

Training and Development
Prof. S. Srinivasan
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Module - 10
Lecture - 50
Meeting the Needs of Older Workers

Welcome to lecture number 50 and this is the last lecture of this particular module. And in today's lecture we are going to discuss about how are we going to meet the needs of the older workers in an organization set up. So, the previous lecture we discussed about a career challenges which occur in an organization workplace, we discussed about various aspects of how, what are the different stages of career, how the career recycling happens, job hopping and other aspects.

Now, today we are going to discuss about very important aspect of how an organization has to be offering services or engage the service of the older employees in a workplace.

(Refer Slide Time: 01:05)



So, let us get into the lecture.

(Refer Slide Time: 01:08)

The slide features a central yellow text box with the following content:

According to Bureau of Labour Statistics, the labor force growth rates of those 65 and older are projected to outpace all other age groups over the 2014-24 decade.

Human resource issues associated with employing older workers cross almost all functional areas of the HR taxonomy including diversity, talent acquisition, benefits, and training and development

Handwritten notes in red ink on the right side of the slide read: "Older workforce > Younger workforce".

The slide also includes a speaker overlay in the bottom right corner and an NPTEL logo in the bottom left corner.

When we talk about you know the concept of older workers, it is very important to see you know why we are concerned about older workforces or maybe you know we can also call as a baby boomers, who are about to superannuate or retire from a job.

So, why are we concerned about talking about older workforces in an organization setups. According to the you know bureau of labour statistics, they find that you know the force of growth rates the employees, who is going to be 65 and above between these years of 2014 and 2024, he is going to outpace other age groups.

If you look at you know this is the critical aspect of managing the older workforce, especially you know North American countries or a European countries so that is where they are looking at you know how, because they finding that baby boomers. Baby boomers we are referring to the older workforce, older workforce going to reap it means going to outnumber. There will be greater in number compared to the younger workforces.

So, this will attribute lot of challenges and also there is a lot of opportunity for an organization set up. So, meaning that any organizations will have larger number of older workforces, owing to you know better health facility and various socio-economic and other reasons are attributed towards the you know the number of older workers to be to be reminded in an organization is going to be more in number.

But if you look at in India, we are also talking about more opportunity of having a younger workforce, large number of younger employees, but again we will see in next one decade we as a country we are going to observe the phenomenon of having a large number of older workforces are available in an organizations.

Why we are concerned about this you know concept of older workforces? They are critical for an organizational success, as we see they have lot of expertise they add value to an organization, at the same time their requirement, their needs are the way they have to be handled in the workplace are going to be different from how you are going to cater to the younger workforces.

So, it is very important that as an organization, as a manager or being a member of an organization, you need to be aware about what are we talking about the older workforces, how they have to be valued what they will value in a workplaces so that you will be able to better utilise their services effectively. And also, what type of a responsibility organization has towards the older workforces, when they are about to retire from a workplaces. That is why we are concerned about understanding the employment of older workforces in an organizations.

(Refer Slide Time: 03:42)

The slide features a central yellow box with a list of four bullet points. To the left of this box is an orange arrow pointing right, containing the text 'Concept of Older Workers'. The background of the slide is white with faint icons of gears, a hard hat, and a molecular structure. In the bottom right corner, there is a small video inset showing a man in a plaid shirt. The NPTEL logo is visible in the bottom left corner.

Concept of Older Workers

- There are no specific age to define older workers across the globe. It varies in between 55 to 65 years of chronological age.
- Internationally, public policies on workforce ageing typically describe older workers using the cut-off age markers of either 55 years of age, or 65 years of age depending on the policy context.
- Study on Americans' perceptions of how old is old, shows that majority felt a person begins to be "old" at the age of 70 years or older.
- Labour force participation in India is based on the age above 60 years as elderly or the older workers.

So, let us try to understand the concept of older workforces. When you say older workforces yes of course, it is referring to the age of an employee, there are no specific age that define the older workforces across the globe. Because when you are looking at

you know uniform definition of older workforces there is no standard or uniform definition of older workforce, it varies from country-to-country region to region it varies.

But it generally they have been you know within the bracket of 55 years to 65 years on a chronological age, though those people or those employees are you know classified as the older workforces in a company. If you look at you know internationally public policies and workforce specifically on ageing, typically describes their old workers using the cut off age of between 55 years of age or 65 years of age depends on the policy condition, what type of a policy you have.

