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Millennials Expect Less and More: Workplace Writing for Today's Workforce

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MILLENNIALS EXPECT LESS AND MORE:
WORKPLACE WRITING FOR TODAY'S WORKFORCE

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ENG 696 Capstone
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May 3, 2018

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Abstract

As the makeup of a company's workforce changes so must their internal practices. The newest members of the professional workplace belong to the so-called Millennial generation. While there have always been challenges when new generations enter the workforce research shows that this latest generation has brought with it more challenges than previous generations. This paper looks at what is so different about this generation, how it affects the workplace, and finally, how these unique qualities can best be incorporated in a company's policy and procedure writing to better keep the attention of this new worker. Characteristics of the generations currently in the professional workplace are reviewed in terms of how these characteristics affect their workplace attitudes and why any change for the newcomers is needed. Current methods for policy and procedure writing are reviewed as a basis for changes that can be made for the expanded generational audience. The paper concludes with a discussion of ways that future policies and procedures can be prepared for forward thinking companies. This discussion includes the writing of the document itself as well as possible methods for presentation of these documents for better acceptance by generations new and old.

Introduction

The generational mix in today's workforce is more diverse than ever, partly because people are continuing to work later in life than previous generations, and there are many unique characteristics of the newest generation joining the workforce in large numbers, the Millennials. The dates that define this generation vary from source to source but the general range that will be used throughout this paper encompasses those born between 1980–2000 (Fig. 1).¹ These unique characteristics are leading to shifts in the way companies are directing their workers. Many books and articles have been written about the newest generation to enter the workforce and the changes that employers are seeing. Some of the more popular books on the generation are

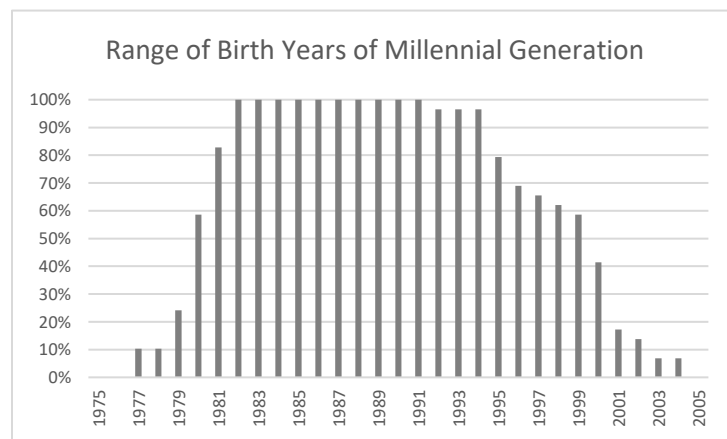


Figure 1: Millennial Birth Years

¹ (Aruna and Anitha 2015; Bencsik et al. 2016; Bennett et al. 2012; Carbary et al. 2016; Coates 2017; Deal et al. 2010; Ferri-Reed 2010; Ferri-Reed 2013; Fry 2015; Hackel 2016; Hershatter and Epstein 2010; Howe 2000; Kuron et al. 2015; Lancaster and Stillman 2002; Langan 2012; Meng et al. 2017; Murray 2011; Myers, and Sadaghiani 2010; *Nonprofit World*. 2008; Pew Research Center 2010; Pinzaru et al. 2016; Robinson, and Stubberud 2012; Sanner-Stiehr and Vandermause 2017; Sease 2017; Stanton 2017; Stillman and Lancaster 2010; Tapscott 2008; Wiedmer 2015)

The Millennials: Connecting to America's Largest Generation by Thom S. Rainer and *Grown Up Digital: How the Net Generation is Changing Your World* which is a follow up to *Growing Up Digital: The Rise of the Net Generation* both by Don Tapscott. Searches in scholarly literature lead to results very heavily focused on the management of Millennials as opposed to the way the workplace can or should adapt to the new workers. One specific area where literature seems to be lacking is whether or how to adapt professional writing. This paper seeks to answer one main question: how must policy and procedure writing be adapted for a millennial workforce? To answer this question, other questions will need to be answered. How can policies and procedures be written so Millennials will read and understand them? Do future policies and procedures need to be more *this* or less *that*? Should the policies presentation be more interactive than they are today?

The most successful companies recognize the differences in all the generations in their workforce and be able to make the most of them. Meeting the needs of employees is more than just making things work for the newest members of the workforce but making adaptations that help all generations work together. Many aspects of the corporate atmosphere have to be adapted to benefit from all the generations in the workplace.

Each of the generations that have been researched for this paper is defined by more than just the years of their birth. It is these definitions that begin to explain the way the generations behave in the workplace. In order to answer the questions posed above evidence of the characteristic differences among the generations in the workplace will be presented. Information about the standards of policy and procedure writing will be explored. Three sample policies are examined to show the good and bad of policies currently in use in the corporate world. Finally, the information about Millennials in the workplace and policy writing will be combined to suggest ways to prepare and present workplace policies that the newest generation in the workplace will not ignore.

Today's Generations

Generational discussions are not new. Karl Mannheim published an essay about generations well before the Millennials were even imagined. He writes about how some professionals tried to create strict definitions of generations, but because of the fluid nature of the birth and death cycle this wasn't possible (Mannheim 1952). The different generations are loosely defined by the year of birth, but the name given to each generation is based on more than just the year of birth. According to dictionary.com, a generation is "a group of individuals, most of whom are the same approximate age, having similar ideas, problems, attitudes, etc." The criteria used to define the generations pertain to the moment in time they occupy, what happenings in the world affected their view as they were growing up and entering adulthood, as well as things more central to their environment. As stated by Bennet et al. (2012), "All hold different values, morals, dreams, desires, ambitions, and styles of working." Each generation has been influenced by wars, social events, technological breakthroughs, etc.

While each generation has specific, often stereotyped, traits, there are also some traits that have slowly changed through the generations. One of the most noticeable trends through the generations is the level at which the generations accept, and their attitudes towards, technology. The four generations that can be found in the workforce today, Traditionalists, Baby Boomers, Generation Xers, and Millennials, are defined below based on currently available literature. The generation born since the end of the Millennials' generation have not yet entered the professional workforce and their unique traits are just beginning to be defined. It is to be expected that this generation will share much of the technology related traits of the Millennial generation and any adaptations made in the workplace for Millennial employees will benefit this next generation as well. See [Appendix A](#) for a table of generational characteristics, influences, and more.

Not all researchers agree on the definitions of the generations or even whether there should be labels put on the generations. David Costanza points out many places where the methodology used in generational research does not hold up to scientific scrutiny (Costanza 2018). Even though not all researchers agree, this paper uses the existing workplace generational research to suggest the changes the corporate world can make to their professional documentation more appealing to the expanding workforce. Whether or not you agree on the definitions of the generations, the makeup of the workplace is changing and it benefits everyone when the recommendations result in better policy and procedure writing.

