



Indeed Hiring Lab | December 2014

Three Generations of Talent:

Who's Searching for Jobs Today

“Today’s workforce is divided equally into three dynamic generations, each with their own perspectives and experiences. Baby Boomers have been in the workforce the longest, followed by Gen Xers in the prime of their working lives, and Millennials at the start of their careers. Our analysis of how these generations search for jobs uncovers some differences in how they approach the modern labor market as well as the similarities. Notably, we find that job seekers of any age respond to labor market conditions, searching more in occupations and locations where there are many jobs. It also reveals that the retirement of the Baby Boomers will affect the labor market in ways we can’t fully predict yet, creating potential shortages in areas where they have the most interest and opening opportunities for younger generations at the same time.”

Tara M. Sinclair, PhD
Chief Economist, Indeed

Table of Contents

Executive Summary

Each Generation Brings Unique Strengths to the Labor Market	8
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Key Insights

Understanding Generational Similarities & Differences	12
Getting to Know the Generations	14
Job Seekers of All Ages Rely on Mobile	18
Interest in Major Cities Varies by Generation	20
Low Interest in Some Occupations Could Indicate Future Talent Shortages	22

Key Occupational Profiles

Identifying Talent Opportunities in Key Occupations	26
Computer & Mathematical	28
Healthcare Practitioners & Technical	30
Healthcare Support	32
Office & Administrative Support	34
Construction & Extraction	36

Employer Insights

Hiring Three Generations of Talent	40
Wells Fargo	42
General Motors	44
Kelly Services	46
AT&T	48

Conclusion

Preparing for Tomorrow's Talent Demands	52
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Appendices

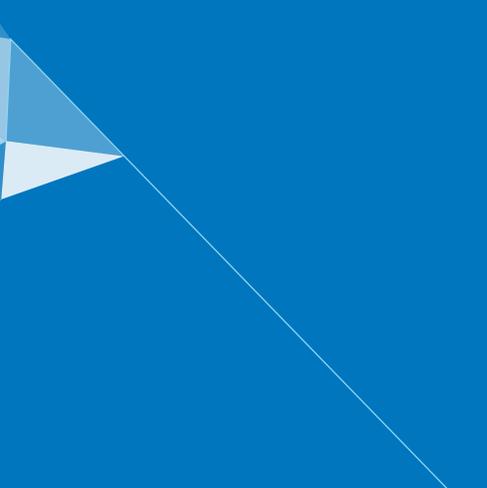
Occupational Click Shares by Generation	56
Occupational Popularity Ranking	58
Projected Employment from 2012 to 2022	59

Data & Methodology

Data Sources	62
Measuring Relative Interest	63
Location Methodology	63
Distinctive Queries	63

About Us

About the Author	66
About the Indeed Hiring Lab	67
About Indeed	67



Executive Summary

Each Generation Brings Unique Strengths to the Labor Market

The labor market is undergoing dynamic changes that affect how employers source talent for today and tomorrow. This is a unique moment in time in which three generations each comprise one-third of the workforce. In this report, we compare and contrast the subtle differences between Millennials, Generation Xers, and Baby Boomers and anticipate how employers can successfully recruit candidates of any age.

For this report, we looked at how each generation searches for jobs and asked what their preferences could tell us about the future demographics of the workforce. As Baby Boomers retire, will Gen Xers be able to assume the leadership positions they leave? Will Millennials be qualified to fill subsequent gaps? And, will the future talent supply include the skills employers need?

We approached these questions by examining what each generation is looking for and where they're searching. The aggregated, anonymized data on Indeed offer insights into how these behaviors vary from generation to generation and how they're similar. We defined these generations by grouping a sample set of candidates into three broad age categories that correspond roughly to Millennials (aged 21 to 30), Gen Xers (aged 31-50), and Baby Boomers (aged 51-70).

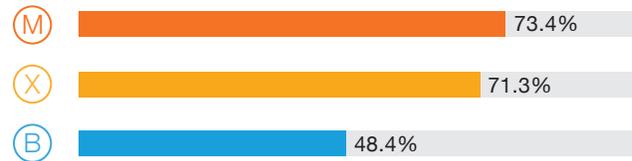
As opposed to survey data, in which people from each generation self-report their preferences, these data give us a look at those preferences in action and reveal the top occupations, job titles, and cities that people of all ages are searching. We also talked with leaders in talent acquisition, who shared their experience of hiring and retaining candidates at any stage of their career. Together, these analyses point to generational differences that are overshadowed by larger economic forces, unifying how each generation approaches their work.

One such force is the availability of jobs. Regardless of generation, all job seekers are more likely to look in occupations and locations where there are many job postings. In comparing the share of postings in a given occupation to the share of clicks from each generation, we found that Baby Boomers are most responsive to the number of jobs available, with Gen Xers a bit behind them, followed by Millennials. These slight differences suggest that as a person ages into her career, she becomes more attuned to the labor market and makes decisions accordingly.

The shift to mobile is another trend that stands out. Among the younger generations, mobile is preferred by the vast majority of job seekers. Nearly 75% of Millennials' and over 70% of Gen Xers' clicks on Indeed come from mobile devices. For Baby Boomers, desktop searches are still the preferred form of job searching but a growing number also use mobile – 48% of their clicks come from mobile.

The Shift to Mobile

Younger generations overwhelmingly prefer mobile and Baby Boomers are not far behind.



Supply of talent in the near and distant future is a key concern for employers in every occupation, and assessing the interest in those occupations from all three generations can help predict where shortages and surpluses may occur. One area where there are already shortages are Healthcare Practitioner and Technical occupations. Today, Baby Boomers show the most interest in these jobs, indicating that shortages may worsen. In general, Baby Boomers are relatively more interested in blue-collar jobs than the younger generations, another area that may suffer as they retire. Millennials are more attracted to white-collar jobs and this makes sense – they're the most educated generation in history.

Of all the generations, Millennials have the most interest in Community and Social Services occupations. Both Millennials and Gen Xers are interested in Computer and Mathematical occupations, with Gen Xers showing the most interest. From a hiring perspective, it's Gen Xers who display some of the most desirable characteristics – they're experienced in some of today's most in-demand occupations and they're tech savvy.

This report contains in-depth coverage of each generation: an overview of search trends by device, location, and occupation; a deep dive into five key occupations; as well as how employers can respond to this changing landscape.

Key Insights



Understanding Generational Similarities & Differences

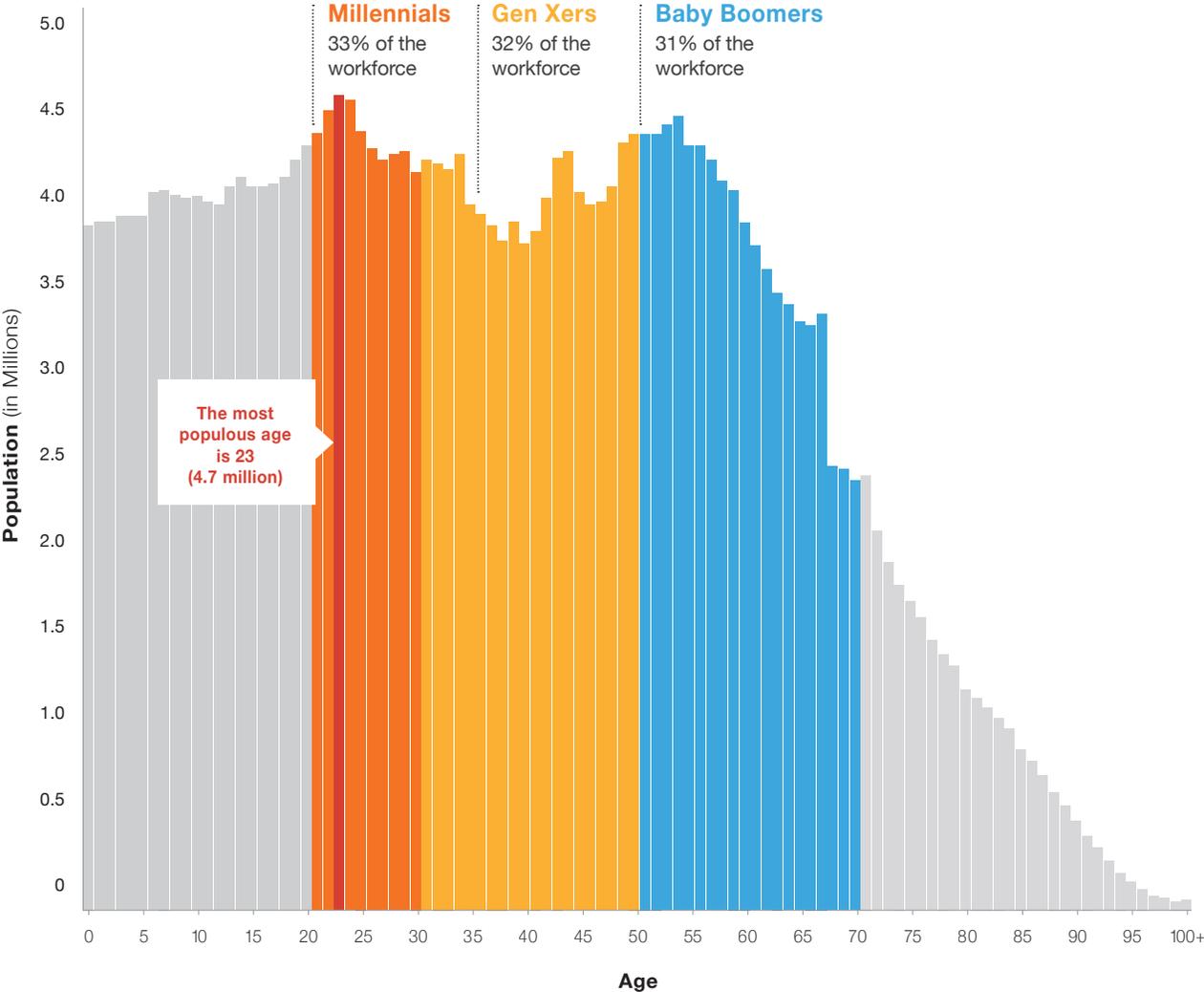
Millennials, Generation Xers, and Baby Boomers are aware of what's available in the labor market. They all search more often in occupations and locations where there are many job postings.

