



Generation Y in the Workplace

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Executive Summary

The recruitment and retention of Generation Y, individuals born between 1977 and 2002, concern the federal government and the Congressional Research Service particularly, as the retirement rate among Baby Boomers increases. A clear understanding of this generation's perceptions and expectations about work and career-related issues will assist the federal government in formulating its recruitment and retention strategies. Thus, this study identified and examined career choice factors and public service perceptions among members of Generation Y.

Research pertaining to Generation Y – also known as Millennials – is relatively new and additional research and literature continues to surface. However, some characteristics mentioned consistently throughout the literature indicate Generation Y is culturally accepting and technologically savvy. There is less of a consensus on whether Millennials hold a sense of entitlement regarding their work expectations. In terms of workplace attitudes, literature indicates Millennials prefer flexibility in their work schedules and positions as well as the ability to maintain a substantial work-life balance. Millennials desire constant feedback from their superiors and seek knowledge from older generations in the workplace. When it comes to team work, Millennials prefer to use the strengths of team members to accomplish individual tasks.

Using a confidential web-based tool, we surveyed graduate students from public policy, administration, and management programs across the nation regarding their workplace attitudes, sector preferences, technology usage, and demographics. We sent the survey link to school program directors and requested they forward it to their graduate students. Total, we received 575 student responses representing 76 schools. Nearly 68 percent of respondents were members of Generation Y and the remaining 32 percent represented other generations.

Survey results both supported and refuted literature regarding some of Millennials' workplace attitudes. Traditional benefits, salary and health insurance ranked most important among Millennials' job considerations, while other intrinsic values, such as telecommuting and training opportunities, ranked less important. Results supported the literature's claim regarding career fluidity among members of Generation Y, as the vast majority believed they would be in their initial position less than three years and anticipated switching sectors during their career. Additionally, survey results were mixed regarding whether Millennials hold a sense of entitlement.

Survey results indicated, although the nonprofit sector may be an emerging competitor, among public administration, policy, and management graduate students, the public sector is the preferred place to work. Survey respondents perceived benefits, job security, and societal impact as almost exclusive strengths of the public sector. Survey results confirmed literature stating that employers should consider social networks a viable recruitment tool, especially among Generation Y. While all respondents generally preferred electronic methods of job application and recruitment, results indicated Generation Y respondents use social networking websites more often than non-Generation Y respondents.

Additional research on Millennials' career-related attitudes is necessary to provide a clear understanding of what they bring to the workplace, what they expect from employers, and how they differ is different from previous generations. This study, along with suggested hypotheses, provides a strong foundation for future researchers.

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Statement of Research

The recruitment and retention of Generation Y, individuals born between 1977 and 2002 who are also referred to as Millennials, concern the federal government and the Congressional Research Service (CRS) particularly, as the retirement rate among Baby Boomers increases. A clear understanding of this generation's perceptions and expectations about work and career-related issues will assist the federal government in formulating its recruitment and retention strategies. To explore these perceptions and expectations, The George Bush School of Government and Public Service was tasked by CRS to compile a literature review and create and administer a survey assessing specific research questions.

Per CRS contract, our capstone team was asked to

1. Review literature describing Generation Y's attitudes as they relate to work and differences and/or similarities between Generation Y and other generations pertaining to career and work. The literature review focuses on Generation Y's characteristics, ideal work environment, factors they evaluate in identifying an employer of choice, and baseline requirements for employment.
2. Develop a web-based survey examining the factors that Generation Y individuals consider or will consider when making a career choice. The survey focuses on factors students pursuing careers in public service are likely to consider.
3. Determine if findings identified in the literature search are consistent with survey results through examining the data by generation, age bracket, and work experience.

Literature Review

Introduction

The purpose of this research is to identify and examine career choice factors and public service perceptions among members of Generation Y. This review focuses on literature on job choice theories, predictors of workplace attitudes, and characteristics of Generation Y.

Several questions must be addressed before determining what specific factors Generation Y individuals consider when choosing their careers and how those factors may impact the recruitment efforts of the federal government. First, who is Generation Y and what are their prominent characteristics? Second, what attitudes does this generation seem to hold regarding work and what influences their career choice? Lastly, what does the current job market look like for those seeking work in public service? These questions provide the basis for this review of current literature.

Research pertaining to Generation Y is relatively new and additional research and literature continues to surface. Much of the literature on the generations includes comparative analysis and is incorporated into this review. However, the review does not provide an exhaustive comparison of the three prominent generations currently in the workforce. Additionally, although this review examines public service motivation and person-organization fit theories, other job-choice theories are not included. Finally, a shortage of substantial literature regarding specific benefits of state and local governments, the nonprofit sector, and public sector consulting makes comparisons across the sectors difficult.

Who is Generation Y?

Demographics

Known as the Millennials, the age range of Generation Y varies. There is substantial debate regarding the boundaries of this generation. Literature defines the beginning of Generation Y as early as 1977 and as late as 1981 and ending as early as 1994 and as late as 2002 (CRS 2008; Erickson 2008; Karefalk, Petterssen and Zhu 2007; Hagevik 1999; Robert Half International 2008; The New Strategist 2006). According to Erickson (2008), Generation Y's population is currently estimated between 70 and 90 million individuals, depending on the specified boundaries. An additional study by BSG Concours confirms this range, finding the generation numbers approximately 80 million. Comprised of more individuals of Hispanic origin than any previous generation and more individuals of African American origin than previous generations except for Generation X, Generation Y is the most racially diverse generation in American history (BSG Concours 2007). Currently, of 18 to 28-year-olds, 15 percent are African American, 4 percent Asian, and 17 percent Hispanic (Erickson 2008).

Arguably the most educated generation to date, Generation Y pursues college and advanced degrees at a higher rate than previous generations (Blain 2008; Erickson 2008; NAS 2006). For the first time in history, women graduate from college at a higher rate than men, and college attendance for many minority groups has reached historic levels (NCES 2007). However, while 46 percent of all 18 to 25-year-olds currently enroll in college, only one-quarter actually graduate before age 30 (Erickson 2008). Additionally, not all Millennial graduate from high school; the United States' high school graduation rate is at less than 80 percent, a figure lower than many other countries with graduation rates of at least 90 percent (Erickson 2008). The current economic downturn also affects the educated population as the unemployment rate for degree holders may reach an all-time high. In November 2008, the unemployment rate for this population reached 3.1 percent – the highest since 2003 (Shin 2009).

Prominent Events

Every generation experiences events that shape their perspectives. The events experienced by Generation Y influences how they view many aspects of life (Erickson 2008). Generation Y witnessed a number of attacks by domestic and foreign terrorists, including the Oklahoma City bombing and the events of September 11, 2001. Generation Y also experienced violent attacks in a school setting. For instance, the Columbine High School shootings of 1999 took place during the younger years of most Millennials. Besides the tragedies of terrorist attacks and school shootings, this generation also witnessed devastating natural disasters such as Hurricane Katrina and the 2004 Asian Pacific tsunami (Deloitte Development LLC 2005; Erickson 2008; Yan 2006). As a result of these negative experiences, Sophia Yan (2006) explains that Generation Y may be “identified with cynicism, skepticism and pessimism” when compared with other generations. Additionally, social issues such as working mothers, increased gender equality, and a pro-child culture affected the behavior of Millennials (Erickson 2008). Beyond global and social events, Generation Y benefited from rapidly advancing technological changes

such as access to both computers and the Internet (Deloitte Development LLC 2005; Erickson 2008; Yan 2006).

Characteristics

Cultural Acceptance

Generation Y is the most culturally and ethnically diverse generation, with one-third of children under age 18 being racial or ethnic minorities. Additionally, the presence of multicultural families and alternative lifestyles has been more a part of Generation Y's daily lives than any other generation (Erickson 2008). For example, “95 percent of adult Gen Y’s approve of blacks and whites dating, and 60 percent say they have dated someone of a different race” (Erickson 2008). Consequently, Cole, Smith, and Lucaus (2002) argue Millennials are more tolerant of differences in race, religion, culture, sexual orientation, and economic status than previous generations. Because Millennials have grown up in a more diverse society, they show a willingness to embrace and accept cultural differences (Blain 2008). Literature refers to Millennials as both tolerant and accepting in terms of race, sexuality, and culture, but it should not be implied the terms are synonymous. Additionally, when compared with older individuals, members of Generation Y are less likely to hold a sense of cultural superiority (Erickson 2008). According to a Pew Research Center (2004) survey, unlike some cultures, Americans and Western Europeans are “wedded to their cultural identities” and older individuals in these cultures are likely “to have reservations about growing global interconnectedness, to worry that their way of life is threatened, to feel that their culture is superior to others, and to support restrictions on immigration.” Further, the survey finds 49 percent of 18 to 29-year-olds agree that their culture is superior compared with 68 percent of those 65 and older.

Entitlement

This generation is sometimes labeled the entitlement generation. Their parents’ continued financial and emotional support may have contributed to this sense of entitlement – both in and outside the workplace. Shifts in parenting philosophies over time, resulted in close, positive relationships between Millennials and their parents (Erickson 2008; Patalano 2008). The continued reinforcement and praise Millennials received from their parents early in life has translated in adulthood to what some view as optimism, but others consider false self-confidence and a sense of entitlement (Erickson 2008). Transferred to the workplace, this sense of entitlement means this generation expects to climb the career ladder at a rate considered unreasonable by co-workers of other generations (Karefalk, Petterssen and Zhu 2007). When their expectations are not met, Millennials show a willingness to move on to new opportunities where they perceive they will be more appreciated (Cruz 2007; Felix 2007). However, according to a survey performed by Robert Half International (2008), this idea that Generation Y feels more entitled than previous generations is only a myth. Even though Millennials may share a desire to move up quickly the career ladder, they demonstrate a willingness to “pay their dues in other ways,” often through education as they perceive more advanced degrees accelerate advancement in the workplace. The Half International survey revealed many Millennials “believe that they’ll have to work harder than previous generations and save more money for

retirement.” Still, scholars note Generation Y expects to be valued by their employers as key assets of the organization and that their input will be taken into full account and acted on by their employers (Ballenstedt and Rosenberg 2008; Blain 2008; BSG Concours 2007). Because there are differing opinions on this issue and because much of Generation Y has yet to enter the workforce, the question whether Millennials truly share a sense of entitlement remains unanswered.

Volunteerism

Generation Y demonstrates a willingness to donate their time to some form of public service. Erickson (2008) terms this a “new wave of volunteerism, reminiscent of [Baby Boomers].” In fact, in a survey of 2,001 individuals, three-quarters of Millennials said they volunteered in some form in the last year, while nine out of ten planned to volunteer in the coming year (Paul 2001). Pooley states, “members of Generation Y are generally more civic minded and appear to be predisposed to being more actively involved in volunteering than individuals in previous generations” (Pooley 2005). Verifying this, 81 percent of Generation Y engaged in civic activities in 2007 (Erickson 2008). Cole states members of Generation Y “have a greater tendency to engage in community service than their Xer predecessors” (Cole, Smith, and Lucas 2002). Additionally, according to a 2006 study by Cone Inc, members of Generation Y “are currently worried about the state of the world today and feel personally responsible to make a difference. They are attempting to live up to that responsibility by volunteering, recycling, educating friends and family on social and environmental causes and donating money” (Cone Millennial Cause Study 2006). Regarding gender, women tend to volunteer at higher rates than men. According to a BLS report (2009), in 2008 the volunteer rate among women exceeds (29.4 percent) that of men (23.2 percent) “across major demographic characteristics.”

There is an important socioeconomic distinction among Generation Y’s civic-minded efforts as “volunteering is class driven” (Erickson 2008). An individual’s human or personal capital and social capital, which Putnam (2000) defines as “connections among individuals” determines volunteerism. Thus, higher levels of education and socioeconomic status are positively correlated with higher rates of volunteerism, but individuals’ social networks also play an important role (Wilson and Musnick 1998).

In terms of volunteer rates of African Americans versus whites, because of the complex interactions of personal resources, which group volunteers most is ambiguous. According to Musick, Wilson, and Bynum (2000) “to the extent that volunteering is a function of personal resources, and if whites possess more of them, they should volunteer at a higher rate.” The authors also recognize that this gap may be reduced if African Americans have higher rates of social capital. However, according to Ajrouch, Antonucci, and Janevic (2001), “On average, Blacks tend to have smaller social networks [a form of social capital] than their White counterparts.”

Technological Impact

As previously mentioned, Generation Y is known for their technological savvy. Considered the most interconnected and technologically friendly generation in the current workforce, Generation

Y easily communicates with others and accesses information quickly and instantaneously (Cruz 2007; Bassett 2008; Erickson 2008). This level of technological emersion increasingly blurs the line between Millennials' work and personal lives. For example, Generation Y is just as apt to take a business call at home before dinner as they are to answer a personal e-mail or text message prior to or during a staff meeting (Cruz 2007). With the increased accessibility of e-mail and cellular phones, Trunk (2007) suggests, "The line between work and home doesn't really exist...they just want to spend their time in meaningful and useful ways, no matter where they are."

However, this technological impact may not apply equally to all Millennials. During the 1990s, a digital divide among ethnic and racial minority groups and low-income families created inequality in access to the Internet and new technologies. Though it appears that this divide subsided in the past decade, its initial effects may create disparity in older members of the generation (Wells and Lewis 2006; JBHE Foundation 2004).

