

# Shifting the Paradigm:

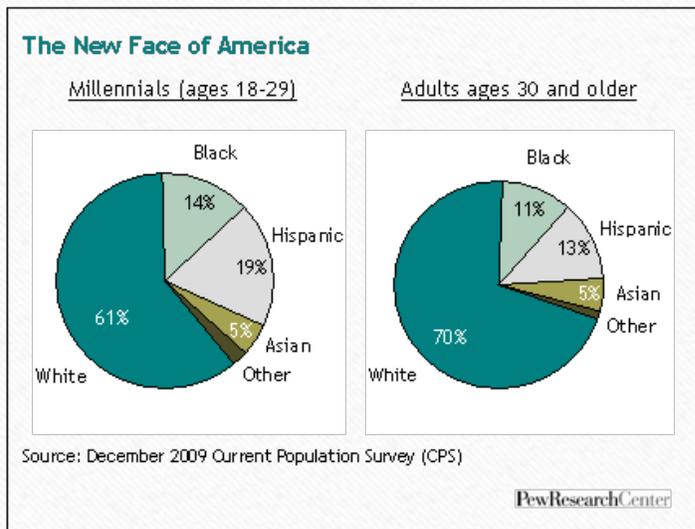
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The Role of Millennials in Changing Organizational Culture  
and New Concepts of Diversity

**ADELA DE LA TORRE, PHD  
VICE CHANCELLOR – STUDENT AFFAIRS  
UNIVERSITY OF CALIFORNIA, DAVIS**

# Generations, Like People, Have Personalities.

- The Millennial generation refers to those born after 1980 – the first generation to come of age in the new millennium.



- They are more ethnically and racially diverse than older adults, and are on track to become the most educated generation in American history.<sup>1</sup>

1. "Millennials: Confident. Connected. Open to Change." Pew Research Center, Washington, D.C. (February 1, 2010). <http://www.pewsocialtrends.org/files/2010/10/millennials-confident-connected-open-to-change.pdf>, accessed on June 6, 2015.

# The Inclusion Generation

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There is a growing generational gap in how diversity and inclusion is defined in today's workplaces. Millennials, who will comprise nearly 75 percent of the workforce by 2025, believe inclusion is the support for a collaborative environment that values open participation from individuals with different ideas and perspectives and the unique factors that contribute to their personalities and behaviors, which is in stark contrast to prior generations who traditionally consider it from the perspectives of representation and assimilation.<sup>1</sup>

Hi”

1. Christie Smith, Stephanie Turner, PhD. "The Radical Transformation of Diversity and Inclusion: The Millennial Influence." Deloitte University Leadership Center for Inclusion. (May 11, 2015) <http://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-inclus-millennial-influence-051115.pdf>. accessed on June 6, 2015.

# The Millennial Identity: Education

- As jobs vanished and businesses closed during the recent recession, millennials were among those hit hardest.
- 4 in 10 Millennials are enrolled in higher education, with nearly a quarter also working full time (10%) or part time (14%). An additional 2 in 10 are college graduates.<sup>2</sup>
- About two-thirds (65%) of all young adults ages 18-29 who are currently not in school say they plan to go back someday.<sup>2</sup>
- Despite economic setbacks, millennials remain the most optimistic generation. The vast majority (88%) say they expect to be successful in their chosen careers and earn enough, in the future, to live a good life.<sup>2</sup>

