

jobsgopublic

Your future workforce

A multi-generational
research piece



Jobsgopublic's Multi-Generational Research

How confident would you feel recruiting a Chief Executive and an Apprentice simultaneously?

This was a question that we started putting to some of our clients. It was a great way to spark a conversation about audience and the importance of considering them when it comes to recruiting.

At Jobsgopublic, we always start any recruitment campaign with the same key questions:

- ★ Who are we targeting?
- ★ What is the best way to reach them?
- ★ What are they looking for?

Ultimately, the answers to these questions hold the key to any campaign's success and without them you run the risk of failing before you've even begun.

So, coming back to the Chief Executive and the Apprentice. There will obviously be significant differences in the behaviours and ambitions of these two vastly different audiences, but what are they? And, more intriguing than that, what are the similarities?

We decided that these were questions we wanted the answers to, so we went to work. We ran two simultaneous research projects, targeting candidates aged 16-24 and those aged 50+, delving into various aspects of their preferences, opinions and aspirations when it came to their job search and careers. These were our findings...

Olivia Harris
Head of Marketing & Communications

About Jobsgopublic

At Jobsgopublic, we support housing associations across the UK in achieving their ambitions, helping them recruit the people they need to succeed. We've set out to ensure that our clients always feel confident and assured when recruiting – giving you access to a collective of highly effective people, products and services.

At a time when traditional recruitment methods are becoming increasingly ineffective

and, as a result, incredibly costly, Jobsgopublic offer alternative solutions. These are driven by data and specifically designed to enable housing associations to engage and attract exactly the type of candidates you're looking for.

Offering a range of resourcing, marketing and software services, Jobsgopublic can help you develop your employer brand, get the right messages in front of the right people and streamline your processes.

Jobsgopublic & National Housing Federation

In April 2018, we partnered with the National Housing Federation as part of our ongoing work with the UK housing sector.

With a shared commitment to ensuring that housing associations are best placed to thrive in a challenging sector, the partnership was a natural one and has already seen great success.

National Housing Federation members have been supported in securing the applications they

need for their vacancies.

To mark the partnership, Jobsgopublic offer National Housing Federation members significant discounts on Jobsgopublic's advertising, software and executive search services. The team will work with you to establish exactly what you need to broadcast your vacancies to the right audience and secure applications from the best candidates.

Headlines

Before we get stuck into the details, here's a few things that stood out at a glance:

- ★ A considerable percentage of young people do not feel that they have received sufficient career advice. This means that millions of people aged 16-24 are having to find their own way in their workplace, without any real guidance.
- ★ Whilst many employers bemoan that they can't afford to pay the salaries to attract the best talent, money doesn't actually come out on top of any polls on motivation questions. It does stand as the second highest motivation factor for the younger group, but falls behind work life balance and achievement for the older group.
- ★ This could be a contributing factor to the fact that a significant majority of candidates in both age groups do not feel that their skills are being utilised.
- ★ The older respondents highlighted a lack of opportunity to progress internally. The majority have only held one position in their current organisation and a firm percentage had to move companies for their last promotion.

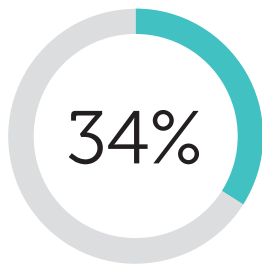
16-24

The Past

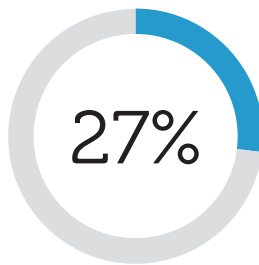
Do you feel that you've received sufficient career advice?



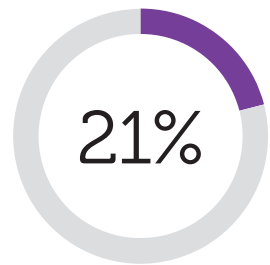
Where did you get your career advice?



