



# Engaging Millennials Through Mobility

*Transforming Human Resources  
to meet the expectations of a  
modern workforce.*



# Introduction

It's no secret significant changes are looming in corporate America. By 2020, 46 percent of the workforce will be Millennials<sup>1</sup>. This demographic shift represents a massive opportunity for organizations to align themselves with the changing expectations of the modern workforce.

The modern workforce expects flexibility, accessibility and agility from an employer. One of the most effective ways to meet these expectations is for HR departments to enhance the employee experience with technology. HR mobile solutions empower HR professionals to accomplish key priorities in 2015 and 2016, such as recruiting top talent, improving employment engagement and establishing a sense of community. **Mobile is a conduit to achieving these strategies within today's modern workforce.**

1. Alonso, A., Coombs, J., & Schramm, J. (2014, January 1). Workplace Visions (K. Scanlan, Ed.). Retrieved from <[http://www.shrm.org/Research/FutureWorkplaceTrends/Documents/14-0081\\_Workplace\\_Visions\\_Issue\\_1\\_2014\\_viewonlyFNL.pdf](http://www.shrm.org/Research/FutureWorkplaceTrends/Documents/14-0081_Workplace_Visions_Issue_1_2014_viewonlyFNL.pdf)>.

# Who Are Millennials?

Millennials, people born between 1980 and the mid-2000s, currently make up approximately one-third of the total United States population<sup>1</sup>. **Members of this demographic are considered digital natives, having grown up with technology readily available.** Millennials are also often referred to as “the trophy generation” because of their need for constant positive reinforcement. These two generational characteristics permeate every aspect of Millennials lives, including their expectations of employers.

Every generation has its own stereotyped attitudes about work, and Millennials are no different. Millennials have high expectations of how they will be provided for and treated in the workplace. A study by CompTIA revealed 67 percent of Millennials judge employers by what technology is used in the workplace<sup>2</sup>. Ron Alsop’s *The Trophy Kids Grow Up: How the Millennial Generation is Shaking Up the Workplace* states Millennials want to know how they’re doing weekly, even daily<sup>3</sup>. In short, **Millennials need innovation and collaboration to feel engaged.** When Millennials are engaged, they interact, contribute, and feel appreciated. They are more productive, work harder, and perform better. In today’s world, being technically advanced means employing mobile solutions to achieve both a “cutting edge” environment and, thereby, aid engagement. **Mobile solutions provide a means to engaging Millennials.**

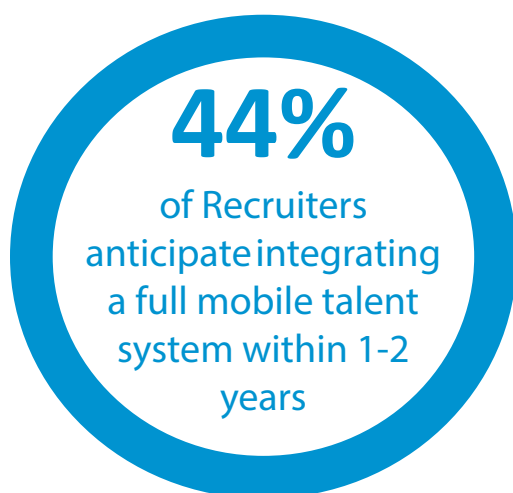
1. 15 Economic Facts about Millennials. (2014, October 1). Retrieved from <[http://www.whitehouse.gov/sites/default/files/docs/millennials\\_report.pdf](http://www.whitehouse.gov/sites/default/files/docs/millennials_report.pdf)>.

2. Wright, A. (2013, August 15). Study: Millennials Expect to Use Latest Tech Tools at Work. Retrieved from <<http://www.shrm.org/hrdisciplines/technology/articles/pages/millennials-expect-to-use-latest-tech-tools-at-work.aspx>>.

3. Alsop, R. (2008). Take Your Parents to Work. In *The Trophy Kids Grow Up: How the Millennial Generation is Shaking Up the Workplace*. San Francisco, CA: Jossey-Bass.

Despite the availability of mobile solutions via payroll and Human Capital Management (HCM) software, **HR professionals are slow to adopt these technologies.** According to a 2014 HR technology survey by Human Capital Media Advisory Group, a mere 19 percent of HR professionals were currently making their core HR systems “mobile friendly,” while 20 percent anticipate doing this within the year<sup>1</sup>. Results proved slightly better for the recruiting side of HR. 44 percent of HR recruiters anticipate integrating a full mobile talent management suite within 1 to 2 years<sup>2</sup>. This type of anywhere, anytime technology has the potential to transform HR departments and – more importantly – engage Millennials in the modern workforce.

