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## Bridging Generational Differences in Your Workforce

St. Louis ERC Educational Conference

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## Exercise: Stand Up / Sit Down

Please stand if you...

- Are a “Boomer”
- Are a “Gen-Xer”
- Are a “Gen-Yer”
- Generational issues are impacting your business
- Have been frustrated by the way people from another generation act
- Want to learn “How can we all get along?”



## Objectives

- How is the entrance of large numbers of Generation Y / Millennial employees changing the workforce?
- How should Reward practices shift with the change in workforce characteristics?
- How does one effectively ‘bridge the generational differences’ to optimize the talents of all generations in the workforce?



## Context

### What we have heard over the last year

- “Our workforce sees us investing greater attention in our younger workers. Younger boomers aren’t ready to retire and are wondering what investments will be made in their careers and development”
- “How can we change our Total Rewards to better attract generations X and Y? What is Company A doing that we aren’t?”
- “The same approach to Total Rewards won’t sustain us in the future. We need to offer choices that meet the needs of our diverse workforce”
- “We just hired an exploration engineer who doesn’t have to relocate to our corp. HQ; we are seeing growing needs for flex work arrangement for parents; we have workers with critical skills who we don’t want to retire. We are doing all these one off program design issues. We need an integrated decision framework for thinking about flexibility”



## What's going on *Out There*?

### Trends and Innovations in the Workplace

- Globalization
- Outsourcing
- Technology
- Talent War
- In the St. Louis Region:
  - Transportation
  - Penalty Tax
  - City Schools
  - Crime Rates
  - Fast Company Magazine
  - Fitness
  - Brain Drain



*First, Who ...*

## Understanding the generations

Much published, yet workers don't always identify with the descriptions and stereotypes

**Matures/Traditionalists**  
born before 1946

Stable, loyal, hardworking,  
technology challenged, slower  
to change, risk averse, mentors

**Boomers 1946-64**

Experienced, relationship builders,  
service oriented, driven,  
process before results, dislike conflicts

**Gen-X 1965-77**

Technology literate, not intimidated  
by authority, creative, inexperienced,  
skeptical, impatient

**Gen Y/Millennials 1977-89**

Technology savvy, team-oriented,  
global mindset, multi-taskers,  
opinionated, need structure, value social  
networking

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Sources: "The Continuing Generational Shift in the Workforce". Rainmaker Thinking, Inc. Newsletter, 118th Edition, March 15, 2005; Generations at Work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in your Workplace

## Different generations have different priorities

One size does not fit all

Groups	Matures/ Traditionalists	Baby Boomers	Generation X	Generation Y/ Millennials
Age	60+	43 to 60	30 to 42	18 to 29
Characteristics	<ul style="list-style-type: none"> <li>Values security</li> <li>Company loyalty</li> <li>Inclusive</li> </ul>	<ul style="list-style-type: none"> <li>Socially-conscious</li> <li>Works hard</li> </ul>	<ul style="list-style-type: none"> <li>Distrust institutions</li> <li>Entrepreneurial</li> <li>Risk takers</li> <li>Needs work/life balance</li> </ul>	<ul style="list-style-type: none"> <li>Balances work with family</li> <li>Technology-experts</li> <li>Team-oriented</li> <li>Socially-conscious</li> </ul>
Value of Work	<ul style="list-style-type: none"> <li>Wants <b>expertise</b> and <b>experience</b> to be valued</li> </ul>	<ul style="list-style-type: none"> <li>Wants <b>hard work</b> to be valued</li> </ul>	<ul style="list-style-type: none"> <li>Wants company to value <b>individual contributions</b></li> </ul>	<ul style="list-style-type: none"> <li>Wants to value <b>own contributions</b></li> </ul>
Drivers in Work	<ul style="list-style-type: none"> <li>To build a life</li> </ul>	<ul style="list-style-type: none"> <li>To build a better life</li> </ul>	<ul style="list-style-type: none"> <li>To live better</li> </ul>	<ul style="list-style-type: none"> <li>To live a purposeful life</li> </ul>

Sources: Employee Benefits of the future, Employee Benefit Plan Review, Jan 2007

The Next 20 Years: How Customer and Workforce Attitudes will Evolve, N. Howe, W. Strauss 2007

Millennial Rising – The Next Great Generation, Howe and Strauss, Vintage Books 2000

## Different levers and work environment factors impact commitment and motivation at work

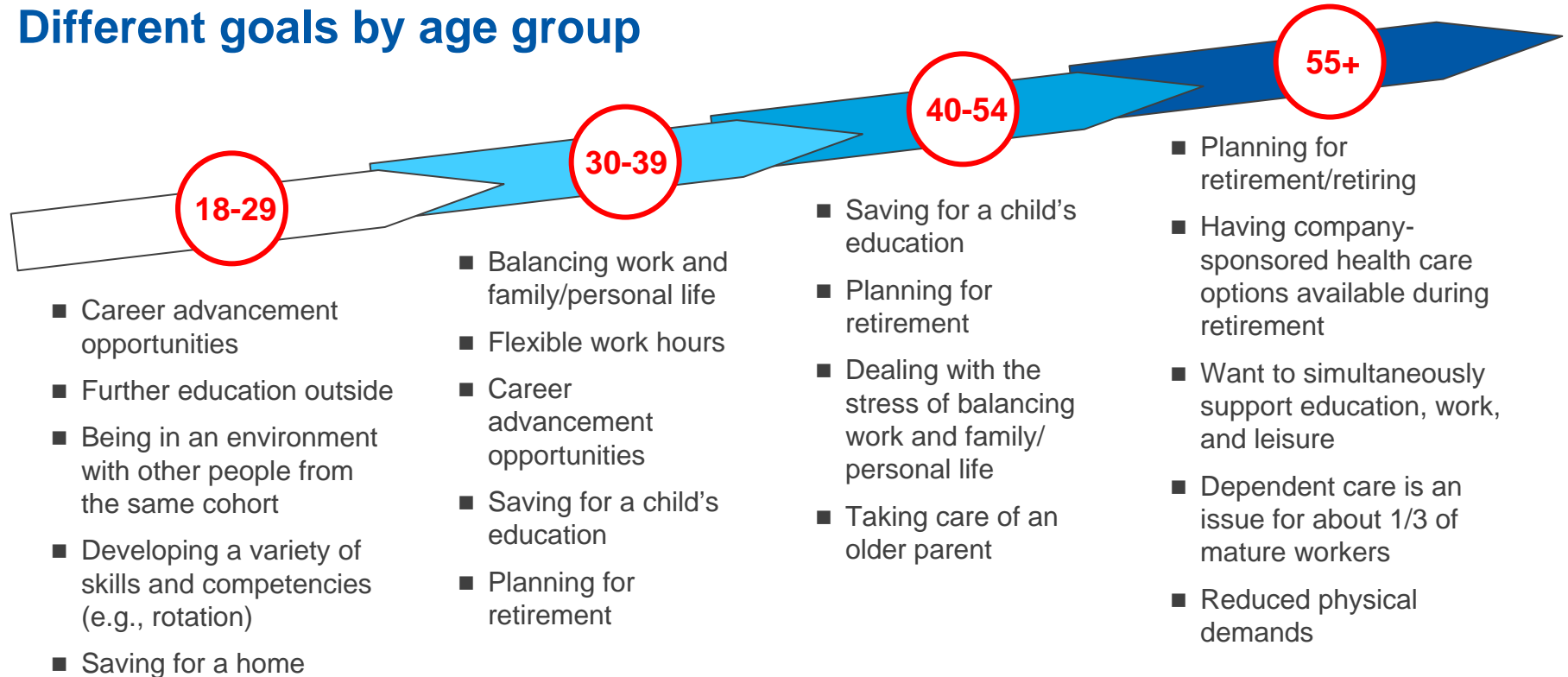
Matures/ Traditionalists	Boomers	Generation X	Generation Y/ Millennials
<ul style="list-style-type: none"> <li>▪ Treated with respect</li> <li>▪ <b>Type of work</b></li> <li>▪ Provide good service</li> <li>▪ Quality of co-workers</li> <li>▪ <b>Work life balance</b></li> </ul> <hr style="border: 1px solid red;"/> <ul style="list-style-type: none"> <li>▪ Benefits</li> <li>▪ <b>Base pay</b></li> <li>▪ Flexible schedule</li> <li>▪ Learning/development</li> <li>▪ Career potential</li> <li>▪ Promotion opportunity</li> <li>▪ <b>Bonus</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Treated with respect</li> <li>▪ Benefits</li> <li>▪ <b>Type of work</b></li> <li>▪ <b>Work life balance</b></li> <li>▪ Provide good service</li> </ul> <hr style="border: 1px solid red;"/> <ul style="list-style-type: none"> <li>▪ <b>Base pay</b></li> <li>▪ Flexible schedule</li> <li>▪ Career potential</li> <li>▪ Learning/development</li> <li>▪ Promotion opportunity</li> <li>▪ <b>Bonus</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Treated with respect</li> <li>▪ <b>Base pay</b></li> <li>▪ <b>Work life balance</b></li> <li>▪ <b>Type of work</b></li> <li>▪ Benefits</li> </ul> <hr style="border: 1px solid red;"/> <ul style="list-style-type: none"> <li>▪ Career potential</li> <li>▪ Quality of co-workers</li> <li>▪ Provide good service</li> <li>▪ Promotion opportunity</li> <li>▪ Flexible schedule</li> <li>▪ Learning/development</li> <li>▪ <b>Bonus</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Treated with respect</li> <li>▪ <b>Work life balance</b></li> <li>▪ <b>Type of work</b></li> <li>▪ Flexible schedule</li> <li>▪ Quality of co-workers</li> </ul> <hr style="border: 1px solid red;"/> <ul style="list-style-type: none"> <li>▪ Promotion opportunity</li> <li>▪ Benefits</li> <li>▪ Career potential</li> <li>▪ <b>Base pay</b></li> <li>▪ Provide good service</li> <li>▪ Learning/development</li> <li>▪ <b>Bonus</b></li> </ul>

