

# Multi-Generational Hiring: Understanding the Differences Between Veterans, Boomers, X's & Y's



**Presenter: DAVID SALAZAR**  
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# David Salazar, MPA



David is a “Gen Xer” who currently works in Mayor Ralph Becker’s administration as a Human Resource Program Manager with **Salt Lake City’s Human Resources Department**. Since December 2008, David has had responsibility for administration of the City’s compensation, job classification and recruitment programs covering more than 2,700 employees.

Before joining Salt Lake City’s HR management team, David was previously employed with the **Utah Department of Human Resource Management**, where his career began first as an intern and HR Analyst before advancing on as human resources manager for various state agencies including the **Utah State Hospital, Utah Department of Corrections** and **Utah Department of Transportation**. During his 15-year tenure with the state, David also served as director of the state’s Compensation, Job Classification & Recruitment Division.

Throughout his 20+ year career in human resource management, David has attained a broad experience working with a variety of professions, business functions and work environments, including: healthcare, law enforcement, public works (including engineering & transportation), natural resources, and labor relations in state, county & local government. David, also, currently serves as a Commissioner & Vice Chair of the Peace Officer’s Merit Commission for the Salt Lake County Sheriff’s Office and Unified Police Department (UPD).

David is a native of southern California, but is proud to call Salt Lake City and Utah “home.” Despite plans during his youth to become a medical doctor, Fate led him into public service of a humbler kind. Ultimately, he graduated with a bachelor’s degree in Zoology & Portuguese, followed by a Master’s degree in Public Administration from BYU’s Romney Institute of Public Management.

# Human Resource Mgt: 101



**Rule #1** – “No business or service organization, regardless of its type or size, can succeed without \_\_\_\_\_.”

# Human Resource Mgt: 101



**Rule #2** – “To succeed every employer must find ways to effectively **attract, motivate** and **retain** the human resources necessary to carry out its mission-critical goals and objectives.”

# Workforce 2015



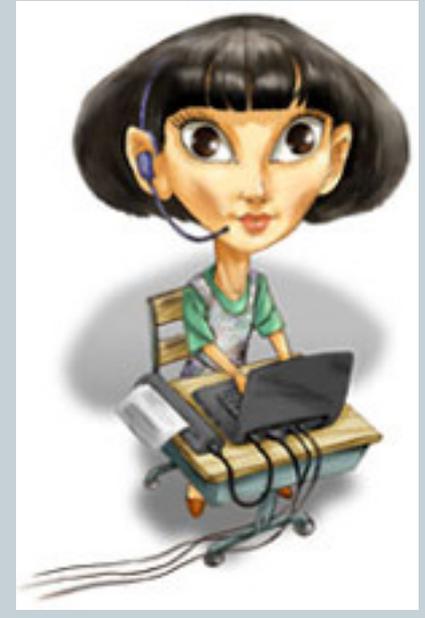
Veterans



Boomers



Generation X



Millennials

# Workforce 2015: Veterans & Baby Boomers

**1922 - 1945**



**Veterans**

*aka* “traditionalists”, “silent generation”, “seniors”

**1946 - 1964**



**Baby Boomers**

*aka* “Boomers”

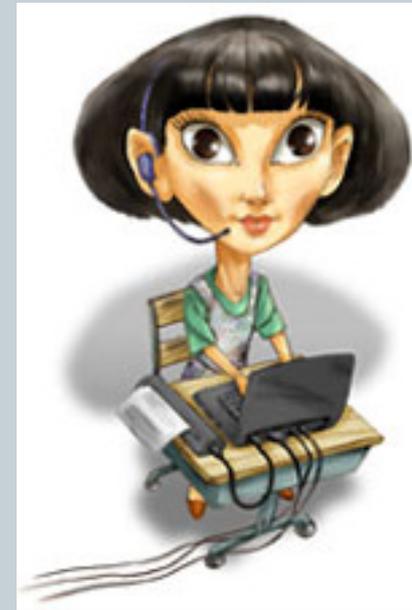
# Workforce 2015: Generations X & Y

**1965 - 1980**



**Generation X**  
*aka "Gen X" & "Xer's"*

**1981 - 2000**



**Millenials**  
*aka "Generation Y", "Gen Y", "Echo Boomers"*

**From the Denver Business Journal**

**:<http://www.bizjournals.com/denver/news/2015/06/25/colorado-millennials-outnumber-baby-boomers-for.html>**

## **Colorado millennials outnumber Baby Boomers for first time**

Millennials for the first time outnumber Baby Boomers, according to a report released Thursday by the **U.S. Census Bureau**.

Colorado millennials — people between the ages 20 to 34 — number 1,107,469, compared to Baby Boomers — people from 55 to 74 years old — which number 958,289, according to 2013 Census data, the most recent data available. In Denver, millennials account for 176,458 of the population, while Baby Boomers make up 99,095 of it.

