Recruiting and Retaining Young IT Workers: Effective Strategies from the Public and Private Sectors

Prepared for
Bureau of Information Technology Services
Division of Business Management

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Transportation Synthesis Reports are brief summaries of currently available information on topics of interest to WisDOT staff throughout the department. Online and print sources for TSRs include NCHRP and other TRB programs, AASHTO, the research and practices of other transportation agencies, and related academic and industry research. Internet hyperlinks in TSRs are active at the time of publication, but changes on the host server can make them obsolete. To request a TSR, e-mail research@dot.state.wi.us or call (608) 261-8198.

Request for Report
WisDOT’s Bureau of Information Technology Services creates and maintains information solutions that enable the department to provide services for its customers. Recently, the bureau has faced a growing challenge in recruiting and retaining young and talented IT workers. The bureau recognizes that skilled individuals in this field are in high demand, and asked us to locate and document methods used by other State DOT IT groups to successfully attract and retain young staff. Additional information on methods used in other fields would also be useful.

Summary
To locate pertinent information we mined transportation Web sites and databases including AASHTO, FHWA, TRB and TRIS Online, utilized Google’s state DOT search engine and performed a broader Google search. We found 10 articles and research reports that discuss the challenge of recruiting and retaining young professionals in IT and other fields and present innovative solutions. This literature includes:

Public Sector Studies
• NCHRP Synthesis 323 examines various state DOTs’ employee recruiting and retention strategies and highlights practices that present the best potential for implementation and success in other DOTs. The report identifies strategies used by nearly 20 state DOTs for recruiting IT professionals, such as internships, career fairs and tuition reimbursement.
• TCRP Report 77 describes best practices for recruiting and retaining employees and identifies ways to enhance or establish partnerships between management and labor for attracting, training and maintaining a qualified workforce. Case studies include New York City Metro-North Railroad’s integrated approach to IT recruiting, training and retention; Santa Clara Valley Transportation Authority IT group’s image campaign and “grow our own” strategy; and Denver Regional Transportation District’s student intern program.

Private Sector Studies
• An article in Federal Computer Week reviews the recent Federal Office Systems Exposition trade show in Washington, D.C., where a panel of CIOs discussed the barriers to hiring and retaining new IT workers and ways to overcome gaps as older workers retire during the next few years. The panel cited flexible, alternative work arrangements such as telework as good ways to encourage new hiring and curb turnover. The U.S. Office
of Personnel Management has made headway with an initiative that encourages agencies to let talented people
dip into federal work on a temporary, rotating basis or create flexible remote work programs.

- An article in IT People discusses the growing trend among companies to use “employer branding” to attract
  employees and keep them engaged. Employer branding initiatives aim to build mindshare in potential recruits
  about the company as a preferred place to work. Arun Tadanki, Chief Executive Officer of Monsterindia.com,
said: “Until recently, employment ads were just showing the job description of the vacancy. The focus in the
last two to three years has shifted and is largely driven by the IT and ITES (information technology enabled
services) employers, to create a powerful image for the organization as a ‘dream place to work.’ What
differentiates one ITES company from another is largely its employer brand image.”

**Public Sector Studies**

**Recruiting and Retaining Individuals in State Transportation Agencies**

NCHRP Synthesis 323, 2003


This report examines various state and Canadian province departments of transportation employee recruiting and
retention strategies, and highlights those practices that might have the greatest potential for success and
implementation in other DOTs. Surveys were sent to the 50 state DOTs, AASHTO affiliate members and 13
Canadian provinces to assess the various strategies currently in practice and to gather data about a variety of agency
characteristics. A second survey of state employees in Maryland, Nebraska and Utah was undertaken to validate,
in both utility and effectiveness, the strategies identified by the states. This information is combined with, and reviews,
applicable literature to yield a compendium of successful practice.

