



# Innovations & Trends in the Workforce

## Harnessing the Millennials

# The American Generations

1901 - Present



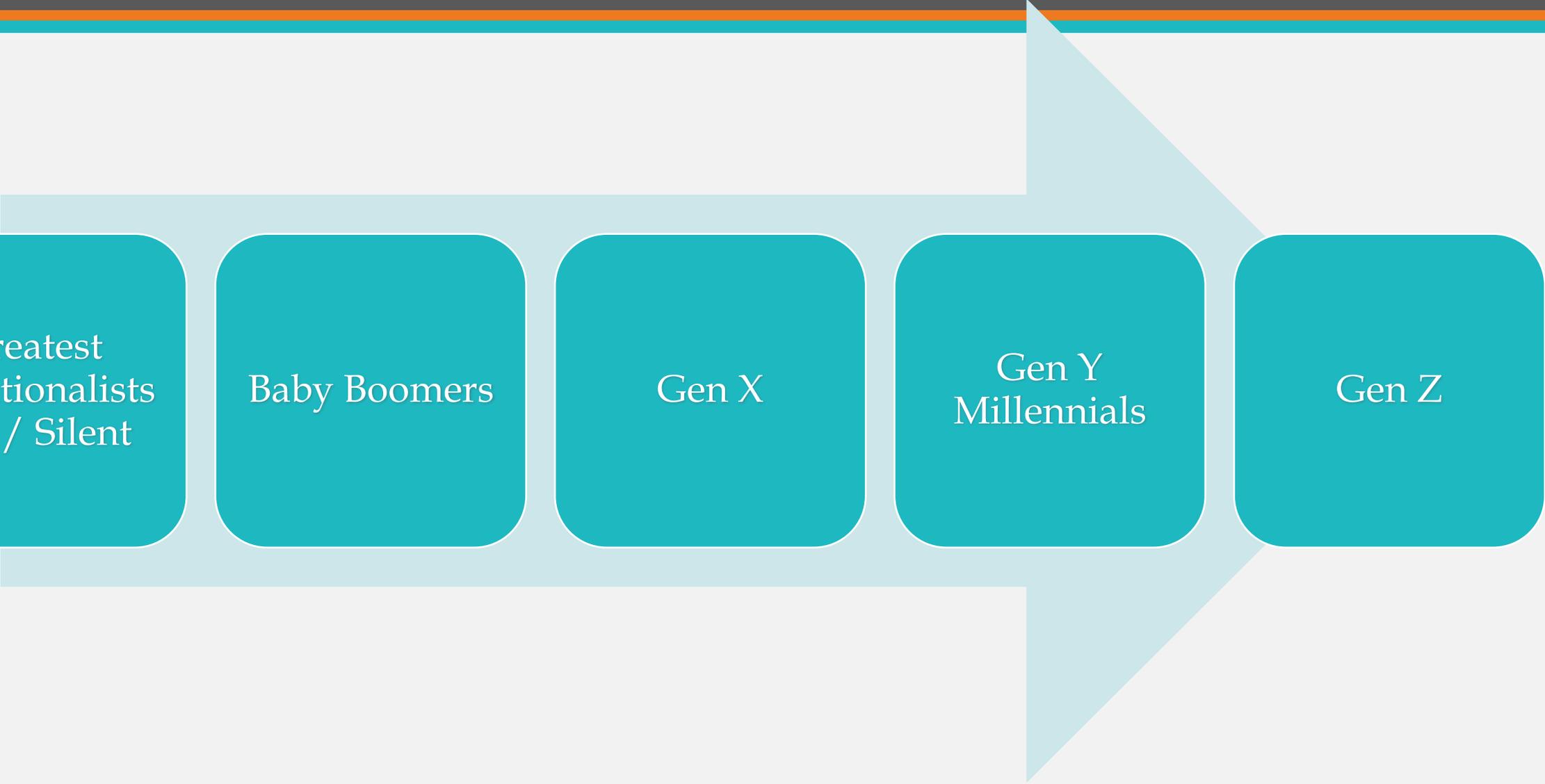
## DEFINING “GENERATION”

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A generation is a group of people *born* around the same time and *raised* around the same place

People in this “birth cohort” exhibit similar characteristics, preferences, and values over their lifetimes

# THE AMERICAN GENERATIONS



Greatest  
Traditionalists  
G.I. / Silent

Baby Boomers

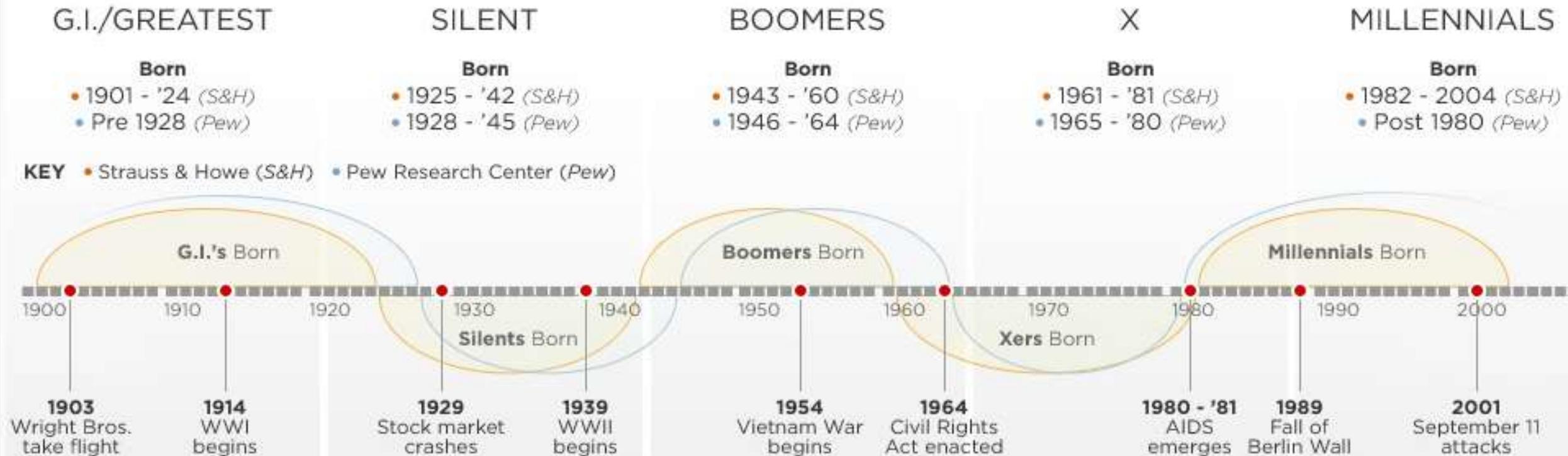
Gen X

Gen Y  
Millennials

Gen Z



Though there is consensus on a general time period for American generations, different sources use varying dates to mark their beginning and end.



