

Marching - and walking - to a different drummer

Generational divide in seeking new job

WALLACE IMMEN

October 24, 2007

Oh, those younger workers, they want it all.

If they don't get fair compensation, opportunities for growth and flexibility, they're ready to go searching for a new job, according to a survey on employee retention.

Meanwhile, workers over 50 are less concerned about their salaries, but nearly all say they would go job hunting if they were asked to do something unethical.

"The results raise caution flags but, over all, these are optimistic findings because most of the concerns that people have about their jobs are completely within the control of employers," says Barrie Carlyle, vice-president for the Toronto area for David Aplin Recruiting, which conducted the online survey of 2,477 Canadians. It included workers from accounting, engineering, human resources, information technology, legal, marketing and office personnel.

Ethical issues topped the list of reasons that employees over 50 would seek another job: 96 per cent said they would leave if asked to do something unethical; an equal number said they'd walk if they found out the company was doing something unethical.

The next biggest reason for boomers to leave: "getting an unexpected job offer," according to the survey. Dissatisfaction with the job and salary disparity ranked fourth and fifth on their list for leaving.

For those under 50, money and opportunities for career growth topped the priorities. Realizing they are underpaid compared with others doing the same job would cause 94 per cent to consider hunting for greener pastures and 93 per cent would start looking if they realized the job is not as promised.

This reflects a level of confidence among younger workers that if they leave they will be able to get something better because we are in a competitive job market, Mr. Carlyle says.

"But underlying their interest in compensation and growth are concerns about how housing and living costs are going to increase in the future," he adds.

It was a surprise that those over 50 seem less concerned with what they are making, Mr. Carlyle suggests, but that may reflect the fact that, after years in the job market, many are comfortable with their economic situation.

"However, for all age groups, the message for employers is that people know what their colleagues are making and they have to be careful to avoid disparities," Mr. Carlyle says.

This has become an issue in a hot job market in which employers are offering high salaries to new hires and not increasing compensation for existing employees, he says.

Over all, 93.8 per cent of those surveyed said they'd consider leaving if they realized that someone else is getting paid more to do the same job.

Other factors chosen by more than 90 per cent as reasons to move on included: doing a job that was not as promised; realizing there is no opportunity to grow; and, doing a job that doesn't provide challenge.

Office politics and conflicts ranked lowest as reasons to quit. Just 44 per cent said they'd consider leaving over a disagreement with the boss and 37 per cent said having a conflict with a co-worker would make them consider job hunting.

And least likely of all to raise concerns was seeing a close colleague being fired, with 33 per cent of those surveyed saying that would be a job hunting situation.

Some regional differences appeared in the results. The most important issue for people working in Ontario is opportunity for growth, while in Atlantic Canada being pressured to make an unreasonable family or personal sacrifice ranks No. 1.

In British Columbia, the top issue was fair compensation. And in Manitoba and Saskatchewan, an unexpected job offer is more likely to lure workers from their current positions.

The fact that virtually all employers would be willing to walk if their job was not meeting their expectations means employers need to be creative in their approaches to attracting and retaining talent, or risk losing them to the competition, Mr. Carlyle concludes.

Globe Careers



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OFFICE DECOR



How often a person at the desk will be motivated to be there after the workday is over will depend on their office as well as their personality.

Home away from home

There are benefits to personalizing a workstation but, just like at home, there's a danger of going over the top

WORKSPACE WISDOM

It's easy to get carried away with the idea of making your office a home away from home. But there's a fine line between a personalized workspace and a cluttered one. Personalizing your office can be a great way to make it more comfortable and productive. However, it's important to keep it organized and functional. Too much clutter can be distracting and make it difficult to find what you need. Consider using storage solutions like shelves and drawers to keep your desk clear. Also, don't forget to take breaks and stretch during the day to avoid strain and fatigue.

REBYTTON

Marching — and walking — to a different drummer. Generational divide in seeking new job. **REBYTTON** **O**ne of the biggest reasons why so many people are leaving their jobs is the search for a better work-life balance. This is especially true for the younger generation, who are more likely to prioritize their personal lives over their careers. However, it's important to note that this doesn't mean that all young people are lazy or unmotivated. Many are simply looking for a more meaningful and fulfilling work environment. Employers should consider offering flexible work arrangements, such as telecommuting or part-time work, to help attract and retain top talent.

TO DECORATE

Things that have personal meaning — photos, artwork, plants — give a place and can be a real joy for the eyes when you are otherwise staring at a computer screen all day. **DO NOT TO DECORATE** **O**perations need employees who understand the standard of operating work from their personal lives. **Don't People should pay attention to their what they're working for a company.**

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