



*yello*

*THE 2018 YELLO RECRUITING STUDY: DEMOGRAPHIC DEEP DIVE*

**Growth, Speed and Connections**

**Inside the Minds of Millennial Job Seekers**

# Introduction

The 2018 Yello Recruiting Study delves into the career aspirations and job search insights from soon-to-be and recent college graduates. The third annual report compares year-over-year responses and shares new data to help talent acquisition professionals continue to adjust recruitment strategies and stay aligned with industry trends.

The first-ever 2018 Yello Recruiting Study: Demographic Deep Dive delves into how these future leaders are creating their career paths. These reports highlight thought-provoking statistics to help talent acquisition leaders make strategic hiring decisions to continue to elevate the critical role of talent acquisition within the C-suite across organizations.

As the 2018 Yello Recruiting Study uncovered the below key insights, the Demographic Deep Dive shares supplemental data to shape best-in-class talent acquisition strategies.

## Key insights include:



**Growth:** More than 50% of respondents stated that the most important considerations when accepting a job are career advancement and the type of work they would be doing



**Speed:** Almost 50% of applicants have multiple offers to consider. Companies no longer have the luxury of believing they are the only offer on the table.



**Connections:** The candidate experience has everything to do with accepting a job. 60% of respondents said the application and interviewing process are the deciding factors behind accepting a job.



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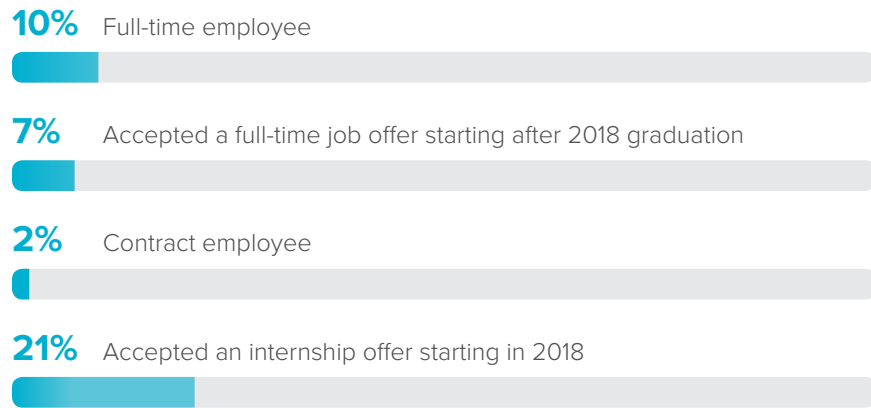
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# Employment Profiles

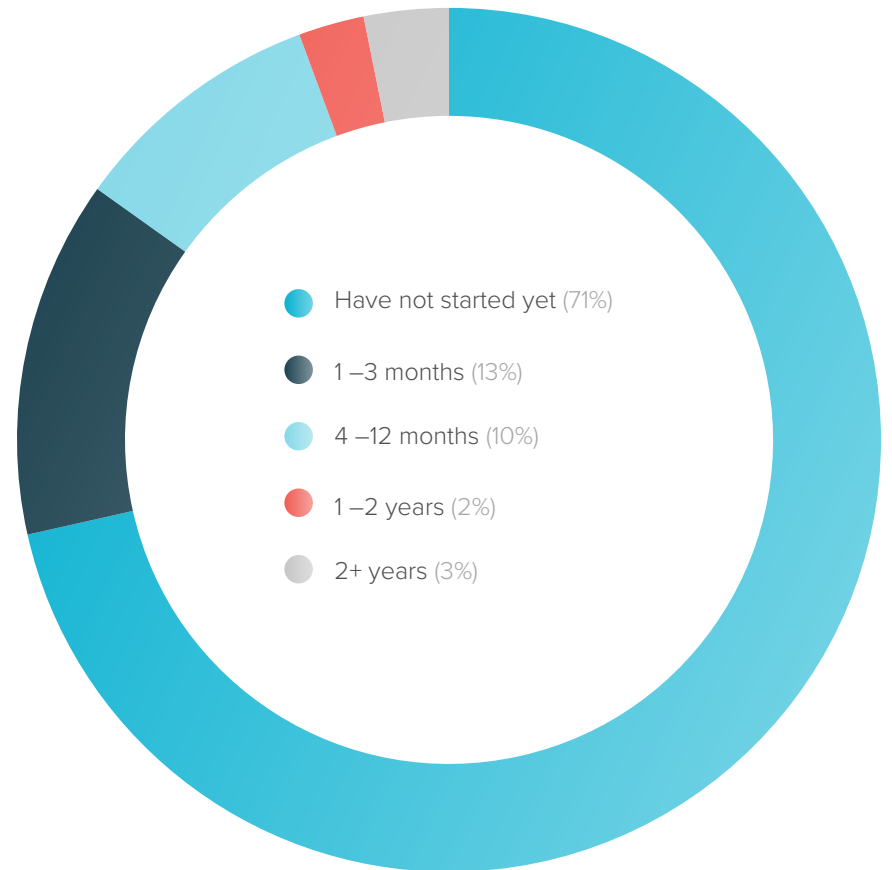
This section outlines the employment profiles of the 2018 Yello Recruiting Study respondents.

## Employment status



## Position type

Respondents who are full-time employees have been in their current roles for:



## Graduation timeline

20% of respondents have an internship secured.



### The Importance of a Strong Internship Program

Consider your internship program an investment in your company's next generation of talent. Incorporate these initiatives into your strategy to attract, hire and mentor your next class of interns—and potential future employees.

- **Designate an intern coordinator:** Identify a dedicated coordinator, outside of the intern's direct supervisor, to guide students through their experience.
- **Offer challenging work assignments:** Provide meaningful work assignments to accurately assess individual talents and fit.
- **Teach skills not taught in school:** Coach interns on skills they may not learn in school, such as communication and presentation best practices.
- **Survey exiting interns:** Survey students post-internship and use these insights to continually improve the program.
- **Create an intern alumni group:** Keep in touch with former interns and continue to build your brand among this audience.



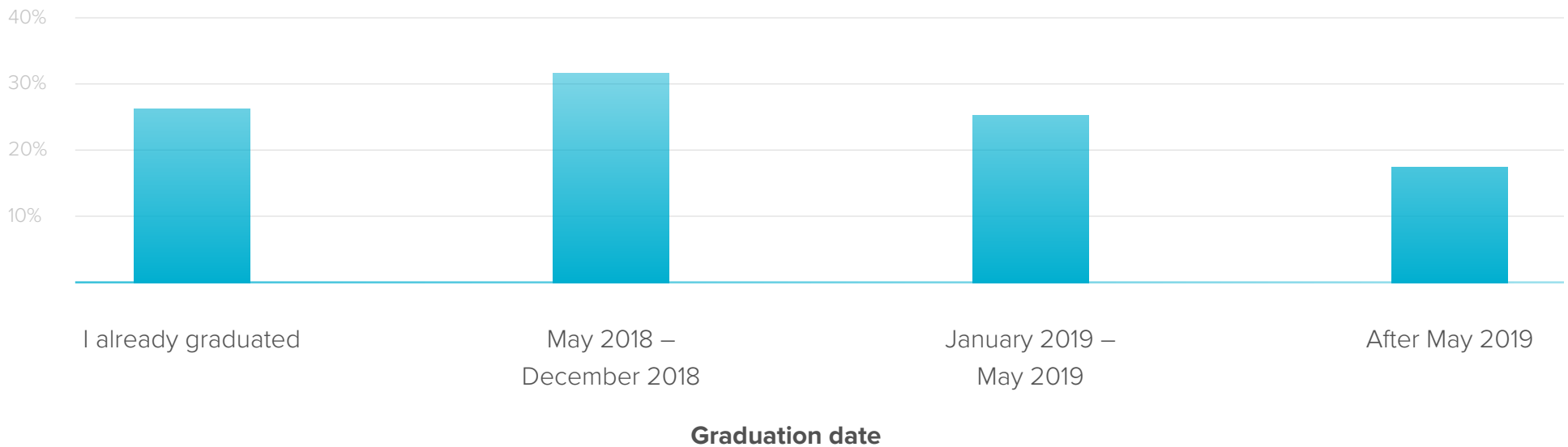
Further, **almost 20%** of those graduating in 2019 have accepted or started a full-time/contract position.



### Hire Early

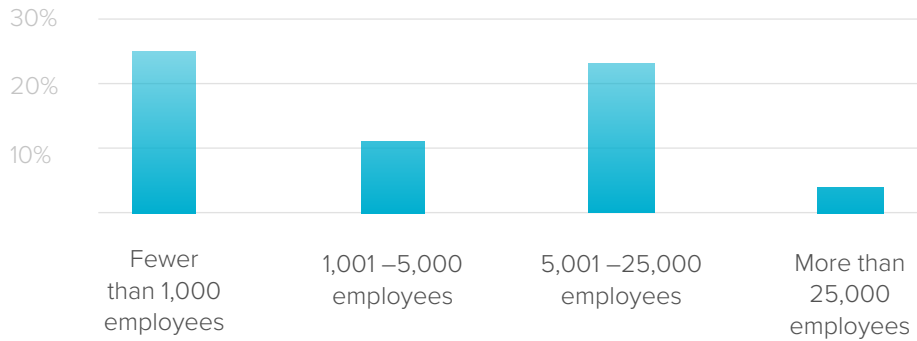
To secure top talent early, consider providing internships to younger talent. Hiring freshmen and sophomores:

- Builds student relationships and enables organizations to groom young talent into future employees.
- Gives students the opportunity to return for additional internships during their junior and senior years.
- Cultivates students who are more likely to accept a full-time role with your organization after completing repeated internships.



