Attract and Retain Millennial Employees

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Activity: Describe Generations

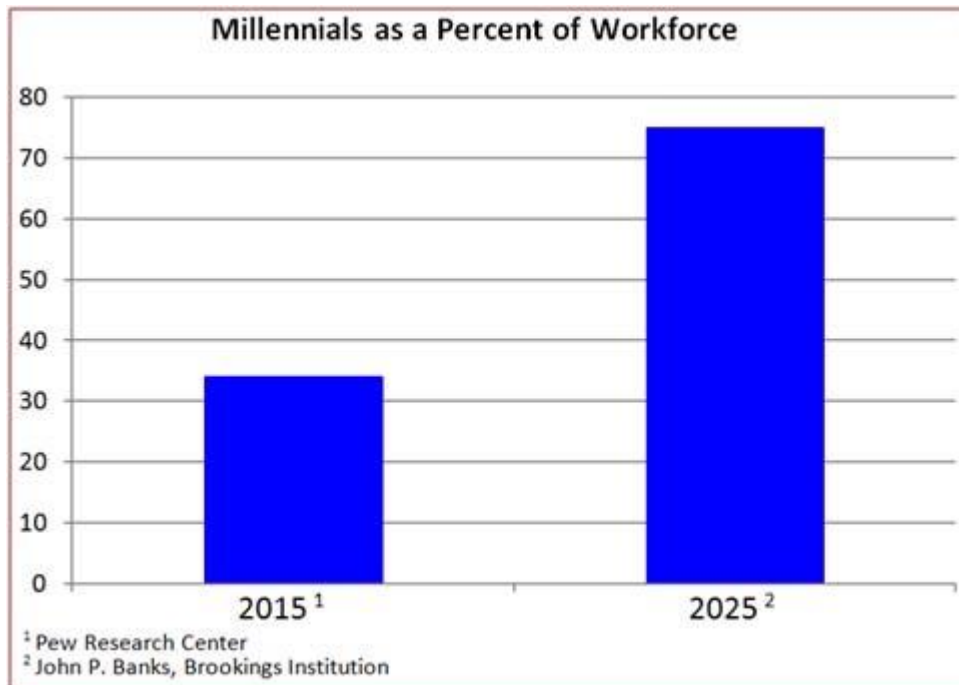**Match these generational descriptors with the generation they best describe:**

Descriptors	Generations
A. Trophy Kids	**Traditionalist / Silent**
B. Service Oriented	
C. Tech Savvy	**Baby Boomer**
D. Entitled	
E. A force to be reckoned with	**Generation X**
F. Squirrel concept	
G. Narcissistic	**Millennial**
H. Employees	

Who are Millennials?

Generation	Birth Years
Traditionalists	1922-1945
Baby Boomers	1946-1964
Generation X	1965-1980
Millennials	**1981-2000**

Data excerpted from HotelExecutive.com, "Career Development: What Do Younger Generations Expect"

Why Should You Care About Millennial Employees?

Millennials as a Percent of Workforce

[1] Pew Research Center
[2] John P. Banks, Brookings Institution

75%

of the workforce will be made up of Millennials by the year 2025.

Source: John P. Banks, Brookings Institution

The Cost of Turnover in Dealerships

36%	Average dealership turnover rate. [1]
10%	Healthy employee turnover rate. [2]
64	Average number of dealership employees. [3]
150%	Percent of an employee's annual salary spent on a replacement. [2]
$55,000	Average dealership employee salary. [3]

1 - 2014 Dealership Workforce Study Industry Report by NADA and ESI Trends
2 - Halogen Software, "Does Your Organization Have a Healthy Employee Turnover Rate?"
3 - 2015 NADA Data report

Let's Do the Math

36% of 64 employees	23 turnovers each year.
150% of $55,000	$82,500 to replace each employee.
23 x $82,500	**$1.9 million** to replace lost staff <u>each year</u>.

