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Millennials in the Workplace

The Future of State Government

Generational clashes in the workplace are nothing new. What is new is the extent to which the retirement of the Boomers will leave employers scrambling to recruit and retain the talent they need. The American Society of Training and Development is predicting that 76 million Americans will retire over the next two decades. Only 46 million will be arriving to replace them. Most of those new workers will be Generation Y-ers.

http://www.cio.com/article/178050/Gen_Y_Gen_X_and_the_Baby_Boomers_Workplace_Generation_Wars

Many Generations... One Workplace

Composition of the National Workforce:

Silent Generation (aged 68+) - 5%

Baby Boomers (aged 49-68) - 39%

Generation X (aged 32-48) - 32%

Millennial (aged 17-31)- 25%

What Does the State Workforce Look like?

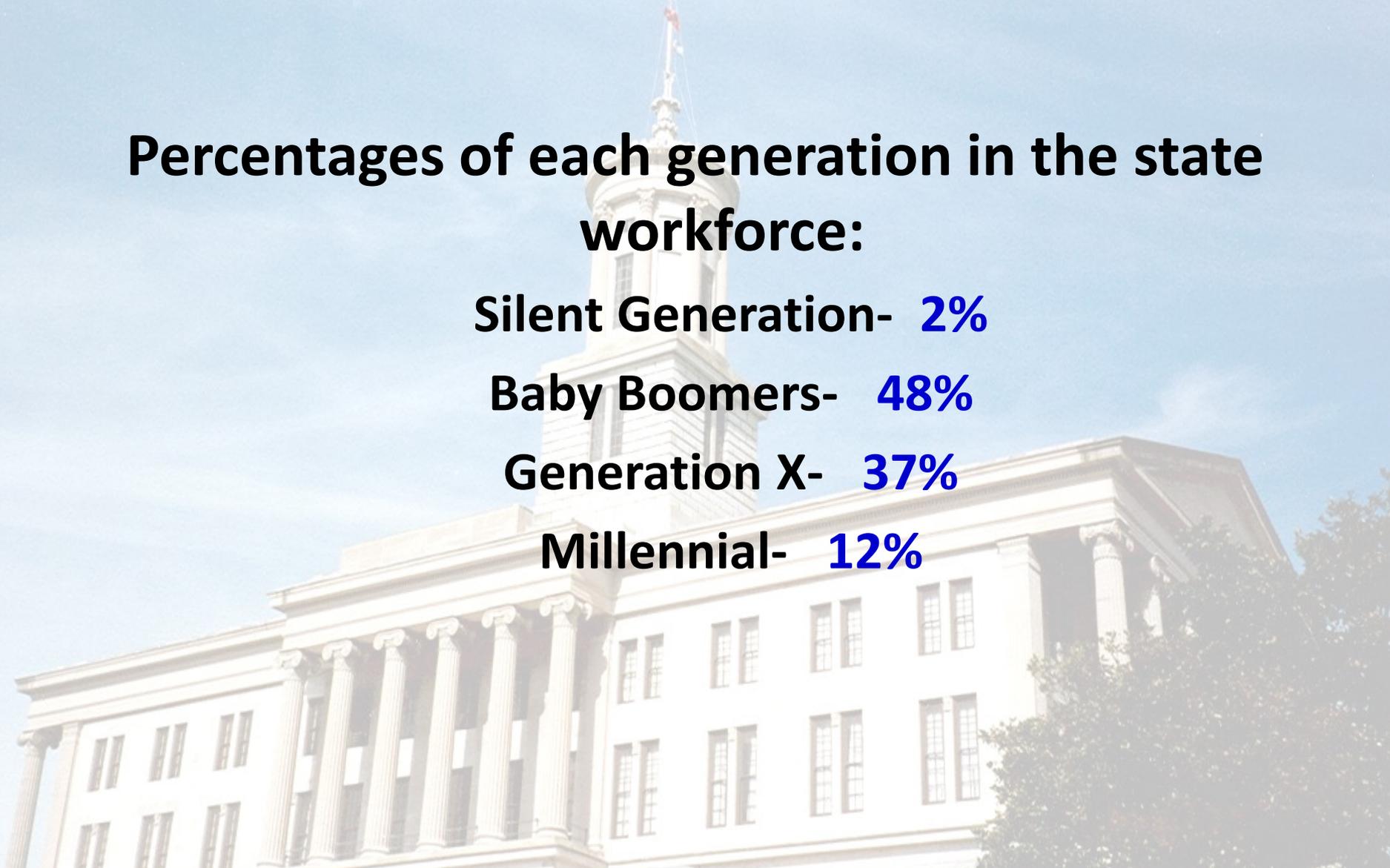
Percentages of each generation in the state workforce:

Silent Generation- 2%

Baby Boomers- 48%

Generation X- 37%

Millennial- 12%



What We Will Discuss Today

- **Where did Millennials come from?**
- **What are they?**
- **What can they do for us?**
- **How do we keep them after we have them?**
- **If you feed them after midnight, do they turn into gremlins?**

Pretest:

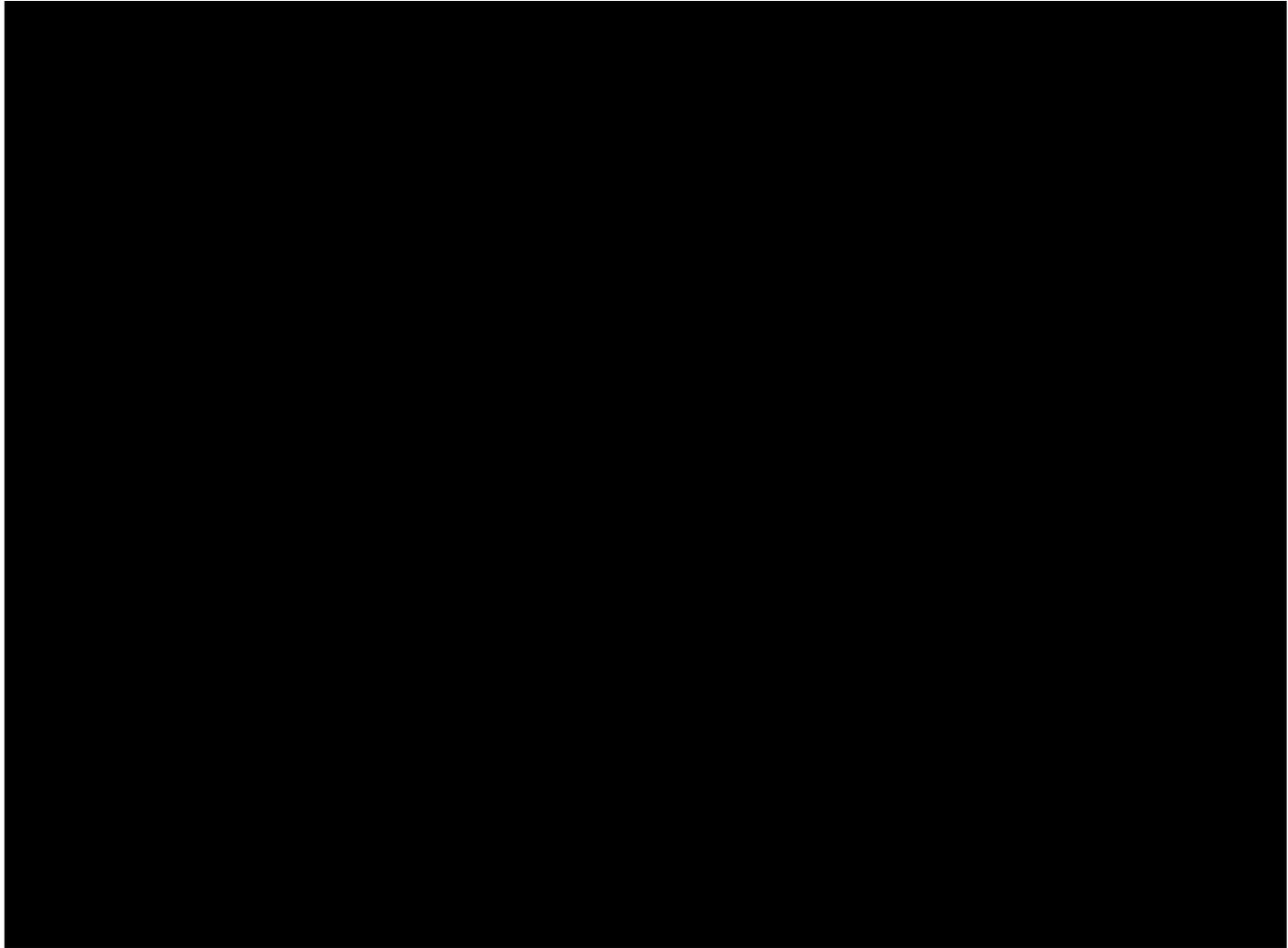
Can You Translate MillennialSpeak?