Source: What's Working™, Mercer Human Resource Consulting

## Employ the “retention” interview

Planning any retention initiative with a broad range of perspectives

### Different goals by age group



**Some goals span groups:** predictable income/benefits, having meaningful roles, opportunities for growth, being treated with dignity, and respect

Source: Mercer, Mercer interviews



## A spotlight on generation Y

### Generation Y / Millennials: The “Snowflake Generation”

#### Every one unique. Every one special.

- ❄ Feedback and recognition, followed by advancement, suggesting a sense of progress
- ❄ Social aspects of work
- ❄ Building relationships with colleagues and supervisors
- ❄ Formal networking programs for people with common interests
- ❄ Colleagues who keep them connected and involved (can often feel disconnected from career opportunities, politics, and information flows in their organization)
  - ❄ Organizations that breed feeling of isolation or not having someone who provides you information that you can trust can drive turnover
- ❄ Genuine mentoring
- ❄ Opportunities to engage in pro bono work (i.e., organizations who give the opportunities to contribute skills to nonprofit organizations)

Source: *selectminds*

## Engagement

### The intergenerational divide

#### The Boomer Boss

##### Communication style

- Prefers face to face communication
- Complex stuff must be written down
- Paper-trail is required for all decisions

##### Learning style

- Relearning and re-skilling are vital but challenging

##### Work style

- Face time and long hours show dedication
- Heroism and Martyrdom is our Creed
- Thank You's are important and appreciated
- Reputation is earned

#### The Snowflake Employee

##### Communication style

- Prefers to give and get short, sharp IM-style communication; Cell for voice
- Paper ???

##### Learning style

- Expects to be taught. Preferably in video game format

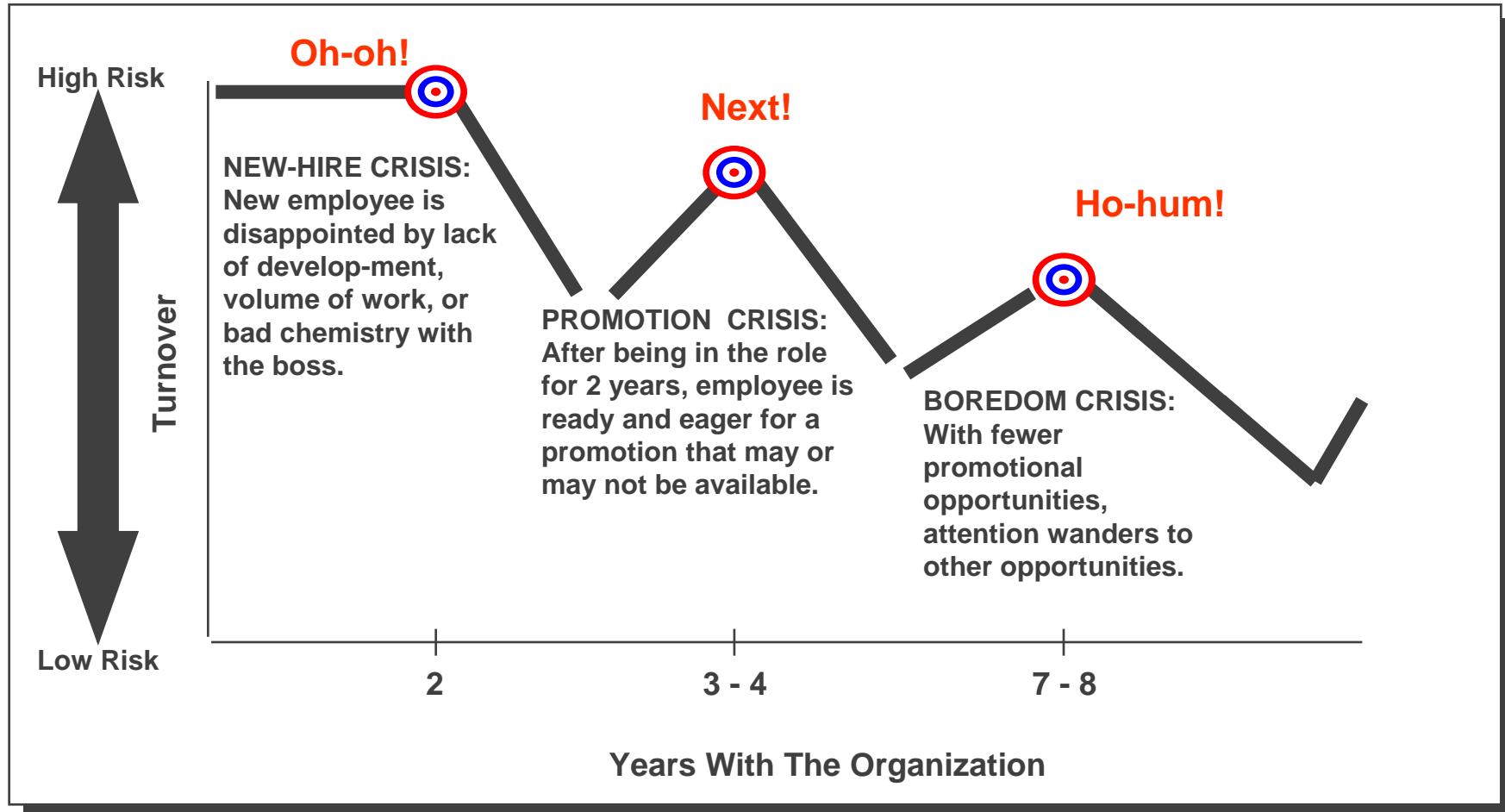
##### Work style

- Values working virtually; the flexibility and efficiency it provides support Work / Life Balance
- Continuous positive reinforcement is expected
- Self-esteem is not tied to accomplishments or contributions

