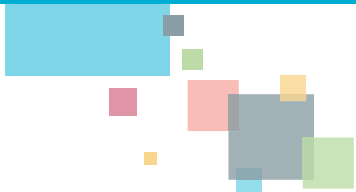




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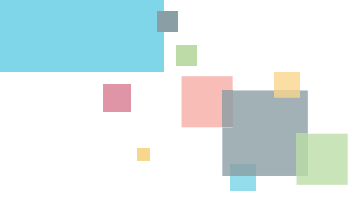
THE 2016 YELLO RECRUITING STUDY:  
**WHAT MOTIVATES RECENT GRADS**



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# INTRODUCTION



In spring 2016, we utilized our proprietary data and surveyed more than 7,000 students and recent graduates to gauge their perspectives on the hiring process\*. This report analyzes what these candidates want, what motivates them and what messages resonate most as they explore finding a job and career. The findings may surprise those who thought they understood this millennial marketplace.

\*methodology found on page 16

## EXCITING STATISTICS

- ◆ **94 percent** of employees would refer their company to a friend
- ◆ Young professionals chose career growth and learning opportunities **two-to-one over salary** as their most important criteria when accepting a job
- ◆ **20 percent** of job seekers won't apply to a company job site that is not mobile-friendly
- ◆ **62 percent** of respondents said the speed at which they received a job offer impacted the decision to accept

***94 percent** of employees would refer their company to a friend*



## WHAT DRIVES MILLENNIAL RETENTION

A common misperception in the business world is that millennials are unfocused job hoppers who demand constant attention, and require bean bag chairs and on-site massages to be happy at work. However, according to our survey, what really draws employees to companies—and makes them stay—might surprise you.

# CAREER GROWTH IS VALUED OVER SALARY

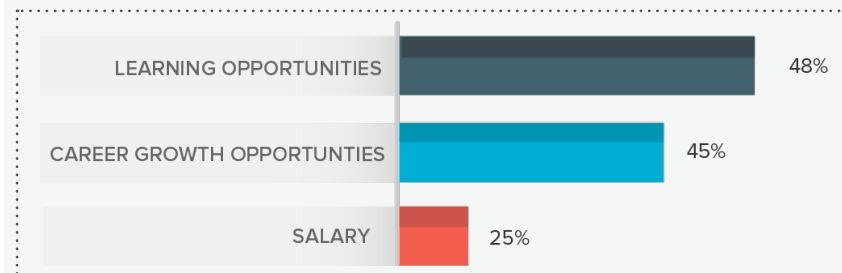
Respondents were **2X more likely to value career growth and learning over salary** in accepting a job. Today's job seekers cannot be bought into accepting a job.

While some report millennials only care about culture, our data shows otherwise. Company culture and brand are much further down the list when it comes to important job considerations.

Promote continued learning on the job by offering:

- ◆ Professional development
- ◆ Lunch and learns
- ◆ Industry certification reimbursement
- ◆ Budget to attend industry conferences

## THE MOST IMPORTANT FACTOR WHEN ACCEPTING A JOB



	Most Important	Second Most Important	Third Most Important	Total	Weighted Average
Career growth opportunities	44.80% 1,093	30.82% 752	24.39% 595	2,440	1.80
Learning opportunities	47.87% 945	31.85% 638	20.18% 398	1,972	1.72
Salary	24.90% 805	41.08% 1,328	34.02% 1,100	3,233	2.09
Industry	46.67% 707	29.24% 443	24.09% 365	1,515	1.77
Products or projects you would be working on	35.82% 532	29.97% 445	34.21% 508	1,485	1.98
Location	25.29% 515	35.17% 716	39.54% 805	2,036	2.14
Workplace culture	27.58% 427	31.46% 487	40.96% 634	1,548	2.13
Company reputation	28.23% 282	27.23% 272	46.55% 465	999	2.20
Your manager	23.28% 61	32.82% 86	43.89% 115	262	2.21
Travel opportunities	14.25% 55	36.79% 142	48.96% 189	386	2.35
Other	30.59% 25	27.06% 23	42.35% 36	85	2.12
Diversity in the workplace	16.30% 22	32.59% 44	51.11% 69	135	2.35
Referral of a friend	21.00% 21	28.00% 28	51.00% 51	100	2.30
Size of the company	12.42% 20	36.65% 59	50.93% 82	161	2.39

