Ten Principles For Recruiting An Intergenerational Workforce

1) **Transparency, Transparency, Transparency**
   All of the workforce is interested in honest, accurate and complete information. The employment contract is changing and no one expects either employers or employees to be perfect. Diversity is the art of harnessing differences for productivity gains.

2) **Quantify and Test Your Assumptions**
   Do dress and looks actually make a difference in job performance? (they might and they might not). Where does the work have to be done? Are the qualifications actually essential? Labor shortage workforce optimization requires rethinking of the obvious.

3) **Lead With Like Gets Like (Demographic Recruiting)**
   Appeal to each demographic consort with their own representation. It's easier to make the young feel comfortable with young representatives. It is easy to let this approach slide into tokenism. It must be delivered authentically.

4) **Encourage Collaborative Communications (Wiki)**
   Everyone knows about Wikipedia (www.wikipedia.com) . Wikis are a collaborative tool for building knowledge bases within an organization. Developing a Wiki for your organization gives you the potential to harness the experience of all of your workforce. Other social software tools make lateral decision making easier and more effective.

5) **Embrace Negative Publicity**
   In a Google world, everyone can find out almost anything about almost anyone or any company. Negative information about you or your company is normal. Hiding or denying it is dysfunctional behavior. Be prepared to show your candidates the whole picture. You solve attrition problems by being up front. Modeling honesty and integrity builds strong cultures.

6) **Measure Performance Not Appearance**
   The temptation to prefer people, appearances and ideas that are similar to our own is very natural. Unfortunately, it creates the sort of monoculture that produces mediocrity. Specify the job performance before deciding that a candidate doesn't fit based on looks, qualifications or "attitude".

7) **Define Workforce Requirements, Flexible Solutions**
   Learning to think about work as a series of end states produces clear ideas about workforce composition. Know the kinds and quantities of people you intend to hire over a multi year time frame. This is the essence of proactive Recruiting Departments.

8) **Practice Small Group Community Development (Meals)**
   There are two reasons that Silicon Valley companies compete for talent on the basis of the chef in the cafeteria. First, it makes for shorter lunch times and healthier employees. More importantly, eating together fosters the kind of community that makes great companies. People who are not loyal to the company will be loyal to their friends.

9) **Tune Employment Brand To Desired Workforce**
   An employment brand is not a fixed or static thing. If Transparency is a key value of your culture, it will mean different things to different segments of your workforce population. Understand the differences and communicate them to the right groups.

10) **Teach The Problem. Use The Data. Encourage Dialog**
   The workplace is changing for everyone. We are leaving the era of diversity as a policy and entering the era of diversity as reality. That's new, different and going to be misunderstood. Data, like the material in John and Bridget's presentation, can help people see that the changes are normal and widespread. Get the problem defined so that the workplace can begin to solve it.

11) **Read The Electronic Recruiting News and Recruiting.com**
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