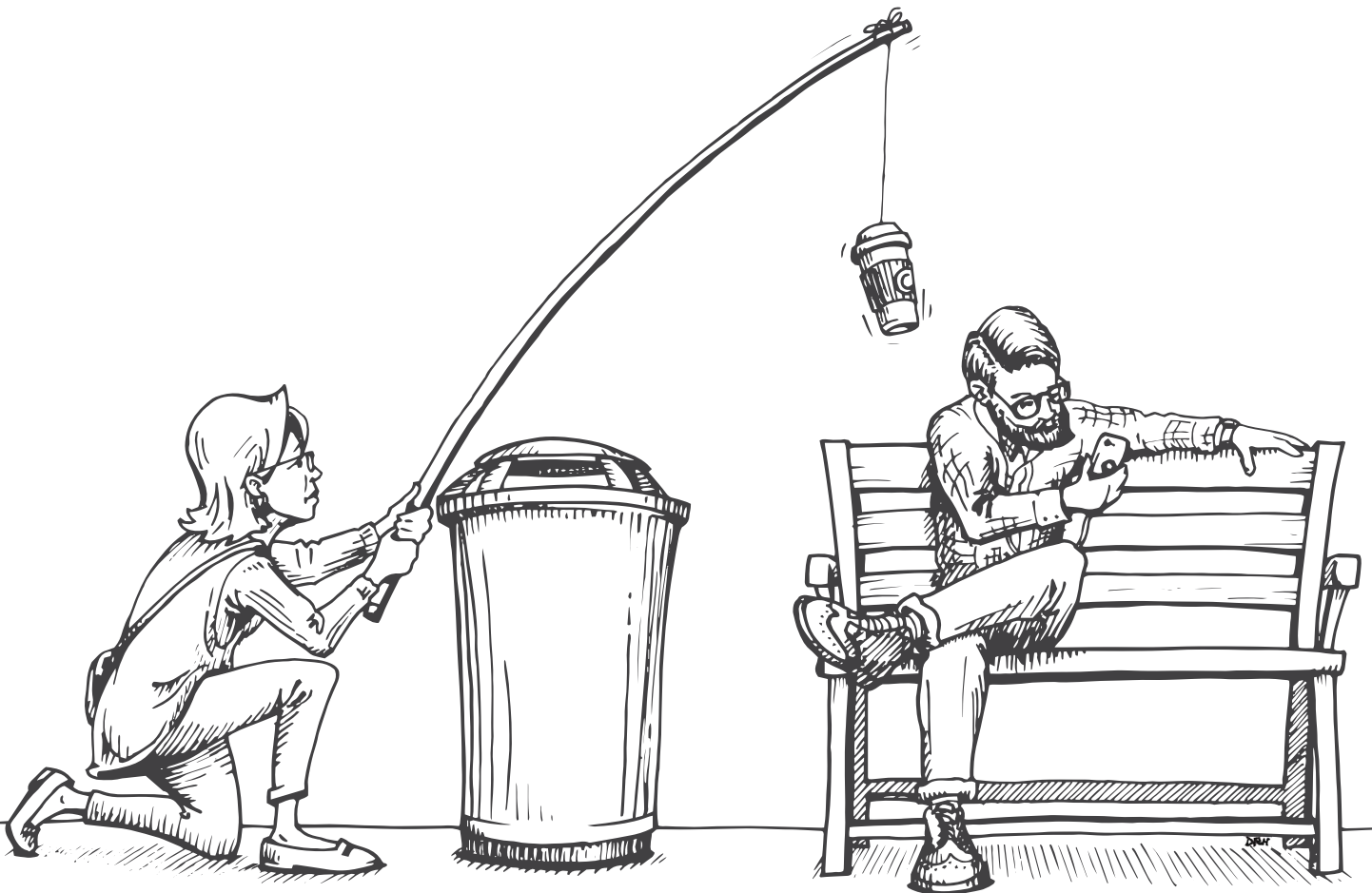


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A FIELD GUIDE TO

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# Recruiting Millennials

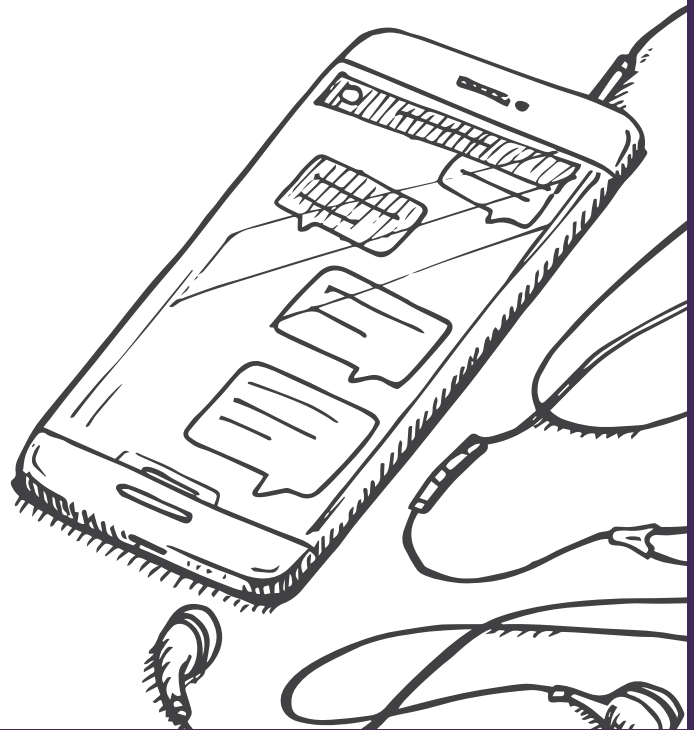


# Introduction

What's bigger than the Baby Boom and poised to take over the workforce? Generation Y, more commonly known as the millennial generation.

This multi-tasking, technologically-inclined group will make up 50 percent of the U.S. workforce by 2020. By 2025, that figure is expected to jump to 75 percent as baby boomers retire in droves.<sup>1</sup> In education, those numbers could be even higher: 1.6 million new teachers will be hired over the next several years as veteran educators retire.<sup>2</sup> But relatively few millennials choose teaching as a career – a trend that doesn't bode well for the future of school staffing.

Clearly, school systems must reconsider the way they recruit, hire and retain new educators as more millennials enter the workforce. But first, it's important to gain a thorough understanding of millennials in the workplace, especially in education settings.



A recent Gallup survey found that **only 6 percent of public school superintendents strongly agree** that their district understands the needs of millennials in the workplace.<sup>3</sup>

<sup>1</sup> "Education Field Struggles to Attract Millennials." HR Exchange. Texas Association of School Boards, Inc., Sept. 2016.

<sup>2</sup> Chorneau, Tom. "Have Millennials Turned Away from Teaching Profession?" Cabinet Report. SI&A, 29 June 2015.

