



Staffing a Comm Center in the 21st Century

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Federal Engineering



**Federal
Engineering®**

Who's Talking To You

- Over 40 years of experience in public safety communications, primarily in fire dispatch
- Been a dispatcher, training officer, front-line and mid-level supervisor, and dispatch manager
- Retired in 2013 as the dispatch manager of a multi-agency, multi-discipline dispatch center in Northern California
- Working as a consultant since 2014 on projects for PSAPs across the country and across all disciplines



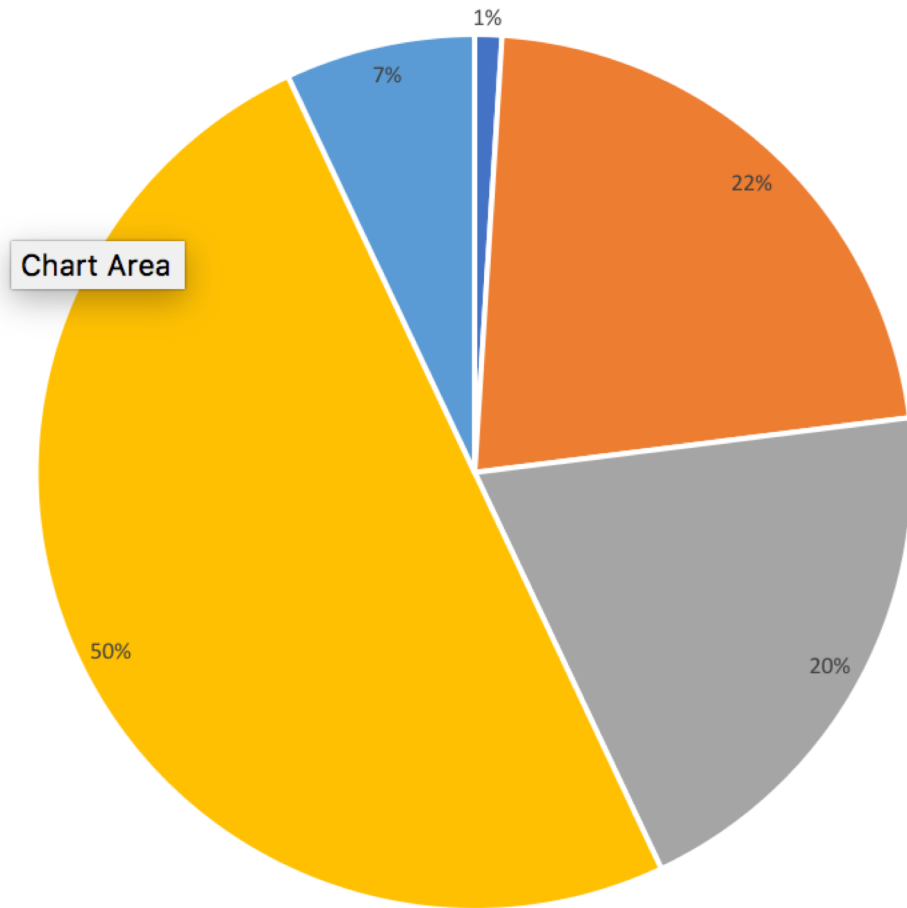
What We Will Be Talking About






- We will discuss where your employees and prospective employees are in the generation “pool”
- We will gain an understanding of how each of these generations are approaching the job market and on-going employment
- We will discuss approaches that can help you communicate with each generation and their ways of approaching employment
- Finally, we will look at ways to keep your employees for the long term

The Generations Defined – DISCLAIMER! 🤨

- All of you fit into one of the age categories I'm about to describe
- That doesn't mean that what I will describe will be applicable to you
- These definitions take the population as a whole
- **IT'S NOT PERSONAL!**

Generations that will be in the Workforce in 2020



	Traditionalists	1%
	Baby Boomers	22%
	Generation X	20%
	Millenials	50%
	Globals	7%

The Generations Defined - Traditionalists

- Also known as the GI Generation
- Current age 73-90, those born between 1928 and 1945
- Dropping from 3 percent of the workforce in 2015 to a projected 1 percent in 2020.
- At this point, you will not see many of this generation working in PSAPs (except maybe in management!)