## Educational Profile of Millennials

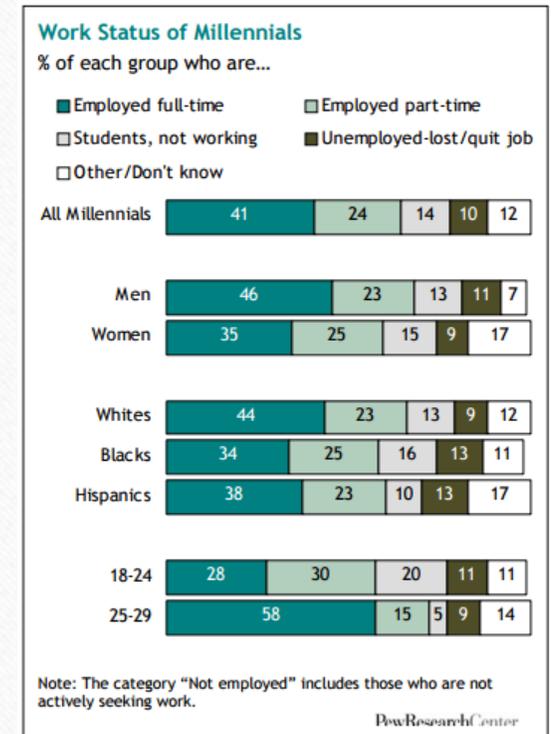
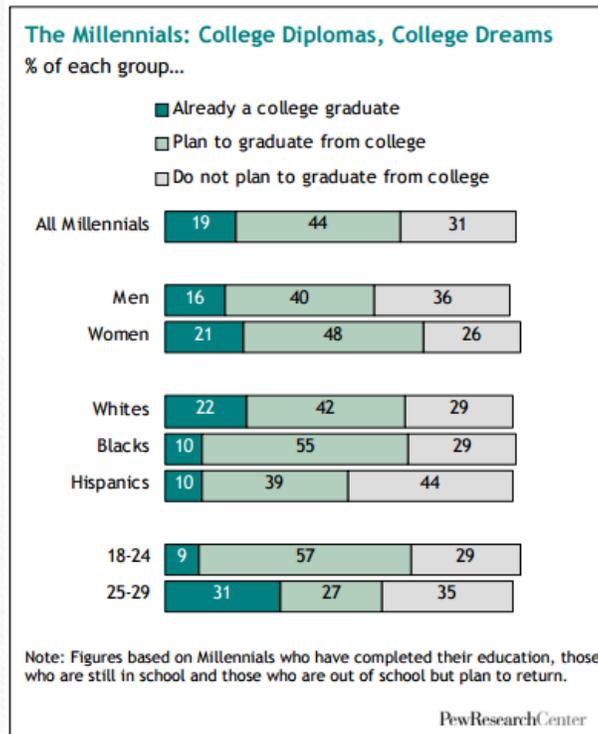
<b>Still in school</b>	<b>39%</b>
<i>% currently attending:</i>	
College/undergraduate	26
Grad or professional school	5
HS or trade school*	8
<b>Not in school</b>	<b>61%</b>
<i>% who completed:</i>	
HS grad or less	34
Some college/ trade school*	14
College grad/ undergrad degree	11
Grad or professional school	3

\*Includes trade, vocational and technical school. Percentages may not add to 100% because of rounding.

# The Millennial Identity: Work & Education

Who Has a College Degree—and Who Wants One

- Millennial women are slightly more likely than men to be college graduates (21% vs. 16%).<sup>2</sup>
- Younger white millennials are twice as likely as their black or Latino/a counterparts to have finished college, but black 18-29 year olds are significantly more likely than both whites or Latino/as to say they want to earn a college diploma.

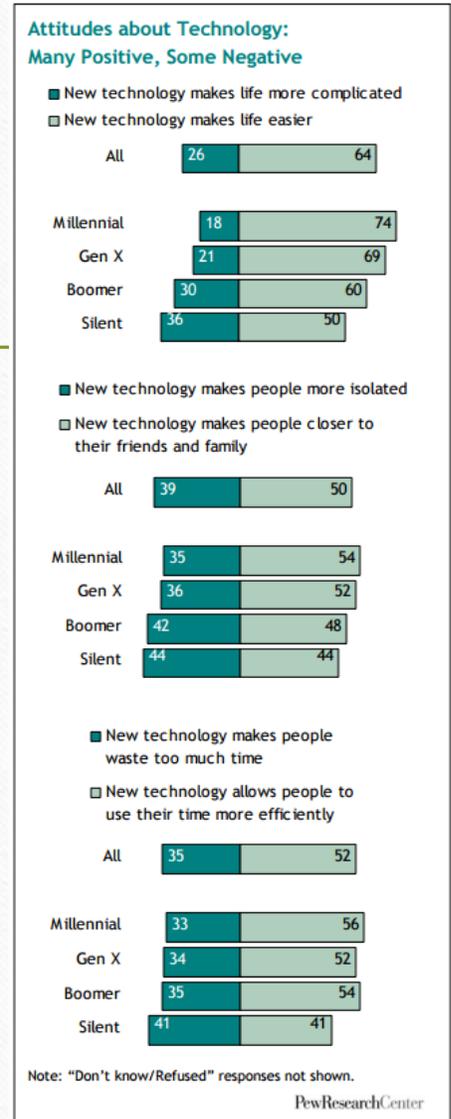


2. "Millennials: Confident. Connected. Open to Change." Pew Research Center, Washington, D.C. (February 1, 2010). <http://www.pewsocialtrends.org/files/2010/10/millennials-confident-connected-open-to-change.pdf>, accessed on June 6, 2015.

