2015 Achievement Awards
Virginia Association of Counties

APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 1, 2015.** Please include this application form with electronic entry.

PROGRAM INFORMATION

Locality: _____

Program Title: _____

Program Category: _____

CONTACT INFORMATION

Name: _____

Title: _____

Department: _____

Complete Mailing Address: _____

Telephone # _____ **Fax #** _____

E-mail: _____

SIGNATURE OF COUNTY ADMINISTRATOR OR CHIEF ADMINISTRATIVE OFFICER

Name: _____

Title: _____

Signature: _____

Overview

Chesterfield County's Diversity Advisory Committee (DAC) developed a year-long, multi-dimensional research project to study how generational dynamics were impacting the county's workforce. With four generations in the workforce and age diversity ranging from 18 to 70, the DAC wanted to investigate how different generations viewed their work environment and what impact those differences may have on the workforce. The goal of the DAC's Generational Diversity Project was to provide analysis and recommendations for county leadership to better prepare for and adapt to a changing and younger workforce.

With almost 10 percent of the county's workforce eligible to retire by July 2016 with full benefits, and 20 percent with reduced benefits, the need to understand the organization's generational diversity was evident. Local governments will be challenged to effectively retain institutional knowledge lost through the retirements of Baby Boomers. Voluntary turnover among younger employees is also increasing, as many seek career advancement and higher salaries with other organizations.

Counties, like Chesterfield, will find it difficult to attract and retain high performing talent in the public sector, because younger employees may hold very different values, attitudes and beliefs about the work environment than their older colleagues. The findings and recommendations of this research project offer an innovative and cost-effective model for other counties to respond to changing generational demographics in their workforce, and to prepare for a cultural change and transfer of institutional knowledge as Boomer employees retire and younger generations assume leadership roles.

The Problem / Need for the Program

One of the strategic objectives of the county is to attract, develop and retain a diverse, high-performing workforce. That can sometimes prove to be challenging for a local government when budgets continue to tighten and employees are expected to do more with less. For many Boomers, who entered the public sector workforce 20 to 30 years ago, local government provided attractive career opportunities. Chesterfield, like many other local suburban localities, enjoyed unprecedented growth in the 1980s and 1990s. In turn, county employees enjoyed job security, career advancement opportunities and attractive benefits.

However, the recent economic downturn has hit local government budgets hard. There have been long-term budget constraints, resulting in reductions in force, smaller annual pay increases, reevaluation of services and programs, and a lag in upgrading and improving technology. The challenging job market has increased the county's applicant pools, but there is concern that when the job market improves, younger employees will leave the county's workforce for more attractive opportunities.

In addition to these concerns, the county faces losing between 10 and 30 percent of its workforce through retirements in the next few years. How will the county attract and retain a younger workforce, when many Millennials have different attitudes and beliefs from Boomers (or even Gen Xers) regarding working in local government? The issue of generational differences within the organization was a problem ripe for exploring. The need to understand these dynamics was vital for predicting and preparing for the future needs and challenges of the county's workforce. So, the county's DAC decided to engage the workforce in a year-long generational diversity research project.

Description of the Program

The mission of the county's DAC is to identify emerging issues related to diversity within the county's workforce and provide recommendations to county leadership that help foster an inclusive work environment. Media coverage has highlighted a tremendous demographic trend emerging within organizations across the country in recent years —generational diversity. Therefore, the DAC embarked on a unique and innovative research project to study how the county's generational diversity was impacting its workforce. The research project began in the summer of 2013 and ended in the summer of 2014 and evaluated the generational diversity of four groups within the county's workforce: Traditionalists, Baby Boomers, Generation Xers and Millennials.

The Generations— National Demographics

National demographics estimate that Traditionalists (age 68 and over) represent the smallest portion of the U.S. population (44 Million). Baby Boomers (ages 49-66) have been historically the largest generation in the U.S. until recently (76 Million), and are now starting to retire from the workforce. Members of Generation X (ages 33-48) represent a smaller demographic population (62 million). Millennials (ages 19-32) comprise the largest demographic population (80 million), and by 2020, they will represent 46 percent of the U.S. workforce.

Generations	Age Range	United States Population	Chesterfield County Workforce
Traditionalists	68+	44 million	8
Baby Boomers	49-67	76 million	1,200
Generation X	33-48	62 million	1,365
Millennials	19-32	80 million	744
TOTAL		262 million	3,317

The chart above compares national generational population data with the county's full-time workforce by age as of October 2013. The DAC deployed an opinion survey to identify employees' attitudes about working with generations other than their own [Attachment 1: survey template]. The survey was beta tested by 35 employees representing all divisions of the workforce. The survey was then administered to 3,317 county employees and was followed by a series of three generation-specific focus groups in November and December 2013, to assist the DAC in gathering additional qualitative data related to the survey results [Attachment 2: survey results]. Due to the small number of traditionalist respondents, the DAC did not analyze data from this group.

Project Findings

Upon extensive review of the survey and focus group data, the DAC identified four key generational needs for the county. These needs were:

1) Establish mentoring opportunities to help younger employees develop leadership skills;

2) Develop processes for institutional knowledge transfer as older employees retire;

3) Enhance the management style of leaders to adapt to different generational communication and work styles; and

4) Reevaluate county's technology policies and practices to retain younger workers.

The findings were derived from summarizing data captured from both the survey results and focus group discussions [Attachment 3: Generational Project Executive Summary]. The DAC collaborated with the county's Human Resource Management Department (HRM), the Learning and Performance Center and Information Systems Technology Department in developing the recommendations, which are outlined in the Project Results section.

As previously mentioned, data from the DAC's Generational Diversity survey revealed that approximately 10 and 30 percent of the county's workforce is eligible to retire by July 2015. Many leaders are concerned about the county losing valuable institutional knowledge as the Boomer population leaves the workforce. Furthermore, the DAC survey revealed that only nine percent of Millennials and 29 percent of Generation Xers strongly believed their peers would stay employed at the county over the next 10 years. During a focus group discussion with DAC members, Millennials stated the lack of career advancement, pay increases, and job opportunities were factors in younger employees leaving the organization. Younger employees viewed mentoring as an essential learning experience that would provide them a broader perspective of the county as a whole. They also wanted the opportunity to interact with county leaders and to learn how to apply leadership skills in a real-world environment.

The research project identified institutional knowledge transfer as a huge concern for employees. Survey results indicated that 73 percent of Boomers believe their peers plan to stay with the county over the long term (10 years or more). However, a significant percentage of the county's workforce is nearing retirement age over the next few years. Losing their expertise and experience could significantly reduce efficiency within the organization, resulting in costly mistakes, unexpected quality problems, or significant disruptions in services and performance.   In addition, only nine percent of Millennials strongly believed their peers would stay with the organization for 10 years or more. Having younger employees potentially exit so quickly from the workforce creates additional challenges for departments in attempting to cross train and develop new leaders.

