murraysmith

Capitalizing on Generational Strengths:
A Murraysmith Case Study

Presented by: Shelby Asato, Thomas C. Walsh

PNWS-AWWA | Spring Conference

Agenda

1 — Setting the Table

2 — Murraysmith Breakdown

3 — Murraysmith Case Study

4 — Takeaways & Conclusions

5 — Next Steps

Setting the Table (2016 – 2026)

Table 11. S&E Occupations with the Largest Projected Job Growth, Other Selected Occupations, 2016-2026

Rank	S&E Occupation	Projected Average Annual Job Growth[a]
1	Software developers, applications	25,340
2	Computer user support specialists	7,110
3	Computer systems analysts	5,300
4	Software developers, systems software	4,610
5	Computer and information systems managers	4,380
6	Civil engineers	3,210
7	Operations research analysts	3,130
8	Information security analysts	2,840
9	Computer occupations, all other	2,590
10	Mechanical engineers	2,530

Table 15. S&E Occupations with the Most Projected Job Openings Due to Growth, Labor Force Exits, and Occupational Transfers, 2016-2026

Rank	S&E Occupation	Projected Average Annual Job Openings[a]
1	Software developers, applications	85,500
2	Computer user support specialists	55,400
3	Computer systems analysts	44,800
4	Software developers, systems software	32,700
5	Computer and information systems managers	32,500
6	Civil engineers	27,000
7	Operations research analysts	25,900
8	Computer occupations, all other	22,300
9	Mechanical engineers	21,200
10	Industrial engineers	19,700

- There's a potential **shortage looming**
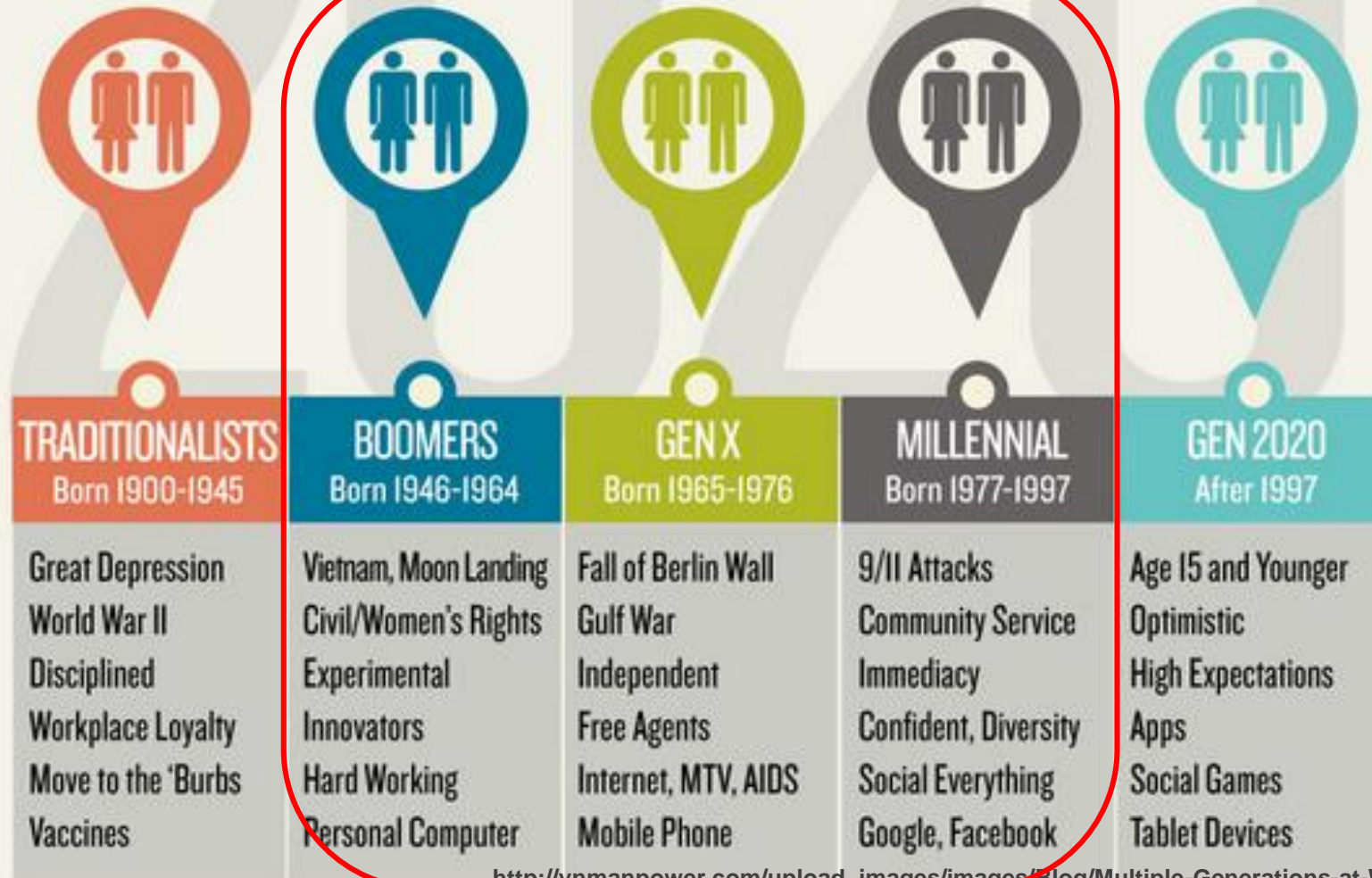- There's a **skills mismatch** between employer needs and employee abilities

Source: Sargent, J.F. (2017). "The US science and engineering workforce: Recent, current, and projected employment, wages, and unemployment." Washington, D.C.: Congressional Research Service. Retrieved from: https://fas.org/sgp/crs/misc/R43061.pdf

What is Generational Handoff & Succession Planning

MULTIPLE GENERATIONS @ WORK

Five Generations Working Side by Side in 2020

TRADITIONALISTS Born 1900-1945	BOOMERS Born 1946-1964	GEN X Born 1965-1976	MILLENNIAL Born 1977-1997	GEN 2020 After 1997
Great Depression	Vietnam, Moon Landing	Fall of Berlin Wall	9/11 Attacks	Age 15 and Younger
World War II	Civil/Women's Rights	Gulf War	Community Service	Optimistic
Disciplined	Experimental	Independent	Immediacy	High Expectations
Workplace Loyalty	Innovators	Free Agents	Confident, Diversity	Apps
Move to the 'Burbs	Hard Working	Internet, MTV, AIDS	Social Everything	Social Games
Vaccines	Personal Computer	Mobile Phone	Google, Facebook	Tablet Devices

http://vnmanpower.com/upload_images/images/Blog/Multiple-Generations-at-Work-2.png

Who is Murraysmith?