# The Millennial Identity: Technology

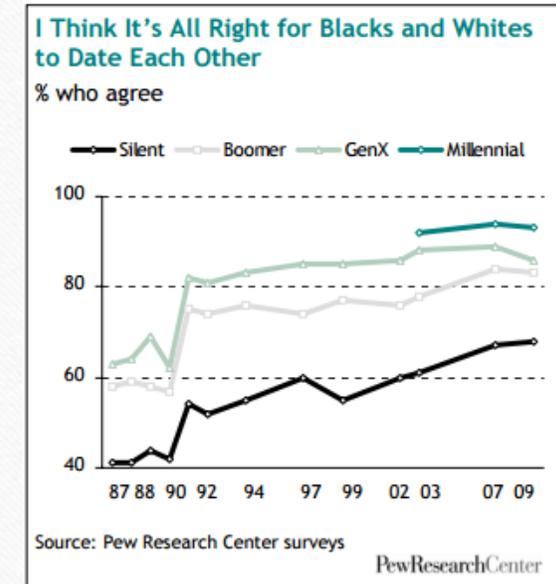
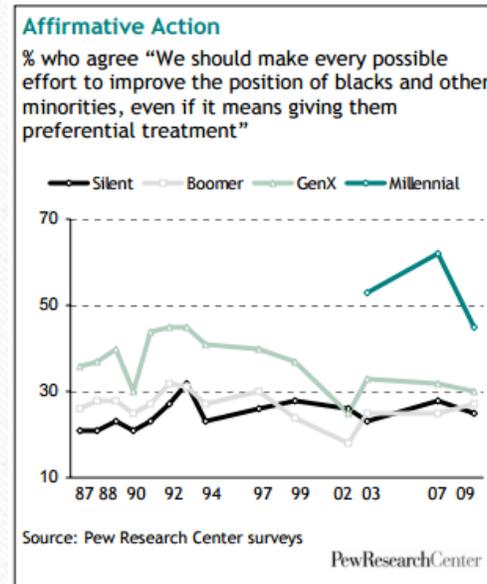
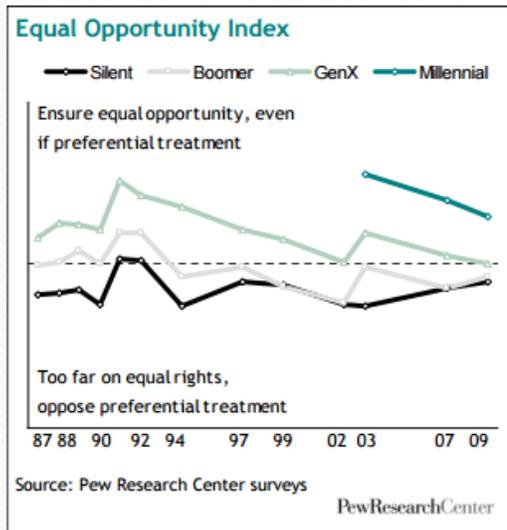
- Millennials embrace all things digital, with a majority believing that it makes life easier, saves time, and brings people closer to their friends and family.<sup>2</sup>
- They are history's first "always connected" generation. (More than eight-in-ten say they sleep with their cell phone by the bed.)<sup>2</sup>
- Many millennials say their use of modern technology is what distinguishes them from other generations.

2. "Millennials: Confident. Connected. Open to Change." Pew Research Center, Washington, D.C. (February 1, 2010). <http://www.pewsocialtrends.org/files/2010/10/millennials-confident-connected-open-to-change.pdf>, accessed on June 6, 2015.



# The Millennial Identity: Equal Rights

- On three questions measuring support for ensuring equal rights and opportunities, Millennials have been more in favor than other age groups in each survey since 2003.



# Millennials See (And Expect to See) A More Diverse & Integrated Society

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- In 1961, when President Obama was born, **less than one-in-1,000** new marriages in the United States were between blacks and whites, as was the case with Obama's parents. (Their marriage was still illegal in 22 states.) By 1980, the Pew survey shows that share increased to one-in-180, and by 2008, to one-in-60.<sup>3,4</sup>
- In 1961, one-in-50 new marriages were between individuals of different races or ethnicities. **By 2010 this number increased to one-in-7.**<sup>4</sup>

3. "The Rise of Inter-marriage." Pew Research Center, Washington, D.C. (February 16, 2012). <http://www.pewsocialtrends.org/2012/02/16/the-rise-of-inter-marriage/>. Accessed on June 6, 2015.

4. "One-in-Seven New U.S. Marriages is Interracial or Interethnic." Pew Research Center, Washington, D.C. (June 4, 2010). <http://pewsocialtrends.org/files/2010/10/755-marrying-out.pdf>. Accessed on June 6, 2015.

# Millennials See (And Expect to See) A More Diverse & Integrated Society

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- Some 43% of Millennial adults are non-white, the highest share of any generation.<sup>3</sup>
- Millennials are more receptive to immigrants than are their elders. Nearly six-in-ten (58%) say immigrants strengthen the country.<sup>3</sup>
- Millennials live, compared with earlier generations, in predominately more suburban-metropolitan areas.<sup>3,4</sup>

3. "The Rise of Intermarriage." Pew Research Center, Washington, D.C. (February 16, 2012). <http://www.pewsocialtrends.org/2012/02/16/the-rise-of-intermarriage/>. Accessed on June 6, 2015.

