

2008 world of work

*What is driving higher
employee satisfaction.*

*Why you must help employees
close the generation gap.*

*What the new concept of
Employership™ means.*



The Randstad USA *World of Work*

The 2008 *World of Work* marks the ninth year in Randstad's continuing exploration of real workplace issues and trends. Each year the research has been designed to examine the relationship between employees and employers and identify the most critical current business issues. The goal of the *World of Work* is not statistics and information; it's data and insights that you can use in your organization.

Randstad turned once again to Harris Interactive to conduct the study and to compile and analyze the findings. Then, the 2008 data was compared against Randstad's extensive database from the previous nine years to target the practical, usable information in this year's publication. The *World of Work* survey reflects Randstad's deep commitment to helping American employers respond to emerging workplace issues. The focus is on informed action. Truly effective employer response, what Randstad calls *Employership*[™], requires laser-like identification of the key trends bubbling up in the workplace. Beyond identifying trends it involves defining, planning and executing strategic actions to manage and enhance the productive relationships between employers and employees.



2008 marks the ninth year that Randstad has commissioned annual primary research exploring the attitudes and perceptions of both employees and employers in the American workforce. Harris Interactive is proud to have been involved in the data collection and analysis of the last four waves of this research. As in past years, the goal of Randstad's research program is to offer employers insights about workplace issues and trends that will help them develop strategies to deal with the professional challenges they face every day.

Last year's findings revealed perceptions of improvements in productivity and a greater optimism about the state of the job market. As a result, employees showed that they were more likely to switch jobs or careers last year than they had been in five years. This year's findings, however, suggest that things might be shifting to a less optimistic and more uncertain workplace environment.

In 2006, employees reported that the most important issue facing their companies was the retention and motivation of employees. This year's findings show a decline in the importance of motivation and retention, placing it on nearly equal footing with the importance of hiring the right people with the right skills.

Employees' expectations and demands of their employers internally are declining, while the percentage of employees thinking that now is the right time to take on more work for their employer is on the rise. Employee job satisfaction is also on the rise and has risen fairly dramatically compared to 2006. Perhaps, with the uncertainty of the country's economic well-being, employees are appreciating their current jobs more and are willing to work harder to stay in good standing and thus shifting control back to the employers' court. While there has been a decrease in their expectations and willingness to push their employers for more, this does not necessarily mean that more are willing to just grin and bear it; a smaller percentage of employees than in the past will tough out a job that they hate.

Randstad's 2008 World of Work continues to address ongoing important issues such as productivity, job satisfaction and others. In addition to exploring cross-generational interactions in the workplace, this year's survey takes an in-depth look at "Employership" --- employers' cultivation of their relationship with employees. Findings indicate limited cross-generational interactions and therefore limited knowledge sharing in the workplace and this is particularly true between the oldest and youngest generations of workers. In addition, findings reveal large gaps in employees' perceptions of the ideal employer versus their current employer.

Randstad's 2008 World of Work focuses on some of the latest and most important human resource trends. We are proud to be part of this important work with Randstad, and we hope that you find this report a valuable resource to you and your business.

A handwritten signature in black ink that reads "Deanna Wert".

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It's no secret that the economy in 2008 is a challenge for employees and employers alike. Employees are taking a second look at what to expect from their jobs, and employers are reevaluating their plans for growth and expansion. Good times? Bad times? Times to watch and wait? We have the answers.

Back To Basics: I'll Keep This Job And Love It 6

Job choice was once based on more than tasks alone. Benefits, perks, and advancement all played a part. Changing times, however, result in changing attitudes and that's made a big impact on where we work and what we expect out of a job.

Employers and Employership™: Maximizing Partnerships 16

Relationships between employers and employees should be more than just boss and worker. Employership™ means much more and the benefits are obvious and rewarding to everyone concerned.

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Every generation brings both strengths and liabilities to the party, and how employers balance them is the key to a successful marriage. While Gen Yers and Matures may not be dancing to the same song, their contributions in the world of work can be music to an employer's ears.

Confidence & Concern: The World of Work in 2008



Changing times—what to believe

In 2007 Randstad reported on an increasingly confident employee, eager to take risks, switch jobs and ask more of employers than in the previous five years. This emboldened employee fit right into the current age of “consumer empowerment” where average people have wrested control from marketers, employers, and even government, through the power of technology (think YouTube), word-of-mouth, and positive attitude.

Even with hiring riding a slippery slope on the financial landscape, workers seemed confident that jobs were plentiful and the

“right people” were not. In old movies whenever you see a montage of spinning newspaper headlines you know something traumatic is about to be revealed. This past January, “the economy” was cited as the number one issue driving the public’s vote for President, according to a CNN/ORC Poll. In May of 2007, “the economy” was only ninth on the public’s list.

In August 2007, just 21% of Americans rated economic conditions in the country as “poor.” By early February 2008, the percentage had doubled to 42%, according to a USA Today/Gallup Poll.

Also in February 2008, Gallup reported that 71% of Americans called now a “bad time” to find a quality job, up from 60% since just January! This represents the highest monthly jump since Gallup first started asking the question in 2001.

All of a sudden those confident emboldened employees aren't feeling so bold. They are stepping back and taking a more pensive look at their own success at work and what is reasonable to expect from employers. Employers are combing data, questioning forecasts and searching for signs of what to do with plans for growth and expansion.

It is against this background the 2008 *World of Work* study digs underneath the emotional headlines to help employers understand how employees are altering their approach to the workplace – or not – in this fast-changing climate.

According to 71% of Americans, now is a bad time to find a quality job.

Change, Employership™, Experience

The analysis of the economy as well as the issues in the workplace are explored in the 2008 *World of Work* from three perspectives:



Change

The impact of a lackluster economy on employee expectations and demands

Employership™

What it means and how it is redefining employee-employer relationships and expectations

Experience

How each generation is experiencing a new and different reality on the job and finding ways of working together



Back To Basics: I'll Keep This Job And Love It



The “R” word & the workplace

The technical definition of a recession is two consecutive quarters of negative economic growth, as measured by a country's gross domestic product. So, by definition, a recession won't be formally declared until we've actually been in one for six months.

In the simplest terms a recession means the economy is getting smaller, less business is being done and less money is changing hands. The balancing act between expenses and revenue becomes harder to maintain. Lower demand translates to reduced sales — smaller pay raises and bonuses and even job elimination.

It's the most dangerous aspect of a recession ... people worry about losing their jobs so they hold tight to their wallets and spend less ... that leads to lower sales and demand ... that reduces the economy and encourages employers to reduce the workforce. Add a housing slump, lower dollar, credit crunch and national political campaigns and you end up with an environment that is fueled by fear, rumor, exaggeration and a vicious cycle of “what if?”

What is reality? It depends on where you live and in which business sector you work. There is an indication of a slowdown in hiring but it is more measured and gradual ... not like the rapid, accelerated declines seen in other recession periods such as 2001.



Gen X and Gen Y employees' pay expectations have declined.



According to the National Bureau of Economic Research, the organization that puts official dates on U.S. economic expansions and contractions, the 2001 recession began in March of that year and lasted for eight months. Then the "recovery" started. They reported the length of the downturn was "slightly less than average for recessions" in the post World War II period.

According to a March, 2008 report in *USA Today* business owners and workers in parts of the country have weathered recession-like conditions for months while other areas have been doing well and feeling very little effect from the slowing economy. A number of elements of the economy are still doing well, helping to keep some regional economies growing depending on a state's business mix — factors such as high agricultural prices, strong tourism or a heavy reliance on exports.

All this comes together to form a simple conclusion. If you have a job and your company is stable and making money there is no recession. If your company is unstable and you are afraid of losing your job, or lost it ... welcome to the recession.

The Randstad 2008 survey reveals that workers are dangling nine toes over the precipice of a changed workplace in which control may be shifting back to employers — but only partially. Though employee expectations of the workplace seem to be getting lower, Americans have become accustomed to a labor environment in which changing jobs is the norm.

Keeping employees happy may take less effort and less investment

The *World of Work* survey asked employees which benefits — hard and soft — would be most important to keeping them happy in their jobs. The importance of eight benefits has declined significantly since 2006, suggesting that employee expectations may be lowering as the economy softens.

What have been considered the "heavy hitters" of benefits dropped noticeably when compared to 2006:

- Competitive pay (72%, -5)
- Flexible work hours (50%, -4)
- More paid time off (47%, -6)
- Opportunity for advancement (46%, -4)

These are important to keep workers happy on the job ... but don't play as big a factor. The drop in competitive pay, in particular, indicates that employees understand that compromise could be unavoidable in a new economic climate.

Employee awards and recognition programs (36%, -7) have seen the largest drop, putting these benefits alongside "nice but not necessary" incentives like gift certificates and trips (35%, -3).

In a year where healthcare has become a prime political issue, health insurance (66%, +2) has not lessened in importance. The reason may be due to continually rising costs over the past few years, the discussion of universal healthcare and employees expecting their companies to provide for basic needs (if not high pay) even in a downturn. At the same time, bonuses based on company profits (50%, -1) also maintained their importance. The message is that employees feel that if the company succeeds, they deserve to share in that success, regardless of economic pressure. (Fig. 1)

Are all workers lowering their expectations? Some of the steepest declines have come among the younger two generations, whose expectations have traditionally been highest. The numbers of Gen Y (71%, -15 points) and Gen X (70%, -9) saying competitive pay is important to keeping them happy at work have declined by 9 or more points. (Fig. 2)

Job security, hard benefits are top reasons to stay in current job

Apparently getting paid is now more



Every single cultural aspect of job happiness has declined since 2006.

important than how much you are paid. Employees report that job security (72%, +1 since 2006) is one of the most important reasons to stay in their current jobs. Competitive industry wages (69%) is still viewed as an important reason to stay put but the opinion has declined by 4 points since 2006. Two out of three employees still feel that doing satisfying work is important but the opinion is down from two years ago. (67%, -4) There was a similar drop in the importance of liking their co-workers (62%, -3), having challenging work (54%, -3) or working for a company with ethics that match their own. (50%, -3) All this might be a reflection of the notion that people become less “picky” in a down economy. (Fig. 3)

Not surprisingly, employers at large companies view competitive benefits as one of the top two reasons to stay in one’s current job. Meanwhile, at small companies, satisfying work and a pleasant work environment are more important reasons than at larger firms for not switching. (Fig. 4)

Employee happiness is less dependent on “Kumbaya” culture

We’ve seen that health benefits are a consistent requirement while satisfying, challenging work is sliding down the list. These are the “harder” aspects of employee satisfaction. Where are we with the “softer” more personal, intangible aspects of employee satisfaction?

