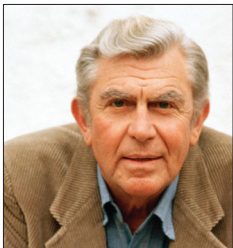


MAKING THE MOST OF A MULTI-GENERATIONAL WORKFORCE



THE GREAT DIVIDE

Workforce Myths & Realities



TRADITIONALIST



BABY BOOMER



GENERATION "X"



MILLENNIALS



Mary Egan, Partner
MRG - Human Resource Services
(916) 261-7547 | egan@solutions-mrg.com

TRADITIONALISTS

PROFILE

1922-1943

Phased out of Leadership Roles - Likely PERS '37 ACT
Formal Communicator

CULTURAL BACKGROUND

Dedicated
Grew up in "do-without" era
Believes in hard work & sacrifice
Uncomfortable with change



GENERATION DIFFERENCES

Authority

Seniority = Tenure

Loyalty to Employers

Loyal!

Work/Life Balance

Generally doesn't seek work/
life balance

Skill Building

Skills can generally be learned
on the job

Work Relationships

Independent & work relation-
ships minimized, but enjoys
mentoring

Technology

May make them hesitant or
self-conscious

BABY BOOMERS



PROFILE

1943-1960

Currently holds majority of Leadership Roles
In-Person Communicator

CULTURAL BACKGROUND

Team-Oriented

Grew up in a healthy economic era

Optimistic

Often defined by job

GENERATION DIFFERENCES

Authority

Meritocracy=Success

Loyalty to Employers

Loyal (Less than Traditionalists)

Work/Life Balance

Will compete/work hard despite potentially negative work-life balance results

Skill Building

Skills are essential for promotion & success

Work Relationships

Emphasizes teamwork & essential for success

Technology

A tool for success, but may still feel uneasy

GEN X

PROFILE

Born 1960-1980

Comprise of 60% of workers in workplace

Direct Communicator

CULTURAL BACKGROUND

Self-Reliant

Grew up in an era of distrust

Cynical

Comfortable with change



GENERATION DIFFERENCES

Authority

Skeptical of Authority

Loyalty to Employers

If it advances career goals

Work/Life Balance

Work/Life integration, Sensitive to Stress

Skill Building

Valuable to create employment "portability"

Work Relationships

Loyal to individuals, not entities

Technology

Welcome technological advancements

GEN Y - MILLENNIALS

PROFILE

Born 1980-2000 (ish)
60% of all workers (Biggest Group 25 Now)
Email/Voicemail Communicator

CULTURAL BACKGROUND

Want “Purpose”
Grew up in an era of financial boom/bust
Instant gratification
Change from “consumption” to experiences



GENERATION DIFFERENCES

Authority	Tests Authority-Asks “Why?”, Crave Feedback
Loyalty to Employers	Change jobs ≈ 3 years for personal growth/development
Work/Life Balance	Work/life balance must be integrated
Skill Building	Needed for best job/career opportunities
Work Relationships	Important with colleagues & mentors
Technology	Enhances job performance, global networks, work from anywhere

GEN Z

PROFILE

Born after 1995
Population: 23 Million+
Face-to-face Communicator

CULTURAL BACKGROUND

Self-Directed
Grew up in an era of Recession & Terrorism
Tends to be collaborative & creative
Thrive on change, 8-Second Attention Span



GENERATION DIFFERENCES

Authority	Collaborate with authority
Loyalty to Employers	Moves seamlessly between employers for advancement
Work/Life Balance	Security & stability more important
Skill Building	Value Skill building in structured & defined roles
Work Relationships	Create high-intensity relationships - Open Communication
Technology	Entirely dependent on technology - Googles Answers to Everything

What You Can Do...