Traditionalists

Traditionalists are the oldest generation in the workforce, born approximately between 1928–1945. While even the youngest members of this generation have surpassed retirement age, there were still 3.7 million of this generation working as of 2015 (Fry 2015). As of 2017, only the youngest of the generation is still in the workforce. This generation was born during the Great Depression and World War II. They reached adulthood during World War II, the Korean Conflict, the Vietnam War, and the Cuban Missile Crisis. These national and world events shaped the characteristics and behavior of this generation such as dedication and sacrifice. They saw the birth of the refrigerator, color television, nuclear power, and the integrated circuit. As a generation that survived the Great Depression, it is understandable that a common trait of this generation is their sense of duty before pleasure (Steelcase 2009). Traditionalists are sometimes labeled Silents because of this generation's reluctance to stand out or take part in the conflict (Lancaster and Stillman 2002). In the workplace, this generation is known for their appreciation of hierarchy and boundaries. As for their workspace, they expect their space to reflect their position and accomplishments (Steelcase 2009). This generation can be resistant to change can make it difficult for them to adapt to the newer cohorts in their workplace (Bennett et al. 2012). Their impending retirement means the time for younger generations to share in their knowledge is shrinking.

Baby Boomers

The generation that fought World War II became the parents of the Baby Boomers. The Boomers were born between 1945–1965. Before the Millennial generation, the Boomers were the largest generation (Pew Research Center 2010). The Boomer generation saw television become common, Sputnik, and the first man on the moon. They were the generation to experience the shootings at Kent State and the availability of oral contraception. The Boomers watched the assassination of JFK and Watergate. Boomers (and young Traditionalists) began the push for civil rights and fought in the Vietnam War. This generation is known for their reluctance to embrace technology but also for being very involved with their work. Boomers have often been considered workaholics, this view has influenced the attitude of their children (Dolezalek 2007). As the generation that began the push for civil rights, it is not surprising that they are being driven and aggressive (Howe 2000). Like the Traditionalists, this generation values private workspaces but they also appreciate the availability of collaborative spaces and are effective team players (Steelcase 2009). Many members of upper management at companies today fall into this generation. As with Traditionalists, those that have not yet retired will be doing so over the next several years and must find ways to share their company knowledge with the newer generations.

Generation X

Generation X (more often called Gen X) includes those born in the years from around 1965-1980 (Pew Research Center 2010). They are the children of Traditionalists or early Boomers. Gen X influences include the 1986 Space Shuttle Challenger explosion, the Cold War, *Star Wars*, and the birth of the AIDS epidemic. This generation saw the first woman appointed to the US Supreme Court and came of age during the Gulf War and saw the Berlin Wall come down. This generation saw the growth of technology from nothing to commonplace, cellphones starting as a status symbol for the rich evolving into something that the majority owns. This generation is fairly comfortable with technology because they are the ones that have developed much of it, Nintendo GameBoy®, Sony Playstation®, and the Internet (Howe 2000). This generation is seen as being very independent, global thinkers, and often entrepreneurial (Steelcase 2009; Dolezalek 2007). Their style in the workplace reflects their comfort with technology because they enjoy more flexible mobile workstations. The Gen Xers, and the Millennials that follow them, place a high importance on work-life balance (Lancaster and Stillman 2002). While both Traditionalists and Boomers prefer private workspaces, Gen Xers are interested in alternative office environments (Steelcase 2009).

Millennials

The newest generation in the workforce, and the subject of this paper, encompasses those born from 1980–2000. They are the generation that is entering adulthood at the dawn of a new millennium. There have been several names given to this generation, Generation Y, Net Generation, Generation Next, Generation Me, and others, but it is Millennials label that has become the most

common. This generation lived through the attacks of September 11, 2001 and the Iraq War. Millennials saw the first black US President and the destruction of hurricane Katrina, and more recently hurricanes Hugo and Irma. This generation has never known a world without modern technology. In the years this generation came of age they experienced or created internet gaming, social media, and online media (Steelcase 2009). They tend to be very vocal in their support of diversity and the rights of all. This generation no longer feels the need to stick to their own group or class. Whether in social groups or relationships, this generation is less likely to focus on the differences of their peers than all the previous generations (Pew Research Center 2010). Many people describe this generation as lazy but that is likely more for their tendency to multitask. It can appear that a Millennial is not doing anything leading to the claim of being lazy when the only reason he/she was not doing anything is because they had completed multiple things through multitasking. (Stillman and Lancaster 2010). Their ability to multitask has been shown through research to be a truly physical difference in the way their brains are wired to process tasks (Robinson and Stubberud 2012). This is the first generation that, in general, that is not expected to be more successful than their parents (Pew Research Center 2010). One trait that is mentioned in many pieces of literature is the Millennials' need for frequent feedback (Howe 2000; Pew Research Center 2010; Tapscott 2008). This can be explained by the constant feedback this generation received by their parents according to Hershatter and Epstein.

They have always felt loved and wanted by their doting parents guided and cared for by teachers whose training included the importance of building self-esteem, and, at least before 2009, desired by corporate recruiters. Members of other generations, especially Gen X, who are acutely aware that life is rarely played on a level field, may describe them as entitled, but Millennials view themselves as pressured and high achieving and have grown accustomed to supportive, nurturing environments that provide them with every opportunity to succeed (2010, 215).

These characteristics can affect their work life. Millennials are known for preferring fun, open collaborative spaces as well as being able to work anywhere. Linked to their preference for open, fluid workspaces is their preference for having no boundaries or workplace hierarchy (Steelcase 2009).

Comparing the Workplace Styles of the Four Generations

Millennials are also a very flexible generation, they are able to work from almost anywhere (Bennett, Pitt and Price 2012). Despite all the differences in the generations, there are also some similarities. Both Gen Xers and Millennials are very interested in clearly understanding what their organization expects of them. Knowing their roles and responsibilities is essential to both generations (Dolezalek 2007). An interesting difference between the general characteristics of the generations inside and outside of the workplace is the way transmission occurs according to Mannheim's theory: "The Problem of Generations" (Mannheim 1952). This theory tells of the way that perspectives pass from one

generation to another. When it comes to characteristics that exist outside of the workplace, these are generally passed down with some minor adaptations while those inside the workplace are sometimes rejected by the new generation. It is interesting to see that the characteristics of generations are more fluid outside of the workplace with bigger changes in workplace attitudes.

Hierarchy and Office Space

The different generations have different preferences in the physical office spaces. The preferences have progressed over time from a desire for hierarchy based offices (higher ranks have larger, more opulent offices) to a desire for more open work spaces where there is little or no differentiation among the company hierarchy. The characteristics of the various generations can be explained by the circumstances that shaped the generation. Many of these features carry over into a person's work life in some form. For members of the Traditionalist generation hierarchy and boundaries are very important but Millennials prefer no boundaries or hierarchy (Steelcase 2009).

Technology

Comfort with technology is another factor that separates the generations. Generation X came of age as technology was growing while Millennials have never known a time without technology. The Boomers are still reluctant to embrace new technology (Dolezalek 2007).

Workload and Feedback

Some characteristics are stated in much of the literature. Among these are the Millennials need for frequent feedback, skill at multitasking, and tendency to become bored at work quickly. It is not at all uncommon for a Millennial to complain to their managers that they do not have enough to do (Deal et al. 2010; Stillman and Lancaster 2010; Tapscott 2008).

