This workshop, intended to inform the work of the Committee on the Consideration of Generational Issues in Workforce Management and Employment Practices, will explore recent and predicted societal and demographic trends in the U.S. with implications for the workplace. It will examine how employers, with special attention to the military, have responded to these trends and to any evidence of generational differences in the workplace.

9:00am Welcome & Study Introductions
   Nancy Tippins, Committee Chair
   Julie Schuck, Study Director

9:15am Social and Demographic Trends
   Moderator: Arne Kalleberg, Committee Member
   Richard Fry, Pew Research Center
   Steve Henderson, Bureau of Labor Statistics
   Q&A with committee

10:00am The Deloitte Global Millennial Survey
   Christine Selph, Deloitte

10:20am An Example: The Relevance of Trends for the IC Mission
   Cortney Weinbaum, RAND
   Q&A with committee

10:55am Break

11:10am Work and Today’s Generations
   Moderator: Dana Born, Committee Member
   Brian Carter, The Brian Carter Group
   Kim Lear, Inlay Insights, Inc.
   Q&A with committee
12:00pm  Human Resources Responses to Trends  
Moderator: Michael North, Committee Member  
Alexander Alonso, Society of Human Resource Management  
Q&A with committee

12:30pm  Break for Lunch

1:30pm  Trends and Military Personnel Policies  
Moderator: Maria Lytell, Committee Member  
Stephen E. Watson, Human Capital Management, Navy  
Q&A with committee

2:20pm  Break

2:30pm  Empirical Perspective on Generational Differences  
Moderator: Brian Hoffman, Committee Member  
Jennifer J. Deal, Center for Creative Leadership  
Jean M. Twenge (virtual), San Diego State University  
Sean Lyons (virtual), University of Guelph  
Q&A with committee

4:20pm  Public Comments

4:40pm  Closing Remarks  
Nancy Tippins, Committee Chair

5:00pm  Adjourn

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