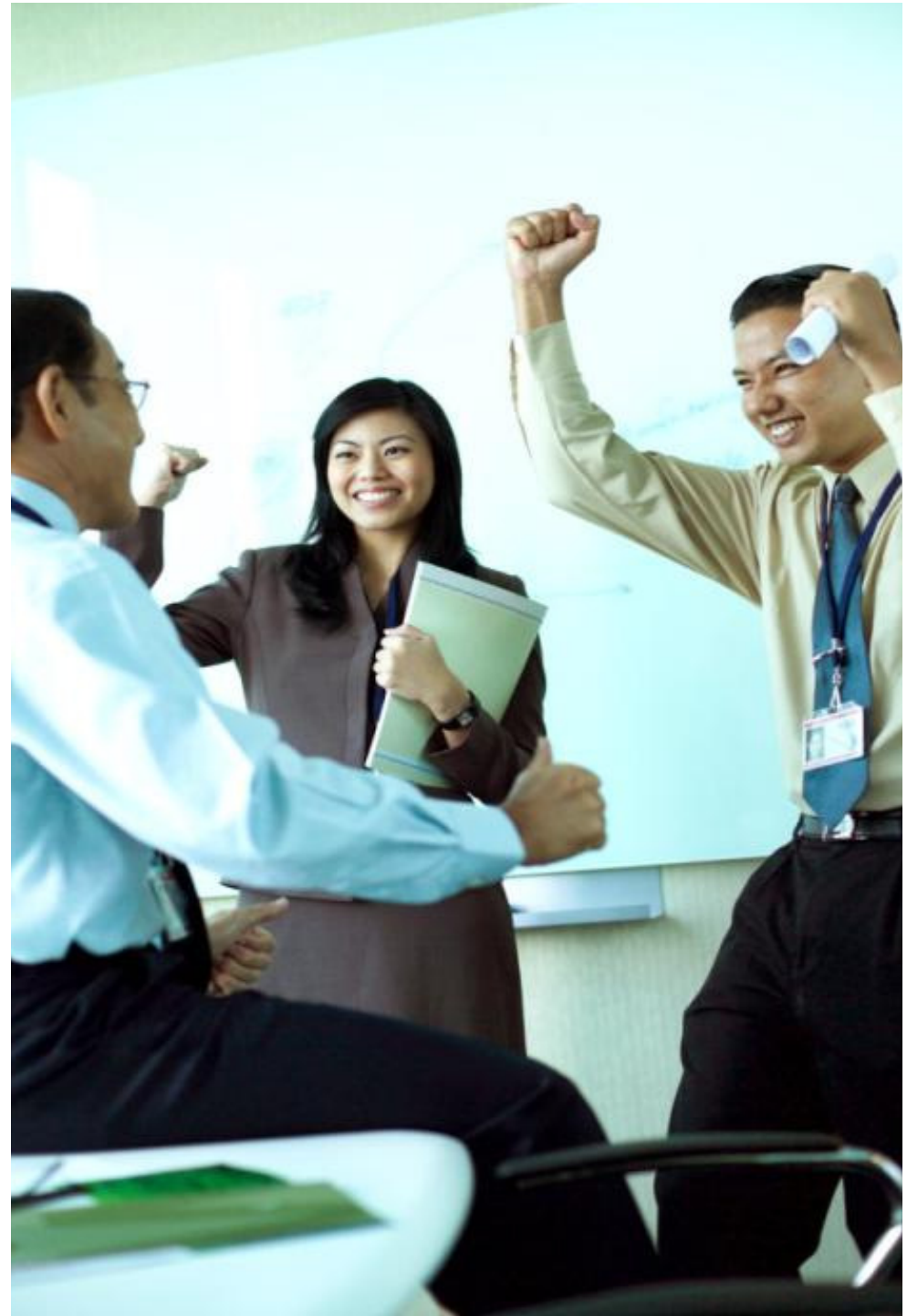


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**E**mployment  
**P**ractices

# Harnessing the Potential of Singapore's Multi- Generational Workforce



# Objectives of Study

- Reduce Age Discrimination
- By raising ability of employers to manage different generations

# Background

- More generations of people working together than ever before
- Re-Employment Legislation
- Ability to manage diversity is key to success
- Builds on previous research e.g. GMP
- Survey involved >3500 respondents from 30 organisations

# Four Different Generations

- For this study, survey participants were categorised into four different generations :
  - Traditionalist
  - Baby Boomer
  - Gen X
  - Gen Y

# Key Findings of Common Characteristics

- Multi-generational workforce has positive effect on overall performance of organisation
- Preferred means of communication are: Face-to-face meetings and Emails
- Preferred learning: On-the-job Training, Mentoring and Coaching
- Desired characteristics of Supervisor/Manager: Caring, Inspiring and Competent
- Current supervisor ranks low in: Giving praise, Recognition and Rewards

# Key Findings - Gen Y

- Value Flexible Working Hours and Leave
- Adaptable to change
- Don't assume strong in technology / creative
- Baby boomers – some don't get it
- I want career development and training

# Key Findings - Gen X

- Committed and dedicated
- Good at customer service and work attitudes
- Baby boomers – some don't get it
- Experience less work-life harmony
- Choose to work beyond official retirement age

# Key Findings - Baby Boomer

- No problem with being online – Emails, Social Networking
- Gen Ys – Don't quite understand some of them
- Willing to work beyond working hours (Esp among males)
- Eldercare overtaken childcare
- Extended medical coverage is valued

# Key Findings - Traditionalist

- Gen Ys – don't quite understand some of them
- Good work life balance
- Feel more comfortable in their work
- Employers generally fair but as employees get older, more likely to perceive treatment as unfair
- Inclusion
- Want to work longer beyond official retirement age. Retirement options e.g. phased retirement is key

# **WHAT ARE THE THOUGHTS OF THE DIFFERENT GENERATIONS ON A MULTI- GENERATIONAL WORKFORCE**

**Mr Tan Jing Koon, Traditionalist**

**Ms Yeo Miu Ean, Baby Boomer**

**Mr Josh Goh, Gen X**

**Ms Lim Jia Ling, Gen Y**

# Next steps

- Understand the strategic imperative of a changing workforce for the organisation
- Understand the different needs
- Avoid labels and stereotypes
- Raise awareness
- Develop values that support fair and respectful treatment
- Develop strategies to leverage potential of all employees

# Strategies

- Equip HR functions
- Raise supervisory capability
- Provide training
- Review recruitment and selection strategies
- Encourage multi-generational teams
- Flexible benefits and reward package
- Review existing internal communication
- Review human development strategies

# QUESTIONS?