

NATIONAL
HUMAN
RESOURCES
ASSOCIATION

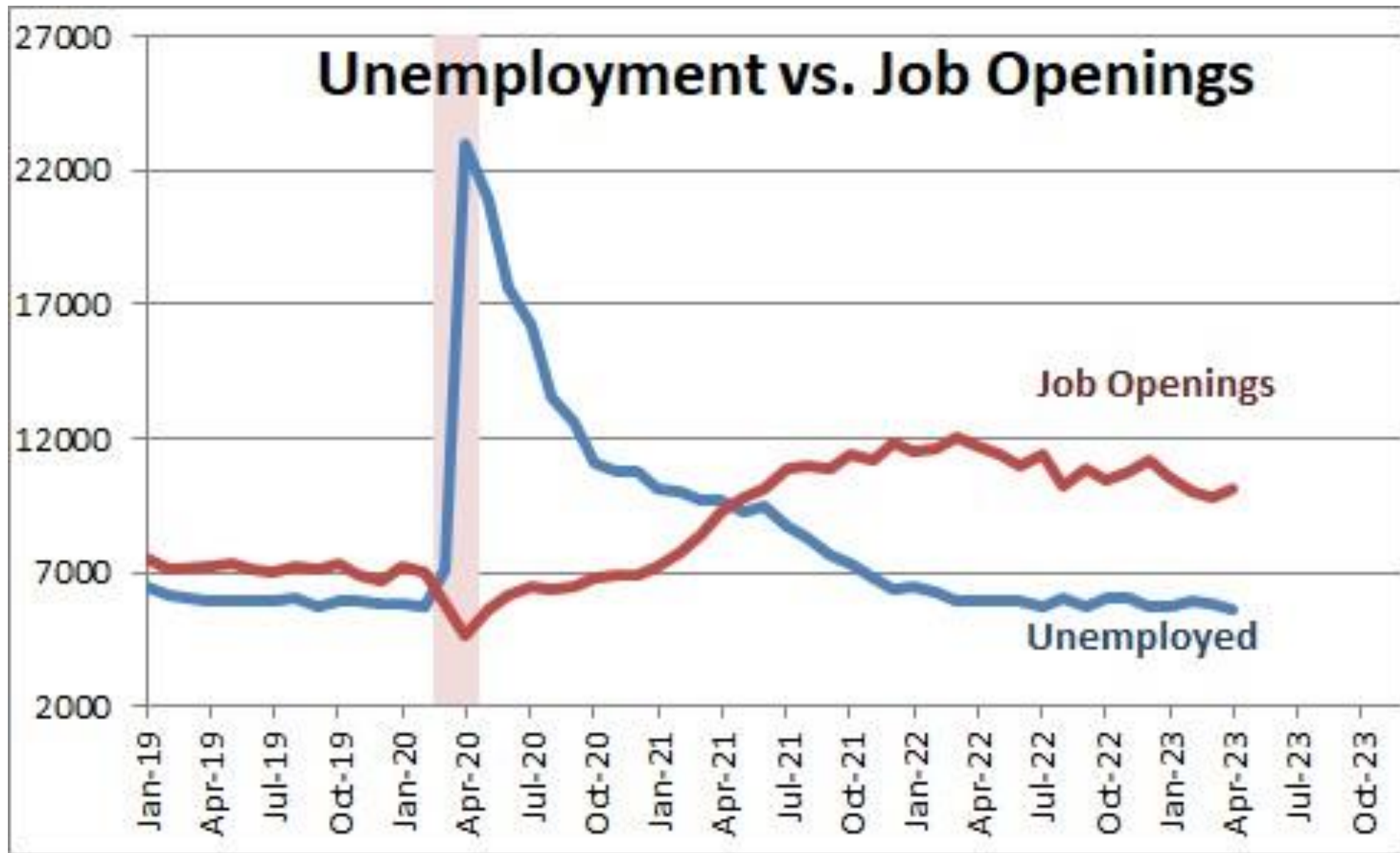


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NO EMPLOYEE LEFT BEHIND: HOW TO RECRUIT, RETAIN, AND REINVIGORATE

@TERRALFLETCHER

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1. TREND
TRACKING



2. GET TO KNOW
GENERATIONS



3. RECRUIT



4. RETAIN

DISCUSSION ROADMAP

TRENDS

Volatility will
continue

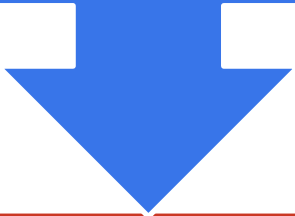
Compensation
increases fall
behind inflation

