Career Pathways and Career Counseling for the 50+ workforce

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Introduction

Mature workers are a growing segment of the American workforce. Life expectancies continue to rise and retirement savings and entitlement programs do not provide the same safety net for many workers in a changing economy. As a result, mature workers increasingly find themselves in need of additional training or education as they look to extend their careers, change careers, or search for new employment. However, after decades spent in the workforce many of these mature workers are disconnected from the educational and training opportunities they require to compete in the labor market. Many have not sought employment in decades and are not comfortable with newer job search technologies and processes. Similarly, the training programs and educational institutions around the country often lack the understanding and capacity to effectively engage and advise mature workers. Mature workers often possess a wide range of skills and abilities from their time in the workforce, yet career counselors lack the knowledge and ability to match these workers with occupations and sectors that are compatible with their skills.

Along with the training and educational challenges that mature workers face, there are also potential difficulties in the workplace. Because the nature of retirement and employment for mature workers continues to change, there is also a need for employers to consider changes in job designs, scheduling and the like to address the evolving needs of mature job seekers. In many instances the educational and training programs that are needed by mature workers can help transition them to more appropriate occupations within a given industry. In other situations, a mature worker may desire or need to move to another industry. While some employers have begun to address the needs of mature workers, either in terms of retention or recruitment, many employers have not addressed the changing nature of work or the changing characteristics of our population.

With generous support from the MetLife Foundation, the Council for Adult and Experiential Learning (CAEL) has worked with seven regions across the country to raise the capacity of community colleges to address some of the challenges facing mature workers, those age 50 years and older. CAEL worked with each region to identify priority industries, examine the job and career opportunities in those industries, and highlight the opportunities that are most appropriate for mature workers. Employers representing each regionally prioritized industry were identified and consulted to focus the research on the realities of the local area. Additionally, group training sessions were conducted in each region to provide career advisors and workforce development professionals with region-specific information and resources for more effectively working with mature workers.
Selection of Regional Partners

To make this opportunity widely available, a request for applications was distributed nationally to community colleges and workforce boards interested in raising local capacity to address the needs of the mature workforce. Regions were selected based on geographic diversity, the number and type of regional partners to be engaged in the effort, identification and diversity of target industries identified, perspectives on mature worker issues, and the ability to engage employers.

The sites that were selected provide a diverse geographic representation stretching from Florida to the state of Washington and including areas in the South, Midwest, and Plains. Below is the list of regions that were selected to be part of this project along with the lead institutions, partner institutions, and key industries that each region focused on during this project.
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<td>Dakota College at Bottineau, Dickinson State University, Mayville State University, United Tribes Technical College</td>
<td>Agriculture, Information Technology, Healthcare, Life Sciences, Energy</td>
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<td>Madison, WI</td>
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<td>Portland, OR</td>
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<td>Columbus, OH</td>
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Industry Focus

To determine which industries and sectors to focus on for each region, CAEL worked with the lead partner in each region to identify which industries showed the greatest potential for growth. Initially each lead partner provided insight into target industries through the application process. After each region was selected to be a part of this project, CAEL undertook a more thorough analysis of the industries in each region. Using this analysis as well as research and insight from the partner institutions, key industries were finalized for each region. In total, regions identified 23 key industries. Healthcare, Manufacturing, Information Technology, Logistics, Engineering and Energy were industries targeted by multiple regions, while Insurance, Hospitality/Tourism, Agriculture, Life Sciences, Food Processing, Coal Gasification, Green Manufacturing and Green Jobs were industries unique to particular regions.

Participating regions identified their own target industries based on a variety of factors. In some cases, regions were already engaged in workforce development efforts for particular industries. Expanding this focus to mature workers was a natural progression given the increasing number of mature workers and the need to more effectively facilitate employment of this population in the target industries. In other regions, labor market projections were used to identify industries with high growth and high wage potential at the regional and national level. Other locales requested to focus on sectors that were historically strong and vital to their state or region’s economy and are expected to remain important providers of jobs for both mature and younger workers.

