

TALENT.

GRADUATE EMPLOYER'S WHITEPAPER 2018

Recruitment for the Future of Work

Attracting, Engaging and Measuring Millennial Talent





Why Millennials are a Different Breed of Employee

While generation X has dominated the workforce for decades, Millennials are set to make up 75% of the working population by 2025. And the same strategies for recruiting the current cohort of workers will no longer be effective.

Millennials have vastly different expectations than their elders and many businesses struggle to find a balance. A fat pay check is no longer enough, as there are many factors they deem more important.

1. The Right Fit

More than anything Millennials look for a place where they can fit in. They want to self-select for their need to fit in by aligning your company values with their own. Finding graduates with compatible personalities will create a strong and friendly atmosphere. This is not to say everyone has to be exactly the same, but common points of interest and complimentary team types will be the place to start.

2. The Right Culture

Although veterans of the workforce have found success through the pressure to perform in high stress situations, this toxic environment is no longer condoned by the new age of employees. They are more likely to actively disengage, become less productive and even quit. By maintaining a positive culture, you'll also get a much larger pool of applicants applying. Top graduates look for happy graduates, so a positive culture is an engagement tool in and of itself.

3. The Right Mentor

Millennials want instant feedback in order to streamline their career advancement. They dislike managers who assign tasks and expect results without interaction. When a manager invests in developing strengths, they feel valued and are more willing to stick around. All good programs should have mentors who are willing to develop their proteges into future leaders.

4. The Right Flexibility

In this age, the allure of freelancing is an attractive path for many Millennials. However, one thing they share with their predecessors is a desire for a stable full-time job and the amenities that come with it. Smart employers give them the best of both worlds by allowing flexible schedules and the opportunity to work remotely.

5. To Make a Difference

How many times have you heard a graduate wanting to find purpose? Millennials are impatient – they want to come in and immediately start making an impact on the business. They develop tunnel vision and only see the so-called difference at the end of it, not appreciating the hard work in the journey to get there. So, empower them early and involve them in the process to make them feel like they can hit the ground running.

Clearly a fat paycheck always the starting place, but it's not everything. Millennials own the future of work, and it starts today.

Recipe for the Perfect Millennial Graduate

Only a couple of years ago, the skills people were talking about were; complex problem solving, coordinating with others, and people management. By 2020, only complex problem solving remains at the top, with critical thinking and creativity shooting up the rankings. We have classified these skills into three key competencies:



Learning Agility

Learning Agility measures a candidate's speed at adapting, and their ability to teach themselves. Displaying a willingness to learn from experiences and applying such insight to new conditions is a strong indicator for this trait. Employees with exceptional learning agility will always be good problem solvers, in addition to being critical and creative thinkers.

Candidates scoring high on Mental Power are

2x

more likely to have exceptional Learning Agility

Professionals are embracing self-directed learning to stay up-to-date with today's dynamic job requirements, and the pace of change required is only increasing. Investing in graduates with high Learning Agility will help reduce training costs and skill obsolescence further down the line.



Cognitive Complexity

The information age has turned into the age of information overload. We need to be able to focus on the important and ignore the irrelevant in this digital paradigm. Cognitive Complexity measures our ability to distinguish between what information is relevant and what to ignore. This entails an emphasis on data quality over data quantity.

Candidates scoring high on Critical Thinking are

5x

more likely to have exceptional Cognitive Complexity

Graduates who have exceptional Cognitive Complexity are proficient at evaluating strengths and limitations. They tend to base their decisions on facts and figures after analysis of the situation, rather than purely on feelings. Investing in graduates who are critical thinkers will help navigate the complex business obstacles of the future.



Grit

In her bestselling book, "The Power of Passion and Perseverance", Dr Angela Duckworth defines Grit as a combination of passion and perseverance. High achievement such as in academic competitions, military training completion and sales performance is gained from the dedication to a singular goal, coupled with the determination to see it through. Grit is not about being the smartest person in the room, but rather your willingness to hang in there when the going gets tough. In fact, you could look at Grit as a deciding factor to who wins high stakes contests. Hard work alone doesn't determine the champion; enduring setbacks and overcoming adversity gets you over that final hurdle.

Candidates scoring high on Resilience are

4x

more likely to have exceptional Grit

Graduates with true Grit can overcome obstacles to reach goals and be confident and composed in the face of challenges. Graduates who score highly on Grit are real long-term assets to any organisation, because it only gets stronger as they mature.