The Generations Defined - Baby Boomers

- Current age 54-72, those born between 1946-64
- Dropping from 31 percent of the workforce in 2015 to an estimated 22 percent in 2020 (nearly 70 million are expected to retire by that time)
- Two sub-sets of Baby Boomers:
 - 1. The save-the-world revolutionaries (Hippies) of the '60s and '70s
 - 2. The party-hardy career climbers (Yuppies) of the '70s/'80s.



The Generations Defined - Baby Boomers

- The “me” generation
- More focused on the big picture and not so much on the local scene
- Women of this generation began working outside the home in record numbers
- The first generation to have their own children raised in a two-income household where mom was not omnipresent



The Generations Defined - Baby Boomers

- The first TV generation
- Optimistic, driven, team-oriented
- Now tend to be more positive about authority, hierarchal structure and tradition
- “Retirement” means being able to enjoy life after the children have left home, instead of sitting in a rocking chair



The Generations Defined - Generation X

- Current age 39-53, those born between 1965 and 1979
- Dropping from 21 percent of the workforce in 2015 to an anticipated 20 percent in 2020.
- The “latch-key kids” who grew up street-smart but isolated
- Entrepreneurial and very individualistic
- Government and big business mean little to them.



The Generations Defined - Generation X

- Want to save the neighborhood, not the world
- Most remember being in school without computers or not until middle school or high school
- Desire a chance to learn, explore and make a contribution
- Tend to commit to self rather than an organization or specific career.
- This generation averages 7 career changes in their lifetime, unlike previous generations who would have 1 or 2 job changes in their lifetime



The Generations Defined - Generation X

- Raised by the career and money conscious Boomers amidst the societal disappointment over governmental authority (Watergate/Nixon) and the Vietnam war
- Into labels and brand names – status symbols
- Cautious, skeptical, unimpressed with authority, self-reliant



The Generations Defined - Millennials

(also known as Generation Y)

- Current age 23-38, those born between 1980 and 1995
- Will increase from 45 percent of the workforce in 2015 to 50 percent in 2020
- They are nurtured by omnipresent parents - optimistic and focused
- Respect authority
- Learned early that the world is not a safe place



The Generations Defined - Millennials

(also known as Generation Y)

- They schedule everything
- They have great expectations for themselves
- Have never known a world without computers!
- Education system taught them to work in teams



The Generations Defined - Millennials

(also known as Generation Y)

- With unlimited access to information tend to be assertive with strong views
- Envision the world as a 24/7 place; want fast and immediate processing
- They have been told over and over again that they are special, and they expect the world to treat them that way
- They do not live to work, they prefer a more relaxed work environment with a lot of hand holding and accolades



The Generations Defined - Globals

(also known as Gamer or Generation Z)

- Current age 22 or younger, those born 1996 and later
- Expected to increase from 1 percent of the workforce in 2015 to 7 percent in 2020
- 61 percent had/have televisions in their rooms
- As children, they were less interested in toys and desired electronics such as cell phones and video games



