

# GENERATIONAL RECRUITMENT STRATEGIES

FOR A TIGHT  
LABOR MARKET



*A Guide to Attracting Candidates From Every Generation*

**AMG.**  
DEFENSE TECH



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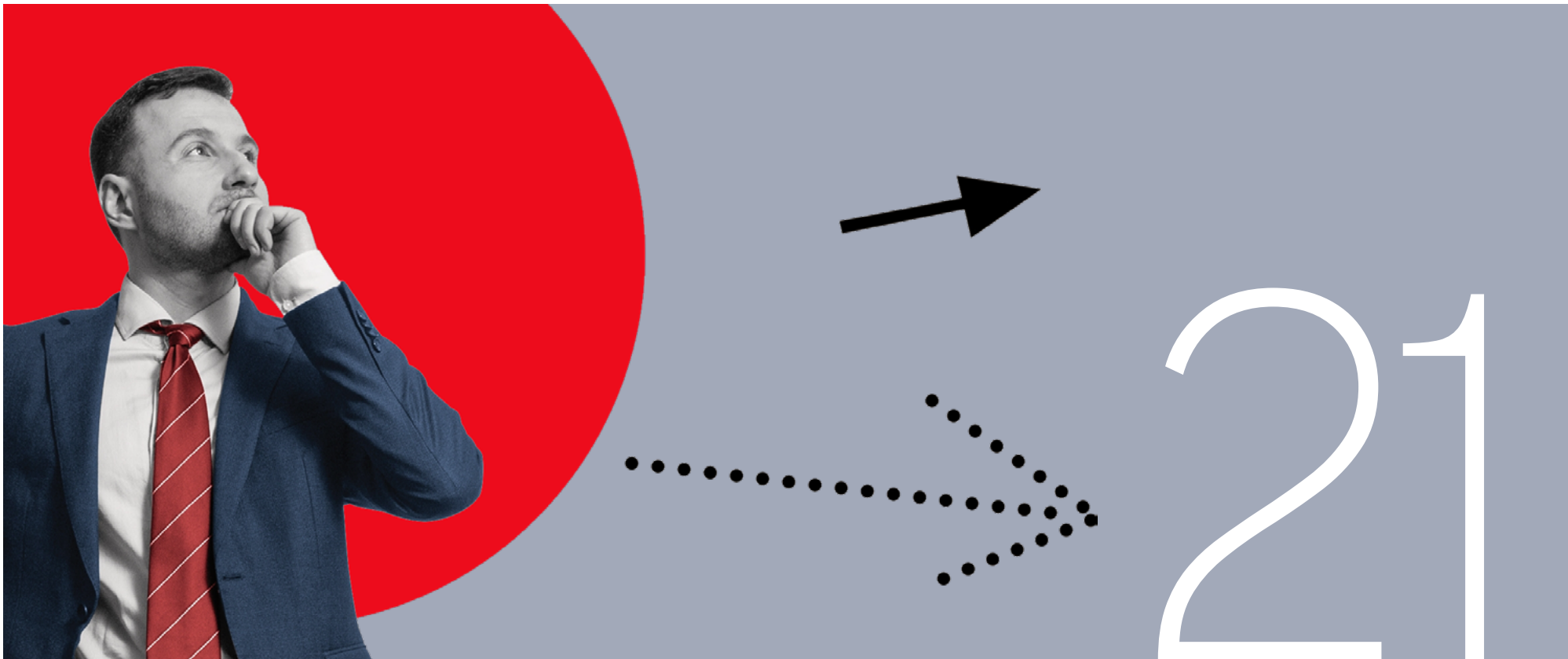