	<b>GI GENERATION</b>	<b>SILENT GENERATION</b>	<b>BABY BOOMERS</b>	<b>GENERATION X</b>	<b>MILLENNIAL GENERATION</b>	<b>GENERATION Z</b>
<b>Years</b>	Born before 1936	1937–1945	1946–1964	1965–1976	1977–1993	1994–
<b>Ages</b>	82+	73-81	54-72	42-53	25-41	24 and younger
<b>Major Events</b>	WORLD WAR II ..... GREAT DEPRESSION	WORLD WAR II ..... GREAT DEPRESSION ..... ADVENT OF TV, TELEPHONES	CIVIL RIGHTS ..... WOMEN'S LIBERATION ..... COLD WAR	VIETNAM ..... WATERGATE ..... ADVENT OF MTV	AIDS ..... TECHNOLOGY	9/11 ..... IRAQ/ AFGHANISTAN WARS ..... MARKET CRASH
<b>Major Traits</b>	FORMALITY ..... UNIFORMITY ..... COOPERATIVE ..... PUBLIC INTEREST OVER PERSONAL GAIN	RESPECT FOR AUTHORITY ..... LOYAL ..... HARD WORK	EXPLORE ..... OPTIMISTIC ..... WORK-CENTRIC	INDIVIDUALISTIC ..... FLEXIBLE ..... SKEPTICAL OF AUTHORITY	TECH- COMFORTABLE ..... FAMILY-CENTRIC ..... OPTIMISTIC	MISTRUST IN POLITICAL SYSTEMS ..... ALWAYS CONNECTED ..... MULTI-TASKERS

# Generation Cohorts Share Similar Cultural Icons and Milestone Events



**Katharine Hepburn**  
Born 1907

**George H. W. Bush**  
Born 1924

**Martin Luther King, Jr.**  
Born 1929

**Tina Turner**  
Born 1939

**Oprah Winfrey**  
Born 1954

**Michael Jordan**  
Born 1963

**Jay-Z**  
Born 1969

**Tiger Woods**  
Born 1975

**Christina Aguilera**  
Born 1980

**Mark Zuckerberg**  
Born 1984

## **GREATEST YEARS**

Called the G.I. Generation or the Greatest Generation (following a book by journalist Tom Brokaw), this generation fought in World War II.

## **SILENT YEARS**

They were children during the Great Depression and World War II. Their label "refers to their conformist and civic instincts," says Pew.

## **BOOMER YEARS**

The boomers were born during a fertility spike after World War II, according to Pew. That spike came to an end with the emergence of the birth control pill in 1964.

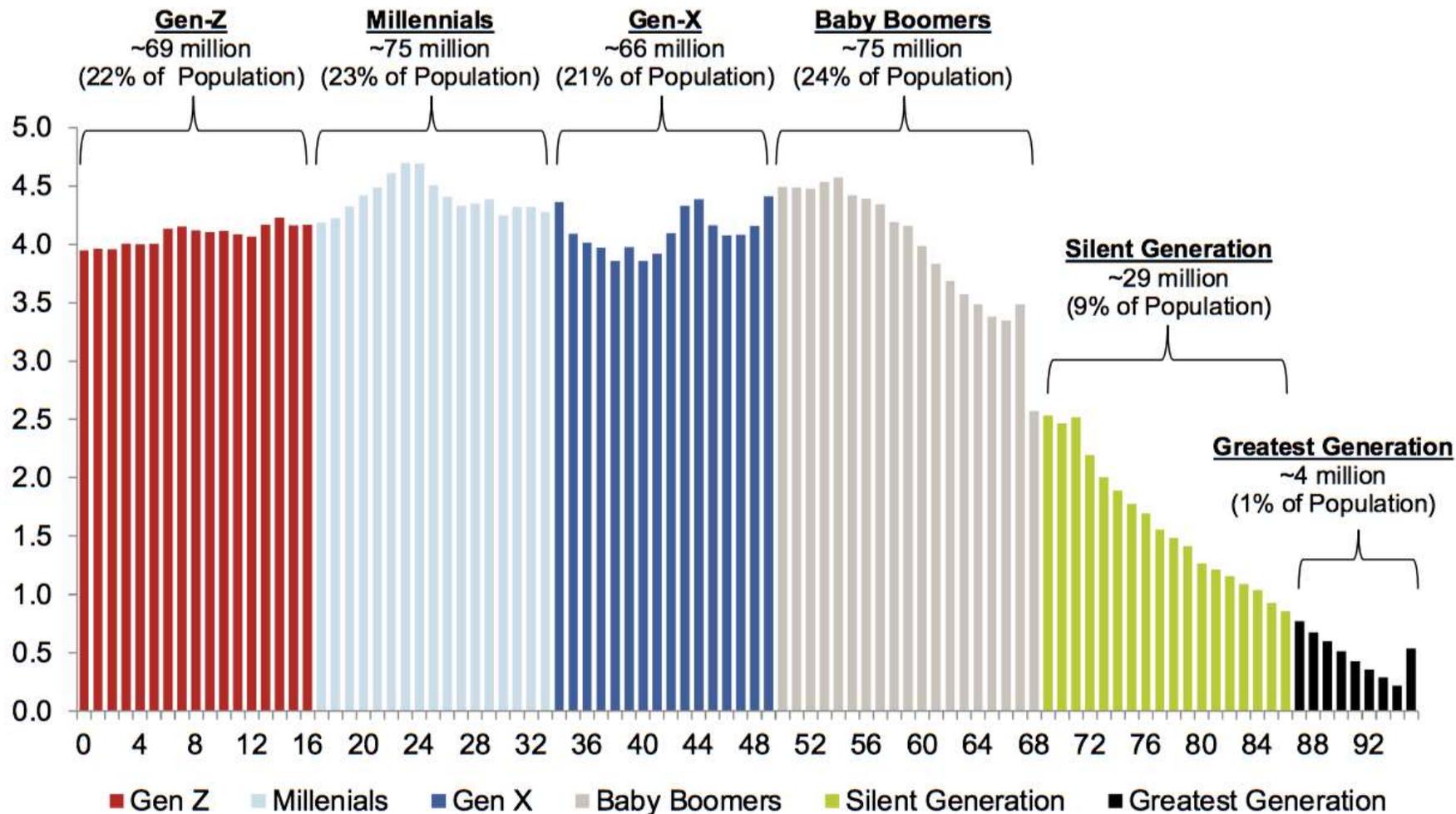
## **X YEARS**

This generation was once called "baby bust," Pew says. The new name became popular with the release of author Douglas Coupland's book "Generation X: Tales for an Accelerated Culture."