The Graduate Recruiter's Challenge

This is the typical graduate recruitment process for volume recruiting:

TRADITIONAL

6 WEEKS



Thanks to the internet, the time and effort required to post jobs and apply to them has been greatly reduced – but it has resulted in recruiters being swamped with thousands of applicants. Recruiters typically rely on industry experience as a key screen to quickly narrow the field, but especially with recent graduates that screen can no longer be used.

As a result, many recruiters use candidate grades as a predictor of performance. However, research has found that grades have a relatively weak relationship with work performance, and in some cases can be discriminatory against cultural groups.



PAST EXPERIENCE



FUTURE ABILITY

Numerous other factors also compound this hiring challenge:

- Varying standards between degrees from different educational institutions
- Graduates are often hired to fill unspecified roles within the organisation
- Time pressure to hire quickly due to competition for the best graduate candidates
- The prodigious volume of applicants

For all these reasons, forward thinking recruiters have been seeking an objective methodology for accurately predicting on-the-job performance that can not only attract, but also process large numbers of applicants quickly.

The top schools and top grades mentality is flawed. The best graduate talent can come from anywhere, so to find the best and brightest you should **cast the widest net**

This Millennial optimised recruitment process scales to match bigger candidate pools, saving both time and effort.

The balance of power has shifted. Today, Millennials expect MORE.

TALEAGENT'S GRADUATE SOLUTION

14 DAYS



Gamify & Brand Video



Video Interview



Assessment Centre



Background Check



Hired!

Showing Off Your Employer Brand

The first step to attract the best and brightest Millennials to your company is tell a story about your employer brand. This goes for business of all sizes as each have a unique value to communicate.

Your employer brand is the perception by current and potential employees of what it's like to work for your firm. It's really the differentiating factor when a candidate is faced with two companies where they are interested in working in. It's all about creating transparency into your company culture, values and benefits and gives a realistic job preview into the role.

These three employer brand qualities will resonate with many Millennials:

Professional Development Opportunities

Millennials are super focused on their personal careers. The only difference is they want to do it twice as fast as previous generations. They want

a customised and streamlined approach to their career development. Show them you are willing to invest in their careers rather than what they can bring to your company.

Company Values

Millennials want to know that employers value them as unique individuals of the larger organisation. They're looking for employee values that align with their own specific needs, ideas and personalities. Be authentic to allow them to self-select for their need to fit in.

Company Culture

We spend more time with our colleagues than our family and friends on a weekly basis. It's no surprise that Millennials are looking for a home away from home at the office. They are looking for a happy and comfortable place where they can socialise and be productive. Show them a glimpse of a day around the office.

Assessment is No Game... Or Can It Be?

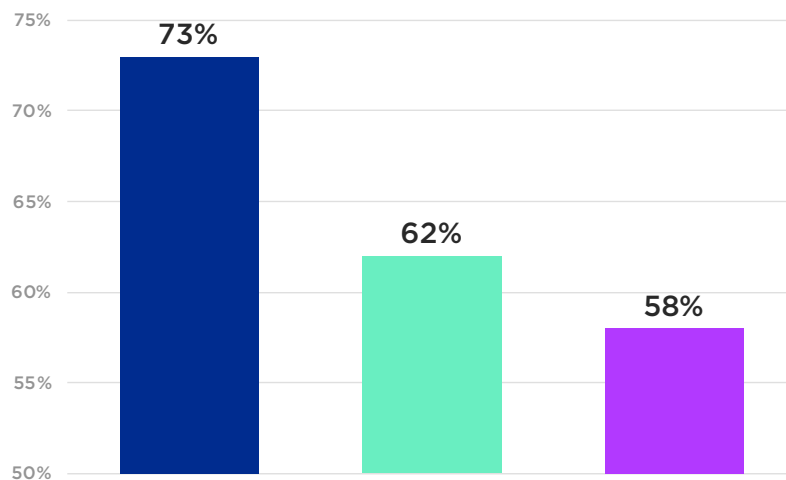
Gamified assessments have taken over the HR community by storm. Validated from the results of the assessment applied to thousands of graduates indicates that this new form of assessment provides a more positive and engaging candidate experience than traditional assessments. At the same time, the data shows that gamified assessments are capable of delivering valid and reliable measures of cognitive ability and Learning Agility.

