



2008 Randstad Outlook

Multigenerational
Workforce Management

Multigenerational Workforce Management

As an employer, you want to attract and retain the best people to fulfill your company's objectives. You understand that competitive advantage is increasingly tied to an engaged workforce. And you're likely juggling your corporate requirements and objectives against those of an increasingly age-diverse employee population.

In this, the fourth year of our annual Randstad Outlook, we continue to explore the complex relationship between Canadian employer and employee. We offer insights into trends and provide proven, best-practice solutions for workplace issues so that you can develop strategies to deal with the professional challenges you face every day. In this issue, we'll take an in-depth look at managing several generations successfully within the same workplace.

Generation snapshot

	Gen Y	Gen X	Baby Boomers	Matures
Year of Birth	1980–1988	1965–1979	1946–1964	1900–1945
Formative Events	The events of 9/11 School violence Multiculturalism The Internet	Challenger disaster Recession in the early 1980s Single parents and latchkey kids	Post World War II economic boom Vietnam War Man landing on the moon Arrival of television	Great Depression World War II Golden age of radio
General Outlook	Hopeful	Sceptical	Optimistic	Practical
Work Ethic	Determined	Balance between work and life	Driven	Dedicated to the job
Core Values	Achievement Sociability Renewed definition of morality	Diversity Work-life balance Want work to be fun Informality	Work as self-actualization Teamwork Personal growth and self-improvement	Hard work Conformity to the rules Duty before pleasure
View of Authority	Polite	Unintimidated	Love/hate	Respectful
Responds to Leadership	Pulling together	Competence	Consensus	Hierarchy
Relationships	Inclusive	Reluctant to commit	Personal gratification	Personal sacrifice
Turnoffs	Promiscuity	Cliché, hype	Political incorrectness	Vulgarity
Technology	Technologically savvy	Techno literate	Technology challenged	Intimidated by technology
Reward	Instant gratification	Life balance	Personal gratification	Delayed reward Duty before pleasure
Work Traits	Collaborative Tenacious Multitasker	Adaptable Independent Self-reliant Pragmatic	Service oriented Driven Team oriented	Dedicated Stable/loyal Hard working Patient

One size doesn't fit all

The Canadian labour force is aging faster than it can be replaced. The marketplace is teetering on the brink of a wave of retirements affecting virtually every sector and industry as baby boomers approach retirement age—a wave that is expected to accelerate over the next 20 years.

While finding skilled workers in a declining pool of resources is going to be increasingly difficult, the greater challenge lies in the ongoing management of a diverse, multigenerational workforce complete with its own sets of biases, needs, wants and employment objectives. The company that triumphs in the face of these challenges is the company whose leadership recognizes, embraces and celebrates the differences between the generations and the unique talents and skills each brings to the workplace.

Today's Canadian workplace

It would not be unusual in today's employment climate for a grandparent to be working closely with a new mother, a recent grad to be mentored by a seasoned salesperson. Many mature workers now find themselves reporting to management who are the same age as their children. Gen Y employees may find that their managers' eyes glaze over with any current musical reference that doesn't include The Beatles.

With fewer private-sector industries in today's Canadian employment landscape offering pension packages, and the challenges of a constantly inflating cost of living, more employees are working beyond retirement age. And when they do retire, they don't necessarily stay retired. Many workers re-enter the workforce as consultants, or pursue second careers in new industries. Many mature workers pursue some variation of their dream job in an effort to find personal fulfillment and satisfaction while they are still able to do so.



The cost of retirement

The Canadian workforce is comprised of four generations: Generation Y (16.8%), Generation X (29.2%), Baby Boomers (41.3%) and Matures (12.7%) re-entering the workforce. The Canadian workplace has now become a multigenerational environment with employees ranging from 16 to 60 plus. That's a vast playing field, and the rules are constantly changing. The players themselves are intrinsically different in everything from the basics upward - experience and expectations, approaches to work and life, appreciation of and skill with technology, methods of communication and vocabularies with which to communicate. Without some attempt to reach out and find

commonalities or ways to embrace the differences, a company can end up with a disconnected, disengaged, churning workforce. That's expensive.

