Slide 1

RECRUITING, RETAINING AND INSPIRING TODAY'S MULTI-GENERATIONAL WORKFORCE

March 29, 2023

1

Slide 2

MEET THE PRESENTER

MILLENNIAL

HR professional with over fifteen years of experience in all areas of human resources including talent acquisition, employee engagement strategy, employee training, HR technology, benefits, and performance management.

Industry experience includes agriculture, manufacturing, healthcare and professional services.

SHRM Certified Professional and earned a Bachelor of Science degree in Business Administration with a concentration in Human Resources Management from California State University, Stanislaus.

BRIANNA JAKOSA, SHRM-CP

2

Slide 3

TODAY'S AGENDA

GENERATIONAL DEFINITIONS — Overview of the 5 generations in the current workforce and stereotypical characteristics

RECRUIT THEM — How to acquire the best talent and challenging our own unconscious bias
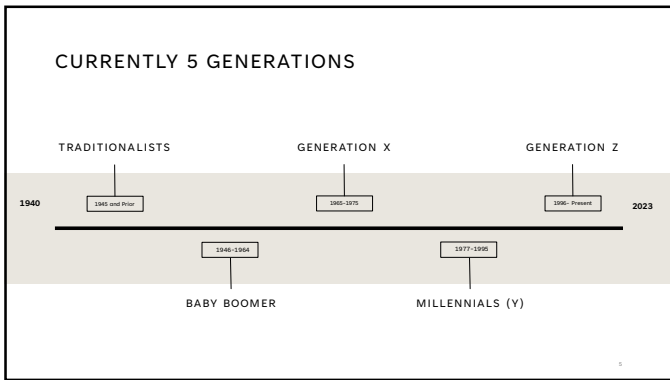
RETAIN THEM — Compensation, benefits, and other retention strategies

INSPIRE THEM — Cultivating community and inspiring loyalty

3

GENERATIONS IN TODAY'S WORKFORCE

4

CURRENTLY 5 GENERATIONS

TRADITIONALISTS   GENERATION X   GENERATION Z

1940 | 1945 and Prior | | 1965-1975 | | 1996- Present | 2023

| 1946-1964 | | 1977-1995 |

BABY BOOMER   MILLENNIALS (Y)

5

TRADITIONALISTS
(1945 AND PRIOR)

- "Silent Generation"
- Make up approximately 2% of the workforce
- **Characteristics:** Regimented, straightforward, tactful, loyal
- **Shaped by:** The Great Depression, WWII, radio and movies
- **Motivated by:** Respect, providing long term value to the company
- **Communication Style:** Personal touch, handwritten notes
- **Worldview:** Obidience over individualism, age = seniority, advancing through the hierarchy.
- **Employers should:** Provide work opportunities to contribute, emphasize stability.

The Mid Silent Generation USA Culture Starter Pack

6

BABY BOOMERS
(1946-1964)

- Make up approximately 25% of the workforce
- **Characteristics:** Optimistic, competitive, workaholic
- **Shaped by:** Vietnam War, Civil Rights Movement, Watergate
- **Motivated by:** Company loyalty, teamwork, duty, public recognition. Usually prefer scaffolding within organization
- **Communication Style:** Whatever is most efficient, including phone calls and face-to-face
- **Worldview:** Achievement comes after paying one's dues; sacrifice for success
- **Employers should:** Provide them with specific goals and deadlines, put them in mentor roles, offer coaching style feedback
- **Other stats:** Median tenure = 10 years, 65% of this generation plan to work past age 65

OH, YOU'RE A BABY BOOMER?
PLEASE TELL ME MORE ABOUT HOW TERRIBLE MY GENERATION IS

7

GENERATION X
(1965-1975)

"Just remember, for every Boomer that hates a Millennial, there's a generation in between that hates you both."

