We promise to know you and help you.

Managing Employees in a Multigenerational Workforce

Sean M. Walker, CPA, CFE, CGFM, CGMS, Principal
Learning Objectives

- Explain what’s a generation
- Describe the unique working nuances of each generation in the current workforce
- Discover how to bridge the generation gap in your organization
- Modify your existing recruiting and retention practices to accommodate for the different generations and plan for the future
What is a Generation?

A group of people who:

• Witness the same historical events and had similar sociological influences
• Are living at the same time and who are within a certain age range
Activity

• Think of yourself as you were growing into adulthood and the events occurring around you.

• Which square most closely captures this time for you?
  
  #1  #2  #3  #4
<table>
<thead>
<tr>
<th>#1</th>
<th>#2</th>
</tr>
</thead>
<tbody>
<tr>
<td>World War II</td>
<td>Peace, Love, and Music</td>
</tr>
<tr>
<td>Fallout Shelter</td>
<td>The Rolling Stones</td>
</tr>
<tr>
<td>A New Deal</td>
<td>Bell Bottoms</td>
</tr>
<tr>
<td>Dizzy Gillespie</td>
<td>John F. Kennedy</td>
</tr>
<tr>
<td>Herbert Hoover</td>
<td>POW * MIA</td>
</tr>
<tr>
<td>Remember Pearl Harbor</td>
<td>Disco</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#4</th>
<th>#3</th>
</tr>
</thead>
<tbody>
<tr>
<td>War on Terror</td>
<td>Sesame Street</td>
</tr>
<tr>
<td>Princess Diana</td>
<td>MTV</td>
</tr>
<tr>
<td>AOL®, Yahoo® and Internet Explorer</td>
<td>Title IX Women’s Athletics</td>
</tr>
<tr>
<td>Bill Clinton</td>
<td>Richard Nixon Divorce Court</td>
</tr>
<tr>
<td>Climate change</td>
<td>HIV and AIDS awareness</td>
</tr>
<tr>
<td>September 11, 2001</td>
<td>Macintosh computers</td>
</tr>
<tr>
<td>U.S. School Shootings</td>
<td>Where’s Waldo</td>
</tr>
<tr>
<td>Helicopter parents</td>
<td></td>
</tr>
</tbody>
</table>

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## Generations in the Workplace

<table>
<thead>
<tr>
<th>Generation</th>
<th>Years</th>
<th>Current Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greatest Generation</td>
<td>Before 1928</td>
<td>91+</td>
</tr>
<tr>
<td>Traditionalists (WWII/Veterans)</td>
<td>1928-1945</td>
<td>74-91</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>1946-1964</td>
<td>54-73</td>
</tr>
<tr>
<td>Gen X</td>
<td>1965-1980</td>
<td>39-53</td>
</tr>
<tr>
<td>Millennials (Gen Y)</td>
<td>1981-1996</td>
<td>23-38</td>
</tr>
<tr>
<td>Gen Z</td>
<td>1996 -</td>
<td>&lt;23</td>
</tr>
</tbody>
</table>

**Cuspers (Cross Generational)**
Traditionalists: 1928-1945

Attributes
- Loyal, command and control style, self-sacrifice, 50% ex-military

Do
- Respect them, be accountable, honor chain of command, be courteous

Don’t
- Use slang or be vulgar, be late, change appointments

Likes
- Community involvement, family togetherness, proper dress, respect for authority

Dislikes
- Waste, credit cards, technology
Baby Boomers: 1946-1964

**Attributes**
- Optimistic, collegial style, workaholic, social reformers

**Do**
- Value their experience, give them credit, give them perks, bonuses are good too!

**Don’t**
- Ignore their contributions, disrespect them or tell them – ask them

**Likes**
- Responsibility, serious work ethic, “Can do” attitude, competitiveness

**Dislikes**
- Laziness, Improper business etiquette
Generation X: 1965-1980

**Attributes**
- Independent, self-command style, suspicious of authority, skeptical. The “Latchkey Generation”

**Do**
- Give feedback when asked, groom for leadership. Allow to multi-task

**Don’t**
- Micromanage, talk too much, treat them like slackers

**Likes**
- Freedom, up-to-date technology, multi-tasking. Work/life balance

**Dislikes**
- Too much collaboration, political red tape, hype
Millennials: 1981-1996

Attributes
- Hopeful, participative style, determined; the Internet generation

Do
- Provide orientation training, give feedback, allow to multi-task, assign mentors, provide career paths

Don’t
- Ignore their security, treat them like children, forget to explain “why”

Likes
- The latest technology, to ask questions, their parents and grandparents, public activism

Dislikes
- Negativity, anything slow, boredom
Video-Simon Sinek

"If you want to feel happy, do something for yourself. If you want to feel fulfilled, do something for someone else."

