



MILLENNIAL HANDBOOK

Municipal Pilot Project Northumberland County 2021



Views expressed in this publication are the views of The Community Training & Development Centre and do not necessarily reflect those of the Province.



MILLENNIALS

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THE MILLENNIAL EMPLOYEE ^{1 2 3}

The millennial generation, born between 1980 and 2000, will shape the world of work for years to come. Attracting the best workers from this generation is critical to the future of a business. Their career aspirations, attitudes about work, and knowledge of new technologies will define the culture of the 21st century workplace.

In Canada this generation makes up just over a quarter of the total population, representing about nine million citizens and is expected to have the same impact as the Baby Boom generation on politics, the workplace, culture and business, though we believe more intensively due to the role of the internet, social media, and shifting demographics in the coming years.

Millennials possess many characteristics that are unique in comparison to past generations. They tend to be excited about their jobs, and they will work hard and efficiently. They might approach their superiors as equals more so than previous generations, but companies can take steps to draw a line between supervisor and friend. When that line is drawn, millennials will not only work tirelessly for you, but they will show you the respect due to a supervisor with many years experience.

Strengths

- Excellent understanding of technology
- Fluent in social media
- Hardworking if they are interested in the job
- Strong independent workers
- Genuine and honest
- Innovative and able to think outside the box
- Cost-effective

¹ www.pwc.com/co/es/publicaciones/assets/millennials-at-work.pdf

² issuu.com/david.abacus - R U Ready 4 Us? An Introduction to Canadian Millennials

³ thebalancecareers.com/common-characteristics-of-generation-y-professionals-2164683

Weaknesses

- Bored with repetitive work
- Entitled and expect rapid progression, a varied and interesting career and constant feedback. In other words, millennials want a management style and corporate culture that is markedly different from anything that has gone before – one that meets their needs.
- If they do not enjoy their work, they are indifferent and will not give their ‘all’ to the job
- Tendency to ‘job hop’ in order to find a role that meets all their needs; less concerned about job security than older generations.

Millennial Values

- Care about ethics, social responsibility and the environment
- Prefer to work for a company that contributes to a better world
- Want the freedom to be their ‘true self’
- Achievement and team-oriented

What Millennials Look For In A Company⁴

- Opportunities to share their ideas
- Make a positive difference in the world and have their work valued
- Require a good work/life balance
- Prefer support and feedback regularly but do not like to be micromanaged
- Possibility of training, career advancement, proper reimbursement through salary and benefits

⁴ hrdigital.com.au/2017/06/08/attracting-millennials-digital-economy/

ONBOARDING MILLENNIALS

Onboarding is the process by which new hires become assimilated into the organizational culture and structure of a company. Onboarding can include formal orientations, mentorships, job shadowing, meetings with supervisors or management and new employee training. Onboarding is not to be confused with mandatory orientation which includes the completion of paperwork and other routine processes. Onboarding is an ongoing process which may last up to one year after initial hiring.⁵

It is important for millennials to feel that they are valued, and that they fully understand their role within the organization. Good onboarding strategies have been found to reduce employee turnover, increase productivity and reduce stress.⁶

Onboarding Strategies ^{7 8}

- Ask questions and survey current employees and upper management
 - When will onboarding start? How long will the program run?
 - What first impression do you want new hires to have?
 - What role will HR, managers and coworkers play in the process?
 - What kind of goals do you want to set for new employees?
 - How will you gather feedback on the program and measure its success?
- While onboarding, communicate company goals, culture and values
- Incorporate various mentoring options (shadow-mentoring is effective)
- Have a system for in-house networking
- Provide clarity around their position where they fit within the organization
- Lay out their options and timelines for career advancement
- Allow new millennial hires to customize their workspaces
- End onboarding energetically. Get creative! Hold a social event or activity to signify the completion of the process, or provide a tangible reward that can serve as a right of passage into the organization

⁵ talentlyft.com/en/blog/article/181/employee-onboarding-ideas-examples-from-experts

⁶ [Shrm.org - Designing and Implementing an Effective Onboarding Strategy](https://shrm.org/Designing-and-Implementing-an-Effective-Onboarding-Strategy)

⁷ peakon.com/de/blog/people-management/how-to-onboard-new-employees

⁸ shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/new-employee-onboarding-guide

Phases of Onboarding⁹

Pre-boarding is the process of alleviating new hires' fears and giving them the required tools to integrate, feel comfortable and be productive. Create a company handbook that has everything they need to know to feel ready for their first day. Be creative: digital video office tours with employees introducing themselves. Try this free video maker animoto.com

Induction (orientation) is the process of welcoming a new employee and familiarizing them with company policy and guidelines. The buddy method works well in this phase. Get creative and design a company magazine instead of a standard employee handbook. Find royalty-free images on websites such as Pexels/Unsplash and use www.flipsnack.com for the layout. Don't forget to include social media guidelines (use a visual guide of good vs bad posts/tips on how the new employee can announce their new job/company hashtags).

Integration is the last phase is to make sure the new hire is ready for their new role within the company. Incorporate personal and professional development methods, lunch time webinars, weekly email tips. Take inspiration from travel brochures and put together a guide of all the places your newest hires could 'travel' within your organization, with examples of current employees' career advancements.