If you look at you know in you know Northern American. So, maybe you know USA, they were actually trying to see you know how old is the old. So, they were saying you know even somebody at the age 70 or more in those cultural contexts or a policy context they feel they are the older work forces.

But whereas, in India we look at you know anybody above 60 or more, they have been classified as the older work forces. In some industry we refer to them more than 55 years are referred as the older workforces, in an organizational set up in Indian context ok.

(Refer Slide Time: 05:07)

When Workers Considered Older

Mandatory retirement of age varied according to occupation such as :

- The retirement age for Colonels in Army is 54 years while its equivalent Captain in the Navy retires at 56 and Group Captains in IAF retire at the age of 57.
- Central Government employees at 60 to 62 years of age.
- Government aided College and University Professors may retire at 65 years of age.
- The retirement age for the Supreme Court judges is 65 years whereas for the High Court judges, it is 62 years.

"Older" "Approaching Retirement Age"

NPTEL

Now, when the you know workers will be considered as older? You know when we talk about you know, we are referring to the retirement age because we any generally when will we understand my workforces are older workforces. Let us say older workforces

generally somebody who is approaching ok, the employees who are approaching towards the retirement age ok.

Now, when I talk about the retirement age, this is where the crux is the retirement which is also not uniform across industry not uniform across different job roles also. Let us take an example in India; see for example, the retirement age for you know Colonels in Army is 54 years. Whereas, in the same rank in Navy, when we are talking about you know Defence Forces, in navy with the same rank it is 56 years and whereas, in Air Force it is 57 years.

So, where you see there are differences with respect to job role, differences with respect to organization or positions also. And let us you know generally if you look at you know employees who are employed under a union government, which is the Central Government employees between 60 to 62 years.

Some academic institutions are giving keeping their age up to 65 years, it again depends on ability to contribute there you know knowledge being, effectively utilised for the greater good of the country or a nations or the growth of a company is also linked to the what age should be their retirement age. So, for example, if you look at you know supreme court judges' retirement age is 65 years whereas, if you look at high court judges it is 62 years. You know it varies with respect to you know different organization set up or a different job positions.

So, that is why you know it is more of you know linked with what type of an organization what type of a job role they do. So, that will determine, when they are actually approaching or when they will retire from the job. So, generally the workforce, the older workforces are referred to people who are approaching closer to the retirement age are classified as older workforces in an organizations.

(Refer Slide Time: 07:13)

The slide features a central yellow box with the following text: "Pre-retirement socialization in the process of helping employees to exit from work. Companies organize preretirement programs to address the following :
▪ Psychological aspects of retirement, to develop personal interests and activities.
▪ Housing including a consideration of transportations, living cost, proximity to medical care."

Handwritten in red ink on the right side of the slide are the words "Entry Induction Training" with a downward arrow and "Exit" with an upward arrow. The slide also includes a blue header, a white background with gear and circuit icons, and a small inset video of a man in the bottom right corner. The NPTEL logo is visible in the bottom left corner.

Now comes what are the obligations, what are the pre-retirement socializations of an older workforce, what type of an activities that company has to offer, provide, support to the people who are approaching near the retirement ok. So, what is the pre-retirement socialization, which is nothing but the process of helping employees to exit from work? See it is very similar to induction training right, when we have when an employee enters a job right, we give induction training this is about entry right.

Similarly, for exit also you have to provide a you know specific training, prepare them for the better retirement opportunity. That is where we are talk talking about pre-retirement socialisation which is the process of helping employees to exit from work. So, been they have been working for several years.

Now, they going to see you know post retirement, there you know the routines are going to change how you as an organization has to prepare themselves what type of you know offers or a programmes are addressing these, you know employees who are approaching towards the retirement.

So, focus on psychological aspects of retirement, to develop there you know personal interests and activities, help them identify some of their interests so that when they retire when their routines change, how they can actually effectively utilize or you know pursue their interests.

And I have talk about their housing proximity to medical care, how they can you know provide them training or orientation about preparing them self for post-retirement activities.

(Refer Slide Time: 08:47)

The slide features a central yellow box with a list of topics under the heading '(Continued...)'. To the left, an orange arrow points to the title 'Preretirement Socialization of Older Workers'. To the right, a red box contains the handwritten text '55-750-'. The slide is decorated with icons of gears, a hard hat, and a molecular structure. The NPTEL logo is visible in the bottom left corner, and a video feed of a presenter is in the bottom right corner.

