

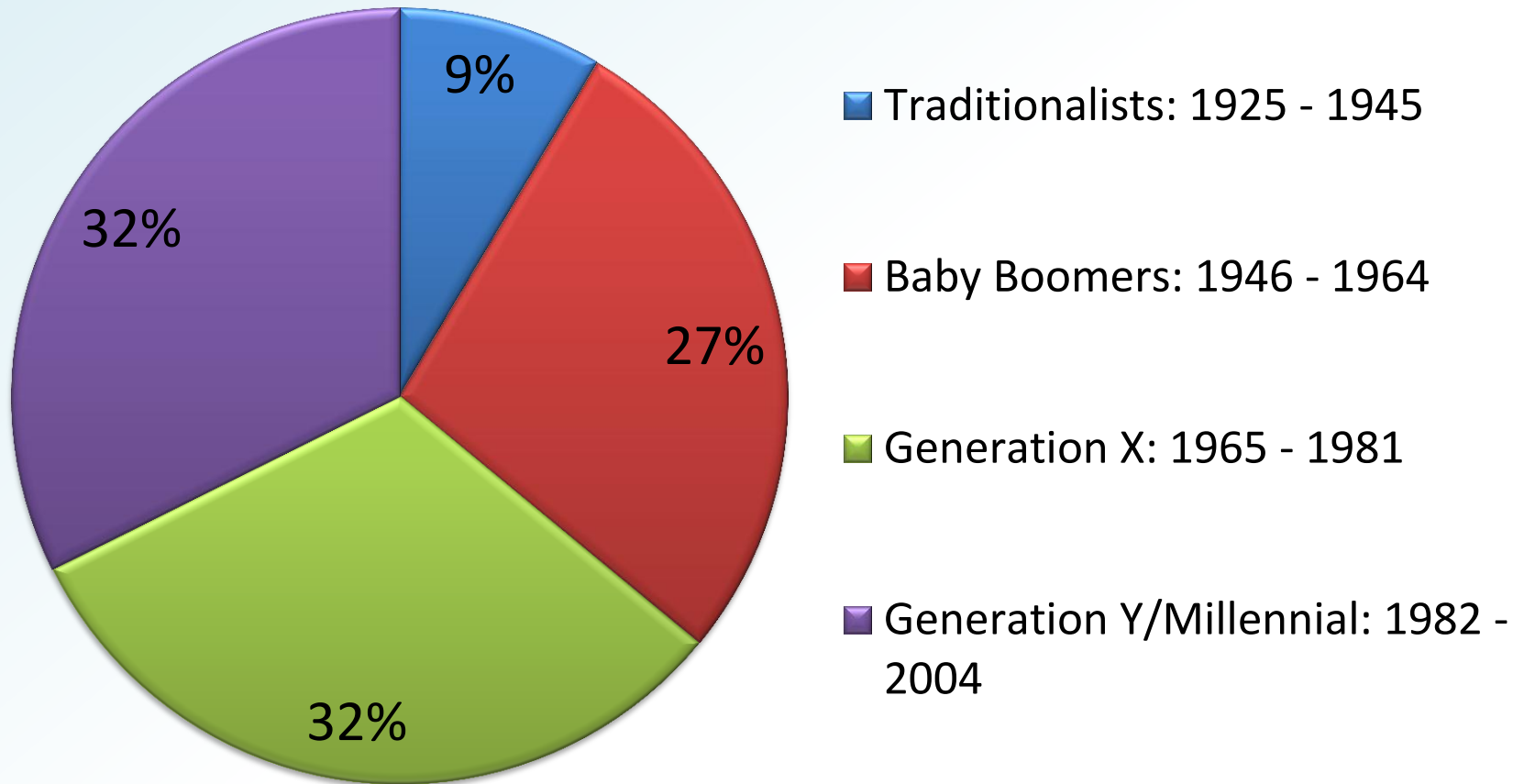
Maximizing the Strengths of a Multi-Generational Workplace

Presented by Erica Salinas and Danielle Metzinger
CalHR's Statewide Workforce Planning and Recruitment Unit

