

# THE MULTI-GENERATIONAL WORKPLACE

Enticing and Retaining Millennial/Gen-Z Talent to Government Service



**DTSC**  
Department of Toxic  
Substances Control



# MEET THE DTSC TEAM



**Ed Morelan, PG, CEG**  
Branch Chief

Baby Boomers

**Maryam Tasnif-Abbasi**  
Brownfield Development Manager

Generation X

**Natasha DiPietro, PG**  
Engineering Geologist

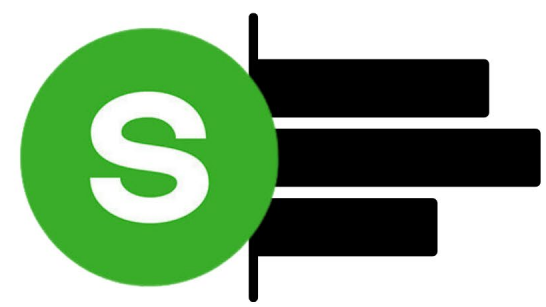
**Greg Shaffer**  
Statewide Brownfield Coordinator

Millennial

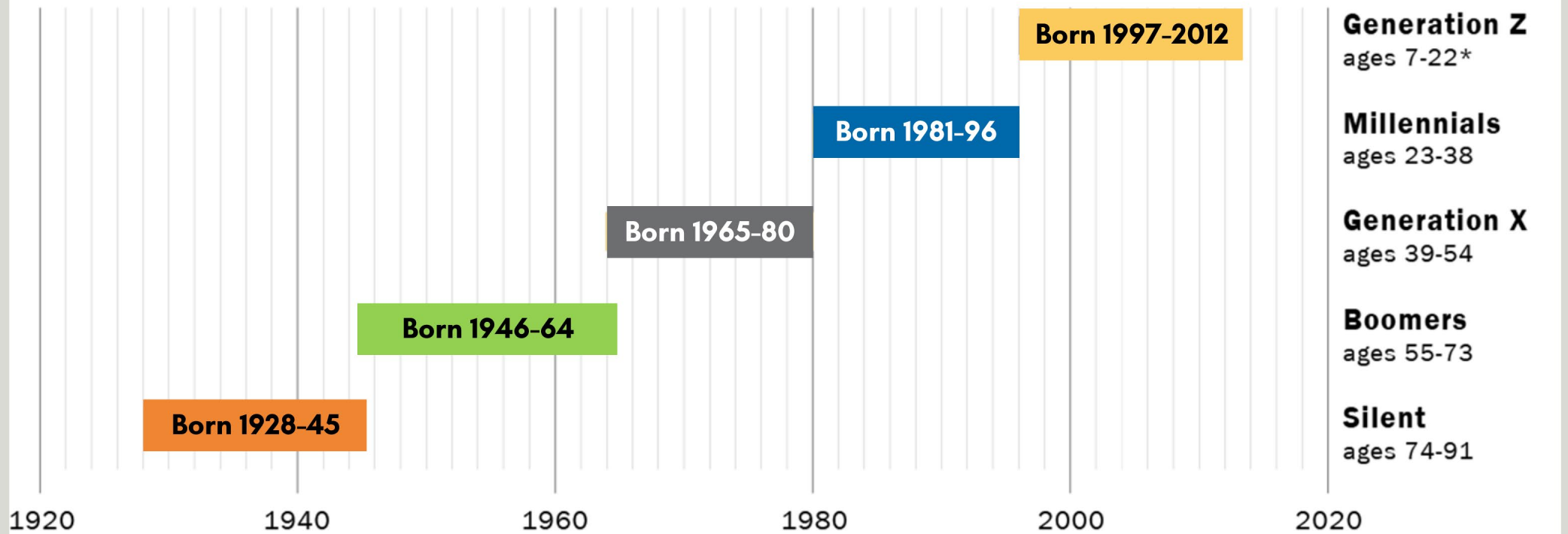
**Anthony Rosas**  
Environmental Scientist

