MILLENNIAL
ATTRACTION GUIDE

Attract and retain this skilled generation to your organisation

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Introduction

There is much to be said about millennials. In the noughties when they first stepped into the workplace the media portrayed them as job hoppers, lazy and even narcissistic.

Fast forward ten years and this generation have now become a force to be reckoned with. Millennials have showed themselves to be loyal, hardworking and willing to take more sacrifices for their career than previous generations – busting those earlier myths. They are the technologically savvy generation with a set of skills and characteristics that build and encourage organisational change, growth and innovation.

Deloitte have predicted that by 2025 millennials will make up 75% of the global workforce. Organisations may be reluctant to evolve and decide to turn a blind eye to the millennials workplace reformations, such as flexible working hours and a push for an embracive culture, but this may not be possible. With the forecast that Generation Y will dominate the job market within the next decade, unemployment being at its lowest since 1975 and the skills shortage the UK faces, organisations must act imminently to attract and retain millennials in order to sustain their growth and not fall behind the competition.

Millennials are taking their first steps into management and delivering a wealth of skills that are missing from the rest of the workforce. Make sure you don't miss out on recruiting this vital talent pool.

Our Millennial Attraction Guide reveals what millennials really want from an organisation and breaks down how you can engage, entice and increase a skilled and loyal millennial workforce.

Meet the millennial

Every generation is different but as millennials are the first to grow up alongside technology in a diverse, embracive culture, their skills, values and career aspirations are specific to them.

We spoke to our millennial candidate pool to find out what they really look for in an employer. Are you offering what they ask for?

The agents of change

90%

think companies need to be forward thinking when it comes to technology

The tech generation

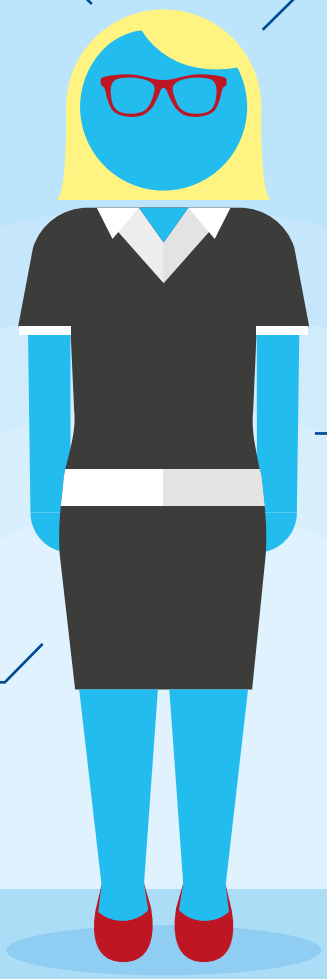
77%

say technology will benefit their role and are keen to upskill in this area

They're on the move

54%

are looking to apply for new roles in the next 3 months



Career progression and salary are both on the millennial wishlist

Career progression was said to be more important than money in a role and the top factor when looking for a new position. Salary however was the 2nd factor for job hopping and was the most important element of a working environment. A higher position with a higher pay bracket goes hand in hand.

They want to know they're valued

Informal praise, career development and formal recognition are the key ways to keep employees motivated at work.

70%

would also go to a company that were renowned for looking after their employees over a financially successful organisation.

They're always watching

When scoping out a new role and potential new employer millennials will look at:

The company website
75%

LinkedIn
19%

Glassdoor
18%

...and even social media accounts to really find out about their possible future employer.

*Survey results collected from 1,500 candidates

Five tips to attract millennials into your organisation

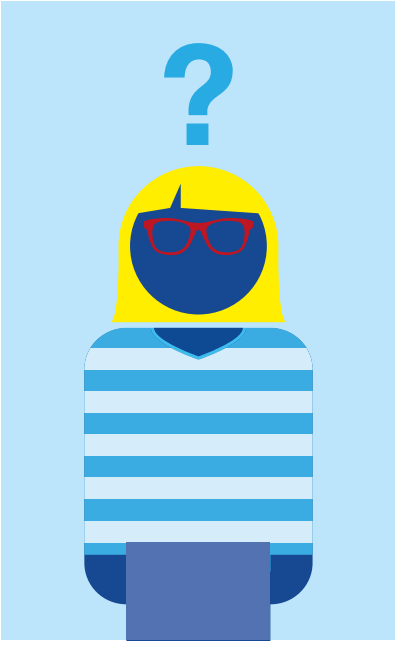
With digital innovation, fresh ideas and alternative mindsets, millennials are paving the way for a new workforce.

They are the generation that know how to market themselves and they also know what they are looking for in an employer. It's time for organisations to review how they're perceived and become an attractive prospect for millennials.

