

# EXPLORING THE EXPECTATIONS AND EXPERIENCES OF GENERATION-Z ENTERING THE PROFESSIONAL WORKFORCE

Produced By:  
The Bridgify Group, LLC and El Puente Institute™

---

In Collaboration With:  
The City of El Paso Texas & Workforce Solutions Borderplex





Copyright © 2024 The Bridgify Group, LLC  
All rights reserved.

No part of this publication may be  
copied or redistributed in any form  
without the prior written consent of  
The Bridgify Group, LLC and El Puente  
Institute™

**Acknowledgments:**

Thank you to The City of El Paso and El Paso  
Workforce Solutions Borderplex for their  
support in this research project. Thank you to  
the team at The Bridgify Group, LLC and El  
Puente Institute™ who contributed and  
produced this research paper.

The Bridgify Group, LLC Research Team:  
Dr. Patrica Conde-Brooks, Dr. Patty Delgado,  
Dr. Misty Knight-Finley and Dr. Leonel Peña

This research and report, prepared by The Bridgify Group, LLC and El Puente Institute™ in collaboration with The City of El Paso, Texas, and El Paso Workforce Solutions Borderplex, provides a comprehensive analysis of the values, challenges, barriers, and effective organizational strategies to recruit and retain Generation Z in the workplace. Gen Z (born 1997-2012) is a dynamic and tech-savvy demographic poised to shape the future workforce, bringing with them unique challenges and opportunities.

The findings of this report emphasize the importance of career development, growth opportunities, work-life balance, and inclusive workplace practices that align with Gen Z’s values. Key insights reveal that Gen Z prioritizes flexibility, personal fulfillment, and entrepreneurial opportunities. Cultural values such as family ties and diversity significantly influence their career decisions, while their preference for tech-driven, innovative work environments underscores the need for investment in technology and continuous learning opportunities.

Data collection employed a comprehensive, 33-question survey targeting Gen Z individuals in higher education and early career stages. The survey results from 343 Gen Z respondents offer actionable insights for employers and policymakers to adapt organizational policies, foster inclusive environments, address skills gaps, and enhance recruitment and retention strategies.

Specific recommendations include developing a tech-forward job market, fostering entrepreneurship, prioritizing sustainability initiatives, and promoting inclusive community spaces. These steps will position any organization as a leading destination for Gen Z talent, ensuring sustained economic growth and a vibrant, engaged workforce. By understanding and addressing the evolving expectations of the Gen Z population, leaders and organizations can capitalize on the strengths of this emerging talent pool to drive long-term success.

## Table of Contents

<b>Executive Summary</b>	<b>3</b>
<b>Introduction</b>	<b>4</b>
<b>Why Does Knowing the New Gen Z Workforce Matter?</b>	<b>5</b>
<b>Methodology</b>	<b>6</b>
<b>Demographics</b>	<b>7</b>
<b>Education &amp; Employment Status</b>	<b>8</b>
<b>Gen Z Values</b>	<b>9</b>
<b>Cultural Values and Influence</b>	<b>10</b>
<b>Work Preferences &amp; Expectations</b>	<b>11</b>
<b>Workplace Culture Expectations</b>	<b>12</b>
<b>Gen Z Workplace Expectations and Challenges</b>	<b>13-18</b>
<b>Gen Z Career Advancement Challenges and Barriers</b>	<b>19- 20</b>
<b>Building Future-Ready Strategies for Engaging and Empowering Gen Z Talent</b>	<b>21-23</b>
<b>Conclusion</b>	<b>24</b>



## INTRODUCTION

The Bridgify Group, LLC and El Puente Institute™, in partnership with the City of El Paso and El Paso Workforce Solutions Borderplex, are pleased to present this comprehensive report, offering a strategic overview of the research facilitated and analyzed on the challenges, values, and workplace outlooks of Generation Z (Gen Z). This demographic, born between 1997 and 2012, represents a critical segment of the workforce, one that is rapidly shaping the future of business, society, and the local economy. Through detailed analysis, the research delves into the unique characteristics that define Gen Z: fierce independence, passionate activism, and a deep commitment to inclusivity. These traits not only differentiate them from previous generations but also highlight the pivotal role they will play in the evolution of the workplace.

As Gen Z is projected to constitute nearly a third of the workforce by 2030 (Gallup. (n.d.)), understanding and adapting to their expectations is essential for businesses aiming to attract and retain top talent. The findings underscore the importance of addressing fundamental needs such as competitive compensation, growth opportunities, work-life balance, and transparency. However, to truly engage this generation, employers must go beyond the basics. Prioritizing mental health, fostering career flexibility, supporting personal fulfillment, and nurturing entrepreneurial spirit are key strategies that will resonate with Gen Z.

By leveraging the insights provided in this report, organizations and leaders can develop targeted strategies to enhance the work environment, driving both retention and overall success. This research not only identifies the strengths and opportunities but also offers actionable recommendations to position today's organizations for sustained growth and excellence in the years to come.

## WHY DOES KNOWING THE NEW GEN Z WORKFORCE MATTER?

Accurately understanding Gen Z's complex, diverse, globally connected generation through statistically meaningful data reveals the insight, perspective, and roadmap leaders need to make informed decisions to unlock the potential of this exciting generation of employees and workforce trendsetters. What Gen Z wants most from leaders is an urgent question to answer because it affects every type of organization—large, small, for-profit, not-for-profit, local, U.S., and global. Not only is Gen Z the fastest-growing generation in the workplace, but they have unique personalities, priorities, and preferences that set them apart. It's essential to the success of an organization for leaders to understand Gen Z and their views and approach to leadership in order to best unlock Gen Z's performance.

This comprehensive 33-question survey explores the experiences and expectations of Gen Zers or Gen Z members in or soon to be entering the professional workforce. This survey aimed to investigate challenges, support systems, and factors influencing employee engagement and retention within this demographic. The findings provide insights that can inform inclusive workplace policies, assist organizations in adapting to changing workforce demographics, and identify the skills and experiences valued by this emerging generation.

The survey also aimed to investigate various aspects of the career journey, workplace preferences, and the impact of cultural values on the decisions of Gen Z, by understanding the challenges, support systems, and factors influencing employee engagement and retention within this demographic.



