Association of State and Territorial Solid Waste Management Officials

JOINT HAZARDOUS WASTE & MATERIALS MANAGEMENT TRAINING CONFERENCE
AUGUST 23-25, 2022
CLEVELAND, OH

ASTSWMO, Providing Pathways to Our Nation's Environmental Stewardship Since 1974

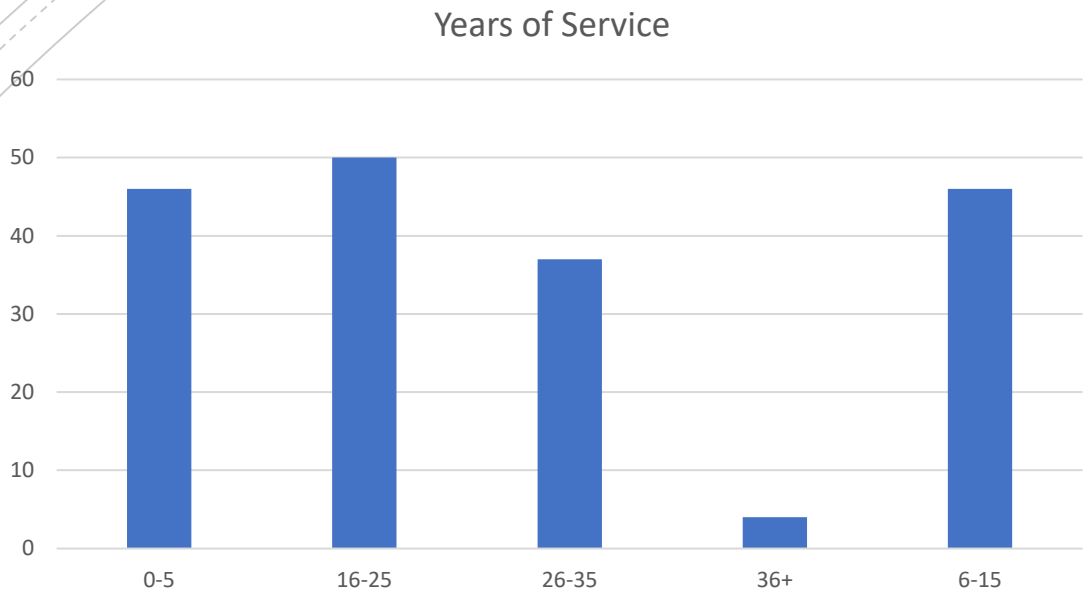
ASTSWMO?

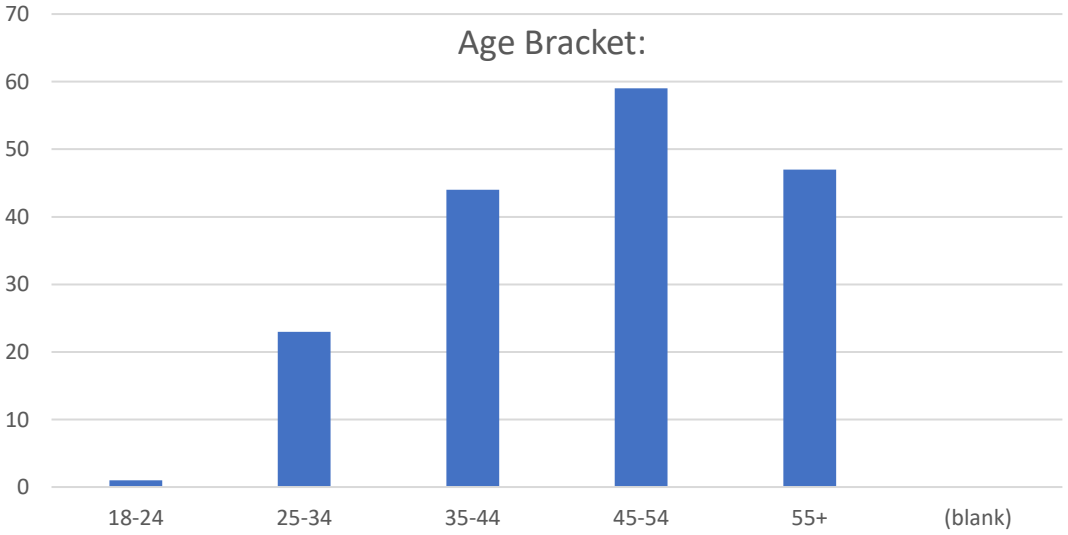
- The Association of State and Territorial Solid Waste Management Officials, a non-profit trade association, representing all 50 States, five Territories, and the District of Columbia (the States) on environmental issues.
- Founded on October 22, 1974.
- Located in Washington, DC.