When asked which of 15 cultural aspects of work are important to their happiness on the job, every single one is viewed as less important than it was in 2006 to both employees and employers. Feeling valued (76%, -10), recognition and appreciation (66%, -11) and working in a supportive environment (60%, -10) remain the top three elements of employee happiness, but their importance plunged by 10 points or more. Employers mention the same top three elements for on-the-job happiness, but these softer qualities have eroded in importance by 7 points or more since 2006.

Items that used to be a part of every CEO’s speech at the annual meeting have seen a wholesale decline in importance — shared vision, being part of a team, empowerment, and fitting into the company culture. This suggests that economic well-being is beginning to overshadow emotional well-being in today’s uncertain workplace environment. (Fig. 5)

As the economy softens, employees say retention is a less important issue in their companies

The Bureau of Labor Statistics projects a labor turnover rate of over 3% for the first two months of 2008. The cost and disruption of employee turnover is one of the most discussed and most misunderstood business problems.

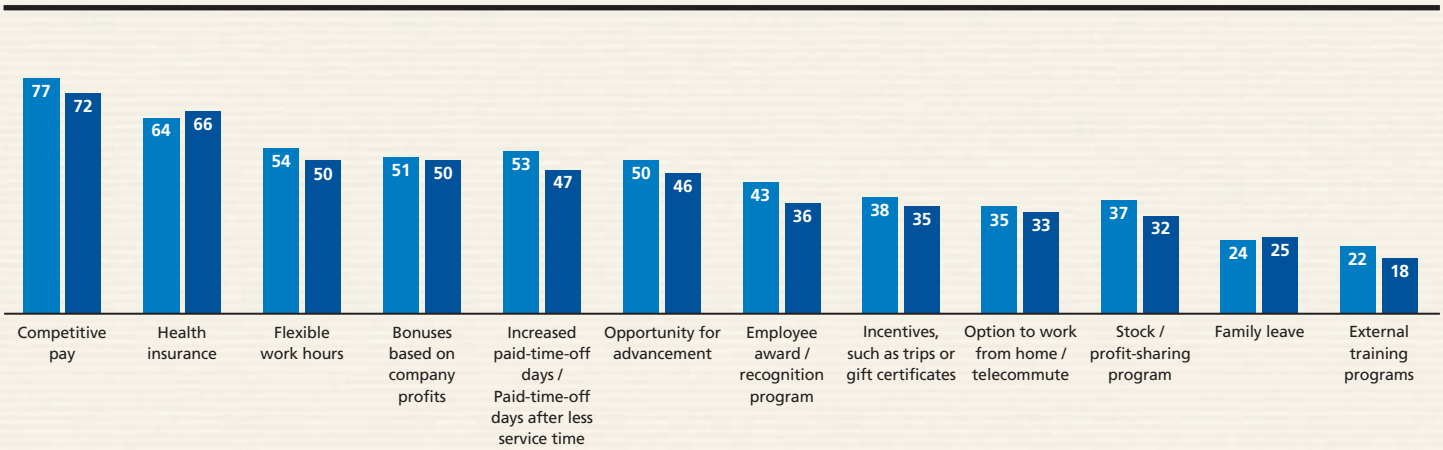
What’s the cost of losing an employee? Experts agree that you can come surprisingly close to the cost of turnover by multiplying the annual salary for the position times 2.5 — to cover productivity loss, recruiting and hiring cost, training costs and all the other ways we leak money through turnover. Even with these surprising costs, keeping and motivating employees may be less important than hiring the right ones in the first place, according to employees surveyed in the 2008 Randstad *World of Work* survey.

In 2006, employees saw retaining and motivating employees as the “number one” personnel issue facing their place of employment, singled out by 30%. Today that number has declined by 8 points to 22%. Now hiring the right people with the right skills is viewed as the most important workplace challenge, and has been unchanged at 24% since 2006.

Employees seem to echo what employers have been saying all along: 30% of employers say getting the right people with the right skills into their organizations is the most important workplace challenge. 25% target retaining and motivating the employees as the most important issue.

1. % saying important for happiness in the job

■ Employees 2006
■ Employers 2008



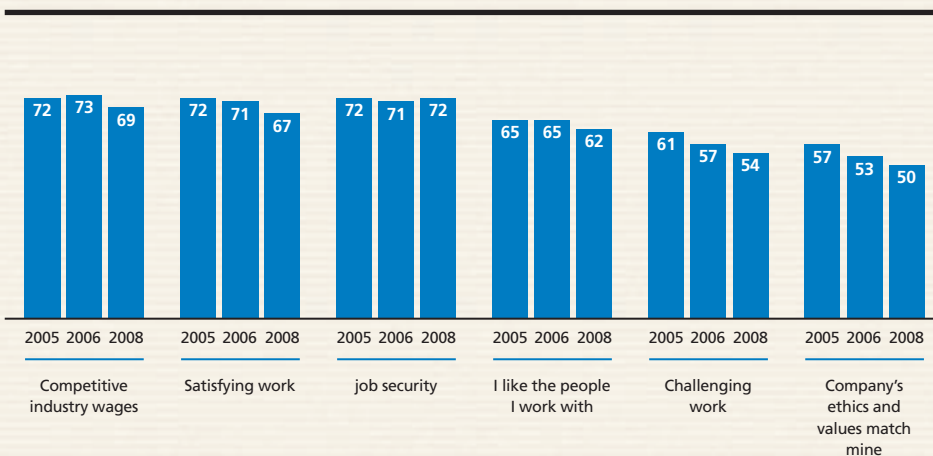
2. Employee benefits believed related to happiness

	Gen Y		Gen X		Baby Boomers		Matures	
	2006	2008	2006	2008	2006	2008	2006	2008
Competitive pay	86	71	79	70	76	73	68	78
Health Insurance	65	67	65	61	64	68	58	74
Flexible work hours	72	52	59	54	50	47	41	51
Increased paid-time-off days/less service time	63	58	61	51	47	40	43	32
Bonuses based on company profits	55	44	50	53	51	51	48	40
Opportunity for advancement	66	56	58	48	45	42	30	38
Employee award/recognition program	39	33	45	37	42	37	39	34
Incentives, such as trips or gift certificates	58	39	47	39	30	31	29	19
Stock/Profit-sharing plan	32	24	39	30	37	36	28	42
Option to work from home/telecommute	51	30	41	37	30	33	30	25
Family leave	39	30	31	29	18	21	16	18
External training programs	18	14	25	22	21	17	20	14
Online training	15	12	19	13	15	10	14	2
On-site daycare facility	10	13	15	12	2	2	1	2

3. Most important aspects to keep employees at current job

Top 2 importance

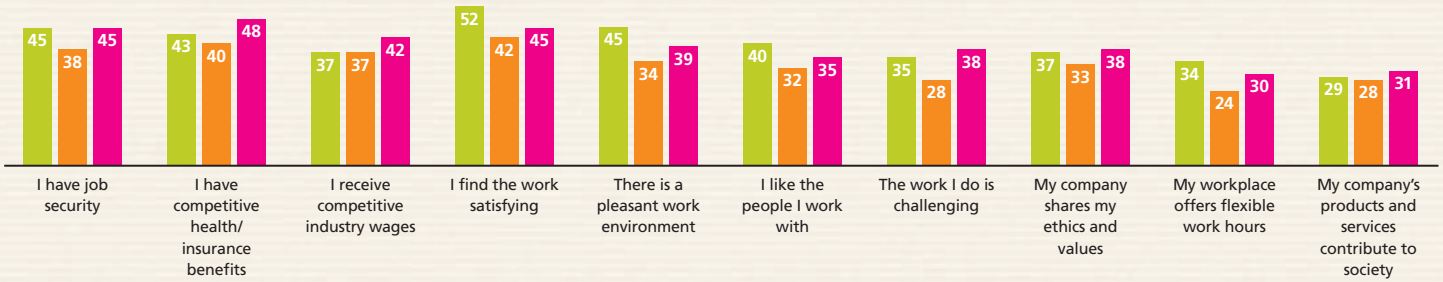
■ Employees



4. Importance of different aspects to keep at current job, by company size

% of employers who say "very important"

■ Small
■ Medium
■ Large



5. Most important factors for happiness in the job

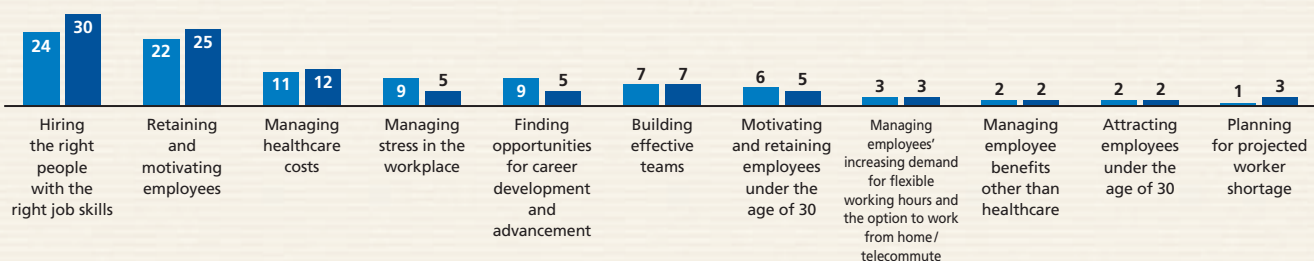
% saying important for happiness in the job

	Employees		Employers	
	2006	2008	2006	2008
Feeling valued (<i>intangible</i>)	86	76	82	72
Recognition and appreciation (<i>intangible</i>)	77	66	70	63
Supportive environment (<i>intangible</i>)	70	60	72	62
Leadership I can relate to (<i>intangible</i>)	68	58	71	58
Being part of a team (<i>tangible</i>)	60	49	60	51
Capable workforce (<i>tangible</i>)	66	48	67	56
Lack of / less stress	50	47	39	33
Shared vision, values and pride	52	42	63	53
Pathways for personal growth	45	42	43	41
Empowerment	43	37	57	48
Collective commitment to objectives	34	25	43	36
Sharp individual accountabilities	31	23	34	26
Fitting into the culture	29	18	35	25
Platforms for collaboration	23	14	25	22
Rigorous performance management	12	7	14	12

6. Most important employment issue

Employees vs. employers

■ Employees
■ Employers



Satisfaction with four major job aspects has risen sharply since 2006.