# METHODOLOGY

## Survey Questions Measured:

- Demographics: Gender, age, race/ethnicity, immigration status, language proficiency.
- Education & Career Preparation: Enrollment status, type of institution, career readiness, and reasons for not pursuing further education.
- Workforce Experience: Employment status, years of experience.
- Cultural Values: Value alignment, connection to cultural heritage, family influence on career.
- Workforce Preferences: Employer evaluation factors, workplace behaviors, desired leadership traits.
- Skills & Development: Organizational readiness for diversity, barriers to skill acquisition, mentorship access.



### Survey Design

Comprehensive questionnaire targeting Gen Z (ages 16-27) developed to measure various aspects of their experiences and expectations.

### Distribution

Online survey distributed on behalf of Workforce Solutions Borderplex, the City of El Paso with community partners' collaboration and online avenues for 30 days.



### Data Collection

Responses gathered from 343 Gen Z respondents, covering demographics, education, workforce experiences, and cultural values.

### Data Analysis

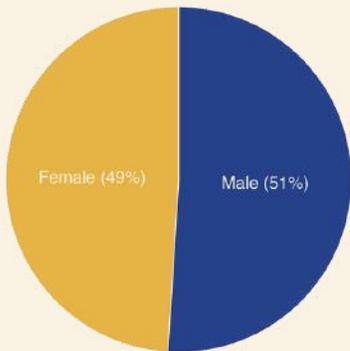
Thorough data cleaning, statistical analysis, and qualitative assessment of responses conducted.



# DEMOGRAPHICS

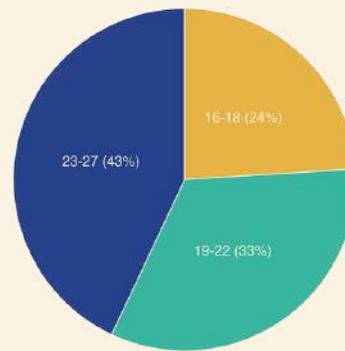
Generation Z represents a unique blend of cultural heritage, modern values, and evolving aspirations. This demographic snapshot reveals a generation deeply rooted in family traditions, yet eager to carve their own path in an increasingly diverse world. From educational pursuits to workplace expectations, Gen Z showcases a nuanced perspective that balances cultural identity with progressive ideals. We delve into the key characteristics, values, and expectations of this vibrant cohort, offering insights crucial for researchers, policymakers, organizational leaders, and professionals seeking to understand and engage with this influential generation.

## Gender Breakdown



The gender distribution among Gen Z respondents is nearly balanced. A small percentage (less than 1%) selected alternate gender options. Notably, among Hispanic respondents, there's a significant skew towards female representation at 64%.

## Age Ranges

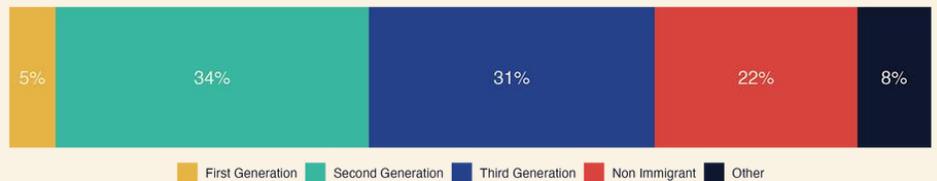


The survey encompasses individuals ages 16 to 27. Hispanic respondents tend to be younger, which necessarily impacts factors such as educational enrollment and employment status.

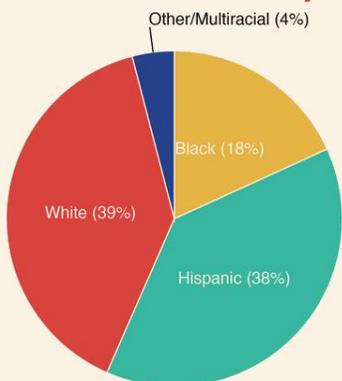
## Hispanic Heritage and Immigration Status

**98%**

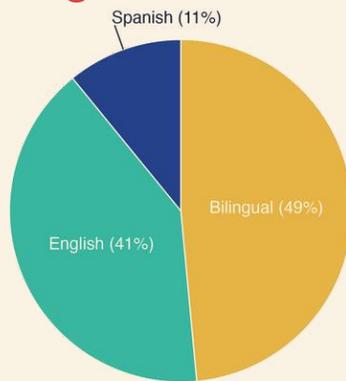
of Hispanic respondents identify as Mexican, reflecting strong cultural ties to Mexico.



## Ethnic Diversity



## Linguistic Diversity



Across Hispanic respondents, a plurality are bilingual; 41% primarily speaking English and 11% primarily speaking Spanish. This linguistic diversity presents both challenges and opportunities in education and employment sectors.

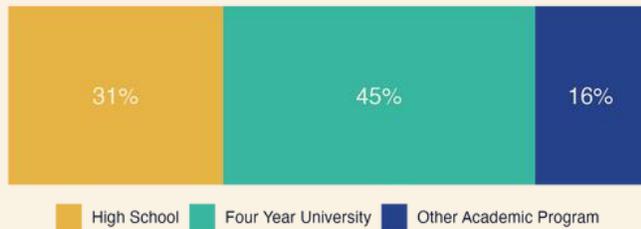


# EDUCATION & EMPLOYMENT STATUS

## Gen Z's Educational Pursuits

**54%**

of respondents are enrolled in school



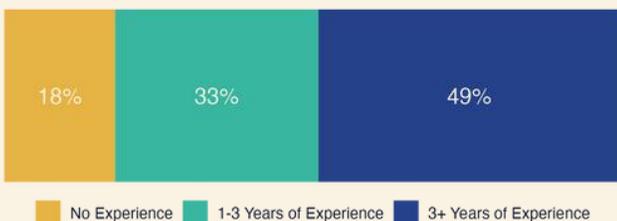
Hispanic students are more likely to be enrolled in High School, while White respondents are more likely to be enrolled in a four-year university potentially influencing career readiness perceptions.

16% of students are engaged in other academic programs, including community colleges and vocational training. This diversity in educational paths highlights the varied aspirations of the Gen Z population.

