

# MONSTER MULTI-GENERATIONAL SURVEY

## Move Over, Millennials:

What You'll Need to Know for Hiring as Gen Z Enters the Workforce

### Gen Z

A new generation of workers is “adulting.”

You'd better get to know what they want—your talent pipeline depends on it.

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# ...And Then There Was Z

A new generation is about to enter the workforce and employers better start getting ready now. As the first wave of Gen Z college graduates start their search for full-time jobs, employers will find five generations working side-by-side and the face of the workforce as we know it changing radically. Today's employers need to pay close attention – employee turnover rates are returning to pre-recession levels and Gen Z will rapidly outnumber Millennials and Boomers. More self-reliant, technologically-savvy and ambitious than previous generations, Gen Z has characteristics that are extremely valuable to employers, such as their willingness to work nights and weekends (58%). The game is on for how to attract, retain and recruit this new generation.

To help employers stay ahead of the curve, Monster, together with global research firm TNS, embarked on the inaugural Monster Multi-Generational Survey. Covering more than 2,000 people, across all working generations, we took a look at just what it will take to attract this Snapchatting, smartphone addicted, video streaming generation. One thing is for sure – they're no Millennial copycats. This generation is bringing new and different career, communication, and work-life expectations to the workplace.







**Respondent ages at the time of survey:**

15-20



**Size of this generation:**

> 60 million



**Number by which Z outnumbers Millennials:**

1 million



**Percentage that are currently students:**

77%

## GROWING UP Z

**2000's**

The commercial Internet is established globally

**2004**

Facebook launched: the social era begins

**2005**

YouTube created in a garage: video comes to the masses

**2006**

Twitter launched: new conversation platform established

**2007**

iPhone introduced: ubiquitous mobile connectivity begins

**2008**

Worst economic crisis since the Great Depression

**2009**

Kickstarter launched

**2009**

Barack Obama sworn in as first African-American US President

**2009**

Affordable Care Act or "Obamacare" signed into law

**2011**

Snapchat launched: changes how people communicate

**2011**

Uber launched: enter the gig economy

**2016**

Hilary Clinton named first female presidential nominee of a major US political party



# THE GENERATION THAT'S GOING TO BRING IT

## The Entrepreneurial & Self Reliant Z'er

"Think outside the box," you say? "What box?" says Gen Z. This generation believes in creating opportunities that may not exist today. And they are not ones to sit around and wait for others to empower them.

In fact, the Monster Multi-Generational Survey reveals that this innovative, technologically-savvy group is the most entrepreneurial generation to hit today's workforce. The vast majority (76% vs. 70% across all working generations) believes that they are the owners of their career and will drive their own professional advancement, and nearly half (49% vs. 32% across all working generations) want to have their own business. According to the U.S. Census, that's more than four times higher than the current percentage of people who work for themselves!

## Hard-working and Money-motivated

Gen Z is not a generation of slackers. While career opportunities, passion and purpose do play a role in their motivation, salary plays a big role too. The data suggests that money, security and hard work go hand-in-hand with this generation. Having watched family members and neighbors lose their homes and savings in the financial and mortgage crisis of the late 2000s, Gen Z values money and security.

But they aren't looking for a free ride. In fact, Gen Z'ers expect to roll up their sleeves, and earn their cash through hard work, dedication and a "whatever it takes" attitude. The majority of Gen Z is willing to relocate for a good job (67% vs. 52% across all working generations) or work nights and weekends for a better salary (58% vs. 41% across all working generations).

## Make a Mark on the World

Although motivated by the pragmatism of money and job security, members of Gen Z also want their careers to have both a purpose and passion. Gen Z stands out as the generation that most strongly believes work should have a greater purpose (74% vs. 69% across all working generations).

This is the generation that believes anything is possible – perhaps thanks to bearing witness to some of the most rapidly adopted technological advancements in history, such as the iPhone and iPad, Kickstarter, fitness trackers and the likes of Snapchat. Many of these game-changing devices and technologies were created and developed outside of the traditional office environment, reinforcing for this generation that the barriers to starting your own business in today's tech-savvy world are few, and the rewards can be great. This is a generation on a quest to make a difference and have a positive impact – whatever path they choose.



