

Hiring Millennial Talent in 2019

A report on attracting and retaining this generation



Introduction

There are roughly 73 million millennials in the U.S. Born between 1980 and 1996. Millennials are the largest generation in the workforce, yet many employers struggle to attract and retain them.

The U.S. now has more [open jobs](#) than job seekers, and the [quit rate](#) recently reached a 17-year high. In today's tight labor market, what entices millennials to look elsewhere, and how can you keep them?

From October to November 2018, we surveyed and collected responses from more than 5,000 professionals to discover what they want, where they're looking for jobs, and why they may have one foot out the door. The first part of this report is designed to help you retain the people you already have, and the second part will help you attract the cream of the crop.



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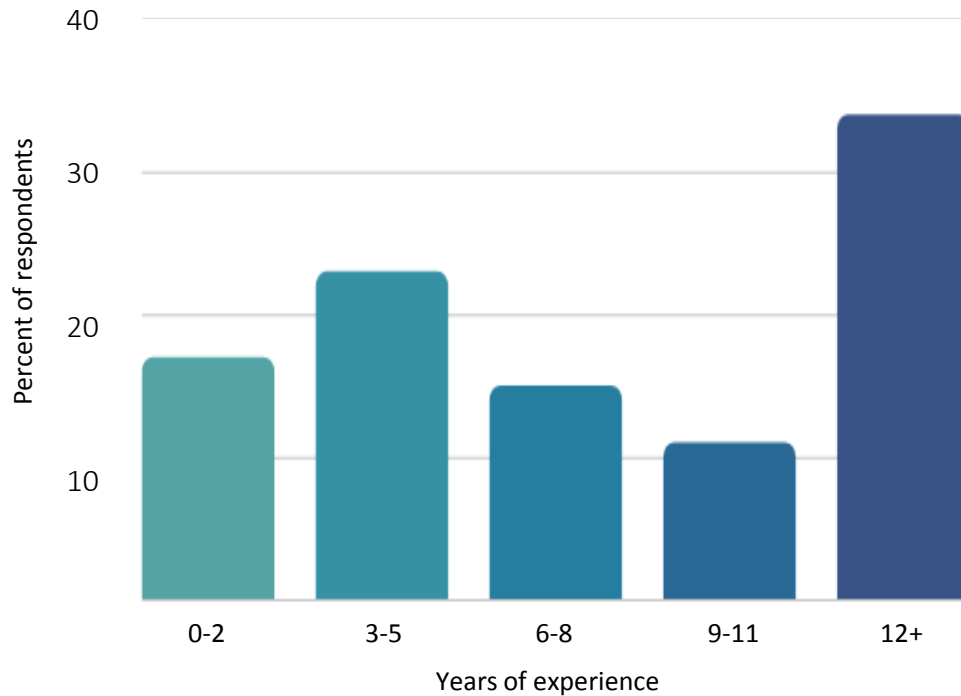
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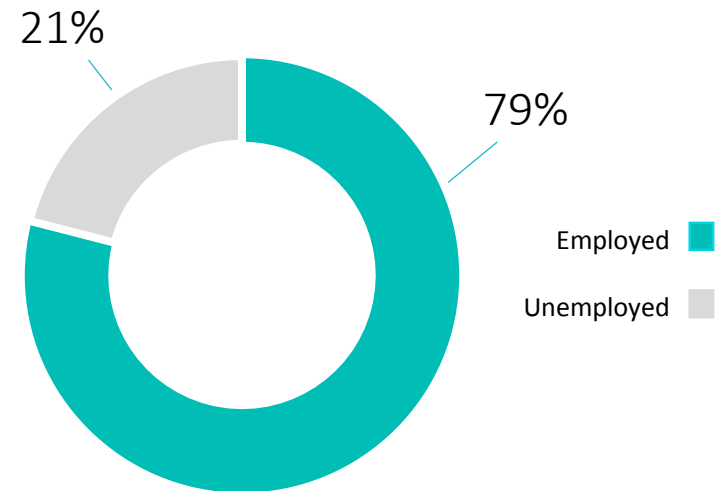
Survey demographics