Expect tech
transformation

Continued DE&I
journeys

Ongoing political
disruption and
uncertainty

Strauss–Howe generational theory



Each generation experiences "four
turnings" every ~80 years

High

Awakening

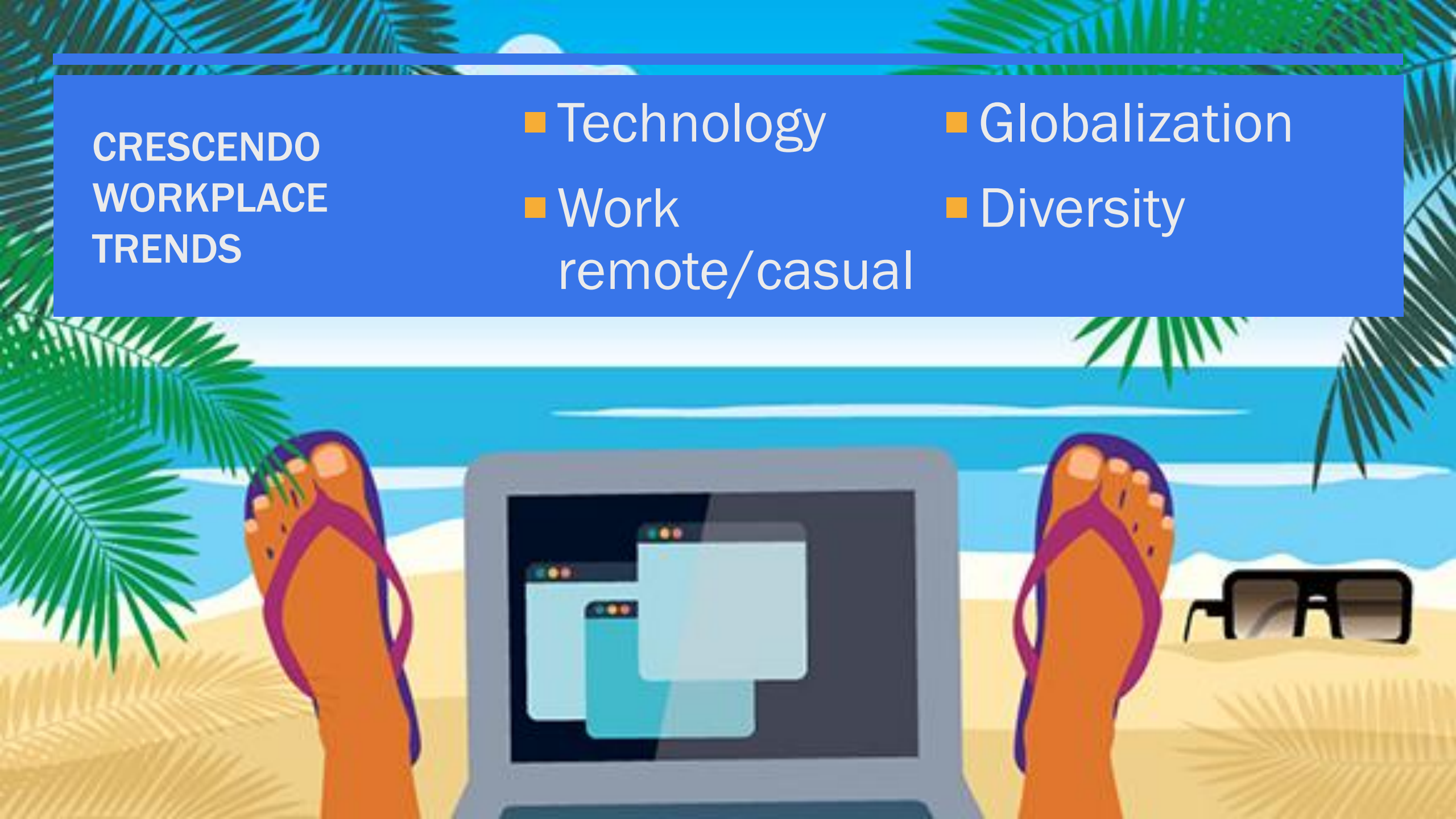
Unraveling

Crisis

CYCLICAL
WORKPLACE
TRENDS

CRESCENDO WORKPLACE TRENDS

- Technology
- Work remote/casual
- Globalization
- Diversity



WHAT CAN WE DO?

