

Recruitment & Retention of Multigenerational Court Staff



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**Faye M. Guertin
Deputy Court Administrator
Chandler Municipal Court
Chandler, Arizona**

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Recruitment and Retention of Multigenerational Court Staff

Faye Guertin

Abstract

The information available regarding multigenerational differences in the workplace is bountiful. However, information that encompasses multigenerational recruitment and retention in the court system is lacking. This is intriguing since recruitment and retention has a direct impact on not only the court's budget, but the ability to accomplish its mission. Poor hiring and rapid turnover results in a significant impact to the court's budget since the majority of a court's budget is dedicated to its employees' salary and benefits.

This project seeks to apply insights about multigenerational differences to the court environment. Specifically, the project examines implications that multigenerational differences have for recruitment and retention of qualified court staff. Four research questions were considered.

- What generations are in the workplace?
- Why is a multigenerational workforce needed?
- How do multigenerational differences impact a court's ability to recruit qualified employees?
- How do multigenerational differences impact a court's ability to retain qualified employees?

The project uses the experience of the Chandler Municipal Court as a case study. To learn about the court's experience with a multigenerational workforce, court managers and staff were surveyed. The purpose of the survey was to: a) identify the various generations employed by the court; b) Who is important to them; c) What is important to them; d) Their technology preferences; and e) How they learned about open jobs at the court.

The survey responses and literature reviewed suggest several common themes that impact the successful recruitment and retention of multigenerational court staff. For example, a consistent theme is that educational programs have changed over time, providing each generation with a different but complementary emphasis in the workplace. A second theme is that recognizing the role that different life stages play in the workplace is critical for identifying strategies to retain court staff.

Based on these common themes, there are several strategies that can be used to recruit and retain a multigenerational workforce. For example, periodically conduct a workforce demographics analysis. This will assist with understanding how generational differences could impact future hiring. Also consider posting job announcements to attract multigenerational hires. Become familiar with the best place(s) to post job openings to generate interest from each generation. Generational preferences may lend themselves to the various generations applying for specific types of jobs based upon their skill sets and preferences. Thus, understanding the importance of the various motivational preferences and how they differ among the generations plays a key

role in recruitment. Lastly, maximize the benefits that multigenerational staff will bring to the court. There are differing perspectives that each generation can bring to the workplace. This is very beneficial for court staff to learn from each other.

In the process of researching the various generations, an interesting point came to light. An individual's "life cycle" appears to have more of an impact than the generational birth year when it comes to motivation. An individual's significant other in the older generation motivates them the most, even though they have children, most of whom are grown. The younger generations, who have dependent children still living at home, are motivated the most by their children. As a result, there is some support for the conclusion that an individual's life cycle should be taken into consideration when considering motivation within the workplace.

Multigenerational recruitment and retention of court staff must be dealt with so that court managers can successfully navigate to a promising future. There is an expectation that all court staff will be competent, professional, and above all, ethical in each and every one of their daily functions. As new generations emerge and enter the workforce, the older generations will exit the workforce. As court managers, we must utilize our resources to manage this constant rhythm by insuring quality staff are recruited, hired and retained.

Introduction

The 21st century presents court managers with recruitment and retention dilemmas that have never before been encountered in the courthouse – dilemmas that result from four generations of individuals working alongside one another to accomplish the same purpose - justice. Potential retirees are choosing to delay retirement, staying longer in the workforce (Pew Research Center, 2009). Meanwhile, members of the youngest generation are actively looking for careers - a difficult task since many of the positions that would normally be available are currently held by workers who are already established in the courts. As older workers delay retirement as a result of fiscal concerns and personal interests, fewer opportunities are available to current employees, further limiting the availability of new positions. This means that there are multiple generations in the workforce competing for the same jobs, the same pay, and the same benefits. Add the need to compete with the private sector for qualified employees and courts are faced with a wicked problem – how to effectively recruit and retain qualified employees in a multigenerational court workforce.

You might ask, “Why does it matter that there are multiple generations working together in today’s courthouse?” The literature suggests that each generation shares different core values that in turn impact workplace values and expectations. The court manager that fails to consider the implications of co-workers that do not share similar beliefs and expectations on the culture and work environment of the court makes a grave management error that effects the court’s productivity and effectiveness – and fulfillment of

its mission to the public. Maintaining a multigenerational workforce has implications not only for recruiting, but also for retaining, the best workers for the court.

Much of the available literature that discusses multigenerational workforces focuses on the challenges of managing such a workforce. Yet, there are specific hiring as well as retention implications associated with a multigenerational workforce that should be considered within the court context. For example, maintaining a workforce that reflects the diversity of the public that the court serves is crucial. Since individuals of all ages need court services, it is wise to hire individuals across the age spectrum from the available labor pool. To do so effectively, courts must be able to attract qualified employees of all ages. Furthermore, the literature suggests that members of different generations tend to have various strengths and weaknesses that they bring to the job. By creating a multigenerational workforce, the court is able to call upon this variety of strengths to enhance its ability to meet community needs, while minimizing individual weaknesses. Finally, since different generations tend to have different workplace expectations and career goals, court managers must be aware of the different components of court work that entice individuals to seek court employment in order to attract the best possible workers for available positions.

