

# Retention at all Career Phases

Presented by Michele Martin

for the Crosscut Initiatives Panel of the National Shipbuilding Research Program

# Workforce **Retention**

Dimensions

Issues

Factors

Strategies

Dimensions--composition of workforce, characteristics

Issues that are raised

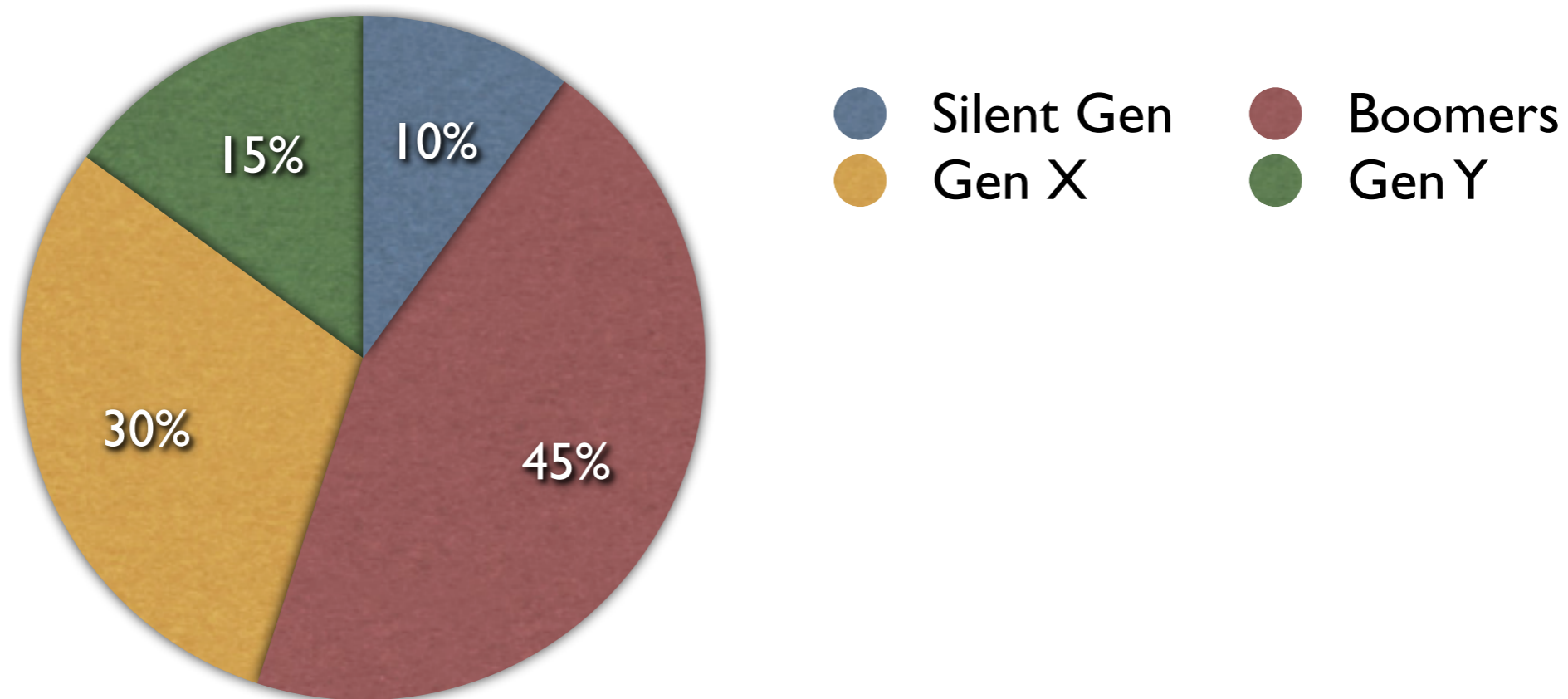
Factors that influence retention in general and at specific points in career/life cycle

Organizational strategies for addressing demographic and career implications.

The U.S.  
**Workforce**

What's going on right now in the US workforce?