# Company insights

## Company size at which respondents will be working:

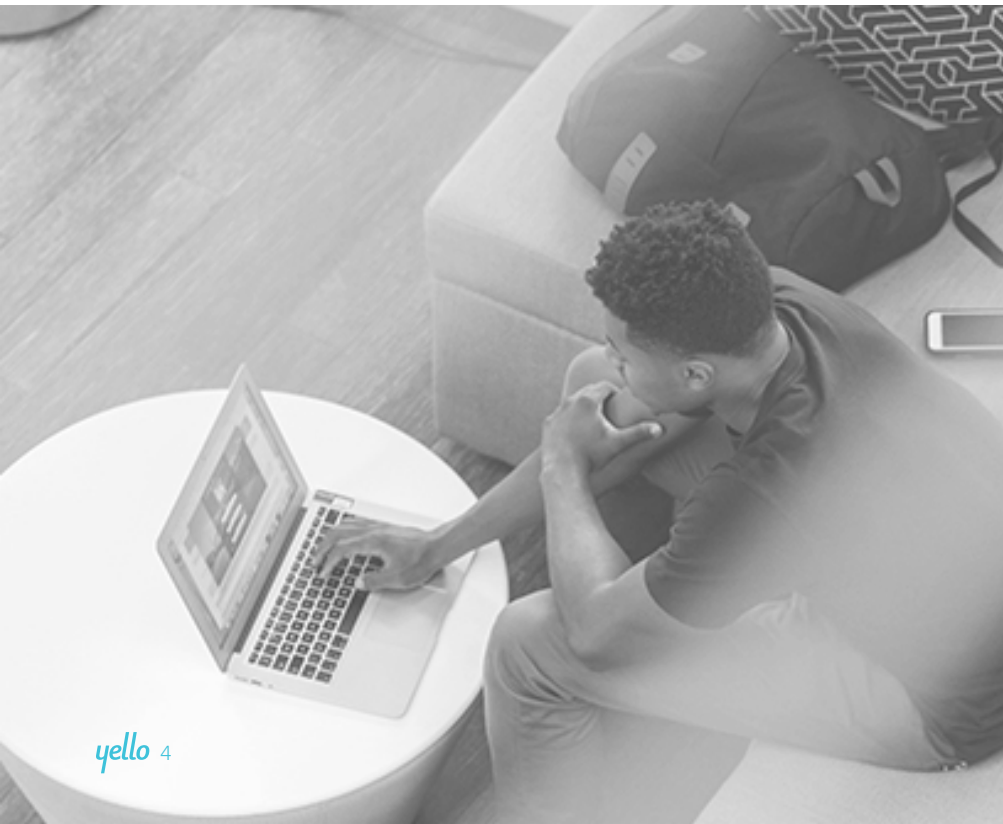
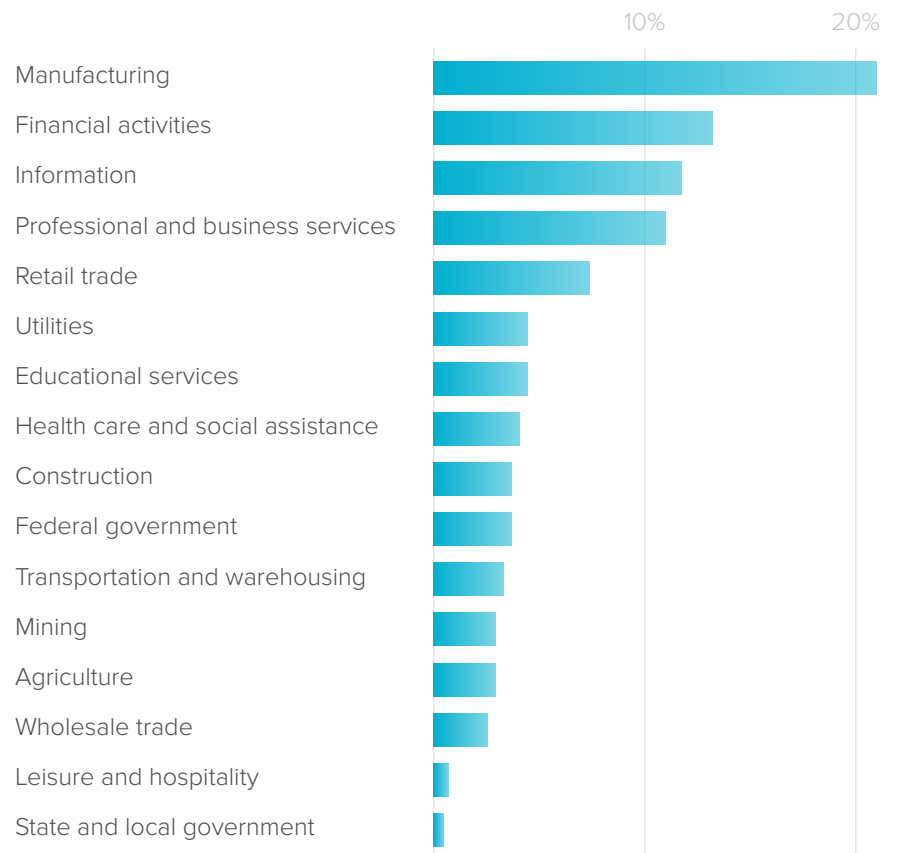


**1 in 5** respondents with a job or internship secured will work in a manufacturing related industry, which is almost as many as finance and professional services combined.



**Less than 5%** of respondents chose government work.

## Industry in which respondents will be working:

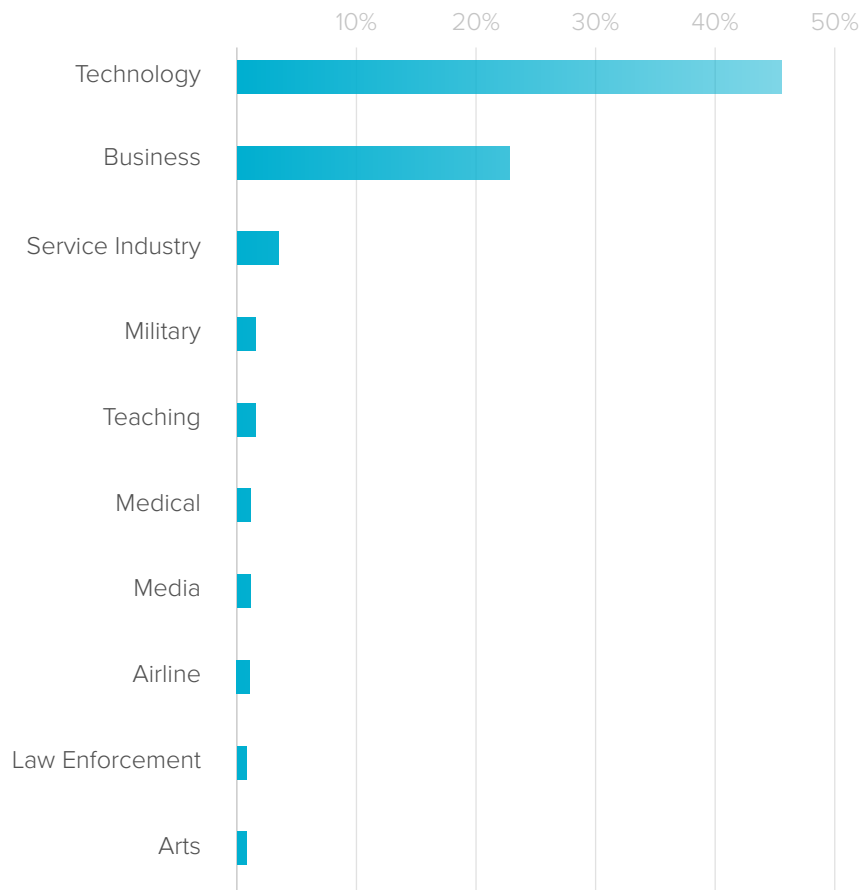


## Type of role within the industry



**Almost half of respondents** who already have a job or an internship will be in a technology role, followed by a quarter of respondents who will fill a business-focused role.

