



**YOUTHCONNECT**  
THEIR FUTURE OUR FUTURE

**Danny Schwarz**  
**CEO**  
**Youth Connect**

**Bridging the Gap:**  
*An Employer's Guide to Engaging  
with the New Generations at Work*

## Youth Connect provides youth transition support for:

- Young People
- Parents & Families
- Employers and Industry
- Schools, other education providers and the community

### How.....

- ❖ Work This Way – Youth Employment Program
- ❖ Adolescent & Family Counselling
- ❖ Youth Connections (Inner East & Inner North of Melbourne)
- ❖ Employer Program
- ❖ Industry Tours, Workshops,
- ❖ PACTS/TACTS
- ❖ Workplace Learning Coordinators





# Changing Demographics

# THE FACTS

## **Increasing average age**

- In 1976 the median age of an Australian was 28 compared to 37 today. In a decade it will be nearly 40.
- The average age of full time workers has also been rising and today it sits at 39.

## **Smaller working age population**

- Australia's population aged 15 -64 years, which encompasses most of the working-age population, is in decline as a proportion of the total population.
- Currently 66% of the total population is aged 15–64 years but by 2051 it will decline to just 57%.

## **More of the old, less of the young**

- Australia's population will continue to age.
- The proportion of the population aged under 15 years is projected to fall from 20% today to around 14% by 2051.

# What this means for you

## The power has shifted - it's an employees market:

- With fewer in this age group we have to work harder to attract and retain them.
- Gone are the days when you could get rid of an employee and replace them from a plentiful pool of workers.

## Skill shortages are here to stay:

- Even after the Global Financial Crisis of 2009, in Australia skills shortages remained.
- Skills shortages are caused by demographic changes (ageing and retiring workforce), not just the economic changes (labour demand and supply).

## Generation Y really do matter.

- Some employers, after bad Gen Y experiences are tempted to focus purely on employing more mature workers from whom they get better loyalty and commitment.
- Gen Y's bring youthful idealism and energy, a fresh view to the industry, new qualifications and a 21<sup>st</sup> Century perspective to life and technology. Generational diversity is the key to a balanced workforce reflective of the wider society.

# The increasing options for today's employees

## Education Options

- More education pathways and options are available today than ever before.
- Year 12 retention rate is set to increase with the Federal Government's introduction of a national Year 12 retention rate target of 90% by 2015.
- Over 1/2 of school leavers now go onto further study. University is the most likely pathway: 30% go onto higher education, 24% continue their studies at TAFE or other forms of education.

## New and Emerging Career Options

- There are more careers on offer today than ever before — which is a challenge to traditional trades.
- In Australia today there is an estimated skills shortage equivalent to 1% of the labour force. This equates to over 100,000 potential jobs for which there are no willing workers.

## Shorter careers - and more of them.

- The length of time workers spend per employer has been in freefall for decades.
- In 1960 employees averaged 15 years per employer. Today the average tenure has dropped to just 4 years.
- Prediction: the average school leaver today will have over five careers
- and 20 employers and be self-employed at least once in their lifetime.

# What this means for you

## One size doesn't fit all:

- Greater focus is required to effectively attract and recruit young people, who relative to the total population, are less numerous.
- A dedicated approach specifically targeting their interests and attitudes, which are very different to older workers, will bring about more effective outcomes.

