



Strategies for Supporting a Multi-Generational Workforce

Tuesday, August 22, 2023 • 1:00 p.m.

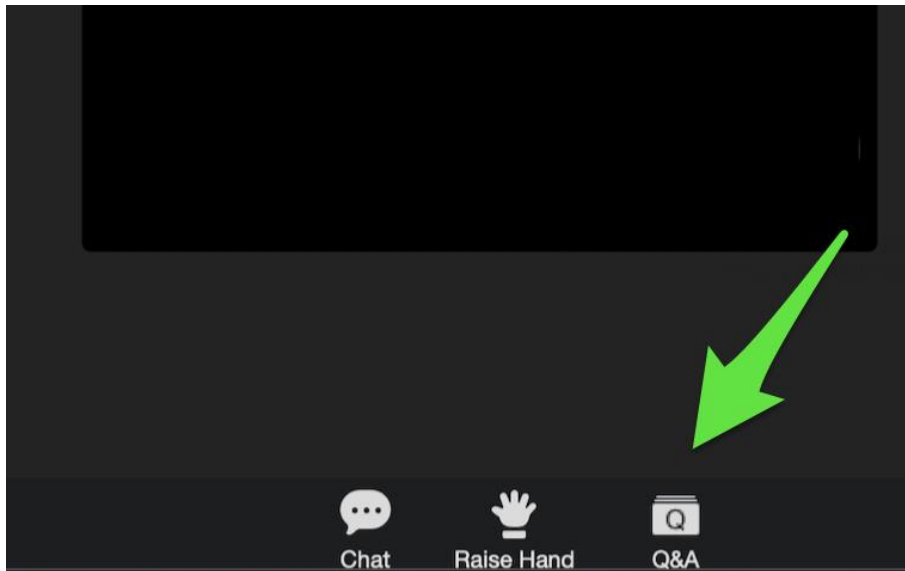
WELCOME!



Melissa Kuehne
Senior Program Manager
Institute for Local Government

TECH OVERVIEW & HOUSEKEEPING

- All webinar participants will be on **MUTE** for the duration of the event.
- Please type any content questions for into the **Q&A BOX** at any time during the session.
- Please type into the **CHAT** to notify the meeting host of any logistical questions or technical issues.



- A recording of the session will be available shortly after the webinar.

ABOUT ILG



NON-PROFIT, NON-PARTISAN AND HERE TO HELP

- The Institute for Local Government is the non-profit training and education affiliate of three statewide local government associations
- Together with our affiliates, we serve over 2,500 local agencies – cities, counties and special districts
- We provide practical and easy-to-use resources so local agencies can effectively implement policies on the ground



**California Special
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Districts Stronger Together

ILG'S PROGRAMS AND SERVICES

Program Areas

Leadership & Governance

Civics Education & Workforce

Public Engagement

Sustainable & Resilient Communities



Services

Education & Training

Technical Assistance

Capacity Building

Convening

Our mission is to help local government leaders **navigate complexity**, **increase capacity & build trust** in their communities

AGENDA

Welcome

Polling Exercise

National Workforce & Data Trends

California Workforce Data & Trends

Polling Exercise, Part 2

Panel Discussion

Q&A

TODAY'S PRESENTERS



Debra Sabatini Hennelly
Founder & President
Resiliti



Rich Oppenheim
Admin. Services Manager
Regional Government Services



Sophia Selivanoff
Executive Director
Regional Government Services

ZOOM POLL

WORKFORCE DATA & TRENDS

FIVE-GENERATION WORKPLACES

Demographic change is poorly understood, yet profoundly important

- US “working-age population” (16 to 64) is contracting, and...
- Global “population aging” means those >65 will outnumber those <18 by 2034, so...
- Future-proofing organizations for competitiveness and resilience requires multi-generational engagement and collaboration



