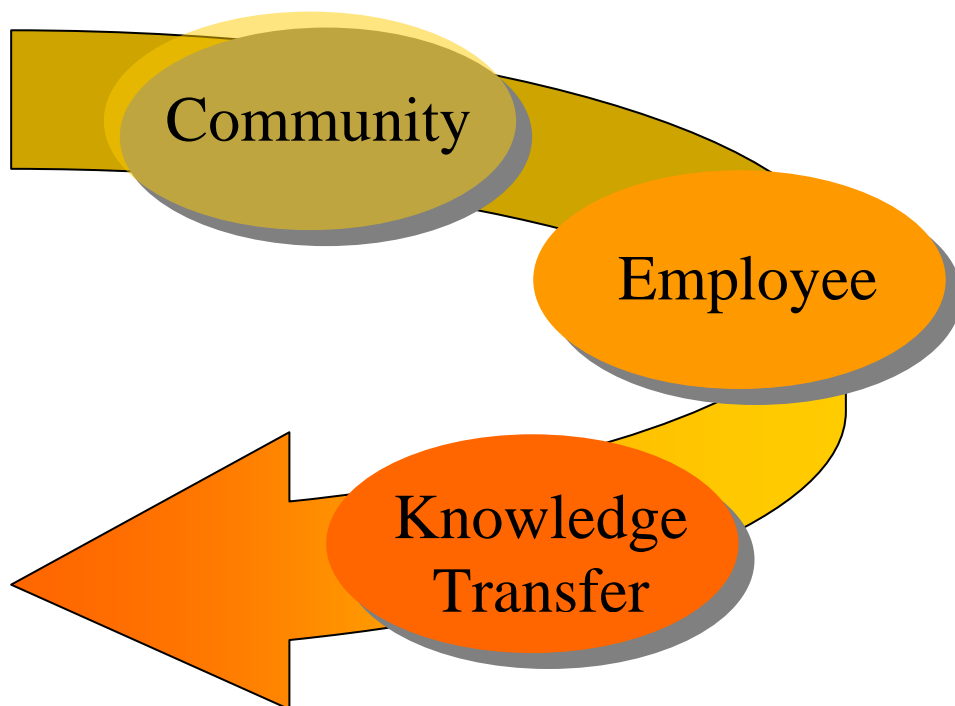
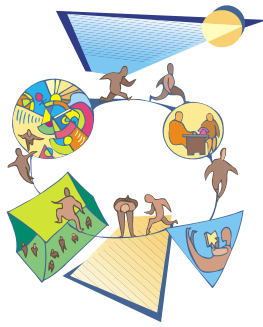




Recruiting: The Rules Have Changed



Introduction



Finding ways to attract candidates will become a major challenge in the coming years. Organizations will be faced with a new kind of workforce. This workforce could include 5 generations of workers with distinct needs. Figuring out how to recruit members from each of those generations will be a challenge.

This is not a situation where you will be recruiting employees to work in full time positions like you have in the past. It is likely you will also be recruiting some of your retiring workers to come back or stay with the company.

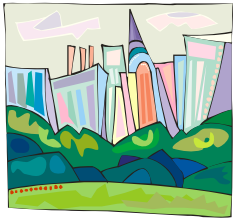
The “Boomers” will have different needs than before. They will be looking for more flexibility and less responsibility. The “Gen Y” candidates will be looking for new ways of working. They will want to work in teams. They will need additional hand holding. Your current “Gen X” employees will be moving into leadership roles and will have different needs.

Recruiting will not be focused on just the individual either. They will seek advice from family and friends. They will be reading information from the internet. They will contact current workers. A company will have to understand and deal with public perception.

The workplace is likely to change also. The workforce of the future will require more flexibility in hours, schedules, time-off, and work location. They will require new technology for communication. This will require most organizations to begin training their current employees to work in this new environment.

This workbook can be used along with the video to help you begin to build a plan to address the recruiting situations you might face in the future. The workbook and video are geared to helping you attract talent. Review the May broadcast “Getting Employees Engaged and Keeping Them There” to help you understand how to keep employees once you have hired them.

Current and Future Workforce



The workforce of the future will be different from the one we have had over the last few decades. It will be quite diverse from a generational standpoint. The new “Gen Y” employees will have their unique expectations. You will also be trying to recruit “Boomers” to stay or to work in a semi-retired part time capacity. Regardless of who your workforce is, they will require different recruiting techniques than you currently employ.

Action Item #1: Make a list of the jobs in your department and the number of each generation that currently occupy and will occupy in the future.