This feeling has only dropped 2% over the past two years. Both employers and employees agree that managing healthcare costs is the third most important challenge, cited by 12% and 11% respectively. One area that is climbing up employees' list of top challenges is managing stress in the workplace. This year, 9% say it's the top issue facing their workplace (making it number 4 on the list), up from a mere 4% in 2006. (Fig. 6)

It's widely accepted that the youngest employees with the least experience in the workforce change jobs more often for the first few years. So it is no surprise that Gen X and Y employees perceive a higher turnover rate in their companies. (Fig. 7)

Forget the raise, employees say now is a good time to ask for more work

In a clear sign that employees are feeling the pressure of a less secure job market, an increasing number say the present is a good time to "take on more work," up 5 points since last year. Meanwhile, fewer think it's a good time to either look for a job that pays more (50%, -4 since 2007), ask for a raise (40%, -5), or ask for more help to lighten their own loads at work (35%, -3). (Fig. 8)

Remember the key word – Change. For employees, Change translates to uncertainty. Confidence in advancement or greener pastures has been replaced with a strong reluctance to "rock the boat." Whether looking for a better paying job, changing careers or asking for better benefits, the numbers have all either flattened or declined. Employees say this is not a good time to change. Their apprehension may shift some additional leverage back to employers. An economic downturn paints pictures of layoffs and a message of tough times. Subconsciously this put an additional motivation behind doing a better job since they feel a new job will be harder to find. Interestingly, there was a marked increase over last year in those who thought it was a good time to take on extra work. (Fig. 9)

Fewer employees will tough out a job that they hate

Contradiction Alert! Even with a drop in employee expectations, fear of change and a shift of control towards employers, there has been no increase in the number of employees who agree that "in the current economy, people are staying in jobs they hate just to have a job." In fact, this sentiment has declined. Still, 73% of employees feel this way. Though this is notably lower than the 81% that felt this way in 2006, it is the same percentage as in 2007. (Fig. 10)

It could be that while employees rationally understand that good jobs are scarcer when unemployment stands at a two-year high, the vast majority of emboldened employees have not been affected personally.

Since 2005, the direction of employees and employees who are planning to stay in their job over the next twelve months has reversed. Sixty percent of employees plan to stay, down 5 points since 2006 and back to 2005's level. Sixty five percent of employers plan to stay, down only 3 points since 2007, and back to 2005's level of 64%. (Fig. 11)

Employee satisfaction is up dramatically since 2006

In the past two years, employee satisfaction with four major aspects of their jobs has risen sharply: Satisfaction with the number of hours worked (50%, +12 points since 2006), opportunities to learn new things (40%, +13), amount of work they are expected to handle (38%, +8), and level of compensation (29%, +8). Hours, opportunities, workload and compensation are all up! On the flip side, the majority of people are still dissatisfied with each of these aspects. However, the dissatisfaction has decreased over the past two years. These new results represent some of the highest levels of satisfaction tracked in Randstad's *World of Work* survey in four years. (Fig. 12)

Morale is stable since 2002 and 12 points higher than 2006.

What's behind the increase? Over the past few years the *World of Work* has highlighted a number of positive workplace changes that could be made in anticipation of a reduction in qualified workers. Many employers have responded and made finding and keeping the right people a priority. At the same time, employees have faced the reality that their current situation is acceptable as a tighter economy makes good jobs harder to find and keep. "The security of what I have is better than the promise of what I might find."

Satisfaction continues to be much higher among employers than among employees — between 8 and 15 points higher — on all criteria, except hours, where employer-employee satisfaction levels are about equal. (Fig. 13)

Anxiety is up and productivity is down

In 2006 the *World of Work* emphasized that Satisfied Employees = Productive Employees. Ultimately an engaged, involved workforce is more productive and is the top source of gains and increased efficiency. Now factor in the anxiety of change and the pursuit of productivity seems to have slowed.

In 2006, 33% of employees felt that productivity had increased over the previous year. In 2007 that feeling increased seven points to 40%. However this year the perception of productivity has dropped 10%. Today only 30% of employees feel productivity has increased over 2007 and 17% of employers say that productivity in their place of work has decreased over last year. (Fig. 14)

In spite of it all, morale is stable

As odd as it may seem, we are anxious about the changing economy and worry about our jobs ... but the data also shows we are feeling good about ourselves. Since 2002 employee morale has had some ups and downs but has remained amazingly

stable. Compared to 2007, the proportion of employees who rate their company morale as "excellent" or "good" stands at 51%, exactly the same as last year and a full 12 points higher than 2006 (39%).

Over the same seven-year period employers' morale has steadily declined. From 2002 to 2005 it plummeted 30%. It rebounded between 2006 and 2007 and has settled back 4 points to 62% this year. At the same time the gap between employers and employees is narrowing. Is there a trend? As we have seen, both employer and employee morale has remained virtually unchanged in 2007 and 2008. It's reasonable to assume that, for now, employers are feeling comfortable about the stability of their workforce and that, at the same time, employee morale is a product, in part, of a stable work environment. A realist, of course, will point out that the only constant is change, and that any negative tremors could result in dramatic change. Stay tuned. (Fig. 15)

The one constant is change

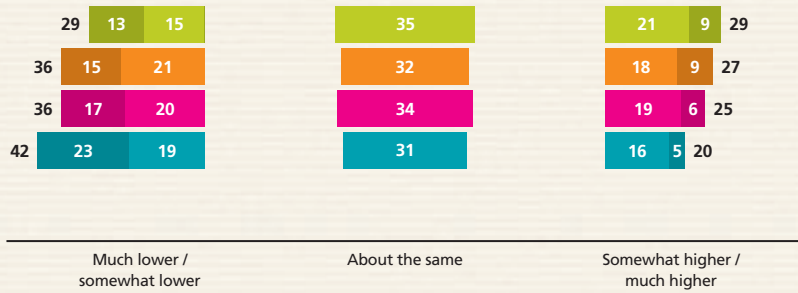
For the past nine years change has been an underlying aspect of the Randstad studies. In 2008 the unanswered question of a looming recession puts a giant question mark after hiring, retention, growth, expansion and the overall economy. Does insecurity in business contribute to the recession or does the recession contribute to insecurity in business?



7. Compared to other companies in your industry, how would you rate your company's turnover rate?

Employees by generation

■ Gen Y
■ Gen X
■ Boomers
■ Matures

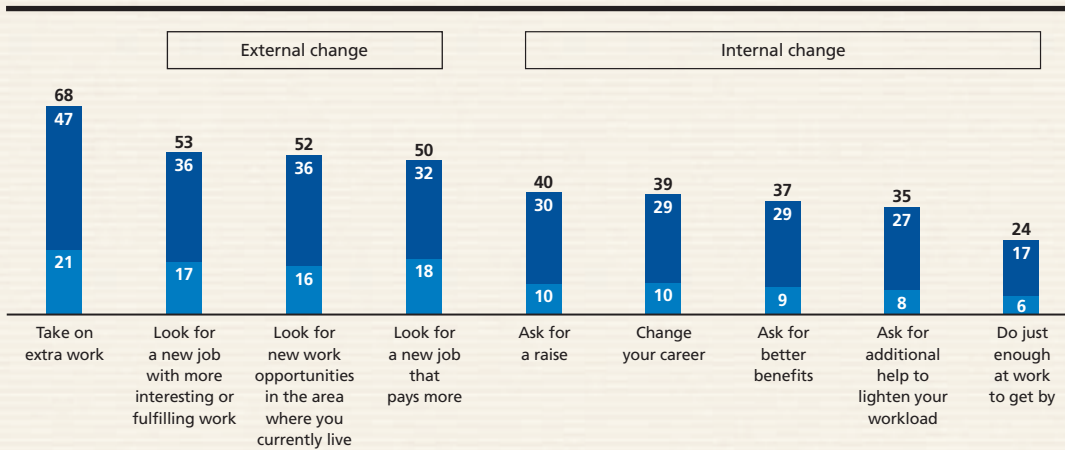


8. Time for change? Time to ask for more?

Among employees

Top 2 box "very good / somewhat good"

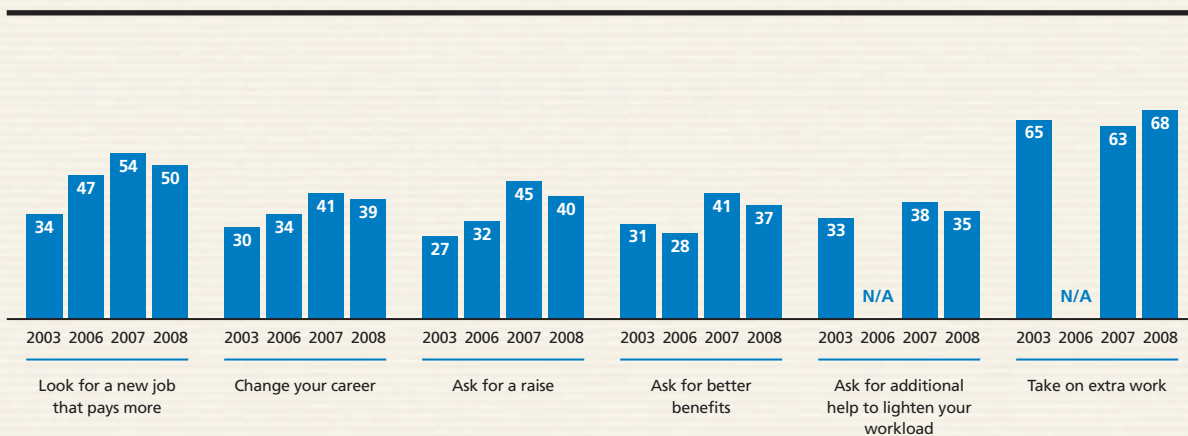
■ Very good
■ Somewhat good



9. % who say "it's a good time to..."