The Generations Defined - Globals

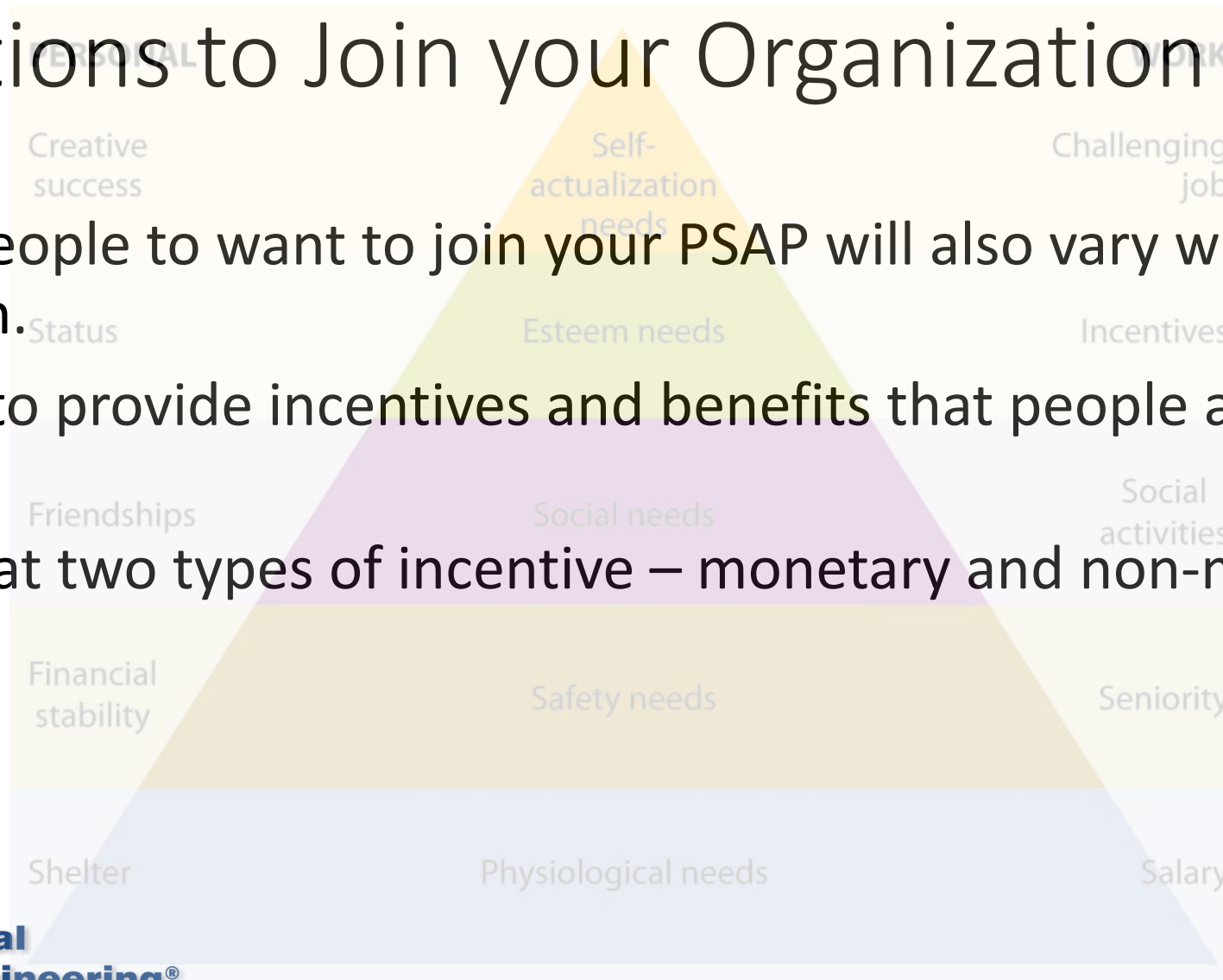
(also known as Gamer or Generation Z)

- 4 million will have their own cell phones by school age.
- They have never known a world without computers and cell phones
- Most have grown up in a post-9/11 world
- Are using more tablets than laptops – loss of mice-knowledge
- Command-based systems may be a challenge



Motivations to Join your Organization

- Enticing people to want to join your PSAP will also vary with the generation.
- You need to provide incentives and benefits that people actually want.~
- Let's look at two types of incentive – monetary and non-monetary



