



Maximizing the Strengths of a Multi-Generational Workplace

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Statewide Workforce Planning

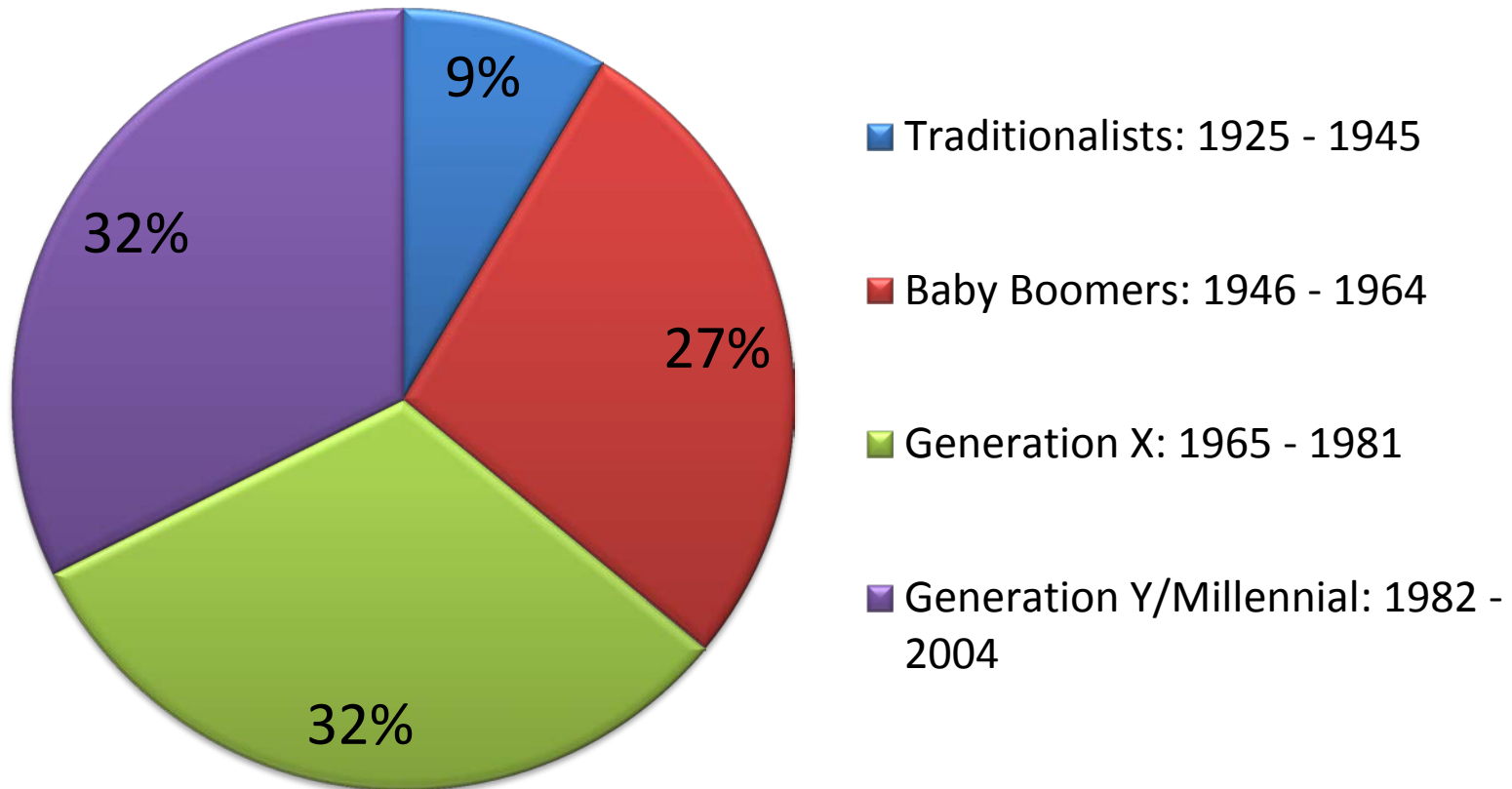


GENERATIONS IN THE WORKPLACE

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

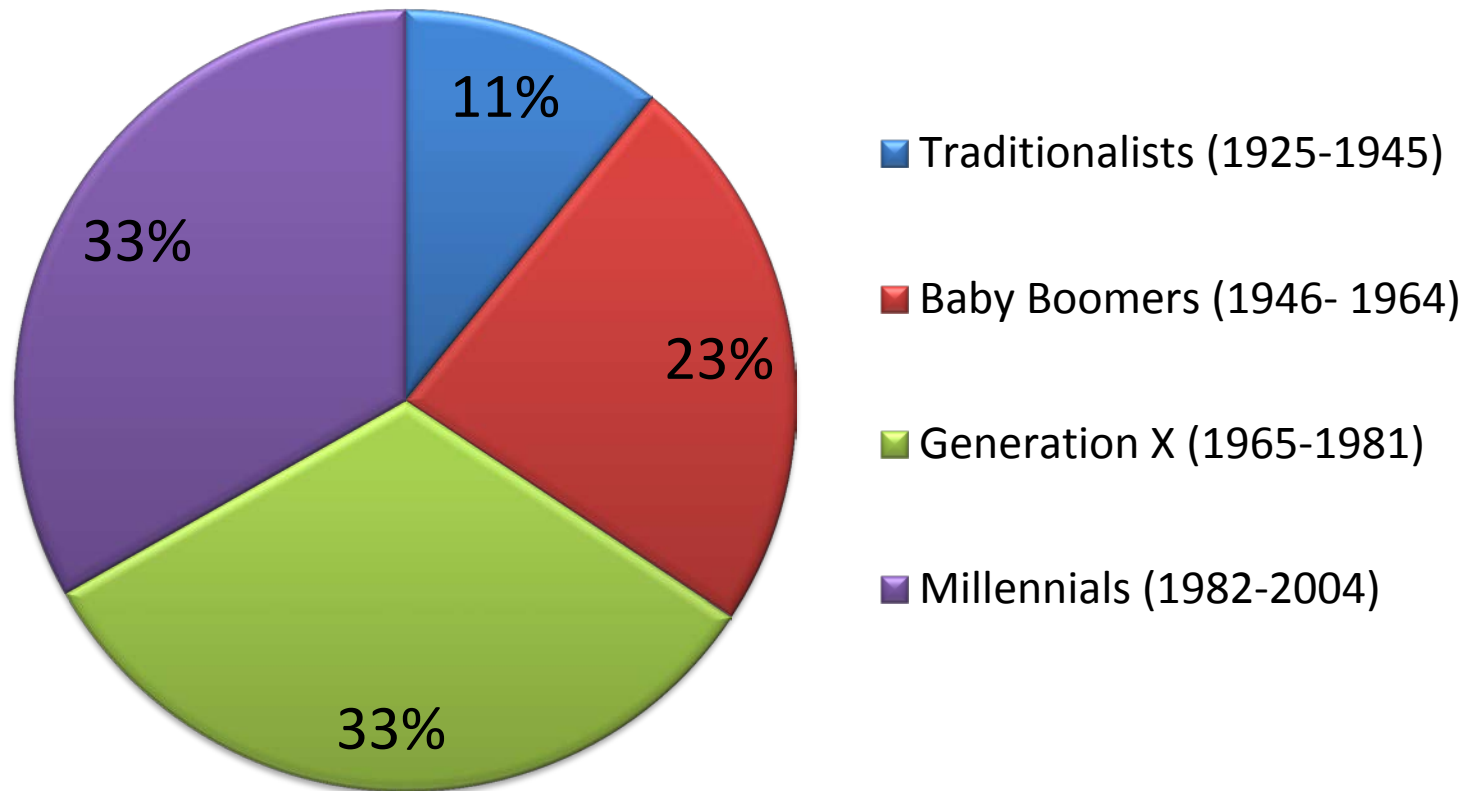