## Employment Landscape

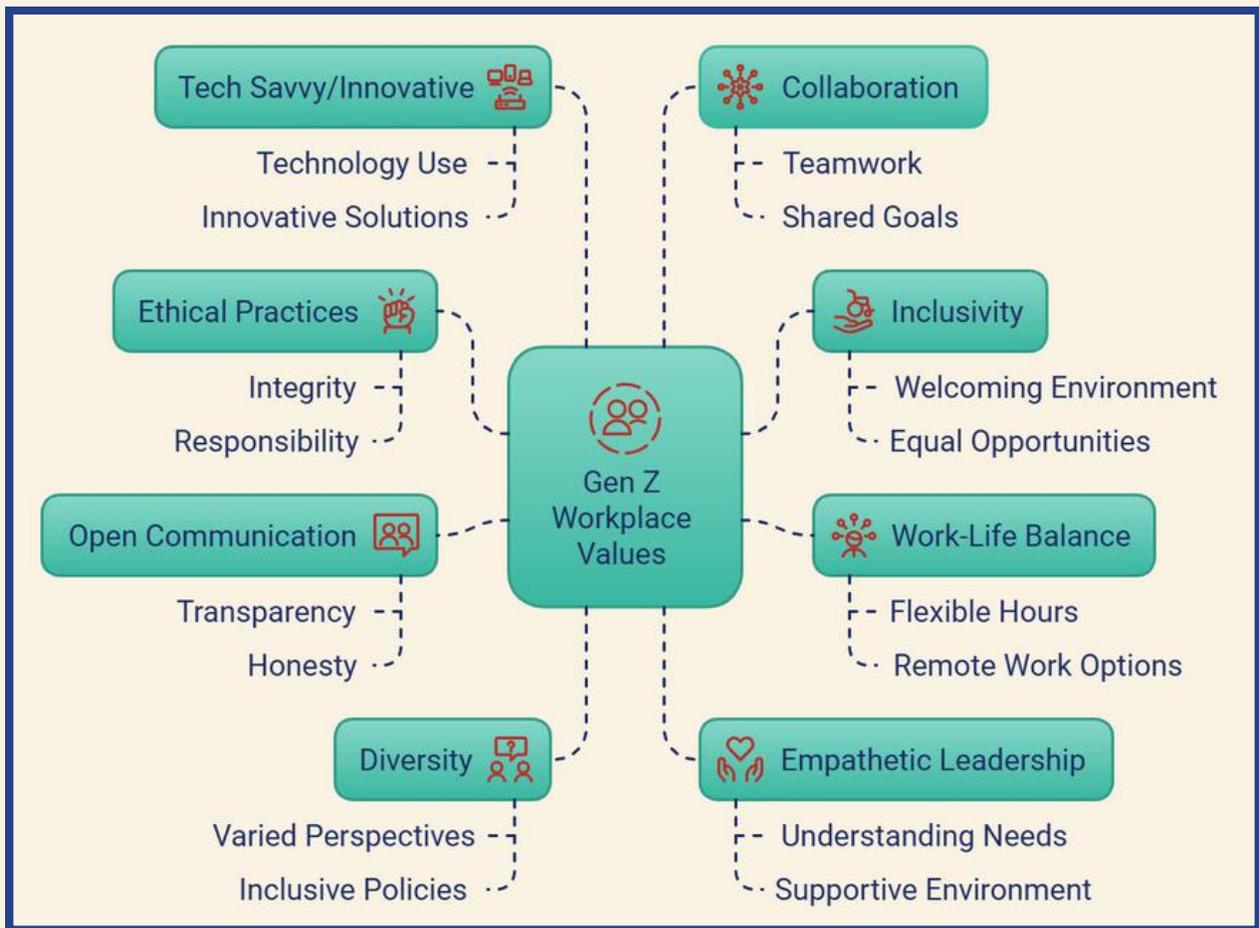
Employment Status	Percentage
Full-time	41%
Part-time	26%
Self-employed	3%
Unemployed	28%
Never held a job	13%

## Work Experience and Tenure Among Gen Z Participants



18% of respondents have no work experience, while 33% had 1-3 year's experience, a key stage for career growth. A plurality of respondents have more than three year's experience. This data highlights the varied career stages among participants and the need for tailored support.

# GEN Z VALUES



**Ethical Practices:** Companies that demonstrate a commitment to ethical practices in their policies and culture.

**Diversity and Inclusion:** Value of environments with gender and racial inclusivity, and employers committed to these principles resonate more with Gen Z.

**Work-life Balance:** Desire for employers who prioritizes mental health, offer flexibility, respect personal time, and avoid overwork.

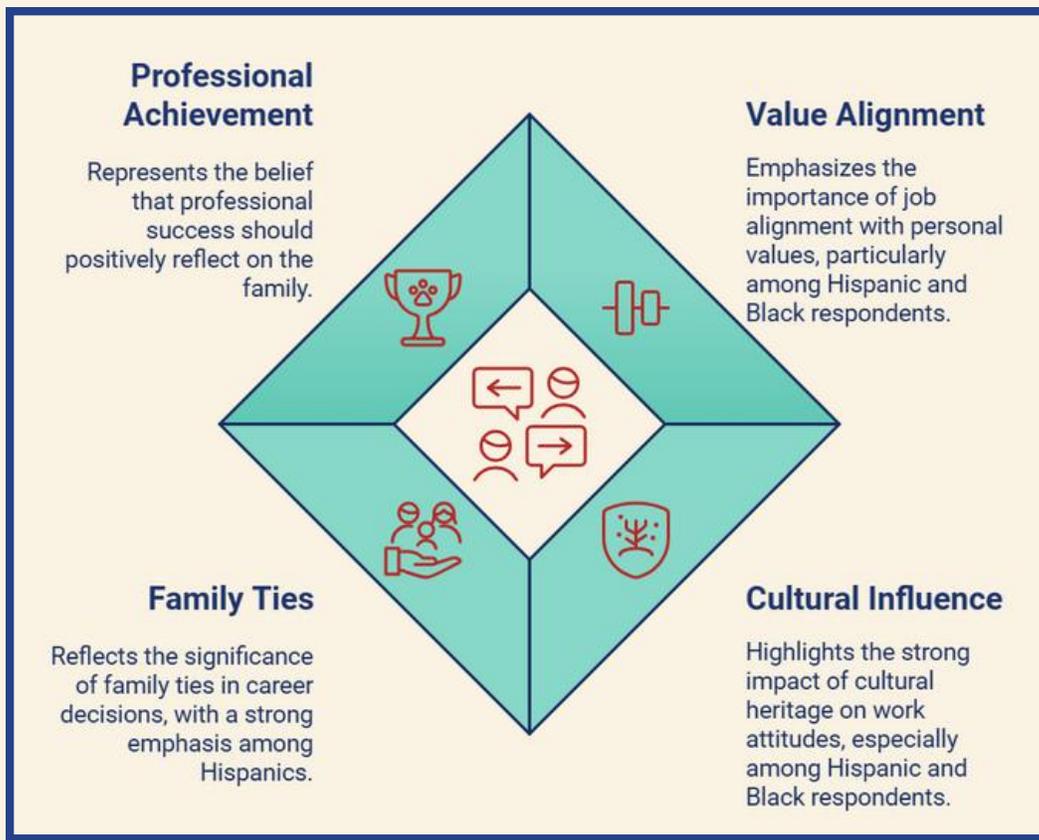
**Open Communication and Transparency:** Favor employers who prioritize dialogue, provide regular feedback, and clearly communicate decisions, meeting their expectations in the workplace.

