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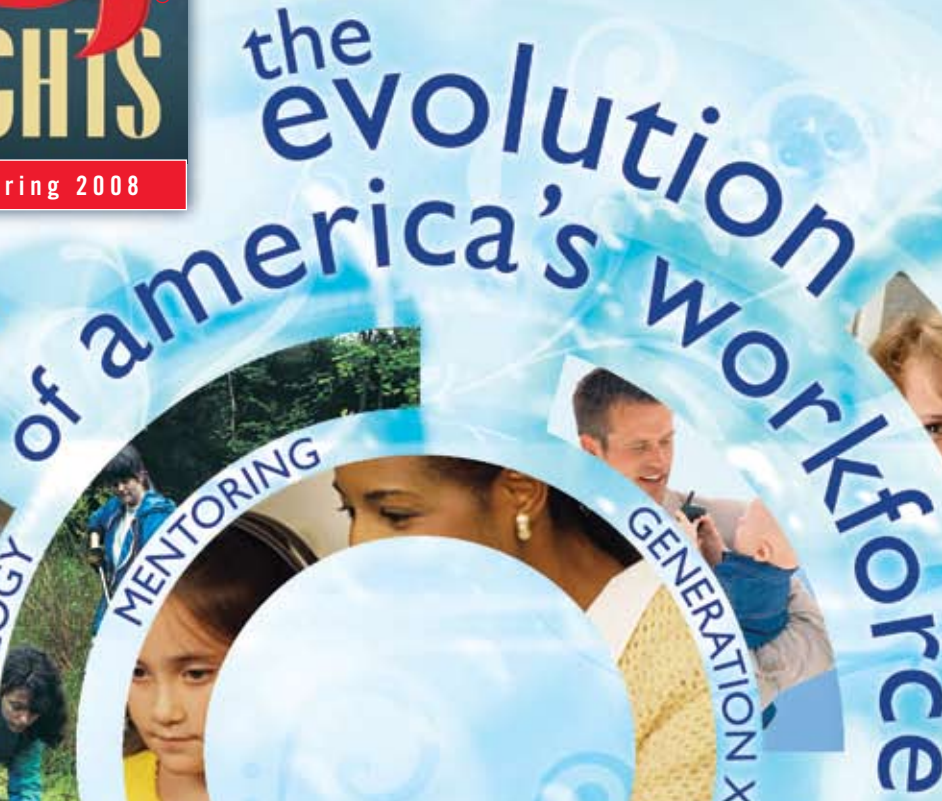
Spring 2008

Finders and Keepers: Recruiting and Retention

Diversity Workplace Best Practices

Mentoring: An Age-old Practice Thrives in the New Workplace

Working for the Greater Good



the evolution of america's workforce

BABY BOOMERS

TECHNOLOGY

MENTORING

GENERATION X

COMMUNICATION

RECRUITING

GENERATION Y

CHANGE

LEADERSHIP

TRADITIONALISTS

PHILANTHROPY

MOBILITY

MULTIGENERATIONAL

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The PBS&J Vision:

Commitment to Our Clients

Commitment to Our Culture and People

Commitment to Our Company

Commitment to Our Communities and Surroundings

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HIGHLIGHTS FOCUS The Merriam-Webster Dictionary defines evolution as a process of continuous change from a simpler to a more complex state. This issue focuses on the evolution of the American workforce during the last four generations and how that process of change is now impacting every aspect of employment in every industry.

As the complexities of the workforce continue to evolve, employers are being forced to reevaluate the way they recruit, hire, train, and retain quality employees. The strategies and structures that worked 40 years ago with the Traditionalists and Baby Boomer generations are no longer in sync with the values and demands of younger generations. This is further complicated by the fact people are living and working longer so for the first time, employers are coping with as many as four generations in the workplace at the same time.

In keeping with PBS&J Highlights' mission to provide useful information on a single topic of interest, we are evolving our own format slightly from our usual case study or project approach, to more of a 20,000-foot umbrella view of the trends that are making an impact on our workforce and potential strategies that can be used to capitalize effectively on these trends.

The Evolution of America's Workforce, on page 2, summarizes the generational differences impacting the workforce and explores some of the unique ways that multiple generations are working together successfully in spite of their differences.

What are employers doing to attract and motivate top notch employees? **Finders and Keepers: Recruiting and Retention**, on page 7, examines techniques being employed to hire and keep top talent at a variety of experience levels.

The importance of developing and maintaining a diverse workforce in a global economy is discussed in **Diversity Workplace Best Practices**, on page 10.

On page 12, **Mentoring: An Age-old Practice Thrives in the New Workplace** provides some insight into the relationships that employers are developing to leverage the knowledge of experienced workers into professional development opportunities for younger employees.

Finally, **Working for the Greater Good**, on page 14, discusses trends in corporate-sponsored community involvement events and how tapping into the desire to help others can turn into a win-win situation for everyone.

The more things change, the more they stay the same is certainly not the case anymore. To remain viable in a competitive workplace with shrinking employment resources, companies need to continually evolve to keep pace with the needs of the workforce. For more on workplace issues, trends, and strategies, go to www.pbsjhighlights.com. You will find all of these articles as well as additional features and information.



Jim Johnson, vice president of the firm's design division, arrives at his office 30 minutes before his 8 a.m. start time just as he has for the last 35 years. This allows him time to get his coffee and be at his desk before the majority of the team he manages begins to "wander" into the office. The euphemism is the best way Jim can explain the gradual evolution of the firm's start time from 8 a.m. to sometime between 8 a.m. and 9 a.m. The same is true of "quitting time" which has migrated from 5 p.m. or later to anytime after 4 p.m. Still dressing in a long-sleeved shirt and tie, Jim has watched business casual replace the previous company standard for acceptable business dress. And with jeans on Friday, even the "business" is gone from business casual.

Jim works an average of nine to ten hours a day—he is starting to slow down as he approaches 60. He prefers lunch at his desk and still isn't

used to the daily office ritual of lunch hours outside the office ranging anywhere from 11:30 to 1:30. Jim usually closes down the office around 6:30. Doris, who Jim still introduces as his secretary, leaves around the same time. Doris and Jim have worked together for the better part of 25 years after they were paired during the consolidation of the east and west coast offices and the big layoff of 1984. Jim was thrilled at that time to have kept his job since he was finalizing a divorce from his wife of 13 years. With three children to support, he was in no position to be jobless. Several of his colleagues with whom he had started the job in 1969, were given two weeks severance and a "thank you."

Before Jim leaves the office, he checks his e-mail one final time. Like clockwork, Tanner Upton's project update is in Jim's inbox.