Activity: Generational Workplace Traits

Match these generational workplace traits with the generation they best describe:

Workplace Traits
A. Optimism
B. Personal Growth and Gratification
C. Dedication
D. Work-life Balance

Generations
Traditionalist / Silent
Baby Boomer
Generation X
Millennial

Millennial Workplace Traits

Millennials	
Attitudes and Expectations	• Optimism • Diversity • Immediate access to information and services
Key Characteristics	• Techno-savvy • Eager to accept challenges • Innovative and creative

Data excerpted from HotelExecutive.com, "Career Development: What Do Younger Generations Expect"

More Millennial Workplace Traits

Millennials	
Work Ethic and Values	• What's next • Multitasking • Tenacity • Entrepreneurial • Tolerant • Goal oriented
Work is …	• A means to an end • Fulfillment
Interactive Style	• Participative
Communications	• Email • Text
Feedback and Rewards	• Whenever I want it, at the touch of a button • Meaningful work
Messages that Motivate	• You will work with other bright, creative people
Work and Family Life	• Balance

Based on an article in Astronology, Astron Solutions ezine, January 24, 2012

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<u>Hiring</u>

Focus Area Checklist	Steps To Implement Recommendation
During the interview: ❑ Ask them what they expect the job to be and what they would like it to be. ❑ Ask them about their advancement goals and growth expectations – not just promotions but how they would like to grow personally in the job. ❑ Determine characteristics of retail automotive and dealership operations that appeal to Millennials. Communicate that to prospective employees.	
❑ Use current Millennials to recruit others.	
❑ Use YouTube, Facebook, and social media to connect with Millennials.	
❑ Use hiring assessment tools and service providers to match Millennial employee prospects to the demands and structure of the retail environment.	

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<u>Collaboration</u>

Focus Area Checklist	Steps To Implement Recommendation
❑ Provide opportunities to work together with peers – within and across departments.	
❑ Emphasize teamwork.	
❑ Provide mentoring opportunities.	
❑ Share decision-making.	
❑ Open lines of communication across the entire organization.	
❑ Avoid confrontational approaches to staff.	
❑ Host small group sharing sessions with management.	

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Challenge and Engagement

Focus Area Checklist	Steps To Implement Recommendation
Provide frequent *micro* learning opportunities: ❑ eLearning built into dealership software tools. ❑ Share relevant videos - YouTube, industry websites, LinkedIn links, etc. ❑ Maintain an electronic library of articles, videos, eLearning opportunities, etc. that is accessible both in and out of the dealership. ❑ Conduct regular "brown bag" learning and sharing sessions.	
❑ Provide opportunities for job shadowing with other dealership positions.	
❑ Take advantage of multi-tasking abilities of staff – provide them with a variety of tasks during their day.	
❑ Get staff involved in designing and conducting peer learning opportunities.	

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<u>Instant Access to Information</u>

Focus Area Checklist	Steps To Implement Recommendation
❑ Integrate mobile tools like tablets and smartphones into the daily workflow.	
❑ Integrate online tools like Skype, text, chat into the daily workflow.	
❑ Maintain online, searchable, information resources (manuals, references, eLearning courses, recorded webinars, etc.).	
❑ Give staff access to the same online sources that customers use.	

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Organizational Purpose

Focus Area Checklist	Steps To Implement Recommendation
❑ When communicating management decisions to staff give them the rationale for, and thought processes behind, those decisions.	
❑ Don't just train skills, but educate staff on dealership history, management goals, plans for future directions, and how the company works.	
❑ Provide staff with opportunities to offer outreach to the community, nation, and world.	

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<u>Work Environment</u>

Focus Area Checklist	Steps To Implement Recommendation
❑ Provide some flexibility in their schedule.	
❑ Encourage open communication.	
❑ Reward innovation.	
❑ Provide opportunities for work-life integration.	
❑ Allow opportunities for some job autonomy.	