Participating Regions

North Dakota Region

Led by Bismarck State College, the North Dakota Region targeted the key industries of Agriculture, Information Technology, Healthcare, Life Sciences, and Energy. As one of the nation’s largest producers of over 16 commodities and an economy that has deep roots in agriculture, focusing on agriculture occupations was a natural decision. North Dakota employs over four times as many workers in the agricultural sector as the national average and despite the labor intensive nature of many agricultural occupations, there remains room for mature workers in this growing sector. In addition, Information Technology has been a growing sector in North Dakota since the mid 1990’s and many jobs in this sector are suitable for mature workers. Like much of the nation, healthcare occupations have seen shortages in recent years and there are a variety of occupations in this field for the mature worker. The Life Sciences field has also shown constant growth in the state since 1990, with over 10,000 new jobs created in the sector since that time.1 And lastly, North Dakota is a major provider of natural resources and technology in the Energy sector and this industry is projected to grow in the future as the nation turns to alternative and clean sources of energy.

1 Provided as part of application from Bismarck State College internal research.
**Madison, WI Region**

The Madison, WI Region and Madison Area Technical College have targeted Manufacturing, Information Technology, and Healthcare. The Manufacturing industry represents one of the largest industries in the Madison area. While this sector is not projected to experience strong growth in the next ten years, many of the new jobs in the region are in the manufacturing sector. Information Technology jobs are projected to grow here by 21 percent over the next ten years with many of the jobs in this sector very appropriate for mature workers. The Healthcare industry continues to grow in the Madison region and career pathways for mature workers are strong. Over the next ten years job growth in this sector is projected at 20 percent.²

**Portland, OR Region**

The Portland, OR Region focused its industry development efforts on the healthcare and green job sectors. Both of these sectors have weathered the recession and continue to provide job opportunities and growth in the region. In healthcare, Portland Community College has already been engaged in developing career pathways to assist individuals in training for healthcare careers. The college has also developed state-wide partnerships to develop healthcare training opportunities. In the green job sector, the college currently offers training programs across a variety of manufacturing and sustainable career paths. With a strong focus on this emerging marketplace opportunity, the college has plans to expand and improve the programs for students in the green job sector.

**Columbus, OH Region**

The Columbus, OH Region and Columbus State Community College targeted the Insurance, Information Technology, and Logistics sectors. Ohio has a significant number of insurance businesses and efforts are already underway to address a shortage of insurance workers in the state. The region also has projected growth in the Information Technology sector and mature workers are very well suited for many occupations in that sector. The Logistics sector also has been targeted by the Ohio Department of Development as a growing part of the regional economy. Ohio labor market information projects growth of 22 percent in the logistics field in the next 6 years.³

**Northwest Florida Region**

The Northwest Florida region focused on the Engineering, Information Technology, Healthcare, and Hospitality and Tourism sectors. These sectors were identified based on the Regional Targeted Occupations List developed by the Florida Agency for Workforce Innovation. Target sectors were derived from this list of occupations based on the high growth and high wage potential of these sectors.

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² Projections of growth come from application from Madison Area Technical College. Data is from BLS Labor Projections 2008-2018.
³ Ohio Labor Market Information Bureau, 2006-2016 projections
Western Kentucky Region

The Western Kentucky Region addressed the Food Processing, Manufacturing, Healthcare, and Coal Gasification industries. Kentucky ranks among the national leaders in the cultivation and production of corn, wheat, soybeans, and many other agricultural products. As a result, there is great demand for food processing workers in the state. To take advantage of this demand and because these occupations are suitable for mature workers, the region decided to focus on the food processing sector. Likewise, with some prominent aircraft manufacturing plants, the manufacturing sector was also identified as a priority. Healthcare occupations are also projected for strong growth, consistent with the increase in healthcare occupations nationwide and Western Kentucky has numerous large hospitals and clinics. Western Kentucky also has a strong energy and coal industry which this region is focused on developing for mature workers. The possible opening of the first coal gasification plant in the country will hopefully provide a large number of skilled jobs suitable for mature workers.

Seattle, WA Region

The Seattle, WA region focused its efforts on the Green Energy Manufacturing and Logistics sectors. Manufacturing jobs in this region have shown great growth recently and the region is home to 4,000 firms and 70,000 employees in this sector. With projected growth this was a clear choice for a focus. The workforce development partners in this region have already begun developing and offering courses and training in green energy manufacturing. Logistics-related jobs are among the largest component of total jobs in the state of Washington. With high wages and with growing demand for skilled workers this sector will also provide mature worker appropriate jobs.

