





2017 ACC ANNUAL MEETING
OCTOBER 15-18
WASHINGTON DC ★ WHERE IN-HOUSE COUNSEL CONNECT

Bridging Generational Gaps: Age Differences, Age Bias and Implicit Bias

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SPEAKERS



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AGENDA

The Generations

Diversity and Commonality

ADEA at 50

The Relevancy/Irrelevancy of
Implicit Bias in the Workplace

Celebrating Diversity, Finding
Commonalities, and Ensuring
Non-Discriminatory Decision-Making



LEARNING OBJECTIVES

DEFINE

Age Discrimination and the
Relevancy/ Irrelevancy of
Implicit Bias in Case Law
and Theory

UNDERSTAND

The Cultural Context
of Each Generation
in the Workforce

LEARN

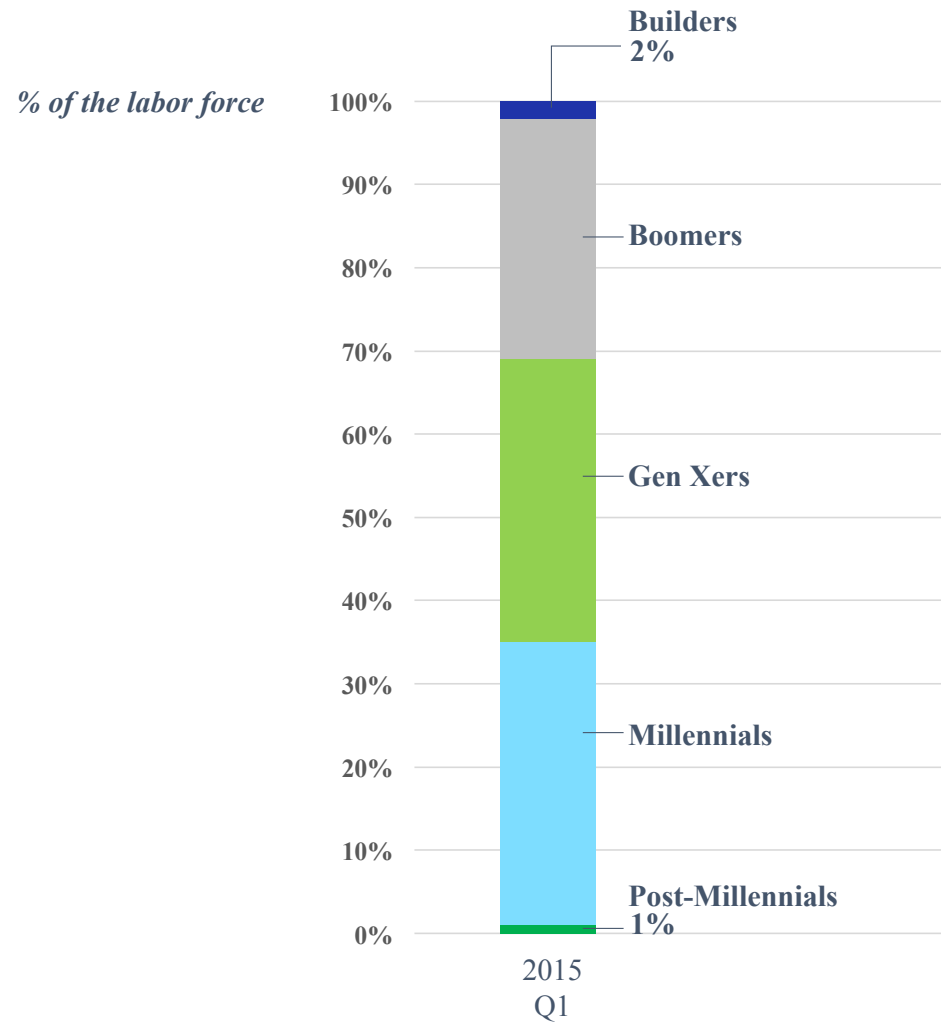
Key Strategies for
Managing Multiple Generation
in
the Workforce

WHY THIS TOPIC?

WHY NOW?