**Tech-Savvy, Innovative:** Companies that embrace new technologies and industry trends.

**Empathetic Leadership:** Emotionally attuned leaders who show care and understanding.

**Collaboration:** Preference to work in environments where ideas are shared, and team success is celebrated.

# CULTURAL VALUES AND INFLUENCE



**Value Alignment:** 61% of respondents emphasize the importance of job alignment with personal values, with a higher emphasis among Hispanic and Black respondents.

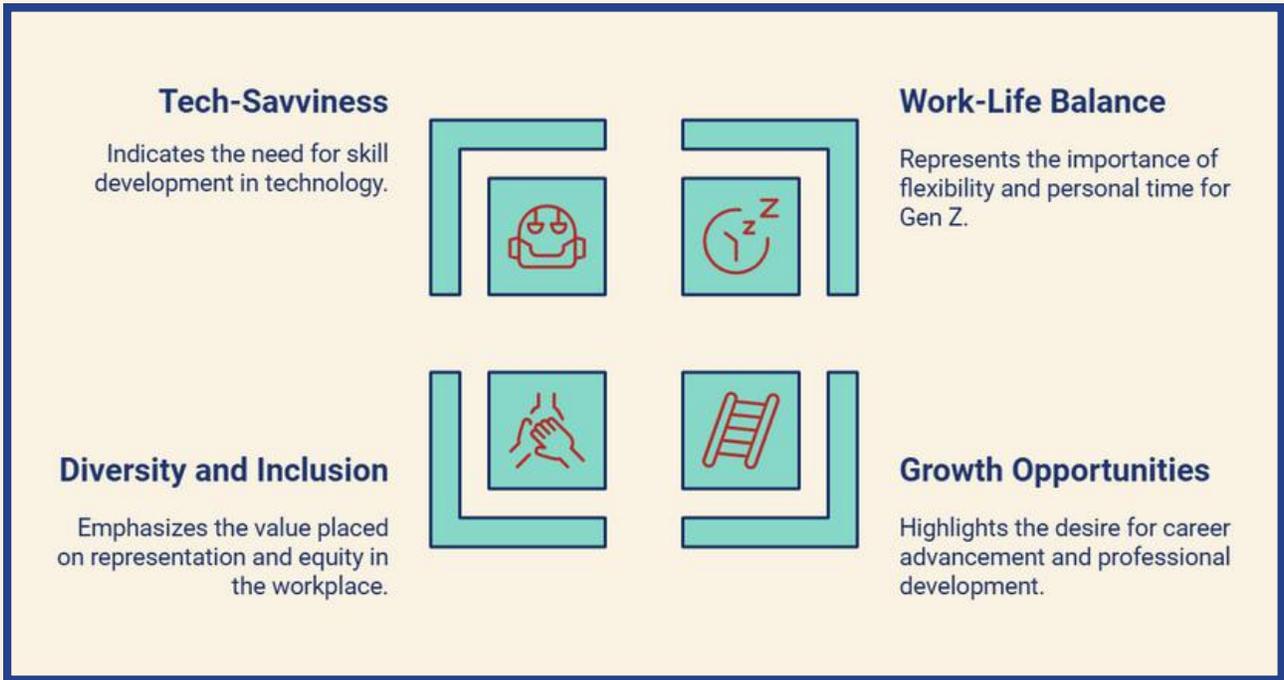
**Cultural Influence:** Cultural heritage strongly influences work attitudes, especially among Hispanic (74%) and Black (80%) respondents, shaping their approach to professional life.

**Family Ties:** 66% of respondents consider family ties important in career decisions, particularly among Hispanics, though fewer strongly agree on direct family involvement in career choices.

**Professional Achievement:** 35% believe their professional achievements should positively reflect on their family.



# WORK PREFERENCES & EXPECTATIONS



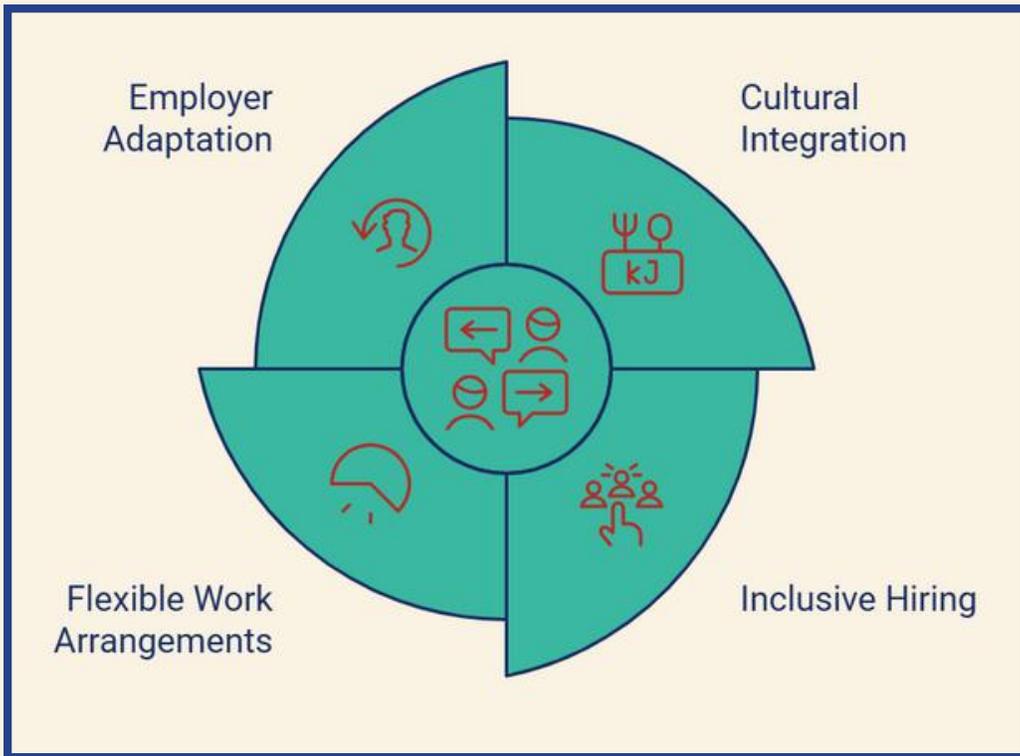
**Work-Life Balance:** Top priority for Gen Z, with 55% of Hispanics considering it extremely important. This reflects a desire for flexibility and personal time.