Our definitions of these generations vary slightly from other studies and were based on ages we estimated from resume data available on Indeed. We defined Millennials as people currently aged 21 to 30 years, Gen Xers as people aged 31 to 50 years, and Baby Boomers as people aged 51 to 70 years.

	Which device do they search on?	Top 3 Cities	Top Occupation	Most Distinctive Query
 Millennials 21 to 30 years		Boston, New York, Los Angeles	Office & Administrative Support	Social Media
 Gen Xers 31 to 50 years		Phoenix, Dallas, Seattle	Business & Financial Operations	Operations Manager
 Baby Boomers 51 to 70 years		Phoenix, San Diego, Houston	Management	Truck Driver

Each generation makes up one-third of the workforce

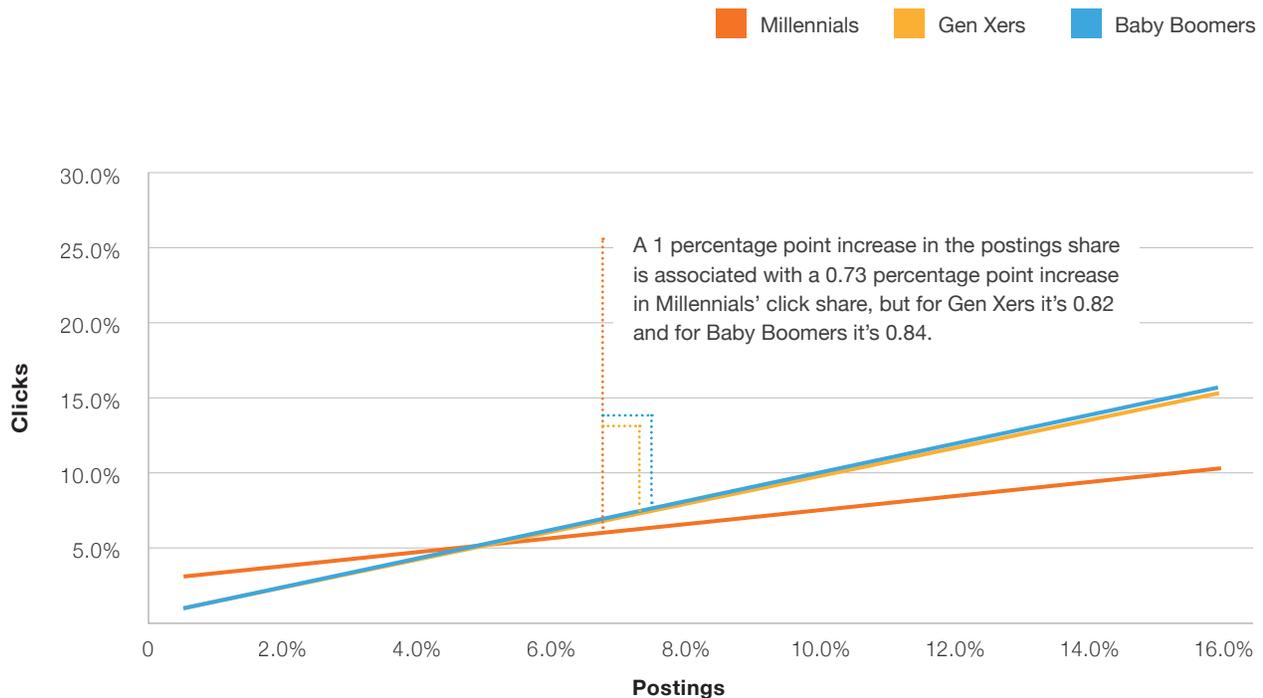
Currently, labor force participation for these generations is spread fairly evenly. While the oldest of the Baby Boomers were eligible for retirement several years ago, they still constitute just over a third of the workforce. Both Millennials and Gen Xers respectively make up a third as well. Millennials are currently the largest share of job seekers and will make up an increasingly large share of the workforce.



Source: US Census Bureau

Getting to Know the Generations

In how they search for jobs, Millennials, Generation Xers, and Baby Boomers are not so different from one another – they all search in occupations and locations where the most jobs are available. Still, there are some subtle variations between them all. Younger generations prefer mobile to desktop, and are also looking for Computer and Mathematical related jobs more than older job seekers. Baby Boomers search more often in warm-weather cities and prefer occupations that reflect their level of experience, like Management roles and Healthcare Practitioner and Technical occupations. The following pages break down the unique search behaviors of each generation.



Millennials

21-30 years

What they search

Millennials are the most educated generation in history and this distinction shows in our data, reinforcing our finding that all job seekers are responding to other forces at work in the labor market. Millennials' high levels of education lead them to search for jobs in highly skilled occupations.

While occupations that require less education skew toward older generations, Millennials are searching in the following high-skill occupations:

Computer & Mathematical



Life Sciences



Business & Financial

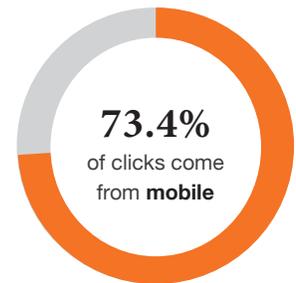


This trend may leave a gap in trade occupations as the Millennials take over the workforce. For example, "Manufacturing," "Maintenance," and "Driver" are terms that show up in Boomers' top queries but don't appear at all in top queries from Millennials.

In contrast to some stereotypes of Millennials' sense of entitlement, they click less on Management jobs than older generations.

However, another stereotype may be true — they click more on Community and Social Services occupations than older generations, perhaps revealing their desire to derive greater meaning from their jobs.

How they search



Where they search

Millennials' share of clicks in urban areas is much higher than the US average, with Boston and New York as top destinations.

Boston



New York



Generation Xers

31-50 years

What they search

With so much focus around Millennials taking over the workforce and Baby Boomers leaving it, Gen Xers are often left out of the conversation. But this generation makes up a roughly equal share of the current workforce and has been honing their leadership and tech skills, making them great candidates for the senior-level roles that Baby Boomers will soon retire from. In the prime of their professional lives, Gen Xers search most in these occupations:

Business & Financial



Legal



Computer & Mathematical



They search more than Millennials do in Computer and Mathematical occupations and they're equally tech savvy.

Caught in the middle of today's labor market, Gen Xers are sometimes more like Baby Boomers and more like Millennials at others.



Similar to Millennials in clicks to STEM jobs



More like Millennials in use of mobile

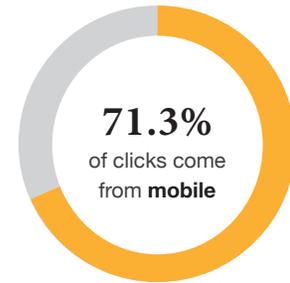


More like Boomers in their response to the labor market



Similar to Boomers in clicks to Management jobs

How they search



Where they search

They're attracted to established tech hubs like Seattle, and they search for Healthcare Practitioner jobs in Charlotte.

Seattle



Charlotte



Baby Boomers

51-70 years

What they search

Baby Boomers have been in the workforce the longest, and they plan to stay on longer than previous generations did. They are much less interested in Computer and Mathematical jobs than younger generations but show more interest in several other occupations:

**Healthcare
Practitioners &
Technical**



Management



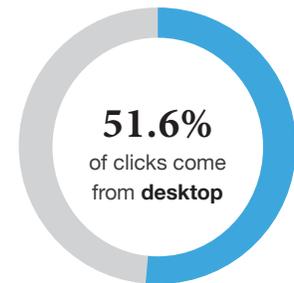
**Transportation &
Material Moving**



Boomers show interest in more traditionally blue-collar jobs, with “Manufacturing” and “Driver” appearing as top search terms for this generation. Many are also interested in part-time jobs, which may be one way of delaying retirement in favor of working fewer hours.

Many of the occupations in which Baby Boomers show high levels of interest receive relatively lower interest from Millennials. This trend may result in talent shortages as they leave the workforce.

How they search



Where they search

They're relatively more interested in warmer places.

