

Age and performance

Age-friendly workplaces

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Rick Guzzo

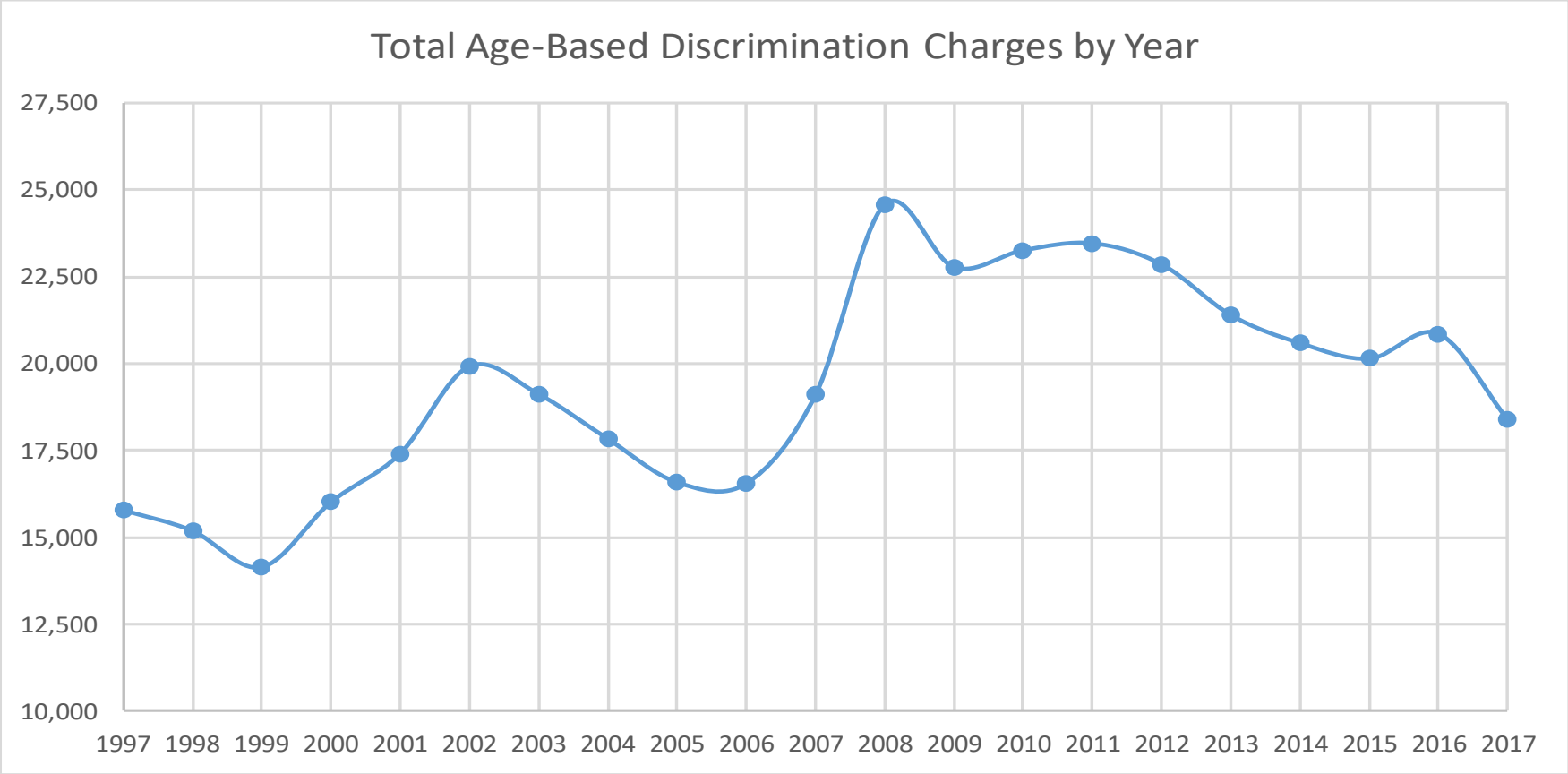
Co-Director, Workforce Sciences Institute



Agenda

- Do older workers get a fair shake?
 - If not, why not?
- Age and performance
 - Individual-level
 - Unit-level
- Recognizing older workers' contributions... or failing to
- Implications for employers

Age discrimination charges are a poor indicator of ageism in the workplace



Source: Equal Employment Opportunity Commission, Enforcement and Litigation Statistics

Are older workers poorer performers? A look at the research data on individual performance at work.

Performance Type	Findings
Core task performance	No difference
Creativity	No difference
Training performance	Older workers perform slightly lower
Citizenship behaviors	Older workers engage in more citizenship behaviors

Source: Ng & Feldman (2008) meta-analysis of 308 research studies
Also see Hedge & Borman, 2019

The story line so far

- No evidence that worker age hurts performance
 - Individual or unit
 - Financial, operational, or customer measures
- But... older workers are far less likely to receive favorable performance ratings or get promoted
- Why is this happening?
 - Ageism?
 - Something else?

So what's going on and what can employers do about it?

AGEISM

- It is real and pervasive
- It shows up in hiring, performance ratings, promotion, perceptions

A FAILURE TO SEE

- Employers “see” a performance difference when there is none
- Employers fail to recognize the many ways that older workers contribute to business success

OVERCOME AGEISM WITH FACTS

- Use data to break stereotypes and to overcome false assumptions about performance

NEW WAYS OF RECOGNIZING “SPILLOVER” AND “INDIRECT CONTRIBUTIONS”

- Older workers are excellent citizens
- Older workers make other workers better