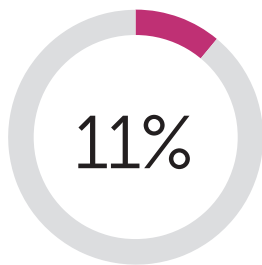
University



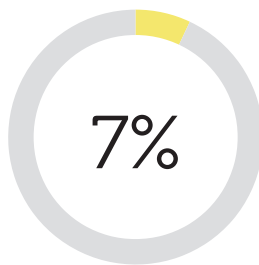
School



Parents



External Organisation



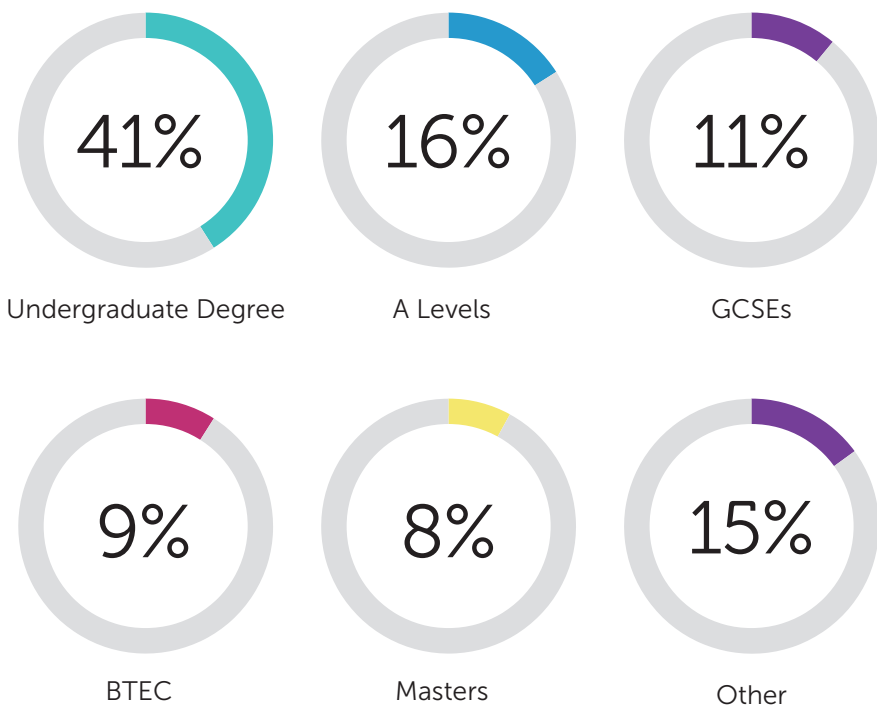
Other

The Past

Were you made aware of the alternatives to university?



What is the highest qualification you hold?



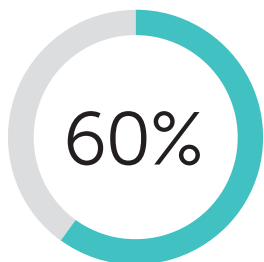
The Past

There is clearly something missing when it comes to career advice. Many are being forced to wait until university to get advice, if they get any at all. By this point they have already chosen their degree which can have a significant influence on their future direction.

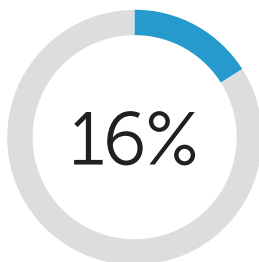
Whilst awareness of the alternatives to university is clearly growing, it is still the most popular route. Professional qualifications, such as BTECs and NVQs, are still significantly lagging behind, however we predict this will change over the next 10 years, as these are the most common qualifications associated with apprenticeships.

The Present

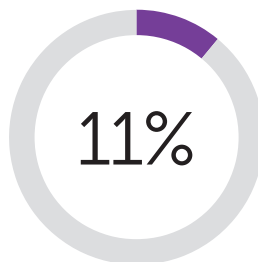
What is your current living situation?



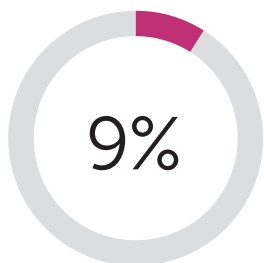
With Parents/Guardian



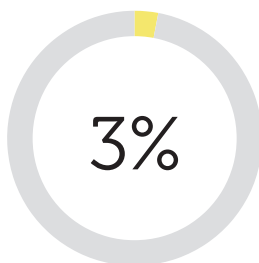
With Partner



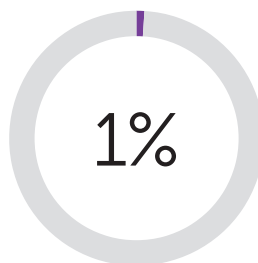
With friends



Alone



Student accommodation



Other

Do you still live in the same city/region as your family?



The Present

Are you?

68%

Looking to start my career

32%

Looking for a temporary job

Do you consider yourself to be?