The survey comments indicated drastically different generational perceptions regarding what good communication skills and a strong work ethic meant. What the county learned from the data is that good communication skills and a strong work ethic have different meanings among the different generations, and that often employees from one generation negatively stereotype the preferred communication style and work ethic of other generations. For example, many older survey respondents commented that Millennials were rude and lack face-to-face communication etiquette. Millennials did not perceive their peers as being rude, but stated they are more comfortable being direct and outspoken in their face-to-face communication.

The same was true for possessing a strong work ethic. Boomers defined it as doing whatever it takes to get the job done, including staying in the office to work late. Millennials believe that "doing things" and "getting things done" are two different concepts and, with the use of technology, they can get things

done faster. They also felt that the county's technology policies and practices were too restrictive and hindered their productivity.   Gen Xers attitudes fell in the middle of the two other generations.

Technology proved to be a huge concern for younger employees who viewed access to better technology, social media, and teleworking as essential to their productivity. Both Millennials and some Gen Xers stated the lack of access to better technology will impact their decisions to stay with the organization, because they believe not having it will be detrimental to their professional skills and career development. This viewpoint is dominant among Millennials, more so than in other generations, because they have grown up using technology and social media in their personal lives and expect the same level of usage in their professional lives. Younger employees also wanted better technology, so they could have the ability to telework and have more flexible work schedules.

Use of Technology

The research project used technology in a variety of ways. An online survey was administered by email to over 3,300 county employees. Electronic survey software was used to analyze the data, which allowed the DAC to evaluate the favorable rating and mean scores of each question by generation. This allowed the committee to track percent favorable and unfavorable comparisons of the generations about workforce issues, such as teleworking, technology, communication styles, work ethic, mentoring, organizational hierarchy, and expected tenure. In addition, the DAC communicated the results of the project by posting the survey results, synopses of the focus group discussions and an online presentation with voice over narrative outlining the major findings and recommendations on its intranet webpage for all employees to access [Attachment 4: DAC webpage]. The DAC also hosted a series of brown bag

lectures open to all employees, which were advertised through the county's email system and intranet website.

The Cost of the Program

There was no additional cost to the county for the project. The survey design and delivery was completed with existing county survey software. The focus group discussions were organized and led by county DAC members. The DAC members also conducted all data analysis and developed several PowerPoint presentations for various internal audiences.

By using existing staff and software, the project was cost neutral to the county while providing the county valuable information about its workforce. The DAC conducted research on local consulting firms that administer workplace generational dynamics surveys, analysis and training to organizations. It found that if the county had contracted with an external organization to provide these services, it may have cost between $4,000 and $6,000.

The Results/Success of the Program

To address the generational issues identified from the project data, the DAC developed a list of recommendations for county leadership to consider. The DAC first presented its findings and recommendations to the county administrator for approval. Once the recommendations were approved, the DAC then held two brown bag presentations, which were open to all employees, and posted its presentation on the intranet with a voice over narrative, giving an overview of the project and its findings and recommendations for the entire organization [Attachment 5: PowerPoint Presentation]. Two additional presentations followed to all department directors in the Management Services and

Community Development divisions. The DAC continues to receive requests for presentations from department directors who want to disseminate the information and encourage discussion of the topic among management teams. This communication process is key to educating the workforce and its leaders so that positive changes can occur to address the generational differences. Positive changes are occurring in Chesterfield County related to the acceptance of generational diversity.

Program Results / Project Recommendations

Mentoring

To help the county better retain, develop and engage younger professionals, the DAC recommended that the county create mentoring opportunities for employees to learn about how the county works, as a whole, from seasoned leaders. The DAC worked closely with two departments (HRM and the Learning and Performance Center) to create innovative programs to achieve these goals. HRM worked closely with members of the DAC to create the county's first employee resource group, Chesterfield Young Professionals (CYP) in 2013. CYP helps younger employees network with each other through monthly meetings and volunteer events. It also provides networking opportunities for them to connect with county leaders. The young professionals have held numerous events and continue to gain exposure to county leaders [Attachment 6: CYP Meet & Greet Flyer].

In addition, the county's Learning and Performance Center organized a mentoring committee tasked with researching, benchmarking and developing a mentoring pilot program. Three DAC members were asked to serve on the mentoring committee, along with CYPs and learning consultants. Data from the Generational Diversity Project was used to help define the scope of the committee. The mentoring committee is currently drafting a pilot program proposal, which will be presented to the county

administrator in late spring 2015. The objective of the pilot program is to facilitate mentees' professional growth within the organization by pairing them with seasoned leaders who will be sharing with them resources, networks, knowledge, skills and competencies. Informal mentoring has already begun in the organization as a result of the exposure gained from the Generational Project and the announcement of the formal mentoring program. Employees are reaching across generational lines to begin those mentoring relationships now.

Institutional Knowledge Transfer

With a large number of retirements predicted in the county's near future, the DAC recommended that department directors proactively assess their potential knowledge gaps and develop strategies for knowledge transfer through communities of practice, job shadowing, mentoring and cross training. The DAC also recommended department directors assess retention concerns frequently by conducting stay interviews with top performers. To assist department directors with this recommendation, HRM purchased 100 licenses of a webinar on the stay interview process for directors and managers to learn about the concept. Most department directors have gone through the stay interview training and have employed it in their current management practices, in conjunction with the annual performance review process. In addition, HRM is now tracking and reporting to leadership the age ranges of employee turnover, which is helping the county's leadership monitor turnover by generation and develop broader organizational strategies to combat it.

Communication and Work Styles

One of the most important positive outcomes of this project has been greater awareness of generational differences related to communication styles and work ethics. Employees and managers who were once

frustrated by communication and work preferences of other generations now have a better understanding of differences. The project's findings and recommendations have generated proactive discussions throughout the county about changing demographics and their impact on the workplace. Generational diversity is now a regular agenda item for discussion among county leaders and with the young professionals group.

Technology

To address younger employees' concerns about the county's technology policies and practices, the DAC recommended, with success, that the Chief Information Officer (CIO) host a technology seminar for employees to learn about the county's technology strategy and future initiatives. Teleworking was identified as an important retention tool for younger workers. The DAC recommended that county leaders encourage department directors to grant teleworking privileges to top performers and to allow for more open access to social media sites, such as Facebook. In August 2014, the DAC organized a technology seminar featuring the county's CIO. The event was open to all employees. It was videotaped and posted on the county's intranet website. The CIO is also revisiting the county's policy in limiting employees' access to social media sites, such as Facebook. As a result, social media restrictions are being relaxed in certain areas of county government. In addition, the county administrator encouraged department directors to allow more employees to telework and establish flexible working schedules. Recently, more departments are now allowing teleworking and flexible work schedules when practical.

