

*GGR: "Maximizing Human Capital For
the New Millennium"*

Next Practices: Engaging and Rewarding a Multi-Generational Workforce in the Current Economic Climate

Discussion Leader: Jennifer Green
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Panelists: Jorge Glascock, Genentech Director,
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NEXT Best Practices in Engaging a Multi-Generational Workforce



Current business conditions require a Next Practice approach to Engaging and Rewarding a Multi-Generational Workforce



Agenda

- Introductions of topic and panel – 5 minutes
- Engagement Survey results from a Green Global Resources/Novacrea Research and Salary.com collaboration conducted this month – 15 minutes
- Panel of experts to discuss what their companies are doing or considering doing to ensure that they are engaging and rewarding the “best and the brightest” through “NEXT PRACTICES” - 30 – 35 minutes
- Q and A’s – 5 minutes

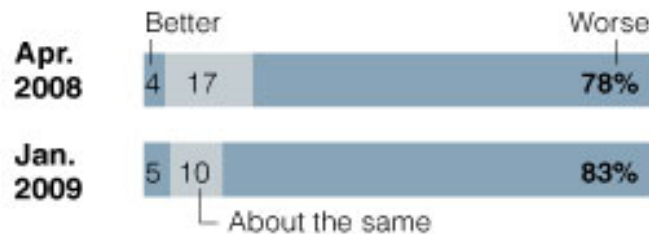
CONTEXT: What's Next in the Economy and for Jobs?



Poll Finds Faith in Obama, Mixed With Patience

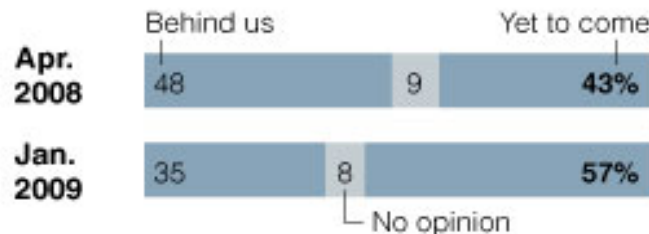
Looking back

Compare the way things are going in the United States with how they were going five years ago.



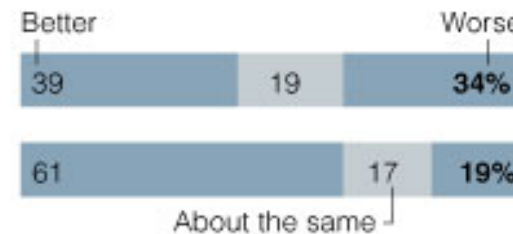
Jobs

When it comes to the availability of good jobs for American workers, do you think America's best years are behind us or yet to come?



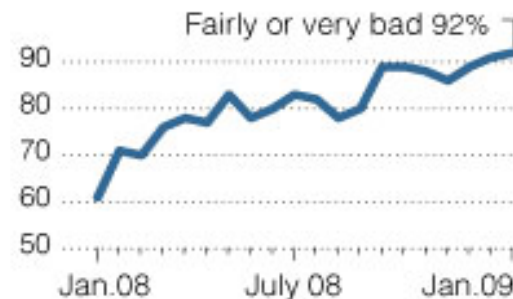
Looking ahead

What is your best guess about the United States five years from now if things go pretty much as you expect?



Economy

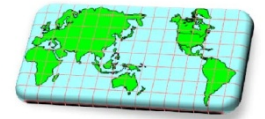
How would you rate the condition of the national economy these days?



Source: New York Times/CBS News Polls

THE NEW YORK TIMES

NEXT PRACTICE: Virtual Work Worlds



Second Life Grid™ - Your World, Your Way

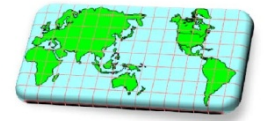


Who uses Second Life Grid?

Businesses, educational institutions, government departments, and nonprofits use the Second Life Grid™ platform to create public and private spaces for communication, collaboration, and training in the 3D online virtual world of Second Life®. Organizations such as IBM, Stanford University, NASA, and the American Cancer Society operate presences on the Second Life Grid that seamlessly integrate their virtual world activities with their real-world operations.

Breaking News: Making Collaboration Easier

Linden Lab has announced a strategic partnership with Rivers Run Red to sell a product that makes it even easier for enterprises and educational institutions to construct collaborative work environments on the Second Life Grid. The Immersive Workspaces product pre-configures workspace options and wraps the Second Life Grid solution in a web-based framework rich with familiar tools and interfaces.



Next Practice: Virtual Worlds are a Growing Business

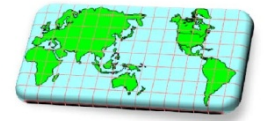
❑ Economic Statistics = Stock and Currency Exchange

Refer to 2nd life [economy blog posts](#).