# Generations in the Workforce



Silent--born prior to 1945--decreasing fast  
Boomers--born 1945-1964 decreasing slowly  
Gen X--born 1965-1980--increasing slowly  
Gen Y--born 1981-1999--increasing quickly

"By 2010, while 41 million new workers enter the workforce, a staggering 76 million workers will enter retirement. Herein lies a crisis or two."

# The U.S. Department of Labor's Bureau of Labor Statistics reports that this figure will likely increase to 17 percent by 2010.

# By the year 2050, 19 percent of workers will be 55 and over.

Diversity in the workplace--by 2050, "minorities" will represent 40% of the population





# Diversity in the workforce



White men are the slowest growing demographic group in the workforce.

Data from the Bureau of Labor Statistics show that the number of men in the national workforce will grow at a slower pace than the number of women. The male labor force is expected to grow by only 10 percent from 2002 to 2012, compared with 14.3 percent of women. As a result, women's share of the labor force is expected to increase 47.5 percent by 2012.

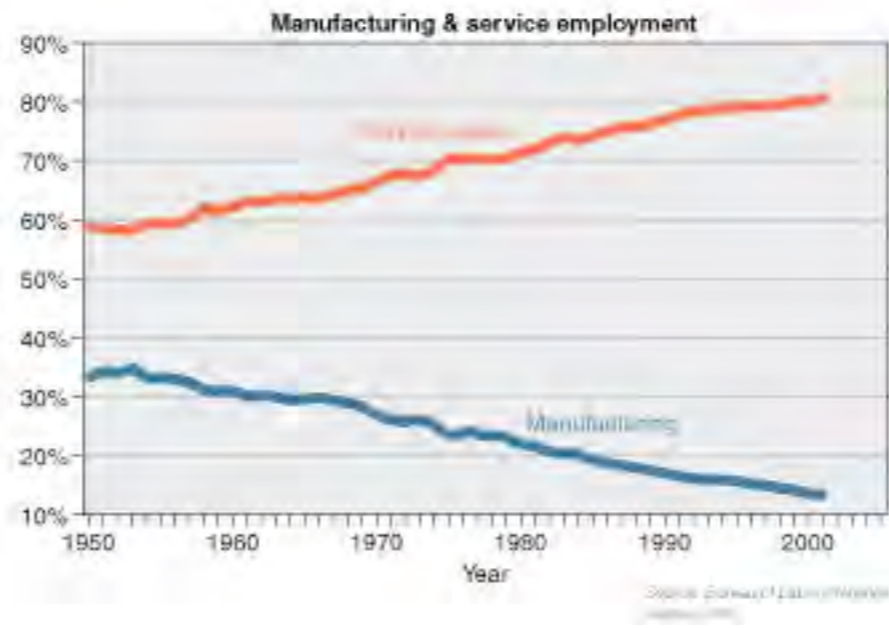
The Asian and the Hispanic labor force groups are expected to increase faster than any other groups at 47.6 percent and 32.6 percent, respectively, because of high net immigration and higher than average fertility rates. The black labor force is expected to grow by 19.3 percent, more than twice as fast as the 8.5 percent growth rate for the white labor force.

46% of recent grads expected to stay on the job for **2 years or less**

You're bucking a larger societal trend in the initial retention phases

### Skills shortage: the causes

- Growth opportunities in service sector perceived as more attractive
- Advances in technology and automation have improved productivity
- Baby boomers are cycling out of the workforce
- "Fresh blood" isn't joining the ranks to backfill
- Negative perception of manufacturing