Hiring is by no means the end of a court manager's concern with regard to a multigenerational workforce; retention of qualified employees is equally important and challenging. For example, managing the variety of workplace expectations posed by a multigenerational workforce has implications for worker morale and productivity. The

literature suggests that workers from different generations may have different motivations that lead to productivity in the workplace. If true, this has a direct impact on employee engagement in the workplace; for example, employees may respond differently to rewards. The literature also suggests that in addition to motivation, multigenerational workers may differ with regard to their preferences for training, use of technology in the workplace, work/life balance, and career advancement.

This project seeks to address the challenges of recruiting and retaining a multigenerational workforce from the unique perspective of the courts. Unlike other employers, courts have a purpose and a responsibility to the public that derives from the democratic foundation upon which American society is established. Failure to effectively serve the needs of even one constituent reflects negatively upon the court. This project suggests that in order to effectively meet the needs of court constituents, courts must embrace the challenges of both recruiting and retaining qualified multigenerational court staff.

To accomplish its goal, the project posed four research questions.

1. What are the generations in the workplace?
2. Why is a multigenerational workforce needed?
3. How do multigenerational differences impact a court's ability to recruit qualified employees?
4. How do multigenerational differences impact a court's ability to retain qualified employees?

To address the above questions, this project report is divided into parts. The introduction describes the problem within the context of the court environment and identifies why resolving the challenges posed by a multigenerational workforce are of importance to the courts. Next, the project reviews the relevant literature published to date about the multigenerational workforce. The project then describes the methods used to collect data to answer the research questions posed. Following the methods, the project presents its findings based on the data collected. Finally, the report provides conclusions and recommendations to address the challenges of recruiting and retaining a multigenerational workforce in the court.

Literature Review

Four Generations in the Workplace

According to the literature, there are four generations currently in the workplace. The generations roughly fall into the following birth years.

- 1925 – 1946 Veterans
- 1947 – 1964 Baby Boomers
- 1965 – 1977 Generation X
- 1978 – and after Generation Y

Research suggests that each of the four generations demonstrate distinct work ethics. These work ethics are summarized by the National Association for Court Management's Succession Planning Guide (2008). Although there are a number of sources that discuss various characteristics exhibited by generations, this resource is particularly valuable since it focuses specifically on the courthouse work environment. The work preferences for each of the four generations is summarized briefly below.

The Veterans generation does what is expected and is respectful of authority. Generation members trust that everyone is treated fairly and appreciate clearly defined roles, which provides both consistency and stability in the workplace. They demonstrate an appreciation for rules and may be hesitant to make major changes in the absence of clear direction (Erickson, 2008).

The Baby Boomer generation does what it takes to get the job done. Boomers are optimistic, competitive and extremely driven. As a generation, they are hardworking and

productive. Boomers lean toward anti-authoritarian workstyles and question authority in a way that demonstrates a desire to change the world. They are team players and appreciate participative leaders (Erickson, 2008).

Generation X'ers are self-reliant and focused on taking care of themselves. While in the workplace, they are strongly team-oriented and do well with thinking out-of-the-box. Generation X'ers are intolerant with bureaucracy and are not influenced by authority; rather, they have a tendency to question the rules. They are focused on balancing work and life and make efforts to seamlessly blend the two.

Generation Y is focused on living in the now. Generation members have a great sense of volunteerism and want to help their communities. They have high expectations which can take the appearance of a sense of entitlement. They may be accused of being impatient. Generation Y is very comfortable with technology since it has always been a significant part of their lives. They are great multi-taskers and respect diversity.

Knowing the workstyle preferences of each of the four generations underscores the importance of recognizing the different perspectives that each generation brings to the workforce (Pew Research Center, 2010). For example, the Veteran generation and the Baby Boomers' work ethics center on morals and respect for others, while Generations X and Y's work ethics have greater tolerance for diversity and changes in cultural norms (Verschoor, 2013). In addition, the older generations operate closely within the constraints of laws and rules without question, adhering easily to the well-defined hierarchical structure of the

court's work environment. In contrast, the younger generations work best with multi-tasking and highly value involvement with meaningful work.

Why a Multigenerational Workforce Is Needed

It is important to have an understanding of the multigenerational workforce to encourage the four generations to work effectively with one another. According to Verschoor (2013), the younger generation is susceptible to feel more pressure to break ethical rules than their older colleagues. This can be especially perplexing for the younger generation when dealing with ethical dilemmas in their personal lives. The younger generations barely give any thought to the impact that their personal lives may have on their jobs with the court. Life experiences from the older generations can help guide the younger generations through questionable ethical quandaries that may arise.

On the other hand, the older generations can draw from the technological ease that the younger generations display. Knowing that the older generation may not be as technologically savvy, its members can turn to their younger counterparts for technical instruction. In turn, the older generations benefit from the knowledge that the younger generations easily accept cultural diversity and get along well with others, in particular the older generations. This give-and-take serves the workforce well, allowing the generations to look to one another for leadership and mentoring.

Both generations also have distinct advantages with regard to education and experience. The younger generations tend to be more highly educated. According to the Pew Research Center (2010), 54% have at least some college education compared with

Baby Boomers, of which 36% have some college education. In contrast with formal education, the older generations enjoy a significant level of experience and time in the workforce. It will be important for the younger generations to draw from this experience to prevent “brain drain” or “skipping a beat” when the older generations retire, just as it is important for the courts to embrace the formal education that younger generations bring to the workplace.

