City Clerks Association of California (CCAC) Annual Conference

Generational Diversity and Succession Planning: Opportunities for Building a Stronger Workforce

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Presented by:

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Agenda
• Identify the Current Generations in the Workplace
• Discuss Generational Differences
• Address Legal Issues Related to Generational Diversity and Succession Planning
• Succession Planning Ideas

Why This Workshop Now?
• First Time in History Four Generations Have Been in the Workplace Together
Current Generations in the Workplace

Identifying the Generations

Traditionalists
1922-1943

Baby Boomers
1944-1960
Identifying the Generations

Gen X
1961-1980

Identifying the Generations

Gen Y (Millennials)
1981-2000

Identifying the Generations

“Cuspers” May Exhibit Characteristics of Two Generations
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Generational Differences

Generational Challenges in the Workplace:
- Poor Communication
- Decreased productivity, quality, and innovation
- Misunderstood attitudes and relationships
- Less engaged coworkers
- Lack of motivation, initiative, and team work

Generational Differences

Supervisors Must Recognize That Different Generations Subscribe to Different Norms Regarding:
- Authority
- Loyalty to the Employer
- Work/Life Balance
- Skill-Building
- Workplace Relationships
- Role of Technology

Generational Differences

- Authority
  - Traditionalist = Seniority/Tenure
  - Baby Boomer = Meritocracy/Success
  - Generation X = Skeptical of Authority
  - Generation Y = Tests Authority, but Seeks Mentors
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Generational Differences

• Loyalty to the Employer:
  – Traditionalist = Very Loyal
  – Baby Boomer = Loyal, But Less So Than Traditionalists
  – Generation X = Willing to Take Opportunities With Other Employers if it Advances Career Goals
  – Generation Y = Willing to Change Jobs or Even Careers to Focus on Personal Growth and Development

Generational Differences

• Work-Life Balance
  – Traditionalist = Do Not Generally Seek Work/Life Balance
  – Baby Boomer = Will Compete/Work Hard Despite Potentially Negative Work-Life Balance Results
  – Generation X = Will Seek Work-Life Balance Even if it Means Sacrificing Productivity
  – Generation Y = Will Demand that Work-Life Balance be Integrated Into Work Culture

Generational Differences

• Skill Building
  – Traditionalist = Skills can Generally be Learned on the Job
  – Baby Boomer = Skills are Essential for Promotion and Success
  – Generation X = Skills are Valuable Insofar as They Create Employment “Portability”
  – Generation Y = Skills Allow Employee to Obtain Most Favorable Job/Career Opportunities for Their Lives
Generational Differences

• Workplace Relationships
  – Traditionalist = Largely Independent and Will not Prioritize Workplace Relationships but Enjoys Mentoring
  – Baby Boomer = Emphasizes Teamwork and Believe it is Essential for Project Success
  – Generation X = Loyal to Individuals; not Entities
  – Generation Y = Workplace Relationships with Colleagues and Mentors are Important

• Role of Technology
  – Traditionalist = Technology may Make Traditionalists Hesitant or Self-Conscious
  – Baby Boomer = Will View Technology as a Tool for Success but may Still Feel Uneasy
  – Generation X = Welcome Technological Advancements
  – Generation Y = Rely on Technology as a Means of Enhancing Job Performance

The Challenge

MERGE

Unique Assets

Different Attitudes/ Perspectives

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The Challenge

• Supervisors and Managers should cultivate the generational talent in their office by:
  – Adapting to Different Generations
  – Altering Potentially Long-Held Beliefs and Attitudes About the Workplace
  – Embracing Generational Diversity for the benefit of Cultivating Tomorrow’s Leaders

Legal Issues Regarding Generational Diversity

• Failing to Adapt to Generational Differences can Result in Legal Liability
  – Age Discrimination
  – Harassment
  – Retaliation
  – Constructive Discharge

Legal Issues Related to Generational Diversity
Avoid Stray Remarks/Comments

- Stray Remarks can Include any of the Following:
  - Your ideas are “obsolete” and “too old to matter”
  - “Let the younger guys do it.”
  - You are an…”old man,” “old guy,” “fuddy-duddy”
  - “Isn’t it time to retire?”