Top 2 boxes

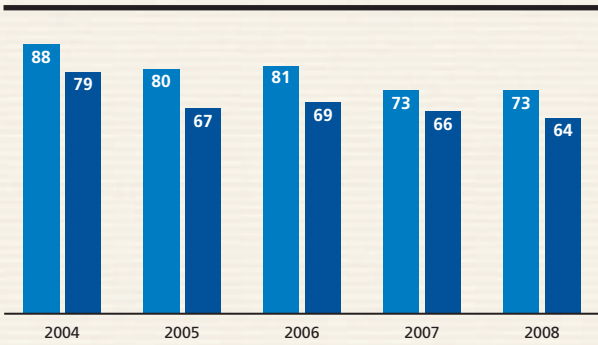
■ Employees



10. It's a reality that in the current economy, people are staying in jobs they hate, just to have a job.

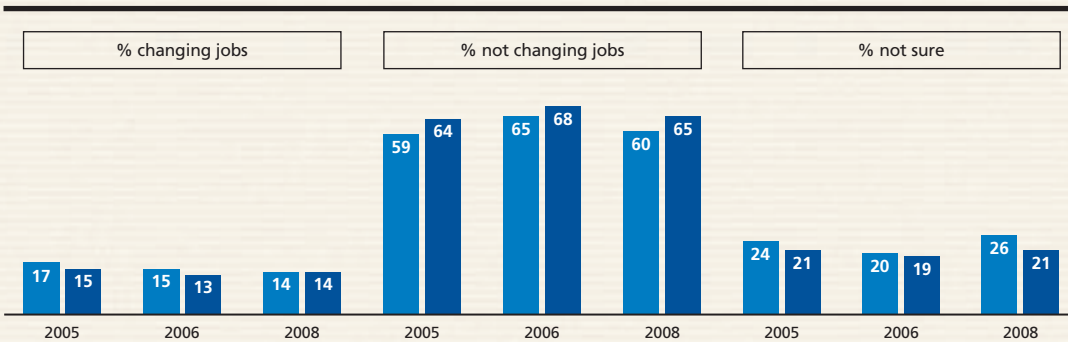
By employers vs. employees, 2004-2008
% "more of a reality"

■ Employees
■ Employers



11. Likelihood of job change

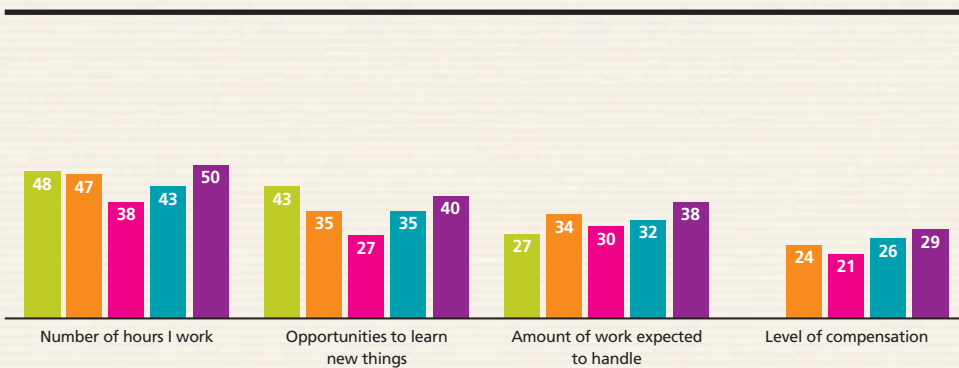
■ Employees
■ Employers



12. Satisfaction with various aspects of work

Among employees, 2004-2008
Top 2 box satisfied

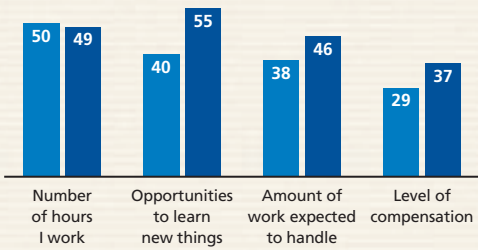
■ 2004
■ 2005
■ 2006
■ 2007
■ 2008



13. Satisfaction with various aspects of work

By employers vs. employees
Top 2 box satisfied (6,7 - on 7 point satisfaction scale)

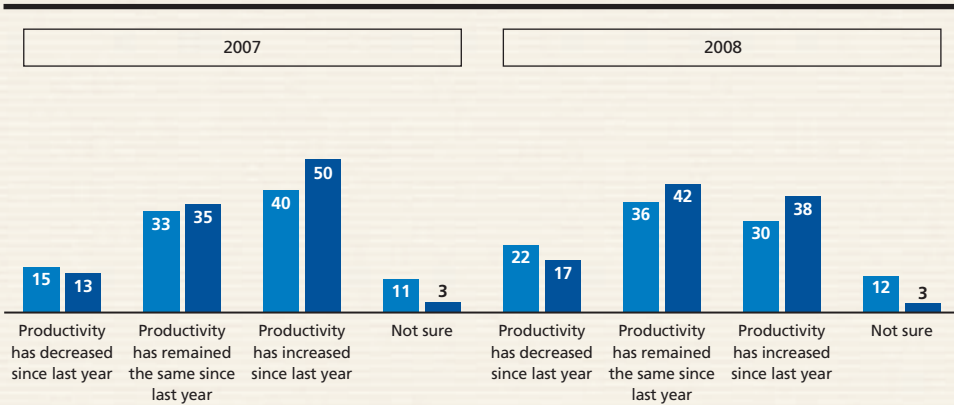
■ Employees
■ Employers



14. Perceptions about productivity: change vs. last year

% who say...

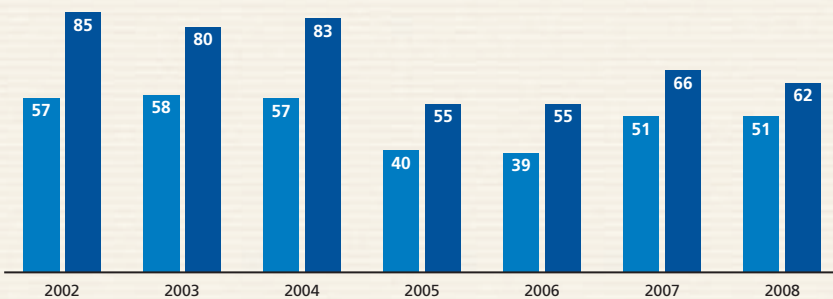
■ Employees
■ Employers



15. Company morale

By employers vs. employees, 2002-2008
Top 2 box "excellent / good"

■ Employees
■ Employers



Employees and Employership™: Maximizing Partnerships



Employership™—the new relationship

Employees respond well to companies that provide give-and-take relationships rather than top-down communications. In the world of work, that's what the Randstad-defined concept of Employership™ is all about. Through its most recent *World of Work* research, Randstad is helping companies understand and live by the new principles.

In the same way that consumers evaluate companies on good corporate citizenship, they also assess the best employers based on principles of Employership™. The way work is organized largely determines the

company's success. Does every employee know what he or she must do? Are the responsibilities clearly understood? Do employees work well together? Are they available when they are needed? Can the organization respond quickly to change?

The quality of the relationships between an employer and the employees affects a company's flexibility and effectiveness. Good relations can serve to prevent or solve issues, increase productivity and play a positive role in the total profitability and sustainability of the organization.

Employership™ creates an organization where employees want to work, where customers want to buy and where investors want to invest.

A company where employees want to work, customers want to buy and investors want to invest—that's Employership™.



Employees want to work for a winner — above all else

In the 2008 *World of Work* survey employees identified the 15 most important attributes employees value in a company:

1. Recognizes the value I bring to organization
2. Delivers on its promise to customers
3. Cares about their employees as much as their customers
4. Provides a workplace that reflects its respect for me and my co-workers
5. Has an active leadership who serves the company (not themselves)
6. Wants my honest input on business issues
7. Encourages me to continually develop skill sets
8. Encourages me to be an innovative thinker
9. Focuses more on my strengths than on my weaknesses
10. Encourages a collaborative work environment
11. An employer I care so much about that I would defend it against criticism
12. Where I believe in the company's purpose/mission
13. Strives to be true to its brand/mission not 'most of the time' but all of the time
14. Makes sure I have a good relationship with my supervisor
15. Has a reputation for corporate responsibility

The survey asked employees to decide which was most important and how well the terms describe their company. The results reveal that employees ultimately want to work for a company that:

- recognizes the employee's professional "value to the organization" (67%)

- "cares about its employees as much as its customers" (66%)
- "delivers on its promise to customers" (65%).

These top 3 of 33 possible traits of an "ideal" employer point to a three-way relationship between employer, employee and customer based on merit, performance, and mutual respect.

The findings also help us to understand why the latest *Fortune* magazine "100 Best Companies to Work For" list found that "great workplaces" tended to be the ones that outperform the stock market.

Also among the top traits of an ideal employer are "providing a workplace that reflects its respect for me and my co-workers," (61%) and "having an active leadership who serves the needs of the company (not themselves)" (58%).

Employership™ is about balance and about alignment of the objectives of the employee and the employer alike. It means helping employees achieve company goals in addition to personal goals. And it means encouraging employees to develop skills, to provide honest input on business issues, to think innovatively and to leverage their strengths. Employership™ is focused internally as well as externally and encompasses position, message and operations.

Employership™ is a business relationship and not a personal one. The survey finds that most employees do not believe that their employer must be "employee-centric". Traits such as "supporting personal growth," "treating employees like family," and "working hard to make me happy and motivated" are only middling traits, mentioned by fewer than half of employees.

Compare these perceptions with employers and you see that managers tend to value the same ideal traits in a company, with one key difference: Employers tend to have

There's a large gap between the perception and reality of "ideal employee" traits.

higher expectations of the ideal company, placing more importance on nearly every trait. What can we conclude? Employees are seeking a highly professional relationship with their employers focused on mutual respect, skill, and satisfying the customer. (Fig. 16)

Employees spot big gaps between ideal employer and their company

Employees and employers agree on the key traits that are the hallmarks of a productive professional relationship. When they make value judgements on how their companies compare the evaluations tell a different story. Enormous gaps exist between the Employership™ traits employees say are important to being an "ideal" employer and those they say their current employer possess. Four of the widest gaps are found among the top five most important traits identified by employees:

- Cares about their employees as much as their customers - 66% say the trait is important; only 26% say the trait describes their employer well. A 40-point gap.
- Recognizes the value the employee brings to the organization - 67% say the trait is important; only 29% say the trait describes their employer well. A 38-point gap.
- Provides a workplace that reflects its respect for me and my co-workers - 61% say the trait is important; 28% say the trait describes their employer well. A 33-point gap.
- Has an active leadership who serves the company not themselves - 58% say the trait is important; 27% say the trait describes their employer well. A 31-point gap.