*We understand the importance of leveraging technology, particularly mobile technology, to engage Millennials. The question is, how?*



1. Nikravan, L. (2014, September 2). Employers Look to Move HR Tech to Mobile, Cloud. Retrieved from <<http://www.talentmgt.com/articles/6737-employers-look-to-move-hr-tech-to-mobile-cloud/>>.

2. Card, D., & Sivak, M. (2014, January 1). Human Resources Technology and Service Delivery Trends in 2014. Retrieved from <<http://info.isg-one.com/2014-HR-Technology-and-Service-Delivery.html/>>.

# A Mobile Workforce

**Before you can engage Millennial employees, you must recruit them.**

In *Key Priorities for the HR Profession Through 2015: Are You Ready?*, managing talent – identifying, attracting, recruiting, and identifying high-potential persons – ranked as the most critical HR topic facing organizations in the future<sup>1</sup>. However, many HR departments do not have sufficient resources to staff top talent. **In an increasingly competitive marketplace, having the right resources to attract and retain top talent - including Millennials - is critical.**

Millennials represent the new wave of top talent in the modern workforce. However, 53 percent of hiring managers report difficulty recruiting and retaining Millennials<sup>2</sup>. On average, Millennials touch their smartphones 45 times<sup>3</sup>, send 181 text message<sup>4</sup>, and spend 9.5 hours retrieving media each day<sup>5</sup>. **As true digital natives, accessing information comes as natural to Millennials as tying their shoes. Millennials expect this same level of accessibility from a potential employer.** Yet, 75 percent of organizations reported relying primarily on traditional recruitment techniques to reach Millennial candidates<sup>6</sup>, even though approximately 50 percent of all job searches are predicted to originate from a mobile device in 2015<sup>7</sup>. This creates disconnect between Millennials and HR professionals.

1. Acuff, K., Belker, T., Benavides, L., Cepero, F., Chambers, J., Clinton, L., ... Young, M. (2015, January 1). Key Priorities for the HR Professional Through 2015: Are you Ready? (K. Scanlan, Ed.). Retrieved from <[http://www.shrm.org/Research/SurveyFindings/Articles/Documents/08-0881Future of HR Survey Briefa\\_final.pdf](http://www.shrm.org/Research/SurveyFindings/Articles/Documents/08-0881Future%20of%20HR%20Survey%20Briefa_final.pdf)>.

2. Schawbel, D. (2014, October 29). The 2015 Millennial Majority Workforce Study. Retrieved from <<http://millennialbranding.com/2014/2015-millennial-majority-workforce-study/#/>>.

3. Egan, J. (2015, January 22). 18 Statistics that Marketers Need to Know About Millennials. Retrieved from <<http://www.leadscon.com/18-statistics-that-marketers-need-to-know-about-millennials/>>.

4. Downing, D. (2015, January 8). Connecting with Millennials. Retrieved February 22, 2015, from <<http://cashlinqblog.com/2015/01/08/connecting-with-millennials/>>.

5. Gazdik Irwin, T. (2014, July 2). Millennials Most Digitally Connected Generation. Retrieved February 22, 2015, from <<http://www.mediapost.com/publications/article/229241/millennials-most-digitally-connected-generation.html/>>.

6. Nambiar, R., Spitzer, B., Soderstrom, C., & Vernet, A. (2013, January 1). Using Digital Tools to Unlock HR's True Potential. Retrieved from <[http://www.capgemini-consulting.com/resource-file-access/resource/pdf/digitalhrpaper\\_final\\_0.pdf](http://www.capgemini-consulting.com/resource-file-access/resource/pdf/digitalhrpaper_final_0.pdf)>.

7. Job Hunting Goes Mobile. (2013, October 29). Retrieved from <<http://www.portergroup.com/career-advice/job-hunting-goes-mobile/>>.



**60%**

of Millennials are  
predicted to leave  
their first job within 3  
years of joining

### *Recruiting Millennials*

HR professionals must adjust their recruitment techniques to connect with Millennials. **A mobile responsive Applicant Tracking System (ATS) offers HR professionals a means to recruit and engage a modern workforce through technology.** A mobile ATS allows HR professionals to manage the hiring process electronically, while meeting the Millennial demand to access information from any device, anywhere and at any time.

#### **With a mobile ATS, Millennials can:**

- Access career pages
- Search job postings
- Research the company
- Upload a resume
- Apply for open positions
- Register for job alerts
- Save jobs to apply later

Once a Millennial is hired, it is critical for HR professionals to assimilate them into the modern workforce. How Millennials integrate themselves in the modern workforce has been heavily influenced by their experiences in the Great Recession. Between December 2007 and June 2009, Millennials entering the workforce experienced extreme job loss and slow recovery. As a result, Millennials are less likely to feel loyal to a company. 60 percent of Millennials are predicted to leave their first job within three years of joining<sup>1</sup>. This noncommittal approach is not a reason to avoid engaging Millennials. **HR professionals must utilize technology to continue engaging Millennials throughout the onboarding process.**

1. Taylor, K. (2013, August 23). Why Millennials Are Ending The 9 To 5. Retrieved from <<http://www.forbes.com/sites/katetaylor/2013/08/23/why-millennials-are-ending-the-9-to-5/>>.