LABOR FORCE BY GENERATION

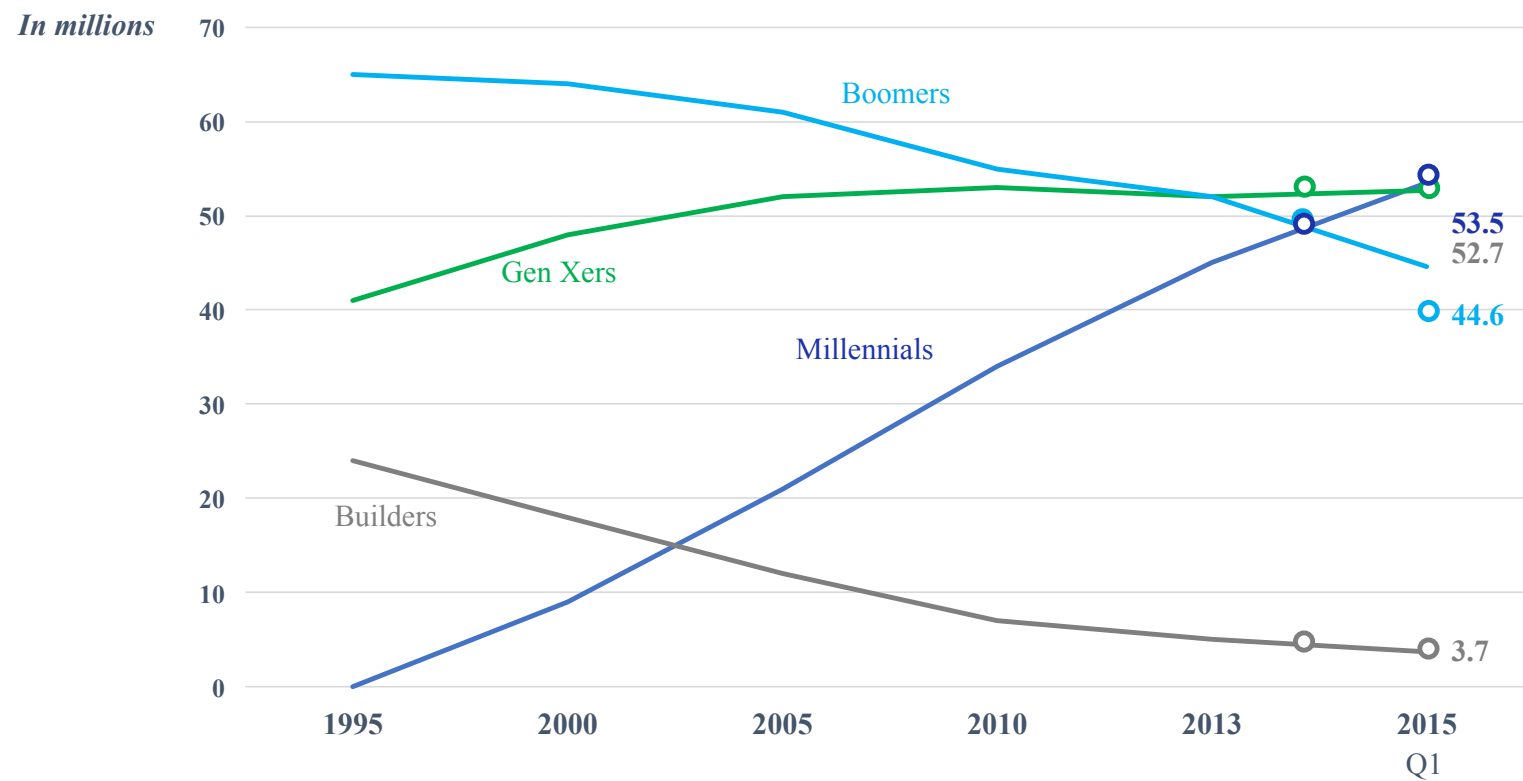
2015



Source: Pew Research

LABOR FORCE BY GENERATION

1995-2015



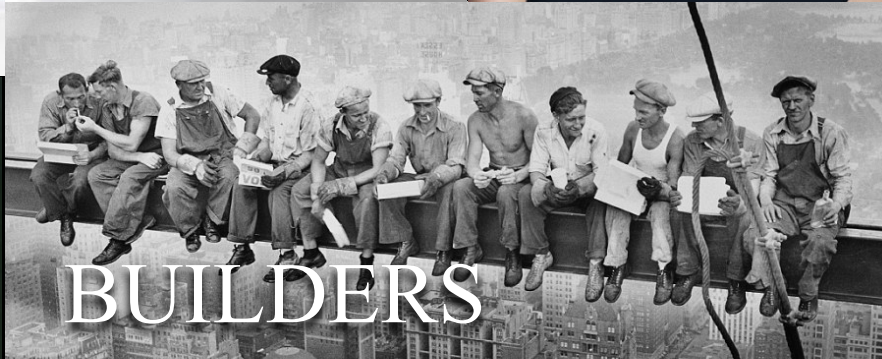
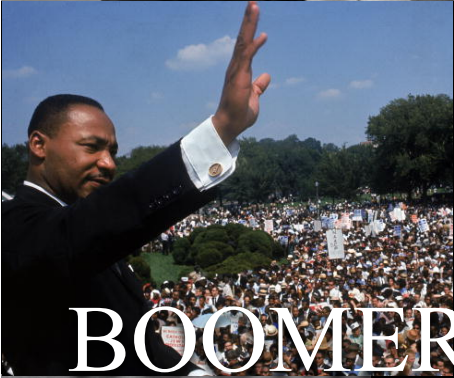
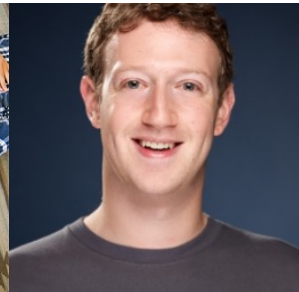
Source: Pew Research

WHAT'S AT STAKE?

PRODUCTIVITY
COMPLIANCE AND LEGAL RISK

IMPLICIT BIAS PERCEPTION COSTS COMPANIES

“The research showed companies would experience less innovation and productivity as well as high costs associated with frequent turnover and burnout when employees perceived bias.”



THE GENERATIONS

GET READY TO ROCK

BOOMERS

GEN Z

MILLENNIALS

GEN X

BUILDERS

DARDANELLES FORTS AT MERCY WARSHIPS' LONG RANGE GUNS

Turkish Strongholds Bombarded By The Combined British--French Fleet-- Aeroplanes, Seaplanes, Cooperate.

(By Associated Press.)
London, Feb. 20.—It is officially announced that the British and French fleets bombarded the forts of Dardanelles Friday with considerable effect.

The Dardanelles bombardment began at 10 o'clock Friday morning by a fleet of battleships and cruisers and a French squadron. The forts at the mouth of the strait were bombarded by a long range of the allied guns. The forts appeared considerably damaged.

Two other craft were bombarded, but the damage done them was difficult to estimate. In the afternoon part of the battleship fleet closed in within range of the forts.

The warships Vengeance, Cornwallis, Triumph, Bulwark, Havet, Inflexible and Desperado participated. The forts on the European side were silenced. No allied ships were hit.

The fighting was renewed this morning after an aerial reconnaissance by the British aeroplanes. The ship Royal Ark is in attendance with a number of aeroplanes and seaplanes. Vice Admiral Carden commands the allied squadron.

(By Associated Press.)
Amsterdam, Feb. 20.—The Turkish official version of the attack on the Dardanelles forts says none of the forts was damaged and only one soldier was killed. It states that three of the British warships were engaged. The allies' ships were badly damaged.

The Turkish version says: "Early Saturday morning the British and French warships began the bombardment of the forts. The British warships fired four hundred shots and the French warships fired three hundred shots. The forts were slightly damaged and a fragment of stone. Eight ships bombarded the forts without silencing them."

Two Forts Reported Destroyed.

(By Associated Press.)
Athens, Feb. 20.—Reports here of the Dardanelles fight say the allies destroyed the Turkish forts on the Asiatic side this morning, but that the European forts are still firing. A powder magazine on the Asiatic side exploded.

