**Recruiting the Generations – Literature search**

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1. **Recruiting the four generations**

Identified four steps:

* Need to understand the characteristics of the four generations – Traditionalist, Baby Boomers, Generation X, Generation Y
* Evaluate existing recruiting practices
* Create recruitment messages that appeal to each generation
  + Traditionalists – history and legacy of the organization
  + Baby Boomers – industry awards and evidence of market leadership
  + Generation X – opportunities for formal and informal learning, flexibility of opportunities to promote work-life balance
  + Generation Y – social responsibility, use of technology and social media
* Establish transparency and alignment between promises and reality

**Reference:** Kovary, G. & Buahene, A. (2005). Recruiting the four generations, Canadian HR Reporter, May 23, 2005.

**Link:** <http://www.ngenperformance.com/pdf/articles/RecruitingTheFourGens.pdf>

1. **Recruiting and managing the generations**

* Reviewed characteristics and population profiles of each generation and recruiting strategies for each generation.
* Sections for each generation include an overview, recruitment tactics and messages, and media usage
* Strategies are more focused more on recruiting for employment however the review of characteristics is well done and succinct.
* Helpful section on motivation and retention of the generations with subheader sections on recognition and rewards, benefits, feedback, access, supervision, training and career development, social interaction, and communication.

**Reference:** NAS Recruitment Communications. (2007). Recruiting and managing the generations.

**Link:** <http://www.nasrecruitment.com/docs/white_papers/Recruiting-Managing-The-Generations-White-Paper.pdf>

1. **Recruiting and managing the Younger Volunteers**

* Focus is on recruiting Gen X and Gen Y for volunteers for volunteer organizations
  1. New challenging projects
  2. Communication and meetings by email and conference calls, etc.
  3. Opportunities to learn and grow to enhance career options and advancement
  4. Reward and recognition for putting in time and effort (i.e. video games advance you to the next level)
  5. Take into consideration change management (i.e. boomers and Xers resist change more when it comes from the top)
  6. Consider differences in decisionmaking style - Boomers 🡺 project mgt and planned actions, Xers 🡺 computers for analysis and do first then tweak
  7. GenY – include fun activities with a win/win well-defined outcome, efficient operations, technologically up-to-date, team-based, empowered decisionmaking, action-oriented, flexible, and offer frequent feedback and information.

**Reference**: McKee, T.W. Recruiting and managing the younger volunteers, Volunteer Power Newsletter.

**Link:** <http://www.volunteerpower.com/articles/GenX.asp>

1. **Intergeneration volunteering recruitment messages**

**EXCELLENT** reference tool which details key phrases that appeal to the different generations for use in communication.

**Reference:** Queensland Government Dept of Commerce, Intergeneration volunteering recruitment messages.

**Link:** <http://www.oursharedresources.com/ResourceHelpers/GetAttachment/437>

1. **Information Sheet: Recruiting Practices for Different Generations**

**EXCELLENT** one page article on recruitment strategies for each generation for volunteer organizations.

**Reference:** Queensland Government Dept of Commerce, Information Sheet: Recruiting Practices for Different Generations

**Link:**<http://www.volunteeringqld.org.au/web/documents/Recruiting%20Practices%20for%20Different%20Generations.pdf>

1. **“We” Generation’s embracing service**

Brief one page article on the Gen Y/Millenial/We Generation’s interest in volunteerism and improving the world around them with more focus on “we” and not “me.”

**Reference:** Culbertson, S. (2005). “We” Generation’s embracing service, World Volunteer Web website.

**Link:**<http://www.worldvolunteerweb.org/news-views/viewpoints/doc/we-generations-embracing-service.html>

1. **How to recruit, Hire, and Retain Best of Generation Y: 10 Workplace Issues Most important to Gen Y**

* Gen Y is a large population and is the foundation for employment and leadership for the next 3 decades.
* Characteristics of Gen Y – indulged and pampered generation, tech savvy and wireless culture.
* Top 10 issues for Gen Y
  1. **\*Nurturing corporate culture of teamwork and relationships with co-workers**
  2. Job flexibility
  3. **\*Challenging work**
  4. **\*Growth opportunities**
  5. **\*Volunteering options**
  6. Competitive salaries
  7. **\*Advancement opportunities**
  8. **\*Recognition programs**
  9. Business casual
  10. Intrapreneurship programs

**Reference**: Hansen, R.S. How to recruit, Hire, and Retain Best of Generation Y: 10 Workplace Issues Most important to Gen Y

**Link:**<http://www.quintcareers.com/recruit_retain_Gen-Y.html>

1. **Recruiting the Facebook Generation**

* Mission must resonate with the target audience
* Communicate “why” rather than “what”
* Work needs to be fun, interesting, and provide a variety of opportunities

**Reference:** Court, R. (2012). Recruiting the Facebook Generation, The New Zealand Herald. July 21, 2012.

**Link:** <http://www.nzherald.co.nz/business/news/article.cfm?c_id=3&objectid=10821151> \*\*