Phoenix



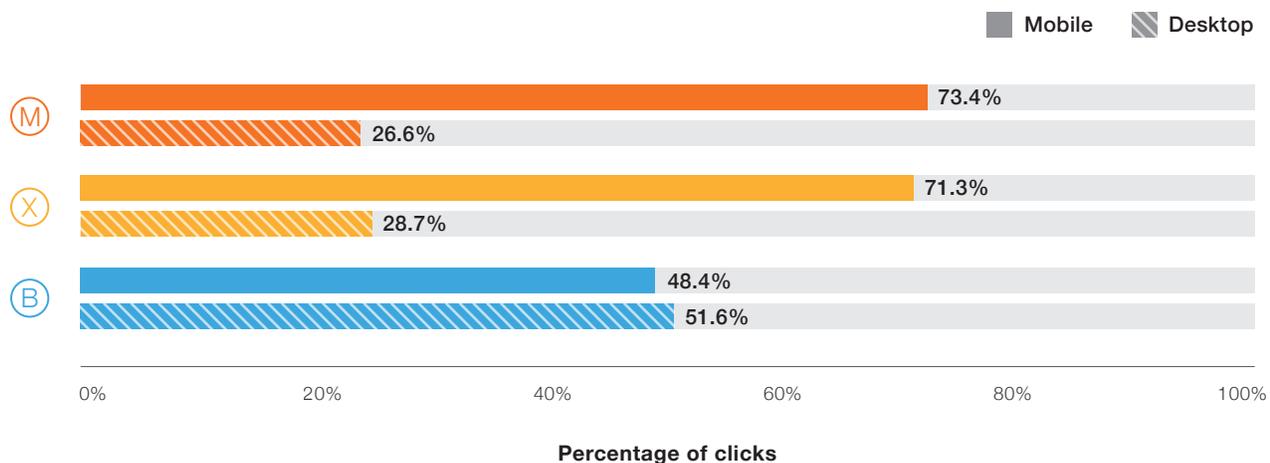
San Diego



Job Seekers of All Ages Rely on Mobile

While the vast majority of **Millennials** and **Generation Xers** prefer mobile over desktop, nearly 50% of **Baby Boomers** are also using mobile.

Which device does each generation use?



When does each generation search?



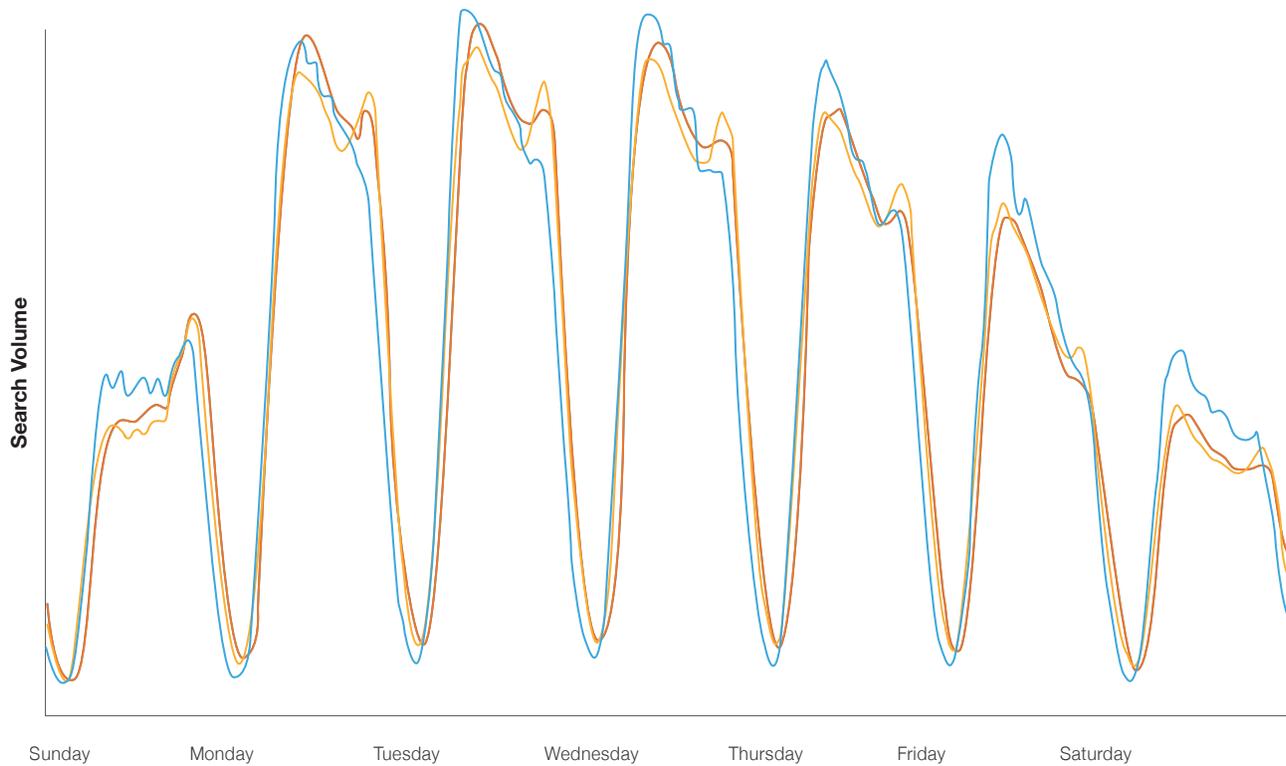
Millennials
search more than
other generations on
Monday mornings



Gen Xers
are most active
in the evenings



Baby Boomers
search most
in the mornings



Interest in Major Cities Varies by Generation

For Millennials, the share of the generation clicking on jobs is greater than the national average in 14 of Indeed's 15 most popular cities (all but Phoenix). This suggests younger workers are more interested in larger urban areas than in suburban areas or smaller towns. Generation Xers and Baby Boomers, more so Boomers, have a lower interest in urban areas. Of major cities in the US, Phoenix seems to be the place for older workers. The table below shows the all 15 of these cities, ranked by relative popularity for each generation.

Which cities are most attractive to each generation?

	M	X	B
1	Boston	Phoenix	Phoenix
2	New York	Dallas	San Diego
3	Los Angeles	Seattle	Houston
4	San Francisco	Atlanta	Philadelphia
5	Chicago	Austin	Austin
6	Philadelphia	Charlotte	Washington DC
7	Washington DC	Houston	Charlotte
8	San Diego	San Diego	Dallas
9	Houston	Chicago	Seattle
10	Atlanta	Washington DC	Chicago
11	Charlotte	San Francisco	New York
12	Austin	Philadelphia	Atlanta
13	Seattle	Los Angeles	Boston
14	Dallas	New York	Los Angeles
15	Phoenix	Boston	San Francisco



Millennials like large urban areas

New York and Boston are two cities that receive high interest from Millennials. Los Angeles and San Francisco are also popular destinations for this generation.

Gen Xers prefer established hubs

Seattle receives a lot of interest from Gen Xers, perhaps from experienced tech professionals. They're also searching for Healthcare jobs in Charlotte.

Baby Boomers show interest in warm weather

They're searching for jobs in places like Phoenix and San Diego.

Low Interest in Some Occupations Could Indicate Future Talent Shortages

The 21 occupations listed in the chart to the right are ranked by the difference in interest between the two ends of that spectrum: Millennials and Baby Boomers. Occupations that appear at the top are those that receive the most interest from Millennials while those at the bottom are most attractive to Baby Boomers. As we approach the middle, we see those occupations that receive similar levels of interest from all three generations.

On the X-axis, we're showing the ratio between clicks from each generation compared to postings in each occupation.



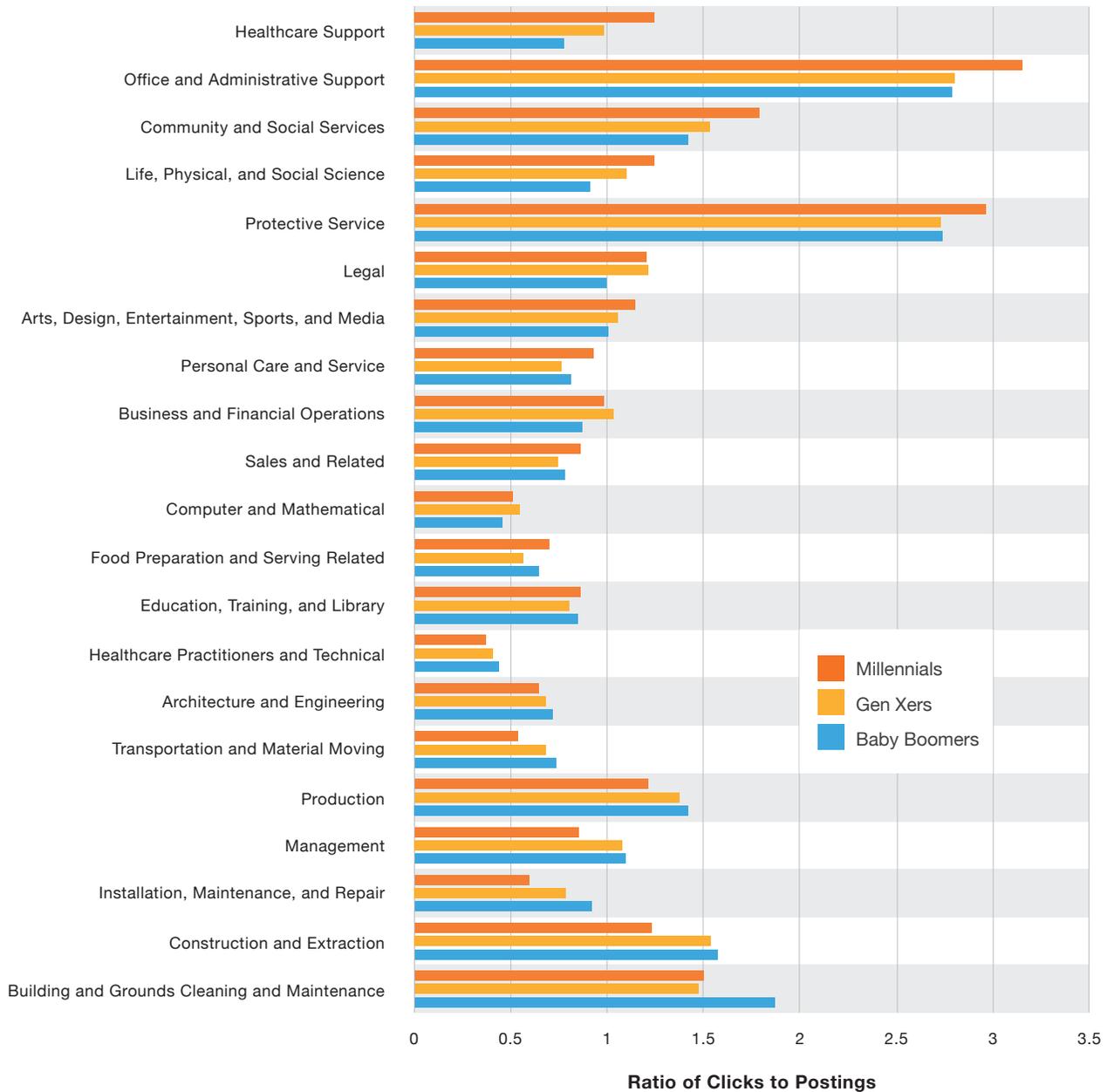
Millennials show a high degree of interest in customer-facing service roles, as demonstrated by their high interest in Community and Social Services, Personal Care and Service, Sales, Food Preparation and Serving, and Healthcare Support occupations.



