



Jo Lorimer – Baby Boomers v Millennials *(does it need to be a struggle?)*

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Definitions

Traditionalist Baby Boomer	60- 70+	<ul style="list-style-type: none"> Born post war 1946-1964 early Baby Boomer nearing/at retirement age
Baby Boomer	53- 59	<ul style="list-style-type: none"> Born post war 1946-1964 later Baby Boomer still in financial “handcuffs”
Generation X	32- 52	<ul style="list-style-type: none"> Born 1965-1985
Millennial	20+	<ul style="list-style-type: none"> Coming of age in the new millennium

Recruitment

Traditionalist	<ul style="list-style-type: none"> • Use a combination of high-tech & traditional methods (i.e., newspaper classifieds, trade journals, executive search firms, face-to-face networking). • Communicate message that “We want, need and value your knowledge and years of experience.”
Baby Boomer	<ul style="list-style-type: none"> • As above.
Generation X	<ul style="list-style-type: none"> • Use multiple technological and online methods (e.g., Web sites like Workopolis, Monster, social media sites, online job applications, etc.). • Keep your Web information current and allow for regular online feedback if necessary. • Keep job descriptions short and concise.
Millennial	<ul style="list-style-type: none"> • Similar to Gen X.

Salary

Salary	
Traditionalist	<ul style="list-style-type: none"> Provide a competitive salary, but remember that being productive and staying active in the workforce is often even more important to this group.
Baby Boomer	<ul style="list-style-type: none"> Provide a very competitive salary to this group, especially since Boomers often have extra child/elder care expenses.
Generation X	<ul style="list-style-type: none"> Provide a competitive salary to this group, but note they are inclined to look more at the salary and benefits package as a whole, since family happiness and work-life balance are top priorities.
Millennial	<ul style="list-style-type: none"> Understand that expectations for good salaries and signing bonuses will be high for this group (and explain why expectations may not be met right away).

Benefits

Traditionalist	<ul style="list-style-type: none"> • Utilise benefit tiers to allow choices suited to this group (e.g., long-term care insurance, grief counselling services, etc.). • Consider reduction in work hours or short layoffs (instead of firing) during tough economic times.
Baby Boomer	<ul style="list-style-type: none"> • Utilise benefit tiers to allow choices suited to this group (e.g., child/elder care referral services, provision of paid days off work to care for sick children and/or elderly dependents).
Generation X	<ul style="list-style-type: none"> • Utilise benefit tiers to allow choices suited to this group (e.g., time off, on-site child care and/or sick child care, flexibility in core work hours).
Millennial	<ul style="list-style-type: none"> • Offer choice and flexibility in salary/benefit options for this group.

Type of Work

Type of Work	
Traditionalist	<ul style="list-style-type: none"> • Offer new challenges and opportunities that capitalize on their vast experience (e.g., task forces, focus groups, problem solving teams, mentoring of other employees).
Baby Boomer	<ul style="list-style-type: none"> • Offer work that allows them to advance in their careers and keep work interesting (e.g., promotions, mentoring to more senior roles, job rotation opportunities, etc.).
Generation X	<ul style="list-style-type: none"> • Help Gen Xers to expand their knowledge, skills and abilities at work. • Also see “Type of Work” in the Baby Boomers section above.
Millennial	<ul style="list-style-type: none"> • Create work that is more meaningful by providing frequent and constructive feedback on performance and outline how they contribute to organisational success. • Offer a variety of highly interactive/creative learning opportunities. • Start with small projects they can take ownership of, and build from there, provided performance expectations are met.

Work Environment

Work Environment	
Traditionalist	<ul style="list-style-type: none"> • Demonstrate work flexibility (e.g., options that allow for telecommuting or working part-time).
Baby Boomer	<ul style="list-style-type: none"> • Offer policies to help this group better manage work-life balance and stress levels (e.g., job sharing options, voluntary demotions, telecommuting).
Generation X	<ul style="list-style-type: none"> • Try not to micro-manage Gen Xers; they respond best to managers who are more like mentors. • Provide regular feedback on performance beyond the annual review. • Create a fun and “family like” work environment. • Make sure that your organisation uses current technology.
Millennial	<ul style="list-style-type: none"> • Provide opportunities to be social, make friends and make a difference through work (e.g., sports teams, volunteer programs). • Demonstrate serious measures to protect personal safety of employees. • Provide state-of-the-art technology.

Communications/Feedback	
Traditionalist	<ul style="list-style-type: none"> • Printed materials (detailed) • Feedback often through pay, benefits, status
Baby Boomer	<ul style="list-style-type: none"> • Written materials (summary) • On line (diagnostic) • Feedback as above plus more emphasis on annual appraisal
Generation X	<ul style="list-style-type: none"> • Workshops • On line • Prefer quarterly feedback and 360 degree review
Millennial	<ul style="list-style-type: none"> • Apps and trackers • Focus groups • Short awareness engagement surveys • Feedback very regular and immediate, less formal

Other Key Points

Traditionalist	<ul style="list-style-type: none"> • This is a group that can adapt well to change. • Many Veterans may not really want to retire if provided with the right opportunities.
Baby Boomer	<ul style="list-style-type: none"> • Many Boomers may be thinking about retirement, so organisations would do well to look at ways to keep them on board for as long as possible whilst helping them to provide for current and future responsibilities and needs.
Generation X	<ul style="list-style-type: none"> • Gen Xers may also be “sandwiched” employees.
Millennial	<ul style="list-style-type: none"> • Gen Yers are very compelled to stay with an organisation if they feel their ideas are valued and respected by others in the workplace – especially by older generations.