U. S. FIRMS ARE AIDING BRITISH IT IS CHARGED

(By Associated Press.)
Washington, D. C., Feb. 20.—Germany and Austria have been charged with aiding the British.

Steamer Torpedoed Without Warning By German Submarine

(By Associated Press.)
London, Feb. 20.—The steamer Cassbrook just after taking aboard a pilot for Liverpool was torpedoed without warning today off the coast of Ireland by a German submarine. The crew of the steamer were killed, and one was drowned.

RUSSIAN RENEW PRELIMINARY SIEGE WITH NEW GUNS

Defenders Outposts Said to Have Been Driven Back Following New Offensive by the Invaders—Russians Reported In- flicting Heavy Losses on Austrians.

(By Associated Press.)
London, Feb. 20.—It is reported the Russians have begun a new attack on Przemyśl with the aid of new and heavy guns, which have driven back the defenders' outposts.

The Russians are also reported as inflicting heavy losses on the Austrians near the Dnieper river.

English sources say the Russians have formed a battle line along the Preth river in Bukovina. This conflicts with recent

SUMMER NORMAL FOR THIS CITY IS NOW CERTAIN

Members of Brownsville Chamber of Commerce Guarantee Bonus Necessary to Secure Normal for Brownsville—Will be the Second Held Here.

The Lower Rio Grande Valley summer normal will be held in Brownsville this year for the second time. Announcement was made today by the Chamber of Commerce that S. C. Tucker and E. A. McFarlane

of the Chamber of Commerce have agreed to raise the bonus to \$3,000 to secure the holding of the normal in this year. The Lower Rio Grande Valley was inaugurated through the efforts of former county superintendent J. T. Canale. Brownsville and the county are considered great centers of the normal.

This year's session continued six weeks, and this year the directors of the normal decided to increase the length of the session to eight weeks and make it two terms of four weeks each.

County Superintendent J. J. Calloway states that the 1915 normal, it is now expected, will have an enrollment of at least 100 teachers, an increase of about twenty-five over the enrollment of last year. This increase is due to the advertising had by reason of the success of the 1914 normal.

C. E. Thomas of San Benito, superintendent of the city schools there, will be the confederator of the normal.

RANGER FORCE INCREASE IS TO BE MADE

HUNDREDS WERE ARMED; NOTHING HAS HAPPENED

How many hundreds, or how many thousands of American residents of South Texas literally slept on their arms last night will perhaps never be known, but that the number that did so was considerable is indicated by reports from along the border.

The false "February 20" when the alleged "Plan of San Diego" was to have gone into effect has practically passed and no serious trouble has occurred. The plan, which was probably a scheme of the United States officers to "hug" the border, which has been permitted to progress recently until it was to have been sprung, an unexplained and unexplained. There about 500,000 Americans loaded the

order to be prepared for eventualities. Corpus Christi is reported to have ordered its militia to sleep in barracks for several nights until fear has passed. Kingsville was not a little put out. San Benito had its mite of fear; Harlingen was similarly afflicted; Pharr was skeptical; McAllen, where one of the alleged conspirators was arrested, was not sleeping on its arms; Mercedes, Mission, San Diego, and numerous other towns which ordinarily take so-called coöperatives as they might take a dose of castor oil were "come put out" last night.

But nothing happened.

CONSPIRACY HEARING AT CORPUS POSTPONED

San Diego Men Charged With Conspiring to Form Republic in Southern Texas for

Garner Resolution For Investigation Of Rabb Is Passed (By Associated Press.)

Washington, D. C., Feb. 20.—The house today passed Congressman John N. Garner's resolution calling on Secretary of the Treasury McAdoo for reports on the absence of Collector of Customs Frank Rabe of the Laredo district since January, 1914.

CATHOLIC CLERGY IN MEXICO CITY HELD FOR RANSOM

(By Associated Press.)
Washington, D. C., Feb. 20.—Official diplomatic dispatches say that all entire Catholic clergy in Mexico City are being held for a ransom of half a million dollars. The only priests exempted, say the dispatches, are those of foreign nationality. These have been ordered to leave the country.