<sup>3</sup> The Gallup 2016 Survey of K-12 School District Superintendents. Rep. Gallup, Inc., 2016.

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# Overview

## Behaviors & Traits

Researchers and reporters love to try to simplify and define the millennial generation. And there are plenty of negative stereotypes out there about millennials – that they’re entitled, praise-hungry or easily distracted.

But like any population, you can expect each millennial to have their own unique strengths, weaknesses and personalities. While there’s no singular millennial “type,” several common themes can be identified throughout the generation.

### FAST FACTS



Common Name:  
Millennials



Additional Nomenclature:  
Generation Y



Key Characteristic:  
Born between  
1980 and 1996



Population:  
80 mil. individuals est.



Average Job Tenure:  
1-3 years

## KEY CHARACTERISTICS:

## RESULTANT BEHAVIORS:

**DYNAMIC:** Don't expect millennial buy-in to the old saying, "That's the way it's always been done." This generation has a penchant for change and innovation.

Educators hailing from this generation are often game to try new teaching methods like flipped classrooms and gamification. However, they can chafe against traditions and become frustrated if they believe the system is moving too slowly. Outside of the classroom, they're more willing to relocate to a new city for work than previous generations.<sup>4</sup>

**TECH-SAVVY:** New technology? No problem. This generation grew up alongside rapid advances in technology and values using the latest apps and gadgets.