Worthiness of an Award

The Generational Diversity Project was a unique and innovative research project designed, developed, implemented, analyzed, and marketed internally by a group of county employees from eight different departments. The project engaged approximately 3,300 county employees through an online survey and a series of focus groups and provided the results and recommendations to employees in multiple venues. It developed a series of recommendations with key departments, such as HRM, Learning and Performance Center and Information Systems Technology. These recommendations have been approved by leadership and are being implemented at various levels of the organization, with success. Presentations are still being requested by departments, as departments evaluate their staffing needs and experience more retirements. In addition, the project results have created a greater awareness and understanding about generational dynamics, which has led to proactive discussions about the county's changing workforce. Where there is increased open communication, positive changes will continue to occur. While any diversity initiative is an ongoing process, the massive amount of work that has been done and programs that have been implemented have charted a course for ongoing success.

Summary

Many organizations today have age diversity ranging from 18 to 70. Local governments will need to prepare for and adapt to a changing workforce. As more Boomers retire in the next few years, local governments will need to pay special attention to generational dynamics in their workforce to ensure they can retain and cultivate the next generation of leaders.

Chesterfield County's Diversity Advisory Committee (DAC) designed an innovative research project that captured generational attitudes among its 3,300 full-time employees through an online survey and a

series of focus groups. Upon extensive review of the data, the DAC identified four key generational needs for the county:

1. Establish a mentoring program;

2. Encourage departments to develop transfer of knowledge strategies;

3. Better understand and manage differences in generational communication and work styles; and

4. Reevaluate the county's technology policies and practices to address younger employees' desire for teleworking and flexible work schedules.

The project's findings and recommendations were disseminated to the county's leadership, department directors and its full-time employee population through a series of presentations. The findings, including data analysis, were made available for review on the county's intranet webpage. In addition, the DAC collaborated with leaders from key departments, such as HRM, Learning and Performance Center and Information Systems Technologies, to implement the recommendations that will support county departments as they experience a generational shift in workforce dynamics over the next few years.

This project has created a greater awareness and understanding about workforce generational dynamics, which has led to proactive discussions and positive changes that will ensure the county is well positioned to meet the challenges of a changing workforce and organizational culture.

Supplemental materials to follow.

Diversity Advisory Committee
Workforce Generational Survey

This survey is designed to measure employee attitudes about generations in Chesterfield County's workforce. A series of focus groups will be held to assist the Diversity Advisory Committee in analyzing the broader perspectives of the results. It should take between 10-15 minutes to complete the survey.

The generations that have been identified working in Chesterfield County are listed below:

• **Traditionalist (Silent) Generation (age 68 and above)**
• **Baby boomer (age 49-67)**
• **Gen Xer (age 33-48)**
• **Millennial (age 20-32)**

INSTRUCTIONS: Please indicate the extent to which you agree or disagree with the following statements as they apply to the county's workforce. If you feel the statement does not apply to you, please select "not applicable."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
1. I respect the work ethic and contributions of individuals from different generations.	○	○	○	○	○	○
2. I am intimidated by individuals from a generation other than my own.	○	○	○	○	○	○
3. I think all generations bring strengths to my work unit/department.	○	○	○	○	○	○
4. Employees from different generations work well together in my work unit/department.	○	○	○	○	○	○
5. Generational rifts are negatively impacting my work unit/department.	○	○	○	○	○	○
6. When working on a project, I prefer to work in a team.	○	○	○	○	○	○
7. I feel respected by individuals from generations other than my own.	○	○	○	○	○	○
8. I am open to learning new things from a member of a different generation, i.e. leadership skills, technology, etc.	○	○	○	○	○	○
9. I believe that younger employees value the knowledge and experience of older employees.	○	○	○	○	○	○
10. I would support an intergenerational mentoring program at the county.	○	○	○	○	○	○
11. Hypothetically, I would be comfortable reporting to a supervisor 10+ years younger than me.	○	○	○	○	○	○
12. Promotion decisions should be heavily influenced by years of service with the county.	○	○	○	○	○	○
13. I could do my job more effectively if I had access to more/better technology.	○	○	○	○	○	○
14. I would like to telework if my job allowed for it.	○	○	○	○	○	○

Next >

Diversity Advisory Committee
2013-2014 Generation Survey Results
Favorable Comparisons

1. I respect the work ethic and contributions of individuals from different generations.
   Boomers: 88.38%
   Gen Xers: 92.11%
   Millennials: 96.24%

2. I am intimidated by individuals from a generation other than my own.
   Boomers: 3.31%
   Gen Xers: 2.42%
   Millennials: 10.53%

3. I think all generations bring strengths to my work unit/department.
   Boomers: 90.53%
   Gen Xers: 91.37%
   Millennials: 92.48%

4. Employees from different generations work well together in my work unit/department
   Boomers: 78.19%
   Gen Xers: 70.98%
   Millennials: 64.89%

5. Generational rifts are negatively impacting my work unit/department.
   Boomers: 13.01%
   Gen Xers: 13.08%
   Millennials: 16.92%

6. When working on a project, I prefer to work in a team.
   Boomers: 50.78%
   Gen Xers: 57.25%
   Millennials: 49.62%

7. I feel respected by individuals from generations other than my own.
   Boomers: 76.60%
   Gen Xers: 78.74%
   Millennials: 65.41%

Diversity Advisory Committee
2013-2014 Chesterfield Generational Workforce Project
Executive Summary

The mission of the Diversity Advisory Committee, or DAC, is to identify emerging issues related to diversity within the county's workforce and provide recommendations to county leadership that help foster an understanding and inclusive work environment. The media has highlighted a huge demographic trend emerging within organizations across the country in recent years — generational diversity.

There are four generations in the workforce. Traditionalists (Silent Generation, age 68 and over) represent the smallest portion of the workforce (44 Million). Baby Boomers (Boomers, ages 49-67) have been historically the largest generation in the U.S. until recently (76 Million), and are now starting to retire from the workforce. Members of Generation X (Gen Xers are between the ages of 33 to 48) have been trained by Boomers and are starting to emerge as organizational leaders. However, Gen Xers represent a small demographic population (62 million) and have often been overshadowed by both Boomers and Millennials. They desire more flexible work schedules since they are often sandwiched between raising children and taking care of aging parents. Millennials (age 19-32) are the largest demographic population (80 million) the most educated of all the generations in the workplace and the most tech savvy. They want to be innovative and have a voice in decision-making. They also desire careers that are in line with their personal value systems. However, they are often stereotyped as lacking in real world experience, communication skills and work ethic.