54%

Starting my career

46%

In a temporary job

Describe your current job/sector in three words

active admin arts authority busy care career caring **challenging** changing charity
child children competitive **creative** customer **demanding** development
different **difficult** dynamic easy education **engaging** enjoy **enjoyable**
environment event events every **exciting** fast flexible **friendly** fulfilling **good**
great **happy** hard health helping impact important **innovative** interest
interesting learn local **love** make **management** marketing meaningful
mental migration **money** motivation **motivational** necessary organisation pace
paced **paid** people policy **pressure** professional progress **progression**
progressive public research respect **rewarding** sales satisfying science search
sector service **social** **stable** stimulating stress **stressful** support team **technical**
training unity varied variety very **well** while **work** working worth **worthwhile** youth

The Present

It's notable that such a majority are still living at home, or at least in close proximity. This could well be a consequence of the housing market and the increasing price of living.

It's interesting looking at the word cloud that the biggest words by some way are 'challenging' and 'rewarding'. Something we hear a lot is that the youngest generation in the workplace are more lazy and self-entitled and therefore less prepared to 'graft' and take on challenges. These results would actually suggest that younger people are finding reward in the challenges they face and would relish the opportunity to take more on. This could be something to consider when advertising to this audience.

The Future

Have you considered further study?



Yes

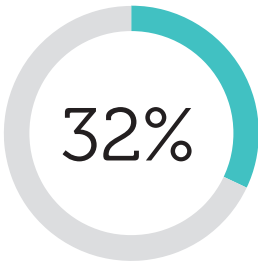
81%

19%

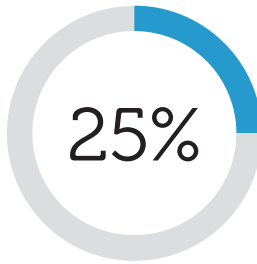


No

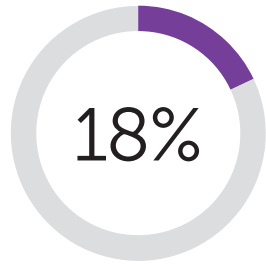
What is most likely to keep you in your current organisation?



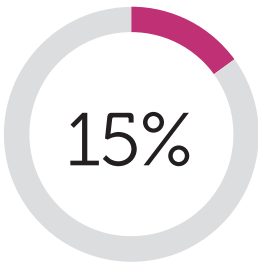
Progression



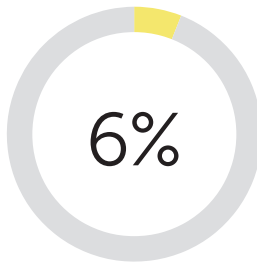
Work life balance



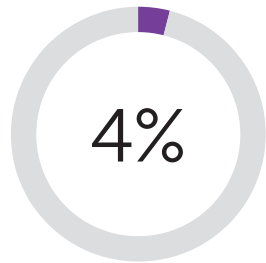
Stimulating work



Increased salary



Challenge



Other

The Future

Do you plan to return to full-time study?



Yes

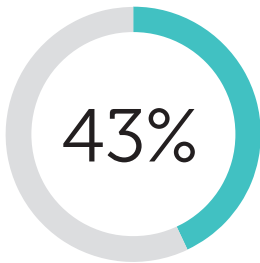
35%

65%

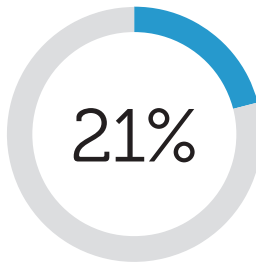


No

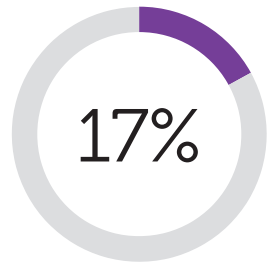
What will make you leave?



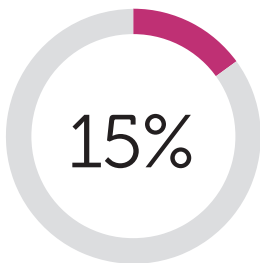
Unfriendly working environment



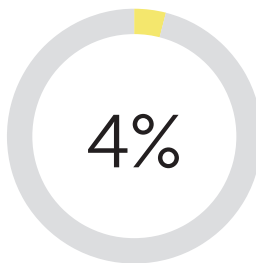
Poor management



Non-stimulating work



No progression



Stagnant pay

The Future

Many young people would like to consider further study. Employers could take advantage of this by advertising opportunities that allow continued learning.

Prospects for progression is unsurprisingly the factor that keeps younger people in their current job. Whether immediate opportunities are available or not, keeping your employees aware of their future prospects could go a long way.

