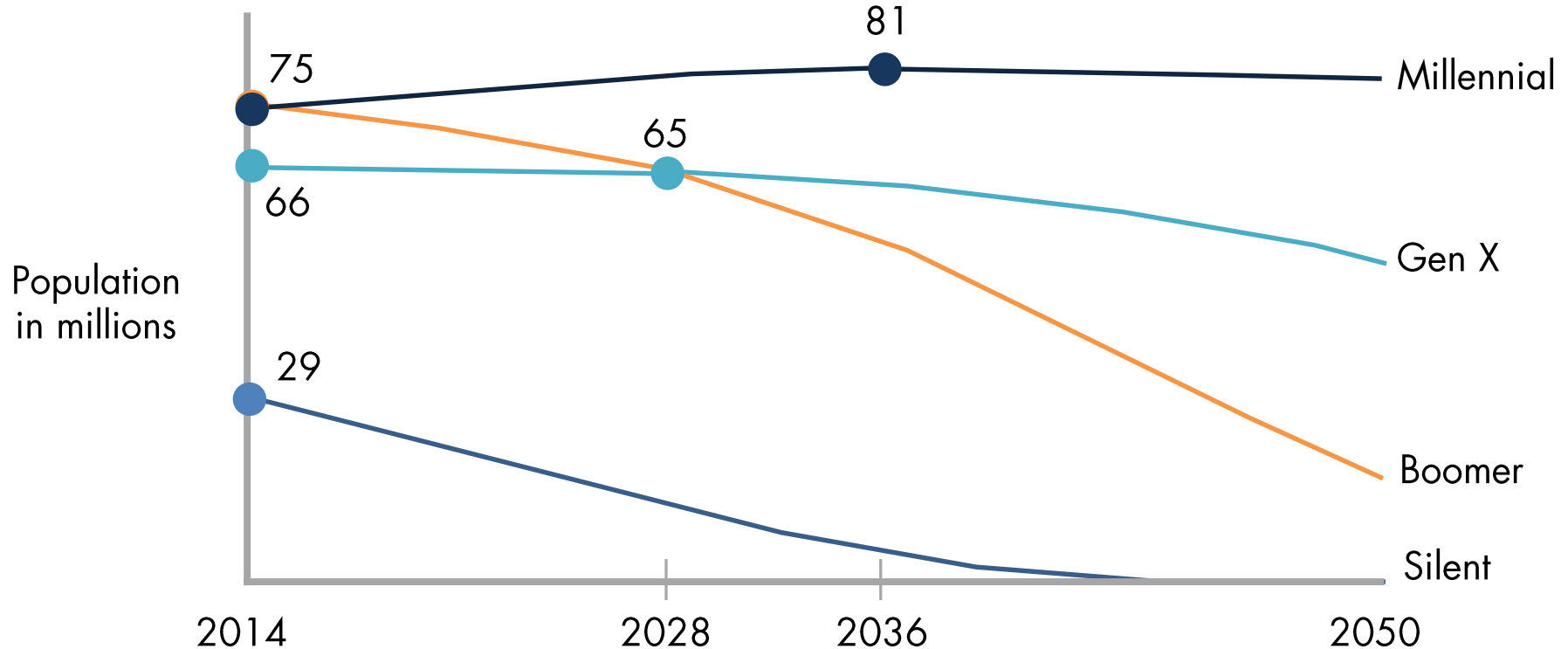


The Millennial Generation

Workforce of the
Future: Implications
for the Intelligence
and Policy
Communities