Career Pathways Documentation

To understand and capture opportunities for mature workers in the target industries, it was first important to understand the nature of each industry within the region and its jobs, careers, and skills and education requirements. CAEL and the regional teams set out to develop a resource for job seekers and career and education advisors that provides a locally validated overview of each targeted sector. The career pathways information is a useful way for workers or students to understand the opportunities available to them in a particular sector of interest. These pathways can be used to match skills or interests of a student or worker and give a more accurate picture of where certain occupations exist within an industry.

National review of existing industry research and career information materials provided a general baseline of information for each of the target sectors. Incorporating local intelligence highlighted sub-

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4 Kentucky Agriculture Department, http://www.kyagr.com/
5 Data provided by South Seattle Community College as part of their application
sectors and key occupations present in the region and offered a basis from which to further explore career development generally and mature worker opportunities in particular with a representative sample of employers. Initial information included an overview of major job categories, occupational titles (and alternate titles where appropriate), description of job duties, education and experience requirements, salary information, and transferable skills.

After the initial research and drafts of the career pathways were developed, CAEL held focus groups with sector employers in each of the respective regions. Leveraging all of the regional partners’ contacts allowed CAEL to bring together a large number of employers in each targeted sector for this process and was critical to understanding the unique characteristics of each sector and the opportunities within. CAEL validated the career information through these focus groups of local employers and industry intermediaries and through on-line surveys distributed to industry informants through the regional partners. This research resulted in a series of industry-validated career pathway documents that represents job and career intelligence, associated education, experience and salary information. These career pathways are unique to each industry as it exists within each region and will serve as a highly specific resource for job seekers and those who advise and influence them. Amplification of opportunities best-suited for mature workers makes the documentation particularly valuable for that population and enables the colleges and their partners to more effectively address the workers' job and career aspirations.

It is important to note that career pathways provide a very good starting point for individuals and organizations to understand the opportunities available in a particular sector. However, there are many challenges in using them as industries and occupations change over time, as will the education and skills required for these occupations. This may be particularly true in emerging sectors where business models and thus occupations, job titles, requirements and salary expectations are evolving rapidly. Sectors that are dominated by smaller companies where many people play a variety of roles may place less emphasis on job titles or be less consistent in their naming conventions. Great variation in the size, maturity and health of firms will influence salary ranges. While the career pathway documentation is designed to capture the broad realities of the regional sectors, users are cautioned to be flexible in their usage and recognize that any particular company is unlikely to understand the jobs and careers in exactly the same way as other firms. Nonetheless, the career documentation offers job seekers, educators and workforce development practitioners a way to readily gain understanding of the target industries and the nature of the jobs within them.

Workshop for Career Counselors

While the career pathway documentation provides powerful guidance for jobs seekers and mature workers, personal interaction and guidance is also a critical to helping individuals make good decisions about pursuing learning and career development. Each region took part in training workshops for career and education advisors and other workforce professionals. These training sessions focused on the needs and challenges facing mature workers and strategies that can be used to help improve their outcomes in the workforce. During these sessions
career counselors were educated on the biases that mature workers face as they transition to new jobs, and the opportunities for employment for mature workers in their region, including use of the career pathways and existing labor market information to identify these careers. The workshop provided a toolkit for use by the counselors in working with their mature clients. There are resources to assist with identifying transferable skills and assessing whether the individual has learning that might be appropriate for college credit. The sessions also covered challenges related to education and training, such as the use of technology, online learning, dealing with being the “old person” in class, getting back into the habit of studying, and financing education. The use of social media in job search and practice answering interview questions that aim to find out someone’s age, either chronologically or attitudinally, helped the counselors think about how some basic job search activities are different for the mature worker.

Impact of Project

Geography

This project included regions from across the United States. These regions were located in seven states including Florida, Kentucky, Ohio, Wisconsin, Oregon, Washington, and North Dakota.

Institutional Impact

Through this regionally based project, twenty six universities and community colleges have been engaged in the improvement of workforce opportunities in their respective regions. These institutions are listed above in the project design section of the report. Along with these academic institutions, three workforce training programs, five regional workforce boards, and two regional advocacy groups were engaged during this project. This diverse group of constituencies within each region helped ensure that all key institutional stakeholders in each region had a voice at the table.