## Length of service and engagement thoughts

Organizations that invest in careers and development send a message that the organization values them and is interested in investing in them

Critical Milestones In Employee Tenure



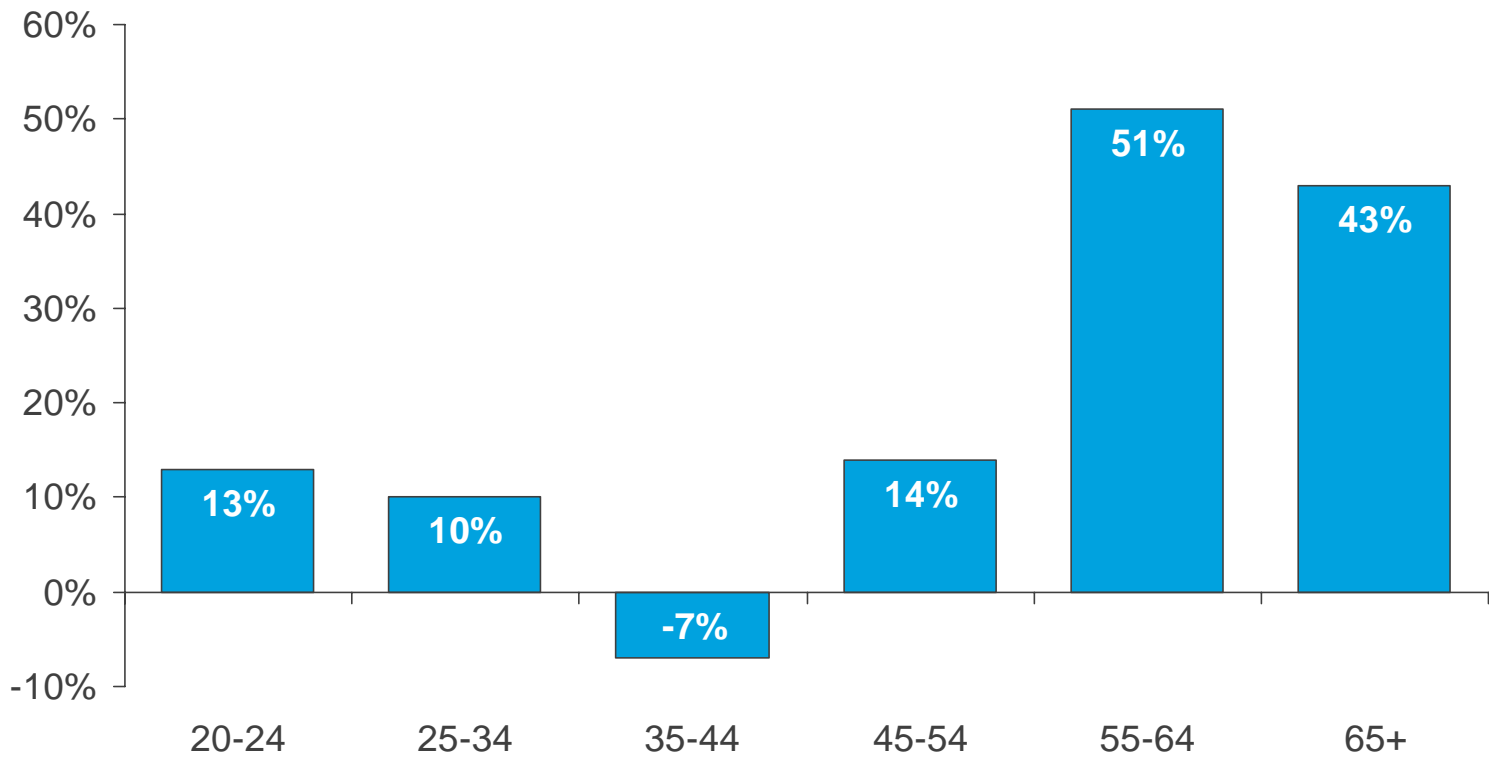


***So What?***

## So What

Why the topic of “generations” is on employers’ minds

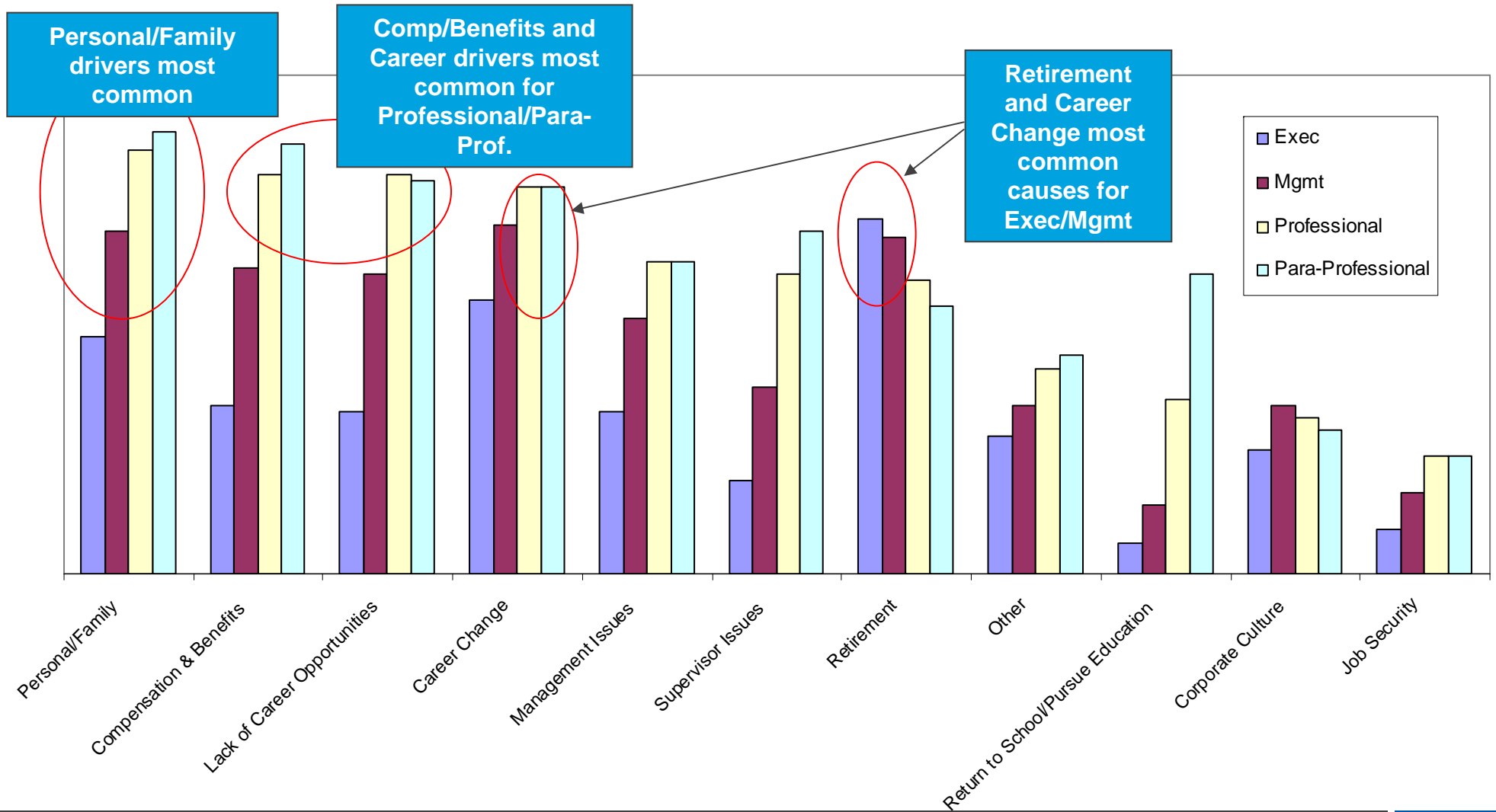
Projected Growth In US Workforce By Age Group, 2002-2012



