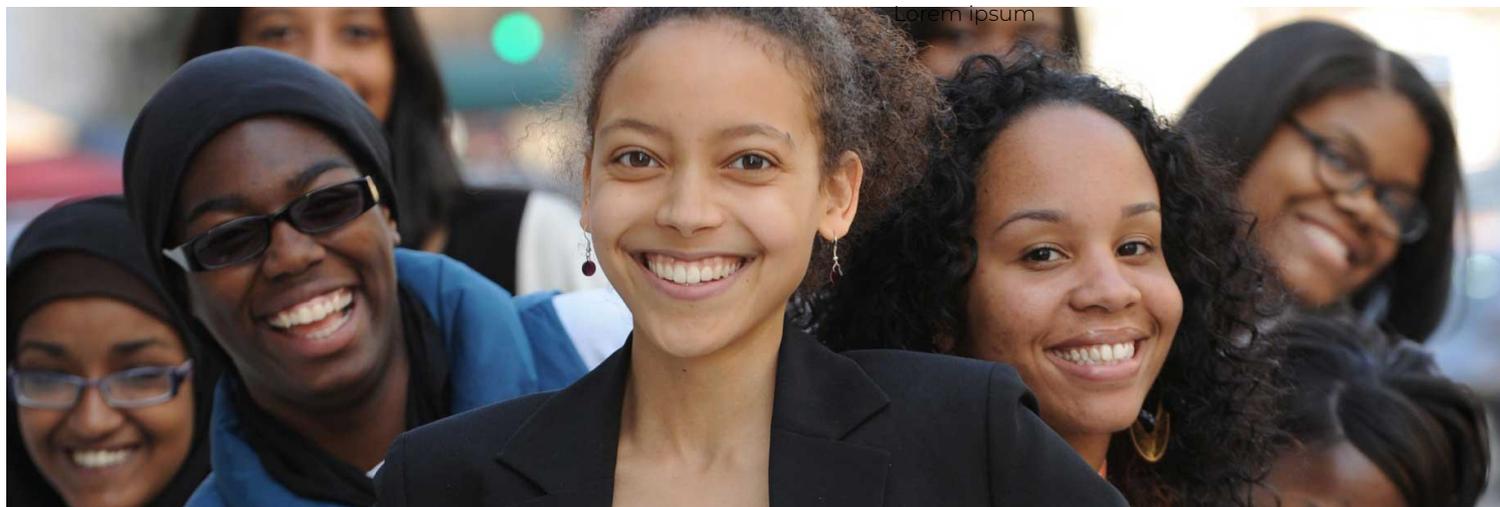# THE BUREAUER

A QUARTERLY NEWSLETTER BY HR BUREAU

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HR BUREAU GHANA Ltd
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COMPANY PROFILE

HR Bureau Ghana Limited, over the past 5 years has provided indigenous and foreign companies with excellent Human Resource services. HR Bureau was established with the vision to be the leader in HR consultancy services by providing client focused solutions through innovation, competence, precision and professionalism.

Our team of experts are experienced Human Resource and Business Management professionals with a good track record of transforming organizations through effective people and talent management.

We are guided by the belief that solutions should be aligned to the vision and culture of an organization. This approach has attracted local and international organizations whom we provide a wide range of services including Executive Recruitment, Outsourcing (Employee, Payroll Management & Salary Administration), Research & Surveys, Hospitality Services and Training.

Contact: +233 303966412/ +233 553019383
Email: info@hrbureaugh.com
Website: www.hrbureaugh.com

 @hrbureaugh   hrbureaughana   hrbureaugh

HOW TO MANAGE MILLENNIALS AT THE WORKPLACE?

By Naa Amaakai Laryea

The term Millennial is used to describe people born between 1980 and 2000. They are also known as Generation Y (Gen Y). The term Millennial usually applies to individuals who reached adulthood around the turn of the 21st century.. Millennials are identified by the following common behaviour traits technology savvy, job-hoppers, sceptics, impatient and disloyal, non-conformist, insubordinate, ambitious-yet-lazy, digital and social media addicts.

