



inSIDER Report:

RECRUITING in the Age of **GEN Z**

How to expertly attract, engage, and retain the most technologically advanced generation yet

SPONSORED BY

RecruitCon
The Nation's Leading Talent Acquisition Event **2019**

A Recruiting Daily Advisor Event





Powered by



inSIDER Report:

RECRUITING in the Age of GEN Z

How to expertly attract, engage, and retain the most technologically advanced generation yet

contents

I. UNDERSTANDING THE NEXT GENERATION OF WORKERS	3
II. WHO IS GEN Z?	4
III. HOW TO ATTRACT (AND RETAIN) GEN Z	7
IV. 4 STRATEGIES TO ENGAGE THE GEN Z WORKFORCE	9
V. RECRUITCON 2019	12

RecruitCon

The Nation's Leading Talent
Acquisition Event

2019

A RecruitingDaily Advisor Event

Understanding the Next Generation of Workers

Dear Colleague,

Even as employers continue to try and understand how to attract, retain and motivate Millennials, a new generation is infiltrating the workforce in increasing numbers. With the oldest Millennials now in their mid-30s, it's time to shift the focus on Generation Z, which can be defined as those who were born between the mid-1990s and the early 2000s.

Believe it or not, 55.6% of companies are already targeting the Generation Z cohort. But in order to be successful in doing so, employers must understand the generational traits distinctive to Gen Z and recognize their unique values in order to attract top talent.

In 2017, there were five generations in the workforce, and as technology and medicine advance, at some point in the not-too-distant future, you can expect to work with up to seven different generations of workers. But if you want to build a cohesive workforce that works well together as a team, understanding Gen Z is key. Most members (62%) of Gen Z say that they anticipate having a workplace issues with the older generations of workers. So, in order to avoid future conflicts, it is imperative to understand how this new generation of workers function.

In this special Insider Report, we're diving head first into everything Gen Z – who they are, what they believe in, and how they view the world. Understanding the beliefs of this new generation will not only help you to secure top talent, but it will change the way you view your recruiting strategy and the future of your workforce.

Sincerely,



Chris Ceplenski

Managing Editor, HR Media & News
BLR[®]—Business & Legal Resources
Simplify Compliance • Drive Success
BLR.com

Recruiting Daily Advisor Sources:

recruitingdailyadvisor.blr.com/2017/10/working-company-soon-gen-z/

recruitingdailyadvisor.blr.com/2018/06/generation-z-understanding-next-generation-workers/

recruitingdailyadvisor.blr.com/2019/02/how-to-attract-and-retain-gen-zs-give-them-a-path-not-perks/

recruitingdailyadvisor.blr.com/2018/06/4-strategies-engage-gen-z-workforce/

Who is Gen-Z?

Membership in Gen Z requires a birth year from the mid '90s to the late '00s, which means the oldest members of this generation have already started entering the workforce. And while members of Gen Z and Millennials share some traits, Gen Z does not mirror the preceding generation.

A study by CNBC that finds 69% of Generation Z members actively avoid advertisements. So, if you're looking to capture the attention of Gen Z, you'll need to find new ways to integrate your content into the digital experience, as opposed to disrupting it.

Gen Z workers are vastly different from their Millennial counterparts, and because of this, HR professionals and hiring managers need to keep this in mind when attracting and retaining the next generation of workers.

So, what sets this generation apart from the others?

DIGITAL NATIVES

Generation Z was born with technology at its fingertips. Unlike Millennials, who witnessed the birth of the Internet, Gen Z has been accustomed to accessing everything and anything instantly with the touch of a button or the swipe of a finger.

Not only are these stats important to keep in mind when recruiting and retaining workers, but they're also important to consider when conducting business. When you start thinking about the next generation of customers, you'll want to keep these stats in mind.

Consider these statistics

59%

of Gen Zs say they have purchased something through a mobile app.

over 50%

of Gen Zs say it's easier or more convenient for them to talk digitally vs. face to face.

77%

of Gen Zs say they've relied on technology to help them achieve a personal/professional goal.

85%

of Gen Zs say they've used social media to learn about a new product or service.



With that being said, technology vastly drives Gen Z workers. Generation Z employees are higher tech, more diverse, more experimental, and prefer customization over any other generation.

