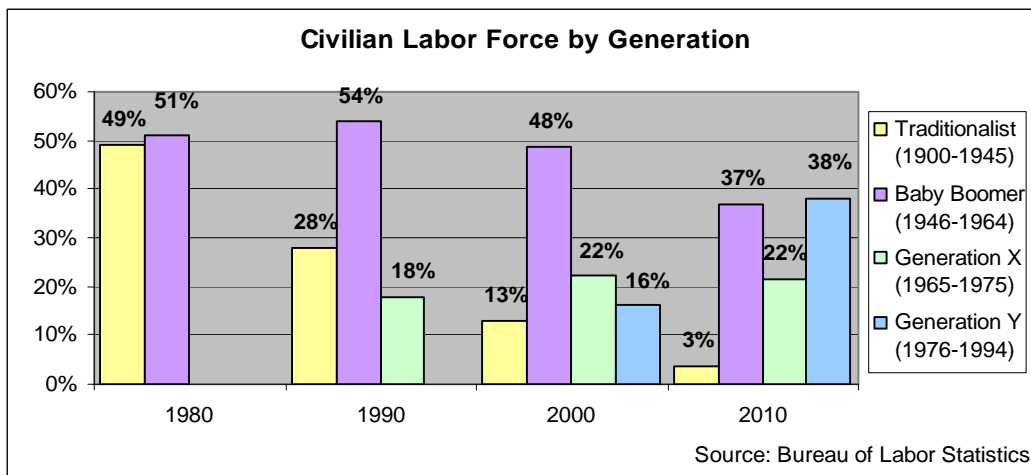




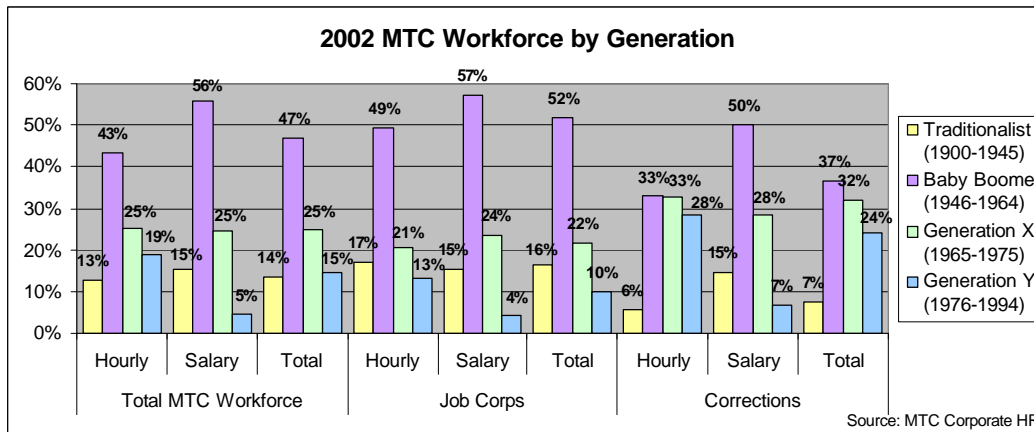
June 17, 2002

**A significant demographic shift is currently affecting the workforce in all businesses and industries. With Traditionalists, Baby Boomers, and Generations X and Y all currently in the workforce, the challenge exists for management of all companies, including MTC, to successfully and effectively manage multigenerational employees.**

