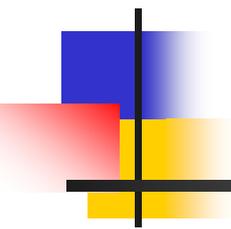
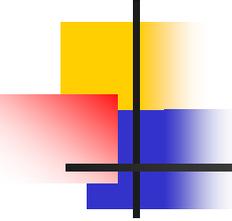


The National Institute of Corrections

**Effectively Managing a
Multi-Generational Workforce
in Corrections**

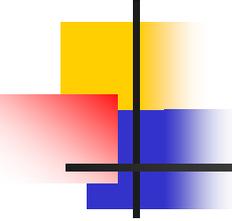


The Center for Innovative Public Policies, Inc.



Course Objectives

- **Recognize the multiple generations in today's workplace;**
- **Understand the strengths, weaknesses and job-related needs of each generation;**
- **Examine how the agency's culture affects the ability of the generations to work together;**
- **Conduct an agency assessment to determine the source and extent of conflict; and**
- **Develop a plan to address recruitment & retention; and**
- **Complete an individual blueprint for action.**



Caveats

- **Don't stereotype**
- **Persons of each generation have unique traits and characteristics**
- **Cultural and regional differences**
- **Use this information as you think about your organization**
- **These are not absolutes**

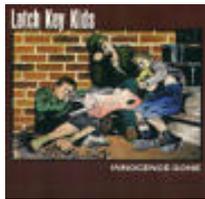
The Generations



Veterans: Born Before 1946



Baby Boomers: 1946-1964



Generation X "Busters": 1965-1980



Generation Y "Millenials": 1980-1989



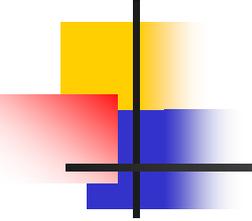
**Generation Z "E-(i)Generation":
1990-**

Naming the Issue



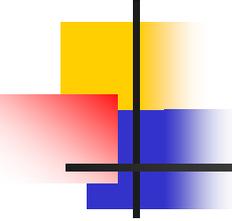
Some 4-1-1

- The age-range in the workforce spans five decades and includes four generations.
- In today's Workforce:
 - 5% are Veterans
 - 45% are Baby Boomers
 - 40% are Gen X'ers
 - 10% are Generation Y & Z
- In 2000, there were 708,243 employees in Corrections
 - 35,000 Veterans
 - 319,000 Baby Boomers
 - 284,000 Gen X'ers
 - Nearly 71,000 Generation Y & Z

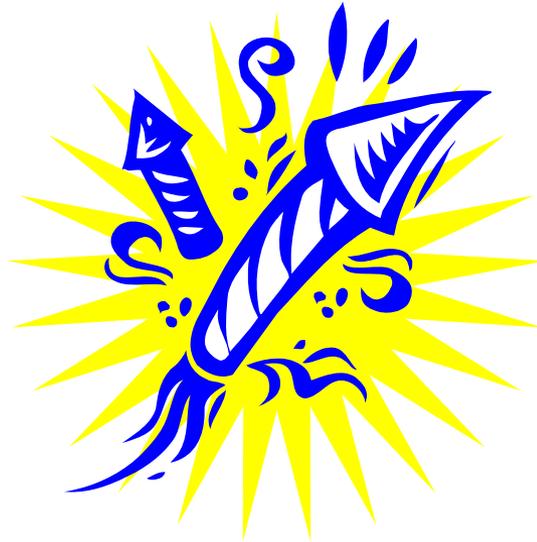


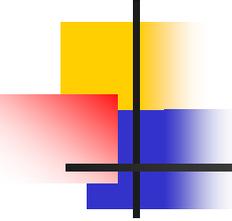
By the Numbers

- In 1999, there were 19,584,000 American workers employed in management positions. Of these jobs, 26.4 percent were held by workers between 20 and 34 years old.
- With 45 million in numbers, Generation X comprises a 'hearty part' of the workforce.
- Eighty percent of human resources' time is spent with 20 percent of the people.
- Peter Drucker, father of modern management, said that 66 percent of all hires in the first year aren't going to match, which means that 66 percent of the work force is probably in a job they don't want to be in.