Generation Z

# WHAT GENERATION DO YOU BELONG TO?



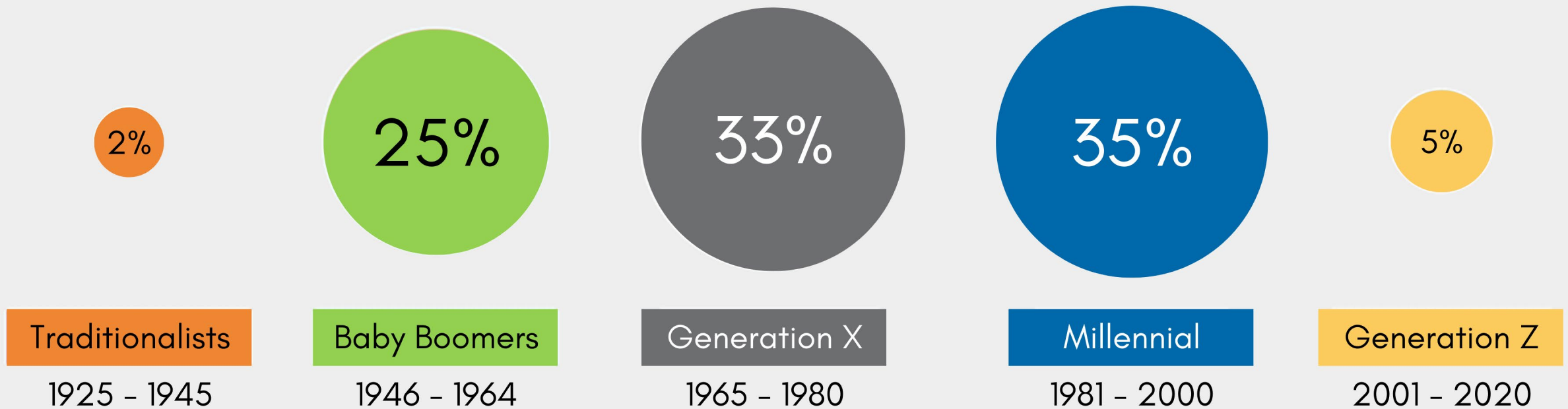
## The generations defined



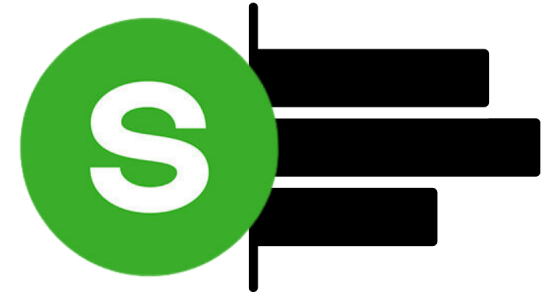


One size doesn't fit all when it comes to today's workforce—five generations of workers means five approaches to work.<sup>1</sup> Learn how to adjust to a multigenerational workforce.

