



NATIONAL COMPREHENSIVE CENTER  
FOR **TEACHER QUALITY**

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# Recruiting and Retaining Highly Effective Teachers: Gen Y Teachers

National Comprehensive Center for Teacher Quality

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# The Gen Y teaching force



# Who Are Gen Y?

- **Influences:**

- Born in a time of relative prosperity, advancement in labor force productivity
- Creation and rapid growth of the Internet and the World Wide Web

- **Characteristics:**

- Realistic, hold high moral values, committed, achievement focused, connected to family
- Most educated generation to date, and they attribute their successes to their education

# Gen Y are more likely than earlier generations to say they...

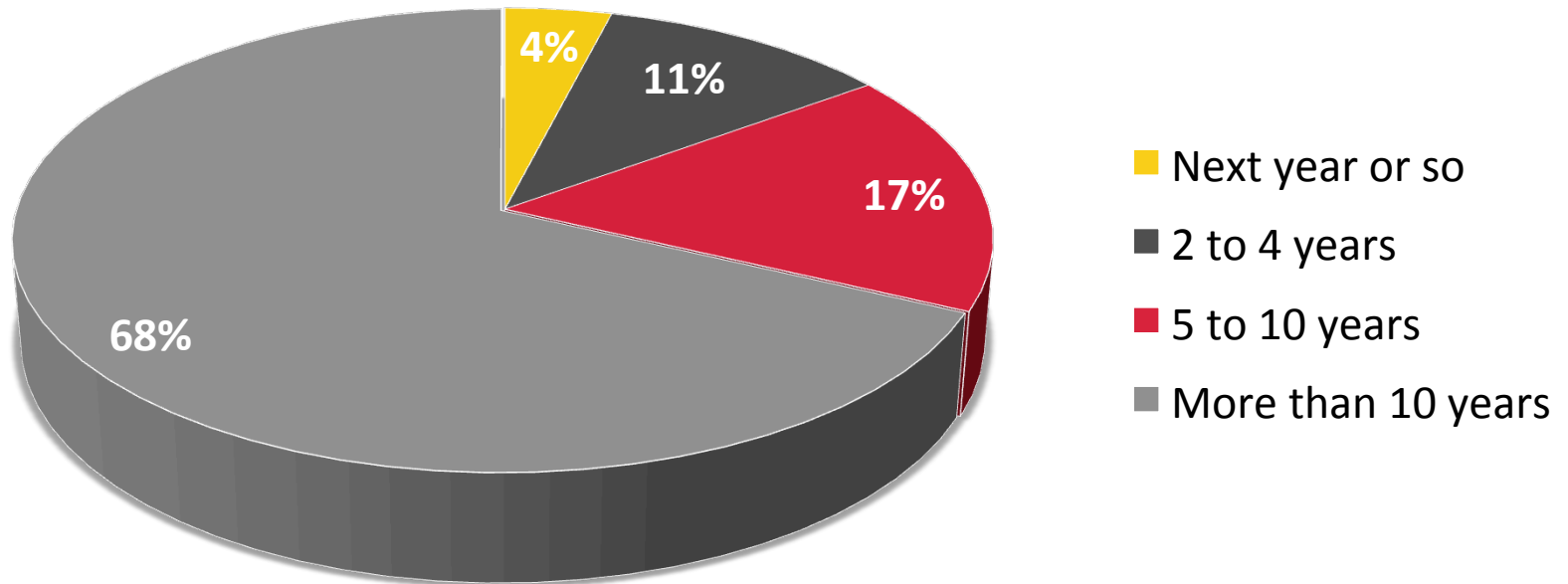
- Have a profile on a social networking site
- Sleep with their cell phones by their bed
- Text while driving
- Get their news from the Internet
- Have a tattoo
- Believe that government should do more to solve problems (Pew Research Center, 2010)