❑ Population – data through January 16

- **Residents** Logged-In During Last 7 Days 522,526
- During Last 14 Days 673,827
- During Last 30 Days 940,855
- During Last 60 Days 1,444,530
- **Total Residents: 16,785,531**

Next Practice: Open Work Trend

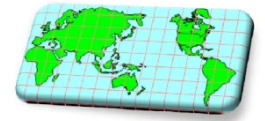


- ❑ The Economist, April 10, 2008, noted that more than half of the workforce is now officially **nomadic** in their Labor Movement column on “The Joysof working from home”.
- ❑ Eilif Trondsen, PhD, **Director, Virtual Worlds at Work, SRI** and Charles Hamilton, Learning and New Media Program Manager for **IBM’s 3d Internet**, IBM, discussed the engagement of employees that is fostered by VW’s at a recent BAHREC conference on HR and Innovation
- ❑ **Wiki’s** – project collaboration, employee profiles, innovation and productivity gains through knowledge sharing

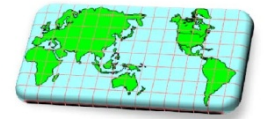
Next Practices: Salary Increases, Rewards and Recognition



- ❑ John Radford, Radford Associates (January 27): “If companies are establishing salary increase budgets, best practices are to carve out a percentage of those budgets for adjustments, promotions, and dollars for top performers“
- ❑ “How the Economy May Affect Your Salary in 2009” Salary. Com reports that prior to the end of 2008 employers planned an average of 3.5% salary increase budgets. In January, 2009, there was significant uncertainty as to whether or not companies would follow the prior plan. “Pay Increases in 2009 May Disappoint Workers” was published this month.
- ❑ Small Companies may be best positioned: Growth Works (100 employees) example



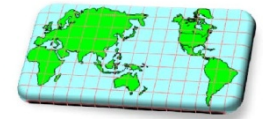
Highlights of Survey Results



Methodology

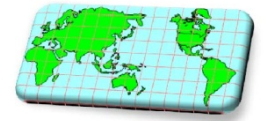
- ❑ Hosted on Salary.com
- ❑ Employee Engagement Surveys
 - Employees (n=1,264)
 - HR professionals (n=134)
- ❑ Data Collection
 - First two weeks of January 2009

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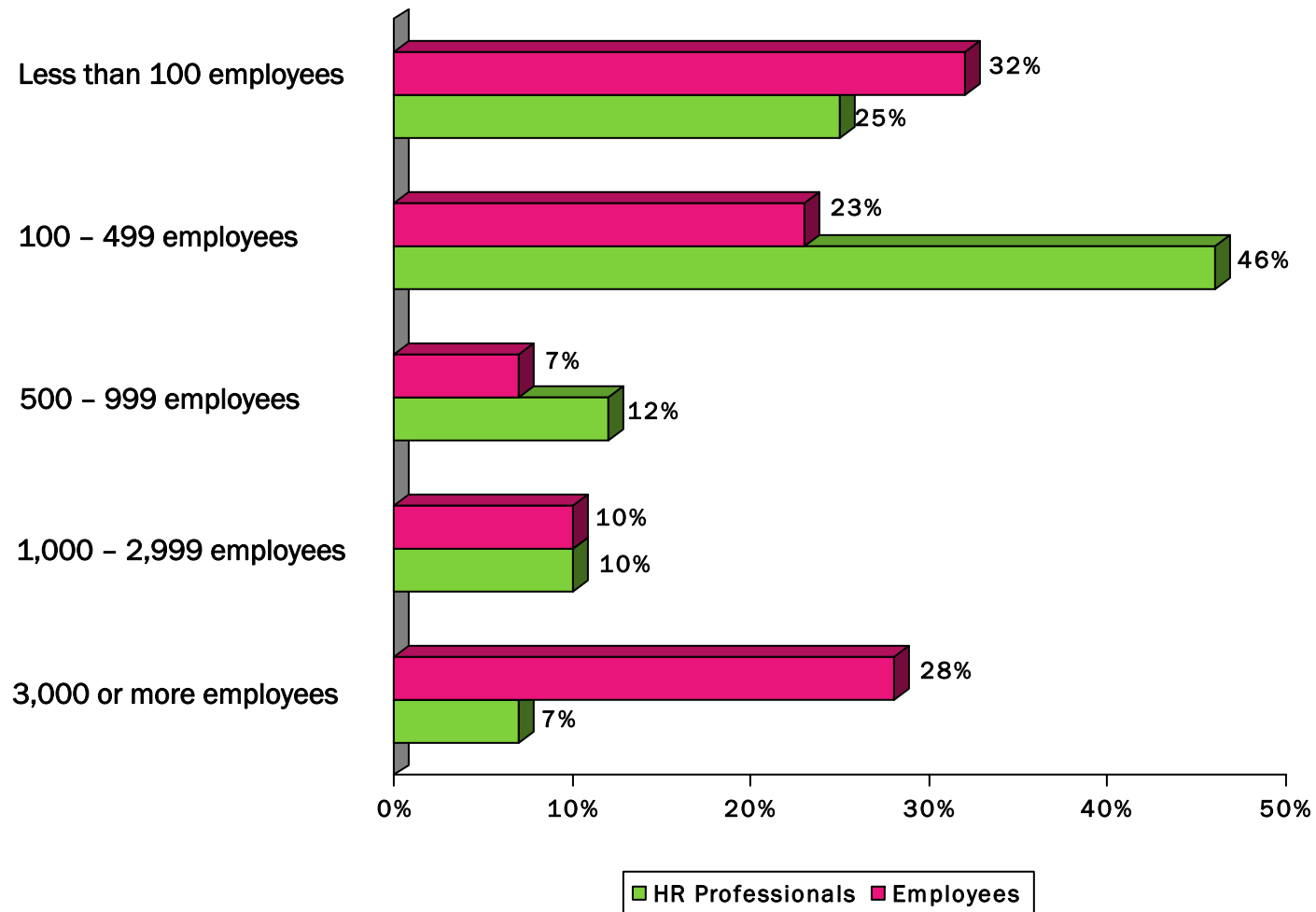