## Current U.S. workforce numbers<sup>2</sup>:



# WHAT GENERATION IS MOST REPRESENTED IN YOUR IMMEDIATE WORK GROUP?



Traditionalists
1925 - 1945

Baby Boomers
1946 - 1964

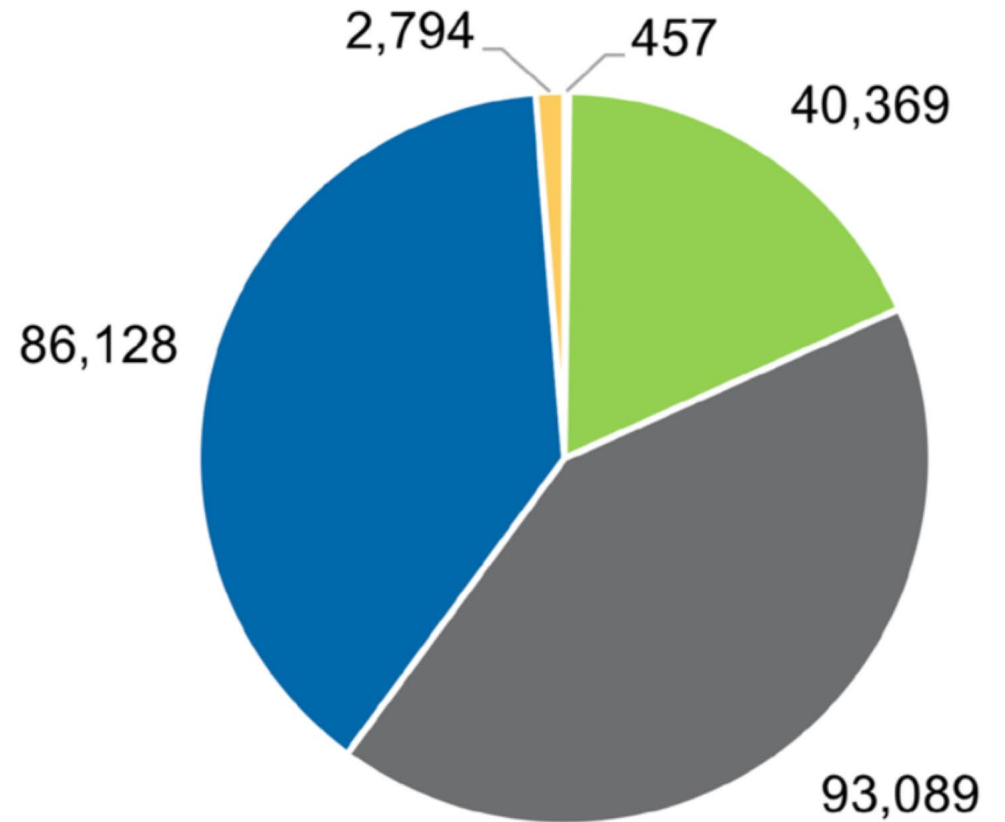
Generation X
1965 - 1980

Millennial
1981 - 2000

Generation Z