Tanner Upton has worked for Jim for nearly 11 years now and initially approached his job with similar verve. When he started his professional career, Tanner firmly believed,

as Jim did, that work would shape his life. Tanner has a strong work ethic forged by a father who worked long days at a newspaper, and a mother who entered the workforce in the mid '70s, trying to take advantage of the new opportunities for women. Tanner and many of his friends, grew up as "latchkey" kids.

Tanner reevaluated everything he believed when his father, who had sacrificed so much of his personal and family time for the paper and his career, was downsized after 16 years. Now, realizing there is more to life than work, his priorities are changing as he strives to spend more quality time with his family. He takes advantage of advancements in technology, such as a virtual private network (VPN) connection, to be online and working from home before his kids get up in the morning and well after they are in bed at night. Tanner eats breakfast with his kids, takes them to school, and sometimes even picks them up, while continuing to take ownership of his projects and work with limited supervision, which Jim really likes.

As much as he enjoys working for the firm, Tanner always keeps his resume updated and his options open. He never misses a deadline and produces quality work, and Jim respects his ability to manage a promising career while putting his family first.

Before heading out of the office at 4:30 for a little league game, Tanner stops in to check on his protégé, Eloisa.

A new hire, Eloisa recently graduated with honors from a prestigious northeastern university, but elected to spend the first six months after graduation building housing for the homeless. The product of an over-scheduled but supportive childhood, Eloisa still lives at home with her parents and expects the same nurturing, support system in her work environment that she enjoys at home.

She likes working with Tanner as a mentor since he fosters the same highly structured environment she is used to working in. She asks a lot of questions and likes getting clear direction and deadlines since she

is inexperienced at scheduling or managing her own time. Having come of age in a world shaped by the Internet, cell phones, and text messaging, she both needs and expects immediate gratification and instant response. She isn't sure how Jim perceives her as he doesn't respond as quickly as she would like to her e-mails or voice mails. Eloisa values the flexibility her job offers—aside from face-to-face client meetings, she can come and go throughout the day and remain accessible to the office via her PDA, laptop, or cell phone. It is not unusual for her to spend an afternoon logged on and working at the local Wi-Fi hot spot while sipping a latte.

As Eloisa wishes Tanner good luck at the little league game, her cell phone rings. It's Jim calling from down the hall. He has learned that Eloisa's cell phone is the best way to reach her since she is not always working from her office. He wants to know if she has heard about something on the Internet called Facebook®. Jim's teenage grand-

daughter was telling him that other companies are using it to keep their teams up to date and he wants Eloisa to investigate and provide him with a summary report.

How Did We Get Here?

As these mock employee profiles demonstrate, never before has there been such a tremendous generational disparity in employee backgrounds, professional goals, and workplace expectations. With people living and working longer, employers are grappling with the issues that have evolved from as many as four generations: Traditionalists, Baby Boomers, Generation X (Gen X), and Generation Y (Gen Y) coexisting in the workplace at the same time.

With the reality of up to four generations working side-by-side, everyone is scrambling to better understand how we arrived at this place and to discover which strategies will be most effective for ensuring workplace harmony and satisfaction for everyone.

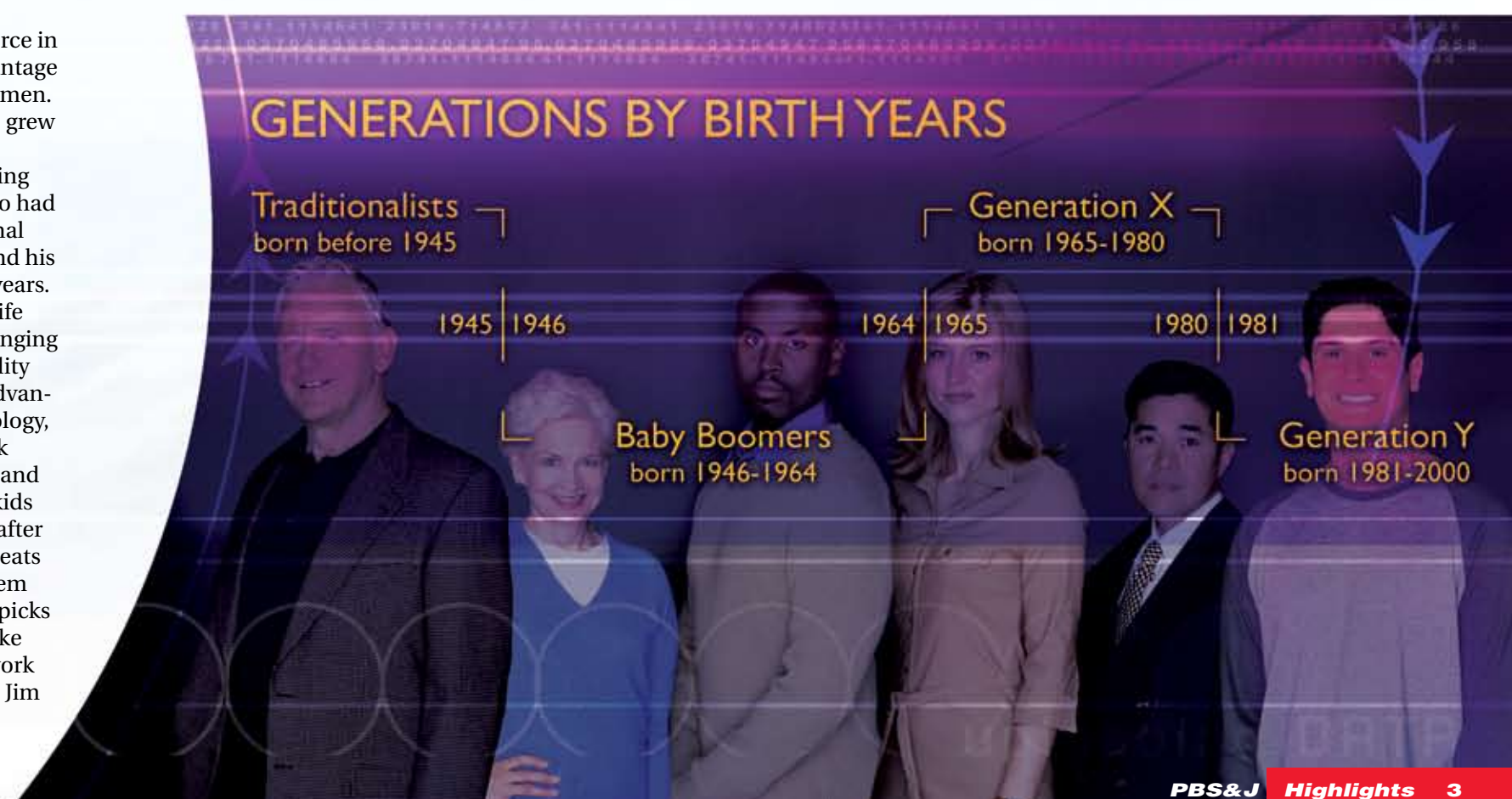
GENERATIONS BY BIRTH YEARS

Traditionalists
born before 1945

Generation X
born 1965-1980

Baby Boomers
born 1946-1964

Generation Y
born 1981-2000



Insert any of your favorite jokes about the generations at work, and it is likely that someone in your human resources department won't see the humor because they have dealt with the topic from a real world perspective.