From Chapter 2, Literature Review (page 17 of the PDF):

One article cited a survey of employees from the American Electronics Association, which found that the top 10
retention strategies for IT workers included challenging work assignments, a favorable work environment,
flextime, additional vacation time, support for career/family values, a casual dress code, high-quality supervision
and leadership, visionary technical leadership, cross-functional assignments, tuition and training reimbursement,
and 401(k) matching (Daniels 2002).

Also from page 17 of the PDF:

In her scan pertaining to managing change in state DOTs, Gilliland (2001) declared that retention and
recruitment of IT professionals are at a crisis. A solution found for this crisis is the Idaho DOT’s practice of
training existing employees for six months to become IT professionals. The scan also advocates identifying core
competencies within the DOT for use in developing a succession plan, such as the Minnesota DOT has done.
Another retention tool presented by the scan is reverse mentoring, whereby a younger computer-savvy employee
is paired with a member of senior management. In this scenario, the senior manager learns computer skills and
the younger employee learns other skills from the senior manager.

From Chapter 4, Recruitment (page 25 of the PDF):

States reported using a variety of financial incentives for recruiting IT professionals. They include Mississippi’s
special IT compensation plan and Nebraska’s adjusted hiring rates for IT professionals. Oklahoma and Oregon
offer various combinations of special signing bonuses, overtime compensation, pay differential and retention
bonuses.

In reviewing the recruitment strategies for IT professionals, a clear pattern emerges involving compensation that
is much different than in the strategies applied for any other classification queried in this survey. The incentives
offered to engineers included such elements as education assistance, professional registration assistance and
flexible work hours. In the case of IT professionals, most of these other elements are not emphasized, because of
the apparent focus on the financial package.
From Appendix D, Recruitment—Narrative Responses (page 62 of the PDF):

**Strategies for Recruiting IT Professionals**

- Arkansas: intern program.
- California: Internet testing.
- Colorado: increased salary.
- Connecticut: Internet posting, career fairs.
- Delaware: job offers before graduation based on prior work with DOT.
- Indiana: job fairs, tuition reimbursement program.
- Kentucky: special entrance salaries, annual classification reviews for competitive salary adjustment, rehiring of retirees.
- Nebraska: adjusted hiring rates of pay offered for IT jobs.
- North Dakota: increased salaries, offer recruitment bonuses, Internet postings.
- Oklahoma: sign-on bonuses, pay differential, overtime pay.
- Oregon: hiring bonuses/retention bonuses (Y2K), payline exceptions (up to 15% above top salary step).
- Texas: liberal educational assistance programs, access to internal and external training programs, access to industry certification programs.
- Washington: assignment pay salary increase 10% in 1999.
- New Brunswick: co-op program.

Managing Transit’s Workforce in the New Millennium
TCRP Report 77, 2002
http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_77.pdf

This report assesses the transit industry’s workforce needs and prospects for the coming decades, and provides guidelines to enable employers to assess their own workforce needs, describes best practices for recruiting and retaining employees, and identifies ways to enhance or establish partnerships between management and labor for attracting, training and maintaining a qualified workforce. To identify strategies to attract, develop and retain a qualified workforce, the researchers conducted 13 case studies, collecting qualitative and quantitative data through site visits, interviews, focus groups, observations and document analysis.

From Chapter 2, Findings, Retention (page 11 of the PDF):

The most successful IT companies spend 7 to 10% of payroll on training compared with the standard 2 to 3% spent by other companies. A software consulting firm cut turnover 35% by sitting down with employees at the time of hire and helping them determine a realistic time frame for their career advancement goals. The company also offered career development discussions several times during an employee’s first year.