# Shipbuilding Demographics



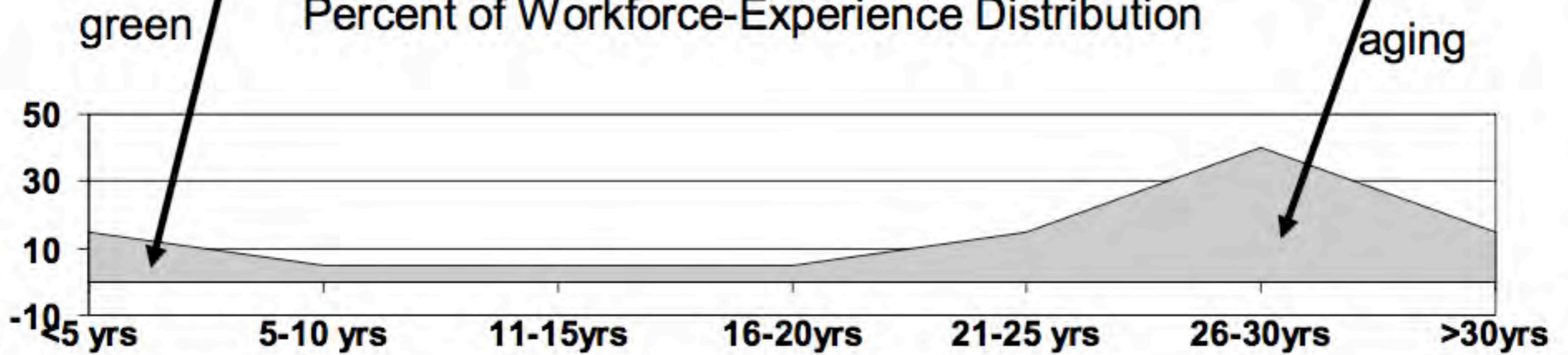
## Gray Area

Work Boat Magazine

Shipyards must cope with an aging workforce.



Percent of Workforce-Experience Distribution



Already dealing with natural demographic issues that are facing everyone. But then didn't build pipeline of people to serve in supervisory positions.

The shipbuilding and repair industry decline of the 1980s resulted in little hiring until the aging workforce began to retire in this decade. Many shipyards lack mid-career people in front-line supervisory positions. It is harder for aging managers and supervisors to deal with a growing diversity of age, gender, cultures, languages and other differences.

# Retention **Factors**

What influences retention?

