

Recruitment & Retention in Today's Multigenerational Workforce



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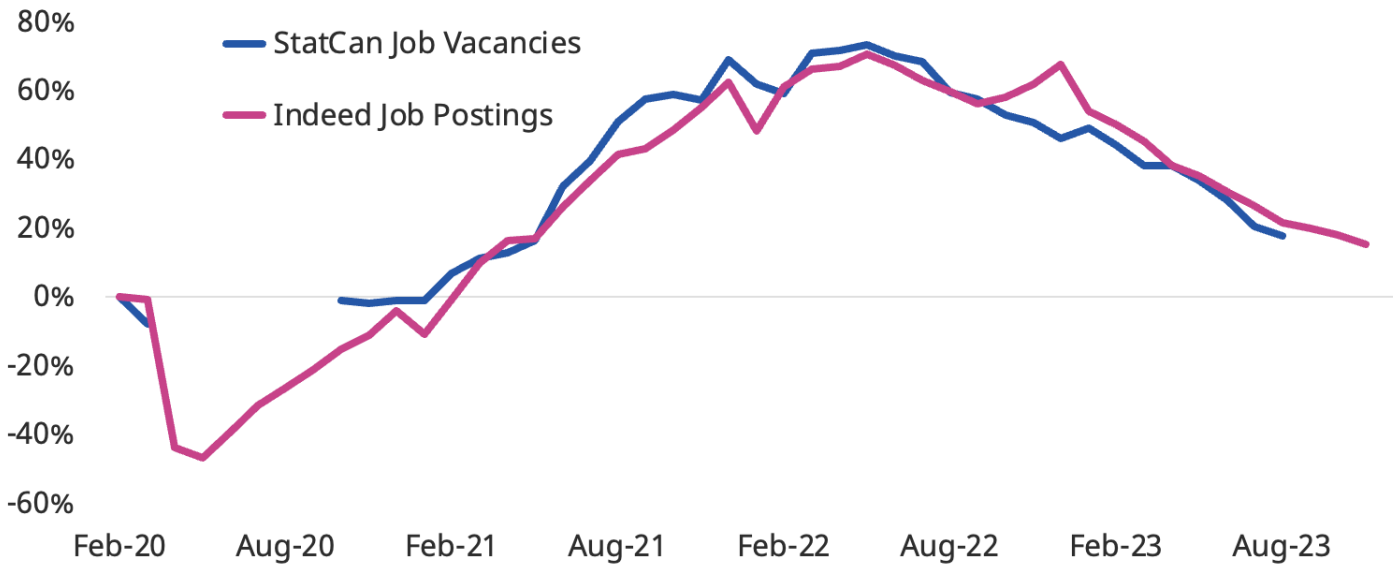


Image Source: <https://premium.hrreporter.com/ca-2024-exclusivefeature-navigating-a-multi-generational-workforce-what-employers-should-know/p/1>

*I'm interested.
Can I do it
remotely?*



Job vacancies in Canada have recently dropped steadily, yet employers still struggle to find the talent they need...



Source: Statistics Canada, Indeed (7-day avg. as of 15th)
Last data point: Aug-2023 (StatCan), Nov-2023 (Indeed)



“80% of Canadian Employers still say they have “some” to “a lot of” difficulty finding talent with the skills they need”

“Never before has the number of people nearing retirement been so high. More than 1 in 5 (21.8%) persons of working age are aged 55 to 64. This is an all-time high in the history of Canadian censuses and one of the factors behind the labour shortages facing some industries across the country. ”

- Statistics Canada (2021 Census Highlights)



Recruitment and retention in policing in Canada...



POLICE PERSONNEL AND EXPENDITURES IN CANADA, 2023

As of May 15, 2023, there were **71,472** police officers in Canada, **892 more** than in 2022. This represents a rate of police strength of **178** officers per 100,000 population, a **decrease of almost 2%** from 2022.¹

Five generations in today's workforce...