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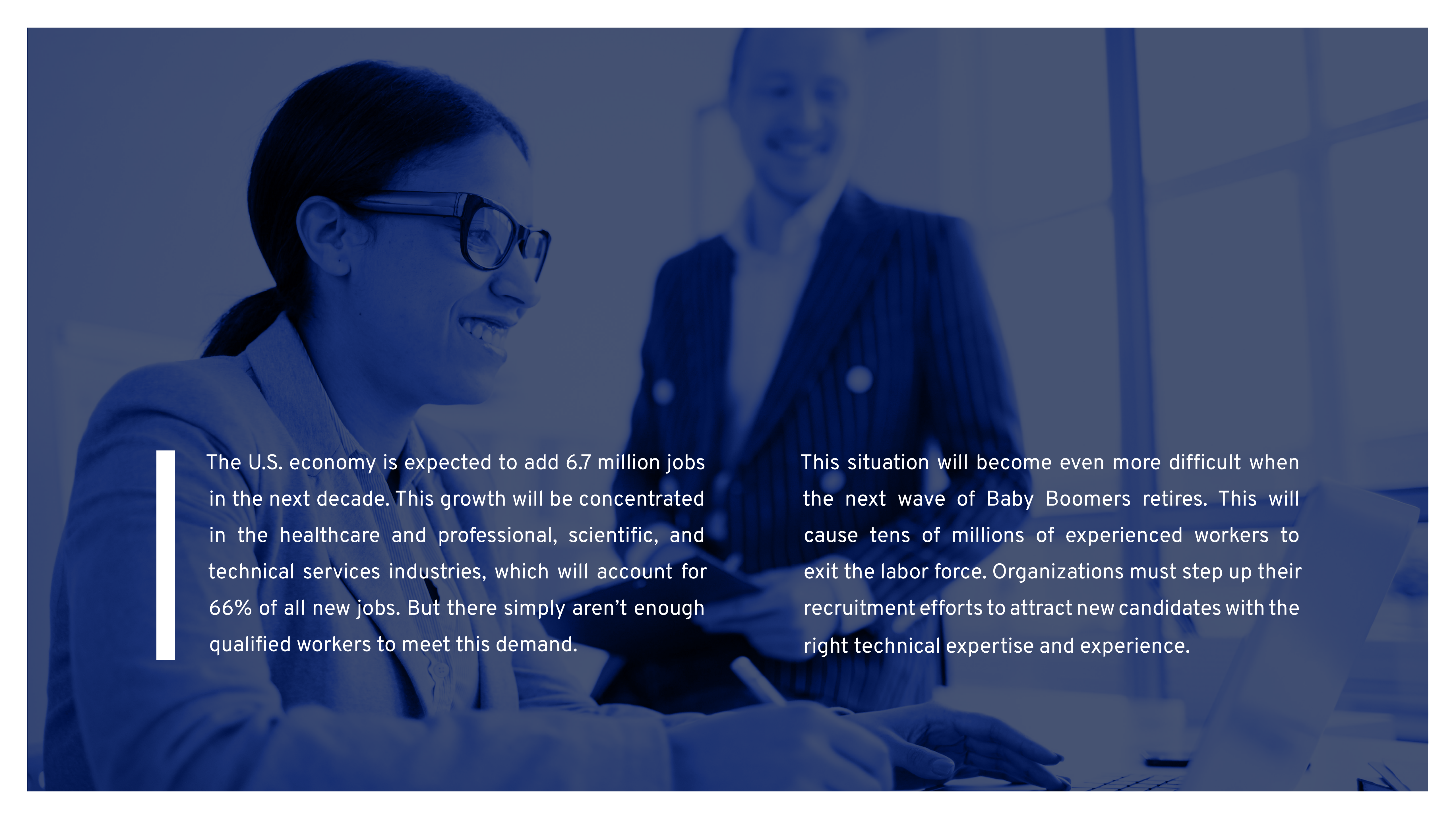
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Since the start of the COVID-19 pandemic, the War for Talent has been the biggest challenge for growing companies.

