

## Silver Workforce Worth Gold

In a remarkable reversal of long-held employer attitudes, mature job seekers are enjoying the most robust employment growth among all groups. Members of this group have not only won nearly one million new jobs over the past 12 months, but a new quarterly survey reveals that they are finding jobs one month faster than a year ago, only a tiny bit behind younger workers.

This is the era of the bargain worker—the individual who might require a higher salary, but who more than offsets it through better productivity, less need for costly and time-consuming training, the ability to mentor and less likelihood of job hopping.

Many employers find that older workers are more dedicated, less likely to leave for greener pastures and can provide valuable mentoring to younger workers. One mature employee can complete work that may have taken two or even three younger workers.

It is likely that more employers will change policies to retain their experienced workers. Companies that simply let these workers go will probably see a significant decline in their level of delivered customer service. They may even see some customers take their business elsewhere.