

When expanding your staff, you may not immediately think of older employees. Yet many of them are eager and ready to work. As an employer, the choice is up to you: will you tap into this talent pool? This Argument Map provides you with all of the arguments for and against doing so.

Argument Map for Employers

What are - for me as an employer - the arguments for and against hiring (long-term) unemployed people over 45?

AGAINST

FOR

EMPLOYEES

EMPLOYEES

FINANCE

FINANCE

BUSINESS VISION

BUSINESS VISION

AGENCIES

AGENCIES

People over 45 don't have the qualities I'm looking for

- People over 45 have less stamina, are less capable, and do not learn as easily as young people.
- People over 45 cannot handle the stress and change that are part of my dynamic organisation.
- People over 45 have difficulty with the management and process-related aspects of modern organisations.
- People over 45 have often worked in the same job for a long time, and are less flexible than young people.
- People over 45 are not as good with computers as young people.
- People over 45 are not realistic about their skills and apply for jobs they are not suited for.
- People over 45 cannot get along well with my organisation's target group, or are not accepted by this group.

People over 45 don't have the mentality I'm looking for

- People over 45 are less motivated and less ambitious.
- People over 45 are harder to get along with, complain a lot, are set in their ways, and are argumentative.
- People over 45 are more particular about the content of the work and the working conditions.

The long-term unemployed are unsuitable

- The long-term unemployed don't have the mentality I'm looking for, otherwise they would have accepted other employment sooner.
- The long-term unemployed are less productive due to a lack of knowledge, experience and work routine.
- There is often something wrong with the long-term unemployed, otherwise another employer would have hired them by now.
- The long-term unemployed often have problems at home that affect their performance.
- The long-term unemployed do not exude a lot of self-confidence.

People over 45 cost me too much

- People over 45 want to be paid their previous, often high, salary.
- Once people over 45 get sick, they remain so longer than young people.
- People over 45 won't work much longer, so I won't earn back the investments I spend on their training.

The regulations are unfavourable

- The pension premium for people over 45 is higher in our Collective Labour Agreement than it is for young people.
- People over 45 are expensive because of age-related leave and other special provisions for older employees.
- It is more expensive to fire people over 45 than it is to fire young people.

I see disadvantages for my organisation in hiring unemployed people over 45

- I want to uphold my image of a young and dynamic organisation, with a view to my position on the employment market.
- I expect unemployed people over 45, once they have a job, to hold on to their jobs until they reach pensionable age.
- I primarily want to hire young people now since there are already a lot of older employees in my organisation.
- I only hire young people whom I train and develop in my organisation.
- I want someone with a (recent) diploma; people over 45 don't have this.

The current team doesn't want it

- Young employees resist hiring people over 45.
- Colleagues do not take people seriously who were unemployed for a long time.

I am personally not in favour of it

- I personally prefer to work with younger people.
- I do not want to be associated with the long-term unemployed.
- I would rather help other target groups that have a large distance to the employment market to get a job.
- I do not want to waste my time on phoney job applications from people who only care about keeping their unemployment benefits.
- I am worried that long-term unemployed people over 45 are keeping something from me that will cause me problems later.

The official agencies make it difficult for me

- The slow bureaucratic procedures for applying for possible subsidies are demotivating.
- The mediating organisations are not easily accessible, poorly organised and have inefficient it-systems.
- I cannot find my way around these agencies; I don't know where to start looking.
- Personnel at the agencies differ in quality, making the service unreliable.
- The agencies don't know their own clients and know too little about different industries.
- I have had bad experiences with the people sent to me by the agencies.

People over 45 have the qualities I'm looking for

- People over 45 have a natural air of authority and come across as being reliable.
- People over 45 have experience in life, people skills and empathy, and get along well with others.
- People over 45 are able to put things in perspective and estimate situations correctly; they handle unexpected situations well.
- People over 45 add the aspect of 'confronting others about behaviour' to organisations.
- People over 45 are stable factors and add a degree of calm to organisations.
- People over 45 can benefit their co-workers with their work experience and large networks.
- People over 45 in my sector usually have a better education than young people, or have specific professional knowledge.
- People over 45 usually have a more stable personal life and no longer have to care for young children.

People over 45 have the mentality I'm looking for

- People over 45 are loyal, and don't keep changing jobs.
- People over 45 have self-knowledge, which makes them more realistic about their possibilities and ambitions.
- People over 45 are less focussed on their own interests and career, and more on the organisation's interests.
- People over 45 are hard, accurate workers, have a sense of responsibility and an eye for quality.
- People over 45 have a good work ethic, well-developed values and are reliable.
- People over 45 have a higher threshold for reporting sick or otherwise taking leave.

The long-term unemployed are suitable

- The long-term unemployed are available immediately.
- The long-term unemployed are grateful for the opportunities they're offered, and put forth extra effort as a result.
- The long-term unemployed are often overqualified, and have more knowledge than the position requires.
- The long-term unemployed are often people with good qualities who have been laid off as the result of a reorganisation.

People over 45 make money for me

- People over 45 settle in fast and work harder.
- People over 45 have a lower rate of absenteeism than younger people; on balance, they take sick-leave just as often, yet are more predictable.

The regulations are favourable

- The employer's contributions are lower when employing people over 50.
- The unemployed can be hired on a trial basis while retaining unemployment-benefits, yet without salary costs.
- The government can reimburse (part of) the educational costs for the unemployed.
- The government can grant a wage-cost subsidy for the unemployed.
- For the unemployed, the government can assume the risk of the continued payment of wages in the event of illness.
- Some municipalities will be more inclined to award a contract if my organisation hires unemployed persons.

I see advantages for my organisation in hiring unemployed people over 45

- I want a well-balanced team of young and older employees in my organisation.
- I can remain tuned into this target group by hiring an unemployed person over 45.
- I project the image of corporate social responsibility by hiring long-term unemployed people over 45; this is good for my position in the employment market.
- I have plenty of work that is suitable for long-term unemployed people over 45.

The current team benefits

- Employees with a permanent position will be more appreciative of what they have and will work harder at their own employability if they hear the experiences of people over 45.
- People over 45 who do not have the drive (anymore) to get ahead, do not represent a threat to their co-workers.

I am personally in favour of it

- I believe that everyone has the right to a job, and I will not be deterred by the stigma attached to unemployment.
- I once received unemployment benefits myself, and would like to help others to get out of this situation.
- I personally prefer to work with people over 45.
- I think it's important for people to consider it normal for people over 45 to work.

The official agencies make it easy for me

- Organisations such as the CWI, UWV and municipalities offer me extensive services free of charge, like supervision, assessment and training.
- An inspiring consultant at the unemployment agency can win me over.
- I (now) know my way around the agencies well, and am now able to profit from all of the benefits and support.

The arguments presented on this map were gathered during group discussions with company owners, directors, managers and HR managers from a variety of sectors. Other experts also made a contribution. We thank all participants for their efforts. This map is a translation of a Dutch Argument Map made by the Argumentation Factory.