WHAT IS OUR MISSION?

Mission Statement:

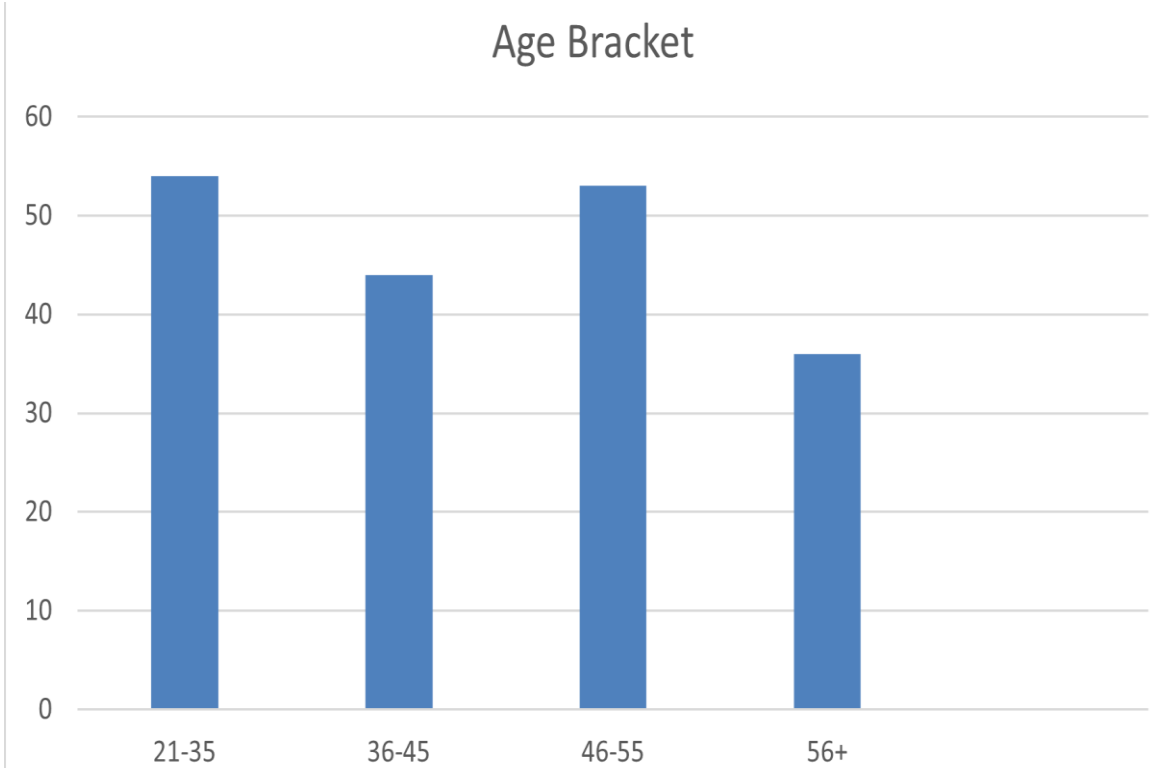
To enhance and promote effective State and Territorial programs and to affect relevant national policies for waste and materials management, environmentally sustainable practices, and environmental restoration.