Career Counselors

Over 140 career counselors participated in the workshops conducted as part of this project. These counselors represented not only the lead institutions, but also represented many of the other partner institutions in each region. While not every career counselor at every institution was able to attend the training provided on mature workers, the workshop sessions were designed to allow the career counselors to return to their workplace and share information, documents, and other resources from the training session with their co-workers.

Employer Engagement

In the execution of this initiative, employers from all targeted sectors in each region were engaged by both the lead institutions and their partner institutions. Incorporating these employers’ feedback and input into the process was a critical step in understanding the reality of the job market and qualifications for occupations in their sector. Some regions, such as Portland, OR and Madison, WI, have had prior employer engagement strategies as part of other career pathways initiatives. In
these regions, colleges and workforce partners had already established strong relationships with the employer communities and the employers understood the benefits of engaging in this effort. In other regions, this project served as the first time employers had been deeply engaged and served as a catalyst for further interaction between the employer and education and workforce development stakeholders. In addition to obtaining valuable career pathway information, there was value in gathering employers to exchange insights about how mature workers can be a “value add” for their sector’s workforce.

Sector Analysis

Each region in this project targeted those sectors which were most promising to their region for future growth and fit with the mature worker. Some of these sectors were unique to a particular region, however sectors reflected overlap from one region to the next. While there are numerous similarities in the career pathways for the same sector as we would expect, there are also regional differences and unique characteristics that are noteworthy.

Information Technology

The Columbus, OH, Northwest Florida, Madison, WI, and North Dakota regions all targeted Information Technology as a growing sector in their areas, yet the nature of the industry varied greatly from region to region. The differences in size and density of the regions may impact how the employers chose to represent their sectors. The Information Technology employers in Columbus, Ohio, for example, identified 114 job titles while North Dakota showed only 82 Information Technology job titles. Columbus’ larger population, more diverse business community and increasingly mature information technology sector required greater levels of specialization. Tasks that in North Dakota are handled by one worker with a greater variety of skills may be handled by multiple, more specialized workers in Columbus. Both Northwest Florida and Madison have fewer job titles than Columbus as well, yet they do have roughly equivalent job families to Columbus. This seems to indicate that firms in these three regions share similar job designs, yet Columbus has the least overlap between occupations in this field.

Logistics

Both the Columbus and Seattle regions targeted the Logistics sector. While there are similarities between the sectors in the two communities, some differences exist as the transportation systems in these two locations are different. Columbus’ central location in the country make it more of a hub for rail and trucking, while Seattle’s location on the coast requires career documentation to include more shipping and water transportation occupations. Another disparity between these two regions is that Columbus identified only seven positions in this sector that would be mature worker appropriate, while Seattle identified 35 such positions. It is not clear whether the difference lies in the nature of
the jobs, or employer attitudes about worker abilities, interests and qualifications. What was clear from conversations with the regional logistic employers was that mature workers play key roles in this industry as it is heavily service driven. It was noted, almost unanimously from site to site, that mature workers have very defined “soft skills”, i.e. work ethic, workplace appropriateness, that might be lacking with the younger generations. Strong customer service skills that mature workers who’ve been in the workforce for several years have developed allowed for an easy transition into the identified logistics positions where providing high levels of client and customer service is critical to the individual companies’ success.

Healthcare

As expected due to the high demand and growth in the healthcare field nationwide, several regions targeted healthcare as an important sector generally and for mature workers in particular. The regions that focused on healthcare were Madison, Wisconsin, Northwest Florida, North Dakota, Western Kentucky, and Portland, Oregon. Jobs relating to patient social services were one noteworthy feature of the Northwest Florida region which was less defined in other regions. Florida’s high percentage of retirees and overall higher population of mature individuals represents a more significant demand base for these services. Positions seemed to be sprouting up in all of the healthcare regional sectors that focus more on the patient navigation portion of the healthcare environment. With increased federal and state regulations around healthcare information there is a need now, more than ever before, for positions that are less medically centric and more service oriented. These positions are an easy transition point for mature workers who potentially have spent a large portion of their years in the workforce at healthcare facilities but that now would like less taxing working schedules that the medically driven jobs require.

