

Seniors charge discrimination

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• Telling a candidate he or she is over-qualified for a job. "Either you are qualified to do the job or not qualified. Over-qualified is a way of telling a person they have too many years of employment under their belt. Put it in writing and you've lost money big-time," Gamse said.

• Recruiting for workers exclusively on college campuses or any other place where older workers are unlikely to be.

• Instances in which younger workers are given a certain training while older ones are not. "You have to do the exact same things — or more — for older workers as their younger counterparts," Gamse said. "If not, that's discrimination."

When hiring, an employer must not ask the date of birth on the employment application, nor the date of high school or college graduation.

"If you recruit older persons for part-time or seasonal work ... be absolutely certain they have equal right to apply for promotion. If they do not have that right, that's illegal," Gamse said.

He also said, although courts do not require it, "find out — before the Equal Employment Opportunity Commission is at your door — whether you have age discriminatory practices at your workplace. Take a look at who applies for your jobs, who gets hired, trained, terminated. If it's not proportional, you need to begin asking questions about the persons who are making these decisions because you are responsible for those decisions."

Gamse also suggested that courses reducing their workforces not use "retirement incentive" programs.

"Early-retirement offerings are not illegal, but I think they will be in the future. We as a nation don't like any group to be singled out for any particular attribute, particularly age," he said.

Federal law defines an "older worker" as a person 40 or older, and this law overrules any less-stringent state regulation.

"The American workplace is becoming more heterogeneous in respect to gender, race and ethnic origin. Yet it is becoming homogeneous in respect to age. That means you potentially have fewer and fewer younger employees ... but you have fewer and fewer older workers because they are retiring or being forced out of the workplace. So you have a growth in the number of middle-agers who may be leaving you once they reach whatever plateau they have in their own mind," Gamse said.

He said that in 1950 46 percent of eligible older men in the workforce were opting for early retirement. That figure dropped to 16 percent of eligible men in 1987 "despite the fact they are healthier and better educated."

Gamse said although many older workers dream of retirement and don't want to work full-time, "in many cases they are retiring because they have been treated unfairly, and more and more they are screaming 'foul!'"

But the fact that 1,600 more people join the 65-and-older age group each

day could be good news for managers.

"Older people tend to have certain attributes that are very attractive to employers. They have avested loyalty, and believe in giving a fair day's work in return for a fair day's pay, and in being on time and on the job," Gamse said.

"But there's a problem here, because if you don't return that level of loyalty and commitment to these people there is a federal law... that supports their right to hold you personally accountable, and your board and your golf course accountable for mistreatment."

Maryland real estate firm adds golf affiliate

ROCKVILLE, Md. — CRI, Inc. a real-estate investment firm, has organized a new full-service golf affiliate — CRI Golf, Inc.

CRI Golf will buy, develop and manage public or private courses that are either existing or under construction, with investment ranging from \$5 million to \$50 million.

CRI Chairman William B. Dockser said, "The business of golf has grown to play a central role in the investment services we are being asked to provide to clients around the world. Through CRI Golf, we will be able to more fully

serve investors seeking to acquire golf properties."

Executive Vice President Richard L. Kadish said CRI Golf will seek to acquire courses and golf clubs in markets throughout the United States.

The company is buying golf complexes in Orlando and San Diego and is considering clubs in Phoenix, Las Vegas, Tampa, San Francisco, Chicago, Atlanta, and metropolitan Washington, D.C.

CRI golf could acquire properties in all-cash transactions or engage in sale/leasebacks. It will also

oversee development and operate a facility with its own management team.

CRI's \$4-billion domestic real-estate portfolio includes the LaQuinta Hotel Golf & Tennis Resort in Palm Springs, Calif. In 1986, CRI began a hotel management and asset management company to better serve clients investing in hotels. The affiliate — Capitol Hotel Group — today manages four hotels and provides investors with asset management and advisory services for 24 hotel and resort properties in 11 states.

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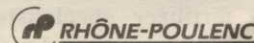
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