- Make up approximately 33% off the workforce (will outnumber baby boomers by 2028)
- **Characteristics:** Flexible, informal, skepticcal, independent
- **Shaped by:** AIDs epidemic, fall of the Berlin Wall, the dot-com boom
- **Motivated by:** Diversity, work-life balance, their personal-professional interests rather than company's interests. Value flexibility.
- **Communication Style:** Whatever is most efficient, including phone calls and face to face
- **Worldview:** Favoring diversity, resistant to change at work if it affects their personal life
- **Employers should:** Give them immediate feedback, will generally require less oversight, provide flexible work arrangements, extend opportunities for personal development.

8

MILLENNIALS (GEN Y)
(1977-1995)

DEAR MILLENNIALS, WELCOME TO LIFE.
THAT PARTICIPATION TROPHY YOU WOULD GET AS A KID, IT DOESN'T WORK HERE

- Makeup approximately 35% of the workforce (will makeup 75% of global workfoce by 2025)
- **Characteristics:** Competitive, civic and open minded, achievement oriented, create new rules when they don't like existing ones
- **Shaped by:** Columbine, 9/11, internet, smart phones
- **Motivated by:** Responsibility, quality of their manager, unique work experiences and developing a work family/squad.
- **Communication Style:** IMs, texts, and email
- **Worldview:** Seeking challenge, growth and development, fun at work, likely to leave if they don't like change
- **Employers should:** Get to know them personally, manage by results, flexibility in schedule and work assignments, positive feedback
- **Average tenure:** 2 years, 9 months

9

GENERATION Z
(1996 - NOW)

- Make up approximately 5% of the workforce
- **Characteristics:** Global, enterprenurial, progressive, less focused
- **Shaped by:** Life after 9/11, access to technology, speed of available information, COVID-19
- **Motivated by:** Diversity, personalization, inidiviudlity, creativity, financial stability and meaningful work
- **Communication Style:** IMs, texts, social media
- **Worldview:** Self-identify as digital device addicts, value independence and individuality, prefer to work with millennial managers, innovative coworkers, and new technology, focus on mental health
- **Employers should:** Offer opportunities to work on impactful projects, provide flexibility, allow them to be self-directed and idependent. 40% want to interact with heir boss daily or several times each day.
- **Average tenure:** 2 years, 3 months

OK, ZOOMER

10

	Baby boomers	Gen X	Millennials	Gen Z
Behavior	Challenge the rules	Change the rules	Create the rules	Highly independent
Training	Too much and they'll leave	It is required to keep them	Continuous and expected	Learning environment
Learning style	Facilitated	Independent	Networked	Multi media
Communication	Guarded	Hub and spoke	Direct and open	Consensus-driven dialogue
Problem solving	Horizontal	Independent	Collaborative	Highly analytical
Decision making	Team informed	Team included	Team decided	Collaborative
Leadership style	Get out of the way	Coach	Partner	Democratic
Feedback	Once a year	Periodic	On demand	Short and compact

11

ANYTHING IN BETWEEN

"WELL, I'M AN OLDER MILLENNIAL" OR "I'M A YOUNGER BABY BOOMER."

- Remember: Age and generation can show up very differently in the way that you view things in your experience
- You can also put gender, race, ethnicity, socioeconomic status, culture, where a person is in the world or any part of a person's identity that can fit into this

mark
@TheCatWhisprer

I'm a Gen Xer so I adapt to new technology like a Millennial but get angry about it like a Boomer.

12

4

WHY IT MATTERS

Stereotyping

There is a chance for conflict due to the attitudes, values and beliefs of the different age groups. As a result, stereotypes are common.

For example, older workers may label younger workers as lazy or lacking in respect for authority. Younger workers may label older workers as out-of-date and unwilling to try new ideas.

Work Styles

While the obvious gap in access to technology is one of the key differences between generations in the workplace, different views on flexibility, team collaboration, personal time boundaries, leadership and recognition play into how we continue to manage the workforce.

Communication

Each generation has its own distinct characteristics and ways typically prefer to communicate.