Defined as exclusions from opportunities to participate, compete, and prosper in today's knowledge based economies, a digital divide exists between the haves and have-nots or those who have access to technology and those who do not (Gordo 2003, Jackson, et. al. 2003). Limited access to education for minorities, increasing financial gains based on higher levels of education, and the historic marginalization of minorities – particularly African Americans – created the digital divide (Alvarez 2003). According to Alvarez (2003), the digital divide results from a number of factors including a movement away from manufacturing jobs, organizational restructuring, a technical change that required increased education levels, and stagnating middle class wages. The digital divide is a factor in terms of both use and access to technology, specifically the Internet. While the divide has not subsided across the board, the gap has narrowed in some areas and disappeared in others. Research shows the divide no longer exists between genders, but remains an issue among different races, education levels, and income levels (Mason and Hacker 2003; Lenhart and Horrigan 2003; Kennedy, Wellman, and Klement 2003; Alvarez 2003, Jackson, et al. 2003; National Telecommunications and Information Administration 2004).

Workplace Attitudes

Technology not only influences the work of Generation Y, but also their workplace attitudes. Unlike their predecessors, Generation Y typically defines themselves by who they are outside of their career, not by their employment. Additionally, members of Generation Y associate less with their employing organization and more with the type of work they do. According to Lloyd (2007), the organization is not the identifier, the work is. They also do not connect long working hours to work quality or devotion to their employer. As previously mentioned, due to technological advancement, this generation believes they can work away from the office and still produce quality results.

One of the most significant challenges facing Generation Y in joining the workforce is their need to communicate effectively with Generation X and the Baby Boomers (Ballenstedt and Rosenberg 2008). Scholars note that differences in values, perceptions, and communication

styles among generations can lead to conflict in the workplace (Bassett 2008 Lloyd 2007). Therefore, finding a way to express values clearly between the generations becomes crucial to establishing a coherent and effective workforce (Ballenstedt and Rosenberg 2008). Scholars have established three themes, which describe this generation's attitude toward work and career: 1) a desire for flexibility 2) a desire for continual learning and 3) a preference for team-oriented work (Lloyd 2007; Felix 2007; Karefalk, Petterssen and Zhu 2007; Brownstein 2000; Cruz 2007).

Flexibility

Generation Y desires work and career flexibility. Generation Y believes they can do more with less; consequently, they feel they deserve the freedom to work fewer hours while still taking jobs that are challenging (Lloyd 2007). However, "doing more with less" does not refer to income, but explains Generation Y's belief that they can accomplish the same task as other generations in less time. Further, with their familiarity with technology, Millennials believe they can work more efficiently. More specifically, they can eliminate what they consider wasted time – the non-essential, face-to-face interaction that occurs within a typical office setting (Erickson 2008).

In terms of career flexibility, Generation Y anticipates changing jobs frequently. Based on findings from a New Paradigm (2006) survey of 1,750 13 to 20-year-olds in the U.S. and Canada, Erickson (2008) reports "30 percent of Y's are looking for a new job with a new company at any given time...." This potential fluidity in their careers may result from their expectations and values. Cruz (2007) explains that Millennials have shown a willingness to change organizations when they perceive new opportunities that may offer greater levels of appreciation. Additionally, Lloyd (2007) explains that members of Generation Y associate themselves less with the particular organization that employs them and more with the type of work which they perform.

Due to their desire for flexibility, Generation Y – much like the preceding Generation X – seeks to maintain an adequate work-life balance. Compared with their boomer parents, Millennials place more emphasis on family relationships than work and, because of this, have an interest in working from home (BSG Concours 2007). Current technology, such as smart phones, telecommuting, and remote Internet access, provides a variety of ways they can fulfill this desire.

Continual Learning

Generation Y is continuously looking for feedback and advice from their superiors – most likely a result of their strong ties to and constant feedback from their parents (Cruz 2007; BSG Concours 2007). On the job, Millennials expect frequent direction from managers regarding their performance. They recognize the role knowledge plays in career advancement and look for opportunities to learn from their supervisors and older generations (BSG Concours 2007). Additionally, Generation Y views failure as a motivator and not a deterrent. Thus, they view failure as an opportunity to improve job performance (Blain 2008).

Team Orientation & Individualism

While they prefer the flexibility to work outside the office, Generation Y is comfortable in group settings – having worked in teams throughout school – and according to a study by BSG Concours (2007), “They understand that a mix of strengths contributes to success.” Although Generation Y operates and works comfortably in teams and with other employees, their mentality is slightly different from other generations (Cole, Smith, and Lucas 2002). For example, researchers argue Baby Boomers exhibit a strong teamwork ethic, as they prefer to work as a group of individuals to collaborate and accomplish a single group task (Buanhe and Kovary 2003). Conversely, Generation Y prefers working as a team to accomplish independent tasks as they use the skills, knowledge, and resources of team members to satisfy individual needs (Cole, Smith, and Lucas 2002; Karefalk, Petterssen and Zhu 2007). However, when interacting with managers, Generation Y feels more valued if the manager works with them on an individual level (Spiro 2006). Literature explains that Generation Y's team orientation refers to a desire to coordinate and share information with other team members, while their individualism refers to a desire to be mentored and coached as an individual (Buanhe and Kovary 2003; Spiro 2006).

Factors Influencing Career Choice

Job Choice Theories

Research pertaining to Baby Boomers, Generation X, and Generation Y suggests that, in addition to generational factors, individual career choice may reflect different job choice theories. Two of the leading theories are Person-Organization fit (P-O fit) and Public Service Motivation (PSM). These theories may provide organizations with a basis for understanding the relationship between organization and employee values as well as an understanding of why an employee may choose to work in the public sector.

Person-Organization Fit

Person-organization fit theory argues that when there is a high level of correlation between individual and organizational values, potential employees will be attracted to the organization and current employees will be more likely to stay (Sekiguchi 2004). Kristof describes person-organization (P-O) fit in two ways: supplementary and complementary. When an individual's values and goals match those of an organization, the individual has supplementary P-O fit, which creates a comfortable working environment. Complementary P-O fit refers to situations when a person's values and goals contribute to fulfilling missing aspects of an organization (Kristof 1996), highlighting the organization's need for that particular employee. Kristof (1996) argues that both organizations and individuals should look for specific factors in an ideal working relationship. Organizations should focus on a match in culture, climate, values, goals, and norms; potential employees should look for a match in individual values, goals, personality, and attitudes (Kristof 1996).

Public Service Motivation

In 1990, Perry and Wise developed the theory of Public Service Motivation (PSM) to explain why individuals choose to serve the public. Perry (1996) defined PSM as an "individual's predisposition to respond to motives grounded primarily or uniquely in public institutions." Initially, Perry constructed a six-dimensional model that included attraction to public policy making, commitment to the public interest, civic duty, social justice, self-sacrifice, and compassion. However, after further analysis, Perry (1996) found that a four-dimensional model more effectively measured PSM; this new model consisted of attraction to public policy making, commitment to public interest, compassion, and self-sacrifice. Since the development of the PSM theory, scholars have attempted to solidify and validate the model. While there is consensus that something drives individuals to devote their lives to public service, the literature remains mixed as to whether PSM is the determinant.

Naff and Crum (1999), questioning whether PSM really makes a difference, analyzed federal employees' responses to the 1996 Merit Principles Survey to examine the relationship between PSM and performance, job satisfaction, retention, and support for government reinvention. The authors separated their findings into three sections: demographic factors, attitudes about working for the federal government, and the PSM score. In terms of demographic differences, minority

employees averaged higher PSM scores than white employees, and women slightly higher than men. Also, those with at least a bachelor's degree had higher PSM scores, but age was not a factor. Government employees with high PSM scores expressed a greater satisfaction with their jobs and pay and were more likely to recommend the government as a place to work than those with lower scores. On how much of a difference PSM actually makes, Naff and Crum (1999) found that even controlling for other variables, PSM had a significant relationship with job satisfaction, job performance, and receptiveness to government reinvention efforts. While the study is dated, it supports the general idea that Public Service Motivation does make a difference in employees' attitudes.

Brewer, Selden, and Facer (2000) expanded the PSM construct by identifying four distinct conceptions of it; they described those holding such distinctions as samaritans, communitarians, patriots, and humanitarians. Samaritans are strongly motivated to help the underprivileged because they identify with those they are helping. However, samaritans also expect those people to exert some effort to help themselves. Additionally, samaritans are not willing to sacrifice their own interests and often assist those in need because it makes them feel better about themselves. Communitarians are less self-serving than samaritans and do not have a special desire to help the disadvantaged. Sentiments of civic duty and public service motivate communitarians who are eager to help in their communities. Patriots possess a unique sense of loyalty to duty; they put country above self and view themselves as guardians of the people. A sense of social justice and public service motivate humanitarians who act out of a sense of citizenship, patriotism, and responsibility. The study offers a more complex theory of PSM while providing evidence that many people are strongly motivated to perform public service.

Alonso and Lewis (2001) tested the argument that people with high PSM are more likely to choose government jobs, perform better on the job, and respond to intrinsic incentives once in government than those with low PSM. The findings of their study indicated mixed evidence as to whether PSM positively affects employee grade levels and job performance ratings and finds no evidence that material rewards matter more to employees with high PSM. The authors admitted that some flaws allow for multiple interpretations of their findings, yet the study could not replicate the findings of Naff and Crum (1999), casting doubt on earlier conclusions. Finally, the authors concluded that if agencies can convince high and low-PSM employees that promotions and rewards depend on performance, then productivity may increase.

Bright (2008) acknowledged the importance of research conducted on PSM and attempted to fill the gap on some unanswered questions. He studied the relationship between PSM and personal characteristics, management level, and monetary preferences for public employees. Bright analyzed surveys from 349 individuals working in a large county government in the state of Oregon and found that in regards to personal characteristics, individuals with high levels of PSM are more likely to have higher levels of education and/or be females. Controlling for demographic variables, Bright also argued that there is an even stronger relationship between PSM and management level employees; in fact, the higher the management level of a public employee, the greater the PSM they are likely to have. Bright concluded that those with high levels of PSM demonstrated less concern with monetary rewards.

A more recent study by Redman-Simmons (2008) confirmed that PSM is not the only factor contributing to the desire to enter public service. From a survey of MBA and MPA graduate students, Redman-Simmons found that PSM, among multiple factors, plays an important role in what attracts graduate students to public service. These additional factors included 1) a graduate student's belief that their commitment to public service will be met by government agencies, 2) memberships in professional organizations, 3) father's public service employment experience, 4) attraction to public policy making, 5) aptitude to doing good deeds, and 6) undergraduate education in the northeast.

These studies speak to the complexity surrounding PSM theory. Many view it as key to explaining why individuals choose public service work, but little consensus exists about the extent to which it explains that decision. Although job choice theories offer insight into career choice, other factors such as benefits and recruitment efforts also influence such decisions.

Benefit Packages

Federal government, state and local governments, and nonprofit organizations offer a wide range of benefits, often varying within their specific sectors and making comparisons difficult. However, a general understanding of the differences in benefits available in the public sector is necessary for recruitment efforts.

Federal Government

Federal government fringe benefits include health coverage, flexible spending accounts, holiday and vacation time, flexible work schedules, and retirement benefits. Typically recognized as offering its employees the most options in terms of health benefits, the Federal Employees Health Benefits Program provides each employee at least a dozen health plan options. In addition to traditional health benefits, employees may contribute to a Flexible Spending Account (Office of Personnel Management 2007; Marquis and Long 1999). The federal government employs a three-tier Federal Employees Retirement System offering employees social security, a pension plan, and an optional thrift savings plan (BLS 2008). The federal government provides holiday pay and provides vacation leave based on years of service; employees may earn up to 26 days of vacation and receive ten paid holidays each year. Finally, the Office of Personnel Management promotes the federal government's family friendly benefits including the alternative work schedule, which provides employees flexible work schedules, child and elder-care resources, and telework opportunities (Office of Personnel Management 2007).

State & Local Governments

The number of jurisdictions and the variety of benefits offered at the state and local level limits data available on specific benefits provided by each. In addition to federally mandated benefits, most state governments traditionally offer employees some form of pension or retirement plan, health insurance, life insurance, disability insurance, paid holidays, sick leave, and vacation time. With a growing demand for benefit packages, which are more responsive to a diverse workforce, some states offer a number of other options including wellness programs, flexible work

scheduling, mental health insurance, etc. However, the combination of benefits and co-pay responsibilities vary by state (Kearney 2003).

A number of factors, including economic, social, and political factors, cost of living, and geography, account for the variation in benefits across states (Kearney 2003). Generally, highly and densely populated areas have more generous wages and benefits as do areas with a large supply of well-educated and experienced workers. Unfortunately, currently “there are clear indications in many jurisdictions that state employee pay and benefits are falling behind those available in the private sector” (Kearney 2003).

While data regarding benefits in local governments are just as difficult to synthesize as state governments, research reveals similar factors – collective bargaining, geographical region, and type of government municipalities – impact compensation practices of cities. Research also “suggests that local governments, when faced with budget shortfalls, generally do not reduce employee wages and benefits...” (Riley et al. 2007).

This description provides only an overview of the range of fringe benefits state and local governments provide their employees; a complete comparison of such benefits exceeds the scope of this review.