4. "One-in-Seven New U.S. Marriages is Interracial or Interethnic." Pew Research Center, Washington, D.C. (June 4, 2010). <http://pewsocialtrends.org/files/2010/10/755-marrying-out.pdf>. Accessed on June 6, 2015.

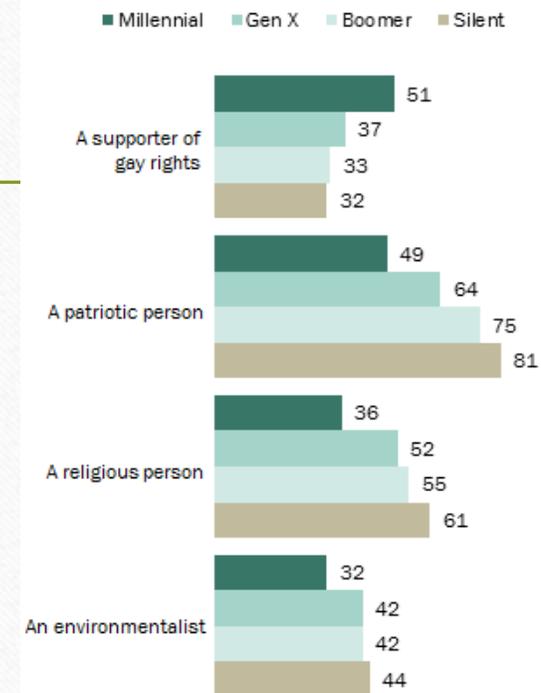
# Millennials' Definition of Diversity Extends Beyond Demographic Markers

- Millennials view diversity as the blending of different backgrounds, experiences, and perspectives within a team, (cognitive diversity).
- **Why is this important?**
- In just 10 years, millennials will comprise nearly 75% of the workforce and they don't stay in one position for long.

**“COMPARED TO OLDER GENERATIONS, THEY FEEL IT'S UNNECESSARY TO DOWNPLAY THEIR DIFFERENCES IN ORDER TO GET AHEAD.”<sup>5</sup>**

## How the Generations See Themselves

% saying ... describes them very well



Note: Percentages reflect those who rated each description 8-10 on a scale of 1-10 where "10" is a perfect description and "1" is totally wrong.

Source: Pew Research survey, Feb. 14-23, 2014

PEW RESEARCH CENTER

5. "The radical transformation of diversity and inclusion: The millennial influence." Deloitte. <http://www2.deloitte.com/us/en/pages/about-deloitte/articles/radical-transformation-of-diversity-and-inclusion.html>. Accessed on June 6, 2015.

# State Civil Service Workforce Representation 5-Year History For All Agencies

	2009	2010	2011	2012	2013
<b>Women</b>	102,370 (47.0%)	102,520 (47.3%)	97,759 (47.0%)	95,487 (46.9%)	96,370 (46.9%)
<b>Men</b>	115,287 (53.0%)	114,373 (52.7%)	110,370 (53.0%)	108,275 (53.1%)	109,325 (53.1%)
<b>Persons with Disabilities</b>	20,430 (9.4%)	21,464 (9.9%)	21,540 (10.3%)	21,556 (10.6%)	21,626 (10.5%)
<b>Native American</b>	992 (0.5%)	988 (0.5%)	950 (0.5%)	939 (0.5%)	995 (0.5%)
<b>Asian Indian</b>	2,593 (1.2%)	2,774 (1.3%)	2,749 (1.3%)	2,843 (1.4%)	3,009 (1.5%)
<b>Black</b>	23,414 (10.8%)	23,063 (10.6%)	22,038 (10.6%)	21,296 (10.5%)	21,524 (10.5%)
<b>Cambodian</b>	94 (*)	95 (*)	95 (*)	97 (*)	100 (*)
<b>Chinese</b>	7,114 (3.3%)	7,411 (3.4%)	7,274 (3.5%)	7,355 (3.6%)	7,480 (3.6%)
<b>Filipino</b>	12,722 (5.8%)	12,996 (6.0%)	12,476 (6.0%)	12,252 (6.0%)	12,399 (6.0%)
<b>Guamanian</b>	175 (0.1%)	178 (0.1%)	169 (0.1%)	157 (0.1%)	158 (0.1%)
<b>Hawaiian</b>	239 (0.1%)	234 (0.1%)	216 (0.1%)	212 (0.1%)	214 (0.1%)
<b>Hispanic</b>	48,263 (22.2%)	48,496 (22.4%)	47,173 (22.7%)	46,104 (22.6%)	46,636 (22.7%)
<b>Japanese</b>	2,159 (1.0%)	2,144 (1.0%)	2,027 (1.0%)	1,991 (1.0%)	1,955 (1.0%)
<b>Korean</b>	816 (0.4%)	824 (0.4%)	824 (0.4%)	823 (0.4%)	873 (0.4%)
<b>Laotian</b>	99 (*)	101 (*)	99 (*)	104 (0.1%)	116 (0.1%)
<b>Samoaan</b>	135 (0.1%)	134 (0.1%)	133 (0.1%)	128 (0.1%)	123 (0.1%)
<b>Vietnamese</b>	2,574 (1.2%)	2,668 (1.2%)	2,641 (1.3%)	2,716 (1.3%)	2,820 (1.4%)
<b>White</b>	105,570 (48.5%)	103,863 (47.9%)	98,868 (47.5%)	96,037 (47.1%)	96,125 (46.7%)
<b>Other Asian</b>	4,417 (2.0%)	4,493 (2.1%)	4,477 (2.2%)	4,580 (2.2%)	4,811 (2.3%)
<b>Other Pacific Islander</b>	658 (0.3%)	685 (0.3%)	689 (0.3%)	716 (0.4%)	760 (0.4%)
<b>Other Race or Ethnicity</b>	5,623 (2.6%)	5,746 (2.6%)	5,231 (2.5%)	5,412 (2.7%)	5,597 (2.7%)
<b>Total</b>	217,657	216,893	208,129	203,762	205,695