Our Core Focus

Crafting infrastructure to help communities prosper

WHAT WE DO →

1980
FOUNDED in Portland

99%
of our work is for public agencies

SERVICES {
Water
Wastewater
Stormwater
Transportation

12
Offices

EMPLOYEES
188

A Growing Company...

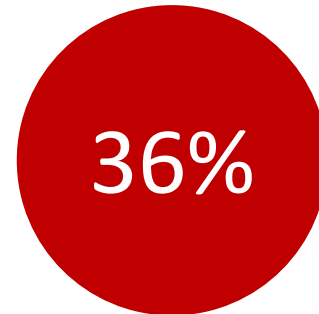## Company Statistics*

- 21.1% increase in staff
- 99% retention rate

New Hires*
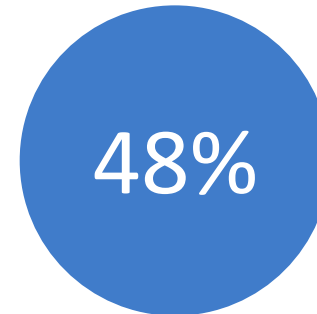
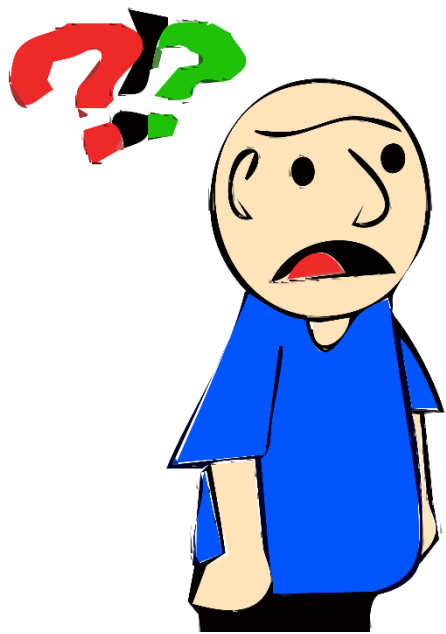- **50% Millennial**
- **25% Gen-X**
- **21% Baby Boomer**
- **4% Other**

a from April 2018 – April 2019

Murraysmith Breakdown

16%

Baby Boomer
Ages 54-72

36%

Gen-X
Ages 38-53

48%

Millennial/Gen-Y
Ages 37 and younger

Pop Quiz!

Why is this Important?

Corporate Social Responsibility Program

Community

Environment

Diversity & Inclusion

How was the case study approached?

Murraysmith Case Study

Optional survey
- To better understand the make-up of our company

Optional brown bag presentation
- To present and discuss survey results

Optional small group breakout sessions
- To debrief, brainstorm, and provide feedback
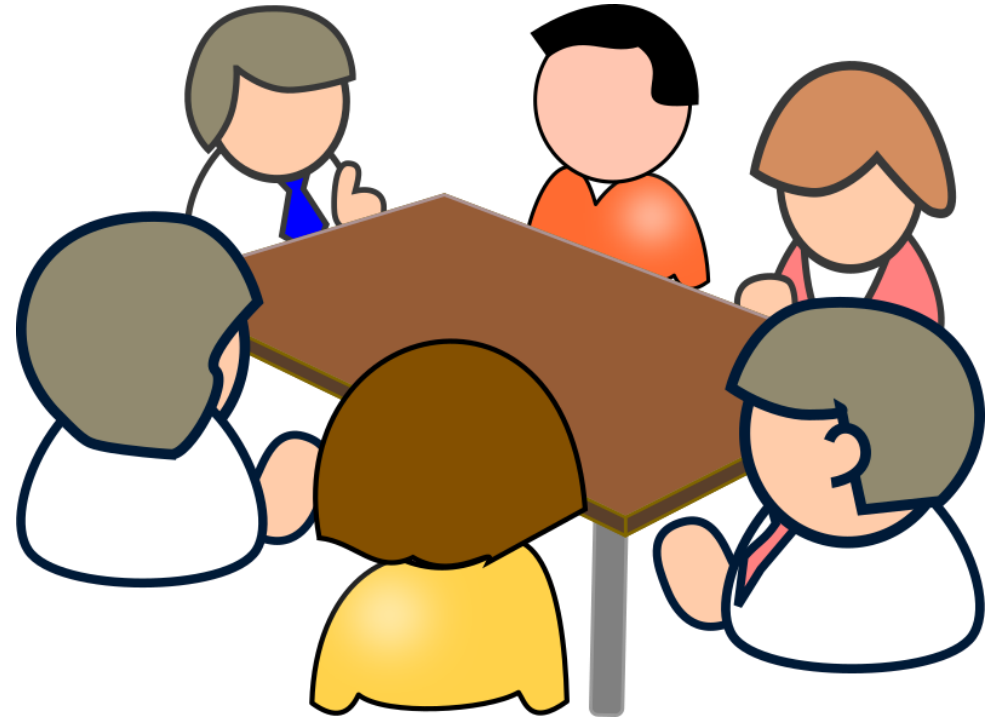
Murraysmith Case Study

Optional Survey

What Motivates You?

What Gives You Value?

Generational Perspectives?

Communication Styles?

Importance of Topic?

What Motivates Us?

Optional Survey

What Motivates You?

What Gives You Value?

Generational Perspectives?

Communication Styles?

Importance of Topic?