⁹ talmundo.com/blog/10-creative-onboarding-ideas-to-impress-your-new-hires

Remote Onboarding

The rush to transition to remote working and to digitize the onboarding experience has never been greater.

Working with remote employees requires a digitized onboarding system. This eliminates the need for paper, streamlining the entire process by utilizing online resources, video tutorials and other technologies, enabling new hires to guide themselves through tasks. Digitizing onboarding can also shorten the onboarding process, thereby saving the company money in staffing/training costs. When developing a digital onboarding program, it should be functional and accessible on multiple mobile devices and tested on various operating systems and internet browsers.

Developing flexibility through digital onboarding systems gives a company a competitive edge by eliminating geographical barriers during the recruitment process. Digitizing onboarding also shows future employees the company is forward thinking, innovative and open to new ways of working. It is vital to show remote employees that a company is well-versed in current technologies and software systems and is able to work effectively online keeping the remote workers on-task, connected and accountable.

Remote employees miss out on the essential social components that come with working in an office. Feeling disengaged and struggling to develop supportive working relationships often results in not reaching full potential and productivity. For this reason, online training needs to be in a format that is optimized for continuous learning, connection and employee retention.

Clear expectations should be set for new hires in terms of both their starting role at the company and their opportunities for growth and advancement. Plant a seed for building a long-term career at a company by communicating clear goals, measures of success and reinforcing company values. For remote teams that have a great deal of autonomy and flexibility, it is imperative to make sure new employees can still be aligned on team and company priorities.¹⁰

¹⁰ panopto.com/blog/remote-onboarding-best-practices/

MENTORING MILLENNIALS

In a 2016 survey of millennials by Deloitte, employees who said they plan to stay with their employer for more than five years were twice as likely to have a mentor ¹¹

Mentorship programs are an effective business strategy, addressing many challenges organizations face such as, high employee turn-over, poor leadership, disengaged middle management and a negative workplace culture. Additional benefits companies and their employees experience from mentoring: ^{12 13}

- Tap into existing knowledge, skills, and experience of high performing employees and transfer these skills to newer or less experienced employees to advance their careers. The goals and outcomes of mentoring programs within organizations will differ depending on the limits of the relationship
- Help new employees quickly absorb company culture, learn procedures, their role within it, and to learn what they need to know to succeed within their roles. A mentor can also be used to support current employees in their professional growth within their current position and to prepare for new career opportunities
- Build trust through mutual exchange of personal stories and anecdotes about past employment, education, shared hobbies or interests
- Support personal and professional growth of a new employee or student. The mentor's role is to guide, teach, and support the mentee without asking for specific behavioural changes or prescribing a set course of action
- Mentoring programs are particularly important now during a time when the workplace is experiencing a demographic shift from baby boomers to a younger tech-focused generation of leaders. Remote working is now commonplace and to appeal to and attract young talent, companies must focus offer more than just a paycheck

¹¹ deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millennial-survey-2016-exec-summary.pdf

¹² togetherplatform.com/webinar/webinar-how-to-be-a-great-mentor-mentee

¹³ togetherplatform.com/blog/what-is-the-purpose-of-mentoring

Preferred Mentoring Styles ¹⁴

2020 is the first year in history where five different generations are currently in the workforce. Varying traits, beliefs, and life experiences mark each generation, influencing how they work, communicate, and respond to change.¹⁵

Cross-generational mentorship is particularly important as it bridges these differences, bringing in fresh perspectives, ideas, facilitating creative thinking and building more cohesive teams. One-on-one and peer-to-peer programs have also been very effective for increasing millennial retention rates.

Millennials value professional development and career advancement just like generations before them. However they also value a healthy work-life balance and have some different expectations about their work experience. For one, they seek continuous training and feedback. Meeting those expectations can be a challenge for busy managers. A mentoring program that pairs seasoned employees with millennial staff will help ensure team members are receiving the one-on-one attention and guidance they seek.

Mentoring partnerships must be well-thought-out and relevant if they are to have a positive and lasting impact on millennial employees and on those who are serving as mentors.

¹⁴ roberthalf.com/blog/management-tips/5-ways-to-make-mentoring-meaningful-to-millennials

¹⁵ [Purdueglobal.edu - Generational Workforce Differences Infographic](https://purdueglobal.edu/Generational-Workforce-Differences-Infographic)

Cross-generational¹⁶

- Pairing individuals from different generations with the goal of mutual learning and growth
- Bridges the gap between multiple generations
- Prevents baby boomer workers taking essential knowledge with them when they retire
- Integrated with succession planning and cross-training cross-generational mentorship transfers valuable knowledge to future leaders
- Millennials who left an organization reported they would have stayed longer if given the opportunity to learn and grow through senior staff
- Similar to traditional mentoring, cross-generational mentoring opens networking opportunities, expanding the networks of all generations through strategic meetings and events