COUNTIES MAY BE GIVEN RIGHT TO MAKE LOANS

Legislators to Consider Plan to Extend to Counties Right to Make Loans to Pros- pective Students Who Are Poor

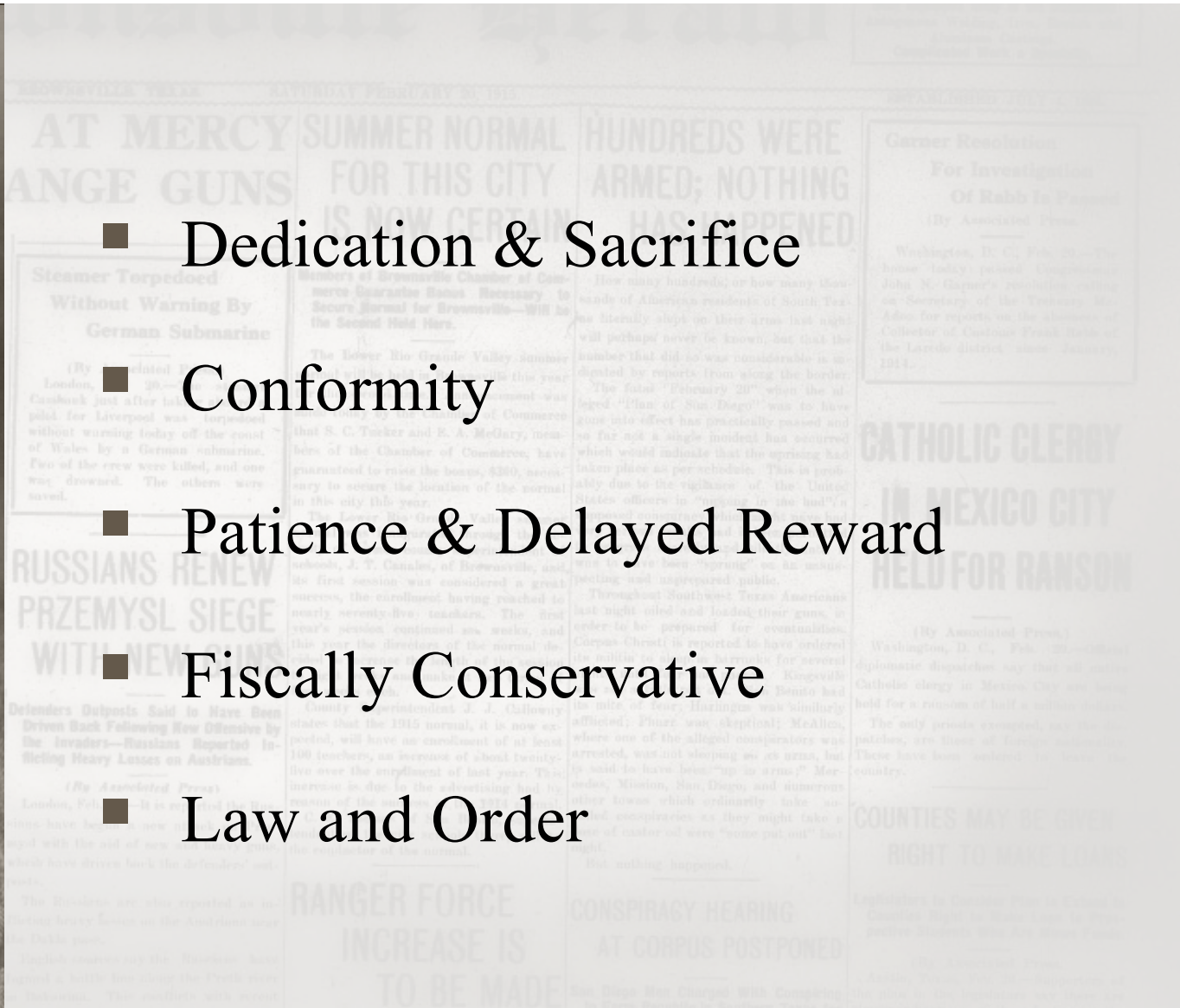
(By Associated Press.)
Austin, Texas, Feb. 20.—Supporters of the plan in the legislature say there are

STEAMER HITS MINE, SINKS; CREW SAVED



BUILDER VALUES

- Dedication & Sacrifice
- Conformity
- Patience & Delayed Reward
- Fiscally Conservative
- Law and Order





BUILDERS AT WORK

Loyal to company

View projects in the long term

Directive leadership style

Reaching normal retirement age

Believe in hierarchy & respect
authority figures

WHAT OTHERS SAY ABOUT BUILDERS

Baby Boomers say...