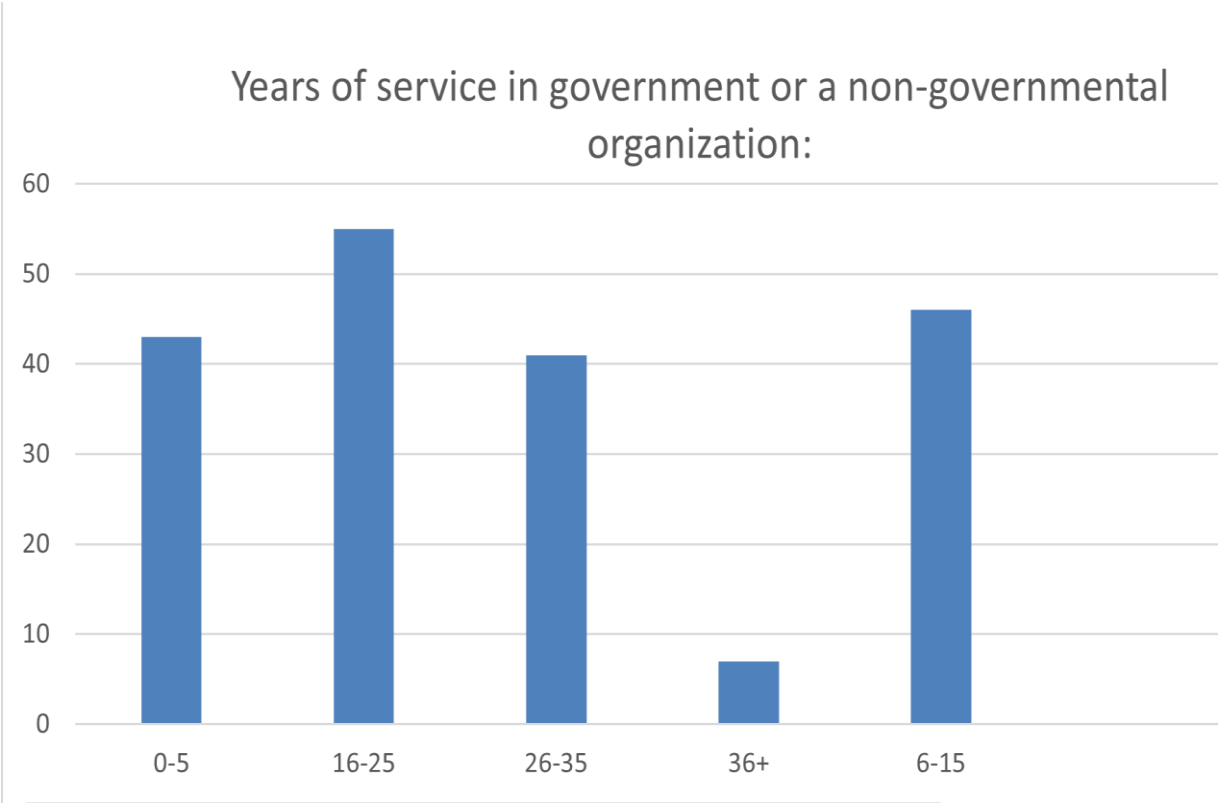




ASTSWMO ACTIVE MEMBERS MAY 2022

BREAKDOWN OF ATTENDEES





Generations At Work

- This session will focus on the generational mix in today's work culture and discuss how we need to work together as we all change the future of work, onboarding, succession planning, and how to navigate the changes that COVID brought us.