- Address fairness and equity across increasingly varied employees
- To compete for worker talent, some companies shorten the work week or decrease in-person requirements
- Salary increases >4%, compared to a historical 2%
- The manager-employee relationship has become more important than ever



A GARTNER 2020 SURVEY OF 52 HR EXECUTIVES FOUND THAT:

- 94% of companies made significant investments in well-being programs
- 85% increased support for mental health benefits
- 50% increased support for physical well-being
- 38% increased support for financial well-being



GENERATIONAL MYOPIA

The Lost
Generation

Boomers:
Spoiled, reluctant
to grow up

The
Greatest
Generation

Ambitious
and hard-
working



GENERATIONAL MYOPIA

Generation X:
coddled,
complainers

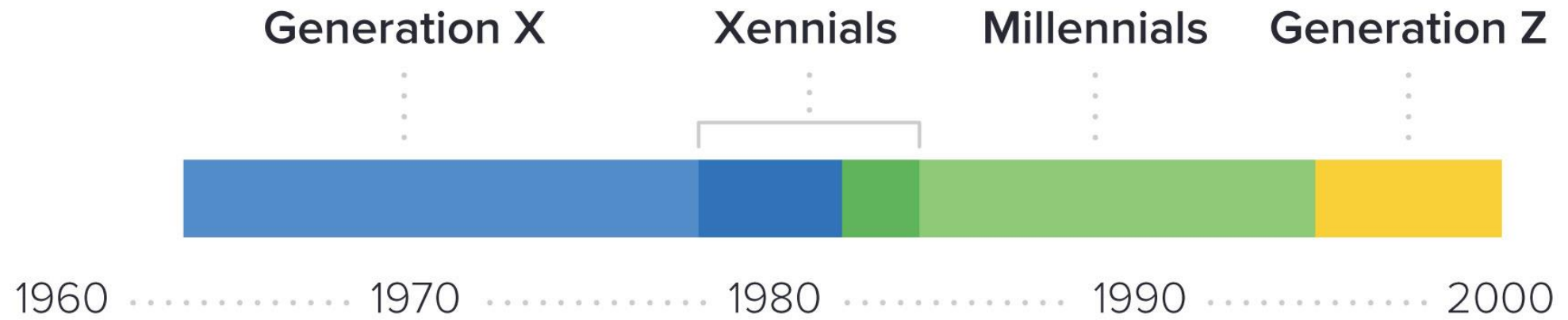
Skeptical, yet
self-reliant

Millennials:
narcissistic,
entitled, lazy

What will they
be known for
tomorrow?

Generation Z

What will they
be known for
tomorrow?



GENERATIONS DEFINED

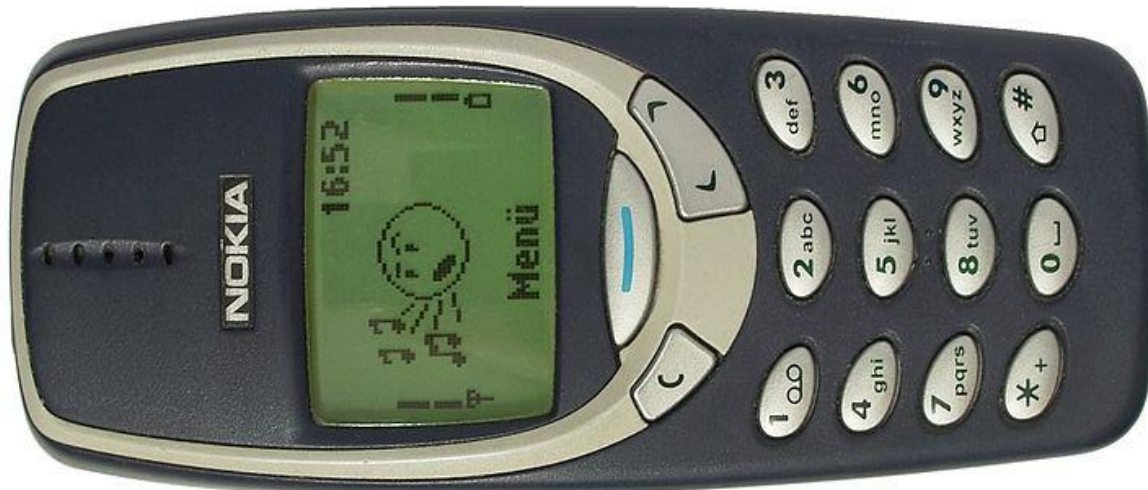
WHAT SHAPES A GENERATION?

- Personal signpost
- Generational signpost
- Life law



XENNIALS

- Microgeneration born between 1977-1985
- Analog childhood, digital adulthood



MILLENNIALS

1985-1995



GENERATION Z!