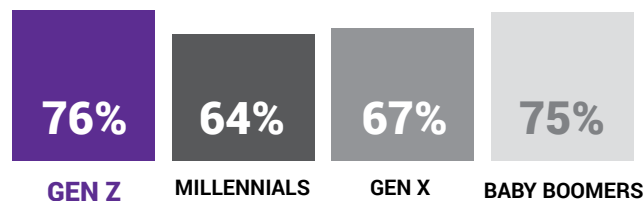




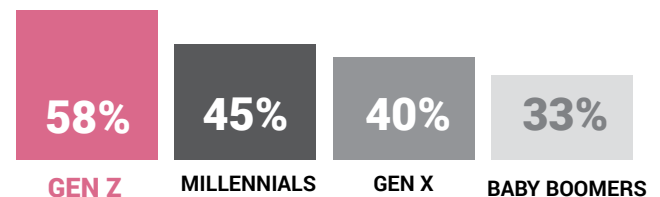
## HERE COMES GEN Z:

Here Comes Gen Z – Comparing attributes across all working generations

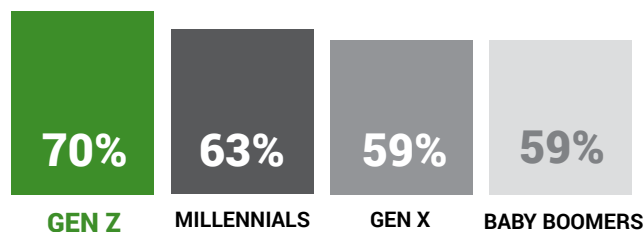
### Responsible for driving one's own career



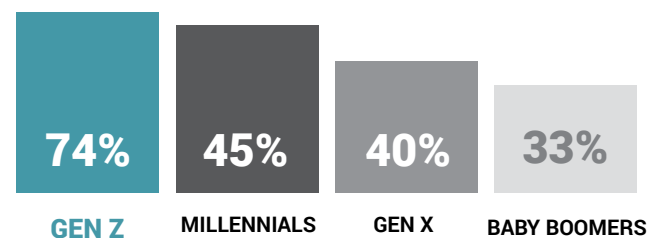
### Willing to work nights and weekends for higher pay



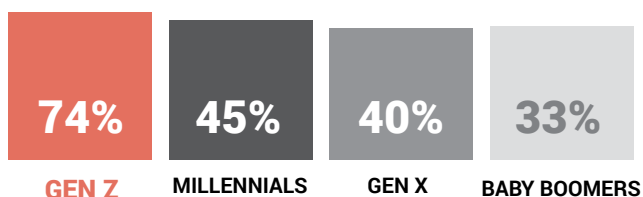
### Motivated by money



### Willing to move for a good job opportunity



### Work should have a greater purpose than earning a salary



## The First True Digital Natives

As the first generation that has grown up with access to ubiquitous Internet technology since birth, Gen Z is comprised of always-connected, multi-taskers that can't imagine their lives without the Net. For Gen Z, there is no separation between online and offline worlds. This generation has a symbiotic relationship with technology – and the workplace is no exception.

## The Connected Workplace

When it comes to the workplace, Gen Z feels generally positive about the role of technology, believing it makes them more productive and enables them to work from home more often. But they also have concerns for the increased expectation it creates for productivity and staying on top of new technologies.

## Gen Z Says Technology is Changing or Will Change Their Job

(% *strongly agree/agree*)

- 48%** Technology ends up creating higher expectations on what I can accomplish (vs. to 38% across all working generations)
- 57%** Technology makes me more productive (vs. to 60% across all working generations)
- 45%** Technology enables me to work from home/telecommute more often (vs. to 43% across all working generations)
- 42%** Technology requires lots of training to learn new technology (vs. to 35% across all working generations)
- 41%** Technology creates an increased demand for my role (vs. to 36% across all working generations)

## THE ESSENTIALS FOR GEN Z

Gen Z also highly values new devices and means of communication – mobility! This will continue to change the way people communicate in the office and with customers.