# INTRODUCTION





The U.S. economy is expected to add 6.7 million jobs in the next decade. This growth will be concentrated in the healthcare and professional, scientific, and technical services industries, which will account for 66% of all new jobs. But there simply aren't enough qualified workers to meet this demand.

This situation will become even more difficult when the next wave of Baby Boomers retires. This will cause tens of millions of experienced workers to exit the labor force. Organizations must step up their recruitment efforts to attract new candidates with the right technical expertise and experience.





To meet this insatiable demand, organizations need to embrace new recruitment strategies and target workers from all four U.S. generations in the labor force. The most successful companies will be those that build a multi-generational team of talented professionals through targeted generational recruitment.



THE WAR  
FOR TALENT  
CONTINUES





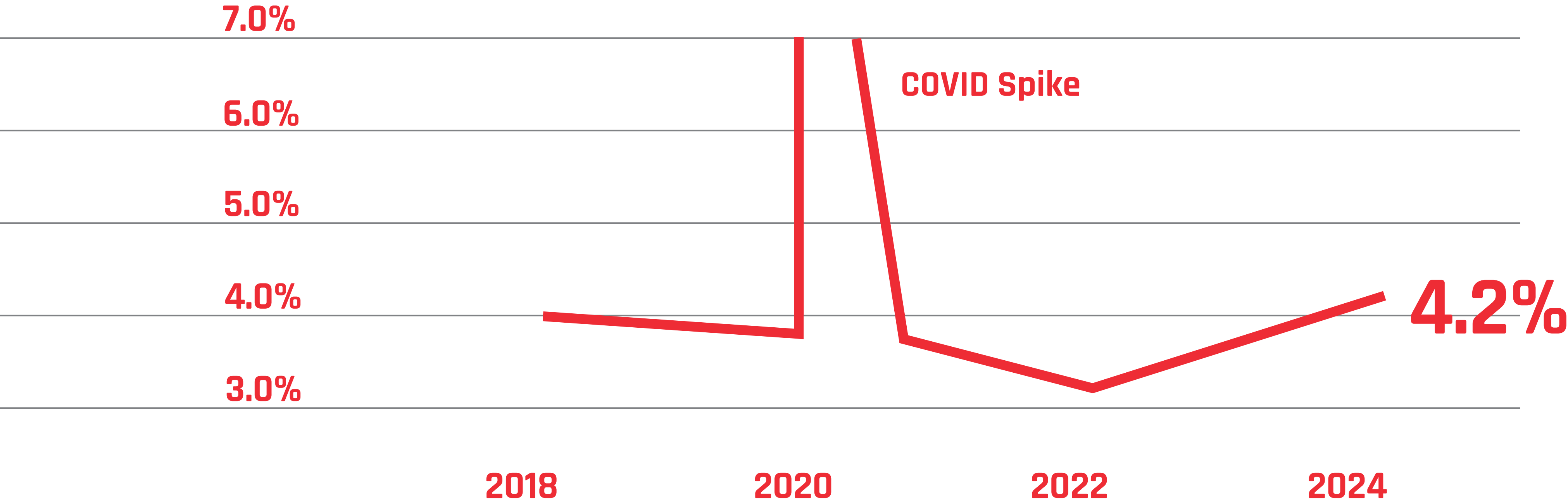
## **The U.S. labor market is still fiercely competitive.**

Companies are struggling to hire the right talent for their needs, especially in high-skill fields like healthcare, manufacturing, and professional services. The talent shortage makes hiring enough workers to expand operations and take advantage of the booming economy a challenge.



National unemployment remains low at 4.2%, and there are still more job openings than unemployed workers. The historically tight labor market is a major obstacle for employers.

# National Unemployment Rate







To win the War for Talent, companies must look beyond job boards and dated recruiting tactics. Leaders must modernize their recruiting playbook, appeal to young professionals, and target passive candidates with brand marketing to out-recruit the competition.


Our **Generational Recruitment Strategies for a Tight Labor Market** shows companies how to create a recruiting strategy based on brand marketing, with personalized messaging and strategies for each of the four U.S. generations that dominate the workforce.



THE KEY TO ATTRACTING THE RIGHT TALENT

# RECRUITING BY GENERATION

# UNDERSTANDING TODAY'S WORKFORCE



The key to attracting the most in-demand employees is speaking to their unique experience and values, which are often defined by the generation they were born in. The modern U.S. workforce is currently composed of four generations, each of which has its own unique experiences, workplace values, and preferred communication channels.





Each of these generations approaches the workplace, and hiring process, differently. The most successful businesses craft recruiting language that appeals to each generation, helping build a multi-generational workforce that’s stronger than the sum of its parts.