The DAC decided to study how generational issues impact the county's workforce. The goal of the DAC's generational project was to provide analysis and recommendations for county leadership on how to better prepare for a changing and younger workforce that will need to provide quality services to an aging population. With almost 30 percent of Chesterfield County's workforce eligible to retire by July 2014, the need to understand the organization's generational dynamics seemed evident. Therefore, the DAC developed a unique and innovative research project to study the county's generational diversity in 2013 titled "Generations in Our Workplace." Starting in the summer of 2013, the DAC developed an opinion survey to identify employees' attitudes about working with generations other than their own. The survey was administered to all full-time staff in mid-October. The survey was followed by a series of three generation specific focus groups in November and December to assist the DAC in gathering additional qualitative data related to the survey results.

Upon review of the survey and focus group data, the DAC identified five generational issues to address with findings and recommendations. These issues were 1) technology; 2) intergenerational mentoring program; 3) perceptions of generational communication styles; 4) perceptions of generational work ethic; and 5) transfer of institutional knowledge. The findings are a summary of data captured from both the survey results and focus group discussions. The recommendations were developed with the help of Kevin Bruny, Director of Center for Organizational Excellence, and Barry Condrey, Chief Information Officer, Information Systems Technology.

CountyNET for employees

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Welcome, Heather! You have 0 unread messages My Profile Logout

Home : Departments : Diversity Advisory Committee : Generations

- Diversity Home
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- Document Library
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- 📁 Disabilities News   Collapse All
- 📁 Diversity Articles
- 📁 Documents
- 📁 Generations in the Workforce
- 📁 News
- 📁 Veteran Articles
- 📁 Veteran News
- 📁 Womens News

Diversity Advisory Committee

generations

The Diversity Advisory Committee is pleased to present the results of its Chesterfield Workforce Generations Project.

Two sessions have been scheduled on the following days:

- Wednesday, June 18, Noon-1:15 p.m.

- Tuesday, July 8, Noon-1:15 p.m.
Location: Multi-Purpose Room, Community Development Building

Space is limited, so please RVSP using the Training Register: http://trainingregister.chesterfield.gov/trainingregister/default.asp

Participants are welcome to bring their lunch.

For more information, please contact Heather Schofield at schofieldh@chesterfield.gov.

- Findings and Recommendations
- Survey Results
- Survey
- John Martin's Presentation
- Generations In The Spotlight
- Related News Articles

The official intranet for Chesterfield employees

Chesterfield County

Employee Information

▸ 2014 Outlook Calendar Entries
▸ Benefits
▸ Cafe Menu
▸ Credit Union
▸ Employee Assistance Program - EAP
▸ Employee Directory
▸ Employee Medical Center
▸ Employee Self Service - ESS
▸ Timecard Online

Business Resources

▸ Budget and Management
▸ County Contracts
▸ County GIS
▸ County Seal
▸ Policies and Procedures Home
▸ Chesterfield.Gov Site
▸ CQS Central

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⊙ Diversity Advisory Committee

Generational Workplace Dynamics in Chesterfield County

⊙ Diversity Advisory Committee

Mission
To provide recommendations to county leadership and create diversity experiences for employees that promote inclusion, acceptance, and understanding.

Vision
A work culture where all Chesterfield County employees are inclusive and respectful to each other and to the customers they serve.

c|y|p

chesterfield young professionals

Meet & Greet

With County Leadership

Tuesday, March 31st, 2015

3:00 PM — 5:00 PM

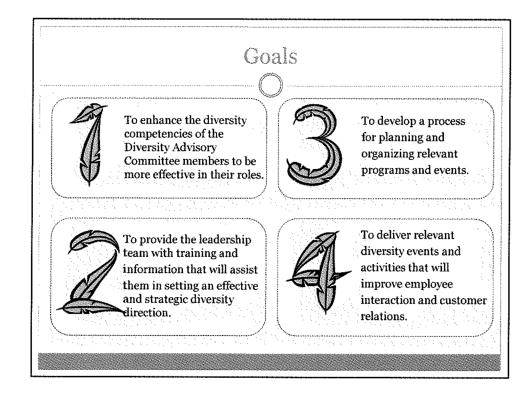Public Safety Training Center Classrooms A&B

(Light refreshments will be served)
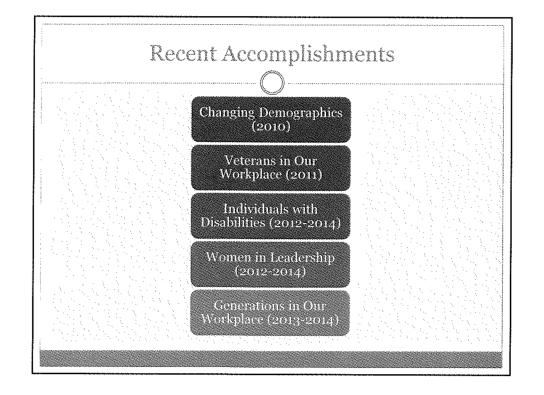
(Door prizes)

(Grand raffle: 4 hours of leave)

- ♦ **LEARN MORE ABOUT THE CYP 2015 POLICY INITIATIVE**
- ♦ **NETWORK WITH OTHER YOUNG PROFESSIONALS**
- ♦ **LEARN ABOUT PROFESSIONAL, VOLUNTEER, AND SOCIAL OPPORTUNITIES**

Goals

1 — To enhance the diversity competencies of the Diversity Advisory Committee members to be more effective in their roles.

3 — To develop a process for planning and organizing relevant programs and events.

2 — To provide the leadership team with training and information that will assist them in setting an effective and strategic diversity direction.

4 — To deliver relevant diversity events and activities that will improve employee interaction and customer relations.

Recent Accomplishments

- Changing Demographics (2010)
- Veterans in Our Workplace (2011)
- Individuals with Disabilities (2012-2014)
- Women in Leadership (2012-2014)
- Generations in Our Workplace (2013-2014)

What is a Generation?

A cohort born within a 15-to-20-year span and have a common set of experiences based on defining historic events.