**37%**  
**LAPTOP**

(vs. 30% across all working generations)

**39%**  
**SMARTPHONE**

(vs. 25% across all working generations)

**23%**  
**TEXTING**

(vs. 13% across all working generations)

**21%**  
**SOCIAL NETWORKING**

(vs. 9% across all working generations)

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## Searching for a Job the Gen Z Way

This generation understands the importance of networking. In fact, 41% of Gen Z expects to find their first job through friends and family (vs. 36% across all working generations). But in their world, much like everything else, networking and socializing with friends is done more often online than not. 54% say they will find a job through their digital/social connections (vs. 36% across all working generations). Meaning, “networking with friends” may range from texting their “squad” to sharing job leads or news on Snapchat or Twitter to an online discussion in GitHub. Companies looking to succeed in building a connection with this generation need to discover and communicate with Gen Z’ers in their world, and not the other way around.

## Job offer time. What is going to entice Gen Z?

Gen Z’s list of must haves in a job offer? It’s not the employee perks and benefits of the mid-1990s tech boom – such as ping-pong tables, on-site chefs and fitness centers. For this more practical generation, the top three most essential criteria in a job offer are reminiscent of their grandparents, the Boomer generation: Health insurance, competitive salary and “a boss I respect.”



### Gen Z’s “Must Haves” for their first job might just be the biggest shock of all:

- 1 Health insurance**  
(70% vs. 68% across all working generations)
- 2 Competitive salary**  
(63% vs. 59% across all working generations)
- 3 A boss I respect**  
(61% vs. 60% across all working generations)
- 4 Opportunities for professional development**  
(47% vs. 40% across all working generations)
- 5 Maternity/paternity leave**  
(33% vs. 25% across all working generations)
- 6 Flexibility to change roles within company**  
(32% vs. 25% across all working generations)



# Gen “Z”en

## The Secret to Keeping Gen Z Happy and Motivated

Every company wants happy and motivated employees. Why? Because happiness works. We all recognize that happy and motivated employees increase productivity and ultimately the bottom line. But, today's incentive programs may not match where Gen Z finds their bliss. For this generation, money, passion and security are what ultimately keep them happy and motivated.

Pay consistently surfaced as the number one motivating factor for Gen Z in their careers. For about half of the generation (46% vs. 32% across all working generations), the ability to pursue one's passion emerged as another top motivating factor, followed by a challenging and exciting job. Gen Z is also surprisingly motivated by job security at a young age (32% vs. 36% across all working generations). And roughly a third (29% vs. 20% across all working generations) said a “job I enjoy” would make them eager to come to work, as would a good environment and team of people. This mobile, multi-tasking generation also prefers to move around rather than being confined to a desk, and to work in an open workspace instead of a closed office space.

## Top Work Motivators

**70% money/pay**  
(vs. 63% across all working generations)

**46% ability to pursue my passion**  
(vs. 32% across all working generations)

**46% ability to pursue my passion**  
(across all working generations)

**32% security of the job**  
(vs. 36% across all working generations)



# Competing for the next generation of talent starts *NOW*

## Be the brand: Attracting the best and brightest

Gen Z will rely on the digital world in order to research and assess potential employers, with an emphasis on social referrals from family, friends, social connections and affinity sites. This means that companies must create not only buzz around their employer brand – they must invest in the strengths of that brand.

## Benefits of a Strong Employer Brand

- Reduce time-to-hire by **34%**<sup>1</sup>
- Lower cost of sourcing by **43%**<sup>2</sup>
- Increase quality candidate attraction by **44%**<sup>1</sup>
- Improve quantity of candidates by **44%**<sup>1</sup>
- Increase referrals by **30%**<sup>1</sup>



Source: 1) Career Moves, 2014, 2) Workforce.com

Not to be confused with simply putting up a company career website or posting on corporate social pages, engaging with this generation requires a strong employer brand that differentiates an organization in the marketplace and that also communicates in a language Gen Z understands. (Oh, and it should be socialized across a variety of digital platforms and technologies, too.) **Here are a few must-haves:**

## 1. BE YOU.

Identify what you want to stand for as an employer and what makes you unique. Once you have identified who you are and what you want the world to know about you—make sure it is reflected in everything you do! In other words, avoid platitudes and lip service. Remember that in today's transparent digital world, the inner workings of an organization are as accessible outside the walls of your company as they are inside. So make sure your goals, missions and brand are communicated throughout your organization and brought to life in everything you do as a company.