From Chapter 3, Management Profile for Maintaining a Qualified Workforce, “Grow Our Own” Strategy (page 40 of the PDF):

The “grow our own” recruitment and retention strategy is frequently used for benchmark positions in IT, engineering and planning. Recruiting new graduates and, in some cases, interns is part of an effective strategy for acquiring and developing qualified staff in these departments. Another part of the strategy is to craft a message that the transit agency has a mission of service that adds value to the community and that these employees will be involved in exciting work using up-to-date methods and resources. The message works best when presented in multiple formats including personal contacts, Web sites and college placement office information sheets. Another component of maintaining qualified staff in these disciplines is to ensure that the promises of interesting work and the use of state-of-the-art technology are kept. These workers also value knowing how they contribute to the bottom line and expect to have say-so on how they make these contributions. Managers who understand this new worker and maintain a flexible posture in relating to and responding to his/her interests and needs can reap benefits of high-quality work and longer employee tenure.

From Appendix A, Case Studies:

IT Internships, and Incentive Premium for IT Professionals and Engineers—Denver Regional Transportation District (page A-25 of the PDF): A major feeder pool for information technology positions are the six to 10 summer and year-round IT interns. Partnering with local colleges and universities, RTD places the interns in increasingly complex assignments as they demonstrate capability to take on such assignments. Recognizing that many IT professionals stay in one position less than three years, RTD provides up-to-date equipment,
challenging work and continuous training and development opportunities. In addition to making adjustments in hiring salaries consistent with other major employers, RTD pays an incentive bonus of 10% of annual salary to IT professionals and engineers annually. This is a temporary preemption to address immediate market conditions.

IT Personnel Incentive Pay—Maryland DOT (page A-20 of the PDF): Several years ago, to address the high level of competition for IT employees, Maryland DOT (the governance agency for the Maryland Transit Administration) reviewed all positions in this field and developed new classifications and compensation structures. An outgrowth of this analysis was the institution of a sign-on and recruitment bonus program for selected IT positions. The new employee receives the sign-on bonus of $3,000 in two payments, the first upon satisfactory completion of the first 90 days of service, the second upon completion of the first six months. Employees in mission-critical IT positions are eligible for annual bonuses of up to $3,000. According to MDOT HR documents, a mission-critical project is a “... defined IT project or IT system which is essential to the accomplishment of an agency’s primary mission and key goals or delivery of services to any agency’s customers.” Employees who recruit employees into bonus-eligible positions receive $1,000 per recruitment. The first of two payments is made when the new employee completes the first 90 days, the second on completion of the first six months. Employees ineligible for recruitment bonuses include those responsible for, or have significant influence in, the hiring process of IT employees such as HR staff, data processing managers, and any employee on the MDOT Executive Pay Plan.

Computer Programmers—Santa Clara Valley Transportation Authority (page A-29 of the PDF): The IT group, in collaboration with HR and marketing, knew it had to go on an image campaign if it was going to get well-qualified programmers. The division director stated that they had to communicate that “VTA has the same kind of cool, interesting work going on as Cisco.” For the recruitment fair, the unit created flyers that focused on dispelling the image that VTA was probably 10 to 15 years behind high-tech employers. One advantage VTA has is that most major private sector employers in Silicon Valley do not have strong college recruitment programs—they look for senior level people. The development of a recruitment strategy to hire new graduates and grow their own by “getting them in and throwing fun, cool stuff at them” has worked at VTA. The unit uses an open-ended approach to training and work assignments based on employee needs and interests in an effort to keep them from being lured away. An added resource is the agency’s commitment to keeping technology packages up to date. VTA uses the same software packages used by the major employers of the Silicon Valley—one of the few public agencies with these tools.

From Appendix B, Human-Resources Guide:
Integrated Approach to Recruiting, Training and Retaining IT Professionals—New York City Metro-North Railroad (page B-21 of the PDF): In response to difficulties in recruiting and retaining IT professionals, Metro-North conducted a number of assessments to determine the causes of these difficulties and used these data to design a successful effort that includes recruitment, training and retention components. Highlights include a “job progression” timeline that was created to move employees from one level to another in a shorter period of time, “flexibility” in managing the compensation package, flextime, dress-down days and telecommuting (three days at the office, two days at home). Employees are encouraged to assume additional responsibilities, which has resulted in a work environment that they enjoy and is productive. During progress reviews, managers are able to identify “stars” who are rewarded with additional training. Metro-North believes that technical schools are an excellent source for locating IT employees with a “shorter learning curve” who are less likely to change jobs. Recruitment/retention and training strategies are deemed effective and successful because “nobody’s leaving.”