# Who **stays** on the job?

Interested

Skilled

Connected

Good Match

Autonomy & Control

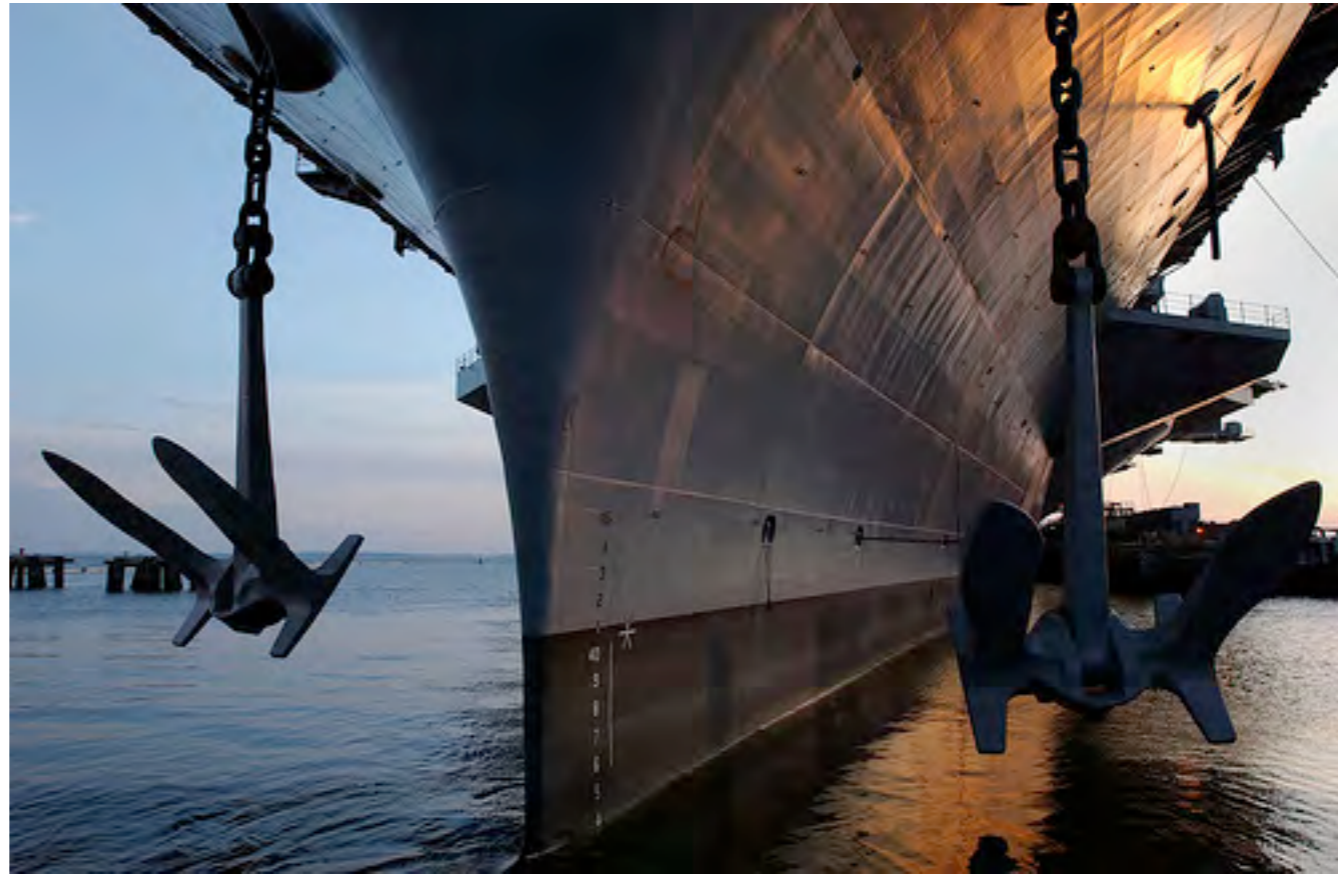


# 2 Key Issues

- Retention in the **first two years**
- Retention at **mid-career**



# What does this mean for the **industry**?



To retain people--have to:

- Help people match career interests and values to the job and to where they want to go
- Training and development for skills
- Work structures and practices that create positive working relationships and that appeal to their values--must also support autonomy and ability to control own work life where possible
- Compensation and benefits

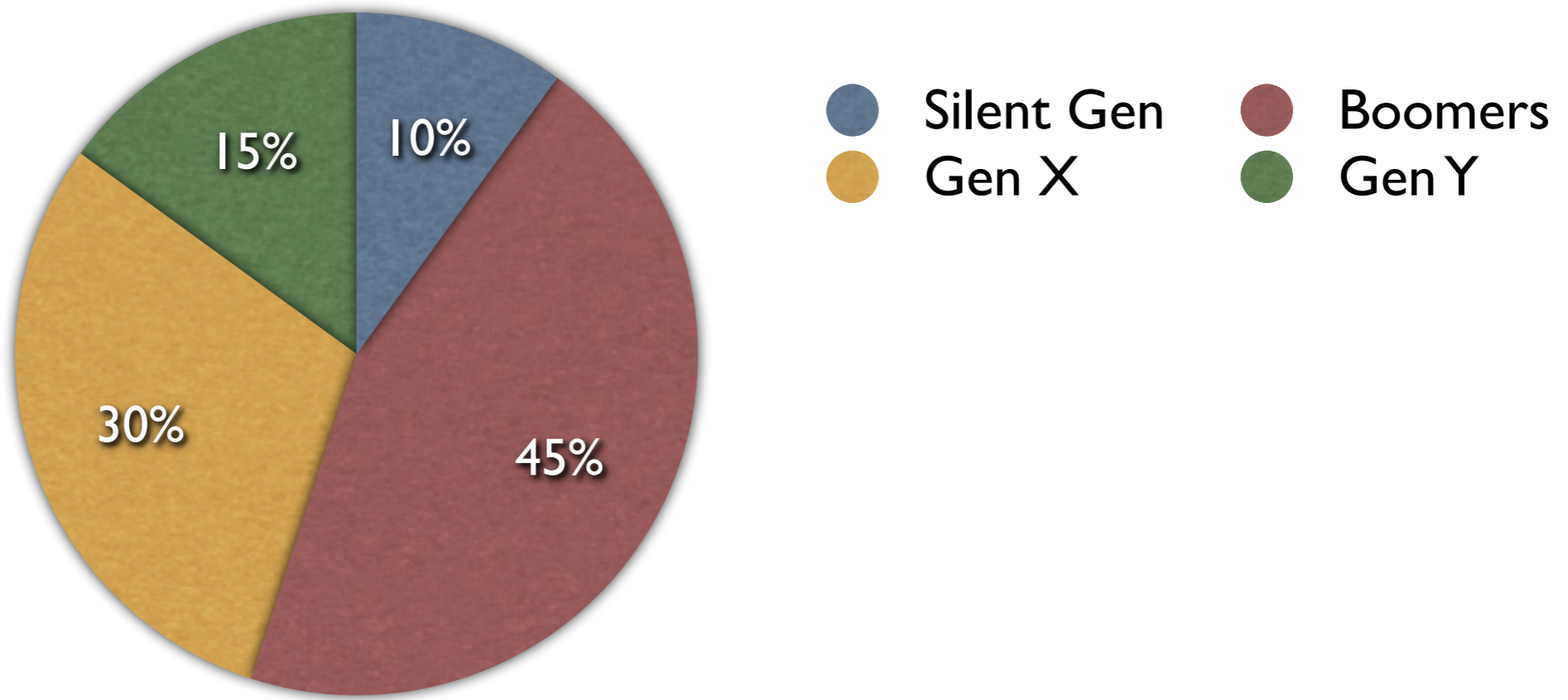
In addressing these issues, need to consider:

- **Generational** issues
- Stage of **life/career** development
- Increasingly **diverse** workforce--need to attract women, minorities if going to keep up with skill needs.

# Retention **Issues**

To come up with ways to do these things--need to understand the issues that are impacting retention right now--understand the demographics of the situation, as well as how career/life issues impact how people think.

# “Talkin’ ‘bout my generation....”



# Old Workplace

- Based on Boomer values
- Security from institutions
- Loyalty to organizations
- Promotions based on longevity
- Wait to be told
- Rules, bureaucracy

# New Workplace

- Pressure from Gen X and Y--will be building
- Security comes from self, skills
- Want promotions based on performance
- Loyalty to team or individual people
- Challenge authority, rules and bureaucracy
- Respect is earned

New workplace reflects pressures/values of Gen X and Y--so far pressure hasn't been as strong because Boomers still in control, but will get worse as they retire and more Gen Y comes in.

Also must adapt in order to attract Gen Y--adapt or die.

# At a **transition** point

We're all at a transition point where there's a tension between the old and the new workplace.

In a buyer's market, an organization can afford to dictate the terms of the employment agreement. At some point, though, the buyer is going to have to give into the sellers demands. Essentially as an industry, you're operating in something of a seller's market--It's not just about salary and benefits--if work doesn't meet people's other needs, they won't do it.

The big question is--will work change people or will people change work?

# At a **transition** point

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The big question is--will work change people or will people change work?

Or will **people** change work?

# Boomer

- At mid to late career
- Live to work
- “Pay your dues”
- Challenge authority, but not ours
- “Respect me--I’m your elder”
- Value f2f over technology



Part of the live to work mentality is the expectation that others will put work before other things.

Boomers are also adept at workplace politics and game-playing, something Gen X hates.

# Gen X



- At mid career
- Work to live
- Challenge authority, bureaucracy and “dumb rules”
- “Earn my respect”
- Challenge and train me
- Use technology, PLEASE!