**Growth Opportunities:** 52% of participants view career growth as extremely important, indicating a strong drive for professional development and advancement.

**Diversity and Inclusion:** 36% rate diversity and inclusion as extremely important in the workplace, reflecting the value placed on representation and equity.

**Tech-Savviness:** Hispanic respondents rank tech-savviness lower compared to their White counterparts, suggesting a potential area for targeted skill development.

# WORKPLACE CULTURE EXPECTATIONS



**Cultural Integration:** Hispanic respondents agree on workplace cultural integration, showing a balance between preserving their identity and adapting to professional norms.

**Inclusive Hiring:** Gen Z emphasizes the need for inclusive hiring practices, reflecting their value for diversity in the workplace and importance to transparency.

**Flexible Work Arrangements:** Gen Z values flexible work options that accommodate diverse needs and lifestyles, promoting a more inclusive workplace culture.

**Employer Adaptation:** Hispanic respondents have lower expectations for employers to adapt fully to Gen Z needs, showing they're more willing to navigate traditional workplace norms.

# GEN Z WORKPLACE EXPECTATIONS AND CHALLENGES

The data reveals Gen Z expectations, preferences, and challenges in the modern workplace. Key themes center around work culture, leadership qualities, diversity initiatives, and career development. We provide insights for employers desiring to attract and retain Gen Z talent.

## Communication and Transparency

### Supporting Quotes:

- "Open and honest communication is a must. I need to know what's happening in the company and feel like my voice is heard."
- "Transparency from management is critical. If a company isn't clear about what's going on, it's a red flag for me."
- "I value strong communication skills in the workplace. I need to be in a place where feedback is encouraged and acted upon."

### Implications for Employers:

Implement regular, structured feedback systems that promote open and honest dialogue, encouraging transparency. Clearly define job expectations and provide consistent updates to foster a workplace where Gen Z employees feel informed, valued, and motivated.

Cultivate a culture of clear, direct communication and strong interpersonal relationships to support transparent communication practices. These efforts can minimize miscommunications and enhance the overall effectiveness of workplace interactions.

## Innovation and Technology

### Supporting Quotes:

- "Don't get me wrong, I love me some tech, but sometimes it feels like we're drowning in it."
- "The rapid pace of technology change is one of the challenges that I worry about."
- "Keeping up with constant technological advancements and digital trends can be challenging."

### Implications for Employers:

Foster a positive work environment for Gen Z by prioritizing user-friendly and efficient technologies that streamline tasks without adding unnecessary complexity, thereby enhancing job satisfaction and productivity.

Implement comprehensive training programs that address the pace of technological change, ensuring that Gen Z employees are well-prepared and confident in using new technologies effectively.





## Company Culture and Values Alignment

### Supporting Quotes:

- "I want to work for a company that shares my values, especially when it comes to diversity and inclusion."
- "It's important to me that my workplace has a positive environment and aligns with my ethical standards."
- "The values of the company matter. If a company doesn't prioritize inclusion or ethical practices, it's not the place for me."

### Implications for Employers:

Proactively communicate and demonstrate a commitment to diversity, inclusion, and ethical practices, ensuring these core values are deeply embedded in the organizational culture and daily operations to align with Gen Z's expectations for authenticity and integrity.

Maintain and prioritize continuous feedback and adaptability to employee needs to foster a sense of belonging and respect. Demonstrating these actions in practice, rather than just words.



## Leadership and Management Qualities

### Supporting Quotes:

- "Old-school managers that are not adapting to the new workforce."
- "Good leaders should be empathetic and supportive. I've had enough of micromanagement."
- "I'm looking for leaders who can inspire and motivate, not just give orders."
- "Effective leadership means promoting a positive work culture. It's important that managers communicate well and care about their teams."

### Implications for Employers:

Prioritize the development of leaders who embody empathy, open communication, and transparency, as these qualities resonate with Gen Z employees and are crucial for fostering a positive and motivational work environment.

Gen Z leaders/managers should adopt a less controlling and more collaborative approach, emphasizing trust-building, teamwork, and clear guidance to effectively support their career advancement and retention efforts.

Top Criteria Generation Z Look for in a Job



## Career Development Opportunities

### Supporting Quotes:

- "It's like being thrown into the deep end without a life jacket sometimes. Without clear guidance or mentorship, it can be daunting to know where to start or how to navigate the path toward career advancement."
- "I want a job that helps me grow. Opportunities for mentorship and career advancement are what I look for in an employer."
- "Without proper guidance and mentorship, it's hard to know how to advance in my career. I need clear pathways to grow."
- "Continuous learning is key for me. I'm always looking for ways to upskill and stay relevant in the job market."

### Implications for Employers:

Actively develop structured mentorship programs and well-defined career progression pathways to cater to Gen Z's desire for clarity and upward mobility in their career trajectories. This approach addresses the frustration these workers feel when entry-level positions require extensive experience.

Enhance continuous learning initiatives by integrating upskilling opportunities into daily work processes. Ensure that these programs are accessible and relevant to meet Gen Z's expectations for professional development and maintain high motivation.





## Diversity and Inclusion

### Supporting Quotes:

- "I have come across people older than me who don't listen to my opinion because I don't have the same experience."
- "I won't work in a place that isn't inclusive. Diversity is non-negotiable for me."
- "I want to be in a company that truly values and practices inclusion."
- "A diverse work environment is important to me. I need to know that everyone is treated fairly and with respect."

### Implications for Employers:

Prioritize and transparently communicate diversity and inclusion policies to ensure policies are actively reflected in hiring practices, career development opportunities, and workplace culture to prevent discrimination and promote equity.

Extend commitment to diversity beyond token gestures by fostering an inclusive environment that actively celebrates cultural and social differences, supports diverse leadership, and offers training on inclusive topics and skills sets.