Generation	Birth Years	Population Size	Workplace Values	Communication Channels
Baby Boomers	1946-1964	76 million	<ul style="list-style-type: none"><li>• Job security</li><li>• Respect for experience</li><li>• Mentorship opportunities</li></ul>	<ul style="list-style-type: none"><li>• Face-to-face</li><li>• Telephone</li><li>• Email</li></ul>
Gen X	1965-1980	65 million	<ul style="list-style-type: none"><li>• Work-life balance</li><li>• Flexible schedules</li><li>• Autonomy</li></ul>	<ul style="list-style-type: none"><li>• Email</li><li>• Telephone</li><li>• Video chat</li></ul>
Millennials	1981-1996	72 million	<ul style="list-style-type: none"><li>• Company culture</li><li>• Flexible schedules</li><li>• Growth opportunities</li></ul>	<ul style="list-style-type: none"><li>• Email</li><li>• Text messaging</li><li>• Video</li></ul>
Gen Z	1997-2010	70 million	<ul style="list-style-type: none"><li>• Diversity &amp; inclusion</li><li>• Social responsibility</li><li>• Technology &amp; innovation</li></ul>	<ul style="list-style-type: none"><li>• Video chat</li><li>• Text messaging</li><li>• Social media</li></ul>



# BABY BOOMERS

Baby Boomers are the generation born after the end of World War II. They were the largest generation in the American workforce until 2017—when Millennials overtook them.

As of 2022, about 41% of Baby Boomers were still in the workforce. This percentage reflects the trend of Baby Boomers delaying retirement and continuing to work later in life compared to previous generations.

This generation was raised during the booming post-war period, when career opportunities were plentiful for those with a strong work ethic and modest education. Baby Boomers are typically the most experienced workers in their department. They contribute hard-won knowledge and experience across several decades of technological innovation—and they are an essential part of the multi-generational workplace.

Across all industries, companies are still looking to Baby Boomers to fill critical leadership positions and to bring a mature perspective to their teams.



**BORN  
BETWEEN  
1946-1964**

## MARKETING CHANNELS

Traditional Job Boards  
Professional Referrals  
Display Advertisements  
Television & Radio

## COMMUNICATION CHANNELS

Face-to-Face  
Telephone  
Email



## WORKPLACE VALUES

Baby Boomers are known for their strong work ethic and specialized knowledge. These veteran workers possess decades of real-world knowledge that can't be learned from a book. They're eager to find roles where their wealth of experience is valued, and they can contribute to high-level organizational goals.

### **Job Security**

Older workers came of age at a time when people spent their entire career at a single company. They prize stability and job security when considering new roles.

### **Legacy Respect**

This generation wants to be valued for their professional experience and strategic thinking. They'll thrive when they know "why" decisions are being made and how they contribute to larger goals.

### **Mentorship Opportunities**

Baby Boomers are aware of their hard-earned experience— and they want to pass it on to younger peers. Provide mentorship opportunities to retain institutional knowledge and keep them engaged.

### **Flexible Schedules**

At the tail end of their career, they have a growing preference for work-from-home and other flexible work schedules.

## RECRUITING LANGUAGE

Baby Boomers aren't impressed by a fun company culture or social media memes. They want a no-nonsense job description that clearly states the day-to-day responsibilities of the role. You'll also attract this generation by explaining how the position fits into the larger organization and how they can impact the company's success.

### **Clear Job Descriptions**

Baby Boomers appreciate cut-and-dry job descriptions without fluff. Avoid vague language that suggests responsibilities may shift over time.

### **Highlight Job Security**

These workers came of age when employees stayed at a company for life. At the end of their career, they're looking for a long-term role with stability.

### **Respect Their Legacy**

Older workers are confident in their experience and irreplaceable knowledge. Make sure to respect their legacy and highlight mentorship opportunities.

### **Focus on the Mission**

Explain how this role will contribute to the overall company mission and why their role is essential.



# GEN X

Gen X, also known as the “Forgotten Generation,” are a smaller group sandwiched in between the two largest generations in history (Baby Boomers and Millennials). Baby Boomers are retiring later than any generation before, which has prevented Gen X from fully entering the upper corporate echelons—until now.

This generation consists of experienced workers who came of age when technology was becoming mainstream. They are highly independent, experienced professionals who are looking for stable companies that offer leadership positions and a long-term career.

Today, members of Gen X tend to prioritize work-life balance, flexible schedules, and autonomy to complete their job without micromanagement.