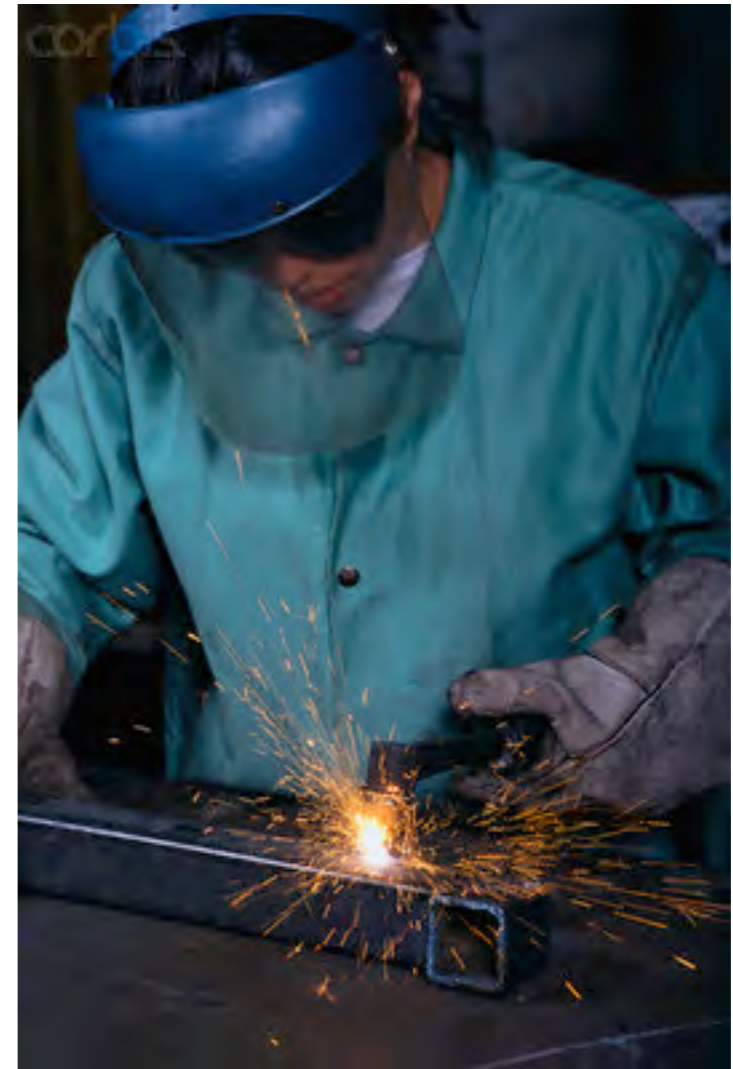
Generation X employees tend to be less motivated by promises of overtime pay and more motivated by personal satisfaction with their jobs. They want to grow in their jobs and learn new skills. They will change jobs often as they seek jobs that offers them both better benefits and more opportunity for professional growth as well as personal fulfillment. Generation X employees want, and expect, their employers to hear what they have to say. They want to understand the “big picture” for the company and how this influences their employment and growth. They are creative thinkers, independent, results oriented and bring with them a healthy dose of skepticism.

If they feel challenged and valued, they are satisfied employees," counters Fagan. "If they don't, they're out the door. This is a high-energy generation that bores easily. It's a challenge to keep them engaged." But keep heaping challenges on Gen Xers, and, more often than not, they'll rise to meet them. This is a very talented, highly capable group.

**Gen X** is convinced real job security lies in their ability to develop the knowledge and skills to advance to their next job. **Gen X** is more inclined to stay with a company that helps them expand their knowledge and skills; therefore, continued learning and development is significant to recruiting and retaining **Gen X**

- Entry level
- Work and life can be integrated and balanced
- Personal connections augmented by technology
- Structured choice
- “I want it now!”
- Technology is a way of life!

# Gen Y



# Messages that **Motivate**

- Boomers-- “You are respected, valued and needed.”
- Gen X-- “You will be challenged and able to make your own decisions”
- Gen Y-- “You will have fun and work with other talented people.”

# They all want to **work hard**

They just define “work hard” differently

Boomers--Work hard because it defines you

Gen X--Work hard so you can play hard

Gen Y--Work hard at something that's meaningful

# Life/Career Issues

We've been talking about the characteristics of the different generations at work--these have implications for for retention. But we also have to keep in mind the fact that no matter what generation you come from, there are typical questions/issues that arise for people depending on where they're at in their career and life journey.