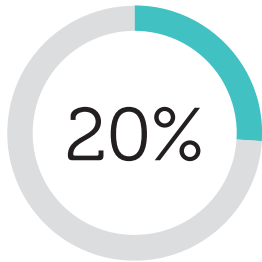
Putting effort into creating a friendly working environment could also be crucial to staff retention when it comes to your younger employees. It's clear that an unfriendly atmosphere is the most likely factor to drive young people away.

50+

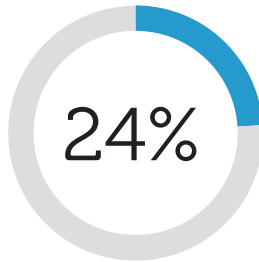
+

The Past

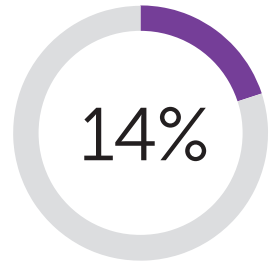
How long have you been at your current organisation?



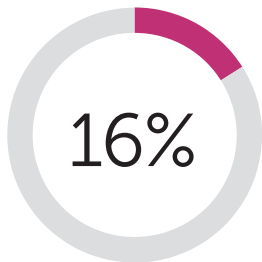
Less than a year



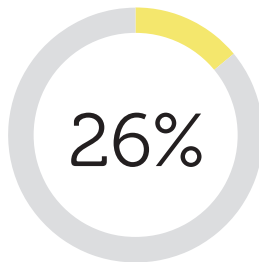
1-3 years



3-5 years



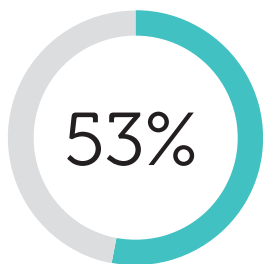
5-10 years



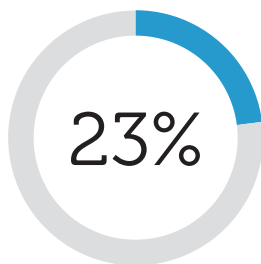
More than 10 years

The Present

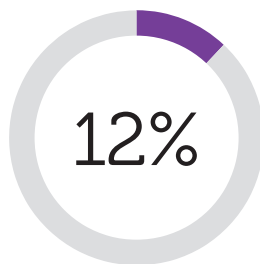
How many positions have you held during your time at your current organisation?



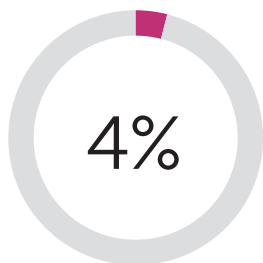
One



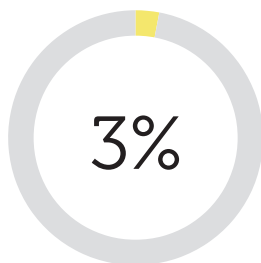
Two



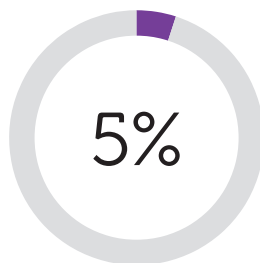
Three



Four



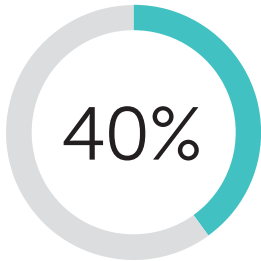
Five



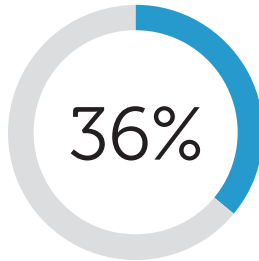
More than five

The Past

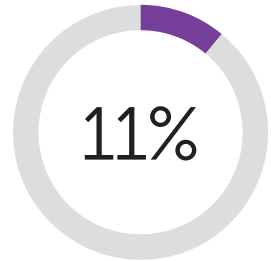
How did you get your last promotion?



