



**Universities Human Resources**

# **CUPA Conference / USA Study Visit 2020**

---

Alison Stephenson

Deputy Director of Human Resources



**University of  
Sunderland**

# Today's Session

- My Bursary Application and My Journey.
- CUPA-HR Annual Conference & Expo 2020.
- Topic: Multi Generation Workforce.
- Findings & Conclusions.
- My Next Steps.

# My Bursary Application & My Journey

---

# My Bursary Application

## Scope ....

- Multi Generation Workforce.
- Explore Drivers.
- Explore Motivators.
- Identify Synergies.
- Share Best Practise.
- Establish Findings.

## How ....

- Collaborate
- Make Professional Connections.
- Study Visits:
  - University of Central Florida
  - Miami University
- Networking.
- NEYTH UHR

Worldwide  
Pandemic



# My Journey

## At the start ....

- Research.
- Blogging.
- Travel.
- Networking.
- Benchmarking.
- More Blogging.
- Sharing / Linked In Learning.

## Reality ....

- Research.
- Networking.
- Online.
- Discussion Boards.
- Surveys.
- Linking – Linked In.
- Benchmarking.
- *Sharing / Linked In Learning.*

# CUPA-HR Annual *Virtual* Conference & Expo 2020

5 – 7 October 2020

# CUPA-HR Annual *Virtual* Conference and Expo 2020

A Penny For Your Thoughts, But  
A Mentor Is Priceless.

Race & Ethnicity in HE: Diversity Efforts Must  
Extend Beyond The Student Body.

Is Everyone Doing HR  
Analytics Except Me?

Strategic HR Partnerships With  
Academic Leadership.

Grabbing At Smoke, Or  
Building Trust?

Transformation Inside Out:  
Changing HR at Virginia Tech.

Bridging The Gap: An Immersion Into  
Disability – Inclusive Strategies.



# CUPA-HR Annual *Virtual* Conference and Expo 2020

- Excellent Opportunity.
- Noticeable Cultural Differences.
- USA / United Kingdom.
- Some Pronounced and Animated Language.
- Very Aspirational.
- Passionate.
- Participants - Affirmation or Gratitude.
- Facing Similar HR Issues.
- Dealing with **Two** Major Pandemics.
- Linked In Connections.
- Unique and memorable experience.

# CUPA-HR Annual Conference & Expo 2021

- Bursary Applications.
- UHR.
- Topical.
- Explain Delivery Methods.
- Previous Winners.
- Prepared to Network.

- Washington DC / Online.
- October 2021.
- Excellent Opportunity.
- Impact / Value.

# Multi Generation Workforce



# Five Generations Working Side by Side in 2020



TRADITIONALISTS



BOOMERS



GEN X



MILLENNIAL



GEN 2020

< 1945

1946 - 1965

1966 - 1980

1981 - 2000

>2001

Traditionalist < 1945	Boomers 1946 - 1965	Gen X 1966 - 1980	Millennials 1981 - 2000	Gen Z >2001
8.5%	22.2%	19.5%	26.5%	23.3%
Home Ownership	Job Security	Work-Life Balance	Freedom & Flexibility	Security & Stability
Hard Work / Loyalty	Question Authority	Task Oriented	Eagerness	Flexible / Self Reliant
Largely Disengaged	Early Adopters	Digital Migrants	Digital Natives	Technoholics

<b>Traditionalist &lt; 1945</b>	<b>Boomers 1946 - 1965</b>	<b>Gen X 1966 - 1980</b>	<b>Millennials 1981 - 2000</b>	<b>Gen Z &gt;2001</b>
Reward Loyalty	Money is reward	‘What’ and ‘Why’	Flexibility	-
Intro change slowly	Recognise Achievement	Collaboration	Multiple Careers	-
Protect knowledge and skills	Protect knowledge and skills	Continuous access to T&D	Employee- centric, tech based learning	Employee- centric, tech based learning
-	TV / Home Phone	Email / Text	Text / Social Media	Facetime / Video Calls

# Facts

- 2019 in UK
- 4.66 million people who were aged between 50 - 54
- The most people of any age group.
- Born between 1965 and 1969
- The youngest members of the Baby Boomer Gen.
- The large demographic born in the years after the Second World War.



