

GEN-SURV

**A Cross-Generational Survey of
Human Service Employees in Alberta**

Results and Observations

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Conducted and Presented by

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Edmonton, Alberta

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I. Project Overview

In January 2008, MMCS Ltd. undertook an independent survey of employees working with 22 human service organizations in Alberta. The survey was intended to identify generational similarities and differences in a variety of areas of organizational life. The survey was developed following an extensive review of cross-generational literature. The goal was to shed light on the issues and challenges facing employers, *from a generational perspective*, and to develop strategies to support employers in their quest to improve the quality of the workplace for employees and the quality of services to clients, participants and customers.

The survey data forms the foundation for a new book by MMCS Ltd. CEO, Paula J. MacLean. **“Seven New Rules for the Sandbox”** is due for release in the fall of 2008.

This brief summary report is offered for information purposes only for employers and other interested parties. It provides narrative analysis of the major findings from the survey. Further and more detailed analysis is currently underway.

Care should be taken in interpreting these results as they may or may not be representative of employees’ opinions in other workplaces and other locations. It is recommended that managers conduct their own generational survey to identify the unique opinions, needs, and interests of employees in their own workplaces.

To this end, copies of the survey **GEN-SURV** may be purchased online at www.silvercreekpress.ca, or by contacting the MMCS Ltd. office at 780 423 3032, or by emailing mmcs@aol.com. This survey may also be accessed electronically. Please contact us for more information on this process.

II. Demographic Profile of Sample

Twenty-two (22) organizations were approached by the author and invited to participate in the study. Of these employers:

- 8 were from Northern Alberta (including Edmonton and St. Albert)
- 6 were from Central Alberta (including Red Deer)
- 8 were from Southern Alberta (including Calgary, Lethbridge and Medicine Hat).

A total of 942 were completed and returned by employees. Employees had the option of completing a paper version of the survey or completing it online. The survey contained 130 unique questions, several of which had multiple parts, for a total of more than 200 unique answer options.

The following tables summarize the demographic profile of survey respondents. No claim is made that the employees in this sample are representative of employees in other organizations in Alberta or elsewhere.

Generational Cohort	% of Sample
Traditionalist (1945 or before)	3%
Baby Boomer (1946 to 1964)	51%
Generation X (1965 - 1980)	31%
Generation Y (1981 - 2000)	14%

Gender	All	Gen Y	Gen X	Boomers	Traditionalists
Female	86%	93%	85%	85%	76%
Male	15%	7%	16%	15%	24%

Position Type	All	Gen Y	Gen X	Boomers	Traditionalists
Full time (35 or more regularly scheduled hours per week)	74%	63%	76%	76%	71%
Part time (less than 35 scheduled hours per week)	26%	37%	24%	25%	29%

Position level	All	Gen Y	Gen X	Boomers	Traditionalists
Direct client/customer service	67%	88%	62%	64%	66%
Line Supervisor	14%	9%	18%	12%	21%
Manager or Administrator	18%	3%	19%	22%	10%
Executive Director or CEO	2%	0%	2%	2%	3%

Length of service with current employer	All	Gen Y	Gen X	Boomers	Traditionalists
Less than 3 months	5%	11%	5%	3%	0%
3 – 12 months	17%	36%	16%	13%	7%
1 – 3 years	26%	34%	29%	23%	14%
4 – 6 years	18%	17%	19%	18%	21%
7 – 9 years	10%	1%	14%	10%	14%
10+ years	25%	1%	17%	35%	45%

Total number of employers since entering the workforce	All	Gen Y	Gen X	Boomers	Traditionalists
One	3%	7%	3%	2%	0%
Two	3%	3%	5%	2%	0%
Three	7%	7%	9%	7%	0%
Four	11%	18%	9%	9%	28%
Five	11%	17%	10%	10%	10%
Six	11%	10%	11%	11%	7%
Seven	10%	9%	9%	11%	21%
More than Seven	45%	29%	45%	50%	34%