Workforce Planning and Professional Development Task Force Final Report: Positioning FHWA for the Future
FHWA, December 2000
In April 2000, FHWA’s Executive Director established a Workforce Planning and Professional Development Task Force to develop a framework to assure FHWA has trained, dedicated and motivated employees who can deliver the agency vision, mission and goals into the future. The Task Force estimated the future needs and current makeup of the FHWA workforce on a macro level, assessed the gap, and developed actions to address these needs. The Task Force also considered issues related to characteristics and motivations of the workforce, and conducted extensive outreach internally through a variety of mechanisms. This report is the result of a seven-month investigation.
Recruiting Bonuses (Section 3.A.3). Many college graduates turn away from federal service because of the burden of college debt or low starting salaries. Incentives could be offered either as a student loan repayment program or a one-time recruiting or signing bonus. Officials at the Office of Personnel Management are presently finalizing details on the financial assistance program to repay college loans. Currently, OPM specifies that this financial assistance to an employee may not exceed $6,000 in a calendar year with a maximum lifetime payment of $40,000 per employee. This benefit may be provided not only to new recruits but to current employees as well. Although this program outlined by the OPM has been approved by Congress, the agency has the discretion to determine how and if it will administer the program. A recruiting/signing bonus is a one-time direct payment to the employee for accepting the job offer. Both bonuses (recruiting or college loan repayment) would require a service agreement.

Retention Bonuses (Section 3.A.5). Many private companies are coping with the talent shortage by making extraordinary commitments to higher pay, increased training, more flexible work schedules, incentive pay, bonus programs and benefit plans. FHWA has many of the mechanisms in place to retain employees but may need to increase their use. In evaluating retention bonuses, the Task Force discussed two scenarios where a retention bonus is appropriate: [1] completion of a specific task (this requires a short-term commitment by the employee and is usually approved by management), or [2] permanent pay differential at the same location because the employee has been offered a higher paying job outside the agency (this requires a long term commitment from the employee and approval from a higher agency level).

Flexibilities (Section 3.C.2). The flexibilities approved for FHWA’s use in recruiting and retaining the highest quality employees are listed as follows. Detailed discussion for each item is provided in the report, and identifies when the change involves expanding the use of a flexibility and/or when the change involves a change to the agency policy. Supervisors are encouraged to use these flexibilities to assist the employee in meeting the agency’s performance expectations.

- Alternate work schedules
- Flexitime
- Home leave/spouse visits during extended TDY
- Job sharing/increased use of part-time permanent positions
- Maxi-flex
- Telecommuting
- Virtual office

Help Wanted—Meeting the Need for Tomorrow's Transportation Work Force

Clark Martin
Public Roads Magazine, July-August 2001
http://www.tfhrc.gov/pubrds/julaug01/helpwanted.htm

The impending retirement of the Baby Boomer generation presents the prospect of severe workforce shortages for the public and private transportation communities. FHWA, state DOTs and other stakeholders have developed a variety of innovative countermeasures that are discussed in this report.

From “Looking for New Ideas”:
...states are beginning to respond to the workforce problem through changes in workforce policies and programs. States are beginning to push hiring decisions to lower levels, streamline employment processes and enhance outreach for recruiting. There are also efforts to increase salaries to the highest levels possible, using position benchmarking and salary surveys. Recruiters are emphasizing that a DOT is a good place to work—a “family”—with employee programs such as flextime schedules and telecommuting. Many organizations are involving employees more directly in decision-making. Many states are developing succession-planning programs tied to the agency's strategic plan and making a greater commitment to professional development and continuous learning.
From “A New Attitude”:
Clearly, the retention issue has always been important, but it is taking on a new focus as competition to find and retain top-quality employees intensifies. While financial compensation is still a primary consideration for most workers, they also want opportunities to pursue their own interests and personal growth. Employer contributions to workers’ quality of life and job satisfaction often include flextime and telecommuting programs, as well as a greater commitment to innovative approaches to recognize and reward their workers. Organizations that excel in these areas are seeing a positive difference in productivity gains and in retaining quality people.