In the table below, write down the job titles for your department. Put the number of employees of each generation currently filling those jobs in the boxes to the right. After that, put the number of each generation that you anticipate filling those jobs.

Job Title	GI Gen	Silent Gen	Boom	Gen X	Gen Y

Beat Generation (1914 – 1930)
 Silent Generation (1931 – 1945)
 Baby Boomers (1946 – 1964)
 Generation X (1965 – 1977)
 Generation Y (1998 – 2000)

Make a list of the value each generation will bring to your organization. Write your comments in the table below.

Generation	Value
Beat Generation (1914 – 1930)	
Silent Generation (1931 – 1945)	
Baby Boomers (1946 – 1964)	
Generation X (1965 – 1977)	
Generation Y (1998 – 2000)	

Future Workforce Needs



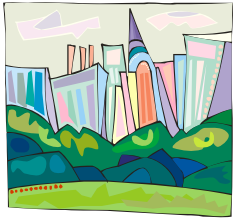
Before you can begin recruiting, you will need to anticipate what will attract candidates to your company. Times are changing and the needs of the candidates are changing. Regardless of which generation your candidates belong to, their needs will probably be different than what you have seen in the past. Will you need to change your work schedules? Will you need to change your workspace? Will you need to implement new technology? These are all questions you should explore in order to plan for the future workforce.

Action Item #2: Determine the employment expectation and needs of each generation.

Interview a few members of each generation to identify differences in needs. Write those needs in the table below. Be sure to solicit specifics about what would help recruit them if they were currently interviewing with your company. You probably will not be recruiting from the Silent generation, but you certainly might be recruiting Boomers since they represent a tremendous wealth of knowledge.

Generation	Needs
Silent Generation (1931 – 1945)	
Baby Boomers (1946 – 1964)	
Generation X (1965 – 1977)	
Generation Y (1998 – 2000)	

Current Recruiting Methods



Your current recruiting methods might not work in the future. Most of those methods were designed for the “Gen X” or possibly even the “Boomer” workforce. The “Gen Y” workforce might not respond to your current methods. You will need to look at both the message and the methods you use to recruit.

Action Item #3: Analyze your current workforce recruiting practices to determine where changes should be made.

List your organization or department’s current recruiting practices below. Be sure to speak with your staffing department.

Future Recruiting Methods

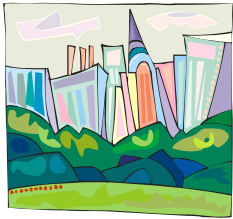


There are many new ways companies will be able to use to recruit “Gen Y” employees. They are connected to technology much more than any other generation. They communicate constantly with each other and they make decisions based on different criteria than other generations. Another point to consider is that you might be recruiting some of the Boomers to stay with your company rather than retiring.

Action Item #4: Identify how you will recruit for the future.

List changes or additions you can make to your current recruiting practices in order to attract workers to your organization.

Changes Needed



Most companies will need to make changes to meet the needs of both current and future recruits. Companies will find they will need to make a changes in the way they communicate with candidates, and it is possible that changes will be made to accommodate different work styles. Finally, it will be necessary to learn new processes, techniques, and tools in order to work with the new workforce.

Action Item #5: List the specific changes you will need to make to your recruiting practices and workplace to accommodate changes in the workforce.

In the space below, make a list of the specific changes you need to make in the way you recruit new workers for your organization. Remember to include changes needed in order to recruit or entice “Boomers” to stay. This can include the material and methods used to recruit.

Area of Change	Specific Changes to be Made
Recruiting	

In this space, make a list of the specific changes you will need to make in the workplace to attract and keep members of the future workforce. This can include changes in work hours, flex time, virtual office, part time, etc. Refer to the information you gathered from the interviews.

Area of Change	Specific Changes to be Made
Workplace	

In this space make a list of changes to explore in order to entice new workers to your organization. This does not have to be all about money. Include things like changes in time-off or benefits. This might include employees drawing retirement and salary.

Total Compensation	
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Make a list of skills you and your organization will need to develop in order to work with the new workforce. Consider training, mentoring, and technology based skill sets. Include any new skill needed to communicate with the “Gen Y” employees.

Skills	
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List the tools and equipment you might need to add to recruit and keep the workforce of the future. Include things that will help you and the future workforce improve performance.

Tools	
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Recruiting Plan



Once you have identified the changes you will make, the next step is to make a plan for integrating those changes into the workplace. Using this workbook as your guide, you define your specific plan for recruiting that is relevant to the current marketplace and the candidates you need to engage.

Action Item #6: Put together a plan. Include specific actions and time frames.