## **MILLENNIAL YEARS**

An echo of the baby boomer generation, this group is the first to come of age in the new millennium, says the Pew report.

# Total US Population by Age and Generation\*, millions



\*Note: For purposes of this report, our generational cutoffs are based on those outlined by Pew Research Center, and we acknowledge that there is no clear consensus on the cutoff date between Millennials and Gen-Z. Population data is as of July 1<sup>st</sup>, 2014, the latest available per the Census Bureau. Assuming a birthrate of roughly 4 million per year, we estimate that Gen-Z is currently approaching 75 million in size.

Source: Census Bureau, Pew Research Center, Goldman Sachs Global Investment Research.

What's the difference...



# Perceptions

## Generation gap

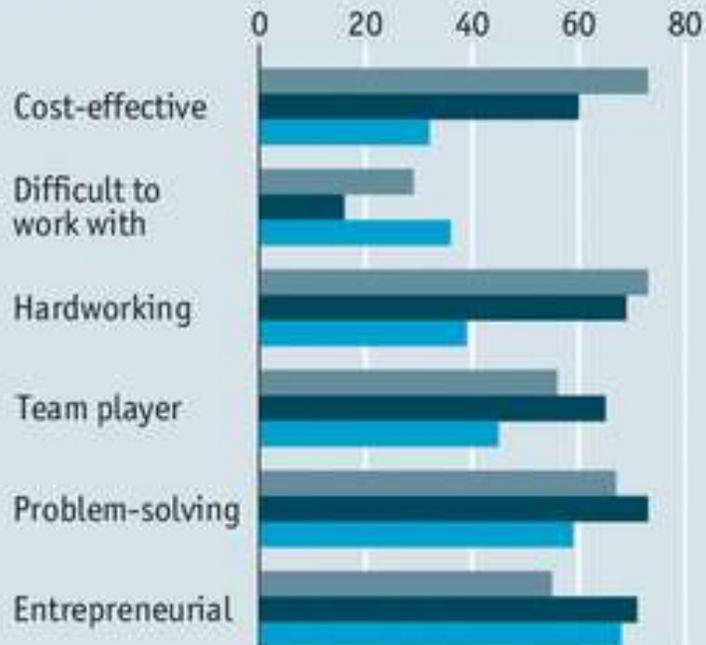
US respondents who agree each generation displays the following characteristics

June 2013, % (born from)

■ Baby boomers (1946 to mid 1960s)

■ Generation X (mid 1960s to early 1980s)

■ Generation Y (early 1980s to mid-1990s)