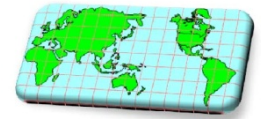
Industry

Industry	HR Professionals (n = 134)	Employees (n = 1,264)
Education, Government, Nonprofit	6%	14%
Energy or Utilities	5%	3%
Financial Services	7%	7%
Healthcare	10%	13%
Hospitality or Leisure	6%	3%
Insurance	6%	3%
Internet	1%	1%
Media	3%	3%
MFG Durable	10%	6%
MFG Nondurable	4%	2%
Pharmaceuticals	1%	2%
Professional services (IT related)	1%	4%
Professional services (Non-IT)	7%	7%
Retail or Wholesale	4%	6%
Software or Networking	3%	4%
Telecommunications	1%	2%
Transportation or Warehouse	3%	4%
Other	25%	22%



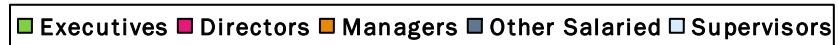
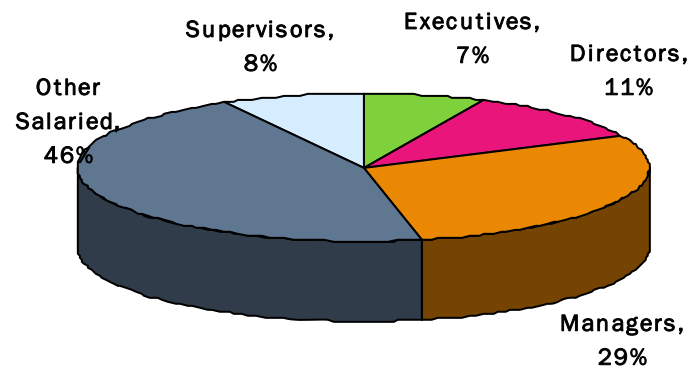
Company Size



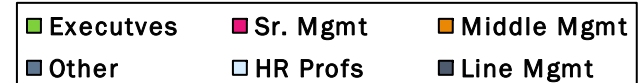
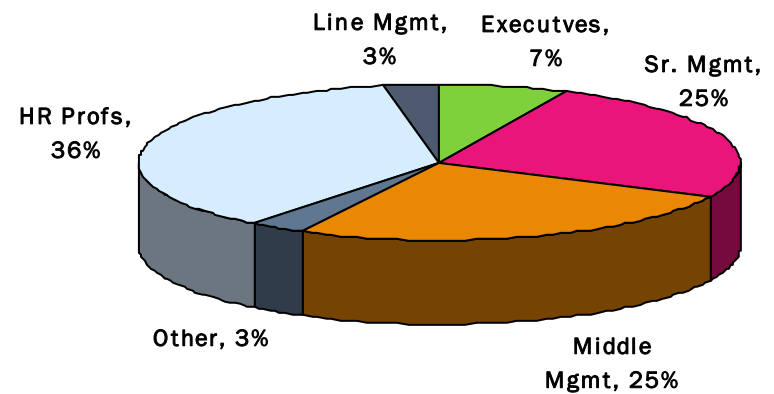


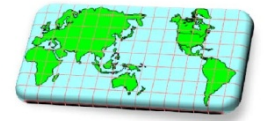
Job Level

Employees

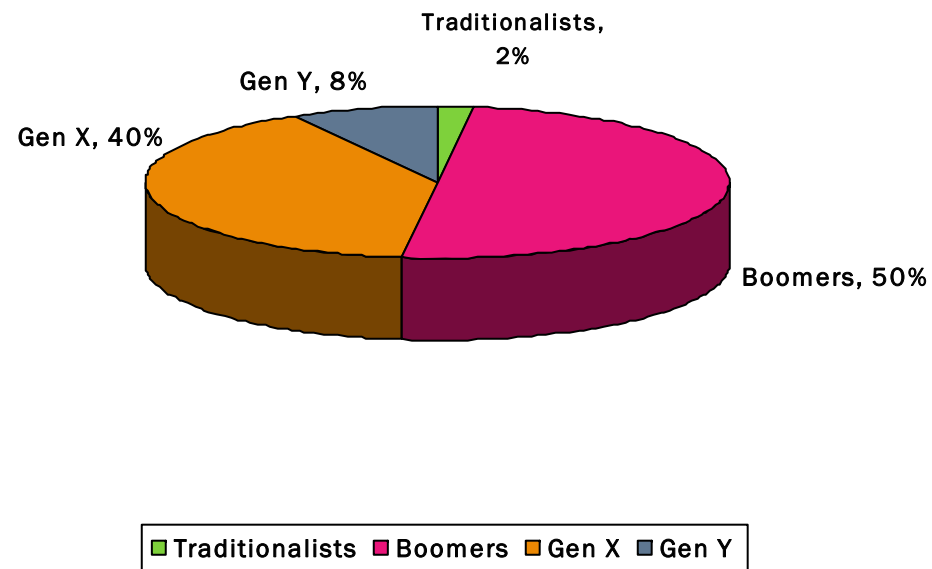


HR Professionals





Workforce Generation



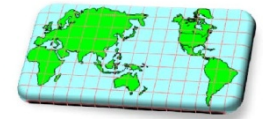


What Employees Want...

