



NATIONAL COMPREHENSIVE CENTER
FOR **TEACHER QUALITY**

Recruiting and Retaining Highly Effective Teachers: Gen Y Teachers

National Comprehensive Center for Teacher Quality

Western Regional SIG Conference
Los Angeles, CA ♦ April 5, 2010

The Gen Y teaching force



Who Are Gen Y?

- **Influences:**

- Born in a time of relative prosperity, advancement in labor force productivity
- Creation and rapid growth of the Internet and the World Wide Web

- **Characteristics:**

- Realistic, hold high moral values, committed, achievement focused, connected to family
- Most educated generation to date, and they attribute their successes to their education

Gen Y are more likely than earlier generations to say they...

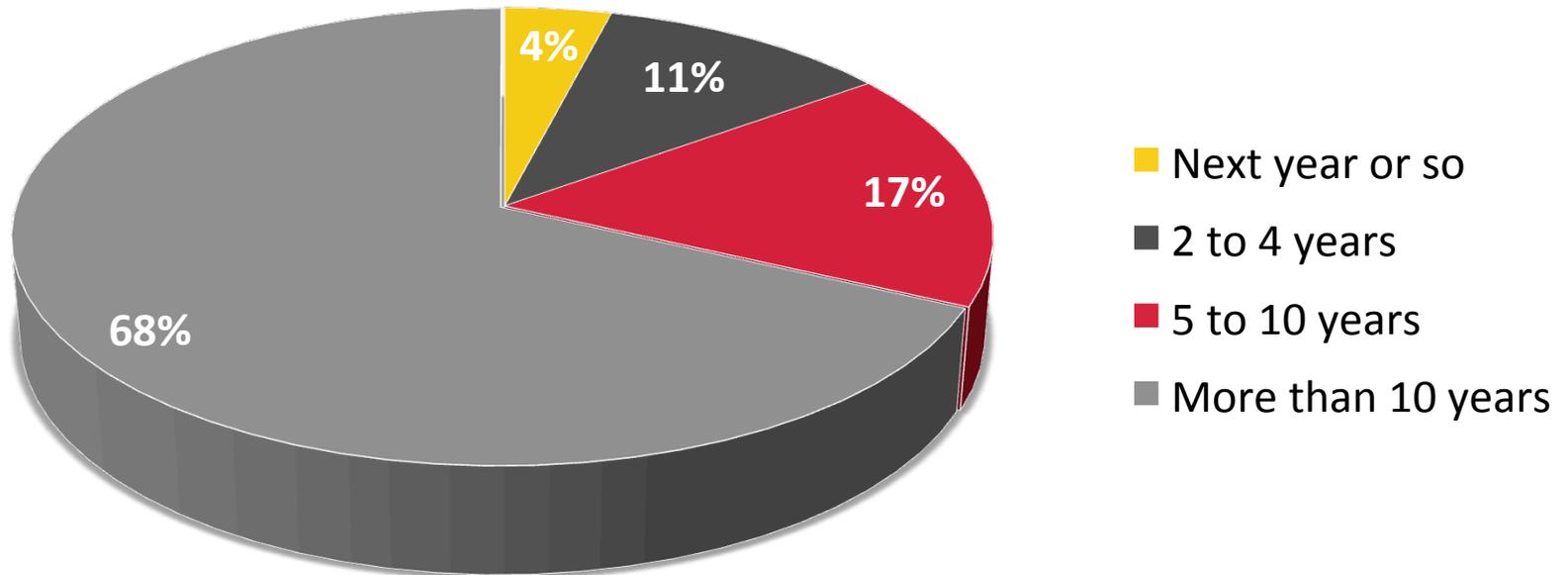
- Have a profile on a social networking site
- Sleep with their cell phones by their bed
- Text while driving
- Get their news from the Internet
- Have a tattoo
- Believe that government should do more to solve problems (Pew Research Center, 2010)