One-on-one

- Most common type of mentoring program
- Works well for a company that wants to target a specific group for development, retention or diversity purposes
- Mentee and mentor are matched either through a program manager or on their own based on certain criteria, such as experience, skill sets, goals, personality, and a variety of other factors
- Program can be more flexible than other styles of mentoring, the structure and timeframe can be determined by the pair
- Mentee receives individualized support and a more personal relationship with their mentor
- Develops peer-to-peer collaboration
- Gives the mentee experience with real-world projects and problem-solving, complementing traditional employee training programs

¹⁶ Epa.ec.europa.eu -Benefits of Cross Generational Mentoring

Peer-to-Peer¹⁷

- One-on-one mentoring and instruction to new employees promotes a more team-oriented workplace
- A valuable add-on to a company's onboarding process
- Peer mentors can assist with speeding up a new hire's training and get them integrated to company culture quicker. New hires know exactly who to go to with their questions and problems
- Assigning a personal mentor to each new employee increases retention and boosts morale
- Peer mentors give valuable insight to employers about how best to utilize the mentee's strengths
- Selecting a mentor with experience but of a similar age or at roughly the same stage in their career will providing support, knowledge and a transfer of skills to lesser experienced person
- Builds confidence and an opportunity for personal and career growth

Reverse (Mutual) Mentoring¹⁸

- Opposite format to traditional mentoring. In reverse mentoring, participants mentor each other for the purpose of skill-sharing and professional development
- Mutual mentoring removes hierarchical structures common in traditional mentorship. Both senior and junior employees learn from each other
- Effective method to tackle skills gaps and bridge generations
- A popular method used for retaining millennials
- Builds self-confidence, communication and leadership skills in younger employees

¹⁷ resourcingedge.com/hr-services/establish-effective-peer-mentoring-programs-in-the-workplace

¹⁸ guider-ai.com/blog/reverse-mentoring-guide

Resource-based Mentoring¹⁹

- One-on-one mentoring relationship but differs from the traditional 1:1 method in how participants are paired
- Mentors and mentees are not matched by a person in charge of the program, instead mentors agree to have their names added to a list that mentees are able to choose from
- Pro: allowing the mentee to choose their own mentor guarantees higher engagement and commitment on the part of the mentee
- Con: no centralized supervision of the pairing process means there is the risk of participants being mismatched

Remote Mentoring

- Remote mentorship opens up the talent pool for companies needing to attract highly-skilled worker that may not reside locally
- Should focus efforts on maintaining high engagement throughout the mentorship
- Establish expectations from both mentor/mentees from the start
- Agree on a communication method supported within the program and that each participant feels comfortable using - instant messengers like Slack or Whatsapp, video conferencing via Zoom or Skype or voice calls
- Use video as often as possible but also agree on a backup plan in the case of tech errors or internet outages
- Participants will require fast and reliable internet, a quiet room with good lighting and an uncluttered background.
- Prepare in advance for remote meetings - download all required programs/software/apps, email files in advance, prepare conversation starters, review notes from previous calls. Review the session outline and prepare questions

¹⁹ mentoringcomplete.com/blog/bid/91266/Different-Types-of-Mentoring-Models-in-a-Structured-Program

Coaching Tips ²⁰ ²¹

When coaching Millennials it's important to create a dynamic, multidirectional coaching program. Consequently, Millennials are sometimes the coaches for other employees, including the executive team. Every generation has much to learn from the others, however, if you want to truly engage employees, don't pigeon-hole them into generational boxes. Instead, focus on each person as a unique individual. When millennials don't feel as though they are valued as individuals, they become demoralized but when they believe you care about them as people, millennials are extremely loyal and hard-working.

- Foster a culture of innovation
- Correlate coaching to career advancement
- Strategically embrace current and popular technology including social media
- Be socially responsible
- Keep focused on mentee's goals
- Demonstrate leadership through example
- Show passion for the work
- Schedule frequent feedback
- Systemize and practice mentoring
- Meet them where they are
- Nurture teamwork and trust
- Create positive work environments

²⁰ coachingmillennials.com

²¹ <https://trainingmag.com/tips-for-coaching-millennials-and-everyone-else/>

RECRUITMENT, TRAINING & RETENTION ^{22 23 24 25}

The need for recruitment, retention and training strategies will increase in the coming years as the job market continues to shift. As the Baby Boomer generation reaches retirement age and the Millennial generation enters the workforce there will be notable changes to job types, working requirements and expectations and workplace culture.

Attracting and retaining the millennial generation workforce will become increasingly important in the coming years. The millennial generation now makes up the largest portion of the workforce in Canada and are projected to make up over 70% by 2025. Research has been conducted on the differences in priorities and work habits of the millennial generation when compared to the previous workforce. It has been reported that the 4 most important features leading to job satisfaction for millennials include positive company culture, trust, professional development opportunities and corporate social responsibility. Millennials have been found to, more than any previous generation, value high-trust positions where they feel they can ‘make a difference’.

With this generational shift there will need to be some changes to recruitment and retention strategies. In order to attract millennials you must engage young people in ways that will get them excited and interested in how they can help to make a difference.