Number of different positions with current employer	All	Gen Y	Gen X	Boomers	Traditionalists
One	44%	52%	40%	42%	59%
Two	26%	27%	27%	26%	21%
Three	16%	13%	18%	16%	14%
More than three	15%	8%	16%	17%	7%

III. Key Observations from GEN-SURV 2008 Alberta Data

A. Job Stability and Loyalty

1. Gen Ys are almost as likely as Traditionalists to have had 5 to 7 employers in their career to date. 36% of Gen Ys and 38% of Traditionalists have had 5 to 7 employers in their lifetime. 30% of Gen Xs and 32% of Boomers have had 5 to 7 employers.
2. 54% of Gen Ys (compared to 42% of Gen Xs and Boomers and 37% of Traditionalists) said they thought changing jobs every couple of years was necessary to increase experience and skills. Similarly, 42% of Gen Ys (compared to 34% of Gen Xs, 36% of Boomers and 22% of Traditionalists) thought that frequent job change was necessary for career advancement.
3. 66% of employees thought that frequent employer changes look bad on a person's resume. There were virtually no generational differences in this opinion. However, compared to other generations, Gen Ys (11%) were twice as likely as other generations to say this looked good on a person's resume.
4. Overall, employees (77%) perceived that Gen Ys were the most likely to change employers. This opinion was shared by all 4 generations, with 83% of Gen Xs and Traditionalists, 73% of Boomers and 78% of Gen Ys believing that Gen Ys were most likely to change employers most often.
5. 48% of all employees said that Boomers were the most likely of the four generations to be loyal to their employer. This opinion was shared by all generations except Traditionalists, 58% of whom believed their own generation (Traditionalists) was most likely to be loyal to their employer. 22% of all employees (and 34% of Gen Ys) thought that there were no generational differences in loyalty to employers.
6. 70% of all employees believed that Gen Ys were least likely to be loyal to their employer. However, only 56% of Gen Ys believed this to be true of their own generation compared with 80% of Gen Xs, 68% of Boomers and 74% of Traditionalists. 22% of employees believed there were no generational differences, including 37% of Gen Ys, 13% of Gen Xs, 23% of Boomers and 19% of Traditionalists.

7. In terms of loyalty, generations ranked their loyalty as follows:

	All	Gen Y	Gen X	Boomers	Traditionalists
My employer (the organization)	1	3	1	1	1
My co-workers, team or work group	2	1	2	2	2
My program, unit or department	3	2	3	3	3
My direct supervisor or manager	4	4	4	4	2
The senior manager(s) of the organization	5	5	5	5	4

B. Overtime and Work-Life Balance

8. Boomers and Gen Xs reported working the most overtime; 26% of Boomers and 24% of Gen Xs work 10+ hours of OT every week. Gen Ys are the least likely to work overtime, however in our sample Gen Ys were also more likely to be employed on a part time basis. 55% of all generations work some (one or more hours) overtime every week.
9. 77% of employees said that working OT has little or no impact on their financial well-being. Generational differences in this area were minimal.
10. 64% said working OT has little or no impact on their personal stress. 42% of Gen Xs said it has a negative impact, the highest of all 4 generations (compared to 31% of Gen Ys, 28% of Boomers and 15% of Traditionalists).
11. 70% said that working OT has little or no impact on their personal or family life. 35% of Gen Xs said it had a negative impact (compared to 17% of Gen Ys, 25% of Boomers and 15% of Traditionalists).
12. 91% of employees said having a good work-life balance was important or very important; Gen Ys were the highest of 4 generations in valuing work-life balance (95% said it was important or very important).
13. 44% of employees reported having very good or excellent work-life balance. Best work-life balance was reported by Boomers (50% said very good or excellent); worst work-life balance was reported by Gen Xs (30% said their work-life balance was fair or poor and 36% said it was average).
14. 62% said their current employer does things to support work-life balance. There were almost no generational differences in responses to this question. 21% said they were Not Sure if their employer supported work-life balance.
15. 38% of employees have voluntarily decreased their working hours in the past 3 years in an effort to improve their work-life balance. Gen Xs were most likely to say they had done this (43% had decreased their hours) compared to 37% of Boomers, 34% of Gen Ys and 29% of Traditionalists.