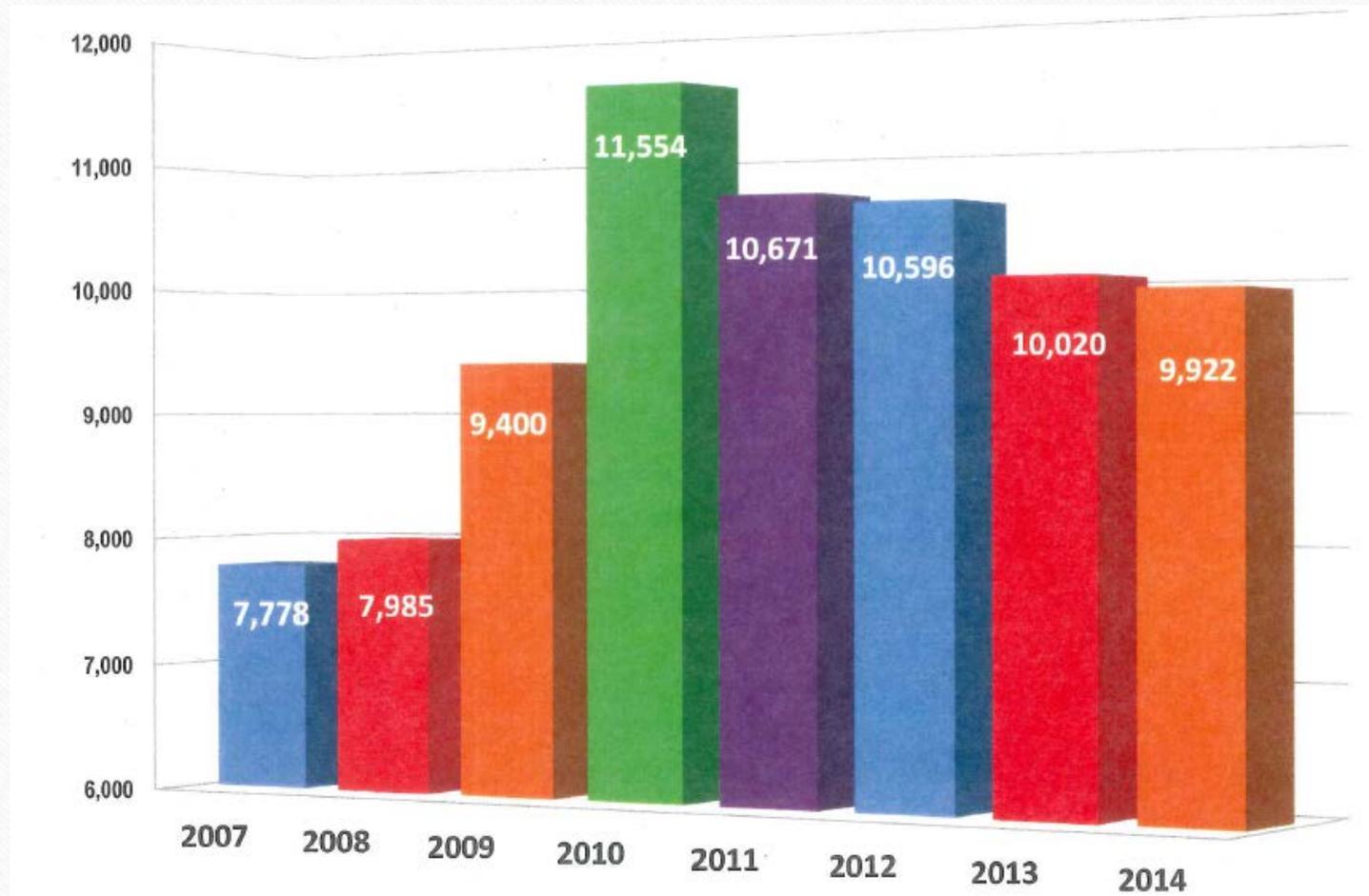
## State Rights Coalition Report on Employee Census Data – April 2015