Generational Age Groups

Generations	Age Range	National Demographics	Chesterfield County Workplace
Traditionalists	68+	44 million	8
Baby Boomers	49-67	76 million	1200
Generation X	33-48	62 million	1365
Millennials	19-32	80 million	744
TOTAL			3317

Definitions

○

Stereotype: a simplified, often negative perception of a particular group

Trait: a shared characteristic distinguishing a group's behavior, attitudes, beliefs

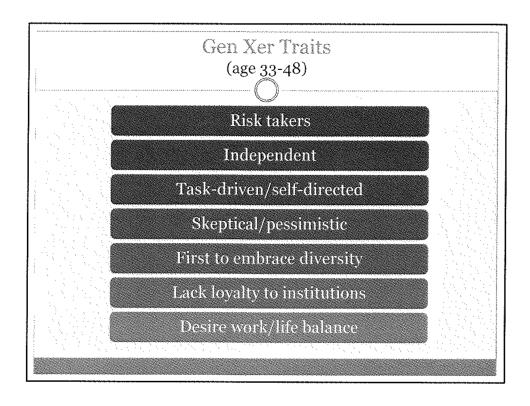**Stage of Life:** shared commonalities of life priorities (20 year span)

Boomer Influences
(age 49-67)

○

- Birth of TV
- Civil Rights Movement
- Vietnam
- The Pill
- Cold War
- Man on the Moon

Boomer Traits
(age 49-67)

Entitled

Personal gratification

Work centric (60-hour work week)

Self-centered (compared to Traditionalists)

Optimistic

Change agents

Transformative

Gen Xer Influences
(age 33-48)

- The pill/abortion
- Children of divorce (highest rate)
- Latchkey kids
- Watergate
- Challenger space shuttle explosion
- MTV
- Personal computer/internet

Gen Xer Traits
(age 33-48)

- Risk takers
- Independent
- Task-driven/self-directed
- Skeptical/pessimistic
- First to embrace diversity
- Lack loyalty to institutions
- Desire work/life balance

Millennial Influences
(age 19-32)

- Stronger family units
- Booming 90s
- Technology/social media
- Multi-culturalism
- 9/11

Millennial Traits
(age 19-32)

- Highly-educated
- Self-indulgent
- Mentor-dependent
- Hyper-connected
- Optimistic
- Ambitious

Generational Project

- Generational shift
- Changing Workforce (4 Generations)
- 30% eligible for retirement

Methodology

Survey
- ✓ Opinion-focused
- ✓ Beta test
- ✓ FTE workforce (only)

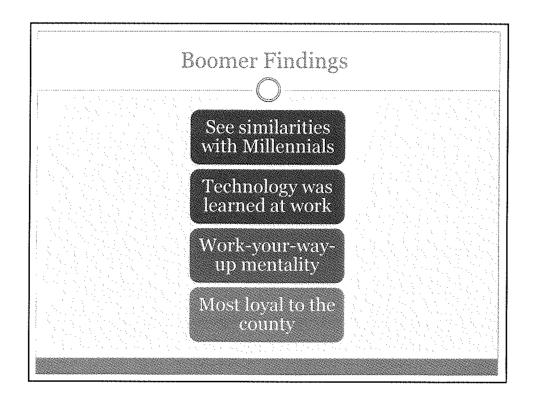| Generations	FTE Workforce	Participation Rate	Number of Survey Participants
Traditionalists	.2%	.3%	3
Baby Boomers	36.2%	45.2%	457
Gen-Xers	41.2%	41.3%	418
Millennials	22.4%	13.2%	133
TOTAL	100	100	1011

Methodology

Focus groups
- ✓ Evaluate results of survey
- ✓ Develop recommendations

Focus Group	Date	Number of Participants
Boomer	December 11, 2013	9
Gen Xer	December 13, 2013	8
Millennial	December 17, 2013	7
Final	April 28, 2014	8

Boomer Findings

- See similarities with Millennials
- Technology was learned at work
- Work-your-way-up mentality
- Most loyal to the county

Gen Xer Findings

- Boomer-trained
- Understand Boomers/Millennials
- Moderately tech savvy
- Work within system
- Great collaborators/Team Leaders
- 40% Supervise direct reports

Millennial Findings

Least committed to organization (stage of life)

Connected/involved

Flexible work environment

Access to technology

Change government

Recommendations

✓ Mentoring program
✓ Communication

✓ Technology
✓ Work ethic
  perceptions
✓ Transfer of institutional knowledge

Intergenerational Mentoring Program

- COE to establish basic guidelines for an intergenerational mentoring program.
- Create a process for individuals to find a compatible mentoring partner.
- Include networking opportunities and information exchanges as part of the mentoring program.
- Create opportunities (if desired) for both parties to mentor each other.
- Establish benchmarks to measure and establish successful mentoring efforts.

Communication

- Departments to establish standards of communication for co-workers, and with customers, clients, consumers and residents.
- COE to incorporate data on communication preferences into their Generational Workshop training.
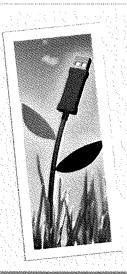- Employees to be flexible with their communication preferences.

Work Ethic/Styles

- COE to incorporate data on work ethic/work styles into their Generational Workshop training.

- Managers to enhance their management style to adapt to different work styles and preferences.

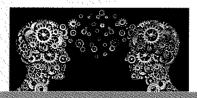- Incorporate more generational diversity on county-wide committees.

Technology

- DAC to organize TED Talk-like seminar on the state of technology in the county.
- County leadership to encourage an open dialogue within the county about technology capabilities and limitations.
- IST to publish a catalog of technology services and capabilities.
- IST to review the methods for granting more open access to county social media sites.

Transfer of Knowledge

- Departments to assess critical issues related to knowledge transfer (i.e., standard operating procedures for critical functions; tacit knowledge)
- Department to develop strategies for knowledge transfer through communities of practice, job shadowing, mentoring and cross-training.
- Departments to assess retention issues and evaluate benefits of conducting stay-interview with high-performers.

Next Steps

- ✓ Survey results and recommendations on website
- ✓ Brown bag lectures
- ✓ DAC to serve on COE mentoring committee
- ✓ Chesterfield TED Talks
- ✓ Department discussions

Diversity Advisory Committee

Julie Council, Library
Crystal Jensen, HRM
Donald Lee, General Services
Michelle Oblinsky, Fire and EMS
Jimmy Powell, COE
Heather Schofield, HRM (Chair)
Mary Martin Selby, HRM (Executive Member)
Kuzhalmozhi (Curel) Sundar, Planning
Renee Wilson, Fire and EMS

Finding No. 1: Intergenerational Mentoring Program
Mentoring was viewed favorably across all generations in both the focus-group discussions and the survey data (Boomers 64 percent; Gen-Xers 64 percent; and Millennials 62 percent favorably agreeing). It was stated that the private sector has been successful with formal mentoring programs and that a similar model could work in the county. Many felt that informal mentoring was already going on throughout the county, but some employees who have little experience with mentoring could benefit from some basic guidelines. Among all age groups there was a consensus that the county is at risk of losing institutional knowledge with the retirement of Boomers and that an intergenerational mentoring program could help share this valuable knowledge with younger employees.

