

Engaging, Developing and Retaining Early, Mid and Late Career Professionals: Strategies, Data Sources and Further Learning for Managers

Strategies

[Early Career Professionals](#)

[Mid Career Professionals](#)

[Late Career Professionals](#)

[Strategies for All](#)

[Data Sources and Further Learning](#)

Strategies

Early Career Professionals

- Onboarding experience (creating new workplace relationships/community involvement, understanding culture and how to have impact, understanding resources)
- Consistent, reinforcing feedback
- Flexibility
- Transparent environment/meaningful work

Mid Career Professionals

- Create opportunities for growth to stretch people
- Allow time to explore for something new/different in their current role - explore not just perform

Late Career Professionals

- Stability and financial stability
- Continue to engage
- Knowledge Transfer

Strategies for All

- Purposeful work and University alignment
- Creating clear and realistic goals and expectations
 - Career Pathing
 - Flexibility
- Communication! Communication!
 - Keep them in the loop
 - Consider the appropriate means of communication
 - Transparency
- Importance of Connections

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- Create safe spaces
 - Mentoring (informal/formal)
- Power of Recognition
- Targeted Upskilling/Reskilling
 - Digital Literacy/AI
 - Workshops/Webinars/LinkedIn Learning
- Meet them where they are
 - Matching leadership style to employee needs - everyone is different!
- Encourage use of benefits, well-being resources and the many types of leave

Data Sources and Further Learning

1. [The Center for Generational Kinetics: State of Gen Z Research Report 2025](#)
2. [Julie Winkle Giulioni: Welcoming New Workers: Three Secrets to Satisfaction, Engagement and Retention](#)
3. [CUPA HR Webinar: Understanding Retention: Insights From the CUPA-HR 2025 Employee Retention Survey](#)
4. [SHRM Webinar sponsored by Bamboo HR: New Grads at Work: What HR Needs to Know about Today's New Talent](#)
5. [HR Executive: Why New Hire Retention should be on everyone's Dashboard in 2025](#)
6. [CUPA-HR: Your Strongest Retention Tool is Budget Friendly](#)
7. [Dan Schawbel: How Generation Alpha will Impact the Future of Work](#)
8. [CUPA-HR: The CUPA-HR Higher Education Employee Retention Survey](#)
9. [CUPA-HR: New CUPA-HR Survey Results Shed Light on Employee Retention in Higher Education](#)
10. [CUPA HR: The Top Predictor of Higher Ed Employee Retention May Surprise You](#)
11. [American Business Review: Examining the Role of Supervisor Support on Generation Z's Intention to Quit](#)
12. [CUPA-HR: Voluntary Turnover in the Higher Ed Workforce Is Trending Downward](#)
13. [Good Morning HR: Episode 253: Rethinking Onboarding to Increase Engagement and Reduce Turnover with Anthony Sork](#)
14. [Deloitte Global's 2025 Gen Z and Millennial Survey](#)
15. [Paychex: Managing Differences in a Multigenerational Workplace](#)
16. [Korn Ferry: The 90-Day Breakup](#)
17. [Gallup Global Indicator: Employee Retention and Attraction](#)
18. [CUPA-HR: Understanding Retention: Insights From the CUPA-HR 2025 Employee Retention Survey \(Webinar\)](#)
19. [Plos One: Generation Alpha's Expectations at Work: Well-being, Pay and sense of Agency](#)
20. [Work at World: Workspan Daily News Bytes for April 10, 2026](#)
21. [PeopleAdmin: 5 Ways HR is Changing in Higher Education](#)

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