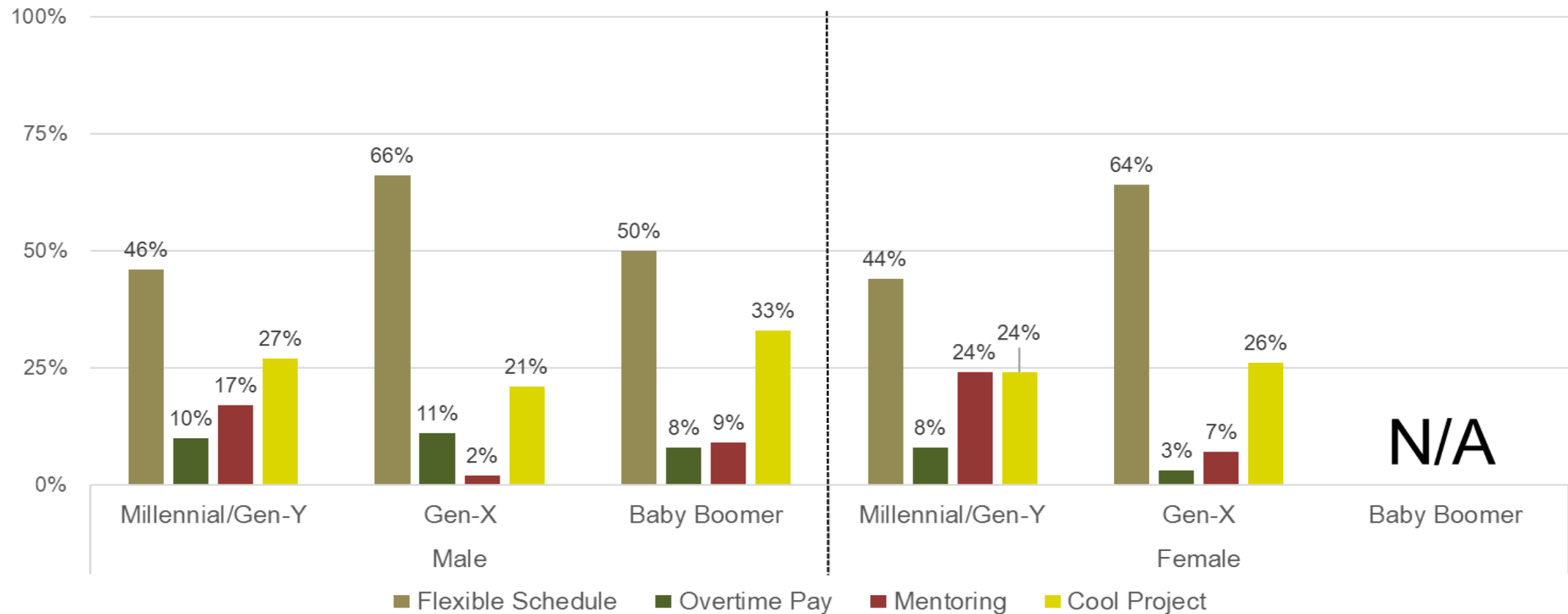# What Motivates Us?

Firm-wide

| **Flexible Schedule** 34% | **Overtime Pay** 11% | **Mentoring** 21% | **Cool Project** 34% |

Male
- Millennial/Gen-Y: Flexible Schedule 46%, Overtime Pay 10%, Mentoring 17%, Cool Project 27%
- Gen-X: Flexible Schedule 66%, Overtime Pay 11%, Mentoring 2%, Cool Project 21%
- Baby Boomer: Flexible Schedule 50%, Overtime Pay 8%, Mentoring 9%, Cool Project 33%

Female
- Millennial/Gen-Y: Flexible Schedule 44%, Overtime Pay 8%, Mentoring 24%, Cool Project 24%
- Gen-X: Flexible Schedule 64%, Overtime Pay 3%, Mentoring 7%, Cool Project 26%
- Baby Boomer: N/A

Legend: Flexible Schedule | Overtime Pay | Mentoring | Cool Project

What Gives You Value?

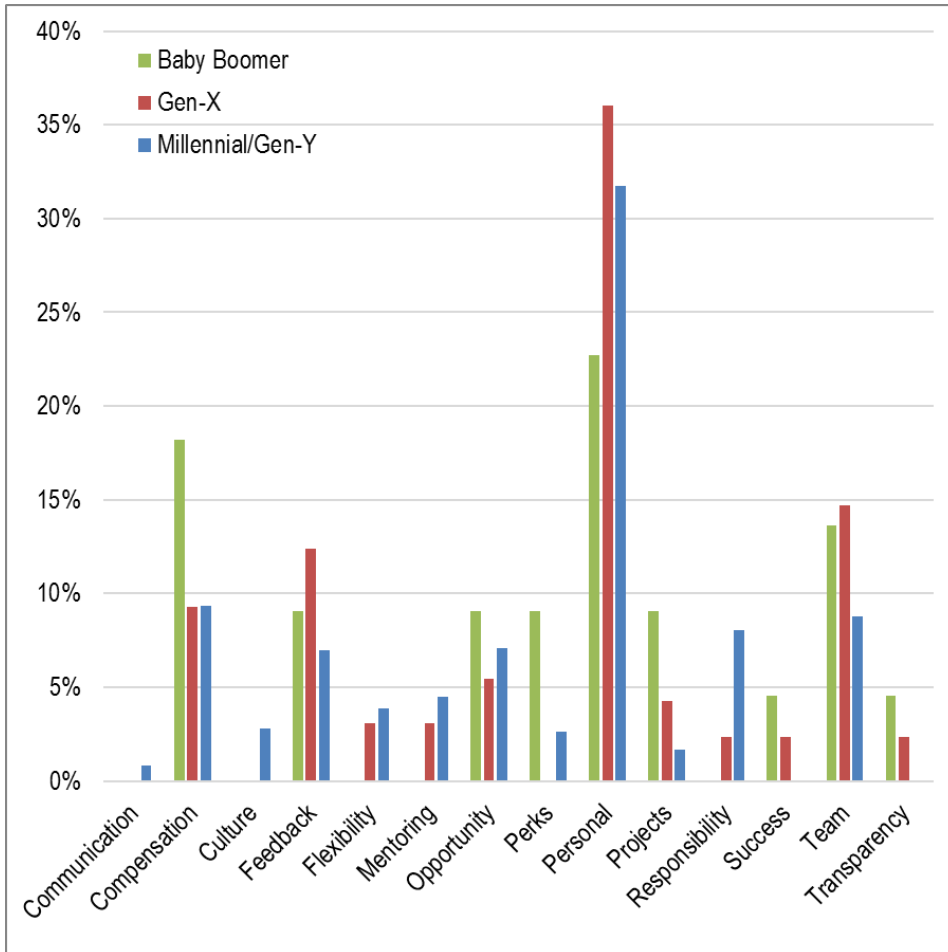## Optional Survey

What Motivates You?