Recommendations:
- An intergenerational mentoring program should build on and complement COE's current mentoring efforts.
- Establish basic guidelines to help individual employees find appropriate mentors/mentees.
- Create a process for individuals who want to be paired with a compatible mentoring partner, but cannot find one on their own.
- Include networking opportunities and information exchanges as part of the mentoring program. These opportunities and exchanges could occur in group settings.
- Create opportunities, if desired, for both parties to mentor each other.
- Establish basic benchmarks to measure and establish successful mentoring efforts.

Finding No. 2: Communication
The survey comments indicated strong perceptions from Boomers and Gen Xers that Millennials lack good communication skills. Many survey respondents commented that Millennials were rude and lack face-to-face communication etiquette. The DAC decided to explore these perceptions in the focus-group discussions. The majority of focus-group participants did not believe communication was a major issue with Millennials. Several participants believed this perception was a stereotype and not a generational trait. It was strongly noted that communication issues are more often related to personality issues than generational traits. However, many participants believe Millennials are more direct and outspoken in their face-to-face communication. Although, participants did not believe Millennials are intending to be rude, this may be why some individuals from other generations perceived them as lacking good communication skills.

Recommendations:
- If not already in place, encourage departments to establish standards of communication when dealing with co-workers, customers, clients, consumers and residents.
- Encourage COE to incorporate data from the Generational Project on communication preferences into the Generational Workshop training to help employees understand and work with different communication preferences.
- Encourage employees to be flexible with their communication preferences.

Finding No. 3: Technology

In today's workforce, access to the latest technology, social media, and teleworking are often viewed as necessities, not luxuries, by many employees. A majority of county employees in the survey reported that the lack of access to these needs will impact their decisions to stay with the organization because they believe not having access to them may be detrimental to their professional skills and career development plans. This viewpoint is dominant among Millennials, more so than in other generations, because they have grown up using technology and social media in their personal lives and expect the same level of usage in their professional lives.

Recommendations:
- DAC to organize a countywide Ted Talk-like seminar on the state of technology in the county with the Chief Information Officer. The goal would be to help employees understand the global perspective of technology needs and challenges in the county and how they are addressed at the department level.
- County leadership to encourage an open a dialogue within the county about technology capabilities and limitations.
- IST to publish a catalog of technology services and capabilities that 1) departments can review and select from; and 2) give users the ability to suggest new technologies to be used in their departments.
- IST to review the methods to grant more access to social media and make recommendations to allow access to these sites through desktop browsers.

Finding No. 4: Perceptions of Work Ethic and Work Styles
The DAC learned from the survey results and focus group discussions that the term "work ethic" means different things to different people. Boomers perceive work ethic as doing whatever it takes to get the job done, including staying in the office and working late. Millennials believe that "doing things" and "getting things done," are two different concepts and, with the use of technology, they can get things done faster. They like to work hard, but want their personal time respected. Gen Xers seem to fall in the middle of the two. They desire a strong work-life balance and feel comfortable using technology to help them be productive, but they are also comfortable working within the Boomers' concept of work ethic to get the job done.

Recommendations:
- Encourage COE to incorporate data from the Generational Project on perceptions of work ethic verses work styles into the Generational Workshop training.
- Encourage managers to enhance their management style to adapt to different work styles and preferences.
- Select intergenerational teams to serve on countywide committees to incorporate more generational diversity.

Finding No. 5: Transfer of Institutional Knowledge
Survey results indicated that 73 percent (very applicable) of Boomers believe their generation plans to stay with the county over the long term (10 years or more). However, a significant percentage of the county's workforce is nearing retirement age over the next few years. In fact,

30 percent of county employees become eligible to retire by July 2014. Losing their expertise and experience could significantly reduce efficiency, resulting in costly mistakes, unexpected quality problems, or significant disruptions in services and performance.

Recommendations:
- Encourage departments to assess critical issues related to knowledge transfer. For example, are standard operating procedures in place for critical department functions?
- Encourage each department to develop strategies for knowledge transfer through communities of practice, job shadowing, mentoring and cross-training.
- Encourage departments to assess retention issues and evaluate benefits of conducting stay interviews with top performers.

Conclusion:
The Diversity Advisory Committee spent approximately 11 months working on the Generational Project and engaged numerous employees throughout the workforce at all stages of the project. The scope of the project was to capture employees' attitudes and perceptions on generational issues. Starting in June 2014, the DAC will present its findings and recommendations to the county's workforce through a series of brown bag presentations. The DAC also will present the results to departments upon request. This final report, a PowerPoint presentation of the findings and recommendations and the survey data will also be made available on the DAC's intranet website. The DAC will also conduct a countywide survey in the spring of 2015 to measure the impact and success of the findings and recommendations outlined in this report.

Two sets of the project's final recommendations (Technology and the Intergenerational Mentoring Program) have a global scale and can be accomplished at a countywide level with the support of the Information Systems Technology Department, or IST, and the Center for Organizational Excellence, or COE. The other three sets of recommendations, including Communication, Work Ethic and Transfer of Institutional Knowledge, can be addressed at a department level, if needed, with the support of Human Resource Management, or HRM.

The DAC plans to continue working with key departments to facilitate and implement the project's recommendations. Data for the survey and focus groups will be made available to the Center for Organizational Excellence to incorporate into its existing Generational course. In addition, the Center has invited members of the DAC to serve on a countywide committee to establish guidelines for a mentoring program in the county. IST has agreed to host a Ted-Talk like seminar for employees to discuss technology in the county. The DAC will organize the seminar and COE will manage the registration.

The DAC learned that employees feel comfortable about sharing their ideas and opinions, but many lack a global perspective of the county and sometimes feel silo-ed within their own departments. The county is a complex organization and many key functions are decentralized to support department business needs, i.e., technology, human resources and management style. Therefore, the DAC's findings and recommendations are intended to be used by department leaders to encourage a dialogue among their employees about generational dynamics, and to foster new and innovative ideas to address our changing workforce.