## Work-Life Balance

### Supporting Quotes:

- "Struggling to find work-life balance as companies expect 24/7 availability and productivity."
- "Okay, so I'm all about hustling and making moves, but I also value my downtime. Finding that balance between grinding it out at work and making time for self-care, hobbies, and hanging out with friends? Yeah, it's a constant struggle."
- "A major challenge I anticipate in my career as a Gen Z worker is achieving a healthy work-life balance. Companies need to respect our personal time."
- "Balancing work and personal life is tough, especially in jobs that prioritize long hours over well-being."
- "I think finding work that respects my personal life is important. I don't want to be in a place that expects me to be available 24/7."

### Implications for Employers:

Implement and actively promote flexible scheduling and remote work opportunities, as these are critical in supporting Gen Z's desire for a harmonious work-life balance, enabling them to pursue personal interests and wellness activities without compromising their professional obligations.

Cultivate an organizational culture that prioritizes mental health and recognizes the importance of personal time enhancing job satisfaction and loyalty among Gen Z workers, thereby reducing turnover and preventing burnout.

## Confidence, Bias, Empowerment

### Supporting Quotes:

- "I struggle with self-confidence when applying for jobs or speaking up at work."
- "Not being taken seriously because of my age makes me question my skills and abilities."
- "Not being considered for jobs because I don't have enough experience feels like age discrimination."
- "Older generations think we are lazy and entitled, and it makes me feel like I constantly have to prove myself."
- "People think that because I'm Gen Z, I'm not capable. It's hard to shake that stereotype."
- "Fear of failure, making mistakes, or disappointing others can be paralyzing, preventing me from acquiring a new skill."
- "It feels like employers don't take into account the struggles that people from underrepresented communities face."

### Implications for Employers:

Gen Z employers can create a supportive environment where employees feel comfortable sharing ideas, making mistakes, and asking for help without judgment.

Facilitate connections with older colleagues, peer, and industry professionals to enhance confidence through shared knowledge and support. Establish confidential mechanisms for employees to report bias or discrimination without fear of retaliation.

## Critical Analytical Resilient Thinking

### Supporting Quotes:

- "Critical thinking and problem-solving often happen best when we're working in an environment where everyone's input is valued."
- "Being able to adapt quickly is one of our generation's strengths. We grew up with constant changes in technology and society."
- "We thrive when we can bounce ideas off each other and come up with solutions as a team."
- "I'm learning how to stay calm and find solutions even when things don't go as planned."
- "The ability to adapt and solve problems creatively is what makes us stand out in such a competitive market."
- "I've had to learn to solve problems on the fly—it's like a puzzle, and I'm getting better at piecing it all together."

### Implications for Employers:

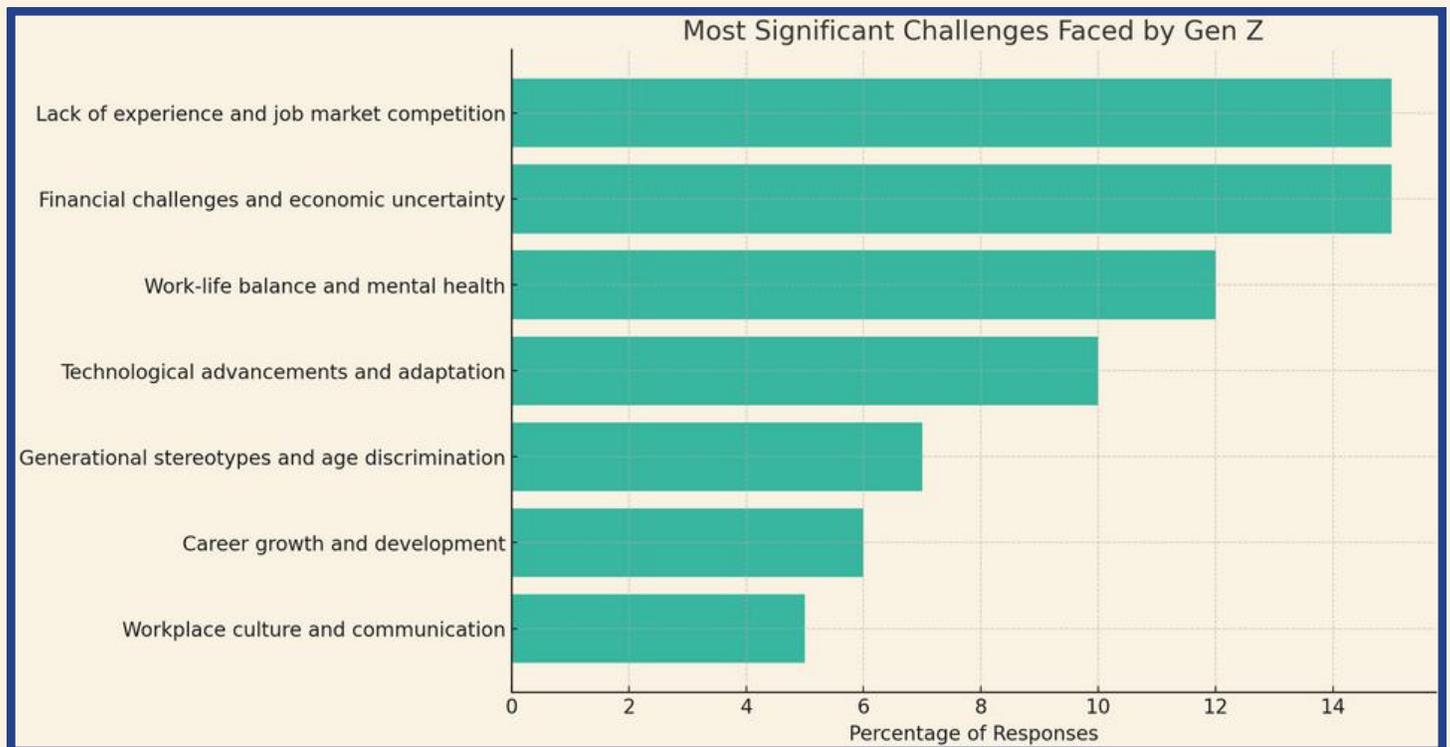
Employers can foster environments where Gen Z employees are empowered to approach challenges creatively and develop their problem-solving skills through hands-on experiences and mentorship. Offer training programs that strengthen critical thinking and decision-making skills, enabling employees to adapt to complex challenges.