Multigenerational Recruitment Implications

Pogorzelski’s (2008) work stresses the importance of finding new hiring solutions and implementing new strategies that take into account generational differences in the workforce before a crisis happens. Gone are the days of recruiting employees that will serve throughout their careers with the courts. Today, it is crucial to employ multiple strategies to ensure successful recruitment and retention of multigenerational court staff who support the court’s mission and goals while working for the court.

Not all methods of recruitment are effective for all courts. Therefore, it is important for court managers to identify and use recruiting methods that are tailored to the needs of their courts. For example, it may be more difficult for smaller courts to balance multigenerational staff against the court’s workflow. Because younger generations are especially adept at multi-tasking, some smaller courts may find that recruiting a younger workforce best suits the court’s needs. In contrast, larger courts have a need to promote a broad knowledge base and cross-training among employees within specialized units. Because younger

generation employees tend to be loyal to their skillsets and seek rapid upward mobility, such work may not be appealing to these employees.

To address unique needs, Herman (2004) indicates that hiring managers must develop competencies and selection criteria that identify top talent for hiring. This coincides with the National Center For State Courts' (2012) *Principles for Judicial Administration* Governance Principle 7, which suggests that court leaders must ensure that the court system has a highly qualified, competent and well-trained workforce. Each generation poses its own recruitment challenges. Among younger generations, it is key to find staff that are willing to work in the court environment since these employees have expectations for increased flexibility with their work schedules. Under the current rules of operation for many courts, this is a difficult task which requires courts to become more creative with recruitment strategies. Likewise, it is important to keep in mind that the younger generations are seeking personal growth and financial stability. Similarly, older generations may prefer different methods to look for work than the younger generations, so using methods that reach all of the generations is important when recruiting for the multigenerational workforce. Additionally, taking into account the fact that the older generations may prefer more repetitive or rote work is helpful to tailor recruitment efforts to individual court vacancies. Despite the challenges of recruitment, jobs in the court are appealing for a variety of reasons. One is that court jobs often provide a level of stability that other jobs do not. Older generations may enjoy working for a hierarchically structured organization. Younger generations may find the work challenging and the opportunity to multi-task exciting. Thus,

no matter the vacancy, court positions have characteristics that are likely to appeal across the generations.

Retention Implications

There is a great deal of importance placed on retention of staff in the modern workplace. When turnover happens, it is not only costly to replace the individual but it is also difficult for staff to welcome a new individual to the team. The team dynamics change, resulting in disruption to the team no matter how positive the turnover might be.

Pogorzelski (2008) suggests that the first step to getting employees to stay is to learn why people leave. Different generations have varying reasons to stay with a particular organization. Reasons can vary from the need for better pensions to keeping the staff from getting bored with their jobs. Regardless, the ability to recognize turnover and its motivating factors assists with developing an effective retention program.

Retention starts when the new hire walks through the door of the court. It is estimated that 70% of actively employed people are open to switching jobs which gives another organization the opportunity to recruit them (Pogorzelski, 2008). The younger generations tend to pay greater attention to employment opportunities since they do not value organizational loyalty as much as the older generations. Rather, they have an expectation of having several employers throughout their careers. Changing employers is often viewed as a way to fast track career advancement.

As part of a retention program, the court should identify its goals. Based on these goals, the court may develop a strategic plan for employee retention. AARP (2007) highlights some sample retention goals:

1. The team can attract and retain talented people of all ages.
2. The team is more flexible.
3. The team can gain and maintain greater market share because its members reflect a multigenerational market.
4. Decisions are stronger because they're broad-based with multiple perspectives.
5. The team is more innovative and creative.
6. The team can meet the needs of a diverse public and can relate more effectively.

There are resources available that provide wonderful insights toward retaining multigenerational court staff. For example, Kiefer (2013) has surveyed court employees, revealing career-focused motivations. One of the findings of Kiefer's survey is that far fewer Generation Y employees indicated an intention to make working for the courts a lifelong career than did Generation X employees. This finding may be a reflection of the employees' life stage rather than a commitment to working for the courts. As more Generation Y employees invest in careers with the court, their preferences may change over time. Nevertheless, for courts seeking to retain a multigenerational workforce, this is an important insight into the career goals of Generation Y employees.

Generally speaking, there are four strategies that courts can use to develop custom retention plans for a multigenerational workforce. These strategies include: a) training; b) motivation; c) work/life balance; and d) use of technology.

A. Training

New hire training is a critical component with a multigenerational new hire. Understanding multiple generations will help trainers to tailor training opportunities based upon the needs of the individual and preferred learning style. For example, older generations may find it helpful to work one-on-one with a trainer, while younger generations may prefer online instruction. Understanding the new hire's training need is important for the success of the new hire as well as the court, but is an equally important component for employee retention.

B. Motivation

Recognizing how crucial it is to maintain high productivity and good morale for the court's multigenerational success, court managers should understand the link between generational preferences and employee motivation. Keeping court employees engaged is an important step towards retaining staff long term. From the generational perspective, younger generations prefer entry level jobs that they find rewarding as well as appreciate being acknowledged for small wins. Likewise, older generations appreciate being acknowledged for their years of experience and ability to apply that experience to assist

younger generations. Incorporating strategies to capitalize on these workstyle preferences can be a powerful motivational tool for employers.