Preretirement Socialization of Older Workers

(Continued...)

- Health during retirement including nutrition and exercise.
- Financial Planning, insurance and investments.
- Health care plans.
- Estate planning
- The collection of benefits from company pension plans and social securities.

55-750-

NPTEL

And you also talk about you know health during the retirement, talking about you know offering insights on, how do you manage your health post retirement, talking about a financial planning insurance and investments. It is also a responsibility of an organization to offer these type of a training programmes or orientation programmes to the employees who are going to superannuate, means retire from workplaces.

You have to give them ok; so you let us say employees who are reaching between 55 or above 55 or above 50, then organization has to provide you know orientation and trying to prepare themselves to talk about what type of financial planning are they going to make.

So, post retirement you are you know the you can know income will going to low go down or you may not have the other opportunity, to get the other fringe benefits. How are you going to better plan your post retirement life, where you have to as an organization you have to provide training or orientations on their financial planning insurance and other investment plans, health care plans, other plans benefit plans or company pension plan, social security benefits.

All that has to be oriented to provide these insight information to the older workforce. So, that you are better preparing them for a better retirement plans for their employees.

(Refer Slide Time: 10:05)

The slide features a central yellow box with three bullet points. To the left of the box is a blue arrow pointing right with the text 'Qualities of Older Workers'. The background is white with faint icons of gears, a hard hat, and a molecular structure. A small video inset of a man is in the bottom right corner. The NPTEL logo is in the bottom left corner.

- **FOCUS:** Employees over 50 spent years learning to handle complex projects without getting bored, confused, or antsy – at least not as quickly as their millennial counterparts
- **VERSATILITY:** Today's older employees are old enough to remember what day-to-day life was like before tech but are young enough to have been immersed in and become skilled at using 21st-century technology.
- **PATIENCE:** Most mature workers who've spent years in the workforce are well aware that patience is a virtue.

Now, now we are coming to the what are the qualities of these older workforces they have. So, when you talk about these older workforces, they have focus. See the generally the employees who have spent you know would say long years in a workplaces they were all learning to handle complex projects without getting bored you know.

When the employees with a senior position or people with a you know older age they will be in a better position to handle complex projects, they have their expertise, they will not you know at least they will as quickly as the counterpart millennial counterpart they will be able to learn, as quickly as the millennials or the younger workforces.

They have versatility they are the older workforces have you know versatility of the skill levels; they are been experienced in various aspects of the business domains. They have knowledge on finance, operations or maybe you know a specific skill set or the technology.

So, they will have a versatile qualities to offer or add a value to the organizations, they will have a lot of patience. You know the more mature workers who spent you know years and years as an employee, they will be able to handle a more complex more you know challenging projects in a better way compared to the you know young workforces.

Because young work forces will have lot of anxiety, even approaching a complex situations or most challenging situations. Whereas, the older workforces they will have a better position to think patiently to address critical problems.

If you look at you know the type of you know the employee or the profile of the board of directors, you always find you know older employees being part of the board of directors. The reason is that they patients they have lot of you know versatility, they have a better focus on how to pursue, how to take the company to the next level that is why they are already always you know part of the board of directors.

(Refer Slide Time: 12:00)

The slide features a central yellow box with three bullet points. To the left, an orange arrow points to the box with the text 'Qualities of Older Workers'. The background is white with faint icons of gears, a hard hat, and a molecular structure. A small video inset of a man is in the bottom right corner. The NPTEL logo is at the bottom left.

- **RESILIENCE:** Older workers have seen more of the world, both good and bad so that they are more resilient and this is a product of chronological age
- **KNOWLEDGE:** Matured workers generally tend to know more. The knowledge they've acquired can be invaluable to everyone in the workplace, as well as to clients and customers.
- **COMMUNITY-MINDED:** It may seem an old-fashioned virtue, and, indeed, it is one borrowed from an earlier generation, but this generation prizes service, collaboration, and longevity

And they have higher resilience, the older workers have seen more the world they have seen all ups and downs, good and bad during their career life and they have a better resilience. You know when they will have better capability to bounce back from the adversities. So, when a company face which is you know adverse situations, maybe business adversity or probably the financial adversity a company go through, the older workforces are better capacity, having a better resilience capacity to bounce back from the challenging situations.

