



Niagara Training & Adjustment Board

...Niagara's Workforce Development Board

Generational Workforce.....

Understanding Niagara Workers & Workplaces

Funded by

**EMPLOYMENT
ONTARIO**

Research conducted by

youthography™

NTAB is a member of

Local Boards
Network
Champions of Ontario Labour Market Solutions

Focus of Presentation

- Reason for Research – Niagara's Labour Market
- Local boards role in labour market planning
- Research Background & Methodology
- Young Canadian Worker
- 4 Generations in one workplace
- Highlights from the research
- Recommendations

About Local Boards

- **Non-Profit Corporations**
- **Volunteer Board of Directors**
 - **Business**
 - **Labour**
 - **Community Representatives**
 - **Government Liaisons (non-voting)**
- **Neutral, objective position within the community**
- **25 local board areas in Ontario**
- **Niagara Training & Adjustment Board – Oct 27, 1997**

Questions we need to ask

- How does an employer appeal to all generations in order to create a good mix?
- What practices should employers develop to maximize productivity and support skills/knowledge transfer among employees?
- How well is your organization doing?

Youthography

Survey Sample, Niagara Region

| | Total | Male | Female |
|--------------|-------|------|--------|
| % | 100% | 86% | 14% |
| 20-29 | 11% | | |
| 30-34 | 5% | | |
| 35-45 | 28% | | |
| 45-55 | 38% | | |
| 55+ | 15% | | |

the young canadian

What makes them different?

- They take on adult responsibilities and behaviours at a younger age
 - sexual activity, smoking and staying home alone as examples
- But they tend to take longer to fully grow up
 - Compared to 20 years ago, post-secondary graduation is 2 years later, marriage is 3 years later and childbirth is 4 years later

how they are different

- 80% of them come from families with only 1-2 children at home
 - A greater reliance on friends, external focus
- Families aren't traditional anymore
 - 12% blended, 14% common-law, 16% single-parent
- Over 18% of Canadians were born elsewhere
 - Young people see colour less because they've never known a world without diversity
- Friends start to become family and the family accepts it because family has never been more complicated to define

growing up and staying younger

- 60% of women work out of home
 - Coupled with single-parent households, it means that “3:30 to 5:30 is my chill time...it’s the time for me alone at home.”
- 67% of unmarried 20-24-year-olds live at home
 - And yet, they are staying at home longer...meaning they have more money to spend on culture
- Self-reliance increases out of necessity while longer dependency increases simultaneously

their values are changing too!

| N=1252 National profiling study / April 2006 / 14-29-year-olds | Top box results 1-5 scale |
|---|--|
| Getting formally married | 60.4% |
| -VS- | |
| Having a lifelong partner | 82.9% |
| | |
| Going to Church, Synagogue or Mosque | 20.8% |
| -VS- | |
| Finding your own religion/defining your own spirituality | 42.8% |

what young people value

In the end, it makes them value different things...

- Relationships
- Communication
- Information
- Diversity
- Empowerment
- And what sews it all together...Technology

4 generations in one workplace

generation y

characteristics in the workplace

Born 1980-1990

- Desire to work in collaboration with others
- View their jobs as short-term
- Like learning new skills, and being kept update in their position
- Enjoy lateral moves within their job (not necessarily a new title)
- Less interested in traditional benefits (like retirement benefits or pension plans)

generation x

characteristics in the workplace

Born 1964 – 1979

- Desire to work independently
- Desire to see a project through from start to finish
- Prefer two-way learning environment (networking and mentoring)
- Value opportunity for self-development
- Seeks a sense of family in their workplace

baby boomer generation

characteristics in the workplace

Born 1946 - 1964

- Enjoys working as a team or in collaboration
- Success is measured through promotions and new titles (hierarchical)
- Loyal to employer (long-term focus)
- Most likely to work into retirement age
- Has valuable knowledge of the business world and enjoys being consulted on it

war time generation

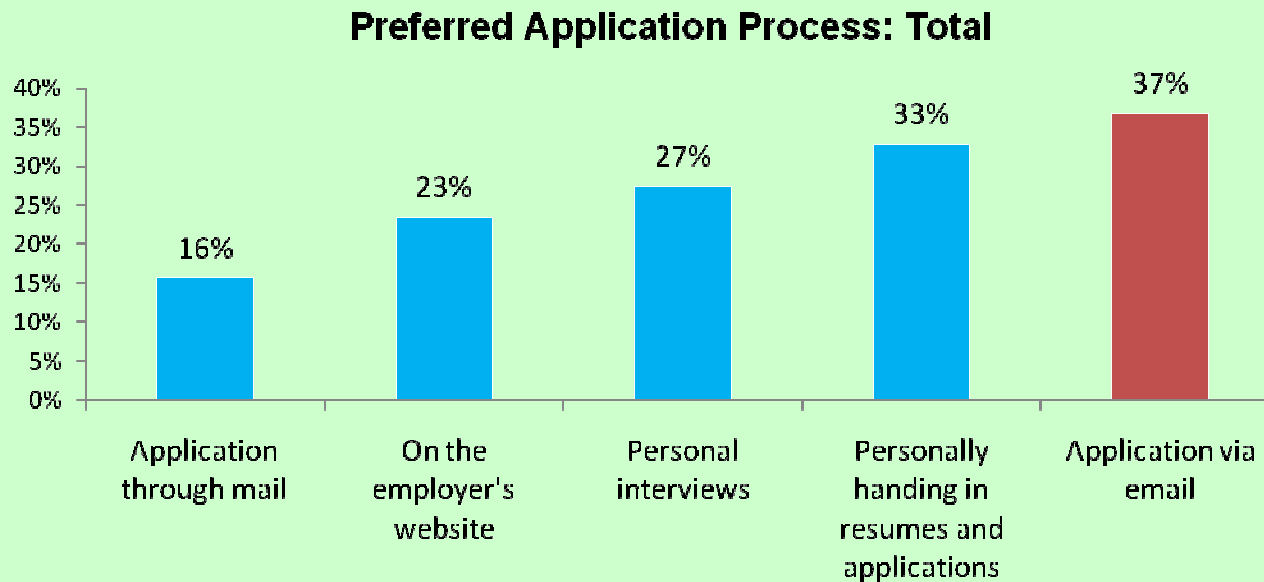
characteristics in the workplace

Born 1925 - 1945

- Value the ability to master a particular craft or skill
- Enjoys being the expert of one stage of the project process
- Desire to be paid through a combination of benefits and salary
- Resents the stereotype that they are “unable to use technology”
- Enjoys opportunities to learn and use new technology