NATIONAL POPULATION IN 2011



Source: United States Census Bureau

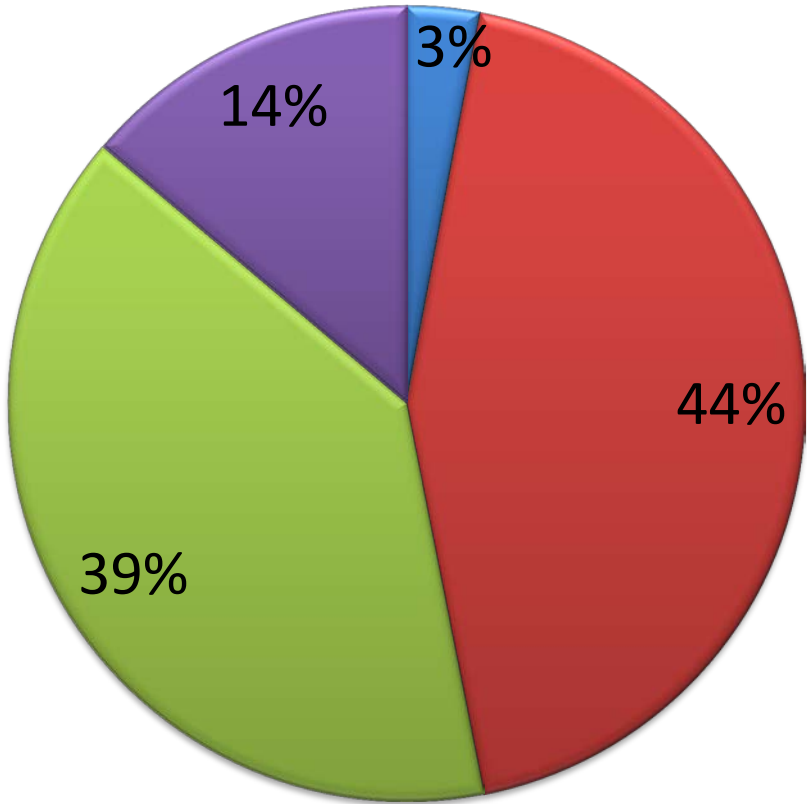
CALIFORNIA POPULATION IN 2011



Source: California census 2011



CALIFORNIA STATE WORKERS IN 2013



- Traditionalists (1925-1945)
- Baby Boomers (1946-1964)
- Generation X (1965-1981)
- Millennials (1982-2004)