Gen Xers are less generationally distinct; sometimes they act like Millennials and they act like Baby Boomers at others. For example, both Baby Boomers and Gen Xers are interested in Management. In Business and Financial, Gen Xers and Millennials show similar levels of interest.



Of all generations, Baby Boomers have the most interest in Healthcare Practitioners and Technical occupations, as well as Architecture and Engineering. They have high interest in blue-collar jobs, which is why these jobs appear at the very bottom of the chart.





Key Occupational Profiles

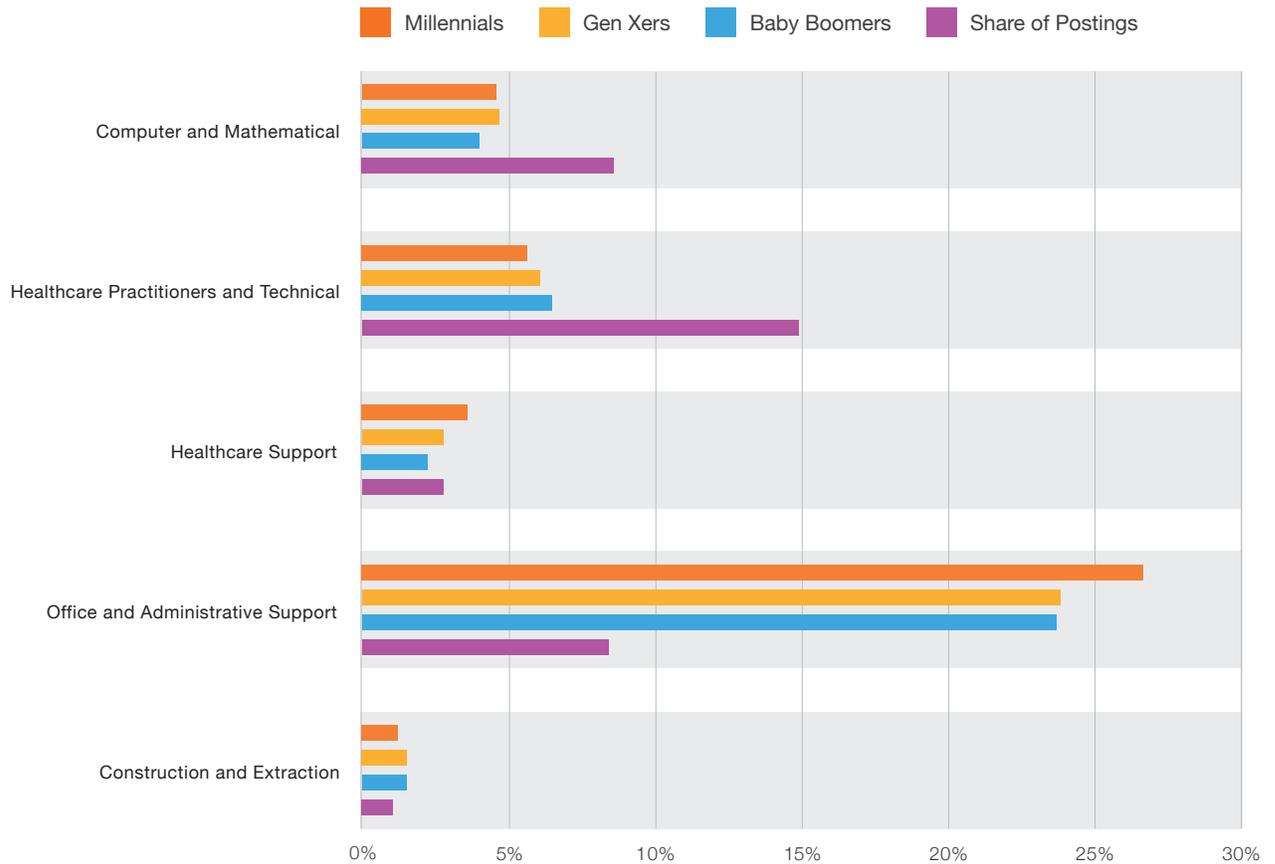
Identifying Talent Opportunities in Key Occupations

For this report, we focused our analysis on 21 broad occupational categories and further narrowed the lens to examine how each generation is searching for jobs in five key occupations: Computer and Mathematical, Healthcare Practitioners and Technical, Healthcare Support, Office and Administrative Support, and Construction and Extraction.

Which key occupations receive the most interest from each generation?

The chart below measures the relative interest from each generation in key occupations and the share of job postings available in each of those occupations.

At a glance, these data show us where interest in jobs and availability of jobs are well matched and where they are out of balance. For example, interest from all three generations in Healthcare Support occupations isn't far off from the share of jobs available. In Healthcare Practitioner and Technical occupations, however, there are many more jobs available than there is interest from job seekers of any age. The following pages examine each of these occupations in greater detail.



Computer & Mathematical

Nationwide, 3.7 million people are employed in Computer and Mathematical occupations. By 2022, the BLS projects this employment to **grow by 18.0%**.

Jobs in this occupational category make up 8.6% of all jobs on Indeed and include job titles such as Software and Web Developers, Information Security Analysts, and Database Administrators. These jobs require high levels of education and high demand for these candidates can lead to competition among top employers for their skills.

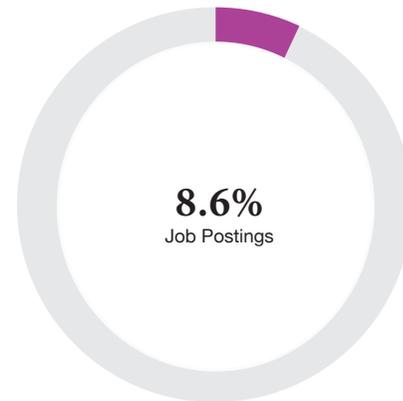
These occupations also include STEM jobs that are at the forefront of the national dialogue on our evolving workforce. The median duration of a STEM vacancy is two times as long as for a non-STEM vacancy. Understanding how these jobs appeal to job seekers across age groups gives us an indication of how we may be able to meet that demand in coming years.

Computer and Mathematical occupations show the second largest gap between postings and clicks, indicating a significant mismatch between job seeker interest and available jobs.

Search Trends

Job titles in these occupations do not appear in the top ten search terms for job seekers of any age.

Percent of jobs in this occupation

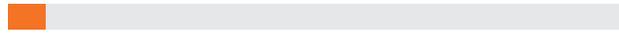


Relative Interest

Measured by the share of clicks from each generation.

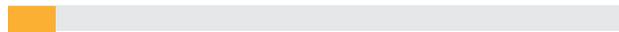
Millennials

4.5%



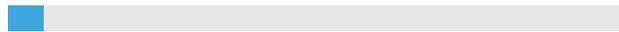
Gen Xers

4.7%



Baby Boomers

4.0%



Popularity Ranking

A ranking of 1 to 21 for all of the occupations in our sample.

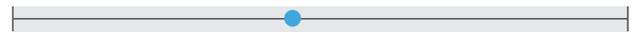
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8



8



Key Job Title Analysis

The share of clicks from each generation to key job titles in this occupational category compared to the share of postings each job title makes up.

	Relative Interest			Share of Postings
	(M)	(X)	(B)	
Java Developer	0.03%	0.03%	0.01%	0.32%
Software Engineer	0.16%	0.14%	0.14%	0.81%
Social Media	0.18%	0.09%	0.04%	0.06%

Healthcare Practitioners & Technical

Today, 7.8 million people are employed in these occupations. The BLS projects that employment in Healthcare Practitioner and Technical occupations will **grow by 21.5%** by 2022.

Jobs related to the Healthcare Practitioners occupation make up 14.9% of all job postings, and include job titles such as Dentists, Registered Nurses, and Physical Therapists. Candidates are often highly educated, having received numerous certifications in order to be qualified for such jobs.

As the country faces an aging population and healthcare reform brings more patients into the system, hiring in this occupation will be increasingly important. Yet, across all three generations in today's workforce, the data show that interest is well below the current demand.