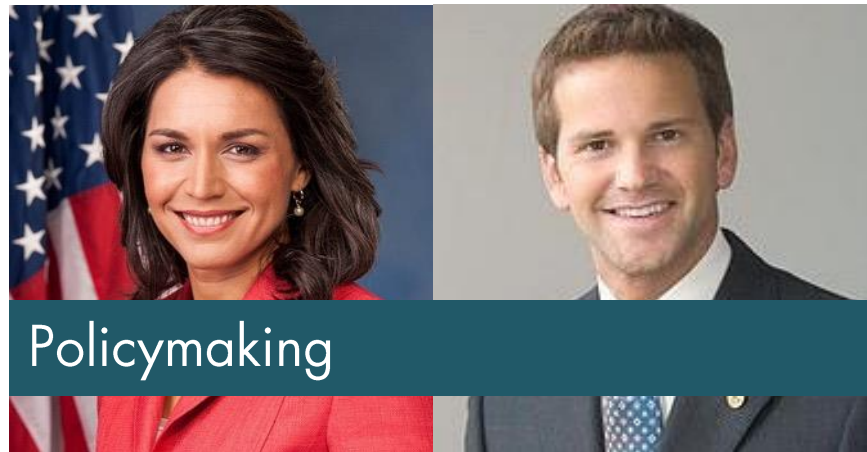
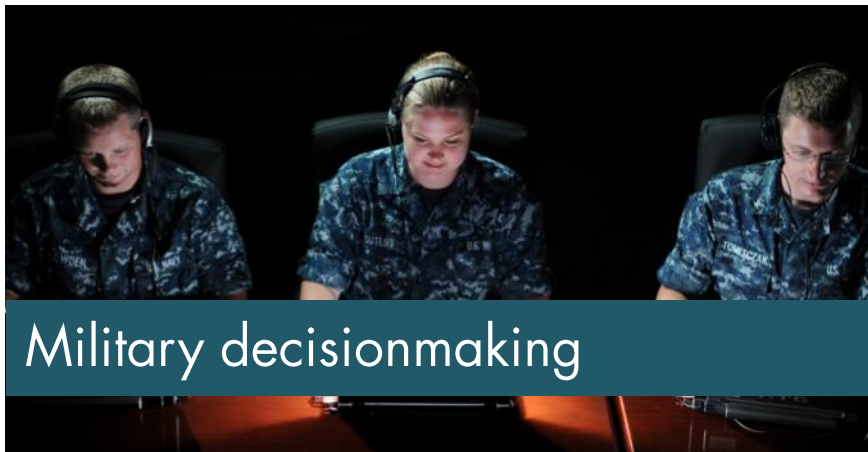


Millennials are the largest U.S. demographic



61% of millennials

are worried about the state of the world and feel personally responsible to make a difference.



61% of millennials
are worried about the state of the
world and feel personally
responsible to make a difference.





Public

Influencers & future recruits



Intelligence employees

Civilian staff & military personnel



Partners

Foreign liaisons, researchers, & contractors



Intelligence consumers

Policymakers & warfighters



Global diversity

Worldwide trends in millennials' influence

A world map with a dark blue background. The landmasses are shown in a lighter blue-grey color. The country of Mexico and the continent of South America are highlighted in a light blue color, matching the text color. The text is positioned over the Atlantic Ocean, to the right of the highlighted regions.

LATIN AMERICA

Millennials here are the most optimistic but believe corruption is the issue most hindering their government



MIDDLE EAST AND AFRICA

Millennials list their country's
most important issues as
terrorism and political unrest



ASIA-PACIFIC

More than 60% of the
world's millennials by 2020



EUROPE

Millennials in recessed economies and outnumbered by older generations

A world map with a dark teal background. The landmasses are shown in a lighter teal color. The United States, including Alaska and Hawaii, is highlighted in white. The text 'UNITED STATES' is overlaid on the map in white, bold, uppercase letters.

UNITED STATES

Only 25% of millennials trust the government

A group of people are standing in a room with wooden floors. In the foreground, a woman with long brown hair is partially visible on the left. Next to her is a man wearing a plaid shirt and a grey blazer. To his right is another man in a grey button-down shirt and blue jeans. On the far right, a woman in a white long-sleeved shirt and black pants is looking at something in her hands; she has a blue lanyard with a badge around her neck. In the background, there are whiteboards and pink sticky notes on a wall.