What Gives You Value?

Generational Perspectives?

Communication Styles?

Importance of Topic?

What Gives Us Value?

Baby Boomers

- Less importance on **Mentoring**, **Flexibility**, **Communication**, and **Feedback** (compared with others)

- More importance on **Compensation** and **Perks** (nearly twice as much as others)

Gen-X and Millennials/Gen-Y

- Trend each for the majority of value added categories

Feedback is consistently noted as an important value-added category

"Personal" value is an umbrella category containing…

What _Personally_ Gives Us Value?

I gain value from mentoring, constructive feedback & positive reinforcement as I gain skills

Constructive feedback & mentoring offer me goals to work towards & resources to guide me

Achieving goals develops my skills & potential

Developing my skills & potential takes stress off the top and increases the ability of the team as a whole

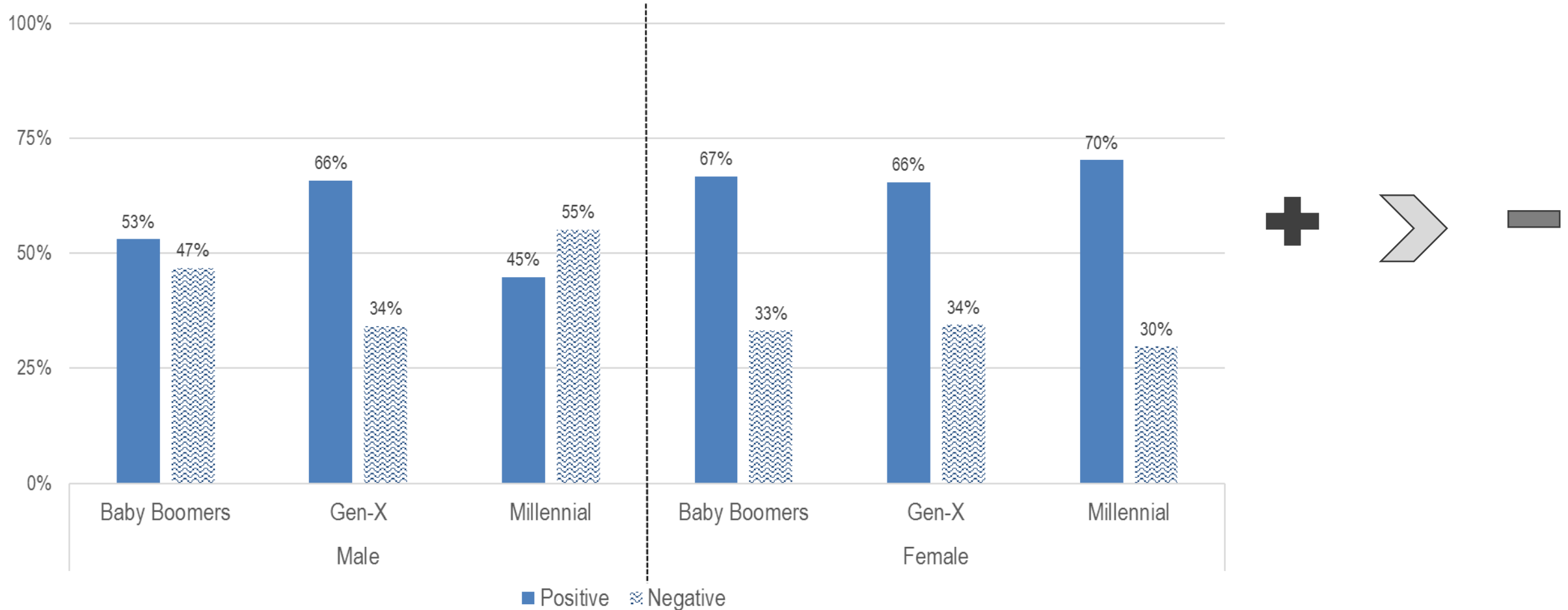The acknowledgement of my growth motivates me to keep pushing forward (positive feedback, raises, respect)

Generational Perspectives: Millennial/Gen-Y

Optional Survey

What Motivates You?

What Gives You Value?

Generational Perspectives?

Communication Styles?

Importance of Topic?

Perspectives Breakdown (per person)

Millennial perspective of…

Generational Perspectives: Gen-X

Optional Survey

What Motivates You?

What Gives You Value?

Generational Perspectives?

Communication Styles?

Importance of Topic?

Perspectives Breakdown (per person)

Gen-X perspective of…

	Male			Female		
	Baby Boomers	Gen-X	Millennial	Baby Boomers	Gen-X	Millennial
Positive	54%	77%	62%	73%	68%	59%
Negative	46%	23%	38%	27%	32%	41%

■ Positive ▒ Negative

Generational Perspectives: Baby Boomers

Optional Survey

What Motivates You?

What Gives You Value?

Generational Perspectives?

Communication Styles?