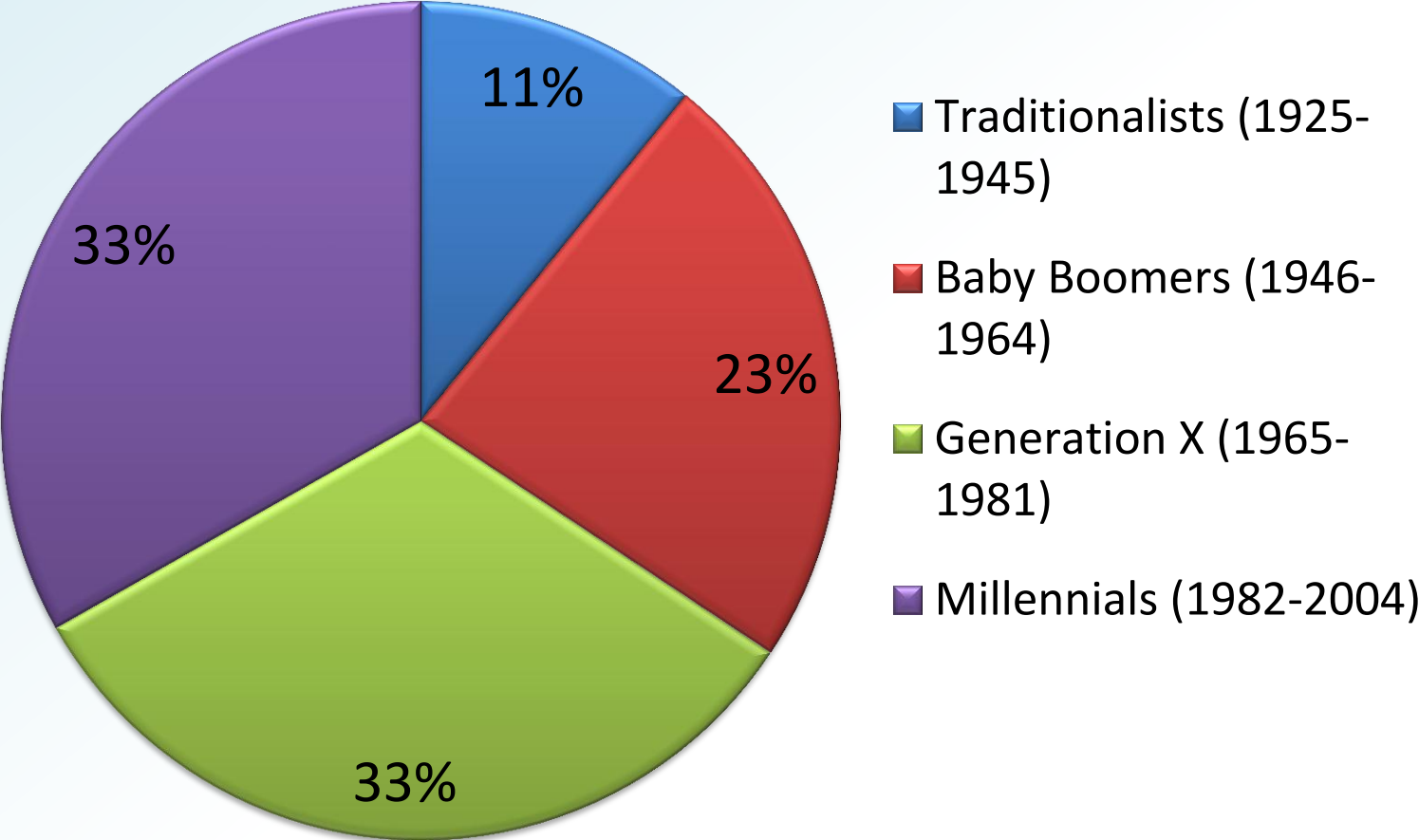
GENERATIONS IN THE WORKPLACE

- 1. Traditionalists (born 1925-1945)**
- 2. Baby Boomers (born 1946-1964)**
- 3. Generation X (born 1965-1981)**
- 4. Millenials (born 1982-2004)**