Search Trends

No job titles in this occupational category appear among the top search terms for Millennials. Registered Nurse is the only job title within this occupation in the top ten search terms for Gen Xers and Baby Boomers.

With Registered Nurse jobs projected to grow 19% between 2012 and 2022, it is particularly disconcerting that there is such low interest in these positions from Millennials. Employers expecting to hire RNs in the coming years may want to join together with nursing training programs to create new supply pipelines.

Percent of jobs in this occupation

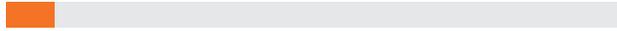


Relative Interest

Measured by the share of clicks from each generation.

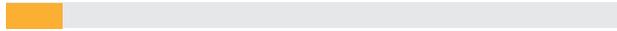
Millennials

5.7%



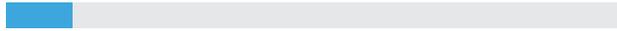
Gen Xers

6.1%



Baby Boomers

6.5%



Popularity Ranking

A ranking of 1 to 21 for all of the occupations in our sample.

4



3



4



Key Job Title Analysis

The share of clicks from each generation to key job titles in this occupational category compared to the share of postings each job title makes up.

	Relative Interest			Share of Postings
	(M)	(X)	(B)	
Pharmacy	0.63%	0.57%	0.55%	0.70%
Registered Nurse	0.84%	1.26%	1.73%	5.18%

Healthcare Support

In the US, 3.9 million people are employed in these occupations. By 2022, the BLS projects a **28.0% increase in jobs** related to Healthcare Support.

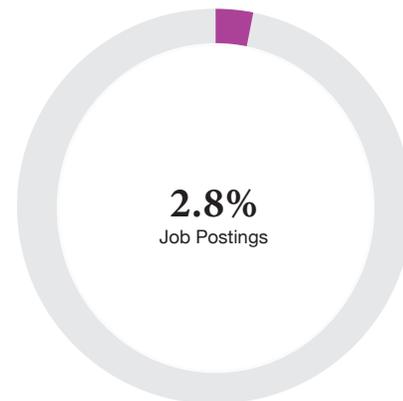
Jobs in Healthcare Support occupations make up 2.8% of job postings on Indeed. This occupational category includes job titles such as Home Health Aides, Dental Assistants, and Phlebotomists.

These strong projections, along with the implementation of the Affordable Care Act, make employment in these occupations a crucial part of the economy. Their rising prominence is visible in the interest shown from candidates: demand from the youngest job seekers outpaces the current supply of these jobs. Because Baby Boomers are less interested in these occupations, it's encouraging to see such strong interest from Millennials.

Search Trends

Medical Assistant is the most popular job title in these occupations. It's also the 8th most popular search term among Millennials who search via mobile.

Percent of jobs in this occupation

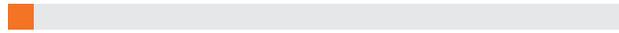


Relative Interest

Measured by the share of clicks from each generation.

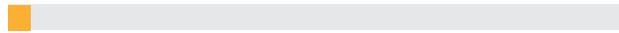
Millennials

3.6%



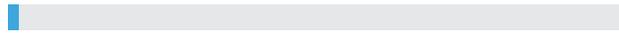
Gen Xers

2.8%



Baby Boomers

2.2%



Popularity Ranking

A ranking of 1 to 21 for all of the occupations in our sample.

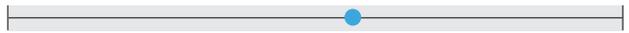
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11



15



Key Job Title Analysis

The share of clicks from each generation to key job titles in this occupational category compared to the share of postings each job title makes up.

	Relative Interest			Share of Postings
	(M)	(X)	(B)	
Dental Assistant	0.15%	0.11%	0.06%	0.22%
Medical Assistant	0.78%	0.58%	0.45%	0.41%

Office & Administrative Support

21.4 million people are currently employed in these occupations. Employment in these areas will **grow by 6.8%** by 2022. Jobs in Office and Administrative Support are available across every industry.

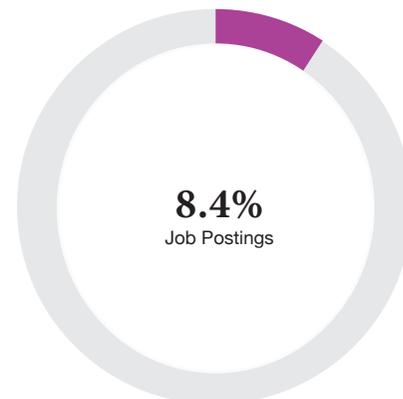
Office and Administrative Support occupations make up 8.4% of all job postings. Job titles within this occupation include Customer Service Representatives, Bank Tellers, and Receptionists.

While this is a large employment category, it ranks 5th in terms of the number of job postings. It makes sense that this category is clicked on most by Millennials – there are many entry level jobs available in these occupations. The excess amount of job seeker interest can be explained by its breadth – job seekers with many different skill sets may look for jobs here.

Search Trends

Of the top ten search terms used by Millennials, four fall within this occupational category – the largest share held by any one occupation. Customer Service ranks 1st, Receptionist, Call Center and Cashier are 5th, 6th and 7th, respectively. Customer Service and Receptionist are also among the top ten search terms for Gen Xers and Baby Boomers.

Percent of jobs in this occupation

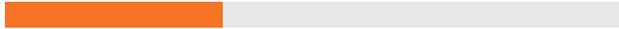


Relative Interest

Measured by the share of clicks from each generation.

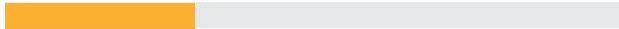
Millennials

26.7%



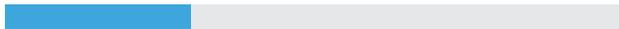
Gen Xers

23.8%



Baby Boomers

23.7%



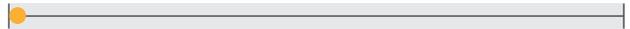
Popularity Ranking

A ranking of 1 to 21 for all of the occupations in our sample.

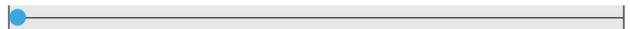
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1



1



Key Job Title Analysis

The share of clicks from each generation to key job titles in this occupational category compared to the share of postings each job title makes up.

	Relative Interest			Share of Postings
	(M)	(X)	(B)	
Customer Service	4.09%	3.49%	3.27%	1.47%
Receptionist	4.94%	3.84%	4.11%	0.82%

Construction & Extraction

In the US, 5.0 million people are employed in these occupations. The BLS projects that these jobs will **grow by 21.4%** by 2022.

Construction and Extraction jobs are 1.0% of jobs on Indeed. Job titles in this occupational category range from Electricians and Plumbers to Oil Derrick and Mining Machine Operators. Many of these jobs are hourly-waged positions and while construction-related jobs are available across the country, extraction jobs tend to be focused around resource-rich states.

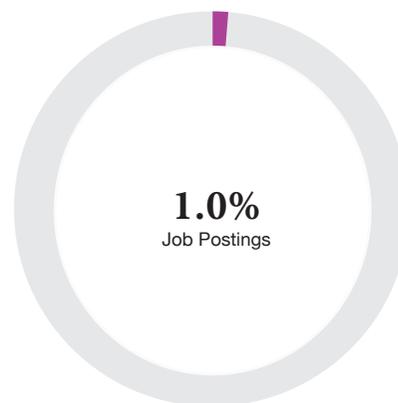
As reliance on domestic energy increases, the economy recovers, and infrastructure needs grow, demand for talent in these occupations will rise as well. Today, interest from job seekers is higher than the number of jobs available, which is good news for employers.

In coming years, however, as construction continues to recover, the number of jobs may outpace interest from Millennials – they already show less interest than Gen Xers and Baby Boomers. Attracting young workers into the field will be essential for employers.

Search Trends

Job titles in these occupations do not appear in the top ten search terms for job seekers of any age.

Percent of jobs in this occupation

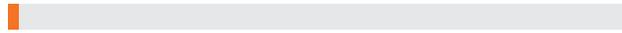


Relative Interest

Measured by the share of clicks from each generation.

Millennials

1.2%



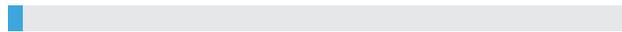
Gen Xers

1.5%



Baby Boomers

1.5%



Popularity Ranking

A ranking of 1 to 21 for all of the occupations in our sample.

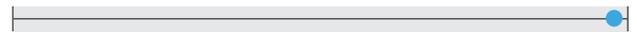
20



19



20



Key Job Title Analysis

The share of clicks from each generation to key job titles in this occupational category compared to the share of postings each job title makes up.

	Relative Interest			Share of Postings
	(M)	(X)	(B)	
Electrician	0.09%	0.14%	0.13%	0.12%
Plumber	0.03%	0.05%	0.05%	0.09%

The background is a solid blue color. On the left side, there are several overlapping geometric shapes: a light blue triangle pointing right, a darker blue triangle pointing left, and a medium blue triangle pointing right. Two thin white lines are present: one starts from the top left and extends diagonally towards the center, and another starts from the bottom left and extends diagonally towards the right.

Employer Insights

Hiring Three Generations of Talent

Hiring and retention practices are quickly evolving as young people launch their careers and older professionals reach retirement. While our data reveal the behaviors and preferences of job seekers of all ages throughout the job search process, we wanted to know what these generational characteristics mean for Indeed's employer partners. We talked with four leaders in talent acquisition to get their perspective on hiring Millennial, Gen X and Baby Boomer candidates.