*ALSO CALLED LINKSTER, IGEN



1995 or later



3000



EMPLOYER BRANDING



The **Job Center**
of **Wisconsin** lists about
100,000 job openings daily



**Gig
economy**

Fifty-eight million
American adults were
independent workers
in 2022, 36% of the
workforce, according
to McKinsey

**WHO IS MY
COMPETITION?**



**WHAT'S YOUR
CURRENT
EMPLOYER TALENT
BRAND?**



City of Green Bay

Overview ▾

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Reviews

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Jobs

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Salaries

1
Interviews

6
Benefits

--
Photos

City of Green Bay Overview

[Work Here? Claim your Free Employer Profile](#)

Website: www.ci.green-bay.wi.us

Headquarters: Allouez, WI

Size: 501 to 1000 Employees

Founded: 1838

Type: Company - Private

Industry: Municipal Agencies

Revenue: Less than \$1 million (USD)

Competitors: City of Madison, Town of Greenwich (Connecticut), City of Denton [↔ Create Comparison](#)



What are your colleagues talking about?

Find your private company bowl on Fishbowl, join the hottest conversation with your colleagues anonymously.

[Join the Conversation](#) >

City of Green Bay Reviews

4.1 ★★★★★ ▾



Recommend
to a Friend



Approve
of CEO



Jim Schmitt
2 Ratings

GLASSDOOR



City of Green Bay Government

Government Organization · 3.3 out of 5 · 34.3 mi · Open now · 12K followers



Seat of Brown County, established as a trading post in 1634 by Jean Nicholas Nicollet. Incorporated



10+ posts in the last 2 weeks

Follow

Pages



City of Green Bay Public Works

Government Organization · 3.4 out of 5 · 34.3 mi · **Open now** · 12K followers · 4 posts in the last 2 weeks

If you have a problem/concern, please call our office or email during normal business hours.

Follow



City of Green Bay Parks, Recreation & Forestry Department

Government Organization · 3.6 out of 5 · 34.3 mi · **Open now** · 7.5K followers · 10+ posts in the last 2 weeks

Follow

FACEBOOK

3.3 STARS

BREAKOUT ROOMS



Check your employer brand



Brainstorm ways to improve



EMPLOYER BRANDING PROACTIVE STEPS TO TAKE

1. Ask for reviews
2. Share updates to your network
3. Highlight values



RETENTION IS C.R.A.P.



CARING



RESPECT



APPRECIATION



PRAISE





**RECRUIT AND
RETAIN BOOMERS**

BENEFITS OF BOOMERS



BOOMER QUESTIONS – ANSWER IN CHAT

- How many people are close to retirement?
- What management roles do they fill?
- What skills and abilities will you have to replace?
- What knowledge do your boomers have?



WHAT BOOMERS WANT

Retirement benefits

Ability to train and mentor others

Subject Matter Expert (SME) roles

Acknowledgement of their expertise

WHAT BOOMERS WANT

■ Flexible Hours

- Two-thirds of those surveyed implemented flexible work hours
- Federal government agencies offer a phased retirement option
 - part-time salaries, partial retirement benefits, and 20 percent of work time is mentoring

■ Flexible Workplaces

- About 42 percent allow employees to work from home, remotely, or from more than one location

**study from LIMRA Secure Retirement Institute*

BENEFITS OF GEN XERS

- Independent
- Self-manage
- Reliable
- Adaptable

RECRUIT AND RETAIN GEN X

- Growth/leadership opportunities
- Work/life balance
- Training and development
- Benefits – retirement, healthcare



RECRUIT AND RETAIN MILLENNIALS



MILLENNIALS

Technical experts

Seek groups

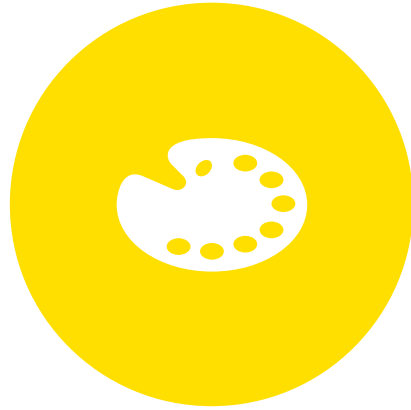
Integrate life and work

Optimistic

Socially responsible



70% EXPECT
EMPLOYERS TO FOCUS
ON SOCIETAL
PROBLEMS



70% WANT TO BE
CREATIVE AT WORK



2/3 BELIEVE MANAGEMENT
SHOULD PROVIDE
DEVELOPMENT
OPPORTUNITIES

MILLENNIALS BY THE NUMBERS

REVERSE MENTORING

- Technology
- Social media
- Current trends



HOW TO RECRUIT MILLENNIALS



TECHNOLOGY



AUTHENTICITY



CULTURE



TECH-CENTERED WORKPLACE



RECRUITING TIPS



Concise job descriptions



Mobile friendly



Use social media

AUTHENTICITY

- Tell the truth
- Seek out feedback
- Give information
- Live the values



WHAT CAUSES TURNOVER?