C. Benefits

16. The important benefits across all generations were (all ranked in the top 5): Numbers in () following each item are generational rankings for Gen Y, Gen X, Boomers, Traditionalists in that order.
- Paid vacation (ranked #1 by all 4 generations)
 - Dental care (ranked #2 by all 4 generations)
 - Paid days off to meet personal needs (ranked 2, 4, 3, 4)
 - Prescription medication coverage (ranked 2,4,2,2)
 - Vision care (ranked 5,6,4,3)
 - Critical illness insurance (ranked 4,6,3,4)
 - Paid mental health days (ranked 3,5,4,5)
 - Registered pension plan with employer contributions (ranked 6,6,3,3)
 - Long-term disability (ranked 5,5,2,4)
 - Chiropractic, massage and physical therapy (ranked 7,7,5,5)
 - Educational leaves or sabbaticals (ranked 4,7,6,6)
17. 85% of employees said having flexible benefits was important or very important. Gen Ys and Gen Xs said that this was most important (89% and 90% respectively).
18. 24% said their current employer offers flexible benefits. 37% were not sure if flexible benefits were offered. There were minimal generational differences in this area.
19. 31% of employees said they need more paid vacation time; Gen Ys (36%) and Gen Xs (34%) were more likely to say this than Boomers (27%) and Traditionalists (18%).

D. Recruitment

20. 43% said that the hiring process in their organizations could be better organized and more efficient. Traditionalists and Gen Ys were most satisfied; Boomers and Gen Xs were less so.
21. 63% said that given current labour shortages they believe their employers are doing their best to fill vacancies. 55% of Gen Ys, 63% of Gen Xs, 65% of Boomers and 72% of Traditionalists said they thought managers were doing their best.
22. 59% said they could **not** think of any examples of how their employer had been creative or innovative in its efforts to attract new employees. Gen Ys (68%) were most likely to say they could not think of examples of creative or innovative hiring activities.

23. 36% of all generations thought that advertisements and other recruitment activities would appeal to people their age. Only 18% of Traditionalists thought this was true (compared to 39% of Boomers, 31% of Gen Xs and 37% of Gen Ys).
24. 45% said their employer *does not* have an incentive program for current employees to help recruit new employees. 22% were not sure if such a program was in place.
25. 63% said true-to-life information about requirements on the job was given during the hiring process. Gen Ys were most likely to say this was the case (69%) compared to Boomers and Traditionalists (61%).
26. 80% said that the time elapsed from application to interview was about right. 81% said the time from interview to the position being offered to a candidate was also about right. In both cases, Gen Ys were most likely to believe the speed of the hiring process was about right and Traditionalists were most likely to believe the hiring process took too long.
27. 67% of employees have recommended their current employer to friends or family. Younger employees were less likely than older employees to have recommended their current employer to others.

E. Orientation of New Employees

28. 31% of employees said new employee orientation was too short. Generational differences were minimal.
29. 50% of employees think that the orientation process is well organized. 56% of Gen Ys, 52% of Gen Xs, 49% of Boomers and 48% of Traditionalists think orientation is well organized in their organizations.
30. 25% of employees said that new hires are given too little information during orientation; 12% said that new hires are given too much information! 52% said they thought employees were given the information during orientation that they need to succeed on the job. Generational differences were minimal in this area.
31. 46% of employees said that their orientation was very good or excellent. 59% of Traditionalists, 46% of Boomers and 43% of Gen Xs and 50% of Gen Ys said they had a very good or excellent orientation.