Nonprofit Organizations

In the nonprofit sector, the BLS (2008) provides information showing that “fringe benefits vary by region, sector, organization budget, geographic scope, number of employees, and type of organization.” Nonprofits commonly offer some type of long-term disability, extended health care, dental, prescription drug, and life insurance coverage to all employees. On average, employers pay all of their employees' insurance benefit premiums, but few offer coverage for their dependents. In addition to these fringe benefits, many advocacy, grant-making, and civic organizations cover the expenses of publication subscriptions and professional society and association memberships for their employees. Commonly these organizations also pay training conference fees incurred by employees. Finally, some nonprofit “employers allow staff education leave without pay and contribute to tuition expenses for training considered relevant to the employee's job or the organization's current mission” (BLS 2008). Emanuele and Higgins (2000) explain that nonprofits may have lower salaries and fringe benefits because they often serve as a workforce entry point. In addition, the authors suggest that because women primarily comprise the nonprofit sector, a woman may receive the benefits she needs via her spouse's job.

Public vs. Private

While nontraditional benefits, such as family-friendly benefits, are critical, a robust health care plan remains an important traditional benefit that prospective employees consider while conducting their job search. According to Reddick (2007), private and public sectors most often offer three types of health care plans: Health Maintenance Organizations, Preferred Provider Organizations, and Point-of-Service plans. Examining the Kaiser/HRET Employer Health Benefits 2004 Annual Survey, Reddick (2007) finds that public sector agencies have substantially greater health care premiums than private sector organizations. However, the

private sector provides its employees with more health care options than the public sector, at a rate of approximately two to one. Hence, the author concludes that the private sector offers more overall health care options than the public sector (Reddick 2007). Research by the Employee Benefit Research Institute (2009) explains that the total compensation costs for employers in state and local government are 51.4 percent higher than those in the private sector.

Other benefits may also provide grounds for comparison among sectors. As Roberts (2004), describes, specific family-friendly benefits (flex-time, on-site child care, etc.) are sources of discussion among benefit administrators and human resource personnel in all sectors. However, state and local governments, and specifically municipal governments, tend to have a limited number of family-friendly benefits and offer these specific benefits less than 41 percent of the time. Roberts also acknowledges that the private sector provides greater rates of on-site child care, subsidized off-site child care, elder care referral services, emergency child care, flexi-place, job sharing, personal day plans, and flex-time than does the public sector. Potential employees entering the workforce may view these benefits as increasingly important and thus a major factor in their job decision process (Roberts 2004).

Recruitment Efforts

General Strategies

In 2003, Boswell examined job interviews at various stages throughout the job search process and identified key recruiting factors that appeared to influence heavily most job seekers' decisions: company culture, nature of work, pay and benefits. He found a majority of job seekers listed the opportunity to meet with multiple company or agency officials, especially those in supervisory positions, as having a positive impact on their decision-making processes. Also, the opportunity for on-site visits and prompt follow-up communication provided an important aspect of recruitment. The author asserted that combining these recruitment efforts with competitive offers and effective presentations concerning the organization's culture would lead to a higher number of quality applicants and accepted offers (Boswell 2003). Thus, effective recruitment strategy for one generation may not apply for another because of differing generational values.

Different Generational Values

Many researchers have discussed the differences between the Baby Boomers and subsequent generations. Baby Boomers, who typically remain loyal to one organization, are characterized as a generation who takes the fewest days off, encourages productivity, and passes on their knowledge of the organization's culture to other generations (Kaye and Cohen 2008; Erickson 2008). Studies show Baby Boomers desire to mentor new employees, seek "meaningful work, keep current with technology, learn new competencies, and use their lifetime experience" (Kaye and Cohen 2008). While these factors differ from those exhibited by Generations X and Y, Ballenstedt and Rosenberg (2008) argue the majority of Generation Y individuals share a family-oriented set of values typically associated with Baby Boomers. In fact, across these two generations, 72 percent of individuals ranked family as their highest value, while these

generations also shared the same top ten values. However, differences exist in the manner by which generations aim to achieve family values. Baby Boomers may work longer hours to earn extra pay in an effort to benefit their families while Generation Y may spend less time at work and more time with family (Ballenstedt and Rosenberg 2008).

The generation following Baby Boomers, Generation X, includes individuals who desire to work for organizations that offer variety and constant change, both within the organization and job task (Jurkiewicz 2000). Jurkiewicz (2000) studies whether significant differences exist between Baby Boomer and Generation X public sector employees. Jurkiewicz's survey results indicate there are significant differences in the generations. The study finds Generation X values "freedom from supervision" more than the Baby Boomers, while Baby Boomers value a "chance to learn new things" and "freedom from pressures to conform both on and off the job" more than Generation X. Additionally, because Generation X witnessed women entering the workforce in mass for the first time and grew up during periods of high unemployment, they exhibit an independent nature unlike previous generations; Baby Boomers sometimes view this self-reliance as a lack of commitment (Erickson 2008).

Generation Y Specific Strategies

It is unclear whether salary is or will be the primary job consideration for Millennials. According to Erickson (2008), Generation Y's "views on money are one of the more hotly debated characteristic" of the generation. According to Felix (2007), individuals in this generation prefer flexibility in their schedule and benefit plan, to the extent they will sacrifice salary and take-home pay to do so. According to the Robert Half International Survey (2008), Generation Y considers salary and benefits the two most important job considerations. However, the survey also found that non-traditional benefits, including flexible working hours and subsidized education, rank among the top benefits (along with more traditional benefits such as health insurance and retirement programs) the generation deems most important to their overall job satisfaction. Geraci and Chen (2007) report findings from the New Paradigm Global Study which show 56 percent of Millennials worldwide say, in work considerations, they would give higher priority to pursuing their passions, compared with 44 percent who would choose to make lots of money. Further, a BSG Concours study (2007) concludes that while money is important, "work-life balance, especially flexibility hours and time off, can be deal makers for many Ys."

While salaries and traditional benefits are important, organizations must create a culture that caters to Millennials' values (Benest 2008; BSG Concours 2007). When recruiting, organization leaders must connect their organizational goals with their employees' sense of purpose or meaning. These future employees desire an organizational culture where they can constantly learn and be challenged; thus, organizations must provide that culture. In addition, Millennials desire a stake in the crucial decisions of an organization soon after entering the agency; they do not desire to wait for important duties (BSG Concours 2007). Furthermore, because members of this generation are unlikely to remain in one job for more than five years, "employers need to create an internal environment that motivates younger workers through knowledge-building opportunities and other monetary incentives" to strengthen retention (Turetsky 2006). As a generation entering the workforce with significant debt, organizations implementing debt relief programs, such as loan repayment, may attract Millennials (BSG Concours 2007; Hira 2007).

Technology's role in recruitment serves as both a resource to the employer and a benefit to the potential employee. The Internet – social networking websites specifically – makes recruiting convenient for employers and provides valuable information about talented individuals in the workforce (Flanigan 2008). For prospective employees, these websites allow easy access to information about potential employers. Furthermore, this recruitment strategy resonates with Generation Y's desire for flexibility.

While these factors may not create a conclusive prescription for recruiting and retaining qualified Generation Y employees, understanding the factors that affect the decision-making process and values of Generation Y remains important to tailoring an organization-specific recruitment strategy.

Public Service Workforce

The public service workforce is diverse in terms of jobs and professions within the public and nonprofit sectors. Not Generation Y specific, this section reviews general workforce trends within the federal government, state and local governments, nonprofits, and consulting firms to provide a snapshot of current job markets. An examination of current portraits of these job markets and individual trends reveals that even though actual job growth varies among sectors, all sectors continually experience a growing need for qualified employees.

Federal Government

Job Market Snapshot

Employment trends in the federal workforce show a reduction in full-time positions; yet, job openings in the federal government should increase as a large percentage of the workforce nears retirement age (BLS 2008). However, because of the current recession, the Office of Personnel Management (OPM) estimates retirement rates to be lower than previously thought. Among federal employees, third quarter retirement rates in 2008 dropped by 6 percent when compared with the same quarter in 2007. Although retirement rates appear to be declining, OPM projects federal retirements will still peak between 2008 and 2010, though the peak will be lower than previously estimated (Vogel 2009). Between 2003 and 2006, the number of full-time employees (FTEs) throughout all levels of government declined, and the Bureau of Labor Statistics (BLS) projects the number of federal government FTEs will further decline by 4.6 percent between 2006 and 2016. Although the combined federal, state and local government workforce experienced growth since the recession of the early 1990s – peaking in 2003 – the federal workforce segment actually declined during most of this period, with the exception of growth beginning in 2001 (Hatch 2004). Hiring freezes and attrition during the 1990s substantially reduced the federal government workforce, causing the federal government to reach a decade-low level of employment in 2000 (CRS 2008). These factors resulted in a federal government with many skilled senior workers and new recruits, but relatively few mid-career employees to fill future management positions (Kaleba 2008). Although federal government experienced a decrease in FTEs before 2001, the formation of the Department of Homeland Security, along with the addition of many professional and administrative jobs, helped increase federal employment by nearly 120,000 jobs between 2000 and 2008. This increase mitigated some of the losses experienced during the 1990s (CRS 2008).

A large, diverse, and complex system, the current federal workforce consists of 15 cabinet-level agencies, 20 large independent agencies, and 41 small agencies (Partnership for Public Service 2007). According to the BLS (2008), the federal government, excluding the postal service, is the nation's single largest employer, employing more than 1.8 million civilians as of January 2007. The workforce is racially diverse, comprising 69 percent Caucasian, 17 percent African-American, 7 percent Hispanic, 5 percent Asian/Pacific Islander, and 2 percent Native American workers. As of 2006, 60 percent of federal employees were over age 45 and only 3 percent were 25 years of age or younger (Partnership for Public Service 2007).

The federal workforce operates throughout the United States with only 14 percent of federal employees working in the Washington, D.C. metropolitan area. California, Virginia, Texas, Maryland, and Florida have the most federal jobs. Furthermore, Norfolk-Newport News, Baltimore, Philadelphia, Atlanta, and San Diego metropolitan areas contain the largest concentration of jobs outside the Washington, D.C. area (Partnership for Public Service 2007). The federal government offers positions in all types of occupations with enforcement and compliance, medical/public health, sciences and engineering, program management and administration, and accounting fields currently experiencing the most growth (BLS 2008). Additionally, a 2004 study by the National Association of Colleges and Employers revealed the Federal Bureau of Investigation, U.S. Citizenship and Immigration Services, Social Security Administration, and U.S. Customs and Border Protection ranked among the nation's top ten entry-level employers (Partnership for Public Service 2007).

Job Satisfaction

With nearly 40 percent of the federal workforce projected to retire by 2016, the federal government's ability to recruit and retain qualified employees is important. Measuring job satisfaction is one way to assess federal agency work environments and its potential to attract future employees (Kaleba 2008; United States Office of Personnel Management 2008). The 2008 Federal Human Capital Survey, performed every two years by the U.S. Office of Personnel Management, yields mixed results of employee perceptions and job satisfaction. In the job satisfaction category, 47.5 percent were satisfied with their job, and 21.0 percent said they were "very satisfied." Approximately 43.3 percent were satisfied with their organization, and 29.5 percent reported being satisfied with their opportunity to get a better job in their organization. The personal work experiences category received high marks with 83.9 percent of employees agreeing that they like the kind of work they do, approximately two-thirds believing their supervisors do a good job, and 73.4 percent agreeing their work provides a feeling of personal accomplishment. At the other end of the spectrum, the performance culture category revealed some of the survey's lowest scores with 40.1 percent agreeing that "creativity and innovation are rewarded" and 25.6 percent see a positive link between job performance and pay raises (United States Office of Personnel Management 2008). While the 2008 survey results show improvements from previous years, there are still areas for further improvement.

Preparing for the Future Workforce

Responding to the federal government's need to maintain or increase the federal workforce in the future, the Partnership for Public Service (PPS) argues the federal government must become more effective in recruiting individuals into the public sector. To accomplish this goal, PPS suggests changes be made to federal laws and regulations, allowing the federal government to possibly compete with the private sector in targeting potential recruits (Partnership for Public Service 2001). As part of this restructuring process, PPS recommends the implementation of a new ranking system of job candidates and a more competitive pay scale.

In addressing the need for a new ranking system, PPS (2001) asks for the implementation of Quality Group Ranking – a technique also referred to as Category Ranking – across all federal

agencies. The purpose of this method, first implemented by the Department of Agriculture, is to eliminate the “rule of three” in recruiting new personnel into the federal workforce. The "rule of three" requires agencies to rank-order potential employees, ultimately restricting them to select from the top three candidates. Conversely, Quality Group Ranking allows agencies to assign candidates to groups depending on their qualifications and to select any candidate from a designated list. Research shows Quality Group Ranking has increased the number of candidates, improved hiring time, and provided for greater satisfaction with the hiring process (Partnership for Public Service 2001).

Additionally, the Partnership for Public Service (2001) recommends the federal government institute a change to the current federal pay scale. They emphasize that the General Schedule (GS) used by government prevents agencies from competing with the pay systems of many private organizations. For example, the GS pay scale limits the amount of money new hires can initially be paid. Under this system, a job candidate with a bachelor's degree will only garner a salary within the GS-7 level, hampering the government's recruitment ability. In response to this issue, the authors encourage government agencies to adopt pay banding. The pay banding method allows government agencies to group multiple pay grades into one pay band, giving them greater pay setting flexibility for new hires (Partnership for Public Service 2001). As part of the legislative branch, the Library of Congress (and thus, CRS) is under the GS pay scale and does not participate in bay banding. While not as common at GS-12 and below, when appropriate, the organization uses hiring flexibilities to help them compete. According to CRS’s Office of Workforce Development, these flexibilities include, 1) salary exceptions, 2) recruitment bonuses, and 3) and non-standard service credit (credit for prior non-Federal service to determine annual leave accrual rate).