Important Characteristics of Early Career Jobs: What Do Young Adults Want?
Georgia Chao (ElI Broad College of Business) and Philip Gardner (Collegiate Employment Research Institute), Michigan State University
Winter 2007
From Executive Summary (page 3 of the PDF):
The investigators for this report focused on addressing several key questions: What are young adults looking for in their job search? Is their only concern high salaries? Are there other factors that influence what position they will accept? Are organizations meeting their needs? This report attempts to answer these questions via information collected through a survey of more than 9,000 adults aged 18 to 25. The large dataset allowed comparisons of young adults based on gender, academic major, race and socioeconomic class. Additional data on 2,400 older adults was compiled to enable comparisons between the newest generation of career entrants and previous generations. Also, data from more than 400 recruiters who are hiring young adults was collected in order to compare how recruiters’ perceptions of today’s young adults compare with the young people themselves.

The researchers learned that the job characteristics young adults look for are fairly consistent across gender, ethnic affiliation and academic major. Men place income slightly higher on their list than women. Business and computer science majors have a higher preference for income. Family income had more to do with framing desired characteristics than any other factor. Young adults from families where income was less than $40,000 desired jobs that (1) paid well, (2) were with prestigious companies, (3) provided flexible work options, and (4) offered opportunities for promotion. Young adults from families with incomes of more than $100,000 also sought positions that offered high salaries and were with prestigious companies.

The job characteristics rated most important included:
- Interesting and engaging work (88%)
- Good benefits, including health insurance (84%)
- Job security (82%)
- Opportunities for promotion (81%)
- Opportunities to learn new skills (77%)
- Location (63%)

Private Sector Studies
CIOs Struggle to Attract Young IT Workforce: New Hiring Initiatives and Flexible Management Are Expected to Help
Wade-Hahn Chan
Federal Computer Week (FCW.com), April 2, 2007
Excerpt: The federal government needs a youth movement in its information technology workforce. Chief information officers say they are having a tough time recruiting new IT workers, despite a surging demand in government for specialists in IT and IT security.

Scroll to “IT workforce assessment”:
At the recent Federal Office Systems Exposition (FOSE) trade show in Washington, D.C., a panel of CIOs discussed the barriers to hiring and retaining new IT workers and pondered ways to overcome gaps as older workers retire during the next few years.
The panel cited flexible, alternative work arrangements, such as telework, as good ways to encourage new hiring and curb turnover. Barry West, CIO for the U.S. Department of Commerce, pointed to the U.S. Patent and Trademark Office’s successful telework and hoteling program. Initially a method to counter high real estate costs, remote working has become an alternative for 500 patent examiners, a number that the office plans to expand in the next year.

“It takes some time to set (this) up,” noted Janet Barnes, CIO for the U.S. Office of Personnel Management. “On one hand, you want to attract and retain people. On the other, you’re responsible for what happens.”

Barnes said OPM has made headway with an initiative to support alternative career patterns and working hours as a recruiting method. Introduced in June 2006, the program encourages agencies to let talented people dip into federal work on a temporary, rotating basis or create flexible remote work programs. For instance, couples with young children could split their time between home and office, Barnes said.

Many workforce experts say the biggest selling point for government service is having rewarding work.

“It’s really not about the pay,” said West, former CIO at the Federal Emergency Management Agency and the National Weather Service. “It’s about the challenge and the exciting opportunities.”