Results based on weighted averages

# MILLENNIALS MAKE LOYAL EMPLOYEES

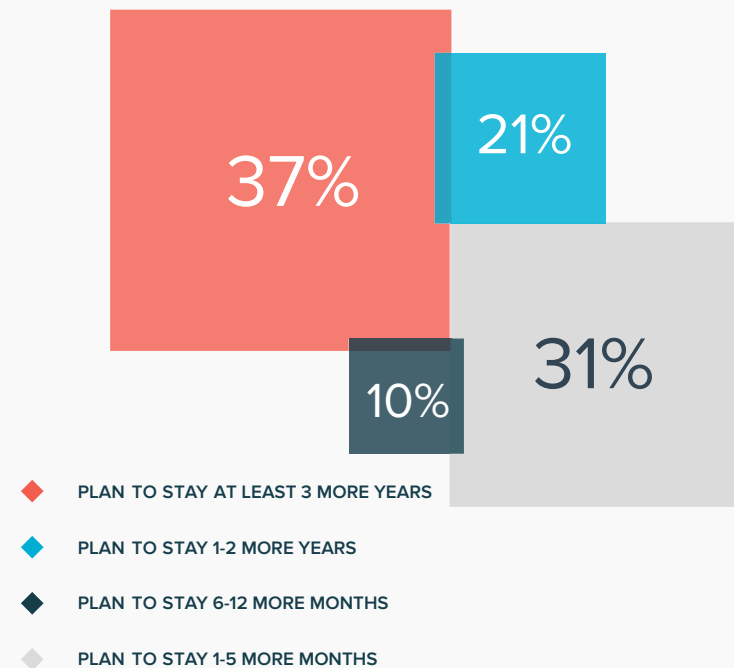
**Nearly 2 in 5 respondents** want to stay at their current organization for more than three years. Millennials are not the generation of job hoppers they are often perceived to be.

Overall, millennials have good intentions when it comes to staying with their current organizations. Millennials will be loyal to their companies, if they feel those loyalties are being reciprocated.

To further mitigate millennial turnover, company-wide retention efforts can turn this group into long-term employees. This might include continuously identifying learning opportunities for your employees and ensuring your company salaries are competitive with industry standards.



## HOW LONG DO YOU PLAN ON STAYING WITH YOUR CURRENT COMPANY?





## INSIDE THE HEADS OF JOB SEEKERS

Understanding the role of technology and personal connections are not new concepts, but this data helps underline the importance of some key channels. If recruiting departments are looking to increase both efficiencies and efficacy when it comes to recruitment marketing, this data helps to illuminate where those dollars would be best spent.

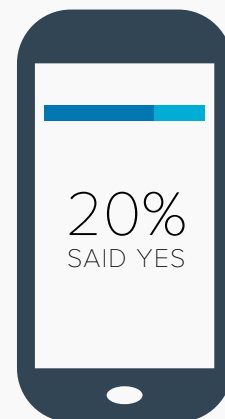
## COMPANIES WITH MOBILE STRATEGIES ARE WINNING MORE TALENT

**Approximately 20 percent of respondents have applied for positions via their mobile devices** and the same percentage of respondents refrained from applying to a job because of a non-mobile-responsive page.

As the mobile revolution continues to penetrate almost every part of society—dating, banking, transportation, groceries—it comes as no surprise that one out of every five Yello survey respondents applied for their positions via a mobile device.

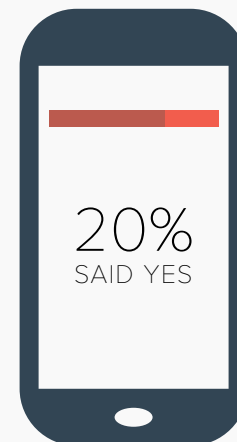
Companies are losing candidates at the top of the funnel solely based on websites and job boards that are not accessible on mobile.

Conversely, companies that have embraced a mobile-friendly or mobile-first career experience can bring in more candidates and optimize their current and future pipelines.



WHEN YOU BEGAN LOOKING FOR YOUR FIRST JOB, DID YOU APPLY FOR ANY POSITION VIA YOUR MOBILE DEVICE IN LIEU OF A DESKTOP COMPUTER?

AT ANY POINT DURING YOUR JOB SEARCH, DID YOU REFRAIN FROM APPLYING TO A JOB BECAUSE A COMPANY'S CAREER PAGE WASN'T MOBILE-FRIENDLY?