Category	State Population <sup>2</sup>		Civil Service Workforce	
	Number	Percent	Number	Percent
Asian/Pacific Islander	5,065,779	13.6	34,818	16.9
Black	2,254,160	6.0	21,524	10.5
Hispanic	14,024,109 <sup>2</sup>	37.6	46,636	22.7
Native American	291,505	0.8	995	0.5
White	14,977,510	40.1	96,125	46.7
Other	6,461,071 <sup>2</sup>	17.3	5,597	2.7
			205,695	100
Persons with Disabilities	1,855,637 <sup>3</sup>	5.0	21,626	10.5
Men	18,561,020	49.7	109,325	53.1
Women	18,764,048	50.3	96,370	46.9
<b>TOTAL</b>	<b>37,325,068</b>	<b>100.0</b>	<b>205,695</b>	<b>100.0</b>

## State Civil Service Employee Retirements

Annual Retirement Average: 8,000

Number of Retirement Applications



Source: CalPERS: CAFE de California 2015

# Given The Need For A More Representative Workforce: What Are The Solutions?

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- Monitor and ensure hiring panels have diverse representation.
- Implement a Statewide upwards mobility program that includes formal and on the job training.
- **Develop recruitment and hiring plans in collaboration with community groups and institutions of higher education.**
- Ensure a timely response to all applicants for all State jobs.
- Learn strategies from the private sector to recruit and retain competitive applicants.

# Opportunities and Avenues for Millennial Engagement: Existing Programs

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- **UC Center Sacramento (UCCS):** Educates California's future leaders in the craft of politics and policymaking, while making the expertise of top faculty available to decision-makers in the legislative and executive branches of government.
- **Emerging Leaders in Policy and Public Service (ELIPPS):** A program that puts graduate students from science backgrounds into internships pertaining to policy and public service.
- **California Council on Science and Technology (CCST) Science and Technology Policy Fellowships:** A program popular with recent PhD recipients which places scientists and engineers in the California State Legislature for one-year staff appointments.

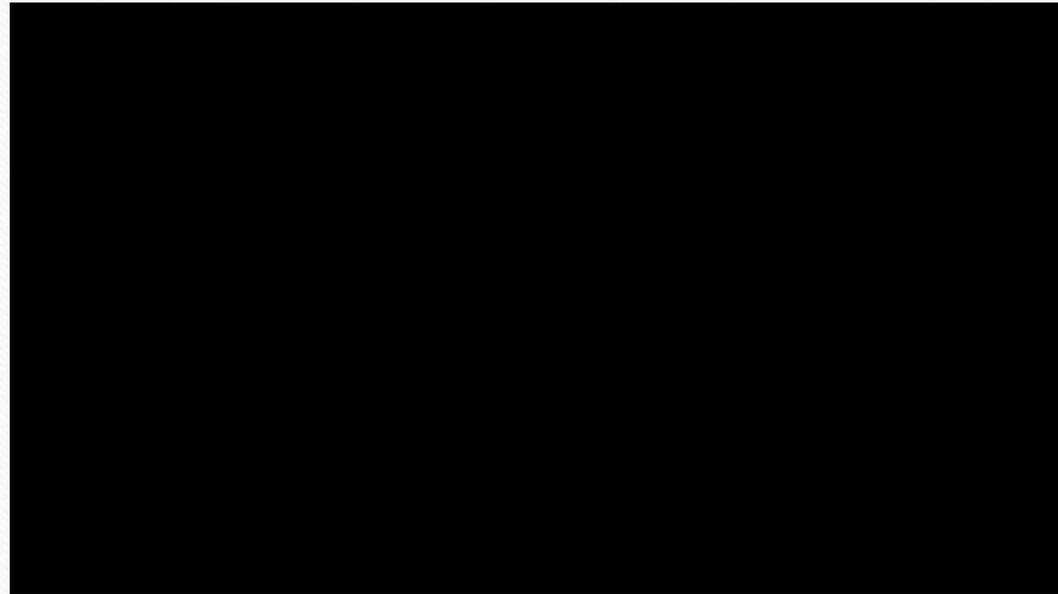
# Ways to Collaborate with UC Davis

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- **Connect with the UC Davis Internship and Career Center:** The ICC is pleased to assist state agencies with recruitment of UC Davis students and alumni for internship and career positions. We encourage state agencies to connect with ICC staff to strategize recruitment efforts (530)752-2286.
- **State Recruiter's Round Table:** The ICC has been a featured speaker at these meetings before and would welcome the opportunity to do so again. The meetings provide ICC staff with the opportunity to network, maintain relationships and develop new internships with State Recruiters.