Remember, an employee who retires takes his or her experience, skills, knowledge—and often a client base—out the door. Replacing him or her is more than simply a one-to-one hire; the ramifications are felt down the line. New employees need to be trained, ramped up and educated about the job, company processes and company culture. Knowledge must be transferred and new resources must be mentored and managed. All this has a price tag.

A little planning goes a long way

A hiring initiative is incomplete without long-term strategies that reflect the changes necessary to accommodate a dynamic multigenerational workforce. Productivity, focus, commitment, work ethic, the willingness and ability to be retrained—these are qualities common, in some measure, to workers of all ages. These are the qualities that must be mined and reinforced.



Strategies for connecting a multigenerational workforce

Explore whether or not ageism exists at the hiring level

Employers need to address their own misconceptions and biases about age by an objective examination of the hiring process. Stereotypes about gender and race are no longer tolerated in the workplace but, believe it or not, age discrimination is still out there, if unconscious.

You need to re-evaluate your corporate practices because older workers are staying in the workforce longer. Statistics Canada data shows that the majority of individuals in their late 50s were still working last year. Among men aged 55 to 59, three-quarters (76%) either had a job or were looking for one.

Ask yourself if the resumé of mature applicants are easily or readily discarded. When skills are equal, are mature applicants more likely or less likely to be hired when compared to younger candidates? How much is experience really valued at your company? How is that value communicated down the chain of command?



Be willing to change

A successful company is a flexible company. Canadian companies need to find ways to accommodate the varied needs of a diverse workforce. Each age category requires the understanding of its particular set of values, expectations, needs and wants. It's critical to create multigenerational environments that break down barriers of age, perception and experience.

Be aware of the differences and respond to them. For example, consider offering flexible work schedules or

a work-from-home capability. Understand that while mature workers may still want or need to remain employed, they may need to work fewer hours, especially if they care for elderly relatives or have their own declining health issues. Consider a job-share program. This would also appeal to new parents returning from maternity leave, or parents of school-aged children. If you haven't already established health and wellness policies and employee assistance programs, do so. And soon. Your competitors have.

Understand what motivates each generational group

Finding out what makes employees tick is the first step in responding to their needs.

Gen Y	Gen X	Baby Boomers	Matures
Motivated by...	Motivated by...	Motivated by...	Motivated by...
<ul style="list-style-type: none"> Working with high energy teams and bright creative people Believing they can make a difference Continuous training and self-development A clear progression for their career track 	<ul style="list-style-type: none"> Few rules and minimum structures Multiple assignments with little supervision Training and self-development opportunities Freedom and flexibility Constructive feedback from a supervisor they respect 	<ul style="list-style-type: none"> Recognition for contributions Feeling needed Being a member of a team Reward for work ethic and long hours Participative management 	<ul style="list-style-type: none"> Knowing their experience and expertise is valued Knowing what to expect (rules/regulations) Visual status symbols Adhering to tradition and the known

Encourage the generations to play nicely together

Initiate and encourage opportunities for discussion and engagement through social activities or community involvement. Early on in the process, you may want to establish workshops or training

opportunities, facilitated by one or each of the generational groups. You'll hit stereotypes head on, and get a fresh, different perspective every time.

Speak the same language

When the time comes to provide feedback or discuss compensation and company culture, it's important to note that each generation has its own unique language. This is what you need to know.