Gamification has been a hot topic within business circles for years. The rapid emergence of the digital

gaming industry has surpassed the \$100 billion mark in worldwide revenue. Clearly the human appetite for interactive tests of skill and knowledge, and instant feedback via a reward system of points or digital prizes is fuelled by a generation who grew up in the internet age.

No surprise then that the HR industry has sought ways to harness our propensity for gaming. Making tests interactive with a pursuit of a certain goal, coupled with instant gratification are the defining characteristics of a successful gamified assessment.

Enhancing Candidate Experience is the Number One Priority



Improve
Candidate
Engagement

73%

Growing up in the digital age, a stellar candidate experience is no longer a nice thing to have. It is a necessity.

Assessing Gamified Assessments

It is believed that the combination of interactivity, entertainment value and novelty could provide greater attraction and engagement for new entrants to the workforce who grew up within the digital landscape and have come to expect more interactive experiences.

Leveraging game elements and narrative, gamified assessments appear to provide an opportunity to create a more positive experience for candidates. But regardless of their powers of engagement, the fundamental question remains: Can a gamified assessment measure the competencies proven to predict performance with the same degree of validity and reliability as the traditional question style of assessments.

Reliable and valid

The gamified assessment provided logical reasoning scores that showed the same correlations to other cognitive ability scores as traditional tests.

	Gamified	Verbal	Numeric	Logical
GAMIFIED	1.00	0.11	0.42**	0.41**

As expected, and consistent with traditional assessment results, the Logical Reasoning scores showed significant correlations with Numerical Reasoning and Logical Reasoning, but were independent of Verbal Reasoning

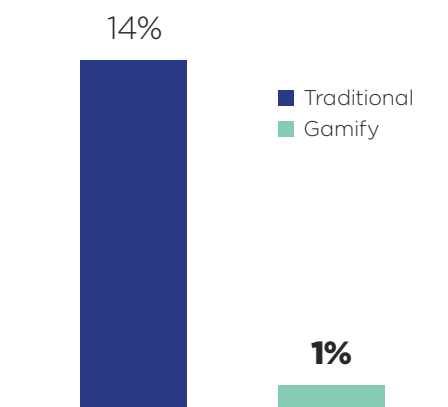
Optimising the Candidate Experience

For the purpose of comparison, we matched the gamified campaign with a traditional recruitment campaign, based on the key following characteristics:

- Graduates
- Australian organisation
- Well regarded brand

Comparing the two, we found the Gamify had significantly lower drop-out rates than a traditional assessment.

Candidate Retention



An excellent measure of Learning Agility

Unlike traditional assessments, the gamified assessment allowed candidates the opportunity to experiment and learn. The fact that they are learning, and the speed at which they are learning, is observed in their response data. From there, Learning Agility can be measured by the speed at which candidate's scores improved.

Predicting Job Performance: The Validity Ladder

Selection Procedures	Validity	Relative Strength of Procedure	Description
Cognitive Measures	0.67	Very Strong	Relatively inexpensive and generalisable.
Learning Agility	0.43	Strong	Derived from cognitive scores. Highly relevant to intensive learning required in graduate roles.
Personality Measures	0.40	Strong	Consistent data measuring key work style capabilities & EQ
Structured Job Interviews	0.41	Strong	Consistent and relatively inexpensive given interviewers have adequate training.
Assessment Centres	0.37	Moderate	Multiple exercises with different assessors, but relatively expensive.
Situational Judgment	0.34	Moderate	Relatively expensive and needs to be customised.
Conscientiousness	0.27	Moderate	Most valid personality construct
Unstructured Job Interviews	0.25	Weak	Typical outside of large corporations.
Reference Check	0.23	Weak	Not applicable.
Academic Results	0.20	Weak	Easily accessible for graduates but can overshadow more predictive measures.
Education (years)	0.10	Weak	Quickly outdated in rapidly changing work-place
Job Experience (years)	0.01	Very Weak	Often the same amongst graduates.

Source: adapted from Schmidt, F. L., Oh, I. S., & Shaffer, J. A. (2016). The validity and utility of selection methods in personnel psychology: practical and theoretical implications of 100 years of research findings.

Validation for Deloitte and Accenture

We were engaged by two of the world's largest, best known professional service companies who assess large volumes (10k+) of graduates for recruitment purposes. They intended to use our gamified assessment to serve as meaningful initial screen of job candidates, while also providing an opportunity to provide a differentiated experience that would support their unique employer brand.