How important are the following?	Total	Traditionalists	Boomers	Gen X	Gen Y
Communications					
My ideas and contributions are listened to by my manager/supervisor.	93%	85%	93%	94%	92%
I know what is going on at my company	89%	85%	90%	88%	93%
I share my company's values.	83%	75%	84%	83%	80%
I can participate in and influence business decisions and company strategy.	69%	65%	70%	70%	57%
Work/life balance and sense of affiliation					
I have flexibility in my work schedules/hours.	80%	55%	78%	82%	82%
I have the tools and resources to communicate effectively with my colleagues and manager when I telecommute.	66%	50%	68%	66%	57%
I have a good friend at work.	47%	40%	45%	48%	54%
I can telecommute at least once a week.	43%	30%	44%	45%	35%
I can volunteer my time during the work day for non-profit organizations that are important to me.	28%	15%	27%	29%	25%

The numbers shown are the percentages of participants who answered "Very Important" or "Extremely Important" for each statement.

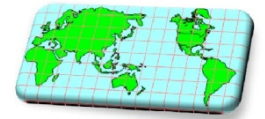
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What Employees Want...

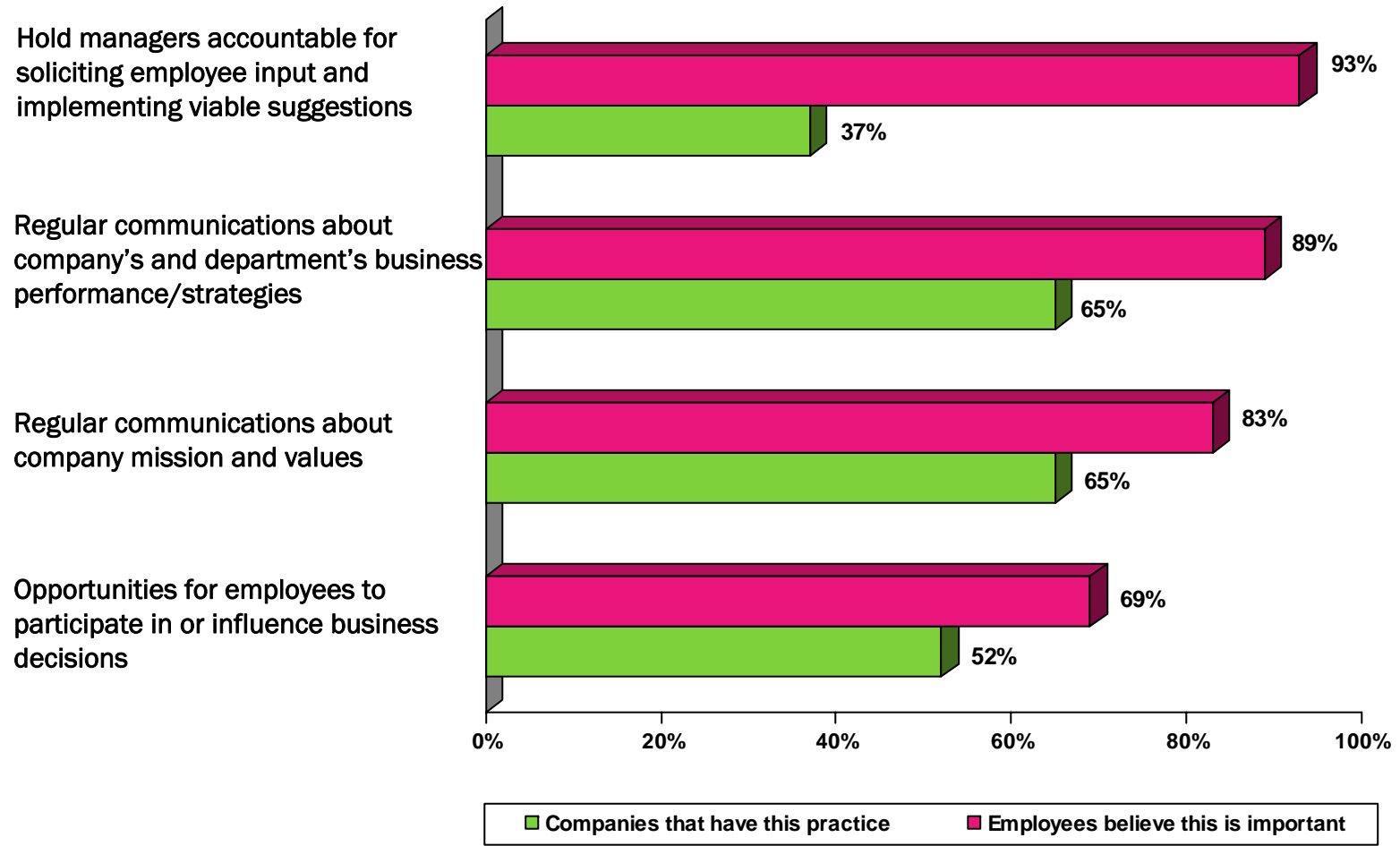
How important are the following?	Total	Traditionalists	Boomers	Gen X	Gen Y
Career development and advancement					
I have opportunities to learn and grow on my job	95%	95%	93%	97%	97%
My manager/supervisor regularly provides coaching and feedback.	73%	65%	70%	73%	85%
I can move across the organization (laterally) to broaden my experience.	66%	60%	60%	71%	75%
I have a mentor at work.	47%	35%	41%	51%	60%
I can move to another location outside of my home country to broaden my experience.	20%	30%	17%	23%	25%
Pay and recognition					
My organization links performance with pay.	82%	80%	80%	84%	84%
My manager/supervisor regularly provides recognition for a job well done.	77%	70%	76%	77%	82%