## Retaining Millennials

Onboarding refers to the process in which new employees obtain the knowledge, skills, and behaviors to be an effective member of an organization. Millennials thrive in a work environment that fosters flexibility, self-direction and mobility. Mobile onboarding applications allow HR professionals to think beyond physical paperwork and deliver the necessary information from any device .

### Mobile onboarding applications give Millennials one-click capabilities to:

- Create an employee profile
- Provide contact information
- Complete W4 and I9 forms
- Enroll in direct deposit
- Enter emergency contacts
- Sign the corporate handbook

Utilizing mobile onboarding solutions also demonstrate a company's efforts to help Millennials maintain a work-life balance. 50 percent of Millennials cited "flexibility to balance life and work issues" as very important for job satisfaction<sup>1</sup>. The same percentage of Millennials also listed "career advancement opportunities within the organization" as another essential determinant<sup>2</sup>. **Mobile onboarding applications make a company more transparent by listing job descriptions, career goals and training materials.** Armed with the right resources, Millennials can navigate their way to success.

Implementing mobile solutions to recruit and retain Millennials can transform organizations. As more Millennials enter the modern workforce each day, HR professionals must change the way they think and the tools they provide in order to adjust to this new reality. **HR professionals must continue to use mobile applications to engage Millennials and improve the employee experience in order to embrace the inevitable future of the modern workforce.**

1. Alonso, A., Coombs, J., & Schramm, J. (2014, January 1). Workplace Visions (K. Scanlan, Ed.). Retrieved from <[http://www.shrm.org/Research/FutureWorkplaceTrends/Documents/14-0081\\_Workplace\\_Visions\\_Issue\\_1\\_2014\\_viewonlyFNL.pdf](http://www.shrm.org/Research/FutureWorkplaceTrends/Documents/14-0081_Workplace_Visions_Issue_1_2014_viewonlyFNL.pdf)>.

2. Coombs, *Workplace Visions*



55%

of Millennials said  
using mobile devices  
at work is a “right”  
not a “privilege”

## A Culture of Mobility

Smart devices are ingrained in Millennials lives. According to the *2014 Cisco Connected World Technology Report*, most young professionals use two to three work and personal devices daily<sup>1</sup>. This dependency has changed their expectations of the modern workforce. Millennials want instant access to important information from anywhere and at any time. To engage Millennials, HR professionals must enable mobile solutions.

55 percent of Millennials said using mobile devices at work is a “right,” not a “privilege<sup>2</sup>.” Nearly 90 percent of Millennials said their phones never leave their side and another 80 percent responded that they instantly reach for their phones first thing in the morning<sup>3</sup>. Many organizations are choosing to embrace this reality and create a culture of mobility.

### Engaging Millennials

**Developing a culture of mobility means giving all employees – especially Millennials – the mobile friendly tools and solutions they need to interact with the company and colleagues.** Many payroll and HCM software solutions offer Employee Self-Service (ESS) portals. ESS solutions empower employees to consume information and manage work tasks. Increasingly, ESS portals are not only accessible from mobile devices, but also mobile-responsive, meaning the layout and information automatically adjusts to fit a particular device.

1. 2014 Connected World Technology Report. (2014, January 1). Retrieved from <<http://www.cisco.com/c/dam/en/us/solutions/collateral/enterprise/connected-world-technology-report/cisco-2014-connected-world-technology-report.pdf>>.

2. Smartphone-Toting Millennials Fuel Demand for Mobile-Optimized Sites. (2014, October 23). Retrieved February 23, 2015, from <<http://www.emarketer.com/Article/Smartphone-Toting-Millennials-Fuel-Demand-Mobile-Optimized-Sites/1011361/>>.

3. Ross, J. (2014, May 27). Creating a BYOD Policy for Millennials, Baby Boomers and Everyone In-Between. Retrieved from <<https://privacyassociation.org/news/a/creating-a-byod-policy-for-millennials-baby-boomers-and-everyone-in-between/>>.



**Some examples of tasks that can be accomplished through a mobile responsive ESS portal include:**

- Viewing current and past checks
- Requesting time-off
- Reviewing sick and accrued time-off balances
- Punching in and out with a map view
- Accessing performance review appraisals
- Seeing and updating benefit information
- Sending and viewing employee recognition

**As organizations work to establish a culture that welcomes mobility, ESS solutions are key in providing all employees, but especially Millennials, flexibility and accessibility.** According to *Empowering the Millennial Work Style with Unified Communications*, 77 percent of Millennials believe access to technology makes their working life better<sup>1</sup>. Survey respondents also indicated they felt more empowered and experienced a boost in morale. Likewise, companies reported seeing a 10 to 15 percent increase in end user productivity<sup>2</sup>. **Mobile-responsive self-service applications empower HR professionals to develop a culture of mobility to engage the modern workforce.**

**10 to 15%**  
of companies reported  
an increase in end-user  
productivity


1. Empowering the Millennial Work with Unified Communications. (2013, January 1). Retrieved from <<http://www.necam.com/docs/?id=00153f00-4e92-47fc-bc21-0443755017d0>>.