Source: Mitra Toossi, “Labor Force Projections to 2012: The Graying of the U.S. Labor Force”

# Prevalence of causes of voluntary turnover

## Mercer US 2007 Q3 policies and practices report



## Prevalence of retention strategies employed

Mercer US 2007 Q3 policies and practices report

### More Common

Approach	Yes
Tuition/training reimbursements	89%
Training programs	80%
Recognition programs	69%
Casual dress policies	65%
Short-term incentive programs	65%
Flex time	62%
Employee wellness programs	58%
Formal career development programs	50%
Challenging/cross functional work assignments	50%

### Less Common

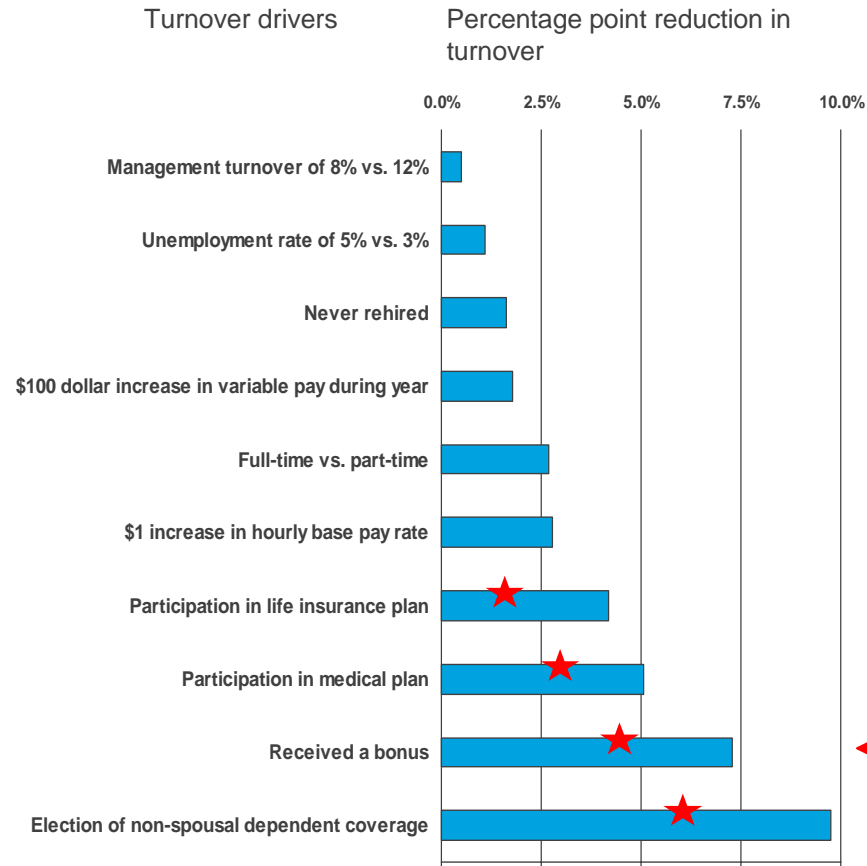
Approach	Yes
Long-term incentives (e.g., stock options)	35%
Assigned mentors	27%
Aggressive pay philosophies	27%
Leading edge culture/facilities	24%
Additional vacation days/time off	18%
Others	12%
Sabbaticals	8%