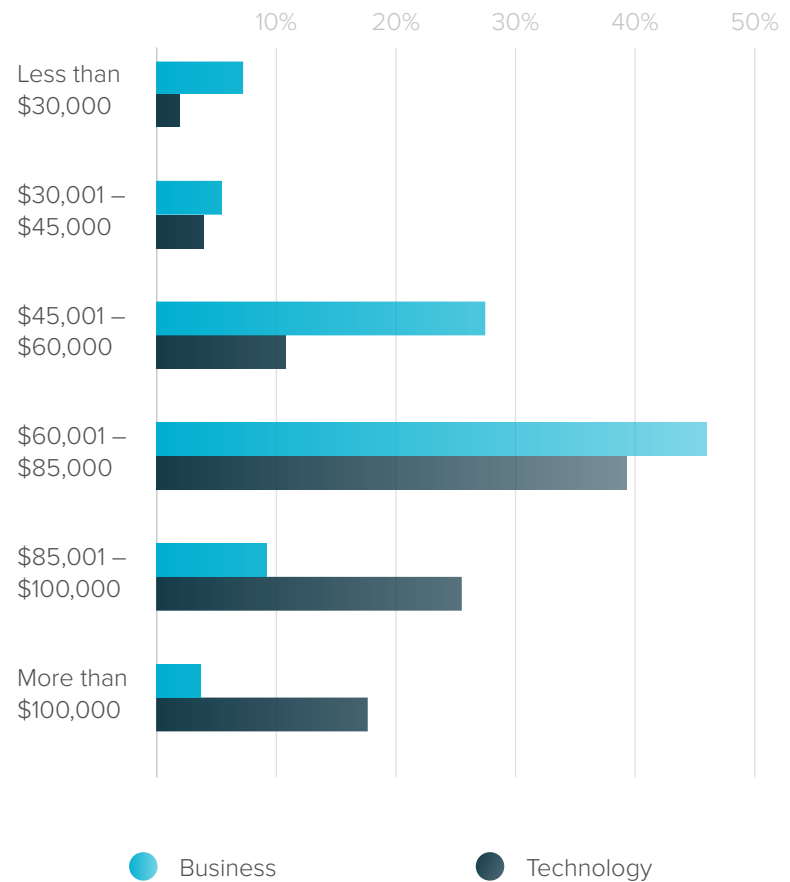
### Type of role



### Six-Figure Expectations

Nearly one in five in technology fields expect a starting salary over \$100,000.

### Salary expectations by role

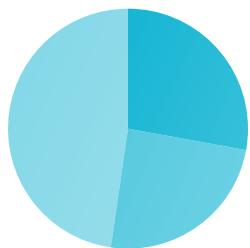




## Retention

**2018 respondents quell the myths that millennials are job hoppers.** Almost half of respondents plan on staying with their company for more than three years, suggesting stability is important and job hopping is slowing down.

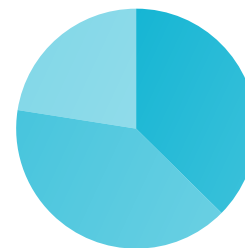
### Company longevity



- Less than 1 year (28%)
- 1 to 2 years (24%)
- 3+ years (48%)

### Role longevity

**Almost 4 in 5 respondents** suggest that they'll move on from their current role (within the same company) in less than 2 years. These respondents are highly motivated, anticipating their first promotion in under 24 months.



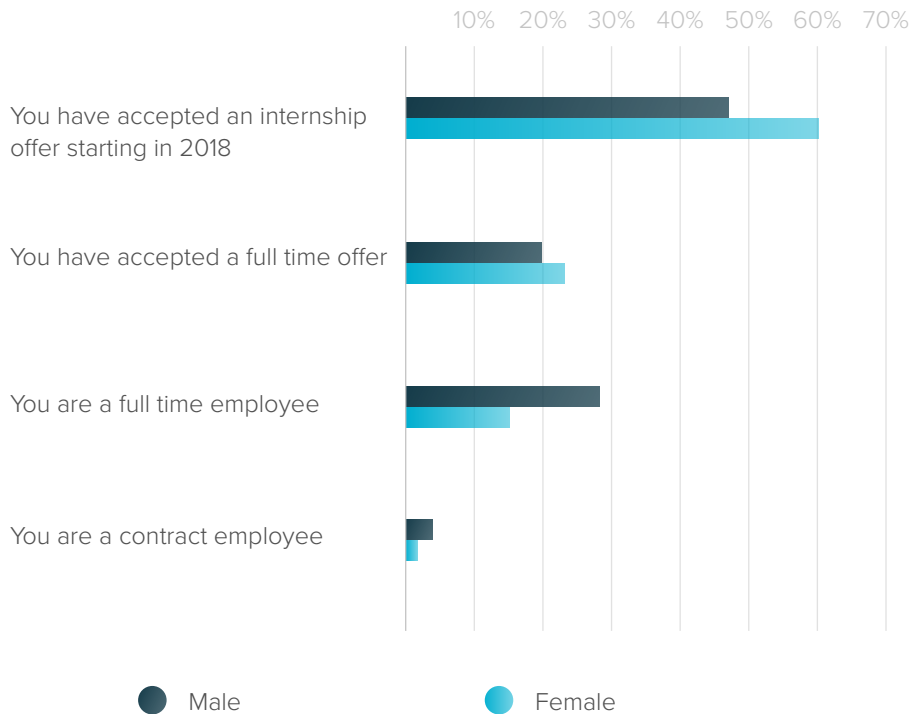
- Less than 1 year (37%)
- 1 to 2 years (40%)
- 3+ years (23%)

# Diversity Insights

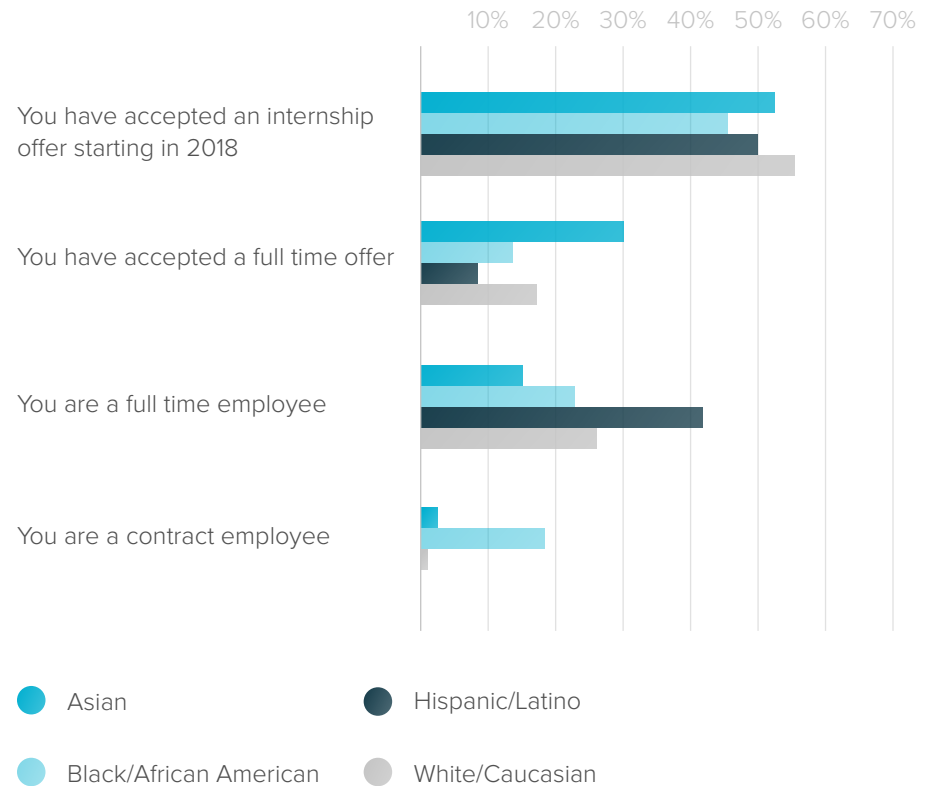
Diversity is not a one-size-fits-all approach; some organizations have a head of diversity and inclusion, while other organizations are exploring attending their first diversity hiring event. The following statistics highlight the employment profiles of the 2018 Yello Recruiting Study respondents by gender and ethnicity.