And they have a very vast knowledge and the depth of knowledge is really high, because as they worked to be in a company for a quite a long time they have had lot of invaluable contributions to the organization, by way of having more deeper knowledges on each of the aspects of the business.

And they will be having a community minded, because the older workforces, fashion of the virtue and they always you know look for you know collaborations, with you know different generations. They look at you know more opportunity to work with the other group, they wanted to be work in a teams. So, there is more community minded people when you have an older workforces ok.

(Refer Slide Time: 13:08)

The slide features a central yellow box with three bullet points. To the left, an orange arrow points from the text 'Value of Work to Older Workers' towards the yellow box. The background is white with faint icons of gears, a hard hat, and a molecular structure. A small video inset of a man in a plaid shirt is visible in the bottom right corner. The NPTEL logo is in the bottom left corner.

Value of Work to Older Workers

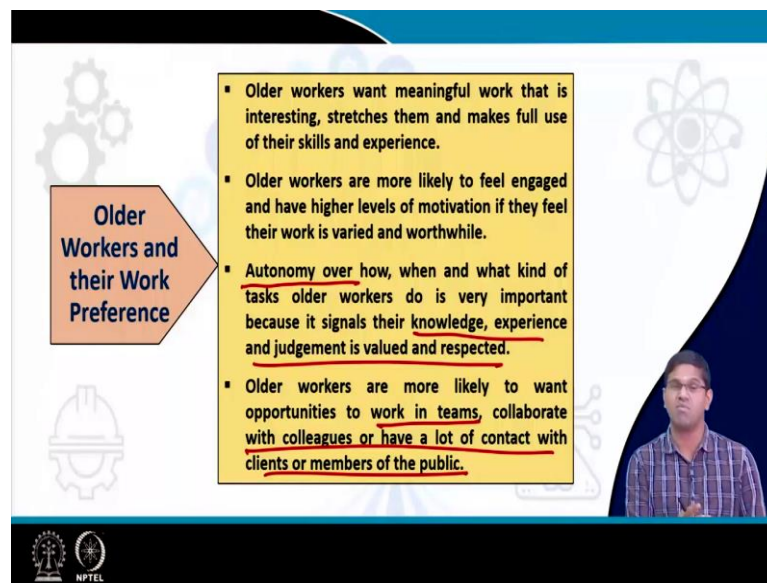
- Older workers look for employment that is personally meaningful, flexible, intellectually stimulating.
- Older workers are more likely to stay in work if they think that their work matters, their employer supports them and their needs are taken seriously.
- They value opportunities for learning, mentoring others and career progression and strengthen connections to employers, colleagues and customers

Now, having discussed about the qualities of the older workforces. Now, you have to understand what this old workers will value in the workplace, what do they look for in a workplaces. So, the older workers always look for an employment which is meaningful to them, which are intellectually stimulating and flexible. They do not want to you know carry out a job which are very you know rigid in nature or you know flexibility or no opportunity for them to learn or you know intellectually stimulating or a challenging opportunity these old workers may not find it so interesting to work.

So, when you have an older workforce you have to ensure that yes you are having little flexibility for them and giving them a personally meaningful job roles. And older workforce will likely to stay in the work if they think that work really matters to them and their employer supports them and their needs are taken care seriously. When an organization values and support their older workforces and they will you know want to stay with the company, contribute towards the company.

And they value the opportunities for running is my company providing more opportunities, is my company giving me more challenging roles, leadership roles you know keep keeping them in a higher positions. Let us say you know general managers or a bigger position because there are more responsibility and we always seen the quality qualities they possess will add lot of value to the company to utilize their qualities in a better positions, in terms of leadership positions all that they look for in a workplace.

(Refer Slide Time: 14:43)



The slide features a central yellow box with a list of preferences for older workers. To the left, an orange arrow points to the title. The background includes icons of gears and a hard hat. A presenter is visible in the bottom right corner.

Older Workers and their Work Preference

- Older workers want meaningful work that is interesting, stretches them and makes full use of their skills and experience.
- Older workers are more likely to feel engaged and have higher levels of motivation if they feel their work is varied and worthwhile.
- Autonomy over how, when and what kind of tasks older workers do is very important because it signals their knowledge, experience and judgement is valued and respected.
- Older workers are more likely to want opportunities to work in teams, collaborate with colleagues or have a lot of contact with clients or members of the public.