Importance of Topic?
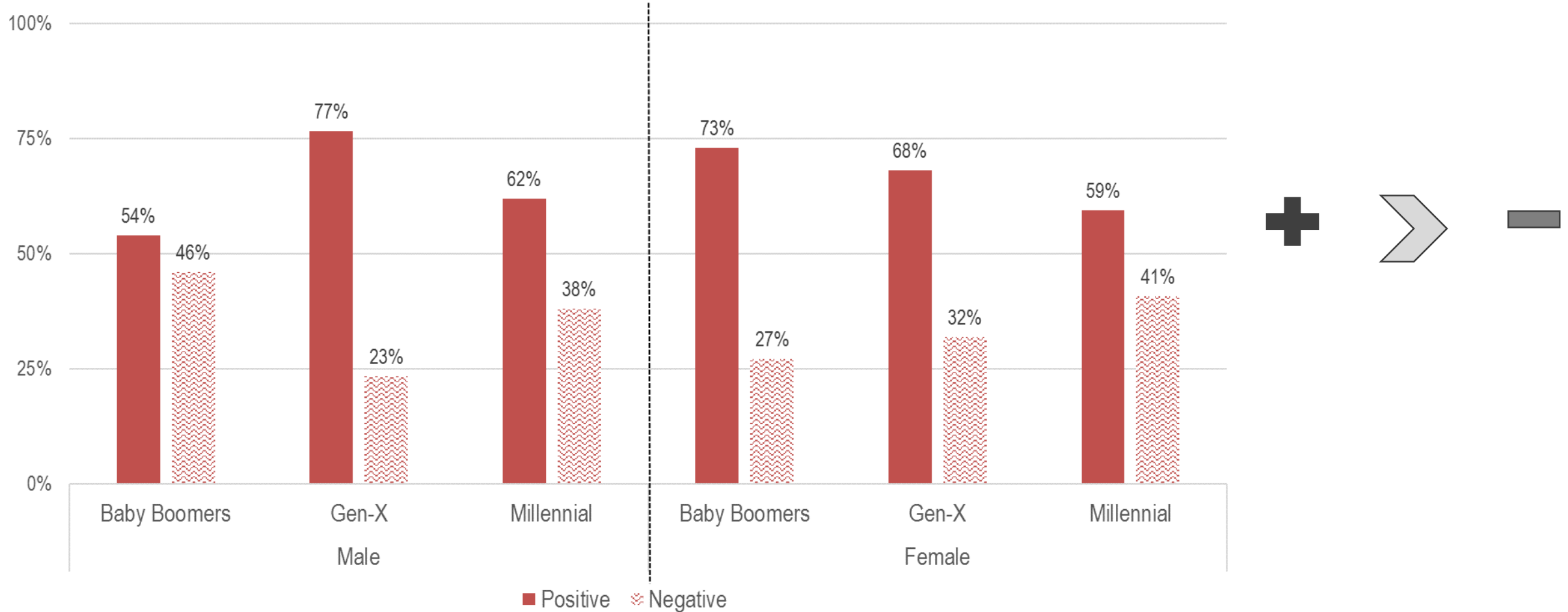
Perspectives Breakdown (per person)

Baby Boomer perspective of…
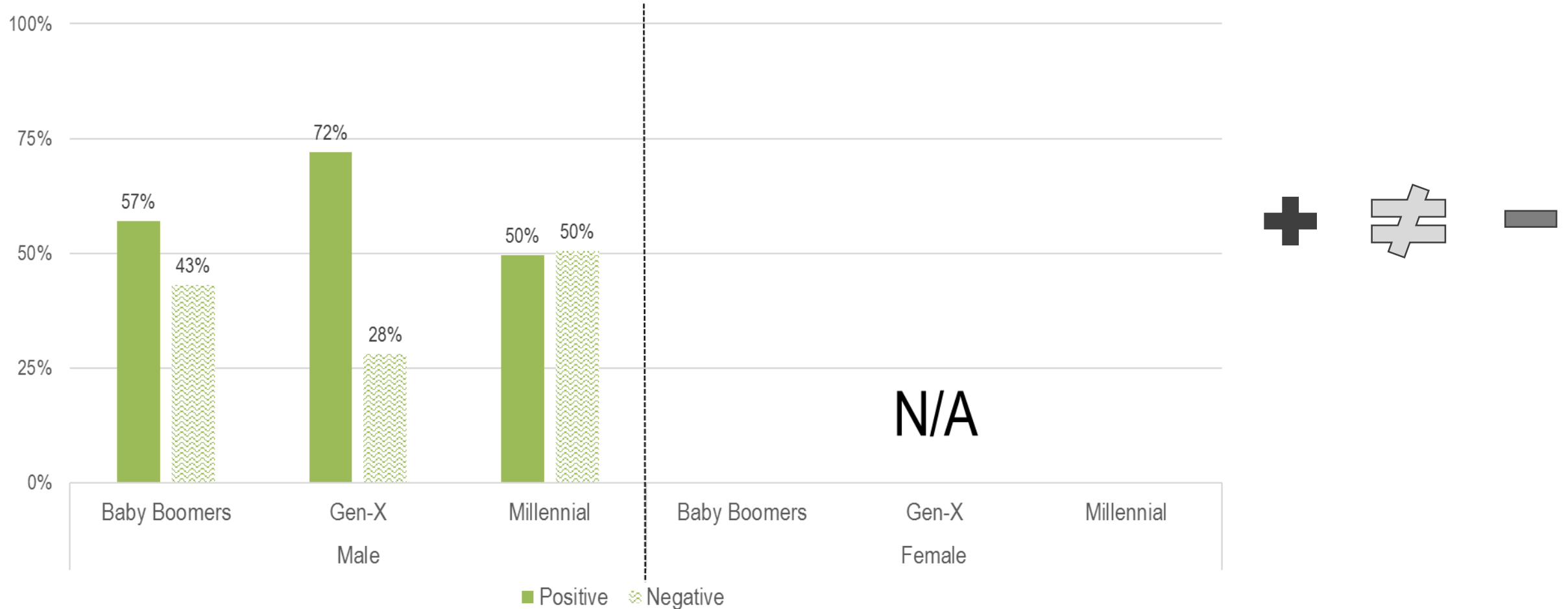
Perspectives Breakdown (per person)