GENERATION Z



MILLENNIALS



GENERATION X



BABY BOOMERS



TRADITIONALISTS



FASTEST GROWING

% OF WORKFORCE IN THE
NEXT 5 YEARS

LARGEST % OF

WORKFORCE IN THE
NEXT 5 YEARS

MAJORITY OF

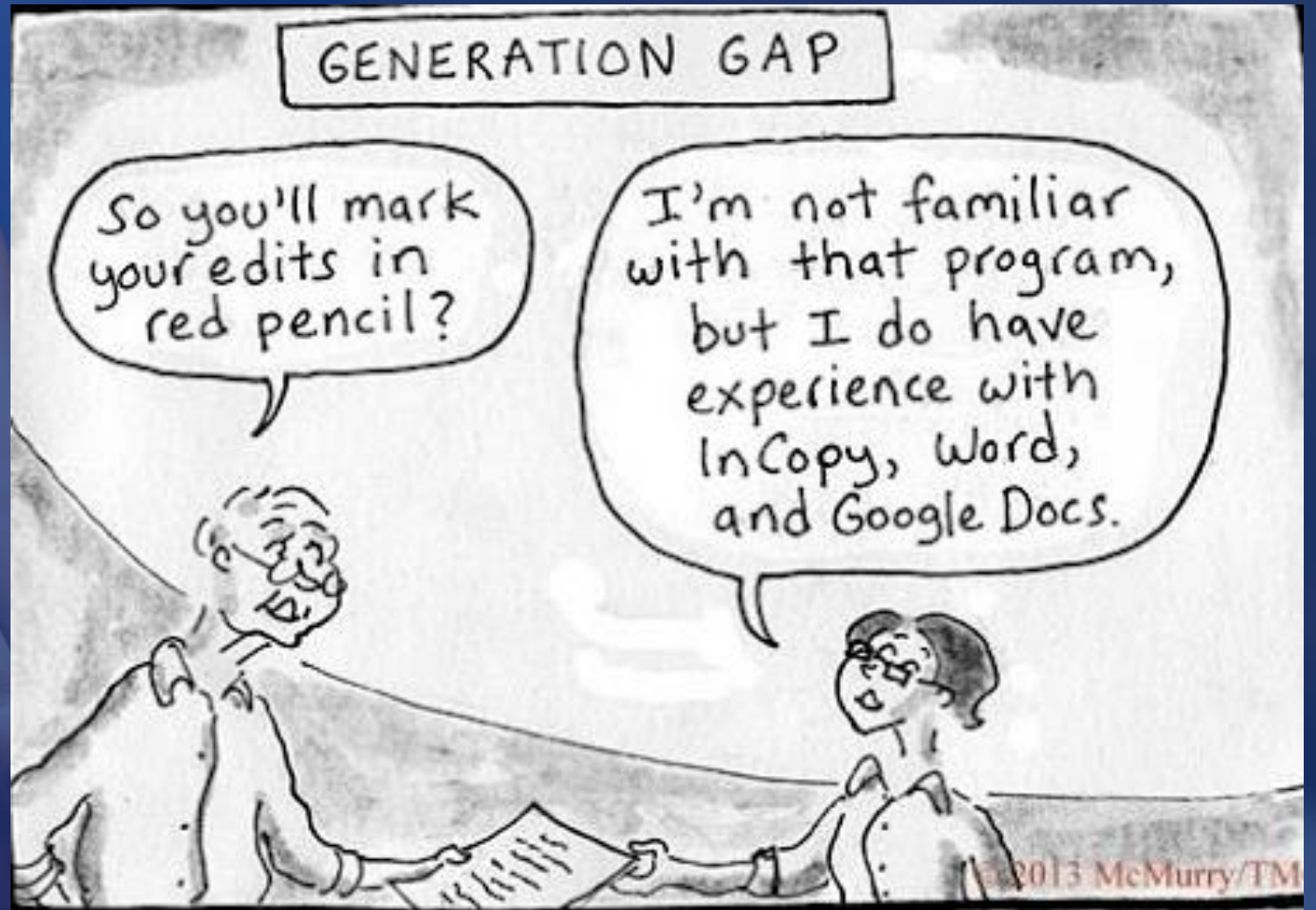
WORKFORCE LEADERSHIP
IN THE NEXT 5 YEARS

MANY RETIRING FROM
THE WORKFORCE IN THE
NEXT 5 YEARS

SMALL % OF

THE WORKFORCE IN THE
NEXT 5 YEARS

Attracting the
next generation
of talent...



A group of four young professionals (three men and one woman) are gathered around a laptop in an office environment. They are all looking at the screen with interest. The image has a blue tint.

What the next generation looks for in their employer?