They like structure, they give maximum effort in their job, they respect organizational hierarchy, and they are not skilled in technology

Gen Xers say...

They need to learn flexibility and adapt better to change, they are financially secure

Millennials say...

They are trustworthy, brave and good leaders

MESSAGES TO MOTIVATE

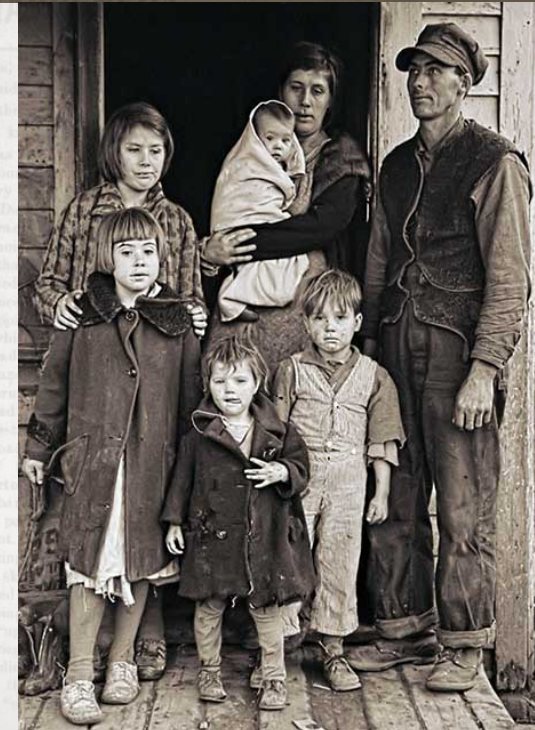
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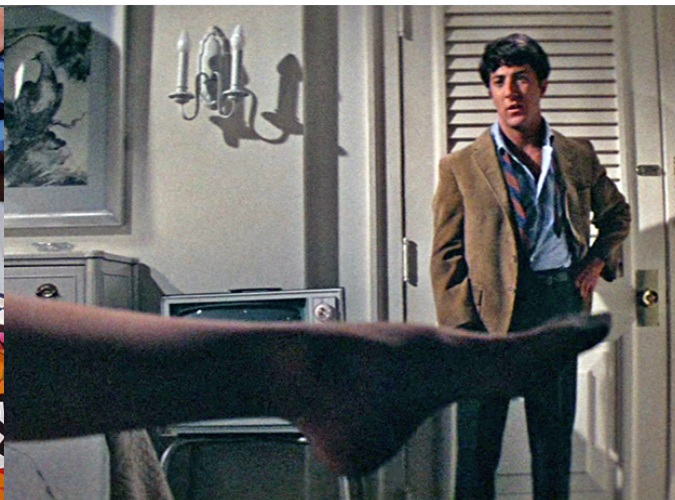
We value your experience

We'd love to hear you explain what has
and has not worked in the past

Your perseverance is valued and
necessary and will be rewarded

”





BOOMERS

1946-1960



BOOMERS VALUES



- Team Orientation
- Growth/Expansion
- Involvement
- Trendsetters
- Personal Gratification
- Health and Wellness
- Soul Searchers

BOOMERS AT WORK

- Driven & Dedicated
- Personal Relationships are Important
- Good Team Members But Strive To Prove Themselves First
- Will Redefine Retirement



WHAT OTHERS SAY ABOUT BOOMERS

Builders say...

They are very open and not private about themselves

Gen Xers say...

They are hardworking and results driven, but focus so much on work that they don't have a balance

Millennials say...

They are cool and they are up-to-date on the music we like. They work too much

MESSAGES TO MOTIVATE

“

You're important to our success

You're valued here

Your contribution is unique
and important

We need you

”



