



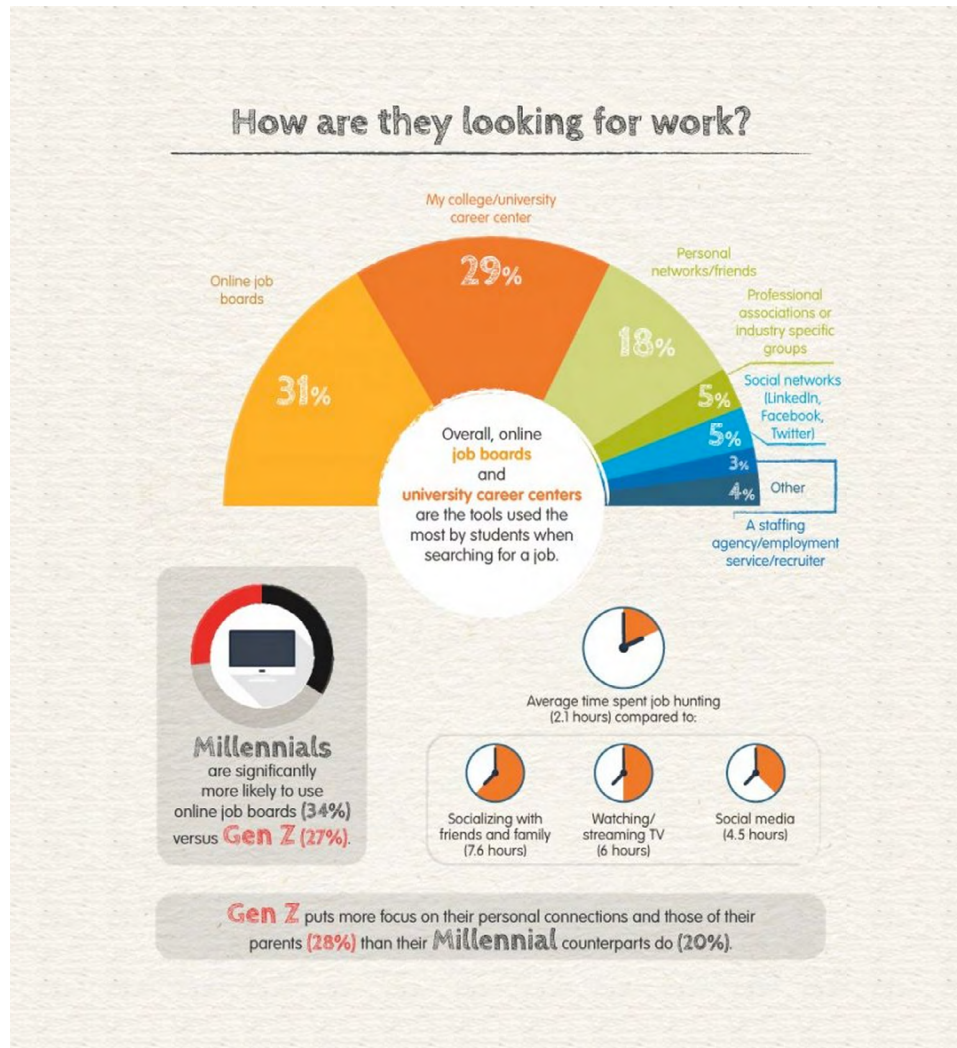
# The New Workforce on the Horizon: Generation Z

**For the past several years the world has had Millennial tunnel vision.** Millennials have been the focus of recruitment efforts and the target of a deluge of opinions and judgments. Soon, however, the workforce will be welcoming Generation Z. While recruiters have become very familiar with Millennials, Generation Z is a largely mysterious cohort. Made up of everyone born after 1995, Generation Z's are true children of the Internet era. They did not just grow up with technology; they cannot remember a time before smartphones, tablets and social media. This constant technology connection has altered their perspectives and their understanding of the workforce.