# ACAS Age Audit

The Government predicts that, by 2022, there will be 700,000 fewer people aged between 16 and 49 in the UK, compared with 3.7 million more people between the age of 50 and State Pension age.



# CIPD's Labour Market Outlook Report

- BREXIT and Workforce Trends.
- The share of organisations reporting hard-to-fill vacancies increased from 56% in the Spring 2017 report to more than three in five (61%) organisations in the Spring 2019 report.
- In response many organisations are raising salaries, especially for key staff and new starters.
- According to the LMO Autumn 2019 report, 59% of private sector employers reported raising salaries to help offset their recruitment difficulties.

# Survey Respondents

---

# Survey Responses ...

**Respondents:**

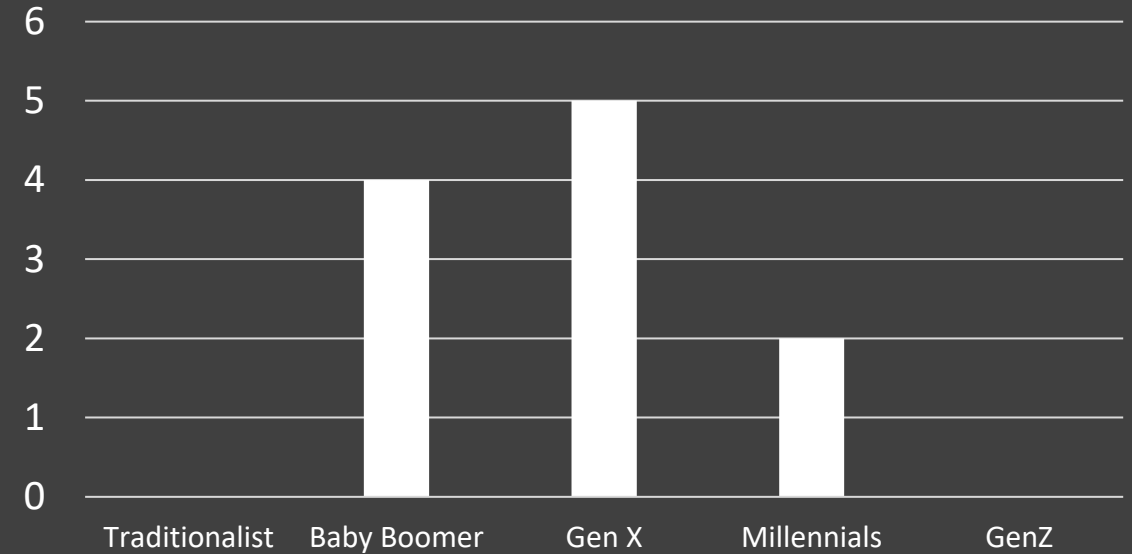


**72.7% (8)**

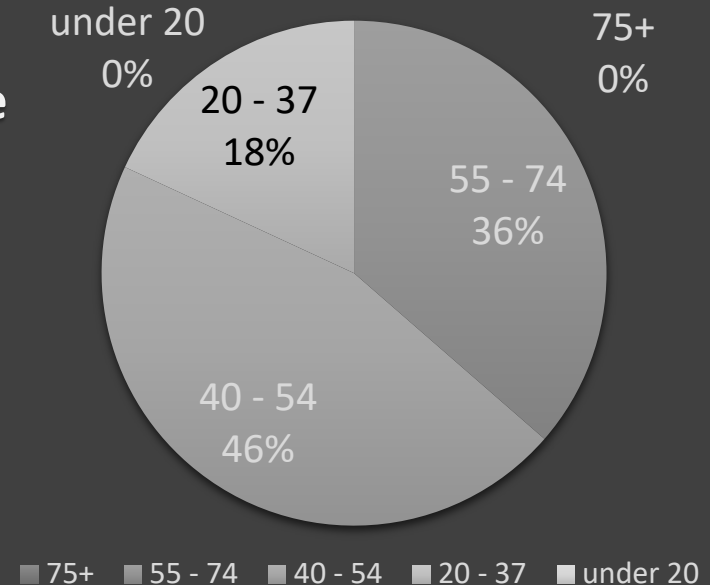


**27.3% (3)**

Head Count By Generation Profile

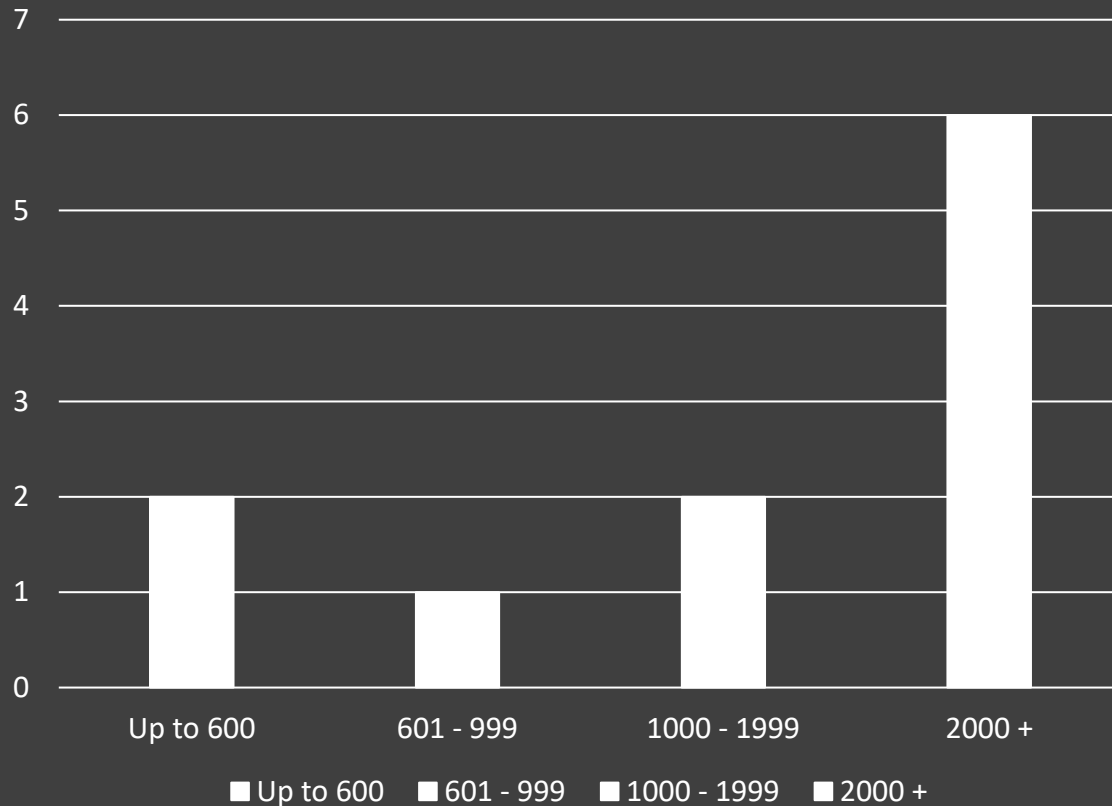


Age Profile



# Survey Responses ...

Size by Number of Employees



- 2 Linked In Learning (18%)