Brand Building to Attract and Retain the Best Talent
Punita Jasrotia
IT People (Indian Express Newspapers Group), 2003
http://www.itpeopleindia.com/20030512/cover.shtml
The IT industry being people-oriented, what differentiates the best from the rest is the “quality of human capital” in every organization. While there is plenty of talent available, the difficulty comes in finding the talent with the “best fit” to the organization. Potential employees would like to associate themselves with companies which have a “brand” of success, leadership, people development initiatives and also instill a deep sense of pride and commitment.

Employer branding is all about the company’s value in the market, a timeless process that in today’s scenario has gained even more significance. It is essentially a combination of the reputation of the organization, the career offer and the corporate culture existing in the company. Employer branding is a derivative of the following factors:

• impressive and consistent track record in business leadership;
• demonstrated investment in growth by way of future products, R&D spending, articulation of the roadmap ahead, and viable strategies;
• the organization should clearly be perceived as a place where every employee could learn and develop skills in the latest technologies, concepts and knowledge areas;
• aggressive, competitive compensation and benefits package;
• transparent and merit-oriented performance management system, wherein the polarization between various levels of performance is both visible and fair; and
• very high score on leadership, business conduct and customer satisfaction, or any other parameter evaluated by an independent third party.

Typically, there are two types of employer branding exercises. One is for prospective employees and the other for the current set of employees. In the case of the former, the employer branding initiatives are targeted at building mindshare in potential recruits about the company as a preferred place to work. This can be in the form of communication through advertisements, third-party endorsements through the media or going to campuses. Internal employees might not know about all the product or solution offerings of the company and it becomes necessary to inform and educate them.

A survey conducted by Hewitt Associates reveals that more companies are now focusing on employer branding to “attract employees” and keep them engaged. Commenting on the changing scenario, Arun Tadanki, Chief Executive Officer of Monsterindia.com, says that it also gets reflected in the kind of advertisements taken out by companies. “Till recently, employment ads were just showing the job description of the vacancy. The focus in the last two to three years has shifted and is largely driven by the IT and ITES (information technology enabled services) employers, to create a powerful image for the organization as a ‘dream place to work.’ What differentiates one ITES company from another is largely its employer brand image.”
An excerpt from the newsletter:

Here are a few characteristics of today’s millennials (those born after 1980—also called Nexters or Generation Y):

- Ambition is not in their vocabulary. Millennials have grown up wanting very little. They haven’t had to compete heavily, like their predecessors, for those few plum jobs. They’ll move up on their own terms.
- Work-life balance is more than just a buzzword. They have seen their Baby Boomer parents work themselves to the ground and they know that there is more to life than work. They are seeking to have fun both at work and away from work.
- Constant feedback is important to them. Millennials are accustomed to instant feedback. College grades are posted online as soon as tests are scored; bank account information is available 24/7. They want to know how they are doing on a daily basis.
- Long-term organizational loyalty is not important. They embrace change and are not afraid of changing jobs and organizations frequently.

The Problem

Millennials pose challenges for many organizations today. A good salary, the promise of bonuses and pay increases, promotions and long-term job security are the currency upon which many organizations rely to entice employees to join and stay. But if new employees don’t find these appealing, organizations must seek alternative methods for attracting, motivating and retaining employees. Organizations invest a great deal of money hiring and training young employees only to find that they are moving on after a year or two.