Method

The validity of a psychometric assessment is the degree to which it measures what it is designed to or claims to measure. For example, if a personality assessment of sociability is valid then socially reserved or introverted types are more likely to score lower on this measure than gregarious, extroverted types who score highly. Similarly, a cognitive ability test assessing Verbal Reasoning should correlate significantly with a candidate's ability to interpret and use information presented in this form.

A concurrent validation study was undertaken by assessing hundreds of incumbent employees with the Gamify experience. Their assessment results were then correlated with manager ratings of performance collected through a performance rating system questionnaire.

Findings

Deloitte Graduates scoring high on Critical Reasoning were

2.5x

more likely to have exceptional critical thinking ability

Accenture Graduates who passed were

2x

as likely to have effective overall experience

Deloitte Graduates scoring high on Critical Reasoning were

46%

more likely to have highly effective overall performance

Accenture Graduates who passed were

2.1x

as likely to have exceptional ability to adopt new technology

Deloitte Graduates scoring high on Critical Reasoning were

30%

more likely to have high potential to advance

Accenture Graduates who passed were

4x

as likely to have exceptional Learning Agility and Problem Solving

The study also found that Numerically Minded and Communication were two key cognitive competencies shared by all successful candidates. These can be assessed in face to face interviews or video interviewing.

The Millennial Interview Guide

Research has found that using a standardised and structured interview format will give much more accurate results than an informal one in consistently finding the best candidates. Preparation is key. Your interview questions should give the applicant a chance to shine, as well as show what's in it for them to work at your organisation.

Mix and match any of these job interview questions to help you select the right Millennial for your next job opening. Try to include at least a few that reveal soft skills that young people sometimes lack:

1. What have you done in the past that will help you succeed in this role?

This is a great opening question and can open to a wide variety of responses. Younger Millennials may not have a great deal of work experience, but it can reveal their ability to construct and organise an argument from transferrable experiences.

It is also great in showing the candidate you respect their history, as little as it may be at this stage in their career. You can even probe further for qualifications not in resumes, key learning points from problem solving or what they discovered about themselves from taking psychometric tests.

2. Have you ever had to change your communication style to pass on similar information to different groups?

Adding to the general demeanour they communicate; this question directly gets at their communication skills and ability to adapt communication of complex ideas to different audiences.

Candidates responding well to this question will have high Verbal Reasoning ability.

3. Have you ever narrowly missed out on an award or promotion you thought you were going to get? How did you react?

Millennials are used to winning a lot of awards – but also a lot of participation awards. This question will reveal how they handle it when things don't go their way and their determination to bounce back.

4. Describe a time when you had to rapidly learn some new information and apply this to achieve an objective or solve a problem.

This is a good question to probe at a candidates' Logical Reasoning skills. Logical Reasoning refers to the ability to pick up trends and patterns within data and to apply these patterns in problem solving. It can also provide an indication as to how well the candidate is able to work with strategic ideas and intangible concepts.

5. How do you like to receive feedback?

Usually Millennials prefer feedback on the fly. The goal of this question is to point out that they can expect to hear things they don't want to hear.

Some job seekers may have difficulty answering this question. Rather than moving on, you can be more specific and ask for an example of a time they received a test score that was lower than expected.

6. Can you describe a project or situation where you had to make several difficult decisions? What process did you take in order to arrive at your decision?

Not enough thought goes into the thought process from which decisions are made. This reveals Millennial thinking and the ability to take a systematic approach to data analysis and to make sound well-thought out plans.

7. Tell me about a time you had to handle a difficult person, whether in person or through the phone?

It's quite common for Millennials to graduate from university having spent the majority of the time talking to friends through calls and text.

When it comes to interacting with people in the real world, and difficult ones at that it can be a challenge for some. Their answer will help reveal their cohesion into a diverse work environment.

8. What do you want to accomplish with this job?

This is a great question to wrap things up. In asking this question you're getting at how long a job seeker plans to stay with your organization and how they plan to achieve their career goals with your organisation.

In return you can offer a high-level career roadmap detailing where they'll start, how fast they can expect to develop and the mentoring they will receive.

STEP INTO THE FUTURE

Contact us today to learn more about how Talegent Millennial-optimised grad assessments can help you succeed at hiring.

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