Survey Findings

the application process



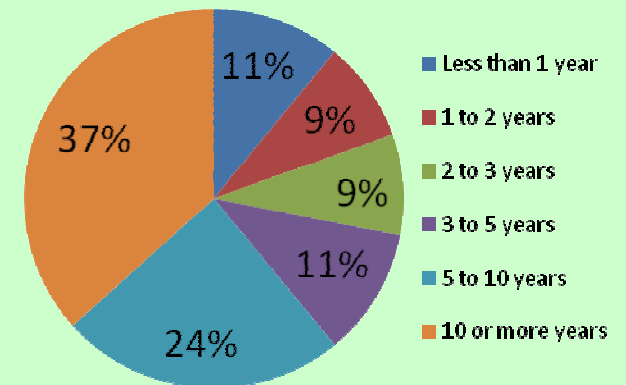
Q15: How would you have liked to apply for your current positions/job?

The internet is preferred because it is quick and easy, but this impersonal application process needs to be balanced by offering an opportunity for interaction with the future employers like personal interviews (37%).

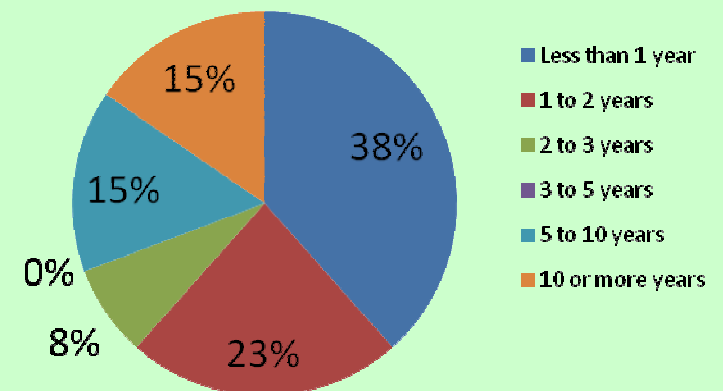
long-term vs. short-term workers

- 1/3 of the respondents intend to remain in their current job for 10 years or more.
- Yet this long-term career path is not a sentiment shared by all Niagara workers.
- 61% of Niagara workers aged 20-29 intend to remain in their current position or job for 1-2 years and over 1/3 claim they will be **there for less than one year**.

Time Intended on Staying in My Current Position: Total



Time Intend to Stay in Current Position 20-29 year olds

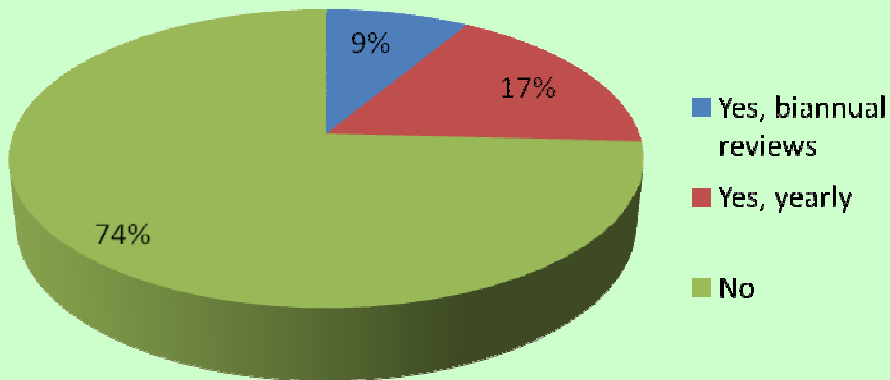


Q17: How long do you plan on staying at your current job, with your current employer? (Total)

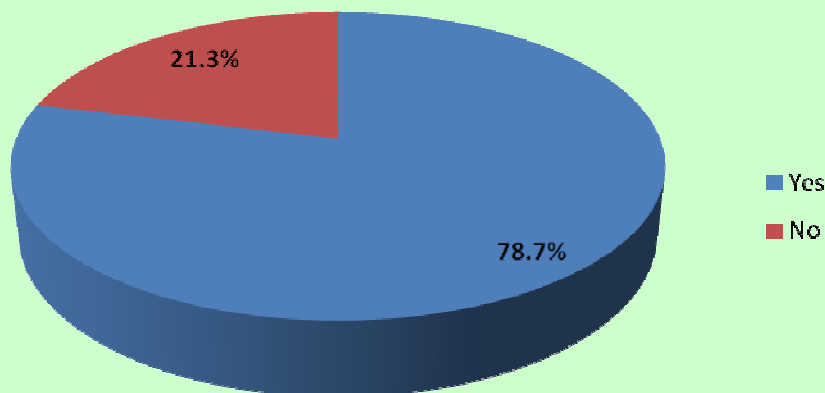
Q17: How long do you plan on staying at your current job, with your current employer? (20-29 year olds)

employee evaluation and promotion

Performance Evaluation: Total



Salary or Promotion: Total



- 74% of workers claim to not have had a performance review in the past 12 months.
- Those most likely to not receive a performance review are workers aged 45-54
- 78% have experienced a salary or promotion since they first started their current job or position.
- Salary and promotions were experienced at significantly lower rates by those 20-29 and 30-34 year olds, 42% and 56% respectively.

Q19: Have you received yearly or bi-yearly review of your performance in this position within the past 12 months?

Q20: Have you had any promotions or salary increases since you started in this position?