They're also the workforce's largest age group, meaning attracting millennials is more important now than ever, a belief local leaders have touted as the biggest reason for pushing for live-work-play development and attracting jobs to the state.

# “Mixing & Managing Four Generations of Employees”

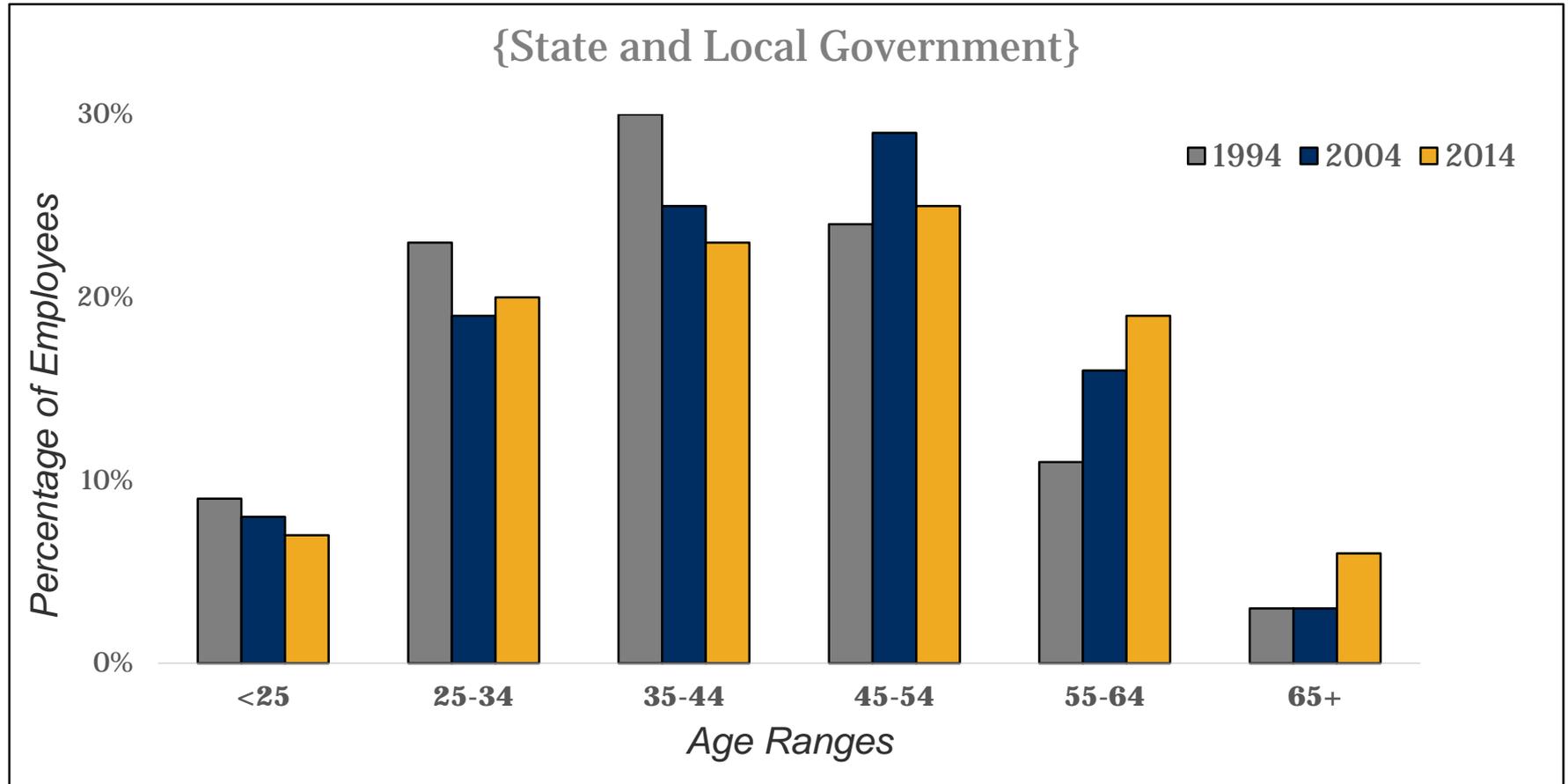
by Greg Hammill



## PERSONAL AND LIFESTYLE CHARACTERISTICS BY GENERATION

	Veterans (1922–1945)	Baby Boomers (1946–1964)	Generation X (1965–1980)	Generation Y (1981–2000)
Core Values	Respect for authority Conformers Discipline	Optimism Involvement	Skepticism Fun Informality	Realism Confidence Extreme fun Social
Family	Traditional Nuclear	Disintegrating	Latch-key kids	Merged families
Education	A dream	A birthright	A way to get there	An incredible expense
Communication Media	Rotary phones One-on-one Write a memo	Touch-tone phones Call me anytime	Cell phones Call me only at work	Internet Picture phones E-mail
Dealing with Money	Put it away Pay cash	Buy now, pay later	Cautious Conservative Save, save, save	Earn to spend