1 Reputation management

In today's world the internet holds a wealth of knowledge. It is also a platform where people can share their opinions on most topics, including past and present employers. Try as you might to create a positive culture within your company, if negative press is published online your good efforts will be over ridden by public opinion.

Review your business on websites such as Glassdoor and Indeed, these are SEO heavy so are likely to be some of the first links that potential candidates will see when they search for your company. You need a clear, consistent company policy to encourage good reviews so that millennials receive a great first impression of your digital footprint. It also shows that you care about your emloyees, which in today's environment is rare!



2 The job

Being honest about the role you have on offer. This does not mean that you have to make a position boring or monotonous. The role itself is important to a candidate, they need to know what they will be doing, but there are more factors that need to be addressed when attracting millennials.

Put yourself in their shoes. It may be worthwhile to research job descriptions and see what type would make you want to apply. What makes the role and company stand out to you? Is it the location, team, culture, the offices themselves or career development? Think about what attracted you to your current company. This could be the same reason why a candidate would want to work for you too.

Remember money isn't everything to millennials. They want a career that makes a difference, being a driver of change in a forward thinking organisation. Be sure to highlight this when advertising the position and during the interview.

3 Benefits speak louder than words

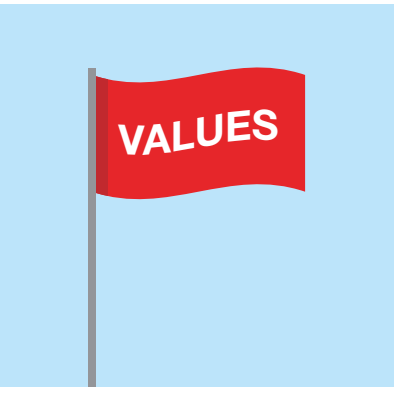
Employees spend most of their week in work with their colleagues, more so than their own home. Offering staff benefits and rewards can counteract the time spent away from family and friends as well as creating a positive work environment where your employees feel appreciated and valued.

The notion of flexible working is one that many look for when job hunting. People want to feel trusted enough by their employer to work from home or be given flexible hours. To offer these benefits will speak volumes to potential candidates. Subsidising travel costs, covering gym memberships, a buy and sell holiday scheme or even a day off on one's birthday can take a person from reading your job description to becoming an applicant.

4 Career development plan

Career development and planning is crucial for increasing attraction and retention rates within any organisation. No matter if an employee is entering their first role or has been a manager for many years, without developing new skills, taking on more responsibilities and being offered opportunities to get higher up on the career ladder, workers will feel ignored and undervalued.

Creating a career plan will show employees how they can achieve that promotion or pay rise, the timeline in which you want them to achieve it in and the expectations of them. To not provide a clear career path within your organisation will deter potential employees as they will perceive this as a company that does not grow their workforce. In this candidate short market, be clear that you want to retain and develop employees otherwise your competitor may hire them.



5 Company values

Millennials are a generation that stand for what they believe in. Organisations should do the same. Highlight your company mission and vision and value statements. If able to, these should appear throughout a company website, on all collateral and spoken by the employers too. Values represent a business and should be how the public view them.

Be mindful though that these need to be communicated and followed throughout the business, from senior management to temporary staff, all should know, understand and work towards the same goal.

Get help from the experts

Our consultants can remove the time and resources it takes to find the candidates you're looking for. With in-depth knowledge of your local market and an exclusive pool of passive and hidden talent, our team can find the solution to your hiring strategy. Visit your local branch or our website to find out more at **www.brookstreet.co.uk**

The job description millennials will apply for

Recruiting in a job market where unemployment is at its lowest since 1975, organisations need to stand out from their competitors especially if they are looking to impress millennials. Hiring managers must start to think about what millennials are looking for as opposed to what they want from an employee in order to see an inbox of CVs.

Why they are needed

Be explicit in stating the impact they'll make if they are hired for the role. Play to the candidate's ego – who doesn't want to feel needed, especially at work? If it is a new position explain that they are free to make a difference, make the role their own. When replacing an existing employee, detail that the candidate is needed immediately and work cannot function as efficiently without them.

Who they are working with

The obligatory 'you will be working for....' is required to let candidates know about their potential future employer and whether the company is where they could see themselves. What millennials really want to know is what the team they'll be working with everyday is like. The people you work alongside have the power to make you want to leave or stay regardless of the business or role. A small description of the teams can help millennials gauge whether they can picture themselves working for you or not. This is rare to find within a job description but can make your role and business stand out amongst a sea of adverts, increasing the likelihood of an application.

