5 Generations – 1 Workplace

Maximizing the Potential of a Generational Shift

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The Federal Mediation and Conciliation Service

- Mission & Purpose
- Structure & Services

Credit: Kenneth Garrett, www.nationalgeocreative.com
Federal Mediation and Conciliation Service

- Services
- Not Regulatory or Enforcement
- Work Domestically and Abroad
Federal Mediation and Conciliation Service

Main Statutory Authorities

- Labor-Management Relations Act of 1947
- Federal Labor-Management Relations Statute of 1979
- Negotiated Rulemaking Act of 1996
The Generational Divide: Myth, Reality, or Should We Just Get Back to Work?

Generational Diversity…

a) Impacts the workplace
b) Doesn’t Impact the workplace
c) Is given more attention than it deserves
Today’s Program Will Look At...

- The four five generations in today’s work force
- The social conditions and factors that influence perceptions
- The data on generational diversity in both the workplace and the unionized workplace
- Commonalities and differences impacting collective bargaining
- Trends and best practices related to generational shifts.
Why Learn About the Generations?

- Changing Demographics
- The Impacts of a Multi-Generational Workforce
- Personal Competency in this Factor of Diversity
- Adapting Bargaining Approaches Maximizing Organizational Effectiveness
Caveat...

- Not intended to create or confirm stereotypes
- Cohort experiences are only ONE aspect of diversity
What About....?
Origins of Difference

- Age Effect
- Cohort Effect
- Life Stages Effect
A word about “Influences”

The part of our brain that controls perception and behavior is guided by our stored memories.
Who said this?

Children today are tyrants. They contradict their parents, gobble their food, and tyrannize their teachers.

*Socrates (470-399 B.C.)*
It’s a First!

For the first time in history, we have five different generations working side-by-side in the workplace.
### Five Generations – One Workplace

<table>
<thead>
<tr>
<th>Traditionalists</th>
<th>Baby Boomers</th>
<th>Gen Xrs</th>
<th>Millennials</th>
<th>Alphas</th>
</tr>
</thead>
</table>

“Cuspers”

- Demographer identified dates vary 5 years each way
- Cultural and Social phenomenon dictate cohort group
# One Labor Force* – Five Generations

<table>
<thead>
<tr>
<th>Generation</th>
<th>Age Grouping</th>
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</thead>
<tbody>
<tr>
<td>Traditionalists</td>
<td>70+</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>55-60s</td>
</tr>
<tr>
<td>Generation X</td>
<td>35-54</td>
</tr>
<tr>
<td>Millennials</td>
<td>20’s – Early 30s</td>
</tr>
<tr>
<td>Generation “I”/ Alpha</td>
<td>Teens</td>
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</tbody>
</table>

*Labor Force as defined by the Department of Labor begins at age 16
Births in the U.S (thousands) 1910-2012

Source: U.S. Centers for Disease Control
Statistics on Generations in the Workplace
2002: Employed in the Labor Force

- **14%** Alphas (ages 16-19)
- **11%** Millennials (ages 20-34)
- **30%** Gen Xrs and 'Jonesers' (ages 35-54)
- **45%** Boomers (ages 55-69)
- **0%** Traditionalists

2012 Employed in the Labor Force

- 45% Boomers (ages 55-69)
- 31% Millennials (ages 20-34)
- 19% Gen Xrs and 'Jonesers' (ages 35-54)
- 2% Alphas (ages 16-19)
- 2% Traditionalists

The Generational Divide:
Myth, Reality, or Should We Just Get Back to Work?

The greatest challenge we face as the generational demographics of our workforce shift is...
What Were Your Generational Influences?
Does Generational Diversity Matter in the Workplace?

Let’s Meet the Generations
Traditionalists (1922 – 1943)

- Social Norms and Conditions
- Family Dynamics
- Demographer-identified Characteristics
- View of Work
The Post-War [everything] Boom

Marriage Rates per 1000 population 1920 to 1960
Baby Boomers (1944 – 1960)

- Social Norms and Conditions
- Family Dynamics
- Demographer-identified Characteristics
- View of Work
A shift begins for Boomers...

- Women’s Rights efforts
- FDA approval for ‘the pill’
- More women in the workforce
- More women delaying childbirth
- Birth rates drop dramatically

Those born during this period were often in the care of others during the day or left alone after school at younger ages. Enter their first born children....

- Social Norms and Conditions
- Family Dynamics
- Demographer-identified Characteristics
- View of Work
Generation “Jones” (1954-1965)

- Doesn’t quite ‘fit’ the Boomer or Gen X mold of activism or angst.
- High Expectations of the 50s and 60s followed by economic disappointment of the 70s and 80s.
- Driven to “keep up with the Joneses” – bigger houses, fancy cars, gadgets etc.
After seeing their sacrifices fail to pan out, Boomers shift their focus to a new generation of offspring:

➔ Enter the younger siblings of the Gen Xers…
The Millennials
Parents often talk about the younger generation as if they didn’t have anything to do with it”

– Haim Ginott, noted child psychologist (1922-1973)

- The “Echo Boomers”
- The most watched over, planned for, guarded, protected, busy, educated, applauded, pushed, and entertained generation to date.