Communication

Another unique characteristic of Millennials is the way they are less skilled at both face-to-face communication and understanding non-verbal cues. The method of communication in the workplace has changed through the generations. For the Boomers it was a phone call or face-to-face communication that is preferred. Gen Xers are more likely to communicate with a phone call or email while Millennials prefer email and instant messaging or texting (Hershatter and Epstein 2010). When both email and instant messaging/texting are the preferred communication forms it is understandable that Millennials have a difficult time understanding non-verbal cues (Robinson and Stubberud 2012).

Adjusting to Millennials in the Workplace

Based on the traits discussed above, there are ways that the workplace can become more appealing to newer employees without alienating the existing workforce. The physical work place needs to be considered, perhaps the time of aspiring to have the corner office is behind us. Millennials strongly expect open

relationships with supervisors, frequent feedback, open communication, and thrive on teamwork (Myers and Sadaghiani 2010).

Even things such as training need to be adjusted to best reach the Millennial workers. Previous generations preferred corporate trainings to be presented in classroom settings while Millennials prefer more technology-based trainings (Dolezalek 2007). Previous generations excel at face-to-face communication but this is an area where Millennials fall short. Millennials prefer more technology-based, electronic communication. Jan Ferri-Reed states “New hires need more than a quick tour and a policy manual review” (2010). A popular idea for training Millennial employees is to assign them a mentor. Millennials are anxious to move up the ladder and they often want to do it the fastest way possible. Providing them mentors, frequent guidance, and feedback will keep them more engaged in the company and the need for training.

Current Policy and Procedure Guidance

Corporate or internal policy and procedure writing is an area of business or technical writing that has not always existed in literature for technical or business writing. A review of several editions of *The Business Writer's Handbook*, including the first edition, demonstrates the shift in the importance of policy writing in the professional setting. The first edition of this reference book includes a section for instructions, the sequence of steps necessary to complete a task, but nothing for policies or procedures. Beginning with the second edition in 1982, each edition has added a section on policy and procedure writing in addition to the section on instructions (Alred et al. 1976, 1982, 1992, 1997, 2000). There is a distinction between instructions and procedures that explains why guidelines for each are now available in these handbooks. At a very basic level, instructions are a sequence of steps necessary to complete a task while procedures lay out the steps needed to follow a process. Many of those that have received any training in policy writing have drawn their training from a small number of policy textbooks or guides. Multiple searches for policy writing guidance result in the *Writing Effective Policies and Procedures* written by Nancy J. Campbell (1998). This text is the textbook of choice in many college courses which lends more respectability even though it has not been revised since 1998. This helps explain why the way that policies are prepared and formatted has not substantially changed for many years. Policies follow basic outline regardless of the industry, purpose, or audience. All policies start with a title, a description of the boundaries or scope, followed by the main points (Peabody 2013).

Companies have policies to keep all employees following the same standards of action. The definition of policies according to Nancy Campbell in *Writing Effective Policies and Procedures* states that “Policies are guidelines that regulate organizational action. They control the conduct of people and the activities of systems” (1998). Policies in the business world are different than political policies. Business policies define the standards or guidelines that will govern the actions of the employees as well as management. There are policies regarding everything from time-off requests to anti-bribery. A policy for time-off requests

may be relevant to the entire workplace while other policies may be directed at specific departments or roles. Similar to a company's style guide, a company may create a policy that defines the standards for the company's policy writing and approval requirements. These policy writing standards will specify the sections of each document, what each section should contain, and the process for implementation.

There are several steps that should be followed when preparing a policy. The first step that needs to be completed is the planning stage. One way to approach this step in policy writing is to think of it as a project. In the planning stage the policy project should be broken down into the necessary phases of the policy. One of the most important parts of this step is the scheduling of the phases. Even the simplest of policies can take a significant amount of time to complete. The next in policy writing is the analysis step. It is in this step that the audience of the policy is defined. This is the step that the writer of the policy should first consider writing the policy for a multi-generational audience. The third step in policy writing is the research step to gather all of the necessary information to move on to the final step of prewriting (Campbell 1998).

Once a company has created their policies they often find there is a need for a procedure to support the policy. Consider the definition of a procedure presented by Campbell, "procedures supplement the policy guidelines with specifics and complete the information users need." (1998) Properly written procedures provide the step-by-step guidance needed to meet the standards of action of the policies. The specifics of how a policy should be written are usually contained in the policy on policy writing. It is generally considered a best practice to create policies and procedures as separate documents for two reasons. Procedures are often updated as the individual steps are revised based on use. It is generally easier to update the procedure than it is to update a policy because the policy approval process tends to be more restrictive.

Policy and Procedure Preparation for the Millennial Audience

Hersatter and Epstein point out "that additional insights gained by exploring this complex and sometimes paradoxical generation will facilitate the ability to tap into their many abilities and talents" (2010). While there is no research specifically on policy writing for the Millennial audience, conclusions can be drawn from research that exists on training Millennials. There are two main components of preparing policies and procedures, content and presentation. Changes are needed to both components to best take advantage of the talents of Millennial employees.

Content

The basic content of a policy would not need to be changed for a Millennial audience but there is some information that should be added. Millennials have shown a need to make a difference in the world. Policy writers should take advantage of this trait and make changes to the content of a policy. The writer should consider expanding the typical purpose section to include more detail of

why the policy is needed and more specifically, why this policy should be important to each end user. Show the multi-generational audience how this policy is good for the employee, the company, or the world. This is a generation that asks questions, always wanting to know “why” so policies that are up front with this information will be more likely to keep the attention of the newer audience. Sease provides this statistic, “94% are motivated to work harder when they understand the importance...” (2017). While other generations in the workplace may not require this change in the content, this change would benefit others in the workplace as well. The Millennials do prefer things to be more visual or graphic but this is not something that adapts well to written policies. Some policies can support graphics such as flow charts and those policy components should continue to be included in policies when relevant. The addition of visual components can not only grab, and hold, the attention of the Millennial employees, it can also more clearly explain the policies and procedures to other employees.

Presentation

The accepted method for presenting policies is in a written, printed format. Despite progress in technology, policies are still written but less likely to be printed for general employee consumption. While there may be a need for an employer to maintain a signed copy of a policy, these policies are more often maintained in a digital format. For Millennials this is a positive change but some older generations have had more difficulty adapting to this progress. It has been suggested that to keep the attention of Millennials, the writer should make the sure the message and media match (Hershatte and Epstein 2010). A visual look at the desks of a typical Baby Boomer and a typical Millennial will likely find the Boomers’ desk filled with paper files and documents and the Millennial’s desk looking nearly unused. Millennials are also more attracted to interactive activities. While there will remain a need for policies to be available in a written format for third-party audit purposes, training on policies that is presented in an interactive format will be more likely to get and hold the attention of the Millennials in the office. All aspects of a policy that can be presented in an interactive manner will be more quickly absorbed. One possible reason for a Millennials’ preference for visual or interactive policies is how easily they can become distracted when reading a plain text document because of the way their multitasking brain works. Due to the Millennials’ need for feedback, “80% want to receive regular feedback from their managers” (Sease 2017), training that includes some type of comprehension quiz at the end of the training will likely be seen as positive.