For example, if an employee likes to send emails to make sure everything is documented, but the person they are communicating with prefers a more casual text message or phone call, there could be some miscommunication.

13

RECRUITING TODAY'S WORKFORCE

14

EXPLICIT VS. UNCONSCIOUS ASSOCIATION & BIAS

Explicit (conscious)

- Person is aware
- Expressed directly
- Operates Consciously
- "I like peas much more than carrots"

Implicit (unconscious)

- Person is unaware
- Expressed indirectly operates subconsciously
- Walking right past the carrots in the frozen food isle without realizing it.

Implicit biases do not necessarily align with declared beliefs. Generally, implicit bias is held in favor of the socially favored group and results from associations learned from a very early age. Implicit biases predict behavior. Implicit bias can be unlearned so that implicit associations match with declared beliefs.

Project Implicit, Harvard University
Sources: Kirwan Institute, The Ohio State University

15

DRESS DEBATE

What do you see?

57% Blue and Black
41% Gold and White

Observers have different implicit (unconscious) assumptions about the illumination in the photo.

It is important to overcome biases to be more inclusive to differing perceptions and viewpoints.

If our biases make it impossible to see a picture in a different light, what else are our biases affecting in our lives?

16

DANGER ZONE
How old was tom cruise in top gun maverick?

17

HOW BIAS SHOWS UP IN RECRUITING

Affinity Bias
Feeling a connection to those similar to us

Perception Bias
Stereotypes and assumptions about different groups

Halo Effect
Projecting positive qualities onto people without actually knowing them

Confirmation Bias
Looking to confirm our own opinions and pre-existing ideas.

18

BIAS IN RECRUITING EXAMPLES

- Viewing someone as particularly intelligent because you attended the same university or listed a high GPA on their resume.
- Judging a candidate based on their posture, eye contact, handshake strength/style, or facial expressions.
- Thinking that someone is qualified for a role because you share the same professional qualifications, or have worked at similar companies.
- Believing that someone is not a '**good fit**' for your team or a '**cultural fit**' for your organization because the candidate is not of a similar age or socioeconomic background, or the term is being used to **overgeneralize** an unconscious bias.
- You find a great candidate who shares a name with someone you really dislike. Without even realizing it, you could find yourself in a bad mood when evaluating the candidate, causing you to assess them unfairly.
- You're hiring a replacement for Jane, your company's current accountant. You create an ideal candidate profile based on Jane's skills, experience, and other qualities. As a result, you become anchored to the expectation that the next accountant you hire will be exactly like Jane. What you're looking for is another Jane, not another accountant. When you become anchored to one piece of information, it causes you to assess other options less accurately — and you could end up missing out on recruiting some great talent.

19

APPLICANT TRACKING SYSTEMS (ATS)

Post Job

Hire

Resume Intake

Track Candidates

Technology has made it easier for HR teams and companies to be able to change the way in which they recruit candidates. One such technology is ATS or applicant tracking systems.

20

JOB POSTINGS

- Do you know where are your jobs being posted? Review/expand current list and review other avenues to promote positions.

- Limit the job's **minimum requirements** to must-haves, and focus on key tasks. Improving access and casting **a wide net** so that your sourcing efforts include more people from underrepresented groups.

- Women view "requirements" as absolute, so they tend to only apply to jobs if they meet 100% of the hiring criteria, while men will apply for a job where they meet 60% of the hiring criteria.

- Also make sure that you're using gender-neutral language, and include a diversity statement.

*UPLOADS RESUME

"PLEASE FILL OUT YOUR EMPLOYMENT HISTORY"

21

JOB POSTINGS CONT...

- While posting the job details, qualifications, and salary are all VERY important factors in a job posting – what else are you posting?