Source: Ernst & Young

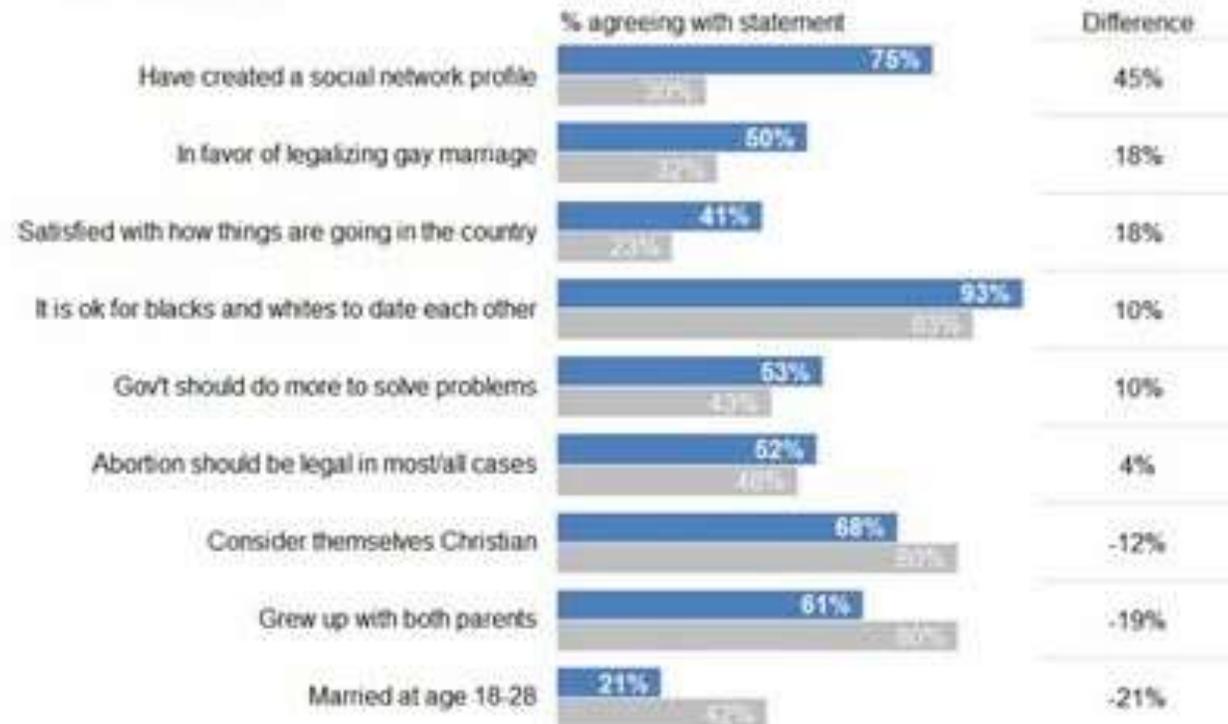
## Generational differences are evident

75% of Millennials have a social network profile vs. 30% of Baby Boomers

### Millennial vs. Baby Boomer Survey Results

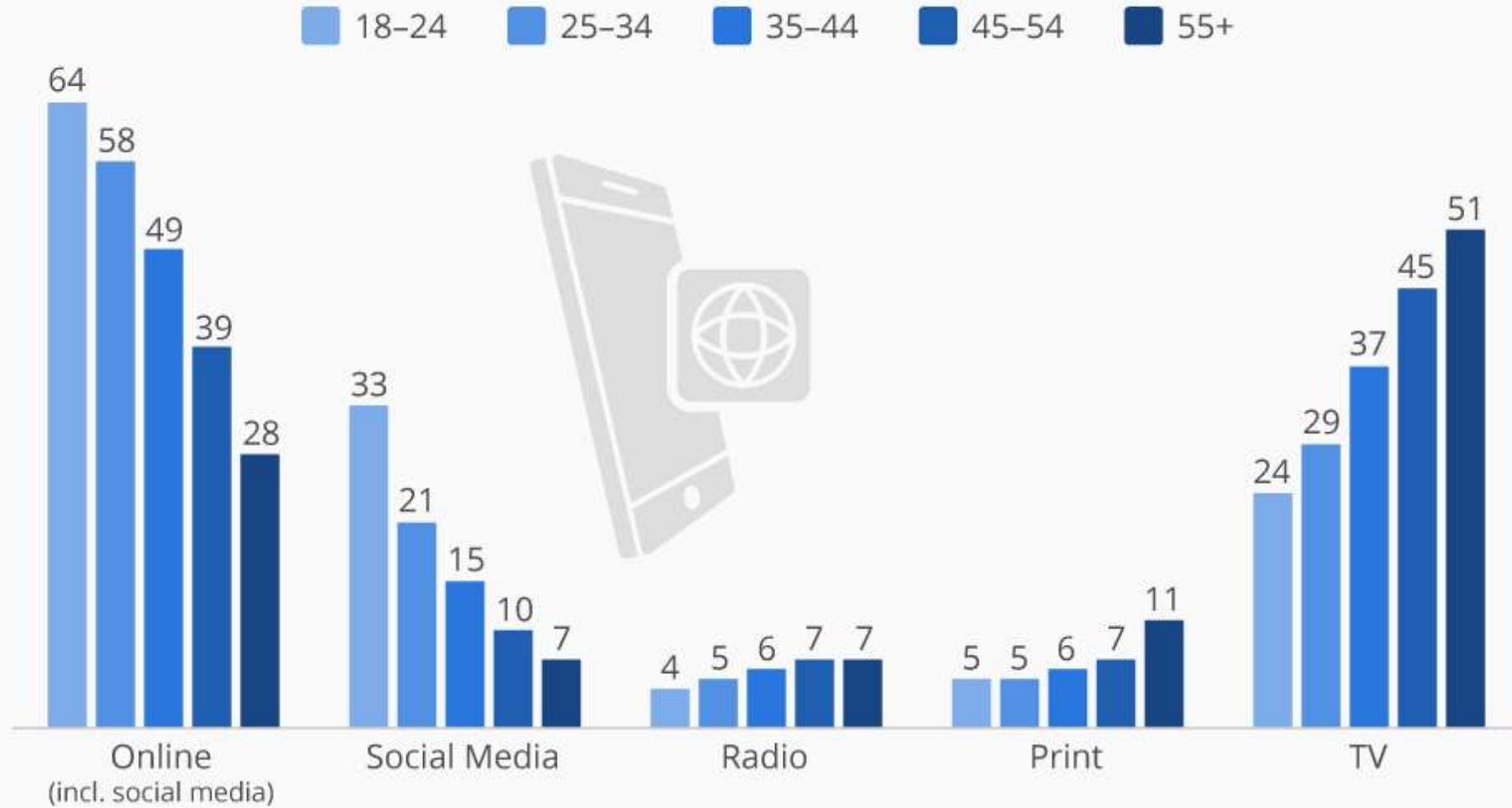
■ Millennial (18-29)

■ Baby Boomer (46-54)



# The Generational Divide in News Consumption

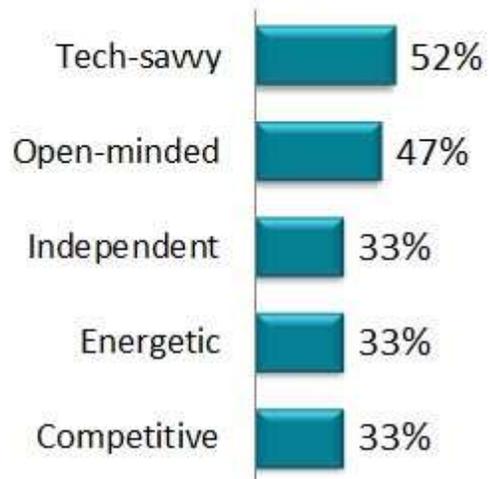
Main source of news by age group in Q1 2017 (in %)



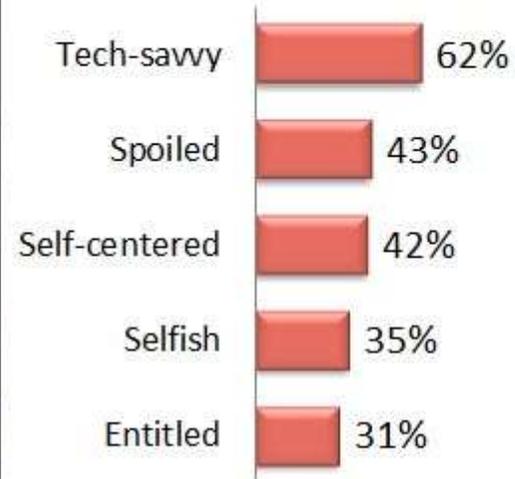
## Spoiled & Entitled or Just Being “Young Adults”?

HOW DO ADULT MILLENNIALS (AGES 18-33) SEE THEMSELVES AS A GENERATION, COMPARED TO HOW THEY ARE VIEWED BY MEMBERS OF OLDER GENERATIONS?