Young Millennials and Gen Z: 1989-2001

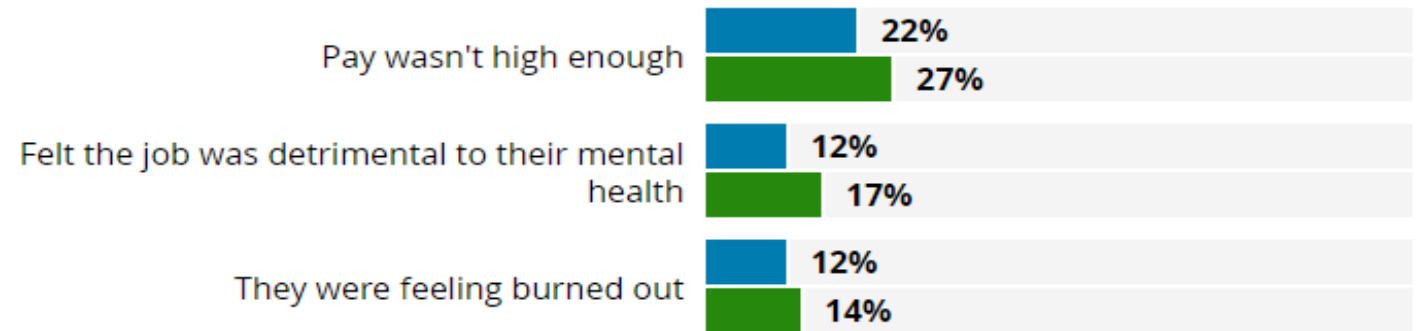
1. The organization cares about employees' wellbeing.
2. The organization's leadership is ethical.
3. The organization is diverse and inclusive of all people.

What the next generation looks for in a job?

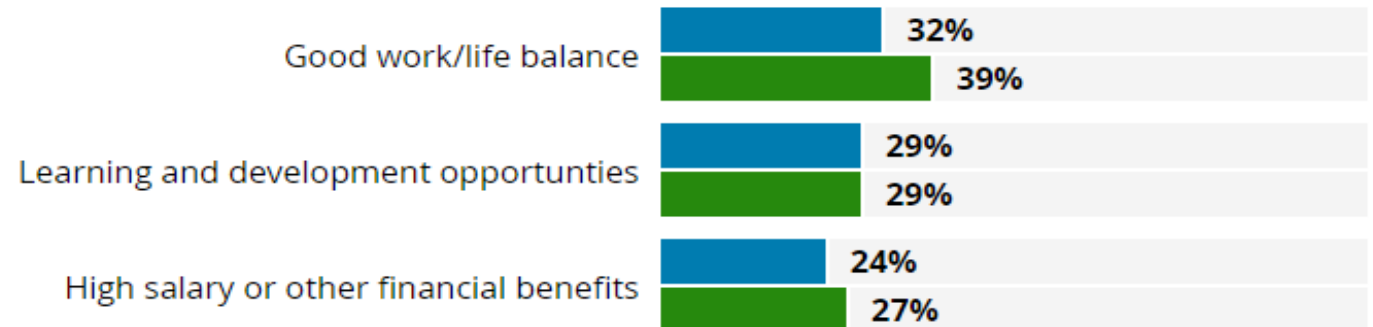
Millennials and Gen Z are seeking balance and opportunities to grow...

■ Gen Zs ■ Millennials

Top reasons respondents left their jobs...



Top reasons they chose their new jobs...



Source: Deloitte Global 2022 Gen Z and Millennial Survey



Engagement of Multigenerational Workforces in 2024

- For the first time ever, many workplaces are employing members of **all five generations**.
- A 2024 Lancaster University study of organizational leaders revealed:
 - 68% agree there are major differences in work culture preferences
 - 70% agree their organization benefits from the multigenerational perspectives
 - 44% felt the greatest difference was in work-life balance expectations
 - 39% felt it could create difficulties in communication and collaboration.

Source: Atay, A. and Williams, E. (2024). Working together: Maximising the opportunities of a multigenerational workforce, Work Foundation at Lancaster University.

Group Discussions

Table Scenario #1: Navigating recruitment challenges

The Situation:

In a quiet meeting room at police headquarters, the hiring manager of the Special Operations Department sits down with the Chief for their weekly briefing. Today, however, the tone is more serious. The hiring manager, Sarah Collins, pulls out a report, a look of frustration crossing her face.

"Chief, we need to talk about our hiring situation," Sarah starts, glancing at her notes. "We've had a string of failed searches for several key roles in the department. These are crucial positions—investigators, tactical leads, support staff—and we're struggling to fill them."

Sarah sighs, "While we've had some strong candidates come through, only a small number actually meet all of the qualifications listed in our job descriptions. We're filtering through dozens of applications, and it's becoming increasingly difficult to find someone who checks every box."