- Example: Generation Z values salary less than every other generation: If given the choice of accepting a better-paying but boring job versus work that was more interesting but didn't pay as well, Gen Z was fairly evenly split over the choice

- Companies and employers should consider highlighting not only their pay, but **benefits** (more to come) as well as their efforts to be good global citizens such as their commitment to a broader set of societal challenges (such as sustainability, climate change, or hunger)

- Have a tech-oriented website that makes it easy for applicants

- **Communicate** with candidates (even if they aren't the right candidate).

- Many job seekers use workplace review sites (Indeed, Glassdoor, Google), and negative reviews can dissuade them from applying to a particular company. ★★★★☆

22

RESUME REVIEW

- Who is reviewing resumes?

- Thoughts of anonymizing and randomizing applications so you can have confidence that you (or your hiring managers) are not making choices based on affinity bias, or any other type of unconscious bias for that matter.

    Examples: Date(s) of graduation may give away age or which generation they fall under
        Last name may give assumption to nationality
        First names may give assumption to identity / gender

    Any personal "pet peeves"?
        Photos on resumes
        Typos
        Colors
        Formats

23

ARTIFICIAL INTELLIGENCE

- According to a February 2022 survey from the Society for Human Resource Management, 79% of employers use AI for recruitment and hiring.

- AI can instantly search through a substantial data pool to find candidates who meet the search criteria. The more the recruiter uses the AI, the more it will "learn" what outcomes the user is seeking.

- Employers may use AI tools to screen resumes for qualities and experiences that fit the role they need to fill. That may run awry of nondiscrimination laws if the tools—either deliberately or inadvertently—reject candidates based on protected characteristics like age or gender.

- The Institute for Workplace Equality issued a report with advice for employers using AI technologies. The report suggests employers be transparent and seek consent from applicants when using AI tools, and audit those systems regularly.

24

INTERVIEW STRUCTURE

- Is your current interviewing process standardized?

- In non-standardized interviews (more conversation style), there may be a set of questions guiding the conversation but there is little consistency across the experience for candidates. Often this is where unconscious bias can manifest itself and candidates don't have the same opportunity to effectively tell their story and showcase their fit for a role.

- In a standardized interview, each candidate is asked the same questions in the same order.

- This type of interview process helps to reduce unconscious bias by focusing on the factors that have a direct impact on performance.

- Craft a list of questions that are aligned directly with what will define success in this role and remove any that are superfluous or could exacerbate bias.

- Also, ensure that multiple people within your company either sit in on the interview or conduct their own standard individual interviews so that candidate success is evaluated with different perspectives.

25

INTERVIEWERS

- Have your hiring managers/interviewers been properly trained (licensed to hire)?

- If you haven't coached your interviewers in inclusive hiring practices or if they aren't using competency-based interviewing techniques, they may judge candidates based on their preconceived notions, allowing behavioral bias to unknowingly creep into their decisions and into your workforce.

- Training can include teaching them about the intersection of age and generations along with other diversity factors, such as gender and race, and equity and inclusion.
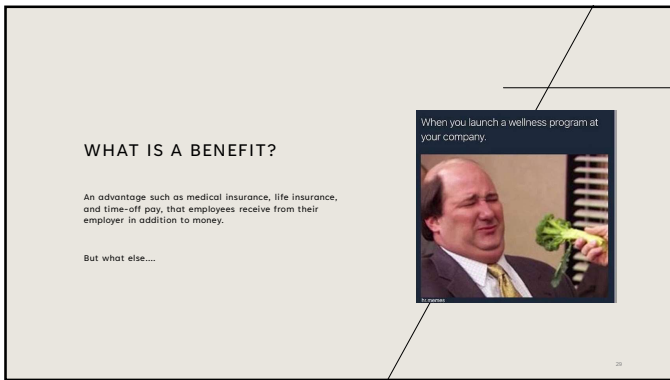

26

HIRING / ONBOARDING

- Build inclusive onboarding programs: Most new employees decide whether to stay or leave within their first **90** days. That means there's no time to waste when showing/demonstrating your company's values.