Twenty million Baby Boomers currently make up one-third of today's workforce. Often referred to as workaholics, the Baby Boomer work ethic is epitomized by a strong commitment to their companies and a "live to work" mentality that pervades every facet of their lives. Baby Boomers believe that hard work and the personal sacrifices they make while "climbing" the corporate ladder will pay off in the end both financially and personally. They define themselves through their work.

"If you take away their jobs, then you take away their identities," states Jeff Vankooten, a consultant with The Center for Generational Studies.

This mindset, and the need to guarantee financial security, is keeping the boomers at work, with nearly 80 percent of boomers deciding to forgo retirement until well after age 65.

Not so for the over 50 million Gen Xers who came of age while their Baby Boomer parents divorced (at a rate nearly three times that of

the previous generation) or were downsized. Many Gen X households sent both parents to work, creating a generation of latchkey kids who were forced to assume increased levels of responsibility and independence at an early age.

Watching their parents struggle to achieve the American dream only to be betrayed by the system they bought into gave Gen X a new perspective to bring to the board room. Members of Gen X are committed to avoiding the mistake their parents made of putting off personal satisfaction for retirement and instead, strive to strike a day-to-day balance between personal life and work. Their work ethic has often been questioned because work is not the number one priority of Gen X and they are frequently labeled as slackers. They tend to be task oriented and draw upon their latchkey upbringing, preferring to work with limited supervision and not by committee. They are committed to a career but not a particular organization.

Gen X has been impacted by changes in technology more than any other generation, growing up in the middle of a technological revolu-

tion that saw record albums become compact disks, typewriters morph into computers, and telephones evolve into PDAs. Their acceptance of technology and its ability to provide work flexibility has given them more tools to achieve the work/life balance they seek. It has also helped to bridge the gap between them and Gen Y who are beginning to enter the workforce.

Spoiled, coddled, and pampered are all terms frequently used to describe Gen Y. Often, parented by Gen X latchkey kids vowing to "be there," most Gen Ys have been over protected, overscheduled, overeducated, and overindulged to assure their maximum potential for growth, and to ensure that all 75 million felt special. Parental overinvolvement has defined this newest generation as a group of confident, goal-oriented young adults who are entering the workforce with more technological experience than even Gen X and a strong feeling of entitlement.

"Generation X has embraced technology," asserts Vankooten. "Generation Y is married to it."

Gen Y knows the Internet, texting, and MP3s because they have never known anything else. Their daily lives have been saturated with the latest technology from birth. They require instant gratification, because that's what they've been raised on. Constantly connected, they have developed their own ways to communicate. (For more, please read *Text, Texted, Texting* at www.pbsjhighlights.com.)

Claire Raines, in her article *Managing Millennials* (www.generationsatwork.com) wrote, "They learned to be interdependent—on family, friends, and teachers. More say they can live without the television than the computer. Many prefer chatting online to talking on the phone."

Gen Y wants flexibility in their work and personal lives. They want to make a significant impact on the world and to give back to their communities. They want their ideas to be heard in the boardroom, and they want to do it all without being attached to a cubicle.

Bridging the Generation Gap

So, how can multiple generations with such significant ethical, motivational, and technological gaps come together to make their workforce overlap successful? HR departments and employers around the country are continually exploring solutions to make the differences an asset. Through a process that has largely been trial and error, several tactics have emerged that seem to work well.

Communication: Improving communication among the generations is one key to maintaining a successful organization.

"Since cavemen were drawing pictures on cave walls, communication has always been a problem," says Vankooten. "It's the tools that are changing."

At the risk of stereotyping, each generation has generally preferred methods of communication that they feel most comfortable with and unique expectations regarding responsiveness. Baby Boomers are comfortable with the methods that have worked for them in the past—memos and meetings. Gen X is used to conference calls and e-mail while Gen Y prefers texting and video conferencing. The older generations, used to slower methods of communication, are generally slower to respond than Gen X and Y who are used to instant gratification and instantaneous responses.

It is important that everyone in the workplace understand the most effective way to communicate with co-workers. Personality assessments such as Myers-Briggs® and People Map™ can aid employees in understanding different personality types and the best and most effective ways to communicate and interact.

Training: In addition to personality assessment instruments, many firms use training classes and programs to give managers the tools and strategies they need to effectively supervise a multigenerational workforce.

PBS&J recently implemented a new course, Supervisor Essentials, with the primary goal of providing supervisors with formal guidance and training to enhance retention, workforce development, productivity, employee morale, and business efficiency.

Cook Ross, Inc. offers two versions of its Diversity Toolkit; *The Diversity and Inclusion Toolkit* aimed at anyone interested in thriving in a diverse workforce and *The Diversity Manager's Toolkit* aimed specifically

at managers who are trying to leverage the benefits of diversity in the workforce. (www.thediversitytoolkit.com)

Flexibility: Firms are experimenting with flexible work scheduling, relaxed dress codes, job sharing, and telecommuting in an effort to be responsive to the needs of Gen X and Y employees while still meeting the productivity expectations of Baby Boomers.

"We have seen a disconnect between managers and younger employees as to what constitutes a workweek," affirms Lisa Coleman, a senior HR representative with PBS&J.

Firms can help to ease these tensions by clearly defining work schedule options and documenting policies and procedures for appropriate office wear and behavior.

Mentoring: Many firms are leveraging generational differences into an asset through mentoring programs. By partnering workers of different age and experience levels, employees can gain a greater understanding of each other and strengthen confidence in their ability to work successfully toward a common

Human resource departments are hearing it from all sides:

"I'd rather have the time off. Keep the overtime pay."

"These kids have no work ethic!"

"Why do I need to be in the office, when I can work remotely?"