Burning Issues





Veterans . . .



...And Money

- Save, save, save
- Buy a first home
- Pay in cash
- Join the Christmas Club
- Use lay-away

...On Authority

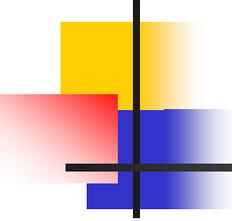
- Embraces it
- Likes law and order
- Functions best in structure

..Their Work Ethic

- Work and sacrifice
- Pride and dedication
- Job for life

...About Self

- Family-oriented
- Conservative
- Prepare for unknown



Veterans

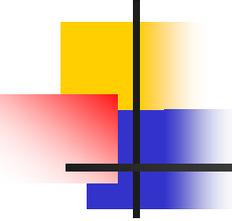


■ Defining Moments

- TV
- Korean War
- I Like Ike!
- End of the Depression
- WWII
- Home ownership
- Truman fires
MacArthur

■ Popular Culture

- Hoola Hoops
- Ozzie and Harriet
- Your Show of Shows
- Poodle skirts
- Personal cars
- Communists in
Hollywood
- Drive In Movies



Baby Boomers...



...And Money

- Reacted to frugal parents
- Spend now, pay later
- Have plastic and don't leave home without it

...On Authority

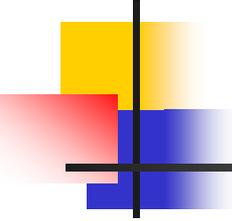
- Question it
- "Don't trust anyone over 30"

..Their Work Ethic

- Live to work
- You are what you do
- Work ethic = worth ethic

...About Self

- Generation of soul searchers
- Self gratification important
- Not good at commitment
- Generation of self-help, Yoga, Meditation



Baby Boomers



■ Defining Moments

- Assassinations of JFK, MLK, RFK
- Vietnam War
- Rosa Parks
- 1968 Democratic National Convention
- Kent State
- Forced integration at the University of Alabama

■ Popular Culture

- The Beatles
- Motown
- Captain Kangaroo
- Laugh In
- Catch 22
- Zen and the Art of Motorcycle Maintenance

Generation X...



...And Independence

- Were latchkey kids, the children of workaholic Baby Boomers
- Had to become self-reliant, independent

...On Family

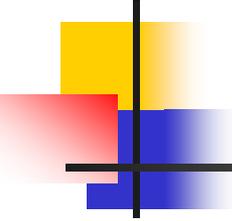
- Grew up with parents that believed in "quality time" but found the concept meaningless
- Many came from homes of divorced parents and two working parents

...About Work

- Work to live
- Believe in balance between family and work
- Don't believe you CAN have it all

...About Authority

- Unimpressed by it
- Not against it, just indifferent
- Saw too many "role models" fall off the pedestal



Generation X

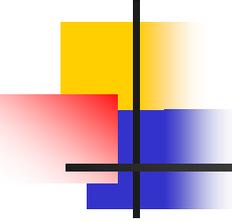


■ Defining Moments

- The Challenger Explosion
- Watergate
- Gulf War
- War on Drugs
- President Reagan is shot
- Anwar Sadat is assassinated
- The U.S. boycotts the Olympics in Russia
- Hostages held in Iran

■ Popular Culture

- Sesame Street
- Muppets
- Michael Jackson
- Star Wars Trilogy
- E.T.
- Slackers



