

THE CHANGING WORK FORCE MILLENNIALS, GEN-X, BABY BOOMERS

Who Are Your Employees and What Do They Expect

Presented by:
David Young

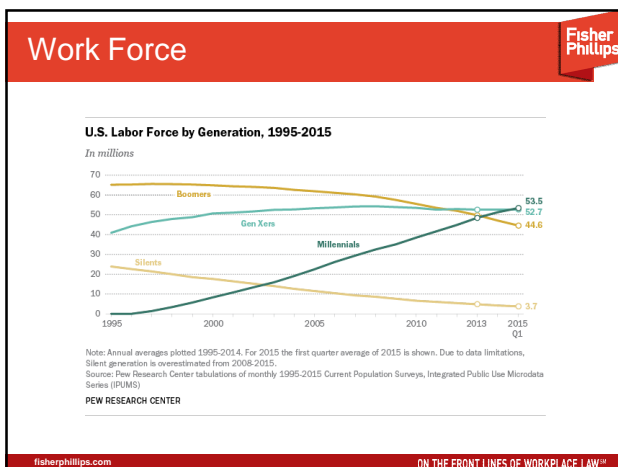
Phone: (407) 541-0854 | Email: dyoung@fisherphillips.com

fisherphillips.com ON THE FRONT LINES OF WORKPLACE LAW™

The Work Force is Changing

- Changes in demographics are creating new realities at work
- Multiple different generations in your work force
- Impacting expectations of “work”
- Impacting communication

fisherphillips.com ON THE FRONT LINES OF WORKPLACE LAW™



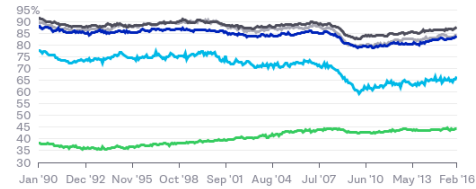
Work Force

Fisher
Phillips

Men at Work, by Age

Employment-to-population ratio, U.S. civilians

20-24 25-34 35-44 45-54 55 and older



Source: Bureau of Labor Statistics

fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

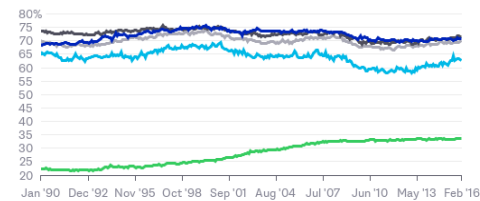
Work Force

Fisher
Phillips

Women at Work, by Age

Employment-to-population ratio, U.S. civilians

20-24 25-34 35-44 45-54 55 and older



Source: Bureau of Labor Statistics

fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Generations

Fisher
Phillips







	Silent	Baby Boomers	Gen-X	Millennials
Birth Years	1928-1945	1946-1964	1965-1980	1981-1996
Year Most Were 18-33 Years Old	1963	1980	1998	2014
Formative Events	<ul style="list-style-type: none"> Great Depression Fought World War Raised nuclear family during time of prosperity 	<ul style="list-style-type: none"> Raised during time of idealism: Apollo mission, Civil Rights, Women's Rights Disillusionments of JFK assassination, Vietnam, Watergate 	<ul style="list-style-type: none"> Grew up in time of change End of the Cold War Rise of Cable TV and PC 	<ul style="list-style-type: none"> Grew up digital Diversity in race and lifestyle Globalization 9/11 Great Recession
Values	<ul style="list-style-type: none"> Discipline Dedication Family Focus Patriotism 	<ul style="list-style-type: none"> Anything is possible Equal opportunity Personal gratification 	<ul style="list-style-type: none"> Independent Pragmatic Entrepreneurial Self-reliance 	<ul style="list-style-type: none"> Globally minded Belong to groups Optimistic Tolerant

fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Generations





Fisher
Phillips

				
	Silent	Baby Boomers	Gen-X	Millennials
Work Ethic	<ul style="list-style-type: none"> •Dedicated •Pay your dues •Work Hard •Respect Authority 	<ul style="list-style-type: none"> •Work long hours to establish self-worth and identity •Driven 	<ul style="list-style-type: none"> •Balance •Work smarter with greater output •Eliminate Tasks 	<ul style="list-style-type: none"> •Ambitious •What's Next? •Multitasking
View of Authority	<ul style="list-style-type: none"> •Authority based on seniority and tenure 	<ul style="list-style-type: none"> •Originally skeptical but trending toward time equals authority 	<ul style="list-style-type: none"> •Skeptical of authority and will test authority 	<ul style="list-style-type: none"> •Will test authority but seek out authority figures for guidance and mentoring
Time at Work	<ul style="list-style-type: none"> •Punch the clock •Get the job done 	<ul style="list-style-type: none"> •Workaholics •Visibility is key 	<ul style="list-style-type: none"> •Project oriented •Get paid to get job done 	<ul style="list-style-type: none"> •Effective but gone @5PM on dot •Work is a "gig"

