

**Workshop Discussion Guide**

**General Observations and Notes**

**Recruitment Discussion**

1. What are the most successful aspects of your recruiting program?
2. In what areas would you like to improve?
3. Which recruitment sources do you use specifically to identify hourly and salaried applicants? Are you exploring alternative channels?
4. How easily can applicants move through your recruitment process from application to offer? Are there areas you can streamline?
5. What selling techniques do you use to attract hourly and salaried Millennials?
6. How well does your interviewing process assess overall fit? Have you seen a correlation with retention?
7. What interviewing tools can you incorporate to ensure a more highly engaged employee? How will you roll this out to hiring managers?
8. How well does your onboarding process help new hires integrate into your culture?

**Retention / Engagement Discussion**

1. What are your most prevalent conflicts between Boomers, Generation X and Millennials?
2. How are you addressing those conflicts? Any best practices you can share?
3. How well are you engaging your hourly and salaried Millennial staff?
4. Describe your performance review process. Are you moving toward a coaching model?

**Total Rewards Discussion**

1. What is working well in your total rewards program?
2. What areas need improvement?
3. What total reward needs are different generations expressing?

Eg. Compensation, benefits, work-life balance, mentoring, career development, etc.

1. To what extent have you customized your total rewards programs for different generations?

**Succession Planning Discussion**

1. How is your company facing the impending “brain drain” of Boomers? Do you know your demographics of potential retirees?
2. How are you handling knowledge transfer from your Boomers? Do you use any technology tools?
3. What programs do you have to retain your Boomers while helping them phase out toward retirement?
4. How are you grooming your high potential next generation staff?

**OVERNIGHT HOMEWORK**

1. What are the biggest gaps in your recruitment, engagement, total rewards, and succession planning programs?
2. What areas of lowest hanging fruit can be immediately addressed when you return to the office? Who can support you in the roll out?
3. What longer term priorities should you incorporate into your HR/operations planning roadmap?
4. In what specific areas would you like help from your AWPA colleagues tomorrow?

**AN ACTIONABLE ROADMAP TO ENGAGE**

**YOUR MULTIGENERATIONAL WORKFORCE**

* Take an assessment of your generational demographics:

1. Expected Boomer retirements
2. High potential Generation X employees
3. At-risk Millennial employees

* Create an infrastructure to regularly assess the engagement needs of each generation.
  1. Use a robust engagement survey.
  2. Employ Passiontivity or other coaching tools.
  3. Encourage bottom up feedback. Create a feedback loop mechanism.
* Rethink your recruitment program.

1. Explore additional sources to attract highly motivated candidates.
2. Solicit feedback from hiring managers and new hires to improve your application, interviewing and onboarding processes.

* Re-examine your total rewards program. Ask Boomers, Generation X and Millennials to identify areas you can customize.
* Review your career pathing programs for hourly and salaried workers.

1. Ask Generation X and Millennials how they would like to grow.
2. Help hiring managers identify career advancement opportunities.
3. Groom your high potential employees for succession planning.

* Create a knowledge transfer program to prepare for your impending Boomer retirements.
  1. Consider retention programs such as phased retirement.
  2. Integrate mentoring / reverse mentoring into your culture.
  3. Explore knowledge transfer technology tools.
* Host generational dialogues to foster respect for diversity and inclusion. Conduct regular focus groups, especially among Millennials, then incorporate suggestions where possible to show them you were listening!
* Discuss with your HR/Operations team the measurable steps you will commit to taking over the next 3 months, 6 months, and 12 months.