**BORN  
BETWEEN  
1965-1980**

## MARKETING CHANNELS

Traditional Job Boards  
Professional Referrals  
Articles & Sponsorships  
Online Advertisements  
Social Media  
Email Marketing  
Conferences & Events

## COMMUNICATION CHANNELS

Face-to-Face  
Email  
Telephone  
Video Chat

## WORKPLACE VALUES

Gen X is defined by their independent spirit and desire to move into leadership roles in the second half of their career. They typically have a fierce work ethic, are used to playing the role of the underdog, and value companies that provide work-life balance so they can spend time with their growing family.

### **Work-life Balance**

Out of all generations, Gen X is the one that prioritizes work-life balance the most. They work hard during office hours but want to unplug during the evenings.

### **Remote & Hybrid Options**

Gen X wants to spend more time with their growing family (especially grandkids) and value the option to work from home. They also have the experience to demand this arrangement.

### **Autonomy**

This group prioritizes independent work and minimal supervision. Managers should trust that they'll get the job done without micromanagement.

### **Respect Their Expertise**

Gen X was the first generation to grow up with modern technology and were on the frontlines of early development. Respect their experience and unique insight to keep them loyal.

## RECRUITING LANGUAGE

Gen X tends to be very social, placing a high value on professional relationships and events. Out of all the generations, they're most likely to be found at conferences, expos, and job fairs. Gen X tends to prioritize their company's reputation and want to work for an organization that values its employees.

### **Employer Branding**

Gen X wants to know that they are working for a well-regarded company with a positive reputation. Highlight your employees and accomplishments to capture their attention.

### **Transparent Compensation**

Out of all generations, Gen X is the most likely to ignore a job posting that's missing salary or benefit information. Include total compensation in job descriptions to target this group.

### **Growth Opportunities**

Nicknamed the Forgotten Generation, their leadership aspirations have been put on hold while waiting for Boomers to retire. Emphasize potential career growth to appeal to this group.

### **Work-Life Balance**

Gen X doesn't want to spend their entire lives in an office. Highlight your organization's flexible work arrangements to recruit experienced Gen X workers.



# MILLENNIALS

Millennials are the largest generation in the workforce, exceeding 2nd place Gen X by nearly 7 million. This is the first generation of digital natives who grew up with a computer and modern technology from an early age.

This is also the most educated generation in history. That's probably why they're constantly searching for new projects and responsibilities—and are eager to break out of their comfort zones. Millennials thrive in roles where every day is different, and they'll look for other opportunities if they stagnate.

The key to attracting Millennial candidates is to focus on corporate culture, career progression, and flexible work arrangements.



**BORN  
BETWEEN  
1981-1996**

## MARKETING CHANNELS

LinkedIn  
Articles & Sponsorships  
Content Marketing  
Search Engine Marketing  
Streaming Services  
Social Media

## COMMUNICATION CHANNELS

Email  
Telephone  
Text Messages  
Video Chat  
LinkedIn

## WORKPLACE VALUES

Millennials are the first generation of workers that overwhelmingly prioritize social values and ethics in employers. They're likely to shun industries associated with negative social consequences. Instead, they want to work at a company that does good in the world. They're easily bored with stagnant jobs and likely to leave if they're no longer challenged.

### **Company Culture**

Millennials prioritize working for companies that do good in the world. This generation values philanthropy, a clear social mission, and an emphasis on company ethics.

### **Flexible Schedule**

This group values freedom and flexibility. While they prize a close working relationship and regular feedback from their bosses, they also want to be judged by their output (and not hours worked).

### **Dynamic Workplace**

While members of older generations prefer clear job requirements and predictability, Millennials need variation in their day-to-day responsibilities. They're the most likely to jump ship if they get bored in their role.

### **Growth Opportunities**

As they enter the prime of their career, Millennials are looking for leadership-track positions with a clear career trajectory.

## RECRUITING LANGUAGE

Millennials place a high priority on social responsibility. They want to work for a company that has a recognizable culture, gives back to the community, and actively recruits a diverse workforce. Millennials are also drawn to flexible work arrangements and a clear path to senior leadership.

### **Employer Branding**

Millennials want to work with companies that have a strong brand, clear sense of social responsibility, and commitment to diversity.