²² chieflearningofficer.com/2018/02/20/millennials-want-workplaces-social-purpose-company-measure

²³ greatplacetowork.com/images/media/2018_millennials_report_3.0.pdf

²⁴ t.www.na-businesspress.com/JLAE/NolanLS_Web12_5_.pdf

²⁵ cbc.ca - 7 Surprising Things That Could Change the Job Market in 2030

Recruitment Strategies^{26 27 28}

- HR Departments need to be flexible, creative, strategic and responsive.
- Policies need to be revamped to meet the needs of the changing workforce (support work-life balance/integration, create broad outcome-based policies, expedite hiring process, phase out seniority driven systems)
- Organization needs to be branded as an employer of choice (great public service, flexibility etc.)
- Focus on leadership, management, succession planning and growing future leaders
- Create a culture that engages employees
- Leverage technology, data and automation

²⁶ hrexchangenetwork.com - [How Emerging Technologies Can Improve Hiring and Retention Process](#)

²⁷ iveybusinessjournal.com - [Millennials, A New Generation of Employees](#)

²⁸ forbes.com - [Five Proven Tactics for Hiring and Retaining Millennial Employees](#)

Utilizing the Creative Economy^{29 30}

The creative economy is the most dynamic division in our global economy. Over the past decade, urban and rural communities in Canada and around the world have begun to encourage a creative economy as a mechanism to use local assets and human capital to address socio economic issues, and improve internal and external conditions, investment, and collaborations. The creative economy encompasses creative industries, occupations, arts, culture and heritage, with success dependent upon the attraction and retention of talent and knowledge-based workers: “people employed in science and engineering, architecture and design, education, arts, music and entertainment occupations. Creative occupations (creative class) cross all sectors and industries, and relate to the nature of the job itself, not the industry in which an individual is employed. The primary economic function of the Creative Class is to generate new ideas, new technology and/or new creative content”³¹

Adapting the organization to work in harmony with the creative economy is crucial for engaging and retaining staff. Integrating simple upgrades to the office will help to drive creativity and innovation. Developing an inspiring work environment through architectural or interior design, adjusting the workplace layout, and adding creative decor components will help employees maintain a healthy mental state, increasing productivity and morale. Seek to target the human sensory system when redesigning a workplace. Think of elements that will positively affect sight, smell, touch, sound and even taste. It's a simple yet effective approach to creative design.

To keep Millennials engaged in the workplace, it makes sense to first understand the characteristics and motivations of this generation. Millennials as a group are ambitious, creative, and technically sophisticated having grown up with cell phones, the internet and information at their fingertips. They want a career, not just a paycheck, and they're more willing than previous generations to jump ship to another company if they're not happy at work. In fact, Millennials rate work-life balance as the most important factor when it comes to evaluating job opportunities.³²

²⁹ officespacesoftware.com/blog/8-ways-to-make-your-office-feel-more-creative

³⁰ psychologytoday.com/intl/blog/beautiful-minds/201108/how-our-senses-influence-creativity

³¹ [muskoka.civicweb.net/document/16625 - The Creative Economy in Muskoka](https://muskoka.civicweb.net/document/16625-The-Creative-Economy-in-Muskoka)

³² [zenbooth.net - Millennial Office Design in 2019, The Secretly Amazing Benefits](https://zenbooth.net)

As boomers retire and millennials step into leadership positions, companies have increasingly focused on innovative workspaces to enhance creativity and increase retention rates. These new workspace concepts break with conventional office designs. Google, Apple, and Facebook are typical examples of companies that have received considerable media attention for their unique workspaces. Nowadays, many other organizations deal with the challenge of designing such creativity-enhancing workspaces.³³

Creative Office Design Tips³⁴

- Open concept and collaborative work area
- Mixed seniority work areas (elimination of private offices for senior staff)
- Flexible office layout (staff are free to roam and work from anywhere)
- Designated quiet zones where workers can go to recharge ([Zenbooth](#))
- Mixed-purpose common areas
- Informal meeting/conference rooms
- Murals, creative and inspiring art and paint colours
- Dynamic wallpaper (forest, outdoor landscapes)
- Large windows, bright and well-lit workspaces
- Fresh air and plants
- Allow individualized music for creativity

³³ [Papers.ssrn.com – Designing Creativity Enhancing Workspaces: A Critical Look at Empirical Evidence](#)

³⁴ [salesforce.com/blog/2016/02/how-changing-your-workspace-can-boost-creativity.html](#)

Corporate Branding^{35 36 37 38}

Branding your organization as an employer of choice is critical in recruiting quality staff. Understanding what you can offer as an employer goes deeper than rates of pay and benefit packages. Though these are great incentives, properly marketing things like positive community culture, authentic leadership, flexibility and opportunities for career development and advancement could go a long way in ensuring that your organization is sought after as an employer.

Building a brand that highlights what your organization stands for and the benefits of working there is important.

Ensuring that job postings are comprehensive, and express the values and culture of the organization, in a way that excites possible applicants rather than showing only simple job descriptions, is an excellent step towards branding your organization as an employer of choice. Ensure that you are marketing to different personality types and what drives different personas. To market effectively and attract the type of employee who will be interested in what you are offering, it is critical that you properly advertise exactly what the position has to offer.