# It's a Universal Issue... An aging workforce



**Average age in 1994 was 41**

**Average age in 2014 was 45**

# Generational Hiring Considerations



## What to consider when hiring ...

## VETERANS

- Solid and reliable performers.
  - Loyal and dependable with a stick-to-attitude.
  - Give them an assignment and they will produce a quality product on time and under budget if possible.
  - They respect authority, are committed, responsible, and not inclined to “break the rules.”
  - Tend not to speak up when annoyed with supervisors or co-workers.
- Appreciate consistency and uniformity.
  - Extremely thorough and will take whatever time is needed to do a job right the first time.
  - Many who lack technological expertise may be stubborn or refuse to learn.
  - Generally, they are less “out of the box” thinkers.
  - Typically overlooked despite a universal “brain drain” and a shrinking labor force.

# Generational Hiring Considerations



## What to consider when hiring ...

## BABY BOOMERS

- Want a job with autonomy.
  - They hate being micro-managed because they believe with their age and experience they believe they have *earned* it.
  - Work needs to be meaningful in order to get their best from them.
  - Accustomed to following routines and schedules.
  - View information as a reward.
  - Prefer in-person contact and establishing relationships first.
  - Some are not as computer savvy.
- Competitive and have no concept of themselves as “old.”
  - Loyal to the company and expect the same in return.
  - Willing to work hard for what they want.
  - Motivated by respect, promotion based on merit and meaningful perks including 401(k)/pensions.
  - Seek out learning opportunities and want intellectual stimulation.
  - They want to do the right thing, but don't always know how.

# Generational Hiring Considerations



## What to consider when hiring ...

## GENERATION X

- Strong work ethic with less of an emphasis on power and status.
  - Despite less work experience than older workers, they are determined not to let that hold them back.
  - Not into “authority figures” and fancy job titles.
  - Expect to earn the respect they get.
  - Very entrepreneurial in their thinking; in fact, many currently own or have owned businesses.
  - Regard time as currency.
- Time to pursue interests outside of work is important because they excel when they have work/life balance.
  - Expect work to be “fun”, “flexible”, and “education-oriented.”
  - Want authority to carry out their work assignments without interference from the boss.
  - They seek a challenge and job opportunities with employers that will help them to improve their skill set.

# Generational Hiring Considerations



## What to consider when hiring ...

## MILLENNIALS

- Most technically (and technologically) competent generation to date.
  - Comfortable with multi-tasking.
  - Challenged by goals that are set for them.
  - Enjoy role playing and working in teams.
  - As a group, they are not long-range thinkers.
  - Educated to ask questions and express their views.
  - Think and live in the moment.
- Parents have managed their lives from birth on.
  - Accustomed to living in chaos so many are not particularly organized nor does it matter to them.
  - They like to read, have zest for learning and they like interactive challenges.
  - They are optimistic, open minded and accepting of multiculturalism / gender roles.

# “Mixing & Managing Four Generations of Employees”

## by Greg Hammill



<b>WORKPLACE CHARACTERISTICS</b>				
	<b>Veterans (1922–1945)</b>	<b>Baby Boomers (1946–1964)</b>	<b>Generation X (1965–1980)</b>	<b>Generation Y (1981–2000)</b>
<b>Work Ethic and Values</b>	Hard work Respect authority Sacrifice Duty before fun Adhere to rules	Workaholics Work efficiently Crusading causes Personal fulfillment Desire quality Question authority	Eliminate the task Self-reliance Want structure and direction Skeptical	What’s next Multitasking Tenacity Entrepreneurial Tolerant Goal oriented
<b>Work Is ...</b>	An obligation	An exciting adventure	A difficult challenge A contract	A means to an end Fulfillment
<b>Leadership Style</b>	Directive Command-and-control	Consensual Collegial	Everyone is the same Challenge others Ask why	*TBD
<b>Interactive Style</b>	Individual	Team player Loves to have meetings	Entrepreneur	Participative
<b>Communications</b>	Formal Memo	In person	Direct Immediate	E-mail Voice mail
<b>Feedback and Rewards</b>	No news is good news Satisfaction in a job well done	Don’t appreciate it Money Title recognition	Sorry to interrupt, but how am I doing? Freedom is the best reward	Whenever I want it, at the push of a button Meaningful work
<b>Messages That Motivate</b>	Your experience is respected	You are valued You are needed	Do it your way Forget the rules	You will work with other bright, creative people
<b>Work and Family Life</b>	Ne’er the twain shall meet	No balance Work to live	Balance	Balance

\*As this group has not spent much time in the workforce, this characteristic has yet to be determined.