F. Training and Development

32. In terms of formats for learning,
- On-the-job coaching and personalized mentoring Ranked #1
 - Classroom-style workshops and challenging projects Ranked #2
 - College/university courses Ranked #3
33. 72% of employees said their employers gave them an opportunity to discuss their learning goals at least once a year. 59% said they were given an opportunity to discuss their career path at least once a year.
34. There were significant differences across generations regarding how each type of training fit for them. For example:
- 49% of Gen Xs, but only 30% of Gen Ys, said computer-based training was a good or excellent fit for their learning style
 - 79% of Gen Ys, but only 54% of Boomers, said that on-the-job coaching was a good fit for their learning style
 - 72% and 71% of Gen Ys and Gen Xs respectively, compared with 57% of Boomers and 56% of Traditionalists, said college/university courses were a good fit for their learning style
 - 76% of Gen Xs and only 48% of Traditionalists said new projects were a good fit for their learning style
 - 41% of Boomers, but only 24% of Gen Ys, said that interactive DVDs were a good fit with their learning style
 - 32% of Traditionalists and only 11% of Gen Ys and 22% Gen Xs said that audio CDs were a good fit with their learning style.

G. Coaching and Mentoring

35. 70% of employees said that having a coach or mentor was important or very important. Younger employees were more likely to value coaching than older employees (Gen Y = 77%, Gen X = 76%, Boomers = 66% and Traditionalists = 59% saying having a coach was important or very important).
36. 54% of employees said they have a coach or mentor. The probability of having a coach was greater for younger employees (Gen Y = 58% compared with Traditionalists = 41% said they have a coach or mentor at present).
37. 73% of coaching/mentoring arrangements are informal (i.e., not organized or sanctioned by their employer). 37% of employees said they have contact with their coach one or more times a day. 46% have contact with their coach one or more times a week. The frequency of contact with coaching generally decreases as the age of employees increases.

38. 90% of employees had face-to-face contact with their coaches and 42% had telephone contact. There were minimal generational differences in the type of contact with coaches.
39. Overall, coaching was most likely to focus on assistance with problem solving (76%) for all generations except Gen Ys; 84% of this group said coaching was most likely to focus on job related skills. 60% of all employees said that coaching focused on new challenges or projects.
40. 41% of employees said they were a coach or mentor for another employee. 69% said this relationship was informal. 83% said they believed they had the skills necessary to be an effective coach.

H. Career Planning and Path

41. 75% of employees said having a plan for a future career was important. Importance of a career path decreases as employees age. 88% of Gen Ys, 85% of Gen Xs, 68% of Boomers and 45% of Traditionalists said a plan for their career was important to them.
42. 56% of employees said they aspired to positions with greater authority and responsibility. The importance of this career goal decreases as age increases. 81% of Gen Ys, 68% of Gen Xs, 44% of Boomers and only 21% of Traditionalists aspire to higher positions as part of their career path.
43. 73% of employees were satisfied with their current career direction. Satisfaction increases as age increases with 69% of Gen Ys, 71% of Gen Xs, 75% of Boomers and 83% of Traditionalists indicating satisfaction with their career direction at present.

I. Rewards and Recognition

44. 59% of employees said their employer has a formal rewards and/or recognition program. Of those who said there was no formal recognition program, 55% said there were *informal* rewards and/or recognition. 22% of employees were not sure if an informal program existed. Younger generations were much more likely to be unsure (35% of Gen Ys and 25% of Gen Xs) than older employees (18% of Boomers and 14% of Traditionalists) of whether there was a rewards program.
45. 51% of employees said they were satisfied with the rewards offered by their employer. Older employees were generally more satisfied than younger employees.
46. 85% of employees said rewards/recognition was based entirely or primarily on years of service.

47. 22% of employees said there was a catalogue of rewards or list of options from which employees could choose. 57% said there was no such list or catalogue and 22% (32% of Gen Ys) were not sure if this existed.
48. Employees felt that employer recognition was:
- Sincere and genuine (70%)
 - Did not happen often enough (57%)
 - Was meaningful (58%) and valued (59%)
 - Was given fairly (58%).
- Older generations were more likely than younger generations to view these factors in a positive light.
49. 67% of employees said their employer makes them feel valued and appreciated. Traditionalists were most likely to feel appreciated (72%) compared to Boomers (66%), Gen Xs (68%) and Gen Ys (63%).

