85.7	100.0
	Total	7	100.0	100.0	

Why would you continue working after retiring?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Financial	5	71.4	83.3	83.3
	Mentor and share experience	1	14.3	16.7	100.0
	Total	6	85.7	100.0	
Missing	System	1	14.3		
	Total	7	100.0		

What is your marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married/Living in Common Law	3	42.9	42.9	42.9
	Divorced	4	57.1	57.1	100.0
	Total	7	100.0	100.0	

What is your highest level of completed education?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Completed high school	3	42.9	42.9	42.9
	Some college	2	28.6	28.6	71.4
	Some University	1	14.3	14.3	85.7
	Completed graduate work	1	14.3	14.3	100.0
	Total	7	100.0	100.0	

Do you know of employment agencies for older workers?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	57.1	57.1	57.1
	No	3	42.9	42.9	100.0
	Total	7	100.0	100.0	

Have you ever used these agencies?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	5	71.4	83.3	83.3
	No	1	14.3	16.7	100.0
	Total	6	85.7	100.0	
Missing	System	1	14.3		
Total		7	100.0		

Which services have you used?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Job finding	2	28.6	33.3	33.3
	Career planning	1	14.3	16.7	50.0
	Consulting	1	14.3	16.7	66.7
	Other	2	28.6	33.3	100.0
	Total	6	85.7	100.0	
Missing	System	1	14.3		
Total		7	100.0		

Did you find the range of services satisfactory?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	85.7	100.0	100.0
Missing	System	1	14.3		
Total		7	100.0		

APPENDIX M

**SPSS FREQUENCY TABLES FOR RESPONDENTS NOT SEEKING
EMPLOYMENT**

**SPSS FREQUENCY TABLES FOR RESPONDENTS NOT SEEKING
EMPLOYMENT**

Are you employed?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	13.3	13.3	13.3
	No	26	86.7	86.7	100.0
	Total	30	100.0	100.0	

Are you seeking employment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	26	86.7	100.0	100.0
Missing	System	4	13.3		
	Total	30	100.0		

Are you seeking full-time or part-time?

		Frequency	Percent
Missing	System	30	100.0

How many weeks have u been seeking work?

		Frequency	Percent
Missing	System	30	100.0

Why are u unemployed?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Early Retirement	4	13.3	80.0	80.0
	Other	1	3.3	20.0	100.0
	Total	5	16.7	100.0	
Missing	System	25	83.3		
	Total	30	100.0		

Seeking employment in which sector?

		Frequency	Percent
Missing	System	30	100.0

Major barrier to employment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Underqualified	2	6.7	11.1	11.1
	Health Issues	3	10.0	16.7	27.8
	Not been placed by agencies	1	3.3	5.6	33.3
	Unfamiliarity with technology	2	6.7	11.1	44.4
	Age Discrimination	1	3.3	5.6	50.0
	Other	9	30.0	50.0	100.0
	Total	18	60.0	100.0	
Missing	System	12	40.0		
Total		30	100.0		

Mgrs hire younger workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	5	16.7	17.2	17.2
	Rarely	3	10.0	10.3	27.6
	Occasionally	15	50.0	51.7	79.3
	Regularly	2	6.7	6.9	86.2
	Often	4	13.3	13.8	100.0
	Total	29	96.7	100.0	
Missing	System	1	3.3		
Total		30	100.0		

Mgrs think older workers are less productive

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	11	36.7	36.7	36.7
	Rarely	5	16.7	16.7	53.3
	Occasionally	9	30.0	30.0	83.3
	Regularly	4	13.3	13.3	96.7
	Often	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Mgrs think older workers are inflexible

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	7	23.3	23.3	23.3
	Rarely	4	13.3	13.3	36.7
	Occasionally	12	40.0	40.0	76.7
	Regularly	7	23.3	23.3	100.0
	Total	30	100.0	100.0	

Mgrs think older workers will be absent more

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	17	56.7	56.7	56.7
	Rarely	5	16.7	16.7	73.3
	Occasionally	5	16.7	16.7	90.0
	Regularly	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Mgrs think older workers will have more accidents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	15	50.0	51.7	51.7
	Rarely	6	20.0	20.7	72.4
	Occasionally	3	10.0	10.3	82.8
	Regularly	5	16.7	17.2	100.0
	Total	29	96.7	100.0	
Missing	System	1	3.3		
	Total	30	100.0		

Mgrs think older workers are less creative

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	7	23.3	23.3	23.3
	Rarely	7	23.3	23.3	46.7
	Occasionally	12	40.0	40.0	86.7
	Regularly	3	10.0	10.0	96.7
	Often	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Mgrs think older workers are unfam. with tech.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	4	13.3	13.3	13.3
	Rarely	3	10.0	10.0	23.3
	Occasionally	7	23.3	23.3	46.7
	Regularly	12	40.0	40.0	86.7
	Often	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

Mgrs think older workers are uncomf. with tech.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	4	13.3	13.3	13.3
	Rarely	5	16.7	16.7	30.0
	Occasionally	7	23.3	23.3	53.3
	Regularly	11	36.7	36.7	90.0
	Often	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Would you take a job if you are under-qualified?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	5	16.7	29.4	29.4
	No	12	40.0	70.6	100.0
	Total	17	56.7	100.0	
Missing	System	13	43.3		
Total		30	100.0		