Employee-employer loyalty is down, but is it relevant?

Since Employership™ deals with the professional relationship between employers and

employees does this gap represent a loss of loyalty or a dose of reality? Since 2005, the proportion of employees who say they are loyal to their company has declined by 10 points, (59% to 49%). Meanwhile, just 26%, unchanged since 2005, say their employer is loyal to them. Similar downward trends are found among employers, although employers feel more loyalty to their company than employees (64%, also down 10 points since 2005) and employers feel more loyalty from their company (39%, -4 points). In both cases a wide "loyalty gap" persists. (Fig. 17)

The keys to positive Employership™ rest on recognizing employee value, cultivating mutual respect, and delivering on behalf of clients — traits that are neither employee-centric nor personal. Both employers and employees are as loyal as they can responsibly manage in an uncertain situation.

What is most significant is these Employership™ findings suggest that perhaps the paradigm should shift from loyalty to mutual respect and professional acknowledgement.

Employership™ means building employee relationships that matter

In an economic environment hyper-tuned to the negative it takes judgement to ensure the stability, growth, prosperity and sustainability of our individual organizations. Becoming a "great company" that inspires trust and confidence is a conscious informed decision. Employership™ cultivates an open, collaborative, responsive business relationship with employees. It comes from challenging the accepted traditions that insulate management from the workforce. Employership™ builds the foundation of trust and responsibility in the most basic manner – by asking employees what is most important to them in an ideal employer, how the company can deliver on these elements and then working together to act on what you learn.

16. Employership™: top attributes by overall importance

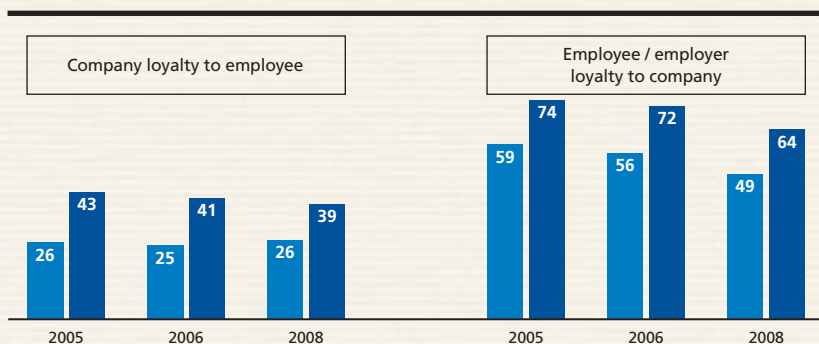
Top 2 box % - importance / describes employer well

	Employees			Employers
	Important	Describes well	Gap	Important
Recognizes the value I bring to the organization	67	29	-38	75
Cares about their employees as much as their customers	66	26	-40	71
Delivers on its promise to customers	65	38	-27	75
Provides a workplace that reflects its respect for me and my co-workers	61	28	-33	70
Has an active leadership who serves the company (not themselves)	58	27	-31	68
Encourages me to continually develop skill set	56	29	-27	62
Wants my honest input on business issues	55	26	-29	70
Focuses more on my strengths than on my weaknesses	54	27	-27	60
Encourages me to be an innovative thinker	53	28	-25	65
Has clearly defined advancement opportunities	52	21	-31	51
Encourages a collaborative work environment	51	29	-22	62
An employer I care so much about that I would defend it against criticism	51	30	-21	60
Strives to be true to its brand / mission not 'most of the time' but all of the time	51	32	-19	57
Makes sure I have a good relationship with my supervisor	51	26	-25	55
Has a reputation for corporate responsibility	50	30	-20	56
Focuses on meeting company standards first and saving money second	49	23	-26	51
Where I believe in the company's purpose / mission	49	34	-15	61
Challenges me with more responsibility	47	34	-13	57
Asks me what would make me a happy employee	46	19	-27	46
Supports my personal growth	46	21	-25	46
Works hard to keep me motivated	46	20	-26	44
Treats its employees like family	45	25	-20	48
Where I would feel comfortable going to my supervisor with a family issue	41	29	-12	40
Asks me regularly what I am interested in learning	40	17	-23	39
Is a positive contributor to my community	38	31	-7	44
Takes the time to really get to know me	38	21	-17	39
Adapts business practices to be environmentally friendly	38	22	-16	36
Is committed to the success of my community	36	27	-9	43
Uses local suppliers to support the local economy	34	22	-12	32
Provides me the opportunity to make a difference in my community	33	24	-9	42
Provides services to the community that are not readily available	32	27	-5	35
Creates opportunities for me to really get to know my co-workers	29	23	-6	32
Whose leadership is personally involved with charitable work	26	23	-3	28

17. The Loyalty Gap

By employee vs. employer, 2005-2008
% who say they are loyal (top 2 boxes)

■ Employees
■ Employers



Evolution and Experience: Generational Differences In The Workplace



The realities of a workforce where cross generational interaction is rare

Workplaces are multigenerational environments with employees from 16 to 60-plus. Each group has differing perceptions, understandings and prejudices. With the relentless reality of Baby Boomer retirement there has been a new movement to share common workspaces and value cross-generational interaction. It is an optimistic, noble aspiration. But Gen Y, Gen X, Baby Boomers, and Matures have different definitions of experience, sharing and no consistent way to understand what each other has to offer. So, instead of creating

an energetic fusion of knowledge, perspective and experience we end up with several blunt learnings.

- The transfer of knowledge between retiring generations of veteran workers and newer entrants to the workforce is unlikely.
- Perceptions of co-workers, particularly those in Gen Y, are based largely in stereotypes.
- Each generation sees itself as bringing different strengths to the workplace that don't enhance or expand the strengths of those older or younger.

We're not facing a talent shortage. We're facing a knowledge gap.

Top ranked terms used to describe co-workers in same generational cohort			
Gen Y Chief Friendship Officers	Gen X The Doer	Baby Boomers Moral Authority	Matures Moral Authority
<ul style="list-style-type: none"> • Makes personal friends at the workplace • Sociable • Thinks out of the box • Open to new ideas • Friendly 	<ul style="list-style-type: none"> • Confident • Competent • Willing to take responsibility • Willing to put in the extra time to get the job done • Ethical 	<ul style="list-style-type: none"> • Strong work ethic • Competent • Ethical • Ability to handle a crisis • Willing to take on responsibility • Good communication skills 	<ul style="list-style-type: none"> • Strong work ethic • Ethical • Committed to the company • Competent • Confident

Source: World of Work Study, 2008

Workers walk the same halls, but are separate generational societies

Younger and older employees are reevaluating their workplace realities against the backdrop of changing real life demands. Gen Y workers are growing up, becoming more pragmatic and their expectations are evolving. Gen X workers — in their peak personally and professionally — are feeling more invested in maintaining their employment situation than in changing it. Baby Boomers find themselves the standard bearers of the corporate culture, legacy and history. They want recognition for their contributions on the job but are feeling the pressure of the economic downturn that could destroy retirement plans as the clock ticks down.

Baby Boomer (65%) and Mature (69%) workers, and a growing proportion of Gen Y workers (43%, +18 points since 2005) anticipate a shortage of skilled labor as Boomers retire. However, the anticipated shortage of skilled labor seems to be more about the limited transfer of knowledge across generations today and less about the lack of manpower in the future. Bottom line — the generations aren't talking, sharing, teaching and learning from each other. (Fig. 18)

According to U.S. Census Bureau figures, Gen Y (79.8 million members) is slightly larger than the Baby Boom generation (78.5 million members). But, only 29% of Gen Y workers describe their Gen Y co-

workers as being competent. Older generations have an even less favorable opinion of the Gen Y work skills and ethic. Yet, Gen Y has limited interaction with the generations of veteran co-workers — Baby Boomers and Matures — who are most likely to be described as competent and having a strong work ethic and from whom they could learn critical workplace skills. Each group has experience to share but their co-workers don't know them. (Fig. 19) (See additional tables 27-29 in Appendix, pages 30-31)

Gen Y — do you manage them or do they manage you?

Generation Y is changing the face of global business, possibly the most dramatic upheaval in business culture since women entered the workplace during World War II.

The significant factor is not how today's business views the newest members of the workforce ... it's how Gen Y views business. Generation X challenged the status quo. Generation Y chooses to press for more from their work life. They don't accept all the tried and true principles and practices. The old rules of thumb do not apply. Neither do many of the management techniques employers have used with previous generations.

New rules of management are in place:

Rule #1 – Advancement is as important as compensation

Gen Y is more about the advancement, additional training and recognition of a new position. Raises aren't viewed as rewards. They are the logical result of doing a good job. Achievement equals advancement.

Rule #2 – Straight talk, feedback, encouragement and recognition

Type A managers take notice, Gen Y expects passion, humor and straight talk. Truthful, direct communication is a strong expectation. No biz-speak, acronyms, implied messages or "spin-doctoring." Clear communication, feedback and encouragement are the clear expectation. Engagement equals motivation.

Rule #3 – Rethink and redesign management

How do you manage Generation Y? How do you convert Generation Y to managers? The rules have changed and organizations need to re-design their practices, procedures and culture in advance. More frequent performance reviews, accelerated advancement, tiered reward and incentive programs, and daily structured communication are just the beginning. Numbers remain important but impersonal.

Rule #4 – Create an evolving work community

Cubicles became a workplace cliché before Gen Y was born. The "little boxes" perception of the workplace has absolutely no relevance to them. Common areas, multi-generational work teams, "trainutainment" and relationships are most comfortable and meet their expectation. They are a natural extension of their personal experiences. For them, meeting and interacting online is just as comfortable and "real" as face-to-face meetings so they don't respond to structured office environments. Plus, there is little room for compromise on this point. They expect a fluid, evolving work com-

munity that is open to shared knowledge, rapid action and new ideas. Nothing rigid or static wanted.

The 2008 *World of Work* discovered new perceptions on all four generational groups, how they are evolving and working together. In each case the group is different from the accepted image and has become more mature and responsible over the past few years.