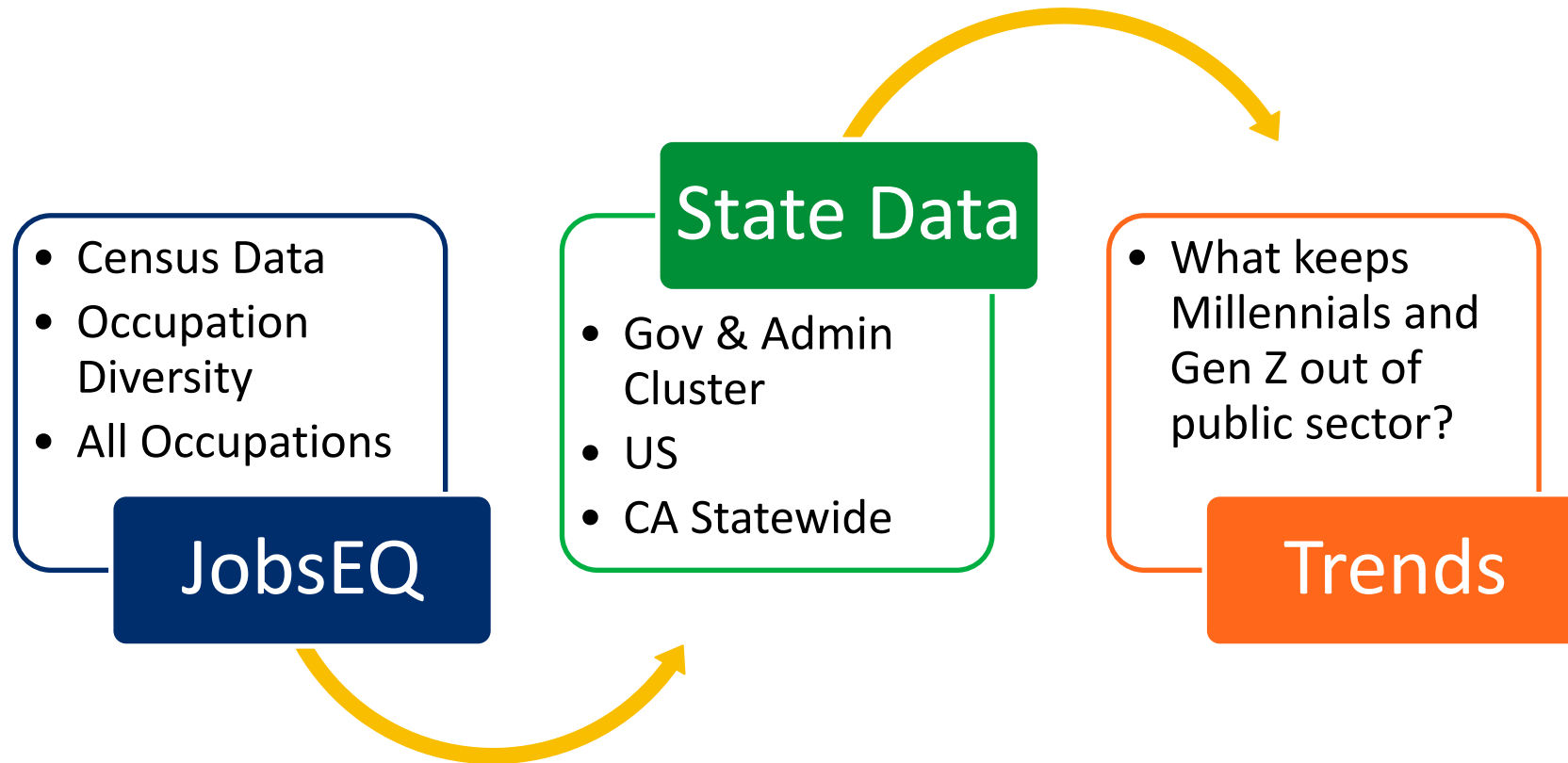
REGIONAL
GOVERNMENT
SERVICES

SERVING PUBLIC AGENCIES SINCE 2002