# Central Valley Scholars Program

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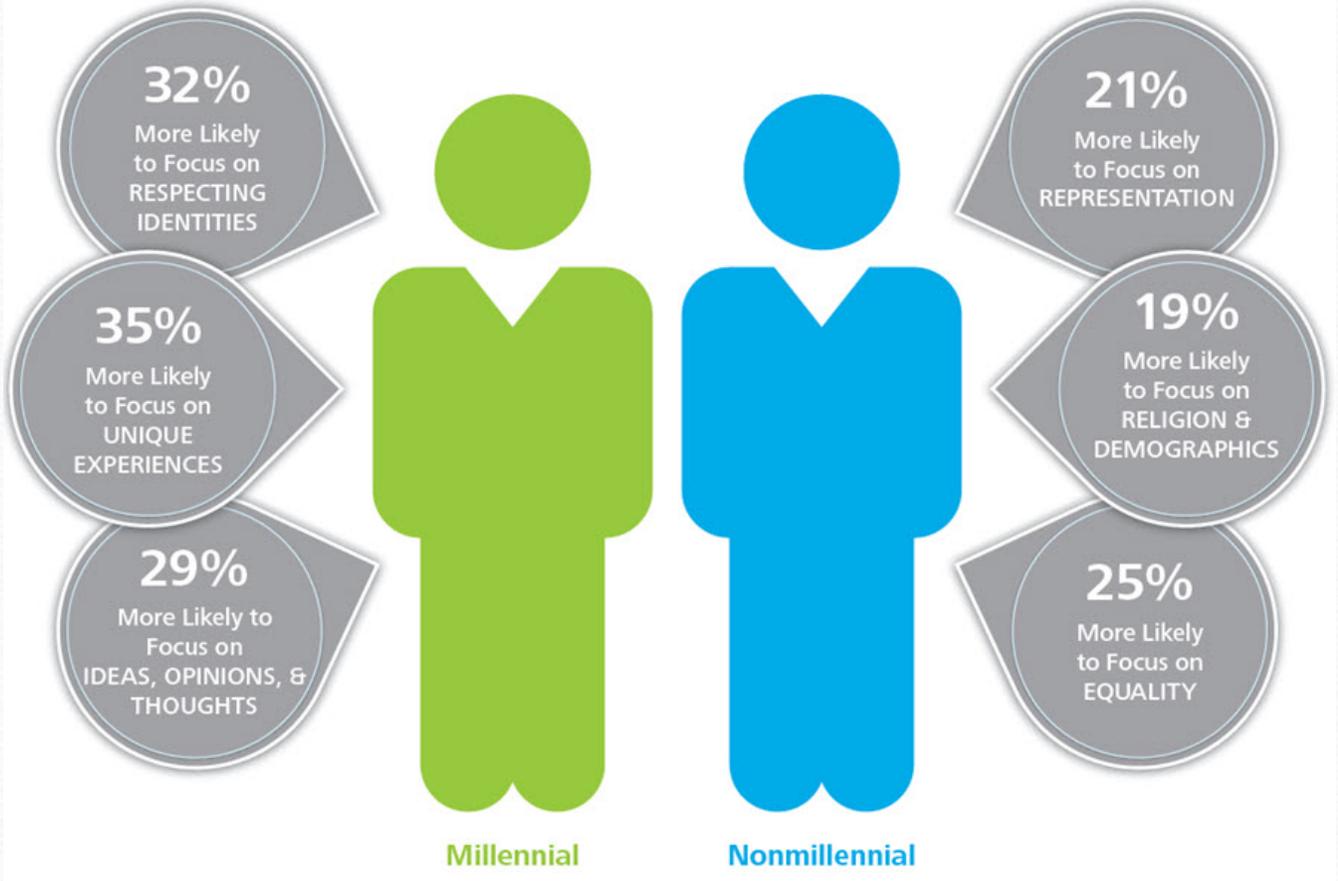
<https://www.youtube.com/watch?v=M925R0xc70M>