fisherphillips.com
ON THE FRONT LINES OF WORKPLACE LAW™

Generations





Fisher
Phillips

				
	Silent	Baby Boomers	Gen-X	Millennials
Work/Life Balance	<ul style="list-style-type: none"> •Work Hard for Job Security 	<ul style="list-style-type: none"> •Climb Corporate Ladder—time off costs place in line •Family time is not first on list 	<ul style="list-style-type: none"> •Work/life balance important •Do not want to repeat Boomer parent workaholic lifestyle 	<ul style="list-style-type: none"> •Expanded view of need for life/work balance •Time for self-development essential
Technology	<ul style="list-style-type: none"> •Have adjusted in order to keep in touch and stay informed 	<ul style="list-style-type: none"> •Use technology as needed for work •Increasingly use social media to stay in touch 	<ul style="list-style-type: none"> •Technology assimilated seamlessly into day-to-day life 	<ul style="list-style-type: none"> •Technology is integral to their life •Adopt new technology immediately

fisherphillips.com
ON THE FRONT LINES OF WORKPLACE LAW™

Generations

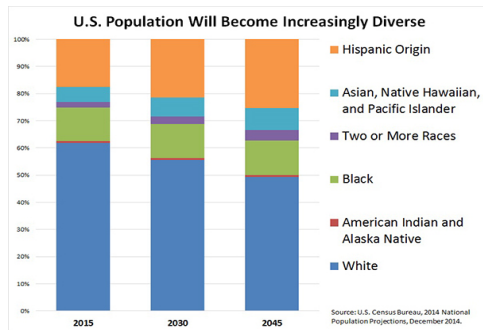
Fisher
Phillips

				
	Silent	Baby Boomers	Gen-X	Millennials
Business Focus	Quality	Long Hours	Productivity	Contribution
Work Values	<ul style="list-style-type: none"> •Adhere to rules •Duty before fun •Expect others to behave responsibly 	<ul style="list-style-type: none"> •Heavy focus on work as anchor in life •Process oriented •Value teamwork 	<ul style="list-style-type: none"> •Care less about advancement than work/life balance •Prefer diversity, technology, informality and fun 	<ul style="list-style-type: none"> •With technology can work flexibly—anytime, anyplace •Expect boss to mentor toward personal goals
Preferred Environment	<ul style="list-style-type: none"> •Conservative •Clear top down chain of command 	<ul style="list-style-type: none"> •"Flat" organizational hierarchy 	<ul style="list-style-type: none"> •Functional and fun •Informal 	<ul style="list-style-type: none"> •Collaborative •Achievement-oriented •Continuous feedback

fisherphillips.com
ON THE FRONT LINES OF WORKPLACE LAW™

The Work Force is Changing

Fisher
Phillips



fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Employment At Will

Fisher
Phillips

- Where there is no contract governing the terms of an employment relationship, an employer may terminate the relationship for good reason, bad reason or no reason at all, so long as it is not a reason prohibited by law.



fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Employment At Will

Fisher
Phillips

- Laissez-faire, free market doctrine
 - “We will decide each day whether we want this employment relationship to continue.”
 - “Everyone remains free to decide, one day at a time, whether employment relationship serves both sides.”
- Historically **ONLY** considered from **EMPLOYER** perspective

fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Employment At Will

Fisher
Phillips

- Until recently, employment-at-will has been a doctrine of employer freedom, because employers assumed that most employees wanted to remain with one employer and move up over time.



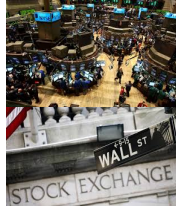
fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Employment At Will

Fisher
Phillips

- Wall Street loves: “Down-sizing,” “Right-sizing,” “Trimming the Fat”
- During recession, companies focused on thinning workforce and demanding greater worker productivity due to technology
 - Most employers are doing “more with less” employees



fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Employment At Will


Fisher
Phillips

- Gen-X and Millennials lived through “down-sized” families
 - They do not assume that employer will always keep them and do not trust the company.
- Millennials especially seek advancement and consider your job a stepping stone
- Laissez-faire free market may mean employees moving constantly

fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Gig Economy Fisher Phillips



GIG EMPLOYER

- Gen-X and Millennials more interested in project based “employment”
- “Gig Economy” fits their desire for flexible work
 - Uber, Lyft, Thumbtack, etc.