Workplace satisfaction matters more to Millennials than monetary compensation. Work-life balance is often considered essential. They are less likely to put up with an unpleasant work environment and more likely turn to social media platforms to voice their concerns. Satisfied Millennials on the other hand advocate for organizations they work for, provide honest, free and convincing public relations (PR).

A study conducted by Bloomberg in 2018, noted that Millennials accounted for 31.5% of the world population. In a similar survey by PriceWaterhouse Coopers, it projected that Millennials will account for half of the global workforce by 2020. Data from the Ghana statistical service show that 57% of the working population are under the age of 25. These statistics makes it imperative for institutions to put in place measures that will effectively manage Millennials at the workplace to boost performance.

We share some strategies that can be used by institutions to manage Millennials at the workplace.

Assess employee engagement factors at least once every two years.
Use employee engagement surveys to identify employee needs and gaps at the

workplace. This will help identify determinant factors for each demographic group which may vary at the workplace. . Essential management decisions can be made from the information obtained from such survey's to strength organizational performance. Questions relating to work-life balance, participation in decision making, flexible work schedule, use of technology at the workplace and games could be asked. Ask open ended questions to give staff the opportunity to express and share their opinions about the issues.

Promote work-life balance activities

The quest to achieve organizational targets can be stressful sometimes for everyone at the workplace. These may require staff to work longer hours or during weekends placing their work-life out of balance. Work-life balance has been found to have a relationship with labour-turnover. When an employee's personal life conflicts with their work schedules, there is the tendency for them to leave a job based on how such a situation is handled by their supervisors. Organizations in their quest to manage Millennials may consider practices such as paid vacations & weekends, Happy hour activities, paid sports subscription etc. This assessment should be done on a regular basis and objective to determine if staff are performing at their optimum and in cases where challenges exist address them.

Create opportunities for growth

It is important that Millennials know there are opportunities for growth at the workplace. Absence of such opportunities brings them to a point of evaluating their role and future with the organization. If they feel stuck in a routine role for a long time, they will leave the organization. Career discussions should be held with their line managers and HR at least twice in a year to bring direction to their career growth. Rotation of roles similar to their career choice should also be considered as a means to create growth opportunities.

Embrace Technology

The effectiveness of technology and social media in promoting businesses growth in recent times cannot be overemphasized. Millennials by virtue of their period of birth find themselves in a digital age and are tech savvy. Studies have shown that Millennials spend an average of two and a half hours on social media every day, and send on average 50 texts a day. Multi-networking is the new norm and present great opportunities to meet other professionals, promote businesses and generate leads as well as revenue . Organizations should adopt technology at the workplace to get the best out of Millennials. It is however essential that the organization institute control measures to prevent abuse of technology.

Conduct Stay Interviews

At the core of the practice of Stay Interviews is to reduce employee turn-over. Instead of waiting to hold exit-interviews when staff are leaving, conduct Stay interviews particularly with Millennials to identify key areas to improve. Steps should then be taken to address possible concerns in the broader interest of promoting long-term stay in the organization.

Enhance your organizational culture

Practices aimed at promoting team cohesion and staff performance are evolving and it is essential for the organizations to keep up with industry trends. Millennials are usually expressive, and like every other staff want to work and stay in organizations whose values they identify with. Practices that are autocratic, procedural & process inclined, command-and-control driven, dismissive of employee voice, and overly conservative will not attract and retain Millennials for the long term. An organization's culture should be friendly to attract people especially Millennials. Practices that will enhance organizational performance includes promoting inter-generational working teams, adopt workgroup concepts, brainstorming sessions, adopt inverse-mentor system (where a young staff is paired with an older employee to learn new skills usually in technology).

The argument of singling out one generation and proposing measures to manage them at the workplace has been questioned by People Management and Business Professionals in recent times. The concern has always been that every generation thinks that the subsequent one is lazy and does things differently.