Manufacturing

A number of regions also targeted a variety of manufacturing sectors. Western Kentucky and Madison targeted manufacturing while Seattle targeted green energy manufacturing. While the nature of the manufacturing industry will vary greatly not just between regions but within regions as well, what seemed clear was that most of the positions had increased physical requirements of those completing the jobs. Typically a flagship characteristic of what makes a job more or less appropriate for a mature worker is the level of physicality that the employer will expect the employee to bring to the job (more on our mature worker criteria will be discussed later in this report). What was interesting throughout the employer driven focus groups to determine not just the swath of jobs, but of those which were mature worker appropriate, was that most companies weren’t very open to utilizing the mature population to fill these positions. The noteworthy exception to this was a manufacturing firm in Western Kentucky. Of its three shifts, the particular shift that out-worked and out-produced all others included teams where the youngest employee was 55 and the oldest was 70. From the perspective of this particular employer ALL manufacturing jobs are mature worker appropriate.
Mature Worker Focus

While much of the career pathways information developed as part of this project can be used for workers and students of all ages, an emphasis on the mature worker was included in all aspects of the project. While there is extensive research on mature workers available publicly, there is little consensus on what actually defines a mature worker. For the purposes of this project a mature worker was defined as any worker over the age of fifty. To help understand the challenges and unique situation of mature workers in the current workforce this project relied on both research that CAEL has conducted previously on mature workers and outside research.

There is no single answer to what makes a job suitable or appropriate for a mature worker. Different factors influence sectors differently, and the mature worker population’s diversity of education, prior experience, and physical ability - not to mention personal preference and financial need - make it impossible to draw strong conclusions about which jobs and sectors are better for mature workers and which are not suitable. In determining the opportunities most appropriate for and accessible to mature workers, we utilize a number of factors, including:

- Physical Characteristics: Opportunities that are most suitable for mature workers should be occupations that do not primarily involve heavy physical labor.

- The Need for Long-Term Involvement in the Industry: Many times mature workers will be transitioning into a new sector. By definition, mature workers do not have a great deal of time to work their way up in a new industry.

- Flexibility: It is also important for mature workers to have flexibility in scheduling as they often have family obligations or other characteristics that make this flexibility important.

- Barriers to Entry: Relatively low training needs and costs are important characteristics of a job for a mature worker as long periods of education and training are generally not cost effective for mature workers due to their age and remaining time in the workforce.

Examples of Mature Worker Occupations

To help understand what types of occupations are appropriate as an opportunity for mature workers, this section will provide some examples of jobs in different sectors within this project that qualify as “mature worker friendly”. Using the criteria above as well as input from employers in each region the following represent examples of occupations that would be a good fit for a mature worker.

Healthcare: Patient Liaison Representative

In a variety of regions, the healthcare industry was targeted because of the growing demand for workers. One occupation that has been identified as a good fit for mature workers is the position of Patient Liaison Representative. This position’s duties include helping provide guidance to new patients, helping with scheduling patients, collecting vital insurance and other information from patients, and helping to guide patients through the medical processes they require. Mature workers
would be able to transition into this position in the healthcare field with no major education or certification required and could also be a good fit for mature workers who have experience in the health care field. This position does not require intensive physical labor and is ideal for workers who want to join a growing field but are not interested in more technical areas of healthcare.

**Energy: Purchaser/Buyer**

The energy sector provides a number of opportunities for mature workers who are looking to start a new career or transition to a new job within the sector. One position that different regions identified as mature worker friendly is a purchaser or buyer. This position requires an employee to purchase machinery, equipment, and other parts that are necessary for a manufacturing or other unit. The main skills that are required for this include softer skills such as critical thinking, decision making, negotiation, and problem solving. All of these skills are more prevalent with mature workers than with younger employees and can be transferable from other prior work experience or sectors. This position may also be desirable for mature workers in the energy sector who are looking to transition to a new, less physically demanding occupation.

**Information Technology: Sales Positions**

The Information Technology sector provides a breadth of options for mature workers as many occupations in this field incorporate skills or experiences that a worker may have gained in previous jobs. There are a variety of sales positions in this sector and these are seen as mature worker appropriate because they can provide an easy transition from another sector such as pharmaceuticals or engineering and do not require much additional training. The most important requirements for a good salesperson are strong work ethic, a customer service personality, and the ability to take the initiative. These characteristics are possessed by mature workers who have worked in sales in other industries or who may have prior experience in the information technology field. These sales positions do not require certifications or advanced degrees and can also be well suited for flexibility for scheduling.