Strategies

- Increase social media presence
- Consider employing a brand manager and/or social media expert. They have the experience required to efficiently and effectively express company values and culture. Social media experts are essential in designing, scheduling, communicating and targeting the organization's interests to the local community
- Sponsor local teams and events
- Create sports teams for employees and participate in local leagues or tournaments (baseball, volleyball, golf etc.)
- Promote self-branding for your employees so they can demonstrate their skill base to the community and act as company ambassadors

³⁵ kbrs.ca - Viewpoint November 2019. Employment Branding: Best Practices for Building Your Employment Brand

³⁶ bcjobs.ca/blog/benefits-of-employer-branding/

³⁷ theheadhunters.ca/blog/want-to-be-an-employer-of-choice

³⁸ [Corporate Branding: What It is, and How to Do It Right](#)

Social Capital³⁹

Social Capital is the network of relationships between people who live and work in a particular society, enabling that society to function effectively. Essentially it is all the relationships we presently have, both personally and professionally. These relationships have shared norms, values and understanding. Resources exist within these relationships that can potentially assist a company in reaching its objectives.

When social connections between team members or co-workers from different departments are strong and numerous, there is more trust, higher information flow, collective action, and happiness. The combination of all of these factors could result in an increase in revenue for the company because the work processes become more coordinated and effective.

Social capital is important for keeping talented people in an organization. When a new person enters a company, he is initiated into its culture, learns from the others and if the process is completed properly, he starts to recognize himself as part of the whole, then contributes further to the development of the organization. Seeing that there is reciprocity and knowledge sharing between his colleagues is more likely to give him a reason to stay longer and motivate him to devote his time and skills to their full potential for the good of the company he is in. One of the most distinctive characteristics of social capital is that it is not depleted by use, but instead, builds on itself alongside the development of organizations.⁴⁰

Benefits

- Sharing expertise between businesses and departments
- Providing additional guidance and support for departments
- Creating department solutions
- Generating strong teams and building a sense of community
- Assuring secondment opportunities within the network
- Staying up-to-date with the latest department developments
- Sharing services between the network to decrease costs
- Potential of increased revenue for the company
- Talent acquisition and retention

³⁹ [oecd.org - OECD Insights: Human Capital: What Is Social Capital](https://www.oecd.org/insights/human-capital/what-is-social-capital/)

⁴⁰ kanbanize.com/blog/successful-organizations-run-on-social-capital

How to Build Social Capital^{41 42}

In order to build social capital particularly within smaller organizations consider joint training opportunities. By coming together to train staff you are encouraging employees to network, discuss success, share solutions to common issues and provide suggestions for best practices. Smaller organizations with few staff members can utilize cross-company training to increase the number of quality professional development opportunities. Many training opportunities such as soft skill training are a staple in many organizations. Organizing shared training (or mentoring) sessions with non-competing/sister companies is an easy way to increase networking and build social capital.

When building social capital in the workplace avoid coerced personal sharing before employees are ready to open up. Forcing staff to share personal information with colleagues can backfire into resentment and mistrust of management. Building social capital is about patiently cultivating a culture in which people see the benefits of getting to know their coworkers better and are motivated to open up over time.

- Develop a leadership training program which provides a forum for social capital creation through the establishment and maintenance of networks and through discussion and problem solving by participants
- Devise work activities which coworkers can accomplish together across departments and companies
- Build micro-training and cross departmental training programs
- Incorporate peer-to-peer mentoring amongst coworkers
- Facilitate informal work gatherings in and out of the office
- Incorporate coworking spaces into office layout and offer informal open concept and collaborative work areas
- Schedule “lunch clubs” where coworkers are encouraged to gather and contribute a menu item to share with the group
- Start staff meetings with personal sharing (eg. books, movies, music etc)
- Dedicate a wall to employees with their photos. Include photos, hobbies etc.

⁴¹ ala.org/rt/learnrt/supervisor-success-building-social-capital

⁴² ruor.uottawa.ca - The Development of Social Capital through a Leadership Training Program

Competency-Based Recruitment ⁴³

In a job market where finding potential employees who meet every expectation (education, experience, skills etc.) is becoming more difficult, developing a model and procedure for hiring based on competencies can make it easier to find the right candidate for the job. Competency-based recruitment can be accomplished by breaking down positions into their component parts and determining the skills required for each part. This allows hiring managers to distinguish which skills are mandatory and which can be trained on the job.

Strategies

- An understanding of the non-negotiable skills as well as trainable skills required for a position
- Considering alternate experiences (both work related experience and other private or carried experiences)
- Development of a competency training strategies
- An understanding of the value of creativity
- An understanding of the value of soft skills

⁴³ resolverecruit.com/what-is-competency-based-recruitment

Remote Recruitment ⁴⁴

As corporations evaluate more effective ways to connect with potential millennial talent, virtual recruiting is on the rise. Traditional recruitment methods can be expensive and time-intensive. They remain effective but combining them with virtual recruitment methods is crucial considering most candidates, millennials, Gen Z, and students spend most of their time online. However, being on campus one year and then absent the next could be detrimental to a company's brand and reputation. Therefore, understanding the recruitment gap that could be left open on campuses for other companies to fill and maintaining a strategic presence at schools and job-fairs remains essential.