- Low engagement
- Lack of advancement opportunities
- Insufficient recognition

HOW TO RETAIN MILLENNIALS

Engage



Highlight
career path



Recognize
and
appreciate

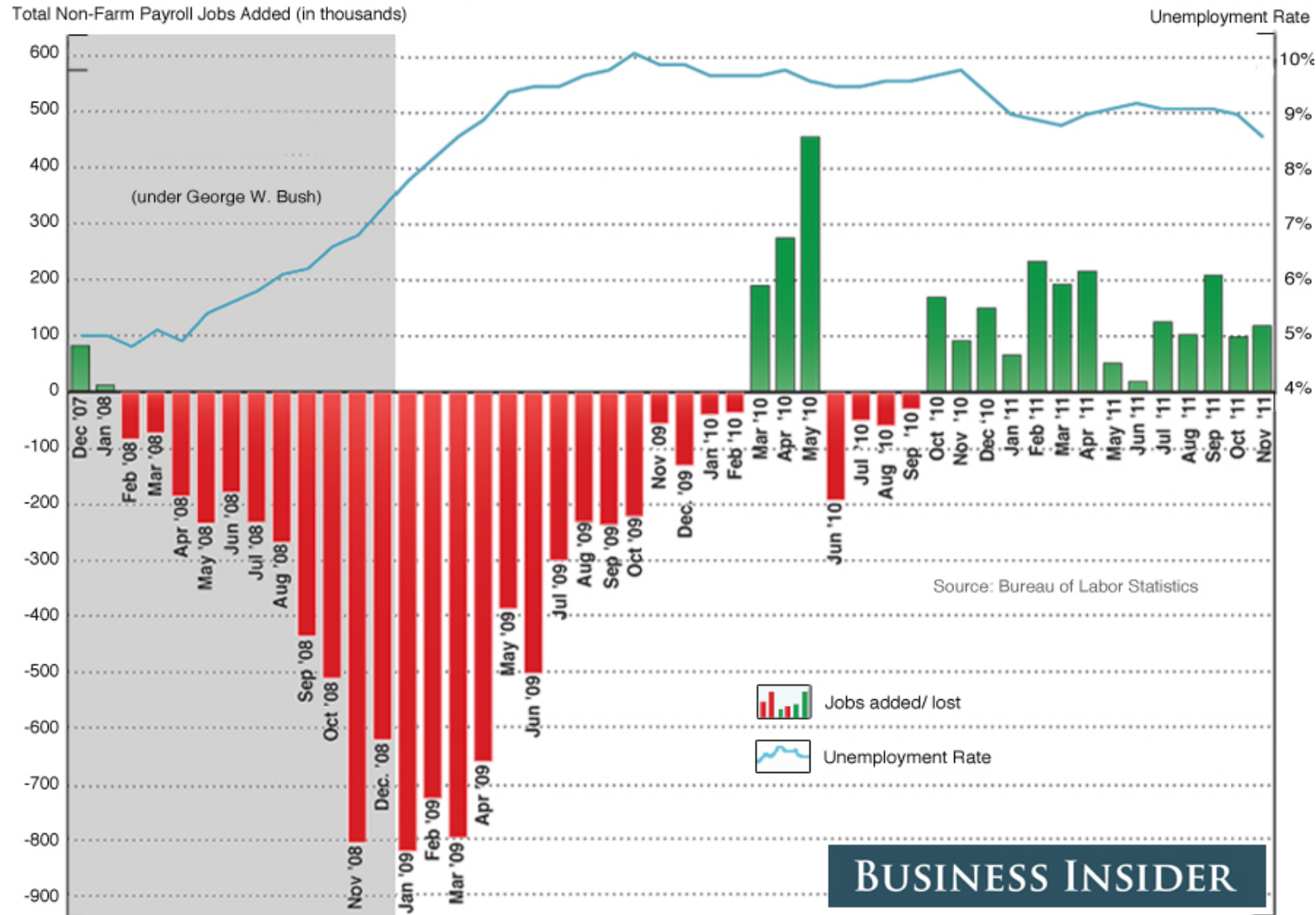




**RECRUIT AND
RETAIN GEN Z**

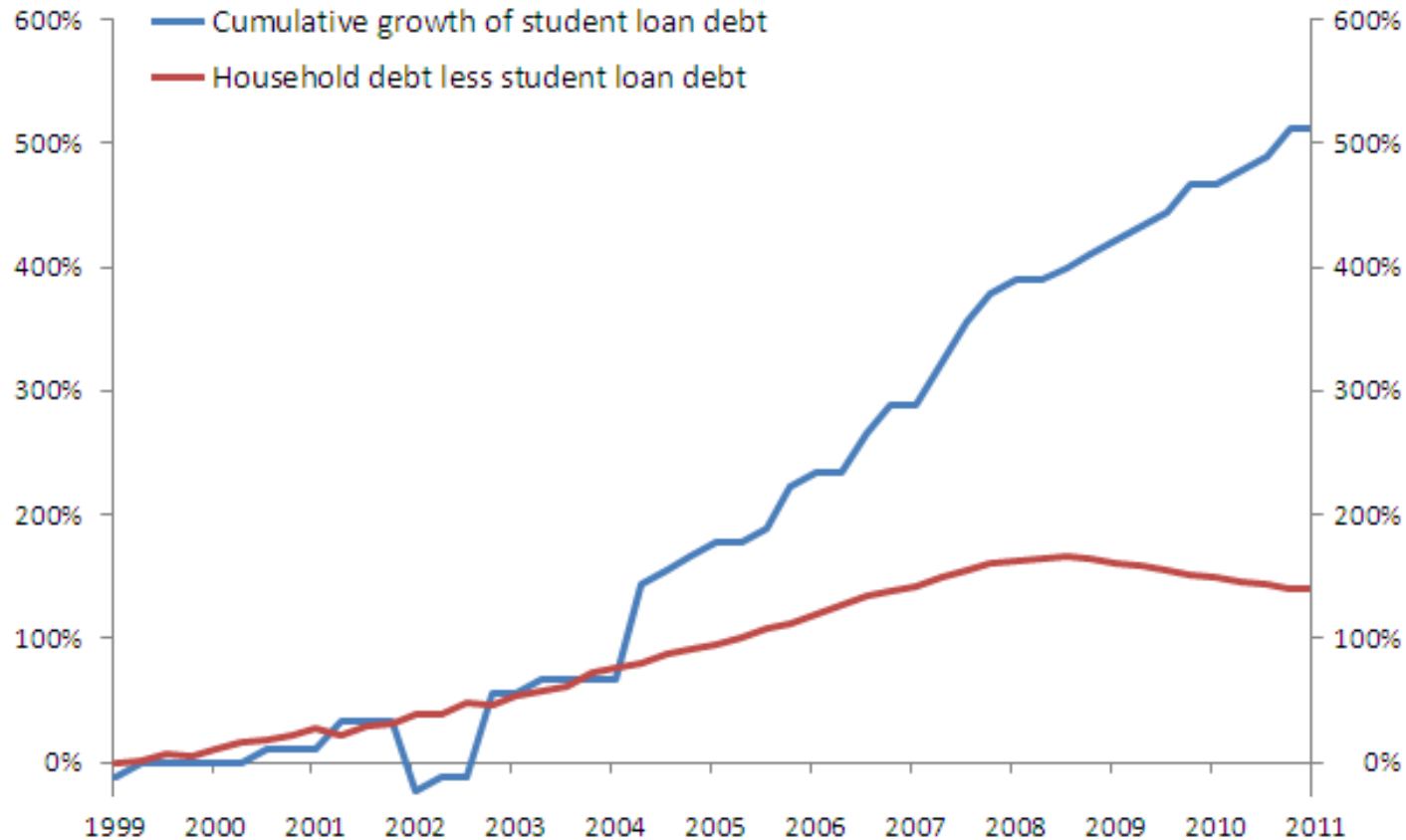


Unemployment Rate, Jobs Added Since Start Of 'Great Recession'