J. Retention

50. 90% of employees feel that their work makes a difference to society as a whole. As age increased, so did the percentage of employees feeling this way. (Gen Y = 84%, Gen X = 89%, Boomers and Traditionalists = 94%)
51. 44% of employees said that in the past year employers' efforts to keep good people had not changed; 43% said that efforts had increased and 14% said efforts had decreased. 48% of Boomers and only 28% of Gen Ys said efforts had increased. 77% of all generations said that they can think of at least one example of how their employer tries to keep them.
52. 52% of employees said that their employer understands the needs and values of their generation. Older generations were more likely to feel "understood" than younger generations (Traditionalists = 68%; Boomers = 56%, Gen X = 47% Gen Y= 45%).
53. In order for an employee to stay with their current employer, 44% said minor changes were needed, 20% said major changes were needed and 36% said little or no change was needed. Gen Xs were most likely to say major changes were needed (22%), Traditionalists were most likely to say little or no change is needed (56%) and Gen Xs and Gen Ys were most likely to say minor changes were needed (48% and 47% respectively).

54. Only 15% of employees are actively seeking other employment. However, 59% are keeping their eye out for other opportunities. 23% of Gen Ys are actively seeking other employment, compared to 3% of Traditionalists, 12% of Boomers and 17% of Gen Xs. The likelihood of looking for other work decreases as employees' age increases. 66% of Gen Ys and Xs compared to 23% of Traditionalists and 55% of Boomers are keeping their eye out for other employment opportunities.
55. The reasons that employees said would cause them to leave their employers are (in rank order from 1 to 10):
- Poor pay (1)
 - Job-related stress (2)
 - Family needs or concerns (3)
 - Politics on the job (4)
 - Grapevining or backstabbing (4)
 - Poor benefits (5)
 - Physical health concerns (5)
 - Poor communication within the organization as a whole (6)
 - Other employees who are not doing their jobs properly (7)
 - Family relocation (7)
 - Lack of opportunity for promotion (8)
 - Lack of opportunity to learn or be challenged (9)
 - Poor communication within the team (9)
 - Poor quality management (10)
56. 53% of employees plan on staying for more than 3 additional years with their current employer. 26% of Gen Ys and 29% of Traditionalists plan on staying more than 3 additional years compared to 50% of Gen Xs and 63% of Boomers.

K. Supervision, Guidance and Direction

57. With respect to how employees are supervised, the following items were ranked as most important (numbers in brackets indicate rank for Gen Y, Gen X, Boomers and Traditionalists):
- #1 Being given independence in how the job gets done (3,1,1,2)
Direct, honest feedback when a mistake is made (2,1,2,1)
Positive feedback for a job well done (1,1,2,3)
 - #2 Personal support and encouragement (2,2,3,2)
 - #3 Hands-on guidance when needed or asked for (3,3,3,3)
 - #4 Coaching or mentoring to improve or learn new things (5,4,4,5)
New challenges to stretch skills (5,3,3,5)
 - #5 A supervisor who rolls up his/her sleeves with staff (4,4,4,4)
58. 77% percent of employees said they receive about the right amount of guidance and direction from their supervisor. 20% said they receive too little and 3% receive too much. Gen Xs were most likely to say they did not receive enough guidance and direction (24%) compared with Gen Ys (17%) and Boomers and Traditionalists (both at 19%).
59. 62% of employees said they receive enough positive feedback. 72% of Traditionalists said they received enough positive feedback. Boomers and Gen Ys were most likely to say they needed more positive feedback (39% and 38% respectively).
60. 75% of employees said they get enough constructive feedback when their work needs improvement; 24% said they need more of this type of feedback. Younger generations need more of constructive critical feedback than older generations (Gen Y = 28%, Gen X = 25%, Boomers = 22% and Traditionalists = 21% said they needed more constructive critical feedback)
61. 57% said the feedback they receive from their supervisor is timely. Traditionalists were most likely to say feedback was timely (63%) and Boomers were least likely to say this (54%).