And so and what are the other things they look for. You know older workers also want a meaningful work that is very interesting to them and make use of their skills and experiences.

They want an opportunity where they find the job is very meaningful and they can utilize their learned skills, they become an expert in a particular domain having worked for several years in a company and they become an expert in a particular domain. Can they use those skills? Can they use their experience in the workplace? If that has been there in a workplace, they will enjoy they want to continue to work in the particular job role.

And older workers are also feeling engaged and have higher levels of motivation, if they feel the work is varied and worthwhile you know is that job is very interesting and is it having a job variety, skill variety; can I use variety of my skills in a workplace, then they will they worth to remain in a particular job.

And they also value autonomy over you know when how when what kind of a task holder a workers used to do, is very important because you know they want more control over the job they carry out. When to do? What to do?

How to do? If there are more of you know interruptions or there is a restrictions on carrying how to do a job, how to carry out a job, what to do, when to do, even the routines then they may not be interested. So, they look for more autonomy because it also signals their knowledge, experience and judgement is valued and respected.

Why do they look for more autonomy? Because they know that you know they worked for a more years and they have a better, they learnt a lot of things by you know working in a company for a longer period of time, and they want a more autonomy. This is kind of reflection of acknowledging their experience, acknowledging there you know knowledge or their command over the particular job. So, that is what they expect in a workplace.

And the older workers are also likely wanting to work opportunity to work in teams, they wanted to work in teams, collaborate with colleagues they wanted to have lot of contact with the clients and members of the public. So, they look for an opportunity where I can actually collaborate, work in a team, have more opportunity to you know, meeting the customers, looking you know presenting to the customers, talking to the stakeholders. So, those type of an opportunity these older workforces look for in a workplace.

So, what does it actually indicates? What does it say when we are looking at you know what they value which is actually giving an insight for an organizations how you will take an advantage of having an older workforces in a company. Because this is what they really like, when they are given an opportunity in a job. So, you can also take opportunity you know advance, you know you can take the advantage of using them in this kind of a job.

So, you give them more autonomy, use them give them a job which will have more opportunity to meet people, interact with people give them an opportunity to feel meaningfulness at workplace, decide what they wanted to do, when they wanted to do, all that is going to give a competitive advantage for a company. Because they have a lot of qualities that will help company to grow from one level to the next level ok.

(Refer Slide Time: 17:50)

Older Workers and Employers

- Support older workers to align their personal aspirations, job roles and organisational objectives
- Ensure that older workers have variety in their work and opportunities to learn new skills
- Give older workers as much autonomy as is possible in their work
- Design roles for older people that maximise social contact and interaction.
- Offer occupational health and wellbeing support to staff of all ages

NPTEL

Now, so how an organisation has to deal with these older workers. See, the support the older workers to align their personal aspirations and job roles and the organisational objectives. So, now comes ok, we already seen what do they value. Now comes the perspective of an organisation, what type of an you know job you can engage them and what do you do with them. So, you have to you know support the older workers to align, to match their interest with an organisation goals.

Can they identify an area where they can support the organisation and also get fulfilled their needs right and ensure that older workers have variety in their work and opportunity to learn new skills. Do you provide, you have to provide more opportunity for them to new skills and give old workers an autonomy which is very critical for an older worker forces, because they wanted to have a control over how they design their job, how they carry out their task.

And design roles for older workers which will maximise social contact and interactions, as I was saying you know it will you know facilitate better workplace conditions for the older workforces, because they wanted to interact with the people, work in an opportunity where there is more opportunity for them to meet people, interact people.

And offer occupational health and wellbeing support to staff of all ages. So, concerned about their occupational wellbeing, means ensuring work life balances do not give them

the more you know not extended work hours for them. So, ensure that there is more flexibility for them in order to manage their wellbeing also ok.

(Refer Slide Time: 19:26)

Older Workers and Employers

- Promote flexible working positively and openly to all staff
- Redesign job roles around the person if they have long-term health conditions or other functional limitations
- Offer secure contracts to both older and younger workers, wherever possible
- Provide equal access to work adjustments for all working careers

NPTEL

Now, so also promote flexible working positively and openly to all staff, create more flexibility for those older employees and redesign the job roles for an employees with you know long term health conditions or other limitations, you have to considerate their interest also. And offer you know secure contracts meaning that you know you do not give them the very short-term contracts, rather you give them the job security.