2001 - 2020



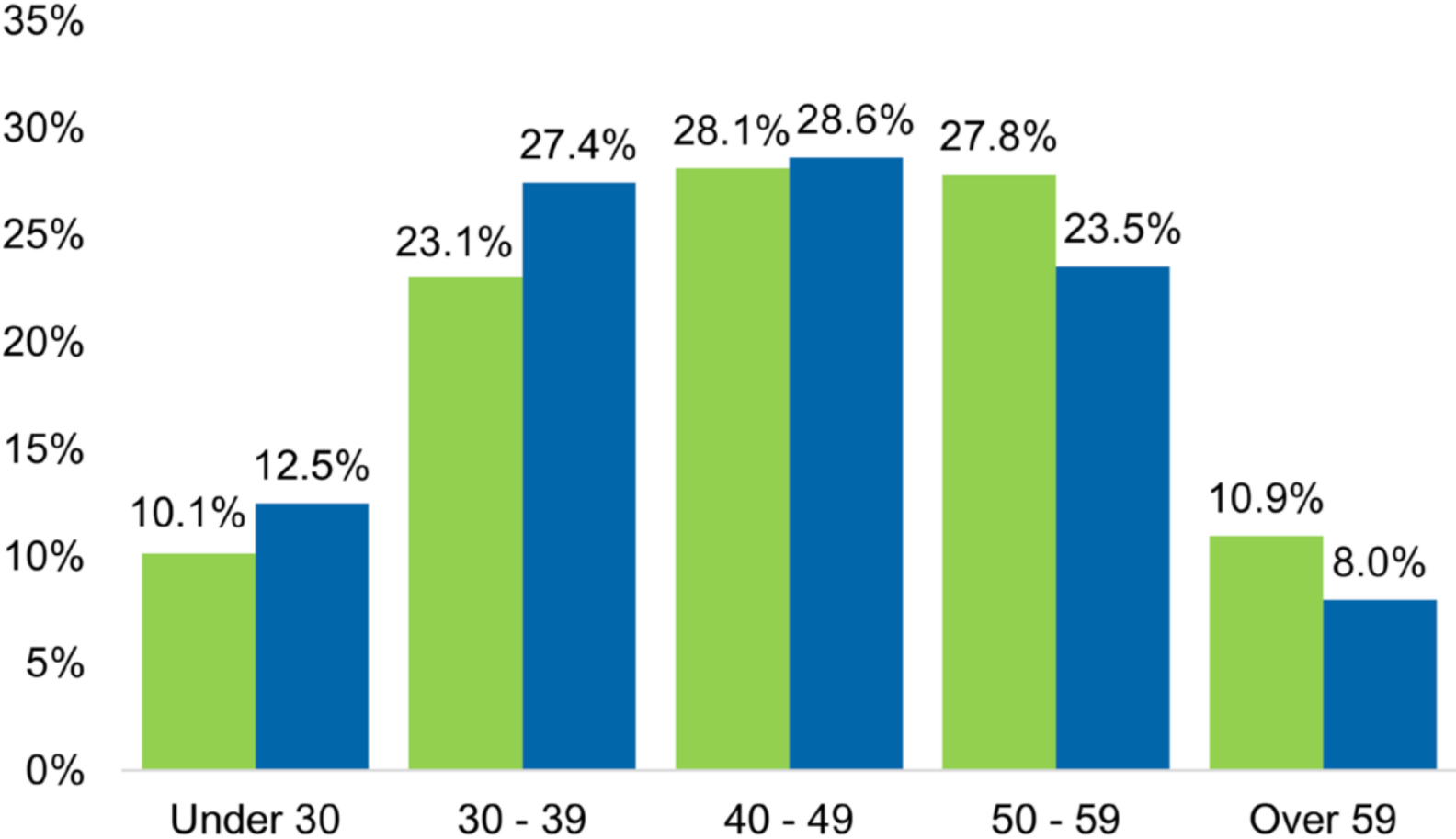
# 2020 GENERATIONAL REPRESENTATION OF CALIFORNIA CIVIL SERVICE EMPLOYEES



- Traditionalist (75 and Over)
- Baby Boomer (56 to 74)
- Generation X (39 to 55)
- Millennial (24 to 38)
- Post Millennial (Under 24)