GLOBALLY CONNECTED

Advancements in technology allows everyone to stay connected, whether its via phone, e-mail, Skype, or social media, and Gen Z is no exception. However, what sets Gen Z apart from other generations is

the fact that Gen Z is more globally connected than any previous generation.

Geographies are shrinking due to technology. While there are physical borders that define countries, these borders are nonexistent to Gen Z. Being able to communicate and interact with individuals all across the globe, Gen-Zers have more in common with people their own age than any other generation, anywhere in the world.

Because Gen Z workers were raised on global interaction, they want a workplace that's just as diverse as they are. We expect to see Gen Z workers flock to companies that offer the diversity they crave, and any employer that doesn't jump on the diversity bandwagon is doing itself a disservice. And justifiably so: Diverse workplaces open employees to different cultures, unique experiences, and different ways of thinking, which will greatly impact a company's bottom line.

BEHAVIOR-BASED INNOVATION

Not only has technology helped to break down global barriers, but it's also changed the way we innovate. In the past, we've thought of technology and inventions in a tangible sense – think of wheels, cars, televisions, and smartphones. But, in light of all the technological advancements, innovation has become behavior-based, not tangible.

For example, since the creation of smartphones and tablets, innovators have developed app-based technology that changes the way we communicate, shop, learn, and more. Facebook, Amazon, Uber, and other cloud-based apps are all

91%

of Gen Zs say technological sophistication drives their interest to work at a company.

77%

of Gen Zs say that a company's level of diversity affects their decision to work there.

75%

of Gen Zs say they would be interested in a company where they could have multiple roles within one place of employment.

62%

would rather customize their own career plan than have the organization lay one out for them.



behavior-based innovations that are taking the place of old-fashioned, tangible inventions. Because of these new behavior-based innovations, our expectations have changed, as well.

Do you remember what life was like before smartphones? For Gen Zs, many will be unable to answer this question, as they've been raised to do everything through mobile technology. This doesn't make them entitled either – this is just the reality of future generations.

“ Because Gen Z workers were raised on global interaction, they want a workplace that's just as diverse as they are. ”

Think about this – children these days won't remember a time before drone deliveries and instant access to web purchases, and because of this, they'll expect drone deliveries in the future, or they'll expect something even bigger and better to take its place. And let's face it: With the rate technology is constantly changing, there will always be something bigger and better to blow our expectations out of the water.

For now, we need to be better equipped to meet Gen Z's growing expectations, especially where technology is concerned. If your company isn't offering the technology Gen Zs crave, or isn't innovative

enough to appear on Gen Zs' radar, you can forget about them working for your company.

PRACTICALITY AND STABILITY

Among the biggest differences between Millennials and Generation Z are their levels of practicality and desire for stability. Members of Gen Z grew up during the Great Recession and watched firsthand as their families struggled to cope with unemployment and frugality. It has had an impact. When responding to the 2015 Adecco Way to Work survey, more than half of Gen Z members listed student loan debt as a major contributing factor in their education and career decisions.

Despite looking out for their finances early, Generation Z members are willing to forgo a higher salary for job stability and career growth opportunities. Members of Gen Z are driven to succeed and look at each position as a stepping stone to a more fulfilling career. Generation Z does not mind doing some grunt work if they feel they are gaining experience.

However, companies should not expect them to stay around for too long. An overwhelming 83% of current students believe they should stay at their first job for three years or less, according to the Adecco survey.

Like Millennials, Gen Z members clearly are not afraid to jump quickly from company to company in search of the best possible opportunities. But three-quarters of Generation Z indicate they are willing to start at the bottom.

WORKPLACE DIVERSITY

Generation Z is the most diverse generation yet; its makeup is 56% Caucasian, 24% Hispanic, 14% African American, and 4% Asian. For members of this generation, cultural differences are not only accepted, but also expected in life and in the work world. For many, the United States' first black president was the first president they can remember. And same-sex marriage and other equality movements are ingrained in their upbringing. ■





How to Attract (and Retain) Gen Zs

START WITH A SHIFT IN PERSPECTIVE

It should come as no surprise that the benefits and perks you offer matter when it comes to attracting and retaining talent. But employers often overlook how they deliver them. Shifting your perspective accordingly is a great opportunity to stand out.