Gen Y in the workplace: Findings from the corporate sector

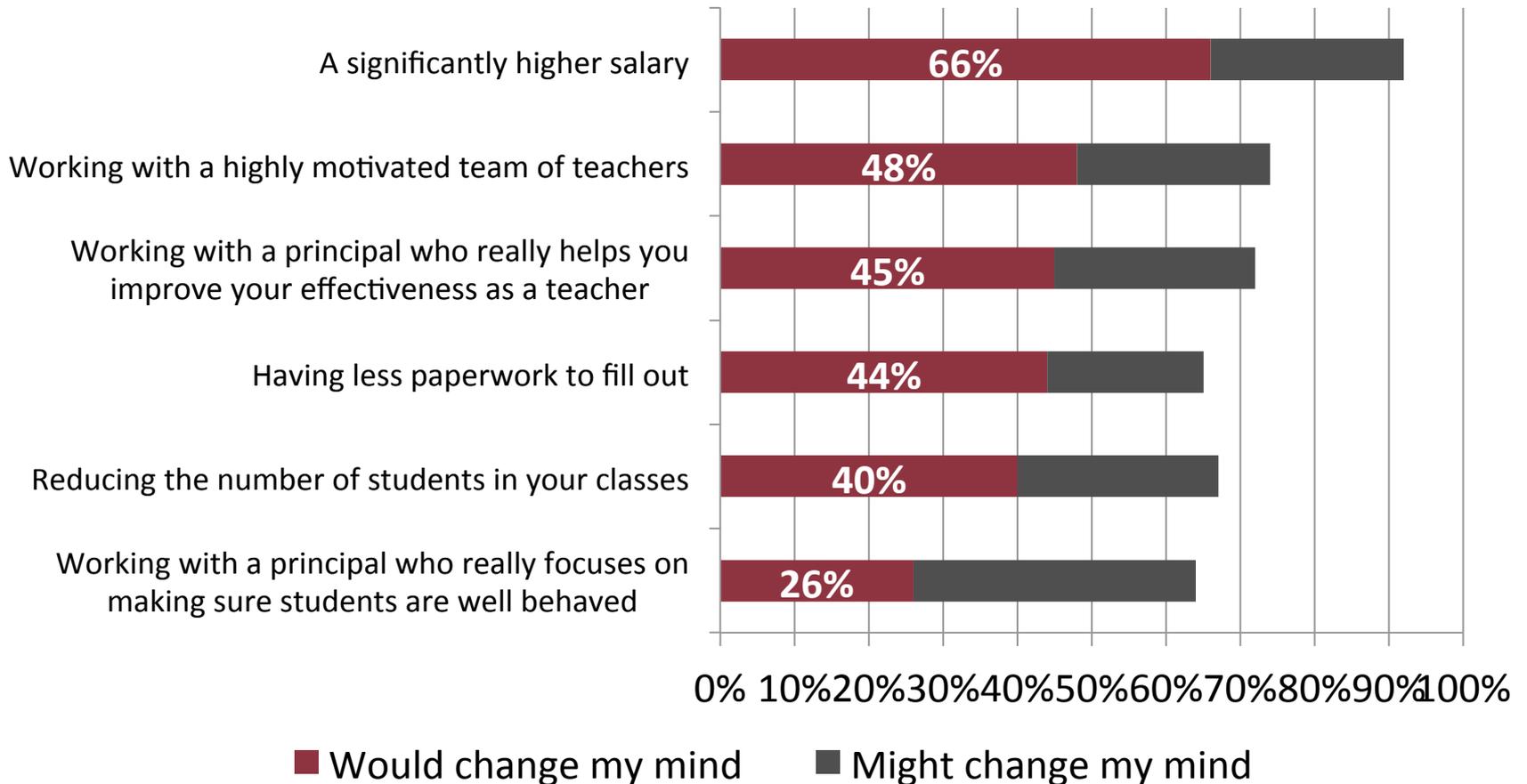
- Creative, innovative, and self-confident
- Desire “constant” feedback
- Have a need to share ideas through collaboration
- Wish to be kept “in the loop” with organizational decisions being made
- Want to develop friendships with work colleagues
- Eager for work to have a positive impact and contribute to larger movement for positive change
- Dissatisfied with technologically inferior workplaces
- Want to be evaluated on work produced, not how or when they got it done (Behrstock & Clifford 2010; Smith, 2008)

Most Gen Y teachers intend to stay in teaching for the long haul

What is your best estimate for how many more years you'll be in the classroom? (Gen Y)