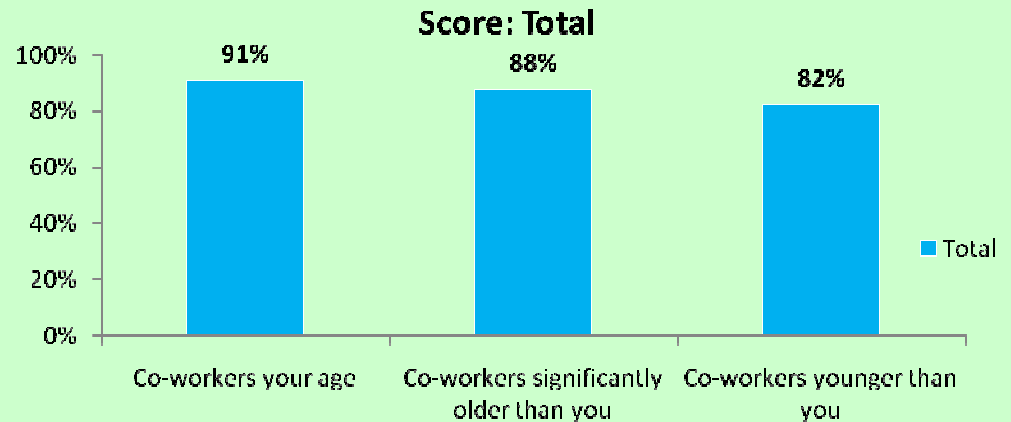
communication

- When asked how easy workers find it to communicate with each other the total response rate was high (91%, 88%, and 82%)- indicating that communication flows easily between generations.

But when the numbers are broken down by generations we see a disagreement on how well communication flows.

- Older generations do not feel they have any type of communication problem with co-workers.
- 20-29 year olds, however, express difficulty communicating with older and younger co-workers.

Communication between Co-workers Top-Two Box



| | % | Total | 20-29 | 30-34 | 35-45 | 45-54 | 55+ |
|---|----|-------|-------|-------|-------|-------|-----|
| Co-workers your age | 91 | 92 | 75 | 100 | 93 | 90 | 95 |
| Co-workers significantly older than you | 88 | 85 | 50 | 63 | 83 | 90 | 95 |
| Co workers younger than you | 82 | 85 | 50 | 88 | 86 | 81 | 95 |

Q23: Please rank how easy you find it to communicate with the following types of co-workers 1= Not easy at all and 5= Very easy.

communication and socializing

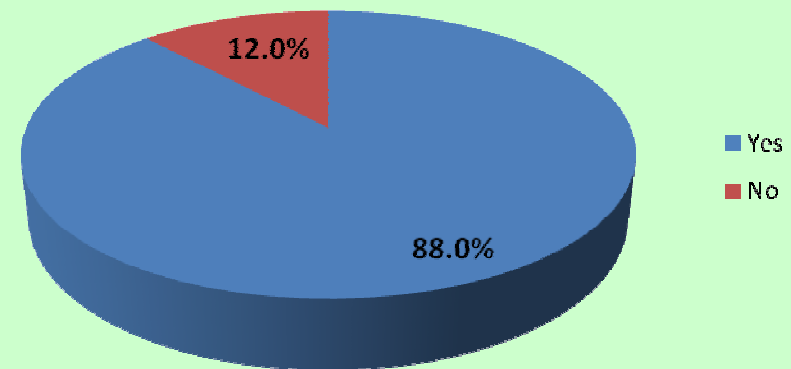
- Niagara workers do believe that having a specific area for communication is important for enhancing the workplace environment (88%).

- An indication of good communication in the workplace are those relationships inside the office that turn into friendships outside the office

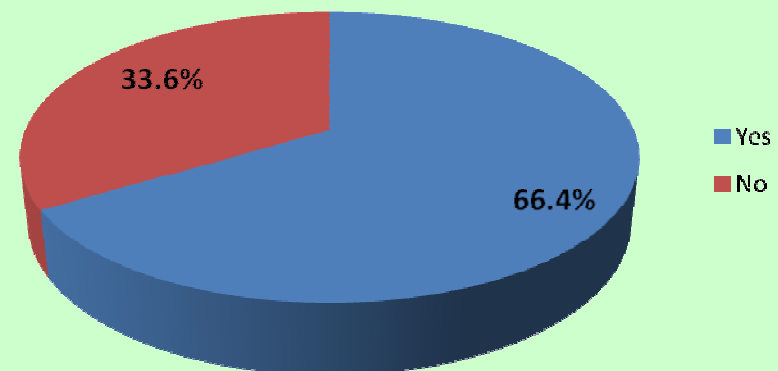
- Niagara workers seem to enjoy each other's company and go out with their co-workers (66%).

- Top activities for co-workers outside of the office are "dinner parties at each other's homes" (48%).
- 1/3 of workers that don't hang-out outside of work, might do so if co-workers made an effort to organize more- leaving an opportunity for employers and co-workers alike to make it happen.

Communication Tool Enhances the Workplace Environment: Total



Co-workers Get Together Outside of Work: Total



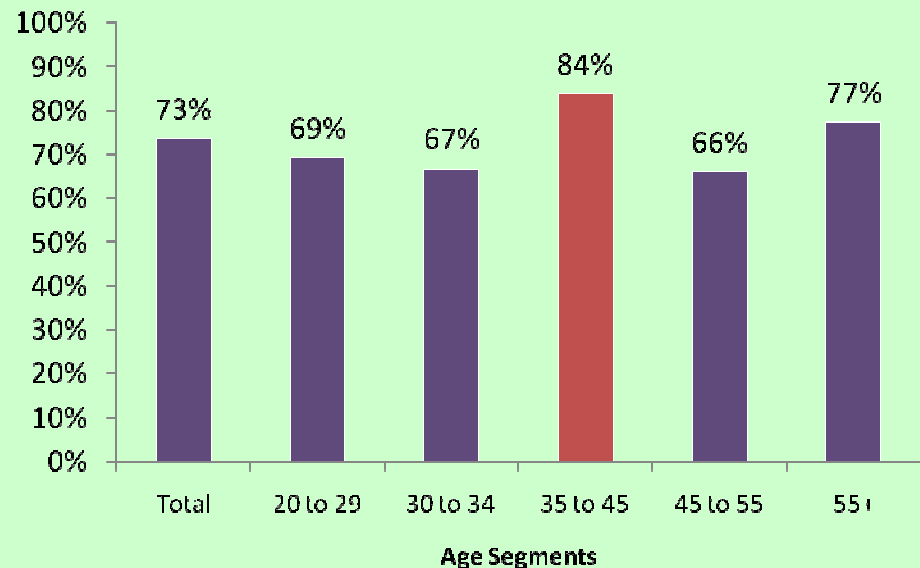
Q27: Do you think having a specific area of communication for all workers enhances the work place environment?