At least from a defined contracts that will ensure that you know they will be able to contribute for a job and provide equal access to work adjustment for all you know people, similar to the other people also. Give them equal access to the work adjustment for the old work forces.

(Refer Slide Time: 20:08)

Advantages of Older Worker

1. Skilled and experienced
2. Longer staying at job
3. Strong work ethics
4. Train the next generation
5. Attract more business

Now, comes what are the advantages of having these older workers. So, you know if you the if you look at the advantages, there are many but we are going to you know look at you know the in 5 major aspects. One is they are skilled and experienced we will see in detail and they are longest staying at job and they will have a strong work ethics and they will be able to train the next generation, you know which is very important.

How are you going to impart the organizational knowledge to the next level of the generations, who is going to work in a company they can attract more businesses.

(Refer Slide Time: 20:43)

Advantages of Older Worker

1. Skilled and experienced
Older workers bring a level of experience, critical thinking and sheer knowledge that cannot be taught. Young people have a can do attitude — and make mistakes; old people know what questions to ask.

Gained through experience & Academic experience

Old vs Young
- Stay calm & release questions
- Quick to respond
- Jump to conclusion

So, let us look at each of it. So, the older workers bring lot of experience and they will have a lot of critical thinking, they have a sheer knowledge that cannot be taught you know which when we talking about you know the knowledge it is gained through experience. So, which is always going to be greater than any academic experience can offer.

You might hire somebody with you know higher academic qualifications, but that cannot be equated with the knowledge these employees who gained over a period of working in a particular company. So, they will have more critical aspects of man knowing, more nuance of the business they will have better aspect of knowing the nuances of the business than somebody who have you know come through a formal education.

So, young people have can you know attitude and make mistakes, because you see you know young people may be so quick in making decisions and they may they can make lot of mistakes. But if you know old people they what you know they will know what questions to ask, when to ask, how to react, if you have you know if you can reflect back.

Or maybe you know observe versus you know old versus young workforces in a workplace ok, you will always find young people being so quick to respond or they will jump to conclusion, in general I am not you know restricting, but I am just in general if you look at observe this they jump to conclusion.

Whereas older people will stay calm, they will ask relevant questions they will ask relevant questions and they will always wait till everybody you know gives their perspective then they consolidate it to take the decision. So, that is where the advantages of this you know older work force, they will have more skill, their experience, they will be in a better position to guide the young workforces also in a work places ok.

(Refer Slide Time: 22:43)

The slide features a blue header and footer. The main content area is white with a blue border. On the left, an orange arrow-shaped box contains the text 'Advantages of Older Worker'. A red handwritten note 'Great Resignation' with an arrow points from this box to a yellow text box on the right. The yellow box is titled '2. Longer staying at job' and contains the text: 'Businesses facing high worker turnover – consistently said they prefer to hire older workers who have families to support or a reason they have to come to work and stay than younger workers who come and go more frequently.' The slide also includes several icons: gears, a lightbulb, a smartphone, a chemical structure, and a person's headshot in the bottom right corner. The NPTEL logo is visible in the bottom left corner.

Now, they are also know longer staying at the job because business facing higher worker turnover, because if you look at in a recent years we are hearing a new terminology called you know greater turnover, greater attritions or people calling the terminology you know great resignation ok.

So, we have been hearing this concept of great resignation, which is meaning that you know people are leaving the job, they are leaving resigning the job. Whereas, these older workforces they you know stay in a company they have been so loyal, they have been working with a particular company for a longer period. So, they can provide lot of support to for an organization, the longer they stay and they are able to contribute for an organization. So, that is an indication that you know they have been loyal to the workplaces ok.

(Refer Slide Time: 23:32)

The slide features a blue header and footer. The main content area is white with a blue curved border on the right. On the left, an orange arrow points to a yellow box containing text. The background includes faint icons of gears, a hard hat, a brain, and a circuit board. A small video inset of a man is in the bottom right corner. The NPTEL logo is in the bottom left corner.

Advantages of Older Worker

3. Strong work ethics

Older workers take the job more seriously. People who have endured pain in the past feel they have to prove themselves and get validation from their job. Older workers live to work, want to work and beliefs to work ethically.

