yello

THE 2019 YELLO RECRUITING STUDY

# Meet Generation Z: The New High-Tech and High-Touch Generation of Talent

Examining career preparation, job-search and decision-making behaviors to compare Generation Z, Millennials and Generation X

### **Table of Contents**

1	Introduction	. 3
2	Education and Workplace Trends	. 5
3	A Candidate's Market	. 8
4	The Job Search	. 13
5	The Recruitment Process	. 21
6	Technology to Revolutionize Recruitment	. 28
7	Conclusion	. 34
8	Methodology	. 35
9	Appendix: Survey Demographics	. 36
10	More Yello Thought Leadership	. <b>37</b>
11	About Yello	38

SECTION 1

# Introducing Generation Z

During the spring and early summer of 2019, as graduation ceremonies kick off nationwide, a new generation of job seekers will be entering the workforce for the very first time.

These recent and soon-to-be graduates are members of Generation Z, and their career-preparation and job-seeking behaviors will affect the strategies and tactics of talent acquisition leaders for years to come. While the entry-level candidates of Generation Z share much in common with their predecessors among Millennials and Generation X, their unique, high-tech

upbringing has left an indelible mark on the way they think about employment.

To provide guidance on how to attract the first waves of Gen Z talent, **The 2019 Yello Recruiting Study**, now in its fourth year, examines the career preparation, jobsearch, and decision-making behaviors of its members while comparing them with those of Millennials and Generation X.

### **About the Generations**

The survey includes responses from Generation Z students, as well as Student Millennials, Employed Millennials, and employed members of Generation X. All student respondents were required to have been enrolled in a full- or part-time four-year or graduate degree program at the time of the survey.

All employed respondents were required to have earned a four-year or graduate degree and be employed on a full- or part-time basis.

The survey also includes HR-industry professionals to understand their expectations and compare to the job seekers they work to hire.

→ Generation Z

Ages 18-22

Respondents include only people who are students.

→ Millennials
Ages 23-38

Respondents include both people who are students (Student Millennials) and people who are employed (Employed Millennials).

→ Generation X
Ages 39-54

Respondents include only people who are employed.



#### The Job Market

### Get ready to play hardball, recruiters!

Candidates are more than aware of today's tight labor market, and plan to use that fact to their advantage during salary negotiations. Just over six in 10 (60%) feel like they have been empowered to shoot for a higher-than-usual salary during their next compensation negotiation, whether asking for a raise or considering an offer of employment.

#### **Technology to Revolutionize Recruitment**

# Recruiters cling to old-fashioned application processes at their own peril.

More than half of Generation Z (54%) candidates won't even submit an application if they think the company's recruiting methods are outdated, and a similar number of Student Millennials (51%) feel the same way.

Members of the Employed Millennial and Generation X segments are slightly more forgiving—they'll skip over clunky technologies and processes at rates of 42% and 37%, respectively—but not by much.

#### **Education and Workplace Trends**

### It's going to be harder to find traditional business majors.

Among Gen Z candidates, the major is not as popular as it was with Millennials and members of Generation X. Only 13% of Gen Z students have chosen business majors while their Student Millennial, Employed Millennial, and Gen X colleagues majored in business at rates of 17%, 15%, and 20%, respectively.

#### The Job Search

# When it comes to Gen Z candidates, the early bird will get the worm.

Only 10% of Gen Z students plan to wait until after graduation to begin their job searches; everyone else is going to start much earlier. Nearly one in five (18%) of Gen Z students will start an active job search during their freshman year, and by the time sophomore year rolls around, the number will grow to more than one in four (26%).

#### The Recruitment Process

### The majority of job seekers expect the hiring process to wrap up in two weeks, tops.

All four segments agree that hiring should move swiftly, with two weeks or fewer being cited as ideal by Generation Z (82%), Student Millennial (80%), Employed Millennial (81%), and Generation X (79%) candidates.

## **Education and** Workplace Trends

### **College Majors**

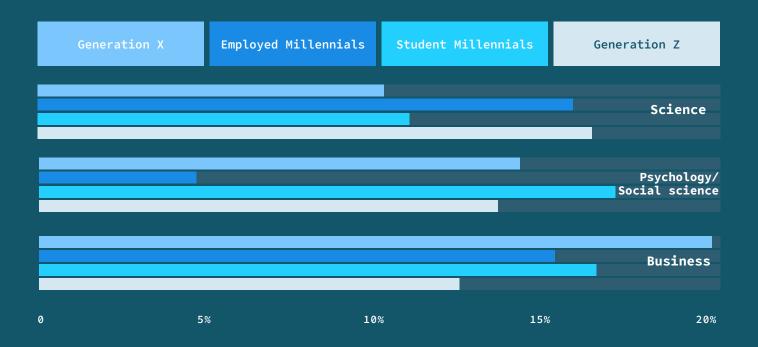


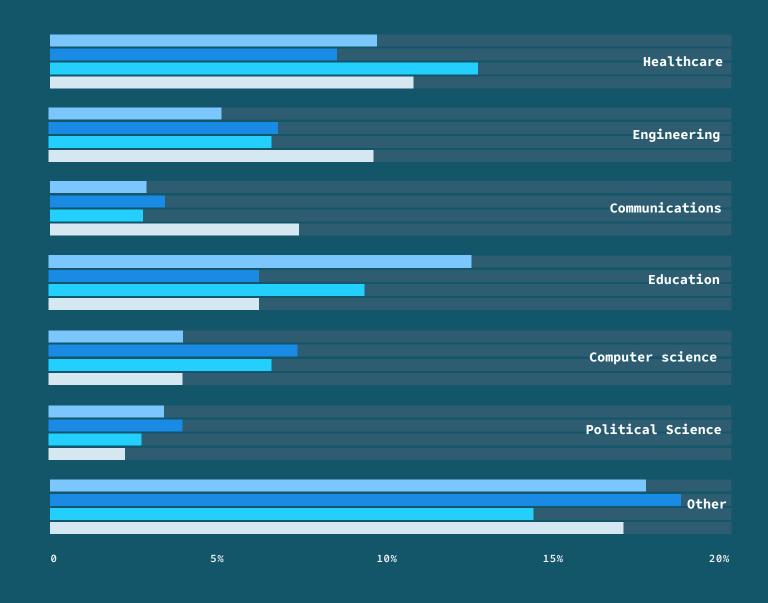
**Engineering** is on the rise: The number of engineering majors has doubled between Gen X and Gen Z.

**Education** majors are declining: 12% of Gen X-ers majored in an education field, but only 6% of Gen Z are choosing this career path.

Millennials and Gen Z study science and social sciences nearly as much as all generations as 2 - 4% they study business.

**Political** science remains steady across pursue this major.





### **College Recruiting Quick Tip**

### **Industry**



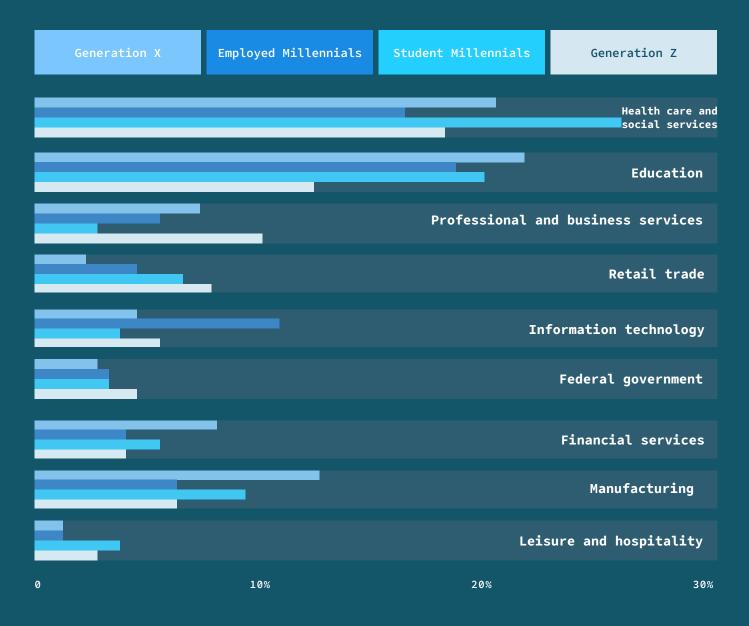
Fast Facts

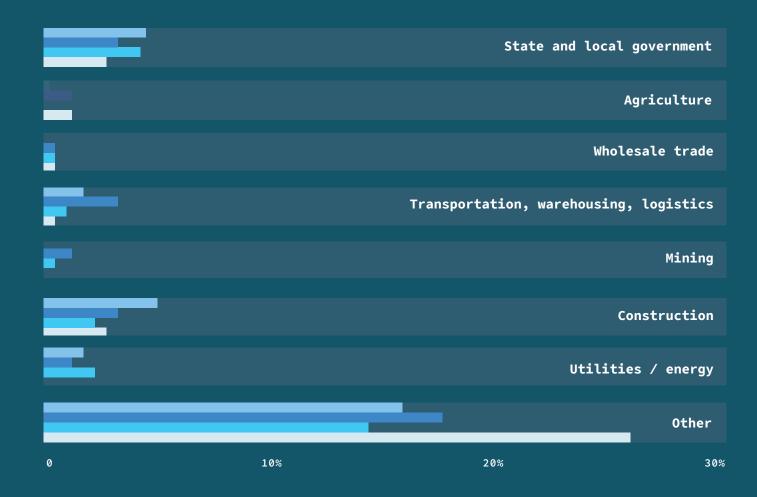
Interest in the healthcare and social services industry remains steady across generations.