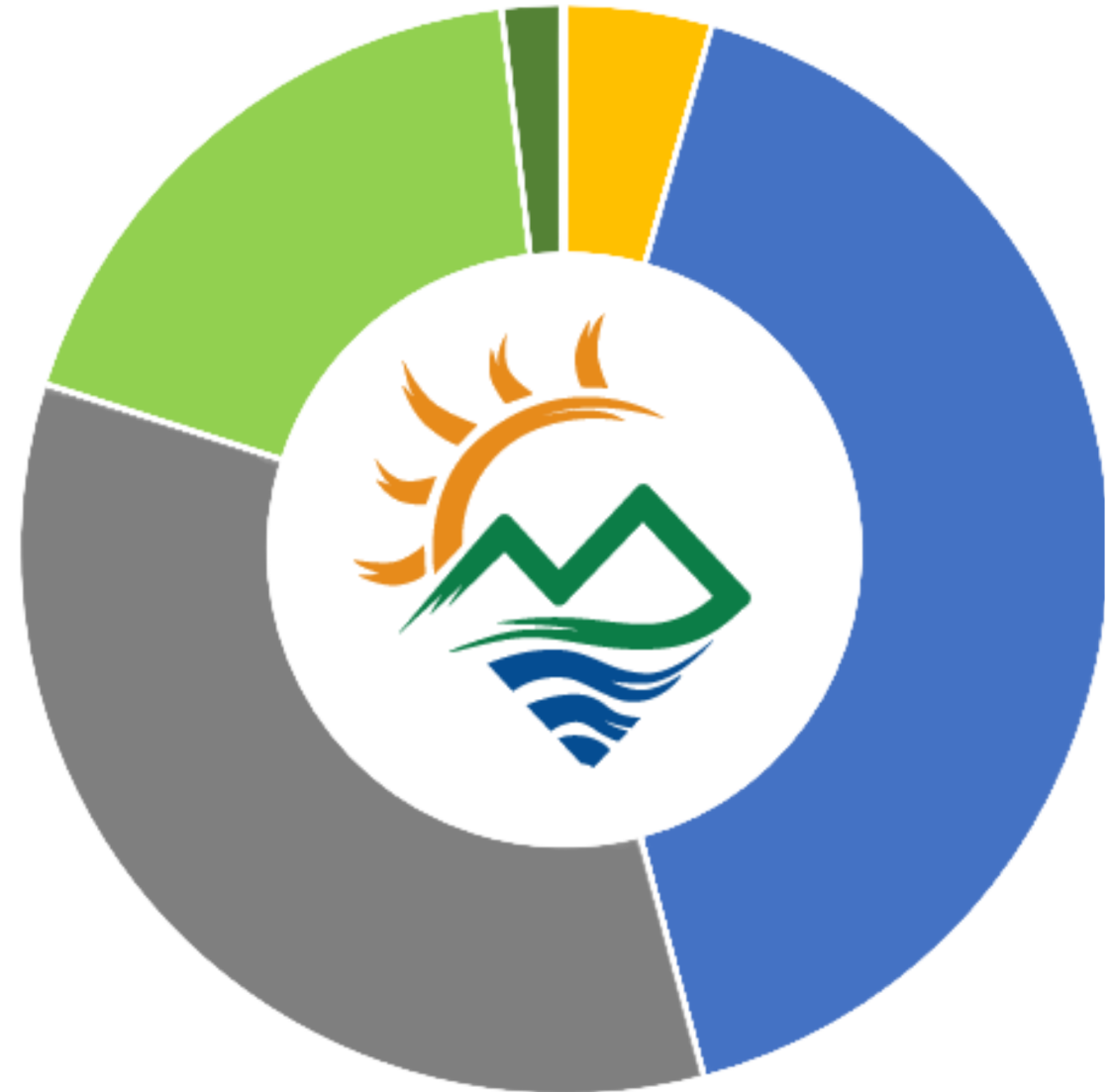
# 2016 & 2020 GENERATIONAL REPRESENTATION OF CALIFORNIA CIVIL SERVICE EMPLOYEES



In the past five years, the civil service **has become younger**, with the percentage of employees under 40 growing from 33 percent to 40 percent.

# 2020 DTSC'S WORK FORCE

Post War	1
1928 - 1945	
Baby Boomers I Leading Edge	18
1946 - 1954	
Baby Boomers II Generation Jones	188
1955 - 1964	
Generation X	351
1965 - 1980	
Millennial	428
1981 - 1996	
Generation Z	45
1997 - 2012	



# DTSC'S WORKFORCE STATS

Average Years of Service at DTSC:

**11**



Average Age Range of Staff Hired in the Pandemic/Post-Pandemic Era:

**32**



Average Age:

**46**

Number of Retirements in the Pandemic/Post-Pandemic Era:

**88**

Average Age of Retirees:

**63**



Longest Years of Service at DTSC:

**42**

Average Years of Service when Retired:

**26**



# WHAT IS THE VALUE OF HAVING BABY BOOMERS IN YOUR WORKPLACE?

Traditionalists
1925 - 1945

Baby Boomers
1946 - 1964

Generation X
1965 - 1980

Millennial
1981 - 1995

Generation Z
1996 - 2020



# MULTI-GENERATIONAL WORKPLACE



Baby Boomers who plan  
to work past age 65<sup>3</sup>

**10,000**

Baby Boomers  
reach retirement  
age every day<sup>4</sup>

## BABY BOOMERS BORN: 1946 – 1964

**OPTIMISTIC | COMPETITIVE | WORKAHOLIC | TEAM-ORIENTED**

**Shaped by:** Vietnam War, Civil Rights Movement, Watergate

**Motivated by:** Company loyalty, teamwork, duty

**Communication style:** Whatever is most efficient, including phone calls and face to face

**Worldview:** Achievement comes after paying one's dues; sacrifice for success

### **Employers should:**

Provide them with specific goals and deadlines; put them in mentor roles; offer coaching-style feedback

# BABY BOOMER SPEAKS



- What has kept you in civil services for these last few years?
- As the most experienced person on the panel, what do you do to attract and retain millennial and gen-Z staff?
- What is your advice to other managers in civil service who work with younger staff?