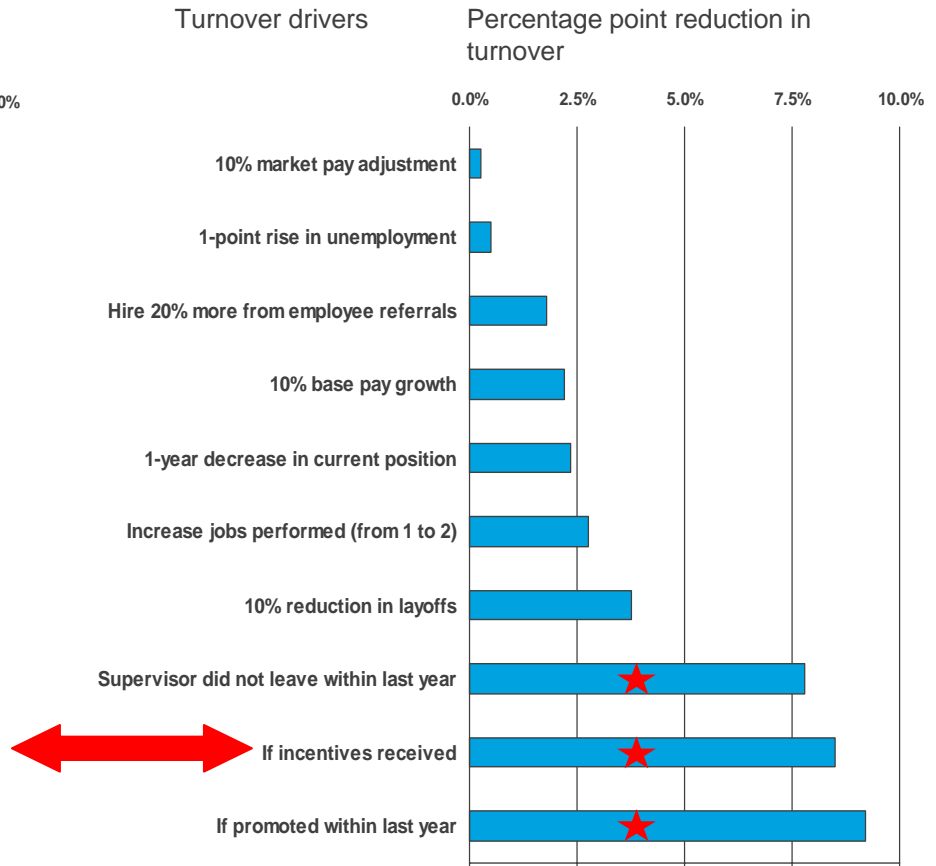
# Data

## Different turnover drivers by generation

### Baby boomers



### Generation X

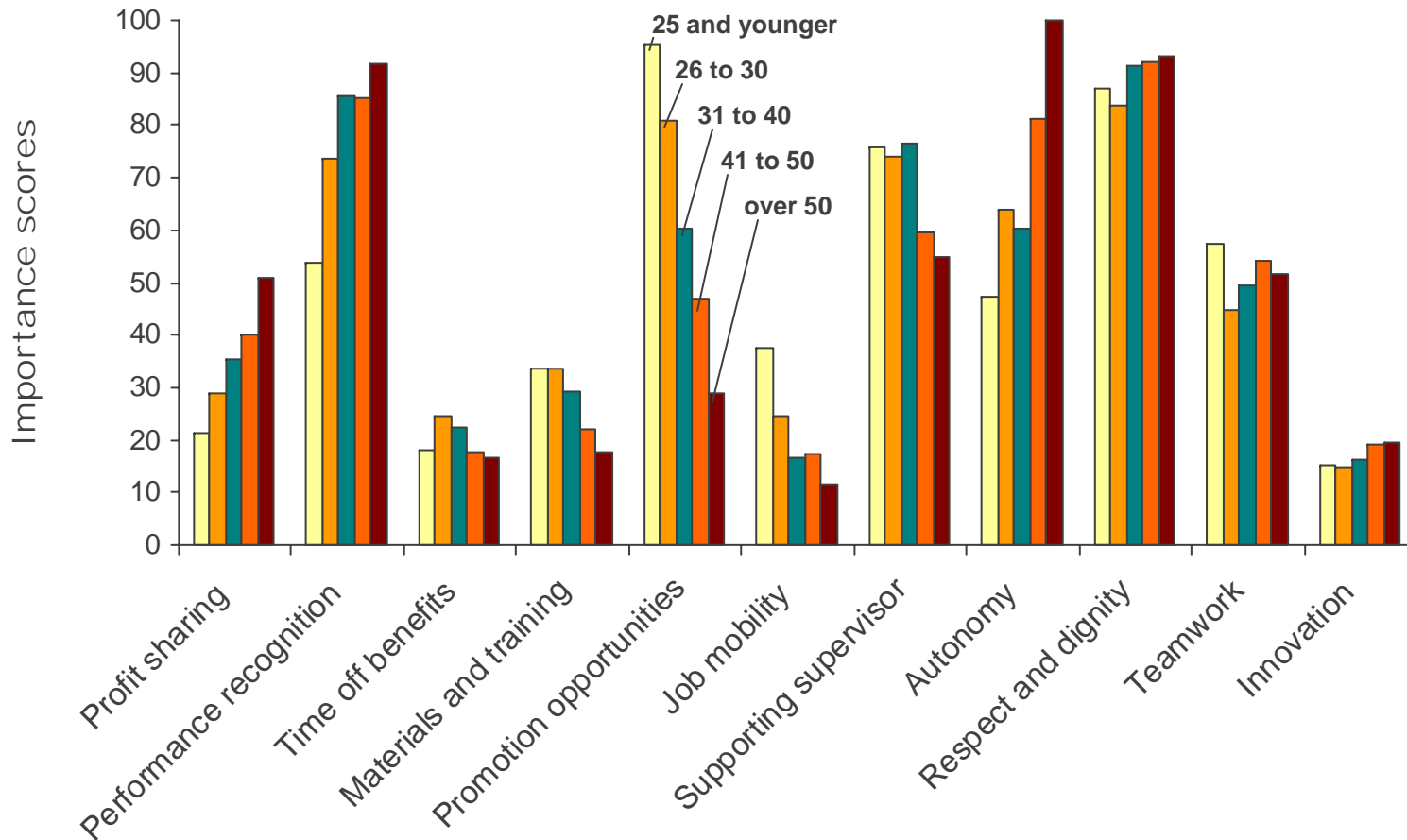


Benefits deter turnover for **Baby Boomers** but for **Generation X** careers have a greater impact; **PAY INFLUENCES BOTH GENERATIONS**

# Understanding what employees “say” they value

## Using conjoint analysis to understand employee preferences

Age is a major source of variation in employees’ preferences of different aspects of the employment experience within company ABC



Importance scores were scaled so that the item with the largest impact received a score of 100.  
 Disguised client sample: Two of the 13 attributes are not shown.



## Context

### Mercer observations

- Employers experiencing greater employee diversity
- Competition for critical talent has never been more intense
- Focus on “generation” may be a symptom of other issues
  - Absence of workforce planning
  - Industry in a period of expansion
  - No clear decisions on where to buy, build or rent talent
  - No clear understanding of the drivers of turnover
- Many organizations have not invested in development initiatives
- Research demonstrates that employees with different “characteristics” prefer, or indeed effectively demand through their employment choices and levels of engagement, different reward structures



*How to ...*

## **Mercer's holistic Total Rewards perspective**

A focus on the employment deal

### **Compensation**

- Base pay
- Short-term incentives
- Long-term incentives
- Recognition

### **Benefits**

- Health and group benefits
- Retirement
- Work/life programs
- Perquisites

### **Careers**

- Performance management
- Career pathing
- Training and development
- Talent review/succession planning

## Different generations have different priorities

One size does not fit all

Total Reward Elements	Matures/ Traditionalists	Baby Boomers	Generation X	Generation Y/ Millennials
<b>Compensation</b>  <i>critical component of attraction; don't want it to be a reason people leave</i>	<ul style="list-style-type: none"> <li>Base pay and total cash may influence pension benefits and 401(k) matches</li> <li>May expect to see hard work/long hours, loyalty and experience "valued" in ever increasing base pay</li> <li>May have built base pay to competitive levels over a long period—difficulty seeing others get there faster</li> </ul>	<ul style="list-style-type: none"> <li>Similar to matures, as well as:                             <ul style="list-style-type: none"> <li>–Competitive – money is a way of keeping score</li> <li>–Expect to be paid well and paid for hard work/long hours</li> <li>–May be less motivated by team-based pay</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Impatient with rules (bureaucracy) for pay</li> <li>No trust in long-term payouts/opportunities – show me rewards now</li> <li>Money as feedback</li> <li>Expect pay for results</li> </ul>	<ul style="list-style-type: none"> <li>May have to offer higher starting salaries or progress pay to market rapidly to keep them; want a sense of financial recognition that aligns with a sense of career progression</li> <li>May be more open than others to team-based pay with an individual component</li> </ul>
<b>Benefits</b>  <i>criticality depends on benefit and worker life stage and personal preferences</i>	<ul style="list-style-type: none"> <li>Personal value placed on working and their career, coupled with preparedness for cost risks associated with retirement, impacting timing of decisions to retire</li> </ul>	<ul style="list-style-type: none"> <li>Higher value placed on healthcare; paying closer attention to trade-off decisions that impact wealth accumulation for retirement</li> <li>May be in a position to care for older parents as well as attending to college education for children, placing value on associated benefits and work life options to address emerging personal needs</li> </ul>	<ul style="list-style-type: none"> <li>Depending on personal circumstances, growing value placed on benefits, such as healthcare, retirement and work life programs that are used successfully vs. a policy</li> </ul>	<ul style="list-style-type: none"> <li>Place more value on benefits that reinforce specific aspects of the employment experience (volunteer work, how the employer gives back to the community, participation in social networks, work life)</li> </ul>