**In order to successfully recruit the new and upcoming workforce, it is crucial to recruit early as well as adapt and prepare for the changing expectations and demands.**

	<b>GI Generation</b>	<b>Silent Generation</b>	<b>Baby Boomers</b>	<b>Generation X</b>	<b>Millennial Generation</b>	<b>Generation Z</b>
Years	Born before 1936	1937-1945	1946-1964	1965-1976	1977-1993	1994-
Ages	76+	67-75	48-66	36-47	19-35	18 and younger
Major Events	<ul style="list-style-type: none"> <li>• WORLD WAR II</li> <li>• GREAT DEPRESSION</li> </ul>	<ul style="list-style-type: none"> <li>• WORLD WAR II</li> <li>• GREAT DEPRESSION</li> <li>• ADVENT OF TV, TELEPHONES</li> </ul>	<ul style="list-style-type: none"> <li>• CIVIL RIGHTS</li> <li>• WOMEN'S LIBERATION</li> <li>• COLD WAR</li> </ul>	<ul style="list-style-type: none"> <li>• VIETNAM</li> <li>• WATERGATE</li> <li>• ADVENT OF MTV</li> </ul>	<ul style="list-style-type: none"> <li>• AIDS</li> <li>• TECHNOLOGY</li> </ul>	<ul style="list-style-type: none"> <li>• 9/11</li> <li>• IRAQ/AFGHANISTAN WARS</li> <li>• MARKET CRASH</li> </ul>
Major Traits	<ul style="list-style-type: none"> <li>• FORMALITY</li> <li>• UNIFORMITY</li> <li>• COOPERATIVE</li> <li>• PUBLIC INTEREST OVER PERSONAL GAIN</li> </ul>	<ul style="list-style-type: none"> <li>• RESPECT FOR AUTHORITY</li> <li>• LOYAL</li> <li>• HARD WORK</li> </ul>	<ul style="list-style-type: none"> <li>• EXPLORE</li> <li>• OPTIMISTIC</li> <li>• WORK-CENTRIC</li> </ul>	<ul style="list-style-type: none"> <li>• INDIVIDUALISTIC</li> <li>• FLEXIBLE</li> <li>• SKEPTICAL OF AUTHORITY</li> </ul>	<ul style="list-style-type: none"> <li>• TECH-COMFORTABLE</li> <li>• FAMILY-CENTRIC</li> <li>• OPTIMISTIC</li> </ul>	<ul style="list-style-type: none"> <li>• MISTRUST IN POLITICAL SYSTEMS</li> <li>• ALWAYS CONNECTED</li> <li>• MULTI-TASKERS</li> </ul>

# Who is Generation Z?



Growing up at a fast pace in an extremely stimulating and tech-focused world, it can be argued that Generation Z has an attention span shorter than a gold fish<sup>1</sup>.

This tech savvy group will excel the most by working independently and they will desire a more flexible schedule to do so. A recent study by marketing firm, Sparks & Honey, found that **61%** of high school students want to be self-employed entrepreneurs rather than employees<sup>2</sup>. Additionally, they found that **28%** of Generation Z respondents focus more on personal and family connections in their job search, highlighting the growing importance of social networks and work-life balance<sup>3</sup>.

Not only does Generation Z have different career goals, they also have different job search habits. A 2015 Adecco study found that Generation Z's are moving away from job boards with only **27%** using them compared to **34%** of Millennials.

**These key findings portray a talent pool that is much more social and independent and will require a recruiting approach to match.**

- <http://www.statisticbrain.com/attention-span-statistics/>
- <http://www.ere-media.com/ere/how-to-start-planning-for-recruiting-gen-z/>
- <http://www.inc.com/larry-kim/forget-millennials-is-your-work-place-ready-for-generation-z-infographic.html>

## How do you attract, source, and hire in this evolving workforce?

You need a recruit platform that intertwines with both technology and the marketing aspects to attract and nurture talent. Jobvite helps with the recruiting process every step of the way. Using Jobvite Brand and Jobvite Engage you can communicate your brand culture and build an attentive talent pool.