Recruiting millennials

Hiring needs and barriers to recruitment

HIRING NEEDS

College degrees

Language skills and willing to live abroad

STEM skills

Diversity

Communication and collaboration skills

Technology literacy





RECRUITMENT BARRIERS

Foreign residency

Debt

Social media and technology use

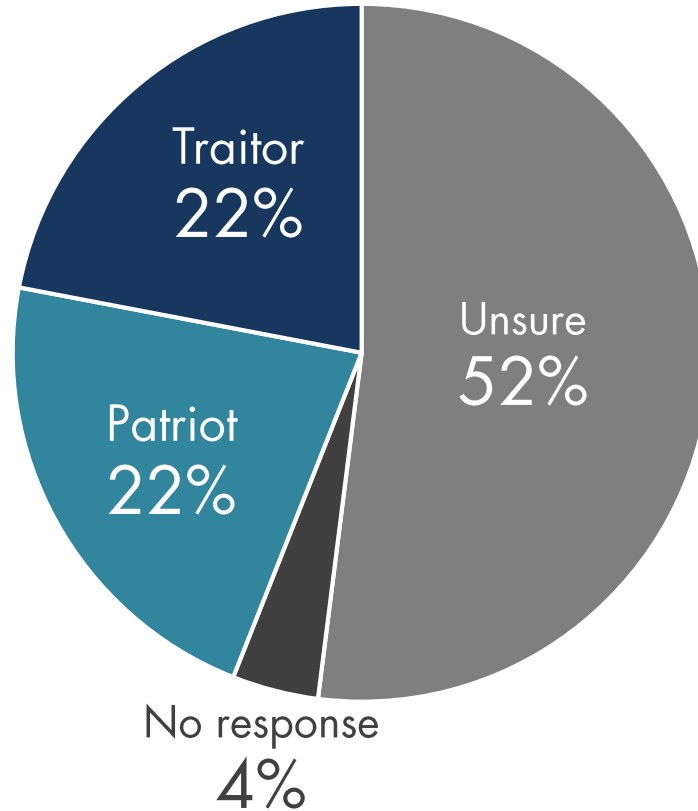
Desire for flexibility

External relationships

Tattoos and piercings

Marijuana use

Edward Snowden
is a _____ .