# Gen Y in the workplace: Findings from the corporate sector

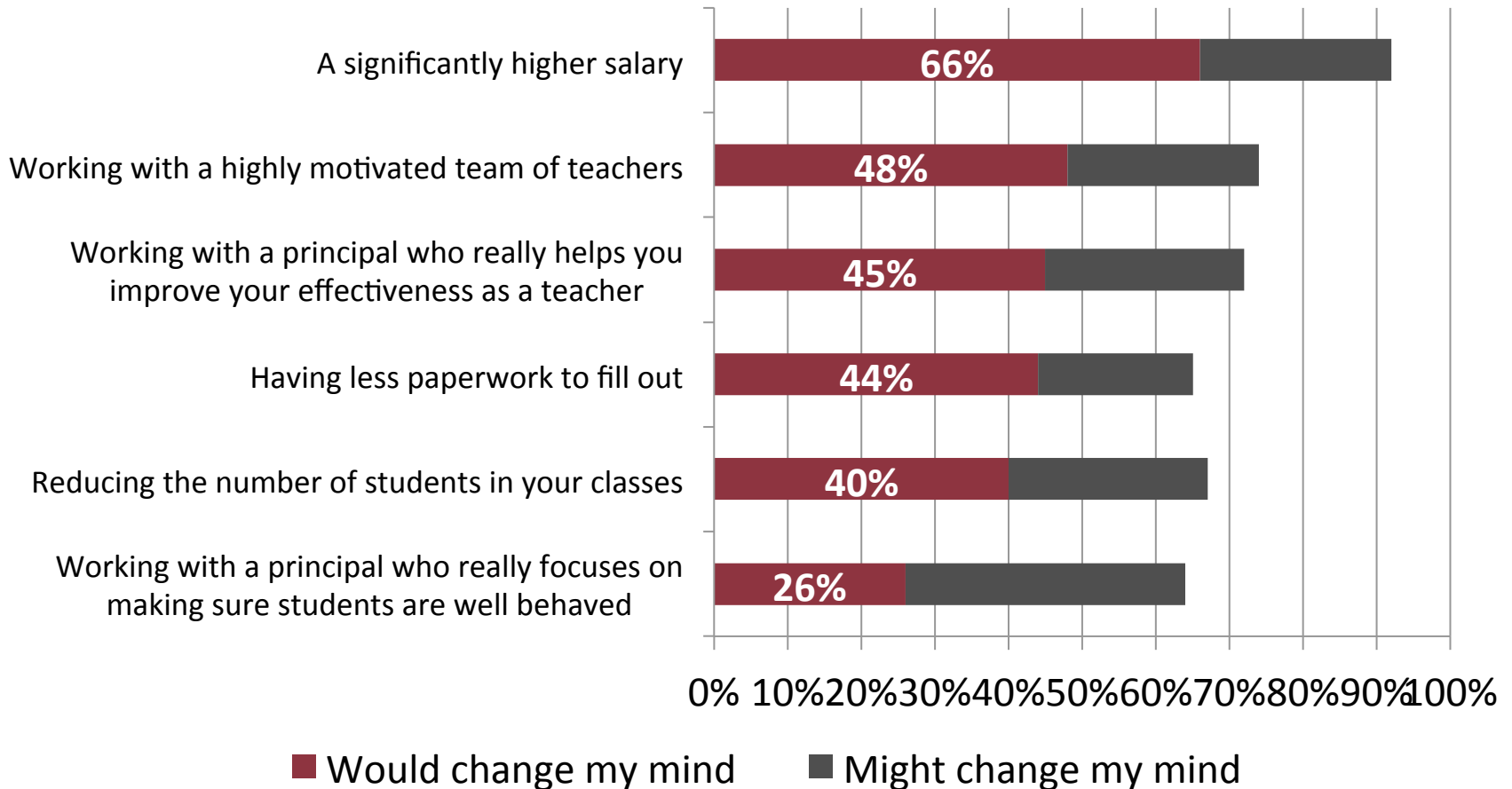
- Creative, innovative, and self-confident
- Desire “constant” feedback
- Have a need to share ideas through collaboration
- Wish to be kept “in the loop” with organizational decisions being made
- Want to develop friendships with work colleagues
- Eager for work to have a positive impact and contribute to larger movement for positive change
- Dissatisfied with technologically inferior workplaces
- Want to be evaluated on work produced, not how or when they got it done (Behrstock & Clifford 2010; Smith, 2008)

# Most Gen Y teachers intend to stay in teaching for the long haul

What is your best estimate for how many more years you'll be in the classroom? (Gen Y)