State and Local Governments

Unlike the federal government, state and local governments are expected to experience job growth after a period of decline. After experiencing growth during 2001, state and local governments encountered a post-recession employment decline due to a number of factors, including strained state and local budgets and unfunded mandates by the federal government (Hatch 2004). As of 2004, state employment was still declining and municipalities leveled off. The BLS predicts state and local government jobs will increase due mostly to growth in health, safety, and social services. State and local governments taking increasing responsibility for administering programs previously managed by the federal government may have contributed to growth in other fields. While continual outsourcing of public services to private companies may temper employment, the BLS still projects employment to increase by nearly 8 percent between 2006 and 2016 (BLS 2008).

Of the 8 million state and local government employees (excluding education and hospital workers), local governments employ approximately 5.6 million. As of 2002, these employees were dispersed among 3,000 county governments, 19,400 municipal governments, 16,500 townships, 13,500 school districts, and 35,100 special districts (BLS 2008). According to 2006 Census data, Texas and California have the largest number of state employees while Wyoming and Vermont have the smallest. California, Nevada, and Illinois have the lowest ratios of state

employees per capita. Many of these employees are near retirement ages. Greenfield (2003), explains that the Texas state government workforce, for example, comprises approximately 50 percent of individuals over the age of 45. Such a large segment nearing retirement ages may pose a state government workforce shortage (Greenfield 2003).

Information Technology (IT) is one field of increasing importance to state and local governments. E-government, which provides public services and resources online, is a growing trend in state and local governments. State governments have taken the lead in implementing these programs, and several local governments have expressed interest in providing similar services. To transition successfully to this new form of governance, states need adequate resources and skilled staff which may lead to an increase in hiring in the information technology field as well as requiring all employees to become proficient with these new tools (Edmiston 2003).

The BLS also states that working conditions for public servants in local and state governments can vary depending on the job requirements. For example, with respect to hours worked, emergency personnel may work around the clock several days in a row while other professionals work a standard 8-hour shift. Working environments also range from emergency responders who risk their lives daily to administrative professionals who perform daily activities in typical office settings. Earnings potential within state and local governments also vary by region, state size, and occupation, with business operations specialists earning the most and office clerks typically earning the least (BLS 2008).

While the BLS projects state and local job growth, the current economic downturn poses difficulties for states. According to Perry (2009), 41 states “expect budget shortfalls totaling \$42 billion this fiscal year” and it is estimated that at least 38 states will have deficits in 2010.

California is experiencing the devastating effects of the recession. In a February 17, 2009, article in *The Huffington Post*, Don Thompson reported California laid off 10,000 government employees in an attempt to reduce an increasing budget deficit, expected to reach \$42 billion in the next two years. Thompson reported state leaders also attempted to reduce the budget gap by mandating budget decreases and tax increases, but in March, the proposal was rejected by lawmakers. The situation is bleak in Michigan as well. According to Michigan’s Department of Energy, Labor, and Economic Growth (2008), in October 2008 government jobs reached their lowest levels with local government and education sub-sectors recording declines over the year.

However, some states do not feel the ramifications of the recession as heavily. In Texas, for example, government employment continues to grow. According to a March 5, 2009, *Dallas Morning News* article by Brendan Case, in January 2009 government jobs in the state increased by 3,600. Additionally, on February 18, 2009, *USA Today*, citing Moody’s Economy.com, reported projections indicate government jobs will continue to increase in Texas by 1.1 percent over the course of the year. Further, April Castro reports in a February 27, 2009, article in the *Dallas Morning News*, that the \$2 billion budget surplus for the state is a contributing factor to government job increases. Castro believes while Texas continues to add jobs, it is not immune to the current economic downturn. She reports that in a draft of its 2010-2011 budget, Texas estimates it will face a budget gap of \$4 billion, but believes the American Recovery and Reinvestment Act will offset these temporary shortfalls.

Nonprofit Organizations

Salamon and Sokolowski (2005) suggest that interest in the nonprofit sector increased dramatically in recent years, yet little research, when compared with the public sector, exists, making analysis cumbersome. However, the Quarterly Census of Employment and Wages (QCEW) report provides timely data on the nonprofit sector. Employment trends since 2002 and changes in the sector from 1995 to 2003 indicate in 2002, 8.2 percent of the United States' private employment was in the nonprofit sector, totaling approximately 8.8 million employees and growing. From 1995 to 2003, sector employment increased by 30 percent, and as of 2004, the sector employed 9.4 million paid workers and 4.7 million full-time equivalent volunteer workers. These numbers equate to 10.5 percent of America's total workforce (Salamon and Sokolowski 2005).

A more detailed examination of the workforce presents the nonprofit sector as dynamic and growing. The Middle Atlantic, South Atlantic, and East North Central Census regions comprise over half (52 percent) of the nonprofit workforce. This is understandable as these regions also account for almost half of the nation's total employment. The bulk of nonprofit employment is in the field of human services, specifically health services, with hospitals accounting for over one-third of total nonprofit employment. Following hospitals is education at 14 percent and social assistance at 13 percent. In terms of wage-rate differentials, the lower average wage for nonprofit employees when compared with for-profit employees results from the majority of nonprofits being concentrated in low-wage fields (Salamon and Sokolowski 2005).

Leadership and career growth opportunities in nonprofit organizations differ from those in the for-profit sector. For-profit organizations often have an upward moving career ladder, while nonprofits are characterized by a spiral pattern, moving employees to different positions that involve changes in skills, self-development and creativity. Further, those drawn to the nonprofit sector claim one of the highest motivating factors is commitment to intrinsic values such as the organization's mission or the desire to do meaningful work. Providing adequate resources and opportunities for employees to be challenged and to grow in their careers to keep them committed to the mission long-term are challenges many nonprofit organizations currently face (Ban, Drahnak-Faller, and Towers 2003).

While interest in nonprofit organizations increases and job opportunities expand, these organizations face a common challenge: retaining talented employees and targeting qualified applicants in the sector. These organizations must focus on employee recruitment, growth, and retention. Previously, finding top-quality employees for the nonprofit sector was a challenge, but not a crisis. Senior level management did not think the hiring and retention of these employees greatly affected the overall quality of staff. The problem now lies in recruitment measures to seek quality employees; most nonprofits rely on low-cost, locally focused forms of recruitment such as newspaper advertisements and word-of-mouth, often not reaching a great number of quality applicants (Ban, Drahnak-Faller, and Towers 2003). Therefore, while interested applicants and job openings exist, potential employees may be unaware of current opportunities.

Public Sector Consulting

While many individuals may not associate public sector consulting with a public service career, this field attracts many of the same individuals recruited by federal, state and local governments. This field, much like those previously discussed, is growing, and opportunities for employment appear abundant. As the general consulting field continues to fluctuate between rapid growth and large job cuts, public sector consulting remains one of two segments with steady growth. Both public sector consulting and financial services expect to increase consistently in size; however, public sector consulting growth expects to taper off from its quick rise over the past few years (Top Consultants 2005). Kennedy Information ranks KPMG, Lockheed Martin, Booz Allen Hamilton, Deloitte, and ManTech International as top firms in the public sector consulting industry (Public Sector Consulting Marketplace 2007-2010 2007).

Defense spending and security and demographic shifts over the next several years will serve as primary drivers in the expansion of the public sector consulting field. This field currently comprises approximately 18 percent of the consulting marketplace and includes approximately 40,000 employees contracting with the federal government and thousands more contracting through state and local governments (Public Sector Consulting Marketplace 2007-2010 2007). Revenues continue to rise for public sector firms, with most of this increase from homeland security spending. The public sector consulting field may exceed \$60 billion in revenues by 2010 with IT consultants, operations management, and strategy consulting dominating the contracts. State and local government consulting segments will outpace federal growth over the next three to five years (Public Sector Consulting Marketplace 2007-2010 2007). As previously mentioned, the move of many state governments to an e-government approach will drive this growth in several states and localities (Top Consultants 2005).

Because this market is relatively new, little analysis has been conducted outside of basic market research. This expanding field has grown so significantly, that for the past several years, Kennedy Information—the nation’s leading research firm in the consulting profession—has held web-based seminars to discuss the field’s future growth and characteristics. With high expectations for further growth, many firms and consulting organizations have shown interest in closely analyzing field drivers, current top firms, and the overall competitive landscape. With the continuing strength of this field, more public-sector-focused research should emerge.

Workforce Summary

Generation Y has come of age during a time when the size of the government workforce is on the cusp of drastic change. According to Light, (1999) the historical role held by the public sector of supplying goods and services to the citizenry has been tempered by the private and nonprofit sectors becoming increasingly involved in public service. As such, individuals who desire to work in public service find opportunities to do so in all sectors. Multiple trends and growth patterns arise in various sectors of the public service marketplace. While the federal government reduces its number of full-time employees, state and local governments, nonprofit organizations, and public sector consulting firms expand their workforces. Even with these different trends,

common factors such as retirement and movement among sectors mean all segments look for qualified new employees.

Literature Review Summary

With the retirement of the Baby Boomers and a decrease in the number of skilled workers, Generation Y will enter a workforce that is experiencing a shortage of employees in all sectors. With an emphasis on federal government, this literature review also includes a review of state and local governments, nonprofit organizations, and public sector consulting. Although the federal government is currently reducing full-time positions, nearly 40 percent of the federal workforce will retire within the next decade, resulting in a need for qualified new employees. However, the federal government must compete with other sectors as data shows state and local governments currently experience job growth, nonprofits enjoy an increase in job interests, and public consulting encounters an expanding field of work. To address successfully the workforce demand, the federal government must understand Generation Y's characteristics and factors that influence their work attitudes, using this awareness in recruitment and retention efforts.

Literature suggests Generation Y shares characteristics with both Generation X and Baby Boomers, but has its own distinguishing characteristics including cultural tolerance, a willingness to volunteer, and familiarity with technology. As the most diverse generation, Millennials demonstrate a readiness to accept a wide range of cultural differences. In addition to increased levels of tolerance, Generation Y's self-confidence and expectation to quickly move up the career ladder leads some researchers to label them the "entitlement generation." Although the accuracy of the "entitlement" label is unknown, researchers do agree Generation Y's civic minded attitude positively impacts their eagerness to volunteer. Additionally, as a result of growing up in a technologically advanced world, some Millennials exhibit an enhanced ability to use technology compared to previous generations; however, socioeconomic factors limit some groups' access to technology.

In addition to these characteristics, Millennials' workplace attitudes which motivate their career paths include flexibility, team orientation and individualism, and continual learning. To attract and retain top talent, future employers must cater to and adapt recruitment strategies in a way that addresses these characteristics and attitudes of Generation Y. To address Millennials' desire for greater flexibility, employers must provide opportunities for an adequate work-life balance, in addition to flexible schedules and benefit plans. This generation's sense of individualism leads them to prefer utilizing team resources to meet individual needs. Further, Generation Y anticipates continual learning experiences from their superiors and those of other generations. With an understanding of Generation Y's perception of the public service market and their characteristics and workforce attitudes, public sector organizations will more effectively attract prospective employees.

Methodology

Based on literature review findings and points of interest to our client, our team constructed a web-based survey assessing Generation Y's work-related preferences such as career fluidity, work-life balance, the need for challenging work, the desire for personal growth, and the balance of extrinsic and intrinsic values.

Survey Development and Instrument

After reviewing previous literature and surveys, our team drafted nearly 100 questions regarding Generation Y's workplace attitudes, sector preferences, technology uses, and demographics. Specifically, the survey was divided into eight sections:

1. General employment
2. Public sector perceptions
3. Nonprofit sector perceptions
4. Public service-related private sector perceptions
5. Job search, recruitment, and application
6. Employment benefits
7. Technology use
8. Demographics

Before internally pre-testing a paper version, the survey went through several iterations. The pre-test revealed the survey length to be approximately 15 to 20 minutes and highlighted several comprehension issues. Following edits to the survey, we pre-tested a second, electronic version to ensure proper functionality. The final survey consisted of 78 questions. Upon approval from Texas A&M's Institutional Review Board (IRB), the survey was uploaded to a public domain file making the survey available via Internet link.

Using Adobe LiveCycle – a JavaScript tool which creates interactive Portable Document Formats (PDF) – the team built the survey with assistance from the Bush School's IT department. A previous Bush School capstone project served as a template for formatting, but we created more sophisticated formats to accommodate rank-order and skip-to questions. Because of formatting, the survey required Adobe Reader 8.0 or higher to function properly.

Population and Procedures

Our study population, based on a list of 274 schools on the National Association of Schools of Public Affairs and Administration (NASPAA) website, represented both a geographically and academically diverse population in the disciplines of public administration and public policy. Initially, we identified 157 schools for sampling. Our team selected these NASPAA member institutions for two reasons: 1) they showed a previous willingness to respond to surveys, including the 2007 Enrollment and Degrees Awarded Survey, and 2) each were NASPAA

accredited. We initially mailed letters to each of these schools, asking for their participation. In contacting schools, we limited our communications to program directors and chairs. Four schools, totaling approximately 300 potential respondents, agreed to participate.