Would you take a job if you are well-matched?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	19	63.3	82.6	82.6
	No	4	13.3	17.4	100.0
	Total	23	76.7	100.0	
Missing	System	7	23.3		
Total		30	100.0		

Would you take a job if you are over-qualified?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	40.0	70.6	70.6
	No	5	16.7	29.4	100.0
	Total	17	56.7	100.0	
Missing	System	13	43.3		
Total		30	100.0		

Would u accept a job if you are paid less than previous?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	20	66.7	83.3	83.3
	No	4	13.3	16.7	100.0
	Total	24	80.0	100.0	
Missing	System	6	20.0		
Total		30	100.0		

A friendly work environ. is important in accepting a job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat important	1	3.3	4.2	4.2
	Moderately important	3	10.0	12.5	16.7
	Very important	4	13.3	16.7	33.3
	Extremely important	16	53.3	66.7	100.0
	Total	24	80.0	100.0	
Missing	System	6	20.0		
Total		30	100.0		

Flexible hours are important in accepting a job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all important	1	3.3	4.3	4.3
	Somewhat important	1	3.3	4.3	8.7
	Moderately important	6	20.0	26.1	34.8
	Very important	10	33.3	43.5	78.3
	Extremely important	5	16.7	21.7	100.0
	Total	23	76.7	100.0	
Missing	System	7	23.3		
Total		30	100.0		

Training on the job is important in accepting a job?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all important	1	3.3	4.8	4.8
	Somewhat important	2	6.7	9.5	14.3
	Moderately important	8	26.7	38.1	52.4
	Very important	8	26.7	38.1	90.5
	Extremely important	2	6.7	9.5	100.0
	Total	21	70.0	100.0	
Missing	System	9	30.0		
Total		30	100.0		

Are your expectations a barrier?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	13.3	16.0	16.0
	No	21	70.0	84.0	100.0
	Total	25	83.3	100.0	
Missing	System	5	16.7		
Total		30	100.0		

Which of your expectations have you not had met?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Salary	2	6.7	66.7	66.7
	Working hours	1	3.3	33.3	100.0
	Total	3	10.0	100.0	
Missing	System	27	90.0		
Total		30	100.0		

What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	19	63.3	63.3	63.3
	Female	11	36.7	36.7	100.0
Total		30	100.0	100.0	

What is your age?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	50.00	1	3.3	3.4	3.4
	57.00	1	3.3	3.4	6.9
	59.00	1	3.3	3.4	10.3
	60.00	3	10.0	10.3	20.7
	61.00	3	10.0	10.3	31.0
	62.00	1	3.3	3.4	34.5
	63.00	2	6.7	6.9	41.4
	64.00	1	3.3	3.4	44.8
	65.00	1	3.3	3.4	48.3
	66.00	3	10.0	10.3	58.6
	67.00	2	6.7	6.9	65.5
	68.00	1	3.3	3.4	69.0
	70.00	1	3.3	3.4	72.4
	71.00	3	10.0	10.3	82.8
	72.00	1	3.3	3.4	86.2
	73.00	2	6.7	6.9	93.1
	74.00	1	3.3	3.4	96.6
	78.00	1	3.3	3.4	100.0
	Total		29	96.7	100.0
Missing	System	1	3.3		
Total		30	100.0		

Are you currently retired?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	83.3	86.2	86.2
	No	4	13.3	13.8	100.0
	Total	29	96.7	100.0	
Missing	System	1	3.3		
Total		30	100.0		

Are you currently semi-retired?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	20.0	33.3	33.3
	No	12	40.0	66.7	100.0
	Total	18	60.0	100.0	
Missing	System	12	40.0		
Total		30	100.0		

Why would you continue working after retiring?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Financial	3	10.0	10.3	10.3
	Remain active	9	30.0	31.0	41.4
	Mentor and share experience	1	3.3	3.4	44.8
	Do not continue working after retirement	15	50.0	51.7	96.6
	Other	1	3.3	3.4	100.0
	Total	29	96.7	100.0	
Missing	System	1	3.3		
Total		30	100.0		

What is your marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married/Living in Common Law	27	90.0	90.0	90.0
	Single	1	3.3	3.3	93.3
	Widowed	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

What is your highest level of completed education?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Completed high school	3	10.0	10.0	10.0
	Some college	1	3.3	3.3	13.3
	Completed college	2	6.7	6.7	20.0
	Some University	1	3.3	3.3	23.3
	Completed University	2	6.7	6.7	30.0
	Completed graduate work	18	60.0	60.0	90.0
	Other	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Do you know of employment agencies for older workers?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	40.0	41.4	41.4
	No	17	56.7	58.6	100.0
	Total	29	96.7	100.0	
Missing	System	1	3.3		
	Total	30	100.0		

Have you ever used these agencies?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	3.3	5.3	5.3
	No	18	60.0	94.7	100.0
	Total	19	63.3	100.0	
Missing	System	11	36.7		
	Total	30	100.0		

Which services have you used?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Job finding	2	6.7	40.0	40.0
	Consulting	1	3.3	20.0	60.0
	Other	2	6.7	40.0	100.0
	Total	5	16.7	100.0	
Missing	System	25	83.3		
	Total	30	100.0		

Did you find the range of services satisfactory?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	10.0	75.0	75.0
	No	1	3.3	25.0	100.0
	Total	4	13.3	100.0	
Missing	System	26	86.7		
Total		30	100.0		