Just as education is declining as a college major choice, it is also declining as an industry to work

Just as education is declining as a college major choice, it is also declining as an industry to work in. 21% of Gen X-ers work in education, while only 12% of Gen Z plan to work in this field.

**Gen Z** wants to work in the federal government at almost two times the rate that Gen X is currently employed in this sector.





2019 Yello Recruiting Study 2. Education and Workplace Trends

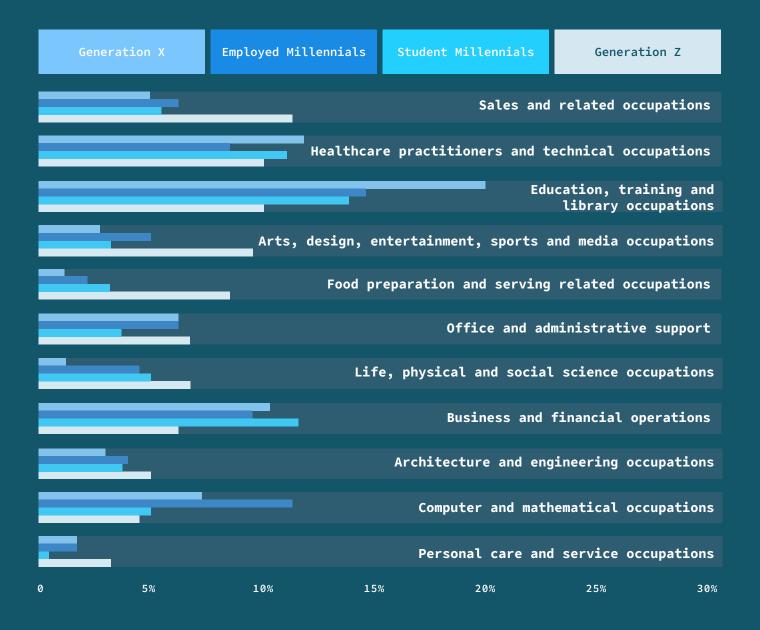
### **Occupation**

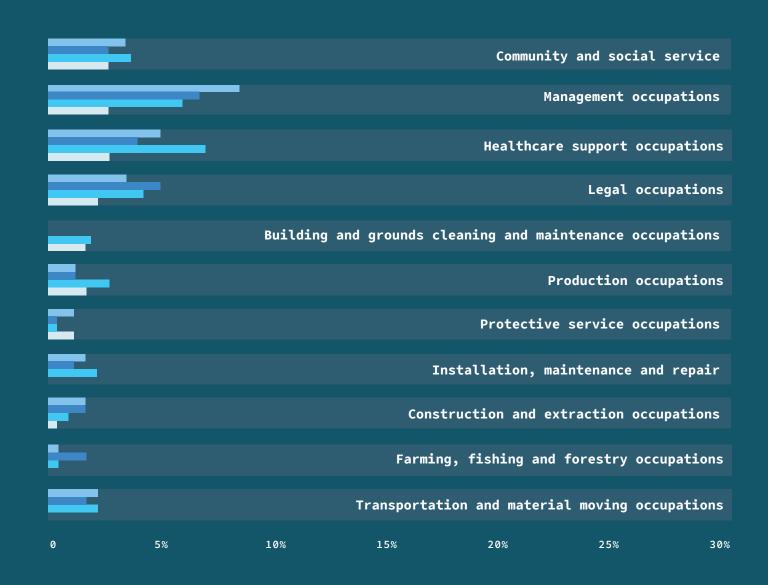


#### Fast Facts

Even as Gen Z picks business less as a college major, they are choosing sales occupations two times more than Gen X or Millennials.

Occupations in arts, design and media are attractive to Gen Z, with three times more Gen Z-ers choosing these occupations than Gen X or Student Millennials.





### **College Recruiting Quick Tips**

- to stand out from the competition.
- roles that wouldn't traditionally be considered arts-focused?

2019 Yello Recruiting Study

3. A Candidate's Market

SECTION 3

# A Candidate's Market

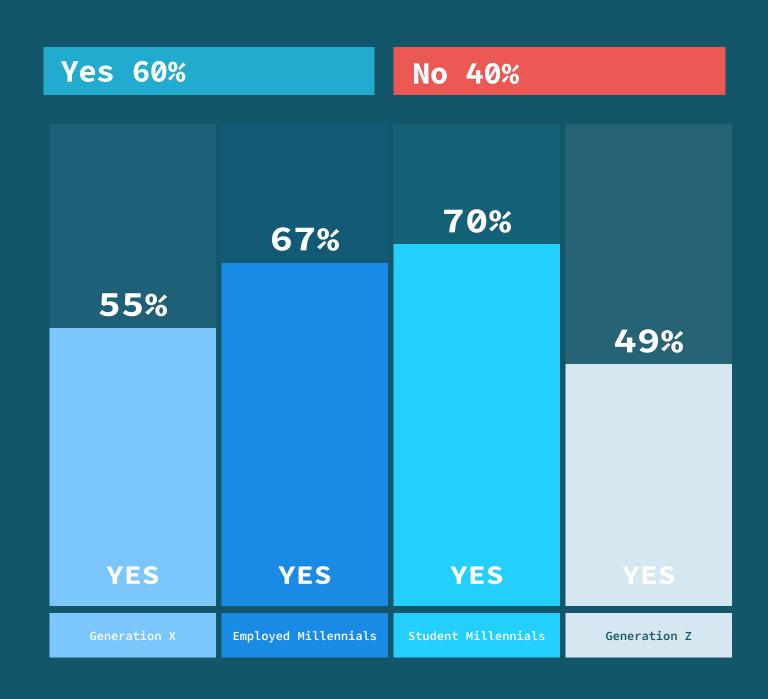
### Raises on the Rise

With the lowest unemployment rate in 18 years and a strong economy, those looking for a new job may be able to shop among multiple offers.

Likewise, those currently employed believe they have increased leverage to negotiate a higher salary.

In fact, more than half of your current and future employees plan to use the labor market to their advantage by negotiating pay raises. Considering the strong labor market, do you plan to negotiate a higher salary in your current or future job?

ALL GENERATIONS



8

# Strategies to Ensure an Accepted Offer-Even in a Tight Job Market

Most recruiters agree that in the current employment market, the balance of power has now shifted dramatically from the employer to the talent. In order to ensure your offers are accepted, you'll have to work hard to stand out from the pack. Here's how to distinguish yourself in the eyes of your talent.

#### **Make an Early Connection**

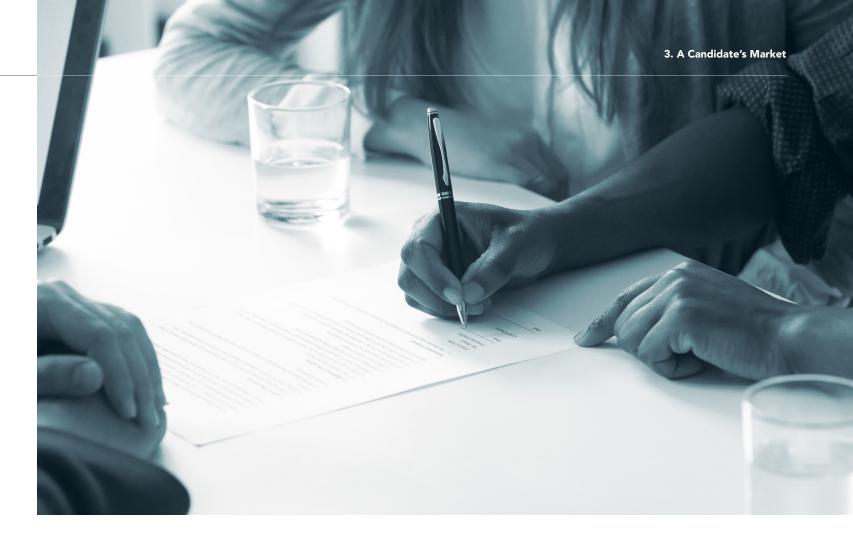
The best way to ensure a quickly accepted offer is to recruit from an engaged pipeline of talent that already admires you. When candidates consider your company as a place they can grow and be happy before the application even begins, you are far more likely to win them over with your offer later on. After all, your opportunity won't just be one among many to consider—it will be something to which they have aspired for some time.