Gen Y is less bold and more self-aware than employers think

Gen Y workers have a reputation for being self-absorbed, bold, and having an inflated sense of entitlement. In the *World of Work* research we found that they are growing up on the job and displaying more self-awareness and professional humility than employers and co-workers give them credit for. The youngest work group may be ambitious, clear about what they want, and willing to ask for it unabashedly, but on the job most are highly cognizant of their generation's shortcomings. They don't cut themselves any slack with only 20% of young employees describing their Gen Y co-workers as having a strong work ethic, being respectful of co-workers, being able to handle a crisis, and being able to take direction well. Less than three in ten (29%) describe co-workers in their generation as being competent. Older workers and younger ones both view Gen Y as a generation that is largely lacking in the traits they desire most in a co-worker. (Fig. 20)

Gen Y workers are learning to appreciate the jobs they have

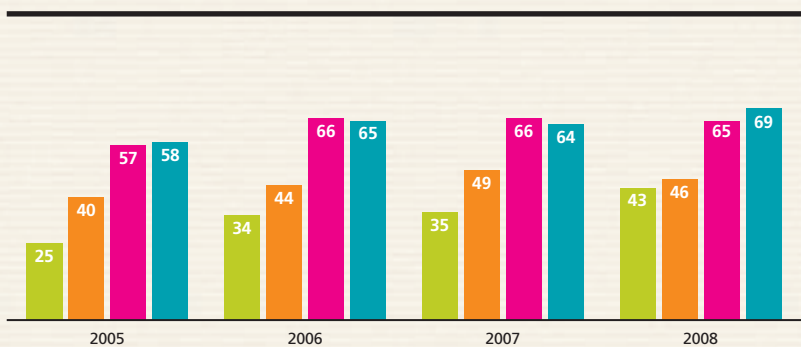
As Gen Y grows up, they are reexamining what is required to make them happy at work and what is needed for success ... and they are changing their minds. With a few years of work under their belts, Gen Y is developing a newfound appreciation for their jobs and taking work more seriously. Satisfaction with hours worked is up 9



18. It's a reality that there is going to be an increasingly severe shortage of skilled workers as the "Baby Boomers" retire.

Employees by generational group, 2005-2008
% "more of a reality"

Gen Y
Gen X
Boomers
Matures



19. Gen Y's perceptions of co-workers

Top 2 box % - important vs. describes generation of their co-workers

	Importance	Gen Y co-workers	Gen X co-workers	Baby Boomer co-workers	Matures co-workers
Makes personal friends at the workplace	19	49	31	31	26
Sociable	38	48	35	29	21
Ability to think outside the box	47	41	28	14	14
Open to new ideas	54	37	19	16	8
Confident	46	35	37	32	29
Friendly	52	35	37	26	34
Ambitious	39	34	33	20	14
Readily shares knowledge with co-workers	53	33	38	29	31
Builds social networks to increase efficiency	30	33	39	23	22
Intellectual curiosity	38	31	27	12	13
Independent thinker	43	31	29	20	25
Challenges the status quo for the company's greater good	30	30	25	16	19
Competent	70	29	35	40	29
Demanding	9	29	32	27	26
Seeks out creative challenges	27	29	28	12	11
Participates in company events	17	28	35	26	28
Willing to put in the extra time to get the job done	49	25	45	35	22
Willing to take on responsibility	58	24	35	39	30
Interacts well with all age groups	52	23	30	23	14
Good communication skills	65	23	35	33	23
Ethical	55	22	33	38	44
Respectful of co-workers	67	20	40	35	37
Strong work ethic	65	20	37	40	44
Ability to handle crisis	53	20	36	31	25
Takes direction well	54	20	28	27	16
Committed to their co-workers	42	18	30	27	22
Trusts his / her co-workers	53	17	29	28	24
Enthusiastic about his / her job	41	16	21	20	23
Gives good direction	50	16	39	23	30
Committed to the company	32	15	38	36	37
Avoids gossip	35	4	15	18	24

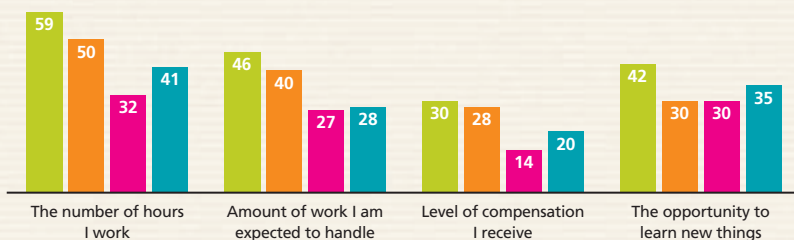
20. Importance of co-worker traits / how well trait describes themselves

Top 2 box %

	Gen Y		Gen X		Baby Boomers		Matures	
	Importance	Describes self	Importance	Describes self	Importance	Describes self	Importance	Describes self
Competent	70	64	73	74	82	78	81	83
Interacts well with all age groups	52	61	54	69	63	70	63	75
Ethical	55	58	69	71	75	78	87	86
Willing to take on responsibility	58	57	65	69	69	75	66	82
Readily shares knowledge with co-workers	53	56	62	63	65	71	69	83
Takes direction well	54	56	60	60	67	65	65	74
Good communication skills	65	55	70	60	69	69	72	74
Respectful of co-workers	67	55	71	66	77	72	76	83
Strong work ethic	65	53	73	68	77	78	79	84
Ability to handle crisis	53	53	63	63	71	73	66	81
Open to new ideas	54	53	60	58	65	67	56	69
Independent thinker	43	52	49	62	54	68	46	78
Friendly	52	52	57	61	50	63	61	67
Willing to put in the extra time to get the job done	49	51	52	61	60	72	55	81
Intellectual curiosity	38	49	46	59	42	63	50	71
Confident	46	47	48	55	52	62	60	75
Ambitious	39	47	40	48	35	42	48	51
Ability to think outside the box	47	44	52	57	58	67	59	74
Gives good direction	50	44	49	47	55	60	56	58
Sociable	38	42	34	48	32	47	34	61
Seeks out creative challenges	27	38	36	41	40	48	41	61
Committed to their co-workers	42	38	46	48	50	55	56	62
Committed to the company	32	37	43	45	44	54	58	67
Builds social networks to increase efficiency	30	36	31	38	30	33	22	43
Makes personal friends at the workplace	19	36	21	36	17	33	23	40
Enthusiastic about his / her job	41	36	43	45	53	50	56	68
Participates in company events	17	35	23	36	16	30	8	22
Trusts his / her co-workers	53	31	56	39	61	39	74	57
Avoids gossip	35	29	45	39	52	49	56	58
Challenges the status quo for the company's greater good	30	27	35	35	35	39	31	43
Demanding	9	18	14	24	8	24	7	30

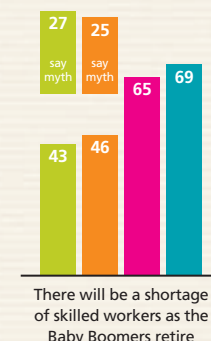
21. Gen Y satisfaction with various aspects of work

Among Gen Y employees, 2005-2008
Top 2 box satisfied



22. It's reality that...

Employees by generational group



Gen Y is now ready to take on more.

points from a year ago to 41%. Satisfaction with compensation (+6 points to 20%) and opportunities to learn new things (+5 points to 35%) is also up from a year ago. (Fig. 21)

Generation Y has been called the least stable generational group and the most willing to job-hop. This year's study revealed the desire for job change is trending down with fewer than last year feeling it is a good time to look for a new job that pays more (-3 points to 57%) or offers more interesting or fulfilling work (-2 points to 58%). (Fig. 26)

Trending up among Gen Y workers is the proportion willing to take on more responsibility at their current place of employment. Up significantly since 2007 (+14 points to 73%) is the proportion of Gen Y workers who say now is a good time to take on extra work. Gen Y now exceeds all other groups in holding this view. It's an interesting contradiction that there has also been an increase in the percentage of Gen Y employees saying that it is a good time to just do enough to get by (+7 points to 35%). (Fig. 26)

Reality: Gen X sees another economic downturn

Didn't we just get over one? Gen X sees a recession on the horizon, again. When this generation faced its first economic recession in the 1990s, most were recent college graduates struggling to find employment. They just got established and in the financial groove when the 2001 recession set it. Now, with the possibility of a third downturn they find themselves in a more complex and pressure-packed position. Gen X is now up to their eyeballs in the American Dream — 56% are married and 49% have children in their household. Sandwiched between the realities of the changing job market and their stage in life, Gen X workers are essentially caught between the proverbial rock and a hard place — less likely to feel that now is the right time to ask for more from

their current employer or to seek new employment elsewhere.

The proportions of Gen X workers who feel the time is right to look for a job that pays more is down 5 points from 2007. Fewer feel the time is right to:

- Change their career (-4 points),
- Ask for a raise (-3 points),
- Ask for better benefits (-5),
- Ask for additional help to lighten their workload (-4).

More than any other group, Generation X believes that people are staying in jobs they hate just to have a job and this proportion is up from a year ago (+6 points to 76%). (Fig. 25 & Fig. 26)

Boomers crave relevance and recognition in the workplace

Baby Boomers see their generation as the guiding force in the workplace and more likely than younger generations to possess critical traits for workplace success such as a strong work ethic, being competent, having good communication skills, and being willing to put in extra time to get the job done. Their younger peers see a large number of older people but don't realize who they are and what they represent. For many companies that were formed during the growth years after Vietnam, this is the first generation of entrepreneurs and company founders. They "wrote the book" of corporate knowledge but no one seems to want to listen or learn. Doesn't anyone believe they are retiring?

While Gen Y continues to catch up to the other generations in their awareness of an increasingly severe shortage of skilled workers due to Baby Boomers retiring, a full 1 in 4 (27%) still say that this approaching shortage of skilled workers is a "myth" ... and so do 25% of their Gen X counterparts. (Fig. 22)



Boomers are looking for relevance and acknowledgement.

As Boomers reach and pass their peak in the workforce, many are seeking new relevance and acknowledgement of their contributions on the job. Baby Boomers far exceed younger generations in key items that are important to their happiness on the job.

- Recognition and appreciation - 69% of Boomers vs. 61% of Gen Y and 63% of Gen X.
- A supportive environment - 65% of Boomers vs. 53% of Gen Y and 56% of Gen X.
- Empowerment - 42% of Boomers vs. 33% of Gen Y and 35% of Gen X. (Fig. 23)

Boomers are the most skittish about job change

With more experience under their belts, Boomers and Matures are the employee group most in-tune to economic fluctuations. Boomers however, have the most pessimistic outlook on their company's hiring practices over the next 12 months. More than any other workforce group they expect hiring at their company to decrease (+4 points to 20% from 2006). (Fig. 24)

Boomers are also less likely than Gen Y or Gen X workers to feel now is a good time to change their work situation by asking for a raise or better benefits. And they are less likely to look for a new job that either pays more or offers more interesting work. In their minds they have the most to lose.