LaSalle Network surveyed and collected responses from more than 5,000 professionals with varying years of experience across multiple industries. Here's the breakdown:

Experience



Employment



**Millennials were born from 1981-1996 (22-37 years old), and may have up to 15 years of experience*

Part 1: Retaining talent



Understand your audience



Understand your audience:

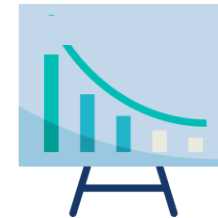
According to [Pew Research Center](#), millennials are the largest generation in the U.S. workforce. Here's a glimpse at what they want, so you can retain the best talent:

Philanthropy is losing steam



In May 2018, nearly **1/3** of recent graduates said philanthropy was important or very important when deciding which company to work for.

VS



In November 2018, entry-level respondents ranked philanthropy among the **bottom 3** factors when deciding what company to work for.

added insight:



According to [CNN Money](#), transparency is key for younger generations in the workplace. “Vision from leadership that clarifies the future is appealing to millennials and can increase retention.”

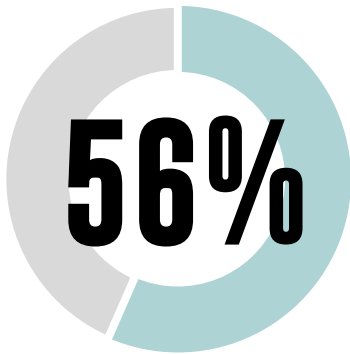
Understanding millennials

Here are the top 3 factors entry-level respondents want when evaluating a future role, according to our study:

#1 Compensation

#2 Work-life balance

#3 Company culture



According to a recent study by [HubSpot](#), 56% of Millennials and Gen Z say the top workplace attribute that enables them to do their best work is the *people they work with*.



added insight:



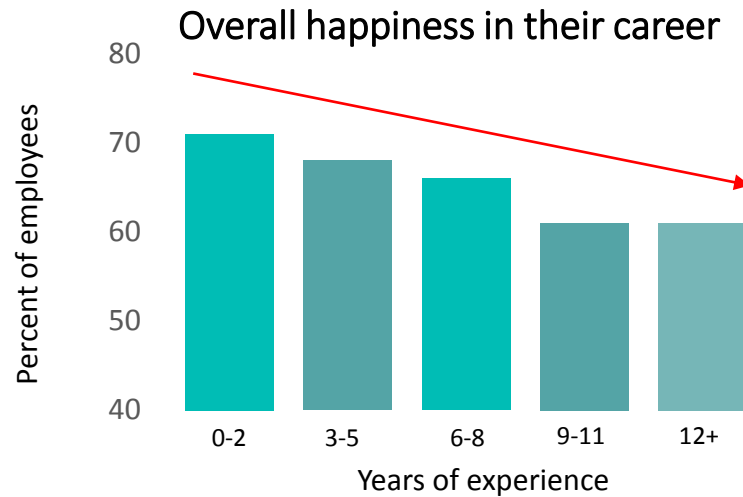
Companies with aligned cultures had [three times](#) greater stock market returns than the market average.

Are your
employees
satisfied?



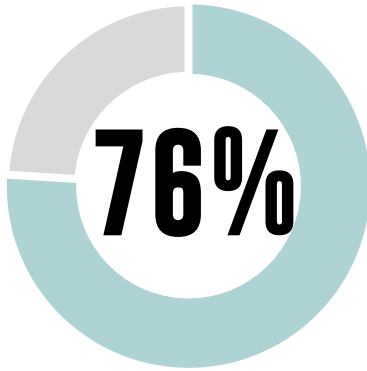
Satisfaction declines with experience

The graphs below represent the number of respondents who reported they were **satisfied** or **very satisfied** with the following measures:



Do your
employees
have one foot
out the door?





of employees are **open** to new opportunities, according to our study



Why are they open?