Sample Policy and Procedure Documents Compared

A search for sample policies found the “Honda Code of Conduct & North American Region Compliance & Ethics Policy” at www.hondatrading.ca², the



Figure 2: Cover, Honda Policy

Honda policy (Fig. 2) uses the graphic to emphasize that this document applies to the North American Region. The cover of the Ford policy is not as specific (Fig. 3). The cover gives the impression that the policy is for the entirety of Ford but reading the document tells me that it is meant as general guidance for the global Ford entities but that each region should adapt the policy to fit their own local requirements.

The automotive company policies are more colorful and have a more modern look but there are still stark differences between these policy documents. Both policies clearly separate the different

“Ford Code of Conduct Handbook Corporate Policies and Directives” at corporate.ford.com,³ and an “Ethics Policy” at www.sans.org⁴. Larger versions of the images presented here are available in [Appendix B](#). While each policy contains most of the expected sections, overview, purpose, scope, policy, definitions, etc., there are significant differences between the policies. The differences begin with the covers. The cover of the

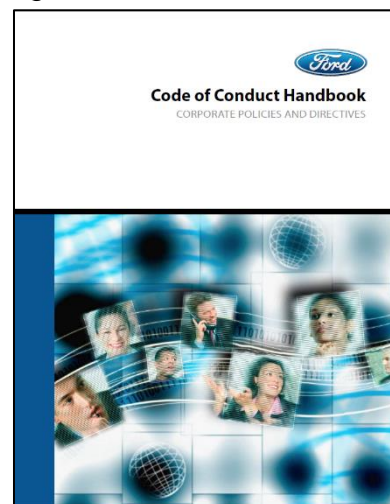


Figure 2: Cover, Ford Policy

subtopics of the policy which allows a reader to quickly locate the area of the policy they need. The Ford policy document provides an overview and requirements for each subtopic followed by a list of references (Fig. 4). I did not search out each individual reference listed but those that are easy to find are more than a page long with additional details that are not included in the overall policy document. This makes the document read more like a reference document to point the reader to the supporting documents. I would also point out that each section is still just text document with a colorful header and footer. Each section starts with a colorful page with an image but there are no images on the policy pages.

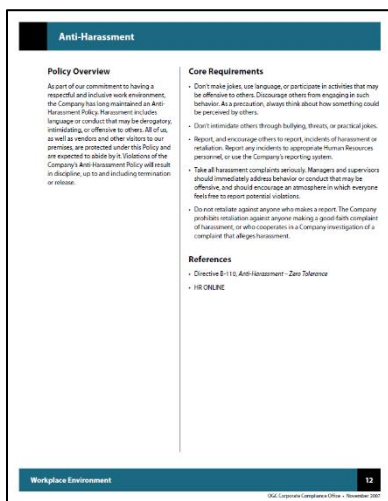


Figure 4: Ford Anti-Harassment Policy

² http://www.hondatrading.ca/Policies/Code_of_Conduct_NA_Region_CE_Policy_ENG_2018.pdf

³ <https://corporate.ford.com/microsites/sustainability-report-2016-17/doc/sr16-code-of-conduct.pdf>

⁴ <https://www.sans.org/security-resources/policies/general/pdf/ethics-policy>

In contrast, the Honda policy states the Honda policy as well as the required or individual conduct for each of the many subtopics in the Code of Conduct section of the document. The organization of the Compliance & Ethics policy is similar with each subtopic explaining the policy and how it is to be applied (Fig 5). It uses a question and answer format to help explain the application of the policy. While not all pages

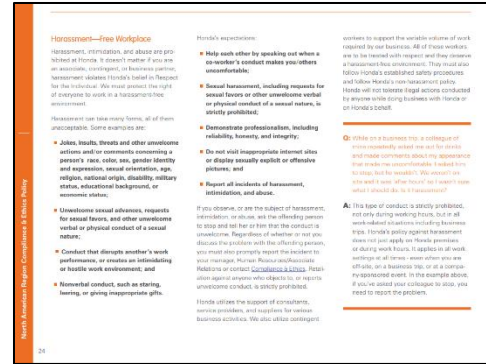


Figure 5: Honda Harassment-Free Language

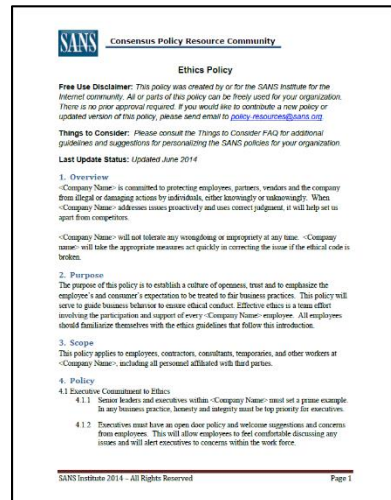


Figure 6: SANS Ethics Policy

contain graphics, the graphics are also not limited to just the beginning of each section. The final sample policy, the SANS policy (Fig. 6), is basic text with default heading styles and formatting. This reflects a style of writing that has been around in the professional workplace since policy and procedure writing was first mentioned in *The Business Writer's Handbook* in 1982 (Alred et al. 1982). This is a typical method of preparing a policy but that doesn't mean this is the best way it can be done.

Finding the Goldilocks of the Sample Policies

The three sample policies described above all have different styles for presenting the information the reader needs but one, the Honda policy, presents the information in a format well-suited to a millennial audience. Another one, the Ford policy, presents the information in a style that is not quite where it should be but the company offers a very millennial option for accessing and interacting with the policy information, a [smartphone app](#) (Ford 2017).

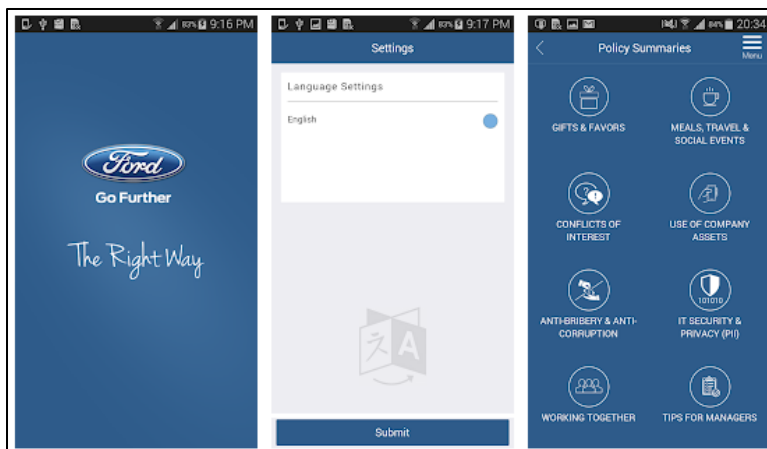


Figure 7: Ford Smartphone App

Adapting an Existing Policy for the Millennial Audience

The Honda Policy document can stand on its own for the millennial audience but its presentation can be improved. Simply delivering the policy to those it applies to is not enough to ensure it is read by all, especially the millennials. Honda, and other companies can consider using a smartphone app like what Ford has developed. According to the Ford website, the app they developed remains an open source product in order for other companies to use and benefit from its design. With the level of familiarity that millennials have with technology, it should be expected that millennial employees will be more comfortable with accessing policy information through a smartphone app are probably more likely to reference an app when they have a question about a certain situation than they are to read through a hard copy document or even a digital document.