“While we’ve found that younger segments are more adept at technological advances in the application process, we also know that for most of our workforce, people are basically on the same page in how they approach their job search. It’s part of how anyone looks for a job now.”

Aaron Kraljev

Vice President of Employer Marketing
Wells Fargo

“We’re doing the type of tactical planning that ensures that everyone who works for us can continue their education at any point in their career and build the specific skills that are going to be most relevant in the next three to five years.”

Jennifer Terry

Senior Director of Strategic Initiatives
AT&T

“The biggest discussions we’re having are around flexible and remote work, and this is a change that affects all generations. This has a lot to do with the portability of much of today’s work.”

Jocelyn Lincoln

Vice President, Americas Recruiting
Kelly Services

“We might recruit a Millennial who’s a coding genius right out of school, a Gen Xer with extensive cyber security experience, and a Baby Boomer who’s come up through the auto industry to manage the whole team. We need the skills each of these generations has to offer.”

Mark McKeen

Senior Manager, Talent Acquisition
General Motors

Adapting to Changes in Job Seeker Behavior

As a leading banking and financial services institution, [Wells Fargo](#) is committed to satisfying the financial needs of its customers, and helping them succeed financially. To build an organization around this goal, Aaron Kraljev, Vice President of Employment Marketing, is tasked with providing strategic direction enterprise-wide recruitment advertising strategies.

Wells Fargo operates in over 80 different business lines. For Kraljev, attracting the best talent to meet needs across the business requires an employment brand that connects with job seekers of any age.

One thing that has always been true about this space is that job seeker behavior changes pretty quickly. We're always looking to be responsive to that and engaging people in the ways that are relevant to them.

Part of that mindset means that we spend a lot of time segmenting our attraction efforts, and age is one of those segments. The biggest challenge for us is to communicate in a way that reaches everyone. We know that working for Wells Fargo will be different for a person in their 20s versus a person in their 50s. So, for us, everything begins with the question of whom we're targeting, and then tailoring the message each time.

I hesitate to say that all Millennials want to be talked to in a certain way. You can't make those broad statements about huge groups of people. No matter who they are, people need

information in the job search, and we leverage information to help people assess the job in front of them. We're looking to strike a delicate balance between having a concise employer brand and offering the right amount of targeted communication. Our recruiters deliver the personalization through conversation, and that works well for a segmented business like ours, where many lines of business make up the whole. When it comes to hiring and retention, we're able to talk about long-term goals, stages of life, and what a career with us could look like over many years.

We want to respect the time of people who are looking for a job. So we've made a shift to investing in educating people about what it means to work for the bank. We'd rather be very upfront and have a candidate decide not to apply than target candidates who aren't the right fit. While we've found that younger segments are more adept at technological advances

in the application process, we also know that for most of our workforce, people are basically on the same page in how they approach their job search. It's part of how anyone looks for a job now.

You find out really quickly how well you're doing with your employer brand by your onboarding process. We follow that data closely to make sure that we're delivering on the promises we made during the hiring process. We find that at any age, people are looking for openness and honesty when they're making a decision about a job, and today, we invest in the channels that help candidates make educated decisions.

I don't think that anyone in this space could say that they have too much data. We have a robust hunger for good data, and that can be hard to come by. When we look at our sources of application and sources of hire, we want to invest in the places that are proven pipelines for great candidates. The trend a few years ago was to post on large job boards, but today there are more tools out there to help you zero in on the candidates you're looking for. We want to be as efficient with our resources as we can, and for that, we need to be precise.

As told to the Indeed Hiring Lab, October 2014

“I hesitate to say that all Millennials want to be talked to in a certain way. You can't make those broad statements about huge groups of people. No matter who they are, people need information in the job search, and we leverage information to help people assess the job in front of them.”

Aaron Kraljev

Vice President, Employer Marketing



Attracting Innovative Thinkers of All Ages

General Motors believes that making the world's best vehicles can only happen with the world's greatest employees. The company takes great care to deliver exceptional cars to customers around the world and works to provide meaningful and long-lasting careers to the employees of GM who make that possible.

For Mark McKeen, Senior Manager of Talent Acquisition, career development is a large component of that mission. As the automobile industry changes, McKeen sees several generations of employees working together to develop advanced technological solutions.

I'm a fourth-generation GM employee, and that kind of family legacy here was something you used to see a lot more of. The recession of the late '80s and early '90s changed that. At that time, Gen Xers were just entering the workforce, and the auto industry wasn't hiring much during that period. The result today is that we have a large Baby Boomer segment and a growing Millennial segment, but our Gen X population has always been small.

Perhaps unlike some other companies, we don't see a lot of friction between our younger employees and the older ones. Our Baby Boomer employees have family members and children who are Millennials, and they have respect for the technological knowledge that they have, along with their ability to challenge convention. We're in an industry that's changing drastically, and everyone recognizes that we need innovative thinkers at every level of the business.

Over the next few years, our Millennial employees can expect to see a career path that's similar to that of a startup firm while also experiencing the advantage of being part of an established, interconnected global company. This is something we talk to Millennials about when we're recruiting, but it's something that reaches candidates of all ages. We might recruit a Millennial who's a coding genius right out of school, a Gen Xer with extensive cyber security experience, and a Baby Boomer who's come up through the auto industry to manage the whole team. We need the skills each of these generations has to offer.

Today, cars are more and more like computers on wheels. The whole industry is so close to self-driven vehicles, as one example. More immediately, our cars are increasingly connected to the internet, synced with drivers' phones and other devices. Cars are more intelligent in general. These

advances require that our workforce has a whole new set of skills. On the engineering side, there are new questions. For example, now that you have so many electronics in the car, what do you do about heat distribution? On the programming side, what does the app for your car look like? People are interacting with their vehicles in revolutionary ways, and we're looking for a range of talented candidates who will enable us to stay ahead of and drive that change.

Finding and retaining that kind of talent also requires that we engage our employees in new ways. Today, people are more aware that they need to build a portfolio of skills that will take them into jobs even as the economy shifts. We have a career rotation program, TRACK, that gives people hands-on practice working on complex assignments. These cross-functional experiences enable people to expand their skills and grow their professional networks. For a year to 18 months, you work in one segment, and from there you can go into the area that interests you. We also have a program for early career professionals called Jumpstart, which helps them plot a career trajectory with the help of their peers and mentors in their areas of interest. These types of programs not only give people a sense of purpose in their individual role but also give them a sense of how that job relates to the industry as a whole.

As told to the Indeed Hiring Lab, October 2014

“Our Baby Boomer employees have family members and children who are Millennials, and they have respect for the technological knowledge that they have, along with their ability to challenge convention. We're in an industry that's changing drastically and everyone recognizes that we need innovative thinkers at every level of the business.”

Mark McKeen

Senior Manager, Talent Acquisition



Creating Opportunities for Remote Work

[Kelly Services Inc.](#) is a leader in providing workforce solutions, offering a comprehensive array of outsourcing and consulting services as well as world-class staffing on a temporary, temporary-to-hire and direct-hire basis.

Serving clients around the globe, Kelly provided employment to more than 540,000 employees in 2013. As a recruiting leader for the Americas, Jocelyn Lincoln directs candidate sourcing and recruiting strategy as well as the planning, design, execution, and measurement of that strategy.

One thing we're always trying to be mindful of are the changes that can be attributed to a generation versus the things that are constantly important to people of a certain age. We were presenting to one client on some generational research we had done, and he was very critical of attributing certain things to Millennials. To him, it was about being young, not about being so different from older generations.

And he's right. Back in the sixties, when you had people entering the workforce, they wore their hair longer and they were protesting the war. It was the same type of energy. What changes is time, technology, and the availability of information. The way we engage changes. Younger people have always been catalysts for change. You can see that in current events today. Often, things change because of the demands of a younger generation.

Regardless of how you think of it, though, it's evident that younger people are approaching their job search differently from generations before. Not so long ago, a first step in getting to know a company would involve looking at a copy of their annual report. I can't imagine a younger candidate even considering something like that today. Instead, you go on a ratings site, you visit their website, you learn about their mission and values, and things like corporate social responsibility. You'd also look through your social networks to see if you're connected to anyone at that company. The ways we become familiar with prospective employers has really changed.

Some of the policy changes have to do with sharing data on how technology changes how people interact with your company. The youngest people in today's workforce are a

generation that has never worked without technology, and they want to know what technology they'll be working with, if they'll get cell phone, and if they can work virtually. The answers to those questions could make the difference between accepting or rejecting an offer.

But in addition to that, the biggest discussions we're having are around flexible and remote work; a change which affects all generations. This has to do a lot with the portability of much of today's work. There are definitely still some positions that require you to be in an office location, but we've started talking to our clients about adjusting their ideas about where work takes place. If you're sitting in a small market city where you're trying to attract IT talent, you need to think realistically about how many people you can get to move there. Once you open your mind as to whether that job can be done remotely, you've expanded your talent pool exponentially.

And this impacts how each generation interacts, too. Today, Baby Boomers make up the majority of leaders and managers. But companies can't afford to ignore their Gen X employees, especially as they move into those roles. Offering flexible roles to Millennials might be one way of attracting them, but how many people have come up learning how to manage a remote workforce? This is just one example of how shifting things for one generation has an affect on the others.

As told to the Indeed Hiring Lab, October 2014

“Today, Baby Boomers make up the majority of leaders and managers. But companies can't afford to ignore their Gen X employees, especially as they move into those roles. Offering flexible roles to Millennials might be one way of attracting them, but how many people have come up learning how to manage a remote workforce? This is just one example of how shifting things for one generation has an affect on the others.”