#1 Seeking a new profession **#2** Looking for better benefits **#3** Unclear career path

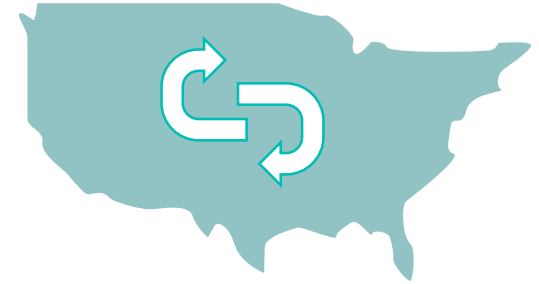
added insight:



Employee turnover is expensive. According to [Harvard Business Review](#), replacing an employee who quits costs, on average, 21% of their annual pay.

#1: Seeking something new

The #1 reason candidates are open to new opportunities is to change careers in a new industry. According to a [Gallup study](#), 21% of millennials have changed jobs within the past year in the U.S., which is more than **three times** the number of non-millennials who responded.



How can you keep your best people?

Communication is key



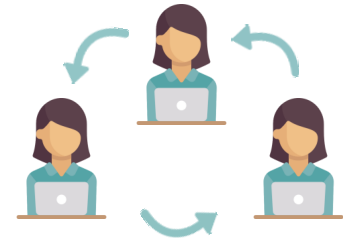
Understand if your organization offers opportunities for employees to change roles within the company. If so, encourage employees to speak up. If they are unhappy with their responsibilities or are curious about another department, they may be able to transfer internally.

Propose a test drive



When an employee expresses interest in other areas, you may be able to help them work more with that team or department. Is there a project they could take on to start to develop new skills? Can they shadow a meeting with a different team? If your organization offers it, encourage employees to take advantage.

Showcase success stories



Are there other employees who have made lateral moves, switched teams or managers? Highlight their growth in the company, even if it isn't linear or traditional.

#2: The benefits of benefits

The second reason millennials are open to new opportunities is because they are seeking a better benefits package. Here are the benefits employees want:

Help with finances



Consider offering plans to directly help with finances, like 401k plans and company matches, or student loan assistance. In addition, a casual dress code or providing food options onsite can keep costs down for employees.

More PTO



According to [HR Daily Advisor](#), more companies have been adding days to their PTO policies. Consider adding to your PTO plan to increase retention.

Flexibility



[HBR reports](#) that a majority of employees value benefits that promote flexibility and improve work-life balance. Work-from-home arrangements can be cost effective for employers and save money by lowering overhead costs.