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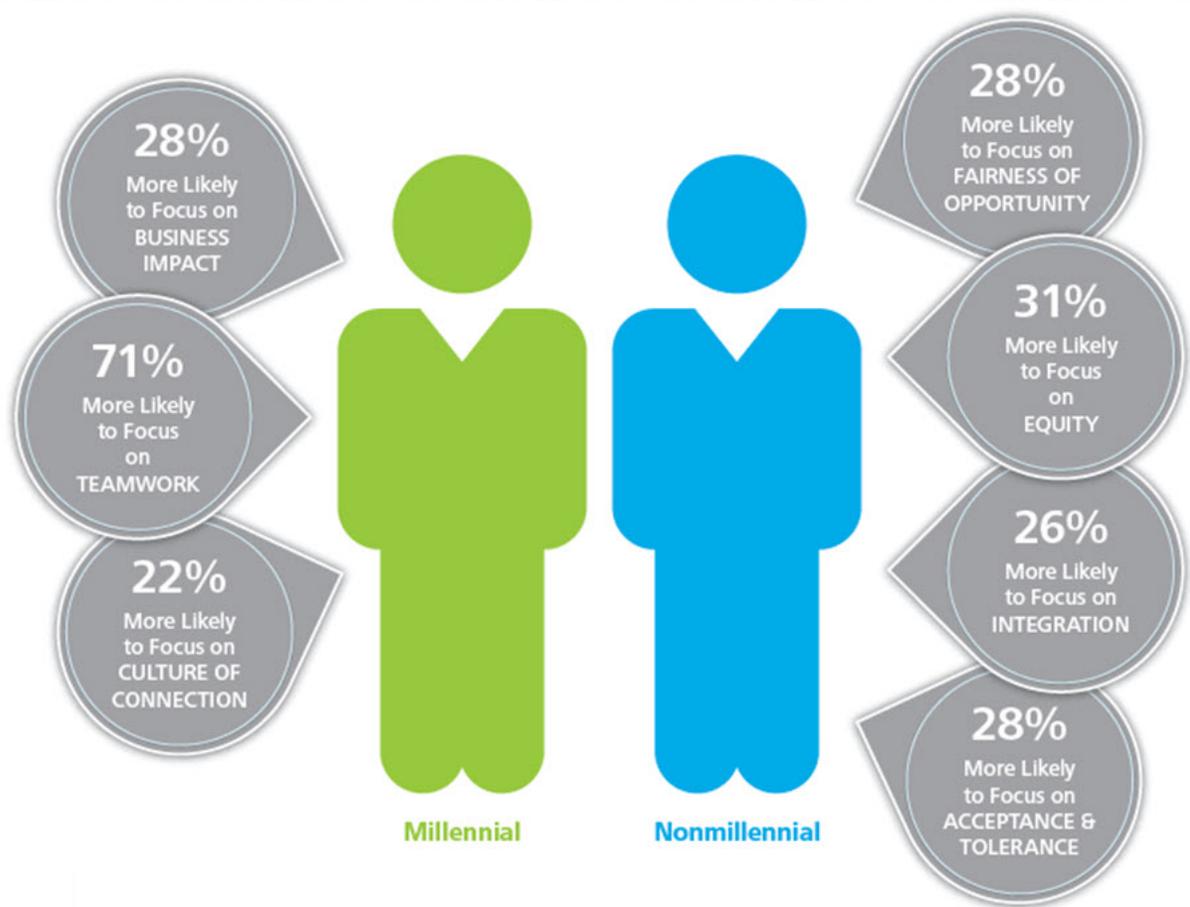
- **Internship and Career Fairs:** UC Davis hosts four internship and career fairs each year. Each fair hosts a range of 1,800-2,300 students and alumni. We offer state agencies a discounted rate to attend these fairs. Recent state agencies to attend include, but are not limited to, State Auditor, State Water Resources Board, Toxic Substance Control, State Air Resources Board, State Personnel Board, and Department of Social Services.
- **UCCS Collaboration:** meet with the internship coordinator from the **UC Center Sacramento** program to establish a relationship between state agencies seeking interns and students interested in experiential education.
- **How to Get a State Job Workshop:** the ICC offers this workshop on a regular basis. State employers may contact the ICC about participating in an upcoming workshop.
- **Promote Opportunities Through UC Davis' Diverse Avenues:**
  - Internship and Career Center email lists
  - Ethnicity-related email lists
  - Staff and faculty contacts

# In Closing



1. Christie Smith, Stephanie Turner, PhD. "The Radical Transformation of Diversity and Inclusion: The Millennial Influence." Deloitte University Leadership Center for Inclusion. (May 11, 2015) <http://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-inclus-millennial-influence-051115.pdf>. accessed on June 6, 2015.

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# In Closing

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- In order to attract the future of the workforce, we must go beyond the idea of cultural and racial diversity in numbers, and instead focus on creating a culture of inclusion.
- The state, like the private sector, must begin to reform how they recruit and retain the future leaders of State government, by creating an working culture in line with the expectations and needs of the Millennial generation. This includes creating an environment that values open participation from individuals with different ideas and perspectives, focusing on a culture of connection, and which encourages and facilitates the development of unique experiences.