### How Millennials View Themselves (Top 5)



### How Non-Millennials View Millennials (Top 5)



Generations X & Y (the Millennials)



## Strengths:

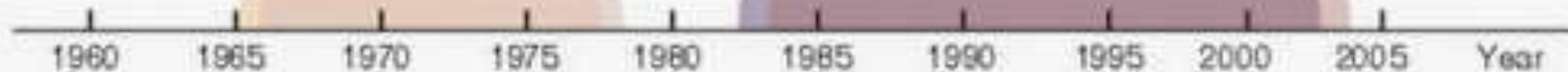
Entrepreneurial in spirit  
Confident  
Self-motivated

Born mid-1960's - late 1970's  
Baby Boomer offspring  
**Generation X**

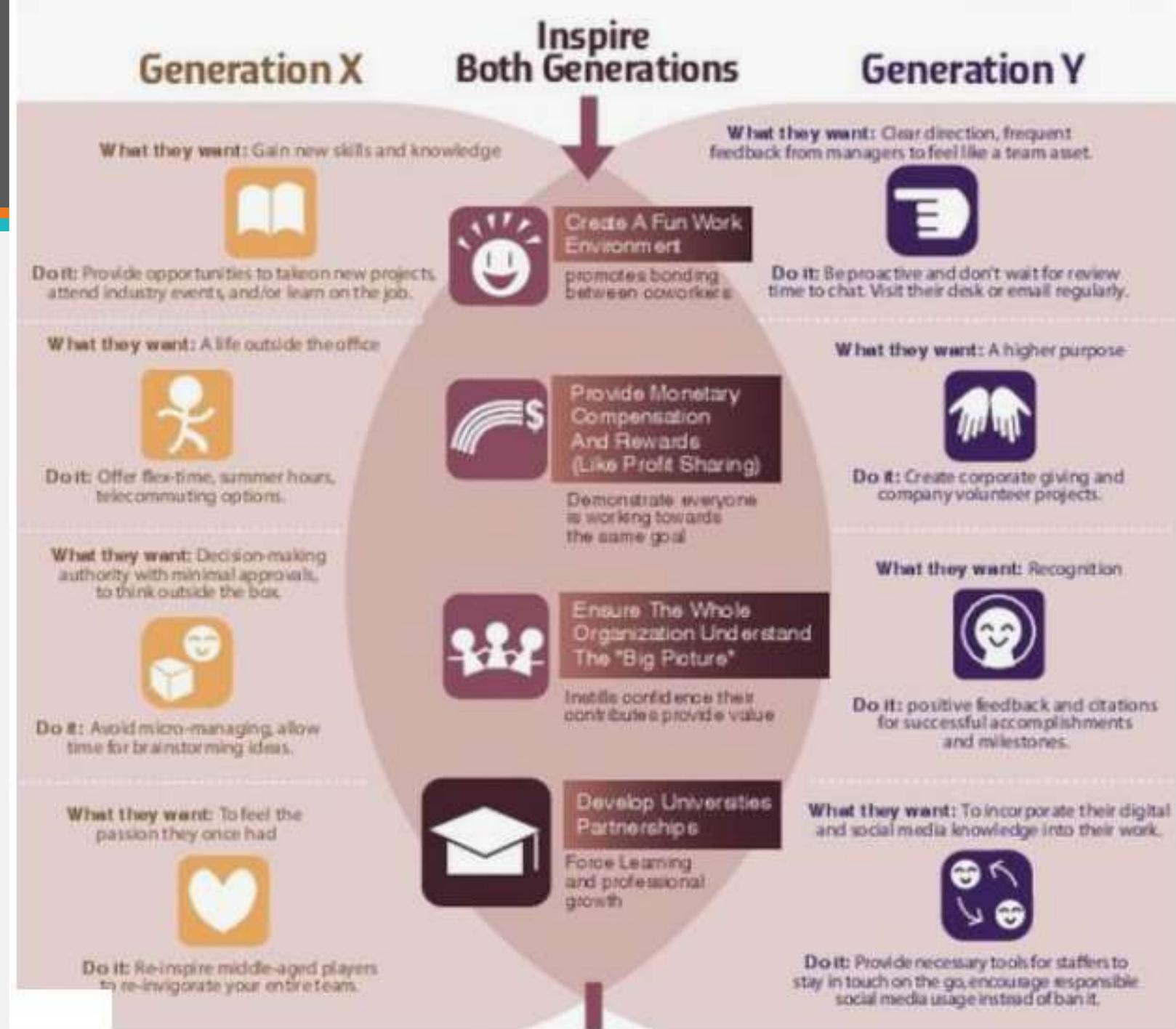
## Strengths:

Technologically savvy  
Multitasking  
Risk takers

Born early 1980's - early 2000's  
**Generation Y**



# What Makes Them Tick at Work

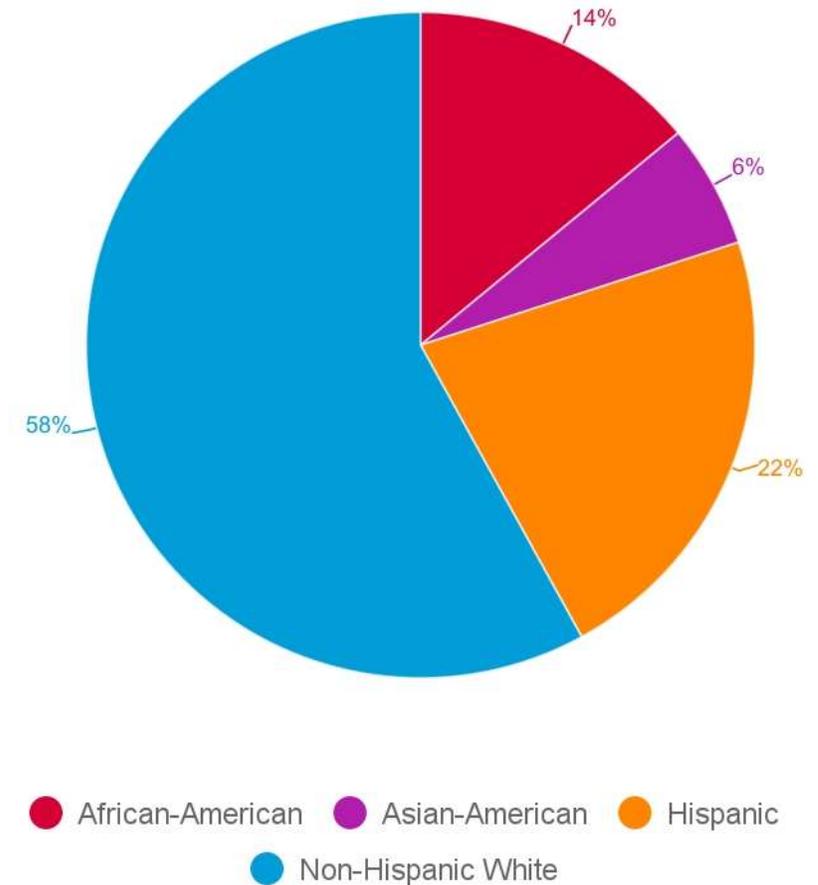


# Millennial Stereotypes...



A more diverse  
generation

## U.S. MILLENNIAL COMPOSITION BY ETHNICITY



# Transforming the Workplace



A 2017 Gallup poll of nearly 200,000 US workers found:  
Employee Engagement - only one-third of employees describe themselves as engaged at work

