



IN THE BUSINESS OF YOUR SUCCESS®

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Did You Know?

Age Matters When You're Hiring

Recruiting high performers has always been top of mind for smaller and midsized companies, where each employee represents a significant portion of your workforce. Have you stopped to consider how the generation of a potential candidate influences the way they look for work? With three distinctive generations (baby boomers, Gen Xers and millennials) in today's workforce, attracting top talent requires multiple recruitment strategies.

What baby boomers bring to the workplace

Baby boomers (people born before 1965) are the largest group in the workforce – for now. Retirement is around the corner for some, but quite a few boomers are planning to work beyond the normal retirement age of 65. Yes, you'll be catching the boomers on the back nine of their careers, but if you have job openings in your organization, consider hiring from this older generation because:

- **They're experienced.** Most have decades of know-how and have adapted to a lot of change in their working lifetimes.
- **They're conscientious.** They have a strong work ethic and can be tenacious about getting the job done.
- **They're loyal.** Boomers tend to spend many years with one employer and are likely to stay with your company until retirement.

To attract baby boomers, you'll need to offer them flexibility and challenging work. Many are financially stable and are willing to earn less in exchange for a flexible work arrangement that allows them time to pursue other interests. But what really attracts boomers is the chance to do something meaningful, as well as the opportunity to learn something new.

Generation X is small but powerful

The small number of people born between 1966 and 1976 makes this generation the least represented in today's workforce – about 20%. These workers are in the prime of their careers and are looking for promotions, raises, bonuses and generous benefits. They're also keenly aware of the labor market's volatility. They watched parents and grandparents lose jobs after years of service, so they tend to be wary of too much hype.

In fact, when recruiting midlevel Gen Xers, keep your message straightforward and honest. Highlight opportunities for training and development. This generation is committed more to their profession than to their employer.

Millennials are gaining ground

Millennials (sometimes known as Gen Y) are those born between 1977 and 1994. Technology-adept, diverse, socially conscious and highly collaborative, this generation will make up 46% of the workforce by 2020. They aren't the lazy generation so often stereotyped by the media; however, they do expect instant gratification and are looking for a personalized work experience. And surprisingly, this generation places a lot of value on employee benefits.





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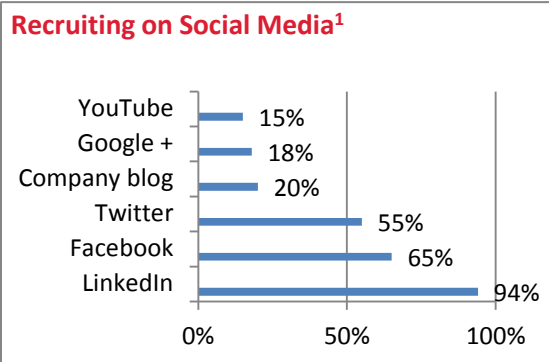
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To get and keep their attention, your recruitment efforts need to be modern, edgy, high-tech and high-touch. Like boomers, they want work-life balance and flexible work arrangements. They are also heavily influenced by their parents when it comes to making important decisions, like accepting a job offer. So keep in mind that, when you're recruiting millennials, your audience may actually be two different generations.

Reaching all the generations

No matter which generation you're trying to bring on board, the best way to reach them is through social media. Even older baby boomers are using social media to connect to their personal and professional communities.

According to a 2013 study from Jobvite, 94% of companies say they either already use social recruiting or plan to do so.¹ Where do you get the most bang for your social media dollar? No surprise, the big three are LinkedIn, Facebook and Twitter. Combined, they have over 535 million users.²



And if you really want to take your recruiting to the next level, consider adding game mechanics (e.g., video games) to your recruitment tools. Just as games are driving *customers* to your business, this same technology can help create interaction with potential *employees*. It's a way to get people interested in your company even before they become candidates. It can help you identify candidates with the characteristics and aptitudes you're seeking.

We can help you recruit the best and brightest

ADP Resource® understands how important it is for you to find and hire the right employees – no matter what their generation. Our recruitment and selection solutions offer resources from job posting tools to applicant screening services to salary comparisons. Our compliance experts can also guide you through the complex employment laws so you can be sure you're following the rules.

So, if you're planning to add to your workforce, get in touch with your ADP Resource Human Resource Business Partner to learn all the ways we can help.

¹Jobvite 2013 Social Recruiting Survey.

²Black, Tiffany, "How to Use Social Media as a Recruiting Tool," *Inc.*, January 14, 2014.