Millennial teachers are looking for new ways to incorporate technology into the classroom and often look forward to leveraging the opportunities new software and other digital tools can provide.

**GROWTH-ORIENTED:** Millennials aren't content to remain static in their career, preferring continual learning and development.

If a job doesn't offer opportunities to advance, they'll leave — leading to low retention rates and contributing to the perception of millennials as job-hoppers. They're keen on relevant professional learning and a transparent career ladder.

**CONNECTED:** To this generation, social media and easy access to information are essential. They've come to expect information in real-time and want to be part of an interconnected social network.

Millennials look for openness, transparency and collaboration in their careers. They value flexible, customized work schedules and plenty of opportunities to collaborate with their colleagues.<sup>5</sup>

**IDEALISTIC:** 85% of millennials believe it's important to give back to their community through their work.

Millennials tend to be purpose-driven, seek meaningful work and want to make a difference in the world — doesn't it sound like education would be the perfect fit?

**FEEDBACK-HUNGRY:** This generation grew up receiving constant feedback on their activities — and more often than not, plenty of praise.

Millennials expect frequent feedback and recognition for a job well done. If they aren't meeting expectations, they want to be given guidance on how to improve.

**INDEBTED:** Millennials are expected to become the most educated generation yet, but also the most indebted.

Their student loan burdens (averaging \$30,000 per student) may deter recent graduates from working in education.

**TEACHING-AVERSE:** Many millennials consider education to be an easy major and believe teaching careers have become less prestigious.<sup>6</sup>

Overachieving and ambitious millennials often overlook careers in education, opting for more prestigious, higher-paying jobs in the private sector. As a result, the education field is primarily filled with the bottom two-thirds of each graduating class.<sup>7</sup>

<sup>4</sup> Brooks, Chad. "Moving to Move Up: Most Millennials Will Relocate for a Job." Business News Daily. 09 Nov. 2016.

<sup>5</sup> Behrstock-Sherratt, Ellen, Ph.D., and Jane G. Cogshall, Ph.D. "Workplaces That Support High-Performing Teaching and Learning." American Institutes for Research & American Federation of Teachers, Apr. 2011.

<sup>6</sup> "Education Field Struggles to Attract Millennials." HR Exchange. Texas Association of School Boards, Inc., Sept. 2016.

<sup>7</sup> Hiler, Tamara, and Lanae E. Hatalsky. "Teaching: The Next Generation." Third Way. 29 Apr. 2014.

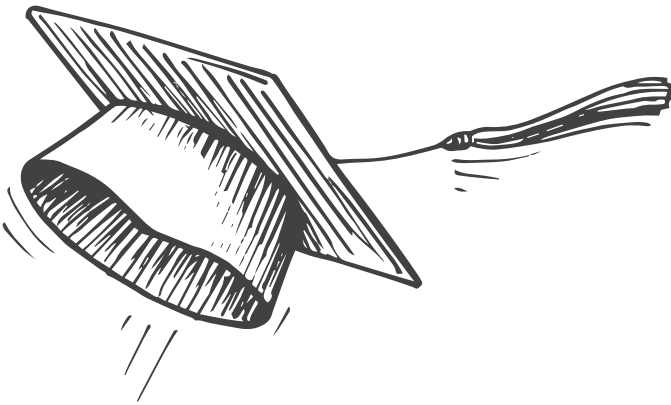
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## Habitat

Due to their age and propensity for taking five to six years to complete their undergraduate degree, millennials are commonly spotted at college campuses across the country.

In addition, this generation enjoys a diverse digital habitat and can most readily be found on social media and networking platforms. As such, they are not often found in locations without Wi-Fi or 4G, earning them the nickname “Generation Y-erless.”