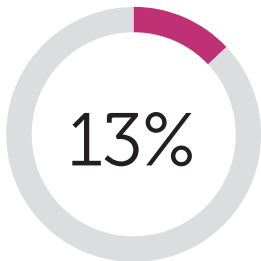
Moved organisation



Promoted internally



Newly created role

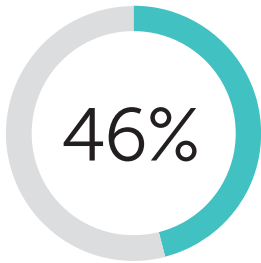


Other

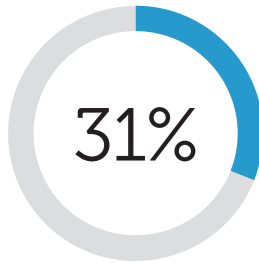
What stands out most is the percentage of respondents who have been at their organisation for a considerable amount of time but only held one position. The fact that so many had to move organisation for their last promotion also speaks volumes. This could be attributed to the fact that in more senior positions, there is less scope for progression, however the stats are still notable.

The Present

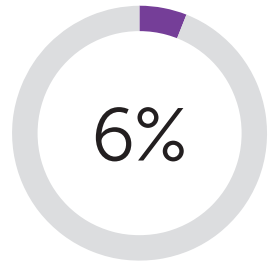
What benefits do you value most?



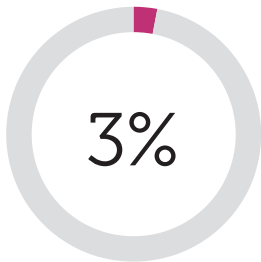
Annual leave



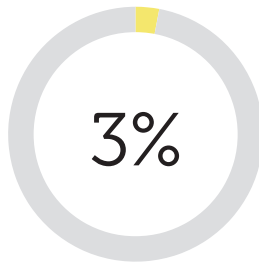
Pension



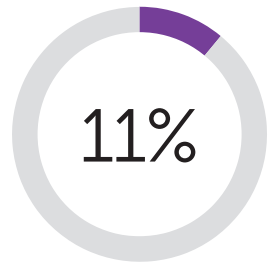
Bonuses



Staff events



Travel assistance



Other

Do you feel that you still have opportunities to train and develop new skills?



Yes

76%

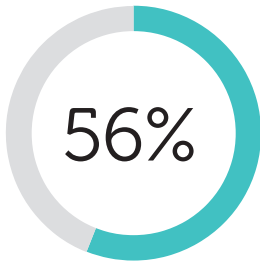
24%



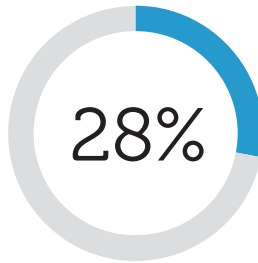
No

The Present

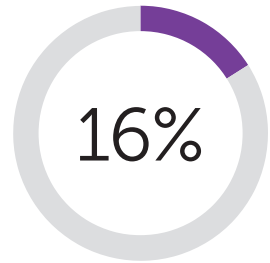
Do you consider yourself to be:



In a career



In a temporary job



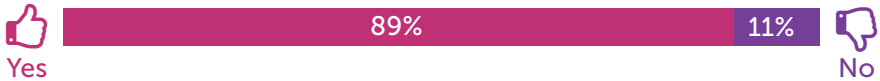
Other

The fact that annual leave and pensions come so high above everything else for an older audience comes as no huge surprise. It does show that when it comes to advertising to more senior candidates, this is what you should be promoting as the rest of your benefits package is reasonably inconsequential in comparison.

The fact that a healthy majority of over 50s still consider themselves to be in a career is coupled well with the fact that over three-quarters still have the opportunity to undertake training. Never overlook your older workers when it comes to upskilling your staff, you could soon regret it.

The Future

Do you welcome change?



Would you be interested in taking on a mentoring role?



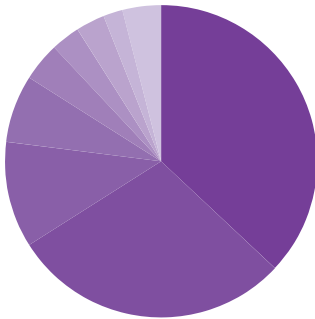
It is such a tired misconception that older people don't welcome or are even afraid of change. At a point where the public sector is undergoing significant change, these misconceptions can be damaging.

Mentoring schemes can be hugely beneficial for all involved. This is especially the case when we have younger people who haven't had proper careers advice and guidance, and older people that still want to play a role in your organisation's future.

Comparison

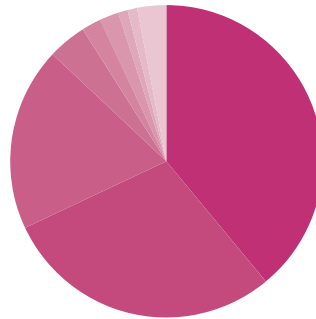
What Motivates You?