Candidates in every generation—shaped by the period in which they grew up—harbor a different attitude towards the employer-employee relationship. Ultimately, when it comes to employee benefits and perks, people want access and flexibility. So, to better attract (and retain) Gen Z, take steps to personalize the benefits experience. Your existing employees will thank you, too.

Consider this - Millennials alone span a 15-year range in age. On one

end, you have people who have just gotten acclimated to post-college life. On the other, they are married or already parents of young children—perhaps even starting a college fund. These are hugely different, often-ignored contexts.

Examples include paying off student debt, buying a home, starting a family and college fund, saving for retirement, or caring for an aging parent. Benefits should reflect and serve the needs of everyone. A future-proof strategy to do so will provide flexible options to support multiple life events—as these will naturally change in priority for each employee over time.

GIVE GEN Z A PATH, NOT PERKS

By thinking in terms of life events, your investment in benefits becomes an investment in your

employees' ability reach important milestones. Frame it this way. Because of their age during the Great Recession, it's not unreasonable to imagine Gen Zs having had financial conversations with parents

Top Talent Tip

To better serve all employees, try swapping the convention of generational "segments" for life events. Ask yourself, "What are some common scenarios my employees might be going through during their tenure?"

or other family members sooner than their Millennial siblings. The U.S. Federal Reserve estimates that there's currently \$1.48 trillion in outstanding student loan debt. According to some experts, 46% of Gen Z is personally worried about it.

That's a significant amount—don't overthink it. Consider offering student loan repayment options as an alternative to the status quo of 401(k) or 403(b) contributions but recognize that messaging matters. Offer a path to something tangible and top of mind like getting debt-free.

"Help them take full advantage of the benefits you are offering, and provide guidance to help them reach their next milestone, not just the one at hand."

“ 17% of employers already offer education toward preparing for life events like saving for college, getting married, purchasing a home, or having children.

Top Talent Tip

Providing complementary education is a great way to take this a step further. Pair direct student loan repayment support with financial or investment literacy courses. 401(k) is still important for employees to think about, even when they might be focused on loan repayment. Similarly, purchasing life insurance can be a better investment when you're younger.

Illuminating a path to reaching these sorts of life milestones—through education and more personalized benefits—is a powerful way to engage employees of all ages, including Gen Z.

TURN INSIGHT INTO ACTION

There is an immense amount of research on Gen Z already out there, and the absolute worst thing you can do is ignore it. With that in mind, remember it's not just about drawing conclusions around adding flashy new benefits and perks Gen Z might want.

Whether it is Millennials, Gen Zs, or whoever comes after, refreshing your approach to designing a benefits strategy can go a long way in terms of making your company a unique and attractive place to work for the long haul. ■

Top Talent Tip

As you learn more about a new generation of talent, look beyond the "what" of benefits and perks to include "how" they're actually being delivered.

To Summarize

-  Focus on thinking in terms of life events that employees are likely to consider important.
-  In taking steps to personalize a benefits experience to match, help employees see a clearer path to reaching the life milestones that matter most to them.
-  Double down and invest in education to help employees take full advantage of the benefits you end up offering, as well as recognize your commitment to their future.



4 Strategies to Engage the Gen Z Workforce

1 **LEADERSHIP** *Trade Sage on the Stage for Guide on the Side*

When it comes to performance, Millennials and Gen Z workers are identical in their beliefs that in order to be successful, you must have constant feedback. Unlike Baby Boomers, who are more comfortable with the annual performance review, and Gen Xers, who are OK with routine check-ins, Gen Z workers are accustomed to immediate feedback based on their technological upbringing.

You can attract and retain Gen Z workers by implementing “self-reviews.” Self-reviews allow workers to critique their performance before bringing it up in a more formal review setting. Because Gen Z workers tend to be more critical of their own work, you’ll get more honest and candid feedback from a self-review than the more formal, annual review process. By implementing this process, you’re turning your leadership team into “coaches.” Managers will be able to affirm their direct reports’ weaknesses and encourage their strengths, similar to how coaches manage their teams.