**HR Departments:**

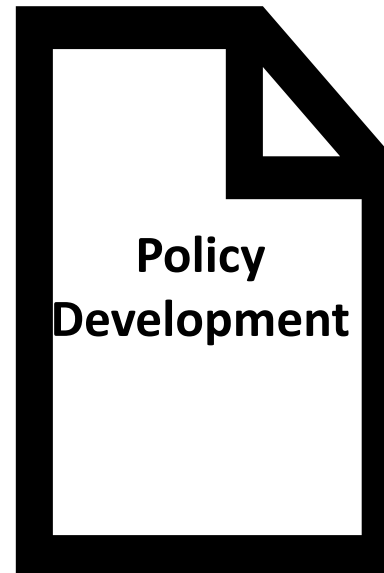


**100%**

**EDI Departments:**



**72.7% (8)**

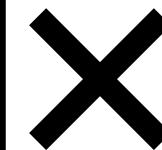


**Policy  
Development**

Consciously Recognise  
Multi Generation Workforce



**54.5% agreed (6)**



**45.5% not agreed (5)**

# Respondents Location

- Arizona
- California
- California
- Colorado
- Georgia
- Indiana
- Kentucky
- New York
- Pennsylvania
- Tennessee
- Texas

# Findings & Conclusions

---

# Attract, Recruit & Retain

- 45.5% (5) have strategies.
- Examples include:
  - Upskill & Reskill Programme.
  - Diversity Strategies – multi platforms for recruitment.
  - Reformat Role Profiles – focus on actions and developments before duties.
  - Demonstrable Benefits to attract, recruit and retain MGW.
  - Modernising / reviewing the application process.

# Progression or Succession Planning

- 54.5% (6) have strategies.
- Very little evidence to support this.
- Examples include:
  - Retention – increased importance to retain skills.
  - Part of annual resource planning process.
  - Strong focus on Equal Employment Opportunity.
  - Not always concerted effort.



# Employee Relations

- 27.2% (3) have strategies.
- Others made reference to the Labour Unions and agreements preventing development.
- Examples include:
  - Training programmes are designed based on different age categories.
  - Training programmes on managing age difference and workplace civility, which includes Multi Generation employees.

# Remuneration, Reward and Benefits

- 9% (1) has a strategy.
- Many make reference to the challenges in implementing changes – Labour Unions.
- Examples include:
  - Intentional strategies have been development to address the clear differences in the workforce – Multi Generation employees.
- 501 – 999 employees

# Organisational / Staff Development

- 54.5% (6) have strategies
- Examples include:
  - Basic skills training for younger employees – business writing skills.
  - De-emphasise the need / reliance for recruiting.
  - Exploring how to recruit and train new younger employees.
  - Training & development offerings recognise the needs of Multi Generation Workforce.

# Flexible Working Arrangements

- 27.2% (3) have strategies
- Examples include:
  - Flexibility around working patterns.
  - COVID had forced flexibility.
  - Flexibility has been available and crucial to work life balance.
- Most felt that roles were designed to be flexible and therefore employees were required to meet the needs of the role.

# Barriers to embedding culture of supporting and leading Multi Generation Workforce.

- Resistance to change.
- Skills Gap.
- Lack of Technology / Resources.
- Conflicting Interests.
- Different Values Set.
- Baby Boomers and Traditionalist very set in their ways.
- Preconceived notions.
- Diversity training is voluntary.
- Training does not change mindsets.
- Senior leadership do not value flexibility, diversity and innovation.

# Key Points

- Aging Workforce.
- Multi Generational Differences and Expectations.
- Employee-centric.
- BREXIT.
- Workforce Trends.
- Rising Salaries to offset recruitment difficulties.



# Conclusions & Considerations

Complex Workforces.

Significant changes ahead.

Some organisations are consciously developing strategies to understand workers needs and expectations.



## Conclusions & Considerations

Employers should consider using experiential learning to help generations know and understand one another.

Acknowledge each generations strengths and expectations.





# Conclusions & Considerations

One size does not fit all.

Eg HR policies,  
HR to use a blended approach.

Be innovative.

Future-proofing HEIs with  
HR leading the way.

# My Next Steps

---

Thank You



Universities Human Resources