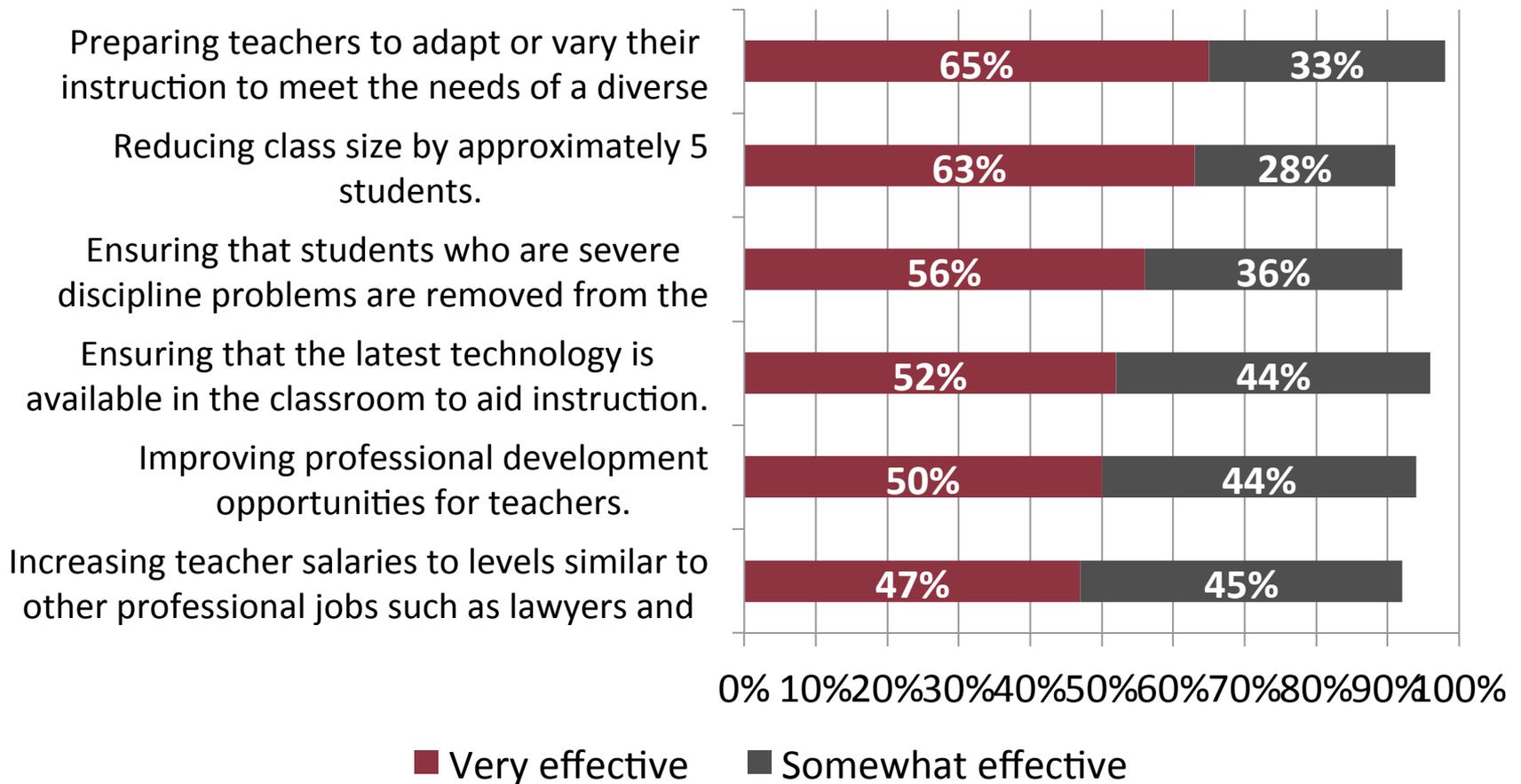
What would change the leavers' minds?



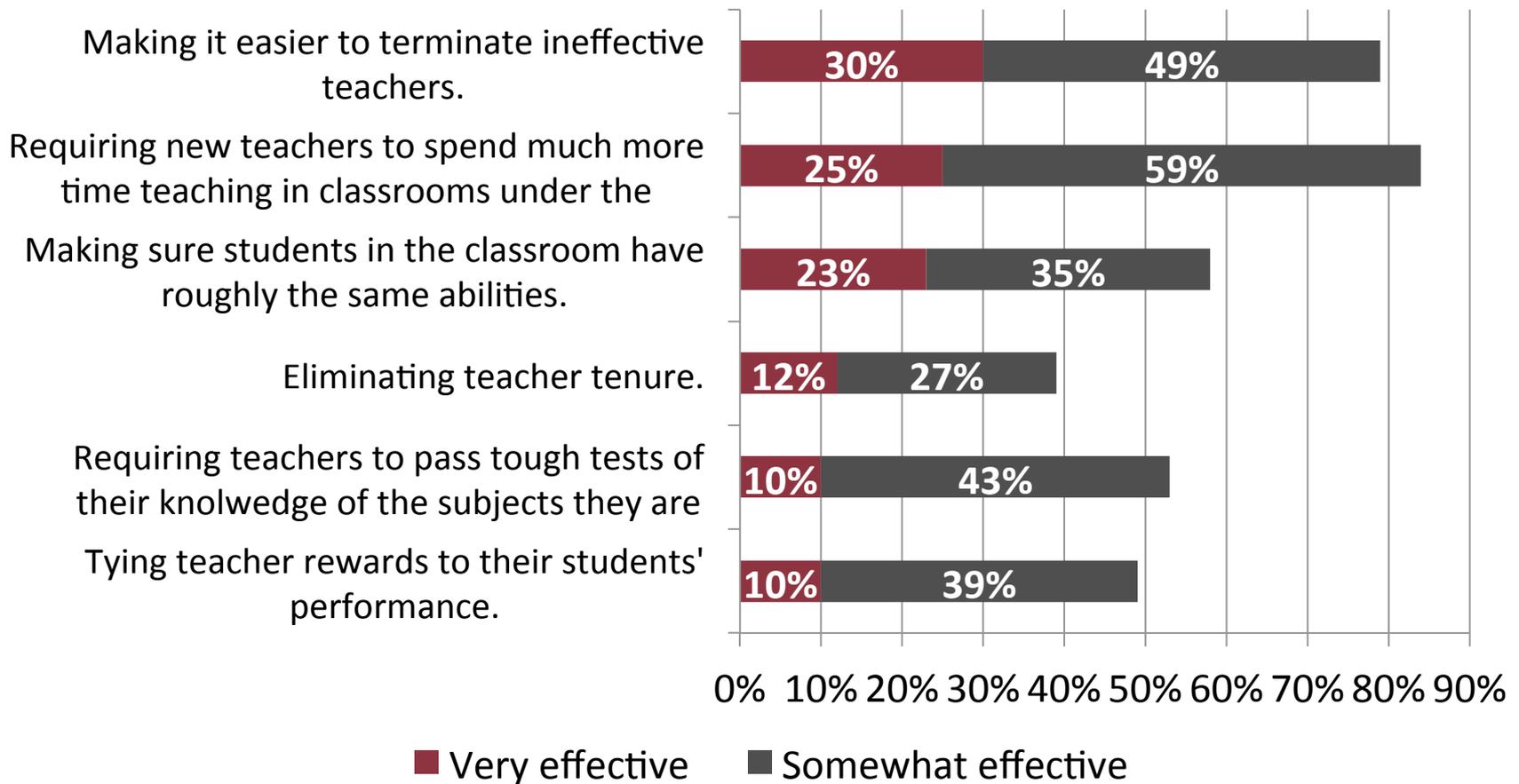
More than anything...