2. *Empowering*

# The “Trophy” Community

Millennials are often called the “trophy” generation, a moniker earned because of their need for regular feedback and positive reinforcement. As children, Millennials were frequently praised and received trophies when they excelled – and sometimes when they didn’t – to avoid damaging their self-esteem. **Now, as members of the modern workforce, Millennials expect, to some degree, praise and recognition. What’s more, they expect it constantly.** 80 percent of Millennials stated that they want feedback in real time rather than via traditional annual performance reviews<sup>1</sup>. In an increasingly remote workforce, this can be a significant challenge.

**Millennials also want to be a part of something bigger than themselves; they want to find a purpose in their daily work.** 30 percent of Millennials stated “meaningful work” was important to their job satisfaction<sup>2</sup>. Millennials also want to feel like an integral part of an organization, an active member of the corporate ecosystem. 25 percent proclaimed having a sense of accomplishment was essential<sup>3</sup>. **Having a sense of belonging impacts Millennials productivity, happiness and engagement.** HR professionals must create a sense of community to engage Millennials in the modern workforce.



**80%**  
of Millennials  
want feedback  
in real time

1. Kratz, H. (2013, June 24). Maximizing Millennials: The Who, How, and Why of Managing Gen Y. Retrieved from <<http://onlinemba.unc.edu/mba-at-unc-blog/geny-in-the-workplace/>>.

2. Brack, Jessica. “Maximizing Millennials in the Workplace.” UNC Kenan-Flagler Business School. 2014. 23 Feb. 2015 <<http://execdev.kenan-flagler.unc.edu/blog/maximizing-millennials-in-the-workplace/>>.

3. Brack, *Maximizing Millennials*

Millennials participate regularly in online communities. Facebook hosts 91 percent of Millennials, nearly double that of the next closest network, Instagram, at 46 percent<sup>1</sup>. Other sites such as Twitter and LinkedIn hover around the 30 to 40 percent range<sup>2</sup>. **These online social networks allow Millennials to access information and interact with friends from anywhere and at any time.** 43 percent of Millennials are more likely to access these social media sites through their smartphones than from a desktop or laptop computer<sup>3</sup>. **HR professionals must take cues from these online communities to engage Millennials in the modern workforce.**

### *Empowering Millennials*

**Mobile-responsive ESS applications empower HR professionals to establish a sense of community within an organization.** Similar to social media websites, mobile responsive ESS applications provide Millennials a channel to interact and communicate with the company and colleagues.

**With the right mobile self-service application, Millennials can:**

- Access the employee directory
- View the organizational chart
- Create an employee profile
- Send and receive recognition

Integrating mobile responsive ESS applications enables all employees – especially Millennials – to positively support and interact with colleagues who share a vested interest in a company. **A strong sense of community benefits both the employee and the company.** Employees tend to be happier and more productive and companies achieve new goals.

1. Isaac, M. (2014, February 4). For Millennials, There Is No One True Social Network. Retrieved from <<http://recode.net/2014/02/05/for-millennials-there-is-no-one-true-social-network/>>.

2 Isaac, *For Millennials*.

3. Millennials Spend More Time With Digital Than Traditional Media, But... (2014, July 1). Retrieved from <<http://www.marketingcharts.com/online/millennials-spend-more-time-with-digital-than-traditional-media-but-43680/>>.

## Conclusion

Whether you've been an HR professional for 50 years or 50 minutes, you know recruiting and retaining Millennials is a challenge for virtually any organization. But, by understanding Millennial's innate desire for constant access to technology and emotional reinforcement, you put your organization one step ahead. Examine your current payroll and HCM software to determine what mobile and employee engagement features are currently available to improve the employee experience and -ultimately- productivity. **By giving Millennials the targeted, action-packed mobile applications they want, and you'll have the competitive advantage.**

## About Paylocity

Paylocity is a provider of cloud-based payroll and human capital management, or HCM, software solutions for medium-sized organizations. Paylocity's comprehensive and easy-to-use solutions enable its clients to manage their workforces more effectively. Paylocity's solutions help drive strategic human capital decision-making and improve employee engagement by enhancing the human resource, payroll and finance capabilities of its clients.

For more information, visit [www.paylocity.com](http://www.paylocity.com).



[www.paylocity.com](http://www.paylocity.com)