Sarah continues, "But that's not the only problem. Of the 7 candidates we've made offers to in the last three months, 5 of them have turned us down. And here's the kicker: they all accepted offers from a nearby department and indicated compensation was similar."

Questions for Discussion

1. As the Chief in this scenario, what questions do you ask of Sarah?
2. What issues do you think might be at play here and what might you suggest to her to improve outcomes?
3. What strategies have you employed at your organization to improve success rates of hiring processes?

Table Scenario #2: Differing Approaches to Work-Life Balance

The Situation:

The department is experiencing staff shortages, and officers are being asked to work overtime.

Baby Boomer Officer: Sergeant Williams (Boomer, 55 years old) believes in long hours and dedication to the job, often working extra shifts without complaint with the engrained belief that this job demands sacrifice.

Generation Z Officer: Officer Riley (Gen Z, 23 years old) values work-life balance and prefers not to take on additional shifts, prioritizing personal time and mental health.

Sergeant Williams feels he and other colleagues with a shared view have been unduly bearing the brunt of the overtime requirements and expresses his frustrations to leadership that Officer Riley and other officers within the same generation are reluctant to take on extra shifts, which he views as a lack of dedication. In conversations with leadership, Officer Riley, however, shares his alternate view that Sergeant Williams' mindset leads to burnout and is unsustainable and will compromise his and others' ability to do their best work.

Questions for Discussion

1. What are the key challenges in this scenario?
2. As members of leadership navigating this challenge, what approaches might you take in this scenario?
3. What innovative approaches have you explored within your organizations today to bridge the gap between differing expectations on work-life balance between generations?

Table Scenario #3: Communication Style Clash

The situation: The police department has recently implemented a new policy encouraging officers to engage with the community through social media. The goal is to enhance public relations and transparency.

Baby Boomer Officer: Officer Carter (Boomer, 57 years old) A seasoned detective in their late 50s, known for traditional methods and skepticism about modern technology.

Generation Z Officer: Officer Riviera (Gen Z, 24 years old) A junior officer in their mid-20s, tech-savvy, and active on social media, including platforms like TikTok and Instagram.

Officer Riviera, who is enthusiastic about the new policy, eagerly starts posting updates, safety tips, and behind-the-scenes glimpses of police work on their personal social media accounts. Officer Carter, however, is not pleased with this shift and feels that social media undermines the professionalism of the force and is concerned about potential breaches of security and privacy. Officer Carter's skepticism is compounded by a recent incident where Officer Riviera's social media post unintentionally revealed sensitive information about an ongoing investigation.

Questions for Discussion

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1. Align Your Value Proposition with the Next Generation: More than Money

- Career development & clear paths – striving to develop leadership capacity at all levels
- Relationships with leaders
- Values alignment
- Community – internally & externally
- Flexibility
- Transition support



2. Optimize Your Organization's Recruitment Process

- **Time to hire matters:** average hiring process is 42 days
- **Role clarity:** help the candidate understand the opportunity
- **Holistic approach:** looking beyond 'check boxes' to assess potential and values alignment
- **Reflect on Barriers:** is your process supportive of underrepresented groups? Are your essential requirements essential? Check your biases.
- **Selling the role and organization:** why should they want to work there?
- **Be prepared to negotiate...** and counteroffer
- **Invest in effective onboarding**



3. Promote Communication, Collaboration and Trust

- Encourage interactions between different generations
- Celebration and leverage strengths and knowledge sharing across generations (i.e. reverse mentoring)
- Approach differences with empathy and curiosity and look for commonalities.
- Embrace flexible leadership



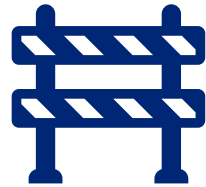
Key Take Aways



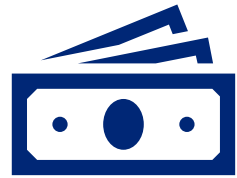
ESG matters to the next generation



Perception of leadership as inclusive, ethical & caring is key



Reflect on barriers in your process & your organization



Take a holistic approach to compensation & appreciation



Plan to develop skills - not just hire them - onboarding is key



Embrace flexible leadership – not a ‘one size fits all’ approach



Enable generational inclusivity through communication, collaboration and mutual respect

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As a Managing Partner of KBRs, Andrea's commitment to providing strategic counsel and building lasting partnerships is evident to all those who have the pleasure to work with her. She has been instrumental in the successful completion of hundreds of executive search assignments with KBRs over the past 10 years.

Add me on 





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