### **Career Progression**

The oldest Millennials are already in their 40s and they're increasingly looking for senior leadership roles, or at least a clear career path. Highlight skills training and leadership programs to recruit the brightest in this generation.

### **Flexible Work Arrangements**

Millennials are interested in more than just work-from-home options. They also look for roles with flexible work hours and a focus on output over hours worked.

### **Prompt Communication**

Millennials are digital natives who expect recruiters to communicate promptly. To keep their attention, return their messages the same day and keep them updated on the interview process, even when there's no progress to report.



# GEN Z

Gen Z is the latest generation to enter the workforce. This group of young professionals are digital natives and rely on technology to a greater degree than Millennials. This preference manifests itself during the recruiting process, where they prefer to interact with companies over social media or video chat.

The Gen Z cohort is vibrant and brings a dynamic viewpoint that includes new ideas and out-of-the-box solutions to problems. They're also extremely impact motivated. Gen Z wants to know that their work has a clear social mission, and they're less concerned with pay structure and long-term career progression.

Despite the many benefits associated with Gen Z, this generation is focused on the here and now—a major reason why their average tenure at a company is rarely longer than two or three years.



**BORN  
BETWEEN  
1997-2010**

## **MARKETING CHANNELS**

College Campuses  
Content Marketing  
Streaming Services  
TikTok  
Snapchat  
Instagram

## **COMMUNICATION CHANNELS**

Email  
Video Chat  
Text Messages  
LinkedIn  
Social Media

## WORKPLACE VALUES

Gen Z is the most value-driven generation in history. They're even more interested in social impact than Millennials and will choose lower-paying positions at a company with a strong brand and clear mission.

### **Diversity & Inclusion**

More than any other generation, Gen Z prefers to work in diverse workplaces with a clear commitment to gender and ethnic diversity. They'll dive into a company's social media to make sure this commitment is deeper than surface level.

### **Social Impact**

Gen Z overwhelmingly looks for companies with a clear social mission and track record of doing good in the world.

### **Technology & Innovation**

This group of digital natives is highly sought-after by high-tech firms pushing the limits of technological innovation. They want to be on the cutting-edge of new developments.

### **Temporary Arrangements**

Gen Z grew up watching their parents suffer from the 2008 Financial Crisis. They view employment as temporary and have little company loyalty, which is reflected in their short tenures.

## RECRUITING LANGUAGE

Companies can hire Gen Z candidates by establishing a strong brand identity before they graduate college. This includes offering college internships, marketing at campus events, and showing up on their social feeds. In addition, Gen Z expects regular communication and will quickly forget about a company if there's a gap between the initial application and first contact.

### **Cutting-Edge Work**

Gen Z are digital natives who grew up with modern technology at their fingertips from a young age. They prefer to work for technology-forward companies eager to adopt cutting-edge tech.

### **Promote Inclusive Policies**

For this group, inclusivity requires more than lip service. To appeal to Gen Z recruits, focus on employee testimonials and company values that demonstrate your organization's deep commitment to diversity.

### **Campus Recruitment**

Many of the best Gen Z workers rely on college networks to secure positions—expecting to land their first job before graduation. Maintain a strong presence on local campus job fairs and offer college internships to recruit the top talent.

### **Clear Hiring Process**

Gen Z has little patience for delays and expects quick gratification. Respond to candidates as soon as they apply and clearly explain the interview process to set expectations.



# AMG DEFENSE TECH'S CANDIDATE MARKETING STRATEGY



# UNLOCKING TALENT ACQUISITION WITH THE PASSIVE TO ACTIVE APPROACH

The U.S. labor market remains ultra-competitive. Businesses are struggling to attract the right candidates with outdated recruitment strategies. This new normal requires an innovative approach—and AMG Defense Tech's Candidate Marketing Strategy is a proven method to attract the country's most in-demand workers.



*The near future presents a challenging labor market for employers... Strategies that worked to acquire and retain talent in the past may not be successful in the tighter labor markets of the future.*

**DELOITTE, NOVEMBER 30, 2023**

It's time to move away from traditional job boards and lackluster career fairs. To win the War for Talent, companies must target passive candidates. These workers aren't actively looking for work. But they have the experience and technical expertise businesses need to thrive—and you can recruit them with the right strategy.