# Different generations have different priorities

One size does not fit all

Total Reward Elements	Matures/ Traditionalists	Baby Boomers	Generation X	Generation Y/ Millennials
<p><b>Careers</b></p> <p><i>reflection of work environment, culture and sense of opportunity; often a critical driver of commitment; supervisor can play a critical role in career satisfaction at any life stage</i></p>	<ul style="list-style-type: none"> <li>Based on experience, more likely to believe they are responsible for their career*</li> <li>1) Interesting work, 2) Meaningful work, 3) Work life balance 4) Financials rewards driving next job decision*</li> <li>Considering trade-offs re: retirement, career change or reduced work schedule option</li> </ul>	<ul style="list-style-type: none"> <li>Based on experience, more likely to believe they are responsible for their career*</li> <li>1) Interesting work, 2) Meaningful work, 3) Work life balance 4) Financials rewards driving next job decision*</li> <li>Depending on role and age, considering trade-offs re: retirement, career change or reduced work schedule options</li> <li>Depending on role and age, could be advancing to key leadership role; in a position to transfer knowledge based on leadership or expertise; or may be seen as a career blocker who has retired in place by Generation X or Y</li> </ul>	<ul style="list-style-type: none"> <li>1) Interesting work, 2) Meaningful work, 3) Work life balance 4) Financial rewards driving next career decision*</li> <li>Looking for organizations that prepare and are advancing them into management roles (vs. being blocked by an organization with mostly Boomers and Matures in leadership roles)</li> <li>Want feedback about how they are doing and access to good supervisors and a mentor network</li> <li>Depending on personal circumstances, may want take advantage of different work life/career options that don't negatively impact one's career</li> <li>More quickly to judge the personal ROI of working here</li> </ul>	<ul style="list-style-type: none"> <li>1) Interesting work, 2) Financial rewards 3) Meaningful work, 3) Work life balance driving next career decision*</li> <li>While typically more optimistic about career options with present employer, typically more likely to move on*</li> <li>Value organizations that have defined training and career progression programs for early career new hires; more value placed on promotions relative to rewards, such as benefits</li> <li>Want feedback about how they are doing and access to good supervisors and a mentor network</li> <li>More quickly to judge the personal ROI from working here</li> </ul>

\*Source: Blessing White, 2007 State of the Career Report

## Why Total Rewards extend beyond compensation and benefits A Development Culture is Key

### Compensation

- Cash and benefits are easily benchmarked and copied
- Compensation critical in attracting talent
- Investing more in comp & ben provides:
  - Only short-term competitive differentiation
  - Risk to cost competitiveness
- Challenges to workforce segmentation, in particular in the area of benefits
- Pay for performance is the key differentiator

### Benefits

### Careers, Recognition and Work Life

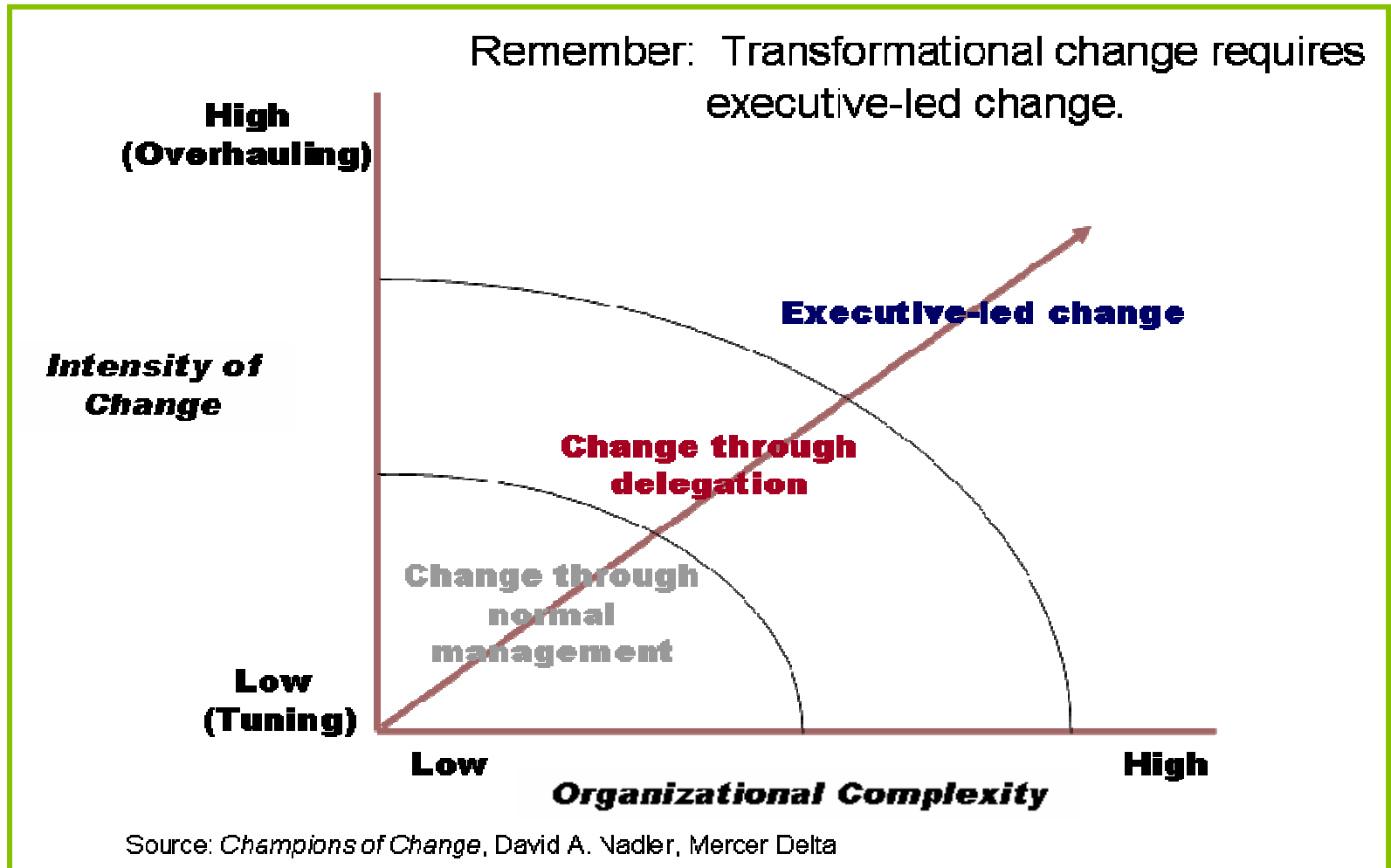
- Careers, including performance management, recognition and work life are greater contributors to organization culture
  - More difficult to imitate
  - More strongly communicate the employment brand
  - Opportunities for workforce segmentation
  - Critical influencers of commitment and engagement

## Characteristics of organizations which reinforce a development culture

- **View people as talent assets of the organization (vs. assets which are owned by a person or department) and invest in this talent regularly**
- **Have a culture which appreciates and reinforces change and risk-taking**
- **Describe learning as a continuous process vs. a single event**
- **Believe that people predominantly learn by doing**
- **Often have these learning beliefs or practices in place:**
  - Supportive group processes and culture
  - Collaborative learning from others
  - Interaction and experimentation as drivers of progress
  - Meet changing needs with different job-related programs
  - Create sharing events and programs designed to stimulate diverse interest and involvement
  - Voluntary self-directed training
  - Training and a commitment to general education