Q29: Do -you and your co-workers get together outside of work?

perception of co-workers

Interestingly over 1/3 of the workers that are 30-34 and 45-55 years old do not believe that their peers (that are the same age, education, and have the same experience) are being employed at the appropriate level.

Co-workers with the Same Education and Experience are Employed at Appropriate Level Top-Two Box Score: Total and Age Segments



“Difficult to move up or move to other areas in the organization” – 47 yrs. old

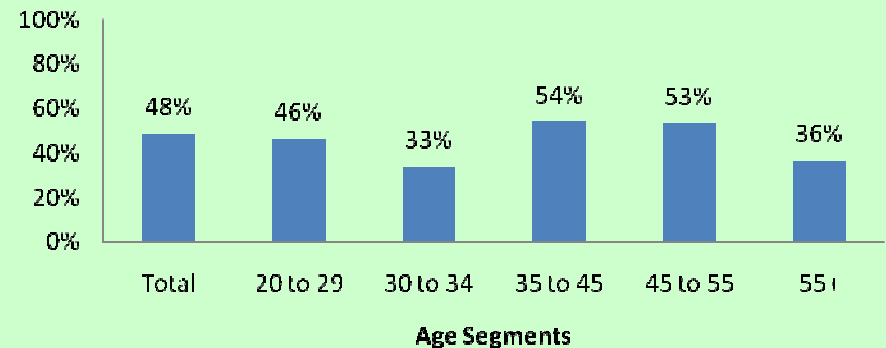
*“The jobs only go to those who have the years of service or experience not their education or their skills”
– 54 yrs. old*

Q34: Do you think people at your age, with your experience and education are being employed at the appropriate level in your workplace? (Answer No – please tell us why)

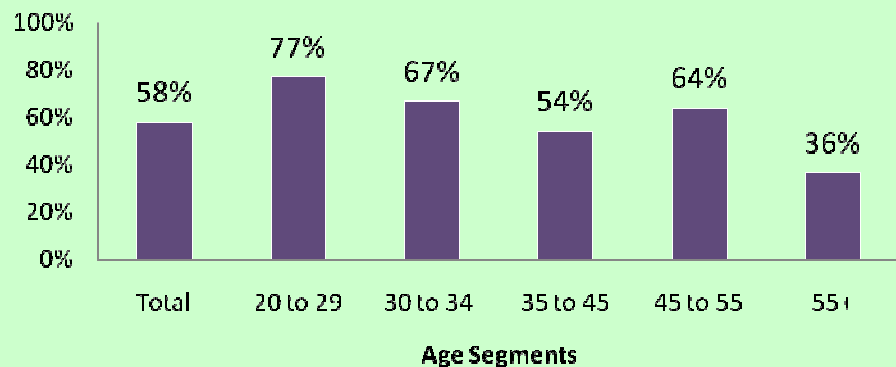
job satisfaction

- The 35-45 cohort show to be the most satisfied with their current salary (54%).
 - Not surprising since they rank the highest for promotions/salary increases.
 - 30 to 34 and 55+ show the lowest satisfaction with their salary.
- Workers are more satisfied with their schedules than they are with their salaries.
 - with 20-29 year olds having the highest satisfaction level with their schedule.
 - 55+ age segment shows the lowest satisfaction with the schedule.

Salary Satisfaction Top-Two Box Score: Total and Age Segments



Schedule Satisfaction Top-Two Box Score: Total and Age Segments



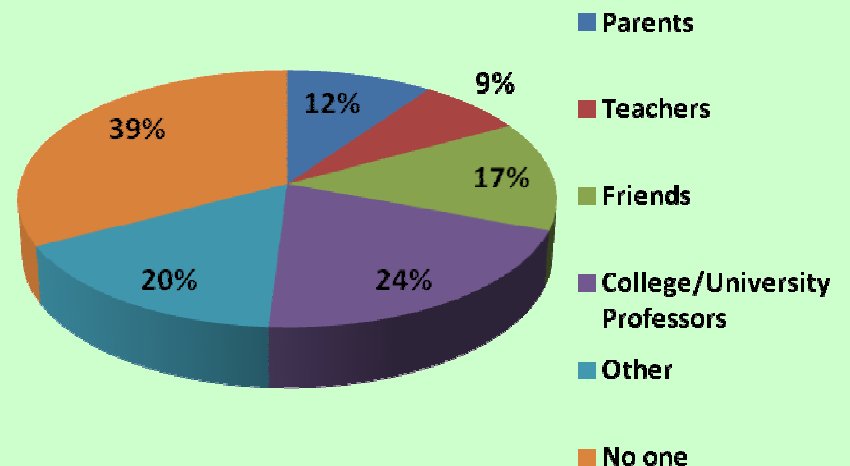
Q39: On a scale of 1 to 5, where 1 = Very unsatisfied and 5 = Very satisfied, please tell us how satisfied you are with your schedule (and hours)

job expectations

When it comes to informing workers about expectations on future careers there are several sources for information: parents, school teachers, friends, college/university professors.

- The top source of information for job expectations was actually “no one” – 39%.
 - This again was led by those aged 45-55 and 55+
- The younger cohorts those 30-35 and 35-45 display college and university professors as essential vehicles for learning about job expectations in their desired career field - 44% and 34% respectively.
- Those 20-29 show an equal balance of information from: parents, professors, friends, as well as no one all rated 33%.