  - https://astswmo.org/webinar-hiring-retention-and-succession-planning/

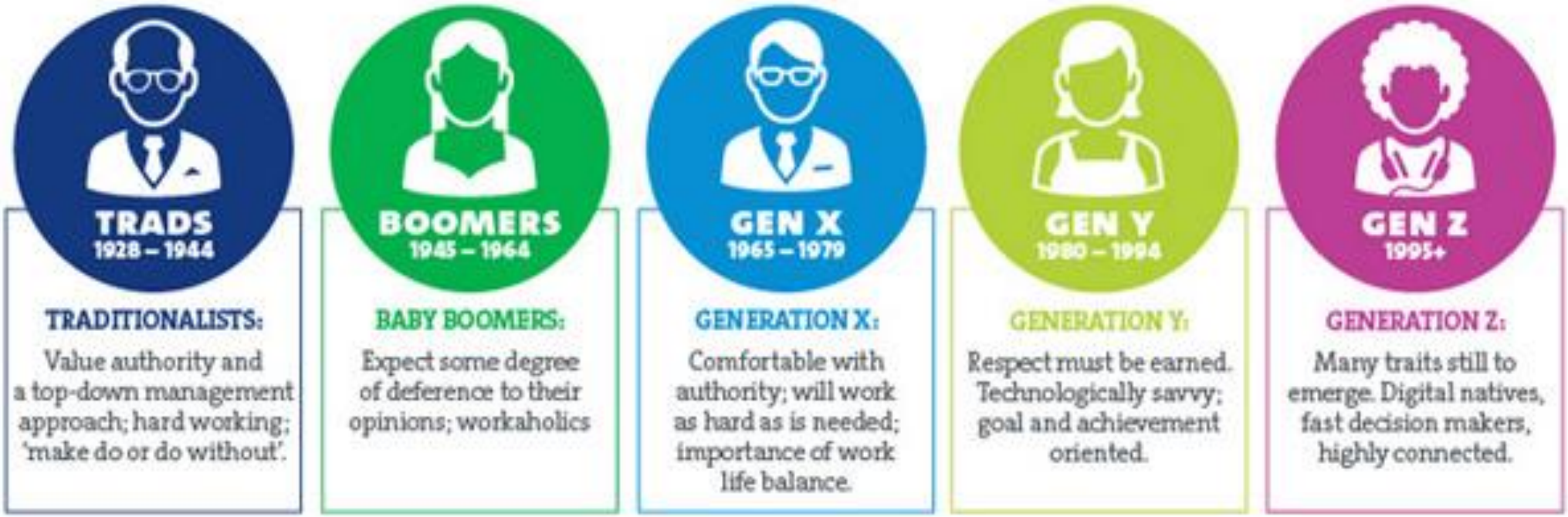
MODERN WORKFORCE

- Modern workforces are comprised of as many as **five generations**, each with unique demands and ever-declining levels of engagement. In order for companies to function effectively in this environment of diverse expectations—while simultaneously attracting, retaining, and engaging new employees—they *must* modernize their practices

- https://www.forbes.com/sites/forbestechcouncil/2022/03/01/multigeneration-workforce---not-all-employees-are-millennials/?sh=3772d2a46d14

SO WHO ARE THE DIFFERENT GENERATIONS?

Here is how they are often grouped:



FIVE GENERATIONS OF EMPLOYEES IN TODAY'S WORKFORCE

POLLING QUESTION

HOW TO PROMOTE WORKING FOR GOVERNMENT

BENEFIT OF WORKING AT STATE AGENCY

EMPLOYEE ENGAGEMENT

VISION/MISSION

MAKING AN IMPACT

FLEXIBILITY

- Honestly, flexibility isn't going away any time soon, if ever. Just keep it on your priority list because 50% of U.S. employees said it's a deal breaker when it comes to staying with a firm or joining it.
- Most employers recognize this because 78% already provide the option to work from home and 66% offer flexible work schedules, including four-day work weeks.
- "In situations where there are no additional dollars to invest, flexibility is a great place to start. Flexibility can take many forms, directly supports work-life balance and often doesn't come with a high price tag," added Watts.
- Gen Z worker demands include flexible work and wellness perks - The Washington Post

How can we better provide a casual way for new staff to **connect**, **provide support**, and **build community** with other State employees?

How do we encourage young professionals to pursue State government positions?

The draw of State service

- Interest in being able to make broad environmental impacts
- Being surrounded by like minded coworkers
- Distribution of resources and ideas
- Uniform standards
- Public service
- Vacation and benefits
- Location flexibility

Appeal of Job

- Variety
- Getting to learn new things
- Involvement in current affairs
- Respect of personal time
- Flexibility
- Problem solving
- Field time
- Office community
- Exposure to other opportunities
- Flat organizational style

What could change?

- Inefficiencies
- Lack of progress
- Focus on status quo
- Election cycle unknowns
- Lack of set mentoring/training
- Turnover of LTEs
- Dated systems and tools
- Lack of diversity and backgrounds
- Understanding being a regulator vs being an operator

First Supervisor Positives

- Learning process vs case specific answers
- Providing opportunities for work of specific interest
- Training confidence
- Growth opportunity and encouragement
- Early contributions to team
- Clear feedback

ENGAGEMENT

What are agencies doing to connect and engage with their staff?

State of Michigan Early Career Professionals

300+ members

20 Departments

All over Michigan

We polled our members:

Why are you interested in joining the Early Career Professionals

Socializing

Boost morale, increased engagement, positive work environment

Networking

Build long-lasting relationships,
promote teamwork, expand resource library

Professional Development

Development beyond position-specific technical skills

POLLING QUESTION

GREAT RESIGNATION

- The Great Resignation has U.S. workers quitting their jobs in record numbers—more than 24 million did so from April to September 2021—and many are staying out of the labor force. Germany, Japan, and other wealthy nations are seeing shades of the same trend.