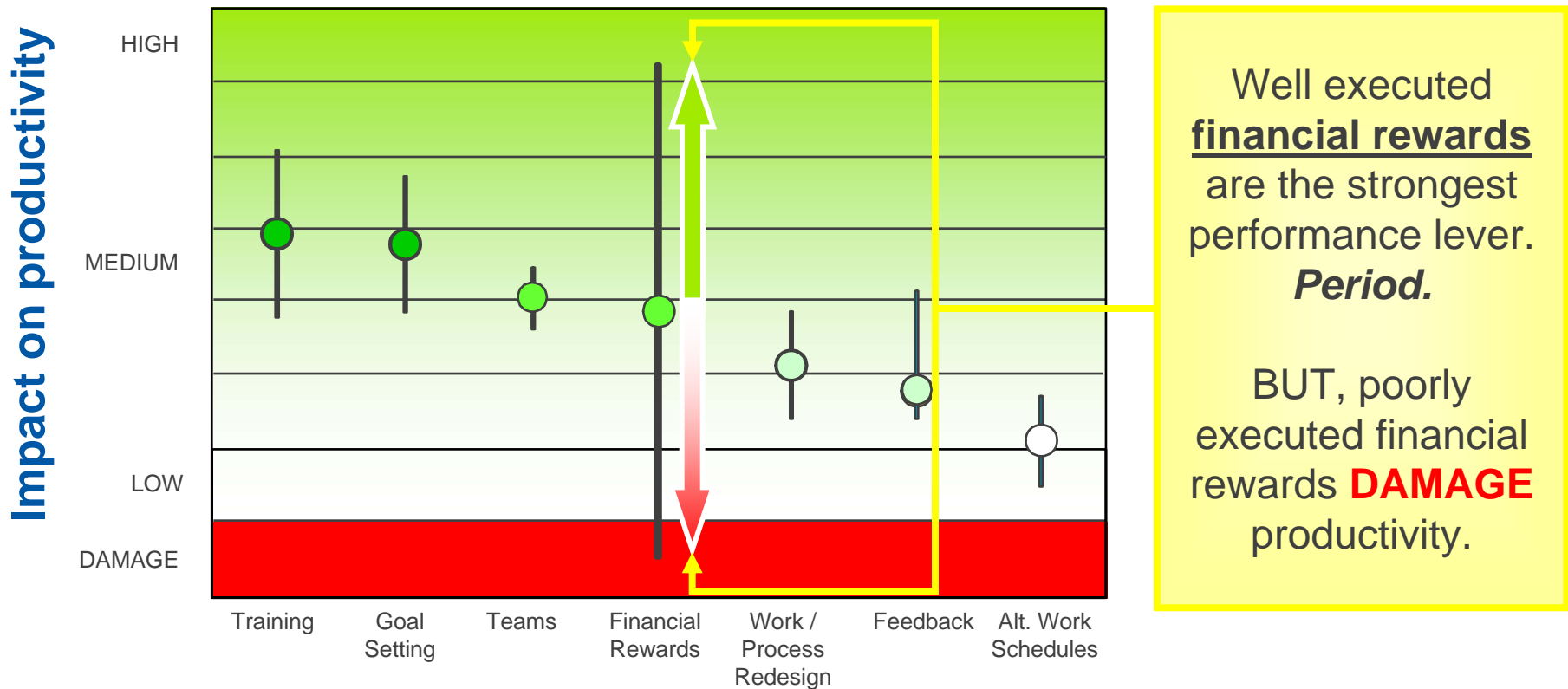
## Mercer point of view

Changes to an organization's employee development culture typically require transformational change which must be led by line executives and supported by HR specialists



## (Despite what you may have heard)

Financial Rewards have the greatest potential to create...and to destroy... performance



## Types of interventions

Source: 330 HR interventions that impacted productivity 1975-1985, Richard A. Guzzo et al, University of Maryland (updated 1996 by Mercer).

## Focusing on “choice” in program design

### Mercer observations

*When exploring choice, you need to focus also on:*

- **The strength of an organization’s consumer brand** and how this impacts potential employees’ perception of an employment brand
- **The importance of an employee’s relationship with his or her manager** in why people join or stay with an organization
- **Employees lack of insight into what they might want in the future or what’s possible**
- **Impact of too much choice\***
  - **Paralysis**
  - **Poor choice**
  - **Regret even though the right decision was made**

Source: [The Paradox of Choice: Why More is Less](#), Barry Schwartz, Ph.D.

## Focusing on “choice” in program design

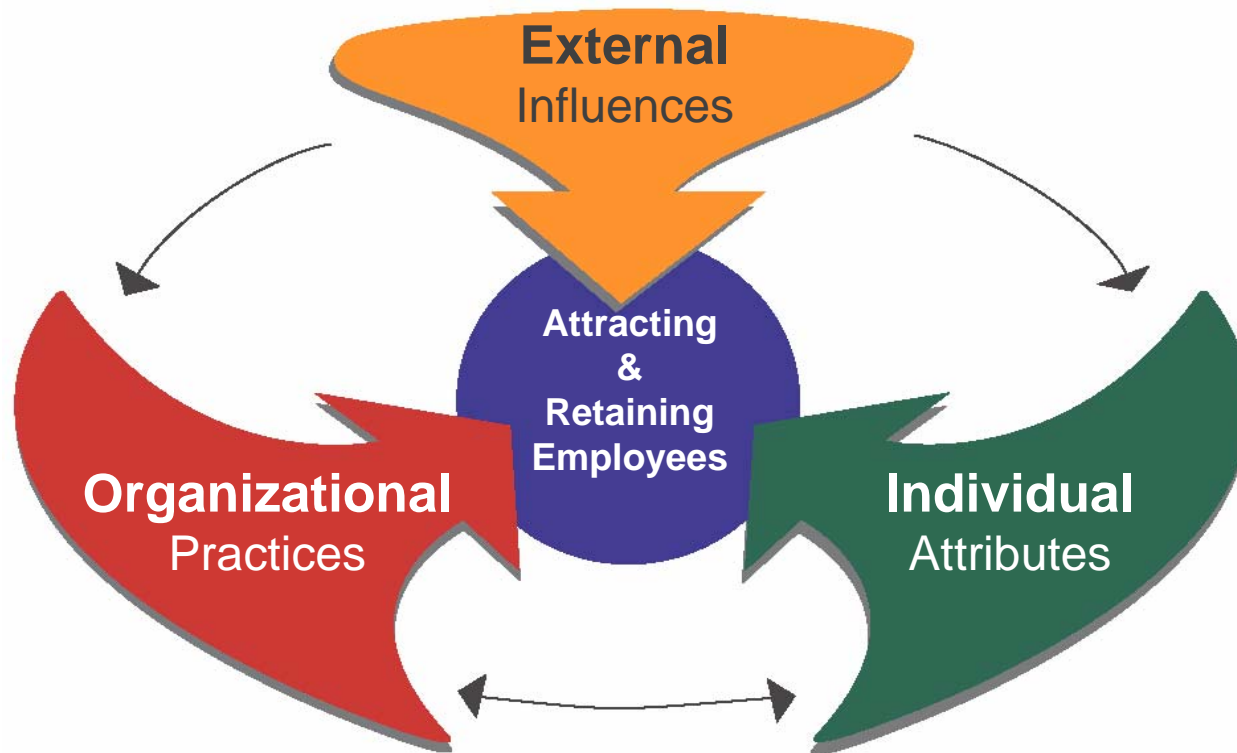
### Some examples

- **Compensation choice** – retail organization introduced a long-term incentive plan with four choices in 2005 based on a directive to be creative and support an innovative culture
- **Benefits choice** – technology organization offers mass of on-site, “campus-focused” amenities and benefits aligned with a knowledge worker profile who is an integrator (i.e., perks that have value to workers where there is little distinction between work life and home life) vs. a segmentor (value distinct walls between home and work)\*
- **Careers and work life choice** – professional services organization introduced a “mass career customization” program integrating decisions across four dimensions of advancement and work life (i.e., degree of pace, workload, location/schedule, and role); other organizations offering “pro-bono” volunteer opportunities