Generation Y

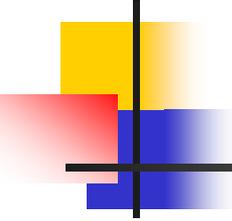


■ Defining Moments

- Oklahoma City Bombing
- Shootings at Columbine High School
- 9/11
- The Clinton/Lewinsky Scandal

■ Popular Culture

- Barney
- Harry Potter
- Rap- Eminem
- Boybands
- Brittany Spears
- Reality Television



Generation Y



...And Family

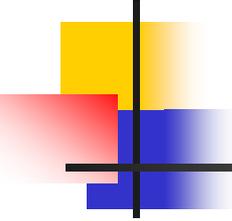
- Had over-involved parents

...On Life

- Confident and hopeful
- A new demographic: Baby Gap, Pottery Barn-Kids
- Busy kids, highly scheduled (soccer, T-ball, karate)

...Their Values

- Closest to those of Veterans
- Accountability
- Least promiscuous of the four generations
- Embrace diversity and



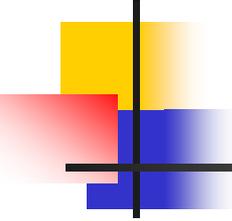
Generation Z/E-Generation

■ Defining Moments

- First born with the Internet already in place
- Shootings at Virginia Tech
- Mars Rover Landing
- Civilian Space Program
- Obama Election

■ Popular Culture

- SpongeBob Squarepants
- Dora The Explorer
- Taylor Swift
- Lady Gaga
- Lord of the Rings Trilogy
- Twilight Trilogy
- "16 and Pregnant"
- Facebook
- Twitter



Generation Z/E-Generation

...And Family

- Had over-protective parents
- Were the “babies on board”

...Their Values

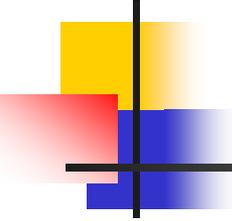
- Closest to those of Generation X
- Most promiscuous of the generations
- Require diversity, everyone is equal

...With Technology

- The digital generation
- Plugged in, logged on, wirelessly connected
- Cyber pen-pals all over the world

...On Life

- Cynical and Negative
- Busy kids, lightly scheduled, Technology Focused



Education

Veterans

- 10% college graduates
- 6.8% post graduate degrees

Baby Boomers

- 17.5% college degrees
- 10.7% post graduate degrees

Gen X'ers

- 21.3% college degrees
- 7.3% post graduate degrees

Generation Y & Z (so far . . .)

- 10.2% college degrees
- Less than 1% post graduate degrees

What About Offenders and Inmates?



- How is this information relevant to offenders and inmates?
- What transfers?
- What have you seen?
- What can we do to better manage these individuals in our workplace?

Core Values and Beliefs in the Workplace

Veterans

- Direct
- Take charge – command & control
- Delegate and look for results
- Decision-makers
- Wary of technology
- Comfortable in bureaucracy
- Work hard and expect others to do the same





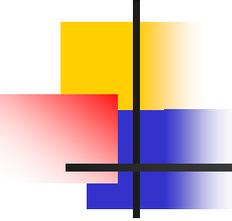
Baby Boomers

- **Keep proving themselves**
- **Live to work; workaholics and expect others to be**
- **Worth ethics = work ethic**
- **Consensus and harmony**
- **Teamwork**
- **Level playing field**



Gen X'ers

- **Balance work/personal life**
- **Paycheck is a means to an end**
- **Informality at work, humor, humanity**
- **Get bored easily**
- **Asks "why" a lot**
- **Value competency**
- **Straightforward, avoids office politics**



Generation Y

- Multi-tasking
- Finely tuned technological skills
- Enjoy being challenged and treated with respect.
- They feel that experience is irrelevant, as the world is changing constantly.
- Immediately adapting to the changing needs of the evolving markets.