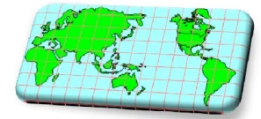
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What Companies Offer...

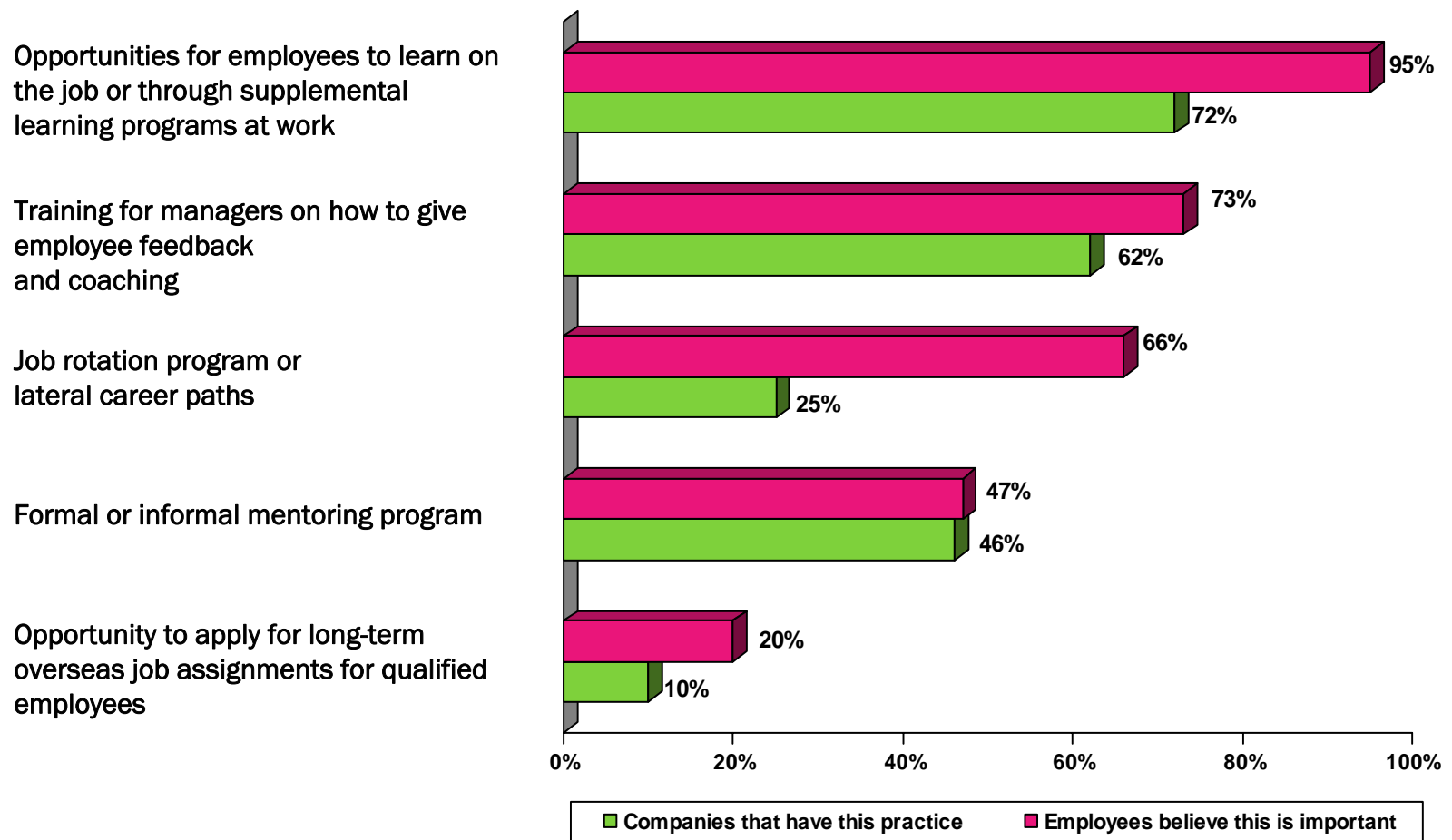
Communications

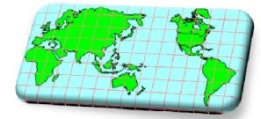




What Companies Offer...