Motivations to Join your Organization - Monetary

Baby Boomers

- Prefer monetary rewards - salary
- Expect seniority to count for something
- May be happy being “just a dispatcher”

Generation X

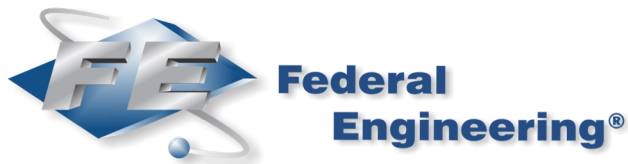
- Value frequent raises as monetary reward
- Looking for rapid advancement



Motivations to Join your Organization - Monetary

Millenials

- Many millennials find themselves with extraordinarily high expectations about what kind of jobs they can get #
- They want to start out with more responsibility and higher pay, even if they don't have much experience#
- Millennials tend to focus on themselves



Motivations to Join your Organization - Monetary

Globals

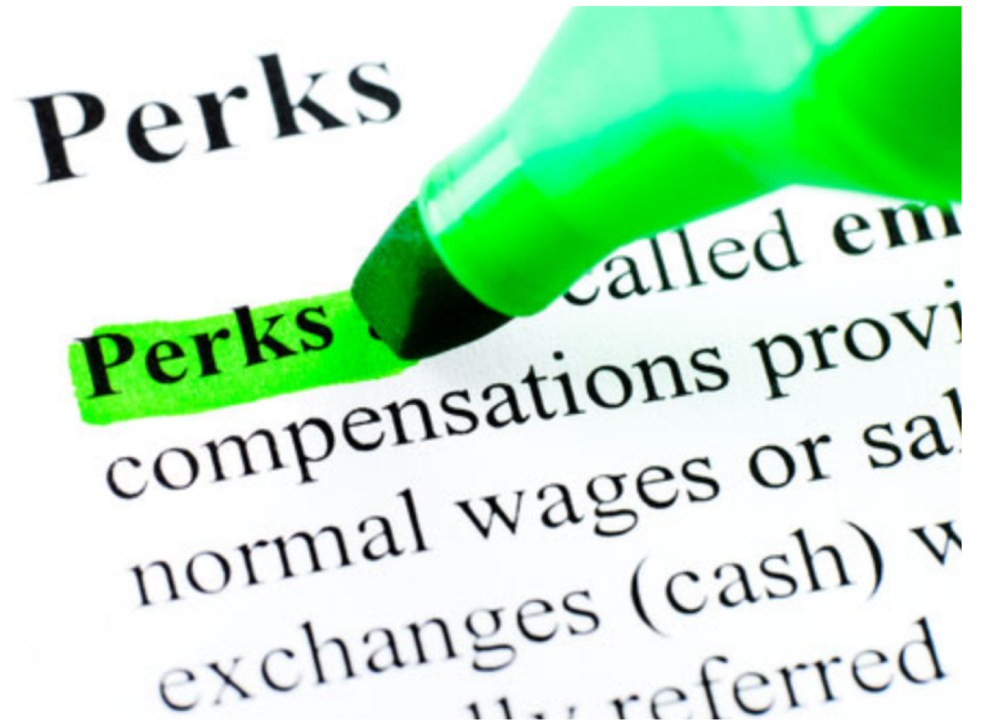
- More interested in social rewards—mentorship and constant feedback—than money
- Money is a means for more social contact



Motivations to Join your Organization - Non-Monetary

Baby Boomers

- May not get the full benefit of a defined retirement plan
 - Unless coming from the same retirement system in CA
- Will be looking for long-term health care coverage
- Will want more than the starting vacation allotment



Motivations to Join your Organization - Non-Monetary

Generation X

- This generation averages 7 career changes in their lifetime
- May only now be thinking about the future and retirement
- Medical benefits may also start to be a concern as they get older