The policy created by Ford uses the color and visual aspects that will grab Millennial's attention but the number of references should be reduced. If the information in the referenced documents is necessary for the reader's use and understanding of the policy it should be part of the policy document. It is not very likely that a millennial employee will take the time to track down the referenced document and then read it as well. Incorporating the policy documents into the smartphone app is beneficial, but the information available in the app should mirror what is found in the source document.

The SANS policy needs quite a bit more improvement to be adapted for millennial employees. One simple way that this type of policy could be modified would be to include images and other graphics that can support the policy as well as break up the black and white monotony of completely text policy document. The writer should also include more detail in the purpose section to explain why this policy is needed, what its benefits are. Compared to the other policies, the SANS policy is very minimal, but that may be simply due to the specific audience for the policy. Regardless of the scope of this policy, it could undoubtedly benefit from improvement in appearance, content, and format.

With the understanding of millennial's desire for constant feedback, each of these companies could ensure deeper understanding of the policies by creating some type of quiz or checkpoint for various subtopics contained in the policy. This can be accomplished through computer-based-trainings (CBTs), apps, or even in-person events.

Conclusion

The workplace is an ever-evolving place and this will only continue. In 2015, Millennials became the most prevalent generation in the workforce (Fry 2015). It is also estimated that by 2025 there will be 78 million Millennials in the workplace (Pew Research Center 2010). Policies and procedures, like all other business documentation, can be adapted for the employee base without alienating older workers but instead improving communication for them. If a business wishes to thrive, they must be find ways to both attract and keep new generations in their employ. Making these changes should not be looked at as a hurdle to be overcome but a natural evolution to bridge the generation gap. According to

Robinson and Stubberud, “organizations may find that they need to adapt their policies and procedures in order to take advantage of the special skills offered by Millennials and minimize related problems within the organization” (2012).

Companies should realize that the makeup of their employees is changing and more aspects than policy writing should be adapted for the Millennial workforce. Many changes that businesses make will bring about a happier, more loyal employee base. Jan Ferri-Reed comments that “armed with a little insight and bit of patience, leaders who engage their youngest employees can develop team members who become significant contributors to the organization’s future” (2010). As more and more Millennials, and future generations, enter the job market it will become more and more important for businesses to work to attract the employees they will need to keep their business active and relevant.

While there is an abundance of research about Millennials in the workplace I have not found any research or conclusions specific to workplace policies or other professional documents. I feel research in this area would be beneficial to companies trying to remain relevant in a more complex, global business world. Specifically, research into ways to make business documents more user-friendly for all in the workplace. The fields of technical communication and organizational development could come together to look at this topic more closely.

Appendix A

Table 1

	Traditionalists 1909–1945	Baby Boomers 1946–1964	Generation Xers 1965–1978	Millennials 1979–2000
<i>Influences</i>	Privation of WWs, Churchill, Roosevelt, De Gaulle, Military Service, Class system, train travel	JFK, contraception, television, Beatles, Swinging 60s,	The Cold War, Thatcher, Mitterrand, Kohl, Star Wars, Rock music, European Union, car travel	Computers, Internet, mobile phones, Instant messaging, gaming, global warming, Facebook, cheap air travel
<i>Characteristics</i>	Dedication, sacrifice, conformity, respect, hierarchy, patience, duty before pleasure	Optimistic, tea oriented, personal gratification, health and wellbeing, personal growth work involvement, forever young	Independent, diverse, global thinkers, technological, fun, informal, self-reliant, pragmatic, detached, entrepreneurial	Optimism, civic duty, confident, easily bored, sociable, moral, streetwise, environmental nurtured
<i>Pros</i>	Stable, loyal, detail, orientated, thorough hard working	Driven, aggressive, aim to please, team players, relationship focused, service orientated	Adaptable, techno literate, independent, unintimidated by authority, creative	Meaningful work, tenacious, multi-tasking, realistic, tech savvy, heroic spirit
<i>Cons</i>	Resistance to change, reluctant to rock the boat, shy from conflict, unexpressive and reserved	Technologically challenged, reluctant to disagree with peers, process ahead of result, self-centered, not budget minded	Impatient, different manners, skeptical, perceived as lay, quick to criticize, lack of assertiveness, emphasize result over process	Need for structure and supervision, inexperienced, job hoppers, work isn't everything
<i>Workplace Style</i>	Derive identity from place, space reflects accomplishment and position, hierarchy, boundaries	Importance of corporate culture, and feeling part of the whole; private office, break away private enclaves, collaboration spaces, centralized knowledge center	Look and quality are important, enjoy the extras, support expression in individual space: personal, flexible mobile workstations; alternative officing; open accessible leadership team areas	They can work anywhere, informal and fluid use of space, space for mentoring; fun open collaborative spaces, plug and play tech environment, no boundaries or hierarchy

Source: Steelcase, 2009

Appendix B



Figure 3: Honda Cover

YOU AND YOUR FELLOW ASSOCIATES



North American Region Compliance & Ethics Policy

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RESPECT FOR THE INDIVIDUAL

We owe each other honesty, respect and fair treatment and we need to always treat others as we would want to be treated. This is the basis of our commitment to one another and is the foundation of our success. To maintain our commitment and to attract and keep talented individuals, it is vital that we continue to have a supportive, professional and respectful work environment.

Maintaining this environment not only helps Honda succeed, it also creates the setting for each of us to thrive and to reach our full potential. At Honda we demonstrate Respect for the Individual in many ways. What follows are some of the key areas where we must be guided by our commitment to our values and to each other.

Trust

Relationships among our associates should be based on mutual trust. Trust is created by recognizing each other as individuals, helping out, and accepting help when appropriate, sharing our knowledge, and making a sincere effort to fulfill our responsibilities.

Initiative

Initiative means not being bound by preconceived ideas, but thinking creatively and acting on your own initiative and judgment, while understanding that you must take responsibility for the results of those decisions and actions.

Figure 4: Honda Section Heading

Harassment—Free Workplace

Harassment, intimidation, and abuse are prohibited at Honda. It doesn't matter if you are an associate, contingent, or business partner, harassment violates Honda's belief in Respect for the Individual. We must protect the right of everyone to work in a harassment-free environment.

Harassment can take many forms, all of them unacceptable. Some examples are:

- Jokes, insults, threats and other unwelcome actions and/or comments concerning a person's race, color, sex, gender identity and expression, sexual orientation, age, religion, national origin, disability, military status, educational background, or economic status;
- Unwelcome sexual advances, requests for sexual favors, and other unwelcome verbal or physical conduct of a sexual nature;
- Conduct that disrupts another's work performance, or creates an intimidating or hostile work environment; and
- Nonverbal conduct, such as staring, leering, or giving inappropriate gifts.