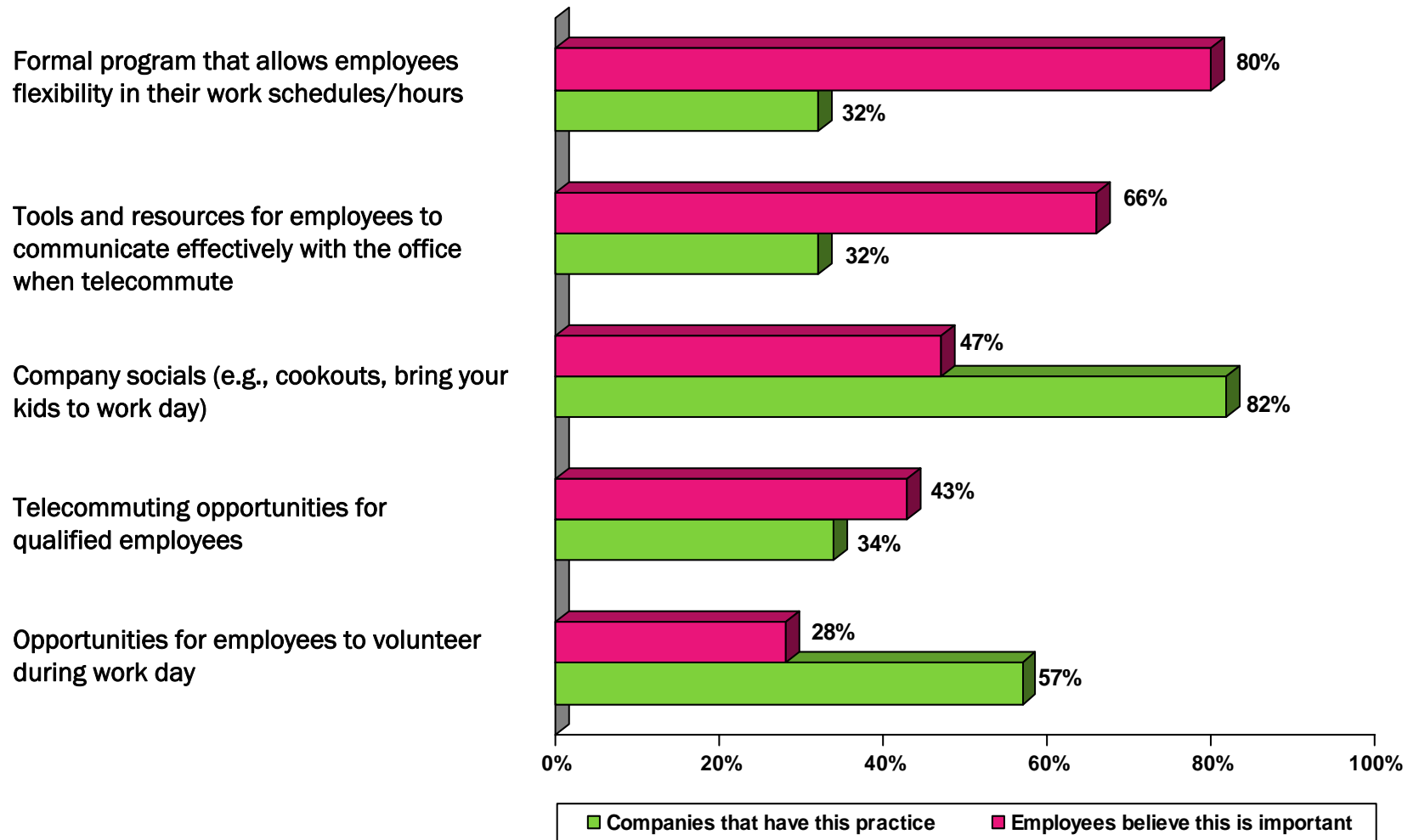
Career Development and Advancement

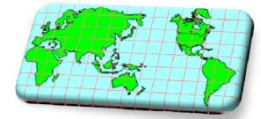




What Companies Offer...