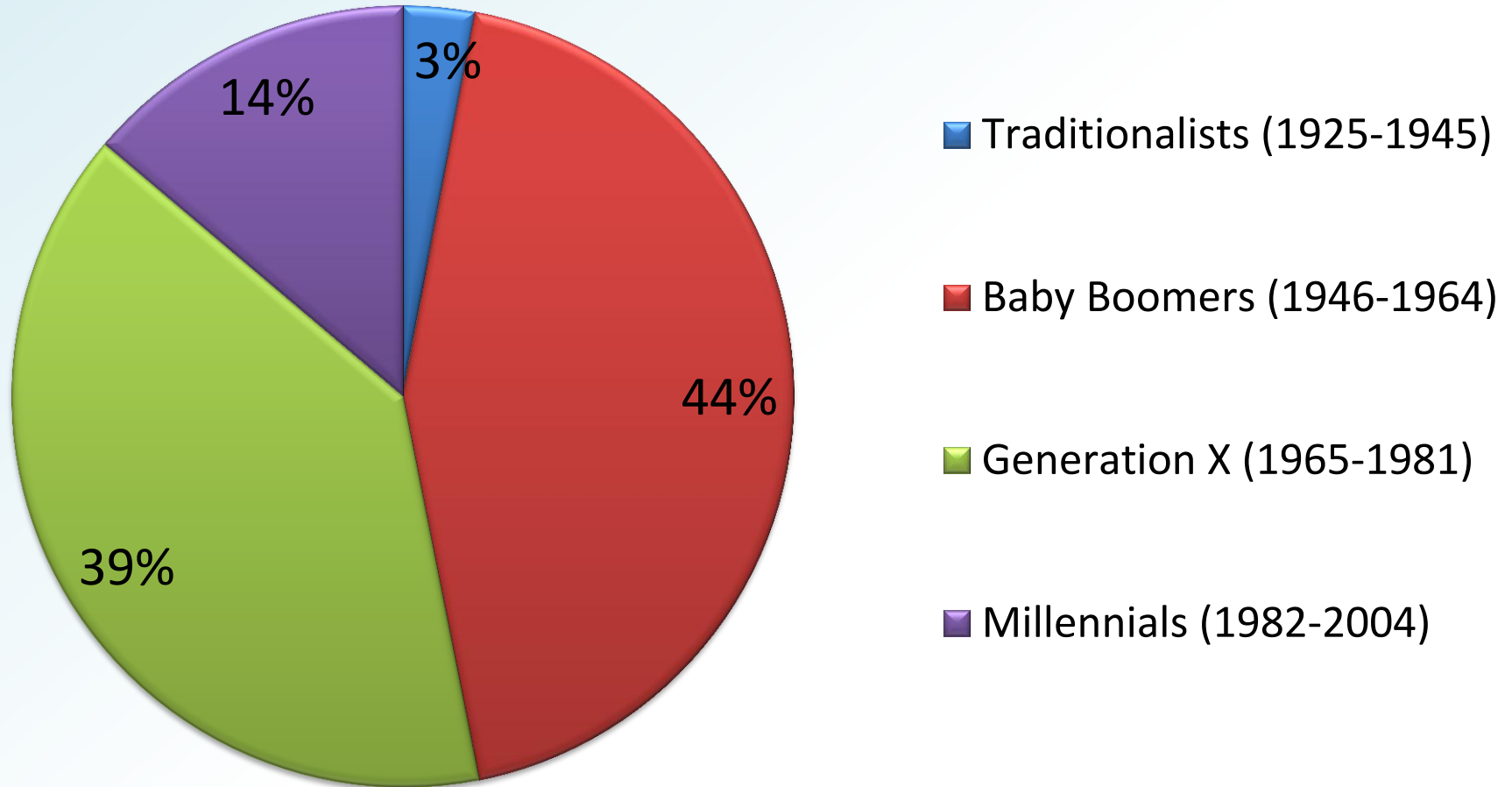
NATIONAL POPULATION IN 2011



CALIFORNIA POPULATION IN 2011



CALIFORNIA STATE WORKERS IN 2013



OBJECTIVES

- Know your workforce
- Bridge the generation gap
- Maximize generational strengths to accomplish workforce planning initiatives
- Workforce Planning tools and resources

TRADITIONALISTS: 1925 - 1945

You know you're a traditionalist when...

- Plastic bags were still good after the third wash.
- You often seem to 'recall a time when back in my day...'
- You may or may not have a computer in your home.

SEMINAL EVENTS

- **1929** Stock Market Crash; Great Depression begins
- **1933** The New Deal
- **1937** Hindenburg tragedy
- **1937** Disney's first animated feature (Snow White)
- **1941** Hitler invades Russia
- **1941** Pearl Harbor; U.S. enters World War II
- **1945** World War II ends in Europe and Japan
- **1947** Jackie Robinson joins major league baseball
- **1947** HUAC investigates film industry
- **1950** Korean War begins

CHARACTERISTICS

- Loyalty
- Hard work
- Conformity
- Conservative
- Traditional
- Disciplined
- Respect for authority
- Sacrifice
- Practical
- Patient

BABY BOOMERS: 1946 - 1964

You know you're a Baby Boomer when...