Perspectives of generations by gender

- Positive
- Negative
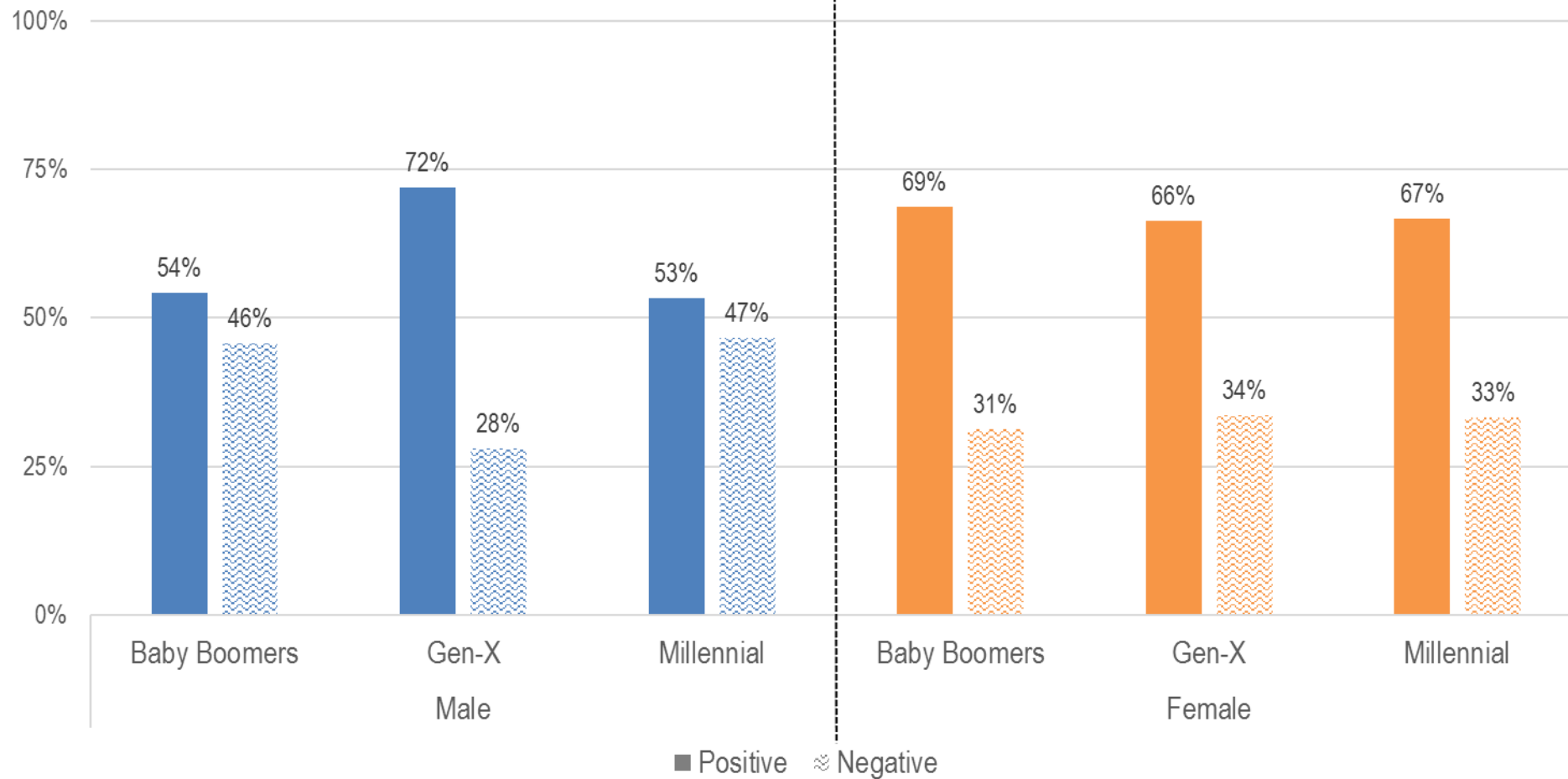
Communication Styles: Preference

Optional Survey

What Motivates You?
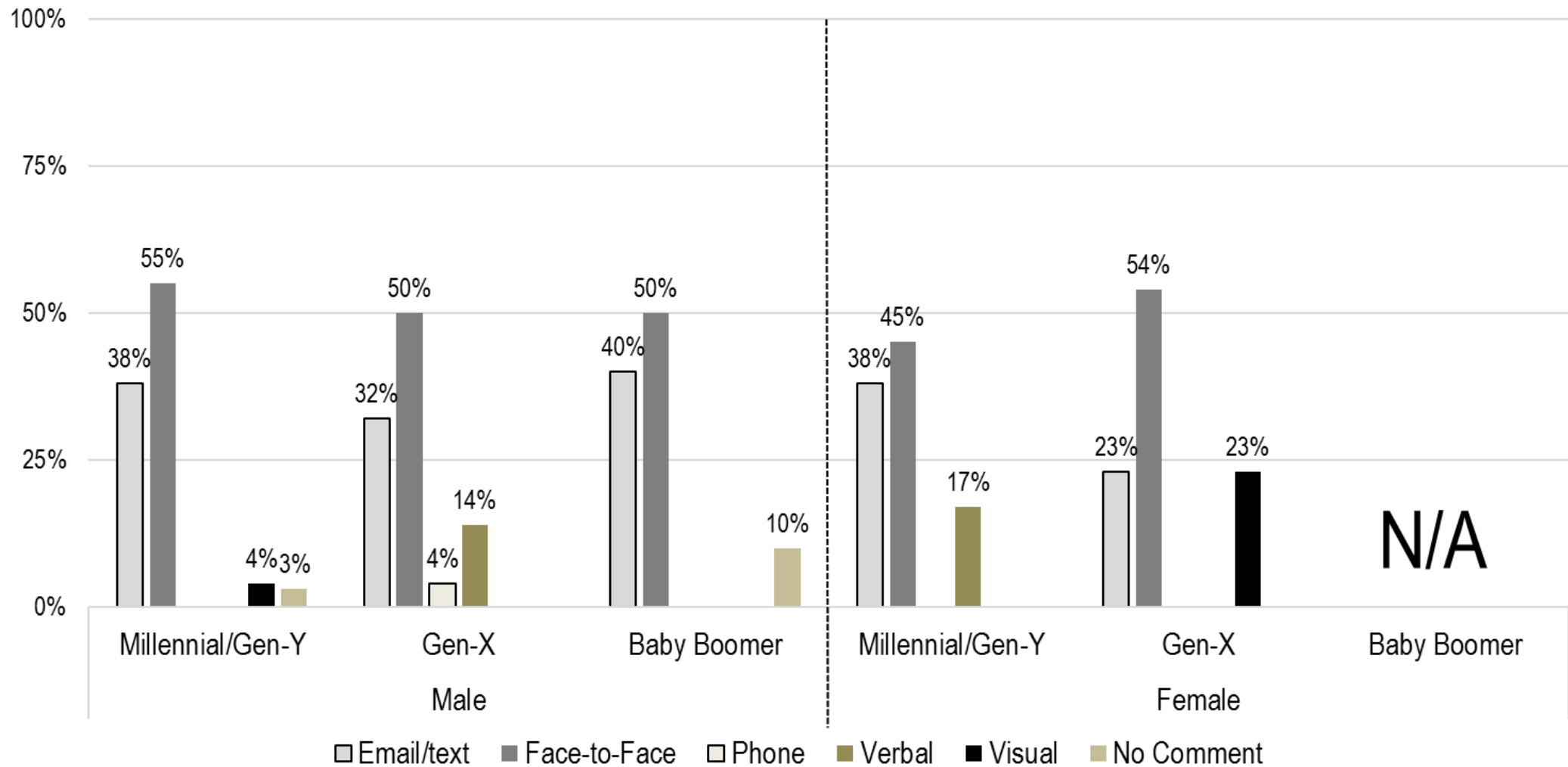
What Gives You Value?