*“We don’t have a choice on whether we do social and mobile, the choice is how well we do it”*



*-Erik Qualman, Harvard professor and author of “Socialnomics” (2009)*



... an example of  
how things get done  
TODAY.

VIDEO:  
“Social  
Media  
Saves  
Valentine’s  
Day”





**“If you’re dying to work for a company that cares about people, Farmers Insurance is the place for you. Leading the way in multi-coverage insurance options and quality financial services since 1928, Farmers keeps its eye on being customer-focused and forward-thinking to offer reliability and relief in the face of life’s unpredictabilities.”**

**“Farmers’ solid foundation is built on people helping people, so you’re sure to feel good about your work by snagging one of these job openings.”**



What Nicki Does

**Finance Analyst II**

Every morning, Nicki comes into the Farmers office ready to make a difference in peoples' lives. After checking emails and setting up crucial meetings, she accurately examines and details Farmers business performance and agent operations—providing the Executive Team with insightful reports that impact corporate decisions and recruiting for company growth and talent acquisition.



What Cynthia Does

**Director, Product Management**

Cynthia engages in multiple meetings with Farmers' Underwriting, Claims, and Sales business partners. She conducts heavy data mining most of the day to identify significant trends and problem areas impacting business operations and finds the best solutions and monitors implementation across teams—increasing bottom lines and providing top-notch services.



What Nick Does

**Insurance & Financial Services Agent**

Opting to arrive in the office between the early hours of 7:00 AM to 7:30 AM, Nick schedules a productive day. He heads a customer-focused team meeting at 8:30 AM and checks his itinerary for tentative small business or home meetings. Cultivating satisfying career development and coverage for both his team and customers, Nick educates families and entrepreneurs on Farmers' beneficial insurance options.

# Top 15 Most Popular Job Websites | September 2015

(Estimated unique monthly visitors)



12 million



36 million



10 million



20.4 million



23 million



21 million



Popular  
Recruitment  
Sites

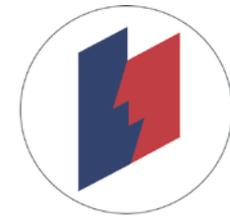
Low Cost  
or No Cost



LinkedIn



The Salt Lake Tribune



Department of  
Workforce Services



Salt Lake County Mayor's Office of Diversity Affairs

<http://slco.org/diversity/jobs/>

# Multi-Generational Recruitment Tips



- *Veterans*: This group is less likely to use technology, so stick to **newspaper ads** or good old-fashioned **referrals** when it comes to recruiting this group.
- *Baby Boomers*: **Referrals** and **telephone/sourcing** appeal to this group. Recruiters will also find them on **job boards** and LinkedIn. Keep in mind though that workers from this group are reluctant to relocate, so **offers with financial security, retirement options** and **health incentives** help attract Boomers.
- *Gen X*: Focus on your **company image** when recruiting from this group. Boomers want a **stable company** that **aligns with their beliefs and philosophies**.
- *Millennials*: Make sure you have a **tech-oriented website** for Gen Y workers as they apply online, and offering **feedback** (even if they aren't the right candidate) is a must.

# Multi-Generational Retention Tips



- *Traditionalists*: This “Silent Generation” values **respect**. They typically remain with one company throughout their working careers. Give Traditionalists respect and retention shouldn’t be an issue.
- *Baby Boomers*: **Job autonomy** is directly tied to Baby Boomer job satisfaction. Offer **short-term financial rewards and incentives, part-or full-time work** (depending on their needs) and the **opportunity to mentor** younger workers.
- *Gen X*: Due to family commitments, this group values **flexible schedules** as well as financial stability. Offering **team-building exercises** to strengthen the family atmosphere and **small rewards** in the form of stress-relieving perks will help attract talented Gen Xers.
- *Millennials*: Members of this group want **excitement** and **new experiences** along with the chance to prove themselves. **Short-term rewards, ample feedback, recognition, training and mentoring** will help nab these talented workers.

# Recruitment Selling Points



## Traditional

- Competitive wages
- Benefits
- Flexible practices
- Opportunity to serve the public
- Gain unique experience

## What people ALSO want today...

- An intergenerational workforce that appeals to all ages & stages
- Cross-cutting assignments
- Outlets for outside interests
- Experience, training & leadership opportunities
- Speedier recruitment processes
- Flexible work schedules

# And finally...



## **WHAT ALL GENERATIONS ARE LOOKING FOR**

- Meaningful work
- Opportunity to learn and grow as a professional and to feel appreciated and listened to
- Fair & competitive financial compensation
- Non-financial rewards such as time and ability to work some of the time in locations outside the office
- Relief from intense stress