16-24



- 37%** Achievement
- 29%** Money
- 11%** Encouragement
- 7%** Praise
- 4%** Targets
- 3%** Incentives
- 3%** Management
- 2%** Pressure
- 4%** Other

50+

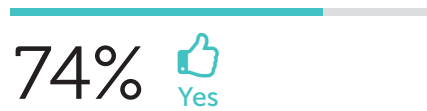


- 39%** Work life balance
- 29%** Achievement
- 19%** Money
- 4%** Management
- 2%** Benefits
- 2%** Incentives
- 1%** Targets
- 1%** Pressure
- 4%** Other

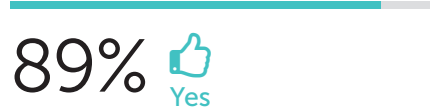
Notable increase in the importance of work life balance, which doesn't even feature for younger respondents, shows a shift in priorities for older workers. Positive encouragement is clearly needed when someone is starting out their career.

Is flexible working important to you?

16-24



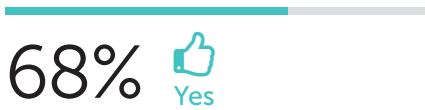
50+



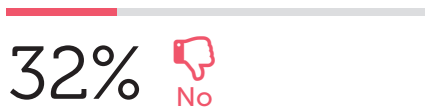
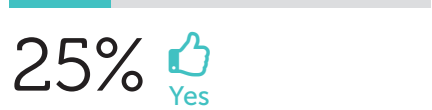
Similar to work life balance, flexible working becomes increasingly important as people get older.

Are your skills fully recognised/put to use?

16-24



50+



Do you feel that you make a difference in your organisation?

16-24

50+

71% 
Yes

80% 
Yes

29% 
No

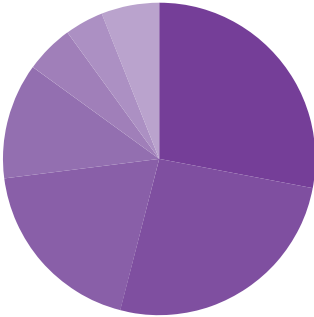
20% 
No

The huge shift when it comes to skills being used properly shows that whilst older workers do feel they make a difference they clearly feel they could do more. Whereas, younger people are more confident that their skills are recognised but less sure that they make a genuine difference.

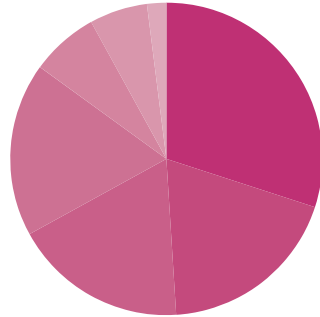
Where do you see yourself in five years?

16-24

50+



- 28%** In a different career
- 26%** I have no idea
- 19%** In a similar job elsewhere
- 12%** At my current company, in the same position
- 5%** Travelling
- 4%** Studying
- 6%** Other



- 30%** I have no idea
- 19%** In a similar job elsewhere
- 18%** In a different career
- 18%** Retired
- 7%** At my current company, in a different job
- 6%** At my current company, in the same job
- 2%** Other

There is a notable absence of 16 – 24 year olds who think that they'll still be at the same organisation but in a different position.

The uncertainty amongst older workers could be a result of the economic climate putting pensions and retirement age up in the air. We recommend keeping your team up to date on the future plans of the organisation.

What three words would you use to describe the public sector?

16-24

appreciated balance benefits boring budget busy career caring **challenging** change communication community competitive customer cuts diverse dont engaging environment fair **flexible** **friendly** fulfilling funded good **government** great happy **hard** hardworking help helpful honest **important** inefficient informative interaction **interesting** jobs know lack limiting love mine **money** motivate necessary open opportunities organised **over paid** people poor **progress** progression progressive **public** relax reliable respect responsible **rewarding** secure self service slow social stability **stable** staff staffed stagnant stress stressful stretched support system team underfunded underpaid undervalued useful valuable **valued** varied variety vast very vital well with **work** worked **working** worth worthwhile

50+

benefit better bureaucratic busy care caring challenge **challenging** change changing committed community customer dedicated demanding **diverse** dynamic efficient essential fair flexible frustrating funded funding going **good** **government** great hard important inefficient **innovative** **interesting** lack **local** many **money** moral more motivated **necessary** need needed needs opportunities opportunity **over** overworked **paid** pension people political poor **pressure** pressured pressurised professional progress **public** quality reliable **resource** resourced respect **reward** **rewarding** safe satisfying **secure** security **service** services serving slow stable staff stress stressful stretched structure struggling support supportive **underfunded** **underpaid** understaffed undervalued **value** valued varied **very** vital waste while **work** worked working worth worthwhile

Conclusion

Conclusion

The findings of this research have uncovered some interesting points.