When developing and executing an online-only recruitment process, it's important to look at how millennials currently use technology, understanding their behavior shifts and perceptions that come along with it. Transparent and frequent communication is the most critical part of the entire recruitment process when brainstorming recruitment solutions for millennial candidates.

Strategies

- Regular communication with candidate throughout the recruitment process
- Allow candidates to interview from the comfort of their own homes
- Ensure technology is up-to-date and running smoothly. Tech problems during recruitment could mean losing the potential talent to a competitor
- Even during virtual recruitment, younger generations (especially Gen Z, and some Millennials) are still drawn to a personal connection. Inquire with the candidate if an office tour or in-person interview or meet-up would be preferred
- 100% virtual recruitment could backfire. Millennials value a sense of connection to the interviewer and virtual recruitment could make them feel as though they're just a number
- Communicate the recruitment process clearly on your company job site and in your social media campaign. Transparency builds trust.
- Reassure young candidates that submitting an online resume is not futile. Many feel it will just get lost in junk mail

⁴⁴ https://medium.com/@thatgirl_jmarie/the-rise-of-virtual-recruiting-and-how-to-do-it-right-953914d9522f

Work Incentives ^{45 46 47}

In order to recruit and retain quality employees, offering incentives that improve the work environment and encourage them to stay with the company is important.

While incentives such as vacation time, pay increases and comprehensive benefit packages are effective, there are many additional incentives that an organization can offer to attract and retain staff.

Popular Employee Incentives

- Employee discounts and incentive programs/rewards
- Monthly lunches
- Relaxed dress code/casual Fridays
- Flexible work schedules
- Tuition assistance
- Employee recognition events
- Health and wellness fairs
- In-house clinics and screenings
- Healthy eating seminars
- Free healthy food
- Up-to-date technology
- Free/discounted gym membership
- Allocated paid time off to volunteer in the community
- Flexible work spaces (standing desks, decorate your own space etc.)
- Opportunity to work remotely some of the time
- Local partner discounts (phone plans, wellness centers etc.)
- Allocated paid time off to volunteer in the community
- Opportunities for professional development
- Provide specific feedback on work, talk face-to-face with superiors
- Sponsorship for company participation in events

⁴⁵ ncbi.nlm.nih.gov - Wellness at work: Building Healthy Workplaces

⁴⁶ recruiterbox.com - Create an Employee Wellness Program to Promote Workplace Health

⁴⁷ thebalancecareers.com/what-are-incentives-at-work-1917994

Cross-Training ^{48 49}

Perhaps the most important benefit seen in companies that implement cross-training programs is greater job satisfaction among employees, particularly with millennials. The training shows that a company is invested in the employees' professional development.

Cross-training involves teaching an employee necessary skills required to fill various job functions within the organization. Structuring a formal program organizes the training process and develops a multi-skilled labour force.

Employees involved in cross-training programs become skilled at tasks outside the usual parameters of their jobs and thus become greater assets for the company while gaining knowledge and skills that benefit them personally. A well-designed cross-training program will reduce costs, improve employee morale and productivity, and reduce turnover.

Benefits

- Enhances company reputation, attracting young workers
- Promotes employee longevity, reducing turnover
- Creates flexible and skilled workforce
- Production isn't adversely affected due to one worker's absence
- Enables employers to hire internally
- Preps employees to take on more challenging roles in the future
- Unlocks previously unknown skills and strengths, allowing employees to reach their full potential
- Motivates employees, engages them in their work and boosts productivity
- Promotes goal setting and continuous learning
- Reduces administrative burden - more flexibility with scheduling

⁴⁸ inc.com/encyclopedia/cross-training.html

⁴⁹ kbmanage.com/concept/cross-training

Cross-Training & Succession Planning^{50 51 52}

Research has shown that when executive positions are filled from outside an organization failure rates can be as high as 40-50%. Additionally, there is a cost associated with recruiting, hiring and training qualified outside staff. For these reasons cross-training could be considered as a viable strategy for succession planning.

A succession plan will identify high-level positions that are at risk of vacancy along with the current employees who have future leadership potential. Individuals can be cross-trained through strategies such as job shadowing and mentorship with the employee currently holding the position, who could be planning to retire in the near future.

The cross-training process begins by identifying the major tasks and skills in specific areas of the organization and then training each employee on these skills so that they can step in for support when needed. It builds the skills of everyone in the company and empowers employees to provide internal support, instead of outsourcing or overloading one group of employees during hectic times. There are three basic methods of cross-training:

HORIZONTAL - extends an employee's skill sets beyond their daily tasks by stretching their usual responsibilities to include those of other departments. Although not a direct route to promotion, this method does help to expose the employee to new roles and tasks that may be of interest to them.

ROTATIONAL - successful rotational training lies in coverage - everyone on a team should be able to perform everyone else's duties. Rotational cross-training prepares the business for unexpected loss or absence of key workers.