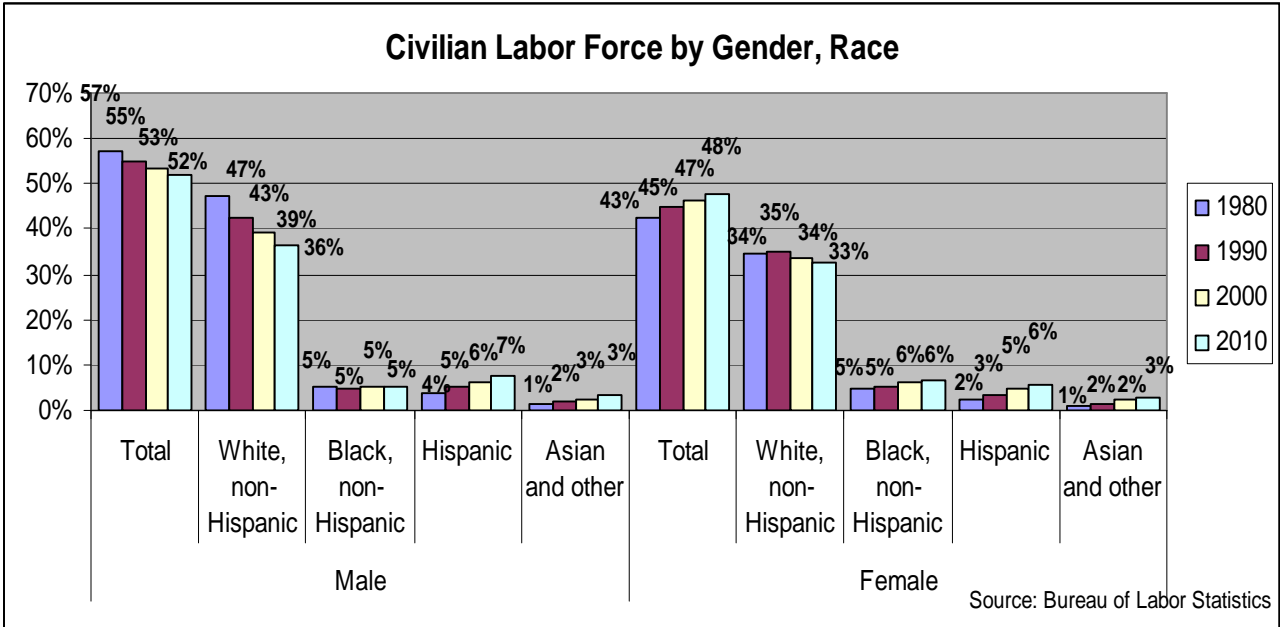


### Comparison with MTC

- The age composition of MTC's total workforce mirrors that of the 2000 U.S. labor force according to the 2000 census.
- Job Corps continues to hire older employees, possibly in part because of the required education, training, and work experience for most positions and the need for students to view employees as mentors and role models rather than peers.
- MTC corrections employs a higher than average percent of Generation Xs and Ys. Without additional research, the reasons for this are uncertain. Related to this, the hourly corrections employees are a much smaller percent than that of Job Corps.