Simon Sinek

[Image: Simon Sinek's quote about millennials in the workplace]

**Millennials in the Workplace**
Differences in Communication Styles

Traditionalists
- Face to Face
- Formal written

Baby Boomers
- Relationships & Business results connected
- Like meetings
- Phone or in person

GEN X
- Direct and straightforward
- Want clear direction
- Voicemail, email

Millenials
- Want positive communication
- Tell me why??
- How will this help me?
- Blog, text, email, IM
Feedback

DON'T NEED

TRADITIONALISTS

ALL THE TIME

Feedback

BABY BOOMERS

ONCE PER YEAR

MILLENNIALS

WHEN I ASK

GENERATION X
Work/Life Integration

TRADITIONALISTS

BABY BOOMERS

MILLENNIALS

FLEXIBILITY AS A GIVEN

WORK/LIFE

LIVE TO WORK

GENERATION X

VALUE

Work/Life Integration

Work and Family Separate
### Differences in Work Ethic/Styles

<table>
<thead>
<tr>
<th>Traditionalists</th>
<th>Baby Boomers</th>
<th>Gen X</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top down approach</td>
<td>Like to be involved in decisions</td>
<td>Independent</td>
<td>Prefer complete transparency</td>
</tr>
<tr>
<td>Disagreement discouraged</td>
<td>Want to collaborate</td>
<td>Skeptical</td>
<td>Like teamwork but need supervision</td>
</tr>
<tr>
<td></td>
<td>Don’t like conflict</td>
<td>Risk Takers</td>
<td>Want to give input without regard to hierarchy</td>
</tr>
</tbody>
</table>
Are you ready? Generation Z: 1996-

- Career aligned to personal goals and beliefs
- Listeners and creative
- Want to hit the ground running
- Avoid perceived mistakes of parents
- Mindset on diversity will drive innovation
- Have to work harder to have a satisfying career
- Teach me
- Authenticity

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Principles to Bridge Generation Gaps

• Don’t make assumptions

• Consider the appropriate time and place for addressing any issues

• Meet employees where they “are” and take them were they want to go!
Development is Foundational to the Human Experience

- Character, skills and abilities are formed by resistance and challenge.
- Conforming or compromising is not desirable for an individuals in development.
- Encourage self-evaluation.
“Box of Life”

• Perspectives are formed by experience

“My mama always said, life was like a box of chocolates. You never know what you’re gonna get.”

- Forrest Gump
“Box of Life”

• Review of history and experiences to obtain a better understanding –
  – The person
  – The organization
Changing of the Guard

• Baby boomer generation is retiring and years of experience are leaving your organization

• Increased need to recruit (and retain!) Generation X and Millennials, as well as prepare a succession plan and develop staff
Succession Planning Survey

• Approximately 38 percent of organizations noted they either have, or are currently developing, a process for succession planning
• The biggest barrier to formalizing a succession process is that it is simply not a leadership priority
• Succession planning is not one-size fits all, but there are common themes to consider
Change Your Perspective

• Take succession planning off the back burner!
  – Requires members of your organization bringing this to leadership and pushing to plan for change
  – Who makes sense to be a part of designing a transition plan?

• Use the transition in personnel as a reason to rethink your organization’s processes and its structure
  – Eliminate the “this is how it has always been done” mindset
Change Your Recruiting and Retention Tactics

• Doing more with less: Your governmental organization likely has to balance the demand for increased services with static or declining revenue streams.
  – Your organization may not be able to have a competitive salary and benefits package compared to other sectors

• How can governments attract new talent?
Change Your Recruiting and Retention Tactics

• Millennials aren’t necessarily in it for the dollars
  ◊ Meaningful work
  ◊ Flexibility
  ◊ Career advancement opportunities

– Meaningful Work
  ◊ Most candidates aren’t just looking for a job; they want a career they can believe in (make a difference)
  ◊ Local governments serve our communities, highlight purpose and how you can make a difference
Change Your Recruiting and Retention Tactics

– Flexibility
  ◊ Does everyone need to be in the office from 9 a.m. to 5 p.m., Monday through Friday?
  ◊ Flexible work hours are becoming a more popular work arrangement
  ◊ Is working from home one or two days a week an option?

– Career Advancement
  ◊ What skills will be developed to build an individual’s value (inside or outside your organization)?
Action Strategies from the Center for State and Local Government Excellence

1. Empower HR to set an actionable workforce agenda
2. Revamp antiquated policies and practices
3. Develop a local government brand
4. Actively prepare for workforce transitions
5. Create a culture that values and engages employees
6. Leverage technology, data, and automation
Questions?

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