- You know what “duck and cover” means
- Your eighty-something year old mother thinks you're a genius about computers and wireless communication, but your twenty-something year old child thinks your technology questions merit eye rolling.
- You know where you were and who you were with when you watched Neil Armstrong's “small step for man and giant leap for mankind”.

SEMINAL EVENTS

- **1954** First transistor radio
- **1955** Civil Rights Movement begins
- **1960** Birth control pills introduced
- **1962** John Glenn circles the earth
- **1963** Martin Luther King, Jr. leads march on Washington
- **1963** President Kennedy assassinated
- **1965** U.S. sends troops to Vietnam
- **1967** World's first heart transplant
- **1968** Martin Luther King, Jr. assassinated
- **1969** U.S. moon landing
- **1969** Woodstock
- **1970** Women's liberation demonstrations

CHARACTERISTICS

- Team oriented
- Cooperative
- Adaptive
- Competitive
- Question authority
- Personal gratification
- Personal growth
- Idealistic

GENERATION X: 1965 - 1981

You know you're a Generation Xer when...

- You remember "Friday Night Videos" before the days of MTV.
- A predominant color in your childhood photos is "plaid."
- You ever made mix-tapes, and burned out the rewind button.

SEMINAL EVENTS

- **1973** Global energy crisis
- **1976** Tandy and Apple market PCs
- **1978** Mass suicide in Jonestown
- **1979** Three Mile Island accident
- **1979** Margaret Thatcher becomes first female British Prime Minister
- **1979** Massive corporate layoffs
- **1980** John Lennon killed
- **1981** AIDS identified
- **1986** Chernobyl disaster
- **1986** Challenger disaster
- **1987** Stock market plummets
- **1989** Exxon Valdez oil spill
- **1989** Berlin Wall falls
- **1989** Tiananmen Square uprisings

CHARACTERISTICS

- “Latch key” kids
- Self-reliant
- Pragmatic
- Skeptical
- Technologically inclined
- Self-assured
- Immediate gratification

MILLENNIALS: 1982 – 2004

You know you're a Millennial when...

- You become impatient of waiting for more than 5 seconds for a web page to load
- You don't know what gluten is, but it is definitely bad
- You have several 'favorites' saved in 'the cloud'

SEMINAL EVENTS

1990 Nelson Mandela released
1993 Apartheid ends
1995 Bombing of Federal building in Oklahoma City
1997 Princess Diana dies
1999 Columbine High School shootings
2001 World Trade Center attacks
2002 Enron, WorldCom and corporate scandal
2003 War begins in Iraq
2004 Tsunami in the Asian Ocean
2005 Hurricane Katrina

CHARACTERISTICS

- “Helicopter parents”
- Grew up with the internet
- Goal/achievement-oriented
- Optimistic
- Confident
- Easily find all kinds of resources
- Thought patterns influenced by computers

BRIDGING THE GENERATION GAP IN THE WORKPLACE

- Different generational experiences mean unique work habits and preferences
- How to engage all four generations in a meaningful and productive work environment?

ATTITUDE TOWARD WORK

Traditionalists	Baby Boomers	Generation X	Millennials
“Work is duty”	“Live to work”	“Work to live”	“Live then work”

BASIC TRAITS

Traditionalists	Baby Boomers	Generation X	Millennials
Loyal, hardworking conformers	Driven, consensus seeking team players	Independent, results focused professionals	Optimistic, idea generating achievers

MOTIVATION

Traditionalists	Baby Boomers	Generation X	Millennials
Actions connect to overall good of the organization	Make a difference and advance through hard work	Get the job done on their own schedule	Actions connect to personal and career goals

MESSAGES THAT MOTIVATE

Traditionalists	Baby Boomers	Generation X	Millennials
“It’s valuable to us to hear what has worked in the past”	“You can work as long as you want”	“Do it your way. There aren’t a lot of rules around here”	“You will be working with other bright, creative people”

FEEDBACK AND RECOGNITION

Traditionalists	Baby Boomers	Generation X	Millennials
No news is good news	Desire respect	Immediate gratification	Clear expectations and accountability

EFFECTIVE STRATEGIES

Traditionalists	Baby Boomers	Generation X	Millennials
Infrequent, via memo	Occasional/regular, via face to face	Consistently, via email	Frequently, via email

- In the moment
- In context
- Authentic
- Tied to employee's perception of value

FEEDBACK AND RECOGNITION CONTINUED

REWARDS

Traditionalists	Baby Boomers	Generation X	Millennials
Tangible symbols of loyalty, commitment, and service	Personal appreciation, promotion, and public recognition	Free time, upgraded resources, development opportunities	Tangible evidence of credibility