## 2. BE WHERE THE PEOPLE ARE.

It has never been more important to get your message out there, everywhere! The Monster Multi-Generational Survey shows that Gen Z uses several different sources of research to get information; so conveying a consistent brand message across every platform is critical. Employers that have a strong and consistent brand presence on all relevant channels will have the advantage, and even more so with the digitally engaged Gen Z talent.

## 3. BE THE BALL.

The game changes quickly for this generation, so keep your eye on the ball! Gen Z'ers are already over the "same old" social channels. They currently gravitate towards Snapchat and Instagram, for example, but these will likely change in the blink of an eye. To communicate a strong employer brand, companies must consistently monitor how this generation is connecting and reach them where they spend their time. Remember, Gen Z expects you to find and engage with them in their world, not the other way around.

## 4. BE THE BRAND TO HANG WITH.

Building followers can be easy, but building engagement is more difficult. One of the most powerful social assets an organization has is its own employees. Engage them in your brand-building efforts. Create opportunities for them to share positive experiences as employees, not only on company digital properties but also on their own personal social networks and affinity groups.

## 5. BE MEMORABLE.

As the saying goes, your first impression is a lasting impression. The same holds true for an employer brand – the first impression your brand makes on a candidate is critical. But what's different today is that first impressions are often made in the digital world and outside of the job search entirely. People build relationships and opinions of brands long before they consider them as a place of employment. Once a decision is made to apply to your company, a candidate already has an impression of your brand – both from their prior experiences and also from the research they've done (likely, online). For employers, this means upping your candidate experience game – especially for Gen Z, who wants relevant information beyond just a job post served up in an easy-to-find, mobile-enhanced format. Employers today must look at everything from their websites and career sites to their application process and third-party employer assessment and review platforms to make sure they are creating a holistic experience that resonates with this generation.





## 6. BE FINDABLE.

Gen Z is definitely the “Google it now” generation, which is one of the reasons that smartphones are such a lifeline for them. This generation expects information and interaction to be mobile-optimized –fast, simple and accessible from anywhere, at any time. So just making your online information, including websites and job posts, mobile friendly is no longer an option. Employers need to do this, and do it now. Search engine optimization also plays a critical role in helping companies rise above the competition to reach prospective job candidates. If they can't find you easily and quickly, they will move on to the employer that does come up in their Google search! Gen Z'ers are likely to conclude that an employer that doesn't understand and meet this expectation just doesn't “get” them, or is slow to evolve and behind the times.

## 7. BE READY TO

With Gen Z'ers, employers have about eight seconds to get their attention. So you'd better speak their language, which is fast and visual. They've grown up using emojis and acronyms instead of full sentences, resulting in a new language that makes the greatest business invention of the 20th century – email – passé. To reach Gen Z, communication should be direct, visual and without frills or unnecessary details. It may consist of emojis, pictures, symbols and video. Meaning, the job post of the future might look very different than it does today.

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## Closing Thought... A New Era on the Horizon

What's clear from the data is that, while Gen Z may seem similar to the Millennial generation that came before them, they are blazing a very different path for their futures. Pragmatic and cautious, yet optimistic and entrepreneurial, this new generation in the workforce will bring unique attributes and desires – and even their own language – to the working world. Employers will need to be strategic in their approach and thoughtful in the solutions they deploy to attract this group.

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# MONSTER

## About the Survey

The Monster Multi-Generational Survey was conducted by TNS, a global research agency, and concluded in January 2016. The study surveyed more than 2,000 people across the Boomer, X, Y and Z generations, working and non-working respondents in the U.S. These Gen Z respondents (those aged 15-20) pre-qualified themselves as either employed or, among younger teens, planning to work in the future.

## About Monster Worldwide

Monster Worldwide, Inc. (NYSE: MWW) is a global leader in connecting people to jobs, wherever they are. For more than 20 years, Monster has helped people improve their lives with better jobs, and employers find the best talent. Today, the company offers services in more than 40 countries, providing some of the broadest, most sophisticated job seeking, career management, recruitment and talent management capabilities. Monster continues its pioneering work of transforming the recruiting industry with advanced technology using intelligent digital, social and mobile solutions, including our flagship website [monster.com](https://monster.com)® and a vast array of products and services. For more information visit [monster.com/about](https://monster.com/about).