- Check in on new hires: Besides the manager, other individuals involved in the hiring process often check out once their candidate is on board. Do you have a process to check in with the new hires after they've started work to see how they're doing?

- Support mentoring programs: Give your new employees a greater incentive to stay with your organization by introducing them to mentors. Setting them up with a formal development program can also encourage them by showing them how they can reach their full potential with your organization.
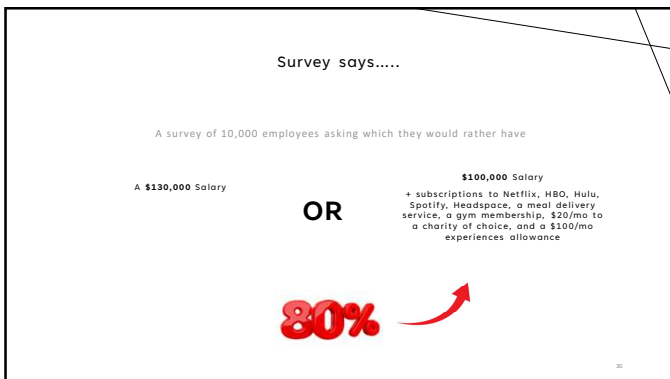
27

28

RETAINING
TODAY'S
WORKFORCE

WHAT IS A BENEFIT?

An advantage such as medical insurance, life insurance, and time-off pay, that employees receive from their employer in addition to money.

But what else....

When you launch a wellness program at your company.

29

Survey says.....

A survey of 10,000 employees asking which they would rather have

A **$130,000** Salary   **$100,000** Salary

OR   + subscriptions to Netflix, HBO, Hulu, Spotify, Headspace, a meal delivery service, a gym membership, $20/mo to a charity of choice, and a $100/mo experiences allowance

80%

30

FLEXIBILITY AND CREATIVITY IN BENEFITS

- Are your health benefits or flexible work arrangements geared primarily to a younger or older segment of employees?
- Do employees know how to navigate their benefits?
- How about the fairness of your benefits packages? Family vs. Single
- Remember, incentives valuable to baby boomers are not the same that Generation Y or Generation Z may find valuable.
- Millennials and Gen Xers may have families and be more interested in life insurance policies while older generations of workers are looking at advanced healthcare and good retirement options.
- Offering customizable or creative benefit plans is a great way to not just attract different generations of workers, but retain them.
- Ask them what they want – survey and gather information.

31

COMPENSATION STRATEGIES

- What employers pay their workforce every pay period has traditionally been considered a primary piece of the total rewards strategy.
- Each generation within the workforce today views their compensation, and the method in which they are compensated, quite differently.
- More information is available to you employees than ever before – they know what other companies are paying.
- Transparency is becoming REQUIRED – internally and externally.
- Indirect compensation can include health insurance, paid time off (PTO), family leave, flexible scheduling, and remote work are benefits that play into your strategy – are you communicating the value?
- Effective communication will ensure that programs resonate across the multi-generational workforce.

32

INTERNAL OPPORTUNITIES

BEEN AT THIS JOB 3 MONTHS...

SO I GUESS YOU COULD SAY THINGS ARE GETTING PRETTY SERIOUS

- Lose an employee externally to a competitor or internally to a different department?
- Some organizations identify people internally for promotions to positions that are not advertised, assuming that people already within the company are "best qualified."
- Managers may unwittingly promote people like themselves (affinity bias) with whom they are comfortable.
- Establishing a best practice of posting all job openings and ensuring that all potential candidates have an opportunity to apply.
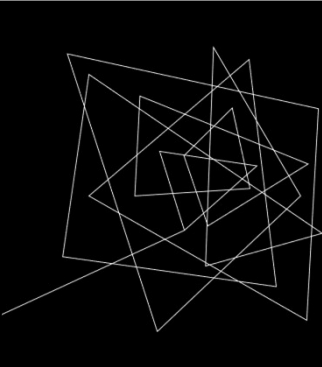
33

DO YOU KNOW WHY THEY ARE STAYING OR WHY THEY ARE LEAVING

- Conducting stay interviews can promote engagement and enhance retention by signaling to employees that their views matter.