# WHAT ARE THE SPECIAL TALENTS OF GEN Z THAT PROVIDE VALUE TO THE WORKPLACE?

Traditionalists
1925 - 1945

Baby Boomers
1946 - 1964

Generation X
1965 - 1980

Millennial
1981 - 1995

Generation Z
1996 - 2020





# MULTI-GENERATIONAL WORKPLACE



## GENERATION Z BORN: 2001 – 2020

GLOBAL | ENTREPRENEURIAL | PROGRESSIVE | LESS FOCUSED

**Shaped by:** Life after 9/11, the Great Recession, access to technology from a young age

**Motivated by:** Diversity, personalization, individuality, creativity

**Communication style:** IMs, texts, social media

**Worldview:** Self-identify as digital device addicts; value independence and individuality; prefer to work with Millennial managers, innovative coworkers, and new technologies

### Employers should:

Offer opportunities to work on multiple projects at the same time; provide work-life balance; allow them to be self-directed and independent



Gen Zers who want to interact with their boss daily or several times each day<sup>9</sup>



Gen Zers who expect their employer to provide formal training<sup>10</sup>



# GEN Z SPEAKS



- What keeps you at your civil service job?
- What can civil service employers do to attract more Gen Z to their organizations?
- What do you like best about your current civil service job?

"It's giving, it's giving...."



**Com-pas-sion** [kuhm-pash-uhn]

*noun* : a feeling of deep sorrow for another who is stricken by misfortune, accompanied by a strong desire to alleviate the suffering.



**ticketmaster**





# WHAT IS THE FIRST WORD THAT COMES TO MIND WHEN YOU THINK OF THE MILLENNIAL COMMUNICATION STYLE AT WORK?

Traditionalists
1925 - 1945

Baby Boomers
1946 - 1964

Generation X
1965 - 1980

Millennial
1981 - 1995

Generation Z
1996 - 2020



# MULTI-GENERATIONAL WORKPLACE



Percentage of global workforce to be made up of Millennials by 2025<sup>7</sup>



Millennials ages 25–35 living at home with their parents<sup>8</sup>

## MILLENNIALS BORN: 1981 – 2000

COMPETITIVE | CIVIC- AND OPEN-MINDED | ACHIEVEMENT-ORIENTED

**Shaped by:** Columbine, 9/11, the internet

**Motivated by:** Responsibility, the quality of their manager, unique work experiences

**Communication style:** IMs, texts, and email

**Worldview:** Seeking challenge, growth, and development; a fun work life and work-life balance; likely to leave an organization if they don't like change

### Employers should:

Get to know them personally; manage by results; be flexible on their schedule and work assignments; provide immediate feedback

# MILLENNIALS SPEAK



- What keeps you at your civil service job?
- What can civil service employers do to make their organizations more fulfilling for Millennials?

MEMES



Individuality  
good  
vibes



"Please"

GIFs





# WHO ARE THEY EVEN?

Traditionalists
1925 - 1945

Baby Boomers
1946 - 1964

Generation X
1965 - 1980

Millennial
1981 - 1995

Generation Z
1996 - 2020





# MULTI-GENERATIONAL WORKPLACE



## GENERATION X BORN: 1965 – 1980

FLEXIBLE | INFORMAL | SKEPTICAL | INDEPENDENT

**Shaped by:** The AIDs epidemic, the fall of the Berlin Wall, the dot-com boom

**Motivated by:** Diversity, work-life balance, their personal-professional interests rather than the company's interests

**Communication style:** Whatever is most efficient, including phone calls and face to face

**Worldview:** Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change at work if it affects their personal lives

### Employers should:

Give them immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development



Startup founders who are Gen Xers—the highest percentage<sup>5</sup>

**BY 2028**  
Gen Xers will outnumber Baby Boomers<sup>6</sup>



# GENERATION X SPEAKS



- What keeps you at your civil service job?
- What are the challenges in working with staff of a younger generation?
- What have you done to provide meaningful opportunities for your Millennial and GenZ staff?



