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.
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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
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
UNITED STATES
Only 25% of millennials trust the government
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

Information-sharing

Collaboration

Innovation

Support and connections
Millennial intelligence consumers

What they value and how they support decisionmaking
% who have slept with their cell phone on or next to their bed

- Millennial: 83
- Gen X: 68
- Boomer: 50
- Silent: 20
What’s next?
Opportunities to shape relationships now and into the future
Promoting information-sharing and building trust domestically and overseas

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

Engaging with millennial contractors and researchers, adapting approaches as needed

Adapting models for disseminating intelligence, building innovative support approaches

Public
Intelligence employees
Partners
Intelligence consumers
The intelligence community is listening

RAND is supporting agency needs
QUESTIONS?