- Conducting exit interviews an catalyze leaders' listening skills, reveal what does or doesn't work inside the organization, highlight hidden challenges and opportunities, and generate essential competitive intelligence.

- The tough reality is that internal processes, poor communication, management style, and employee expectations are the driving factors behind turnover.

- Having the ability to understand where your business can and should improve gives you the insight to alleviate those problems in the future.

34

INSPIRING TODAY'S WORKFORCE

35

CHALLENGE HARMFUL STEREOTYPES (ESTABLISH RESPECT)

- Become aware of biases (others and your own) and challenge them.
- Focus on life stage, not generation. According to SHRM Foundation, what employees want and need to feel happy at work is mostly based on their life and career stage. A single-mom millennial will likely have different needs compared to a childfree Gen X employee, for instance.
- When we assign negative or overarching characteristics to each group, we imply that their values, beliefs, and goals are fundamentally flawed.
- We shouldn't expect our reasons for approaching our work in particular ways to be clear to people who have grown up and started their professional lives at different points in time.
- Each person is intrinsically different. The method of work, learning style and motivating factors for one employee will significantly differ from another.
- It is for this reason that managers must try their best gain insight into personal preferences, while at the same time making an effort to balance that with what the group needs as a whole.

36

ADAPTING AND COMMUNICATING YOUR STYLE

- In the past decade alone, the workforce has become infinitely more connected with digital reminders, near-instantaneous updates, collaborative calendars and more. From intranet platforms to multidevice and direct messaging applications, each generation will find different methods better suited for them.
- Normalize/require talking openly to one another about our preferences, particularly when it comes to methods of communication.
- Managers of multiple generations can set the example by helping their team members utilize the tools at hand find ways to clearly communicate with each other.
- If you have direct reports who are both older and younger than you, ask your employees what kind of interactions feel most comfortable to them.
- What's the team norm going to be for this project? What's our goal? How do we reach it together? What's going to make the most sense for the way that we work together and something we can agree upon?

37

RESPECT BOUNDARIES

- Research has shown that millennials and Gen Z value work-life balance more so than their older colleagues, and may not want to receive communications from work outside office hours.

- What may seem like resistance to engage may be driven by evening hours being reserved for personal time or family, and the feeling that the text/email/slack/instant message was not the right forum for work communications.

38

AVOID THE BLAME GAME

- A Harvard Business Review piece explained how leaders can use age stereotypes as a scapegoat when something (or someone) is not working.
- In recent years, millennials and Gen Z have faced criticism over their desire for better work-life balance and more flexibility.
- We have blamed COVID-19 on almost everything the past 2 years!
- The work environment keeps changing, and it is up to leaders to understand and address the changes – sometimes that means tough decisions
- Wanting everything to stay the same to make life easier is a sure way to fall behind.

39

KEEP ADAPTING

- People and goals change.
- Employees may love their job but they may yearn for something different and new challenges.
- Workforce relationships may be shifting to a model that appreciates accomplishments instead of prioritizing longevity.
- Change the focus from 'How long can I keep you?' to 'How much can we accomplish together?'
- Empowering workers of all generations and individualizing connections can lead to a deeper, trust-filled employer-employee relationship, and employees (of all generations) may think twice before jumping ship to another organization.

OUR CULTURE IS GREAT
WE DON'T EVEN NEED TO ASSESS IT

40

SHOUT OUT TO HR FOLKS

During and post pandemic, HR professionals and people managers are tasked with taking care of employees and ensuring that everybody else feels appreciated, recognized and healthy in the workplace.

These professionals should also feel this in order to create a healthier workplace and solve internal issues.

HR
noun
1. Someone who solves problems you never knew existed, in a way you can't understand.

41

THANK YOU

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42