For the younger generation of workers, a perceived lack of sufficient career advice will mean that they're entering their working lives with a certain degree of uncertainty. This will make them more attracted to employers that will provide them with direction and training, allowing them to develop key skills. Mentor figures could be key and should be easy to find considering that three quarters of the older workforce would be interested in taking on a mentoring role.

With the prospect of progression being the most influencing factor in keeping the under 25s in their current position, outlining potential career paths could play a key role in staff retention for this age group.

For older workers, the standout observation is the disconnect between what they feel they can offer and the opportunities being given to them. The fact that so many have had to move organisations to get promoted is incredibly interesting.

This presents a significant opportunity both in terms of staff retention and attraction. Ensuring that you are engaging with your staff, understand their ambitions and enabling their ambitions should keep them satisfied in their work and positive about a future at your organisation. Evidencing that this is your policy could also make a huge difference when it comes to attracting new talent.

Across the board, promoting policies such as flexible working and training and development will likely lift staff morale, increase retention rates and significantly boost your recruitment efforts.

Appendix

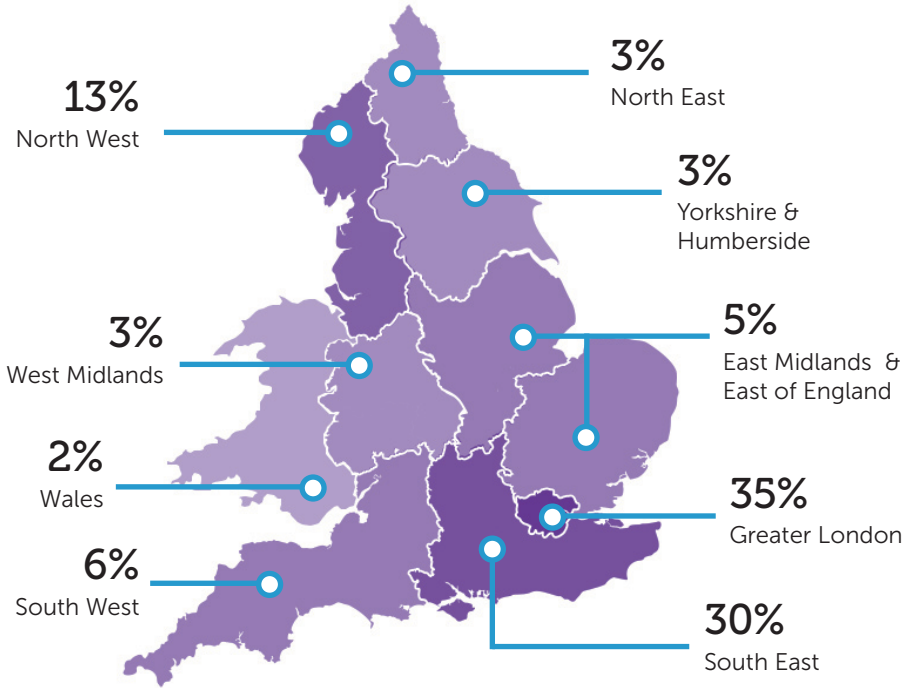
Appendix

This study was carried out through online surveys of users of Jobsgopublic.com in October – December 2017.

For the younger audience, we also distributed the survey online through a random selection group of colleges and universities throughout the UK.