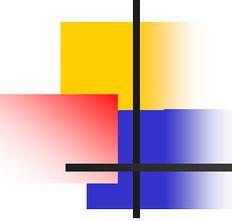


Generation Z

- **Multi-taskers**
- **Bored with repetitive tasks**
- **Achievement oriented**
- **Value inclusion and multi-culturalism**
- **Open minded, not set in their ways**

Who's At Work?





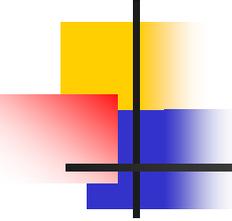
Agency Culture Defined

“...the sum of the attitudes, beliefs and values of staff, the character of the surrounding community, the history of the operations and events in the institution, and the personality and ethics of the past and present leaders.”

- **Rituals and symbols**

Conflict of Interest





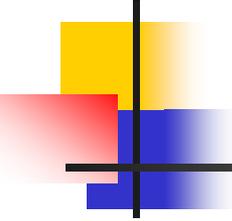
Agency Culture: An Inventory for Manager

- What are the prevailing attitudes staff exhibit toward each other?
- Do behaviors of staff and operations of the agency match the agency's written policies?
- Know your staff; their demographics, hopes, desires.
- Become politically savvy by tapping into the informal leaders on the staff.
- Manage by moving around. Talk to line staff and mid-managers. What are they saying?
- Listen to what staff is saying. What are they NOT saying? Listen more, talk less.

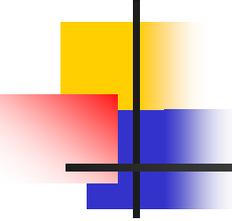
Generations at Work Clash Points



Agency Loyalty

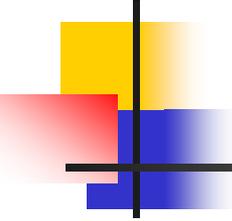


- **Veterans** are in the job for the long haul.
- The sacrifices their employers make are equal to their own.
- They put their loyalty to their company above themselves.
- **Boomers** believe loyalty to the company is critical.
- Loyalty to the job often comes to the detriment of their personal lives.
- **Gen X'ers** will stay only so long as they are learning something.
- They are about self-preservation. If you don't hold several jobs early in your career, you're not competitive.
- Loyalty to self comes first.
- **Gen Y & Z** are most like Gen X on this issue.
- Believe they must constantly improve and expand skills to advance career.
- See themselves as short-term workers offering services to employers.



Chain of Command

- **Veterans** are not only comfortable with hierarchy, chain of command, they prefer it.
- They respect authority and clear lines between bosses and subordinates.
- **Baby Boomers** have a love/hate relationship with hierarchy.
- On the one hand, they believe in “paying your dues.”
- On the other hand, they believe in “questioning authority.”
- **Generation X** is indifferent to chain of command.
- Hierarchy is a meaningless concept to them.
- **Gen Y & Z**, like Generation X, are unimpressed by rank, age or tenure.
- They don’t respect bosses who think they know everything.
- Show a Millennial knowledge and expertise, and they will show you respect.



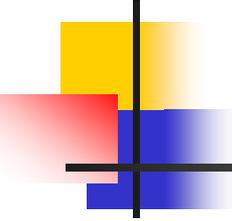
Work Ethic

- **Veterans** are dedicated and dependable.
- They tend to “not rock the boat.”

- **Baby Boomers** are driven, workaholics.
- It is not unusual for them to work 50 – 60 hours a week.

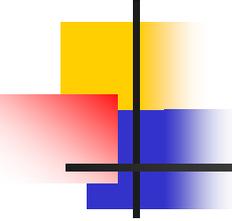
- **Generation X** are monetary oriented.
- They want balance in their life.
- They believe in “eight and the gate.”

- **Gen Y & Z** are determined.
- They will work diligently if they can have a say in how the work is done and if opportunities exist for innovation, creativity and promotion.