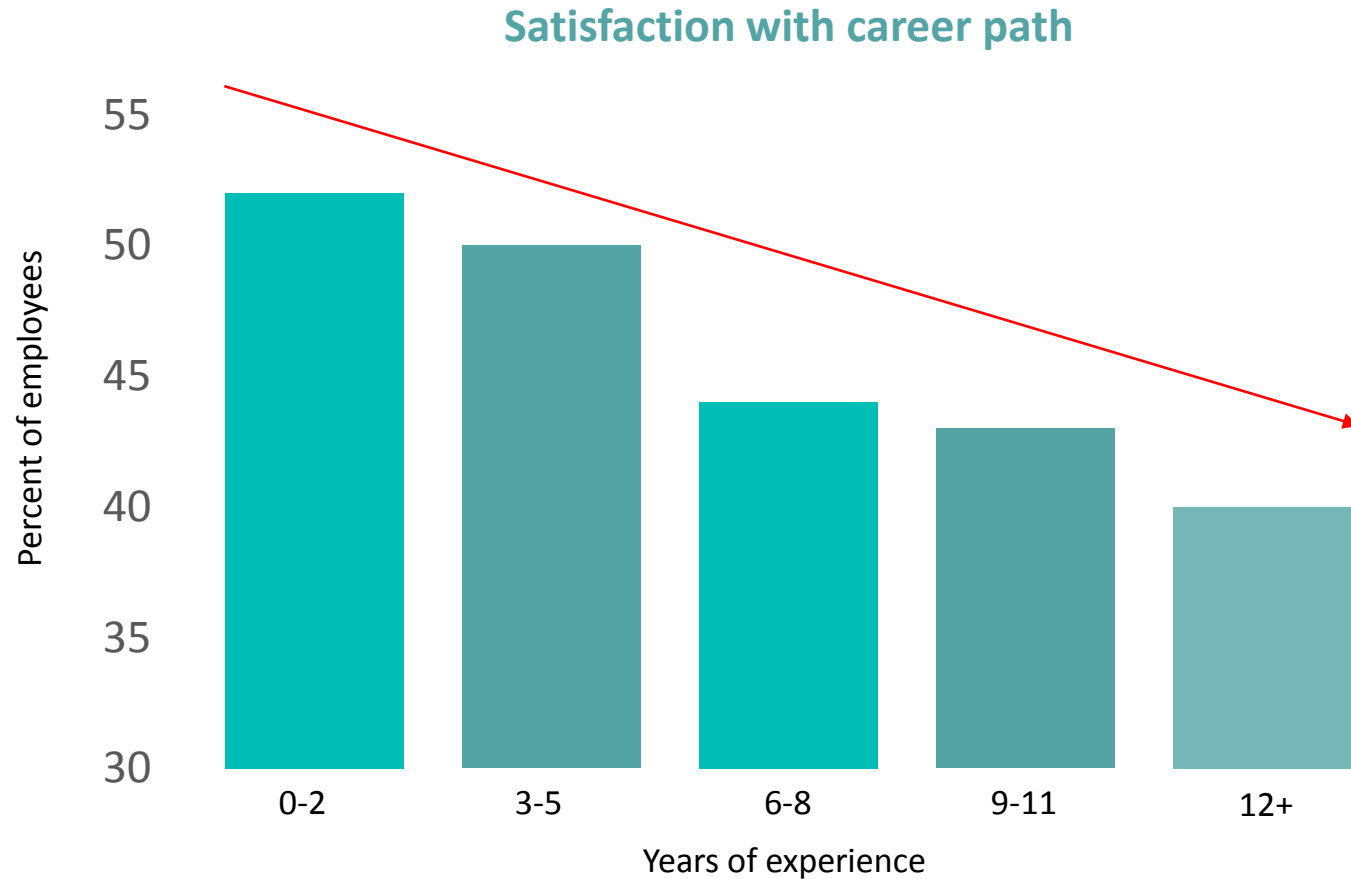
added insight:



According to SHRM's [2018 Employee Benefits Report](#), nearly 3/4 (72%) of organizations increased their benefits offerings to retain employees in the last year.

#3: A closer look at career paths

When evaluating elements of job satisfaction, career pathing ranked lowest. Here's the breakdown:



Communicate career paths

The third reason employees are open to new opportunities is because they are unclear what their career path is at the company they work for. Here's how you can communicate career paths to increase retention:

Build a roadmap



Revisit career paths with employees in one-on-one meetings. Ask where they see themselves and what their career aspirations are. What tools do they need to get there, and how can you help? Physically map out a plan with them that they can refer back to.

Identifying career paths are an important part of retention, [according to SHRM](#).

Mentorship programs



Identify who your high potential employees are, and communicate that with other managers. Then, experienced leaders in the company can mentor the next generation. Embracing [corporate grandparenting](#) can ensure managers guide their direct reports, and the layer below, as well.

Promote alternative career paths



According to [HR Dive](#), employees may hit a ceiling and feel there's no where to go but the door. Consider cross-training to expand employees' knowledge in other departments and highlight different development opportunities. Non-traditional career paths may exist outside of the employee's current group.

Part 2: Attracting talent

Where can
you find
talent?



Where to find talent

According to our survey, here are the top tools millennials use to look for jobs:

In 2018, the **#1** place candidates looked for jobs were **job boards**.

The most popular job board was LinkedIn, followed by Indeed and CareerBuilder.