#### **Constantly Showcase Your Employer Brand**

Your careers site should be stocked with quality content that highlights what your company has to offer, and the interview team should support that message along the way. Entry-level candidates are going to be especially interested in topics such as company culture, programs for training and professional development, and opportunities for future advancement within the organization.

#### **Find Out What Your Candidate Wants**

You can avoid most offer-stage surprises by making an effort to understand what your candidate is hoping to receive. As early as the candidate's first phone screen, ask about the salary and benefits she's looking for, as well as the type of manager she hopes to have, her expectations for workplace flexibility, and whether she's considering opportunities with other employers. By zeroing in on what candidates want, you can address their concerns and enter the offer stage with clearly established expectations.



#### **Provide a Thoughtful Interview Experience**

Interviewing is a two-way street. Candidates are trying to learn as much about you as you are about them, which makes providing a positive interview experience essential. Avoid logistical challenges and unnecessary email back-and-forth by using interview scheduling software. And once an interview time is on the books, provide candidates with insights on how to make the best impression. Let them know with whom they'll be speaking and advise them on what they can do to prepare for their meeting.

#### **Be Decisive**

Don't dilly-dally. Make your top candidates feel wanted with a prompt and decisive hiring decision. You can shorten the hiring timeline without compromising the quality of your decisions with evaluation tools that let interviewers share feedback and rate the candidate across consistent standards. As soon as a candidate is determined to be a good fit, reach out with the good news so you can close the deal.

2019 Yello Recruiting Study 3. A Candidate's Market

### **Shorter Tenures Are Here to Stay**

According to the **Bureau of Labor Statistics**, the median tenure of workers aged 55 to 64 is 10.1 years, while the median tenure of workers ages 25 to 34 is 2.8 years.

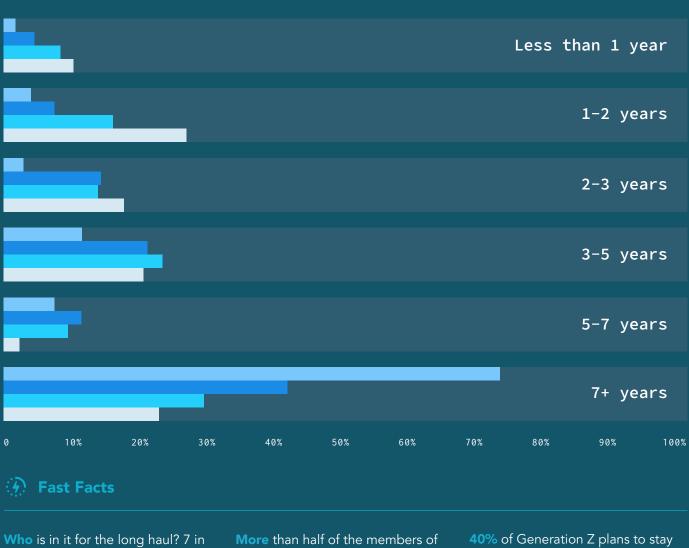
Similar findings come to light in this research: the majority of Generation Z (55%) plans to look for a new job within three years, while 72% of Generation X plans to stay for 7+ years.

Even so, fewer than one in four (23%) HR professionals surveyed have changed their recruiting strategy to reflect this new reality.

**Employed Millennials** Generation Z

### How many total years do you plan to work for your current employer?

If you're currently a student, how long would you expect to stay with an employer once you get hired?



10 Millennial respondents and 2 in 10 Gen Z respondents plan to stay with an employer for 7+ years.

10 of Gen X respondents, about 4 in Generation Z plan to look for a new job within three years.

with an employer for less than two years vs. only 5% of Generation X.



# **Gen Z is Here...and so Are Shorter Tenures**

Although more than half of Gen Z-ers plan to look for a new job within three years—and only two in 10 will remain with their companies for more than seven years—many employers have yet to change their recruiting strategies. In fact, fewer than one in four HR professionals have done anything to account for the trend of shorter tenures among younger workers. This inability to plan for inevitable departures will result in a variety of workplace disruptions as recruiters scramble to hire for suddenly open roles.

To avoid lengthy recruiting periods and extended bouts of diminished productivity, smart employers should plan to recruit tomorrow's entry-level talent today. Building a campus pipeline of talent will be critical to replacing outgoing Gen-Zers. Instead of only hiring for open roles, recruiters should look toward the future by connecting with candidates while they're still students.

By establishing relationships early and building them over time, employers can spot the best potential hires long before the competition. Also, instead of scrambling for qualified candidates whenever there's an unexpected vacancy or need for a new position, an established talent pipeline allows a recruiter to choose from a list of candidates who are already qualified for the role.

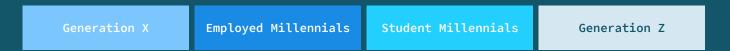
### On the Fast Track

Not only are most Gen Z-ers changing jobs every three years, nearly 60% of this generation expects to change roles (within the same company) in less than two years.

This is a more accelerated career path than Millennials expect (about 40% Millennials expect to change roles in two years or less) and much faster than Gen X (only15% of the members of Generation X plan to change roles in two years or less). While GenX-ers have established careers with slower upward movement, Gen Z and Millennials seek to move to new roles frequently.

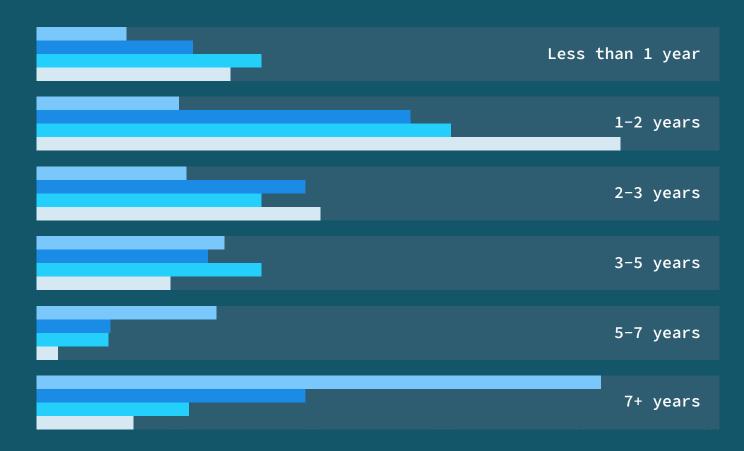
### **College Recruiting Quick Tip**

15% of the members of Generation Z and 17% of Student Millennials expect to change roles in less than one year. To retain these employees, build strong internal mobility programs to encourage candidates to seek new positions internally, rather than externally. Companies can also consider offering rotational rotational programs to put early-career employees in a new role every 6-12 months, enabling them to experience different parts of the business and meeting their desire to quickly move on.



### If employed, how long do you believe you'll remain in your current role with your current employer?

If you're currently a student, how long would you expect to stay in the same role within the same company once you are hired?

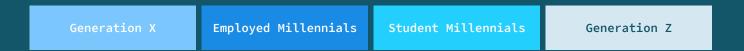


SECTION 4

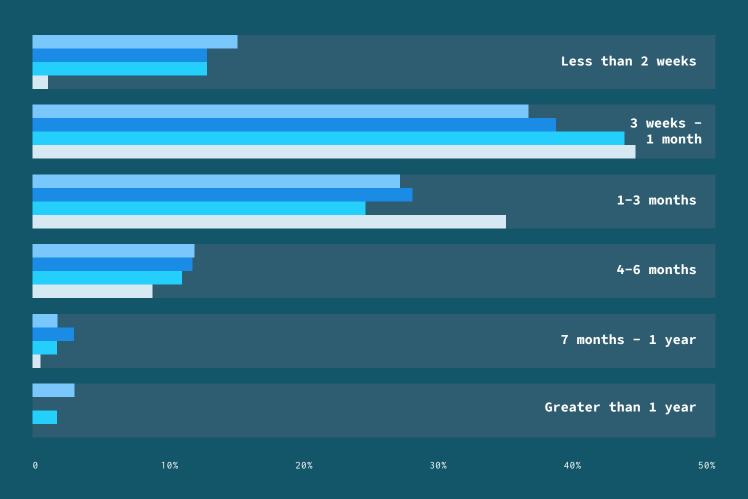
### The Job Search

## How Long Does the Job Search Take?

The vast majority **(86%)** of respondents across all generations expect the job search to take less than three months.



How long do you expect the job search to take, from beginning your search to accepting an offer?





**Employed** Millennials and Gen X-ers who expect the job search to take less than 2 weeks were twice as likely to suggest this timeframe than Gen Z students.

4. The Job Search

### **Students Start the Job Search Early**

Only one in ten Generation Z students start their job search after graduation.