VERTICAL - this is the most common method of cross-training. The goal being to boost employee skills, pushing them forward towards the next stage of their careers. The worker is more likely to express a high level of engagement once they understand the importance of the plan, and their value to the company.

⁵⁰ edgepointlearning.com/blog/cross-training-employees/

⁵¹ Why Cross-Training Programs are Crucial to Your Succession Planning - hrtechnologist.com

⁵² themunicipal.com/2018/01/columbus-public-works-pulls-together-with-cross-training/

Secondments^{53 54 55}

Secondments are also a great tool for millennial employee retention as well as a valuable learning opportunity, often thought of as the on-the-job equivalent of exchange student programs. They offer millennials the opportunity to temporarily work on a different team within an organization, or in some cases, for a different organization entirely. This continual learning satisfies the millennial need for professional growth and meaning within their careers. The inherent value of secondments are the up-skilling of employees who often return reinvigorated and able to apply their new skills to their current role, boosting performance and cultivating a sense of well-being.

Secondment Structures

- A trade of employees between larger and smaller organizations
- A one-way secondment of an employee from a smaller organization to a larger organization
- A one-way secondment of an employee from a larger organization to a smaller organization
- Internal secondments are when employees stay within the company they currently work for but are on loan to a different department or temporarily work in a different role
- External secondments are when employees take a temporary role or project-based assignment at a different company. It could be a separate organization, a sister company, or simply a different branch of the same organization

⁵³ canada.ca/en/treasury-board-secretariat/services/staffing/public-service-workforce/secondments-assignments.html

⁵⁴ [perkbox.com - Secondment: Everything Anyone Could Ever Want to Know](https://perkbox.com/secondment-everything-anyone-could-ever-want-to-know)

⁵⁵ getcloudapp.com/blog/successful-secondment

Strategies For Successful Secondments ⁵⁶ ⁵⁷

- Running a secondment is as important as organizing it. Be clear and thorough when setting it up and maintain regular communication with the employee throughout the process
- Before accepting an employee for secondment, carefully assess their personal and professional situation. Stress, burnout and overwhelm could damage their performance or even cause them significant mental health issues. A good manager should consider these issues.
- Have a clear and signed contract that includes: duration, expectations, roles and responsibilities, management roles of employer and host, compensation, training, overtime and absences
- Provide an extensive explanation of the employee's role in the secondment, check-in with them regularly and clarify how they'll transition back into the organization. Regular feedback is key to their success

⁵⁶ [personneltoday.com/hr/eight-steps-to-a-successful-secondment](https://www.personneltoday.com/hr/eight-steps-to-a-successful-secondment)

⁵⁷ atlassian.com/blog/teamwork/what-is-secondment-benefits

Adaptive Learning^{58 59 60}

Adaptive learning creates customized learning experiences for individuals which cater to their unique needs. Tailored to all types of individuals, from beginners to advanced, this technology uses algorithms to familiarize itself to the employees needs based on tasks and responses to questions. It emulates one-on-one instruction and is an ideal training tool for younger generations who retain information more effectively when delivered in short bursts. Gartner Canada Inc. recently named adaptive learning as the number one strategic technology to impact education in 2015.

Adaptive learning platforms such as *Area9 lyceum*, collects data as the employee progresses through the modules. The data is then used to help personalize goals and create an effective learning path. The data is stored and helps to regulate the training and meet the needs of the individual.

The technology utilizes a 'confidence-based' assessments methodology to test the current understanding of the employee. The employee is asked to answer questions on content they claim to be confident about.

Benefits of Adaptive Learning

- Increased employee engagement
- Greater course flexibility and access
- Greater opportunity for employee self-remediation
- Reduced variability between sections/instructors
- Reduced equity gaps
- Lower costs for instructional materials
- Increased course completion
- provides HR managers a scale of measurement of whether the employee is ready for a promotion or advancement
- In corporate training helps learners advance more quickly, and assist in achieving their goals

⁵⁸ d2l.com/blog/what-is-adaptive-learning/

⁵⁹ dreambox.com/adaptive-learning

⁶⁰ <https://elearningindustry.com/adaptive-learning-revolutionizes-corporate-training>

MENTAL HEALTH ⁶¹

According to the 2017 Deloitte Millennial Study that surveyed Millennials in 30 countries, only 36% of Millennials in mature economies feel they'll be financially better off than their parents and only 31% think they'll be happier.

When it comes to seeking help with stress, depression and anxiety however, it's not so much where people live, but culture. The role of culture in mental health is complex and many factors are involved in how different cultures perceive mental health. For example, whether we are part of a collectivist or individualist society, gender and family roles, religious beliefs and customs all play a role. Immigrants face the added barriers of language and conflicts between the expectations of their culture and those of their new country.

One thing millennials around the world have in common is stress, and that is taking a toll on global economic prosperity. A recent analysis by the World Economic Forum estimated that “the cumulative global impact of mental disorders in terms of lost economic output will amount to \$16 trillion (US) over the next 20 years.” The World Health Organization has stated that more has to be done globally to increase mental health programs and support. Not only for economic efficiency but to enhance individual and population health and well-being, reduce social inequalities and protect human rights. There's also the need to address the impact depression, anxiety and other mental illnesses are already having on younger generations, such as Gen Z, born after 2000. As a demographic, they're even more pessimistic and concerned about their futures than millennials.