Gen Y teachers want to be effective, and supporting them to be effective is perhaps the most powerful talent management strategy we have

Policy Options That Gen Y Teachers Think Will Help Them Be Effective



Policy Options That Gen Y Teachers Think Will Help Them Be Effective



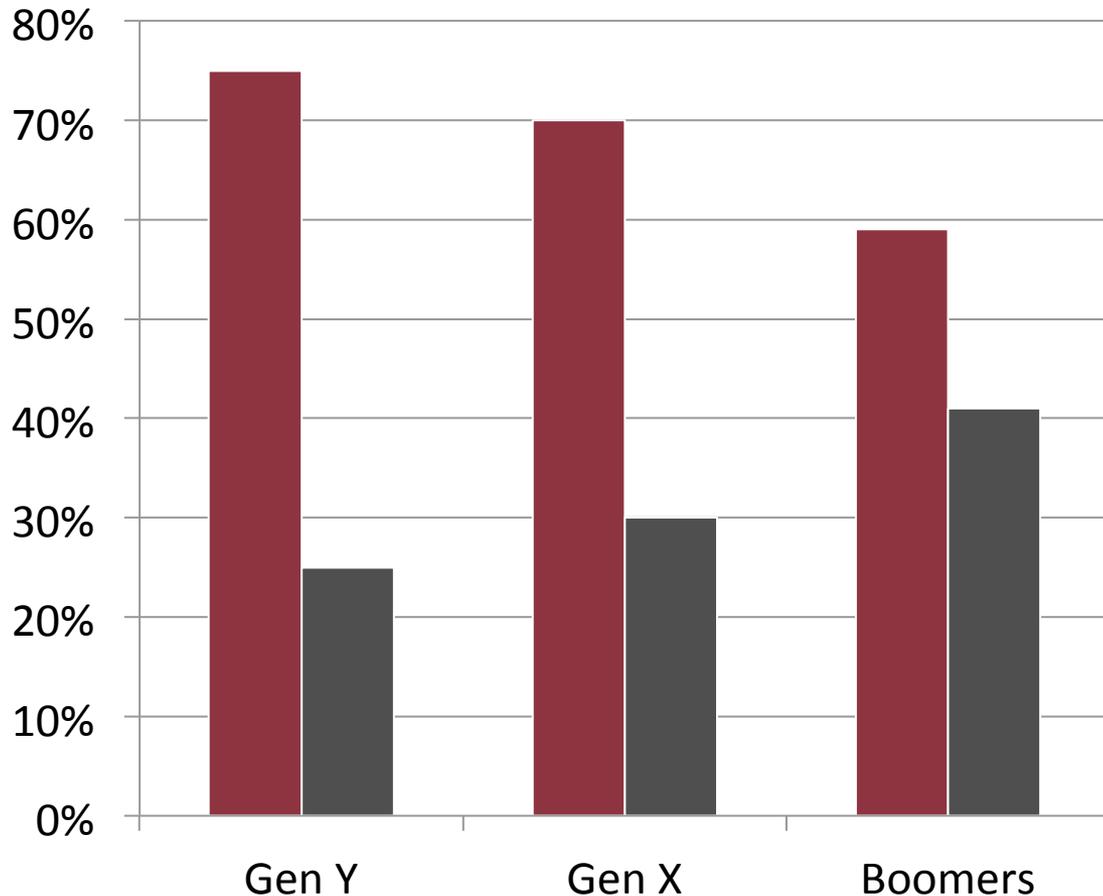
Four Generations in Teaching

- How is the profession changing across the continuum of generational experiences?
- What has remained the same?
- How can a comprehensive talent management strategy help to support retention of *all* generations and target Gen Y teachers?