## COMPANY WEBSITES PLAY AN IMPORTANT ROLE IN CANDIDATE RESEARCH

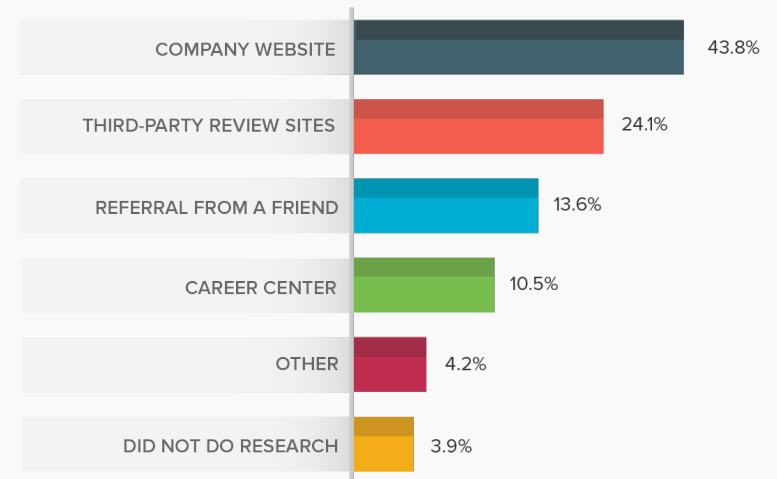
**44 percent** of respondents indicated that an **organization's website is the best place to research the company**. This is great news for companies that want the chance to own 100 percent of the narrative—and what company wouldn't?

Third-party review sites, career centers and friend referrals lagged behind the company's website as the most popular locations for job seekers to read more about open positions. Candidates are looking for information on expectations, culture and benefits directly from the company.

Companies can use this opportunity to highlight the roadmaps and career growth opportunities job seekers care about most.

To further engage those job seekers, companies should include robust career pages, dynamic job descriptions, talent communities and testimonials from current and former employees.

### WHERE DID YOU FIND THE MOST IMPACTFUL RESEARCH ON YOUR CURRENT COMPANY PRIOR TO INTERVIEWING FOR THE POSITION?

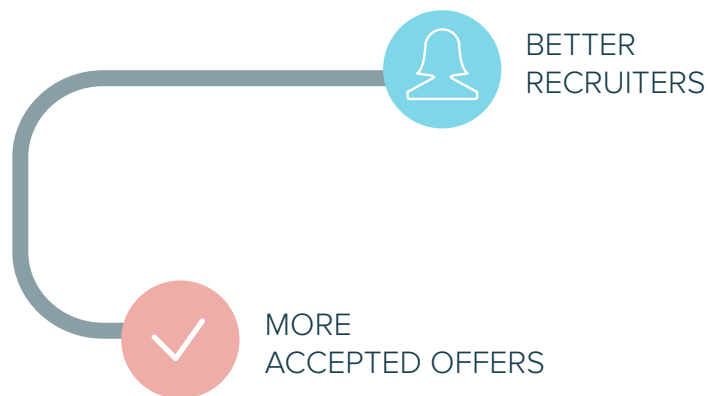


# RECRUITERS MATTER MORE THAN EVER

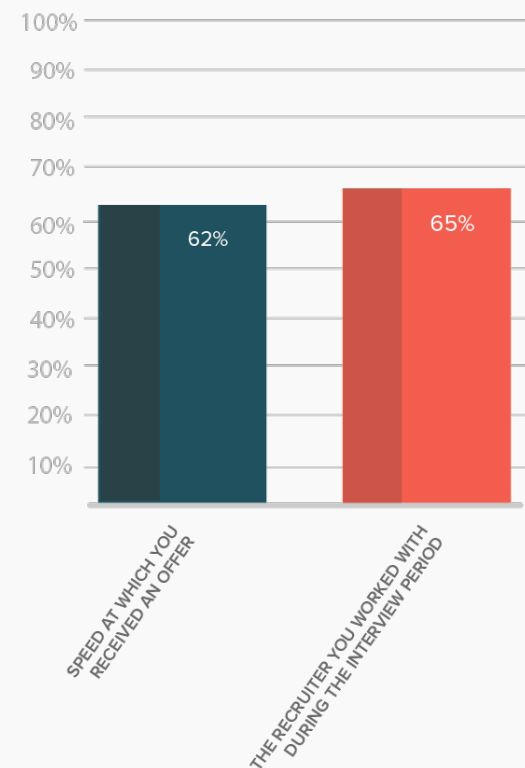
**64 percent of respondents indicated the recruiter** they worked with during the interview period impacted their decision to accept a job.

As technology evolves and more aspects of recruiting become automated, some organizations may question the ongoing role of the recruiter in the process.

Engaging recruiters who shepherd candidates through the process quickly make a large impact in helping get candidates to accept offers and become employees.



## DID ANY OF THE FOLLOWING IMPACT YOUR DECISION TO ACCEPT THIS JOB?



## TIME IS THE ENEMY

**62 percent** of respondents said the speed at which they received job offers impacted the decision to accept.



Organizations no longer have the luxury of thinking they are the only offer on the table.

Respondents to the survey indicated more than once that due to multiple offers being extended at the same time, speed was important to properly analyzing options and making decisions.

