

***National Conference on the New Human Resources Frontier:  
Utilizing Older Workers for Competitive Advantage***

**June 7-8, 2007 in Washington, DC**

**Seeking Sensible Solutions to  
Important Demographic-Change Issues**

The speakers, thought leaders and senior-level representatives of sponsors at The New Human Resources Frontier: Utilizing Older Workers for Competitive Advantage conference will be developing answers relating to demographic-change issues that confront America, including:

1. "With Americans living longer, in better health and more active lives, why do we still retain the stereotypes and myths about aging (i.e., by 65 at the latest, people are over the hill, out of the game, on the shelf, and their headlights are getting dim)?"
2. "With longevity increased by 17 years in the 20<sup>th</sup> century, why does ageism continue to flourish in America, motivating older people to shed the wrinkles and hide their years?"
3. "Have we shifted our thinking to recognize that 84% of today's civilian workforce is employed in services and that we have moved from an industrial to a knowledge economy?"
4. "Why do federal laws/regulations/policies (e.g., IRS, Social Security, ERISA, ADEA) actually discourage employers from continuing to retain and recruit older workers after retirement and discourage older workers from continuing in productive activity?"
5. "Can Social Security remain viable without changing the retirement age from 65 to 70 and then indexing the higher age to increasing longevity?"
6. "Why are companies still focused on selling to the "Pepsi generation" when Americans 55 and older own or control more than 70% of the country's total accumulated private wealth and account for 50% of total discretionary spending?"
7. "Many companies feel they can save costs by replacing older workers with younger ones, but have they computed the total costs that are entailed (e.g. lost productivity, lost experience and expertise, cost of recruiting/orienting/training young workers, impact of turnover on morale and on customers)?"
8. "Why do HR directors indicate that workers 55+ are more reliable and dependable, more dedicated and committed, have much lower turnover and absenteeism, and have better overall skills and abilities than younger workers, but continue to favor hiring the younger ones?"



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9. "Why don't more employers develop phased retirement and other flexible work options that would enable them to retain and attract older workers who can continue to add value?"
10. "With unemployment at 4.4 percent for March, 2007 and 180,000 new jobs created, when will the vast majority of companies in America begin to recognize the need to incorporate the impact of demographic change in their strategic workforce planning?"
11. "With the average job tenure of younger workers in service companies at 2.9 years, why do most companies invest substantially more in training and developing younger workers than in older workers whose job tenure is more than three times greater?"
12. "If longevity was the greatest gift of the 20<sup>th</sup> century, as some have stated, why can't we learn to benefit from that gift more effectively in the 21<sup>st</sup> century?"
13. Why do we view people in terms of their chronological age, rather than considering their overall capabilities and ability to add value? Must we continue to refer to people like Michelangelo, Adenauer and Toscanini to make the point?
14. Why do we focus on the problems and potential crises of demographic change, when we should be capitalizing on the benefits and opportunities? What has happened to the optimistic and opportunistic spirit of America?
15. Why do we have one of the lowest savings rates and highest debtor rates in America when people know they will be living longer and may require long-term care?"