L. Job Satisfaction

62. General job satisfaction among all employees in the sample was 3.8 on a 5 point scale. 72% rated their overall satisfaction as good or excellent. Job satisfaction increased with age. 69% of Gen Ys compared with 70% of Gen Xs, 73% of Boomers and 79% of Traditionalists were satisfied or very satisfied.

63. Of 65 factors known to impact on job satisfaction, employees ranked 56 of these factors as being in the "Top 10" in terms of importance to them (please see the chart in Appendix 1 for additional generational detail).

Top 10 Rank Ordered (Weighted Across Generations)

- #1 Competitive Salary
Excellent communication with co-workers
- #2 Excellent Benefits
- #3 Being trusted by those in authority
- #4 Having work I love to do
- #5 Having a competent supervisor
- #6 Stability of the organization
Personal safety
- #7 Having work-life balance
Having a positive relationship with direct supervisor
Security of my own position
- #8 Being part of a strong cohesive team
- #9 Trusting those in authority
- #10 Professionalism

M. Employee Performance Management

64. 55% of employees said employees get immediate and specific feedback when they are not doing their jobs properly. 34% said the feedback was likely to be too general or too late and 11% said no feedback was typically given. In other words, 45% said employee performance issues were usually under-managed.
65. 59% of employees said when an employee has the skills to do a job but is slacking off, the supervisor is most likely to provide feedback and clarify expectations. 27% said the issue would be ignored and nothing done about it. 13% said the employee would be disciplined or warned and 1% said the employee would be dismissed. Generational differences about supervisor response to under-performing employees were small. Gen Ys were least likely to think the issue would be ignored (22%). Traditionalists were most likely to think the employee would be disciplined (18%)
66. 43% of employees believe that supervisors and managers are responsive and effective when dealing with employee performance issues. All generations were unanimous in this opinion except Traditionalists, 50% of whom said that managers were responsive and effective.

N. Dress Code

67. 57% of employees said their employers have a written dress code, 84% say they think the dress code is fair to everyone. 18% of employees were unsure if their employer had a dress code or not. Of those whose workplace does not have a dress code, only 23% thought a dress code was a good idea.
68. When asked what workplace attire should focus on, Gen Ys and Traditionalists said comfort and practicality. Gen Xs and Boomers emphasized professionalism and good taste in clothing. More Gen Ys than other generations said that dress should reflect current trends and individuality.
69. When asked about people who dress inappropriately for work, all generations (76% overall, 73% of Gen Xs, 91% of Boomers and 96% of Traditionalists) except Gen Ys said this would most likely be someone from a younger generation than themselves. 58% of Gen Ys said their own generation was most likely to dress inappropriately.

O. Change Management

70. 51% of employees thought that changes made by their employer in the past 3 years were positive. Positive perceptions of change increased with increased age (Gen Ys = 34%; Gen X = 49%; Boomers = 55%; Traditionalists = 70%)
71. 65% of employees believed changes made in the past year were necessary and 62% said that changes led to better practices. Boomers and Gen Xs were more likely than Traditionalists or Gen Ys to think this was the case.
72. 43% of employees said the changes were well communicated, 31% said changes were well planned and 36% said changes were well implemented. Traditionalists were considerably most likely to think changes were well communicated (67% said so). There was little generational variation regarding how well planned changes were and Gen Ys were most likely (47%) to think that changes were well organized and implemented.
73. 68% said the pace of change was about right, 21% said it was too slow and 11% said it was too fast. There were no generational differences in how many people thought the pace was about right. 28% of Gen Ys and 29% of Traditionalists said change was too slow, compared with 25% of Gen Xs and only 15% of Boomers with the same opinion. 15% of Boomers said the pace of change was too fast, compared with only 2% of Gen Ys, 9% of Gen Xs and 7% of Traditionalists.
74. 88% of employees said that giving input into changes that affect them was important or very important. 41% of employees said they have enough opportunity for input into change. Gen Xs were the least likely (35%) to say this and Traditionalists were the most likely (48%).

