

Candidate Drivers for 2014

Wants, Needs, Priorities & Challenges

Millennials

Millennials make up **36%** of the U.S. workforce. By 2020, this generation will be nearly half of all workers. There are an estimated 80 million Millennials overall – and their priorities in the workplace are not what you'd expect.

A comprehensive study by the Pew Research Center found that Millennials place a higher priority on helping people in need (21%) than having a high-paying career (15%).

According to Forbes, The Ivey Business Journal, and Intelligence Group, the following professional drivers are more important than salary and benefits for Millennials:

Top Drivers for Millennials in 2014:

- I. Giving Back and Being Civically Engaged
- II. A Boss that Acts as a Coach or Mentor
- III. A Collaborative Work Environment
- IV. Flexible Work Schedules
- V. Work-Life Balance
- VI. Feedback & Engagement
- VII. Encouragement
- VIII. Professional Development
- IX. Personal Projects
- X. Leadership Opportunities

The misconceptions surrounding Millennial hiring can be harmful. Consider the following benefits of hiring Millennial talent:

- Enjoy praise over pay – **80%** would rather receive feedback on a job well done (Time)
- Motivated, eager, energetic, more likely to show up early and stay late
- Enjoy collaboration and working as a team over solo work
- Flexible, mobile, have the ability to pick up and go, open to new opportunities and locations
- Can offer insight into new target audience: Millennials more relatable to generation that is online
- Extremely comfortable with technology, all social media platforms (the average grad switches their attention between media platforms as many as 27 times per hour, according to Forbes)
- Greater ability to multi-task as a result of constant technology plug-in

This year, realign your recruiting or business strategy with the wants and needs of new generations. Decide which attributes that Millennial workers seek coincide with the goals and beliefs of your organization.

Over 40 Professionals

As the workforce shifts significantly, more seasoned professionals may battle age discrimination and prejudice. Keeping up with the latest tech trends becomes more essential in order to remain relevant.

Still, studies show that older professionals are no threat to newer generations in the workforce.

"There's no evidence to support that increased employment by older people is going to hurt younger people in any way. It's not going to reduce their wages, it's not going to reduce their hours."

- Alicia Munnell, director of the Center for Retirement for USA Today

Leveraging your recruiting focus for mid-level and older generations can be key in 2014 when everyone has their sights set on Millennials. According to a recent survey by Manpower, only **14%** of employers have strategies in place to recruit more seasoned workers.

Top Drivers for Professionals Over 40 in 2014:

- I. Stability & Security
- II. Work Life Balance
- III. Education Opportunities
- IV. Utilization of Skill Set & Experience
- V. Training
- VI. Motivation
- VII. Flexible Hierarchies
- VIII. Mentoring

Consider these benefits of hiring a more seasoned professional:

- More life experiences leading to more wisdom and know-how
- Have a developed skill-set, can easily apply multitude of skills quickly in work environment
- Less likely to require emotional motivators, more emotionally developed and stabilized
- Require less hand-holding, reassurance, checking in, constant contact and feedback
- Require less training, already know how to handle themselves in professional environment

Changes & Trends

Shifts in demographics are a huge change for candidate drivers and the workforce. In addition to Baby Boomers exiting the workforce at a rapid rate, the latest census results substantially confirm that the global ethnic makeup of the workforce is changing at a rate faster than anyone has anticipated.

Diversity

Census data tells us that by 2050, there will be no racial or ethnic majority in the United States, and North America and Europe are only expected to produce 3% of the world's new labor force over the next 10 years.

Minorities are the fastest growing part of the labor force.

- By 2014, white men will only be 43% of the labor force with woman and minorities making up 57%
- Hispanic labor force is projected to grow 34% by 2014
- Asian labor force is projected to grow 32% by 2014
- African American labor force is projected to grow 17% by 2014

Companies with an inclusive workforce have shown reduced costs associated with turnover, absenteeism, and low productivity – this continues to become a growing driver for candidates.

Inclusive work teams have a broader base of experience from which to draw when problem solving. This presence of varying views creates a higher level of critical analysis, increasing creativity, innovation, and revenue.

However, we still see some demographic issues in today's labor force that we did ten years ago.

According to Americanprogress.org, minorities and women only represent about 14.5% and 18% of corporate boards among the senior management of Fortune 500 companies. Additionally 41% of companies do not have an executive-level employee in any of the following demographics: African American, Hispanic, and Asian.

Talent & Worth Gap

According to a survey by Manpower, as much as **31%** of employers find it difficult to fill positions because of a talent shortage in their market.

A recent study by Bryant & Stratton College and Wakefield Research reveals an alarming perception gap between what candidates believe to be worth and how they are viewed by potential employers.

The study, which surveyed U.S. adults age 18 to 34, found that 80% of workers believe they are “job ready and possess the skills, experience and education needed to advance in their desired career path or obtain their next job.”

However, nearly half (40%) of employers nationally said that most entry-level job candidates lack the basic skills necessary to fill open positions.

Additionally, while only 16% of job candidates surveyed found critical thinking and problem solving to be crucial skills for career advancement, 93% of employers found these skills to be weighed more heavily than others when assessing potential candidates, above academics and credentials.

Becoming knowledgeable about turnover rates and employee retention can alleviate the costs associated with poor performers. It can cost up to a third of a new hires’ salary to replace them. According to “Hiring for Attitude” by Mark Murphy, as much as 46% of new hires will fail within the first 18 months on the job.

Clear communication between hiring managers and recruiters can reduce the risks associated with an under-performer.

Increasingly Global Talent Market

Economic development, integration and mobile strategy have all allowed for a more global workforce than 10 years ago, according to Ernst & Young.

A candidate trend that might be around the corner is the return migration of highly skilled workers back to their home countries as these powers emerge, according to the World Economic Forum.