We sent a follow-up e-mail seven weeks later to directors who had not responded to our initial request. This email reminded the directors of our efforts and again requested they participate in the survey. The follow-up resulted in four additional schools agreeing to our request, increasing our potential respondent pool by 484 students. Five weeks following the first reminder, we sent a final email to the remaining program directors. This follow-up further increased our sample by fifteen schools and roughly 2,100 potential respondents. Total, 23 institutions, consisting of approximately 3,000 potential respondents, agreed to participate in the survey.

Concerned we would not have a representative sample, we decided to include all of the NASPAA member institutions. This increased the potential survey population to include students from all 274 member schools.

We e-mailed the survey link to program directors requesting they forward it directly to all graduate students, regardless of whether the director originally agreed to participate. During the first week, we sent the survey link to all 274 schools. One week after all schools received the survey, we placed follow-up phone calls to program directors of schools from which there were no student responses. As a final effort, we re-emailed the original survey link and information letter to program directors that could not be reached. We received responses from 76 of the 274 schools, resulting in an approximate 27.7 percent response rate. From those 76 schools, the potential respondents numbered approximately 7,700. Total, 575 individuals completed the survey resulting in a 7.3 percent response rate.

On March 30, 2009, the survey went live and remained in the field for three-and-a-half weeks, closing April 23, 2009. Minimal errors occurred upon launch. Some students received a corrupted data file, preventing them from opening the link, but this occurred for less than one percent of respondents.

Limitations

Surveys are subject to specific limitations such as self-selection bias and positivity bias and they always result in a tradeoff between time and thoroughness. We worked to minimize these issues by allowing equal opportunity for respondents to participate, using a variety of question types, and soliciting the most detailed responses in an acceptable time frame. Most of the limitations discussed were beyond the control of the research team, but are considerations for future researchers.

With little racial and generational diversity, analysis across generations and races is limited. Because the majority of individuals in masters programs are part of Generation Y, there is less representation of other generations and not enough respondents from the other three generations to compare them individually. The majority of respondents were from the Great Plains and Upper Midwest and Southeast regions. In addition to these regions being the largest, geographically, their disproportionate representation is likely because they contain the majority of graduate programs.

As a result of working with the Congressional Research Service (CRS), there were restrictions on the types of questions we were able to ask. Because the CRS provides objective and non-partisan research and analysis to the Congress, it would be inappropriate to ask potential candidates their political or religious views/affiliation. While we believe this type of information may have yielded interesting results and potential implications regarding some survey questions, their exclusion did not interfere with analysis.

Finally, as previously noted, the changing economic situation during the nine month preparation of this report may have influenced the views and perceptions of survey respondents. Unfortunately, the unpredictable situation was outside the research team's control. Future research on this topic may help determine the extent of the recession's influence on survey responses.

Results and Discussion

Of the 575 completed surveys, our team dropped eight from analysis because of failure to complete correctly the survey. Our team compiled descriptive statistics on the remaining 567 surveys. It was not possible to compare the survey results of all four generations who responded to the survey due to the relatively small number of Traditionalists, Baby Boomers, and Generation Xers compared to Generation Y respondents. Thus, our team divided results into two groups: Generation Y and non-Generation Y respondents. While this limited the ability to identify distinctly different preferences between generations, it still allowed for broad comparison and provided interesting insight into the perceptions of Millennials. Following a brief summary of the respondents, the results discussion is divided into four broad categories: sector preference, workplace attitudes, technology, and CRS-specific issues.

Summary Statistics

Table 1 provides a summary of the 567 survey respondents. Total, nearly 68 percent of respondents were members of Generation Y while the remaining 32 percent were from some other generation. The majority of respondents were full-time students who, not surprisingly given the sample population, received their undergraduate education in political science or liberal arts field. Approximately 54 percent were single, and nearly 75 percent had no children. The population of respondents was limited in racial/ethnic diversity, with 79 percent being white, non-Hispanic. Additionally, almost two-thirds of respondents were female. Because on-line surveys are relatively new, it is not clear whether our high female response rate is abnormal. According to Smith (2008), "Some investigations of online survey response behavior suggest that, in contrast to traditional surveys, men may respond to web-based surveys in greater proportions than women...although other studies report that, similar to traditional survey modes, women respond in greater proportions than men."

Table 1: Summary of Respondents

	Percent Respondents		Percent Respondents
Generation		Children	
Gen Y	67.90	Yes	25.22
Other Generation	32.10	No	74.78
n= 567		n= 563	
Gender		Student Status	
Male	37.25	Full-time	58.82
Female	62.75	Part-time	41.18
n= 561		n= 561	
Race		Highest Degree Attained	
American Indian	0.71	Bachelor's	84.40
Asian	2.67	Master's	13.30
Black/African American	6.42	Professional	1.24
Native Hawaiian/Pacific Islander	0.18	Doctorate	0.53
White	79.14	Other	0.53
Hispanic/Latino	6.24	n= 564	
Two or more races	3.92		
Some other race	0.71	Undergraduate Field	
n= 561		Political Science	28.22
		Liberal Arts & Humanities*	27.16
Marital Status		Business	11.46
Single	54.27	Science	3.17
Married	41.28	International Affairs	2.82
Divorced	3.74	History	2.82
Separated	0.53	Economics	2.65
Widowed	0.18	Other	21.69
n= 562		n= 567	
<i>Note: percentages may not equal 100 due to rounding</i>			
<i>*Includes liberal arts, communications, English, fine arts, language studies, philosophy, psychology, and sociology</i>			

Table 2 displays the percent of respondents from each region. The Great Plains/Upper Midwest and Southeast regions contained the majority of respondents - approximately 29 percent and 37 percent, respectively. However, more Generation Y respondents were located in the Northeast and Mid-Atlantic regions than the Southeast, Great Plains, or Far West.

Table 2: Respondents by Region

	Northeast	Mid-Atlantic	Southeast	Great Plains	Far West
Total	9.52	10.23	28.75	37.21	14.29
Gen Y	81.48	82.76	73.01	59.24	60.49
Non-Gen Y	18.52	17.24	26.99	40.76	39.51

Note: percentages may not equal 100 due to rounding. n=567

Sector Preference

Confidence in the Public Sector

Two-thirds of non-Generation Y and over one-half of Generation Y respondents ranked the public sector first over the nonprofit and private sectors as their preferred sector of work. Additionally, when asked which sector they expected to work in following graduation, 70 percent of non-Generation Y and 60 percent of Generation Y respondents indicated the public sector. The high preference for and expectation toward working in the public sector directly resulted from intentional survey design and population selection. Students enrolled in public policy, administration, and management programs have already shown a preference for work in the public sector.

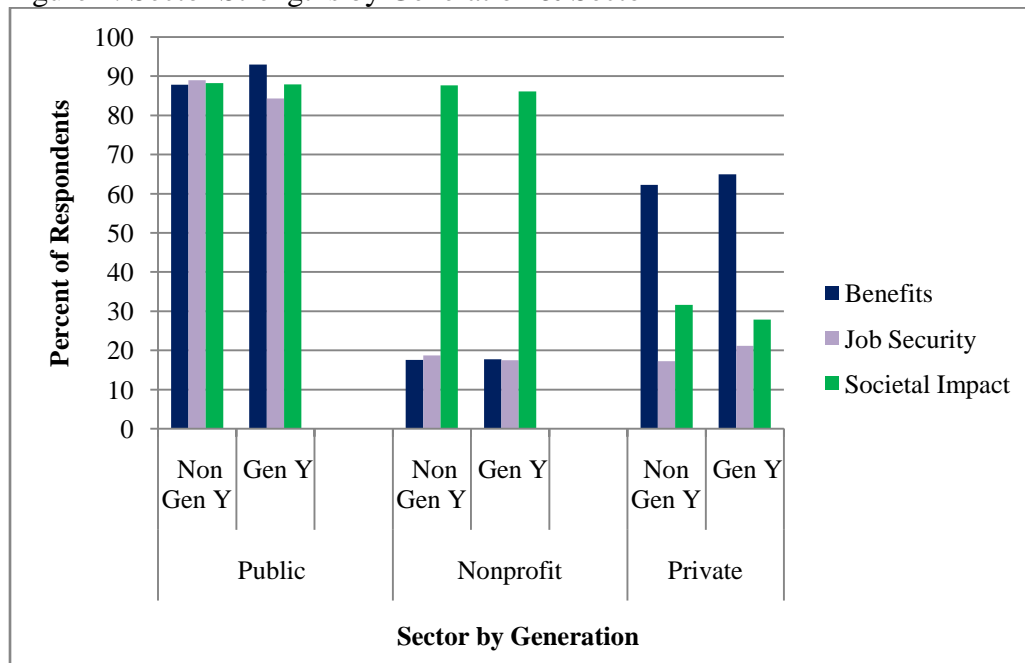
The majority of all respondents perceived the public sector as being the sector best able to deliver services on the public’s behalf. Of non-Generation Y respondents, nearly two-thirds reported they had the most confidence in the public sector to deliver services, compared with just over half of Generation Y respondents. Additionally, approximately 8 percent more Generation Y than non-Generation Y respondents had the most confidence in the nonprofit sector to deliver public services.

The survey asked respondents about their perceptions of the size and availability of jobs within the public sector at the local and national levels. While the current economic downturn may bias the results, the majority of both respondent groups perceived the national job market and the availability of jobs within that market to be fair to good. However, regarding the local level, while market size was consistent with perceptions of the national market size, the perception of job availability dropped to the poor to fair range; approximately 42 percent of Generation Y and 38 percent of non-Generation Y respondents rated the job availability as poor.

Strengths & Weakness of the Sectors

Given a list of different job factors, the majority of respondents cited benefits, job security, and societal impact as strengths of the public sector. As Figure 1 shows, for each of these characteristics, over 80 percent of individuals from both respondent groups indicated these as either a major strength or somewhat of a strength for the public sector. With the exception of societal impact in the nonprofit sector, these characteristics appeared as strengths unique to the public sector. Job security seemed especially well perceived in the public sector; less than one-quarter of all respondents listed job security as a strength of either the nonprofit or private sectors.

Figure 1: Sector Strengths by Generation & Sector



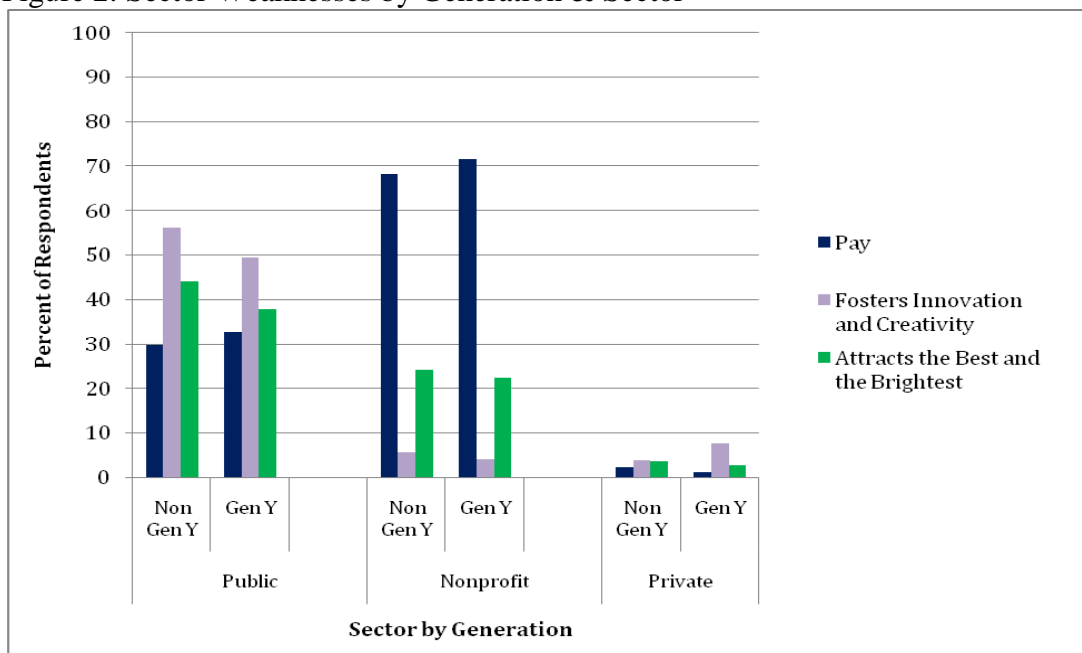
In terms of weaknesses of the public sector, most respondents indicated pay, fostering innovation and creativity, and attracting the best and brightest as weaknesses of the public sector. Most notably, approximately 51 percent of respondents indicated fostering innovation and creativity was a weakness of the public sector compared with just 4 percent in the nonprofit sector and 6 percent in the private sector. Additionally, as Figure 2 displays, neither the nonprofit nor the private sector suffered the same level of negative perception as the public sector in their ability to attract the best and brightest of employees.

Further, Figure 2 demonstrates few respondents identified the perceived weakness of the public sector as being weakness of the private sector. However, societal impact and job security – cited most often by respondents as weaknesses of the private sector – were actually perceived as strengths of the public sector. Additionally, perhaps as a result of most respondents anticipating work in the public sector, many job factors were perceived as neither a strength nor a weakness of the private sector; in some cases, as many as 33 percent of respondents indicated a neutral perception.

Pay was not seen by most respondents as a weakness solely of the public sector. While nearly 30 percent of both Generation Y and non-Generation Y respondents perceived pay as a weakness of the public sector, more respondents ranked it as a weakness of the nonprofit sector. More than 70 percent of Generation Y and 68 percent of non-Generation Y respondents indicated pay as either somewhat of a weakness or a major weakness of the nonprofit sector. Not surprisingly, however, pay was viewed by over four-fifths of respondents as a strength of the private sector; 87 percent of all respondents identified pay as either a major strength or somewhat of a strength.