# Jobvite | Brand

## Communicate Company and Brand Culture

### 1. Career Sites with a Story

With Jobvite's brand tools your career site can incorporate branding and collateral all the way from dynamic video content to your choice of fonts. All of these customization tools go a long way towards communicating how your employment brand can fit Generation Z expectations. Generation Z sees little differentiation between their life goals and career goals, so it is important to tell the story of how your company is a great place for professional and personal development. A recent study by Randstad showed that 34% of Generation Z respondents were primarily motivated by career advancement, not money<sup>1</sup>. Here is where your career site can be an asset. Jobvite's fully customizable career pages allow you to differentiate yourself from your competitors and appeal to a discerning audience so you don't look like another cookie-cutter employer.

1 <http://www.entrepreneur.com/article/236560>

This screenshot shows the Jobvite Brand tool interface. It features a sidebar with filters for 'JOB TITLE' and 'LOCATION'. The main area displays a list of job listings with columns for 'JOB TITLE', 'LOCATION', and 'STATUS'. The interface is clean and modern, with a blue and white color scheme.

This screenshot shows the Jobvite Engage tool interface. It displays a career page layout with a header section, a main content area, and a footer. The layout is designed to be visually appealing and easy to navigate. The main content area features a large image and text, while the footer contains navigation links and social media icons.

This screenshot shows a career page for 'The Conversant Team Services'. The page features a large header with the text 'EMPOWER. ACHIEVE. EXCEL.' and a sub-header 'Join us at the heart of digital media.' Below the header is a section titled 'THE CONVERSANT TEAM SERVICES...' with statistics: '400+ Sales Reps', '5,000+ Opportunities', and '64 Top 100 Companies'. The page also includes a 'TOP 10 REASONS' section and a 'CAREER POSITIONS AT GETTY IMAGES' section.

This screenshot shows a job application form. It includes a 'Your Resume' section with a 'SELECT' dropdown menu. Below this is an 'ABOUT YOU' section with input fields for 'First Name\*', 'Last Name\*', and 'Email\*'. The form is simple and easy to use, with clear labels and instructions.

This screenshot shows the 'THE PERKS' section of a career page. It features a large image of a person's face and the text 'Of course we have them! We take care of all the standard stuff globally (great compensation and benefits) and throw in additional perks that vary by location to showcase the Getty Images vibrant culture. Whether it's free PERK, bookable tables or in-office yoga classes... it's a lot of fun, no matter which office you work in.'

This screenshot shows the 'GETTY IMAGES SHOWREEL' section. It features a large image of a person's face and the text 'As the world moves... Getty Images is there! When problems arise... and people cry out... whether in the spotlight or behind the scenes... Getty Images is there. We're not just there. We're here.'

This screenshot shows the 'CANNES - BEHIND THE LENS' section. It features a large image of a person's face and the text 'Join our photographers, David LaChapelle, on assignment in Cannes as he works to bring the opening act preparation that goes to the work. And, of course, see him in action as he shoots.'

This screenshot shows the 'WHAT HAPPENS NEXT' section. It features a large image of a person's face and the text 'I just submitted my application, what happens next?' followed by a list of questions and answers. The questions are: 'First, thank for applying! Our team will review your application and get back to you if there is a potential fit and we want to talk.', 'What is the interview process like at Getty Images?', and 'Our process is typical but has, like all our culture, fun. Your interview process may involve presenting, meeting people from several business functions or just grabbing a coffee with the hiring manager. We like to be thorough with our candidates, to ensure that it is the right fit for our A&P team.'

This screenshot shows the 'VISIT OUR LINKS BELOW TO FIND OUT MORE...' section. It features a large image of a person's face and the text 'VISIT OUR LINKS BELOW TO FIND OUT MORE...' followed by social media icons for Facebook, Twitter, LinkedIn, YouTube, and Instagram. Below the icons is the text 'Curve' and 'powered by Jobvite'.