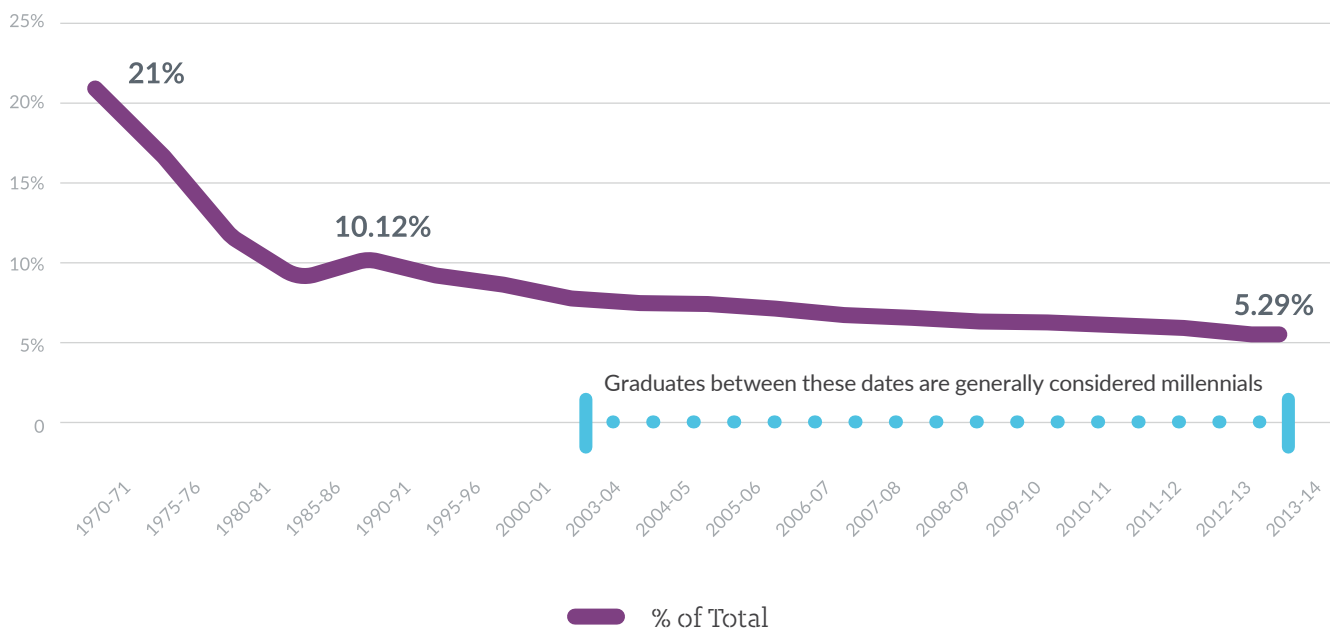
When seeking employment, they often encounter open positions on social media, online job boards and district websites. It is increasingly rare to catch a millennial exploring classified ads in printed materials such as magazines or newspapers, though such sightings have been reported on occasion.



# Millennial Teachers: An Endangered Subspecies

Collaborative, civic-minded, intent on contributing to their community — with these traits, you'd think that millennials would be clamoring to get into the teaching profession. But that's not the case. Education has become an unpopular major for undergraduate students, and this trend is unlikely to reverse on its own.

## EDUCATION DEGREES CONFERRED



<sup>8</sup> Cheng, Peter. "AZ Educators Get Creative in Finding Solutions to Growing Teacher Shortage." AZ Educators Get Creative in Finding Solutions to Growing Teacher Shortage. The Foothills Focus, 5 Oct. 2016.

With that in mind, it's no longer enough to work with local teacher prep programs and universities' education departments. It's time to engage in some proactive conservation work and "talk up" a career in education early in students' minds, with a focus on how teaching fits with millennials' interests.

Here are a few of the points you'll want to highlight.

### • • • Meaningful Work

The millennial generation tends to be more vocal about social or ethical causes, making education an ideal career choice. After all, teaching offers an opportunity to directly change lives and inspire change. Civic-minded millennials may be encouraged to pursue teaching when shown the impact that education can have on income and social inequality, the school-to-prison pipeline and poverty — just to name a few.

### • • • Opportunities to Innovate

Great educators think outside the box and approach the classroom with new ideas. After all, fostering creativity and innovation in students isn't easy! The world of education is full of opportunities to explore and create new ideas. Flipped classrooms, makerspaces, project-based learning and inquiry-based teaching all offer passionate educators the chance to disrupt traditional instructional practices and make an impact. Show off the innovation happening in your own district in current teachers' classrooms and pique future educators' interest.