In today's employment landscape, offers must be extended quickly to beat competitors and hire top talent.

*"If the company had waited any longer to make an offer I would have accepted an earlier offer that was made to me"*

*-survey respondent*

*"They offered me a great position before many other places got back to me."*

*-survey respondent*

*"They were swift in their process and I appreciated that. It made them stand out against companies that had extended hiring periods."*

*-survey respondent*



## RETAINING AND OPTIMIZING YOUR TALENT

While understanding what emboldens someone to accept a job is important, learning why they walked away from a company can be equally as valuable. The same techniques that helped to engage and onboard employees are the ones that are going to keep them at your company. Further, employee engagement yields dividends when employees proactively refer professional connections to join the organization.

## EMPLOYEES ARE LEAVING JOBS BECAUSE THEY ARE GETTING POACHED

*1 in 4 millennials left their first job because they were recruited away by another company.*

Understanding that more than a quarter of the workforce will need to be replenished on semi-regular basis means needing to employ both an offensive and defensive strategy.

**Defensive:** Talent poaching reverses all of the hard work that goes into attracting, hiring and keeping talent. For companies that want to keep the barbarians away from the gate, make sure the hiring and retention plans includes clear roadmaps and meaningful work for these employees (see *What Drives Millennial Retention*, p. 4). Make the long-term outlook at your company seem much more appealing than the idea of moving to another.

**Offensive:** Build systems now to account for consistent churn. Implement software systems that enable talent communities, extensive candidate pipelines and quick response times to ensure the recruiting machine continues to hum along in the background, keeping future hires warm and engaged.

### WHAT CAUSED YOU TO LEAVE YOUR FIRST FULL-TIME JOB POST COLLEGE GRADUATION?



## KEEP EMPLOYEES HAPPY: NOT JUST FOR RETENTION, BUT ALSO FOR RECRUITING

**94% of respondents would refer a friend** to their current company.

So much of the recruiting playbook involves website, career fairs, email strategy, newsletters—and all of those elements are crucially important.

One tool often overlooked in that playbook is the current employees. Survey respondents overwhelmingly indicated that they would refer a friend to their company.

These millennials are not disenfranchised, affected youth - they are (and can be) a company's biggest cheerleaders.

Take advantage of the chance for employees to help spread the word and tell the story; encourage them to attend career fairs, contribute to website testimonials and participate in the company's paid-referral program.

WOULD YOU REFER YOUR FRIENDS TO YOUR COMPANY?

**94%** SAID YES





## KEY TAKEAWAYS

- ◆ When creating a recruiting marketing plan for recent graduates don't worry as much about the perks and culture. Instead, **highlight career growth and learning opportunities** above all other criteria. If millennials are given these roadmaps, they will want to stay at an organization longer.
- ◆ Companies that have dynamic messaging, on a **mobile-friendly platform** and offer mobile job applications will **win more candidates** now and in the future.
- ◆ **Recruiters matter more than ever** in getting candidates through the pipeline and accepting positions.
- ◆ Develop a multi-pronged approach to address a competitive hiring marketplace by: (1) creating key **recruitment marketing software infrastructure** now and (2) making sure **employee's needs for purposeful work** are met.
- ◆ Add a **referral program** to a talent playbook, so you can tap into a massive pool of future leaders.



# METHODOLOGY

In March 2016, Yello surveyed 7,447 collegiate or recently post-collegiate students on their interviewing and hiring experiences. All individuals were either currently employed or had accepted full-time or internship offers. These participants entered our database as a result of a career fair they attended at a university or diversity career fair in the last 36 months.

\*For the purposes of this survey, we used a qualifying question in order to remove individuals who were not employed or had not accepted full-time job or internship offers at the time of this study

## POSITION

You are a full-time employee	28.24%	2,103
You have accepted a full-time job offer starting after 2016 graduation	23.53%	1,752
You have accepted an internship offer starting in 2016	48.23%	3,592

## AGE

<18	0.30%	18
18-22	55.50%	3,222
23-26	30.40%	1,767
27-30	7.50%	435
30+	6.20%	361

## NATIONALITY

Caucasian	50.9%	2,951
Hispanic or Latino	7.80%	455
Black or African American	6.80%	394
Native American or American Indian	0.50%	130
Asian / Pacific Islander	30.20%	1,750
Other	3.80%	223



For more information please contact us or visit our website.

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 [yello.co](http://yello.co)

## ABOUT YELLO

Yello provides talent acquisition software to some of the largest companies in the world to help them meet, engage, capture and nurture top candidates. Yello builds transformative technology so our client-partners can excel at hiring the right talent at the right time. These technologies offer a unique perspective into the world of recruiting and more importantly into key industry metrics and data.