Don't wait to start engaging candidates during their senior years—most talent will already be secured by your competitors.

When did/will you start your job search process?							
GENERATION Z							
Freshman year	18%	Sophomore year	8%				
Junior year	18%	Senior year	31%				
While in graduate school	12%	After graduation	10%				

# How to Capture Freshmen Interest and Convert to Full-Time Hires

With nearly one in five Generation Z students beginning their job searches as soon as freshman year, talent acquisition teams can capture student interest earlier than ever before. Here's how to attract student attention and nurture it over time.



#### Be Ready with a Compelling Story

Before you enter a freshman's orbit of awareness, you should be ready to tell the story of your employment brand. Smart recruiters will have content prepared that describes their internship program and outlines possible career paths for employees who join their organizations at the entry level.



#### Make Sure to Introduce Yourself

You can't pull freshmen into your talent community if they don't know who you are. Invite first-year students to your career fair booth and on-campus activities, and make sure they feel welcome.



#### **Communicate Constantly**

Segment the students who enter your talent community by grade and send targeted campaigns to promote your internship program, open opportunities and recruitment events. Even if you don't consider underclassmen for your internships, your communication can advise them on how to prepare an application and keep you top of mind.



#### **Host Top-Notch Internships**

Don't treat your interns like a temp pool. Provide your young people with real, meaningful projects that will help them develop useful skills. Also, match your interns with experienced mentors who are willing to provide guidance and advice throughout the internship and beyond.



#### **Snatch Up Top Talent When You Find It**

If an intern distinguishes herself as a top performer, don't risk losing her to another employer—assure her that there's a full-time job waiting for her after graduation. Extending job offers to your best-performing interns gives students a light at the end of the tunnel and allows them to tune the remainder of their education to the position you've offered.



#### **Document Everything Along the Way**

Everything you put in place for your current class of interns and entry-level employees can be used to recruit the next class. Showcase program highlights with happy testimonials from your latest batch of interns. When an intern accepts a job offer from you, blast your entire talent community with a note of congratulations. With enough content to tell your story, word will get around, and freshmen will beat down a path to join your talent pipeline.

2019 Yello Recruiting Study
4. The Job Search

### Word-of-Mouth and Your Website

Across all generations, employee referrals are the most-trusted job-search source.

HR professionals agree—60% say referrals are their top source to hire entry-level talent.

Your company's website is also a top-three job-search resource for all generations, including Gen Z. **Even so, 63%** of HR professionals surveyed say their website doesn't show their employee journey or help to attract candidates. Are you missing out on top talent because you've failed to optimize your careers page?

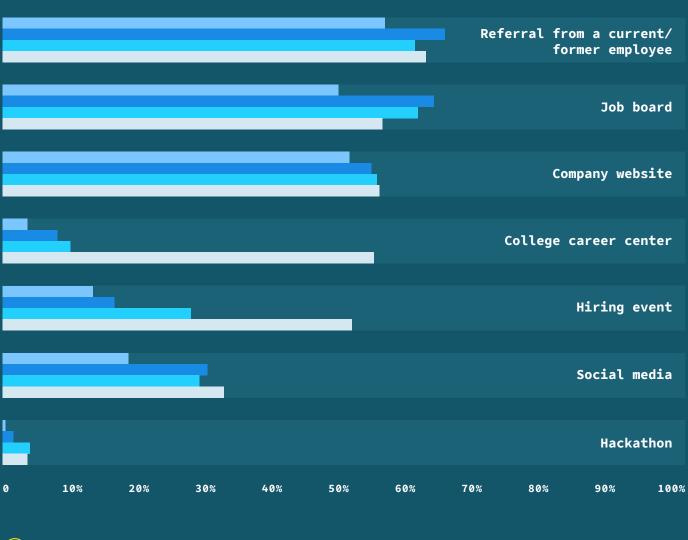


### **College Recruiting Quick Tips**

- **Members** of Generation Z give high ranks to a wide range of job-search sources: college career centers, referrals, job boards, hiring events and the company website. It's essential to diversify your job advertisements and employer brand message across many mediums, from job boards to career booths, to ensure you connect with Gen Z talent.
- Social media continues to grow in importance among younger generations. Are you sharing open roles on LinkedIn, Twitter, Facebook, Instagram and even Snapchat?
- A presence at campus career fairs is essential: half of the members of Generation Z consider hiring events one of their most valuable sources to find a job.

Generation X Employed Millennials Student Millennials Generation Z

### What are your most valuable sources when searching for a job?



Flashback

In 2018, recent and soon-to-be Millennial grads said hiring events were their most valuable source. In 2019, Generation Z ranks referrals, career centers, job boards, hiring events and websites all among their top job-search sources.



### From Interns to Campus Brand Ambassadors: Supercharge Your Early-Career Referral Pipeline

Who is better equipped to promote your internship possibilities than your very own satisfied interns? Creating a campus brand ambassador program with your best-performing interns can help expand your influence on campus, drive interest in your employer brand and increase the size of your talent pipeline. Here's how to get started.

#### **Recruit Your True Believers**

The most important quality of your campus brand ambassadors is an authentic enthusiasm for your employer brand. The students working with you need to believe in what your company has to offer so they can communicate that value to their peers on campus. You also want candidates who are outgoing and involved in campus life. Your representatives should be able to help you make inroads with various leaders of student groups and clubs that are beyond the capabilities of your usual outreach.

#### Set (Realistic) Goals

While your ultimate goal may be to acquire more resumes or increase registrations to your talent community, you might be better served by smaller, more easily measurable goals like the number of new campus contacts they can establish or personal intern referrals they can provide. Understanding what success looks like will help manage expectations and get your program get off the ground.

#### **Maintain Communication**

Be an active manager of your ambassadors. In addition to scheduling regular check-in periods to review their activity and provide guidance and advice, you should keep your lines of communication open. Make sure they know that you're available to help with their questions or to listen to their concerns. Also, if they run into any roadblocks, be ready to step in with coaching to help them reach their goals.

### **Doing the Research**

Your candidate is coming in for an interview. Where are they looking for information to prepare?

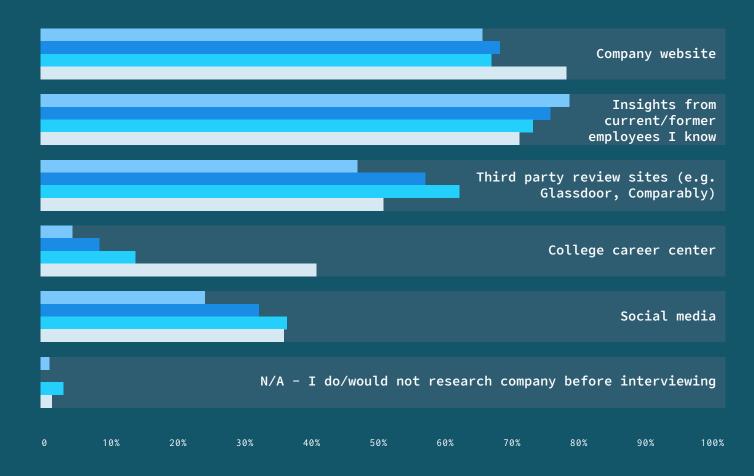
Third-party review sites are a top-three research source for Gen Z, Millennials and even Generation X, but your company website and insights from employees are the most effective ways for candidates to research your organization before the interview.

### **College Recruiting Quick Tip**

While Gen Z values the opinion of current/former employees, they rank the company website highest. This generation wants to do their own research first, so make sure your website tells a compelling employer brand story.

Generation X Employed Millennials Student Millennials Generation Z

Which of the following do you find among the most helpful in conducting research on a company when interviewing for a position?



### **Decisions, Decisions**

### Don't underestimate the importance of work-life balance

When it comes time to accept an offer, salary rules, but so does balance. Salary is the most important consideration for every generation. But in this digital world, all generations also rank work-life balance as a top-three factor when searching for a job.

### Breakdown by major

- Want to attract computer science and engineering majors? 1 in 4 site flexibility/remote work as one of the most important factors in accepting a role.
- Among healthcare majors, more than half suggest work-life balance is a must in accepting an offer.
- Career growth opportunities matter the most to engineering and business majors.