What they will learn

When writing a job description it's crucial to state what the role will entail, providing as much detail as possible so you receive relevant applications. Explain what skills will be utilised and developed, what training will be provided (both in-house and external), qualifications that can be awarded and even label the programmes that they will use.

The benefits

This can be overlooked but it is important to highlight what an organisation gives back to employees. It is human nature to want to be acknowledged or thanked for achieving success. Quarterly and team events, fundraisers, gym memberships and travel loans are all perks that millennials look for when applying for a role.

Show your personality

Don't be afraid to show your company's personality. It can be difficult to sense what a company is truly like from a job description even when it is detailed. If you are a start-up that thrives off innovation show your creative enthusiasm. For a family run business, bring the sense of community and looking after one another out when writing about yourselves. It's the only opportunity you get to sell yourself to potential applicants, so don't shy away from showing the real you.

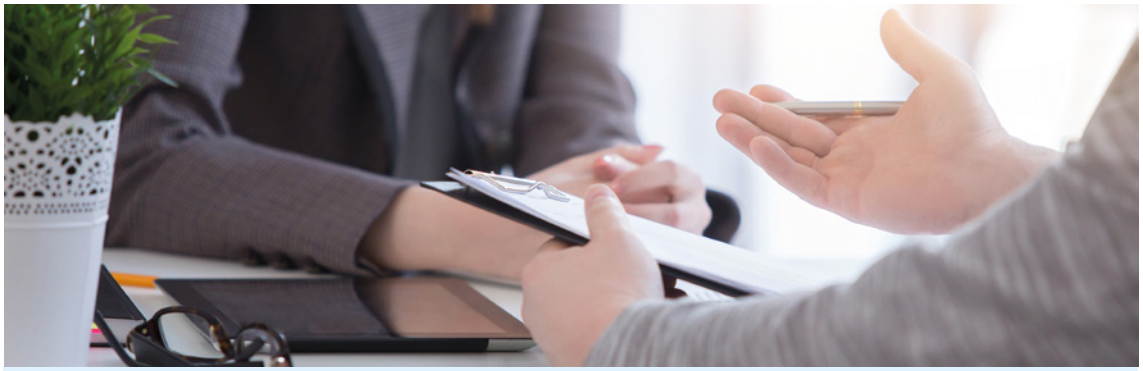
It's your opportunity to stand out

A job description could be your single chance to impress and excite the candidate market, be bold and stand out to attract millennials. Our consultants can help you entice your candidate pool, visit your local branch or our website to find out how **www.brookstreet.co.uk**

How to interview a millennial

Interviews are an opportunity for both the interviewer and candidate to determine whether or not this is the position and organisation for them. Millennials have different work requirements and specific career drivers compared to their generational predecessors, Gen X and Baby Boomers.

Our questions below can help you find out whether your interviewee is what you've been looking for whilst also making you appear an attractive company for a millennial to be employed by.



What do you expect to get out of the role?

This will clarify that they understand the role being offered and that they genuinely want it. Millennials are ambitious and strive to make their mark so you can expect an answer that includes training, upskilling and career progression. If they are unsure it could be a sign that this position is not right for them and their want for the role is not there.

What are your career goals?

Taking interest in the candiate's goals will show your interest in their career and whether it's in line with the wider company strategy. This is very important for millennials as it reflects your want to know their wider vision and how you can support them.

How do you like to receive feedback?

This question is great for both parties and one millennials will appreciate. The interviewee will see that to join the company they would be treated the way they wish to be and can work together with their manager to get the best from them. This is your opportunity to find out whether your working styles match or not.

What is your ideal work environment?

Office culture can hold a huge influence on a millennial's tenure at a company. If the culture they are looking for matches yours then you are in a strong position to hire a loyal employee. They may also talk about flexible working; does your company offer it? If so, let them know as you will become more desirable but if you don't, be honest as it might not make that much difference to the interviewee in reality.

If I looked in your fridge right now, what would I find?

Always throw in a wildcard question. This will lighten up the interview as well as highlighting traits that might not surface through other interview questions. The response to what they have in their fridge for example can reveal more about the interviewee's character and whether they are a good planner.

If you wanted to find out whether your potential employee is creative and a team player for example, asking the question 'what would your autobiography be called?' can reveal this – it may also reflect their level of self-confidence and outlook on life.

The secret to retention

No business likes to see their employee leave, whether it is through the organisation's decision or the employee's own omission, the impact makes waves across a company.

It could create a domino effect or leave a bitter taste in current employee's mouths, even circulate bad PR. The skill-short market is another concern when a talented member of staff resigns, how will the void be filled? The cost of hiring of a new employee is on average £30,000 according to HR Review; an expensive risk to take, especially if training is required.

