

### **Recruiting Millennials into the profession: The materiality of Millennials, part 1**

- the defining characteristics of Millennials
- Millennials within the firm culture
  - examining traditional structure and work flow in a Millennial context
  - challenges surrounding the chargeable hour as a primary measuring tool
- effective recruiting strategies
  - marketing to Millennials – what do Millennials want?
  - interviewing techniques
  - discovering the most effective value proposition
  - setting reasonable expectations from the very beginning
  - on-boarding program

### **Contractual provisions for Millennials: The materiality of Millennials, part 2**

- reward strategies
  - cash compensation
  - non-cash compensation
  - benefits
  - “Millennials Perk for Pay” survey
- work environment
  - dress, distractions and dinners
  - social media
- access to technology
  - using “reverse mentoring” relationships to utilize Millennials’ skills and to enhance those of others within the firm

### **Progression, succession and the Millennial mindset: The materiality of millennials, part 3**

- retention – what is different between Millennials and other employees and what is not
  - the connection between engagement and retention
- the use of teams and Millennials
  - friends at work
  - share the mundane
- succession
  - multiple paths to the future
  - a career matrix rather than a ladder
- revisiting the requirements to approach work differently
  - examining traditional structure and work flow in a Millennial context
  - challenges surrounding the chargeable hour as a primary measuring tool