What do you think?

- What percentage of Gen Y Teachers surveyed want frequent feedback from their principal(s)?
 - A. 100%
 - B. 75%
 - C. 50%
 - D. 25%
 - E. 0%

Gen Y teachers value feedback

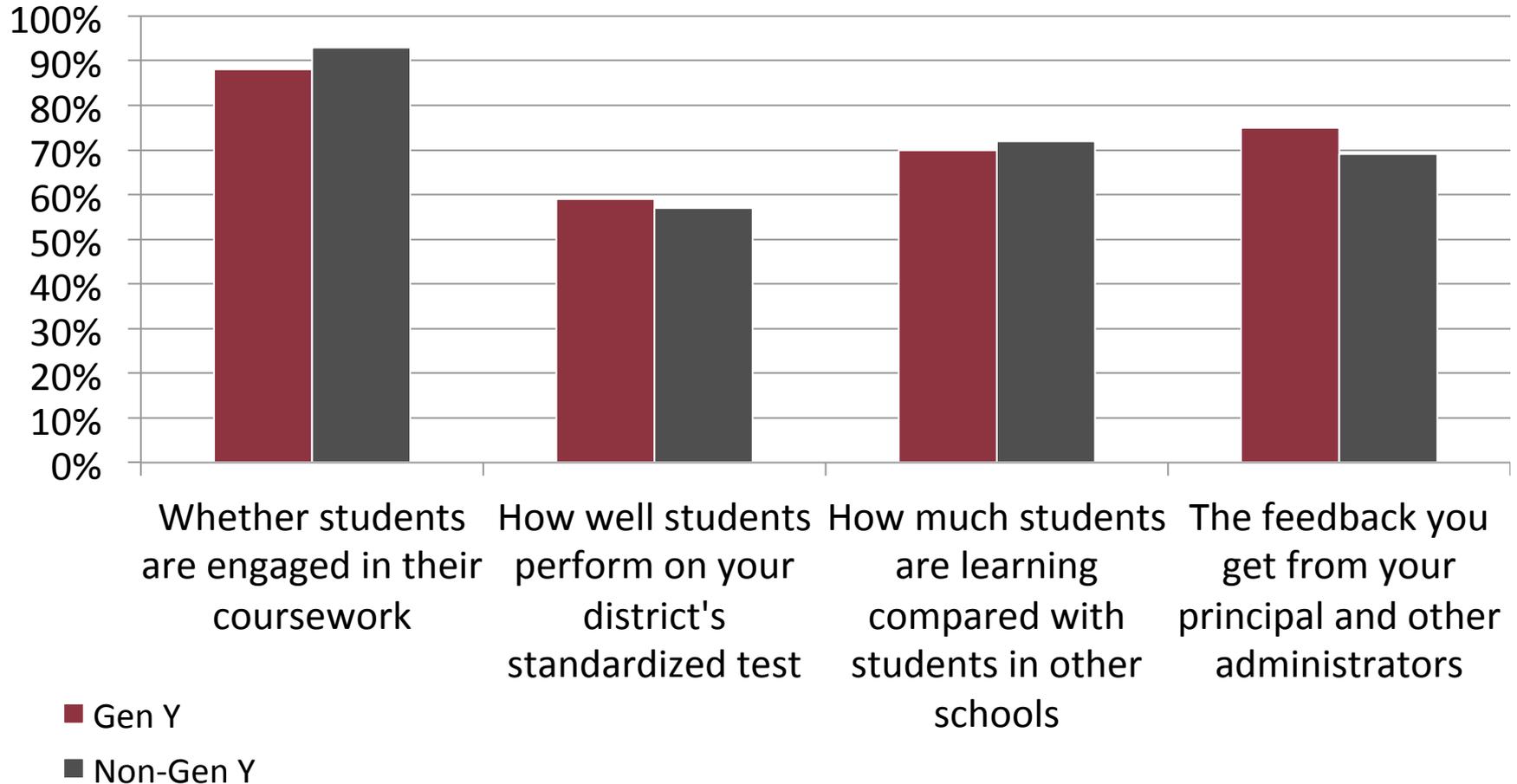


- I prefer having a principal who frequently observes my classroom and gives me detailed feedback on how I am doing.
- I prefer having a principal who conducts formal observations of my teaching only once a year or so and gives me only general feedback.