## Employment status

### Gender



### Ethnicity



# Type of role

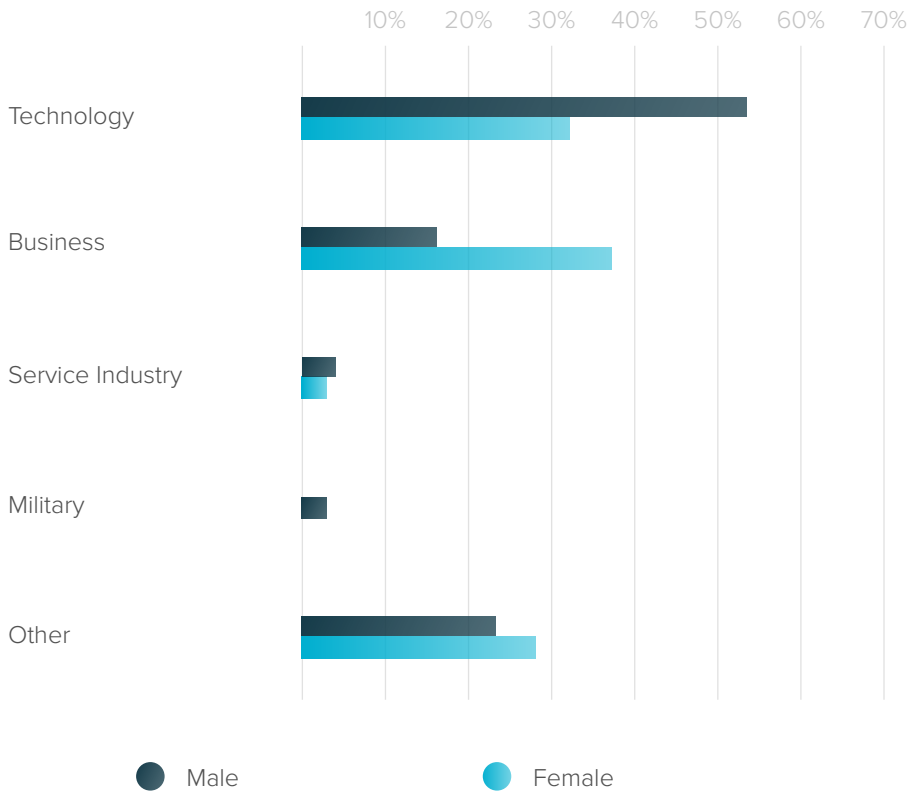


**Almost 40% of females** accepted a role in business vs. 15% of males.



**Almost 55% of males** accepted a role in technology vs. 32% of females.

## Gender

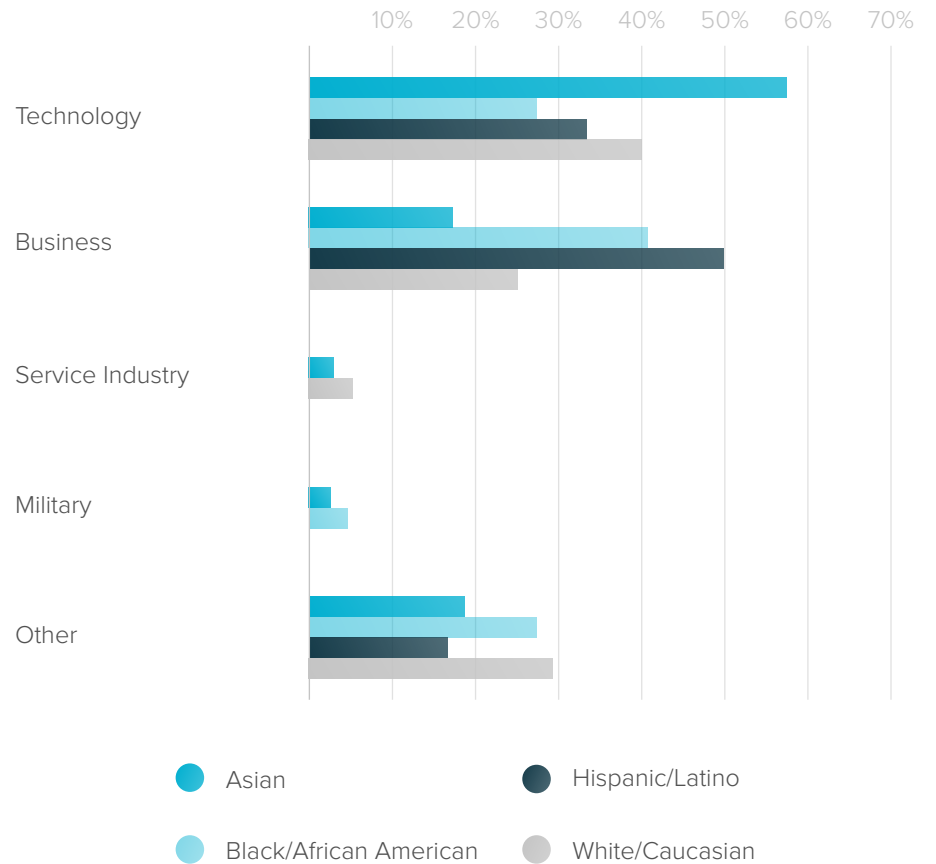


**41% of Black/African American respondents** accepted a job in business, compared to 18% of Asian respondents and 25% of White respondents.



**58% of Asian respondents** accepted a job in technology, compared to 40% of White respondents and 27% of Black/African American respondents.

## Ethnicity



## How to Maximize Diversity Conference Hiring

Attending diversity hiring events should be an important part of every organization's talent acquisition strategy. To best capitalize on the returns from attending these events, it's important to have an event strategy in place.

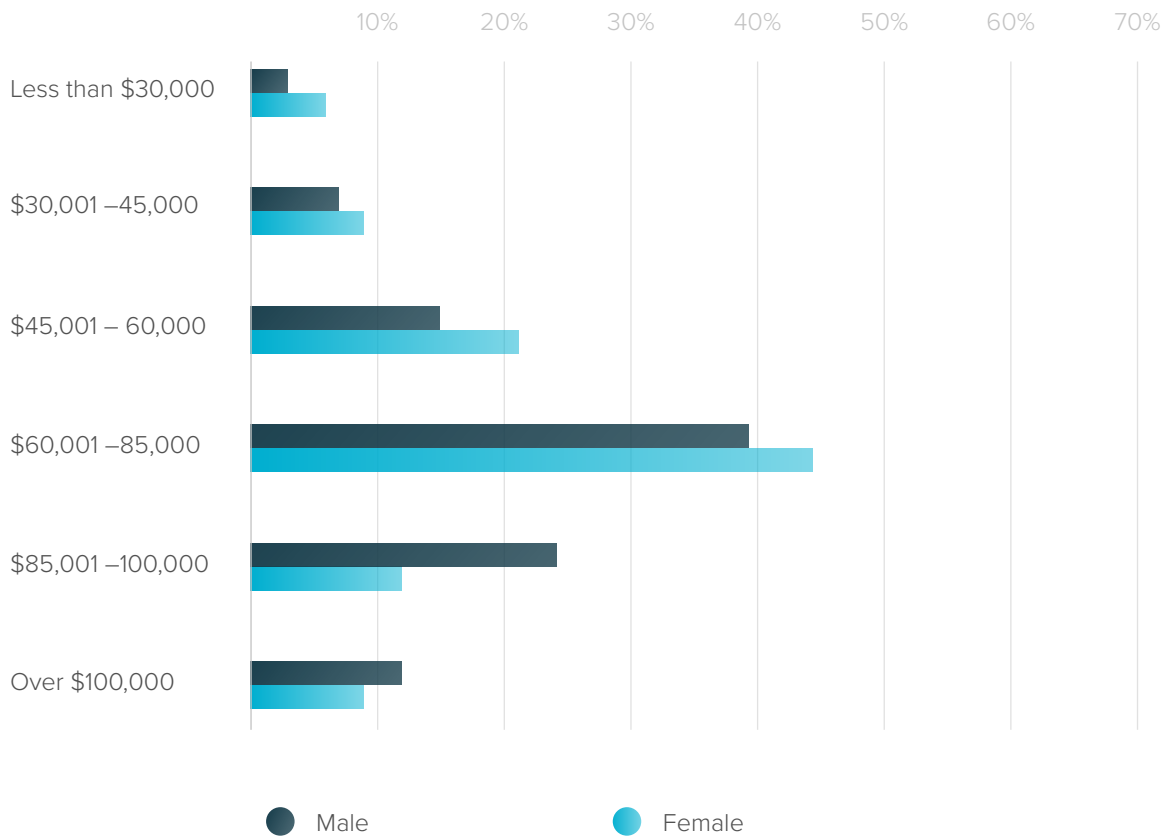
- **Complete an event audit:** Audit the results of past diversity conferences, including the number of qualified candidates per event, the number of interviews secured, how many offers were made, total offers accepted, and what happened to the candidates you met during previous years.
- **Set goals:** Set hiring event goals, and create a tactical plan to accomplish each goal.
- **Invest in recruitment software:** Implement recruitment software to allow candidates to upload resumes on the spot, to self-schedule interviews on-site and to ensure that the software has offline mode to avoid any Wi-Fi issues.
- **Create a post-event communication strategy:** Immediately following the event, email candidates to thank them for their time and outline a clear call-to-action. In the weeks following the career fair, provide updates on hiring process next steps and survey candidates for feedback on the event.

# Salary



**Almost twice as many men** seek salaries of over \$85,000 than women.

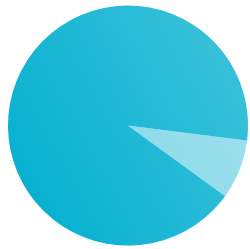
## Salary by gender



# Job Searching Behavior

Respondents are serious about launching their careers. Nearly all of the respondents began their job search before graduation. Further, of these respondents, less than 10% of those who had a job or internship secured waited to start their job search until after graduation.