"He doesn't know how to view an attachment."



goal. New employees benefit from the wisdom and expertise of more experienced staff members. Senior-level people benefit from the exposure to new technologies and fresh ideas that new coworkers bring to the table. Firms benefit from improved working relationships, teambuilding, and a greater sense of harmony in the workplace.


Live to Work vs. Work to Live

In order to embrace generational differences, employers and employees must first recognize and understand them. The next step is recognizing the commonalities that unify. While the generational motivators and means may be different, the goals are typically the same: professional success, quality work, good working relationships, personal satisfaction, and opportunities for growth.

By keeping the focus on what unites rather than divides the multigenerational workforce, employers have discovered that all employees, regardless of age or experience level, want to focus more on volunteerism and community involvement. Firms are expanding corporate-sponsored opportunities for employees to give back to their communities and causes that are important to them. As employees work together in these community involvement opportunities, they develop relationships and skills that will translate back to successful intergenerational relationships in the workplace.

Things Come Full Circle

As it becomes more evident that the work is being completed, deadlines are being met, and employees are adjusting to the new multigenerational culture, all generations should be able to take a step back and look at the bigger picture.

To return to our mock employees—Jim is focused on the big picture, and while not completely settled with the recent technological changes and flexible work schedule the firm has adopted, he is doing his best to embrace the changes. His division's numbers are up, and Tanner's success in balancing his home and work life have made the changes more palatable. With Eloisa on board, the division has attained a nice balance between age and experience and youth and technology. Jim realizes that the differences in perspective do not have to weaken a team. If you successfully capitalize on those differences and leverage everyone's unique strengths, you end up with a team that has more depth and is better able to compete in a continually changing marketplace. 



FINDERS AND KEEPERS: RECRUITING AND RETENTION



A recent comment made by a division manager at a mid-sized architectural firm during the annual budgeting process sums up the plight of many businesses today: “I submitted a revenue target that was 30 percent lower than what I knew I could achieve if I had the people to do the work. My unit can't earn more money without people to log the hours, and we just don't have the people. The bottom line is: bodies equal dollars.”

Anecdotal evidence attests to a shortage of qualified technical professionals—workers in the fields of engineering, environmental science, planning, construction management, and architecture—making one fact clear: there are not enough new workers entering the labor market to replace those exiting.

The exodus of the Baby Boomers, exacerbated by the drop in new entrants to the workforce, compounded by the willingness of a new breed of worker to pick up and move on, has made it difficult for managers in industries across America to make confident revenue projections when talent is a serious component of the business equation. How to attract and retain qualified workers is fast becoming a critical management issue for both the private and public sectors.

Chase Reed, corporate recruiting manager at PBS&J's Tampa headquarters, has been observing this landscape for the past decade.

“Our recent strong economy supported a booming market for infrastructure, with consultants and government agencies vying for the same skills. When you get a talent shortage, people are fighting for staff.”

The real battle, she goes on to say, “is for the experienced middle manager. Traditionally, civil engineering attracted our mathematically inclined kids. Five to ten years ago, with the dot.com boom, IT became the big draw. So we weren't ‘growing’ a new crop of seasoned managers.” While some industries have looked to import talent, Reed explains that, “the immigration process makes it

NUMBERS AT A GLANCE

- ▶ About 76 million Baby Boomers are set to retire in large numbers by the end of the decade. Boomers currently make up about one-third of the U.S. workforce.
- ▶ The number of U.S. workers ages 35 – 44 will shrink 7% by 2012. (The U.S. Department of Labor, Bureau of Labor Statistics)
- ▶ In one year, voluntary turnover in the private sector increased slightly by nearly 1% and in the federal sector by 3.6%. (U.S. Department of Labor, Bureau of Labor Statistics, October 2006)
- ▶ Bachelor's degrees awarded for civil engineering declined 18% from 1998 to 2003.* (American Society of Civil Engineers)

*Most recent study results.



difficult to bring educated technical professionals into the U.S. It's an expensive process for a company to undertake, and there's no guarantee that the applicant will be approved at the end of the visa waiting period."

Recruitment: A Myriad of Strategies

It's not your father's market...or even last year's. Employers are recognizing that the younger generations are marketing savvy, having been viewed as a valuable demographic their entire lives and having been exposed to dozens of marketing strategies. Companies are taking recruitment tactics to the next level, experimenting with innovative strategies for spreading their messages and locating candidates online.

Newspapers and job boards are '90s artifacts. Smart recruiters are now tapping into proactive recruiting tools like LinkedIn® and Facebook®, YouTube™ and MySpace® sending invitations to potential candidates to join a specified network.

Data mining tools, such as zoominfo®, allow a recruiter to enter a name and retrieve a profile constructed from sites where that name appears: a bylined article, a mention in a newspaper, an online resume. This information helps give the recruiter a big-picture view of a potential job candidate.

"Passive" recruiting techniques are becoming more popular—from the traditional and still-effective employee referral, usually complemented by a bonus when the candidate comes on board, to new offerings from companies like Monster.com. These days, cyber job sites use cookies to track an individual's preferences—for jobs, interests, information, etc. Then the next time that individual goes surfing for a

RECRUITER'S TOOLBOX

Additional strategies and techniques for attracting top-notch talent at all levels.

- ▶ **Internships** provide an opportunity for students to learn more about a prospective career field and employer while allowing companies to assess whether the potential employee is a good fit.
- ▶ **Scholarships** can encourage interest in relevant technical professions such as environmental science, architecture, and engineering while developing a pool of qualified future employment candidates.
- ▶ **Company Web sites** are usually the first places prospective employees go to learn more about a firm. Web sites can be powerful recruiting tools by allowing potential recruits to learn about your organization, review job postings, and submit resumes through online career centers.
- ▶ **Speaking engagements** at industry seminars and professional associations can aid in attracting experienced staff by positioning your firm and senior level staff as industry or subject matter experts.
- ▶ **Comprehensive offer packages** should contain an attractive combination of salary, health benefits, paid time off (PTO), flexible work schedule options, and professional development opportunities.
- ▶ **Creative incentives** can help seal the deal. Thank new employees (and their families) for joining the team by sending a welcome basket of goodies to their home or tickets for a night at the movies.
- ▶ **Professional groups** can be excellent places for finding diverse, motivated industry professionals who might be interested in making a job change.

restaurant in Tampa, for example, pops a job in the right industry and at an appropriate salary level based on the information gleaned from that person's known web searches. A recruiter gets a job opportunity in front of a candidate who might not be actively looking for a new position, without using a newspaper ad.