Motivations to Join your Organization - Non-Monetary

Millennials

- Value feedback
- Are not thinking about retirement
- Many retirement systems have changed in recent years requiring longer service
- Or don't offer a retirement plan, just a savings plan (i.e. 401K)
- Are usually in good health and not thinking about health plans long-term



Motivations to Join your Organization - Non-Monetary

Globals

- Looking for your PSAP's brand recognition and social connections
- Will be looking for a high-tech working environment
- Retirement and medical benefits are the last thing they are thinking about



Keeping Employees - General Principles

- Once you hire people, you don't want to lose them
- Regardless of the generation, look for some general principles to help keep your people
- Promote collaboration and celebration
- Consider investing in online platforms where employees can share their successes, i.e. Facebook



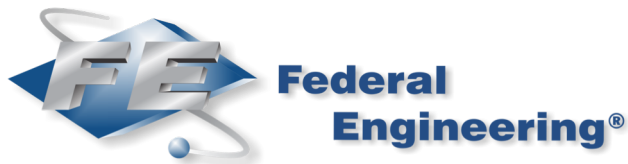
Keeping Employees - General Principles

- Make the customer the mutual priority and focus
- This has everyone working together on a common purpose*
- Enable personal growth and work/life balance*
- Develop employee strengths through a mentorship program



Keeping Employees - General Principles

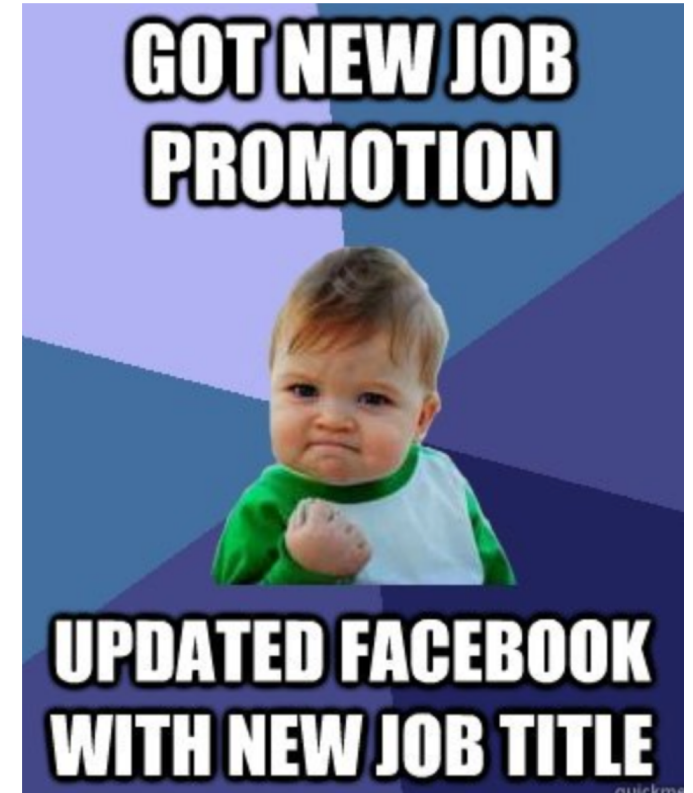
- Regularly survey employees at all levels of your organization to get a 360-degree view of the culture of the PSAP
- Carefully select managers and supervisors based on experience, aptitude, capacity for growth, leadership style, and understanding of organizational and employee challenges and opportunities
- Enhance employees' well-being through wellness classes, performance management and employer branding.*



Keeping Employees - Generation-Specific

Baby Boomers

- Do not require constant feedback, having an “all is well unless you say something” mindset
- Are ambitious, goal-oriented generation that is motivated by promotions and professional development*
- Prefer recognition from their peers rather than their supervisors. *



Keeping Employees - Generation-Specific

Generation X

- Prefers to work independently*
- Believes career progression should be based on competence, not rank, age or seniority in the job*
- The type of rewards are recognition from the boss, gift cards, experiential rewards and flexible schedules. *