**Logistics: Pricing Analyst**

A few regions in this project focused on the logistics sector. One occupation that fits mature workers from this sector is the position of Pricing Analyst. A pricing analyst develops research and makes recommendations on pricing for products and services by looking at market variables, conducting financial analyses, and helping to build revenue models. Because there is no defined certification or degree for this position, many times mature workers with experience in either the logistics or marketing and finance fields can transition to this position based on their previous
experience. This position is also a good fit for someone with a military background as there can be strong overlap between processes and technical information in this position and the military logistics operations. For those mature workers without experience in this field, soft skills such as work ethic, problem solving, and critical thinking are desired for this position and employers note that a customer service background and the willingness to learn are more important than previous experience in the field. This makes the pricing analyst position a good fit for a mature worker looking to transition into the logistics field.

Engineering: Environmental Engineer Technician

The engineering sector presents a number of opportunities for mature workers who have experience in the field or who bring skills from other related fields. One occupation in particular that we are highlighting for the mature worker in this field is the position of Environmental Engineer Technician. This job requires strong project management skills and much of the work in this position is overseen by an engineer or environmental scientist. This position is appropriate for the mature worker because there is not much physical labor component to the position and certification for this position is not extensive.

Gaps in Research on Mature Workers

During the course of this project research on mature workers was evaluated and used to help inform career counselor training, career pathways, and other aspects of the project. While research exists on mature workers, there is much room for growth in this area and additional research would aid in developing more effective practices and programs to improve mature workers’ outcomes in the labor market. In particular more definitive research on how educational institutions have effectively engaged mature workers would be very helpful. Another area of research that would help improve planning for mature workers is a study of occupations that are experiencing the greatest growth for mature workers. Currently this data does not exist, but a study on this would allow workforce development professionals to better understand why and how mature workers enter certain occupations.
Next Steps

In a time of high unemployment, increasing need and declining resources, there are great challenges facing both mature job seekers and the education and workforce institutions who serve them. Intelligence about key sectors and training of career counselors has proven useful in increasing the capacity to serve this important and growing segment job seekers. As communities and institutions continue to explore how to connect mature workers with jobs in key sectors further work is needed to address barriers within institutions, employer organizations and among mature workers themselves.

- **Engagement of Mature Workers:** Workers of all ages come to community colleges to improve their employment prospects, and in the current economy colleges are serving large numbers of learners without needing to initiate special recruitment programs. Special outreach to and programs designed specifically for mature students are rare. The common perception of college campuses as places filled with and designed for young people can further alienate the mature population. As the economy recovers and the US population ages, however, it will be impossible to meet business and employment needs with the smaller number of younger workers. More targeted outreach to mature workers will be warranted, as will program development that considers the challenges and assets that mature workers and learners bring.

- **Employer Focus on Mature Workers:** Just as many colleges may not yet be focusing on the mature population, so too must employers more fully consider how the increasing mature population will impact their workplace. Both employers and their employees will benefit if companies recognize the benefits of experience and maturity of the mature workforce.

- **Working with the Dynamic Demographic:** Mature workers are as varied a group as their younger counterparts and their needs, aspirations, experiences and skills are extremely diverse. As colleges contemplate services to mature workers and learners, different approaches will be necessary for higher and lower-skilled individuals, those wishing to change careers versus those wishing to stay competitive in their current fields, those seeking a reduced work schedule versus those whose economic situation requires a more intense work experience.

- **Dissemination of Best Practices:** As the general population ages, mature individuals will become more prevalent in both work and learning settings. Employers and colleges are developing approaches to addressing mature workers’ needs and leveraging their skills and experience. These emerging practices must be more widely shared and promoted and new approaches incubated and developed.

Communities around the country are working to address employer demand, including substantial investments in skill building at the community college level. As the demographics shift and increasing numbers of current and potential workers reach age 50 and above, our skill development systems must adapt to redefine how learning and work can better leverage the experience found within the mature population. Helping mature workers make sound education and career decisions is part of ensuring that we continue to benefit from mature workers’ capabilities, interests and value.
CAEL pioneers learning strategies for individuals and organizations. We advance lifelong learning in partnership with educational institutions, employers, labor organizations, government, and communities. CAEL works to remove policy and organizational barriers to learning opportunities, identifies and disseminates effective practices, and delivers value-added services. CAEL aims to create a world of learners and ensure that adult education takes place anywhere and everywhere possible, whether in the classroom, at the office or factory, or within community-based or government-sponsored programs.

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