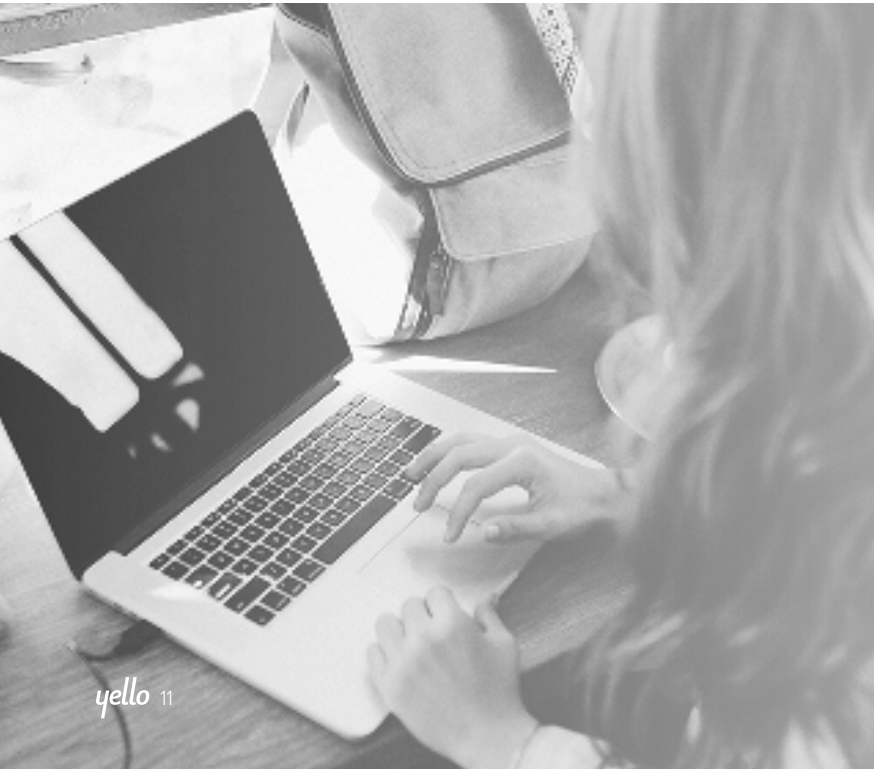
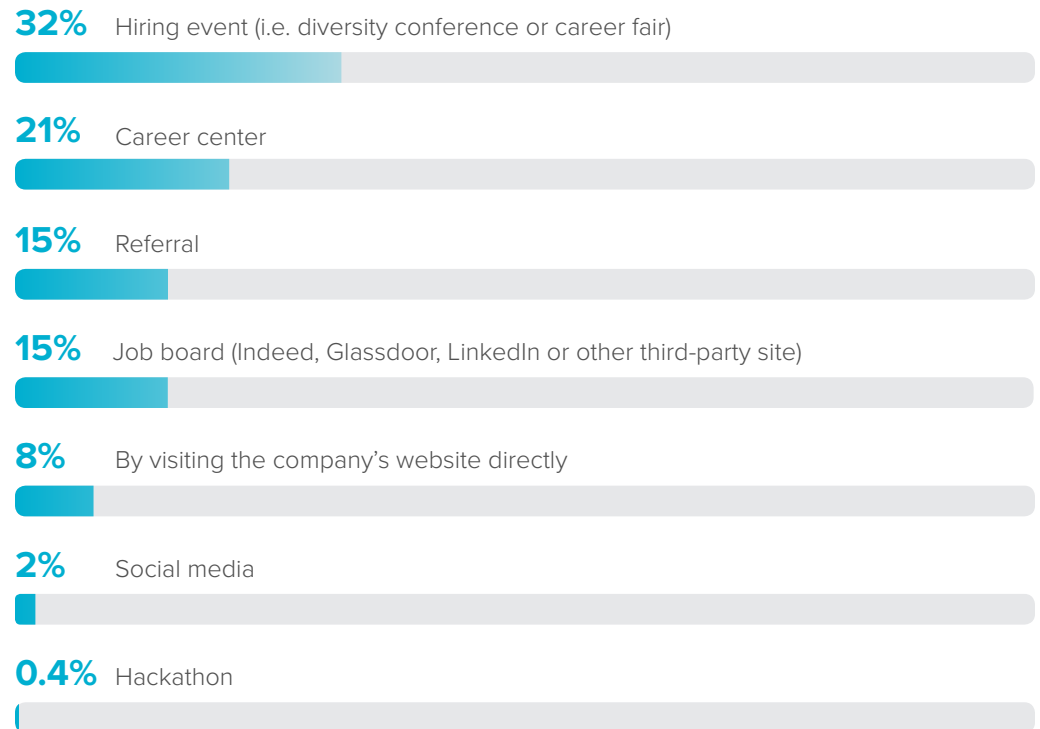
## When did you start your job search process?



- Before graduation (92%)
- After graduation (8%)

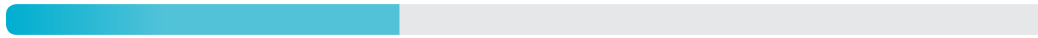
- ▶ **1 in 3** heard of their role from a hiring event.
- 🌐 About **1 in 4** found the role via the internet (job board/website).
- 🔗 About **1 in 7** got the job via referral.

## How did you hear about the position?

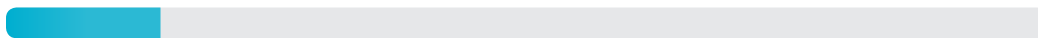


## Who referred you?

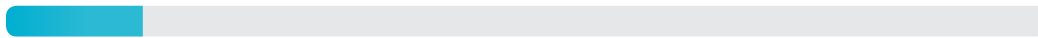
**38%** A friend who works there



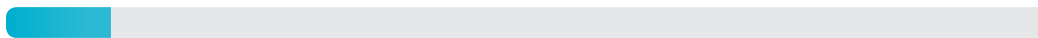
**15%** A friend who does not work there



**13%** A faculty member



**10%** A career center



## Top Benefits of an Employee Referral Program

A successful referral program empowers the workforce to easily refer top talent from their networks, helping to develop the foundation for your company's next generation of leaders. Below are three key benefits of a referral program.



**Reduces overall cost-per-hire:** Bypass the time and hard costs of sourcing every job requisition from scratch, paying to post on dozens of job boards or engaging with outside recruiters. Use the in-house, no-cost, best resource you have — your employees and their spheres of influence.



**Speeds-up sourcing:** Provide your talent acquisition team with a pre-vetted talent pool of candidates who are more likely to be a top cultural and skill fit for your organization.

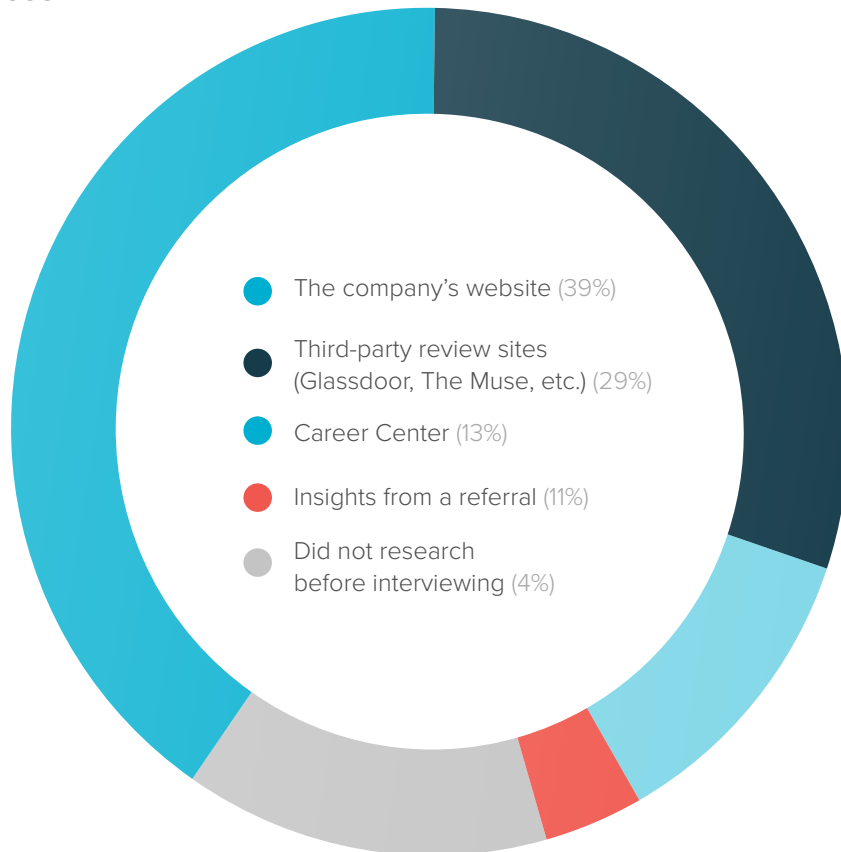


**Strengthens company culture:** Empower employees to refer those they have previously worked with to create a stronger, more unified culture. Employees who recommend jobs at your company are also serving as the company's brand advocates. This can lead to higher retention and less employee churn.

## Company research

Respondents who have accepted a job or an internship found the company's website the most helpful in their research and third-party review sites second most helpful.

### Resources



### Quick Tips: Owning the Narrative



#### Create a compelling career page

- Ensure benefits, perks, office photos and company mission are up to date.
- Give priority placement to the tools you use to capture resumes and applicants to your talent communities.
- Feature employee spotlights and create employee testimonial videos that convey the culture, to offer a more personal view into your brand.