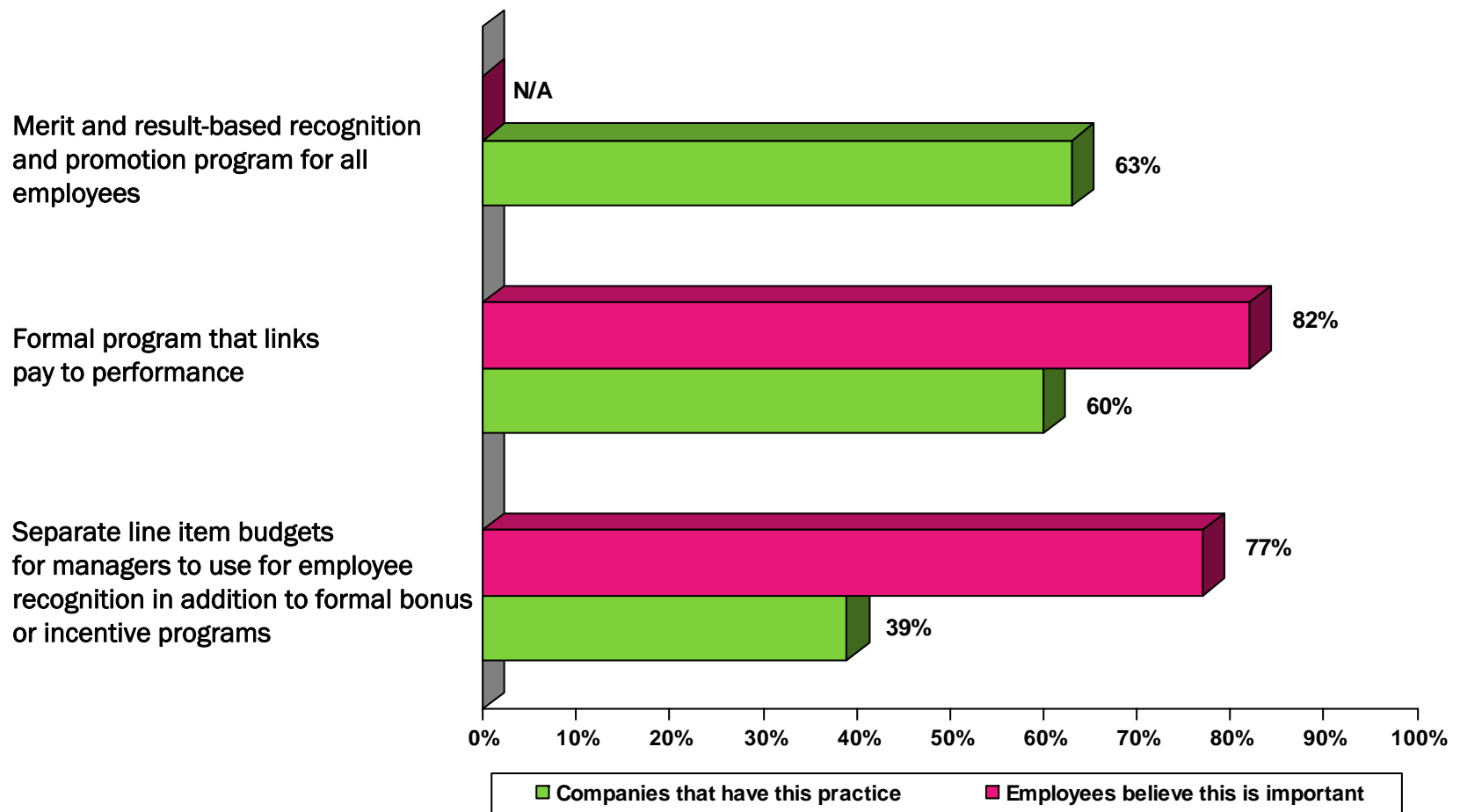
Work/life Balance and Affiliation

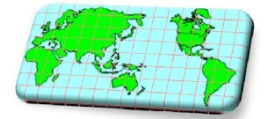




What Companies Offer...

Pay and Recognition





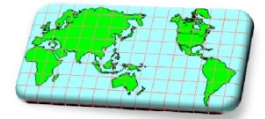
Conclusions and Recommendations

What Employees Want...

- **Communications**
 - Two-way communications
 - Kept informed of company happenings
 - Personal-company value alignment
- **Work/life Balance & Affiliation**
 - Flexibility of work schedules
 - Feeling connected (socially) with coworkers

What You Can Do...

- **Communications**
 - Establish a communication strategy
 - Leverage technology (e.g., Web 2.0, Wiki, blogs)
 - Communicate company mission and values
- **Work/life Balance & Affiliation**
 - Support flexible schedule program
 - Explore implementing internal social networking site



Conclusions and Recommendations

What Employees Want...

- Career Dev. & Advancement
 - On-the-job learning opportunities
 - Lateral career paths
 - Mentors
- Pay and Recognition
 - Pay for performance
 - Formal or informal employee recognition

What You Can Do...

- Career Dev. & Advancement
 - Job rotation program
 - Job crafting program
 - “Encore” program: mentoring younger employees
- Pay and Recognition
 - Clearly articulate performance expectations
 - Strive for transparency in pay structure
 - Set separate budgets for employees recognition (e.g., spot bonus, team rewards)



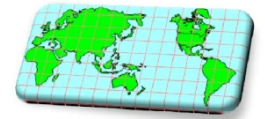
Panel Discussion



PANEL DISCUSSION – Two Key Questions

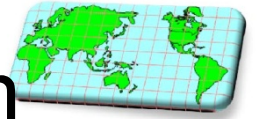
- 1. Describe key business drivers that are prompting changes in your engagement and reward practices and what engagement and reward practices must change to keep up with the speed of change internally (demographically) and externally to your business?**
- 2. What changes in HR policy and/or practice will help you make a “Quantum Leap” in business (offensive or defensive), by a factor of 25 to 50%?**

Next Practices as a Result of Internal and External Changes: Genentech



- Prospective candidates establishing themselves on social networks.
 - Internal staffing relying on LinkedIn and other social network sites for both direct and indirect leads and connections
- Gender changes – more female candidates
 - Introducing on ramp and off ramping during child bearing years
- “Boomers” getting ready to retire and looking for a transition
- Considering providing transitional retirement opportunities, which include:
 - part time schedules
 - post retirement access to medical coverage to cover gaps
 - alumni network

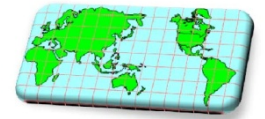
Next Practices that Create the Quantum Leap: Genentech



- Global resourcing of entire projects
 - Accessing existing teams, organizations, companies best suited to meet the objective of the project regardless of location or organization