8. I am open to learning new things from a member of a different generation, i.e., leadership skills, technology, etc.

      Boomers: 97.36%
      Gen Xers: 97.84%
      Millennials: 97.74%

9. I believe younger employees value the knowledge and experience of older workers.

      Boomers: 46.15%
      Gen Xers: 46.17%
      Millennials: 74.24%

10. I would support an intergenerational mentoring program.

      Boomers: 64.46%
      Gen Xers: 63.94%
      Millennials: 62.41%

11. Hypothetically, I would be comfortable reporting to a supervisor 10+ years younger than me.

      Boomers: 72.09%
      Gen Xers: 60.53%
      Millennials: 54.10%

12. Promotion decisions should be heavily influenced by years of service with the county.

      Boomers: 38.27%
      Gen Xers: 37.44%
      Millennials: 27.48%

13. I could do my job more effectively if I had access to more/better technology.

      Boomers: 60.79%
      Gen Xers: 66.43%
      Millennials: 74.05%

14. I would like to telework if my job allowed for it.

      Boomers: 63.90%
      Gen Xers: 70.98%
      Millennials: 72.95%

Highest ranked category and percentage

15. What benefits are most important to you? **List top three.**
    Boomers:
    - Retirement (23.63%)
    - Health care (23.57%)
    - Salary (21.18%)

    Gen Xers:
    - Salary (20.48%)
    - Health care (19.88%)
    - Retirement (19.28%)

    Millennials:
    - Salary (19.80%)
    - Health care (16.44%)
    - Retirement (15.45%)

16. What is your most preferred method of communication in the workplace?
    Boomers: Face-to-face (53.61%)
    Gen Xers: Face-to-face (51.44%)
    Millennials: Face-to-face (51.88%)

17. What is your most preferred method of training in the workplace?
    Boomers: Instructor-led classroom (47.26%)
    Gen Xers: Instructor-led classroom (39.95%) ***On-the-job (38.28%)
    Millennials: On-the-job (52.63%)

18. What approaches to resolving intergenerational conflict do you think would be effective in your work unit/department? **List top three.**
    Boomers:
    - Communicating information in multiple ways (19.65%)
    - Fostering collaborative discussion/decision-making (17.96%)
    - Promoting team-building activities (13.58%)
    - Creating mentoring programs to encourage workers (13.15%)

    Gen Xers:
    - Communicating information in multiple ways (19.04%)
    - Fostering collaborative discussion/decision-making (17.39%)
    - Promoting team-building activities (14.35%)
    - Creating mentoring programs to encourage workers (13.71%)

    Millennials:
    - Promoting team-building activities (14.35%)
    - Communicating information in multiple ways (18.66%)

- Fostering collaborative discussion/decision-making (16.16%)
- Creating mentoring programs to encourage workers (12.81%)

19. How frequently do you directly or indirectly work with the public?
        Boomers: Less than 25% of the time (28.01%)
        Gen Xers: 100% of the time (27.03%)
        Millennials: 100% of the time (33.83%)

20. What type of direct services do you provide to the public?
        Boomers: Human Services (24.73%) *** Public Safety a close second (24.07%)
        Gen Xers: Public Safety (40.67%) *** Human Services second (23.44%)
        Millennials: Public Safety (29.32%) *** Human Services a close second (29.32%)

21. How do you most frequently interact with the public?
        Boomers: Face to face (35.89%)***Phone (35.67%)
        Gen Xers: Face to face (45.22%)***Phone (29.90%)
        Millennials: Face to face (36.09%)***Phone (31.58%)

Open Ended Questions

22. What do you see as the major challenges of a younger workforce serving an older population?

23. What do you see as the major differences between the generations in the workforce today?

24. What do you like about working with colleagues from other generations?

25. What frustrates you the most about working with colleagues from other generations?

NOTE: Questions 26-31 asked the respondent to determine how applicable he or she thought the statements related to each generation. The answers below list how each generation rated itself.

26. Technology Savvy
        Boomers: Very Applicable (81%); Moderately Applicable (16%); Slightly Applicable (0%)
        Gen Xers: Very Applicable (37%); Moderately Applicable (54%); Slightly Applicable (5%)
        Millennials: Very Applicable (33%); Moderately Applicable (44%); Slightly Applicable (17%)

27. Good at multitasking
        Boomers: Very Applicable (58%); Moderately Applicable (35%); Slightly Applicable (4%)
        Gen Xers: Very Applicable (52%); Moderately Applicable (40%); Slightly Applicable (4%)
        Millennials: Very Applicable (60%); Moderately Applicable (29%); Slightly Applicable (7%)

28. Plan to stay with the organization over the long term (10 years or more)

        Boomers: Very Applicable (73%); Moderately Applicable (19%); Slightly Applicable (4%)

        Gen Xers: Very Applicable (29%); Moderately Applicable (48%); Slightly Applicable (18%)

        Millennials: Very Applicable (9%); Moderately Applicable (24%); Slightly Applicable (50%)

29. See value in organizational hierarchy

        Boomers: Very Applicable (58%); Moderately Applicable (34%); Slightly Applicable (3%)

        Gen Xers: Very Applicable (25%); Moderately Applicable (59%); Slightly Applicable (11%)

        Millennials: Very Applicable (17%); Moderately Applicable (38%); Slightly Applicable (35%)

30. Strong Work Ethic

        Boomers: Very Applicable (27%); Moderately Applicable (59%); Slightly Applicable (9%)

        Gen Xers: Very Applicable (41%); Moderately Applicable (52%); Slightly Applicable (3%)

        Millennials: Very Applicable (77%); Moderately Applicable (17%); Slightly Applicable (4%)

31. Embrace Diversity

        Boomers: Very Applicable (18%); Moderately Applicable (70%); Slightly Applicable (8%)

        Gen Xers: Very Applicable (60%); Moderately Applicable (36%); Slightly Applicable (2%)

        Millennials: Very Applicable (94%); Moderately Applicable (4%); Slightly Applicable (1%)

32. Please identify your generation (REQUIRED)

        Boomers: 457

        Gen Xers: 418

        Millennials: 133

33. Please identify your division.

        Boomers: Human Services (29.76%) ***Public Safety a close second at 24.51%

        Gen Xers: Public Safety (43.06%)

        Millennials: Public Safety (30.83%) ***Human Services a close second at 29.32%

34. How long have you worked for the county?

        Boomers: 20-29 years (34.57%)

        Gen Xers: 10-14 years (26.79%)

        Millennials: 0-4 years (54.14%)

35. Please identify the main reasons you have remained employed at the county. **List top three.**

        Boomers:

- Like job/career (16.89%)
- Retirement/pension plan (14.50%)
- Health care benefits (12.38%)

Gen Xers:
- Like job/career (18.17%)
- Job security (13.31%)
- Retirement/pension plan (11.56%)

Millennials:
- Like job/career (13.09%)
- Job security (12.19%)
- Like working for the county (9.48%)

36. What is your job category?

Boomers:	Professional/technical (40.04%)
Gen Xers:	Professional/technical (38.52%)
Millennials:	Professional/technical (43.61%)

37. Do you currently supervise others (direct reports)?

Boomers: Yes (43%)
Gen Xers: Yes (40%)
Millennials: Yes (12%)