C. Work/Life Balance

Balancing the personal responsibilities of today's workforce with work responsibilities is a significant challenge due to "sandwich generations." This encompasses any generation that has dependent children in addition to aging parents that need assistance. The literature also reveals that the number of single parent households is also on the rise (Pew Research Center, 2010). As a result, creative and flexible scheduling options will be a priority for retaining multigenerational court staff (Pew Research Center, 2013). Such options are especially important for younger generations that have a strong focus on family. To address these concerns, management should identify opportunities that highlight win/win opportunities for both the employee and the employer.

D. Use of Technology

Technology plays a major factor in the retention of a multiple generational workforce. Information-rich products and services, business innovation, sophisticated new technologies, better management, and more creative solutions drive success (Pogorzelski, 2008). Younger generations appreciate updated computers and software which increases efficiency as well as provides multi-tasking ability. Older generations may be interested in opportunities to learn from colleagues about the latest technology. In addition to work performance, technology has also made it easier than ever for employees to search out new jobs or post a resume on websites with virtually little to no inconvenience.

In summary, the importance of understanding the specific workforce demographics in the court is crucial. Be certain to take into account the size of the court and how accessible court management is to recruiting high quality staff that can be retained long term. Literature reveals that recruitment and retention has changed dramatically, which complicates the management of staff. The more aware court managers become of the constant changes in the workforce will assist them in recruiting and maintaining the appropriate staff to meet the court's needs.

Methods

Data collection for this project consisted of an opinion survey of Chandler Municipal Court's current employees. Questions were informed by a Pew Research Center (2010) study titled *Millennials A Portrait of Generation Next*. Questions were selected based upon the relevancy to the research questions of the project.

To maintain anonymity, an electronic survey format was used. Survey Monkey was chosen as the survey design tool. Instructions were given through an email that contained an attached link for the survey. It was distributed to a total of 28 court staff for a period of one week. 21 of 28 employees responded, for a survey response rate of 75%. The week that was chosen to conduct the survey was a week that most all employees were scheduled to be at work. Midway through the week, a friendly reminder was sent to the group requesting completion of the survey. Employee responses were categorized by generation using year of birth. See Appendix A for a copy of the survey.

Findings

Finding 1: Survey Respondents Indicate There Are Three Generations of Employees at Chandler Municipal Court.

Analysis of the survey results indicate that there are three generations working for the Chandler Municipal Court. Approximately 48% of staff are members of Generation X (age range 34 - 48 years old); 33% of staff are Baby Boomers (age range 49 - 67 years old); and 19% of staff are members of Generation Y (age range of 33 years old or less). There are currently no veterans employed by the court. The majority of Chandler Municipal Court's staff are members of Generation X.

Chandler Birth Year

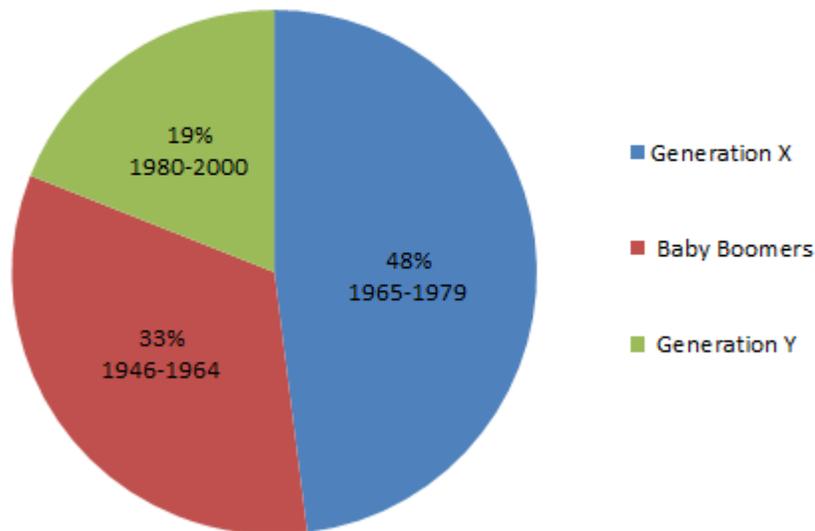


Table 1: Chandler Birth Year

Finding 2: Survey Respondents Indicate that the Most Important Things In Life Differ Among the Generations.

86% of the younger generation staff indicated that one of the most important things in life is being a good parent. In contrast, 72% of the older generation chose either having a successful marriage or helping those in need as the most important things in their lives. This coincides with national averages according to the Pew Research Center (2010). The responses also reflect the different life stages that the generations are currently experiencing.

Finding 3: Survey Respondents Indicate that Motivating Factors Differ Among the Generations.

The survey results suggest that motivating factors for the older generation at Chandler Municipal Court most often reflects the ability to make a positive impact. The younger generations chose financial stability and personal growth as motivating factors. This finding is in keeping with the relevant literature.

Finding 4: Survey Respondents Indicate that Significant Other Is a Common Motivator Among the Generations.

Delving deeper into motivation, the survey asks participants to respond to the question “who motivates you?” The older generation most often chose their significant other or individuals that demonstrate positive intentions. The younger generations most often chose their children and/or significant other. This finding indicates that despite generational

differences, Chandler Municipal Court employees share a common motivator in their significant others.

Finding 5: Survey Respondents Reveal that Technology Makes Life Easier.

