

The seal of the Commonwealth of Virginia is centered in the background. It features a circular design with a central figure of a Native American holding a bow and arrow. The word "VIRGINIA" is written in an arc above the figure, and "1776" is written below. The seal is surrounded by a decorative border of red and green leaves.

# The Next Generation: How to Retain Millennials

## Virginia Executive Institute

Group 4:

Timothy Faherty, Deputy Director, State Corporation Commission

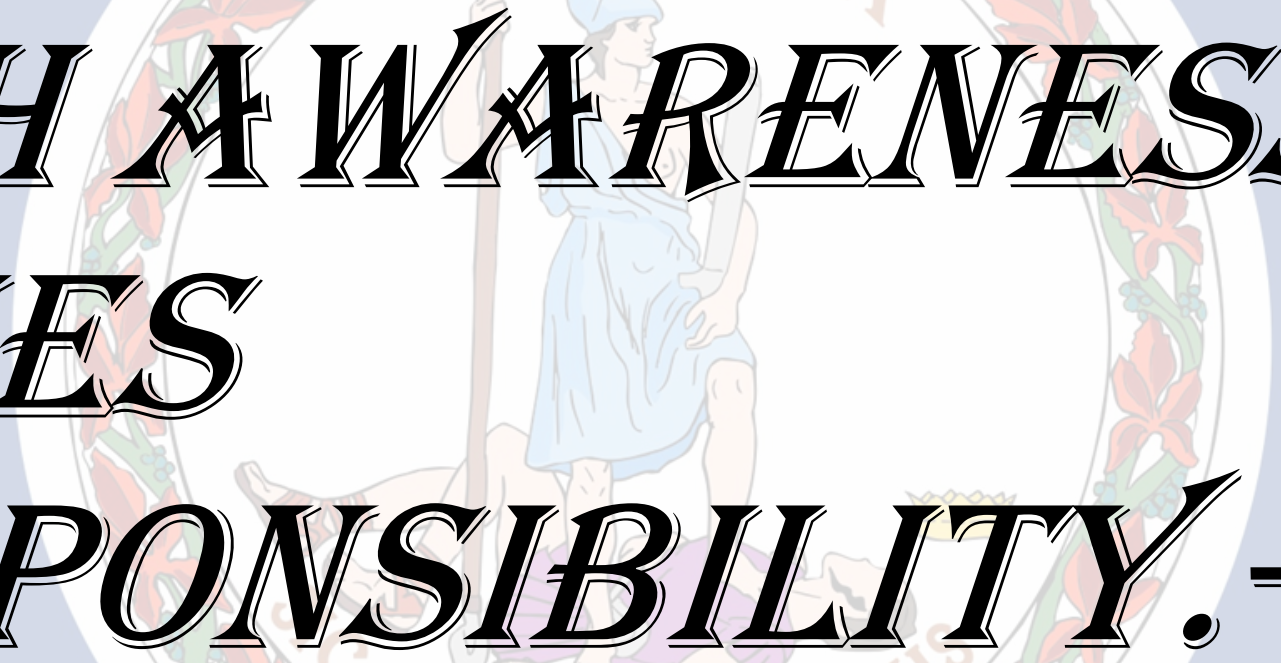
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Barton Thrasher, State Design Engineer, Department of Transportation

Diane Winters, Human Resource Manager, Department of General Services

May 1, 2015

The seal of the Commonwealth of Virginia is centered in the background. It features a central figure of a woman in a blue dress and a blue cap, holding a staff with a Phrygian cap on top. The staff is positioned over a shield. The shield is supported by a figure lying on the ground. The seal is surrounded by a wreath of red flowers and green leaves. The word "VIRGINIA" is written in a semi-circle at the top, and "SEMPER TYRANNIS" is written in a semi-circle at the bottom.