- Why People Are Quitting Jobs and Protesting Work Life From the U.S. to China - Bloomberg

RETIREMENTS

- Baby Boomers (those born between 1946 and 1964) represent close to 75 million people in the United States today. They have been the largest generation for a very long time, with millennials just now set to outnumber them in 2019.The difference between these two groups is that one of them is just beginning their careers while the other is retiring or heading toward retirement.
  - – Did you know that close to 10,000 baby boomers hit age 65 every day?
- U.S. Census Bureau data shows that the average retirement age in the U.S. is 65 for men and 63 for women. But that is changing.
- By 2030, the United States for the first time will have more 65-and-older residents than children.
- Americans under age 30 project a significantly younger retirement age than those 30 to 64 years. This gap has been evident since 2002. Apparently, just as they are more optimistic about having enough money to be comfortable in retirement, young people are also more optimistic that they will retire at a fairly young age. But Americans appear to readjust their retirement projections upward once they cross the 30-years- of-age threshold.

The Great Resignation + Retirement Plan Changes + Workplace Expectation Shifts

Retention and Development at KYDEP

- Retention issues- salary, retirement changes, etc.
- Top heavy-15 years plus of experience with many eligible for retirement in the next 3-5 years.
- New employees-less than 5 years
- Gap in the middle
- Outside of general retention how do we prepare for the future of our workforce?

Succession: What is it?

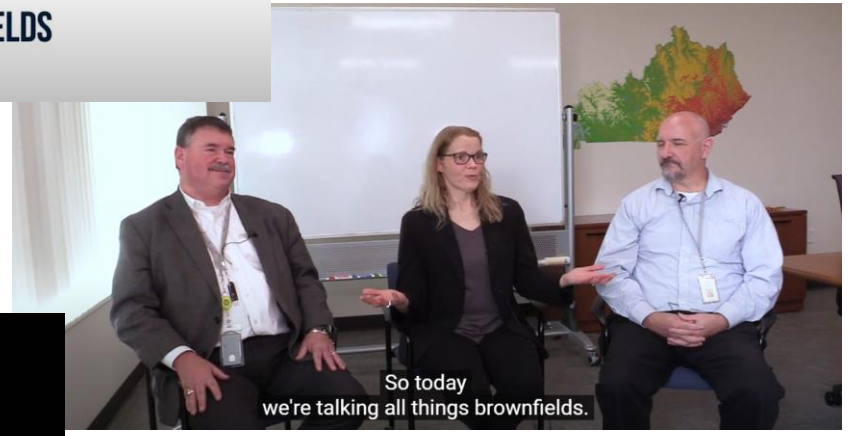
- What is succession?!
  - “The action or process of inheriting a title, office, or property.”
- What do we lose with staff turnover?
  - Experience
  - Knowledge
  - Relationships
  - Culture

Securing the next generation of environmental professionals

What are the collective **WE** doing about getting young professionals into our environmental programs?

Knowledge Retention

- Capture knowledge and experiences
- Create learning paths to help get employees up to speed faster
- Cross train easily
- Videos and webinar recordings through internal Learning Management Platform- My Purpose
- Assigned to everyone and accountable to managers



Podcasts

- Podcasts for quick highlights and a method to record information quickly
- More laid back and friendly
- Both videos and podcasts have been well received
- Great way to learn faces and roles in remote work setting
- Slow and lots of work but hopefully worth it

Succession Planning – Getting Started

Do Not Wait – Be Proactive

Identify Key Succession Candidates

Be Intentional – Professional and Technical Development

Test Your Plan

Hiring Strategy – Incorporate Succession Planning

What About Your Successor?

Succession Planning

- What can we save?
  - Experience
  - Knowledge
  - Relationships
  - Culture

Succession Tools

- Standard Operating Procedures (SOPs)
- Quality Assurance Plans (QAPPs)
- Job Descriptions
- Mentoring/Onboarding Programs

Ancillary Tools

- Databases
- Contact lists
- Document management systems

SOPs/QAPPs

- THE GOOD
- Great for preserving knowledge.
- Detailed explanations of day-to-day activities.
- Great tool for ensuring new staff can use all the tools and do all the things.

- COULD BE BETTER
- Need to be kept up-to-date.
- “Other duties as assigned.”
- Tends to be very broad, not well defined.
- Like SOP/QAPPs, not much of an interpersonal component.

Job Descriptions

The Good

- Makes it easier to attract the right candidates.
- Know what the job/person does!
- Very useful for making sure the recruit is developing the right skills.

The Could-Be-Better

- Need to be kept up-to-date.
- “Other duties as assigned.”
- Tends to be very broad, not well defined.
- Like SOP/QAPPs, not much of an interpersonal component.