This screenshot shows the 'ABOUT US' section of a career page. It features a large image of a person's face and the text 'ABOUT US' followed by a list of links: 'Home', 'Careers', 'Contact Us', 'Privacy Policy', 'Terms of Service', 'Sitemap', and 'Feedback'.

This screenshot shows the 'THE CONVERSANT TEAM SERVICES...' section. It features a large image of a person's face and the text 'THE CONVERSANT TEAM SERVICES...' followed by statistics: '400+ Sales Reps', '5,000+ Opportunities', and '64 Top 100 Companies'.

This screenshot shows the 'SALES MANAGER' section. It features a large image of a person's face and the text 'SALES MANAGER' followed by a description of the role: 'We are seeking a seasoned sales executive with a proven track record of prospecting, qualifying leads, assessing customer needs, and evangelizing solutions in a business application / solution sales environment.'

This screenshot shows the 'In this role, you will prospect...' section. It features a large image of a person's face and the text 'In this role, you will prospect within an assigned territory, making many contacts as you tackle a large volume of prospect opportunities. You'll build rapport, book appointments, evangelize our unique solution and implement a disciplined sales process to drive transactions. You will leverage your technical acumen and multi-channel presentation skills to present product demonstrations both in person and via the web, and you'll drive the sales cycle from first contact to close.'

This screenshot shows the 'Our unique SaaS product offers...' section. It features a large image of a person's face and the text 'Our unique SaaS product offers the opportunity to achieve a high volume of sales wins in a short sales-cycle environment, with their immediate implementation and commission recognition.'

This screenshot shows the 'Qualifications:' section. It features a large image of a person's face and the text 'Qualifications:' followed by a list of requirements: '4+ years proven, successful sales experience in a B2B / solution sales environment.', 'Proven track record of meeting and exceeding sales quotas.', 'Positive attitude, high motivation level and a passion for building a business.', 'Ability to articulate and present a compelling value proposition via customer meetings and product demonstrations, both in-person, and via the web.', 'Experience developing a territory: identifying and qualifying opportunities, pursuing conversation of qualified leads to customers with monthly recurring revenue.', 'Technical acumen blended with ability to communicate business value.', 'Background selling Talent Management Systems, Recruiting solutions, HRIS or CRM is a plus.', 'Bachelor's degree.'

This screenshot shows the 'We offer a competitive salary...' section. It features a large image of a person's face and the text 'We offer a competitive salary, medical/dental benefits, PTO, paid holidays, and pre-PTO stock.'

This screenshot shows the 'Thank you for considering a career at Jobvite...' section. It features a large image of a person's face and the text 'Thank you for considering a career at Jobvite. Please take a minute to fill out the following form after you have completed your application an email will be sent to you with information about how to check the status of your application.'

This screenshot shows the 'Your Resume' section. It features a large image of a person's face and the text 'Your Resume' followed by a 'SELECT' dropdown menu.

## 2. Continuity Across Channels

Your career site is only one destination to interact with your brand and for increasingly connected Generation Z candidates you will need to have a prominent social media presence. **Jobvite's platform** allows for you to push out job postings and marketing collateral to all social media channels.

**Jobvite is connected with over 300 social media sites**, so you can push out postings to growing networks with devoted fan base. So far, Jobvite has received applications from 5.4 million job seekers from social sites. The wide breadth of the Jobvite platform allows you to meet Generation Z where they are, rather than the other way around.