Attrition is inevitable and concerns over millennial's infamous job-hopping ways may raise alarms, however, you can increase retention with a few simple tricks.

Tighten up the onboarding process

TLNT, the human resource news hub, revealed that a third of new starters leave within the first six months of being employed. This is due to a number of reasons including being overlooked, taking on a role that was different to the one advertised and being left without support. These first few months are the most important for an employee to embed themselves within a company or make the decision to leave before probation is over.

Are you covering the onboarding basics below with a new starter?

- ✓ Clarifying the role and its responsibilities from the interview stage
- ✓ Setting clear KPIs to be achieved to pass probation
- ✓ Creating a routine – scheduling weekly 1-2-1's, same time, same day, same place
- ✓ Explaining where they fit within the company
- ✓ Highlighting why their role is important
- ✓ Arranging a team lunch in a new starter's first week
- ✓ Informing other departments and introducing new starters to the business
- ✓ Being approachable and reiterating that asking questions is only a positive action

Trust your employees

You trust your employees; you wouldn't have hired them otherwise. This matter of trust does not relate to their moral compass, it's based upon their capability to work efficiently when not in the office under the watchful eye of their manager.

Many a debate has been conducted surrounding working from home and flexible working policies and whether they should be incorporated into businesses or not. Regus, the global office supplier, found that international companies that allowed flexible and remote working achieved both an increase in productivity and revenue – not to mention staff attraction and retention.

Technological advancements have made remote working an achievable task and millennials are favouring organisations who do so. It might be time to test your faith in your employees and let them out of the office in order to keep them in your company.

Reward them

When a new employee is hired they are happy and grateful that you chose them out of a sea of candidates. Remember it is a two way street, reward them for wanting to work for you too. More companies are offering benefits that attract job seekers and retain the current workforce, from free food and drink to subsidising certain costs. These are all part and parcel of showing employees their value and your appreciation.

General company benefits aside, TLNT reported that 35% of UK workers they interviewed stated they would start to look for another role if not offered a pay rise after 12 months. Employers cannot afford to forget rewarding the hard work their team has done for them. If overlooked and not acknowledged your talent are likely to look for a company that will.

Don't get complacent

The reality is that employees will leave an organisation, and sometimes the reasons why cannot be solved by the current employer. This fact should be accepted but not pave way for a company to ignore their retention rate or simply say, 'it happens, we'll find someone else.'

A company that acts in a nonchalant manner towards their staff's loyalty will tend not to invest as much time and training into building their employee's skill set – why would you if they're going to leave? This will be evident across the work floor and could create a vicious circle of employee's leaving due to management not believing their staff will stay. Break the chain and review your current retention rate, offer exit interviews to find out why and whether something could have been done to halt a resignation.

Millennials are not as fleeting as people may assume. The above tips can achieve an increase in employee satisfaction at work for Generation Y, X and even Baby Boomers. Organisations cannot afford to bury their head in the sand when it comes to retention, a solution can be found.

The attraction and retention checklist

Marketing your organisation

- [ ] Digital footprint check
- [ ] Promotion of CSR
- [ ] Define and showcase oraganisation values

Job description

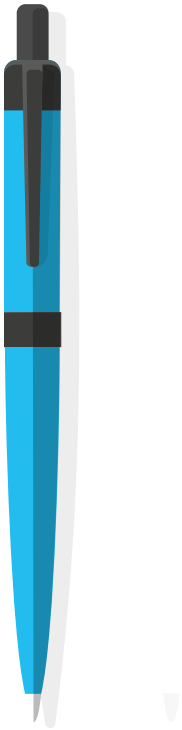
- [ ] Does the description explicitly state the role?
- [ ] Has the company personality been reflected?
- [ ] Has the team culture been discussed?
- [ ] What are the company benefits, outside of financial reward?
- [ ] Would you apply for the role if you read the job description?

The interview

- [ ] Reiterate what responsibilities will be undertaken
- [ ] Ask what they think the role entails
- [ ] What are their career goals?
- [ ] What are they looking for from an employer?
- [ ] Throw in a wildcard question

Retention

- [ ] Scheduled weekly 1-2-1's
- [ ] Feedback after every task completed
- [ ] Communication and discussion of any organisational changes
- [ ] Salary review
- [ ] Career and personal development plan



Speak to your Brook Street consultant today

At Brook Street our consultants can help you overcome the challenges of hiring millennials and start your journey to attracting and retaining them.

With exclusive access to the candidate talent pool in your local market we can help you target millennials, promote your organisation, create a sought after job description, scope out the right candidate for you through interviews and retain your employees.

We'll work with you every step of the way to find the right employees for you.
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