#### Engage on third-party review sites

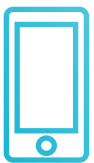
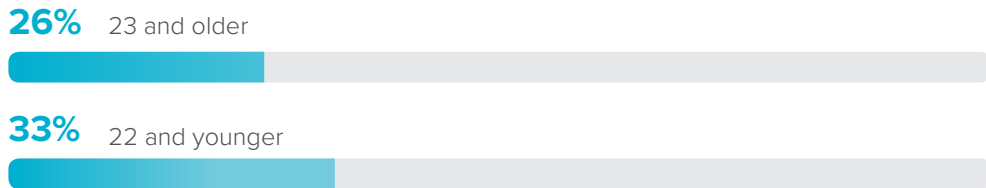
- Set a plan to ask new employees to review their interview experience and a cadence to encourage seasoned employees to review their overall experience.
- Respond to all reviews, both positive and negative, in a timely manner. Responding to reviews allows you to control the narrative—even on sites you don't own.
  - Thank the reviewer for their feedback
  - Offer steps to address concerns
  - Focus on positive company-led initiatives



## Talent communities: Do they matter?

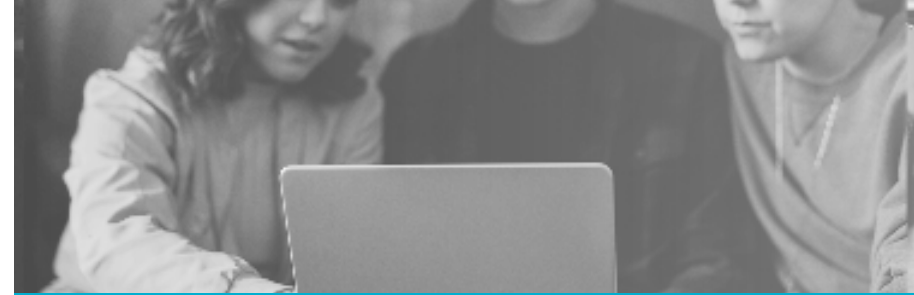
Of the respondents who have already accepted a job, **1 in 3 joined a talent community**. It's no surprise that these go-getters are proactively engaging with organizations of interest, even if there aren't relevant positions open. This demographic isn't interested in just securing a job – they are interested in investing in their career path.

As companies plan for the future, adopting a talent community is even more important. **Younger millennials, defined as 22 and younger, were 27% more likely to join a company's talent community** than were those 23 and older.



**1 in 10 of those who have accepted a job chose not apply to a company that didn't accept mobile applications.** The respondents who exhibit professional ambition early on are choosing not to apply to companies without mobile applications.

A lack of technology can be the cause for losing top talent.

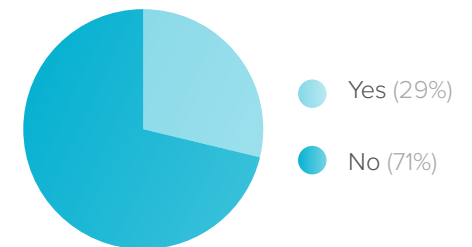


### What Is a Talent Community?

A talent community is a top way to stay in touch with passive candidates and nurture these relationships until they are ready to explore opportunities with your company. Use digital forms to capture passive candidates on your career site and social media. Engage with your company's talent community to provide:

- A unique view into life at your organization
- Up-to-date company information and news
- Relevant career opportunities to convert prospects to applicants

**When you began searching for a new position, did you apply to any positions using your mobile device?**



# Interviewing and Acceptance Insights

## Important considerations when accepting a role:



- Type of work you would be doing (31%)
- Perceived career advancement (21%)
- Advice of a trusted adult (parent/grandparent/guardian) (15%)
- The recruitment and interview process (11%)
- Advice of a peer (friend/brother/sister) (11%)
- Company brand (5%)
- Current student loan debt (4%)
- Other (2%)

## The candidate experience has everything to do with accepting a job:



70% of respondents indicated the recruiter was a major factor.



60% of respondents indicated the interviewing process was a major factor.

## Which of the following factors impacted your decision to accept this job?

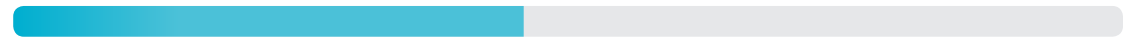
70% The recruiter(s) with whom you spoke and worked with during the interview process



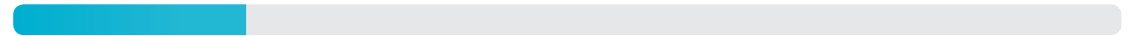
60% The application and interviewing process/experience



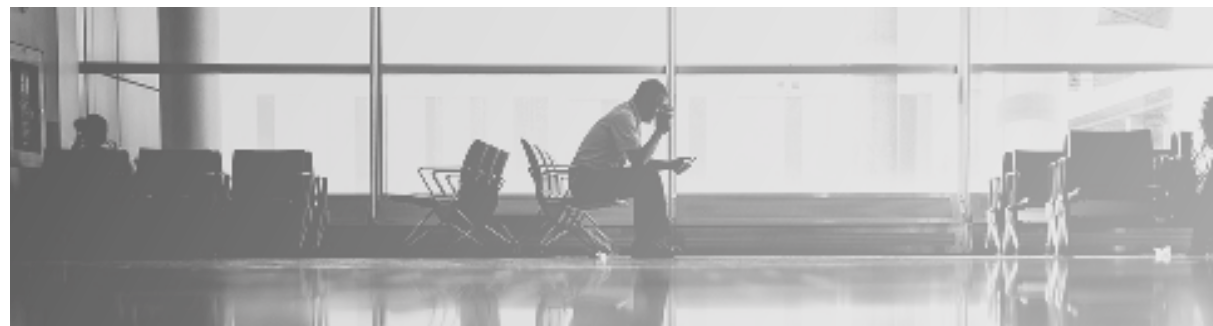
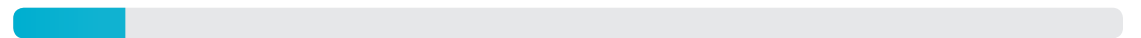
46% The speed at which you ultimately received an offer



21% Technology used by the company during the interview process



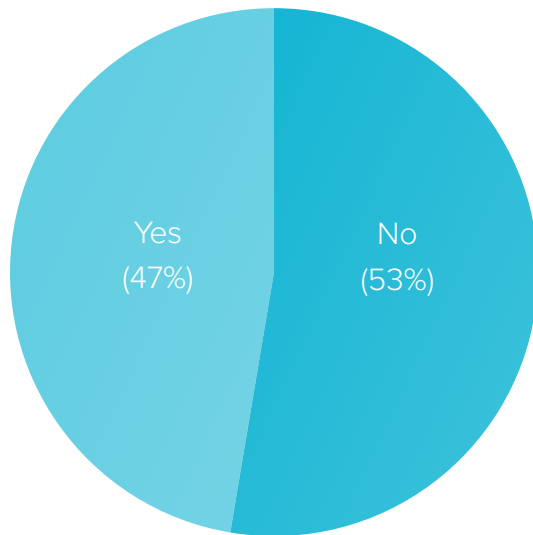
10% None of these impacted my decision





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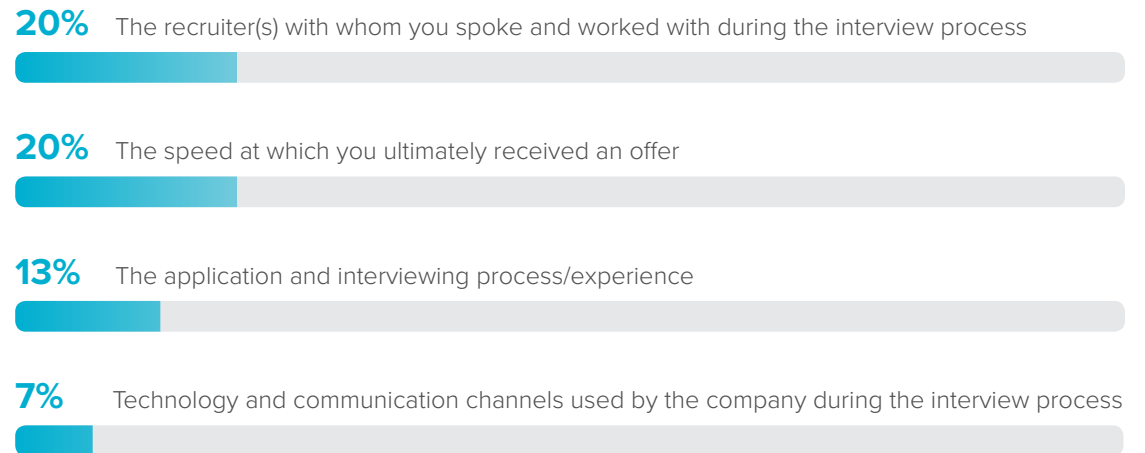
### Did you reject any other job offers during your interview process?



**Almost 50% of the respondents who have already accepted a job or internship had multiple offers to consider.** Top talent is in demand; providing an excellent candidate experience and extending offers early and fast will increase the likelihood of an accepted offer.

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### Reasons for turning down an offer



**1 in 5** of those who are currently employed suggested a company's lack of technology could deter them from accepting a job.



## Invest in a Tech Stack for the Future

To recruit top talent, organizations must invest in a technology stack for the future. Younger job searchers consider this a deal breaker. Recruitment technology enables your organization to provide an experience that is both high-tech and high-touch to help your company stand out in a competitive market. Consider tools such as:

- **Interview scheduling:** Reduce back-and-forth communication by enabling candidates to self-schedule interviews and re-schedule as needed, simplifying the interview process and offering a streamlined experience.
- **Video interviewing:** Invite candidates to complete on-demand video responses at their convenience, allowing job seekers to personalize their application beyond a resume and cover letter.
- **Mobile apps:** Provide a digital check-in for candidates at hiring events on a tablet or mobile device. Enable candidates to upload resumes, while recruiters quickly follow up through email or text message.