What they say...	What they mean...			
	Gen Y	Gen X	Baby Boomers	Matures
My views on feedback are...	"Feedback whenever I want it at the push of a button"	"Sorry to interrupt, but how am I doing?"	"Feedback once a year, with lots of documentation!"	"No news is good news"
The rewards I look for in the workplace are...	"Work that has meaning for me"	"Freedom is the ultimate reward"	"Money, title, recognition, the corner office"	"The satisfaction of a job well done"
You can motivate me by telling me...	"You'll be working with other bright, creative people" "Your boss will be a great mentor" "You and your coworkers can help turn this company around"	"Do it your way" "There aren't a lot of rules here" "We're not very corporate"	"You're important to our success" "Your contribution is unique and important" "We need you"	"Your experience is respected" "It's valuable to hear what has—and hasn't—worked in the past" "Your perseverance is valued and will be rewarded"
I work best in the following work cultures...	Positive Collaborative Flexible Respectful Achievement oriented	Flexible Efficient Informal/fun Opportunities for development Results oriented	Recognition Team oriented Vision and mission Advancement oriented	Secure Respectful Clearly defined goals Clear direction

Everything you
always wanted
to know about
the generation
gap (but were
afraid to ask)

The Manager/ Employee tango

It's increasingly common in the Canadian workplace to find older, more experienced workers reporting to significantly younger, lesser experienced managers. Conversely, young employees are being managed by significantly older managers. The following is a guide designed to help each side feel heard, appreciated and understood. The idea is to bring both sides closer to the middle.

More than making sure everyone feels good, the objective is to reduce conflict, save time wasted on miscommunication and improve productivity, which ultimately increases customer satisfaction. How's that for affecting the bottom line?

Advice column for intergenerational workers

Advice for Gen Ys managing Boomers	Advice for Boomers reporting to Gen Ys
<p>Remember that you are young, with less experience. Prove yourself without showing off. Suggest, don't tell. Ask for help in creating shared solutions.</p> <p>Get to know each person on your team. You can learn something from each person on the team. Think about where you can best fit in and how you can contribute.</p> <p>Get results. If your team succeeds, you will too. And you'll reap the benefits of success</p> <p>Listen. LISTEN.</p>	<p>Give your boss a chance. Try to find some common ground. After all, you both work for the same company.</p> <p>Be an employee, not a parent. Resist the urge to parent your boss. Their eating habits are not your concern, nor will they bring you closer to your employment objectives.</p> <p>Manage your own insecurities. If you don't feel confident about a particular skill, ask for more training. Where you do have proficiencies, don't be shy about letting your boss know. Nicely.</p> <p>Respect communication differences. Understand your manager's communication style and adapt accordingly. If you need a refresher in text messaging, ask for it. Again, nicely.</p> <p>Be open with your boss. Help foster a mutual understanding of your needs as an employee and her/his need to fulfill his corporate mandate.</p>

I want, you want, we all want...

Here are a few characteristics common to the Gen Y and Boomer generations:

A guide to Gen Y	A guide to Boomers
<p>Advancement is as important as compensation. Salary increases are the logical result of doing a good job. Achievement equals advancement.</p> <p>Straight talk, feedback, encouragement and recognition. Gen Y seek passion, humour and straight talk. They expect truthful, direct and clear communication, feedback and encouragement.</p> <p>Rethink and redesign management. More frequent performance reviews, accelerated advancement, tiered reward and incentive programs. Daily structured communication is just the beginning.</p> <p>Create an evolving work community. Gen Y prefer common sense common areas, multigenerational work teams and relationships to structured work spaces. They enjoy meeting and interacting online</p>	<p>Believe in the corporate ladder. They created and crawled up the ladder, "paid their dues" and expect others to do the same. More emotionally connected to their job, takes things and criticism more personally.</p> <p>Reject stand "entitlement mentalities." Related to "paying their dues."</p> <p>Little patience for work/life balance if it interferes with getting the job done. To get a Boomer's attention, use terms like focus, integration, commitment and professionalism.</p> <p>Multitasking 101 Baby Boomers understand it in terms of carrying several boxes all at once, but can't get their heads around typing a memo, texting a friend and listening to a podcast. Simultaneously.</p> <p>Approach the world and their work as linear and sequential.</p>



Different generations, equally important contributions

Each generation has made its contributions to the Canadian workforce, built upon those of the generation that preceded it. Gen X and Y paved the way for flexible work environments and advances in technology, while the Boomers' experience is invaluable. It's so valuable, in fact, that employers are enticing them to stay on beyond retirement age or luring them back with increasing flexibility and benefits.