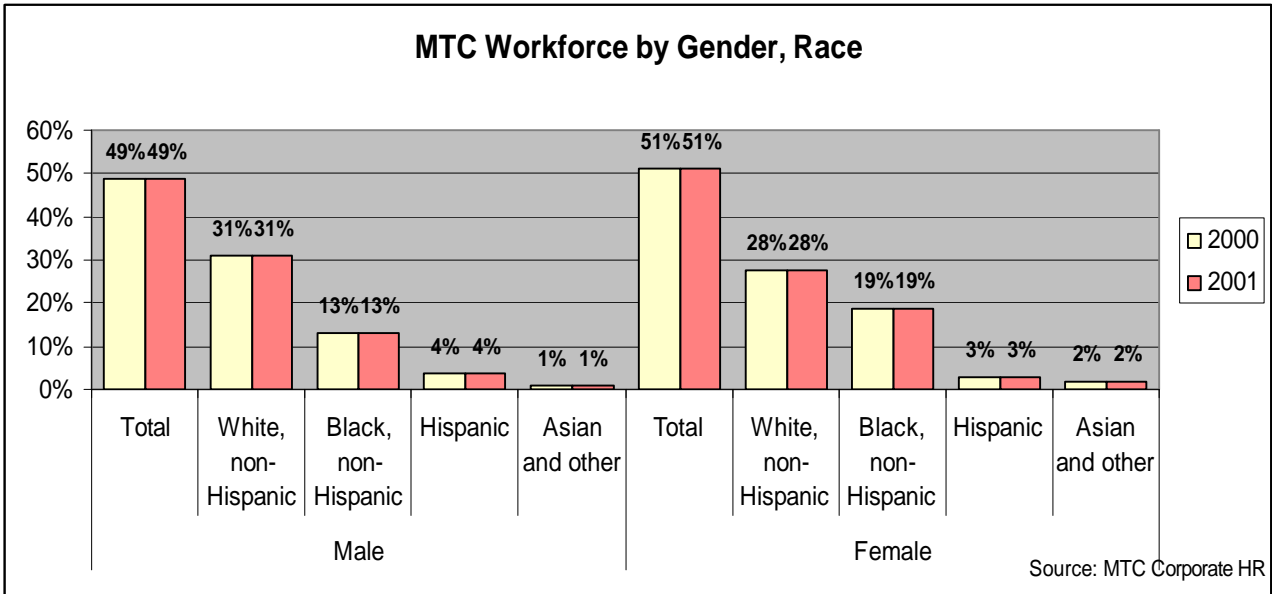


According to the data provided by the Bureau of Labor Statistics, minimal shifts have occurred and are expected to occur in the workplace with regard to gender and racial makeup.



### Comparison with MTC

- The composition of MTC’s workforce is in line with that of the general U.S. labor force, with actually a slightly lower rate of white, male employees.
- MTC employs more women than men, and has a higher than average percentage of minorities.
- The increased diversity within MTC may lead to better relationships with its diverse Job Corps students and correctional inmates.



An understanding of workgroup characteristics plays a role in recruitment, training, and retention.

GENERATIONAL CHARACTERISTICS				
	TRADITIONALIST (1900-1945) <sup>1</sup>	BABY BOOMER (1946-1964) <sup>2</sup>	GENERATION X (1965-1975) <sup>3</sup>	GENERATION Y (1976-1994) <sup>4</sup>
<b>Compensation</b>	Expected to build a lifetime career with one employer, so long-term compensation is acceptable.	Long-term compensation is satisfactory because of long-term focus and loyalty to job and company.	Impatient for rewards. Don't believe in job security, so want rewards immediately.	Prefer flexible hours over many other benefits; expect a competitive salary based on market value and according to performance.
<b>Technology</b>	Unfamiliar with new technology; must be taught how to facilitate new processes.	Unaccustomed to relying on technology; somewhat resistant to adopting innovative practices.	Techno savvy. Desire to know and use latest technology.	Primary vehicle for communication is the web; accustomed to interactive capabilities.
<b>View of Job Hopping</b>	Viewed as evidence of disloyalty and poor work ethic.	Afraid switching jobs will drop them down in seniority, hurting chances for future opportunities.	Seen as essential in building a competitive resume.	Allows them to pursue more than one career at a time.
<b>Firm Structure</b>	Prefer an authoritarian structure with designated lines of authority based on tenure.	Accepting of an authoritarian managerial style and hierarchical structure. Generally comfortable with a more static, closed work environment.	Non-hierarchical, participatory, and democratic structure is preferred.	Team-focused. Do not need close supervision; are able to work independently. Involvement in decision-making process is important.
<b>Relationship with Management</b>	Not free with praise, but feedback is meant when given.	Submissive to authority and deferential to management. Less likely to approach management.	Question authority; do not believe in accepting decisions made by superiors. Self-reliant.	Respectful of authority, but will approach management to work out disagreements. Don't want to be micro-managed, as they need space to implement their tasks.
<b>Orientation To Learning</b>	Wait to be told what to do.	Don't actively seek learning on own, but seek instruction from others first.	Oriented to learning and new skill development. Interaction is primary method of learning.	Dedication to knowledge and learning. At work, impatient, always hunting for information.
<b>Loyalty</b>	Loyal to a fault; loyalty and duty to job and company take precedence over pleasure; see the task or job through at all cost.	Loyal to job and company. Work driven; use to long hours at work and subordinating personal needs to those of their career.	Don't believe in longevity, so mainly loyal to themselves. In work, loyal to the team rather than the organization.	Loyal to themselves as well as family, friends, and community; tend to customize/prioritize lives by creating a work life attuned to personal needs.
<b>Orientation To Change</b>	Because of strong affiliation with traditions, change is disruptive and undesirable.	Less flexible; resistant to change.	Change is good.	Adaptable and flexible workers; embrace new challenges.
<b>Orientation To Job</b>	Disciplined. Fiscally conservative. Uphold company culture and traditions.	Product and skill/task oriented; focused on specific, delineated outcomes. Strong team concept.	Process more important than product. Have strong sense of perseverance and belief in clear and consistent expectations. Realistic/pragmatic; have low expectations of what work can offer.	Achievement-oriented. Need clear and consistent expectations to ensure productivity.