- Link rewards to extra effort and innovation

SCHEDULE FLEXIBILITY

Traditionalists	Baby Boomers	Generation X	Millennials
Phase into part time role near retirement	Flexible work arrangements, time to handle caretaking responsibilities	Lots of options, allow them autonomy	Flexible schedule options for educational pursuits

COMMUNICATION STYLE

Traditionalists	Baby Boomers	Generation X	Millennials
Memos, letters, personal notes	Phone calls, social interaction	Email or voicemail, only during work	Email or text message

TIPS FOR EFFECTIVE COMMUNICATION

Traditionalists	Baby Boomers	Generation X	Millennials
Stick to a formal tone and traditional written method	Connect with personal contact, on or off the clock	Be direct and work related, keep work and life separate	Relate by keeping it brief and using what they use most-technology!

KNOWLEDGE TRANSFER

Traditionalists	Baby Boomers	Generation X	Millennials
Value the history of an organization	Possess lots of institutional knowledge	Autonomous	Want to feel meaningfully connected

SUCCESSFUL METHODS

Traditionalists	Baby Boomers	Generation X	Millennials
Formalize mentorship opportunities: Mentor	Develop policy and procedure	Create a “go-to” list of subject matter experts	Formalize mentorship opportunities: Mentee

KNOWLEDGE TRANSFER BARRIERS ACROSS GENERATIONS

- Highly specialized knowledge may be difficult to transfer
 - *Training others is a frustrating and time consuming experience*
- Stronger levels of group versus organizational identification
 - *Our unique knowledge strengthens us as a group*
- Knowledge = upward mobility
 - *I've made myself valuable by possessing this expertise*
- Lack of extrinsic reward
 - *What do I gain by sharing my knowledge*

SOLUTIONS TO KNOWLEDGE TRANSFER BARRIERS: NEW PERSPECTIVES

- My job is made easier
- My level of expertise does not change
- I can gain from knowledge sharing
- I feel less stressed knowing I have someone to back me up
- All of our ultimate goal is the same! – Support my departments missions and goals

PROFESSIONAL DEVELOPMENT

Traditionalists	Baby Boomers	Generation X	Millennials
Advancement within career	Advancement within career	Career development is a necessity	Meaningful and fulfilling work

VARIOUS OPPORTUNITIES

Traditionalists	Baby Boomers	Generation X	Millennials
Offer opportunities to provide trainings to fellow employees	Challenge them to take on leadership opportunities with new projects and ideas	Offer structured professional development opportunities in varied formats	Create and review Individual Career Development plans

STRENGTHS OF EACH GENERATION

Traditionalists	Baby Boomers	Generation X	Millennials
History, expertise	Leadership, knowledge	Efficiency, innovation	Ideas, fresh perspective

MAXIMIZING THESE STRENGTHS

Traditionalists	Baby Boomers	Generation X	Millennials
Mentor, share expertise, create FAQ resource for new employees	Team building, leadership training, use influence to make changes	Tailored technical and leadership training	Multitasking, creative problem solving, mentee

MAXIMIZING STRENGTHS: PLANNING FOR SUCCESS

- Recognize strengths in all generations
- Maximize generational strengths to benefit organization, now and in the future
 - Creatively use strengths of each generation to fill the gaps/needs of current and future workforce

ACCOMPLISH YOUR MISSION

1. What is the mission of your organization?
2. What high-level positions are essential to accomplish your mission?

CURRENT WORKFORCE

1. Which generations work for your organization?
2. Which generation(s) in mission-critical positions?
3. Who is retiring in the next five years? Which position(s) will be affected most by retirements?

FUTURE LEADERSHIP

1. What does it take to be an excellent leader in your organization today?
2. Will these requirements change in 5 years? What will be the same/different?

EFFECTIVE TRAINING

1. What training and development opportunities are readily available to employees?
2. Do they impart the skills, knowledge, and abilities needed in the future for mission-critical positions?

CALHR WORKFORCE PLANNING RESOURCES

- Workforce Planning Survey & Development Tool
- Workforce Planning Q&A Brochure
- Workforce Planning Assessment Tool
- Quarterly Workforce Planning Coordinators Meetings

NEW

- Workforce Planning Template

COMING SOON!

- Workforce Planning Online Forum – April 2014

CONTINUE THE CONVERSATION

Questions or Comments? Connect with us!

- Email CalHR's Statewide Workforce Planning and Recruitment Unit:
wfp@calhr.ca.gov

916-322-0742

Thank you for joining us!