*WITH AWARENESS  
COMES  
RESPONSIBILITY.* — Sam Parker

# Millennials in the US Workforce

- 2015 – Millennials are more than 35% of US civilian labor force

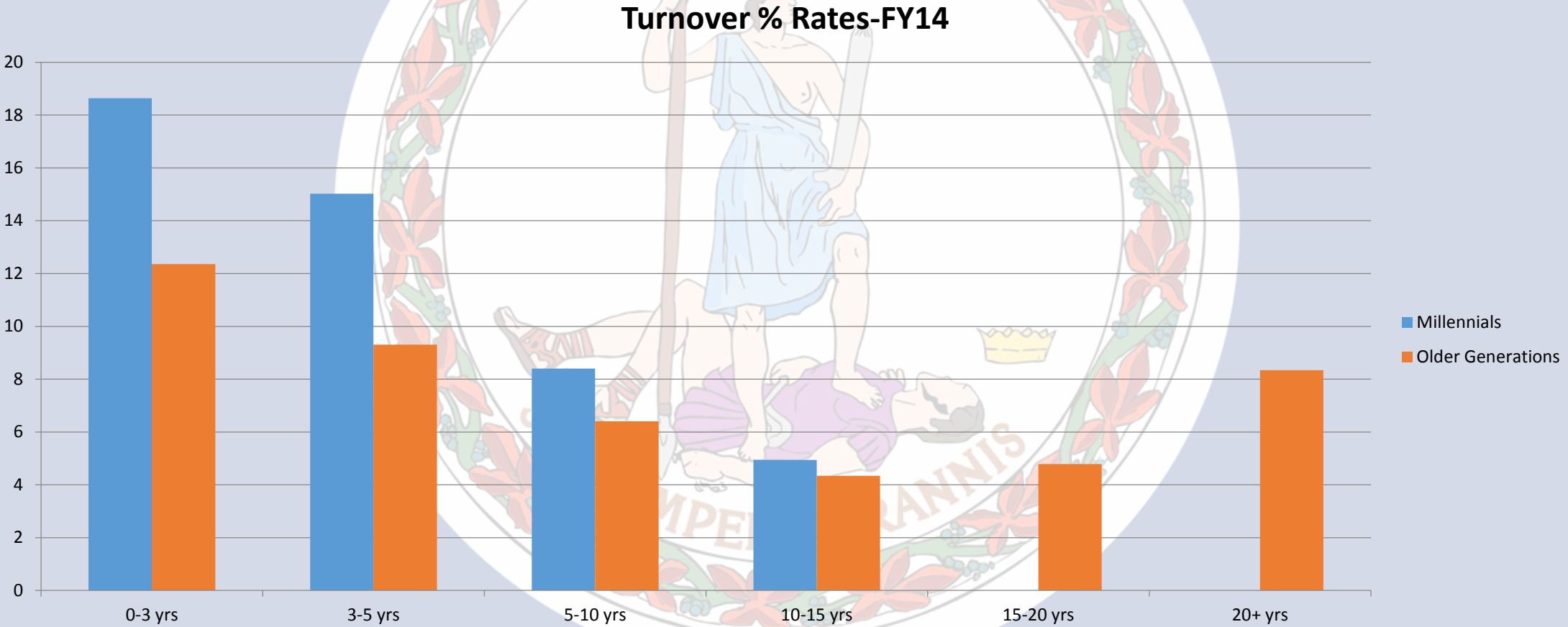
- Estimates indicate that by:

2020 Millennials will make up more than 50% of the US workforce

2025 Millennials will make up more than 75% of the US workforce.



# Job Turnover of Millennials vs. Older Generations



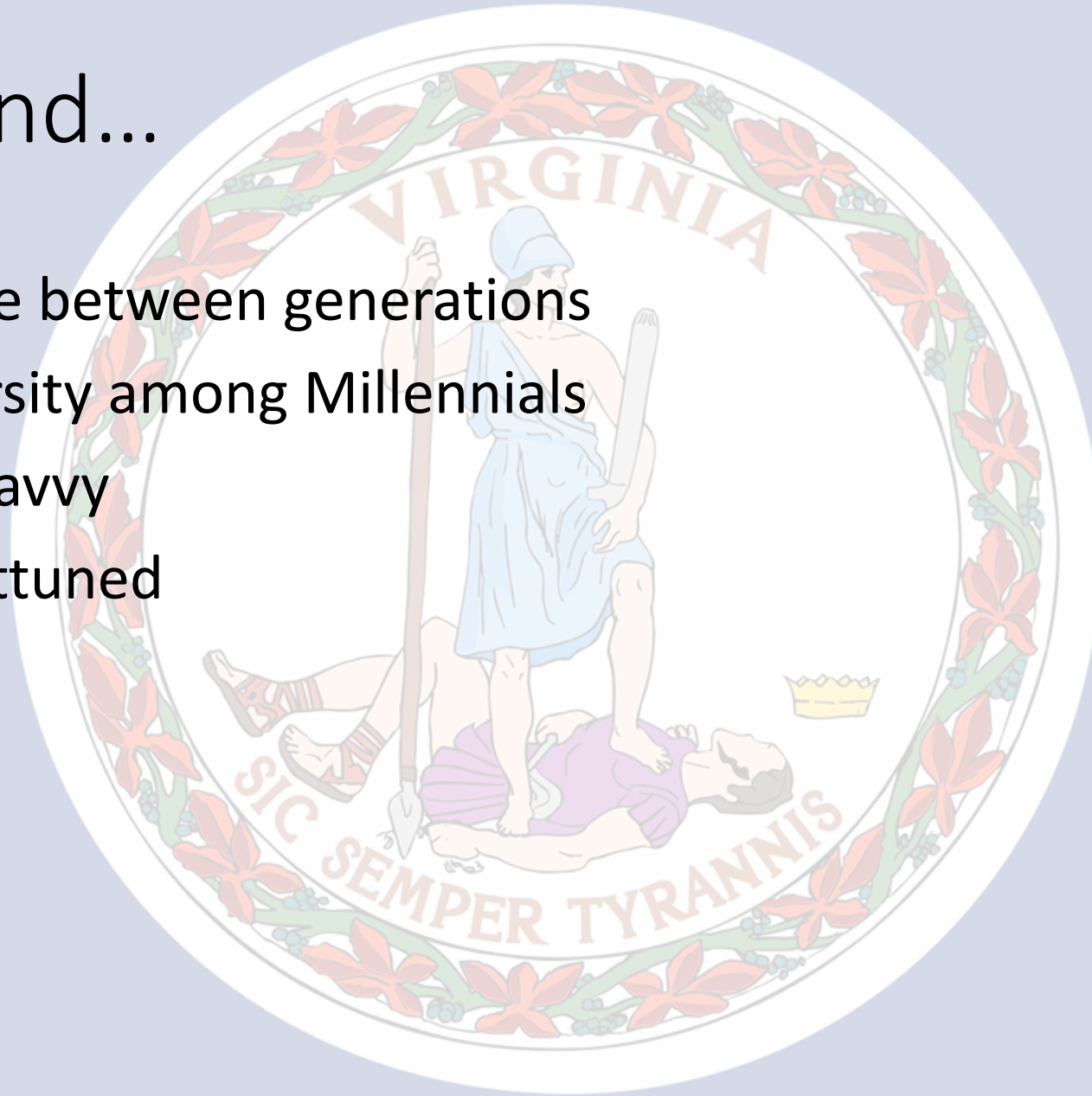
# Why Millennial's Leave?

