



## PROBLEM STATEMENT

### Engaging the Next Generation Work Force - Reversing the Brain Drain

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*"To win in the marketplace you must first win in the workplace."*

*Doug Conant*

*"...you have to want to be engaged. There has to be deep-seated desire in your heart and mind to participate, to involved, and to make a difference. If the desire isn't there, no person or book can plant it within you."*

*Tim Clark*

*"Paychecks can't buy passion."*

*Brad Federman*

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We've all heard the statement: Our people are our most valuable assets.

Any organization, whether non-profit or for-profit, public or private, regardless of the domain in which they conduct business, requires an appropriately qualified, appropriately diverse and appropriately energized workforce in order for that organization to thrive in today's competitive landscape. Further, we know that the one market that all organizations compete in is the market for talent, and many organizations today would agree ... it's a seller's market.

With the next-generation workforce being raised on technology and the frictionless interaction among friends, family and co-workers that it offers, organizations face the challenge of not only attracting but also retaining this innovative, socially-conscious and creative population of young professionals – and Rochester organizations are no exception. In fact, a key report suggests that the boundaries that used to exist between home, office, passion-projects, co-workers and friends aren't relevant anymore. And in workplaces where those formal barriers do exist, many younger employees will be turned off and discouraged.

In our region, we see our student population aggressively throw themselves into, and ultimately benefit from, a world-class education ... then we see them leave our region, taking their energy and enthusiasm with them. We repeatedly see populations of young professionals, who are just starting their careers, get lured away to other areas of the country to continue and enhance their career path. All of this contributes to an ever-increasing void in talent and entrepreneurial spirit in the Rochester area.

#### **How can Rochester organizations attract and retain the best possible work force to positively impact organizational outcomes?**

Your project plan should include these elements with evidence that address areas such as the ones outlined below or others that you feel are relevant:

- What are the associated challenges that your team feels are the most important for Rochester organizations to address?
- Who are the stakeholders that are most impacted by these challenges? Why?
- What specific measures does your team advocate putting in place to most effectively address these challenges, such that the stakeholders you have identified are most positively impacted? How can this be measured?
- How do you guard against the constant shifting and evolution of the challenges you have identified into the future? Could a local organization execute your plan and get results? How long would it take and what would it cost them?

#### **ADDITIONAL NOTES**

- We have provided a rubric for guidance. By analyzing the project management elements contained within the rubric, please ensure you address all components thoroughly.
- The PMBOK 6<sup>th</sup> edition can be useful resource to provide clarity to any of the terms w/in the rubric.