90% of survey participants indicated that technology makes life easier. This is in contrast with Pew Research Center (2010) findings, which suggest that only 64% of Americans feel technology makes life easier. This may be correlated with the fact that Chandler’s Municipal Court has a large percentage (67%) of Generation X and Y employees working for the court.

New Technology Makes Life...

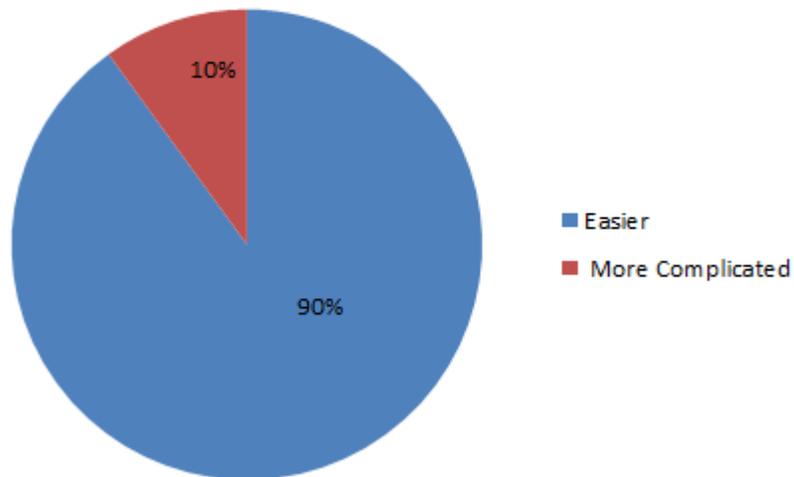


Table 2: Technology Makes Life...

Finding 6: Survey Respondents Indicate that Technology Makes Employees More Efficient.

71% of the survey participants indicated that technology makes employees more efficient. This finding also differs from that of the Pew Research Center (2010), which suggests that an overall 52% of Americans feel that technology increases efficiency.

Technology Makes People...

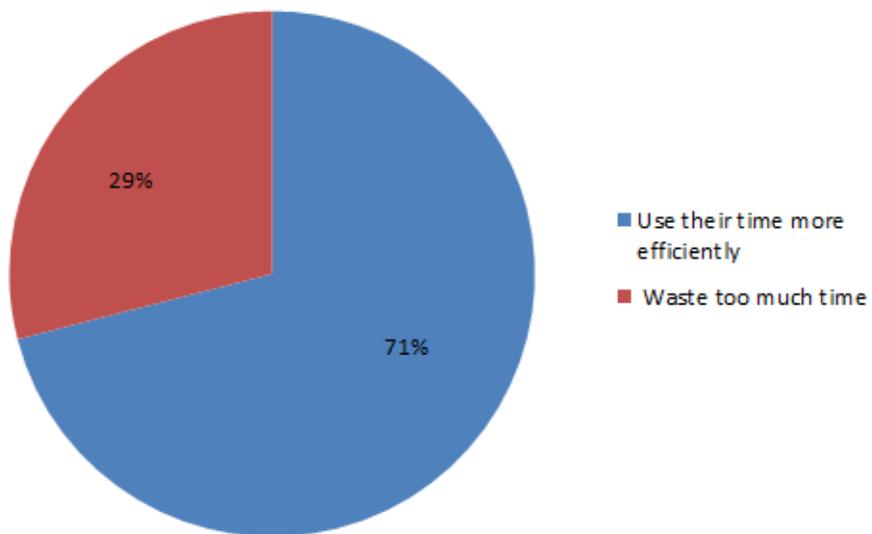


Table 3: Technology Makes People...

Finding 7: Survey Respondents Indicate that New Technology Tends to Bring Friends and Family Closer Together.

43% of participants surveyed indicated that technology makes individuals more isolated. In contrast, 57% indicated that technology brings friends and family closer. This response closely matches Pew Research Center (2010) data, which indicates that 50% of Americans feel technology brings friends and family closer together. When reviewing the responses of just the younger generations, 75% reported that new technology makes people more isolated.

New Technology Makes People...

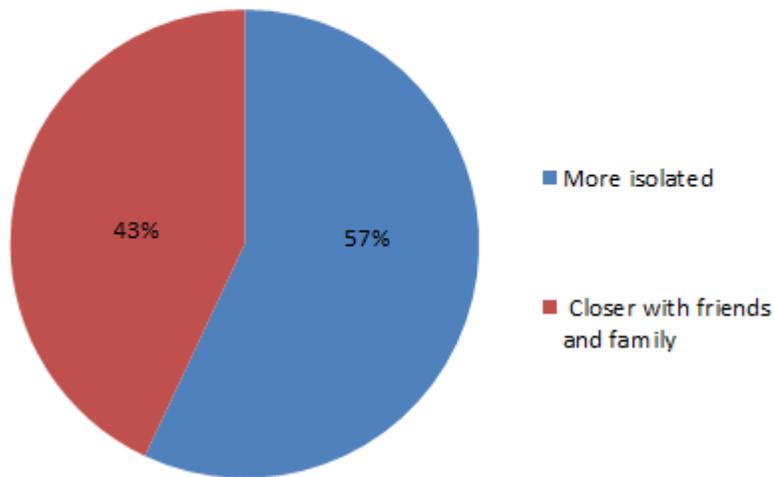


Table 4: Isolated or Closer

Finding 8: Survey Respondents Indicate that the Organization’s Website Is the Most Effective Way to Find A Job.