75. 46% of employees said they could give at least one example where their input was used by management during the change process. Gen Xs and Boomers were 10% more likely than Traditionalists and Gen Ys to say they could give at least one example in which their input was used.
76. 59% of employees said their ideas were listened to and valued. Gen Xs and Boomers were slightly more likely to feel this way than Gen Ys and Traditionalists.
77. 57% of employees said changes in their workplaces were handled with skill and good judgement by those in charge. There were virtually no generational differences in this area.
78. 65% of employees said they would speak up even if they were not asked for input. Gen Ys were 10% less likely than any other generation to say they would do so.
79. Overall, Gen Xs were most likely to be viewed as the generation that is supportive of change. However, 50% of Gen Ys believed that they were most supportive of change; 49% of Gen Xs believed it was their generation that supports change. The largest percentage of Boomers (32%) and Traditionalists (39%) believed that there were no generational differences in this area.

P. Respectful Treatment and Trust

80. 45% of employees said they could give at least one example in which they were treated with lack of respect by someone in a position of authority. Gen Ys (35%) and Traditionalists (38%) were the least likely to say they had experienced this.
81. Overall, Boomers (39%) were seen as the generation that was most respectful of people in authority. However, 48% of Traditionalists believed that their generation was most respectful and 38% of Gen Ys said there were no generational differences when it came to respect for authority.
82. 81% of employees said their generation was respectful of those in authority. However, 66% of Gen Ys and 77% of Gen Xs compared with 90% of Boomers and 93% of Traditionalists believed their own generation was usually respectful.
83. 67% of all generations feel that they are respected by older generations of employees. However, 47% of Gen Ys feel respected by older employees, compared with 73% of Gen Xs, 76% of Boomers and 83% of Traditionalists.
84. 55% of all generations feel they are respected by younger generations of employees. Generational differences are very small except for Gen Xs, 48% of whom feel younger employees respect their generation.

85. By generation, trust of each individual or group was ranked as:

	All	Gen Y	Gen X	Boomers	Traditionalists
Direct supervisor	1	1	1	1	1
Peers/coworkers	2	2	2	2	4
CEO/Exec Director	2	4	3	3	2
Managers	3	3	4	4	3

Q. Work Ethic and Generational Perceptions

86. 93% of all generations rated their work ethic as high (4.3 on a 5 point scale). Generational differences were very small.
- 73% said the work ethic of others of their own generation was high (3.9 on a 5 point scale).
 - Gen Ys and Gen Xs rated **their own generation's** work ethic as 3.4 and 3.8 respectively compared to Boomers (4.0) and Traditionalists (4.1) for their own generations.
87. Employees rated the work ethic of employees **younger** than themselves as 3.0 overall.
- 50% said younger employees' work ethic was moderate and 27% said it was high. Gen Ys rated younger employees work ethic as 2.7, Gen Xs as 2.9, Boomers as 3.2 and Traditionalists as 3.1.
88. Employees rated the work ethic of employees **older** than themselves as 4.0 overall.
- 78% said older employees' work ethic was high. There were no generational differences in employee opinions about older employees' work ethic.
89. Boomers were the most likely to be regarded as having the highest work ethic by all generations (45% of all generations said so). However, 40% of Gen Ys said there were no differences between generations and 58% of Traditionalists said their own generation had the highest work ethic.
90. 68% of employees believe that people from different generations have significantly different needs and values. Gen Xs (80%) were most likely to believe this to be true and Gen Ys (53%) were the least likely to think this.