**SIGNPOST OF
GEN Z**

Cumulative student debt growth since 1999



Source: Federal Reserve Bank of New York

**GEN Z AND
EDUCATION**



TECH DISRUPTIONS

GEN Z

Due to economic and political disruption

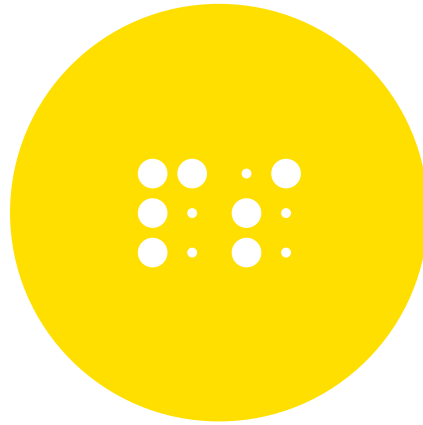
Values are similar to Baby Boomers



GEN Z AND WORK



WILLING TO EXPERIMENT



60% ARE FREELANCING



78% SAY 4-YEAR DEGREE
DOESN'T MAKE SENSE

HOW TO WORK WITH GEN Z

Focus on core
values

74% want
greater meaning
more than \$

88% are
optimistic about
their future



KEEP EMPLOYEES ENGAGED

Innovation

Encourage innovation

Purpose

Align personal desire for a purpose with goals of the organization/community

Develop

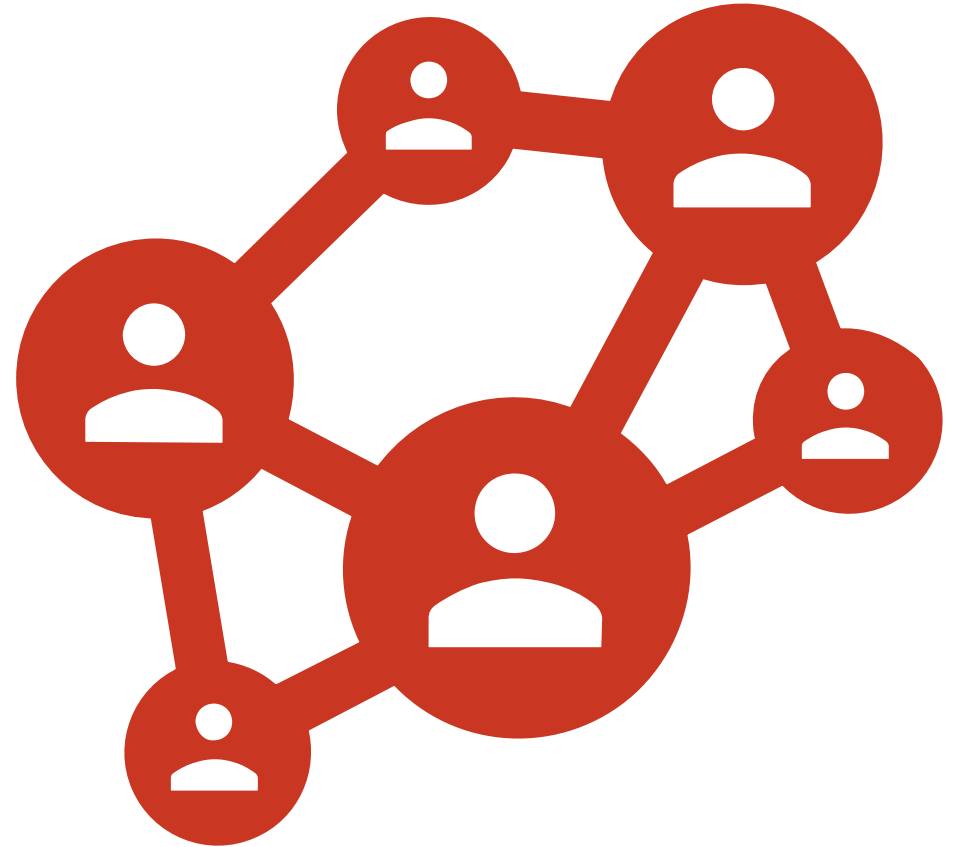
Develop their skills



BREAKOUT ROOMS

HOW CAN YOU SHARE
GOOD THINGS IN YOUR
COMMUNITY?

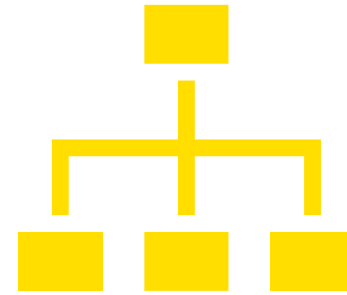
- Publicly?
- Among coworkers?



RECOGNITION



Meritocracy



Hierarchy



APPRECIATION

- Both younger and older generations value **Words of Appreciation and Quality Time** the most
- Older generations prefer Quality Time with their direct supervisor
- Younger generations are more interested in spending time with colleagues



PEER TO PEER PRAISE

*Thank
You*

When JetBlue implemented a peer-to-peer recognition system, **employee satisfaction surged by 88%**