# What would change the leavers' minds?

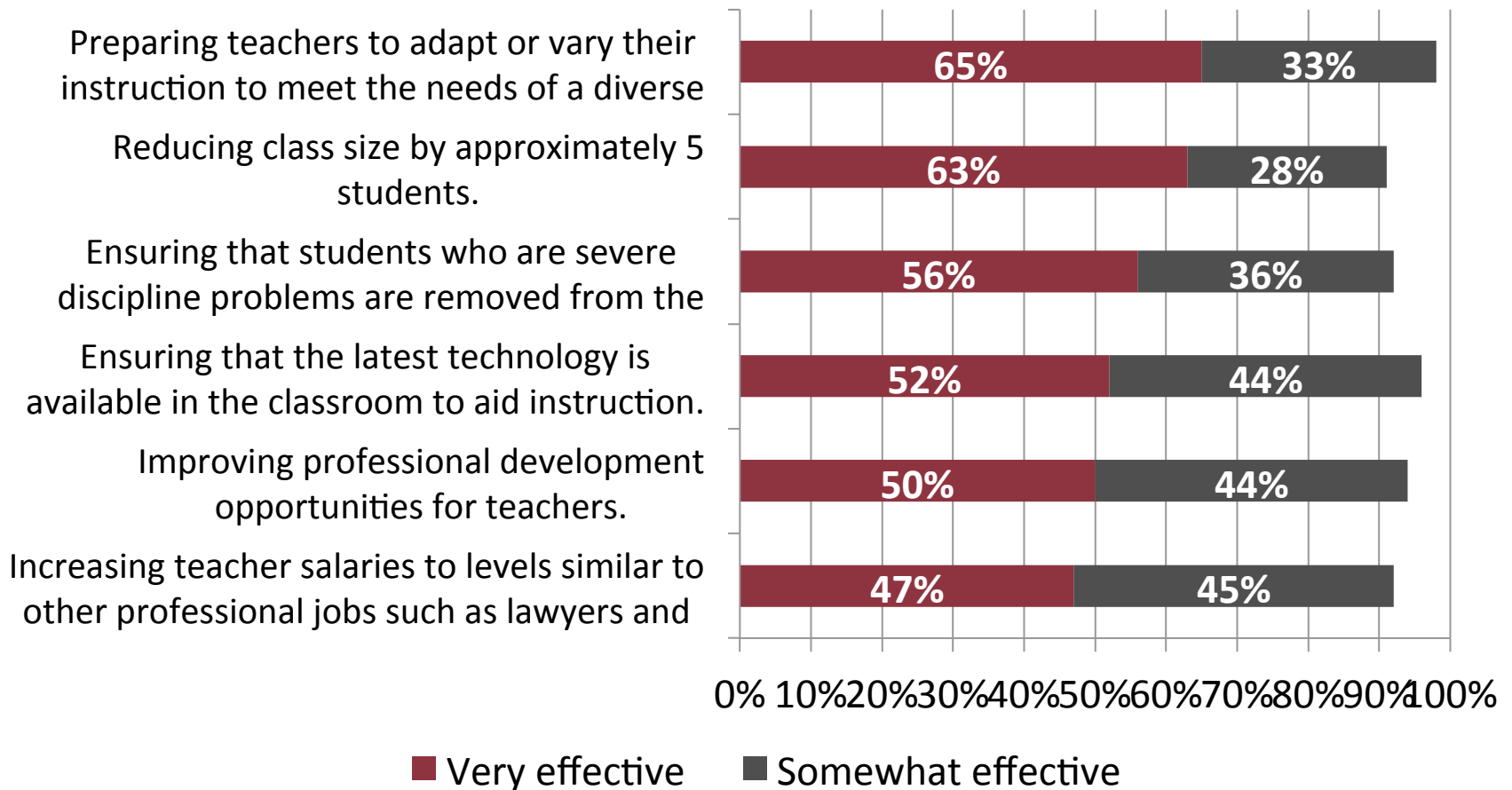


# More than anything...

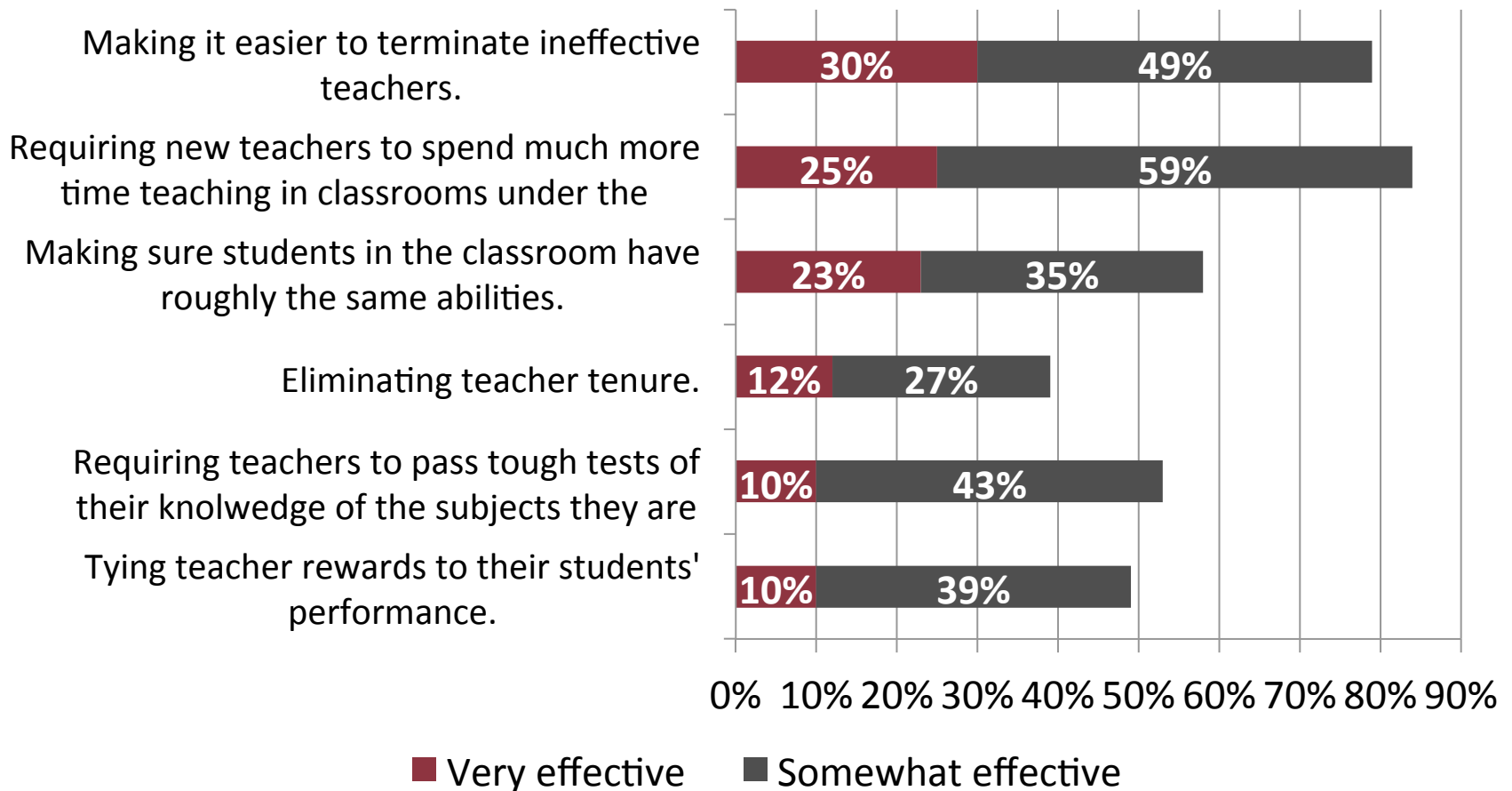
Gen Y teachers want to be effective, and supporting them to be effective is perhaps the most