Jocelyn Lincoln

Vice President, Americas Recruiting



Resolving Skill Gaps With New Talent Pipelines

For more than a century, [AT&T](#) has been at the forefront of providing innovative and high-quality products and services. Today, the company's mission is to connect people through smartphones, next-generation TV, broadband services, and sophisticated solutions for multi-national businesses.

For Jennifer Terry, Director of Strategic Staffing Initiatives, this means ensuring that employees within the organization can reach their fullest potential, and that AT&T provides the skills development programs that enable them to do that.

We're a company with a big base of what I call "truck and bucket" – the technician who comes in their truck with all the physical equipment needed to supply or repair your service. The majority of those employees are Baby Boomers.

We know that our business is moving away from that model. As more services begin relying on the cloud, we're shifting from technicians to programmers. And while some people might think that means we need to start going for Gen X and Millennial candidates who have those skills, the truth is, a lot of our greatest candidates are still going to be Baby Boomers.

For one thing, even as the future of our business begins to shift, we still have to service existing technologies. Even though fewer people think of DSL when they consider the type of Internet service they'd like, we still have hundreds of thousands of customers on DSL. We can't turn off that service

tomorrow, and we can't stop sending people to help those customers.

Moreover, the leadership and customer service experience that a lot of our Baby Boomer employee base has is something we want to retain as long as possible. So, for us, it's about being strategic – no abandoning the skills that we need now in favor of what will need eventually.

Instead, we're doing the type of tactical planning that ensures that everyone who works for us can continue their education at any point in their career and build the specific skills that are going to be most relevant in the next three to five years. One way we've done that is to build a fully automated database and a holistic competency package that allows each employee to see how her current skill set measures up against the skills that will be in demand in 2020. They can compare what

they're currently doing to what they might be interested in the future. From there, we're able to recommend the classes or certifications they could take to develop those skills. And then, they can update their resume to reflect their new training.

Our recruiters turn first to this database to see if there are candidates internally who can fill our open positions. In this way, we're hoping that we can offer people a full and varied career at AT&T, the kind of career that carries them through changes in technology, changes in the labor market, and any change that our industry might undergo.

Another part of planning for those changes is reaching out into the community and building talent pipelines. Right in the backyard of our Atlanta campus, we've partnered with Udacity and Georgia Tech to offer an online Master's degree in Computer Science. This is the first degree program of its kind, and it's a new way for people to gain advanced computer science skills. There's an option to get the full degree or just take individual courses, all at a fraction of the cost of another degree program of the same caliber.

With those same partners, we've also developed nanodegree programs that offer training in very specific areas. These degree areas include Front-end Web Developers, iOS Developers, and Data Analysts. It's a way of building experience for very in-demand job titles. In combination with our AT&T Aspire programs, which help equip students with the skills they need to lead the digital, global economy, we're trying to emphasize that everyone can make their skills relevant to today's market.

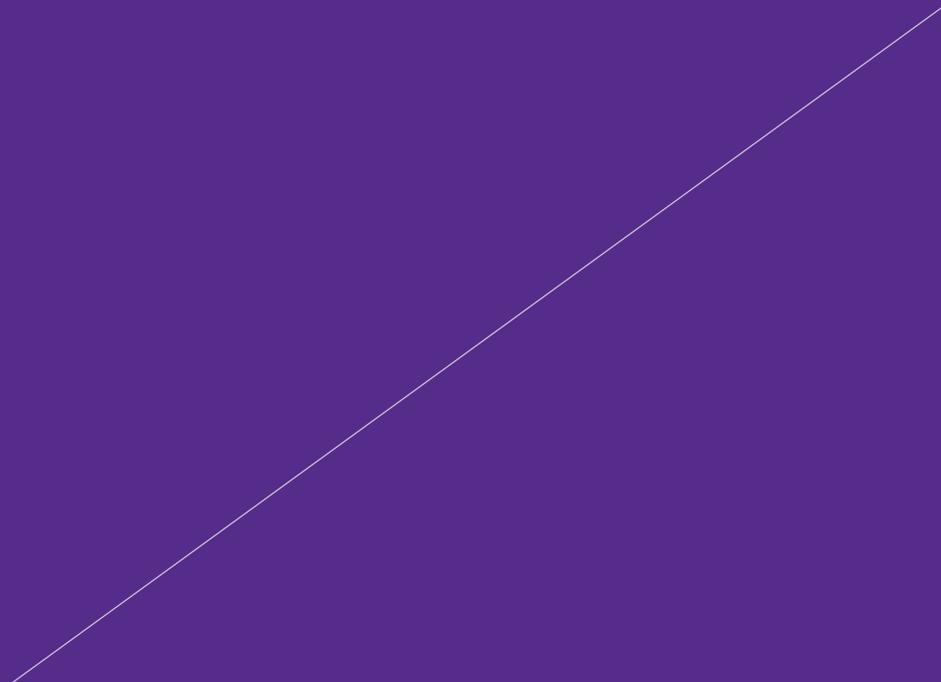
As told to the Indeed Hiring Lab, October 2014

“As more services begin relying on the cloud, we're shifting from technicians to programmers. And while some people might think that means we need to start going for Gen X and Millennial candidates who have those skills, the truth is, a lot of our greatest candidates are still going to be Baby Boomers.”

Jennifer Terry

Director, Strategic Staffing Initiatives





Conclusion

Preparing for Tomorrow's Talent Demands

The opportunity and the challenge faced by many organizations today is [uncovering the talent sources](#) that will enable their business to thrive in the near and distant future.

The findings of our research indicate that for each generation of job seekers, labor market trends drive relative interest in occupations – as demand for certain skills rise, job seekers begin to show interest in those jobs. While Baby Boomers currently adhere closest to this trend, Gen Xers are not far behind, and Millennials will likely catch up as they settle into the workforce.

Still, there are troubling gaps in the interest job seekers have for some occupations and the share of jobs those occupations make up. In some crucial areas, including Healthcare Practitioner and Technical occupations and Transportation,

there is significantly lower interest from younger workers. More broadly, as Baby Boomers and Gen Xers retire, they may leave leadership gaps in areas where Millennials have yet to gain expertise.

Developing a full sense of the generational landscape helps us understand these gaps and shortages, while also uncovering opportunities to address them. This research presents a vibrant profile of our workforce today and in the future, serving as a guide for employers and labor market analysts to navigate through such shifts. Here are three top-level takeaways from our analysis.

1. Create your own supply channels

For many organizations, finding candidates who graduate and enter the workforce with the skills their business needs is no longer realistic. Instead, leading companies have created internal and external programs that help existing employees and potential recruits develop resumes that are relevant to today's labor market. These programs can support the community and the education system and work to promote both skills development as well as employer brand for the companies who back them.

2. Source candidates from new markets

Previous research from the Indeed Hiring Lab revealed potential pockets of talent in untapped markets. Employers may find candidates by looking outside their typical talent pool:



3. Redefine when and where work takes place

Today's technologies have made it possible for more work to take place outside of the office, offering flexibility for workers of all kinds and new talent opportunities for employers. Evaluating the part-time, remote, or flexible jobs that your organization can offer widens the pool of people you can recruit from.

Appendices



Occupational Click Shares by Generation

This appendix shows the share of clicks from each generation by occupation, the share of job postings available in that occupation, and the respective mismatch between the share of clicks and the share of postings. (Source: Indeed Data)

US ONET		Millennial Click Share	Gen Xer Click Share	Baby Boomer Click Share
11	Management Occupations	12.0%	15.3%	15.4%
13	Business and Financial Operations Occupations	5.4%	5.7%	4.9%
15	Computer and Mathematical Occupations	4.5%	4.7%	4.0%
17	Architecture and Engineering Occupations	2.1%	2.2%	2.3%
19	Life, Physical, and Social Science Occupations	2.5%	2.3%	1.9%
21	Community and Social Services Occupations	3.1%	2.7%	2.5%
23	Legal Occupations	0.6%	0.7%	0.5%
25	Education, Training, and Library Occupations	3.1%	2.8%	3.0%
27	Arts, Design, Entertainment, Sports, and Media Occupations	2.6%	2.4%	2.3%
29	Healthcare Practitioners and Technical Occupations	5.7%	6.1%	6.5%
31	Healthcare Support Occupations	3.6%	2.8%	2.2%
33	Protective Service Occupations	2.1%	1.9%	2.0%
35	Food Preparation and Serving Related Occupations	1.9%	1.5%	1.7%
37	Building and Grounds Cleaning and Maintenance Occupations	1.5%	1.4%	1.8%
39	Personal Care and Service Occupations	4.1%	3.4%	3.6%
41	Sales and Related Occupations	6.5%	5.6%	5.9%
43	Office and Administrative Support Occupations	26.7%	23.8%	23.7%
47	Construction and Extraction Occupations	1.2%	1.5%	1.5%
49	Installation, Maintenance, and Repair Occupations	1.6%	2.1%	2.4%
51	Production Occupations	4.5%	5.1%	5.3%
53	Transportation and Material Moving Occupations	4.7%	6.0%	6.5%

Millennials + Gen Xer Share of Overall Clicks	Share of Postings	Millennial and Gen Xer Click Share to Postings Share Mismatch	Millennial Clicks to Postings Mismatch	Gen Xer Clicks to Postings Mismatch	Baby Boomer Clicks to Postings Mismatch
13.01%	14.0%	0.93	0.86	1.09	1.10
5.53%	5.5%	1.00	0.98	1.03	0.88
4.53%	8.6%	0.53	0.52	0.55	0.46
2.15%	3.2%	0.66	0.65	0.69	0.72
2.45%	2.0%	1.20	1.25	1.11	0.92
2.96%	1.7%	1.72	1.80	1.54	1.44
0.65%	0.5%	1.21	1.21	1.22	1.00
3.00%	3.5%	0.85	0.87	0.81	0.85
2.53%	2.3%	1.13	1.15	1.06	1.01
5.80%	14.9%	0.39	0.38	0.41	0.44
3.33%	2.8%	1.17	1.25	0.99	0.79
2.07%	0.7%	2.90	2.98	2.74	2.75
1.78%	2.7%	0.66	0.70	0.57	0.65
1.45%	1.0%	1.50	1.51	1.48	1.88
3.90%	4.4%	0.88	0.93	0.77	0.82
6.21%	7.4%	0.83	0.87	0.75	0.79
25.83%	8.4%	3.06	3.16	2.81	2.80
1.30%	1.0%	1.33	1.24	1.55	1.58
1.72%	2.6%	0.66	0.60	0.79	0.92
4.70%	3.7%	1.27	1.22	1.38	1.44
5.11%	8.8%	0.58	0.54	0.68	0.74

Occupational Popularity Ranking

This appendix shows how popular each occupational category is among each generation. Rankings are based on relative click shares.