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Millennials are a driving force behind workplace change, with the lowest percentage of engaged employees

They are the major advocates for change suggesting they may feel like they're "waiting" for their employers to catch up with them, thus affecting how much they emotionally commit at work

Surprise! The changes millennials are pushing in the workplace are things desired by everyone regardless of age

# A 2017 Gallup poll of nearly 200,000 US workers found: They are not scared to change jobs

- Today a 2-year stint at a company is becoming common
- Half of employees are actively looking or watching for new job opportunities
- Over one-third reported changing jobs within the past three years
- Respondents believing it likely to find a job as good as the one they have if let go:

2010

42%

2017

63%

## A 2017 Gallup poll of nearly 200,000 US workers found: Compensation matters

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- Employees are not changing jobs just for experience, they expect a raise
- 40% say a significant increase in income is very important to them when considering a new job; this view is more prevalent among Gen X and Millennials than Boomers

## A 2017 Gallup poll of nearly 200,000 US workers found: They want work with a purpose

- Sixty percent of employees say the ability to do what they do best in a role is “very important” to them
- All employees, regardless of age or gender, placed the greatest importance on this aspect of a job - but millennials are more likely than both Gen Xers and baby boomers to say a job that accelerates their professional development is “very important” to them
- They are not only looking for a job they are passionate about, but one that fits into the bigger picture of their career path

## A 2017 Gallup poll of nearly 200,000 US workers found: They want perks and will change jobs to get them

- Less interest in juice bars, onsite gyms
- More interest in quality of life items such as: health insurance, paid vacation & retirement plans
- Benefits employees truly care about provide greater flexibility, autonomy and ability to lead a better life
- For Millennials – much higher emphasis on perks related to children, development, education and flexibility; and a much higher willingness to change jobs to secure them

## A 2017 Gallup poll of nearly 200,000 US workers found: They want stability

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- Over half of Gen X and Millennial employees rated greater stability and job security as “very important” in a new job; while less than half of baby boomers said it is very important.
- Job candidates want to work for companies that provide solid footing and are poised for growth

# A 2017 Gallup poll of nearly 200,000 US workers found: They want to talk to their managers often

- Employees seek:
  - Ongoing feedback
  - Clear goals
  - Collaborative goal setting – joint setting of expectations that are fair, relevant and challenging (i.e. rewarding)
- More frequent, informal check-ins with managers allow employees to better see how their day-to-day work is linked to the organization's goals (which makes them 3.5 times more likely to be engaged)
- Creates buy-in, helps employees define success in their roles. Accomplishing 'our goals,' not just 'my goals' or 'your goals,' is more gratifying and this shows in their engagement

# A 2017 Gallup poll of nearly 200,000 US workers found: They want flexibility in when and where they work

- Gallup consistently finds that flexible scheduling and work-from-home opportunities play a major role in an employee's decision to take or leave a job; all employees share this desire for flexibility, but none more than millennials; while the work-from-home option is not as alluring to Boomers
- Previous Gallup research on the generation revealed that they care deeply about work/life balance, and place an importance on having a life — not just a job.
- Flexibility and working remotely come hand in hand, in fact, the optimal engagement boost occurs when employees spend 60 to 80 percent of their time — or three to four days in a five-day workweek — working off-site.

# 1. New Standards for Leadership

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- Millennials hold about 20% of all leadership roles and this statistic is only going up
  - ✓ Millennial leaders will prioritize values, ethics, flexibility, and feedback, and while they'll likely be more timid than previous generations, they may also hold stronger convictions

## 2. Preparing for Gen Z

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- The oldest in Generation Z now in their early 20s – and are entering the workforce
  - ✓ Millennial leaders, typically the oldest of their generation, will start noting key differences between them and the generation about to replace them and start preparing to address those differences

### 3. Pushing Harder for Diversity & Inclusion

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- Millennials feel strongly about diversity and inclusion
- They are already the most diverse generation ever
- They are enthusiastic about their philosophies and political battles
- They feel diversity has been handled poorly by past generations

## 4. They Will Settle Down

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- Millennials are labeled as notorious job hoppers
- This is as much to do with youth than a generational issue  
*(See the Pew research on the next slide)*
- As the US nears “full employment” and enjoys a generally stable economy for the first time in their professional careers, they may be ready to settle down

# Millennial Job Hopping vs. Gen X

- Gen X was more mobile
- College-education increases tenure of Millennials, just as it did for Gen X

## Millennials' job tenure no shorter than that of prior generation

*% of 18- to 35-year-old workers by length of employment with current employer*

### 13 months or more



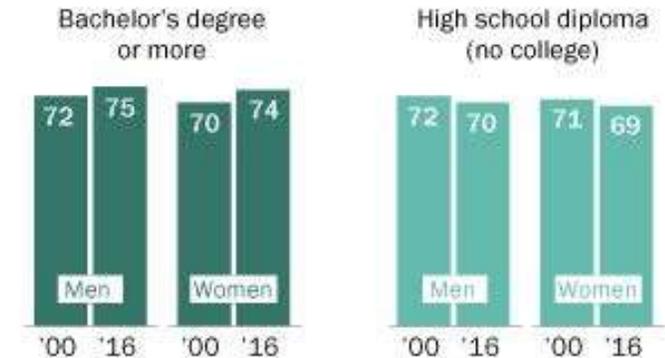
### 5 years or more



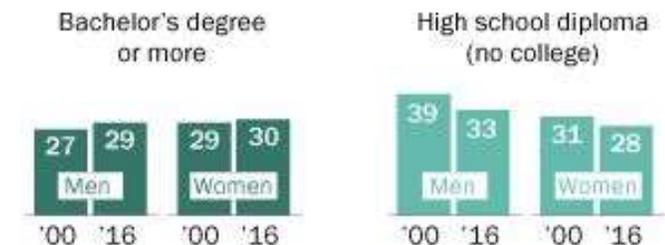
## Employee tenure of college-educated young adults has increased

*% of 25- to 35-year-old workers by length of employment with current employer*

### 13 months or more



### 5 years or more



## 5. They Will Face the Dilemma of Automation

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- Millennials are the first truly tech-savvy generation, born in the Personal Computer era
- Tech sophistication continues growing exponentially (Virtual Reality, Smart everything, Artificial Intelligence)
- Studies show they have high hopes and great fears about automation
- Will they continue to embrace automation, or try to contain it?