Diversity

- **Veterans** grew up in a largely segregated and sexist society.
- Diversity was a new concept in their workplace.
- **Baby Boomers** were influenced by the civil rights and women's movement. As consensus builders, they seek equality and fairness.
- The generation that had first women and African Americans on the job.
- **Gen X'ers** grew up with great awareness and tolerance. Women in traditionally male jobs raises few eyebrows with this generation.
- **Gen Y & Z** appear the most "color blind" of the generations.
- Grew up with friends who had two mommies, were adopted, and came from all ethnic groups.



Sum and Substance

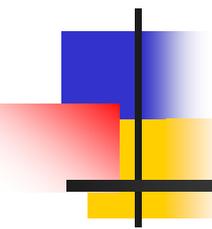
Your mission:

Develop a slogan that you feel best describes the generation at work assigned to your group. Here's an example:

*“ If you're not living on the edge,
you're taking up too much space.”*

Who Wants to Be the Boss?





But...

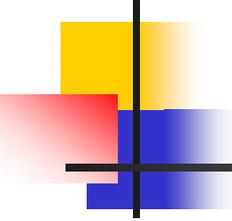
**...How Does One Manager
Coach Four Different
Generational Teams?**

Veterans:

With this generation, keep it *PERSONAL*

P Personal
E Experience
R Roles
S Stability
O Order
N Novices
A Acknowledge
L Lose





Baby Boomers:

To Manage this Generation, seek ***CONSENSUS***

C	Correctness
O	One-on-one
N	Notice
S	Support
E	Engaged
N	Negativity
S	Strengthen
U	Use
S	Show

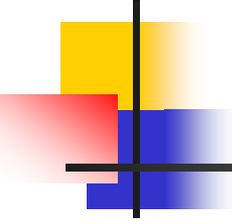


Generation X

When Managing this generation, cultivate ***INDEPENDENCE***

I Incorporate
N Not
D Downplay
E Evaluate
P Put
E Equate
N Newest
D Do
E Entrust
N Nurture
C Constructive
E Environment





Gen Y & Z

These newest members of the workforce are ***HOPEFUL***

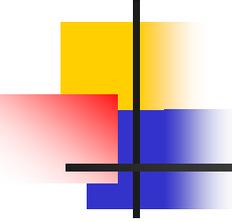
- H** **Highlight**
- O** **Opportunities**
- P** **Pairing**
- E** **Enable**
- F** **Focus**
- U** **Use**
- L** **Lead**



Why People Are Leaving?

- Find out why?
- Develop a retention plan.
 - It isn't just about the money

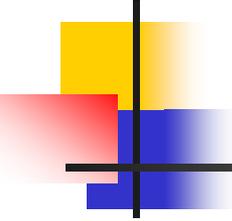




Recruitment & Retention in the New Age

- A** Accommodate Employee Differences
- C** Create Workplace Choices
- O** Operate from a Sophisticated, Flexible Management Style
- R** Respect Competence and Initiative
- N** Nourish Retention

Recruiting Through the Ages



Veterans

- Consider flex or part time and contract work.
- Provide big picture information
- Offer information about the agency's leadership.

Generation X

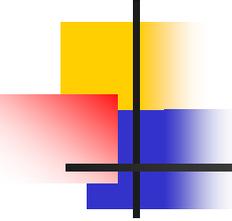
- Discuss how your agency is different from other agencies.
- Emphasize leaderships openness to new ideas.
- Highlight agency technology.
- Discuss opportunity for movement (upward and lateral).

Baby Boomers

- Emphasize leadership potential.
- Acknowledge experience and achievements.
- Point out perks of the job.
- Highlight aspects of the job that require teamwork and consensus.

Gen Y & Z

- Go where they are (Career fairs, etc.).
- Consider creating an intern program.
- Emphasize mentoring opportunities.
- When possible, offer flexible scheduling.
- Have advancement timelines available



Getting Employees to Stay

- **Top Five Reasons Why Employees are Leaving**
- **Strategies to address these reasons**