38. What is your highest level of education completed?

Boomers:	Bachelor's (31.95%); High school (31.51%); Master's (16.19%)
Gen Xers:	Bachelor's (33.73%); High school (26.32%); Master's (21.53%)
Millennials:	Bachelor's (45.11%); Master's (23.31%); High School (18.05%)

Select Your Answer

15. What benefits are most important to you? [select three]

- ☐ Retirement
- ☐ Health Care
- ☐ Paid Time Off/Annual Leave
- ☐ Employee Medical Center
- ☐ C-Fit
- ☐ Salary
- ☐ Training/Professional Development
- ☐ Technology
- ☐ Flexible Schedule
- ☐ Holidays
- ☐ Career Growth Potential
- ☐ Other _____

16. What is your most preferred method of communication in the workplace? (select one)

- ○ Face-to-Face
- ○ Phone
- ○ Social media
- ○ Instant messaging
- ○ Email
- ○ Text
- ○ Other _____

17. What is your most preferred method of training in the workplace? (select one)

- ○ Instructor-led classroom
- ○ Self-paced
- ○ On-the-job
- ○ Webinars/online
- ○ Video conference
- ○ Other _____

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18. What approaches to resolving intergenerational conflict do you think would be effective in your work unit/department? (select three)

- ☐ Communicating information in multiple ways (emails/meetings)
- ☐ Fostering collaborative discussion/decision-making
- ☐ Training managers on handling generational differences
- ☐ Promoting team-building activities
- ☐ Training employees on working with people of diverse age groups
- ☐ Assessing the demographics of the workplace to increase awareness of generational issues
- ☐ Mediation
- ☐ Creating mentoring programs to encourage workers from different generations to share experience and knowledge
- ☐ Other _____

Resident-focused Questions

Please answer the following questions based on your current job.

19. How frequently do you directly interact or work with the public?

- ○ 100% of the time
- ○ At least 25% of the time
- ○ At least 75% of the time
- ○ Less than 25% of the time
- ○ At least 50% of the time

20. What type of direct services do you provide to the public?

- ○ Human Services
- ○ Tax/Revenue/Collections/Permits/Real Estate
- ○ Public Safety
- ○ Not applicable
- ○ Utilities/Sanitation
- ○ Other _____
- ○ Planning/Plan Reviews/Inspections

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21. How do you most frequently interact with the public?

○ Phone   ○ In the field

○ Face-to-Face ○ Not Applicable

○ Web/email   ○ Other _____

Open-ended Questions

22. What do you see as the major challenges of a younger workforce serving an older population?

23. What do you see as the major differences between the generations in the workforce today?

24. What do you like about working with colleagues from other generations?

25. What frustrates you the most about working with colleagues from other generations?

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Instructions: Please indicate to what degree you feel each generation exhibits the following traits. This section is intended to measure respondents' attitudes about other generations. Your responses are anonymous.

Traditionalist (Silent) Generation (age 68 and above)
Baby Boomer (age 49-67)
Generation X (age 33-48)
Millennial (age 20-32)

26. Technology Savvy

	Very Applicable	Moderately Applicable	Slightly Applicable	Not at All Applicable
Traditionalist	○	○	○	○
Baby Boomer	○	○	○	○
Generation X	○	○	○	○
Millennial	○	○	○	○

27. Good at multitasking

	Very Applicable	Moderately Applicable	Slightly Applicable	Not at All Applicable
Traditionalist	○	○	○	○
Baby Boomer	○	○	○	○
Generation X	○	○	○	○
Millennial	○	○	○	○

28. Plan to stay with the organization over the long term (for at least 10 years)

	Very Applicable	Moderately Applicable	Slightly Applicable	Not at All Applicable
Traditionalist	○	○	○	○
Baby Boomer	○	○	○	○
Generation X	○	○	○	○
Millennial	○	○	○	○

29. See value in organizational hierarchy (chain-of-command)

	Very Applicable	Moderately Applicable	Slightly Applicable	Not at All Applicable
Traditionalist	○	○	○	○
Baby Boomer	○	○	○	○
Generation X	○	○	○	○
Millennial	○	○	○	○

30. Strong Work Ethic

	Very Applicable	Moderately Applicable	Slightly Applicable	Not at All Applicable
Traditionalist	○	○	○	○
Baby Boomer	○	○	○	○
Generation X	○	○	○	○
Millennial	○	○	○	○

31. Embrace Diversity

	Very Applicable	Moderately Applicable	Slightly Applicable	Not at All Applicable
Traditionalist	○	○	○	○
Baby Boomer	○	○	○	○
Generation X	○	○	○	○
Millennial	○	○	○	○

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General Information

32. Please identify your generation. (REQUIRED)

- ○ Traditionalist (Silent) Generation (age 68 and above)
- ○ Generation X (age 33-48)
- ○ Baby Boomer (age 49-67)
- ○ Millennial (age 20-32)

33. Please identify your division. (REQUIRED)

- ○ Public Safety
- ○ Community Development
- ○ Human Services
- ○ County Administration
- ○ Management Services
- ○ Constitutional Officers

34. How long have you worked for the county? (REQUIRED)

- ○ 0-4 years
- ○ 15-19 years
- ○ 5-9 years
- ○ 20-29 years
- ○ 10-14 years
- ○ 30+ years

35. Please identify the main reasons you have remained employed at the county. (Select top three)

- ☐ Like working for the county
- ☐ Salary
- ☐ Learning opportunities
- ☐ Like job/career
- ☐ Flexible schedule
- ☐ Work environment
- ☐ The economy
- ☐ Sense of community and co-workers
- ☐ Career advancement
- ☐ Health care benefits
- ☐ Location
- ☐ Good supervision/leadership
- ☐ Retirement/Pension plan
- ☐ Job security
- ☐ Other _____

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36. What is your job category?

○ Trades/Maintenance   ○ Administrative/Clerical

○ Uniformed Public Safety   ○ Officials/Administrators

○ Professional/Technical

37. Do you currently supervise others (direct reports)?

○ Yes   ○ No

38. What is your highest level of education completed?

○ High School   ○ Master's Degree

○ Associate's Degree   ○ Ph.D.

○ Bachelor's Degree

Thank you!

The Diversity Advisory Committee will conduct focus groups using the results of this survey in December. If you are interested in participating in a focus group discussion, please provide your name and contact information on the next screen. Your name will not be associated with your responses.

< Back   Finish

If you are interested in participating in a focus group discussion, please provide your contact information in the spaces below.

Name:

Contact information:

Thank you for your interest in participating in a generational focus group discussion. A Diversity Advisory Committee member will contact you with more information.

Finish