R. Concerns for the Future

91. With respect to concerns for the future, generations ranked their concerns as:

	All	Gen Y	Gen X	Boomers	Traditionalists
Having enough money to support myself and my family	1	1	1	5	5
Having work I really enjoy	2	2	3	2	1
Having a good work-life balance	3	3	4	1	3
Having a happy personal and/or family life	4	4	2	6	4
My physical and or emotional health	5	6	5	4	2
Having enough money to retire comfortably	6	8	5	3	3
Job stability or security	7	7	6	7	6
Having a successful career	8	5	7	8	8
My personal safety	9	9	8	9	7

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Appendix I
Top Ten Priorities (Unweighted) for Job Satisfaction by Generation

56 of a possible 65 factors rated in the Top 10

Factor	All	Gen Y	Gen X	Boomers	Traditionalists
Being trusted by those in authority	1	4	1	1	2
Having work I love to do	1	3	1	3	2
Competitive salary	1	1	1	1	3
Excellent benefits	1	2	2	2	1
Good communication with co-workers	1	2	2	1	1
Trusting those in authority	2	6	2	2	3
Being part of a strong cohesive team	2	4	3	2	3
Having a competent supervisor	2	4	1	2	2
Work that makes a difference	2	6	3	3	4
Having work-life balance	2	3	2	2	4
High work ethic of supervisors & managers	2	5	3	3	4
Good communication with supervisors/managers	2	2	2	1	2
Stability of the organization	2	4	1	2	3
Security of own position	2	5	1	2	3
My ideas are valued and considered	3	6	3	3	2
Positive relationships with direct supervisor	3	3	2	2	3
High work ethic among co-workers	3	5	3	3	4
Personal safety	3	2	2	2	3
Professionalism	3	5	3	2	3
Doing what I do best every day	4	6	5	4	2
Being asked for opinions and ideas	4	8	4	4	3
Being given credit for years of experience	4	5	3	3	2
Working independently without supervision	4	4	6	4	3
Flexible benefits	4	3	3	3	4
Flexible schedule or working hours	4	5	4	3	3
Finding better ways of doing things	4	6	5	4	3
Being creative in how my job is done	4	4	5	4	3
Prompt responses to questions/requests	4	7	4	4	3
Having fun during the working day	5	5	4	6	3
Positive relationships with senior managers	5	n/a	4	3	4
Treating people in authority with respect	5	5	5	5	4
Professional development and training	5	5	5	6	5
Casual, easy going atmosphere	5	5	4	5	8
Clear, specific policies to follow	5	6	5	5	4
Receiving credit for efforts and results	6	6	6	6	2
New challenges that stretch me	6	4	5	5	4
Flexible policies & procedures as required	6	10	6	6	5
Personal development opportunities	6	7	5	7	4
Ongoing feedback of quality of work	6	7	5	6	4

Factor	All	Gen Y	Gen X	Boomers	Traditionalists
Credit for formal education	6	7	5	7	4
Letting me set my own goals	6	6	6	6	4
Taking risks and trying new things	6	6	6	7	5
Prompt replies to voice/emails	6	n/a	6	7	6
Informal rewards or recognition	7	6	7	8	3
Asking challenging questions	7	8	8	7	4
Immediate feedback about my work	8	9	8	8	4
Personal leaves and sabbaticals	8	6	6	9	5
Opportunities for advancement/promotion	8	n/a	6	9	5
Using professional language	8	5	6	7	10
Clear separation of work and personal life	9	10	9	9	8
Support with personal wellness	9	9	8	8	4
Educational leaves or sabbaticals	9	8	8	9	7
Informal relaxed communication	9	8	7	8	4
Opportunities for promotion	9	4	5	10	5
Formal rewards or recognition	10	7	8	10	5
Friendship at work	10	n/a	10	n/a	4

Not Rated in Top 10 by 'All' but Rated in Top 10 by Some Generations

Factor	All	Gen Y	Gen X	Boomers	Traditionalists
Socializing with co-workers after work					8
Socializing with managers/supervisors after work					9
Support with personal financial planning					10
Support with retirement planning			8		7
Having a supervisor who is also a friend					10
Casual choice of dress					5
Assistance with career planning			8		7
Professional style of dress			9		4
Support with career path		9	9		10