In-house recruitment teams, especially within engineering firms, are the antidote to an online ad's lack of pull. "Once, an online ad would generate five or ten qualified applications," explains Reed. "Now, we often don't get any." So to find a candidate, Reed's dedicated four recruiters will make as many as 70 phone calls a day to identify and contact potential candidates.

While technology is putting some exciting tools in today's recruiters' briefcases (and PDAs), Reed believes in the value of a few traditional activities. "We're active in graduate career fairs, to get our firm's name out there and to bring

good people into our pipeline, ultimately to develop their talent and career. And we want to promote engineering, science, technology, and architecture at the grade and high school levels, to get to the kids before they start to focus their studies, to have them consider these fields as a satisfying career choice." Companies can reach kids through math camps and programs like PBS&J's kidsclasssm and the ACE Mentor program (www.acementor.org/) and events like Take Your Child to Work Day.

Retention: The Hard Part

New talent that soon leaves the company negates the best efforts of recruiters and results in costly turnover for the firm. Many midlevel professionals, as well as those just starting out, are interested in and motivated by more than money. They want to work where they feel they

can make a contribution while continuing to grow and flourish professionally and personally. They want to work for a company that cares about them. Professional headhunters say "not feeling valued by my company" is the number one reason people give for leaving a job.

Research has shown that employees feel most valued when a company listens to their needs and concerns and is responsive. Employees who feel valued display a higher level of commitment and loyalty to the companies they work for, resulting in lower turnover for the company. An investment in employee satisfaction can pay big dividends in terms of employee retention.

Some retention strategies that are proving successful include:

- Mentoring programs that leverage the experience and knowledge of seasoned employees as a training mechanism for newer staff members. Mentoring is also proving helpful in promoting communication between different age groups and experience levels.
- Flexible work schedules that demonstrate a company's acknowledgment of the employee as an individual with unique needs. By offering scheduling options, firms can create a culture that fosters loyalty and hard work because the employee feels his/her needs are being recognized and addressed.
- Corporate committees or groups give employees an opportunity to make their voice heard and to help play a part in influencing the way the company evolves. Whether it is an activities committee, diversity council or green team, employees can choose the issues that interest them the most and play a role in advancing those interests.
- Training opportunities that enhance professional skills or prepare future company leaders are highly valued and show a commitment on the part of the company to invest in the employee. Lisa Freestone, PE, a PBS&J associate vice president and the firm's manager

for retention, diversity and career development, reports that more than 2,300 employees—more than half PBS&J's employee population—accessed online courses available through PBS&J University in 2007. Some companies offer tuition assistance for employees to continue their education. Conference attendance and membership in professional associations are also important to employees at all levels as part of their continuing professional development.

• Employee recognition and reward systems recognize employee achievements and professional contributions. Regardless of age or experience level, all employees want to feel that their hard work is making a meaningful contribution to the goals of the firm. A number of recent work-

force surveys have concluded that money is not what employees value most. The number one response in most of the surveys (and a top five response in all) was the desire to be appreciated. By recognizing employee achievements and rewarding them, companies can satisfy that need.

Attracting and keeping talented professionals is justifiably one of the most serious concerns facing management. Doing a good job of recruiting and retaining top talent is crucial to remaining successful in today's increasingly competitive marketplace. If a firm is successful, satisfied employees who feel valued—convinced they are working for the best organization possible—can become the company's most effective recruiting and retention tool. ■

WHAT ARE OTHER COMPANIES DOING TO RETAIN GOOD EMPLOYEES?

Companies are pulling out the big guns in the never-ending war to keep talented employees.

- ▶ **Quick Solutions**, an IT consulting firm, gives each manager a week's vacation in the company's condominium, on Florida's Sanibel Island. The company also rewards consultants who stay with the company for at least three years with an annual \$1,200 vacation voucher and by paying for a monthly professional housecleaning service.
- ▶ **Focus2**, a design and Web-development company, allows staff, many of whom work as much as 90 hours a week, to bring their dogs into the office any time they want. **Parrett Trucking Inc.**, based in Scottsboro, AL., initiated a pet-friendly break room after allowing truck drivers to take their animals on the road.
- ▶ Two weekends a year, **The Plitt Co.**, a Chicago seafood business, throws a party for employees' children to celebrate their good grades. The children are rewarded up to \$20 for each "A" they've earned and the bonuses grow in size as the children grow in age.
- ▶ **HealthLink**, a North Carolina-based consulting firm, offers employees a four-day work schedule and five-year veterans have the option of a four-week paid sabbatical, in addition to a standard vacation package.
- ▶ To avert burnout and impress upon employees that their company is humane, **GreenPages Inc.** lets employees take one "sanity day" each month after their third month with the company.
- ▶ **Analytical Graphics**, a satellite-software provider, retains a caterer to prepare dinner every night for staff members who opt to work late. In addition to dinner, soft pretzels are delivered every Monday, bagels every Wednesday, a full breakfast (including pancakes, omelettes, sausages, oatmeal, and pastries) each Thursday, and lunch every Friday.



DIVERSITY

Workplace Best Practices

America used to be referred to as a "Melting Pot," but now, as we move away from assimilation to multiculturalism, is often labeled a "Salad Bowl," where individual ethnic groups blend together, yet maintain their cultural uniqueness. But don't stop there: diversity, as defined by one task force, 'R-E-G-A-R-D-S' (i.e., Race, Ethnicity, Gender, Age, Religion, Disability, and Sexual orientation) every individual. If public and private organizations are to be effective and motivate their people to help grow the company, then leaders must recognize and capitalize upon this diversity both within the employee ranks and amid potential clients.

Why Diversity?

Today's leaders realize that in order to be effective, successful diversity planning must be aligned with and provide support for strategic business objectives and operational decisions.

Leaders and managers within the organization are primarily responsible for the success of diversity policies because they must create a strategic plan to develop diversity initiatives throughout the

organization and ensure that the policies are effective. "PBS&J is committed to diversity because we recognize that having a workforce that reflects the diversity of our clientele contributes to business growth and opportunities," says Clarence Anthony, executive vice president and chief marketing officer. "Decision makers at the local, state, and national level are more diverse than they were 10 to 20 years ago. And as we go abroad, we realize that business practices differ internationally; understanding those cultural differences aids in foreign business development."

Another key reason for a diverse workplace is that organizations that promote and achieve a diverse workplace, attract and retain quality employees and increase customer loyalty. For public organizations, it also translates into effective delivery of essential services to communities with diverse needs.