What do you think?

- What percentage of Gen Y Teachers surveyed think standardized tests are a good indicator of a teacher's performance?
 - A. 100%
 - B. 90%
 - C. 60%
 - D. 30%
 - E. 0%

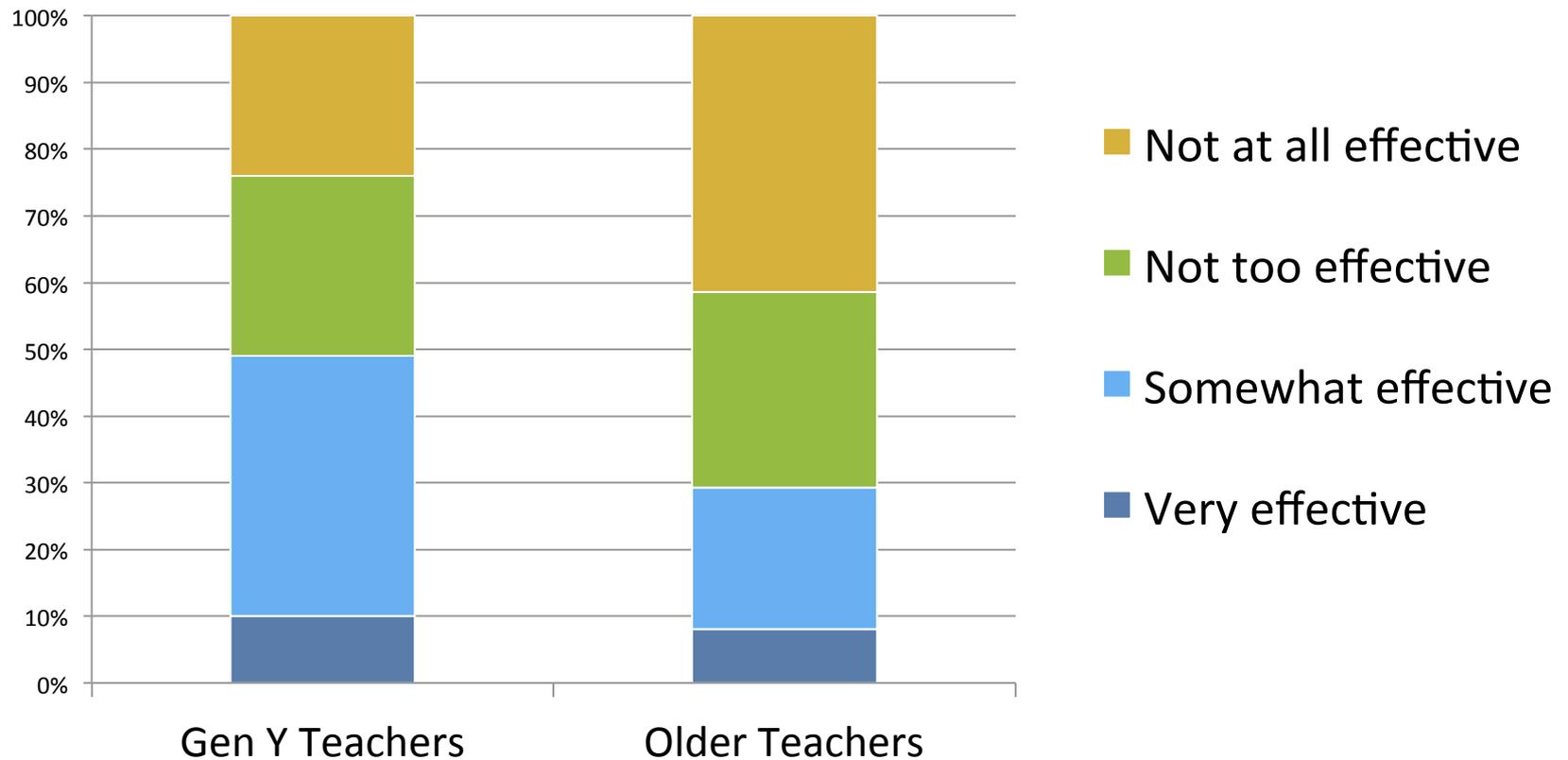
“Good” indicators of teacher performance



What do you think?