Build an environment where resilience is valued, and setbacks are seen as opportunities to learn. In addition, employers can foster adaptability by encouraging an innovative mindset, supporting experimentation, and rewarding employees who embrace change. Provide tools and training that help employees navigate uncertainty and adapt to new technologies, processes, and workplace changes with confidence.



# GEN Z CAREER ADVANCEMENT CHALLENGES AND BARRIERS

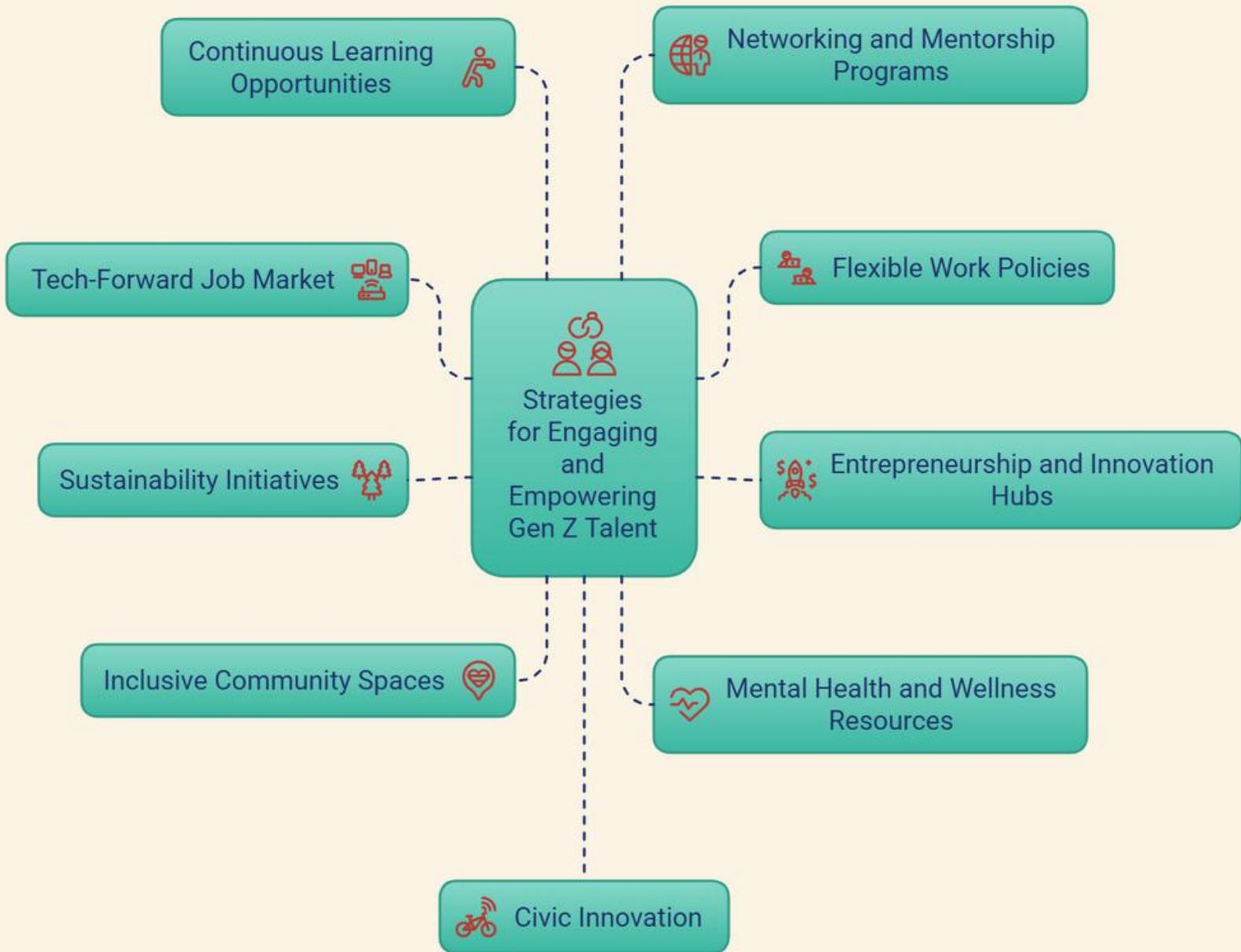
Topic	Common Themes	Implication
<b>Geographical and Logistical Barriers</b>	Geographic limitations and transportation issues that hinder access to skill development or career advancement opportunities.	Organizations could offer remote work opportunities, online training, and virtual networking events to help employees overcome geographic and logistical barriers, especially in less urban areas.
<b>Confidence and Self-Doubt</b>	Issues like imposter syndrome, lack of confidence, and fear of failure hold Gen Z back from pursuing opportunities or advancing in their careers.	Organizations can help by providing professional development programs that focus on soft skills, offering positive feedback, and creating a supportive work environment to build confidence and overcome self-doubt.
<b>Discrimination and Bias</b>	Concerns about the competitive job market, job stability, and the rise of the gig economy. Worries about standing out among peers and securing long-term employment.	To retain Gen Z talent, companies should focus on providing clear career progression opportunities, job security, and support for professional development. Recognizing and rewarding contributions is also key for retention.



# GEN Z CAREER ADVANCEMENT CHALLENGES AND BARRIERS

Topic	Common Themes	Implication
<b>Communication Skills</b>	Emphasis on both verbal and written communication, the ability to convey ideas clearly, collaborate effectively, and build relationships in the workplace.	Strong communication skills are foundational for success. Employers should provide opportunities for employees to develop these skills through training or practical experience.
<b>Adaptability and Flexibility</b>	The need to navigate a rapidly changing work environment, openness to new experiences, embracing change, and quickly learning new technologies or processes.	Companies that foster a culture of adaptability and offer continuous learning opportunities will align well with Gen Z's expectations for agility in the workforce.
<b>Digital Literacy and Tech Savviness</b>	Proficiency in digital tools, software, and social media platforms, with a strong emphasis on digital literacy in a tech-driven workplace.	Employers should ensure their workforce is equipped with the latest digital tools and provide ongoing training to keep skills up to date, meeting Gen Z's expectations to utilize and develop their tech skills.
<b>Collaboration and Teamwork</b>	The ability to work well in teams and collaborate with diverse groups, valuing environments where diverse perspectives are respected and teamwork is prioritized.	Companies should promote a culture of teamwork and encourage collaborative projects, as Gen Z prefers working in environments where ideas are shared and team success is celebrated.
<b>Critical Thinking and Problem-Solving</b>	Importance of analyzing information, evaluating options, and making informed decisions, essential for navigating modern work complexities.	Employers should focus on developing critical thinking and problem-solving skills through challenging projects, mentorship, and fostering a culture of innovation, as these skills are highly valued by Gen Z.
<b>Resilience and Adaptability to Change</b>	Importance of resilience, including handling stress and setbacks, and being adaptable in the face of challenges and uncertainties.	Companies that support mental health and provide resources to build resilience will be better equipped to retain Gen Z talent, recognizing their awareness of workplace pressures and the value they place on resilience.