In addition to leaders and managers who recognize the impact that diverse clients will have upon the success or failure of an organization, employee participation is also a necessary part of the initiative to develop and maintain effective

diversity policies. Employees who participate in diversity initiatives and training and have the support of firm leadership understand that effectively interacting in a diverse workplace is vital if the organization is to remain competitive in a global economy.

Cecilia Green, executive vice president at PBS&J and Board sponsor of the Corporate Diversity Advisory Council affirms this, "As we continue the shift to a global economy, three factors that demonstrate the value of a diverse workforce and inclusive work environment become increasingly important: 1) Clients and customers around the world represent diverse constituents as well as diverse cultural attributes, and they expect their service providers to reflect and appreciate that diversity; 2) Diversity in our workforce is increasing, with women, minorities, and individuals from different cultural, religious, and social backgrounds representing a greater percentage of the skilled talent pool; and 3) The competitive environment and complex technical challenges of a global economy require greater innovation and creativity, both of which are best achieved with diverse perspectives in the workplace."

U.S. companies are recognizing that they are competing in a global marketplace with companies around the world—not just overseas, but on U.S. territory. As more public-private partnerships (P3s) are implemented, the stakes for projects against competing foreign companies are getting higher. The globalization of U.S. companies will raise new challenges in training people to deal with customers and suppliers around the world. Employees need to become more diverse with respect to gender, age, cultural, and religious backgrounds. "Having a diverse staff increases the value of PBS&J as a consultant to our clients by bringing together people of different cultural and educational backgrounds, allowing us to provide innovative solutions based on differing viewpoints," says Andrew Lucyshyn, PE, PBS&J group manager, ITS division.


Part of the competition challenge is recruiting and retaining highly skilled employees. "The pool of employees is small," added Anthony. "As a corporation, diversity is an important decision because the corporation recognizes that, in order to grow, it has to attract and retain the best and brightest employees."

One effective recruitment strategy is offering scholarships for minority students in the technical fields of science, math, engineering, and architecture.

Success in Diversity Strategies

So what does a successful strategic diversity plan look like? Companies that incorporate a consistent diversity training program and advocate diversity in the workplace can experience benefits such as:

- Higher employee retention rates
- Improved individual and team performance
- Reduced harassment incidences and discrimination lawsuits
- Improved corporate culture
- Improved recruitment of diverse employees

For the employer and the employee, diversity is more than a moral obligation; it has become a global necessity for best management practices and strategic planning. 

FEATURE LINK

ADA-Compliant Technology

The Americans with Disabilities Act (ADA) gives civil rights protections to individuals with disabilities and guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, state and local government services, and telecommunications. The National Council on Disability reports that approximately 50 million Americans (about 17% of the population) are classified as disabled.


ADA-compliant assistive technology developments in software, hardware, and other areas such as the Internet, are creating new opportunities for disabled individuals to achieve more professional and personal independence. Some of these innovations include:

Screen readers: devices that speak text that would normally appear on a computer screen, enabling the visually impaired to work on a computer and access the Internet.

Voice recognition software: enables those who have physical difficulty using a computer mouse to control their computers with verbal commands.

Scanning software and reading hardware: scan printed text and then translate it into speech or Braille.

Touch screen monitors and software: allow users to interact with computers by touching the screen.

Spurred by the ADA and federal legislation (Section 508) requiring federal agencies to make electronic and information technology accessible to people with disabilities, new advancements are being made every day. For more information on ADA compliance see www.ada.gov. For more information on Section 508 compliance see www.section508.gov. 

MENTORING: An Age-old Practice Thrives in the New Workplace

In Greek mythology, when Odysseus left for battle, he asked his friend Athena, the goddess of wisdom, to assume the male form of Mentor to watch over and guide his son while he was away. From that time, the name has been used to describe teachers, guides, role models, advisors, and counselors.

Aristotle mentored Alexander the Great in rhetoric and literature and kindled his interest in science, medicine, and philosophy. Centuries later, international aviation pioneer Sir Freddie Laker mentored Sir Richard Branson, who went on to become the billionaire creator of Virgin Atlantic Airways®.

From ancient times until the present, mentor-protégé relationships have been instrumental in creating great leaders, building successful businesses, and fostering the transfer of knowledge and wisdom from seasoned individuals to those just starting their professional journeys.

Trends in the Workplace

The benefits of the mentoring practice are still evident today. As the nation's pool of skilled workers continues to shrink, it is becoming increasingly difficult for employers to hire "perfect" candidates for specific jobs. To survive in the competitive labor market, employers must create and offer programs that will give them an edge. "The importance of an effective mentor-protégé program in today's corporate culture cannot be emphasized strongly enough," says Lisa Freestone, PE, PBS&J associate vice president and the firm's manager for retention, diversity, and career development. "Within PBS&J

we have seen many successes in the development of employees who have had strong mentoring relationships," Freestone continues.

An emerging trend is employers hiring people who come close to meeting position requirements and then training them for specific requirements. Companies are beginning to refocus their attention on the age-old art of mentoring as an inexpensive, yet effective, way to match knowledgeable people with those having less experience to promote professional and personal development.

A Variety of Options

As the business environment has changed, so too has the practice of mentoring. To accommodate today's rapidly changing organizations, mentoring situations have evolved to fit specific business environments ranging from formal/informal relationships to one-on-one group settings to onsite/long-distance programs.

The first step in becoming a mentor or protégé should be to investigate firm-sponsored mentoring programs. Some organizations formally match mentors and protégés in a structured program. In other cases, a manager might volunteer to mentor a promising young recruit, or an inexperienced employee might approach a veteran worker to ask for guidance. Many professional organizations also offer mentoring programs.

Successfully Navigating the Mentoring Maze

All employees should be encouraged to participate in mentoring programs, either as a mentor or as a protégé. Mentors and protégés may come from different technical fields, different services, or different regions. Effective mentoring can

even take place without face-to-face contact, through the miracle of modern technology. To be effective, the mentoring relationship should involve a minimum of two hours of dedicated mentor-protégé contact time per month. This time is voluntary. Protégés and mentors should be able to opt out of the program—typically lasting six months to a year—but they may continue the relationship if they both desire.

Mentors should be trusted and experienced advisors who have an interest in the development of younger or less experienced individuals. They make a commitment to help an assigned protégé become a productive and knowledgeable member of an organization. Mentors must be committed to the process, be knowledgeable and respected members of the organization, be able to motivate and encourage others, be trustworthy, be willing to share knowledge and experience, and possess good communication skills.

A protégé must make a commitment to meet with the assigned mentor regularly, usually two or three times a month. To derive the most benefit from the relationship, protégés must ask for and give feedback, take responsibility for their own career growth and success, and be open to suggestions provided by the mentor.