(Source: Indeed Data)

US ONET	Millennial Rank	Gen Xer Rank	Baby Boomer Rank
Management Occupations	2	2	2
Business and Financial Operations Occupations	5	5	7
Computer and Mathematical Occupations	8	8	8
Architecture and Engineering Occupations	16	15	13
Life, Physical, and Social Science Occupations	14	14	17
Community and Social Services Occupations	11	12	11
Legal Occupations	21	21	21
Education, Training, and Library Occupations	12	10	10
Arts, Design, Entertainment, Sports, and Media Occupations	13	13	14
Healthcare Practitioners and Technical Occupations	4	3	4
Healthcare Support Occupations	10	11	15
Protective Service Occupations	15	17	16
Food Preparation and Serving Related Occupations	17	18	19
Building and Grounds Cleaning and Maintenance Occupations	19	20	18
Personal Care and Service Occupations	9	9	9
Sales and Related Occupations	3	6	5
Office and Administrative Support Occupations	1	1	1
Construction and Extraction Occupations	20	19	20
Installation, Maintenance, and Repair Occupations	18	16	12
Production Occupations	7	7	6
Transportation and Material Moving Occupations	6	4	3

Projected Employment from 2012 to 2022

This appendix shows employment projections from 2012 to 2022. Numbers in thousands. (Source: Bureau of Labor Statistics)

Employment Projections, 2012 to 2022	2012 Labor Market Share		2022 Labor Market Share		2012-2022	
					Net Change	Percent Change
Management	8,861.50	6.10%	9,498.00	5.90%	636.60	7.20%
Business and Financial Operations	7,167.60	4.93%	8,065.70	5.01%	898.10	12.50%
Computer and Mathematical	3,814.70	2.62%	4,500.50	2.80%	685.80	18.00%
Architecture and Engineering	2,474.50	1.70%	2,654.00	1.65%	179.60	7.30%
Life, Physical, and Social Science	1,249.10	0.86%	1,374.80	0.85%	125.70	10.10%
Community and Social Services	2,374.70	1.63%	2,783.40	1.73%	408.80	17.20%
Legal	1,247.00	0.86%	1,379.90	0.86%	132.90	10.70%
Education, Training, and Library	9,115.90	6.27%	10,131.70	6.29%	1,015.80	11.10%
Arts, Design, Entertainment, Sports, and Media	2,570.90	1.77%	2,751.60	1.71%	180.60	7.00%
Healthcare Practitioners and Technical	8,049.70	5.54%	9,782.60	6.08%	1,732.90	21.50%
Healthcare Support	4,110.20	2.83%	5,266.00	3.27%	1,155.80	28.10%
Protective Service	3,325.30	2.29%	3,588.30	2.23%	263.00	7.90%
Food Preparation and Serving Related	11,780.10	8.10%	12,882.00	8.00%	1,101.80	9.40%
Building and Grounds Cleaning and Maintenance	5,522.30	3.80%	6,213.30	3.86%	691.00	12.50%
Personal Care and Service	5,375.60	3.70%	6,498.50	4.04%	1,122.90	20.90%
Sales and Related	15,105.00	10.39%	16,200.50	10.06%	1,095.50	7.30%
Office and Administrative Support	22,470.10	15.46%	24,004.10	14.91%	1,534.00	6.80%
Construction and Extraction	6,092.20	4.19%	7,394.10	4.59%	1,301.90	21.40%
Installation, Maintenance, and Repair	5,514.80	3.79%	6,046.00	3.76%	531.20	9.60%
Production	8,941.90	6.15%	9,017.50	5.60%	75.60	0.80%
Transportation and Material Moving	9,245.70	6.36%	10,036.40	6.23%	790.60	8.60%
TOTAL	145,355.80		160,983.70		15,628.00	10.80%

The slide features a solid orange background. In the top-left corner, there is a small, light-colored geometric shape resembling a cube or a cluster of triangles. In the bottom-left corner, there is a larger, light-colored geometric shape consisting of several triangles meeting at a point. Two thin white lines intersect in the top-left area, extending towards the center of the slide.

Data & Methodology

Data Sources

The focus of this report is job seeker interest in occupations based on which generation each job seeker belongs to. Our main source of information was aggregated and anonymized resume data on Indeed, in combination with a collective view of each resume owner's search activity. Our sample was drawn from job seekers who have resumes posted on Indeed and who conducted at least one job search on Indeed via desktop or mobile during our sample month of July 2014.

We estimated job seekers' ages based on the information supplied in each resume and used this information to divide our sample into generational categories. Millennials are job seekers aged 21 to 30 years, Generation Xers are aged 31 to 50 years, and Baby Boomers are aged 51 to 70 years. We then examined how each generation searches for jobs on both mobile and desktop.

To measure each generation's interest in various occupations, we used the Standard Occupational Classification (SOC) categories sometimes called ONETs, which are defined by Federal statistical agencies. This system classifies workers based on

the work they perform, rather than the industry in which they perform it. This report also contains US Department of Labor projections for occupation employment in 2022, released through the Bureau of Labor Statistics (BLS). The median age for workers in each occupation is also pulled from BLS data. The US Census Bureau provided the projections broken down by age cohorts. We also consulted data from the Pew Research Center and the Brookings Institution.

We used Indeed's data on job postings, which includes millions of jobs from thousands of sources, to estimate each occupation's share of the total labor market. It is important to note that Indeed job postings do not reflect the precise number of jobs available in the labor market, as an opening may be listed on more than one website and could remain online for a period of time after it has been filled. Moreover, employers sometimes use a single job posting for multiple job openings. However, the data do represent a broad measure of each occupation's share of job openings in the labor market.

Measuring Relative Interest

Similar to using the share of job postings as an approximate measure of available jobs, we used click activity as a measure of job seeker interest in an occupation. To determine where each generation's interest in the labor market ultimately lies, we examined each generation's clicks to jobs in each of the standard occupational categories and ranked those click shares to determine the most popular occupations for each generation. We measured relative interest across occupations for each generation and also measured mismatch for each occupation by comparing the share of total job postings in that occupation against the share of clicks that occupation receives from each generation. We divided the occupation's share of total job clicks from a particular generation by the occupation's share of total job postings. A reading of 1 would indicate that the level of interest in an occupation is in line with the number of available jobs, when both figures are considered as a share of the total labor market. A reading greater than 1 indicates more interest than available job postings, and vice versa.

Location Methodology

To determine which locations were relatively most attractive to each generation, we examined job search traffic in Indeed's 15 most popular metropolitan areas and parsed out each city's overall job click traffic by generation. We then determined the share of job clicks that a city receives from each of the three generations and ranked the cities accordingly.

Distinctive Queries

On page 12, we defined each generation's most distinctive query as the query that is searched more by one generation than it is searched by our overall job seeker population in the US. This is not the most popular query used by each generation but rather the query that is used more by one group than by job seekers at large.



About Us



About the Author

Tara M. Sinclair, PhD, is an associate professor of economics and international affairs at The George Washington University and chief economist at Indeed. Her research focuses on examining historical patterns in data to understand both the current and past structure of the labor market and to forecast future movements. As Indeed's Chief Economist, Tara is developing original research using proprietary Indeed data to uncover exclusive insights into the labor market.

In addition to her research, Tara is frequently invited to brief the media on economic and labor trends as well as offer commentary. She has been quoted in the New York Times, the Wall Street Journal, and the Washington Post, and she has appeared on CNN, C-Span, NPR, Fox Business, Bloomberg Radio and TV, and many other local and international news programs.

About the Indeed Hiring Lab

The Indeed Hiring Lab is a global research institute committed to advancing the knowledge of human resource and talent management professional worldwide. Led by Dr. Tara Sinclair, Indeed's chief economist and associate professor of economics and international affairs at The George Washington University, the Indeed Hiring Lab research agenda includes large-scale research projects, ongoing tracking and analysis of employment trends, and surveys of industry professionals.

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About Indeed

More people find jobs on Indeed than anywhere else. Job seekers can search millions of jobs on the web or mobile in over 50 countries. Each month, more than 150 million people search for jobs, post resumes and research companies on Indeed, and Indeed is the #1 source of external hires for thousands of companies.

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