Do Not Allow Older/Younger Employees to Feel Alienated on Account of Age

- Younger Persons in Managerial Positions Must Avoid:
  - Making Stray Remarks
  - Characterizing the Workplace as a Place for “Young” Employees
  - Stereotyping (e.g., Beliefs That Older Workers Do Not Know Technology)

- Remember: Generational Stereotyping is a 2-Way Street. Older Supervisors Should Also Refrain from Characterizing Younger Employees, as “Lazy,” “Selfish,” or Having a Bad Work Ethic.
Succession Planning: Be Prepared!

Why Should You Care?
• Currently 95% of Leadership Roles and Management Positions are Held by Traditionalists and Boomers.
• However, 60% of all Workers are Generation X or Millennials.

Why Should You Care?
• 1/5 of Current American Workforce Reaching Retirement Age by 2020. ~25 Million Workers!
• Agencies Have a Number of Workers Reaching Retirement Shortly.
“Boomer Brain Drain”

- Within Next 10-15 Years, 60% of Professional Jobs Will Require Skills Possessed by 20% of Workforce
- Need to Ensure You are Looking to Fill the Void Right now
- How is Your Agency Going to Attract Younger Generation Employees and Retain Longer-Term Employees in the Future?

Succession Plan Basics

- Make Talent Development a Strategic Focus – the Primary Expectation and Function of Senior Management
- Create a Straightforward Policy that is Communicated Clearly and Consistently
- Succession Planning Must Start from the Top Down

Overall Planning Model

Each Agency Must Determine Its Future Personnel Needs:
1. Who is Leaving?
2. Who is Qualified to Fill Those Positions? Who are the Future Leaders?
3. Are We Providing the Existing Employees With Necessary Skill Base?
4. What Are We Doing to Recruit Externally?
5. Do These Personnel Needs Reflect the Future Needs of the Citizens Served?
Implementing Your Succession Plan

- Outreach/Recruitment
- Hiring
- Training/Education
- Awareness and Acceptance of Diversity
- Motivating the Workforce
- Communication/Recognition
- Flexibility of Workplace
- Benefits
- Early Retirement Incentives
- Employment After Retirement

Outreach / Recruitment

- Internships
- Outreach to Colleges/Trade Schools/High Schools
- Mentoring for Graduate Students
- Utilize Technology
  - Update/Modernize Agency Webpage
  - LinkedIn
  - Facebook
  - Monster

Training / Education / Awareness

- Employee Training for New Opportunities and Challenges
- Generation X/Millennial Training to Develop New Managers (Supervisor Academy)
  - Supervisory skills for first line supervisors/managers
Training / Education / Awareness

- Tuition Reimbursements / Educational Opportunities
- Shadowing Opportunities for Generation X/Y and Exposure to Board Meetings, Larger Projects, etc.

Training / Education / Awareness

- Supervisor Training on Generational Differences (Recognition, Communication, etc.)
- Employee Training on Age Discrimination, Harassment and Retaliation

Motivating the Workforce

- Generate Clear Goals for Agency and Individual (Mission Statements, Evaluations, etc.)
- Focus on Encouraging Employees to Reach Their Goals Rather than Reaching Goals “Your Way”
- Focus on “Forest,” not “Trees”
- Performance-Based Bonus Pay
Recognition / Communication

- Positive Communication and Reinforcement may be Different for Each Generation
  - **Traditionalists**
    “You are Valuable and Important”
  - **Baby Boomers**
    “Your Commitment Made This Success Possible”

Recognition / Communication

- **Generation X**
  “You Did a Great Job Thinking Outside of the Box”
- **Millennials**
  “Your New Ideas are Respected and Appreciated”

Flexibility

- Utilize Technology (Cell Phones, Blackberries, E-Mail) to Provide Flexibility
- Telecommuting
- Job Sharing / Part-Time
- Sabbaticals
- Comprehensive Annual Leave
Benefits

• Traditionalists/Boomers
  – Healthcare
  – Retirement

Benefits

• Gen X / Gen Y
  – Parental Leave
  – Dependent Care
  – Wellness Programs
  – Gym Membership/Access

Administering Your Succession Plan

• Develop Strategies to Implement Your Succession Plan
• Review Your Plan Periodically and Adjust Accordingly
Addressing Multiple Generations in the Workplace

In the end, it's a big job. But it is a process that will lay the groundwork for your future, your agency's future and the future health of your community.

Thank You

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