While the public sector dominated as the preferred sector among those interested in public service, results suggested the nonprofit sector may be an emerging threat. In addition to social impact being a significant strength of both sectors, more individuals across both respondent groups perceived a positive work environment and diversity of assignment as strengths of the nonprofit, rather than the public sector. Further, the public sector’s perceived weakness in its ability to foster innovation and creativity was a strength of the nonprofit sector by approximately 71 percent of non-Generation Y and 82 percent of Generation Y respondents.

Figure 2: Sector Weaknesses by Generation & Sector



Workplace Attitudes

Not all literature agrees on Millennials’ workplace attitudes, such as what job benefits they prefer and whether they are the entitled generation. The survey sought to discover what job benefits Generation Y values, whether they feel entitled in the workplace and whether they anticipate having fluid careers. Contrary to the literature, results suggest there are few differences between generations’ preferences regarding intrinsic and extrinsic benefits.

However, there is some support for the “entitlement generation” label and Millennials’ anticipated career fluidity.

Intrinsic vs. Extrinsic Factors

As discussed in the literature review, Generation Y individuals’ desire for flexibility influences a number of their workplace attitudes including their preference for job benefits. Because literature suggests Millennials prefer certain intrinsic values, such as a work/life balance, challenging tasks, and flexible work schedules, respondents measured several intrinsic and extrinsic factors based on level of importance when considering a job offer. These factors included retirement, health insurance, initial salary, vacation time, tuition reimbursement, opportunity for advancement, public respect for the type of work, and opportunity to impact issues.

Results showed little difference between Generation Y and non-Generation Y respondents on most factors. For five of the eight factors, more than 80 percent of both respondent groups indicated the factor was very or somewhat important. Importance of yearly salary increases and public respect for the type of work done were two factors with considerable gaps between respondent groups. Approximately 95 percent of non-Generation Y compared to 87 percent of Generation Y respondents considered yearly salary increases important; the figures for public respect for work were 85 percent and 78 percent, respectively. However, these figures may be inflated due to positivity bias or the tendency by respondents to shy away from the negative end of the response scale.

Suspecting they would likely indicate most job benefits as important, respondents were asked to rank order twelve intrinsic and extrinsic benefits from most important to least. Initial salary and health insurance – traditionally extrinsic benefits – ranked first or second in importance most often. Comparatively, eldercare and childcare subsidies ranked either eleventh or twelfth most often. The other eight values – which included tuition reimbursement and vacation time among other things – were dispersed throughout the middle of the rankings with no one or two other benefits dominating. Thus, there is little support that Millennials value intrinsic over extrinsic benefits more than non-Generation Y individuals.

Because the literature is mixed regarding whether salary is the top priority for Generation Y, the survey asked a series of questions forcing respondents to choose between benefits and salary. As Table 3 shows, for two intrinsic benefits, telecommuting and alternative work schedules, the majority of both respondent groups indicated a preference for higher salary over the stated benefit; in fact, 10 percent more Generation Y than non-Generation Y respondents chose a higher salary with less opportunity for telecommuting. However, respondents showed a preference for a comprehensive benefit plan, with nearly 57 percent of both respondent groups willing to sacrifice salary in exchange such a plan. Though not conclusive, the results suggest Generation Y values pay as much as other generations.

Table 3: If given the following two employment options, which would you choose?

	% Not Gen Y	% Gen Y
Higher salary with less opportunity for telecommuting	69.06	78.89
Lower salary with more opportunity for telecommuting	23.20	15.30
Unsure	7.73	5.80
n= 560		
Higher salary with less comprehensive benefit plan	32.04	37.63
Lower salary with more comprehensive benefit plan	57.46	56.05
Unsure	10.50	6.32
n= 561		
Higher salary with less opportunity for flexible or alternative work schedules	55.25	55.67
Lower salary with more opportunity for flexible or alternative work schedules	39.23	39.84
Unsure	5.52	4.49
n= 560		

Note: percentages may not equal 100 due to rounding

Survey results do support the literature’s claim regarding career fluidity among members of Generation Y. Nearly 86 percent of Generation Y – compared to only 75 percent of non-Generation Y – respondents believed they would be in their initial position less than three years. Further, more Generation Y than non-Generation Y respondents anticipated a promotion within one year, in addition to switching sectors during their career.

Entitlement

As discussed in the literature review, scholars do not agree whether Generation Y has a sense of entitlement or, if so, how this affects their expectations about work. The survey results, as seen in Table 4, also show mixed evidence regarding entitlement. In terms of salary, Generation Y respondents anticipated making less than their non-Generation Y counterparts; however, given the current state of the economy, these data may not reflect any true generational difference. Additionally, salary anticipation may differ by respondent group due to experience disparities, job location, or sector expectation.

Supporting the notion of entitlement, Generation Y respondents indicated being less likely than non-Generation Y respondents to accept a job requiring them to work more than 40 hours per week, take work home, or work on weekends. Respondents were also asked if they would apply for a job for which they did not meet all minimum requirements; approximately 56 percent of Generation Y respondents agreed they would apply for such a job, compared to only 45 percent of non-Generation Y respondents. However, some results refute the idea of an entitlement

generation. Generation Y respondents appeared less concerned about relocation distance than other generations, as they indicated being more inclined than non-Generation Y respondents to accept a position requiring excessive commuting or travel. Further, of respondents who indicated they would apply for a position for which they do not meet minimum qualifications, approximately 58 percent of both respondent groups indicated they did not necessarily *expect* to get such a job. When examined by whether respondent’s had family obligations, few differences existed between respondents with children or a spouse and those without. The only differences observed were that respondents with children or a spouse were less likely to accept a job that required excessive travel or work on the weekends than those with no such family obligations.

Table 4: How inclined would you be to accept a job offer that requires...

		Likely*	Unlikely**	Unsure
You to work more than 40hrs/wk	% Non Gen Y	84.53	14.92	0.55
n= 559	% Gen Y	79.36	19.84	0.79
You to take work home	% Non Gen Y	75.69	22.65	1.66
n= 558	% Gen Y	64.99	33.95	1.06
Minimal vacation time	% Non Gen Y	24.31	75.13	0.55
n= 558	% Gen Y	27.85	70.56	1.59
High stress environment	% Non Gen Y	46.96	51.94	1.10
n= 558	% Gen Y	48.81	49.07	2.12
Work on weekends	% Non Gen Y	25.41	72.38	2.21
n= 558	% Gen Y	23.61	75.33	1.06
Excessive travel	% Non Gen Y	38.88	60.56	0.56
n= 557	% Gen Y	55.44	42.44	2.12
Availability beyond normal work hours	% Non Gen Y	75.14	23.21	1.66
n= 558	% Gen Y	70.03	29.18	0.80
Excessive commute	% Non Gen Y	10.00	88.89	1.11
n= 557	% Gen Y	15.12	83.29	1.59
<i>Note: percentages may not equal 100 due to rounding</i>				
<i>*Consists of respondents answering either "Highly likely" or "Somewhat likely"</i>				
<i>**Consists of respondents answering either "Highly unlikely" or "Somewhat unlikely"</i>				

Technology

Because there are other surveys focusing specifically on technology use among generations and the existence, or lack thereof, of a digital divide and due to the general length constraints of the survey, our survey did not seek to explore in-depth the use of technology among Millennials. Instead, the survey results provided insight into differences between the generations in their use of technology for mostly job-related functions; Table 5 provides a summary of the results. For a general idea of computer use, respondents were asked whether they had a computer in their home ten years ago. Not surprisingly, more than 80 percent of both respondent groups reported having a computer in their home, but a larger proportion of Generation Y respondents reported using the Internet regularly for communication other than e-mail. However, when broken down by race, the results are not consistent. Approximately 74 percent of non-Generation Y and 80 percent of Generation Y minority respondents reported having a computer in their home ten years ago, compared to approximately 87 percent and 90 percent of white respondents, respectively. Conversely, a greater proportion of minority respondents – especially among Generation Y – reported using the Internet for communication other than e-mail. This gap may be representative of different methods of socializing between minorities and whites. For example, because African Americans typically have smaller social networks than whites (Ajrouch, Antonucci, and Janevic, 2001), results may indicate they are attempting to expand their social networks through the Internet whereas white students may tap into more traditional methods of networking such as club organizations and associations.

Table 5: **Technology Use**

Question		Respondents		
			% Not Gen Y	% Gen Y
Ten years ago, did you have a computer in your home?		Yes	83.89	88.19
	n= 561	No	16.11	11.02
	White	Yes	86.86	90.46
		No	13.14	8.55
	Non-White*	Yes	74.42	79.78
		No	25.58	20.78
Do you use the Internet on a daily basis for communication other than e-mail?		Yes	73.74	86.58
	n= 559	No	26.26	13.42
	White	Yes	73.53	85.15
		No	26.47	14.85
	Non-White*	Yes	74.42	92.21
		No	25.58	7.79

Note: percentages may not equal 100 due to rounding
 *Non-White includes American Indian/Alaskan Native, Asian, Black, Native Hawaiian, Hispanic, and other or multiple races/ethnic groups

Communications Tool

When asked if they used the Internet on a daily basis for communication means other than email, more than 70 percent of both respondent groups answered affirmatively. However, roughly 13 percent more Generation Y than non-Generation Y respondents stated they used the Internet regularly for non-email communication. This gap suggests Generation Y may be more versatile in their use of the Internet to communicate.

As literature suggests, Generation Y respondents reported using social networking websites more frequently than non-Generation Y respondents. As Table 6 shows, roughly 75 percent of both respondent groups indicated using some social networking websites at least weekly. However, three-fifths of Generation Y respondents reported using such websites daily, compared to less than one-third of non-Generation Y respondents. Further, survey results suggest the two respondent groups use different types of networking websites. For example, over 85 percent of Generation Y respondents reported using the personal, social website, Facebook, compared to nearly 65 percent of non-Generation Y respondents. Yet, when looking at the more business-oriented website, LinkedIn, approximately 40 percent of non-Generation Y respondents reported using the website, compared to 30 percent of Generation Y respondents.

Table 6: Social Network & Website Use

Question		Respondents	
		% Not Gen Y	% Gen Y
How often do you use social networking sites? n= 557	Daily	31.64	59.21
	Weekly	24.86	25.53
	Monthly	6.78	4.21
	Less than once a month	36.72	11.05
In the last month, have you used Facebook? n= 567	Yes	64.84	85.71
	No	35.16	14.29
In the last month, have you used Myspace? n= 567	Yes	12.09	33.77
	No	87.91	66.23
In the last month, have you used LinkedIn? n= 567	Yes	40.66	30.65
	No	59.34	69.35
Have you ever used the Internet to look for a job? n= 560	Yes	93.37	99.47
	No	6.63	0.53
When looking for jobs on the Internet, have you used USA Jobs? n= 567	Yes	57.69	63.38
	No	42.31	36.62
When looking for jobs on the Internet, have you used professional association sites? n= 567	Yes	43.41	37.14
	No	56.59	62.86

Note: percentages may not equal 100 due to rounding

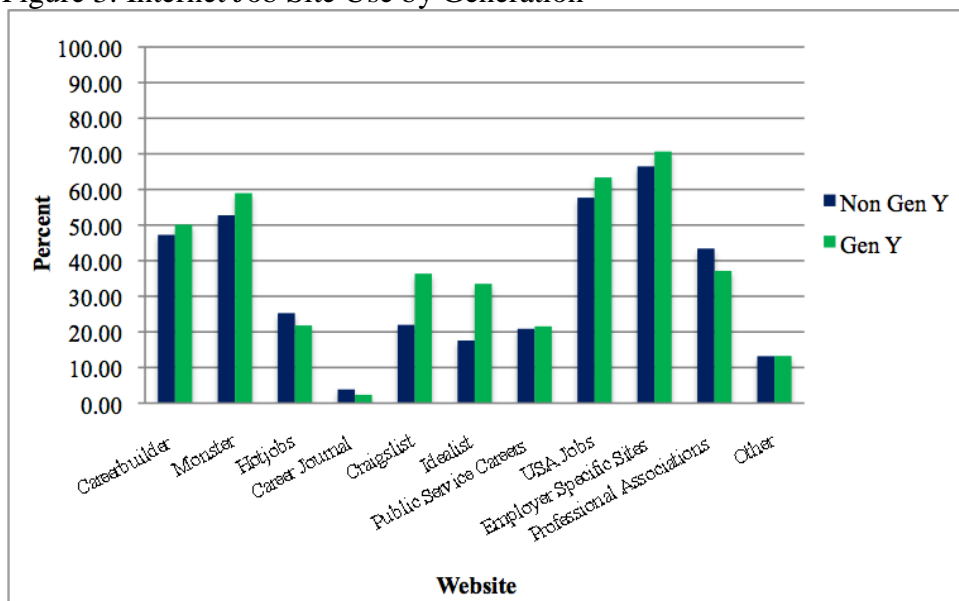
Job Searching

To learn about how technology intersects with recruitment efforts, respondents were asked whether they ever used the Internet to search for jobs; not surprisingly, more than 90 percent indicated they had.