The screenshot shows the Jobvite Admin interface. The navigation bar includes 'Jobvite', 'Pipeline', 'Campaigns', 'Sourcing', 'Requisitions', 'Candidates', and 'More'. A search bar for 'Search Candidates' is also present. The main content area is titled 'Authorized Apps' and lists several integrations:

Category	App	Description	Action
Social Networks	LinkedIn	Allow Jobvite to publish to LinkedIn through Publisher and Jobvites you set up and display your LinkedIn connections for sending Jobvites through LinkedIn.	Re-authenticate
	Facebook	Allow Jobvite to publish to Facebook through Publisher and Jobvites you set up and to use the Jobvite Facebook Application for employees.	Disconnect
	Twitter	Allow Jobvite to publish to Twitter through Publisher and Jobvites you set up.	Disconnect
Email	Gmail	Allow Jobvite to display your connections for sending Jobvites through Gmail.	Disconnect
	Yahoo	Allow Jobvite to display your connections for sending Jobvites through Yahoo.	Connect
Integrations	Google Calendar	Allow Jobvite to use Google calendar for scheduling interviews.	Disconnect

## Keeping Up With Potential Candidates

As the most technologically connected demographic, Generation Z moves in and out of social media, messengers, and e-mail fluidly. Add to this their preferences to job-hop, apply through mobile, and use their social networks; you have a radically different talent pool to connect with. Jobvite's engagement tools can help you keep track of this nimble workforce by morphing sourcing into a much more active practice beyond job posts and email blasts.

### 1. Building Your Pipeline

With an always on the move workforce, it is more important than ever to keep track of your contacts. The Jobvite platform built-in CRM allows you to create a dynamic database that creates a searchable collection of all of your entries. This goes far beyond just pulling up a resume; now you can search by location, skills, schools, years of experience, and even your own tags. Jobvite's CRM makes it possible to integrate candidates from a variety of sources: public or paid resume databases, bulk entry, webpage entries, and email conversations. By creating an intelligent database, you can quickly find and engage with a talent pool that is more likely than ever to consider jumping from their current position.



## 2. Right Candidate, Right Campaign

Jobvite's engage tools are where you can see the payoff of your dynamic talent database. Now that you have captured tons of candidates, it is time to build and maintain your relationships. With targeted campaigns, you can create customized communication campaigns to deliver the right content to the right candidates. Generation Z is inundated with information so it is more important than ever to give them regular updates about the company and the current openings. You can create campaign lists using any of the CRM's descriptors to send targeted content. Plus, our built-in analytics will show you how each campaign performs so you can tweak your content to improve impressions and engagement.

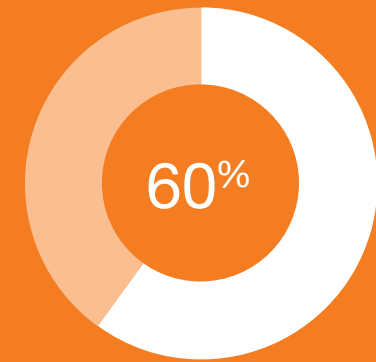
## 3. Snap Social Recruiting

The days of simple e-mail updates are gone. Social media captures tons of Generation Z's time and is an essential channel to source and nurture candidates.

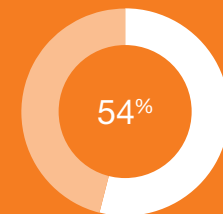
You can broadcast content to your social media channels straight from the Jobvite dashboard so you do not have to jump to other apps or websites. Having this functionality built-in alongside your CRM allows you to see metrics on how brand followers are engaging with your social media content and what is most effective. Additionally, Jobvite supports social job posts so you can directly import candidates who apply through your postings on social media. Not only is the Jobvite platform about getting the word out to candidates on social media, but also it is about turning their valuable data into actionable items. This full integration keeps your pipeline healthy and active.

## 4. The Referral Generation

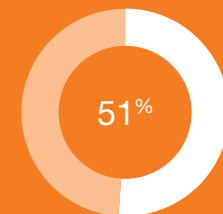
In our most recent Social Recruiting Survey, **60%** of recruiters identified referrals as their top source for high quality candidates<sup>2</sup>. Referrals have a number of benefits when compared to applicants from other channels: on average they take less time to hire, stay longer, and cost less to recruit. As Generation Z enters the labor market, we are sure to see referrals rise. Consistent interaction with social media and the tendency to job-hop will mean much higher shares and engagement with social job postings. Jobvite understands the value of referrals so our custom Facebook applications, automated social network communications, and Jobvite postings are built for sharing. Together, these will be essential tools for bringing Generation Z into the application process.