powerful talent management strategy we have



# Policy Options That Gen Y Teachers Think Will Help Them Be Effective



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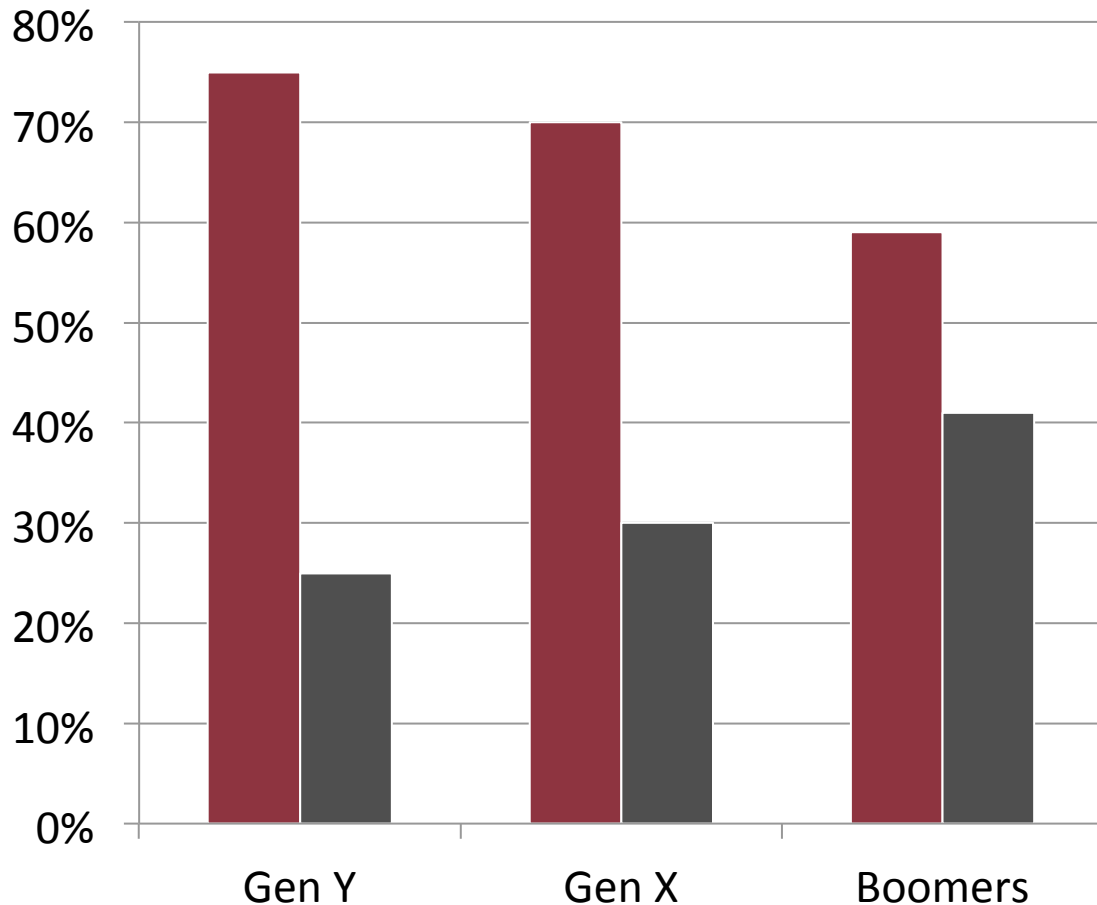
# Four Generations in Teaching