62% of the employees surveyed reported finding the job recruitment announcement for their job at the Chandler Municipal Court through the City of Chandler’s website. In contrast, 19% reported finding the position through a personal referral; 14% found the job through an online job locator service; and only 5% reported finding the job listing in the newspaper or another print publication. This represents a significant shift in how court employees are locating job announcements for court positions.

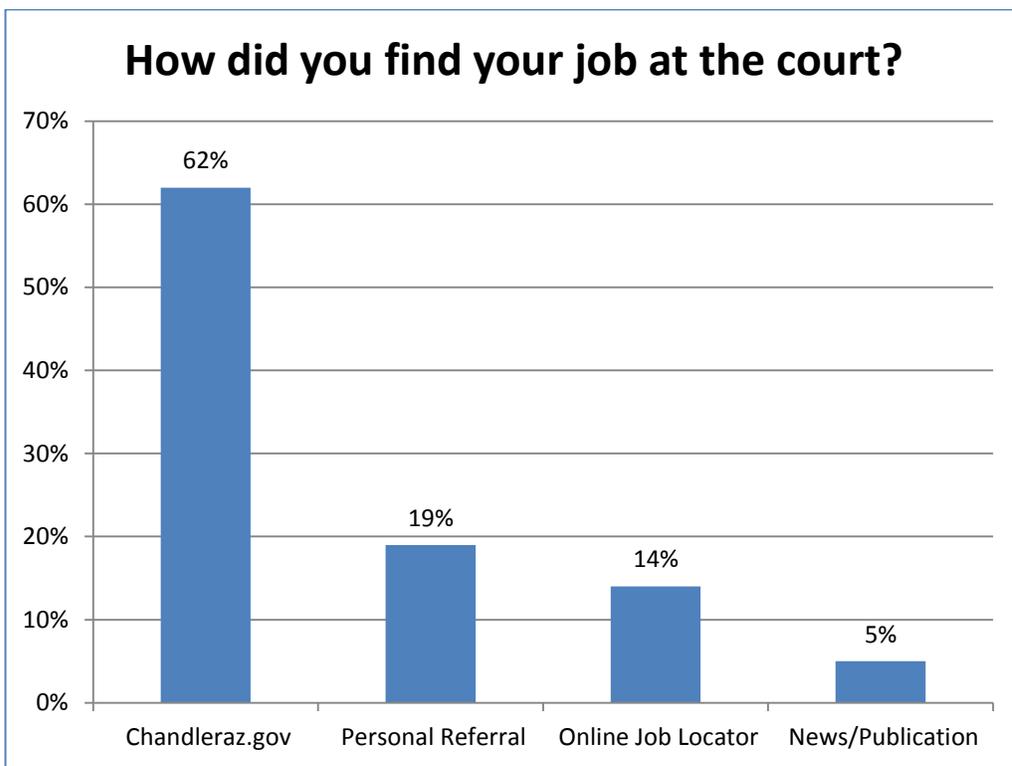


Table 5: Recruitment

Conclusions and Recommendations

Conclusion 1: Workforce Demographic Analysis Permits a Court to Assess Whether Its Staff Is Multigenerational.

The first step to managing a multigenerational work staff is to determine if the court currently has a staff that crosses generations. The easiest way to obtain this information is through a workforce analysis that includes birth generation data.

Recommendation 1: Chandler Municipal Court Should Periodically Conduct a Workforce Demographics Analysis.

Reviewing retirement projections and turnover rates are great ways to assess a court's overall organizational needs. This assessment will assist in understanding how generational differences could impact future hiring. It is also important to account for the desires of current staff so that opportunities for advancement are not overlooked which could unintentionally demotivate staff.

Conclusion 2: Chandler Municipal Court Should Use Generational Differences to Inform Recruitment Decisions.

Because there is a desire to employ a multigenerational workforce to reflect the diversity of the population that it serves, Chandler Municipal Court should specifically target generational preferences to inform its recruitment decisions in order to attain a multigenerational workforce.

Recommendation 2: The Court Should Post Job Announcements to Attract Multigenerational Hires.

Searching for a job with the court is no longer focused on reading classified ads in the newspaper. Today's courts have a variety of options for posting job announcements. To attract multigenerational hires, it is important to become familiar with the best place(s) to post a job opening in order to generate interest from job candidates that represent each of the generations.

Chandler Municipal Court staff have noted that their preferred way to locate a job at the court is by monitoring the City's website for job openings. However, this may not always be the case, so it is necessary to become familiar with what is best for each organization. Younger generations may be more inclined to utilize newer technology that older generations are not familiar with when searching for a job. In the case of the Chandler Municipal Court, the staff is heavily represented by younger generations that do not necessarily represent the preferences of older generations. As a result, it is useful to consider posting job announcements using several means when seeking candidates from different generations to strengthen the multigenerational quality of the workforce.

Recommendation 3: The Court Should Recognize that Members of Some Generations May Be Drawn to Specific Court Positions.

Knowledge about the generations can be used to attract employees to specific court positions based on their generational preferences. For example, the ability to multi-task is a clear generational preference among the younger generations. Because many smaller

courts must pursue candidates with strong multi-tasking abilities, courts may choose to revise job descriptions to specifically target particular generations. Similarly, positions that may be more appealing to individuals who prefer routine tasks may be marketed to those individuals using techniques and strategies that specifically appeal to generations that demonstrate this preference.