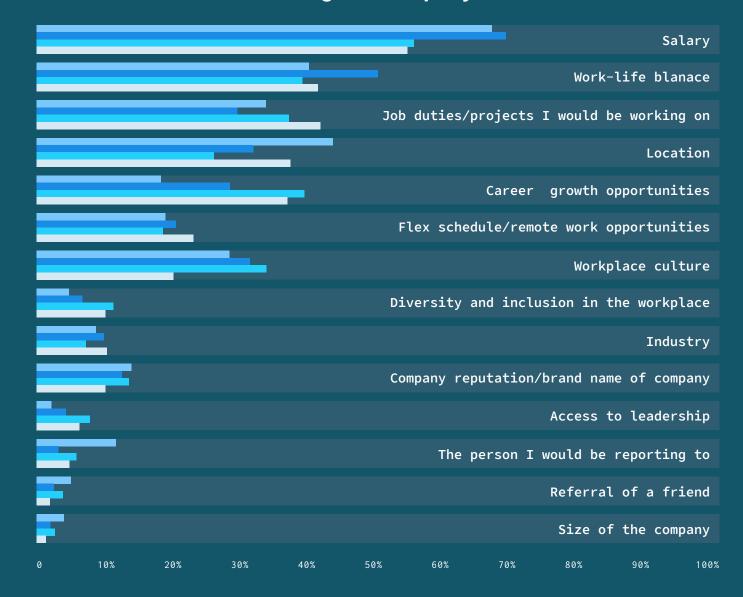
### Fast Facts

For Gen X, location is slightly more important than work-life balance. But, for Millennials and Gen Z, work-life balance ranks higher than location.

Career growth opportunities are two times more important for Millennials and Gen Z than they are for Gen X. Workplace culture matters to all generations, but it doesn't weigh in among the top five considerations.

Generation X Employed Millennials Student Millennials Generation Z

### Which of the following are most important to you when searching for employment?



### **College Recruiting Quick Tip**

Generation Z is the only generation to rank job duties among their top three considerations when searching for a new position. What does this mean for employers who are hiring recent grads? A clea job description is essential.

4. The Job Search



### Our Digital World—Helping Employees Find Balance

All three generations surveyed—Generation X, Millennials, and Generation Z—report work-life balance as one of the top three factors of their job searches. If you want to attract and retain the top talent for your sector, you'll have to show how you can provide this important benefit.

#### **Allow Workplace Flexibility**

Flexible schedules and remote work options are some of the most desired employee benefits and are among the first things candidates think of when considering a potential employer's promise of work-life balance. Workplace flexibility lets your employees better manage their free time and maximize their at-work efficiency for a stronger sense of work-life balance.

#### **Respect Employees' Personal Time**

In a world where everyone has access to an always-connected mobile device, today's employers have to be careful about the ways work can seep into an employee's personal time. Be mindful of boundaries, and, when possible, let your employees know that it's OK to limit email, text and telephone communication to working hours. Also, make sure your culture is one that supports vacation time. Encourage your management team to model good behavior by being conspicuous about their own vacation time and limiting their availability when out of the office.

#### **Celebrate Employee Contributions**

Employees who feel under-appreciated can take their resentment home with them, which can make work feel like a more significant burden than it is. Training managers to be liberal with praise and generous with recognition is one of the easiest and most cost-effective ways to boost company morale and increase employee engagement across an organization.

#### **Provide Financial Wellness Benefits**

When employees are burdened with worries about retirement savings, student loan and credit card debt, and lack of emergency funds for unplanned expenses, even the smallest work tasks can feel like enormous impositions, and that affects the perception of work-life balance. Promoting the financial wellness benefits your company provides can help employees cope with external stresses, improve their sense of wellbeing, and increase engagement with their role.

4. The Job Search

### **Work Perks**



All generations seek the same core benefits: medical insurance, paid time off and a 401k or retirement plan. Put simply, traditional benefits top the charts.

### **Breakdown by major**

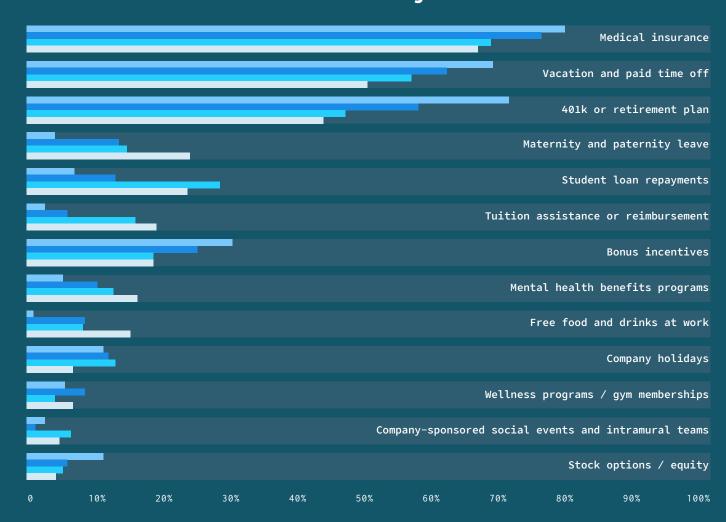
- Business, computer science and engineering: the majors most likely to want bonuses.
- Education, engineering and healthcare: the majors that rank maternity and paternity leave highest.
- Psychology/social science, education and communications: the majors that seek student loan repayments
  most.
- Computer science majors want tuition reimbursement as a perk two times more than business majors.

### Breakdown by graduating class

- For the class of 2019, vacation is just as important as medical insurance or 401k.
- The class of 2020 is twice as likely to want tuition assistance as the class of 2019.
- The class of 2020, wants bonuses at a rate three times less than their class of 2019 counterparts... but 2020 grads are three times more likely to want free food at work!

Generation X Employed Millennials Student Millennials Generation Z

### What are the top perks/benefits you would value in a job?



### **College Recruiting Quick Tips**

- Don't expect stock options to close the deal for the class of 2019. Gen X is more than twice
  as likely to value stock options/equity than Generation Z. To hire entry-level talent, leave stoc
  options out of the offer letter and instead sway recent grads with student loan repayments.
- Gen Z-ers are future-oriented. These 18-22 year olds are already thinking about their future family ranking maternity and paternity leave just below the three core benefits (medical insurance, PTO and retirement).

2019 Yello Recruiting Study 5. The Recruitment Process

SECTION 5

### The Recruitment **Process**

### How Long is Your Hiring Process?

The hiring process needs to move quickly. Nearly everyone (4 in 5) agree less than two weeks is ideal.

Employed Millennials Student Millennials Generation Z Thinking about the interview process, ideally, how long do you think it should take from first interview to an offer being extended? Less than 1 week 1-2 weeks 3-4 weeks 5-6 weeks More than 6 weeks 100%

( Industry Breakdown

Of those in manufacturing and retail, 7 in 10 landed jobs in 2 weeks or less, demonstrating the importance of speedy hiring for suggested the process took more than 4 hourly, high-volume roles.

One in three in the transportation industry report the hiring process takes five weeks or more.

Flashback

In 2018, 20% of recent-and-soon-to be grads weeks. In 2019, only 1% of Gen Z thinks the process should take this long.

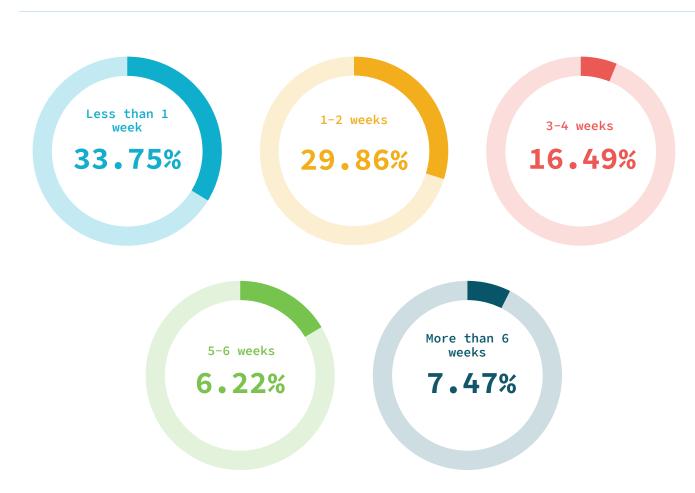
5. The Recruitment Process

### **Meeting Expectations**

Meeting the expectations of today's candidates, more than two-thirds of employers extend offers in less than two weeks.

Thinking about the most recent position you interviewed for, how much time lapsed between your first interview and a final decision?





# Creating a Fast-Moving Campus Recruiting Experience

Recruiting needs to move quickly for entry-level positions. Nearly one in five Generation Z candidates thinks the ideal interview process length—the time between the phone screen and final decision—is five days. If you want to impress a generation reared on instant gratification, you need to pick up the pace of your campus recruiting and make hiring decisions faster than ever before. Here's how you can make a five-day hiring decision possible:

#### **Use Digital Check-In at Your Career Fair Booth**

Eliminate long lines at your career fair event with candidate check-in and resume upload at tablet kiosks.

#### **Review Candidate Data Instantly**

Once candidates enter their information, your on-site team can use mobile devices to take notes and evaluate resumes and pre-screening details immediately.

#### **Use Pre-recorded Video Interviews to Screen**

Don't worry about working pre-screen conversations or phone calls from your crowded career fair booth. Invite your best candidates to complete pre-recorded video interviews at their convenience.

#### **Get Hiring Managers Involved Sooner**

Hiring managers can review students' video interviews as soon as they're ready, speeding the process along and allowing the most promising candidates to move to the next stage faster.