<sup>1</sup> Lancaster, Lynn & Stillman, D. 2002. When Generations Collide. HaperBusiness.

<sup>2</sup> Riccucci, Norma. 2002. Managing Diversity in Public Sector Workforces. USA: Westview Press.

<sup>3</sup> Tulgan, Bruce. 2000. Managing Generation X. NY: Norton and Co.; Sacks, Peter. 1996. Generation X . Illinois, Open Court.

<sup>4</sup> Gen-Y: The Next Hiring Frontier. HR Focus, Apr2001, Vol. 78 Issue 4, pS3.; Younger Workers bring Changes to the Workplace. Business Times, April 4, 2002.; Going for Gen Y. Workforce, Apr2002, Vol.81, Issue 4, p16.; Kleiman, Carol. Work Balance Seen as Key for Gen Y. Chicago Tribune, 9/25/01.; Preparing for an Age-Diverse Workforce: Intergenerational Service-Learning in Social Gerontology and Business curricula. Educational Gerontology, Jan 2001, Vol 27, Issue 2, p49.

## Job Market Trends

- According to the Bureau of Labor Statistics, jobs are expected to increase by 22.2 million during 2000-2010, a 15 percent increase. The fastest growing occupations are in the computer, healthcare, special education, and social and human services industries. These occupations correlate with higher earning potential.
- Almost 75 percent of all new jobs expected to be created between 2000 and 2010 require more than short-term on-the-job training (See Tables 1 and 2). Two-thirds of the fastest growing occupations require a post-secondary degree or other credentials, as compared with only one third of the occupations with the largest numerical growth<sup>5</sup>.
- Gov. Paul Patton of Kentucky was quoted in a 2002 National Alliance of Business publication as saying, “No individual should go into the workforce without getting some kind of postsecondary education or training. There’s a great demand in the market today that may not require a four-year degree – but does require some kind of postsecondary education.”

## Implications and Strategies for MTC

- Increased flexibility in MTC’s employee policies may be necessary to recruit and retain all employees. Modified reward systems should be studied to ensure they fit the new workforce. Increased flexibility in training and job structuring may also be necessary. MTC will need to continue to accommodate its various employees who work and learn differently from each other.
- Four million Generation Ys (born between 1976 and 1994) are entering the workforce every year. In a tight labor market in which jobs appear plentiful to this segment of the workforce, fewer Generation Y’s may be considering corrections; this will sustain or increase MTC’s cost of recruitment, training, and retention. Effective recruiting then becomes especially important. A few suggestions for successful recruitment<sup>6</sup> are:
  - Don’t rely on only one method of recruitment.
  - Have Generation Y employees be the first follow-up contact with Generation Y applicants.
  - Post job openings and descriptions on the internet.
- As the characteristics of MTC’s workforce changes, the training of its managers needs to be adjusted. Programs such as AIM, MDP, and EDP should be reviewed in light of the changing multigenerational demographics.
- Generation Xs (born between 1965 and 1975) and Ys recognize that a college degree is becoming a necessity for many fields and are therefore enrolling in college in increasing numbers. Because of this, MTC is likely to have a more educated workforce.

<sup>5</sup> Bureau of Labor Statistics. 2002-03 Occupational Outlook Handbook.

<sup>6</sup> Chester, Eric. 2002. *Employing Generation Why?*. Tucker House Books.