They will have a very strong work ethics. So, older workers take the job more seriously right, than the people who have endured the pain in the past they feel they have to prove themselves and get validation from their job. So, you know they will have a very strong work ethics compared to the younger workforces because they know what are the challenges which has and how critical, you know how important to be you know, behave responsibly, be ethical in all the business domains.

And they do not look for you know so quick you know money making, they have been very stable in the job. So, they will have a very strong work ethics because they seen the job you know the generational changes or how the business has been evolving for the last decades.

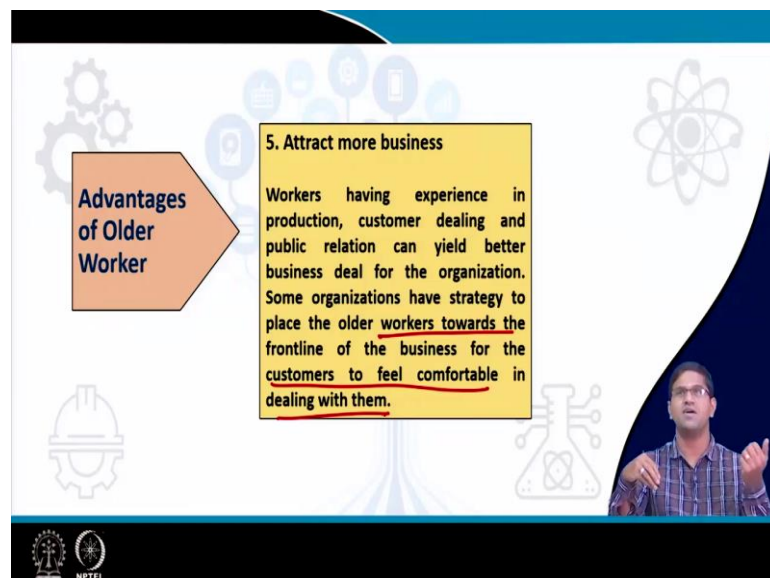
So, they will be having a better work ethics compared to the younger workforces, which is also important to you know show the younger workforces the model to observe how you will have to you know own your specific work skills or work ethics in a workplaces.

That is one way of you know knowledge management, but the knowledge transfer through you knows experiential sharing or hand holding the you know younger employees, which is very critical component where this old workforce can offer that service by you know hand holding or providing the necessary training to the next generations, who is going to replace this critical resources in a future.

So, that is why these older workforces are very important in a workforces, because they are going to share the critical knowledges with their younger workforces. And that will add a lot of value for an organizations to have a better competitive advantage over the other competitors in the business market and also internally again, if you look at you know organizational culture.

See, I how do you ensure that you know younger employees or a new entrants, new employees will learn the organization culture and then they carry, which is a very important. It is about learning and maintaining the culture, maintaining then sustaining. So, all this is possible only when you see that you know older workforces are able to transfer their knowledges, train their younger workforces in all aspects, not only about a technical aspect it is also about cultural perspectives also ok.

(Refer Slide Time: 27:44)



The slide features a blue header and footer. The main content area is white with a blue border. On the left, an orange arrow points right with the text 'Advantages of Older Worker'. In the center, a yellow box contains the following text: '5. Attract more business' followed by 'Workers having experience in production, customer dealing and public relation can yield better business deal for the organization. Some organizations have strategy to place the older workers towards the frontline of the business for the customers to feel comfortable in dealing with them.' The text 'older workers towards the frontline of the business for the customers to feel comfortable in dealing with them' is underlined. A small video inset in the bottom right shows a man speaking. The NPTEL logo is in the bottom left corner.

Now, the you know last one is about the attract more business. The workers having experience in production, dealing with the customers managing the publics or the

customers or a clients, they will have you know able to have a better opportunity to you know have a better business deals, close the deals in a more effective way.

Some organization have strategy to place older workers towards the frontline of the business for customers to feel comfortable in dealing with them. See the older workers, the workforces will be able to attract more businesses. Let us say when you wanted to close a business deal, with a client or a customer.

So, the older workforces will be able to present the business opportunities, business scope and viability and they will be having a better soft skills, better skills to you know convince the customers or a clients and present it to them, how they are going to create opportunity for them. So, they will be able to attract more businesses compared to the employees who are not having the sufficient experience in the workplaces.