More than two-thirds of Generation Y and three-fifths of non-Generation Y respondents preferred either e-mail or employer websites as their method of job application submission. While some form of technology is the preferred application method by both generational response groups, 5 percent more non-Generation Y than Generation Y respondents preferred to apply in person. Similar trends exist regarding the preferred method of contact during the recruitment process. Both respondent groups – approximately 42 percent of non-Generation Y and 53 percent of Generation Y respondents – preferred email as method of contact; yet 9 percent more non-Generation Y than Generation Y respondents preferred a recruiter.

As Figure 3 depicts, respondents reported using primarily employer-specific websites Monster.com and USAJobs.com for job searching. Less cited websites included HotJobs.com, Craigslist.com, and PublicServiceCareers.com. Additionally, Generation Y respondents appeared more apt to use websites aimed at nonprofit groups; 33 percent of Generation Y respondents reported using Idealist.org, compared to only 17 percent of other respondents. In line with previous results regarding business-oriented social websites, more non-Generation Y respondents reported using professional association sites for job searching. Looking at the federal government specifically, nearly two-thirds of Generation Y and over half of non-Generation Y respondents reported using USAJobs.com. Further, 75 percent of Generation Y respondents from the Mid-Atlantic and 81 percent from the Northeast reported using USAJobs.gov; it is possible this results from their proximity to Washington, D.C.

Figure 3: Internet Job Site Use by Generation



Federal Government and CRS-Specific Concerns

Three areas of special interest to the federal government, and CRS specifically, included: 1) perceptions of the federal application process via USAJobs.com, 2) relocation preferences of respondents, and 3) the professional skills of respondents. Designed to offer insight into potential recruitment efforts, these CRS-specific results indicated Generation Y respondents were willing to relocate, but the decision was dependent on family considerations. Results also suggested Generation Y found USAJobs.com at least somewhat difficult to use as a search tool despite the fact a majority indicated they had applied for a job using the website.

Federal Application Process

USAJobs.com is the only means of employment application with the federal government; thus the perception of the process is essential to CRS and other federal agencies' recruitment efforts. When asked to rank their perception of difficulty of the application process associated to each sector, 75 percent of Generation Y and 78 percent of non-Generation Y respondents ranked the public sector as having the most difficult application process. Not surprisingly, over 70 percent of both respondent groups were familiar with USAJobs.com. Roughly 54 percent of Generation Y and 47 percent of non-Generation Y respondents reported they had actually applied for a job through USAJobs.com. Of the respondents that indicated using USAJobs.com to apply for a job, over two-thirds of Generation Y and three-fifths of non-Generation Y respondents reported the process was either difficult or somewhat difficult. Additionally, 44 percent of Generation Y and 34 percent of non-Generation Y respondents reported the website difficult to use as a job search tool. While it seems counterintuitive that tech-savvy Generation Y respondents more often found USAJobs.com difficult to use than non-Generation Y respondents, this may be relative to how they determine difficulty. Non-generation Y respondents may view USAJobs.com as very easy compared to a previously non-web based application whereas Generation Y respondents are likely fluent with multiple web-based systems which may be easier to use than USAJobs.com. Finally, when asked to provide explanations of why they believed the website was or was not difficult to use as a search tool, respondents indicated the ability to narrow the search by a specific criterion made USAJobs.com easy to use, but there were too many and too broad of search options.

Table 7: USAJobs.com Use

Question	Respondents		
		% Non Gen Y	% Gen Y
Are you familiar with the federal government's recruitment website USAJobs.com?	Yes	71.43	72.85
n= 565	No	28.57	27.15
When searching for jobs in the federal government, is USAJobs.com difficult to use as a search tool?	Yes	34.38	44.00
Observation: 403	No	65.63	56.00
Have you ever applied for a position with the Federal Government using USAJobs.com?	Yes	46.92	54.12
n= 409	No	53.08	45.88
How difficult is the application process through USAJobs.com?	Not at all difficult	14.75	4.58
n= 214	Not too difficult	24.59	25.49
	Somewhat difficult	27.87	41.18
	Difficult	32.79	27.45
	Unsure	0.00	1.31

Note: percentages may not equal 100 due to rounding

Relocation for Employment

Because CRS offices are located only in Washington D.C., respondents’ relocation preferences provide the client with insight into whether this will be cause for concern during the recruiting process. Looking at generational differences on willingness to move, results suggest Generation Y is not simply more willing to relocate, but willing to move farther than other generations. Whereas only 4 percent of Generation Y respondents expressed an unwillingness to relocate, 28 percent of non-Generation Y respondents were averse to relocating; similarly, 38 percent of Generation Y respondents expressed a willingness to relocate within the U.S., compared to 10 percent of non-Generation Y respondents. However, because non-Generation Y respondents are more likely to be married and/or have children, it is necessary to evaluate this question considering these potential point-of-life differences.

When taking into account whether a respondent had some sort of family obligation – either being married or having children – results suggest being married decreases the willingness of both Generation Y and non-Generation Y respondents to relocate. Specifically, 15 percent of married non-Generation Y respondents and 7 percent of married Generation Y respondents stated they would not relocate, compared to 3 percent and 2 percent of their unmarried counterparts, respectively. Similarly, respondents with children were less willing to relocate; 12 percent of non-Generation Y and 5 percent of Generation Y parents stated they would not relocate,

compared to 8 percent and 4 percent of their non-parent counterparts, respectively. While having children may seem to have a smaller impact than being married on the overall desire to relocate, the data suggests children limit the distance a respondent is willing to relocate. For example, 25 percent of Generation Y respondents with children expressed they would be willing to relocate only as far as within the city, compared to 9 percent of Generation Y respondents without children.

Table 8: When accepting a job offer after graduation, how far are you willing to relocate?

	Within the City	Within the State	Within the U.S.	Outside the U.S.	Not willing to relocate	Unsure
% Gen Y (Married)	19.13	16.52	30.43	19.13	6.96	7.83
% Non-Gen Y (Married)	14.53	17.09	23.93	18.80	14.53	11.11
% Gen Y (Single)	7.12	15.73	41.57	26.59	2.25	6.75
% Non-Gen Y (Single)	16.92	9.23	35.38	29.23	3.08	6.15
% Gen Y (w/ Children)	25.00	12.50	45.00	7.50	5.00	5.00
% Non-Gen Y (w/ Children)	18.63	19.61	20.59	17.65	12.75	10.78
% Gen Y (w/o Children)	9.14	16.22	37.46	26.25	3.54	7.37
% Non-Gen Y (w/o Children)	11.39	7.59	37.97	27.85	7.59	7.59

Note: percentages may not equal 100 due to rounding. n= 564

Finally, respondents identified reasons they may be willing to relocate. Both respondent groups primarily indicated they would relocate, not for family or personal reasons, but for a better job or due to a lack of job opportunities. For example, two-thirds of non-Generation Y respondents and four-fifths of Generation Y respondents indicated they would relocate for a better job, while only 14 percent of non-Generation Y respondents and 20 percent of Generation Y respondents would relocate to move back home.

Professional Strengths/Weaknesses

Respondents' self-assessment of a variety of skills was the final area of interest to the client. These skills included: policy analysis, ability to make recommendations, conducting research, writing, project management, ability to exercise discretion, and data collection and analysis. Respondents overwhelmingly ranked themselves positively on all skill sets, but as previously mentioned, positivity bias is not uncommon in self-assessment surveys. However, with the exception of the ability to communicate in writing, Generation Y respondents were less willing than non-Generation Y respondents to rate a skill as a major strength. While no definite conclusions are drawn from the positively-skewed responses, the results may shed light on master's-level students' general self-assessment of skills and abilities.

Future Research: Hypotheses

While analysis of the survey results for this report was strictly descriptive, the team also developed several hypotheses which could be tested as part of future research on this topic. Seven hypotheses, which would provide more in-depth analysis, were categorized into three broad groups: sector preferences, workplace attitudes, and technology.

Sector Preference

While it has long been assumed that graduates from master's programs in public policy and public administration will seek jobs in the public sector, Light (1999) explains that students are now being recruited by nonprofit organizations and private contractors. With potentially negative views regarding the public sector recruiting process, as well as their desire for flexibility, it is believed, as the literature review suggests, Generation Y will not only look to work in other sectors, but that they expect to change jobs frequently throughout their careers.

Thus, the following three hypotheses identify Millennials' sector preference decisions.

Hypothesis 1:

Members of Generation Y express a higher preference to work in the private or nonprofit sector relative to those of other generations.

Hypothesis 2:

Members of Generation Y express a more negative perception of public sector recruitment and hiring processes than those of other generations.

Hypothesis 3:

Members of Generation Y expect to change sectors during their career more often than those of other generations.

Workplace Attitudes

Millennials do not define themselves by their employment, but rather by who they are outside their organization (Paul 2001). Additionally, literature suggests Generation Y values an adequate work-life balance, seeking flexible work schedules that allow them to fulfill other non-work obligations. Beyond flexible hours, intrinsic work values such as diverse environments, challenging projects, and collaborative atmospheres are important to Generation Y. However, research is not conclusive on Generation Y's preference for substituting intrinsic values for extrinsic rewards. Further, no consensus exists on whether Millennials' feel entitled or are simply self-confident.

Thus, the following hypotheses measure which workplace attitudes accurately characterize Generation Y.

Hypothesis 4:

Members of Generation Y will express a higher preference for work-life balance than those of other generations.

Hypothesis 5:

Members of Generation Y will rank intrinsic work values, such as challenging work, potential for personal growth, and the ability to see results of work, higher than extrinsic rewards, such as pay and traditional benefits.

Hypothesis 6:

Members of Generation Y will express a higher level of entitlement concerning entry-level employment (regarding expectations of starting pay and opportunities for advancement) relative to those of other generations.

Technology

Generation Y is the most interconnected and technologically friendly generation to date (Bassett 2008). Because of this familiarity with technology, Generation Y is accustomed to having instantaneous access to information and communication (Cruz 2007). Additionally, Millennials increasingly utilize social networking instruments to accomplish various tasks (Flanigan 2008).

Thus, the following hypothesis compares generational differences in technology use.

Hypothesis 7:

Members of Generation Y are more likely than those of other generations to rely heavily on the Internet and other technology and communication devices, not only for information, but also for various daily tasks and interactions.

Conclusion

Who is Generation Y and how will the federal government attract the generation to its workforce? As Baby Boomers prepare to retire, the federal government must understand the characteristics of this generation and their perceptions and desires regarding work and career. While not prescriptive, survey results from graduate students interested in public service, provide insight into the preferences, perceptions, and attitudes of potential Generation Y employees.

Survey results both support and refute literature regarding some of the workplace attitudes of Generation Y. Results support literature indicating salary and health insurance rank most important among Millennials' considerations of a job, but also suggest the importance of family-friendly benefits may be overstated. Additionally, survey results were mixed regarding whether Millennials hold a sense of entitlement.

Regardless of the current economic downturn, the Bureau of Labor Statistics anticipates job openings in the federal government as Baby Boomers retire in mass. Survey results suggest, although the nonprofit sector may be an emerging competitor, among public administration, policy, and management graduate students, the public sector is the preferred place to work. So, what can the public sector offer these potential employees? Survey respondents perceived benefits, job security, and societal impact as almost exclusive strengths of the public sector. However, the public sector may have competition from the nonprofit sector which has similar strengths. Furthermore, the private sector may be appealing in terms of pay, innovation and creativity, and the ability to attract the best and the brightest as these were perceived weaknesses of the public, but not the private sector. Survey results confirm literature stating employers should consider social networks a viable recruitment tool, especially among Generation Y; while both respondent groups generally preferred electronic methods of application and recruitment, results indicate Generation Y respondents use social networking websites more often than non-Generation Y respondents.

Additional research on Millennials' career-related attitudes is necessary to provide a clear understanding of what they bring to the workplace, what they expect from employers, and how this is different from previous generations. This study, along with the suggested hypotheses, provides a strong foundation for future researchers.

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Appendix A: Survey

Bush School of Government and Public Service

Dear Participant:

Thank you for participating in this survey. This survey is part of a study examining the factors that individuals in MPP or MPA programs consider, or will consider, when making career choices. We are specifically interested in how individuals considered Generation Y make their career choices compared to those of other generations. The Congressional Research Service (CRS) commissioned this study to understand better individuals' perceptions and expectations of career-related issues, particularly related to service in the federal government. This survey asks general questions about recruitment and job search processes as well as questions about your perceptions of the public sector, the nonprofit sector, and public service-related private sector organizations. **This survey will take approximately 15 minutes to complete.**

To complete our project before the end of the school year, we would appreciate a response before _____. However, we would gratefully receive your response at any time before _____. This survey is confidential. Please be assured that your survey responses will not be made available to any other parties outside of CRS and this research group. The Institutional Review Board at Texas A&M University reviewed and approved this survey.

Additional Information

If you have questions regarding this study, you may contact Jon Greer, 214.676.3416, jgreer@bushschool.tamu.edu or Britt Carter, 979.574.7407, bcarter@bushschool.tamu.edu.

Regards,

Domonic A. Bearfield and Generation Y in the Workplace Capstone Seminar

In this survey, you may move forward at any time using the "next" button. Also, you may use the "previous" button to go back to previous questions and change answers if necessary. Please press "submit" at the end of the survey. Remember, all information is confidential. Thank you for your time.

The changing landscape of public service now includes positions in the public and nonprofit sectors as well as in the private sector. For example, private sector employees are serving as consultants and contractors where they provide public services to other organizations. The survey defines these positions in the private sector as public service-related positions.