- How is the profession changing across the continuum of generational experiences?
- What has remained the same?
- How can a comprehensive talent management strategy help to support retention of *all* generations and target Gen Y teachers?

# What do you think?

- What percentage of Gen Y Teachers surveyed want frequent feedback from their principal(s)?
  - A. 100%
  - B. 75%
  - C. 50%
  - D. 25%
  - E. 0%

# Gen Y teachers value feedback

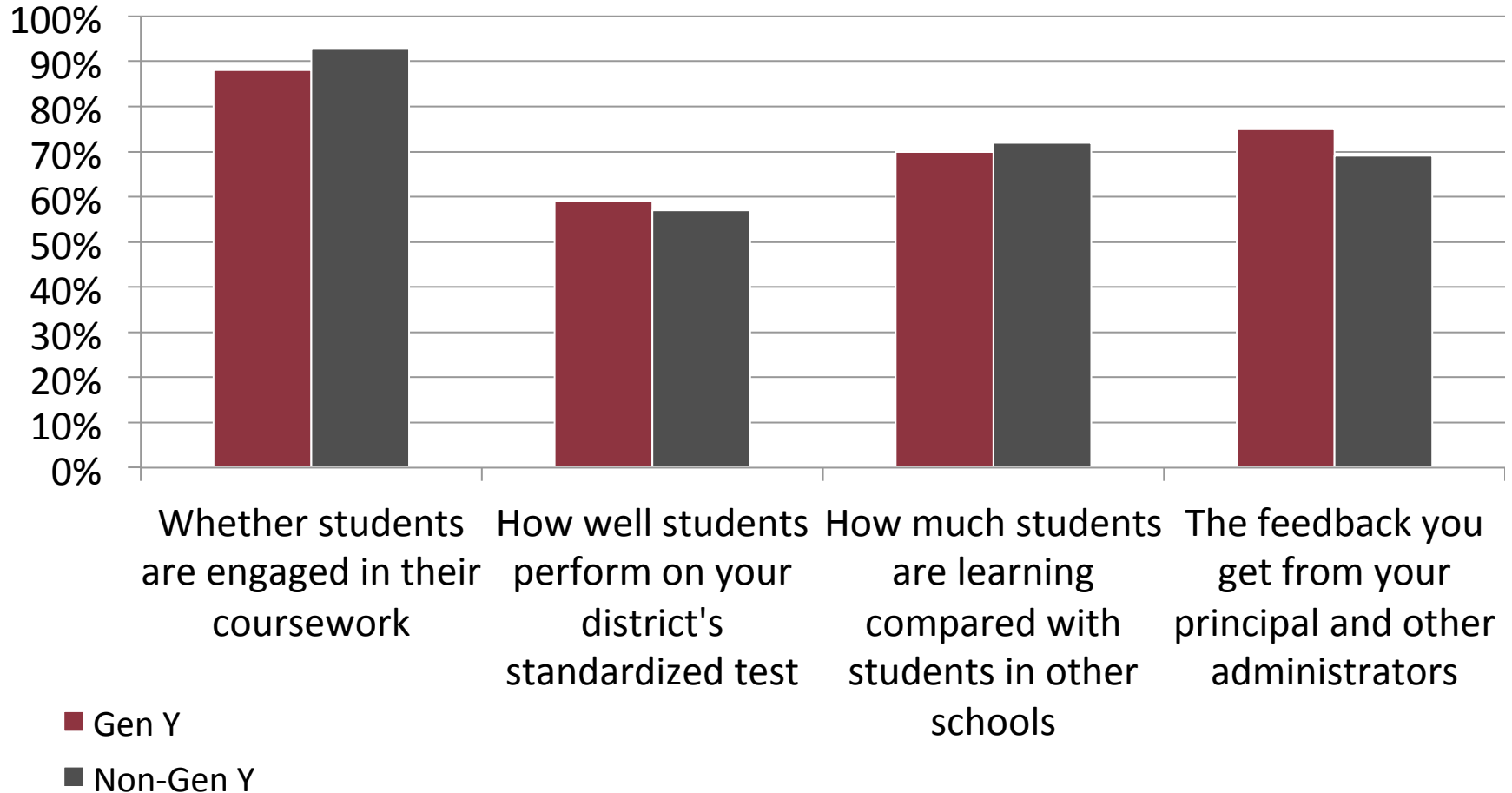


- I prefer having a principal who frequently observes my classroom and gives me detailed feedback on how I am doing.
- I prefer having a principal who conducts formal observations of my teaching only once a year or so and gives me only general feedback.

# What do you think?

- What percentage of Gen Y Teachers surveyed think standardized tests are a good indicator of a teacher's performance?
  - A. 100%
  - B. 90%
  - C. 60%
  - D. 30%
  - E. 0%