Job Expectation Informant: Total



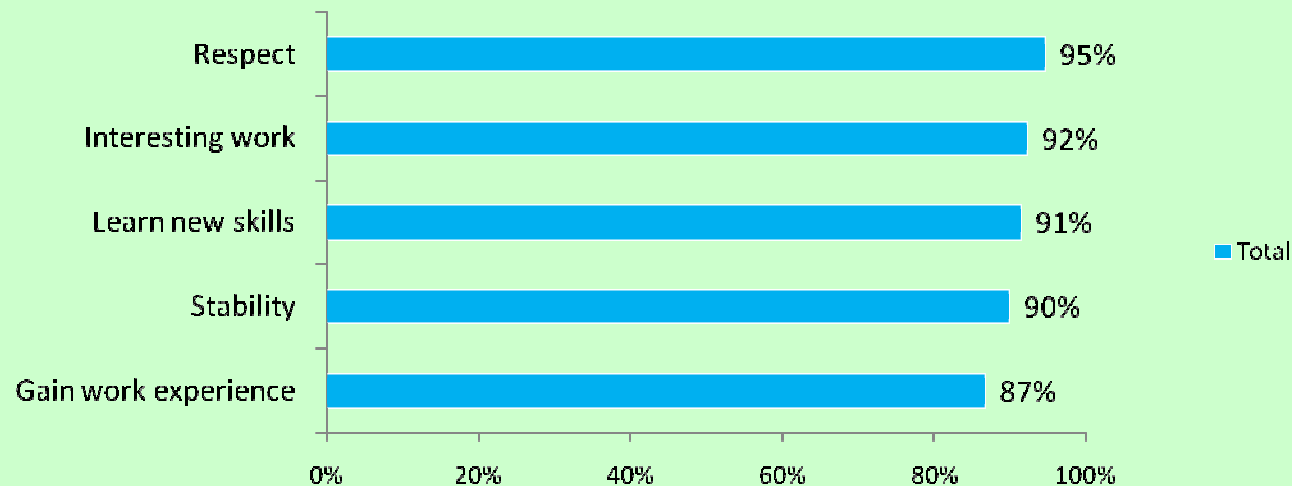
Q44: When you were thinking about your future career, who was providing you with advice on the following elements?

job elements

What is important to Niagara employees at work?

- 95% of the workers believe respect to be the most important element of the workplace.

Top-Five Elements in the Workplace: Total



Q43: When you were thinking about your future career, who was providing you with advice on the following elements?

- What is interesting is that money, although supposedly the element that drives us to work each day, it is not as important as people like to believe. It is not listed in the top-five.

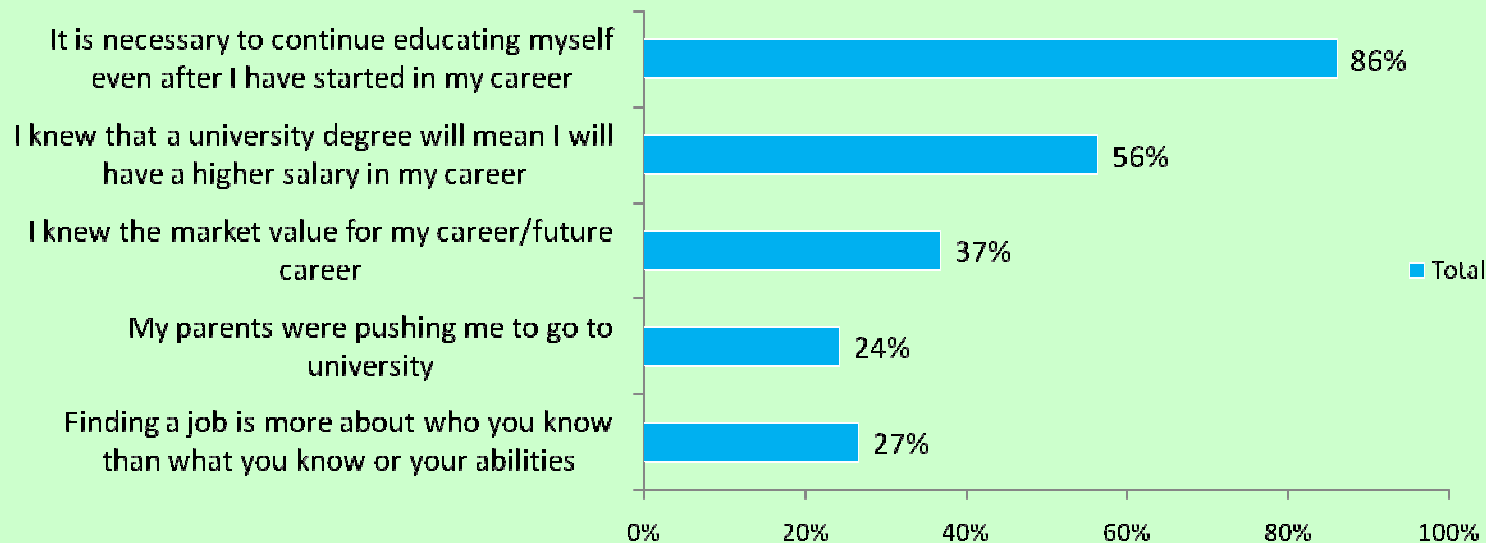
– Money was rated 7th place at 85% by the total, driven significantly by the 35-45 year old cohort.

ongoing education

Ongoing education is important for Niagara workers, 86% of the total workers believe it is necessary to continue educating themselves even after starting their career.