#### Schedule Live Video Interviews

Skip the headaches involved in scheduling (and arranging travel for) face-to-face interviews by inviting your top candidates to attend a live interview session with hiring managers and their teams.

#### **Make Prompt Evaluations**

After the interviews, use evaluation software to collect feedback from all interviewers and stakeholders. Assign evaluation tasks and automate follow-up reminders to interviewers to ensure all reviews are completed on time.

#### Decide and Offer

Fast evaluations enable fast decisions. Once everyone agrees on the candidate they want, extend an offer right away.

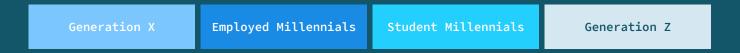
### Waiting for a Competing Offer

All generations agree: the decision between competing offers comes down to salary.

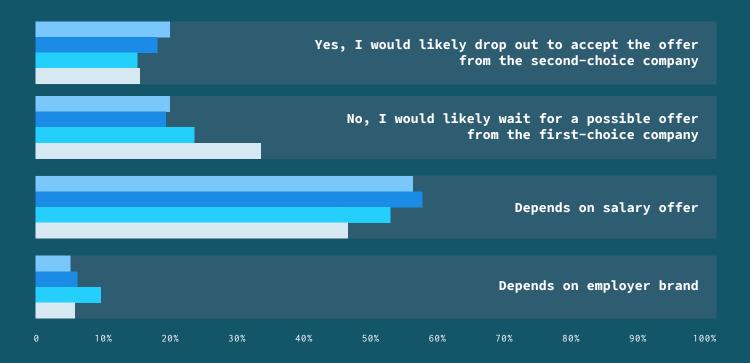
The majority of each generation says that when faced with two offers, the final decision depends on salary. However, Gen Z candidates are more likely than any other generation to wait for their first-choice offer, even if they have another offer in-hand. One in three Gen Z-ers would be willing to wait for a hiring decision from their first-choice company, whereas only 20% of Gen X-ers, 20% of Employed Millennials and 23% of Student Millennials would do the same.

### **College Recruiting Quick Tip**

Generation Z is more likely than any other generation to hold out for their first-choice offer, even when a second-choice offer is on the table. These students are driven and know what they want; so much so that they may be willing to pass on the first offer. Ensure your candidate experience is top-notch to secure the loyalty—and an accepted offer—from this generation.



If you were interviewing with two companies, would you drop out of the interview process with your first-choice company to accept an offer from the second-choice company because the offer was delivered faster?



2019 Yello Recruiting Study
5. The Recruitment Process

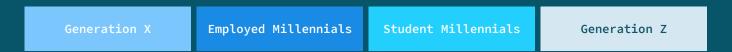
### Candidate Experience is (Still) King



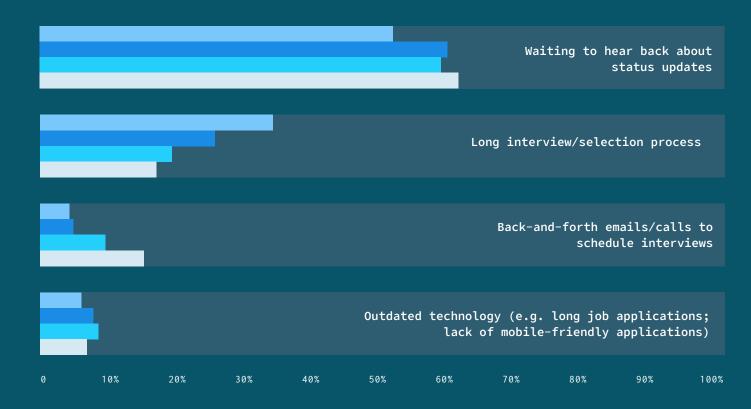
More than half of candidates agree the silence between updates—or updates that never come—are the worst part of the recruitment process. Being kept in the dark is only worse than a long interview/selection process—on average, across all generations, about one in four dread a hiring process that drags on without an end in sight.

### **College Recruiting Quick Tip**

Students are more likely to be frustrated trying to schedule interviews. In fact, Gen Z is five times more likely to be irked by back-and-forth emails to schedule than Gen X. Use interview scheduling software to connect with candidates instantly and impress students with your techforward approach.



### In your opinion, what is the most frustrating part of the interview/hiring process?



2019 Yello Recruiting Study
5. The Recruitment Process

### **Back to Basics**

No matter the age, candidates expect to be treated fairly and with respect.

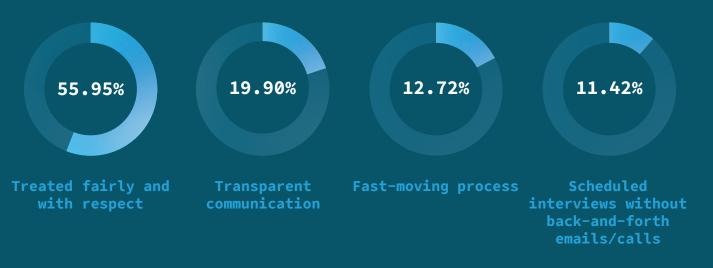
More than half (56%) rank being treated fairly as the top factor that leads to a positive experience, which is followed by transparent communication.

### **College Recruiting Quick Tip**

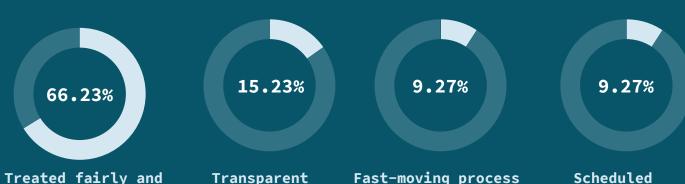
Gen Z ranks the need for respect as the most important factor at a higher rate than any other generation. Coach campus recruiters on leading with empathy and fairness in candidate engagement. Developing a culture of respect can go a long way with soon-to-be graduates.

# Which of the following would be the top factors that lead to a positive application and interview experience for you?

ALL GENERATIONS



#### GENERATION Z



Communication

Fast-moving process Scheduled interviews without back-and-forth emails/calls

### Fast Facts

with respect

The need for speed: two in 10 Gen Z students consider a fast-moving process or quickly scheduled interviews as the top indicators of a positive experience.

### The Recruiter Matters More Than Ever

What makes the biggest impact on Generation Z's decision to accept a job?

- The recruiter
- The application and interview process

Generation Z ranks the recruiter higher than the application/interview experience, demonstrating the importance of the individual recruiter to the overall candidate experience. This trusted advisor is ranked five times higher than technology and almost four times higher than a speedy interview process.

### **College Recruiting Quick Tip**

fulfilling the needs of the business.

Which of the following factors relating to the recruitment/interview process would make the biggest impact on your decision to accept a job?

#### ALL GENERATIONS



The application process/experience

The recruiter(s) with whom I spoke and worked with during the interview process

The speed at which I Technology used by received an offer

the company during the interview process

#### GENERATION Z



The recruiter(s) with whom I spoke and worked with during the interview process

The application and interviewing process/experience

The speed at which I received an offer

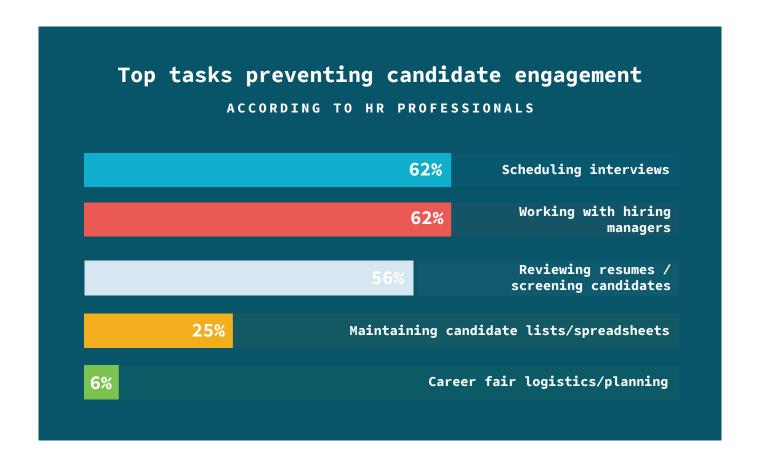
Technology used by the company during the interview process

2019 Yello Recruiting Study
5. The Recruitment Process

# Making Time for Candidate Conversation

Even though job seekers value the relationship with their recruiter, more than one-third of HR professionals (35%) report not having enough time to engage candidates.

The HR professionals who report not having enough time in their day to build candidate relationships say scheduling interviews and working with hiring managers are the most time-consuming parts of the job.



# Becoming Gen Z's Employer of Choice

Want to become a destination employer for members of Generation Z? Connect with candidates on a personal level.

Generation Z ranks quality relationships formed with their recruiters higher than any other component of the candidate experience, so you should feel good about investing in the tools, processes, and technologies that allow your recruiters to do more of what they do best.