Generational Perspectives?

Communication Styles?

Importance of Topic?

"…preferred communication, in general, depends on whether the topic is urgent (phone), sensitive (in-person), informational or low-priority (email)."

49% **Face-to-Face**

35% **Email/Text**

8% **Verbal**

4% **Visual**

2% **Phone**
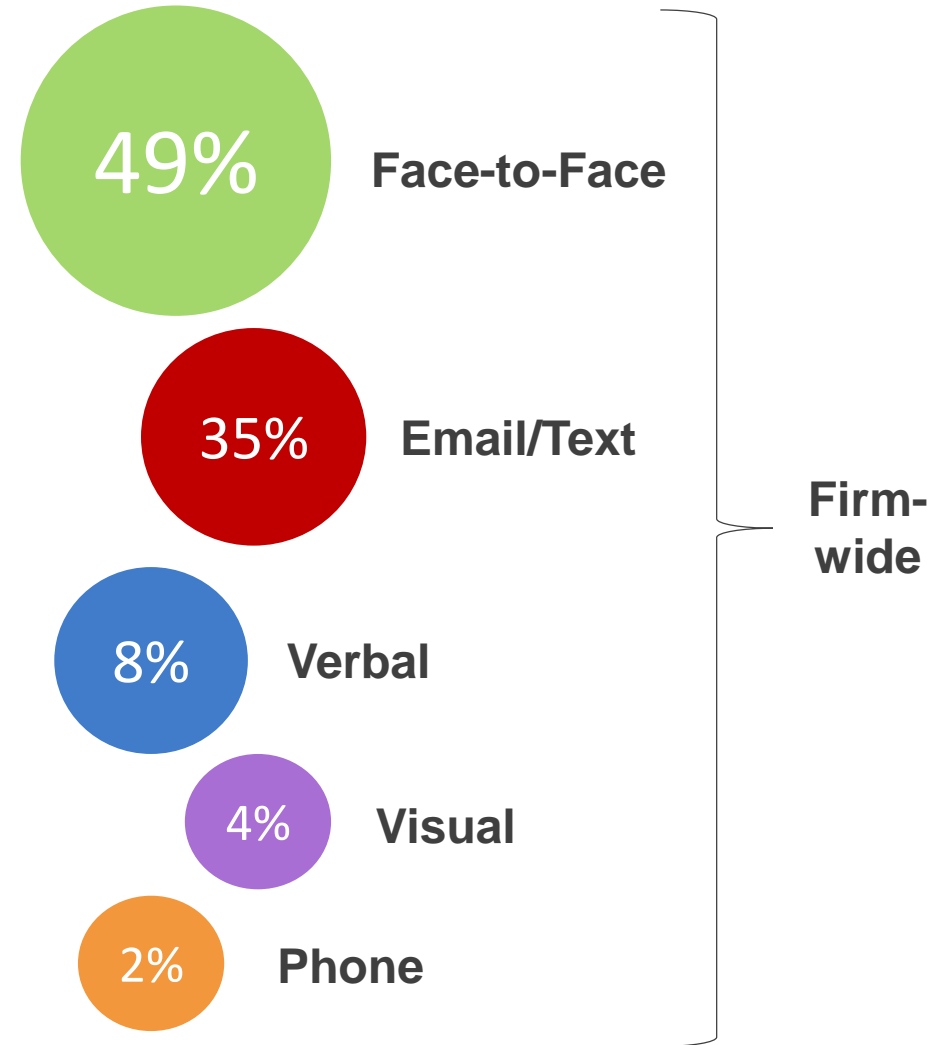
Firm-wide

Communication Styles: Breakdown

Importance of Generational Diversity

Optional Survey

What Motivates You?

What Gives You Value?

Generational Perspectives?

Communication Styles?