Take advantage of job boards to help your organization shine. If you post a position on a job board, be clear and specific about the position and showcase your brand.



In addition, highlight people who have gotten promoted or received an internal accolade. If your organization has won awards, promote or re-promote them on LinkedIn.

The **2nd** most popular tool candidates used to look for jobs were **recruiters**.

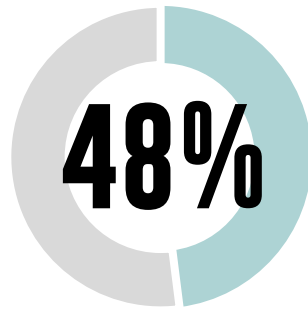
The **3rd** most popular resource candidates used was **networking**.

What do millennials want?



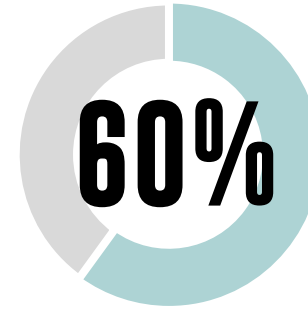
What millennials want

According to our study, the most important factor when evaluating a future role is **compensation**. In today's tight labor market, many organizations feel they need to increase base salaries to stay competitive. Our research of more than 4,000 executives showed more employers plan to raise wages in 2019:



For 2018, **48%** of employers planned to raise wages.

vs



60% of employers plan to increase wages for employees for 2019.

What are **competitive** salaries?

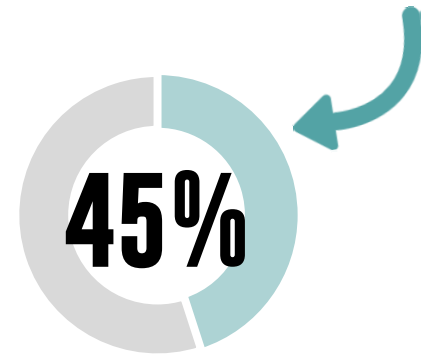
Consider evaluating data from the [Bureau of Labor Statistics](#) (BLS). BLS wage estimates are calculated with data collected from employers. Sources like Glassdoor and CareerBuilder may be skewed when analyzing salaries, because they feature self-reported data from employees.

Compensation

How do you compete **without** increasing base salaries?

In today's candidate-driven market, many organizations are paying more for top talent, but money isn't everything. Identify other motivators for your people, like **benefits**, **work-life balance** and **opportunity for growth**.

According to our study, *only* **45%** of employees are satisfied or very satisfied with their career path at their current employer. Highlight opportunities for growth and promotability in your organization to attract talent.



added insight:



According to [SHRM](#), compensation/pay and benefits are among the top driving factors of job satisfaction.

What should
you expect?



Millennials have options

With unemployment at historic lows and employees quitting their jobs at [record rates](#), competition for top talent is fierce...



More than 1/3 of candidates received 2-3 job offers in 2018, according to our survey. Below are a few ways to ensure the best candidates aren't lost to competitors:

Condense the interview process



Consider shortening or condensing the interview process. This can help limit the number of offers your best candidates receive while considering your company.

Consider a signing bonus



As an additional incentive, you may decide to offer candidates a signing bonus. In a competitive hiring landscape, this can give you a leg up on the competition.

Differentiate



Whether it's your celebrated company culture, extensive benefits package or training and development program, identify what makes your organization unique and highlight that. If your organization has won awards, showcase them!

Conclusion

Here are a few things to keep in mind when navigating the ever-tightening labor market in 2019:

1. Showcasing opportunity for growth and providing benefits employees value are key to retaining millennials.
2. In your hiring efforts, compensation cannot be overlooked. However, there are other ways to attract talent, like highlighting career paths and company benefits.
3. Candidates are using job boards like LinkedIn most often in their search. Make sure you're posting open positions to job boards with clear job descriptions.
4. With unemployment at historic lows, expect millennials to receive multiple offers.