# AMG DEFENSE TECH HELPS BUSINESSES ATTRACT THESE HIDDEN WORKERS WITH OUR UNIQUE PASSIVE TO ACTIVE APPROACH.

PASSIVE

ACTIVE

1.

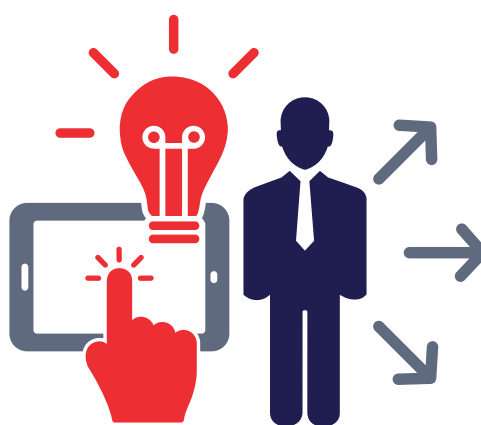
NOT LOOKING



Aware but  
Not Interested

2.

CURIOSITY



Exploring the  
Possibilities

3.

CONSIDERING



Digging Deeper

4.

TELL ME MORE



Reaching Out  
for Advice

5.

OK, I'M IN



Formally Applying  
for the Job

6.

HIRED!



I'm a  
Brand Evangelist!



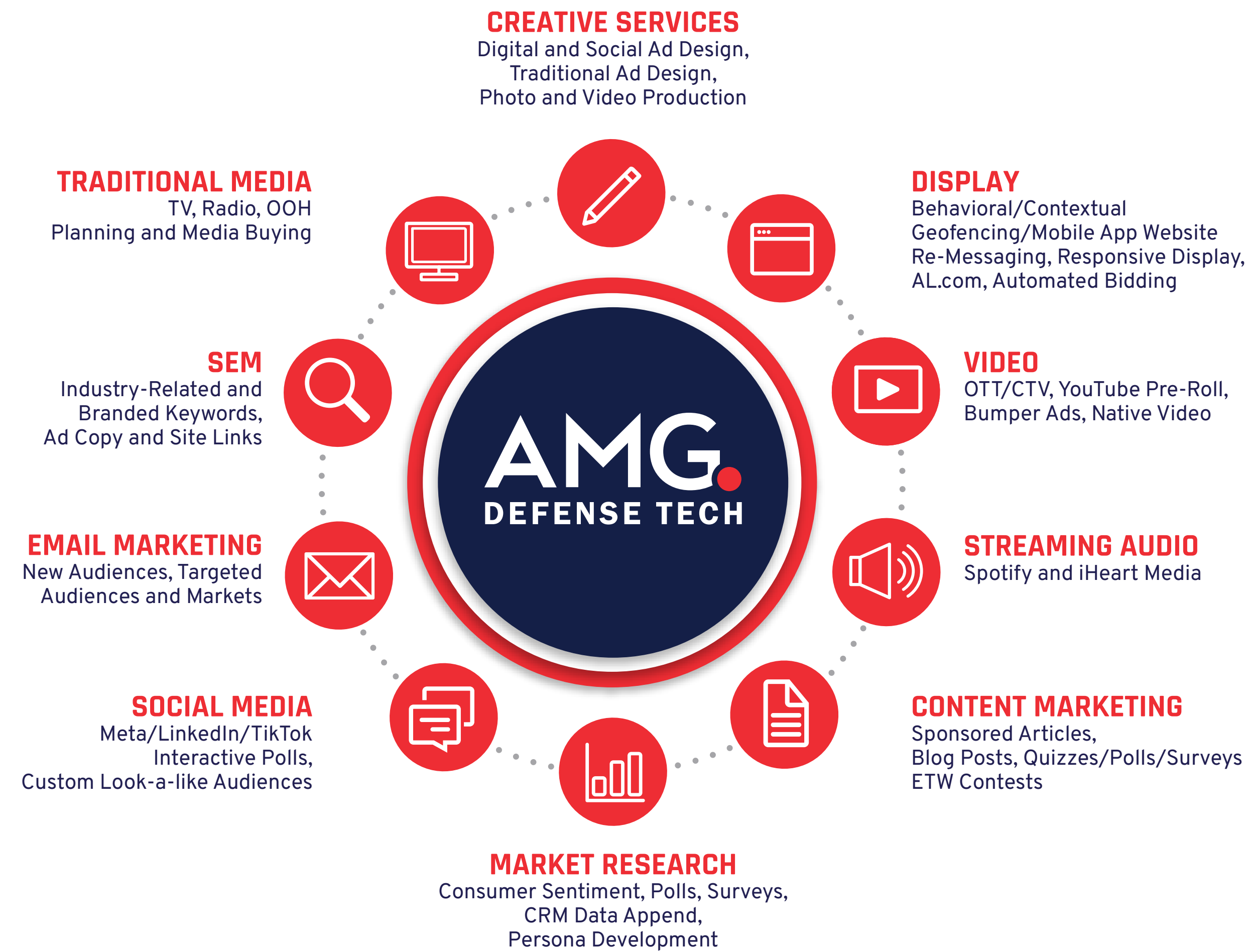
See our [Transforming Recruitment](#) whitepaper to see AMG Defense Tech's detailed candidate marketing strategy and learn how we implement the Passive to Active approach.