Honda's expectations:

- Help each other by speaking out when a co-worker's conduct makes you/others uncomfortable;
- Sexual harassment, including requests for sexual favors or other unwelcome verbal or physical conduct of a sexual nature, is strictly prohibited;
- Demonstrate professionalism, including reliability, honesty, and integrity;
- Do not visit inappropriate internet sites or display sexually explicit or offensive pictures; and
- Report all incidents of harassment, intimidation, and abuse.

If you observe, or are the subject of harassment, intimidation, or abuse, ask the offending person to stop and tell her or him that the conduct is unwelcome. Regardless of whether or not you discuss the problem with the offending person, you must also promptly report the incident to your manager, Human Resources/Associate Relations or contact [Compliance & Ethics](#). Retaliation against anyone who objects to, or reports unwelcome conduct, is strictly prohibited.

Honda utilizes the support of consultants, service providers, and suppliers for various business activities. We also utilize contingent

workers to support the variable volume of work required by our business. All of these workers are to be treated with respect and they deserve a harassment-free environment. They must also follow Honda's established safety procedures and follow Honda's non-harassment policy. Honda will not tolerate illegal actions conducted by anyone while doing business with Honda or on Honda's behalf.

Q: While on a business trip, a colleague of mine repeatedly asked me out for drinks and made comments about my appearance that made me uncomfortable. I asked him to stop, but he wouldn't. We weren't on site and it was 'after hours' so I wasn't sure what I should do. Is it harassment?

A: This type of conduct is strictly prohibited, not only during working hours, but in all work-related situations including business trips. Honda's policy against harassment does not just apply on Honda premises or during work hours. It applies in all work settings at all times - even when you are off-site, on a business trip, or at a company-sponsored event. In the example above, if you've asked your colleague to stop, you need to report the problem.

Figure 5: Honda Policy Page

YOU AND OUTSIDE BUSINESSES



MAINTAINING STRONG BUSINESS RELATIONSHIPS

Our business partners (such as contractors, suppliers, vendors, service providers, dealers) and contingent workers make significant contributions to our success and the high quality of our products and services. We engage them in an honest and ethical fashion. We don't take advantage of anyone, whether directly through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or indirectly through any other unfair practice.

We purchase goods and services, and develop and maintain business relationships based on sound business reasons, such as suitability, diversity, quality, delivery and cost. Purchasing arrangements must be done pursuant to your company's procurement policies. They must be properly documented and clearly identify all material terms and conditions, including the services or products to be provided, price, and payment terms. No payment on behalf of Honda shall be approved without adequate supporting documentation.

We believe in doing business with business partners who embrace and demonstrate high standards of ethical business behavior and who share our commitment to [diversity](#) and [environmentally sound practices](#).

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Figure 6: Honda Section Heading

Q: I want to sit on the board of my religious organization. Do I need approval?

A: No. Disclosure or approval is not required with respect to positions with the following types of organizations: condominium associations, religious institutions, or volunteer work with entities such as parent-teacher associations, youth sports organizations, scout groups, community volunteer organizations, or similar endeavors. If you are in doubt whether your organization of interest would fall within the exception category, contact [Compliance & Ethics](#) or your compliance officer.

Personal Relationships

You must disclose to your management when family or personal relationships might influence, or be perceived to influence, your ability to make objective decisions. Management is responsible for putting appropriate controls in place and determining whether you can continue to be involved in those decisions.

Reciprocity

Providers of goods and services must not be asked to buy goods and services from Honda in order to become or continue as a supplier or service provider, whether or not the goods or services are directly tied to the goods and services that Honda is receiving in the arrangement.

Q: I have become very friendly with an associate who works for me. What is Honda's position on managers dating subordinates?

A: A romantic relationship with a direct or indirect subordinate can hurt morale and disrupt productivity. It may also create a conflict of interest or the appearance of a conflict of interest. If you are in such a relationship or know someone who is, you should report the relationship to your manager, Human Resources/Associate Relations or Compliance & Ethics.

Q: I have run into a problem with a supplier. I need to replace the supplier immediately so that the project won't fall behind schedule. My neighbor's company provides similar services at an even lower rate. Can I ask their company to take over?

A: If you'd like to recommend your neighbor's company, you can do so, but you must disclose your relationship to your manager and remove yourself from the supplier selection process. We should avoid giving the impression that we play favorites, and we should never take shortcuts in the bidding process. Remember, all associates must follow Honda's sourcing and procurement policies and procedures.

GIFTS AND ENTERTAINMENT

At Honda, we pride ourselves on building strong relationships with business partners and customers. On rare occasions, entertainment or gifts may be offered to you. The preference is for you to explain that neither gifts nor entertainment are expected or encouraged from those doing business with Honda. Acceptance of gifts or entertainment may create an appearance of a conflict of interest. Even the appearance of a conflict can be damaging to you, Honda, and our business partners.

To ensure that we don't create a perception of impropriety, adhere to the following:

■ **Any gift or entertainment must be legal, consistent with both companies' policies and our values; and**

- **Never be accepted during the bidding process for new business;**
- **Never be in cash or a cash equivalent (such as a Visa gift card);**
- **Never be received or offered for something in return;**
- **Never be encouraged or solicited by you or a family member; and**
- **Be infrequent.**

Figure 7: Honda Policy Page

- Gifts must be nominal in value (policy limit of \$50 dollars (Canada/US) or \$1000 pesos (Mexico)).
- Entertainment or other favors must be of a character that does not go beyond common courtesies consistent with ethical and accepted business practices. When appropriate, consult with Compliance & Ethics in advance to discuss your specific situation.
- The Honda associate, as well as the business partner, competitor, or business entity must be present; otherwise, the meal or entertainment must be treated as a gift.



Providing Gifts and Entertainment

At times, it may be appropriate to provide a modest gift or entertainment to a business partner. Lavish spending on business gifts is unacceptable because it can create the perception that we are trying to obtain or give favorable business decisions by providing individuals with personal benefits.

Honda is prohibited, either directly or indirectly, from offering any financial remuneration to any governmental authority/official.

Gifts and entertainment provided to other entities must be accurately reported by the associate and recorded in Honda's financial records.

Any situation that may appear to be a conflict of interest must be reviewed by Human Resources/Associate Relations or [Compliance & Ethics](#). If you're ever in doubt, you should disclose the issue.

Q: I overheard my manager talking about a World Series baseball game that a business partner treated her and a guest to over the weekend. It sounded excessive to me; however, I don't want to get her in any trouble (she is a good manager) and I sure don't want any unnecessary attention. Should I say anything?

A: All associates have a right and responsibility to bring forward concerns, even if they are not sure a violation has occurred. We understand it may be difficult to do so. Honda has provided many channels for associates to communicate concerns, including the option to remain anonymous. In addition, Honda has clear policies prohibiting retaliatory actions and behaviors.

Since you had a concern, you should raise the issue. This is particularly true since it involved a high profile sporting event. Ideally, the manager has already disclosed this situation to her manager and an informed, appropriate decision was made. Raise the issue to protect the integrity of Honda, our process, and our associates.