1. Have you ever worked in one of the following sectors?

	Yes	No
Public		
Nonprofit		
Private (organizations related to public service)		

2. What is your current employment status?

- Unemployed
- Employed part-time
- Employed full-time
- Self-employed

3. Do you plan to keep your current employment upon graduation?

- Yes
- No

4. Do you anticipate a promotion within your current organization upon receiving your Master's degree?

- Yes
- No

5. How long do you anticipate it will take you to be promoted?

- Immediately
- Within 1 year
- 1 - 3 years
- 3 or more years
- I do not anticipate a promotion with this organization

6. Upon graduation, what do you anticipate your initial salary to be?

- Less than \$30,000
- \$30,000 - \$40,000
- \$40,000 - \$50,000
- \$50,000 - \$60,000
- \$60,000 - \$70,000
- \$70,000 - \$80,000
- \$80,000 - \$90,000
- \$90,000 - \$100,000
- Over \$100,000

7. How long do you anticipate working in your first position after graduation before advancing?

- Less than 1 year
- 1 - 3 years
- 4 - 6 years
- 7 - 10 years
- More than 10 years

8. Thinking about the first place you PREFER to work after graduation, rank the following sectors (Public, Nonprofit, Private) according to your PREFERENCE from most preferred to least preferred:

Public

Nonprofit

Private (organizations related to public service)

Private (organizations not related to public service)

9. Thinking about the first place you EXPECT to work after graduation, rank the following sectors (Public, Nonprofit, Private) according to your EXPECTATION from most likely to least likely:

Public

Nonprofit

Private (organizations related to public service)

Private (organizations not related to public service)

10. Based on the sector you ranked as MOST LIKELY in the previous question, do you think you will remain in that sector for the entirety of your career or do you anticipate switching sectors at some point?

- Stay in same sector
- Switch sectors
- Unsure

11. If you think you will switch sectors, which sectors do you anticipate working in during your career? Check all that apply.

- Public
- Nonprofit
- Private (organizations related to public service)
- Private (organizations not related to public service)

12. Which sector do you have the most confidence in to deliver services on the public's behalf?

- Public
- Nonprofit
- Private
- Unsure

13. When applying for jobs, which sector (Public, Nonprofit, Private) do you perceive to have the least difficult application process? (Rank the following from least difficult to most difficult):

Public
Nonprofit
Private

Now, we would like to ask you questions about your perceptions of the public sector. We are defining the public sector as the federal government along with state and local governments.

14. In general, how would you describe the SIZE of the public sector labor market on the national level? (question one of two on this page)

- Excellent
- Good
- Fair
- Poor
- Unsure

15. In general, how would you describe the AVAILABILITY of public sector jobs on the national level?

- Excellent
- Good
- Fair
- Poor
- Unsure

16. How would you describe the SIZE of your local public sector labor market? (question one of two on this page)

- Excellent
- Good
- Fair
- Poor
- Unsure

17. How would you describe the AVAILABILITY of jobs within the public sector labor market on the local level?

- Excellent
- Good
- Fair
- Poor
- Unsure

18. Would you describe the following factors as strengths or weaknesses of employment in the public sector?

	Major strength	Somewhat of a strength	Neither a strength nor a weakness	Somewhat of a weakness	Major weakness	Unsure
Pay						
Benefits						
Job security						
Opportunity for advancement						
Competitive work environment						
Fosters innovation and creativity						
Positive work environment						
Diversity of assignment						
Opportunity for professional growth and development						
Societal impact of organization's work						
Reputation of employer						
Work/life balance						
Attracts the best and brightest						

19. Are you familiar with the federal government's recruitment website USAJobs.com?

- Yes
- No

20. When searching for jobs in the federal government, is USAJobs.com difficult to use as a search tool?

- Yes
- No

PLEASE EXPLAIN WHY OR WHY NOT:

21. Have you ever applied for a position with the federal government through USAJobs.com?

- Yes
- No

22. How difficult is the APPLICATION PROCESS through USAJobs.com?

- Not at all difficult
- Not too difficult
- Somewhat difficult
- Difficult
- Unsure

Now, we would like to ask you questions about your perceptions of the nonprofit sector.

23. In general, how would you describe the SIZE of the nonprofit sector labor market on the national level? (question one of two on this page)

- Excellent
- Good
- Fair
- Poor
- Unsure

24. In general, how would you describe the AVAILABILITY of jobs within the nonprofit sector labor market on the national level?

- Excellent
- Good
- Fair
- Poor
- Unsure

25. Would you describe the following factors as strengths or weaknesses of employment in the nonprofit sector?

	Major strength	Somewhat of a strength	Neither a strength nor a weakness	Somewhat of a weakness	Major weakness	Unsure
Pay						
Benefits						
Job security						
Opportunity for advancement						
Competitive work environment						
Fosters innovation and creativity						
Positive work environment						
Diversity of assignment						
Opportunity for professional growth and development						
Societal impact of organization's work						
Reputation of employer						
Work/life balance						
Attracts the best and brightest						

26. Have you ever applied for a position in the nonprofit sector?

- Yes
- No

Now we would like to ask you questions about your perceptions of the private sector. The changing landscape of public service now includes positions in the public and nonprofit sectors as well as in the private sector. For example, private sector employees are serving as consultants and contractors where they provide public services to other organizations. The survey defines these positions in the private sector as public service-related positions.

27. In general, how would you describe the SIZE of the public service-related private sector labor market on the national level?

- Excellent
- Good
- Fair
- Poor
- Unsure

28. In general, how would you describe the AVAILABILITY of jobs within the public service-related private sector labor market on the national level?

- Excellent
- Good
- Fair
- Poor
- Unsure

29. Would you describe the following factors as strengths or weaknesses of employment in the private sector?

	Major strength	Somewhat of a strength	Neither a strength nor a weakness	Somewhat of a weakness	Major weakness	Unsure
Pay						
Benefits						
Job security						
Opportunity for advancement						
Competitive work environment						
Fosters innovation and creativity						
Positive work environment						
Diversity of assignment						
Opportunity for professional growth and development						
Societal impact of organization's work						
Reputation of employer						
Work/life balance						
Attracts the best and brightest						

30. Have you ever applied for a public service-related position in the private sector?

- Yes
- No

Now, we would like to ask you questions pertaining to job searching, job recruitment and the application process.

31. When choosing whether or not to accept a position, how important are the following factors?

	Very important	Somewhat important	Neither important nor unimportant	Not too important	Not at all important	Unsure
Comprehensive retirement plan						
Health insurance						
Initial salary						
Yearly salary increases						
Vacation time						
Sick leave						
Tuition reimbursement						
Opportunity for advancement						
Opportunity for personal growth and skill development						
Public respect for the type of work you would be doing						
Opportunity to impact local or national issues						
Opportunity to do challenging work						
Staff diversity						
Volunteer opportunities						

32. When thinking about accepting a job offer after graduation, how far would you be willing to relocate?

- Within the city
- Within the state
- Within the United States
- Outside the United States
- Not willing to relocate
- Unsure

33. What would cause you to relocate? Check all that apply.

- Lack of local job opportunities
- Opportunity to move back to your home state
- Better job offer
- Family considerations
- Unsure
- Other

(other has a comment box)

34. Which sector did the majority of recent graduates from your program enter?

- Public
- Nonprofit
- Private (organizations related to public service)
- Private (organizations not related to public service)
- Unsure

35. What is your preferred application method when applying for a job?

- Employer website
- E-mail
- U.S. Mail
- Fax
- In person
- No preference

36. When searching for a job, how much time are you willing to spend filling out a single application?

- No more than 15 minutes
- 15 to 30 minutes
- 30 minutes to 1 hour
- Longer than 1 hour

37. What is your preferred method of contact during the recruitment process with potential employers?

- Phone
- E-mail
- U.S. Mail
- Fax
- Recruiter (in person)
- No preference

38. After submitting an application, how soon do you expect a representative of the organization to contact you?

- Less than 1 week
- 1 week to 1 month
- 1 to 3 months
- More than 3 months
- Unsure

39. If you do not meet all minimum requirements for a position, are you likely to apply for the job? (question one of two on this page)

- Yes
- No
- Unsure

40. Would you expect to be offered a position for which you do not meet all minimum requirements?

- Yes
- No

IF YOU ANSWERED YES, PLEASE EXPLAIN:

41. What are the professional benefits of a Master's degree? Check all that apply:

- It allows me to start higher on the career ladder
- It allows me to receive more pay, while starting at the bottom of the career ladder
- It allows me to climb the career ladder at a quicker rate
- It allows me to obtain higher positions than those without a Master's degree
- It is helpful in my current position
- It does not provide me an automatic professional benefit, but gives me skills and knowledge to better perform my job
- Other

(other has a comment box)

42. How likely are you to use the career services office at your university?

- Highly likely
- Somewhat likely
- Somewhat unlikely
- Highly unlikely
- Unsure
- School does not have a career services office

43. Do you believe the following skills are strengths or weaknesses of your professional skill set?

	Major strength	Somewhat of a strength	Neither a strength nor a weakness	Somewhat of a weakness	Major weakness	Unsure
The ability to analyze public policy issues						
The ability to analyze problems and make recommendations						
The ability to conduct extensive research						
The ability to communicate in writing						
The ability to manage projects						
The ability to exercise judgment and discretion						
The ability to collect and analyze data						

Now, we would like to ask you questions about potential benefits an organization might offer.

44. How important are the following factors to you when considering a job offer? Rank all from the most important to the least important.

Structured training and development programs
Comprehensive retirement plan
Health insurance
Initial salary
Yearly salary increases
Vacation time
Sick leave
Tuition reimbursement
Flexible or alternative work schedules
Telecommuting (working from home)
Childcare subsidies or on-site childcare facilities
Elder care resources and referral services

45. If given the following two employment options, which would you choose?

- Higher salary with less opportunity for telecommuting
- Lower salary with more opportunity for telecommuting
- Unsure

46. If given the following two employment options, which would you choose?

- Higher salary in exchange for a less comprehensive benefit plan
- Lower salary in exchange for a more comprehensive benefit plan
- Unsure

47. If given the following two employment options, which would you choose?

- Higher salary with less opportunity for flexible or alternative work schedules
- Lower salary with more opportunity for flexible or alternative work schedules
- Unsure

48. Do you expect to work, on average, more than 40 hours per week?

- Yes
- No

49. How inclined would you be to accept a job offer that requires the following factors:

	Highly likely	Somewhat likely	Somewhat unlikely	Highly unlikely	Unsure
Work more than 40 hours per week					
Take work home					
Minimal vacation time					
A high stress work environment					
Mandatory weekends					
Excessive travel					
Availability beyond normal work hours					
An excessive commute					

Now, we would like to ask you questions about your experiences with technology.

50. Ten years ago, did you have a computer in your home?

- Yes
- No
- Unsure

51. Do you use the Internet on a daily basis for communication other than e-mail? (i.e. social networking, instant messaging, video conferencing)

- Yes
- No

52. Thinking specifically about social networking sites, how often do you use websites such as Facebook, MySpace, LinkedIn, etc.?

- Daily
- Weekly
- Monthly
- Less than once a month

53. In the last month, which of the following social networking sites have you used? Check all that apply:

- Facebook
- MySpace
- LinkedIn
- Second Life
- Other

(other has a comment box)

54. Have you ever used the Internet to look for a job?

- Yes
- No

55. When looking for jobs on the Internet, which websites have you used? Check all that apply:

- Careerbuilder.com
- Monster.com
- Hotjobs.com
- Careerjournal.com
- Craigslist.com
- Americasjobbank.com
- Idealist.org
- Publicservicecareers.org
- USAJobs.com
- Employer specific websites (i.e. cia.gov, dol.gov)
- Professional association websites (i.e. icma.org, councilofnonprofits.org)
- Other

(other has a comment box)

Finally, we would like to ask you demographic questions.

56. Are you within 12 credit hours of graduation?

- Yes
- No

57. As defined by your program guidelines, are you a part-time or full-time student?

- Part-time
- Full-time

58. What is your gender?

- Male
- Female

59. What year were you born?

Year of Birth: (drop down menu)

60. What race or ethnic category do you consider yourself?

- American Indian/Alaskan Native
- Asian
- Black/African American
- Native Hawaiian/Pacific Islander
- White (Non-Hispanic/Latino)
- Hispanic/Latino
- Two or more races
- Some other race

61. What is your current marital status?

- Single
- Married
- Divorced
- Separated
- Widowed

62. Do you have children?

- Yes
- No

63. In what state is your school located?

State: (drop down menu)

64. What state do you consider your home state?

State: (drop down menu)

65. In what field was your undergraduate major?

Major: (drop down menu)

66. What is your highest education degree completed to date?

- Bachelor's degree
- Master's degree
- Professional degree (e.g. law degree)
- Doctorate or equivalent
- Other (e.g. joint degree program)

67. Do you currently, or have you in the past, had relatives work in the following sectors?

	Yes	No
Public		
Nonprofit		
Private (organizations related to public service)		

Please click on the "Submit via HTTPS" button below to submit your responses

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Full School Name (required):

About the Research Team

All of the research necessary to complete this project will be conducted by a Capstone group from the Bush School of Government and Public Service and will be supervised by Dr. Domonic Bearfield. The Capstone Seminar is a culminating Bush School experience that seeks to integrate what students have learned in their other classes in the context of an applied, team project. The capstone is an analysis of a management or policy issue (or some combination of the two) faced by a real-world client. For information on prior capstone reports, please visit <http://bush.tamu.edu/research/capstones/>.