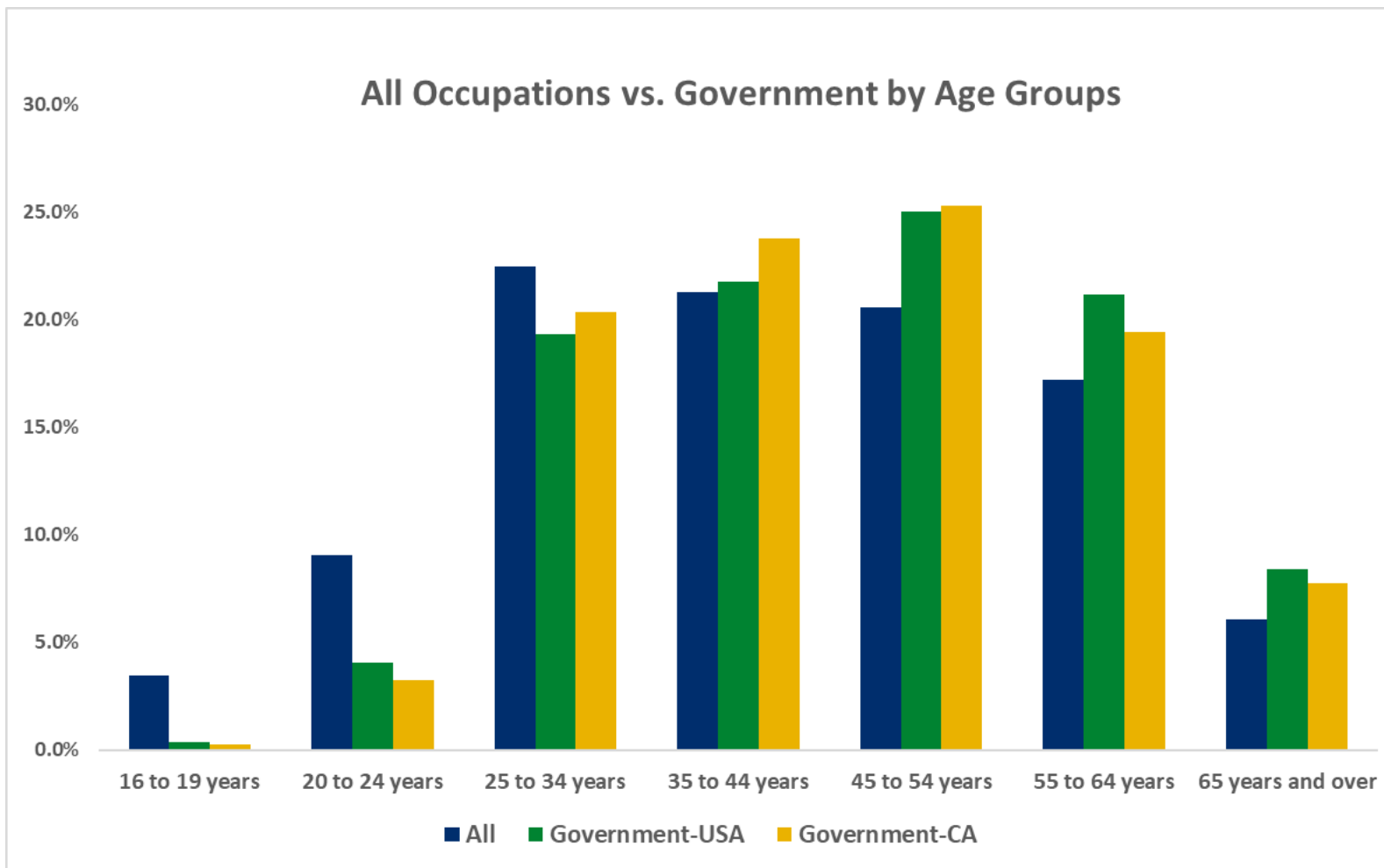
Strategies for Supporting Multigenerational Workplaces:

*California Government Workforce
Data and Trends*

Identifying Local Government Data and Trends



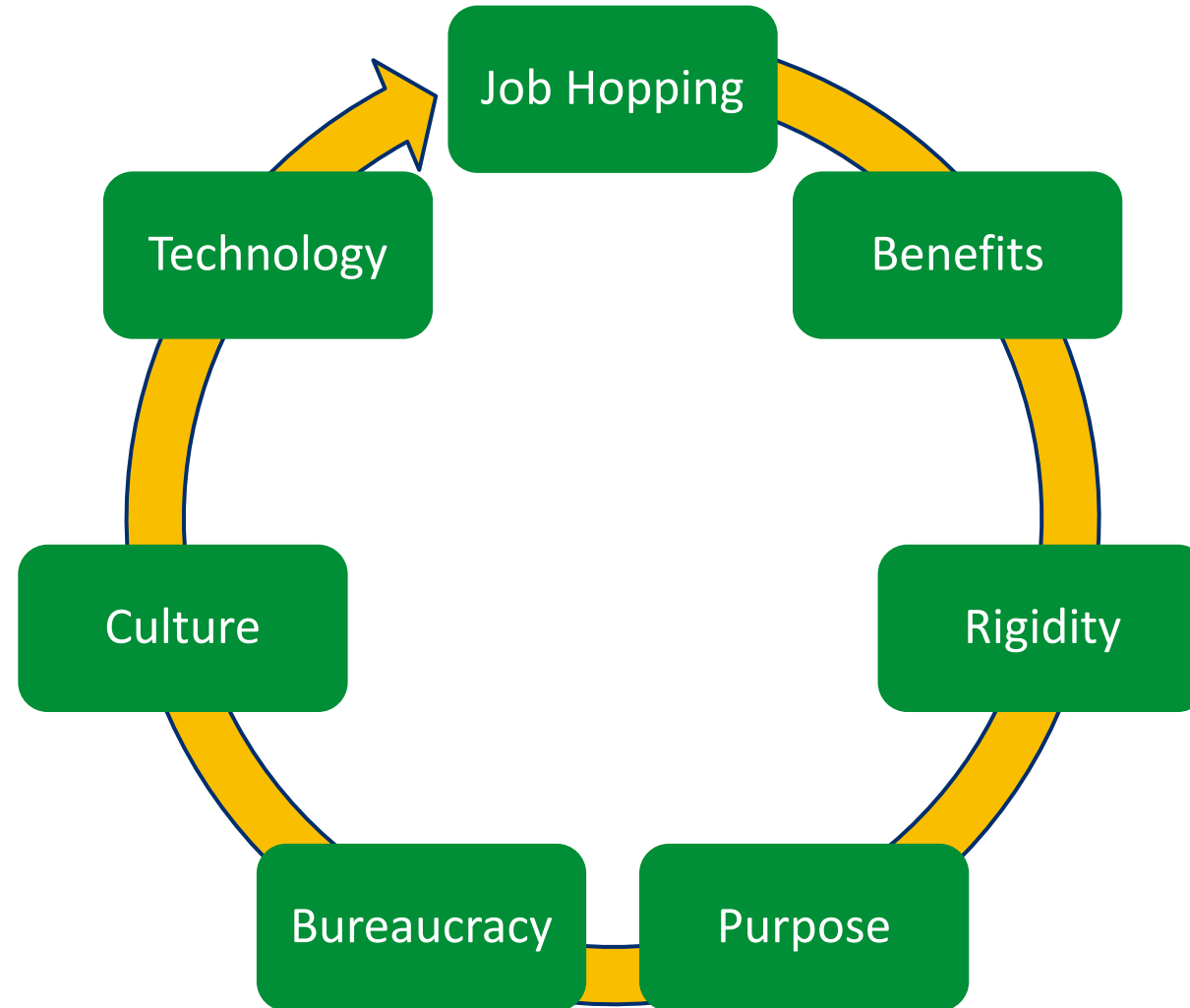
All Occupations vs. US/California Government Data



Data for (O*NET) Government & Public Administration, USA, CA, Source: JobsEQ®. Data as of 2023Q1., Exported on: Tuesday, August 15, 2023



What Keeps Younger Generations Out of Local Government



GENERATIONAL DEFINITIONS

QUESTION: GENERATIONS

Into which generation were you born?

- Traditionalist (1925-1945)
- Baby-Boomer (1946-1964)
- Generation X (1965-1979)
- Millennials (1980-1994)
- Generation Z (1995-2012)

TRADITIONALIST (1925-1945)

Stereotypes and Superpowers

- Practical
- Patient
- Loyal
- Hardworking
- Respectful of authority
- Rule-follower
- Resistant to change

Communication Preferences

- Prefers to communicate in person, by letter, or on the telephone

BABY-BOOMER (1946-1964)

Stereotypes and Superpowers

- Optimistic
- Experience and wisdom
- Teamwork and cooperation
- Ambitious and competitive
- Work ethic and work-centric
- Workaholic
- Had to adapt to technology at work
- Resistant to change

Communication Preferences

- Prefers to communicate “live” and in group meetings, or by phone or email

GEN X (1965-1979)

Stereotypes and Superpowers

- Skeptical, cynical
- Self-reliant, values autonomy
- Independent worker, sometimes to a fault
- Risk-taking
- Values education
- Comfortable with technology
- Adaptable
- Problem Solvers
- Balances work/personal life
- Struggles with balancing work-personal life

Communication Preferences

- Prefers to communicate by email, phone, or text

MILLENNIAL (1980-1994)

Stereotypes and Superpowers

- Hopeful
- Collaborative
- Seeks meaningful work
- Values diversity and change
- Socially responsible
- Technology savvy
- Overly reliant on technology
- Job-hopper
- Narcissistic, entitled, difficult to manage
- Short attention span

Communication Preferences

- Prefers to communicate by text, messaging, social media, FaceTime

GEN Z (1995-2012)