# BUILDING FUTURE-READY STRATEGIES FOR ENGAGING AND EMPOWERING GEN Z TALENT



# BUILDING FUTURE-READY STRATEGIES FOR ENGAGING AND EMPOWERING GEN Z TALENT

## HOW EMPLOYERS TAKE ACTION



### Recommendation

### Explanation

### Practical Application

<p><b>Develop a Tech-Forward Job Market</b></p>	<p>Gen Z thrives in tech-integrated environments and expects a robust tech job market.</p>	<ul style="list-style-type: none"> <li>• Partner with local universities and tech companies.</li> <li>• Invest in tech startups through grants and incentives.</li> <li>• Host tech-focused job fairs and “hackathons”.</li> </ul>
<p><b>Implement Flexible Work Policies</b></p>	<p>Flexibility in work is a priority for Gen Z, valuing autonomy and work-life balance.</p>	<ul style="list-style-type: none"> <li>• Encourage local businesses to adopt flexible work policies.</li> <li>• Promote co-working spaces.</li> <li>• Develop infrastructure for remote work.</li> </ul>
<p><b>Develop Continuous Learning Opportunities</b></p>	<p>Gen Z values personal growth and development, seeking continuous learning opportunities.</p>	<ul style="list-style-type: none"> <li>• Collaborate with educational institutions for continuous learning courses.</li> <li>• Support vocational training.</li> <li>• Provide scholarships for skills development.</li> </ul>
<p><b>Create Inclusive Community Spaces</b></p>	<p>Gen Z values inclusivity and diversity, and inclusive community spaces foster a sense of belonging.</p>	<ul style="list-style-type: none"> <li>• Build multicultural centers and inclusive public spaces.</li> <li>• Host events celebrating diversity.</li> <li>• Support initiatives promoting social interaction.</li> </ul>

# BUILDING FUTURE-READY STRATEGIES FOR ENGAGING AND EMPOWERING GEN Z TALENT

## HOW COMMUNITIES TAKE ACTION



Recommendation	Explanation	Practical Application
<p><b>Foster Entrepreneurship and Innovation Hubs</b></p>	<p>Gen Z shows a strong entrepreneurial spirit, and providing resources can attract young innovators.</p>	<ul style="list-style-type: none"> <li>• Establish innovation hubs.</li> <li>• Offer mentorship programs.</li> <li>• Create a startup grant fund.</li> </ul>
<p><b>Empower Gen Z Through Civic Innovation</b></p>	<p>Gen Z values inclusive governance and efficient digital services.</p>	<ul style="list-style-type: none"> <li>• Develop mobile apps for city services.</li> <li>• Integrate AI-driven customer service tools.</li> <li>• Host town halls for young residents.</li> </ul>

## HOW WE COLLECTIVELY TAKE ACTION

Recommendation	Explanation	Practical Application
<p><b>Create Networking and Mentorship Programs</b></p>	<p>Despite their digital nativity, Gen Z values in-person connections and guidance.</p>	<ul style="list-style-type: none"> <li>• Organize networking events.</li> <li>• Develop mentorship programs.</li> <li>• Support peer-to-peer learning groups.</li> </ul>
<p><b>Promote Mental Health and Wellness Resources</b></p>	<p>Mental health is a key concern for Gen Z.</p>	<ul style="list-style-type: none"> <li>• Increase funding for mental health services.</li> <li>• Integrate mental health resources into community centers.</li> <li>• Promote wellness initiatives.</li> </ul>
<p><b>Prioritize Sustainability Initiatives</b></p>	<p>Environmental concerns are a top priority for Gen Z.</p>	<ul style="list-style-type: none"> <li>• Implement city-wide recycling and composting programs.</li> <li>• Invest in renewable energy projects.</li> <li>• Promote green building practices.</li> </ul>



# CONCLUSION

The findings from this research underscore the urgent need for implementing robust strategies to attract, develop, and retain Generation Z talent. Gen Z places a premium on work-life balance, diversity, inclusivity, and expansive opportunities for personal and professional growth. The recommended strategies are rooted in rigorous research and tailored to these priorities, advocate for the creation of dynamic environments that champion flexibility, continuous development, and inclusivity. By taking decisive and intentional actions based on these insights, organizations can swiftly transform themselves into thriving hubs for this emerging workforce, thereby ensuring sustained economic growth, heightened engagement, and fostering a vibrant, innovative community.

## RESOURCES

**The City of El Paso** - <https://www.elpasotexas.gov>

The City of El Paso Texas, located along the U.S.-Mexico border, prides itself on being a vibrant community that embodies a rich cultural heritage and a dynamic future. The city aims to foster growth and enhance the quality of life for its residents through thoughtful governance and resource management. The City of El Paso focuses on innovation, sustainability, and inclusive community development, highlighting its commitment to improving public services and infrastructure while celebrating its unique bicultural identity.

**El Paso Workforce Solutions Borderplex** - <https://borderplexjobs.com/>

Workforce Solutions Borderplex focuses on recruiting and placing candidates with organizations in the El Paso and West Texas area. Workforce Solutions Borderplex works with businesses and individuals to identify new opportunities, access aid, and improve skills, to strengthen the local workforce and improve quality of life for residents. Their services are accessible to all through grants, scholarships, and federal funding.

**The Bridgify Group, LLC** - <https://www.thebridgifygroup.com/>

The Bridgify Group are strategic advisors who connect the power of research and theory to everyday business practices that create actionable solution.

**El Puente Institute™** - <https://www.elpuenteinstitute.com/>

El Puente Institute™ is the premier strategic advising firm that provides evidence-based strategies, practical knowledge and unbiased guidance grounded in cultural competency to ensure authentic professional and personal growth for the Hispanic/Latino community and Allies.