2 **COMMUNICATION** *Think Like a Wise Man, but Communicate in the Language of the People*

Each generation has a different preferred method of workplace communication. Baby Boomers prefer more formal, direct methods through e-mail and text. Generation X prefers informal, flexible conversations through e-mail, text, and Facebook. And Gen Zs and Millennials prefer informal, authentic communication through a

variety of platforms that allow real-time, quick responses.

To attract and engage Gen Zs, you'll want to curtail your communication methods to what appeals to them most. If you're trying to recruit Gen Z through social media, you may be better off using Snapchat than Facebook. If you're thinking of calling Gen Z candidates to tell them they got the job, you may want to consider sending a text message instead of making a phone call. Video is also a great way to engage the Gen Z workforce.

When it comes to recruiting, video is the future. 93% of Gen Zs say they visit YouTube at least once a week, and 54%

visit the site multiple times throughout the day. Turn into graphic? If you're trying to attract Gen Z, video is the clear way to go.

It may be difficult to convey your company culture, but by showcasing a "day-in-the-life-of" video of your workforce, you're showing potential candidates what it's like to work for your company. With Gen Z being the most technologically savvy, this is the best way to get this generation interested in your company.

If you haven't caught onto the sentiment already, Gen Z is the most technologically savvy generation that you'll employ. This is the first time in history where the emerging

3 REVERSE MENTORING *Iron Sharpens Iron, and One Man Sharpens Another*

generations have skills and knowledge that previous generations don't have. In light of this, many older workers may benefit from working with Gen Zs and Millennials, as the younger generations may be able to pass along the skills and knowledge, they've been accustomed to. Jenkins refers to this as "reverse mentoring."

All generations can benefit from reverse mentoring, as everyone will be able to learn from one another.



Tips for conducting reverse mentoring

- ✓ Make a list of five things you don't know but need to know.
- ✓ Identify one or two things that you are most likely not to learn on your own or during your course of work.
- ✓ Identify someone to mentor you.
- ✓ Clarify where to meet, frequency, expectations, etc.
- ✓ Prepare by identifying a set of questions. (Ask naive questions.)

4 WORK STYLES

Work Hard, Play Hard or Work Smart?

Now that you know how to engage Gen Z through leadership, communication, and reverse mentoring, the final stage of engagement involves Gen Z's work approach. Every generation is vastly different in its style of work. Baby Boomers are under the notion that loyalty should be rewarded and, therefore, stick with companies a lot longer. But Gen Xers think that work is a means to an end, and if they work hard, they should be able to play hard.

With Gen Zs and Millennials, they take a vastly different approach.

It's no secret that Millennials and younger workers job hop. If Millennial and Gen Z workers are unhappy with their current role, they won't think twice about finding a company that meets their needs.

Think about your employee experience just as you do your customer experience. If you handle your workforce the same way you'd treat your customers, your employees are more likely to stick around. When customers are satisfied, they stick with

your product or service longer, and the same can be said about employee experience.

Material employees, those that treat their workforce like a product rather than people, will see a large decline in employee satisfaction over experiential employers that treat their workforce like customers. The end goal should be to shift Generation Z's relationship with work from feeling like a material purchase to an experiential purchase. ■



RecruitCon

May 8-10, 2019 | Austin, TX

November 15-16, 2019 | Nashville, TN

BLR[®]
EVENTS

THE NATION'S LEADING RECRUITING EVENT

**TAKE \$50 OFF
WITH CODE
"GENZINSIDER50"**



When it comes to recruiting talent for your organization, the competition is fierce and the stakes are high. So how can you make sure your recruiting strategy stays ahead of the curve so you can land the best candidates? RecruitCon 2019 will arm you with the tools and tactics you need to streamline hiring processes, sharpen interview skills, increase retention rates, and more!

- Learn how to leverage social media to get in front of the best candidates
- Understand how to use talent KPIs to measure and increase the success of your efforts
- Discover how you can yield more qualified interviews using Ideal Search Strings, Calendar & Text Expander Tools, and other LinkedIn features
- See how you can use text messages to screen more job candidates and market employment brands
- Uncover the nuances of targeting specific demographics, from college students to women leaders to veterans

LEARN MORE AT RECRUITCON.BLR.COM OR EMAIL US AT EVENTSALES@BLR.COM