

2018

## Millennial Workforce at Premera

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### Recommended Citation

Lawless, Joe, "Millennial Workforce at Premera" (2018). *MICCSR Case Studies*. 13.  
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## PREMERA |

BLUE CROSS

### Millennial Workforce

[94%](#) want to use their skills for good.

[57%](#) wish that there were more company-wide service days.

[77%](#) prefer doing service projects with groups, rather than alone.

[SHRM Article](#)

[The Millennial Impact Report](#)  
[10 Strategic Workforce Trends](#)

### Premera Blue Cross

[About Premera](#)

[Premera Facts Sheet](#)

[Social Impact](#)

[Premera Careers](#)

### Industry Links

[Deloitte Industry Outlook](#)

[America's Health Insurance Plans](#)

## Millennial Workforce at Premera

Barbara Magusin, Senior VP of Human Resources at Premera Blue Cross, recently [read a report](#) on the next generation of workers, “Millennials” and how they are going to dominate the labor market within the next few years. Barbara is an early Gen X / late baby boomer, and her friends are constantly making disparaging remarks and jokes about millennials. She knows that these stereotypes are mostly untrue, and certainly unhelpful. What she really knows, however, is that she needs to develop a plan for how the organization can begin preparing for this [Purpose Driven](#) workforce.



### Premera Blue Cross

As the largest health plan in the Pacific Northwest, Premera serves over 2 million people throughout Washington and Alaska with innovative programs focused on wellness and prevention, disease management, and patient safety.

Premera Blue Cross is headquartered in Mountlake Terrace, WA, with operations in Seattle and Spokane, and Anchorage, Alaska. The company and its predecessors have operated in Washington since 1933 and in Alaska since 1952.

With over 3,200 employees and a network of more than 38,000 doctors, hospitals, and healthcare providers, Premera, like most large organizations, is very reliant on a dedicated, committed, and engaged workforce to carry out their mission to improve customers' lives by making healthcare work better.

[Premera Social Impact](#) is the organization's effort to make a difference in the lives of those living in their communities. Through corporate giving, volunteering, and community engagement, they promote new partnerships and solutions to help make healthcare work better.

## Millennials

The millennial generation, more than any before, is motivated by a connection to an [organization's deeper purpose](#) and their individual connection to that purpose. "[The Purpose Generation](#)" is going to require that we create "intentional pathways to meaningfulness". In his HuffPost article, author Zach Mercurio states, "A study by the Lovell Corporation finds that those born between 1994-2001 are driven more by purpose, passion, and impact." [Fast Company](#) says that "More than 50% of millennials say they would take a pay cut to find work that matches their values, while 90% want to use their skills for good."

## Your Challenge

**Your team has been asked to analyze available information on workforce trends, needs of the millennial worker, and strategies related to employee recruitment, engagement, and retention.**

Identify the traits of the next generations of workers. Put those into your own framework and create a 5 year plan for us to build Premera into an organization that leverages our organizational strengths to attract and retain the best and brightest of this new purpose-driven workforce.

You have the next 72 hours to develop your presentation to the panel of judges who will represent the management of Premera Blue Cross. You will have 10 minutes to make your presentation and to convince the panel that your team's recommendations represent the best course of action at this time. The judges will then have 10 minutes to ask you questions about your recommendations. Be prepared to defend your position in a professional manner.

You may use any [publicly available](#) information about Premera, the insurance industry, trends in employee engagement and corporate social responsibility. You may NOT contact any other organizations for additional information.

This case provides you an opportunity to use your knowledge and research skills to explore the issues related to corporate social responsibility, social impact, environmental and social sustainability and multiple other related topics.

**You can look at this from a strategic perspective as well as a tactical perspective, but be clear about what your recommendations are, why you are making them, and what you think the short and long-term implications will be.**

*This case description and the attached links are presented solely for the purpose of case study discussion. It is not intended to serve as an illustration of effective or ineffective management.*