- Social Norms and Conditions
- Family Dynamics
- View of Work
- Demographer-identified Characteristics
These kids today think they know everything!

That's because we told them they did.
GO FORTH...

AND LIVE WITH YOUR PARENTS!
Who’s Next?
Generation “I” / “Alpha”
Generation “I” /Alpha (1996-?)

- Social Norms and Conditions
- Family Dynamics
- View of Work
- Demographer-identified Characteristics
- A story still being written
The Generational Divide:
Myth, Reality, or Should We Just Get Back to Work?

What are some of the takeaways that are important to your leadership role?
Shifting Priorities, Norms, and Impacts

How Will Our Workplaces Adapt?
Anecdotally-based Bi-Modal Nature of Longevity – is there a generational cause?

Recent data from BLS.gov indicates that the average retention rate of employees in the private sector is 3.6 years.
Should I stay or should I go? - Is there a generational divide?

Source – Mercer's What's Working™ survey
The Impact of the Global Recession
The Impact of the Global Economic Crisis

- Late/Delayed Retirement
- Delayed entry into the permanent workforce
- Young workers living at home
- Delayed educational goals
- Brief window of opportunity for knowledge and skills transfer efforts
Changing Demographics of the Unionized Workforce 1983 - 2008

Age group as a percentage of unionized workforce 1983 - 2008

Women in the unionized workforce (percentage of overall 1983-2008)

Union workers with 4-year degrees (percentage of overall 1983-2008)

Diversity in unionized workplaces
1983 to 2008

Changing Demographics of the Tomorrow’s Workforce Pool

Based on current data and predictions, tomorrow’s workforce pool will be:
- Younger
- More Female
- More Diverse
- More Educated

Takeaway: What will change?; and what will stay the same in unionized environments?
Shifting Priorities, Norms, and Impacts?

How will Unionized Workplaces Adapt?
Balancing Generational Interests

- Traditionalists
- GenXers
- Boomers
- Millennials

Shared Values

Work-Life Balance

- Training
- Dress Code
- Technology
- Social Identity
- Communication
- Rewards/Promotions
- Hours/Schedules
- Hiring
- Tenure
- Workplace Hierarchies
- Feedback
- Defining “Work Ethic”
Issues for all workplaces affected by generational and other diversity

- Transfer of institutional knowledge
- Job satisfaction, motivation, and organizational commitment
- Differing work-life priorities
- Recruitment and retention issues
Generational Impacts at the Table

- Bargaining styles;
- Bargaining models; and
- Bargaining priorities
The Looming “Demographic Cliff”

Data Source: U.S. Centers for Disease Control:
What is the **WORST** Strategy for Attracting and Retaining Young Workers?

The

“*Shouldn’t they be grateful to have a job in this economy??*”

Approach
Should I stay or should I go? – Is there a generational divide?

Source – Mercer’s What’s Working™ survey

Retention amidst a Tidal Wave of Generational Shift

- Job Satisfaction
- Understanding Diverse Motivation Factors
- Feedback
- Rewards
- Job Design
Retention amidst a Tidal Wave of Generational Shift

- Coaching and Mentoring
- Social Identity Development
- Cross-mentoring initiatives
- Organizational structures and barriers
Digital Divide: Perspectives on Use

- Pushing the boundaries; testing the waters vs cautious use;
- The Smartphone as “Extended Mind”
- Accommodating the human desire for face-to-face communication;
- Web 2.0
Maximizing the Multi-Generational Mix

How can we maximize the cohesiveness and effectiveness of our multi-generational workforce?
Labor-Management Cooperation

Pro-active approaches to addressing generation-based issues
Labor-Management Committees and Partnership initiatives

- A vital component of today’s unionized workplace
- Increasingly divergent and varied interests will need to be addressed
- Helps labor and management identify what innovations are needed to meet the changing demographics
Labor-Management Committees and Partnership initiatives

- Pro-Active communication to bridge gaps between generations and other demographic groups
- Increase awareness about workforce needs addressed at the bargaining table
- Introduces Interest-Based and Consensus principles to problem-solving processes
How can FMCS Help You?

- Assessment, training, and support for establishing and/or coordinating labor-management committees
- Provide training in communication, and problem-solving skills to help the parties address the changing workforce needs
- Generational presentations on-site
- Free of charge to the private and federal sector; similar services available through state mediation for public sector groups
Follow-up contact information:

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