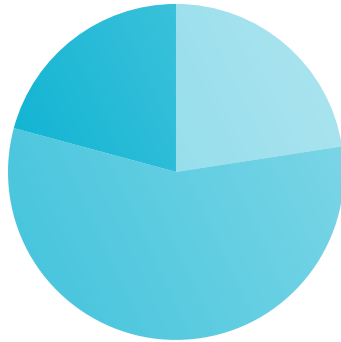
### How do we define fast?

3 in 4 suggested the process took 4 weeks or less.  
80% indicated this length is just right.



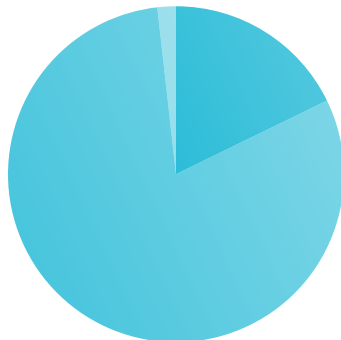
### What was the average time that lapsed between your first interview and an offer being extended?

- Less than 1 week (23%)
- 1 to 4 weeks (57%)
- More than 4 weeks (21%)



### Did you feel the length of the interviewing process was:

- Too long (18%)
- Just right (80%)
- Too short (2%)



### How to Speed Up the Hiring Process

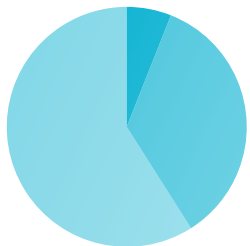
A slow-moving interview experience will lead to lost talent. Use the below strategies to establish a fast interview process from first point-of-contact.

- **Eliminate phone screens:** Replace phone screens with pre-recorded video interviews to cut back on first-round interviews and prevent the hiring team from meeting with unqualified candidates.
- **Implement interview scheduling software:** Simplify interview scheduling by enabling candidates to self-schedule interviews online.
- **Easily access candidate data:** Ensure any recruiting team member, at any point in time, can access all candidate data and understand hiring process status with a candidate relationship management system.



## Relocation

**94% of respondents will move, long or short-term, for a new career opportunity.**



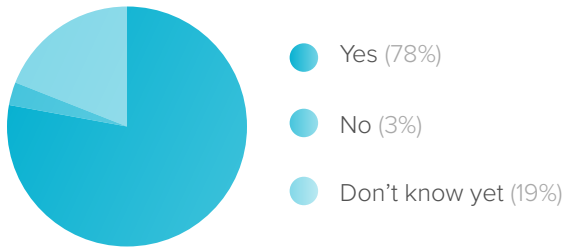
- No (6%)
- Yes, short-term (35%)
- Yes, long-term (59%)

### Introducing Talent Community Members to Your Company's City

For college students and entry-level job seekers starting their first job, moving to a new city means leaving the familiarity of the places they grew up and attended college. Introduce members of your talent community to your city, and stand out among other in-demand locations, by showcasing your city's advantages.

- Highlight your city's strong public transit system, a thriving arts community or access to outdoor activities.
- Help potential, future employees prepare for cost-of-living differences by sharing median rent prices, entertainment costs and food prices.
- If your company offers benefits like transit discounts or bike share memberships, present these perks as ways new hires can explore the city.

## Would you refer your friends to this company?



## Tips to Supercharge Your Employee Referral Program

- **Raise awareness:** Educate employees on the positions they need to fill. Referral programs will never get off the ground if employees aren't familiar with open roles.
- **Incentivize employees:** Motivate employees to refer their friends and recognize them for bringing talent to the organization by offering awards. Consider varying the reward each month to bring renewed attention to the referral program. Offer additional days off, gift cards, travel vouchers or reserved parking spots to spur new interest each month.
- **Focus on culture:** Build a unique company culture by embracing shared goals and values that every employee works to embody and achieve. When employees are happy and engaged at work, they are more likely to refer their friends.

# Communication Preferences



Email remains essential in the interview process. **80% of respondents** indicated email is their preferred method of communication with recruiters.



**6 in 10** scheduled interviews online.

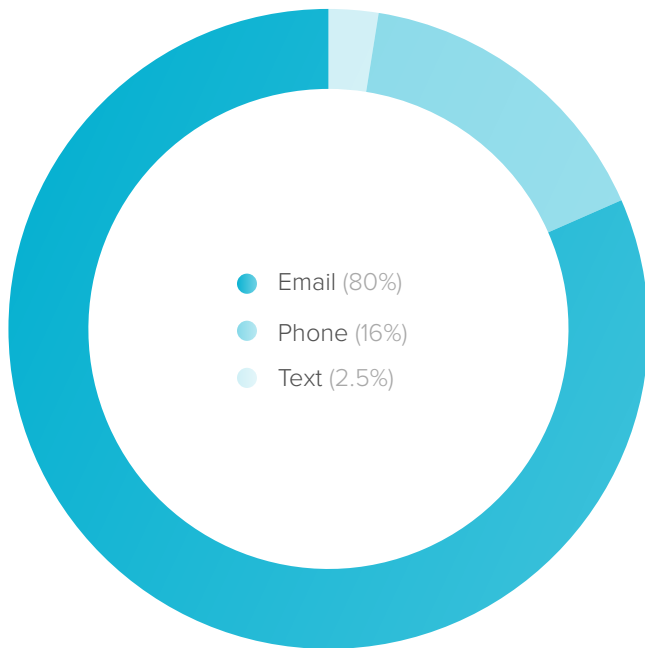


**1 in 4** of those with jobs texted with their employer during the interview process.

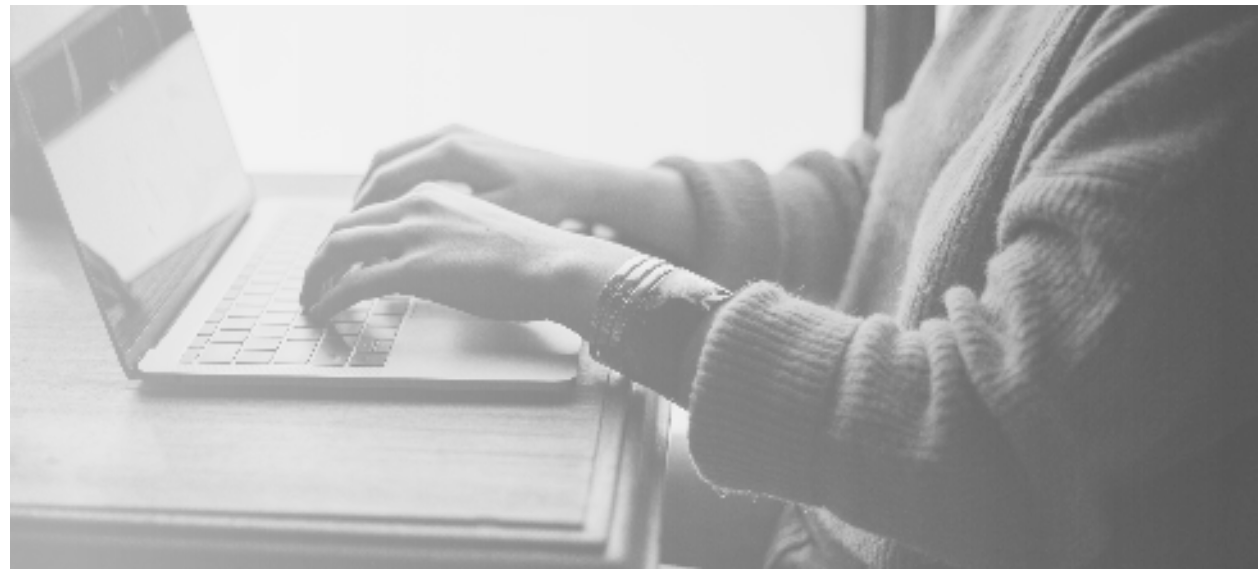
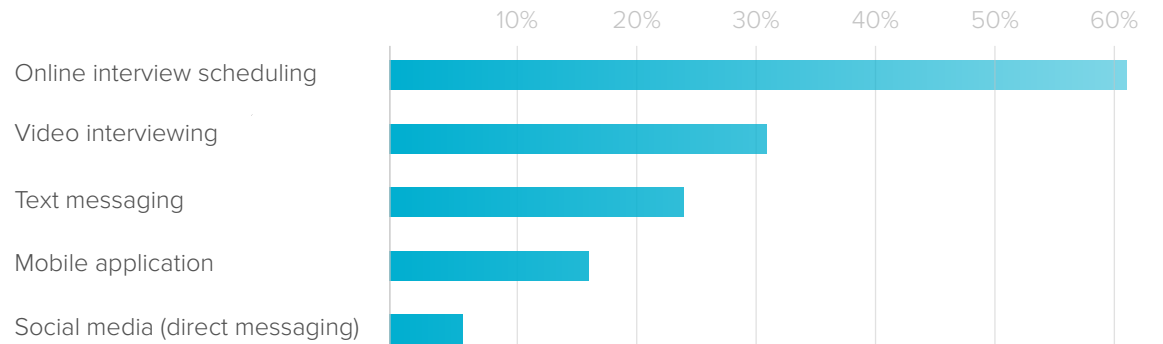


**1 in 3** used video interviewing.

## Preferred communication method:



## Respondents used the below technologies during the interview process:





## 4 Strategies for Successful Candidate Email Campaigns

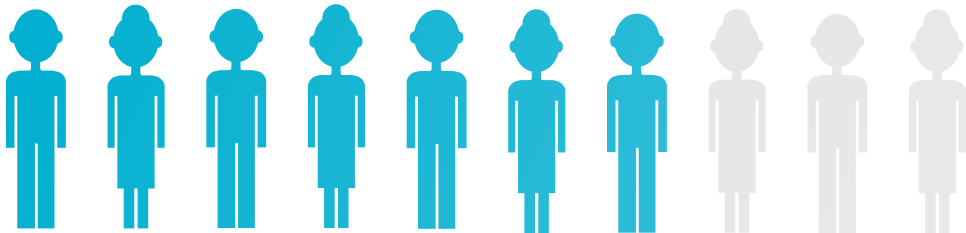
Candidate email campaigns help to attract new candidates and re-engage past prospects. Follow these steps to create a successful candidate email campaign.