fisherphillips.com ON THE FRONT LINES OF WORKPLACE LAW™

Employment Contracts Fisher Phillips

- Employment contracts can:
 - Require work for specific period of time
 - Require work by project
 - Create flexibility for individuals not on the “career” track

fisherphillips.com ON THE FRONT LINES OF WORKPLACE LAW™

Employment Contracts Fisher Phillips

- Employment contracts can:
 - Protect trade secret and proprietary information
 - Require non-compete and non-solicitation periods
 - Require repayment for training expenses if employee fails to work a certain amount of time

fisherphillips.com ON THE FRONT LINES OF WORKPLACE LAW™

Employment At Will

Fisher
Phillips

- EXPECT and prepare for a fluid workforce
- Employees will be looking for options
 - This is the majority of the workforce NOW



fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Generations

Fisher
Phillips



	Silent	Baby Boomers	Gen-X	Millennials
Assets	<ul style="list-style-type: none"> • Consistent • Dependable 	<ul style="list-style-type: none"> • Anxious to please • Team players • Service oriented 	<ul style="list-style-type: none"> • Adapt well to change • Good short term problem 	<ul style="list-style-type: none"> • Goal oriented • Multitask fast • Positive Attitude
Liabilities	<ul style="list-style-type: none"> • Do not adapt well to change • Top down approach 	<ul style="list-style-type: none"> • Expect everyone to be workaholics • Process before results • Self-centered 	<ul style="list-style-type: none"> • Cynical, skeptical • Dislike rigid authority • Lack people skills 	<ul style="list-style-type: none"> • Distaste for menial work • Inexperienced at work functions • High expectations • "Generation Snowflake"

fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Generations

Fisher
Phillips



	Silent	Baby Boomers	Gen-X	Millennials
Communication Methods	<ul style="list-style-type: none"> • Formal Memo • Handwritten Note 	<ul style="list-style-type: none"> • In Person Meeting 	<ul style="list-style-type: none"> • Email or Phone 	<ul style="list-style-type: none"> • Text, Social Media or Email
Skill Development	<ul style="list-style-type: none"> • Training on the job benefits the company 	<ul style="list-style-type: none"> • Skills are not as important as work ethic 	<ul style="list-style-type: none"> • Amassed skills lead to next job 	<ul style="list-style-type: none"> • Motivated to learn and want to see results
Communication Style	<ul style="list-style-type: none"> • Formal language • Convey information in formal logical manner 	<ul style="list-style-type: none"> • In Person • Open Discussion 	<ul style="list-style-type: none"> • Tend to be blunt • Direct approach • Avoid buzz words and jargon • Focus on results 	<ul style="list-style-type: none"> • Polite • Use email and voice mail unless something is very important • Use language to convey visual images

fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Communications

Fisher
Phillips

- Must recognize the different groups communicate using different mediums:
 - Do not get mad over differences.
 - Know when to use in person meetings, phone calls, emails, text, or other media.
 - Ensure that employees know the appropriate communication and preservation methods.



fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Electronic Communications

Fisher
Phillips

- Electronic Communications have replaced paper notes and messages.
- Document and record more information than ever.
- Improved productivity through faster communication.
- Lost productivity through time spent on non-work material.



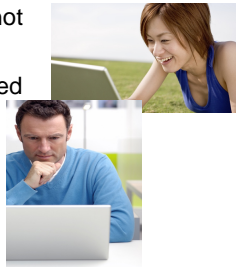
fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Electronic Communications

Fisher
Phillips

- Formal Letters described entire issue
- Communication in strings not paragraphs
- Is all information being preserved by your organization?
 - Across multiple devices?



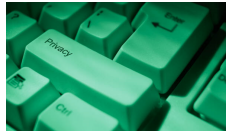
fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Electronic Communications

Fisher
Phillips

- Email and Text more “relaxed”
- Formal letters encouraged proper grammar and communication
- Context may be lost in informal communications
 - Email is frequently significant source of evidence in litigation with employees.



fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Communication With Employees

Fisher
Phillips

- Millennials and Gen-X:
 - Be prepared for “Why?”
 - “Because I said so” or “We’ve always done it that way” will not work.
- Offer collaborative relationships with the boss.
 - EXPECT mentoring from high level employees as part of career growth.



fisherphillips.com

ON THE FRONT LINES OF WORKPLACE LAW™

Communication With Employees


Fisher
Phillips

- Don’t expect much patience.
 - “Pay your dues” or “Wait your turn.”
- Career advancement tracks with ten year programs may not be enticing
 - Employees not expecting to still be working for you in ten years




fisherphillips.com


ON THE FRONT LINES OF WORKPLACE LAW™


Flexibility Is Key 

- With Different Generations “Work” Expectations Vary
- Younger Generations Seek Flexibility In:
 - Career paths
 - Schedules
 - Compensation plans
- Communication Needs to Be Appropriate Medium and Style





fisherphillips.com ON THE FRONT LINES OF WORKPLACE LAW™





FINAL QUESTIONS

fisherphillips.com ON THE FRONT LINES OF WORKPLACE LAW™

THANK YOU
FOR THIS OPPORTUNITY

David A. Young
dyoung@fisherphillips.com
(407) 541-0854

fisherphillips.com ON THE FRONT LINES OF WORKPLACE LAW™