# Initial Retention



Did I make the right decision? --do they REALLY know what they're getting themselves into?  
Can I do it?--developing skills, physical demands  
Do I like it?--Get satisfaction from the tasks, the environment and the people--has to be intrinsically rewarding or else the \$\$ won't do it for most people.



# Mid-Career Retention

Is this it?--asking personal and professional questions--wondering if this will be enough for the rest of their careers

Does this work fit in with my changing lifestyle?

Where can I go from here?

# Retention **Strategies**

The strategies we'll discuss are based on generalities--really need to find out what is specifically going on within your organizations to address those issues creatively.

# Retention begins at **hiring**



Think like a sports agent or a college, not like an employer--find the right people and start nurturing relationships early.

# Selection

- Career assessment
- Vocational Try-outs
- Use technology

# Selection

- Create relationships
- Involve parents
- Connect to purpose

This generation is sociable and loyal to people--use the military and college alumni models of recruitment to get key people to form relationships, make calls, etc. Have to form and nurture longer-term relationships.



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# Onboarding

- Reach out prior to hiring
- Use technology
- Create “Power Pairs”
- Build in fun, opportunities to establish relationships
- Help them get engaged, feel impact Day One

Technology--USE CELL PHONES! Use social networks

Find ways to give them responsibility that is manageable. Lots of coaching, lots of “great job!”

# Feedback

- Informal review after Orientation
- More formal review at 10% to competence
- 360 review at 50% to competence
- Formal review at 100% competence
- Ongoing informal feedback

Gen Y and, to a lesser extent, Gen X want lots of feedback--need to bake it into the process.

# “Power Pairs”

- Mentoring and reverse mentoring
- Ongoing career support/feedback
- Relationship building
- “Early warning system”
- Fun and work



USE TECHNOLOGY to facilitate too.

**Design and technology**  
matter to Gen Y!



\* 93% of teens use the internet.

\* 55% of online teens ages 12–17 have created a profile on a social networking site such as Facebook or MySpace.

# Half of American teens (12–17) are online content creators, meaning they've created their own blog or web pages or shared content like videos and photos online.

# 39% of online teens share their own artistic creations online, such as artwork, photos, stories, or videos, up from 33% in 2004.

# 33% create or work on webpages or blogs for others, including those for groups they belong to, friends, or school assignments, basically unchanged from 2004 (32%).

# 26% remix content they find online into their own creations, up from 19% in 2004.

Teens are using technology that is two-way, interactive, invites them to create, ask questions, share information, etc. This is their idea and expectation about how you use technology.

They do NOT go to static web sites--they find them boring.

Also--they expect to use technology to interact with you. Girls in particular use social networking sites.

## What's New Here



October 16th, an UPDATE!  
I know it's been a while since I have updated the main page- Let me explain. .

## WhateverLife's Newscaster!



News cast 1- September 29th, 2008!  
Welcome to the relaunch! Introducing Lucas Hilton as WhateverLife's...

[Read About Lucas Hilton HERE](#)

## POLLS/VOTE! ✓

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## Featured Layouts!