Ancillary Tools

- Used daily/regularly for other purposes.
- Sometimes overlooked in their value for succession.
- Examples:
  - Contact lists help establish/maintain relationships.
  - Policy memos give specific examples of policy decisions.
  - Strong document management procedures allow for complete files to be maintained and reviewed.
- Generally considered important on their own.

POLLING QUESTION

Leadership Development

Mentoring/Onboarding Programs

The Good

- Provides the recruit with guidance.
- Can in-depth description of processes, complete with question/answer abilities.
- Can build strong interpersonal relationships.
- Great introduction to the culture of the office.

The Could-Be-Better

- Expensive, time consuming, and hard to do right!
- Harder to do for senior staff.

SOUND FAMILIAR

This table shows the different age groups that are in the labor force today. It describes their traits and characteristics, and how they are frequently stereotyped.

	The Silent Generation	Baby Boomer Generation	Generation X	Generation Y or Millennials	Generation Z
Born	1922–1945	1946–1964	1965–1980	1981–2000	1995–2015
Core values	Respect for authority Compliance Dutiful Custom	Optimism Acceptance Workaholism Stimulation	Stimulation Self-reliance Informality Skepticism	Realism Self-direction Goal-focused Purpose	Uniqueness Authenticity Creativity Shareability
Work ethic	Discipline Hard work Loyalty	Questions authority Self-centered Crusading causes	Task-oriented Autonomous Work-life balance	Multitasking "What's next?" Eagerness	Flexibility Self-reliant Personal freedom
Communication preferences	Written Formal	One-on-one Telephone	Direct Email Text messaging	Text messaging Social media	Digital natives Hand-held devices
Feedback preferences	No news is good news Take pride in a job well done	Not keen on feedback	Direct	Require lots Instantaneous	Bite-sized Immediate Real-time
Stereotypes	Old-fashioned Practical Rule followers	Ambitious Optimistic Wealthy	Self-centered Risk takers Cynical	Job hoppers Tech-dependent Work to live	Constantly connected Distracted Apathetic Multitaskers

Workplace environment

- **Gen Z - Zoomers**
  - **50% use their own applications because corporate apps don’t meet their needs.**
  - **78% say workplace environment impacts their decision to stay a job.**
  - **50% say flexible work hours & freedom to work from anywhere improves work life balance.**
  - **37% would accept a pay cut to more flexibility on the job-their list includes flexibility to telework/remote, wellness and mental health initiatives as well as meaningful work and culture. And many are willing to job hop to find the best fit**
  - **How much has COVID and remote work changed these challenges for millennials and Gen Z.**

Challenges

MANAGERS AND LEADERS ARE RESPONSIBLE FOR SOLVING AN UNPRECEDENTED CHALLENGE: UP TO FIVE GENERATIONS WORKING SIDE BY SIDE IN THEIR WORKFORCE.

EACH GENERATION BRINGS ITS OWN LIFE STAGE, COMMUNICATION PREFERENCES, PRIORITIES, AND MORE.

HTTP://GENHQ.COM/FIVE-GENERATIONS-OF-EMPLOYEES-IN-TODAYS-WORKFORCE/

AND COVID CHANGED THE WORKFORCE BY EXPOSING LIFE AND WORK QUALITY/QUANTITY ISSUES.

MEAL BREAKS
SOCIAL SECURITY
PAID VACATION
PERKS & BONUSES
EMPLOYEE BENEFITS
HEALTH INSURANCE
PAY RAISE
ACHIEVEMENT AWARD
EMPLOYEES ALLOWANCE

BENEFITS

State of GA Employee Benefit – Education Leave

Workplace environment

- How much of the workforce are **millennials**? The number of millennials in the workforce is **56 million**. This generation represents 35% of the total US labor force. Currently, they are the largest working generation; there are **53 million Gen Xers** in the US workforce. **Gen Z** will make up **25%** of the workforce by 2025.
- The rise of **Generation Z:** makes up around 20 percent **of the U.S.** population, and they are said to be the most racially and ethnically diverse. With the oldest **Generation Z** members turning 24 this year.
- 69% don't believe regular office attendance is necessary – again reinforced by COVID.
- 78% of job seekers are motivated by how innovative a company is.
- 53% would rather give up their sense of smell than technology.

What is your current work style/situation?