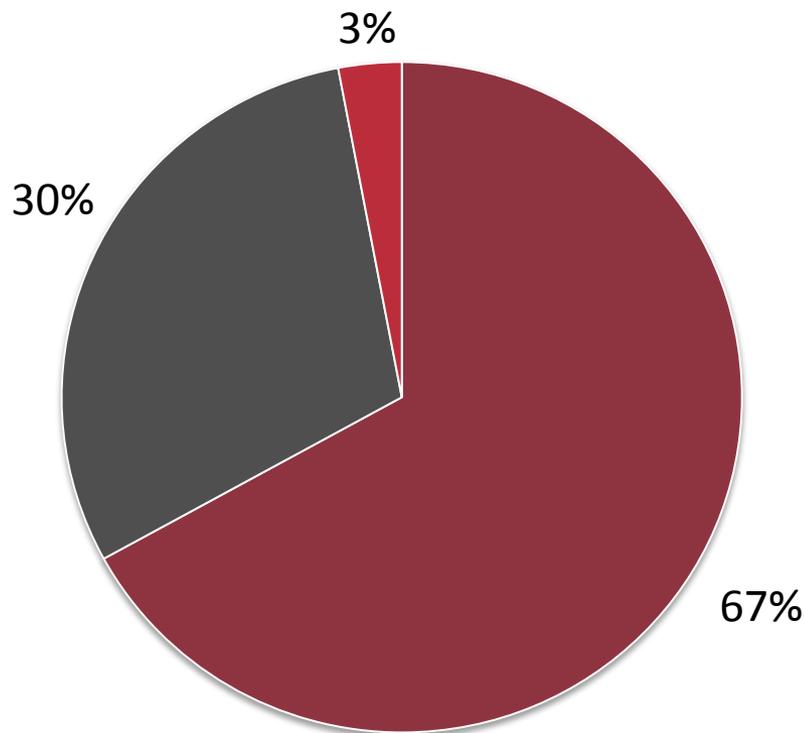
- What percentage of Gen Y Teachers surveyed think it is a somewhat or very effective policy change to tie pay to performance?
 - A. 100%
 - B. 75%
 - C. 50%
 - D. 25%
 - E. 0%

Gen Y on Tying Pay to Performance



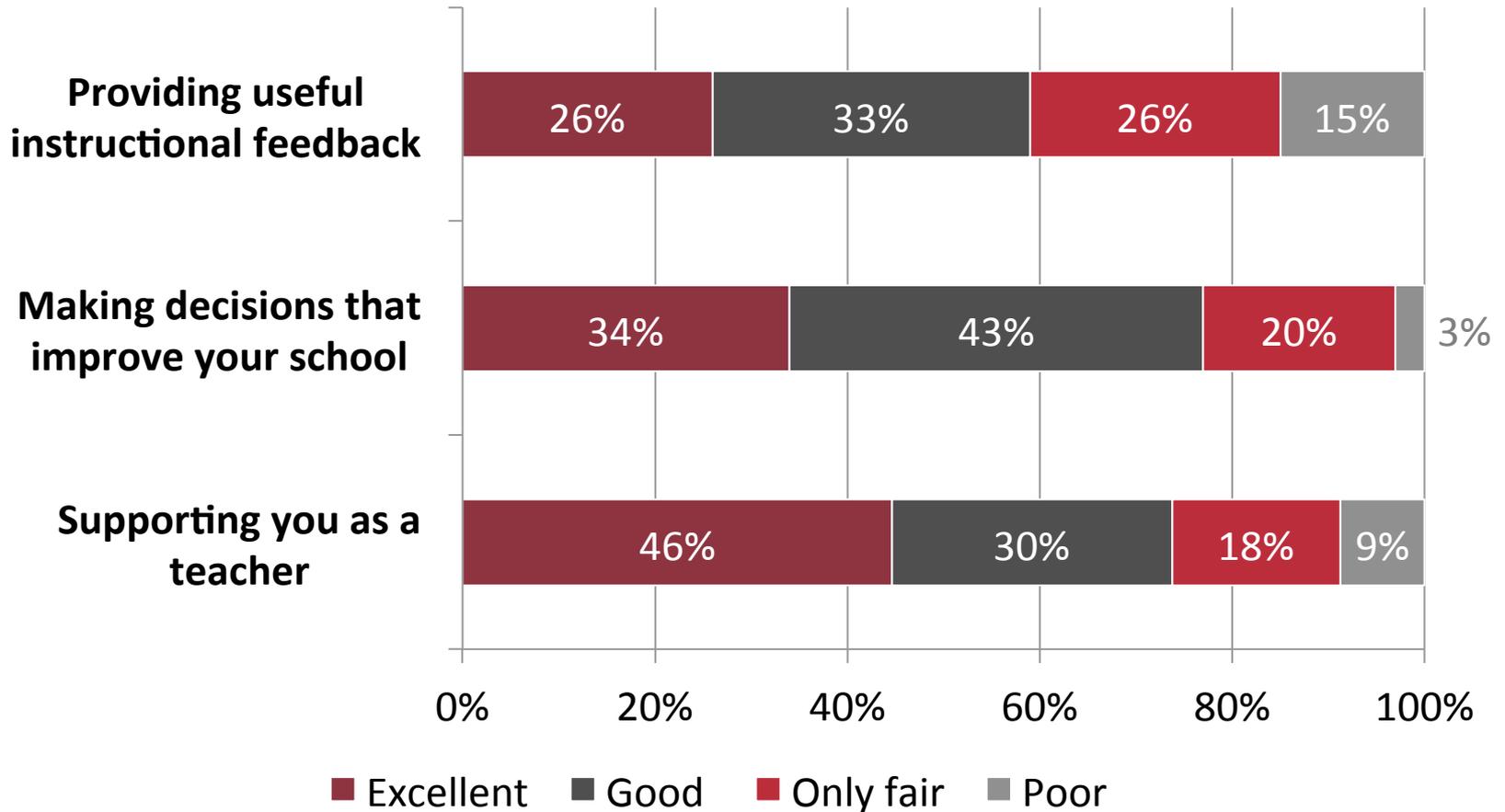
All teachers want to have meaningful collaboration with their colleagues