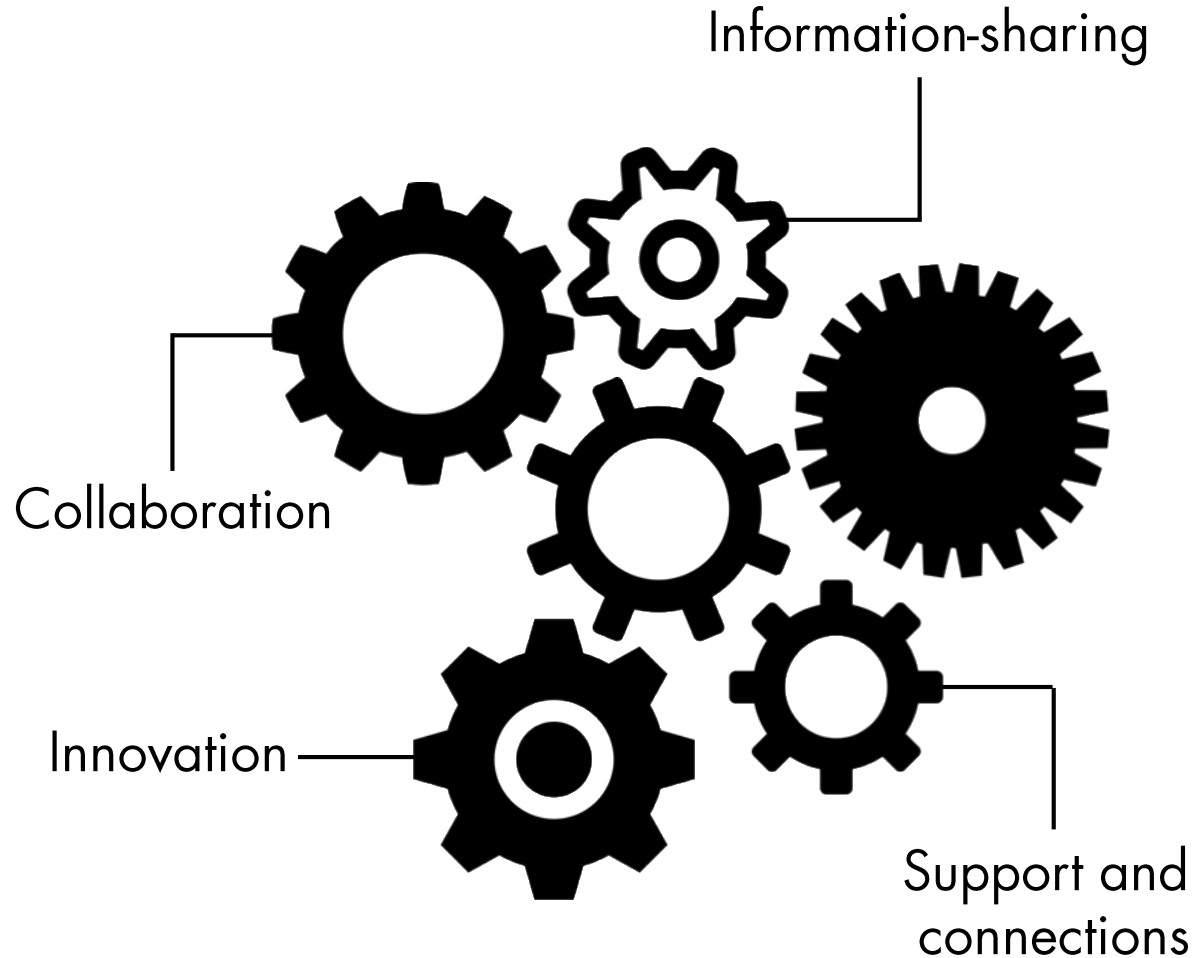
Partnering with millennials

How they can support the intelligence community

Foreign partners
and liaisons

Scientists and
researchers

Commercial
contractors

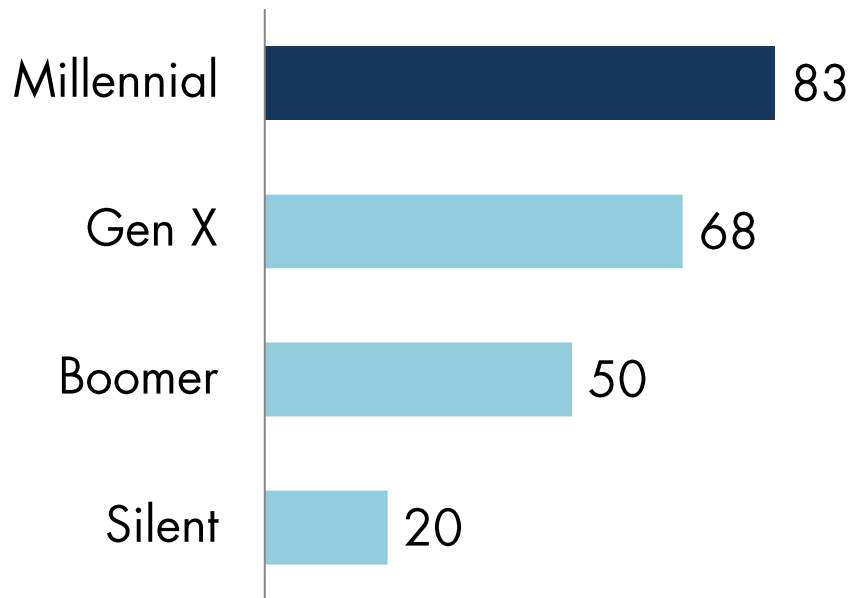




Millennial intelligence consumers

What they value and how they support decisionmaking

% who have slept with their
cell phone on or next to their bed





What's next?

Opportunities to shape relationships now and into the future

Promoting information-sharing and building trust domestically and overseas

Public

Creating workplaces, policies, and practices to attract, retain, and support millennials and midcareer entrants

Intelligence employees

Engaging with millennial contractors and researchers, adapting approaches as needed

Partners

Adapting models for disseminating intelligence, building innovative support approaches

Intelligence consumers



The intelligence community is listening
RAND is supporting agency needs



QUESTIONS?