## Age is just a number today:

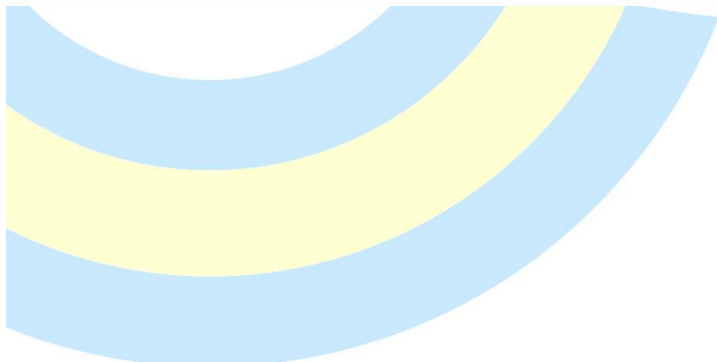
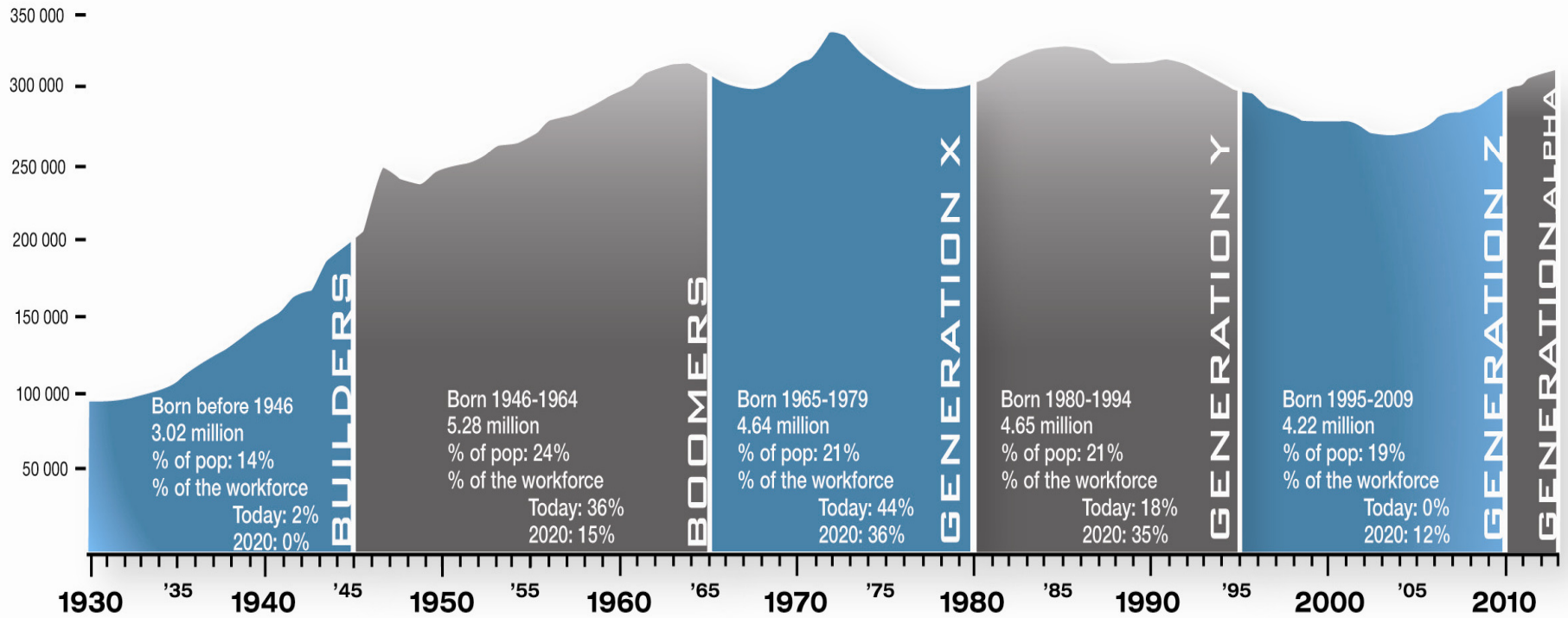
- In the workplace it's not about age or life stage, but one's mindset and understanding that matters.
- Diversity is all that Gen Ys have ever known, so work hard to provide an atmosphere that values it: whether it is gender, cultural, or generational diversity.

## Don't judge them - just understand them:

- While derided as fickle, self-focussed, and disloyal, the reality is that Gen Y just reflect their times.
- Jobs aren't guaranteed and companies come and go so it is not an inherent selfishness, but a response to the economic realities.
- It is best to avoid value judgements and just implement what we can do to best attract and retain them.



# Generations Defined



# Characteristics of the New Generations

## Gen Y & Z Snapshot

- **Global, multicultural, entrepreneurial**
- **The most educated, endowed generation ever**
- **Early adopters in a tech-saturated world**
- **Employment options in an ageing era**
- **Geographical mobility & portfolio careers**
- **Up-agers, living beyond their years**



# Influencers

Generation Y & Z are also influenced by a different set of attitudes and priorities than those shared by their older workmates.

<b>Older Generations</b>	<b>Gen Y &amp; Z</b>
<b>Tradition</b>	<b>Innovation</b>
<b>Reputation</b>	<b>Recommendation</b>
<b>Sit &amp; Listen</b>	<b>Try &amp; See</b>
<b>Long-term Needs</b>	<b>Short-term wants</b>
<b>Content</b>	<b>Process</b>
<b>Authority</b>	<b>Authenticity</b>

# At a glance: Generations in the workplace

The table below gives a snapshot of what each generation was exposed to as they began their working life.

	<b>Baby Boomers</b> Born 1946-1964 Aged 50's to mid-60's	<b>Generation X</b> Born 1965-1979 Aged mid-30's to 40's	<b>Generation Y</b> Born 1980-1994 Late teens to early 30's
<b>Values at work:</b>	Work ethic	Company-centric	Individuality
<b>Motivations for work:</b>	Financial security	Career progression	Job variety
<b>Key management tools:</b>	Supervising	Promoting	Empowering
<b>Key communication tools:</b>	Technical data	Visual examples	Hands-on learning
<b>Typical training style:</b>	Formal	Programmed	Interactive
<b>Management approach</b>	Telling "Yes boss"	Selling "What's in it for me"	Involving "Here's what I think"



# Attracting, Recruiting & Retaining

## ***Generation Y value balance in life, variety in the job, and change in their roles.***

The new era of Generation Y & Z employees approach work differently to their older colleagues.