- Workers also rely more on their abilities (73%) versus who they know (27%) to get a job. This reinforces how important education and training is to Niagara workers

Employment Perceptions: Total

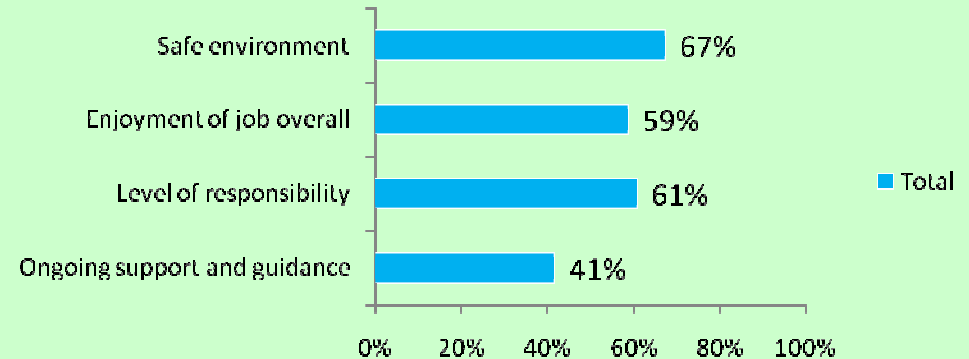


Q37: Thinking about your career/job you have now and the path that you got you there please answer the following using the 1-5 scale

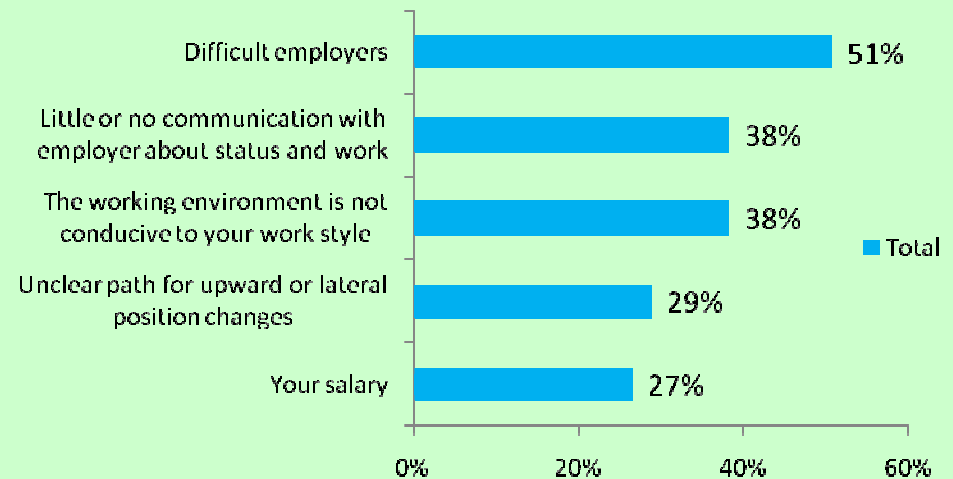
employers

- For Niagara workers employers are good at creating a safe work environment, and giving workers a good amount of responsibility (67% and 61% respectively).
- Employers in the Niagara region are, however, not perceived to be terrific at ongoing guidance and support, this is especially significant for those that are 55+ who led this low ranking.
- Also difficult employers are the number one reason why workers would leave their current job (51%).

Worker Perceptions on Employer Top-Two Box Score: Total



Reasons to Leave Current Position: Total



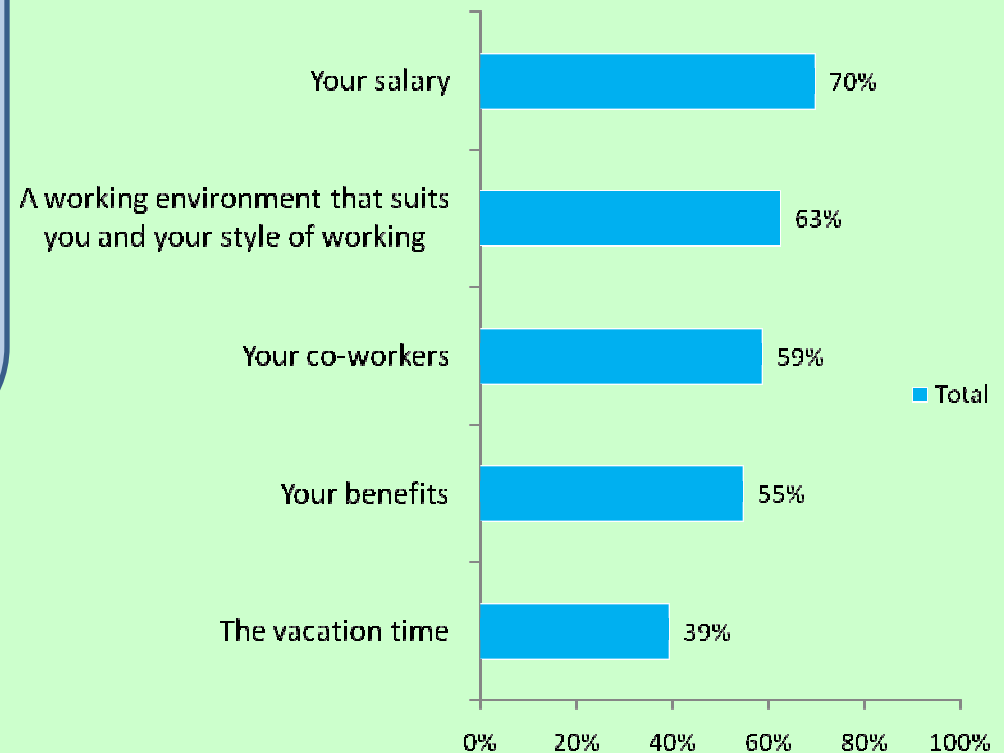
Q47: On a scale of 1 to 5, please tell us how satisfied you are with your employer for the following job elements

Q50: What would makes you stay in the job you have right now?

current job perceptions

- Although money was not listed in the top-five for important elements in a workplace not surprising it is that keeps people where they are (70%).
- What is more important in this chart is that the “work environment that suits you and your style of work” is ranked a close second (63%).
- This means hanging on to your employees hinges on your ability to pay them, but also your ability to create that work environment where staff feel comfortable, productive, and challenged on a daily basis.

Top-Five Reasons to Stay in Current Job: Total



Q50: What would makes you stay in the job you have right now?