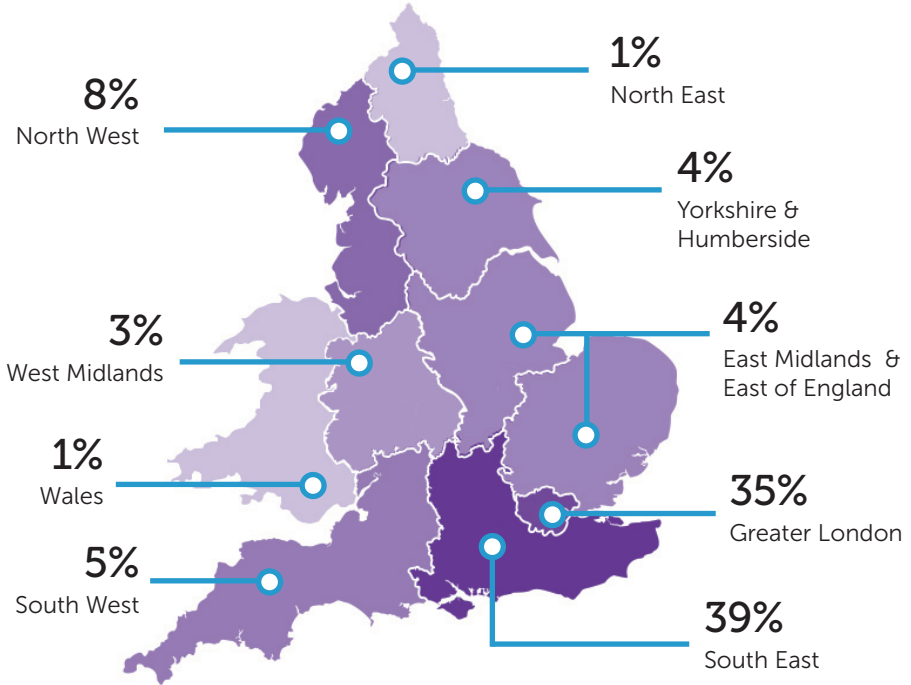
Appendix

Location - 16-24



Appendix

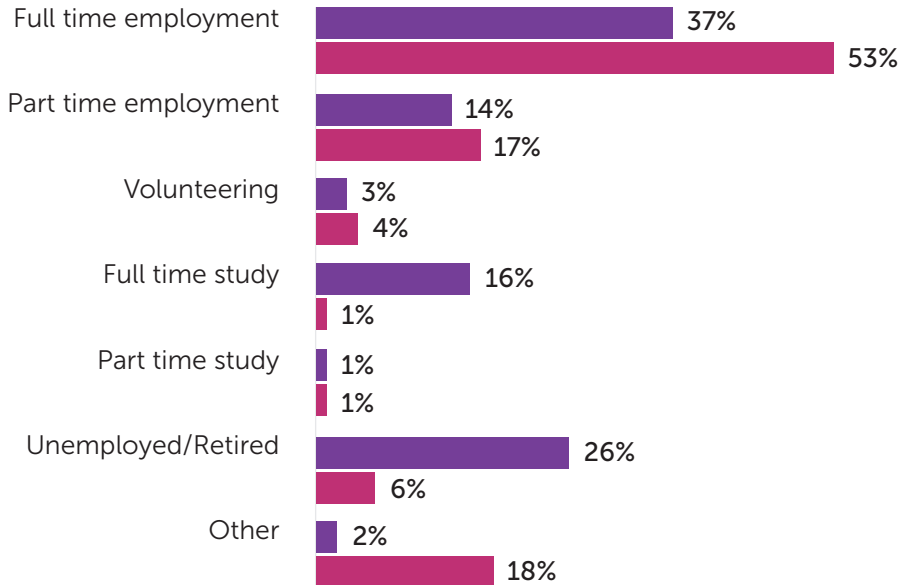
Location - 50+



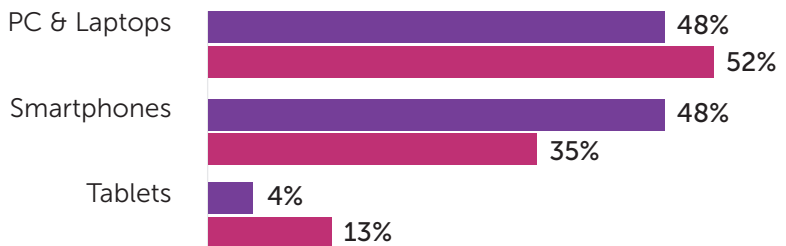
Appendix

Employment Status

Key: ■ 16 - 24 ■ 50 +

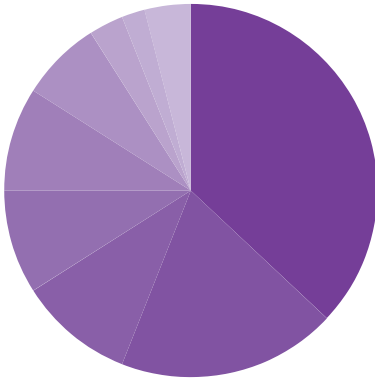


Device Used



Appendix

Sector



- 37%** Local Government
- 19%** Education
- 10%** Social Care
- 9%** Social Housing
- 9%** Health
- 7%** Civil Services
- 3%** Central Government
- 2%** Blue Lights/Emergency Services
- 4%** Other

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