- Coach: Make talent development a strategic focus
 - Check your personal bias: Generational Stereotyping (body art, perceptions of older workers, when to retire, perceptions about technology)
 - Simplify department knowledge transfer/communication/information
 - Encourage teams
 - Ensure on-demand access to information, ID bottlenecks
 - Demonstrate your department's positive impact on your community
 - Promote conducting a workforce analysis
 - Who is leaving? Who can take over? Is bench in place? Is this what we need long term?
 - Conduct departmental exit interviews....
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Take Honest Look

HIRING PRACTICES

- HR modernization essential and possible, even within Merit system
- Recruiting/advertising must be non-discriminatory
- Department personnel must be part of outreach team
- Re-think timelines. Gen X/Millennials move quickly
- Interview with “Team” rather than individuals

TECHNOLOGY PRESENCE

- How to get job
- Online job applications
- Update/modernize Agency web page -
- On-demand access to real-time information
- LinkedIn/Facebook/Monster
- Video clips of actual work

OUTREACH/RECRUITMENT

- Sell job security opportunities
- Internships/Visitations/“Winterships” for HS apprentice programs
- Outreach Colleges/Trade Schools/HS
- Mentoring Graduate Students

At Your Agency:

MOVE-UP READINESS

Training/Needs Assessment and robust programs such as:

- a. Supervisor Academy (ASAP!)
 - b. Skills-based Training
 - c. Tuition Reimbursement
 - d. Team Management
- Generational Differences (Recognition, Communication, etc.)
 - Robust Departmental on-boarding!
 - Shadowing Opportunities
 - Exposure to Board Meetings/Larger Projects, stretch assignments, blue ribbon task forces

WORKFORCE CULTURE PROGRAMS

- Less Bureaucratic
- Career Planning and coaching
- Generate clear goals for Agency & Individuals
- Ensure work opportunities that have meaning, purpose
- Flexible work options
- Family/Lifestyle friendly
- Encourage time off without interruption
- Exit Interview

MEET YOUR PRESENTER

Mary Egan assists organizations and their executive leadership achieve their full potential. She is highly skilled at coaching, conflict resolution, negotiations and workplace investigation, and often uses those skills, along with her considerable experience, when advising her clients regarding employment related risk mitigation, strategic planning and interest-based problem resolution. Mary's specialties are assisting leadership employees, chief executive officers and governing boards with performance evaluations, organizational problem analysis and skillful resolution, coaching key employees to address deficiencies and maximize their performance. She has provided transformational services to clients including Fortune 500 Companies, emerging international companies, professional associations, medical industry professionals and large public agencies.

As a Private Investigator licensed by the State of California, Mary has handled hundreds of complicated and high profile workplace investigations for both private sector and public em-

ployers on all types of employment matters over the last several years, including claims of discrimination, harassment, retaliation, whistle blowing, substance abuse, threats of violence, assault, theft, fraud, violations of company policies, and other forms of alleged misconduct.

Mary's commitment to and passion for improving the quality of workplace investigations nationwide is demonstrated by her role with the Association of Workplace Investigators (AWI). She was a founding member in 2009 and spent four years developing the AWI's published standards for workplace investigations and serving as a faculty member at the Workplace Investigation Institute.

Prior to joining Municipal Resource Group, Mary held key positions with both the City of Sacramento and the City of San Jose, where she was the Employee Relations Officer and Chief Negotiator. While with Shannon Associates, Mary managed executive level recruitments for virtually all high-level council and manager appointed executives. She continued her



Mary Egan, Partner
MRG - Human Resource Services
egan@solutions-mrg.com

consulting services with many high profile clients after starting her own firm in 2001, and as a partner with MRG Consulting since 2008.

Mary earned a Bachelor of Science degree in Applied Behavioral Sciences from the UCD and a Master of Public Administration (MPA) degree from San Francisco State University.

ABOUT MRG

MRG was founded by broadly experienced public sector professionals. Our principal consultants have hundreds of years of combined experience working as executives and consultants, providing essential services and support to local, regional, and state government agencies.

Over time and based on its reputation for excellence, MRG expanded its client base to include private industry as well as the public sector. MRG prides itself in providing consulting services based on our hands-on experience as well as our experience in delivering products that meet and ex-

ceed our clients' expectations. A listing of our full services and clients can be found on our website at www.municipalresourcegroup.com.

The MRG Human Resources Team built its practice around helping clients rethink historic practices and review what's possible within organization-specific rules and standards. Our team focuses on delivering transformational, versus transactional, human resources services including executive coaching, organizational design and development, strategic planning, leadership development, and talent management.