That notwithstanding, we believe that staff in an organization must be categorized and studied for effective management to ensure they give out their best at the workplace. Clearly, inter-generational conflicts cannot be avoided in the workplace neither can Millennials as they make up a good percentage of our workforce globally now.

Indeed, Millennials are clearly the most misunderstood and discussed generation of our time.

Organizations must therefore adopt creative ways to manage Millennials at the workplace to get the best out of them. Using people management practices that worked in the past may not necessarily yield the expected outcome with Millennials because of their unique needs

Are Exit Interviews Relevant today?

One phenomenon common at the workplace today, is the unprecedented rate at which key employees leave organizations. These departures heighten uncertainty and loss mixed with a dose of anxiety among teams. This departure from the workplace is called employee exit and as such exit interviews are conducted as part of the employment process when people leave.

Before we go any further let us first define what an exit interview is? An exit interview is a meeting with a terminating employee that is generally conducted by a human resources staff member. Exit interview provide organizations the opportunity to get feedback from employees when they are leaving. Exit interview when well-planned provides insight into what employees are thinking, reveals problems in the organization, and sheds light on the competitive landscape.

Exit interviews are conducted to assess the overall employee experience within an organization and identify areas to improve. For example, a financial services company hired a manager to oversee a department of 20 employees. A year later only nine remained: six had resigned and four had been transferred. To understand what led to the departure, the board chair looked at the exit interviews of the six employees who had resigned and it revealed that they all had the same issue. The manager lacked leadership skills such as showing appreciation, stimulating commitment, and communicating vision and strategy with the team.

Can an exit interview really tell you all this about an organization? And how relevant are exit interviews in today's corporate environment? If people are leaving an organization in increasing numbers, knowing why is critical. And the best way for doing this is to pay attention to exit interviews.
The State of Exit Interviews

People may not be open on their way out because they may not want to say anything negative about a supervisor because they want references in the future. The key to conducting an effective exit interview is to create an environment in which the exiting employee is comfortable providing honest feedback.

The organizational culture that fosters useful exit interview feedback is one in which employees are comfortable sharing ideas openly are encouraged to criticize processes, and methods and are never punished for sharing their thoughts. The problem is many organizations use exit interviews programmes as an excuse not to have meaningful retention conversations with employees.

Relevance of Exit Interviews
It is the desire of many organizations to retain their top and skilled employees to sustain business growth. Research has shown that high turnover leads to low performance and low turnover leads to high performance particularly if top performers are retained. Exit interviews are Relevant for the following reasons;

Discover HR related issues
High staff turnover is costly because recruiting and training new staff is costly. That's why most organisations have the goal of retaining talent wherever possible. Exit interviews are a useful solution to the problem of high turnover. Exit interviews reveal patterns in the reasons people leave workplace.

Appreciate employees' perceptions of the work itself
Exit interviews help reveal the difference between employees' expectations and their actual job roles. For example, if departing employees consistently complain that their job was more technical than expected, the problem may not necessarily be the organization. The solution may simply be to improve the job description, so that applicants understand the job they're going for. This will make recruits enjoy the job with greater satisfaction.

Gain understanding into leadership styles and effectiveness
Help organizations to strengthen helpful managers and identify toxic ones and help establish training and development programmes to build better managers.

Promote innovation by asking ideas to improve the organization
Employers can obtain a lot of information through exit interviews that cover broad areas such as company strategy, marketing, operations and systems, the structure of the organization which can be used to improve its HR needs.

Creating and implementing more effective and consistent interviews can seem challenging and time-consuming at first, but the insights you will gain from understanding the connection between employee feedback, behaviour, and organizational trends will tell you everything you need to know to grow your business tenfold.

In today's information age, skilled employees are assets that drive success in organizations. Hence, companies need to know why they stay, why they leave, and how the organization needs to change. A thoughtful exit interview process can create a constant flow of feedback to enhance productivity.

Even though exit interview consists of simple conversations with departing employees, the conversation can provide a deeper look at the workplace culture, day-to-day processes, management solutions, and employee morale. When completed in a reliable and suitable means, this can help foster positive relationships and improve working environment.