Would you prefer to move ...



- To a school where there is a lot of collaboration among teachers and guidance from other instructional experts in developing lesson plans.
- To a school with less collaboration but where teachers are freer to design their own lessons.
- Don't know

How Gen Y teachers rate their current principals



Technology

- Members of Gen Y are “technology natives” rather than “technology immigrants.”
- They are enthusiastic about SMART Boards and ELMOs but enthusiasm is tempered by awareness of technology’s unreliability and potential for misuse.

Recruitment and hiring

- Preparation for 21st century classroom management
- Online application systems
- Customized job offers
- Leadership opportunities
- Teacher assignment

Do generational differences really matter?

- Why should I be spending so much time on these Gen Y teachers when I have a so much else to do? 
- They sound kind of spoiled and high maintenance; shouldn't we just try to get them to grow up? 
- How can you generalize when there are probably many more differences within a generation? 
- *It's better than spending time on their replacements, and we can learn a lot from Gen Y, too!*
- *They fundamentally want to improve and be the best they can be—what's so bad about helping them do that?*
- *The generation lens is just one lens, but it's at least as helpful as gender or other lenses.*

Strategy One: Feedback

- **Provide your Gen Y teachers frequent instructional feedback**
 - Encourage principal/administrator feedback.
 - Create structures for peer feedback or collaboration
 - Make timely, useful assessment data on student learning available



Strategy Two: Vision and goals

- **Let Gen Y help establish a shared vision and set goals**
 - Gen Y teachers want to be asked and have their input be taken seriously
 - Gen Y teachers want to be part of a movement to change things for the better
 - Involve Gen Y teachers in establishing and/or delivering on the mission

2

Strategy Three: School culture

- **Create a positive and supportive school culture**
 - Acknowledge generational differences and the unique contributions of Gen Y teachers
 - Create cross-generational learning teams as well as opportunities for Gen Y teachers to network with each other
 - Use Gen Y's talents to involve parents



Strategy Four: Technology

- **Push for functioning, up-to-date instructional technology**
 - Gen Y teachers expect technologically advanced workplaces
 - Create opportunities for Gen Y teachers to share their instructional technology approaches with older teachers who are less comfortable with technology

4

Strategy Five

- **Tailor your mentoring and induction program**
 - After growing up “gaming,” many Gen Y teachers need a mentor to lay out a “meta map”
 - Refine mentor attributes in the selection and matching process
 - Design PD with specific characteristics that reflect Gen Y needs

5

References

- Auguste, B., Kihn, P., & Miller, M. (2010). *Closing the Talent Gap: Attracting and retaining top-third graduates to careers in teaching*. New York: McKinsey & Company. Retrieved January 26, 2011, from http://www.mckinsey.com/clientservice/Social_Sector/our_practices/Education/Knowledge_Highlights/~media/Reports/SSO/Closing_the_talent_gap.ashx
- Behrstock, E. (2010). *Talent management practices in the private and education sectors: A literature review*. Naperville, IL: Learning Point Associates. Retrieved January 26, 2011, from <http://www.learningpt.org/expertise/educatorquality/genY/litReview.pdf>
- Pew Research Center. (2010). *Millennials: A portrait of Generation Next*. Washington, DC: Author. Retrieved January 26, 2011, from <http://pewsocialtrends.org/assets/pdf/millennials-confident-connected-open-to-change.pdf>
- Smith, W. S. (2008). *Decoding generational differences: Fact, fiction...or should we just get back to work?* New York: Deloitte Development, LLC. http://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Assets/Documents/us_Talent_DecodingGenerationalDifferences.pdf
-