To the talent you're trying to attract, recruiters are trusted contacts who can provide encouragement and advice while delivering crucial information that helps them better understand your company and the roles it's trying to fill. Until a candidate accepts your offer and joins your team, there just won't be another person with whom a candidate spends more time.

The ability to establish genuine connections with talented human beings cannot be automated, replicated, or replaced, but many time-consuming recruiting tasks can. For instance, if your recruiters still manually enter

candidate data into spreadsheets during campus career fairs, you're robbing them of the chance to make valuable person-to-person connections with the Gen Z candidates who will someday be your entry-level hires.

Back at the office, the burden of administrative work is even greater. The simple task of putting one candidate into a conference room with one interviewer can require hours of back-and-forth communication as two busy people align on a mutually agreeable time to talk face-to-face. When it becomes necessary to add additional interviewers to the mix, the complexity—and time required to manage it—compounds exponentially.

If your team is too busy to do the important work of recruiting, you risk souring the candidate experience. Free your team from low-level chores that hinder their capacity to make the gestures that candidates remember and appreciate. Provide them with tools that free up their time.

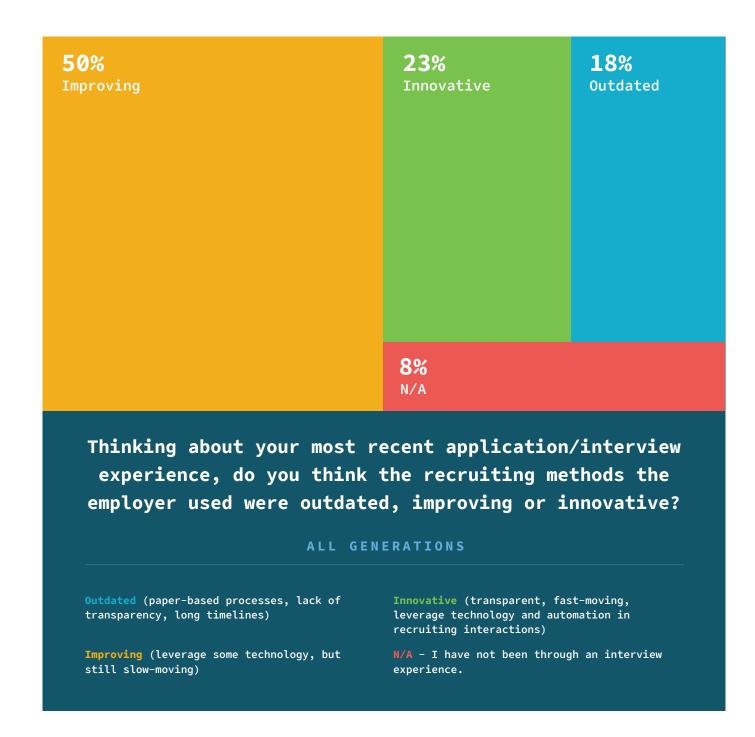
2019 Yello Recruiting Study 6. Technology to Revolutionize Recruitment

SECTION 6

# Technology to Revolutionize Recruitment

The good news: half of candidates recognize employers are taking steps to improve their recruiting methods through technology.

The bad news: nearly one in five consider employer recruiting methods out-of-date.





#### Fast Facts

Of students who have been through an interview process, 16% consider employer recruiting methods to be outdated.

One fourth of Gen X-ers think recruiting methods are behind the times. Only one in five of this group views employers as innovative.

### Who won't apply when recruiting methods are outdated?

54%	51%		
		42%	37%
WON'T APPLY	WON'T APPLY	WON'T APPLY	WON'T APPLY
Generation Z	Employed Millennials	Student Millennials	Generation X

### **College Recruiting Quick Tip**

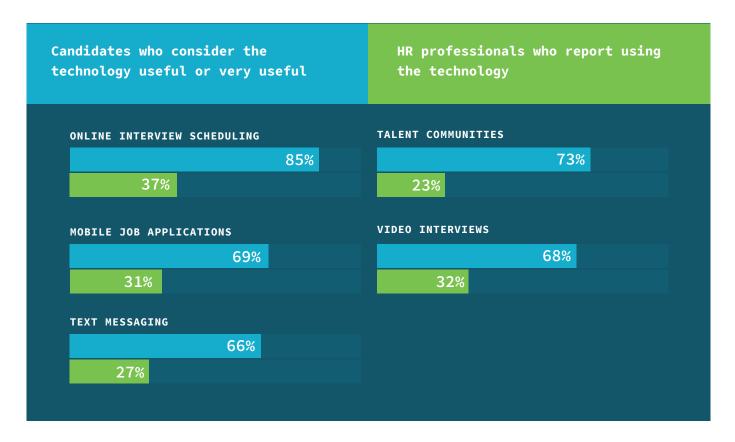
Technology matters most to the younger generations, and is only becoming more important in the recruiting process. Make sure your HR tech stack facilitates transparent communication, a fast-moving process and automation in recruitment-process interactions.



# No Technology? Expect to Lose Top Talent.

Candidates find tech useful at a much higher rate than employers leverage tech in their processes.

The vast majority of talent (85%) finds interview scheduling software useful and 73% think talent communities are valuable. Don't miss opportunities to provide candidates a positive experience through the use of technology.

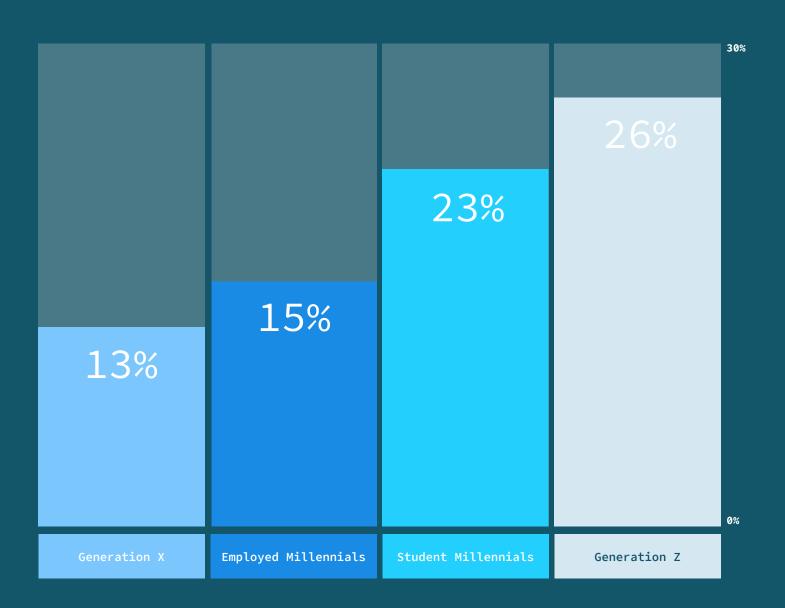




**Recognizing** the challenges of interview scheduling, more than one-third of employers now simplify scheduling with software.

**Even** as brands engage consumers through interesting email content, employers are missing an opportunity to follow suit—only a quarter of employers leverage talent communities.

### Would a lack of technology throughout the process deter you from accepting a job with the company?





**Technology** is growing in importance. In 2018, 21% of recent and soon-to-be Millennial grads said a lack of technology could deter them from accepting a job. In 2019, 26% of Gen Z feel this way.

### A Touch-Screen Job Experience

Email continues to be table stakes during the recruitment process, but texting is on the rise.

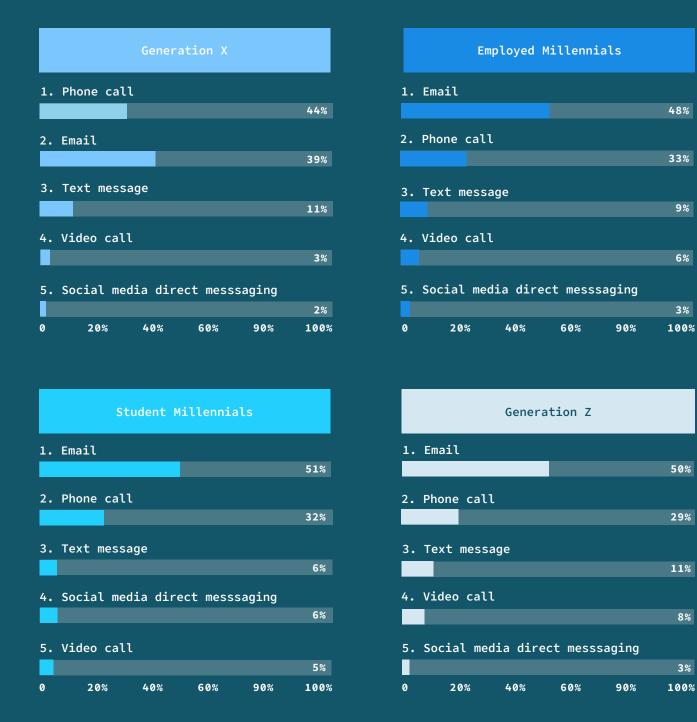
While only one in ten candidates rank text as their top communication method, one third rank texting in their top two. This communication method continues to grow in importance. Incorporating texting into your recruitment process can lead to faster, more efficient candidate communication.