Millenials

- Motivated by skills training, mentoring, feedback and the workplace culture. *
- Respond to recognition from the boss, time off and flexible schedules as rewards *



Keeping Employees - Generation-Specific

Globals

- Motivated by meaningful work and being given responsibility. *
- Want to know how their work impacts the organization and their role in the organization's big picture *
- Want exciting projects they can be passionate about *



Keeping Employees - Generation-Specific

Globals

- More than any other generation, Globals will challenge the status quo
- The rewards they prefer include recognition from the boss, experiential rewards and badges such as those earned in gaming
- Members of this generation expect workplace flexibility and diversity*



What Older Workers Can Teach Younger Workers

- Loyalty
- Experience
- Interpersonal Skills
- Regrets



What Older Workers Can Teach Younger Workers - Loyalty

- Older workers know what it means to commit through thick and thin
- It may not be easy -- especially when a quick job change may bring instant gratification, more pay and better perks
- Older workers believe that companies do take care of those who stay and take care of the company



What Older Workers Can Teach Younger Workers - Experience

- Whether it's corporate policies, company politics or industry knowledge, older workers know the ropes
- Most of them are happy to pass along what they know about people, jobs and success



What Older Workers Can Teach Younger Workers - Interpersonal Skills

- Older workers are social animals who are very skilled at one-on-one relationships`
- All the technological knowledge doesn't compensate for their lack of interpersonal time^
- Older workers can teach younger ones about interpersonal skills such as common courtesy and team play`



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**“Yes, I think I have good people skills.
What kind of idiot question is that?”**

What Older Workers Can Teach Younger Workers - Regrets

- People usually regret not what they did, but what they didn't do
- Older workers can use those regrets to pass along ideas on how to steer your career so it can be more fulfilling`



What Younger Workers Can Teach Older Workers

- New Technology
- Diversity
- Job-Hopping
- Risk-Taking



What Younger Workers Can Teach Older Workers - New Technology

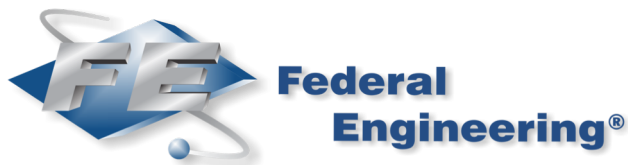
- If it's computers, smart phones or any other device with bits and bytes, chances are younger workers know how to use it



- If they don't, they're comfortable learning how.
- Younger workers are usually happy to pass on what they know.
- But they may have a hard time knowing how to present the information to older workers

What Younger Workers Can Teach Older Workers - Diversity

- Younger workers come from diverse households and backgrounds
- Their “wider perspectives” can help open older workers’ eyes to the changing world and workforce`



What Younger Workers Can Teach Older Workers - Job-Hopping

- Older workers have been told that only bad, disloyal or incompetent employees leave
- Today it's the superstars who jump from job to job`
- While older workers may regard career change as negative, young people understand that it can be fulfilling, energizing -- even life-changing`
- As a manager, that's not necessarily what you want to encourage...



What Younger Workers Can Teach Older Workers – Risk Taking

- Younger workers are excellent out-of-the-box thinkers.`
- Older Workers have spent their careers respecting corporate hierarchies and processes, not usually taking a lot of risks.`
- Again, the younger workers need to learn how to approach older workers with the “C” word – **“Change”**



What Younger Workers Can Teach Older Workers – Balancing Work/Life Issues

- Older workers have had issues with balancing family and work-life`
- Younger workers are not career-driven. They can show older workers different attitudes and values`



Summing Up

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- Managers need to improve executive leadership skills and employee cultivation~
- Understand where your employees are coming from culturally – don't make them conform to your age group's culture
- You need to foster a culture of continuous learning that develops talent and empowers workers while capturing and retaining vital knowledge~
- This will help you keep and develop your employees

Questions?

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- Drop a card at the front and I will send you a .pdf copy of this presentation



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