- **Personalize your candidate emails:** Include a personal touch in your candidate communications. Use a catchy subject line that is position or location-specific that will cause a candidate to open the email.
- **Segment your audience:** Reach the right talent pool by segmenting your audiences. Build target lists of candidates from your talent network, candidates you met at a career fair or candidates who interviewed previously.
- **Create relevant and compelling content:** Write compelling and relevant content to strengthen the relationship between the candidates in your talent pool and your company. The content should engage your candidate pool, moving candidates from a passive interest in your employer brand and converting them to applicants. Vary and track your content: use a combination of text, branded content, photos and infographics to increase engagement.
- **Close every email with a call-to-action:** Track overall engagement and effectiveness of your email campaigns by enabling a call-to-action in every email. Build call-to-action links in your emails for deeper candidate engagement in the recruitment process. Keep your CTAs short and insert the word “now” in every email to create a sense of urgency with your candidates.

## Social behavior matters

Nearly 70% of respondents indicated a company's social media posts and behavior encourage or dissuade them from applying to a job. Do you have a strategy for engaging with candidates on the platforms they use?

**7 in 10 of those with jobs/internships suggested a company's social behavior could impact their decision to accept a role.**



### Candidate Engagement on Social Media

As a recruiter, it's important to find innovative ways to pique candidates' interest on the social channels they already use. Leverage these strategies to engage your candidates on social media.

- **Let an employee do a Twitter Q&A:** Tell your company's story by letting an employee take over your career-focused Twitter account. Candidates want answers about your company and this format allows them to receive open, honest answers from someone who might end up being their future boss or co-worker. Include a company-focused hashtag so potential candidates can review the chat in the future.
- **Go live at an event with Snapchat:** During company-related events, such as conferences or trade shows, or when performing community service work, use Snapchat to give potential talent an inside look at what your company is doing. Film short videos at various places and times during the event.
- **Cultivate community by responding to inquiries on social media:** Help candidates find out information on their job status or learn more about your products by responding to their inquiries on social media. When a candidate asks a question, be ready to respond within 24 hours.

# Conclusion

Whether it's understanding where job seekers learn about your company, interview process speed or candidate communication preferences, the 2018 Yello Recruiting Study can help organizations develop strategies that help them stand out to new graduates.

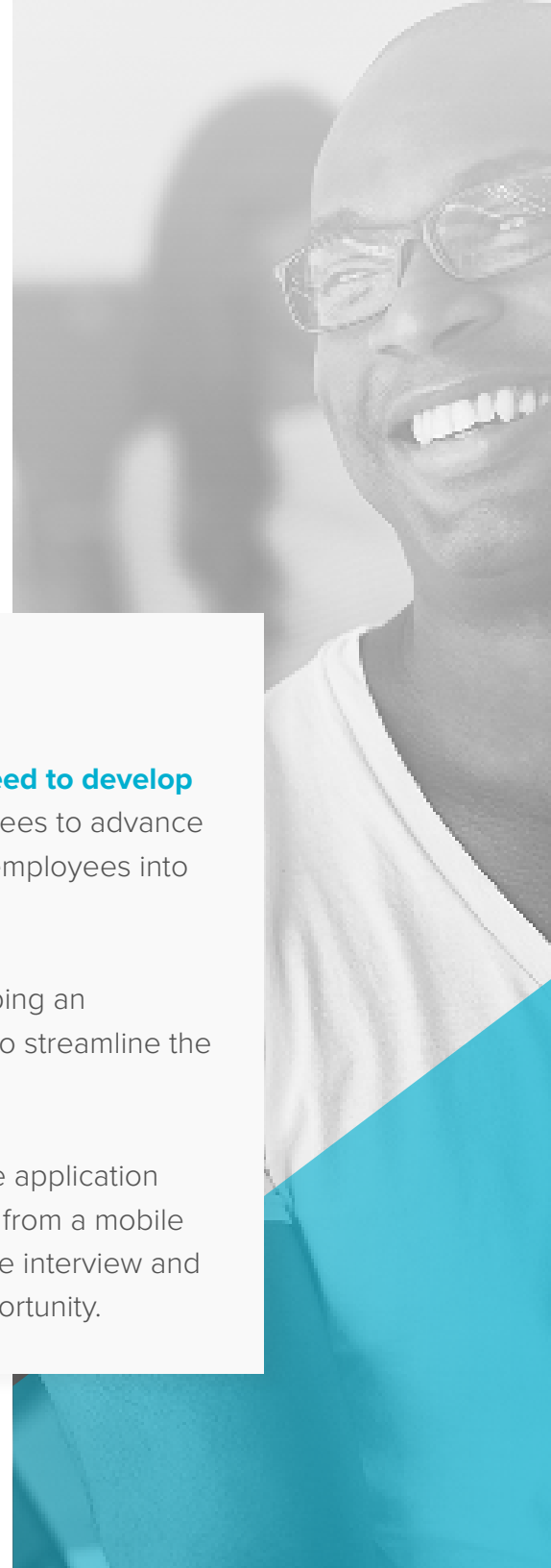
*\*For the purpose of this survey, we used a qualified question in order to remove individuals who were not employed or had not accepted full-time job or internship offers at the time of the study.*

## Action plan

**With respondents suggesting they'll leave their current role in less than two years, companies need to develop retention programs to retain top employees.** Set career paths and provide opportunities for employees to advance within the organization. Offer growth plans to retain high-performing employees, and cultivate these employees into future leaders.

**The majority of job seekers expect a hiring process of four weeks or less.** Speed hiring by developing an engaged pipeline of candidates already familiar with your company, and use recruitment technology to streamline the scheduling and evaluation process.

**Above all, the candidate experience matters.** Companies that take steps to improve and simplify the application and interview experience will be rewarded with accepted offers. Make it easy for candidates to apply from a mobile device and ensure they aren't required to enter repetitive information. Help candidates prepare for the interview and offer training for interview team members so job seekers leave every interview excited about the opportunity.

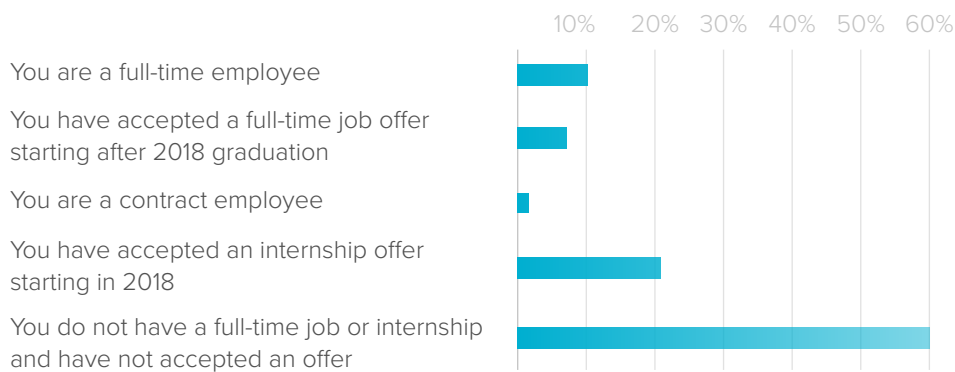


# Methodology

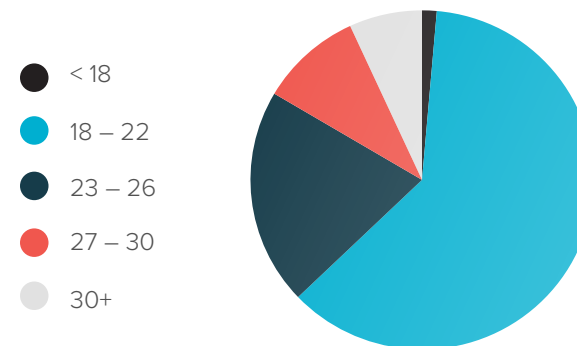
Yello surveyed over 700 random students and recent graduates in all 50 U.S. states and the District of Columbia. This report aggregates and compiles responses of those respondents who have accepted a full-time position, an internship while still in school or recently entered the workforce. The goal of this report is to provide an easy-to-understand snapshot into Millennial job search expectations.

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## Position



## Age



## Nationality