Thinking Forward

Becoming the
“employer of choice”

update the application process

- **Make it accessible and make it personal**

Accessible

- Use online applications
- Post openings on job websites or your companies website

Personal

- Give ample time for potential workers to show you their personality along with their smarts

attraction of workers

- Unique perks of the job is what separates you from other organizations
- **Your image must include the benefits of working there in addition to the available position you are offering.**
- Benefits such as...
 - Gym memberships
 - Flexible work hours
 - Relaxed attire
 - More vacation days
 - Open-concept work environment

attracting 20-29 year olds

- **What will make them choose your organization over another are the benefits that help them in their career.**
- Offer benefits such as...
 - More opportunities for learning/skill building
 - Experiences that excite them and put their skills to use
 - Social and comfortable work environments

attracting 45-55+ year olds

- This group has great experience and business knowledge, they are attracted to traditional benefits: high salaries, benefits packages, and pensions – adjusting these may be a challenge.
- **You need to offer lifestyle benefits especially those that reduce the stress of the job**
- Offer benefits such as...
 - More shared project work (lighten the load!)
 - Time to take off during the day to alleviate stress (to take a yoga or a spin class at lunch)
 - The Niagara region is a lifestyle benefit

worker expectations

- Most new staff have no idea what to expect from the workplace when they start.
- **You need to train your managers to communicate expectations effectively.**
- Organize meetings with each department (HR, leaders, managers etc) so all areas of the organization and their roles are clear to new staff.
 - You need to create conversation before there is an information disconnect

performance review and rewards

- Reconcile the imbalance of reviews and rewards in your organization.
- Younger workers are receiving reviews but receive very little rewards .
 - **Give them a promotion, or instead small monetary bonuses that recognize their work**
- Older workers are receiving rewards, but very rarely do they get evaluated.
 - **Take the time to give more feedback**

rewards

Evaluate all your employees and give them proper rewards for their hard work.

It's not a new idea, but lack of recognition for hard work is the biggest complaint amongst workers.

retention of baby boomers & war time generation

- You need to retain these workers; they have extensive organizational memory and you don't want to lose it.
- You need to create an opportunity to share the knowledge this will positively reinforce their role and worth in the organization.
- Also inspire them with
 - Flexible hours and schedules
 - New titles – “consultant” or “advisor”
 - Mixed roles in the organization
 - New opportunities to learn (they are just as interested as the younger cohorts!)

communication

- Workers disagree about how they communicate with one and other.
- Young cohorts feel they don't communicate well and older cohorts believe they communicate very well .
- You need to fix the communication problem with an internal communications plan.
 - Include multiple methods: message boards, weekly meetings, lunches, to ensure goals/expectations are managed.

It can't be talk for the sake of talking

communication

- There is a dissatisfaction with employers and lack of guidance and support they provide.
- Good guidance and support stems from good communication.
- **Train all managers/leaders to communicate effectively on every level:** expectations, goals, criticism and most importantly on a day to day basis.

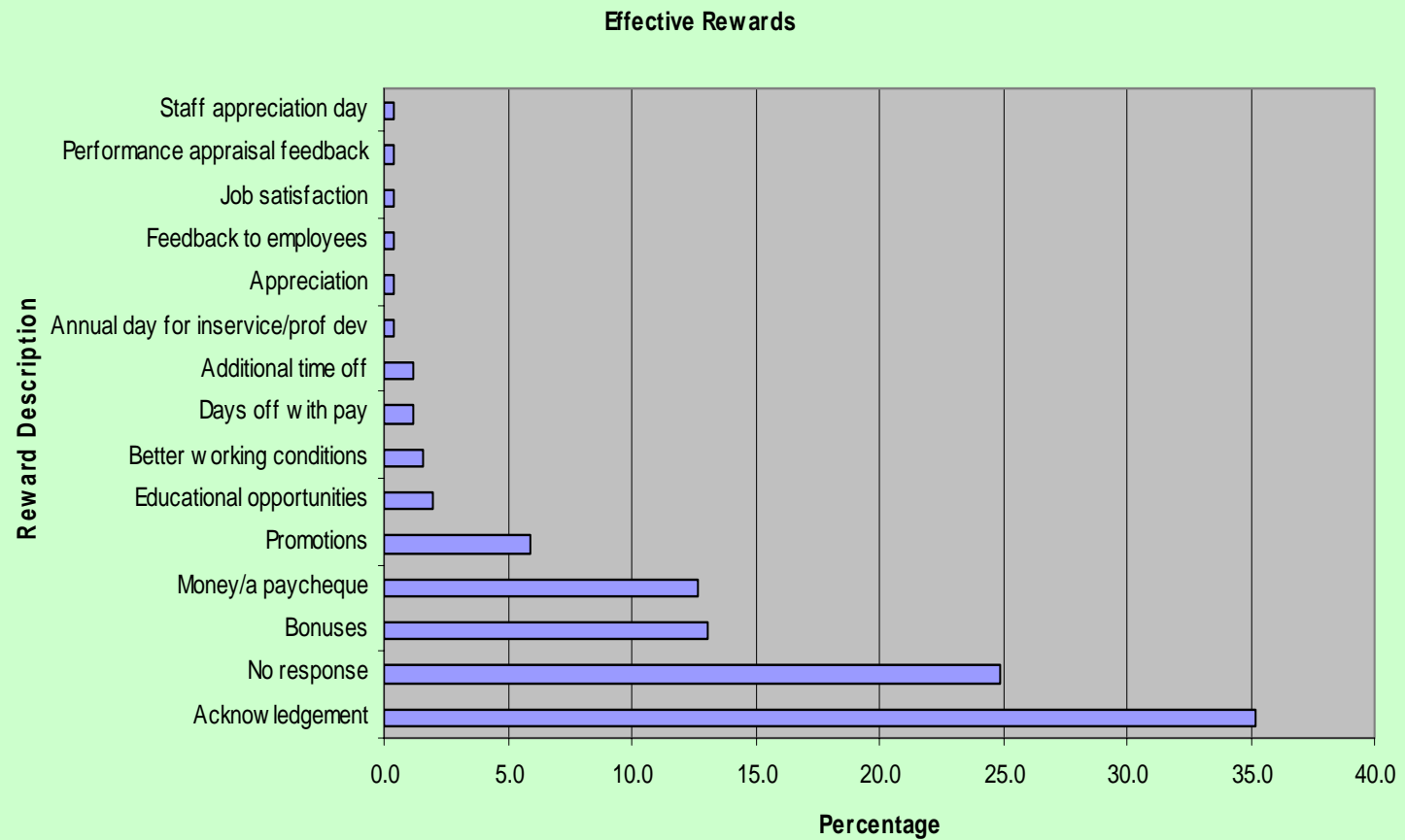
ongoing education

- All of your workers support the idea of ongoing education.
- **Offer more opportunities to learn in the office.**
- **Offer more experiences to put their new/improved skills to use.**
- Educational sessions are great for opening up dialogue in the office between all positions and ages.


ongoing education

- Mentorship is an great idea to keep education ongoing in the company.
- It can be in group sessions or one-on-one.
- Mentorship can have leaders that are old and young, new to the company or well-established.
 - it needs to be long-term and feel like an investment or employees might not take it seriously.