Maybe it's work ethic or an attempt to secure their current job, the proportion of Baby Boomers who feel it is a good time to take on extra work is up considerably from a year ago (+10 points to 68%). Contrast this increase with nearly all the other dimensions related to pursuing new employment elsewhere or asking for more from a current employer. There is a downward trend for Baby Boomers:

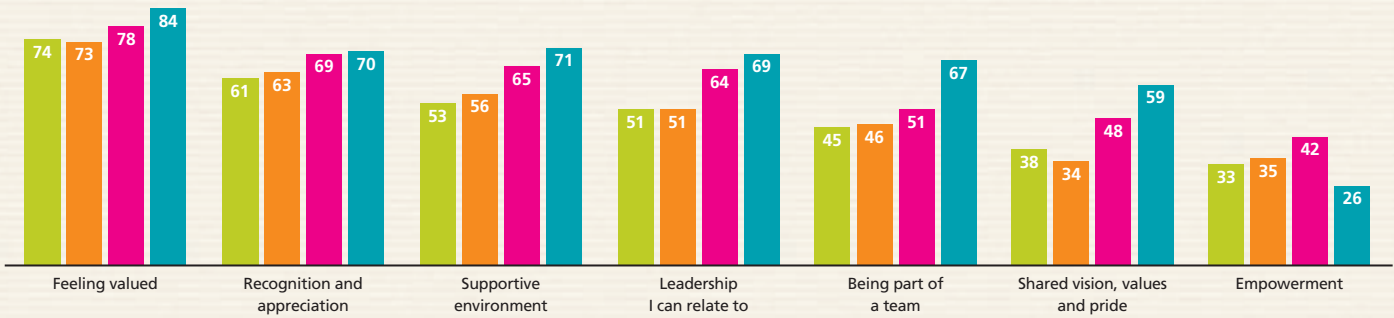
- Looking for a new job that pays more (45%, -6 points since 2007)
- Changing their career (33%, -4)
- Looking for a new job with more interesting or fulfilling work (47%, -3)
- Asking for a raise (32%, -10)
- Asking for better benefits (33%, -5)
- Asking for additional help to lighten their workload (29%, -6) (Fig. 26)



23. Importance for happiness in their job

Among employees by generation

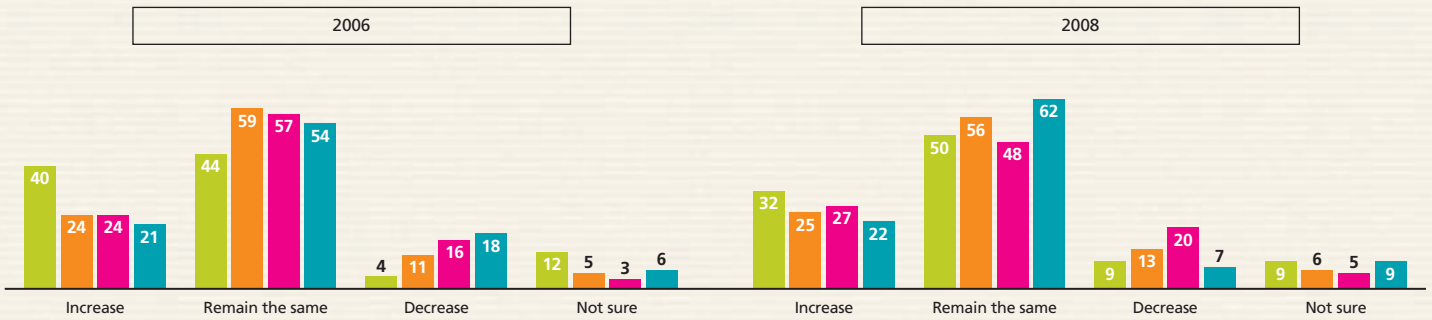
Gen Y
Gen X
Boomers
Matures



24. "In the next 12 months, expect hiring to ..."

Employees by generation

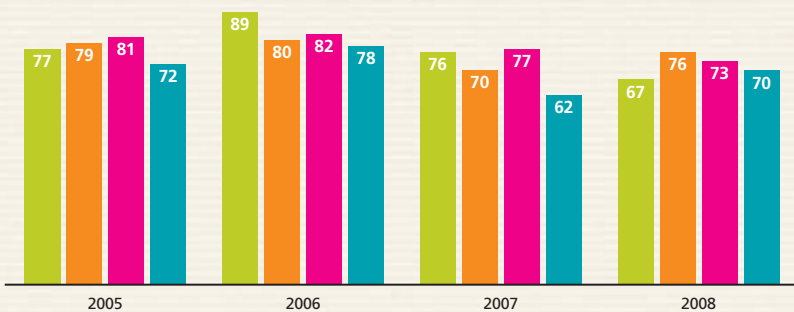
Gen Y
Gen X
Boomers
Matures



25. It's a reality that... in the current economy, people are staying in jobs they hate, just to have a job.

Employees by generation, 2005-2008
% who say "more of a reality"

Gen Y
Gen X
Boomers
Matures

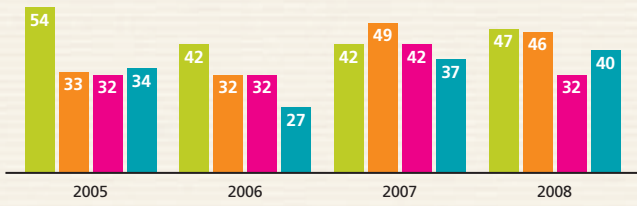


**26. It's a good time to...
By employees, by generation, 2005-2008**

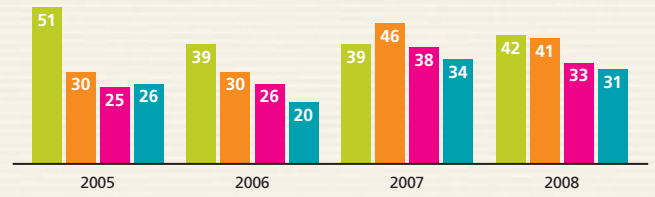
% who say "very/somewhat good" time (Top 2 boxes)

Gen Y
Gen X
Boomers
Matures

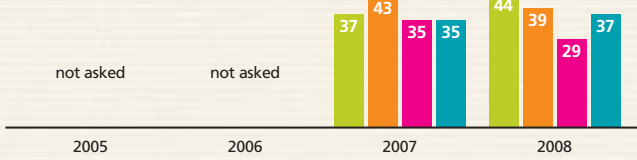
Ask for a raise



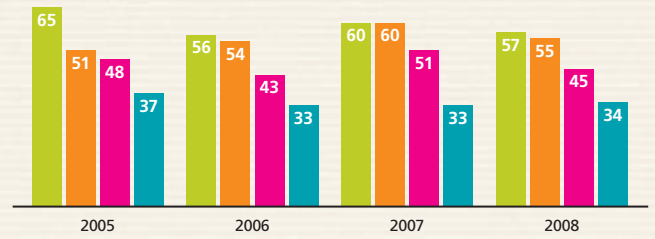
Ask for better benefits



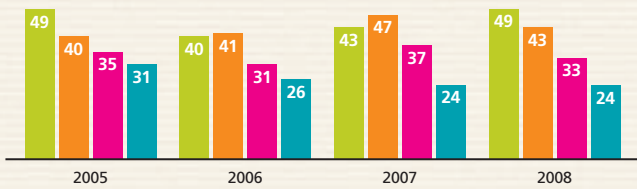
Ask for additional help to lighten your workload



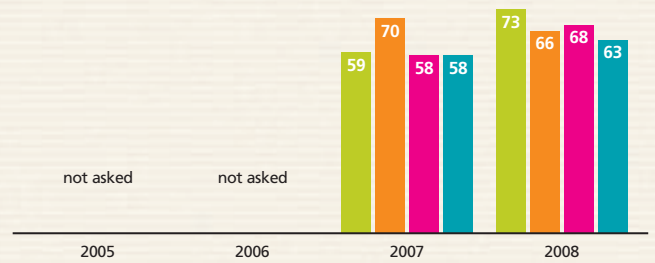
Look for a new job that pays more



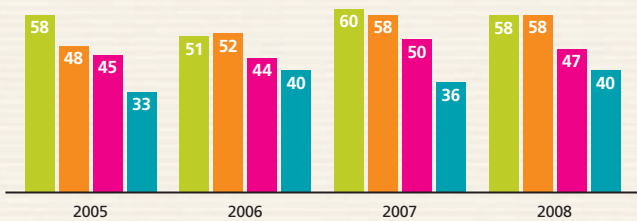
Change your career



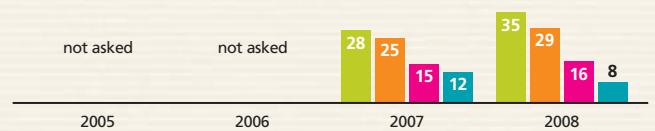
Take on extra work




Look for a new job with more interesting/fulfilling work



Do just enough at work to get by





Experience means learning from each other

There is a natural tendency for people to gather and work with people their own age. This is often not the best workplace. Multigenerational environments can break down barriers of age, perception and experience. They subtly force the generations to discover the value in each other and understand what each has to offer. In theory they can create a fusion of knowledge, perspective and experience. So why is managing multigenerational groups so difficult?

The U.S. workforce consists of four very distinct generations working side-by-side, from employees born in the last years of World War II to ones who came of age in the “go-go” nineties. Generational differences are often about perspective and how things should be done. It’s as if everyone looks at the other group saying, “That’s not how I would do it.” The biggest differences seem to be over the most common aspects of the workplace:

- Leadership
- Respect for authority
- Work ethic
- Relationships
- Why you work

It’s a slow process that can’t be accomplished with broad company-wide directives. It will be accomplished with purposeful processes

and leadership by example. It works best at the relationship level. People, not titles. Talents, not functions. Experience, not age. Trust comes from familiarity. Employership™ creates an organization where goals and perspectives can be different. Each generation requires a different set of standards to motivate them. Inspiring optimum performance from these workers are primary challenges for managers. The only way to know is to ask. The bottom line is teamwork and an atmosphere focused on company goals that workers can contribute to and achieve together. They can value and understand each other. They work, learn, share, discover, innovate, and prosper together.