# “Good” indicators of teacher performance

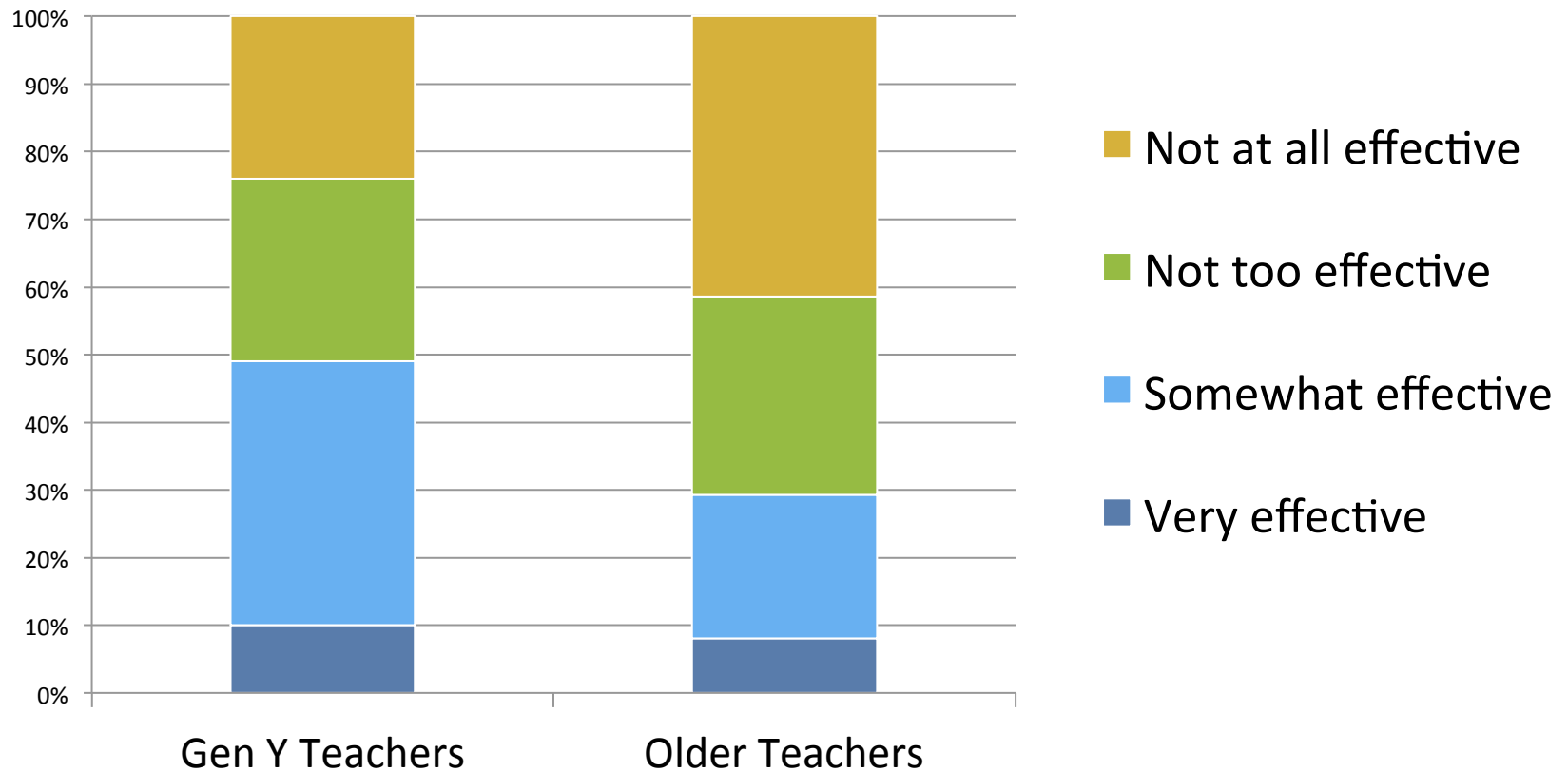


# What do you think?

- What percentage of Gen Y Teachers surveyed think it is a somewhat or very effective policy change to tie pay to performance?
  - A. 100%
  - B. 75%
  - C. 50%
  - D. 25%
  - E. 0%