Stereotypes and Superpowers

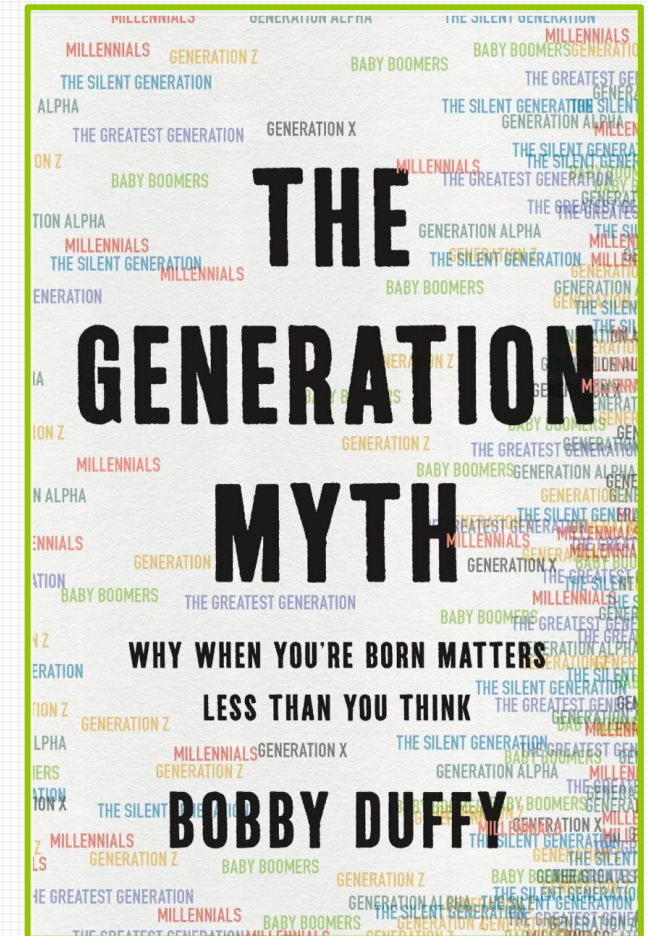
- Socially responsible
- Open-minded and Diverse
- Entrepreneurial Spirit
- High Expectations
- Digital Natives
- Expect to work with modern technology
- Want stable AND flexible work environment
- Breaking away from institutional structures for education, work, investing
- Shorter attention span than Millennials
- Impersonal Communication

Communication Preferences

- Prefers to communicate by text, social media, FaceTime, and expects rapid responses

OVERCOMING GENERATIONAL MYTHS

- Multiple factors shape long-term changes in attitudes and behavior:
 - “Period effects”
 - “Life-cycle effects”
 - “Cohort effects”
- Generational framing focuses on cohort effects and excludes the effects of the other two factors
 - *You could have as much in common with those in other generations as within yours*



QUESTION: OVERCOMING STEREOTYPES

If you could wave a magic wand, what stereotype would you completely wipe out about your generation because it's not true about you?

- (“Baby Boomers are xxyyzz”)
- (“Millennials are xxyyzz”)

ZOOM POLL

PANEL DISCUSSION

QUESTIONS & DISCUSSION



TIPS FOR MULTIGENERATIONAL COLLABORATION

- Challenge your own assumptions about other generations
- Create psychological safety for sharing ideas and raising concerns
- Discuss and honor differences in communication preferences
- Build trust by looking for common ground
- Try non-traditional “reverse” mentoring

**Harvard
Business
Review**

Diversity And Inclusion

Bridging Generational Divides in Your Workplace

by Debra Sabatini Hennelly and Bradley Schurman

January 05, 2023



Yurii Klymko/Getty Images

Article links:

<https://hbr.org/2023/01/bridging-generational-divides-in-your-workplace>

<https://hbr.org/2022/08/resilient-organizations-make-psychological-safety-a-strategic-priority>

**Harvard
Business
Review**

Organizational Culture

Resilient Organizations Make Psychological Safety a Strategic Priority

by Maren Gube and Debra Sabatini Hennelly

August 25, 2022



Danil Nevsky/Stocksy

RESOURCES

ILG Resources

EMPOWER Youth Toolkit: ilgyouthtoolkit.org

Summer JAM Program Case Study: ca-ilg.org/summerjam

Picture Yourself in Local Government: ca-ilg.org/post/picture-yourself-local-government



Contact Seth Yund at syund@ca-ilg.org

RECORDING AVAILABLE SOON



The recorded presentation and materials will be shared electronically with all attendees a few days after the webinar.

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Thank you for joining us!



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