What To Do

- Promote the values of your organization. Tell the world what your organization stands for, what makes it unique and what is your value proposition. Use this information in your recruiting. Continually communicate and promote this information to your employees, especially new employees.
- Carefully examine the profile of those who are leaving. If many of your new employees are leaving, it may be that you’ve been using the wrong information to hire them. Let’s say you find that most of the sales representatives you have been losing all graduated from Ivy-league universities or had grade point averages above 3.5. Maybe those aren’t the people you should hire in the future. Conduct a systematic correlational study of the relationship between pre-hire information and both how long your employees stay and how well they perform. Pre-hire information includes entries on the job application, information on resumes, test scores and facts gathered during the job interview.
- Fix what’s driving them out. Want to know why they may leave before they actually do so? Conduct a survey of all employees or just the employees you want to keep. Ask them how they feel about their supervisors, management, communication, their compensation, career advancement potential, etc. Ask them if they intend to stay. Correlate their views on these issues with their intentions to stay. This can help you identify what needs to be changed in order to keep your best employees.
- Brand your organization as a fun place to work. Younger employees are attracted to organizations where there are other young employees and where special attention is devoted to creating a fun environment: Friday afternoon pizza parties, intramural sports teams, dress down days, ice cream socials, ping-pong tournaments, Thursday night informal gatherings at the local pub.
- Develop an “on-boarding program.” Provide new, young employees with special attention during the first few months on the job. An on-boarding program for new employees can include special orientation sessions, opportunities to interact with other new employees, individual mentoring sessions, training programs, and surveys after 30, 60 and 90 days to find out how they are feeling about the organization.
- Provide work/life balance. Provide a work environment where millennials can adjust their work hours to meet their personal needs and desires.
- Provide continuous feedback. Don’t make millennials wait for their annual performance review before providing them with feedback. Let them know how they are doing on a daily basis.
- Be a mentor, not a boss. Millennials want to keep learning. Share your knowledge and provide opportunities for their personal growth.
Don’t treat new employees like your kids. They are not your kids so don’t treat them as such or they will act out—just like your kids.

Attract, Retain Young Talent with Volunteer Programs
Kellye Whitney
Talent Management Magazine, October 2007
Corporate social responsibility is not a new idea, but the concept is getting a closer look from hip, socially minded HR departments looking to attract young talent. CSR can be defined as an organization’s efforts to take responsibility for the impact of its business on customers, employees, the community and the environment. CSR often includes some type of volunteerism as one method to actively engage people in the values of the organization, and this may have serious implications for companies vying in the ultracompetitive talent pool.

According to Deloitte’s 2007 Volunteer IMPACT Survey, 62% of workers aged 18-26 prefer to work for a company that provides opportunities for them to apply their skills to benefit nonprofit organizations, however, only 39% of respondents said their company provides opportunities for them to engage in activities that benefit nonprofit organizations.

“We’ve seen that companies that really talk about service and sustainability are the ones that have the highest engagement scores from their employees,” said Karlin Sloan, founder and CEO of Karlin Sloan & Company, and author of Smarter, Faster, Better Strategies for Effective, Enduring and Fulfilled Leadership. “Companies like Target, Dell or ABN AMRO all have very robust volunteer programs. One young company we consulted with did a Habitat for Humanity project.” Generation Y, or the millennials, are looking for work that has meaning so they can contribute to something that's greater than themselves, Sloan said. Volunteerism provides the added benefit of enabling these young workers to identify with their peer group. Essentially, they can pick up where they leave off on Facebook, MySpace or instant messaging online, and enjoy a different kind of in-person peer connection.

New Service from Hacker Young will Help Businesses Attract and Retain Key Employees
Onrec.com News, Jan. 20, 2004
http://www.onrec.com/content2/news.asp?ID=3446
Hacker Young Financial Planning, in conjunction with Thomson’s Benefit Consultants, is offering a new service to help businesses of all sizes set up and maintain tailored Employee Benefits Programs. Stephen Jones, Employee Benefits Consultant at HYFP, explains: “One way of attracting, motivating and retaining good staff is to establish and maintain a valuable employee benefits program.”

Core to HYFP’s service is a fully integrated Web-enabled employee benefits platform that provides access for both employer and employee to view and manage all their employee benefits online through their own company’s branded Web site. The facility enables employers to offer a benefits “cafeteria” whereby the employee is allotted a certain value of benefits and can select how to spend that allowance, ranging from traditional pensions schemes to private health care or gym membership. The facility also allows online performance checks of pensions and daily price checks.