A protégé can learn from books, as well as instructor-led and Web-based training programs. Training should also include hands-on experience. A number of methods may be employed to facilitate effective mentor-protégé relationships: project work, job rotation, shadowing, and direct instruction from experts.

Does Mentoring Work?

Successful pairings can be beneficial and rewarding for both mentor and protégé. With regular meetings, goal setting, and progress updates, both individuals gain a broader understanding and perspective of an organization and perpetuate its culture. For protégés, becoming involved in a mentoring program can lead to career enhancement, promotions, higher job satisfaction, and larger

incomes. Mentors can earn the respect of colleagues and superiors. Their own work often benefits from the protégé's fresh perspective and ideas.

Companies benefit too, because existing knowledge and expertise within a company is disseminated and perpetuated—a sort of collective wisdom can be grown, nurtured, and passed along within the firm. The mentoring relationship can also be beneficial in bridging the workplace generational gap by giving employees from different age groups and mindsets the opportunity to work closely together while embracing their differences and forging new bonds. As the workplace continues to evolve, mentoring endures as a time-tested practice with proven results. ■



Rules to Mentor By
Regardless of the program, all mentor-protégé scenarios share the same important characteristics:

- Mentoring programs are voluntary.
- No one is assigned a mentor; potential matches are identified.
- Both mentor and protégé must enter into the relationship of their own free will with a desire to accomplish something positive.
- Either may opt out at any time with no repercussions.
- Mentoring programs are goal-based. Protégés must describe specific outcomes or goals they hope to achieve from the experience.
- Mentors must be outside of the reporting structure of the protégé; there can be no direct or indirect reporting relationship.
- No evaluation or assessment of performance may be derived from the mentoring experience—it is off the record.
- Mentoring may be recommended by a supervisor or requested by an individual as a developmental activity. ■



Working for the Greater Good

The U.S. Department of Labor recently reported that nearly 61 million people volunteered between September 2006 and September 2007. Spanning the broad spectrum of American society, those volunteers included men and women, young and old, and people of all races and ethnicities. As different as these volunteers seem to be, they all had one thing in common—their desire to help others.

For decades, companies have looked at higher salaries, flexible scheduling, and personalized benefits as the primary means to attract qualified employees and improve workplace satisfaction. But as employers continue to explore new methods and strategies to recruit and retain the cream of the employment crop, it is becoming evident that there might be another approach—

tapping into what appears to be a growing commitment to personal community service.

Resonating Across the Generation Gap

Those currently entering the job market for the first time typically fall into the Gen Y age group. While much has been written about the challenges of enticing these non-traditional, young career seekers to join—and thrive in—a traditional work environment, a recent survey conducted by Deloitte & Touche USA might provide some insight into what truly motivates them.

In its 2007 Volunteer IMPACT Survey (which focused on Gen Y), Deloitte reported that nearly 80 percent of all respondents thought of themselves as volunteers. Perhaps



more telling was that 97 percent of the respondents believed that employers should offer employees opportunities to volunteer “work-related skills” to nonprofit organizations.

Why this personal connection to the community? Gen Y has witnessed and dealt with the aftermath of some of the most unsettling events in recent history, including the tragic events of 9/11, the devastating 2004 Asian tsunami that killed 225,000, and Hurricane Katrina. A younger generation with older relatives may also be feeling the indirect effects of diseases such as cancer, AIDS, and Alzheimer’s igniting a desire to connect with others to fund research and find cures.

But it’s not just younger employees that feel the need to give back. Workers from every walk of life and at every stage of their careers are looking for ways to make meaningful contributions in both their home communities and the global community.

Companies Can Support Communities Corporate philanthropy has been described as a duty of the modern corporation but many companies



perceive it as an opportunity to support the social and economic health of the communities their employees live and work in.

“There are many avenues available to employers who want to offer volunteer opportunities to their workforces,” says Terri Vitar, a PBS&J associate vice president based in the company’s Los Angeles office. “In PBS&J’s case, our parent company established The PBSJ Foundation that is focused on community-based education initiatives. Any employee can submit a grant request, and any employee may contribute to the Foundation. Employee contributions to the Foundation are matched by the firm at a rate of 2 to 1.”

Vitar also points out that volunteerism in PBS&J’s 80 home communities across the United States is not restricted to activities funded by The PBSJ Foundation. “Our employees are an active and committed group, and they’re not shy about bringing a local need to our attention.”

“But we know that we’re not alone, and that our colleagues across the nation are just as invested in their local communities as we are,” Vitar goes on to say.

And she is right. Fortune 500 company Aflac™ encourages a corporate culture of community caring in four areas: health, education, youth, and the arts. Aflac has also established a Foundation that issues grants to qualifying 501(c)(3) organizations.

Bank of America is committed to making a positive impact in the community, a commitment firmly rooted in the company’s core value to “do the right thing.” The company demonstrates this commitment through their Neighborhood

Excellence Initiative, local and national grants, matching charitable gifts, and an impressive \$1.5 billion ten-year giving goal.

Even More to be Gained?

While there is no denying a strong altruism among the current workforce, it is not the only motivating factor for volunteers. In the Deloitte survey, most respondents (82 percent) felt that volunteering could help them build skills that would ultimately serve them well in business.

Judith Squillante, PBS&J executive vice president and director of human resources agrees. “By volunteering for a nonprofit organization, individuals are often able to step into roles that might elude them during careers, and to experience something new.”

And, if it’s a good experience for the employee, it’s just as beneficial for the employer. “No matter whether the experience is gained in a non-profit arena, or through involvement in a neighborhood or professional association, involved employees bring their newly honed skills back to their employers. They also connect to their communities through contacts they’ve made with people from all walks of life,” Squillante says. “The benefit is a very real one.”