Featured Layouts OCTOBER 3RD!  
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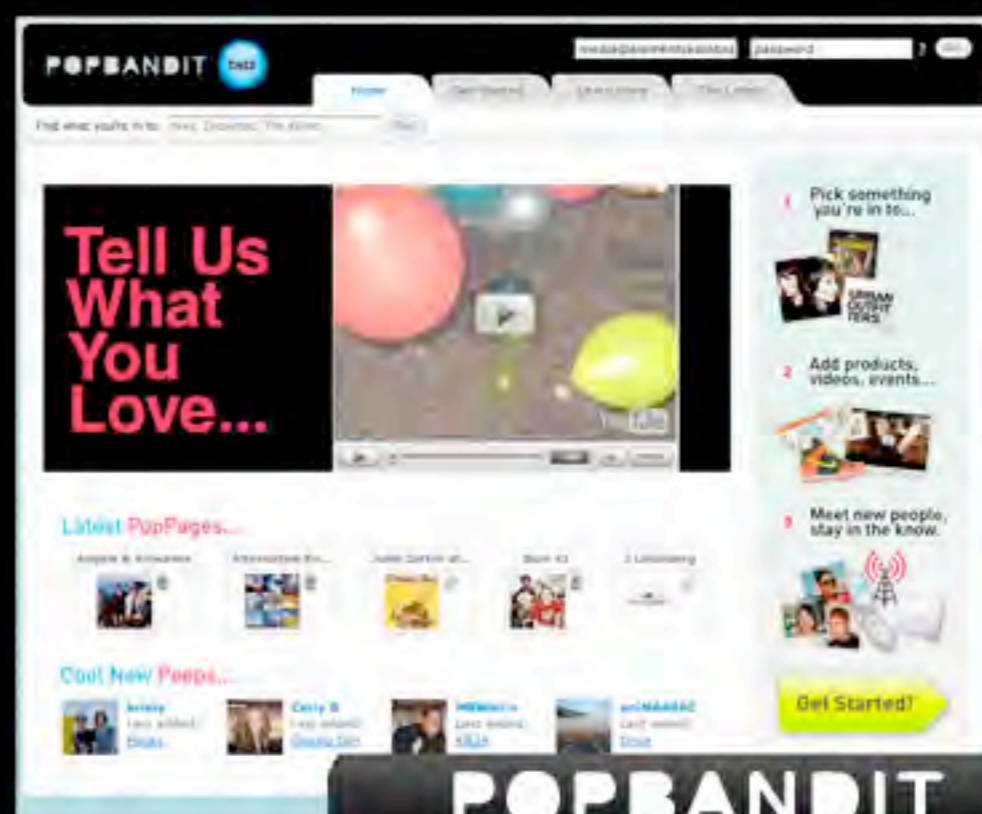
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Posted October 16, 2008 in [Company](#), [Engineering jobs](#), [IT Jobs](#), [Intel jobs](#), [Internships](#), [Job Types](#)

Join Coby, an HR Program Manager, as she shares why an **Intel internship** is a great way to learn, earn, and gain real hands-on experience before you graduate, and how it could lead to a job at Intel when you graduate! Whether you are working towards your undergrad or grad degree in business, engineering, or science programs, apply now at [intel.com/jobs](http://intel.com/jobs) (search by location or area of interest, or check out our [intern/grad opportunities](#) link).

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# Intel's UK Internship Programme

Posted October 1, 2008 in [Company](#), [Intel jobs](#), [Internships](#), [Job Types](#)

Hear the personal experience of Ryan, one of our undergraduate **interns** as he shares what it's like to complete a placement year at Intel UK's **Reseller & Channel** organization. Apply at [intel.com/jobs](http://intel.com/jobs)

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Audio Jobcast

On the phone: Ryan, Intern



*"There's loads of training once you get here...we have such a large intern community, you'll never feel out of place"*



Ryan will discuss:

1. Tell us a little about your background and how long you'll be interning at Intel?
2. What was the adjustment from school like? Did they have any programs to help with the process?



# Retaining Boomers

- Provide career/transition planning--a bridge to “active retirement.”
- Flexible/PT work scheduling
- Make them part of “Power Pair”
- Make them “Evangelists”

Challenge with boomers is that many have defined themselves in terms of the work they do--work themselves into the ground in some ways. So they're killing themselves and then wondering why.

# Retaining **Gen X**

- Customized career planning
- Opportunities for continued learning and development-- “Bridges to Excellence”
- Engage them in problem-solving, challenging assignments
- Create Power Pairs

Get over the idea of “paying your dues”--the organization can’t afford it. You could do this when you were in the position to pick and choose, but can’t do that now.

Bridges to Excellence is a nursing retention program--let’s nurses try out other jobs-- is the grass greener?

Need to find ways to create greater decision-making autonomy.

# Addressing Diversity

- Provide minority and/or gender-based mentoring and support
- Address communication issues
- Reduce isolation

Before you do **anything**...

# Involve your **target** groups

Need to find out the specific issues that are causing people to leave--are you doing exit interviews and compiling the data; watching for trends?

# Where do you go from here?



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