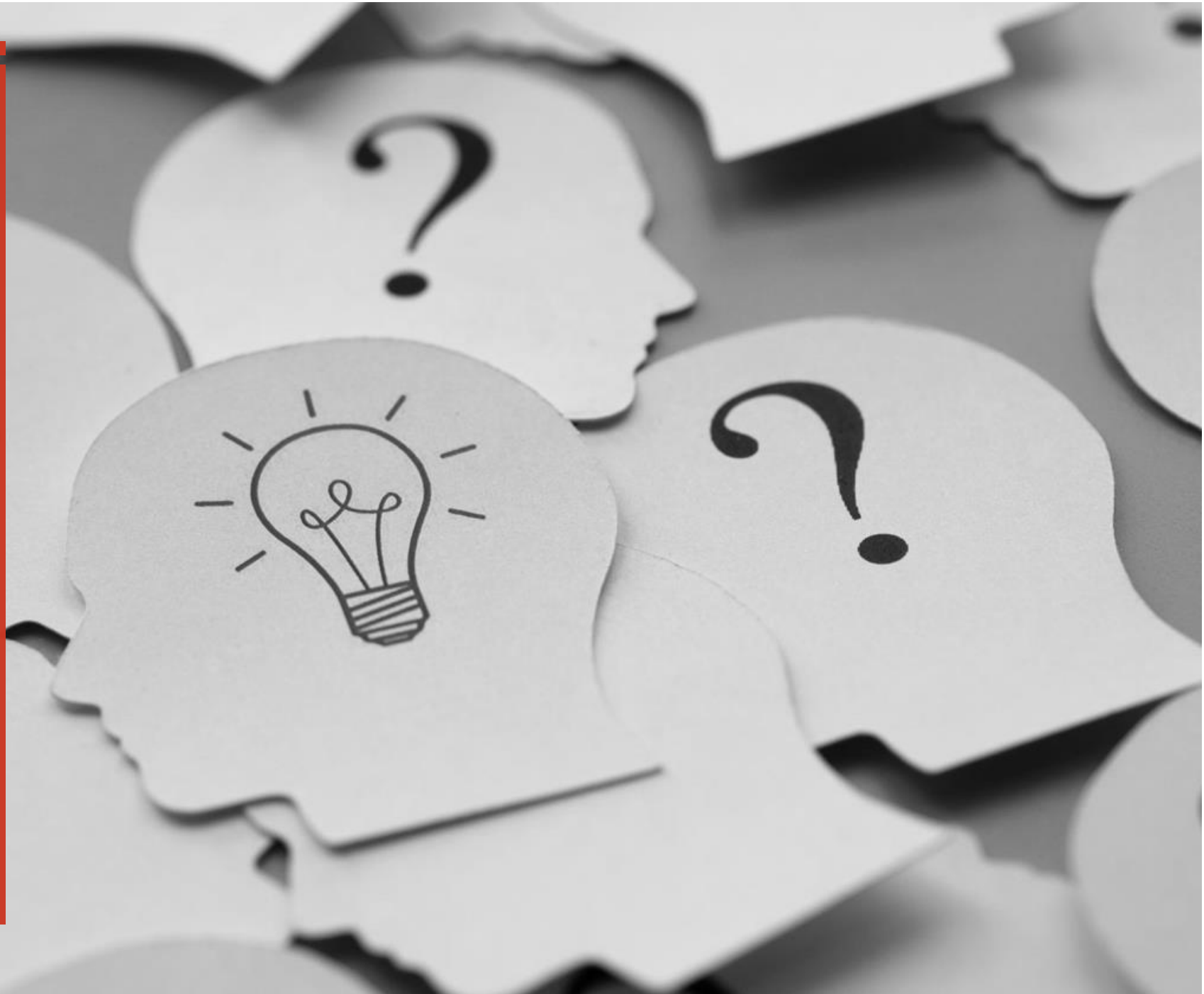


**YOU GET TO
SHAPE THE
YOUNGEST
GENERATIONS**

YOUR BEST IDEA OF THE DAY

HOW DO YOU
PLAN TO RECRUIT
AND RETAIN
TALENT?

ANSWER IN CHAT

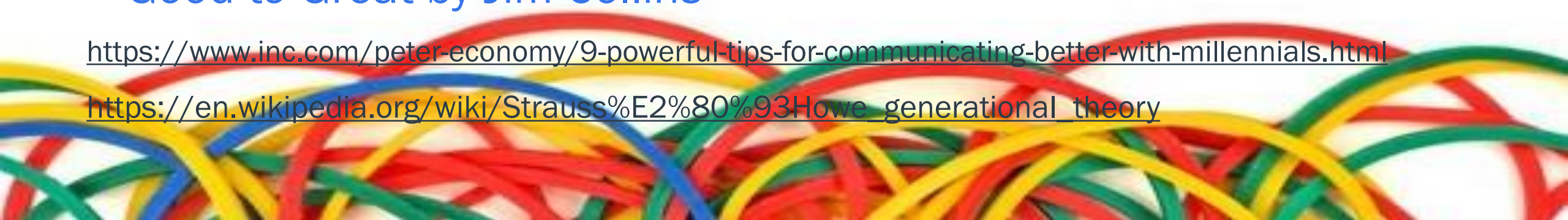


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- 5 Languages of Appreciation in the Workplace by Gary Chapman and Paul White
- Generations Inc. by Meagan and Larry Johnson
- The Gen Z Effect by Thomas Koulopoulos and Dan Keldsen
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