



# On-Site Employee Programs: **One Size Does *Not* Fit All**

Personalizing on-site employee programs can improve employee engagement and retention across many generations.



## The media would have you believe that Millennials are taking over the workplace.

The fact of the matter is that up to four generations can be on your payroll right now. While companies are taking great efforts to appeal to Millennials with flashy perks and benefits, they need to be careful not to alienate other generations. Furthermore, companies that fail to engage with employees risk having them poached by competitors or other organizations.

Benefits surveys alone don't address the diversity of today's workforce (age, culture, personal preferences, locations). Every generation has unique motivators and characteristics in the onsite programs they love that make them feel connected and thereby increase their loyalty and overall job satisfaction. This white paper introduces HR managers and Benefits teams to the five generations that comprise today's—and tomorrow's—workforce; shows how personalized onsite programs improve employee engagement; and describes the benefits companies obtain when they choose a program that is uniquely suited to them.

## Meet Your Workforce

HR managers face a unique challenge today. For the first time ever, the workforce can span as many as four generations. In order to offer employee programs that effectively attract and retain talent, HR managers and Benefits teams must understand and appeal to the unique motivators and characteristics of each generation.

### The Silent Generation

The Silent Generation was born before 1946 to parents who survived the Great Depression, and they came of age when having a single phone line and a TV was a big deal. They adhere to rules and don't question, but respect, authority. Today, the Silent Generation comprises a small portion of the workforce, as many of them have retired or are looking forward to retiring soon. Those who remain are likely to hold senior positions in your company and have a wealth of valuable organizational knowledge.

These folks put duty before pleasure, and they are hard working and loyal. They expect others to honor their own commitments and behave responsibly. More than anything, the Silent Generation wants recognition and respect for their experience.



#### DELIGHT THE SILENT GENERATION

This can come in the form of bonus money to use on employee programs of their choosing. HR professionals may also consider structuring an "employee of the month" award in this way.

## Baby Boomers



Born roughly between mid-1940s to early 1960s, Baby Boomers share the strong work ethic that's characteristic of the Silent Generation. They have spent their lives pursuing the "American Dream," and now many of them are facing the reality that retirement is further off than initially planned. While Baby Boomers traditionally found their self-worth and personal fulfillment at work, today they are pursuing greater work/life balance.

Baby Boomers are team oriented, and they have good communication skills. They prefer facetime over email, and use eye contact and non-verbal cues when communicating with others. They prefer a warm, friendly work environment and seek to establish a friendly rapport with their co-workers.

### DELIGHT THE BABY BOOMERS

Most companies don't have ways for employees to engage outside of their own departments, thus creating silos. Offering group clubs or activities can add value for Baby Boomers who seek personal connections with like-minded folks.

## Generation X

Born between the early-to-mid 1960s to early 1980s, Generation X became the first latchkey kids while enduring their parents' divorces and layoffs. Today, Gen-Xers tend to be self-reliant, skeptical, and cautious. While they lack the organizational loyalty of their parents and grandparents, Generation X brings high job expectations and an entrepreneurial spirit to the workplace.

Self-sufficient and tech-savvy, Gen-Xers embrace technology for the ability it affords them to work independently. When communicating with peers, they prefer email to face-to-face meetings. As a results-oriented group that also embraces change, Generation X would rather work smarter than harder. They strive to get the job done so that they pursue other interests and spend time with family. Freedom is the best reward for Gen-X employees, who strive to maintain work/life balance.



### DELIGHT THE GENERATION X

Companies can show they respect their employees' work/life balance by offering lifestyle convenience programs. Onsite refueling services, dental exams, or phone repair services, for example, can enable this generation to take care of mundane tasks during work hours so that they can spend more time with their families in the evening and on weekends.

## Millennials

Born after 1982 and before 2004, Millennials will represent nearly 75% of the workforce by 2030. As the first generation of digital natives, Millennials have never owned a landline. They watch TV, pay bills, and communicate—via text—on their smartphone. As a result, they tend to be impatient, and generally prefer communicating online rather than face-to-face. A clunky user interface is anathema to them. Millennials grew up getting a lot of encouragement from parents and other caregivers.

As they enter the job market, Millennials are looking for work that fulfills their sense of purpose, gives their lives meaning, and facilitates their personal growth and professional development. Thus, work isn't something to escape from, but something to enjoy. Where Gen-Xers are striving for work/life balance, Millennials are focused on work/life integration.



### DELIGHT THE MILLENNIALS

For Millennials, onsite programs are an entitlement—not a benefit. This generation is most likely to start their own clubs and programs to fill any gaps in your offerings. Instead of relying on them to promote their new programs, create a master calendar and place where employees can sign up, thereby helping them reach their dreams of adding value.

## Generation Z



The youngest of the five generations, members of Generation Z were born in the last ten years. While they have yet to enter the workforce, it behooves organizations to consider how they will meet this generation's wants and needs.

Like Millennials, members of Generation Z are digital natives. Gen-Z is considered the do-it-yourself generation, thanks to self-education opportunities provided by the Internet, which has always been in the palm of their hand. Generation Z is independent and highly competitive. They want to be taken seriously and are less influenced by money than other generations before them. As Generation Z populates the workplace, experts believe they'll bring with them traditional workplace values such as respect and responsibility.

### DELIGHT THE GENERATION Z

Generation Z will want to engage with onsite programs, but they won't tolerate a clunky user interface. Signing up for programs will have to be as easy as a click or two from their smartphone.