HARVEY GOLDSMITH, SON OF GLOOF AND MAURICE JONES FOR THE BAND AID TRUST PRESENT

AT WEMBLEY STADIUM LONDON

ADAM ANT  
BOOMTOWN RATS  
DAVID BOWIE  
PHIL COLLINS  
BOYS COSTELLO  
DIRE STRAITS  
BRYAN FERRY  
ELTON JOHN  
HOWARD JONES  
NIK KERSHAW  
ALISON MOTET  
QUEEN  
SADE  
SHANDAU/BALLET  
STATUS QUO  
STYLE COUNCIL  
STING  
LIZ  
ULTRAVOX  
PAUL YOUNG  
WHAM!

AT J.F.K. STADIUM PHILADELPHIA

BRYAN ADAMS  
THE CARS  
ERIC CLAPTON  
DURAN DURAN  
BOY GEORGE  
HALL AND OATES  
MICK JAGGER  
BILLY JOEL  
WYCLON JENNINGS  
LUDAS PRINCE  
KRIS KRISTOFFERSON  
HUEY LEWIS & THE NEWS  
ROBERT PLANT  
POWER STATION  
PRETENDERS  
SANTANA  
PALL SIMON  
SIMPLE MINDS  
TEARS FOR FEARS  
TENTATION  
THOMPSON TWINS  
NIRVANA  
STEVE WONDER

**LIVE AID**

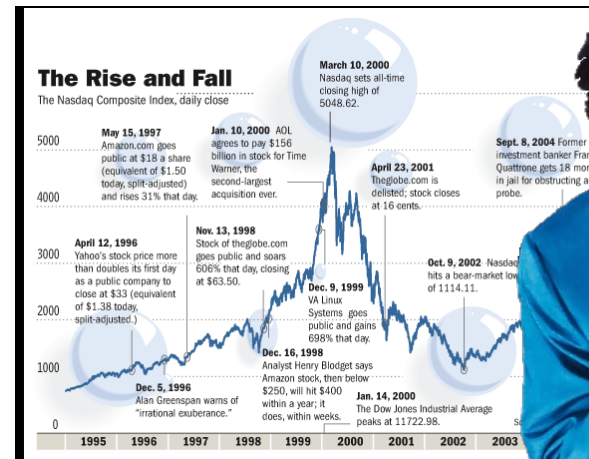
**JULY 13th**

BOOKS OPEN 11 AM, CONCERT STARTS 11:30 AM

Tickets at £25 are on sale NOW from Wembley Stadium Box Office.

And by credit card subject to a 2% booking fee per ticket from South Western Credit Card (01203 761199)

Or see local press for inclusive special and concert advice. Tickets are limited to 8 per person.



# MILLENNIALS AND GEN Z ADVICE



Unlike private organizations, civil services jobs cannot offer specific timelines for advancement or pay-raises/bonuses.

What can civil service leadership do to enhance job satisfaction for Millennials and Gen Z staff?

# BABY BOOMERS AND GENERATION X ADVICE



Unlike private organizations, civil services jobs cannot offer specific timelines for advancement or pay-raises/bonuses.

What can civil service leadership do to enhance job satisfaction for Millennials and Gen Z staff?

# QUESTIONS & ANSWERS



# ADDITIONAL DTSC SESSIONS

**Community Engagement through Science - Introduction to Risk Communications**, Monday 1:00 - 2:45

**Cleaning up Vulnerable Communities Discovery and Enforcement**, Tuesday 10:15 - 12:00

**Update on Water Board Cleanup Programs, Vapor Intrusion, and AB 304**, Wednesday 8:00 - 9:45

**What's New at DTSC's Site Mitigation & Restoration Program**, Wednesday 1:00 - 2:45