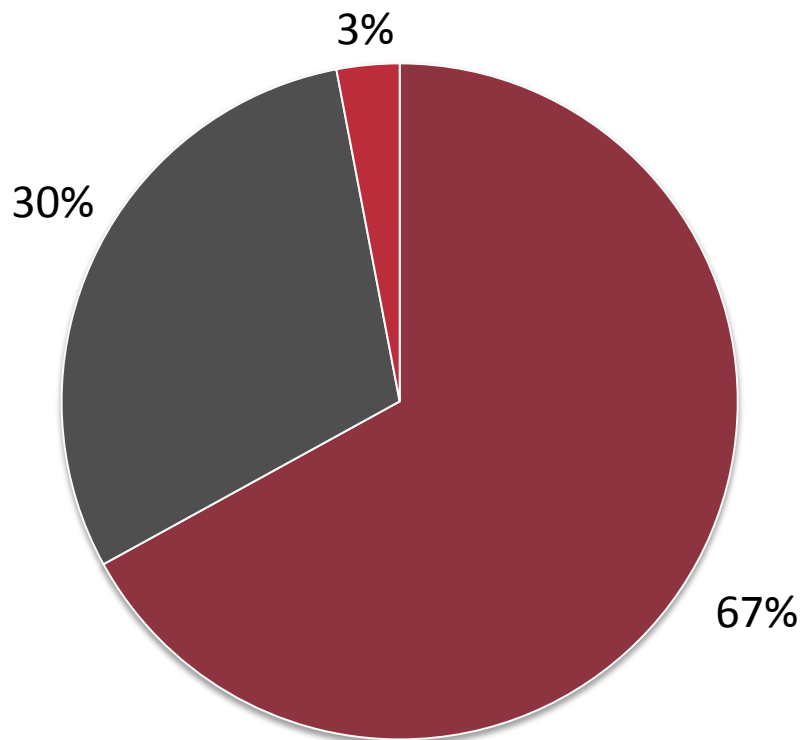


# Gen Y on Tying Pay to Performance



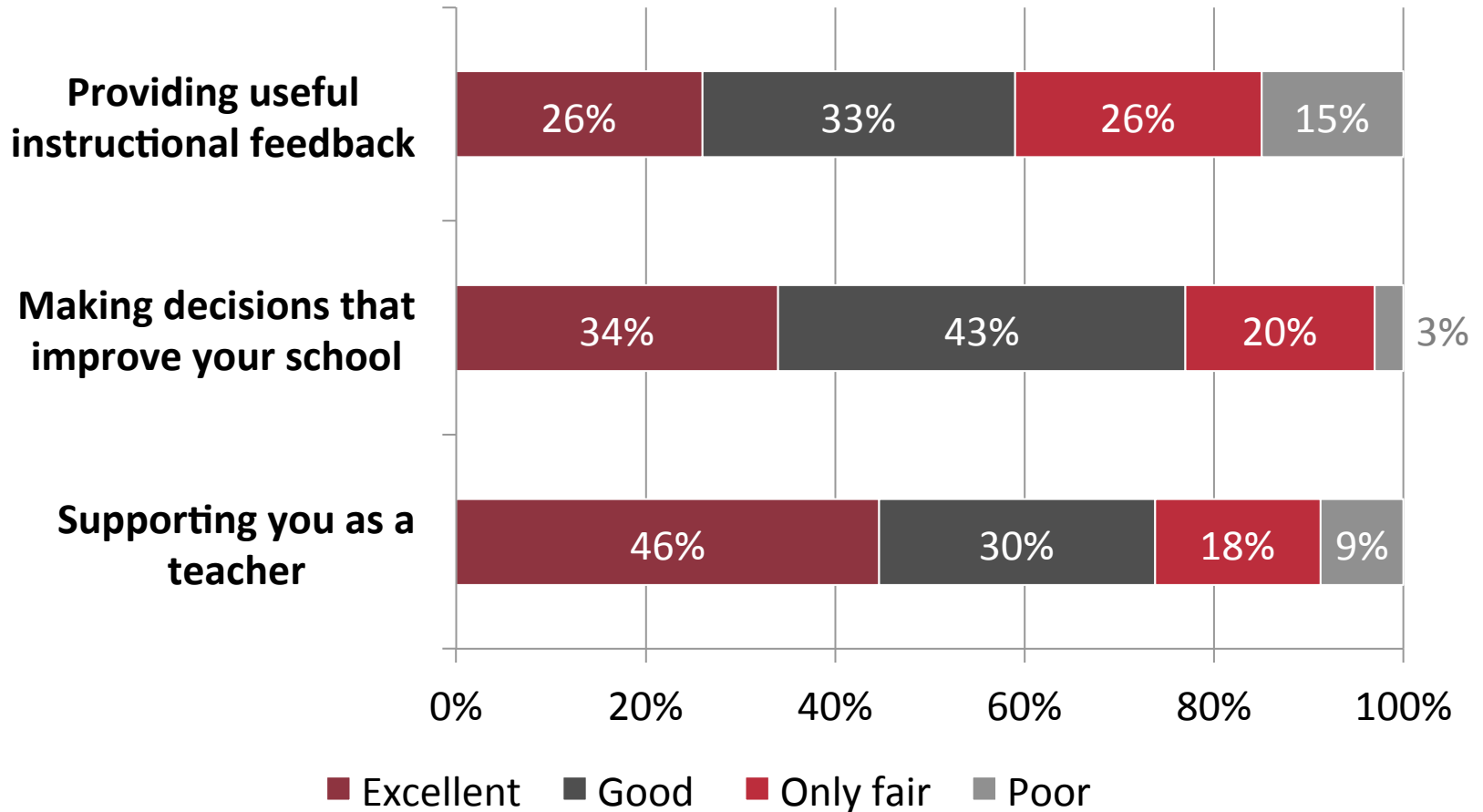
# All teachers want to have meaningful collaboration with their colleagues

Would you prefer to move ...



- To a school where there is a lot of collaboration among teachers and guidance from other instructional experts in developing lesson plans.
- To a school with less collaboration but where teachers are freer to design their own lessons.
- Don't know

# How Gen Y teachers rate their current principals






# Technology

- Members of Gen Y are “technology natives” rather than “technology immigrants.”
- They are enthusiastic about SMART Boards and ELMOs but enthusiasm is tempered by awareness of technology’s unreliability and potential for misuse.

# Recruitment and hiring

- Preparation for 21st century classroom management
- Online application systems
- Customized job offers
- Leadership opportunities
- Teacher assignment

# Do generational differences really matter?

- Why should I be spending so much time on these Gen Y teachers when I have a so much else to do? 
- They sound kind of spoiled and high maintenance; shouldn't we just try to get them to grow up? 
- How can you generalize when there are probably many more differences within a generation? 
- *It's better than spending time on their replacements, and we can learn a lot from Gen Y, too!*
- *They fundamentally want to improve and be the best they can be—what's so bad about helping them do that?*
- *The generation lens is just one lens, but it's at least as helpful as gender or other lenses.*

# Strategy One: Feedback

- **Provide your Gen Y teachers frequent instructional feedback**
  - Encourage principal/administrator feedback.
  - Create structures for peer feedback or collaboration
  - Make timely, useful assessment data on student learning available



# Strategy Two: Vision and goals

- **Let Gen Y help establish a shared vision and set goals**
  - Gen Y teachers want to be asked and have their input be taken seriously
  - Gen Y teachers want to be part of a movement to change things for the better
  - Involve Gen Y teachers in establishing and/or delivering on the mission

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# Strategy Three: School culture

- **Create a positive and supportive school culture**
  - Acknowledge generational differences and the unique contributions of Gen Y teachers
  - Create cross-generational learning teams as well as opportunities for Gen Y teachers to network with each other
  - Use Gen Y's talents to involve parents



# Strategy Four: Technology

- **Push for functioning, up-to-date instructional technology**
  - Gen Y teachers expect technologically advanced workplaces
  - Create opportunities for Gen Y teachers to share their instructional technology approaches with older teachers who are less comfortable with technology

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# Strategy Five

- **Tailor your mentoring and induction program**
  - After growing up “gaming,” many Gen Y teachers need a mentor to lay out a “meta map”
  - Refine mentor attributes in the selection and matching process
  - Design PD with specific characteristics that reflect Gen Y needs

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# References

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