As more businesses are finding out, by giving just a little, everyone has a lot to gain. Employees fulfill their desire to make a difference and feel invested in a workplace that is supportive. Employers derive the benefits that a more experienced and satisfied workforce bring to the table. And the community? Well, let’s just say it’s a win-win for everyone. ■

FEATURE LINK *Fostering Philanthropy*

If you don’t have a corporate foundation or existing volunteer opportunities already in place try:

- Working with a “matchmaking” organization. An Internet search can help you identify organizations that help bring volunteers and nonprofits together. Each offers its own menu of services, with volunteer matching programs and the ability to make online donations among them. Examples include: www.volunteermatch.org; www.networkforgood.org; and www.usafreedomcorps.gov.
- Get employee input. Conduct a survey to find out what volunteer activities most appeal to your employees and which organizations they prefer to be involved with. Organize and implement volunteer opportunities based on the feedback.
- Check out other companies. Do a little research to see how other companies are supporting community involvement and see which programs might work for your firm. A few to start with:

Aflac: www.aflac.com/us/en/aboutaflac/corporatephilanthropy.aspx

Amgen: www.amgen.com/citizenship/corporate_philanthropy.html

Bank of America: www.bankofamerica.com/foundation/

Disney: disney.go.com/disneyhand/

Honda: corporate.honda.com/america/philanthropy.aspx

Merrill Lynch: www.ml.com/index.asp?id=7695_8134_13653

Verizon: www22.verizon.com/about/community/ H

LIGHTS W I D I S

PBS&J PEOPLE NEWS



Eileen LaSeur

Humberto Alonso, Jr., RA, PBS&J vice president and south Florida district director, has been named to the Greater Miami Chamber of Commerce (GMCC) Board of Directors. The GMCC Board determines the organization's annual work plan, has approval and oversight of the budget, and monitors the progress of the Chamber's various work areas. Alonso is based in Miami, Florida.



Michael Pavlides

PBS&J associate project manager **Ryan Bayer** has been elected to chair the Air and Waste Management Association's (A&WMA) Alamo Chapter for 2008. The A&WMA provides environmental professionals with timely information on air and waste issues spanning the technical, managerial, and regulatory arenas. Bayer, part of PBS&J's sciences group in San Antonio, previously served as vice-chair of the organization.



Humberto Alonso, Jr.



Devona Bell Sherwood

Julie Dillard has joined PBS&J's national tolls division as a senior tolls advisor. She brings 22 years of state government and transportation related experience to PBS&J, including five years as tolling program deployment coordinator for the Texas Department of Transportation. Based in Seattle, Washington, Dillard will be PBS&J's project manager for tolling projects in the Pacific Northwest.



Ryan Bayer



David T. Williams

PBS&J's Orlando project development and environment group welcomes **Eileen LaSeur** as a senior planner. With 16 years of experience in Central Florida, she will coordinate public involvement efforts associated with transportation planning and design projects. A member of the American Planning Association, LaSeur is also the immediate past president of the Women's Transportation Seminar's Central Florida Chapter.



Julie Dillard



David Winsor

The Board of Direction of the Society of American Military Engineers (SAME) Washington, DC Post recognized PBS&J's **Michael Pavlides, CFM**, with its 2007 Distinguished Service Award. Following that, he was also presented with SAME's Regional Vice President's Medal for managing the Post's annual Scholars and Honors Gala, which raised over \$100,000 for the Post's scholarship fund.

Devona Bell Sherwood has been appointed a senior project manager in PBS&J's Jacksonville Everglades Partners Joint Venture office. Her master's degree in natural resource policy and administration focused on innovative approaches to sustainable environmental management. Sherwood's 15 years of natural resource management experience includes projects in the United States, Africa, the Middle East, Southeast Asia, the Caucasus, and Russia.

David T. Williams, PhD, PE, D.WRE, CPESC, CFM, PBS&J's national technical director for water resources, has been elected to chair the American Institute of Hydrology's Board of Registration. He will preside over a ten-person board that develops the rules and regulations governing certification of professional hydrologists, a process that includes peer review and testing. Williams is based in Denver, Colorado.

PBS&J's environmental sciences division has added **David Winsor** as a principal project director in Denver, Colorado. He has 33 years of experience providing technical and project management expertise to domestic and international clients in the energy, mining, and petrochemical industries, and he has worked on transportation projects nationwide. Winsor has bachelor's and master's degrees in zoology from Southern Illinois University.

CURRENT NEWS

EcoScience Corporation Joins PBS&J

On March 1, 2008, PBS&J acquired EcoScience Corporation, a full-service environmental and engineering consulting firm based in Raleigh, North Carolina. EcoScience specializes in the preparation of ecological assessments and environmental impact statements, endangered species determinations, wetland delineations, soil surveys, permitting, mitigation planning, stream restoration, stormwater master planning, hydrologic and hydraulic engineering, and surface or groundwater modeling. EcoScience Corporation's founding president, Jerry McCrain, PhD, CEP, will continue with PBS&J as a senior project director.



EcoScience

As a new program within PBS&J's East Sciences division, EcoScience will enhance PBS&J's service offerings. Established in 1998 in Raleigh, North Carolina,

EcoScience has grown to meet the environmental needs of clients beyond its home state. Today, the 20-member company is also serving clients throughout South Carolina, Tennessee, Georgia, and the U.S. Virgin Islands, complementing PBS&J's national resume in environmental science and engineering.

The company's diverse portfolio of projects includes development of wetland and stream functional assessment methodologies, funded by the North Carolina Department of Transportation and spearheading an \$11-million mitigation program for the North Carolina Global TransPark in Kinston.



John Zumwalt, Christine Burkholder and Lee Essrig at the Melissa Eubanks Award for Ethics and Compliance presentation in Orlando, Florida.

PBS&J Reselected as Florida's Turnpike Enterprise General Consultant

PBS&J has been reselected as one of two general consultants to help deliver the \$5 billion, five-year work program for Florida's Turnpike

Enterprise (FTE). The contract to be shared by the two consultants is for five years with funding for the first year expected to approach \$30 million for the program. Kevin Hoeflich, PE, a veteran transportation professional with more than 20 years of engineering and management experience, will serve as PBS&J's program director for the contract.

Having served as FTE's general consultant since 1988, PBS&J and its consultant team has supported the agency in offering quality transportation services to motorists traveling throughout the state of Florida and providing leadership in the tolls industry. The general consultant services relate to production management, toll services, and bonding requirements.

Burkholder Receives Eubanks Award for Ethics and Compliance

The PBSJ Corporation (PBSJ) recently presented its annual award for ethical business conduct and integrity to Christine Burkholder, a senior landscape architect in the Planning and Landscape Architecture division of PBSJ. Burkholder is an employee of PBS&J, a subsidiary company of The PBSJ Corporation. She is based in Atlanta, Georgia, and has been with the company for four years.

Burkholder was presented with the Melissa Eubanks Award for Ethics and Compliance during the company's annual managers' meeting in Orlando, Florida. She was recognized for her actions in resolving a complex issue involving two clients.

The Melissa Eubanks Award for Ethics and Compliance honors actions or behaviors that exemplify PBSJ's strong commitment to ethical business conduct and integrity. The PBSJ Corporation formally launched its enterprise wide business ethics and compliance initiative including infrastructure, policies, training, and mechanisms to reinforce cultural change in 2006.

**Highlights**

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