Because they know what are the expectations of the clients, how will you address the expectation of the client. Because it is not that all the client will always look for profit, some clients will look for you know value, some clients will look for a quality, some clients will look for the relationship, some clients will look for communication, some clients will look for coordination.

So, there are various different aspects that client will look for. So, now, the experienced workforces will be able to know and classify ok what this customer or a client is actually looking for. And they will pitch in to this client and positioning the business deal in that perspective and they will be able to close the deal, you will have a better businesses.

So, they will be able to attract more businesses compared to the younger workforces, because their experience is managing and knowing the clients are limited compared to the employees who work for a longer period in an organization. So, these are the advantages of having older workforces.

(Refer Slide Time: 29:44)

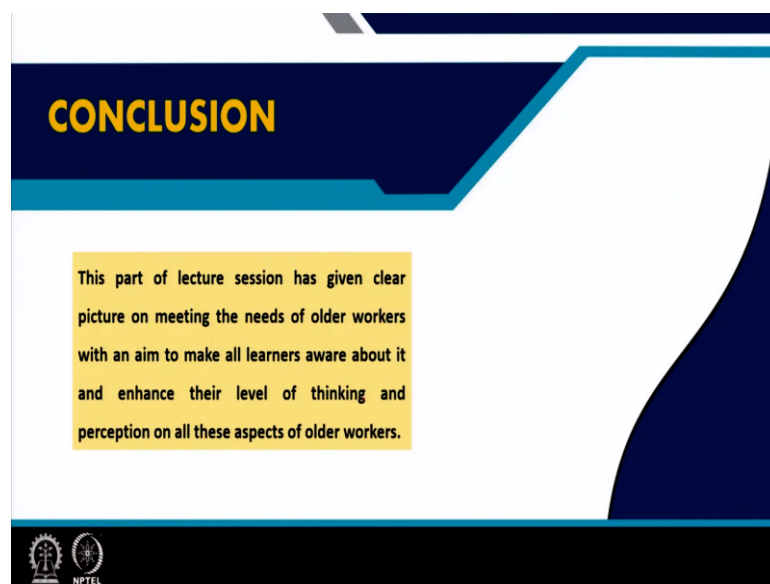


REFERENCES

- Aswathappa, K.(2014). Organisational Behaviour, Text, Cases Games. Himalaya Publishing
- Noe, R.A & Kodwani, A.D. (2019). Employee Training and Development, Mc Graw Hill, Chennai.
- Kirkpatrick, D.L. (1996). Evaluating Training Programs, The New World Kirkpatrick Model, <https://www.mindtools.com/pages/article/kirkpatrick.htm>
- Bingham, T., and Corner, M. (2010). The New Social Learning, Alexandria VA: ASTD Press.
- Katz, D., & Kahn, R. L. (1978). The social psychology of organizations. New York: Wiley.
- Gagne, R. (1985). The Conditions of Learning, Fourth Edition. New York: Holt, Rinehart & Winston.
- Merrill, M. D. (2013). First principles of instruction: Identifying and designing effective, efficient and engaging instruction. Hoboken, NJ: Pfeiffer/John Wiley & Sons
- Beeby, J.M., and Rathborn, S. (1983) "Development Training - Using the Outdoors in Management Development" Management Education and Development 14 3, 170-181.




(Refer Slide Time: 29:47)



CONCLUSION

This part of lecture session has given clear picture on meeting the needs of older workers with an aim to make all learners aware about it and enhance their level of thinking and perception on all these aspects of older workers.



And these are the references. In today lecture we are you know exposed to the concept of older workforces, why we need to understand the old workforces and what are the services that company has to provide and are, how one company has to prepare the employees who are approaching near the retirement age, how we will have to you know provide training on postretirement plan.

Then a company has to know what these old workforces value the most. Unless otherwise you do not know what do they value, then how are you going to retain them,

how are you going to ensure that they are going to contribute for the success of the company. So, older workforce will look for more meaningfulness at the job, they will look for more autonomy, they look for more flexibility in the workplaces and they look for you know opportunity to work in a team, they wanted to work in a leadership positions.

So, organization has to tap by knowing this what do they look for and we also know the advantages having these workforces. So, if you are able to match their interests then you will have a better opportunity for your organizations. That is why it is really important to know the needs and interests of the older workforces so that you will be able to make your organization grow from one level to the next level. So, we will be seeing the other aspects of the course in the subsequent modules.

Thank you.