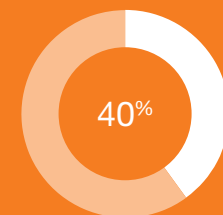
Referrals



Internal Transfers



Direct Source



Intern-to-hire



## 5. College Recruiting Done Right

While Generation Z may be a couple of years off from entering the workforce, it is important to engage with them early to develop relationships that will lead to a healthy pipeline in the future. Workers aged 20 to 24 years old will have job tenure shorter than 16 months and as we learned from Millennials, job-hopping is inevitable<sup>3</sup>. In this new age of recruiting where employees are much more open to leaving their current position, it is better to treat all talent as passive candidates so it will be more important than ever to build enduring relationships. Let's look at how Jobvite's Engage tools can help you initiate contact with Generation Z to begin building your pipeline.

3 <http://www.wsj.com/articles/how-employers-wrangle-restless-millennials-1430818203>



**Let's put that passion and drive to good use**

You've spend a great portion of your life learning and dreaming about changing the world. Now that school's done, let's put that time to good use. Come change the world with us.

In the old days it may have been enough to simply show up to a college recruiting fair with a PowerPoint presentation and a clipboard sign-up sheet, but times have changed and you need to prepare to make a good first impression.

Jobvite's Engage tool gives you access to our powerful email campaigns, resume database access, web page campaign builders, and CRM, so you can engage with Generation Z while they are still in college. Below, we will lay out how Jobvite's Engagement tool can ensure a successful college-recruiting trip.

- Before any on-site visits, targeted email campaigns that focus on specific colleges or majors can help you make meaningful introductions and separate yourself from competitors at larger job fairs.
- Our platform gives you access to hundreds of college resume databases, so you can search candidates and add them to your CRM prior to any events.
- Our webpage tools make it simple to make customized landing pages for each school you attend to make a targeted pitch. From here, visitors to your booth can enter their contact information directly into your CRM and you can label them as interested, high-priority candidates.
- Once you have completed your campus visit, Jobvite's CRM can help you track all of your new contacts to make further targeted communications. We will cover how our CRM can help you nurture your talent pool in the next section.
- Many Generation Z graduates will be entering the workforce soon, so begin building your pipeline now with effective college recruiting. By building a broad base of contacts you will prepare yourself for job-hopping and leverage Generation Z's important and expansive social networks. Now let's look at how grow and maintain these relationships.

All of these tools will help you to source talent and keep in constant contact, so you are at the front of their minds when they are considering a job switch. Jobvite's platform turns the often-negative associations with job-hopping Generation Z to strength. Your talent pool of attractive passive candidates grows considerably, and now you will have the tools to bring them into your pipeline.

## **New Generation, New ATS**

With higher turnover expected among Generation Z, as with Millennials, you are going to be going through the hiring process more frequently and potentially with the same jobseekers. Even if they do not re-apply, the average Generation Z candidate will be an avid social media user and will offer a great networking opportunity. It is essential to have an efficient recruiting platform that combines the reliability of an ATS and the flexibility of a CRM so you can leverage Generation Z's mobility and sociability.

**Adding Jobvite's Brand and Jobvite Engage tools to our already great ATS will enable you to convert Generation Z from candidates to applicants.**

# About Jobvite

Jobvite is the only recruiting platform that delivers real-time recruiting intelligence with innovative technology for the evolving social web. Leading, fast-growing companies today use Jobvite's social recruiting, sourcing, and talent acquisition solutions to target the right talent and build the best teams.

Jobvite is a complete, Software-as-a-Service (SaaS) platform, which can optimize the speed, cost-effectiveness, and ease of recruiting for any company. To learn more, take a *tour of our product*.

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