# TARGETING PASSIVE CANDIDATES WITH PERSONALIZED MEDIA CHANNELS

Developing a passive recruitment strategy is the key to attracting the right candidates in a competitive hiring market. At AMG Defense Tech, that starts with personalized media outreach.

We help companies attract Baby Boomer and Gen X candidates using their preferred media channels. These include display advertisements, email marketing, conferences and events, and sponsored articles. We also reach the nation’s best Millennial and Gen Z candidates through innovative marketing campaigns on LinkedIn, social media, streaming services, and digital content marketing.





# PARTNERING WITH A STRATEGIC RECRUITMENT MARKETING FIRM

By partnering with a strategic recruitment marketing firm, you'll have access to a team of professionals. We'll help your team identify the right candidates, advertise in their preferred media channels, and attract passive candidates who can make an impact their first day of work.

AMG Defense Tech helps businesses thrive in an era of record unemployment and competition for high skill workers. We are experts in the field of marketing and recruitment, building strategies that help you attract the country's most in-demand candidates to your job openings.

## SUCCESS BY THE NUMBERS

Advance Local is one of the leading digital media and marketing groups, with our brands reaching more than 55 million people throughout the U.S. across multiple platforms.

26

NEWSPAPERS  
& MAGAZINES

15

NEWS & INFORMATION  
WEBSITES

13

ORIGINAL  
VIDEO SERIES

42

ORIGINAL  
PODCASTS

17M

SOCIAL MEDIA  
FOLLOWERS

55M

PEOPLE REACHED  
PER MONTH

## RECOGNIZED BY PREMIERE DIGITAL PARTNERS

 **Meta**  
Business Partner

  
Google Partner

PREMIER 2024

 **Spotify** Advertising  
Certified Partner



## LOOKING AHEAD

The nation's economy is still growing by leaps and bounds, particularly in the healthcare and professional services sectors. This is an incredible opportunity for business growth and market expansion. But companies can only take advantage if they have the right resources.

Despite the strong economy and increased consumer demand, companies across the U.S. are still struggling to recruit enough qualified workers to meet their goals. As the U.S. population continues to age, Baby Boomers will retire in greater numbers and constrain the labor pool even more.

AMG Defense Tech is helping companies attract the right candidates for their needs despite the shortage of qualified workers. By helping our clients implement proven brand marketing strategies, we're giving them access to the nation's untapped pool of passive candidates to meet recruiting goals.

Contact AMG Defense Tech to learn how our team of experts can help you attract the nation's best candidates with customized media outreach strategies. Reach out to AMG Defense Tech to jumpstart recruitment and make your organization a premier destination for high skill workers.



## **Are you set up to attract top-tier passive and active candidates in 2025?**

AMG Defense Tech can help your company create the best plan of action for your workplace needs. We employ the most up-to-date recruitment processes in the industry. We're local with a national reach, and we're here to serve you. Reach out today and we'll help ensure you're ready for your next hiring challenge.

