

**NORTH CAROLINA**  
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*Understanding the  
Multi-Generational Workforce*

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Deloitte Consulting      University of North Carolina

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Which Are You?

1925      1946      1964      1979      1993

Veterans      Boomers      Gen X      Gen Y

Birth years 1945 and prior

Birth Years 1946 through 1964

Birth Years 1965 through 1978

Birth Years 1979 through 1993

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Five Facts That Frame the Situation

**The impact of the aging workforce on governmental organizations will pose dramatic challenges to serving the citizen over the next 25 years**

**Fact #1:** The impact of the aging workforce is one of the premier issues in the eyes of State government leadership

**Fact #2:** Most States/Agencies are aware of the depth of the problem and many have even conducted detailed analysis and forecasts in this area

**Fact #3:** Most still are relatively 'frozen' regarding how to attack and manage the problem

**Fact #4:** Most States/States are likely view this as an 'HR' problem and solution

**Fact #5:** Those who maintain the status quo framing of the situation will likely be outperformed by others in the attraction of organization required talent

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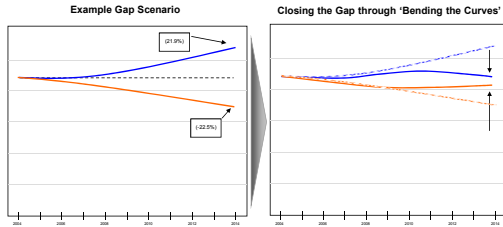
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## Managing the Gap Between Supply & Demand

Many government organizations are quantifying the impact of the aging workforce and anticipating dramatic competition for qualified talent driving the immediate development of strategies and programs to 'bend the curves' and close the gap



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## . . . framing some of the issues

**Not only will there be fewer available workers 'during the trough', but new workers are not bringing with them the skills or education necessary to perform jobs being vacated by the retirement boom**

- ✓ Today, 85 % of jobs require education beyond high school, compared to 61% in 1991
- ✓ Graduation rates at public universities has fallen from 48% in 1998 to 41% in 2002
- ✓ Only 38% of the US labor force holds at least a 2-year degree
- ✓ It is estimated that 60% of future jobs will require training that only 20% of the current workforce possesses
- ✓ By 2012, the American labor force will experience a 33% shortage of four-year degree candidates (a shortfall of 6 million graduates)
- ✓ Even with unemployment at a relatively high level in the recent recession, unemployment rates were deceptive because of the lack of qualified candidates in many professions

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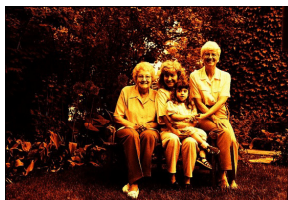
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## Two Issues



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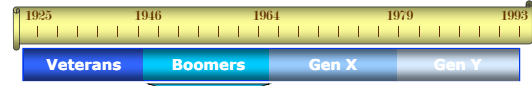
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### Bending the Curves - Understanding Boomers



**Characteristics**

- Service Oriented
- Driven
- "Extra Mile"
- Relationship focused
- Team players

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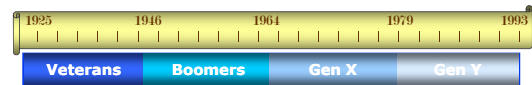
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### Bending the Curves - Understanding Gen X'ers



**Characteristics**

- Adaptable
- Techno-literate
- Independent
- Creative




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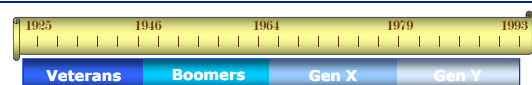
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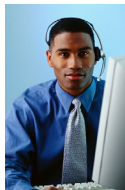
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### Bending the Curves - Understanding Gen Y'ers



**Characteristics**

- Collective Action
- Optimism
- Tenacity
- Multi-task
- Tech-savvy




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## Boomers and Gen X

"They're too political"

↕  
"It's all about me."

↕  
"To work late or not work late, that is the question."



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## Gen X and Gen Y

"Authority figures should set and enforce rules"

↕  
"I trust authority figures to act in my best interest."

↕  
"I feel comfortable asking for special treatment."



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## Generation "Why Should I?"



### Strengths and Vulnerabilities

Strengths

Vulnerabilities

E P O



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## What You Can Do?

- Communicate reality
  - ✓ Be careful not to oversell, particularly with the younger generations.
  - ✓ If a Gen Y'er joins your workforce and then discovers his or her experience doesn't match what they were told, at the push of an email button, that employee's entire network will know the truth



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## In Closing - Four Key Views...

- ✓ **This is more than just an 'HR' issue.** When quantifying the impact of retirement and recruiting challenges on your organizations, it's likely evident that the gap between talent supply and demand cannot be managed by HR programs alone. It will take productivity, automation and sourcing solutions as well as HR program tuning to manage the problem
- ✓ **This is a 'trough', not a 'cliff'.** When looking at Boomer and GenY demographics, there is about a 25 year period where there will be more demand for talent than available supply. Managing your organization through this trough will have significant benefits 'after the crisis'
- ✓ **Don't 'boil the ocean'.** When formulating an action plan many look at the organization as a whole. Focus first on 'scarce skills' and 'high demand positions' first, then tend to the more 'commodity' skills
- ✓ **Develop an effective approach to developing a solution.** Start with a low-disruption, low-cost, quick-time-to-results approach for developing a prioritized set of strategic and tactical actions to manage the gap between talent supply and demand



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Our approach to program design and delivery draws upon the power of real-world, applicable experiences from our faculty and staff, integrated with the knowledge our client partners share about the challenges they face.

We call this approach **Leveraging the Power of Experience**. We combine traditional with experiential and unique learning. Through action learning and business simulation activities, we challenge participants to think, reflect, and make decisions differently.

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