Source: Position Benefits Table 2013



OBJECTIVES

- Know your workforce
- Bridge the generation gap
- Maximize generational strengths to accomplish your mission
- Address generational challenges to implementing an effective workforce plan
- 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...'

ACTION, AGENCY, GRIEVANCES, ALLOCATIONS, ARB, BENEFITS, CALHR, CHANGES, CIVIL SERVICE, EEP, ERM, CLASSIFICATIONS, COMMUNICATION, CONTINUOUS IMPROVEMENT, CONTRACT, DISCIPLINE, DEALING, DELEGATION, DIFFICULT, PEOPLE, DISABILITY, DISCIPLINE, EEO, EMPLOYEE, EQUAL EMPLOYMENT, EXAMS, EXAMS AND TEST, VALIDATION, CONSTRUCTION, FLSA, FMLA, GOVERNMENT, OPERATIONS, HEALTH, HIRING, HOME HEALTH SERVICES, INDUSTRIAL, DISABILITY, JOB, LABOR, LEADERSHIP, LEAF, LEAVES, MANAGEMENT, PERSONNEL, MEDICAL, MINIMUM QUALIFICATIONS, OPERATIONS, PERFORMANCE, OPPORTUNITY, PAY, PERFORMANCE, PERSONNEL, PRACTICES, PERSONNEL, PLANNING, PROCESS, PROGRAMS, REASONABLE, ACCOMMODATION, RETIREMENT, SERVICES, SPS, SPOK, TRAINING, UPWARD, MOBILITY, WORKFORCE, PLANNING, WORKPLACE, VIOLENCE, VOTE, VOLUNTEERING



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 and in elementary school you believed doing that would save you from a nuclear bomb.
- Growing up, your home telephone wasn't a “land line”because what else could it have been.
- You can sing all the lyrics to the Mickey Mouse Club.
- 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."
- Your hair, at some point in time in the 80's, became something which can only be described by the phrase "I was experimenting."
- You've recently horrified yourself by using any one of the following phrases: "When I was younger...", "When I was your age...", "You know, back when..." or "I just can't <fill in the blank> like I used to."
- You ever made mix-tapes, and burned out the rewind button.

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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 never cut out a coupon
- The only phone number you know by heart is your own
- You have several 'favorites' saved in 'the cloud'

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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
When their actions connect to overall good of the organization	When they can make a difference and advance through hard work	When they can get the job done on their own schedule	When their 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; Satisfaction in a job well done	Desire respect	Immediate gratification	clear expectations, outcomes, 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 including plaques, certificates	Personal appreciation, promotion, and public recognition	Free time, upgraded resources, development opportunities, certificates	Awards, certificates, tangible evidence of credibility

- Link rewards to extra effort and innovation



SCHEDULE FLEXIBILITY

Traditionalists	Baby Boomers	Generation X	Millennials
May want to phase into part time role near retirement, but do not assume	Offer flexible work arrangements and time to handle family/caretaking responsibilities	Give lots of options for work schedule and allow to work autonomously	Give flexible work 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, IM, text

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 strictly work related since they 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



PROFESSIONAL DEVELOPMENT

Traditionalists	Baby Boomers	Generation X	Millennials
Advancement within career	Advancement within career	Career development is a necessity, not an option	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	Schedule annual meeting to 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 younger workers, be go-to subject matter experts, create FAQ resource for new employees	Team building and training others, oversee mentoring, use influence to implement changes	Prepare for upcoming leadership through training opportunities	Multitasking special projects, place on problem solving task forces, mentored by older workers



MAXIMIZING STRENGTHS: PLANNING FOR SUCCESS

- Recognize strengths in all generations
- Analyze current workforce and future needs in light of:
 - Organization's mission
 - Anticipated changes
- 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 – **Available Now!**
- Workforce Planning Q&A Brochure - **Available Now!**
- Workforce Planning Assessment Tool – **Available Now!**
- Workforce Planning Template – **Coming Soon!**
- Online Forum and Discussion Board – **Coming Soon!**
- **First Quarterly** Workforce Planning Coordinator Meeting:
Wednesday, October 2, 2013
9:30am – 11:30am
CalHR Leadership Conference Room



CONTINUE THE CONVERSATION

Questions or Comments? Connect with us!

- Visit our table
- Email CalHR Workforce Planning Unit:
wfp@calhr.ca.gov

Thank you for joining us!