Conclusion 3: The Chandler Municipal Court Should Make an Effort to Incorporate Generational Preferences into Staff Retention Programs.

It is important to emphasize both education and understanding surrounding generational differences in a multigenerational work environment. Having the ability to embrace the diversity associated with generational differences will make a more cohesive team and lead to increased employee retention. Effective staff retention programs will take generational preferences into account.

Recommendation 4: Chandler Municipal Court Should Acknowledge Motivational Preferences Among the Generations.

The various motivational preferences represented by the generations offers the court a unique opportunity to incorporate different employee motivation strategies. For example, the older generations want to feel valued and to utilize their extensive knowledge to assist with training other staff. In return, younger staff may be able to teach the older staff some tech savvy tips that increase efficiency and productivity. By recognizing differences in motivation, the court can appeal to generational preferences, leading to a more satisfactory work environment for its employees, and thus increasing employee retention.

Recommendation 5: The Court Should Maximize the Benefits of a Multigenerational Workforce by Teaming Up Staff Members from Different Generations.

Chandler's Municipal Court can utilize differences between the generations to reinforce positive values and work ethics by teaming up individuals from different generations. Not only do members of different generations appreciate working together, they learn from one another. In addition, members of the older generations feel valued while members of the younger generations are able to draw upon their co-workers' institutional knowledge and experience, ultimately creating a win-win situation for all.

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Appendix A: Survey Sample

1. What range does your year of birth fall in? (choose one)
 - a. 1928-1945
 - b. 1946-1964
 - c. 1965-1979
 - d. 1980-2000

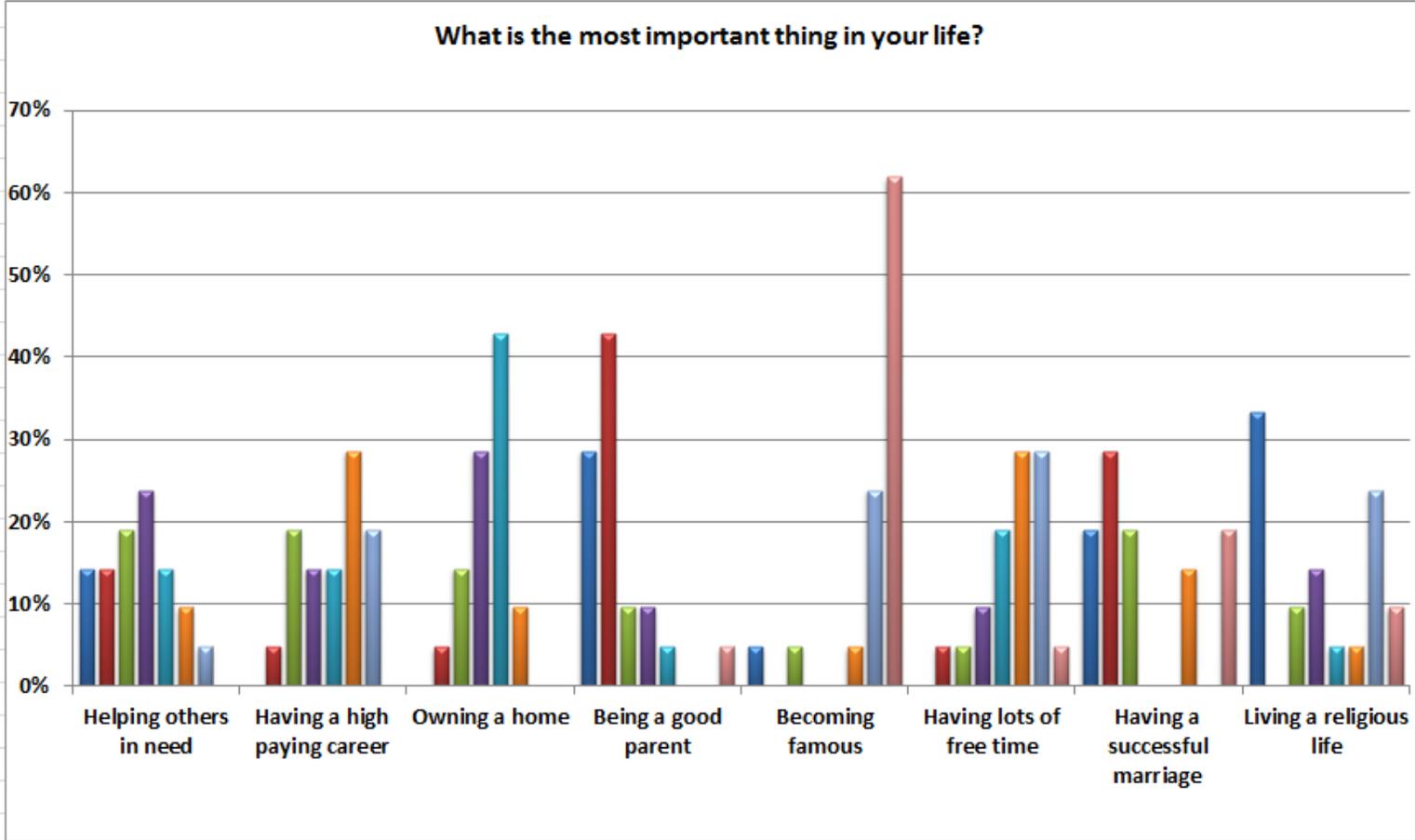
2. What is the most important thing in your life? Please rank each one. (1=most important, 8=least important)
 - a. Being a good parent
 - b. Living a religious life
 - c. Having a successful marriage
 - d. Having lots of free time
 - e. Owning a home
 - f. Helping others in need
 - g. Having a high paying career
 - h. Becoming famous