- Talent Management
 - Access of each employees/contractors data so that a team can be put together with the right skills, experiences, certifications, etc.
 - Establish multi-disciplinary work groups to address complex challenges

Next Practices for Engagement and Communication: Virgin America Airlines



- Red Carpet (orientation/culture)
- Rotating Suggestion Groups
- Peer Review
- “Care-to-Share”
- Volunteer Day
- Wellness Program
- “Hero’s Award”
- Refresh (culture re-enforcer program)
- V-Factor (Virgin America’s version of American Idol)
- Marketing Events (Pride Parade, Bay to Breakers)
- Team Member Recognition

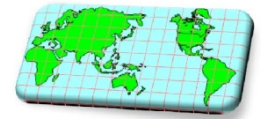
- Virgin America Day
- Virgin Anniversary Party
- Fleet Week
- Halloween Parties
- Station Openings/Visits
- Holiday Parties (Thanksgiving Dinner)
- All Hands Meetings
- BBQs and celebrations (monthly events every last Friday)
- “Activate” and “Buzz”
- Work exchange with Virgin Blue (Australia)



Bios

Jennifer Green

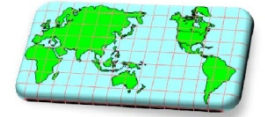
Green Global Resources



- Jennifer Green is Principal and CEO of Green Global Resources, a Human Resource Consulting firm founded in 2006 and focused on *strategically maximizing the organization's human capital effectiveness* through a process of assessment and planning the future Workforce Capabilities, the Compensation and Benefits Structure, and the Total Cost of the Global Workforce (TCOGW).
- Jennifer has over 25 years of experience in HR Senior Leadership roles in *Global Compensation, Benefits, and HR Analytics* at Synopsys, Seagate, Rosche, and KLA -Tencor. Some of the clients she has worked with include: Netflix, Magellan Navigation, Accuray, BEA Systems, Time Warner Cable (TWC), and the U.S. Department of the Navy (USDN), civilian division.
- Honored to regularly speak on related topics at Northern California Human Resource Association (NCHRA) sessions, National Foreign Trade Conference (NFTC) HR conferences, and San Jose State Professional Development HR courses.
- Learn more at: www.greenglobalresources.com, or contact: jennifer@greenglobalresources.com

Pi Wen Looi

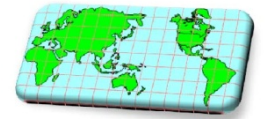
Novacrea Research Consulting



- Pi Wen Looi is the founder and principal of Novacrea Research Consulting. She is an expert in employee engagement, employer branding, and best employer research and is a licensed facilitator of The Coaching Clinic®. She has more than 12 years' experience in employee research, talent management consulting, and meeting facilitation. Her clients have included start-ups, Fortune 500 companies, and nonprofit organizations.
- Previously, Pi Wen worked at Hewitt Associates where she led a global research team that studied the characteristics of best employers worldwide. Pi Wen is fluent in English, Mandarin, and Cantonese. When she's not consulting or writing, Pi Wen enjoys capturing myriad human expressions through her camera lens.
- Pi Wen received her Ph.D. and Master's degrees in applied quantitative psychology from Ohio University and her B.S. in mathematics from the National University of Singapore. She is a member of the American Society for Training and Development (ASTD) and Northern California HR Association (NCHRA). Learn more at www.NovacreaResearch.com or contact Pi Wen at piwen.looi@NovacreaResearch.com

Jorge Glascock

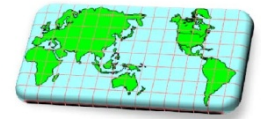
Genentech



- Jorge Glascock is the Director of Compensation, Benefits and HR Operations at Genentech. Genentech is considered the founder of the biotechnology industry, with a focus on using human genetic information to discover, develop, manufacture and commercialize biotherapeutics that address significant unmet medical needs. It is headquarter in South San Francisco and has 11,000 employees.
- Prior to joining Genentech he was the VP of Compensation and Benefits at BEA Systems, which employed 5,500 employees in 25 countries. He took over the Compensation and Benefits role at BEA after serving as Corporate Controller and Treasurer during the first four of his twelve years with BEA Systems. Jorge has 20 years of finance and 10 years of HR experience and has worked in the U.S., Mexico, France and Brazil.

Connie L. Russell

Virgin America Airlines Consultant



- Compensation/Benefit executive with 20+ years of broad domestic and international experience in high technology and financial services industries. Specialties include strategies for start-ups and design of total compensation strategies to support changing business needs, executive compensation including Board of Director interface, sales commission and incentive plan design and mergers and acquisitions.
- Currently independent compensation consultant for high technology and start up organizations such as Virgin America Airlines.
- Previously, Director of Global Compensation/Benefits for Sun Microsystems (8 years) and Sr. Compensation Consultant with Sibson & Company, a national consulting firm providing executive compensation and incentive plan design services for mid to large companies. VP and Director of Compensation and Benefits for Fireman's Fund, Memorex and Autodesk.
- B.A. Mathematics, and MBA, Finance, St Mary's College.
- CFE (Certificate in Financial Engineering) Cal Berkeley, Jan. 2004
- Past President, Western Region and Former Director, American Compensation Association. (Now known as "World at Work"). Frequent speaker at National Conference including most recently May 2002.