# WORKFORCE DEVELOPMENT CURRENT PROGRAM TRENDS



# PRIORITY ON WORK-BASED LEARNING

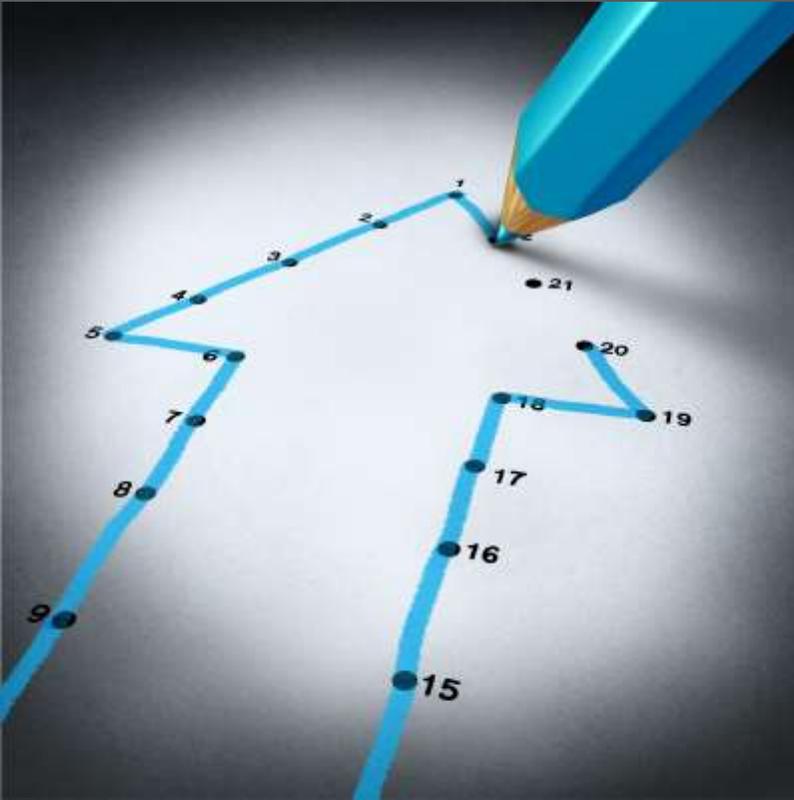
UP  SKILL

 OJT  
Labor Exchange



# Apprenticeships

GET IN. GO FAR



# on Outcomes

## Workers

- Educate & Train for Demand Skills
- Hands-on Experience
- Earn & Learn:  
More likely to finish if making \$
- Up-skill/ Backfill
- Workplace accommodations
- Supportive services

## Business

- Train to their specs
- Make quality referrals
- Assess & improve “soft skills”
- Reduce hiring risk
- Grow & diversify
  - ⑩ Products & services
  - ⑩ Talent pool
- Retain valued workers

# APPRENTICESHIP EFFORTS

1. Agree on a definition of “apprenticeship” and establish a minimum set of criteria and quality standards
2. Agree on broad guidelines for assigning roles and responsibilities to governments, industry, and intermediaries regarding the development, implementation, and funding of apprenticeships
3. Identify best practices in strategies to promote apprenticeships and other types of work-based learning programs

# ILLINOIS APPRENTICESHIP EFFORTS

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1. Strongly promoting apprenticeships through grants, professional development and technical assistance to businesses, educators and workforce development staff
2. Apprenticeship USA grants
3. Talent Pipeline grants

# CREDENTIALS / CERTIFICATION

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1. Agree on a common terminology about credentials and competencies to facilitate understanding and transferability, as well as recognition across borders
2. Agree tri-nationally on a set of guidelines to assess and validate informal learning and professional experience, and to identify skills associated to such experience.

# ILLINOIS CREDENTIALS / CERTIFICATION

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1. Promoting Career Pathways strategies for stackable, industry-recognized credentials
2. Targeting students and adults that want to learn technical skills quickly
3. Earning credentials perceived as valuable as a degree, not an “alternative” option

# DATA

Need real-time labor market data and information for “apples to apples” analysis across borders



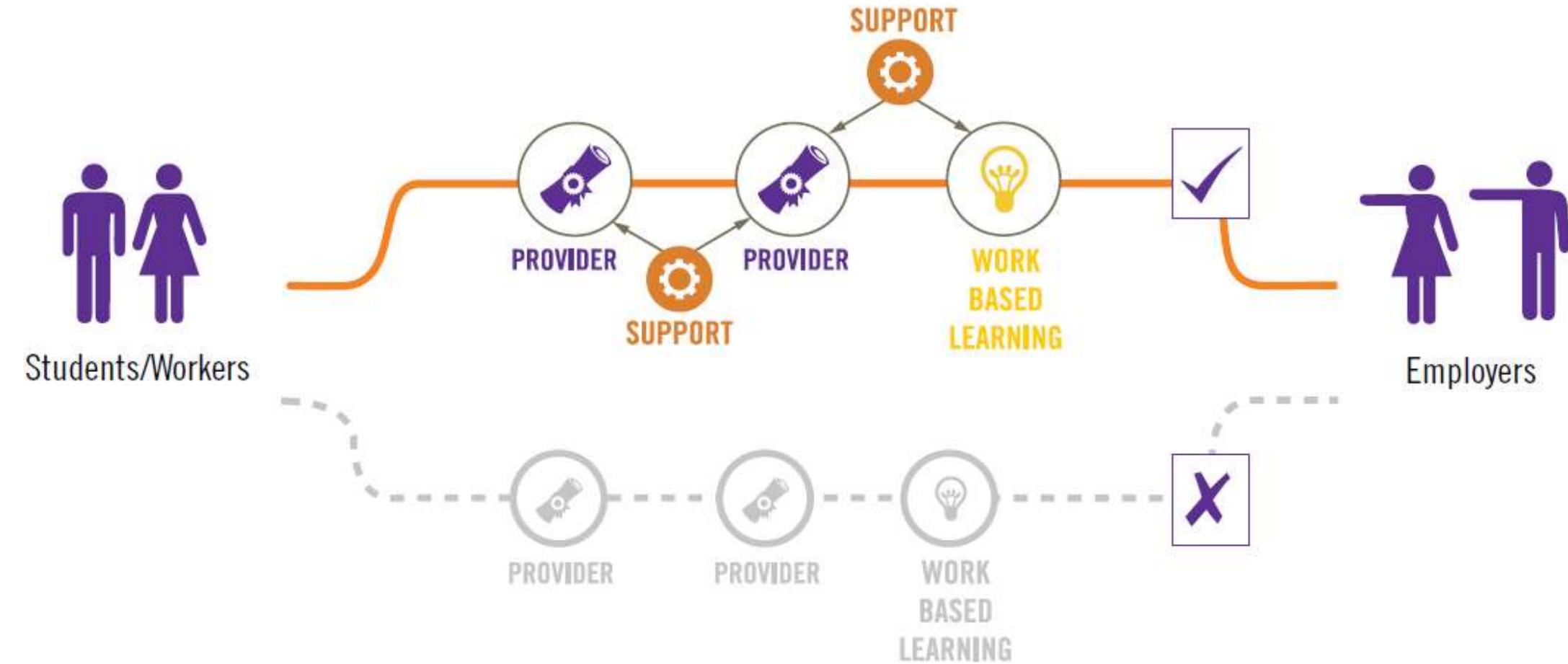
“Without data you’re just another person with an opinion.”