Figure 8: Honda Policy Page

North American Region Compliance & Ethics Policy

GUIDANCE FOR ACCEPTANCE OF GIFTS/FAVORS/DISCOUNTS/ENTERTAINMENT

Guidance for Gifts, Favors, Discounts		Guidance for Entertainment (including Meals)
<p>Generally Acceptable – Exercise Good Judgment</p> <ul style="list-style-type: none"> ■ Gifts of little or insignificant value, i.e. promotional items (hats, pens, coffee mugs, etc.) ■ Any other gift valued below and up to \$50 dollars (Canada/US) or \$1000 pesos (Mexico) ■ Retail offers to the general public <p>Careful Consideration – Consult</p> <ul style="list-style-type: none"> ■ Discounts or special offers (must be publicly available to all associates in your company) ■ Competitions or drawings at events attended for work with prizes that can be regarded as gifts ■ “Thanks for your help” gifts from suppliers/dealers ■ Business travel expenses 	<p>Unacceptable</p> <ul style="list-style-type: none"> ■ Gifts of more than \$50 dollars (Canada/US) or \$1000 pesos (Mexico) value (except for consumable items such as food baskets that may be shared with the team) ■ Gifts of even a nominal value received during a bidding/negotiating process for new business, or with conditions attached ■ Money and items that can be easily redeemed for cash ■ Compensation of any kind, including loans, payments, or subsidies ■ Promises of employment or other favors for relatives, friends, etc. ■ Overnight accommodations (business or personal) ■ Personal use of a business partner or potential business partner’s private property, such as a condo or boat ■ Frequent acceptance of even nominal gifts 	<p>Generally Acceptable – Exercise Good Judgment</p> <ul style="list-style-type: none"> ■ A working lunch or dinner or social dinner reflective of the business partners relationship with Honda ■ Standard tickets to a normal sporting (such as, pre- or regular season) or cultural event <p>Careful Consideration – Consult with Compliance & Ethics</p> <ul style="list-style-type: none"> ■ Above-standard tickets, such as, luxury box/suite or play-off/championship events, higher than face value, to a sporting or cultural event ■ Tickets to a high-profile sporting or cultural event <p>Unacceptable</p> <ul style="list-style-type: none"> ■ Any entertainment, events, trips, or accommodations intended to influence a decision, negotiation, business arrangement, or purchase ■ Entertainment received during a bidding/negotiating process for new business, or with conditions attached ■ Frequent acceptance of entertainment/meals

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Figure 9: Honda Policy Page



Code of Conduct Handbook

CORPORATE POLICIES AND DIRECTIVES



Figure 10: Ford Cover



Workplace Environment

Figure 11: Ford Section Heading

Anti-Harassment

Policy Overview

As part of our commitment to having a respectful and inclusive work environment, the Company has long maintained an Anti-Harassment Policy. Harassment includes language or conduct that may be derogatory, intimidating, or offensive to others. All of us, as well as vendors and other visitors to our premises, are protected under this Policy and are expected to abide by it. Violations of the Company's Anti-Harassment Policy will result in discipline, up to and including termination or release.

Core Requirements

- Don't make jokes, use language, or participate in activities that may be offensive to others. Discourage others from engaging in such behavior. As a precaution, always think about how something could be perceived by others.
- Don't intimidate others through bullying, threats, or practical jokes.
- Report, and encourage others to report, incidents of harassment or retaliation. Report any incidents to appropriate Human Resources personnel, or use the Company's reporting system.
- Take all harassment complaints seriously. Managers and supervisors should immediately address behavior or conduct that may be offensive, and should encourage an atmosphere in which everyone feels free to report potential violations.
- Do not retaliate against anyone who makes a report. The Company prohibits retaliation against anyone making a good-faith complaint of harassment, or who cooperates in a Company investigation of a complaint that alleges harassment.

References

- Directive B-110, *Anti-Harassment – Zero Tolerance*
- HR ONLINE

Figure 12: Ford Policy Page



Gifts, Favors and Conflicts of Interest

Figure 13: Ford Section Heading

Receiving Gifts or Favors

Policy Overview

Each of us is expected to act in a way that promotes the Company's best interests. Personal relationships with suppliers, dealers, and customers must not affect your ability to act in a manner that is best for the Company. Those relationships must not harm the Company's reputation by creating the appearance of impropriety. One good test is to ask yourself how others might view your actions if they were disclosed to Company management or reported in the media.

Accepting gifts or favors from a business contact, such as a supplier or dealer, can cloud your judgment when making decisions for the Company, or give the appearance that the supplier or dealer is "buying" favorable treatment. Always follow the Company's limitations and conditions on accepting gifts or favors from individuals or organizations that do business with the Company, or that are actively seeking to do business with the Company.

Core Requirements

- Do not use your position at the Company to privately enrich yourself or others (such as family or friends). In fact, you should avoid situations that could even look to outsiders as if you are doing something improper.
- Never ask for a gift or favor from an individual or organization that does business with the Company, or is actively seeking to do business with the Company.
- Accept a gift or favor that is freely offered by suppliers, dealers, and others only if it is of nominal value, involves a normal sales promotion, advertising, or publicity, and there is a legitimate business purpose. In the United States, \$50 is considered to be nominal value. See your local appendix, or ask your Human Resources representative to find out what is considered "nominal value" in your country.
- Never accept any of the following types of gifts or favors from an individual or organization that does business with the Company, or is actively seeking to do business with the Company:
 - Cash, gift certificates, or a gift of packaged alcohol (including beer or wine)
 - Tickets to any event, unless the supplier is in attendance and the situation meets all other entertainment limitations
 - A loan, unless it is from a regular financial institution on normal terms
 - Discounts on goods or services, unless the supplier makes them generally available to all employees in the Company
 - Gifts or other donations for parties or social events attended principally by Company personnel (for example, retirement or holiday parties)
- Return inappropriate gifts with a polite note explaining the Company's Policy. If it is not possible or practical for you to return the gift, consult your local Human Resources representative to determine what to do with the gift.
- Ask if you are not sure if something is appropriate. You may ask your manager, your local Human Resources representative, the Office of the General Counsel, or your local legal office.