**Generation Y don't seek a job as much as they seek an opportunity.**

### **Generation Y in the workplace**

#### **Work-life balance**

The emerging employees expect this balance from the start of their career. They don't feel the need to earn it - they just demand it. Creating a work culture that provides flexibility and a management style that communicates respect will help retain Gen Y.

#### **Remuneration**

Generation Y & Z look beyond the salary package when choosing a job, and deciding whether to stay in it.

A survey showed that 65.7% of Gen Y were prepared to take a pay cut to work in an office they loved, compared with 55.5% of Gen X and 52% of Boomers.

#### **Company Loyalty**

Gen Y have established a reputation for little company loyalty - while half of Baby Boomers believe that they should stay with a single employer for at least 5 years, only 1 in 4 Gen Y's would consider staying 5 years.

# Attracting Gen Y

## In the workplace:

When trying to attract Gen Y's, remember you are targeting a marketing-and-technology-savvy generation, who are not only looking at the salary you are offering. Here are some tips to keep in mind:

### •Seek to find them online

Research has shown managers found online job websites (for example Seek and Career One) to be the most effective way to recruit under 30s into their organisations, with 55.6% identifying the sites as the best source of candidates. Also consider if there are any industry bodies or tertiary institution websites with job noticeboards that candidates may visit.

### •Promote the 'opportunity' offering

In your job advertisements, be sure to promote the opportunities offered beyond the salary package – Gen Y's are looking for career opportunity and challenge, as well as enjoyment, variety and lifestyle, so let them know what you can offer them. With less red tape to cut through, smaller workplaces often hold an advantage over bigger organisations, and can provide flexible work options, tailored to the needs of their individual employees.

*If there's a clash in the  
work/life balance, life wins!*

## In the workplace: Facilitating work-life balance

•Gen Y are expecting a workplace that provides them with the flexibility to obtain work-life balance, but how do you create a work environment that meets these needs? Here are some ideas to consider for your workplace:

### **Find out the type of flexibility they want**

The type of flexibility and work-life balance Gen Y's want will differ according to their individual interests, values and lifestyles.

- You are best-placed to meet Gen Y's needs once you know what they are. It can be appropriate to begin these discussions from the interview process.
- Ask candidates: What flexible working options have worked for them in previous workplaces?
- Be prepared to consider their ideas and rethink existing workplace practices.

### **Designing flexible roles**

While each workplace and industry will vary, some flexible work options to consider for your workplace may include:

- Increasing the flexibility of start and finish times – some employees may prefer late work starts, while others may prefer to start their work day earlier and finish earlier.
- Travel leave – with many Gen Y's keen to travel, it may be worth considering unpaid travel leave options, or keeping in touch with employees while they are away in order to retain or rehire valuable employees

*Remember: if there's a clash in  
the work/life balance, life wins!*

# In the workplace: Recruiting Gen Y

## **Be willing to negotiate**

Don't lose a good candidate because of a lack of flexibility. Make sure there is a good business reason for your decision not to hire a potentially great candidate. Gen Y are good negotiators, so consider what aspects might be flexible in order to secure the right employee.

## **Promote the 'opportunity'**

Just like when you're trying to attract Gen Y, be sure to promote the benefits beyond the salary package. In the interview process, find out what is important to them, and highlight the opportunities the role could offer them.

***Many quit jobs not because there is a compelling reason to leave, but because there is no compelling reason to stay.***

# So what's included in the workshop ?

The material covered in the workshops has been developed by Youth Connect in conjunction with McCrindle Research

## The Changing Demographic

- How times have changed
- An Ageing population
- The Increasing options for today's employees
- Redefined work life

## Defining the Generations

- Generation X and Y Defined
- Characteristics of the New Generation
- What are the influences for this generation

# So what's included in the workshop ?

## **Attracting , Recruiting and Retaining**

- Generation Y in the workplace
- Attracting Gen Y
- Work Life Balance
- Workplace Culture
- Job Variety
- Management Style
- Recruiting Generation Y
- Retaining Generation Y

## **Leading, Training and Communicating**

- Leading Generation Y
- Communication – How to and what works
- Training – Understanding learning Styles

Thank you

For more details

Contact Danny Schwarz  
CEO

Ph - 9557 6233

Email – [d.schwarz@youthconnect.com.au](mailto:d.schwarz@youthconnect.com.au)