*"We need to really up the standing of the profession so that teachers are proud of what they do, and kids going into education feel like this is a noble profession, because it is. Nowhere else do they build futures. No other profession builds futures like a teacher."*

– Andy Koenigs, Associate Superintendent of Human Resources, Emporia Public Schools



## ••• Money Matters

Millennials may be the most indebted generation to date, but that doesn't have to be a deterrent to teaching. Remember that 64% of millennials would rather make \$40,000 a year at a job they love than \$100,000 at a boring job.<sup>9</sup> Meanwhile, the average classroom teacher's salary is \$58,064, with the added benefits of making a difference and having excellent job security.<sup>10</sup>

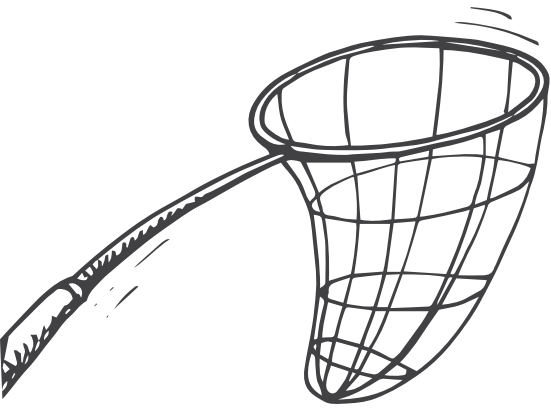
Furthermore, millennial teachers may be able to relieve the burden of student loans through loan forgiveness programs. There are three options for eligible educators to have loans forgiven at the federal level, as well as a loan-specific programs for teachers in certain states. But many college students don't know that these opportunities exist, so make sure you tell them about the many options available to them.

*"Teacher pay is the #1 issue. #2 is the image of the profession. Millennials are the first generation whose parents have advised them against teaching."*

– Justin Wing, Director of Human Resources, Washington Elementary School District

<sup>9</sup> Hais, Michael, and Morley Winograd. "How Millennials Could Upend Wall Street and Corporate America." The Brookings Institution, 28 May 2014.

<sup>10</sup> "Rankings of the States 2015 and Estimates of School Statistics 2016." NEA Research. National Education Association, May 2016.



# Recruiting Millennials in the Field

Given millennials' natural habitat, strategies meant to recruit employees from this generation should first look to the internet. Interested applicants will most likely head straight to the Employment or Human Resources section of your website, so make sure it has plenty of substance. In addition to the department's contact information, application requirements and EEO statement, consider including district goals, recruiting materials and current employees' success stories.

*"We have found that Millennials only want to take about 15 minutes to complete an application. If it's longer than that, most times they'll just stop and move on. So, we want to make this an enjoyable application process – something that's simple and easy for them."*

**- Andy Koenigs, Associate Superintendent of Human Resources,  
Emporia Public Schools**



## QUICK TIP:

If you only post links to positions, you might be overlooked. Instead, mix it up a bit—share what's happening in your schools, recognize current employees for their hard work and show off how great it is to work for your district.

# FRONTLINE RECRUITING & HIRING

## Guide to millennial job seeker tracks

WHERE TO FIND



FACEBOOK  
1.6 Billion  
Users



TWITTER  
320 Million  
Users



LINKEDIN  
100 Million  
Users

WHERE TO FIND



KANSAS TEACHING JOBS

State Listings  
(Kansas)



EDPOST  
State Listings  
(Minnesota)

WHERE TO FIND



K12JOBSPOT  
National  
Listings

EDUCATION WEEK  
TopSchoolJobs

EDUCATION WEEK  
TOP SCHOOL JOBS  
National Listings

TEACHERS-TEACHERS.COM

TEACHERS-TEACHERS.COM  
National Listings



CERRA  
State Listings  
(South Carolina)



NJSCHOOLJOBS.COM  
State Listings  
(New Jersey)