Source: March 21, 2007, “Perk Place,” Wharton@Knowledge

# Mercer EValueFramework<sub>sm</sub>

The art and science of attracting & retaining employees



**Attraction and retention of employees are influenced by three sets of factors:**

- E** — External influences: factors outside the organization, such as the regional market or the overall economic climate
- O** — Organizational practices: programs, policies, and other factors that make up the “work culture” of a given employer
- I** — Individual attributes: characteristics of employees that may indicate their likelihood of joining or staying with a given employer

# A framework for attraction and retention

Influences on attraction and retention problems			
External	Organizational		Individual
<b>Labor Market</b> <ul style="list-style-type: none"> <li>Current and future number of qualified candidates</li> <li>Unemployment levels</li> <li>Prevailing wage and benefit levels</li> <li>Education levels</li> </ul>	<b>Business strategy</b> <ul style="list-style-type: none"> <li>Products and services</li> <li>Corporate image</li> <li>Competitive position</li> <li>Overall HR strategy, priorities</li> <li>Organizational structure</li> </ul>	<b>Rewards</b> <ul style="list-style-type: none"> <li>Pay structure and levels</li> <li>Benefits</li> <li>Link between performance, rewards</li> <li>Back- or front-loading of rewards</li> <li>Recognition process</li> </ul>	<b>Employee demographics</b> <ul style="list-style-type: none"> <li>Age, sex, family status, race</li> <li>Education</li> <li>Length of service, age at hire</li> <li>Expected retirement age</li> <li>Health status</li> </ul>
<b>Competition</b> <ul style="list-style-type: none"> <li>Number and type of organizations looking for similar people</li> <li>Intensity of competition</li> </ul>	<b>Recruiting</b> <ul style="list-style-type: none"> <li>Recognition and anticipation of hiring needs</li> <li>Hiring criteria</li> <li>Sourcing methods for candidates</li> <li>Evaluation and selection</li> </ul>	<b>Leadership and Management</b> <ul style="list-style-type: none"> <li>Clarity of vision</li> <li>Match of style to business strategy</li> <li>Extent and quality of direction, coaching, monitoring, support</li> </ul>	<b>Employee work patterns</b> <ul style="list-style-type: none"> <li>Performance, promotion, pay growth (past and expected)</li> <li>Degree and pattern of past internal and external mobility</li> <li>Recruitment source</li> </ul>
<b>Location</b> <ul style="list-style-type: none"> <li>Breadth of "hiring universe" for a given job (local/regional/US/global)</li> <li>Attractiveness of the location</li> </ul>	<b>Socialization</b> How new employees: <ul style="list-style-type: none"> <li>learn about the organization, the work group, the job</li> <li>understand the culture</li> <li>become productive</li> </ul>	<b>Organizational communication</b> Availability of information: <ul style="list-style-type: none"> <li>needed to perform jobs</li> <li>on job performance</li> <li>on organizational strategy, business plan</li> </ul>	<b>Personal needs and preferences</b> <ul style="list-style-type: none"> <li>Financial needs and obligations</li> <li>Relative value placed on different rewards and work attributes</li> <li>Desire for work/life balance</li> </ul>
<b>Customers</b> <ul style="list-style-type: none"> <li>Profile (current, future)</li> <li>Expectations for quality, service, timeliness</li> </ul>	<b>Career development and growth</b> How the organization: <ul style="list-style-type: none"> <li>identifies high-potential employees</li> <li>trains, promotes, nurtures people</li> <li>puts people into the right jobs</li> </ul>	<b>Culture and work environment</b> <ul style="list-style-type: none"> <li>Is this a good place to work?</li> <li>Does organizational support balance between work and outside life?</li> <li>What kind of culture is this? (performance, ownership, adaptive, customer-focused, etc.)</li> </ul>	
	<b>Job characteristics</b> <ul style="list-style-type: none"> <li>Nature and constraints of jobs</li> <li>Job enrichment (flexibility, autonomy, stress, impact, etc.)</li> </ul>		

# Tips

## Retention Tool Overview

Compensation	Benefits	Career	Support mechanisms
<ul style="list-style-type: none"> <li><input type="checkbox"/> Competitive pay</li> <li><input type="checkbox"/> Performance-based pay</li> <li><input type="checkbox"/> Special bonus/incentives</li> <li><input type="checkbox"/> Performance plans</li> <li><input type="checkbox"/> Retention bonuses</li> <li><input type="checkbox"/> Stock options</li> <li><input type="checkbox"/> Employee stock purchase plan</li> <li><input type="checkbox"/> Effective communication of total rewards</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Health and other insurances</li> <li><input type="checkbox"/> Subsidised loans</li> <li><input type="checkbox"/> Flexible work arrangements</li> <li><input type="checkbox"/> Family friendly practices</li> <li><input type="checkbox"/> Health and fitness plans/wellness programs</li> <li><input type="checkbox"/> Special events</li> <li><input type="checkbox"/> Non-cash benefits</li> <li><input type="checkbox"/> A great work space</li> <li><input type="checkbox"/> Time-off/sabbaticals</li> <li><input type="checkbox"/> Family care and involvement</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Meaningful, challenging work</li> <li><input type="checkbox"/> Broadened role scope</li> <li><input type="checkbox"/> Swap</li> <li><input type="checkbox"/> Job rotations</li> <li><input type="checkbox"/> Job enrichment</li> <li><input type="checkbox"/> Relocation</li> <li><input type="checkbox"/> Overseas assignment</li> <li><input type="checkbox"/> New position</li> <li><input type="checkbox"/> Action research project</li> <li><input type="checkbox"/> Formal mentoring</li> <li><input type="checkbox"/> Executive coaching</li> <li><input type="checkbox"/> Training programs</li> <li><input type="checkbox"/> Social and professional networks</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Career planning and development summary</li> <li><input type="checkbox"/> Individual retention plan</li> <li><input type="checkbox"/> Career plans</li> <li><input type="checkbox"/> Career review discussions</li> <li><input type="checkbox"/> Feedback (everyday and multi-rater)</li> <li><input type="checkbox"/> Competency frameworks</li> <li><input type="checkbox"/> Published carer paths</li> <li><input type="checkbox"/> Career management system</li> <li><input type="checkbox"/> Learning resource guide</li> <li><input type="checkbox"/> Performance goal setting, coaching and feedback</li> <li><input type="checkbox"/> Leadership effectiveness</li> <li><input type="checkbox"/> Transparent job posting system</li> <li><input type="checkbox"/> Talent management systems</li> <li><input type="checkbox"/> Employer of Choice initiatives</li> </ul>

## Action plan for accommodating and bridging generational differences

- Train everyone to understand the changing demographic context
- Plan for the IT function to blend multiple generations, each adding to the understanding and needs of the business and the workforce
- Capture and recognize the Snowflakes' heightened technological savvy and already-established appreciation for new technologies
- Hold on to Baby Boomers as long as possible; their depth of expertise will likely never be matched
- Provide Boomer Managers opportunities to return to individual contributor work as a 'bridge to retirement'
- Hire Boomers Back; consider creative options such as third party, contract, and part-time rehiring of Boomers
- Create student work programs and (re)create entry-level position and internship opportunities to open the Snowflake Pipeline
- Measure attrition by generational group



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