3. What motivates you personally? (1=most important, 8=least important)
 - a. Challenge
 - b. Personal growth
 - c. Making a positive impact
 - d. Success

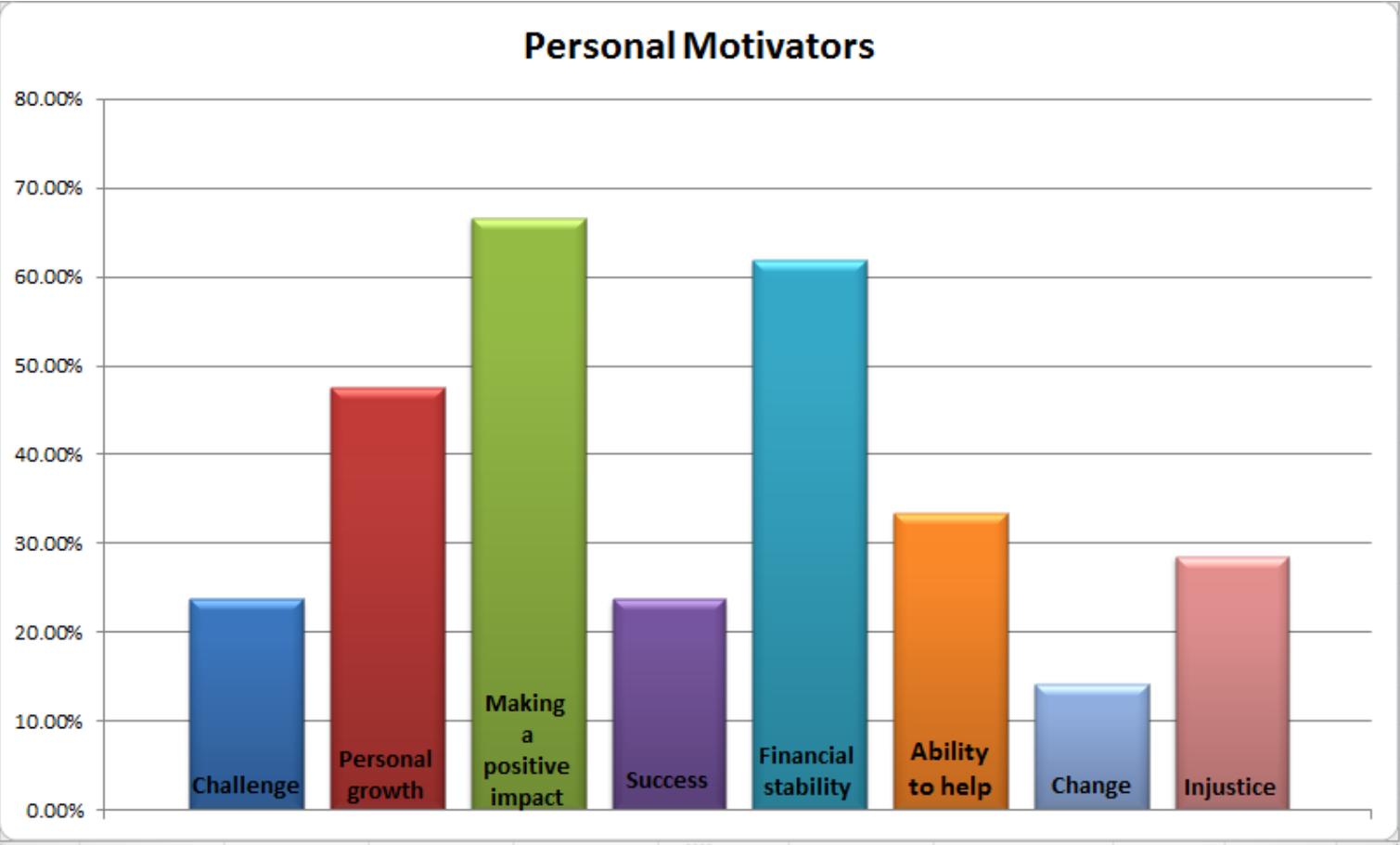
- e. Financial Stability
 - f. Ability to help
 - g. Change
 - h. Injustice
4. Who motivates you? (Rank each one)
- a. Children
 - b. Significant other
 - c. Parents
 - d. People with sense of urgency
 - e. Positively intended people
5. New technology makes life...(choose one)
- a. More complicated
 - b. Easier
6. New technology makes people...(choose one)
- a. More isolated
 - b. Closer to their family and friends
7. New technology makes people...(choose one)
- a. Waste too much time
 - b. Use their time more efficiently
8. What method did you use to find your job at the court? (choose one)
- a. Personal referral

- b. Chandleraz.gov
- c. Newspaper/publication
- d. Online job locator

Appendix B: Important Things in Life



Appendix C: Motivating Factors



Appendix D: Who Motivates You?