- W. Edwards Deming,

# ILLINOIS DATA EFFORTS

- Working on cross-program metrics more relevant to business, such as:
  - ✓ quality of talent regional pool
  - ✓ time to hire
  - ✓ time to full productivity
- Longitudinal data K to 20 to Workforce

# PROMOTING LEADING PROVIDERS



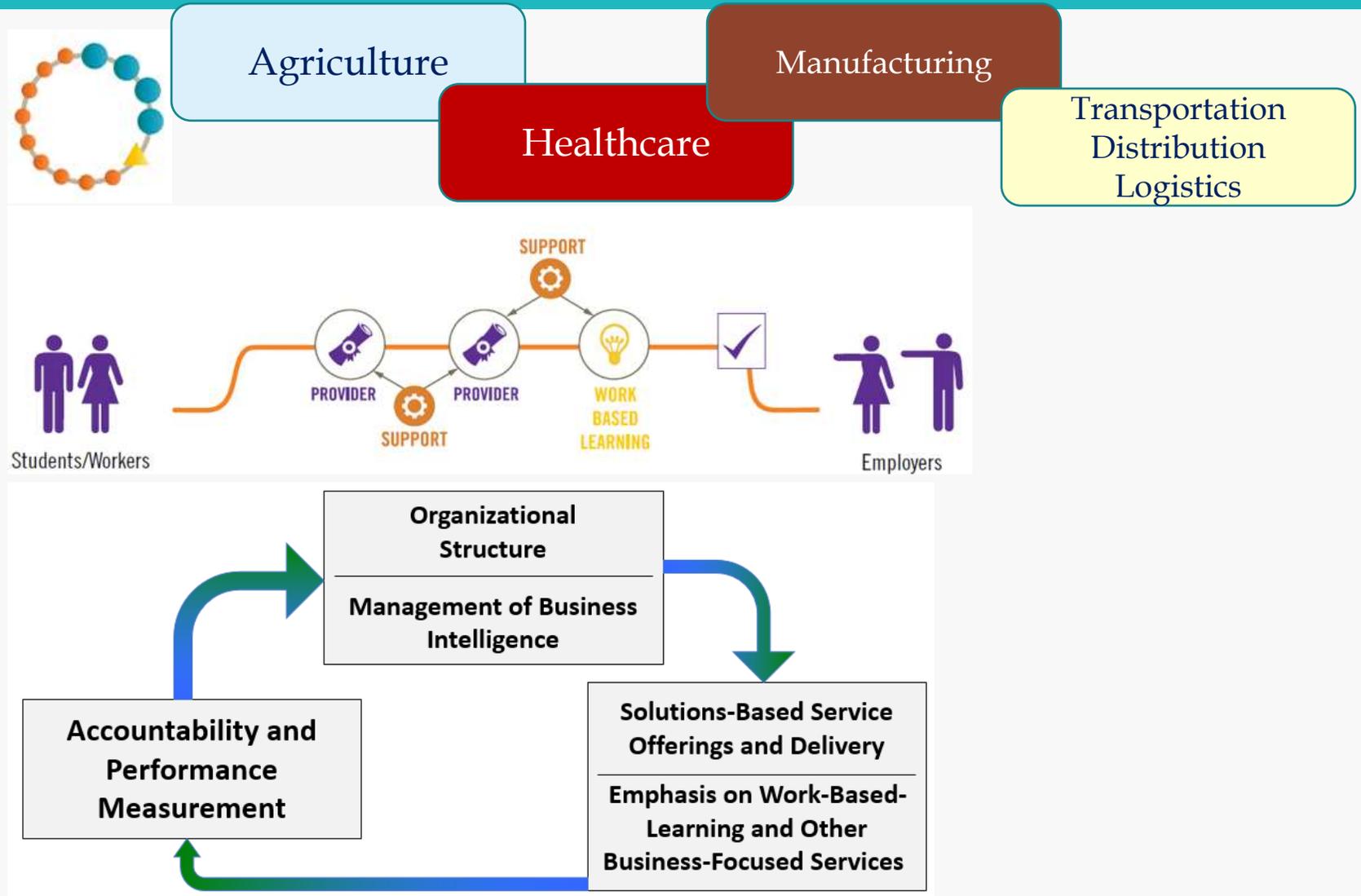
Students and workers can better connect to employers by accessing preferred provider networks based on performance.

# ILLINOIS BUSINESS LINKAGE EFFORTS

SECTOR STRATEGIES

TALENT PIPELINE MGT.

INTEGRATED BUSINESS SERVICES



# 4<sup>TH</sup> INDUSTRIAL REVOLUTION

IR	Started	Keys
1 <sup>st</sup>	1700s	Shift from ag to early mfg.; iron, textiles, steam engine
2 <sup>nd</sup>	1870s	Electricity, mass production, steel, oil & gas
3 <sup>rd</sup>	1980s	“Digital”, PC, world wide web, cell phones
4 <sup>th</sup>	2010s	Bio-tech, Nano, A.I., Autonomous Cars, 3D Printing

1. Develop approaches and strategies to encourage companies to collaborate with educational institutions, unions, and other interested parties in order to better align curricula with the labor market needs, better connect graduates & students to the labor market
2. Strengthen partnerships between companies, education and workforce development to better link systemic priorities to the needs of business