Effective Rewards



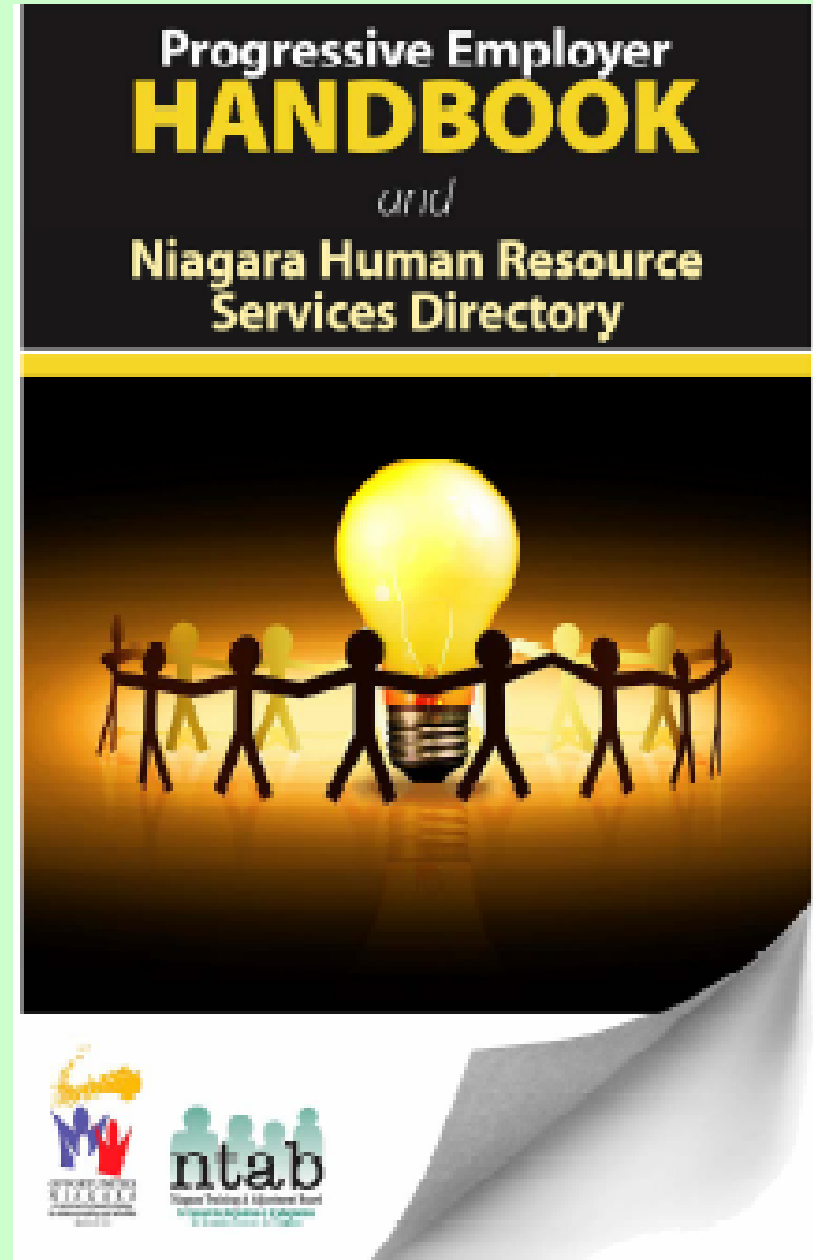
Employer Check List.....

Organization Self-Evaluation Check List 

| Benefit Type | Yes | No |
|------------------------|-----|----|
| Dental Benefits | | |
| Medical Benefits | | |
| Vision Care | | |
| Life Insurance | | |
| Long Term Disability | | |
| Short Term Disability | | |
| RSP/Pension | | |
| Stock Options | | |
| Health Club Membership | | |
| Wellness Program | | |
| Incentives/Practices | | |

| Incentives/Practices | Yes | No |
|---|-----|----|
| Flexible Work Schedule | | |
| Sponsored Social Events Employee/Family | | |
| Telecommuting | | |
| Support Career Planning | | |
| Annual Performance Review | | |
| Job Sharing | | |
| Child Care at or near workplace | | |
| Family Related Time Off | | |
| Elder Care Resources/Support | | |
| Incentive Plans | | |
| Paid/Supported Education | | |
| Professional Development | | |
| Paid Vacations | | |
| Exit Interviews | | |
| Job Satisfaction Survey | | |
| Employee Validation Survey - | | |
| Type of Benefits Preferred | | |
| Transportation Assistance/Reimbursement | | |
| Performance Incentive Bonuses | | |
| Company Discounts | | |
| Health and Safety Program | | |
| Employee Communication Tools | | |
| Current Job Descriptions | | |
| Periodic Benefit Program Review | | |
| Employee Performance Internal | | |
| Recognition Program | | |
| Employee Performance External | | |
| Recognition Program | | |
| Travel Insurance | | |
| Employee Assistance Program | | |
| Savings Plan | | |
| Cafeteria | | |
| Social Events for Staff, Families | | |
| Profit sharing | | |
| Paid Sick Leave | | |
| Family Related Leave | | |

Progressive
Employer
Handbook
and
Niagara Human
Resources
Directory



Moving Forward

- Is this a concern within your workplace?
- Which one recommendation do you think needs to be examined more in the short term to support your retention and recruitment strategies?
- How might this be introduced into your workplace?

NTAB - Future Activities

**Employment Expo
Quality Hotel**

March 27, 2008



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