**Table 1. Fastest Growing Occupations, 2000-2010***(Employment in thousands of jobs)*

OCCUPATION	EMPLOYMENT CHANGE 2000 - 2010		MOST SIGNIFICANT SOURCE OF EDUCATION OR TRAINING
	NUMBER	PERCENT	
Computer software engineers, applications	380	100	Bachelor's degree
Computer support specialists	490	97	Associate degree
Computer software engineers, systems software	284	90	Bachelor's degree
Network and computer systems administrators	187	82	Bachelor's degree
Network systems and data communications analysts	92	77	Bachelor's degree
Desktop publishers	25	67	Postsecondary vocational award
Database administrators	70	66	Bachelor's degree
Personal and home care aides	258	62	Short-term on-the-job training
Computer systems analysts	258	60	Bachelor's degree
Medical assistants	187	57	Moderate-term on-the-job training
Social and human service assistants	147	54	Moderate-term on-the-job training
Physician assistants	31	53	Bachelor's degree
Medical records and health information technicians	66	49	Associate degree
Computer and information systems managers	150	48	Bachelor's + higher degree, plus work exp.
Home health aides	291	47	Short-term on-the-job training
Physical therapist aides	17	46	Short-term on-the-job training
Occupational therapist aides	4	45	Short-term on-the-job training
Physical therapist assistants	20	45	Associate degree
Audiologists	6	45	Master's degree
Fitness trainers and aerobics instructors	64	40	Postsecondary vocational award
Computer and information scientists, research	11	40	Doctoral degree
Veterinary assistants and laboratory animal caretakers	22	40	Short-term on-the-job training
Occupational therapist assistants	7	40	Associate degree
Veterinary technologists and technicians	19	39	Associate degree
Speech-language pathologists	34	39	Master's degree
Mental health and substance abuse social workers	33	39	Master's degree
Dental assistants	92	37	Moderate-term on-the-job training
Dental hygienists	54	37	Associate degree
Special education teachers, preschool, kindergarten, and elementary school	86	37	Bachelor's degree
Pharmacy technicians	69	36	Moderate-term on-the-job training

Source: 2002-03 Occupational Outlook Handbook, Bureau of Labor Statistics

**Table 2. Occupations with the Largest Job Growth, 2000-2010***(Employment in thousands of jobs)*

OCCUPATION	EMPLOYMENT CHANGE 2000 - 2010		MOST SIGNIFICANT SOURCE OF EDUCATION OR TRAINING
	NUMBER	PERCENT	
Combined food preparation and serving workers, including fast food	673	30	Short-term on-the-job training
Customer service representatives	631	32	Moderate-term on-the-job training
Registered nurses	561	26	Associate degree
Retail salespersons	510	12	Short-term on-the-job training
Computer support specialists	490	97	Associate degree
Cashiers, except gaming	474	14	Short-term on-the-job training
Office clerks, general	430	16	Short-term on-the-job training
Security guards	391	35	Short-term on-the-job training
Computer software engineers, applications	380	100	Bachelor's degree
Waiters and waitresses	364	18	Short-term on-the-job training
General and operations managers	363	15	Bachelor's & higher degree, plus work exp.
Truck drivers, heavy and tractor-trailer	346	20	Moderate-term on-the-job training
Nursing aides, orderlies, and attendants	323	24	Short-term on-the-job training
Janitors and cleaners, except maids and housekeeping cleaners	317	13	Short-term on-the-job training
Postsecondary teachers	315	23	Doctoral degree
Teacher assistants	301	24	Short-term on-the-job training
Home health aides	291	47	Short-term on-the-job training
Laborers and freight, stock, and material movers, hand	289	14	Short-term on-the-job training
Computer software engineers, systems software	284	90	Bachelor's degree
Landscaping and grounds keeping workers	260	29	Short-term on-the-job training
Personal and home care aides	258	62	Short-term on-the-job training
Computer systems analysts	258	60	Bachelor's degree
Receptionists and information clerks	256	24	Short-term on-the-job training
Truck drivers, light or delivery services	215	19	Short-term on-the-job training
Packers and packagers, hand	210	19	Short-term on-the-job training
Elementary school teachers, except special education	202	13	Bachelor's degree
Medical assistants	187	57	Moderate-term on-the-job training
Network and computer systems administrators	187	82	Bachelor's degree
Secondary school teachers, except special and vocational education	187	19	Bachelor's degree
Accountants and auditors	181	19	Bachelor's degree

Source: 2002-03 Occupational Outlook Handbook, Bureau of Labor Statistics