# Onsite Programs for the 21st Century



While the Silent Generation or Baby Boomers most likely will not be taking advantage of indoor playground equipment or video games in the middle of the workday, it is as important to retain these employees as it is to recruit the next generation of innovators. Companies need to cultivate a workplace that appeals to all generations. Onsite programs can help you do just that.

It's important to note that onsite programs cannot be executed haphazardly. Given the effort required, onsite programs have historically been inconsistent and unmonitored. An occasional fitness class or service may have been provided to employees, but they didn't know when to expect them, and HR didn't have analytics to track attendance or employee satisfaction. Instead, HR relied on benefits surveys to select a handful of subsidies. These surveys only reflect the opinions of those employees who take them; what's more, surveys reflect an aggregate, not the individual opinions needed to personalize benefits.

Modern onsite programs are a different thing altogether. They appeal to the entire workforce, and HR has the data to prove it. Today's programs are flexible, enabling HR to offer a variety of services based on the unique needs and desires of the workforce—and to change them as needed. For example, employees working at a tech startup in the suburbs will have different needs from those employed at a financial institution in the city. HR has access to analytics and employee feedback to ensure that the services offered are both relevant and meet quality expectations. Modern onsite programs are also easy to take advantage of (for employees) and easy to manage (for HR). These programs now make use of mobile and Web-based applications from which users can schedule, pay, and rate services.

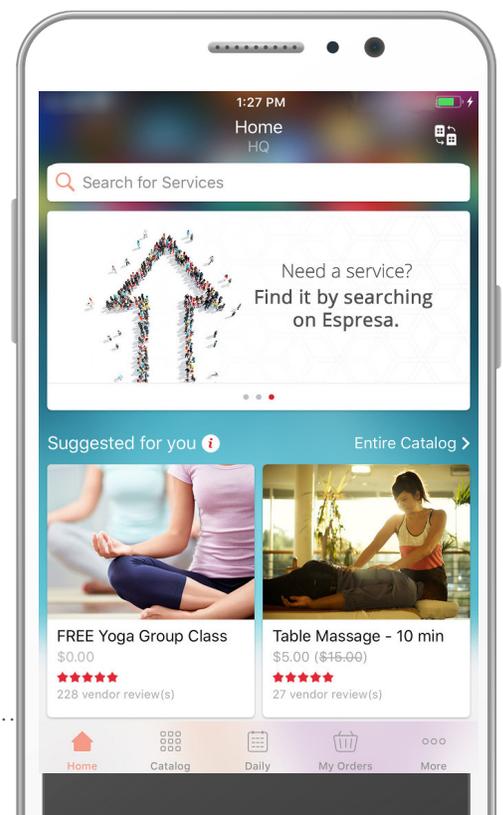
## How to Deliver Personalized Onsite Programs

The key to offering personalized onsite programs is to get out of the business of managing the minutia — vetting vendors, establishing contracts, scheduling events, etc. — so you can focus on the bigger picture: Improving workplace engagement by giving employees the onsite programs they value. All it takes is the right platform. An employee programs automation platform reduces the operational overhead of managing multiple vendors, while providing HR professionals access to a service partner network for additional pre-vetted programs.

Modern platforms enable HR to measure usage and employee satisfaction. A dashboard allows you to see, at a glance, key analytics that provide insight into employee engagement. For example, you can track active users, see how many employees attended a fitness class or signed up for flu shots, and determine the amount of time employees have saved in total and by specific services. All of this data can be used to personalize your onsite programs and measure their return on investment.

Onsite health and wellness programs can include physician, dentistry, and chiropractic programs, while exercise programs can include modern fitness classes like Pilates, TRX, and Zumba. Personalized onsite programs go beyond fitness and wellness classes, and appeal to various generations with lifestyle convenience apps. These can include notary programs, visa and passport programs, phone repair, windshield replacement, tax preparation, and more. Also included are everyday necessities and amenities like dry cleaning/laundry and manicure/pedicure programs.

Of course, the best way to personalize your onsite programs is to include your employees in the actual creation and execution of the programs, which might include affinity groups and special clubs, like biking clubs, LGBTQIA @ [Workplace], Women Who Code, or a mentors and mentees/leadership program. Giving employees the ability to run their own programs not only ensures that they have programs they value, but also improves their workplace engagement and loyalty by enabling them to connect with one another on a personal level. Furthermore, the camaraderie established in a casual setting can improve workplace interactions, making for more energetic and creative brainstorming and collaboration sessions. Integrating these employee-created onsite events and clubs into your existing event calendar to streamline communications is a key feature to look for when shopping for an onsite programs platform.



# Conclusion

A multi-generational, personalized benefits plan ensures that every employee feels like a valued member of the workforce. However, creating such a plan manually can be a challenge for any HR department. A workplace onsite programs platform can help Benefits teams manage these programs and create personalized benefits that appeal to every generation while keeping within the HR budget. Furthermore, by offering employees benefits that deliver meaningful value to them as individuals, HR departments can improve employee engagement and attract top talent.

Learn how companies like Tesla and Workday are personalizing their benefits at [espresa.com](https://espresa.com).



## About Espresa

Espresa empowers companies to provide world-class onsite programs that employees love and associate with best places to work through an employee programs automation platform. With an intuitive user interface, Benefits teams can easily administer onsite wellness, fitness, and lifestyle convenience services, as well as promote internal programs and events through one platform. Employers can take advantage of a streamlined vendor management by consolidating invoicing and access to a marketplace of prescreened service partners to quickly add popular programs. With Espresa, you'll also have the analytics at your fingertips to see which programs are most popular and provide a strong return on investment.