CONTINUED ON PAGE 17

Figure 14: Ford Policy Page

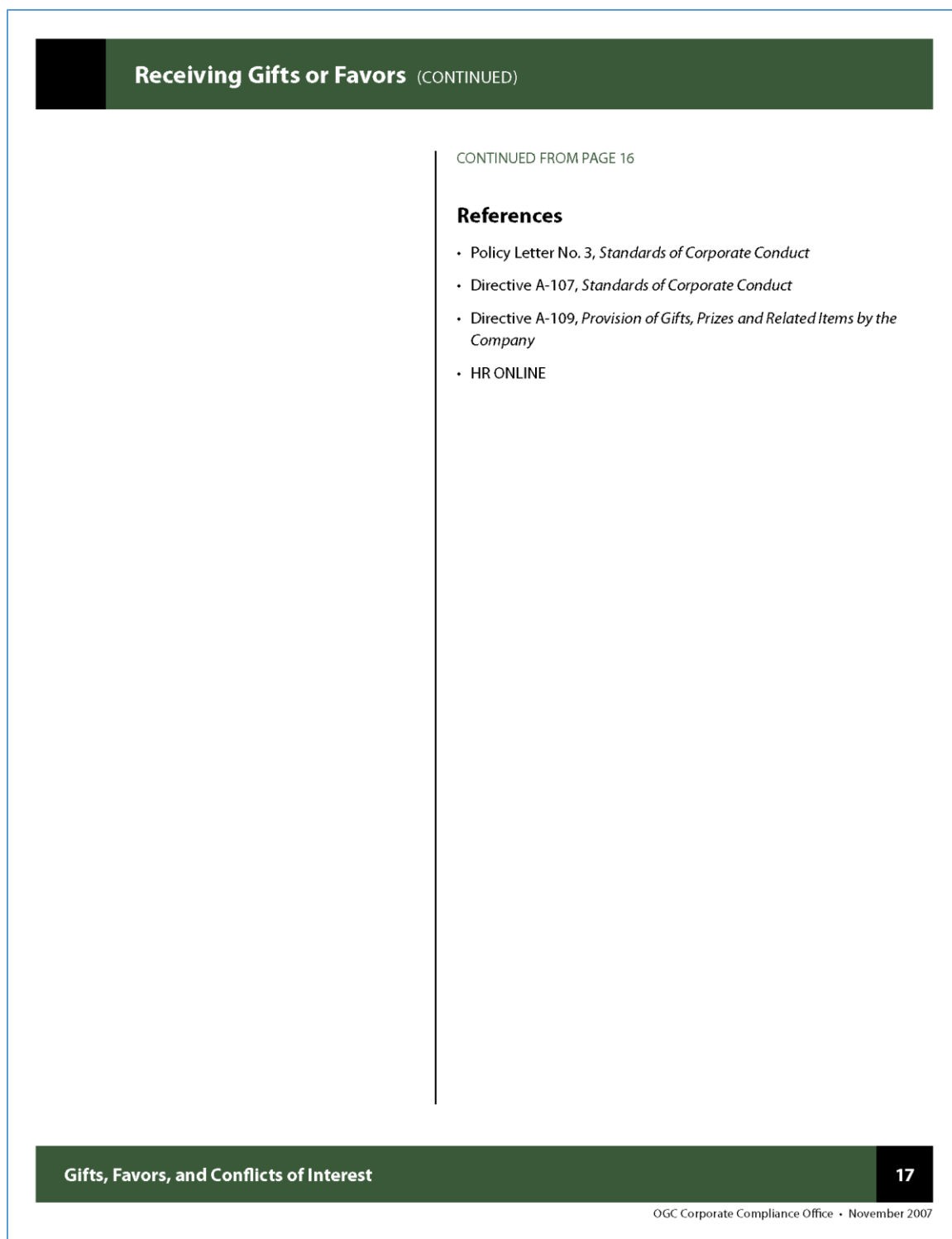


Figure 15: Ford Policy Page



Ethics Policy

1. Overview

<Company Name> is committed to protecting employees, partners, vendors and the company from illegal or damaging actions by individuals, either knowingly or unknowingly. When <Company Name> addresses issues proactively and uses correct judgment, it will help set us apart from competitors.

<Company Name> will not tolerate any wrongdoing or impropriety at any time. <Company name> will take the appropriate measures act quickly in correcting the issue if the ethical code is broken.

2. Purpose

The purpose of this policy is to establish a culture of openness, trust and to emphasize the employee's and consumer's expectation to be treated to fair business practices. This policy will serve to guide business behavior to ensure ethical conduct. Effective ethics is a team effort involving the participation and support of every <Company Name> employee. All employees should familiarize themselves with the ethics guidelines that follow this introduction.

3. Scope

This policy applies to employees, contractors, consultants, temporaries, and other workers at <Company Name>, including all personnel affiliated with third parties.

4. Policy

4.1 Executive Commitment to Ethics

- 4.1.1 Senior leaders and executives within <Company Name> must set a prime example. In any business practice, honesty and integrity must be top priority for executives.
- 4.1.2 Executives must have an open door policy and welcome suggestions and concerns from employees. This will allow employees to feel comfortable discussing any issues and will alert executives to concerns within the work force.
- 4.1.3 Executives must disclose any conflict of interests regard their position within <Company Name>.

4.2 Employee Commitment to Ethics

- 4.2.1 <Company Name> employees will treat everyone fairly, have mutual respect, promote a team environment and avoid the intent and appearance of unethical or compromising practices.
- 4.2.2 Every employee needs to apply effort and intelligence in maintaining ethics value.

Figure 16: SANS Policy Page 1



Consensus Policy Resource Community

- 4.2.3 Employees must disclose any conflict of interests regard their position within <Company Name>.
- 4.2.4 Employees will help <Company Name> to increase customer and vendor satisfaction by providing quality product s and timely response to inquiries.
- 4.2.5 Employees should consider the following questions to themselves when any behavior is questionable:
 - Is the behavior legal?
 - Does the behavior comply with all appropriate <Company Name> policies?
 - Does the behavior reflect <Company Name> values and culture?
 - Could the behavior adversely affect company stakeholders?
 - Would you feel personally concerned if the behavior appeared in a news headline?
 - Could the behavior adversely affect <Company Name> if all employees did it?
- 4.3 Company Awareness
 - 4.3.1 Promotion of ethical conduct within interpersonal communications of employees will be rewarded.
 - 4.3.2 <Company Name> will promote a trustworthy and honest atmosphere to reinforce the vision of ethics within the company.
- 4.4 Maintaining Ethical Practices
 - 4.4.1 <Company Name> will reinforce the importance of the integrity message and the tone will start at the top. Every employee, manager, director needs consistently maintain an ethical stance and support ethical behavior.
 - 4.4.2 Employees at <Company Name> should encourage open dialogue, get honest feedback and treat everyone fairly, with honesty and objectivity.
 - 4.4.3 <Company Name> has established a best practice disclosure committee to make sure the ethical code is delivered to all employees and that concerns regarding the code can be addressed.
 - 4.4.4 Employees are required to recertify their compliance to Ethics Policy on an annual basis.
- 4.5 Unethical Behavior
 - 4.5.1 <Company Name> will avoid the intent and appearance of unethical or compromising practice in relationships, actions and communications.
 - 4.5.2 <Company Name> will not tolerate harassment or discrimination.

Figure 17: SANS Policy Page 2



Consensus Policy Resource Community

- 4.5.3 Unauthorized use of company trade secrets & marketing, operational, personnel, financial, source code, & technical information integral to the success of our company will not be tolerated.
- 4.5.4 <Company Name> will not permit impropriety at any time and we will act ethically and responsibly in accordance with laws.
- 4.5.5 <Company Name> employees will not use corporate assets or business relationships for personal use or gain.

5. Policy Compliance

5.1 Compliance Measurement

The <Employee Resource Team> will verify compliance to this policy through various methods, including but not limited to, business tool reports, internal and external audits, and feedback.

5.2 Exceptions

None.

5.3 Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

6 Related Standards, Policies and Processes

None.

7 Definitions and Terms

None.

8 Revision History

Date of Change	Responsible	Summary of Change
June 2014	SANS Policy Team	Updated and converted to new format.

Figure 18: SANS Policy Page 3

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