- **Circle the words or abbreviations you know.**
- **Compare what you circled to the solution sheet provided.**
- **Honor system- high score wins!**

When Boomers and Millennials Meet



A Slightly Different Perspective...



The Millennial Generation Formative Influences

World Terrorism

Wars in Iraq and Afghanistan

Immersed in Media From Birth

Raised in Child-Centered Culture

Increased Cultural Diversity

Highly Mobile Workforce

Fast-Paced Society

Commercialism



More Formative Influences...

Intense Targeted Marketing From Birth

Decline of Economy While Entering Adulthood

Collapse of Apartheid, Soviet Block

“Helicopter Parents”

Natural Disasters

Instant Access

Rising Housing Costs

Educational Permissiveness



Characteristics of the Millennials

“The First Draft”

Pragmatic self-confidence

Technology Centered

Goal and Achievement Oriented

Earn to Spend

Want Work With Meaning

Fast-Paced Work and Fun

Expect Immediacy

Very Social

Value Autonomy



Uh-oh...Not So Fast...

More Urban, Less Suburban Focus

Value Office Relationships But Can Be Cutthroat

Less Attached to Traditional Institutions

First Generation With Expectation of Doing Worse Than Parents

Measurably Higher Sense of Entitlement and Narcissism

Lower Life and Basic Skills

High College Debt, Un/Underemployment

Most Educated Generation in U.S. History



Fact or Perception?



Even More Findings



Largest Population Cohort

“Digital Natives”

Larger Social Networks

Expect Rapid Advancement

More Civic Minded

Peer Focused More Than Family Focused

Expect Work and Personal Life to Blend

View Parents as Supporters/Mentors



An Interesting Fact

- **The five great tasks of reaching adulthood have been defined as completing school, leaving home, becoming financially independent, marrying and having a child.**
- **In 1960, 77% of women and 65% of men had accomplished all five by age 30.**
- **In 2010, 13% of women and 10% of men had accomplished these same milestones by age 30.**

Why the difference?

Will There Still be a Generation Y?

- **There is no broad agreement about when Generation Y started and ended. Population for this cohort ranges from 52 to 83 million, based on dates used.**
- **Recent research indicates broad and defining differences between early and late Generation Y persons, with early largely indistinguishable from GenX, and late strongly mirroring Generation Z.**
- **Areas of divergence include attitudes about spending, saving, employment, relationships, community and institutions.**
- **Maturation factors appear to be influencing characteristics.**
- **Many researchers are now simply referring to a Millennial Cohort starting in about 1982 and awaiting results of further research.**

A Millennial Speaks...





“What Works” for the Millennial Cohort? What We Thought Before...

Fast, Casual Communication

Opportunities for Broadening Skills

Individual and Public Praise

Opportunities for Something New and Fun

Tangible Rewards That Build Credibility

What Millennials Say Works

Ability to Build Social Structure in the Workplace

Supervisors as Coaches/Mentors

Allow Integration of Work and Life

Prefer Group Work with Peers

Work Should Have a Social Contribution

Opportunities to Build Life Skills

Remove Formality and Barriers

What Else Works?

Effective Onboarding

Capitalizing on Teachable Moments

Providing Enrichment and Stimulation

Helping Build Organizational Skills

Soliciting Their Input

Providing Opportunities to Build Life Skills

Broad-Ranging Wellness Programs

Show Their Work has Broader Social Value

How does this translate into hiring and retaining younger workers?

- **Changes in recruiting strategies**
- **Changes in workplace policies, practices and norms**
- **Increased use of non-traditional workplace practices**
- **Structural and organization changes, particularly in the public sector**
- **Increased use of technology**
- **Reexamination of coaching, mentoring, evaluation practices**
- **Reorientation of training and talent management efforts**
- **Reevaluation of compensation “packages,” benefits, promotion practices**

What can we do now to hire and retain Millennials?

- **Millennials are the single largest population cohort in our history.**
- **State government is facing the “Silver Tsunami,” a wave of Boomer retirements. Many of these positions are in management or highly technical positions.**
- **The only way forward is to recruit and retain Millennial workers.**
- **The State workplace is a reflection of members of the Silent Generation and Baby Boomers.**
- **What do we do to move potential Millennial employees and the structure of the workplace to a “middle ground?”**