The Harvard Business Review recently published findings of a study on mental health in the workplace that paints a bleak picture of anxiety among young people. In a survey, half of millennials, those between 24 and 39, said they'd left a job at least partly for mental health reasons. The results of the study were published by the mental health advocacy group, [Mind Share Partners](#) and are one measure of how serious anxiety and depression have become among today's youth.⁶²

⁶¹ workhealthlife.com - Millennials and Mental Health

⁶² ualberta.ca/folio/2020/01/millennials-and-gen-z-are-more-anxious-than-previous-generations-heres-why

Common Issues Amongst Millennials ⁶³

- Avoidance of responsibility and independence that fosters mental resilience
- Less employment prospects than previous generations
- After the Great Recession of 2008 many millennials took on jobs that were not leading anywhere
- More financial debt
- In the last 50 years the expectation has been that each generation will do better than the one before it. This is the first generation where that's not necessarily true
- Higher levels of stress and burnout than previous generations

Late millennials and Gen Z are also delaying many of the milestones of adulthood previous generations took for granted:

- Not in relationships
- Not getting married
- Not homeowners
- Still living at home with parents
- Highly educated but the path to success is less clear

The nature of work itself has also become more stressful and competitive leaving young people with little downtime leading to burnout, lack of social interactions and less time for self care. Millennials are often reluctant to appear weak when work pressure jeopardizes their mental health.

The [2020 Sanofi Canada Healthcare Survey](#) shone a light on a worrying trend. Millennials and Gen Z workers in the 18-34 age range appear to have greater workplace stress than their older colleagues. Millennials are projected to make up [75% of Canada's workforce by 2025](#). ⁶⁴

⁶³ ualberta.ca/folio/2020/01/millennials-and-gen-z-are-more-anxious-than-previous-generations-heres-why

⁶⁴ <https://www.getmaple.ca/blog/why-are-young-workers-so-stressed-out/>

- 33% of people aged 18-34 report high levels of stress in a typical day at work, versus 22% of employees aged 55+
- 50% took at least one day off due to stress in the past year, versus 23% of employees aged 55+
- 47% have arrived late or left early due to stress in the past year, versus 17% of employees aged 55+
- 42% report workplace stress has been so intense they felt physically ill, versus 21% of employees aged 55+
- 50% of millennials have left a job for mental health reasons

A recent approach to tackling work burnout is to train people to be more resilient. This is underpinned by the assumption that highly competent people can improve their working practices to avoid burnout. However, highly competent, healthy and seemingly resilient people have been shown in studies to actually face an increased risk of burnout. This holds true for millennials, gig economy workers and especially for the types of perfectionists who are highly self-critical.⁶⁵

Millennial burnout is due to:

- Workplaces becoming more complex
- Constantly evolving technology without the necessary training to keep up
- Long shift work
- Unpredictable hours without enough breaks
- Increased online work from home
- Poor working environments

What we can learn from these studies and burnout trends is that work is becoming rapidly and overwhelmingly more difficult and complex. Rather than training staff to become more resilient, the solution is to simplify and streamline work processes, eliminate contradictory and hostile work environments, engage corporate wellness strategies and promote self-care.

⁶⁵ [open.edu - Millennial burnout: building resiliency is no answer](https://open.edu/millennial-burnout)

Wellness in the Workplace

Employers need first to recognise mental health as an important part of every person's life, respect it and openly support those struggling with it. This will inevitably create a more approachable, honest and open workplace. Employers can then help employees to work through their stress by pointing them to self-care options whether that is offered by in-house wellness programs or external resources found in the local community. There are also numerous online resources, group programs, virtual classes and health and wellness apps available for free. Companies can provide a list of these resources to staff and encourage participation.⁶⁶

[Guarding Minds at Work](#) is a comprehensive and free resource (employee survey) designed to help companies assess and address psychological health and safety in the workplace.

Mental Health Resources For Employers⁶⁷

[Assembling the Pieces: An Implementation Guide to the National Standard for Psychological Health and Safety in the Workplace](#): An easy-to-use toolkit designed to support organizations working to implement the Standard

[13 Factors: Addressing mental health in the workplace](#): The psychosocial factors that can impact the mental health of employees in the workplace

[Being a Mindful Employee Posters](#): Posters that can be used to encourage conversations on methods for promoting psychologically safe places to work

[VIDEO: National Standard for Psychological Health and Safety in the Workplace \(the Standard\)](#): Learn more about how implementing the Standard can address risk factors and help create a psychologically healthy and safe workplace

[Implementing the National Standard: Video testimonials](#): Testimonials for users to learn about other organizations' experience implementing the Standard

[Mental Health First Aid COVID-19 Self-Care and Resilience Guide](#)

⁶⁶ ceridian.com/blog/resources-to-support-employee-mental-health

⁶⁷ [Mental Health Commission of Canada](https://www.mentalhealthcommission.ca)