The key to surviving the talent shortage is to attract and retain the right talent from each generation. You do that by planning, rethinking, changing and communicating. Inspiring optimum performance

from this diverse group of workers is a primary challenge for managers. Management is charged with finding creative ways to develop an environment where teamwork and a common focus on clearly defined company goals are *de rigueur*. It takes a certain sensitivity to refrain from making broad brush strokes and assumptions that what's good for one member of the team is good for everyone when, in fact, the very opposite is true.

Become a company that values difference. Find a way to harness that energy. Understand that there are fiscal benefits to harnessing the energy from a vibrant, robust multigenerational workforce. And talk to each other.



About Randstad Canada

At Randstad Canada, our objective is to help you attract and retain top talent. We do this by making the best possible employee-employer match on three levels: Job Fit, Boss Fit and Company Fit. Job Fit means that once we've performed an in-depth assessment of your job requirements and an applicant's career objectives, we bring together the right person for the right job. When we talk about Boss Fit, we mean that we make sure that the chemistry is right between potential employer and applicant. Company Fit, where there are clear indications that the applicant

will embrace the company culture, is the final measurement that ensures that the new hire is sustainable in the long term. The result? Like a well-tailored suit, the right candidate, regardless of age, fits well—no pulling, bunching or tugging.

To find out more about how Randstad Canada can fulfill your hiring objectives and find the right candidate for your company, call your local specialized consultant or visit us at randstad.ca.

Randstad's global presence

Randstad is an international supplier of services to businesses and institutions and the second largest provider of staffing services in the world. Randstad is active in 53 countries with approximately 5,400 offices across North America, South America, Europe, Asia, Africa and Australia. Randstad was founded in 1960 and is headquartered in Diemen, The Netherlands. In 2007, The Randstad Group generated revenue of approximately €17.6 billion.

For additional information, visit randstad.com

Randstad's areas of expertise

In an ever-changing work environment, specific market knowledge is a key success factor in sourcing high-calibre candidates. Such knowledge drives our specialized consultants, who focus exclusively on finding exceptional candidates in the areas of:

Administrative Support
Accounting and Finance Support
Contact Centre and Customer Care
Industrial Support
Skilled Trades and Industrial Management



Randstad offices across Canada

British Columbia

Burnaby	604.629.1669
Vancouver	604.408.2772

Alberta

Calgary Downtown	403.229.4339
Calgary North	403.235.4046
Calgary South	403.508.5084
Edmonton	780.420.1158
Edmonton South	780.420.1120

Manitoba

Winnipeg	204.227.7148
--------------------	--------------

Ontario

Brampton	905.799.9972
Burlington	905.637.3473
Gloucester	613.741.3533
Kitchener/Waterloo	519.772.7535
Markham	905.470.2325
Mississauga East	905.795.1146
Mississauga West	905.814.6554
Nepean	613.726.0220
North York	416.221.5799
Oakville	905.849.5881
Ottawa	613.564.2555
National Capital Contact Centre	613.688.5556
Toronto Bloor (opening early October)	416.861.1060
Toronto Downtown	416.861.1060

Quebec

Brossard	450.462.8798
Granby	450.361.1575
	1.877.361.1575
LaSalle/Lachine	514.366.2336
Laval	450.682.0505
Levis	418.839.6699
Longueuil	450.463.4114
	450.463.0139
Montreal East	514.252.0099
Montreal Downtown	514.350.0033
Parc Jarry	514.948.4141
Pierrefonds	514.620.4664
Pointe-Claire	514.695.9556
Old Montreal	514.350.4727
Quebec City	418.525.6766
Randstad Professionals Montreal	514.350.9095
Randstad Professionals Quebec	418.525.8333
Randstad Professionals South Shore	450.463.0139
Sainte-Foy	418.525.1191
Sainte-Therese	450.437.8668
Terrebonne	450.471.4100
Ville Saint-Laurent	514.332.1055