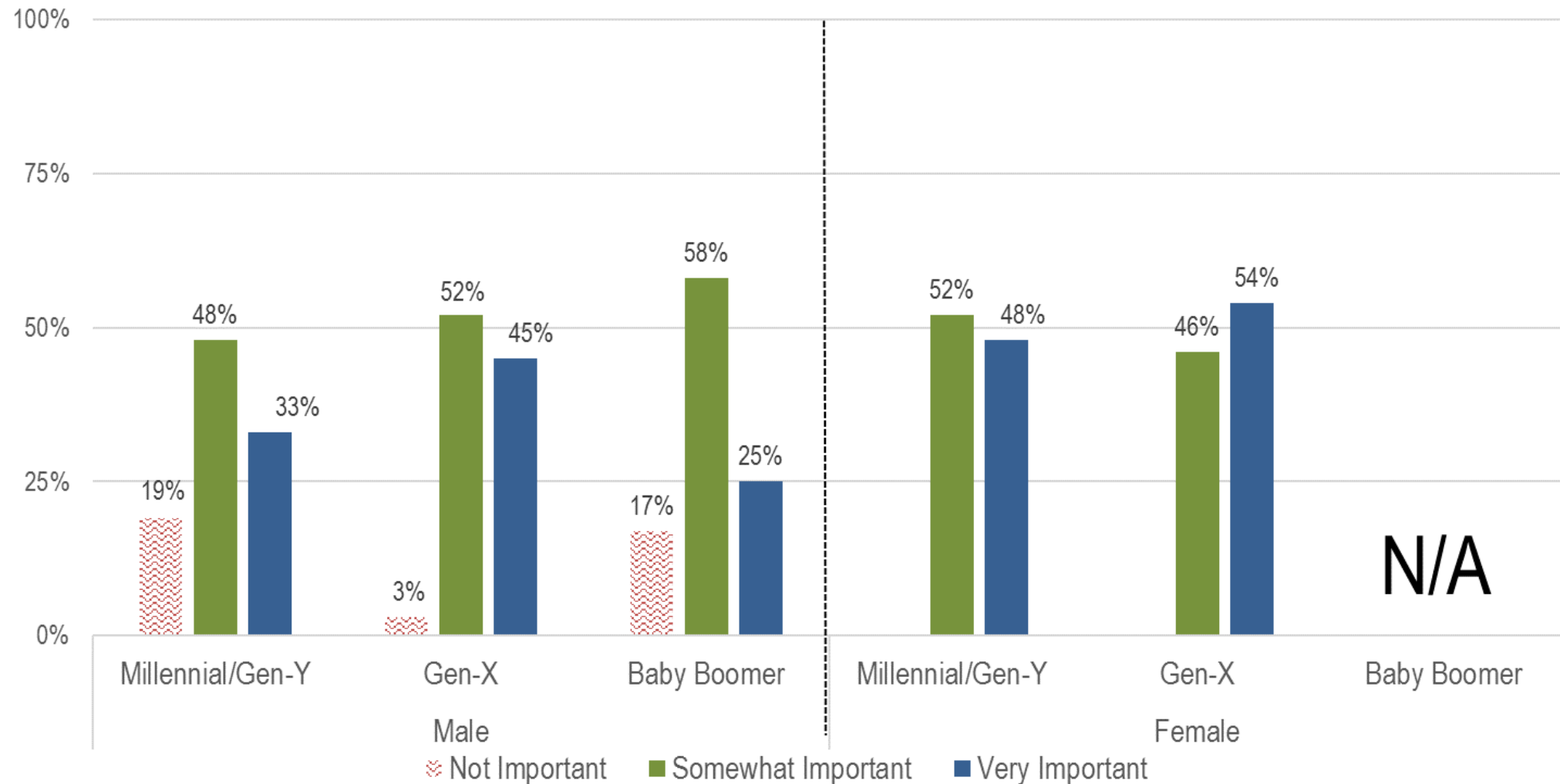**Importance of Topic?**

Firm-wide

48% **Somewhat Important**

42% **Very Important**

8% **Not Important**

Topic Importance by Gender & Generation

Brown Bag De-Brief

Asked key questions to start the conversation…

What are some of the challenges you face working with other generations?

How can we leverage generational diversity to be better as a firm?

If we could turn back time...

Lessons we are continuing to learn…

What worked?

What could be improved?

Questions/Discussion

Thank you!

What worked?
- Introduction of a new diversity topic
- Started the conversation
- Gave people a better understanding of their co-workers and team

What could be improved?
- Questions should have been clarified
- Follow-through, be ready for implementation in a timely manner
- Transparency
- Don't over-promise
- Check your expectations – be honest with yourself
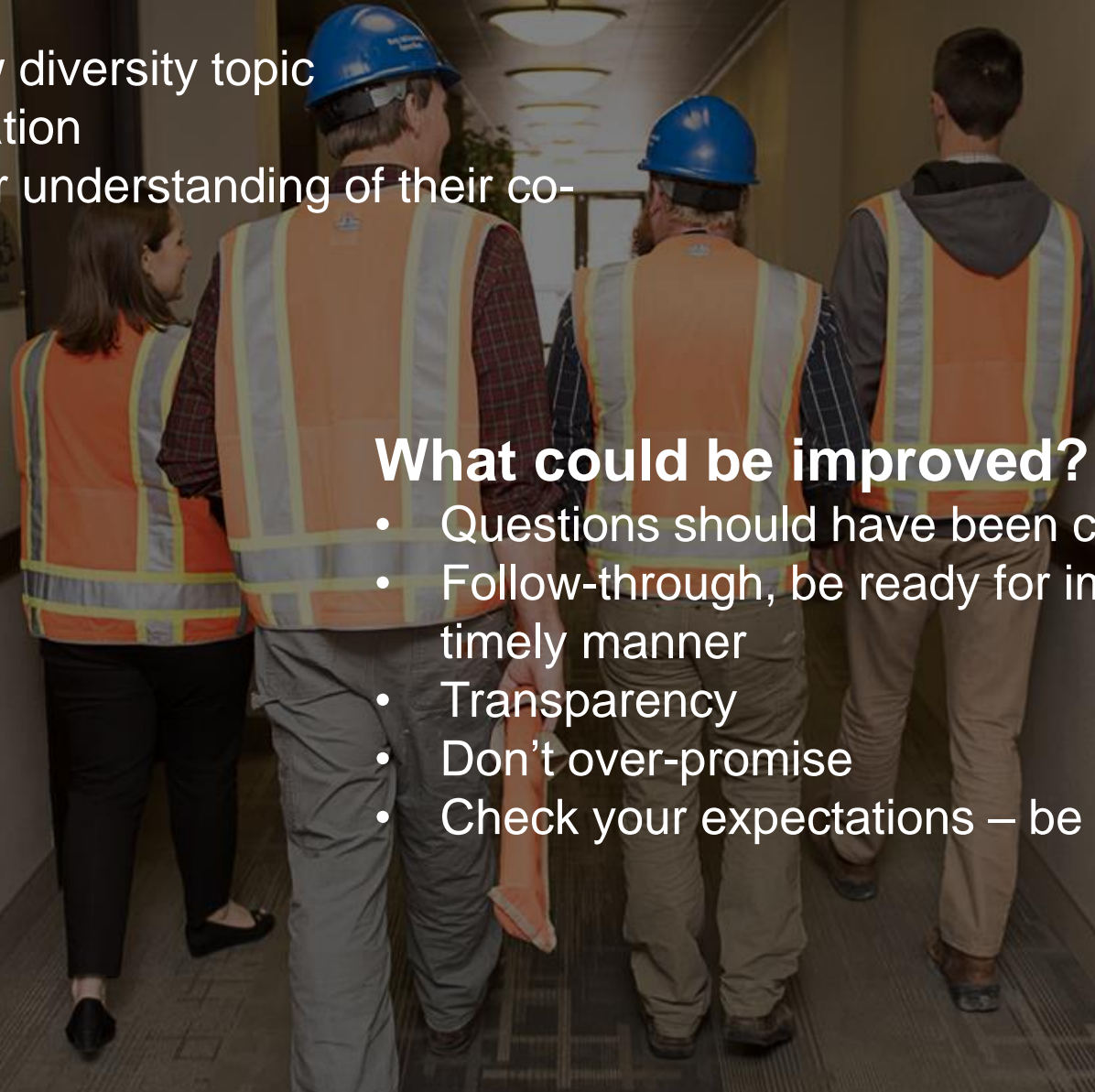
**Mentoring
Program**

Planning for
Retirees