While Gen X prefers to be reached through a traditional phone call, they rank text messaging higher than any other generation. This quick communication method is increasingly valued, even among older generations.

**Gen Z** ranks text as their top recruitment-process communication method two times more than Millennials, and they rank phone call lower than any other generation.

### **Preferred Communication Methods by Generation**



8%

3%

9%

6%

3%

6. Technology to Revolutionize Recruitment

### A Rise in Mobile

Half of students have applied to a position from their phone and one in five students would forego a position if they weren't able to apply on-the-go.

46% of Generation Z and 51% of Millennial Students have applied to jobs from their phones. What's more, nearly one in five students would forego a position if they weren't able to apply on mobile. The data makes it clear: a mobile-friendly career site is no longer optional.



### **Texting Candidates at Career Fairs**

Although SMS technology has been around nearly as long as mobile phones, young people—particularly Millennials and members of Generation Z—have embraced texting as a preferred form of communication. Texting is an immediate and efficient way to deliver a message, and it's a natural choice for communicating in the campus career fair environment, where everyone has a smartphone within arm's reach. Here are the top three ways texting can help at your next career fair:

### 1. Increase Booth Registrations

Don't lose promising candidates to the hustle and bustle of a busy booth. While students are waiting in line to meet with you, invite them to text a shortcode so you can immediately send them a link to a mobile-optimized application. Even if long lines prevent candidates from meeting with one of your reps, you'll have access to all the information you need to move them through the hiring process.

### 2. Facilitate Interview Scheduling

Because your team can see candidates' information as soon as it's entered, you can quickly identify and contact the prospects with whom you'd like to meet. Schedule candidate interviews or phone screens in real-time by texting a link to self-schedule

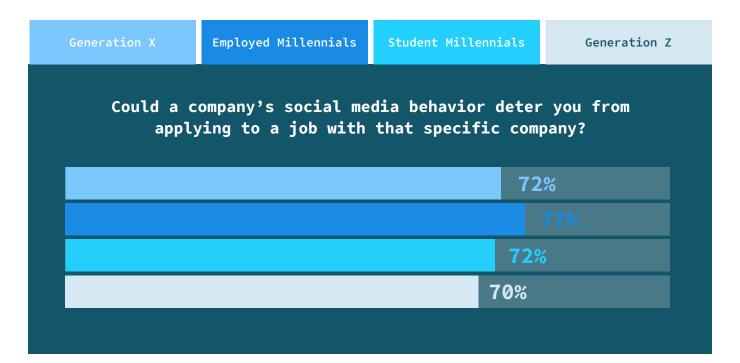
# 3. Move Candidates into Your Talent Community

With text messaging, you have the ability to invite candidates to join your talent community as soon as they submit their information. Send text campaigns to talent community members with links to your recruitment marketing content like employee-testimonial videos, company updates and more. Texting increases the likelihood that your content will be opened and viewed—not lost in an email inbox.

### **Social Media Matters**

Social media matters across the board—no matter the age.

Employers can no longer target social media content to Gen Z and Millennials. Gen X is keeping tabs on your social channels, too.





SECTION 7

### Conclusion

Talent is a moving target. To succeed at attracting the highest quality candidates to your organization, you have to be able to adapt to a continually evolving array of needs and behaviors. What's always worked for you in the past may no longer apply in the present, especially as a new generation enters the workforce. Because the recent graduates and matriculating students of Generation Z will change the way you and your organization do business, you must be ready to evolve.

### **Action Plan**

Embrace internship candidates with backgrounds in the liberal arts and social sciences.

Given the declining interest in business majors among Gen Z students, your next business development representative, financial analyst, or marketing coordinator may be a political science or graphic design major. Broaden your campus outreach to include students from beyond the business school, and use your internship program to nurture quality candidates.

Request employee referrals to expand the reach of your recruiting.

Why settle for just one quality Gen Z hire when an employee referral program can multiply your efforts for little additional cost? By activating the personal networks of your newest entry-level employees, you can stock your talent pipeline with candidates your people already know and trust.

Empower your recruiters to build stronger relationships with candidates.

Members of Generation Z rank the connections they develop with their recruiters higher than any other component of the candidate experience. Individual recruiters matter, so invest in technology that lets them automate low-level tasks like interview scheduling so they can concentrate on building more meaningful relationships by being available to coach top talent through the hiring process.

Increase the overall quality of your candidate experience with technology that helps you better manage and automate candidate communication.

Candidates across all generations want to be treated fairly throughout the recruiting process, but Gen Z candidates are especially likely to equate a low volume of communication with a lack of respect. Because Gen Z ranks the need for respect at a higher rate than any other generation, you should also coach campus recruiters on leading with empathy and fairness in candidate engagement. Developing a culture of respect can go a long way with soon-to-be graduates.

Add text messaging to your toolbox of communication techniques.

Although email communication remains a reliable way to reach candidates of all generations, text messaging allows you to deliver important recruitment messaging to candidates wherever they happen to be. In the context of career fairs and live recruiting events, text messaging is the superior communication technique, as it can help you transmit timely and relevant messages that are more likely to be received and consumed at the point of delivery.

Project a high-tech image at your recruitment events to avoid losing talent to walk-offs and abandoned applications.

If your recruiting methods feel old-fashioned, you risk losing more than half of your potential candidates. To appear more advanced, embrace a paperless approach. Use tablet kiosks to facilitate in-person registrations and promote text messaging shortcodes around your booth to allow candidates to begin applications from their mobile devices.

SECTION 8

## Methodology

Yello partnered with SurveyMonkey Audience, SurveyMonkey's global market research panel, to survey full-time employees and students in a variety of generations in February 2019. All age ranges for generations were determined by **Pew Research's definitions**.

→ Generation Z

**Ages 18-22** 150 RESPONDENTS Enrolled in a full- or part-time four-year or graduate degree program.

→ Student Millennials

Ages 23-38
150 RESPONDENTS

Enrolled in a full- or part-time four-year or graduate degree program.

→ Employed Millennials

AGES 23-38
150 RESPONDENTS

Earned a four-year or graduate degree and employed on a full- or part-time basis.

→ Generation X

Ages 39-54
150 RESPONDENTS

Earned a four-year or graduate degree and employed on a full- or part-time basis.

→ HR Professionals

AGES 18+
100 RESPONDENTS

Job function is human resources.

### **Appendix: Survey Demographics**

Empl	.oym	ent	Pro	fil	les
	<b>●</b>				

I am a full-time employee

57.91%

I am a part-time employee

14.69%

I am an intern

2.54%

I have accepted a job offer starting in 2019

0.85%

I have accepted an internship offer starting in 2019

0.85%

I am a student and will be/am currently searching for a job or internship

17.09%

0ther

6.07%

### **Geographic Region**

New England

7.94%

Middle Atlantic

13.34%

East North Central

15.71%

West North Central

7.60%

South Atlantic

16.05%

East South Central

5.24%

West South Central

8.45%

Mountain

8.78%

Pacific

16.89%

#### Gender

Male

42.05%

Female

57.95%

#### Gen Z Graduation Dates

2019

16.00%

2020

22.67%

2021

20.00%

2022

27.33%

2023

6.00%

2024

2.00%

### Race/Ethnicity

White or Caucasian

79.21%

Black or African American

4.46%

Hispanic or Latino

9.08%

Asian or Asian American

8.91%

American Indian or Alaska Native

1.49%

Native Hawaiian or other Pacific Islander

0.83%

Another race

2.48%

Prefer not to answer

2.64%

### More Yello Thought Leadership

#### **Original Reserach**



What Job Seekers Really
Think About Your Diversity
Practices

**Download Now** 



#### Guides



Lead Your Team to Fall Recruitment Event Success

**Download Now** 



Campus Recruiting Toolkit

**Download Now** 



The Ultimate Guide to Streamlining the Recruitment Event Experience

**Download Now** 

#### **Client Spotlight**



A.T. Kearney: Build an Engaging On-Campus Presence — Without Being Present

**Download Now** 



### **About Yello**

Yello's talent acquisition platform allows the world's leading brands to deliver personalized candidate experiences to every job seeker, resulting in quality hires and faster fills. The centralized platform is easy to use, enabling recruiters to collaborate with one another to attract and engage top talent. Key hiring statistics provide meaningful insights that lead to more accurate, data-driven decisions while staying on budget.

For more information about Yello, visit www.yello.co

# Find Us on Social Media (and Don't Forget to Say, "Yello!")







twitter.com/yello

yello.co/blog