POLLING QUESTION

What can we do

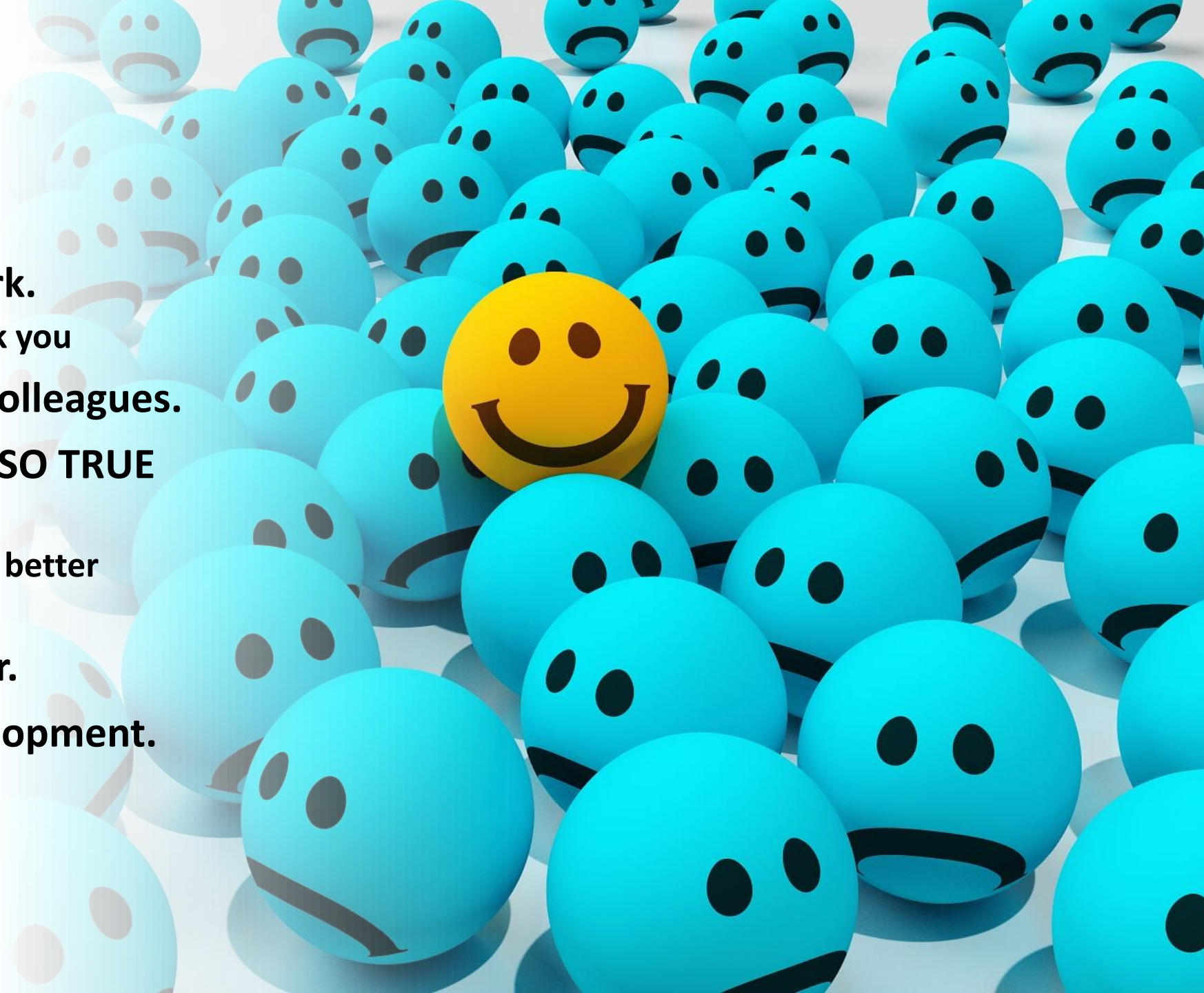
We need to realize that each of us have strengths

- Are you a boomer or gen-xer that doesn't know technology then reach out to that millennial!
- A millennial that wants to learn more then go find that boomer or gen-xer to learn something new
  - MENTORSHIP

Must work together

Learn from each other

GENERATIONAL HUMOR

Happiness factors FOR ALL OF US

1. **Appreciation for your work.**
   - **Acknowledge and say Thank you**
2. **Good relationships with colleagues.**
3. **Good work-life balance – SO TRUE WITH COVID.**
   - **Some will take a pay cut for better hours/benefits**
4. **Good relationships matter.**
5. **Learning and career development.**
   - **Training is critical**