Appendix

27. Gen X's perceptions of co-workers *Top 2 box % - important vs. describes generation of their co-workers*

	Importance	Gen Y co-workers	Gen X co-workers	Baby Boomer co-workers	Matures co-workers
Competent	73	26	37	39	41
Strong work ethic	73	20	32	41	45
Respectful of co-workers	71	24	32	37	40
Ethical	69	28	36	41	50
Good communication skills	70	22	35	33	34
Willing to take on responsibility	65	22	37	33	40
Ability to handle crisis	63	19	34	33	40
Takes direction well	60	25	29	26	29
Readily shares knowledge with co-workers	62	22	30	28	36
Open to new ideas	60	28	31	21	16
Trusts his / her co-workers	56	20	27	29	31
Interacts well with all age groups	54	26	35	27	33
Willing to put in the extra time to get a job done	52	20	36	32	38
Ability to think outside the box	52	26	30	22	24
Friendly	57	39	34	31	39
Gives good direction	49	17	31	31	31
Independent thinker	49	26	32	29	27
Confident	48	32	39	35	38
Enthusiastic about his / her job	43	19	26	20	26
Committed to their co-workers	46	20	27	28	30
Avoids gossip	45	11	23	25	30
Intellectual curiosity	46	30	33	21	25
Committed to the company	43	17	31	36	48
Ambitious	40	35	28	24	21
Seeks out creative challenges	36	23	28	15	24
Challenges the status quo for the company's greater good	35	19	23	18	24
Sociable	34	39	33	27	31
Builds social workplace networks to increase efficiency	31	25	31	25	30
Makes personal friends at the workplace	21	37	33	28	33
Participates in company events	23	26	25	30	39
Demanding	14	25	26	27	30

28. Baby Boomers perceptions of co-workers *Top 2 box % - important vs. describes generation of their co-workers*

	Importance	Gen Y co-workers	Gen X co-workers	Baby Boomer co-workers	Matures co-workers
Competent	82	17	32	56	49
Strong work ethic	77	12	24	57	64
Respectful of co-workers	77	17	25	48	50
Ethical	75	16	29	56	61
Good communication skills	69	16	25	53	42
Willing to take on responsibility	69	15	28	53	42
Ability to handle crisis	71	9	23	55	43
Takes direction well	67	14	25	45	30
Readily shares knowledge with co-workers	65	16	25	47	46
Open to new ideas	65	26	27	29	20
Trusts his / her co-workers	61	17	22	39	30
Interacts well with all age groups	63	13	27	42	34
Willing to put in the extra time to get the job done	60	13	25	51	42
Ability to think outside the box	58	19	29	39	23
Friendly	50	33	30	48	42
Gives good direction	55	8	20	46	40
Independent thinker	54	22	27	43	30
Confident	52	27	31	52	43
Enthusiastic about his / her job	53	13	23	34	28
Committed to their co-workers	50	12	20	42	35
Avoids gossip	52	6	14	21	29
Intellectual curiosity	42	21	27	39	22
Committed to the company	44	10	19	48	52
Ambitious	35	30	33	37	22
Seeks out creative challenges	40	17	22	31	23
Challenges the status quo for the company's greater good	35	16	22	32	26
Sociable	32	36	36	44	35
Builds social workplace networks to increase efficiency	30	22	25	35	27
Makes personal friends at the workplace	17	40	33	34	32
Participates in company events	16	26	27	38	32
Demanding	8	28	27	33	28

29. Matures perceptions of co-workers

Top 2 box % - important vs. describes generation of their co-workers

	Importance	Gen Y co-workers	Gen X co-workers	Baby Boomer co-workers	Matures co-workers
Competent	81	20	40	52	74
Strong work ethic	79	3	31	74	78
Respectful of co-workers	76	3	32	63	70
Ethical	87	8	34	63	78
Good communication skills	72	3	32	59	72
Willing to take on responsibility	66	4	40	47	64
Ability to handle crisis	66	2	31	68	69
Takes direction well	65	3	35	41	58
Readily shares knowledge with co-workers	70	6	32	50	65
Open to new ideas	56	7	35	32	51
Trusts his / her co-workers	74	3	31	40	53
Interacts well with all age groups	63	12	38	49	59
Willing to put in the extra time to get the job done	55	7	30	57	69
Ability to think outside the box	59	5	37	58	57
Friendly	61	14	33	52	69
Gives good direction	56	0	19	51	60
Independent thinker	46	6	39	46	60
Confident	60	11	42	57	70
Enthusiastic about his / her job	56	5	33	53	56
Committed to their co-workers	56	7	33	47	59
Avoids gossip	56	0	13	34	51
Intellectual curiosity	50	11	34	50	56
Committed to the company	58	2	31	55	70
Ambitious	48	14	47	53	38
Seeks out creative challenges	41	2	26	36	45
Challenges the status quo for the company's greater good	31	4	22	36	51
Sociable	34	27	41	48	57
Builds social workplace networks to increase efficiency	22	6	32	44	42
Makes personal friends at the workplace	23	30	39	52	36
Participates in company events	8	22	32	36	31
Demanding	7	10	17	38	40

30. Generational rating of importance of employer attributes

Top 2 box % - important vs. describes employer well

	Gen Y			Gen X			Baby Boomers			Matures		
	important	describes well	gap	important	describes well	gap	important	describes well	gap	important	describes well	gap
Recognizes the value I bring to the organization	54	26	-28	67	27	-40	72	30	-42	74	39	-35
Delivers on its promise to customers	51	35	-16	62	36	-26	72	41	-31	70	45	-25
Cares about employees as much as customers	59	26	-33	65	26	-39	69	25	-44	75	35	-40
Provides a workplace with respect for me and my co-workers	50	28	-22	58	27	-31	66	28	-38	76	36	-40
Active leadership who serves the company (not themselves)	51	26	-25	54	26	-28	64	28	-36	62	36	-26
Wants my honest input on business issues	45	20	-25	52	28	-24	60	25	-35	66	31	-35
Encourages me to continually develop skill set	51	32	-19	55	28	-27	58	28	-30	54	36	-18
Encourages me to be an innovative thinker	46	25	-21	51	29	-22	56	28	-28	66	35	-31
Focuses more on my strengths than on my weaknesses	50	26	-24	52	29	-23	58	26	-32	58	35	-23
Encourages a collaborative work environment	41	30	-11	47	29	-18	58	27	-31	64	36	-28
Company I care so much about, I'd defend against criticism	46	24	-22	46	27	-19	56	35	-21	56	43	-13
Strives to be true to brand/mission all the time	38	30	-8	49	29	-20	56	34	-22	62	43	-19
Makes sure I have a good relationship with my supervisor	47	29	-18	50	28	-22	53	22	-31	54	33	-21
Has a reputation for corporate responsibility	42	24	-18	46	27	-19	56	34	-22	62	42	-20
Has clearly defined advancement opportunities	47	21	-26	50	22	-28	57	20	-37	41	27	-14
Focuses on meeting company standards first vs. saving money	42	19	-23	50	24	-26	51	24	-27	58	33	-25
Asks me what would make me a happy employee	46	18	-28	48	21	-27	45	17	-28	42	20	-22
Supports my personal growth	42	20	-22	46	22	-24	48	19	-29	41	22	-19
Treats its employees like family	37	26	-11	47	27	-20	46	22	-24	45	31	-14
Works hard to keep me motivated	45	17	-28	46	22	-24	47	19	-28	42	28	-14
Asks me regularly what I am interested in learning	34	16	-18	41	17	-24	41	18	-23	38	16	-22
Takes the time to really get to know me	33	22	-11	37	22	-15	40	19	-21	46	22	-24

Randstad's World of Work Research Design

The findings in this report are based on 3,494 interviews conducted online. Among these are 1,295 employers and 2,199 employees in the United States who completed interviews. The Harris Poll Online panel, Harris Interactive's multimillion-member panel of cooperative respondents in North America, was the sample source for this research. Two random samples were drawn from the larger population for each segment of employees and employers.

All interviews were collected between December 14, 2007 and January 16, 2008. The sample for employees consisted of U.S. residents who are 18 years of age or older who are currently employed full-time or self-employed in a company with at least five employees.

For employers, the sample consisted of U.S. business professionals who are 18 years of age or older and who make strategic Human Resources decisions or strongly influence those decisions and have been doing so for at least six months. As with the employee sample, employers also had to be employed in an organization with at least five employees.

The data from this survey was weighted to "match the characteristics of" and to remove potential biases so that the data is "projectable to the population of interest." Propensity Score weighting, a proprietary weighting technique, was used to adjust for differences between the online population and the offline population to ensure that the data is representative of the general populations in question.

The employer universe is segmented into three categories: small, medium and large companies/organizations:

- Small companies/organizations are defined as those with 5 to 49 employees
- Medium companies/organizations are defined as those with 50 to 499 employees
- Large companies/organizations are defined as those with 500 or more employees

The employee universe is segmented into four generational categories: Generation Y, Generation X, Baby Boomers and Matures:

- Generation Y is defined as adults whose birth year falls between 1980 and 1988
- Generation X is defined as adults whose birth year falls between 1965 and 1979
- Baby Boomer is defined as adults whose birth year falls between 1946 and 1964
- Mature is defined as adults whose birth year falls between 1900 and 1945

When a chart refers to "Top 2 boxes – 7-point scale," the chart is showing the combined percentage of those answers which were rated a 6 or a 7 on the 7-point scale. When a chart refers to "Top 2 boxes – 5-point scale," the chart is showing the combined percentage of those answers which were rated a 4 or a 5 on the 5-point scale.

With pure probability samples, with 100 percent response rates, it is possible to calculate the probability that the sampling error (but not other sources of error) is not greater than some number. With a pure probability sample of 3,494 adults, of whom 1,295 are employers and 2,199 are employees in the United States, one could say with a ninety percent probability that the overall results have a sampling error of +/- 1.4 percentage points. The sampling error for employers is +/- 2.3 percentage points, and for the employees is +/- 1.8 percentage points. However that does not take other sources of error into account. This online survey is not based on a probability sample and therefore no theoretical sampling error can be calculated.

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