LEGEND



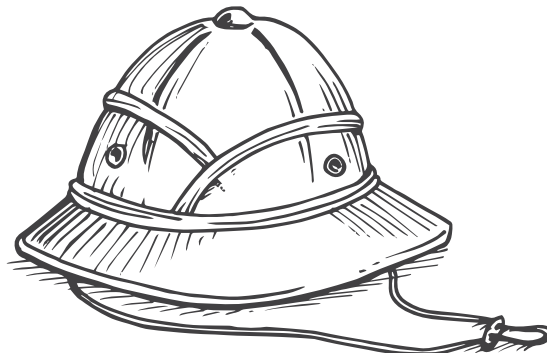
Mobile  
App



Online  
Only



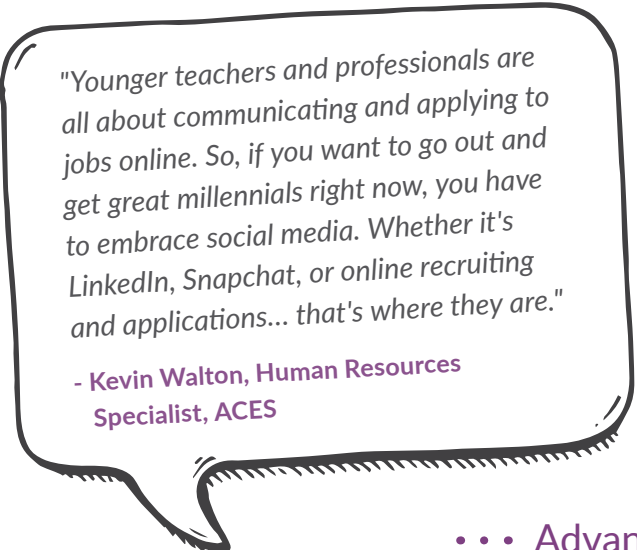
Online  
Only  
(mobile-  
friendly)



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And remember: this generation is all about instant gratification. It should be easy to find and apply to open positions through your website – younger job-seekers expect a streamlined online hiring process, and may simply avoid applying to organizations that still rely on paper.

After ensuring that the hiring process is free of snags and paperwork, it's time to drive applicants to your open positions. That means going where the candidates are: the internet. Social media platforms and job boards like [K12JobSpot.com](http://K12JobSpot.com) are all fair game, so get posting! Consider reaching out in teacher-focused LinkedIn and Facebook groups, as long as group policy allows recruiting.



*"Younger teachers and professionals are all about communicating and applying to jobs online. So, if you want to go out and get great millennials right now, you have to embrace social media. Whether it's LinkedIn, Snapchat, or online recruiting and applications... that's where they are."*

- Kevin Walton, Human Resources Specialist, ACES

### • • • Advanced Techniques

Feeling adventurous? Intrepid recruiters may discover candidates by braving online forums and discussion groups – specifically those geared toward teachers and education students. A simple internet search for “teacher forums” will bring up plenty to explore. For the particularly internet-inclined, education [subreddits](#) can be full of collaborative young teachers, and answer sites like Quora can play host to tech-savvy educators seeking to share their knowledge.

Because active job-seekers usually head straight for online job boards, online forums and answer sites may bring in a lower volume of applicants. They're still worth exploring, though – you could strike gold by sourcing a highly-qualified candidate who isn't actively looking for a new position, and there's much less competition from other districts.

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# Outlook

Though millennials are not entering the field of education at a significant rate, conservation strategies exist to promote the teaching profession. In fact, extensive conservation efforts are essential to maintaining a healthy pool of Gen Y teaching candidates. In addition, it will take a knowledgeable recruiter to effectively comb through millennials' expansive online habitat and identify high-quality educators. Doing so will require thoughtful strategies around technology, social media and online job boards.



# Learn More

For more information on our recruiting & hiring solutions, please visit

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

## About Frontline Education

Frontline Education is an integrated insights partner serving more than 9,500 K-12 organizations and millions of educators, administrators and support personnel in their efforts to develop the next generation of learners. With more than 15 years of experience serving the front line of education, Frontline Education provides actionable intelligence and insights that enable informed decisions and drive engagement across school systems. Bringing together the best education software solutions into one unified platform, Frontline is pioneering a human capital management approach that meets the unique needs of education. The Frontline Insights Platform makes it possible to efficiently and effectively manage the administrative needs of the education community with solutions including Frontline Recruiting & Hiring, Frontline Absence & Time, Frontline Professional Growth and Frontline Special Ed & Interventions.