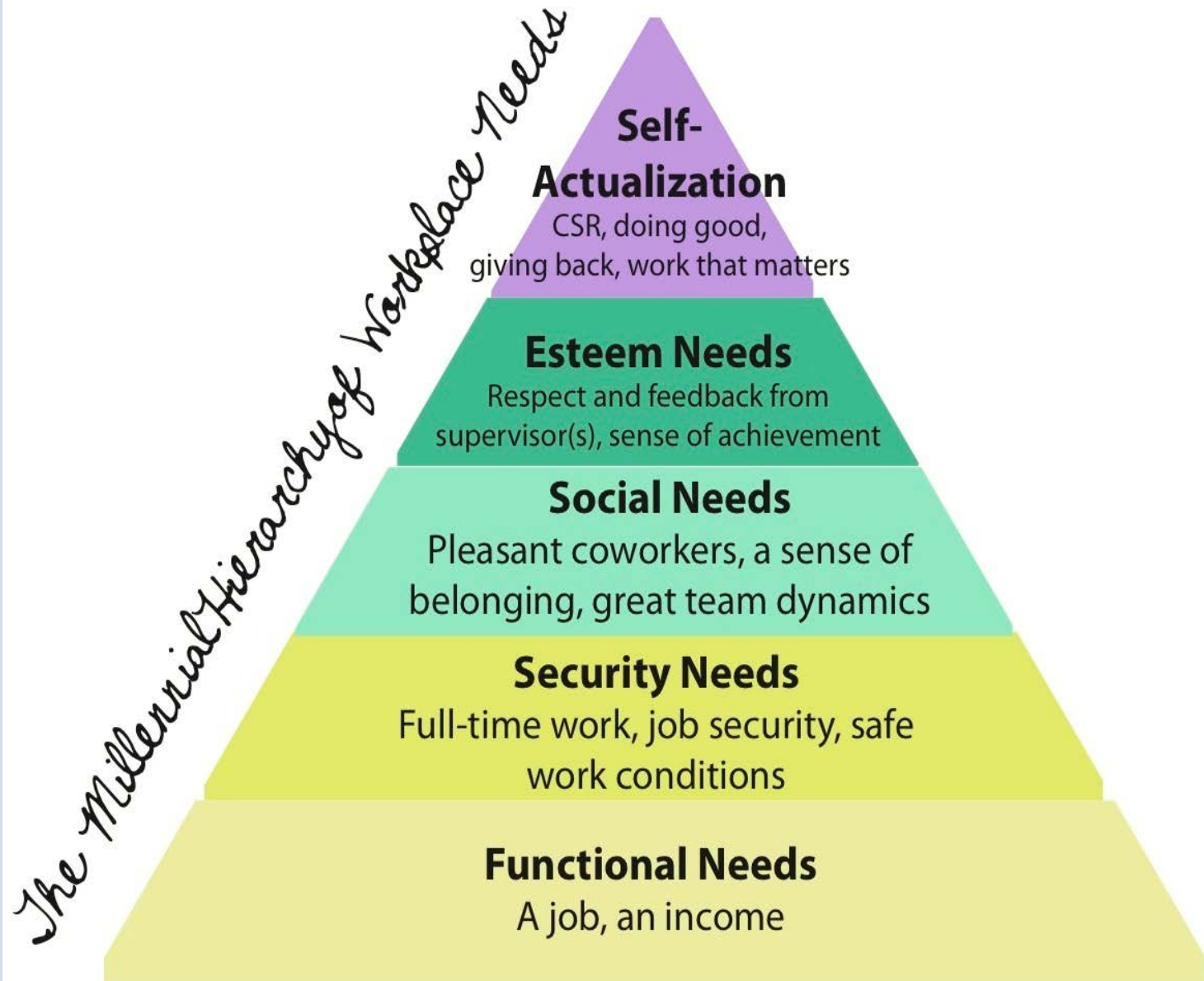
- Agencies don't keep their promises
  - Honesty/transparency
- Find flexible options elsewhere
  - 45% would choose workplace flexibility over pay.(Work/life balance)
- Growth opportunities
  - opportunities for advancement, professional growth opportunities
- Not ready to commit
  - exit survey's/interview



# Studies find...

- Little variance between generations
- Greater diversity among Millennials
- Technology savvy
- Leadership attuned
- Competitive





*Adapted by Heather Harder, from Abraham Maslow's Hierarchy of Needs*

# Retention best practices

- Initial recruitment and screening
- Orientations and onboarding
- Career development opportunities
- Performance evaluations
- Pay and benefits
- Internal communication
- Employee engagement





# Employee engagement

Fundamental to retention

- Clear mission and vision
- Communicate often
- Understand employee demographics
- Training and development
- Socialization and job value
- Compensation and rewards



# Recommendations

- Workplace flexibility/balance
- Compensation, rewards and recognition
- Workplace Culture and purpose
- Leverage technology
- Leadership and professional development
- Marketing



# Leadership Development Program

- Model after VDOT's Core Development Program
- Develop technical and leadership competencies
- Agencies would target potential leaders
- Emphasizes team building, working with others to solve issues
- Prepares them for diverse types of work
- Participants spend 2 years cross training by rotating in various functional areas in an agency
- Builds bench strength



# EMERGING LEADERS PROGRAM

- Twenty four month cross training program for selected State Employees
- Classroom and experiential training that focus on educating participants on all state government agencies.
- The goal would be to retain state employees in state government jobs.



# Marketing

- Incentives

Student loan payoff (Loan Forgiveness)

- Service

**“Virginia Government Works”**





• QUESTIONS?