

5 POST-PANDEMIC RECRUITING TRENDS HERE TO STAY

A Guide for Adapting & Sustaining Hiring Processes After COVID-19



SUMMARY

Current trends—many accelerated by pandemic forces beyond our control—have changed the rules of recruiting and hiring, requiring organizations to adapt and embrace new practices to compete and triumph in the future war for talent...and a war, it shall be!

According to Josh Bersin's March 2021 article, we're entering a red-hot job market, which includes 13 percent more open jobs than last year. Coupled with the fact that more than three million people left the U.S. labor force over the last year, those charged with recruiting and hiring for critical roles are constrained not only by a potential workforce shortage and an intense battle for the best talent, but they're also facing new hiring expectations, like flexible schedules.

No doubt, last year was tough on talent acquisition and recruiting staffs. The pandemic and its repercussions devastated some talent acquisition teams, threw new demands on others, and proved to be a historic change agent as virtual recruiting and onboarding a remote workforce became a new norm for many. Talent acquisition professionals who found success are the ones who turned to internal talent pools, leveraged analytics and a streamlined virtual approach to recruiting, identified critical gaps and integrated learning strategies into the employee lifecycle, while spending more time on the employee experience.

More companies will continue to adopt virtual recruiting technologies, shift talent attraction efforts to remote candidates, consider internal talent pools, and focus on diversity, equity and inclusion. Those that do will experience stronger current and future bench strength, reduced time-to-hire, and increased employee retention – the costs for which can be especially high during labor shortages.

Intended Audience

This guide is for talent acquisition and recruitment specialists, as well as hiring managers who are responsible for candidate sourcing, selection, hiring, and onboarding. This guide will provide insight into the latest – and what are proving to be long-lasting recruiting trends – as well as strategies for adapting your processes so that you can deliver more value to your organization.

Overview of the Current Environment

Trend 1: Internal Mobility

Trend 2: Virtual Recruitment & Hiring

Trend 3: Bigger Role in DE&I Initiatives

Trend 4: Technology Investment on the Rise

Trend 5: Re-positioning of Recruitment

Conclusion

ABOUT HUMANTELLIGENCE

Humantelligence is the leading cloud-based platform for the accurate measurement of culture at every level of an organization, from individuals and teams to overall corporate culture. HT has the quickest, most comprehensive self-assessment that measures behaviors, motivators, and work energizers so that leaders have the culture and talent intelligence needed to measure, manage, and hire for fit, optimize collaboration while reducing turnover, and build engaged high-performing teams across the organization. To learn more, visit www.humantelligence.com.

THE CURRENT ENVIRONMENT



First, let's get a lay of the land!

During the early days of the pandemic, employees were reluctant to change jobs – resulting in a 47 percent drop in applications across all industries (TalentLyft, 2020). However, according to a SHRM study on social recruiting, 75 percent of potential hires are not actively searching for a job, but would be open to fielding great opportunities. With what may have looked like a reluctance to change jobs during the onslaught of the pandemic, some companies did continue to actively hire.

In fact, one of the strangest realities of this pandemic is how differently organizations were both impacted and rebounded from the pandemic. Some, like airlines and hotels, saw the very foundations of their business plans disintegrate. Others, like online retailers and information technology platforms, saw overwhelming growth well beyond anything for which they could plan. This forced some organizations to restructure and cut costs, while others expanded – which inevitably has created significant divides in talent strategies.

1. Proceeding with Caution:

Some employers that have had to lay off or furlough employees still needed to hire for existing and new critical positions. But concern about the future has made these employers incredibly cautious in their hiring decisions. This has resulted in increasing levels of approval before offers are made or the indefinite deferral of hiring decisions altogether.



2. Racing to Fill Roles: On the other side of the talent equation, you have organizations facing huge increases in demand for their goods and services, which in turn triggered a need for more talent and fast-tracked processes. The demands were growing so quickly that these employers found that recruitment and hiring processes which previously took months needed to be completed in weeks.

3. Landing in the Middle: Then, we have the organizations that fall somewhere in between; there is just enough uncertainty that full-time hires are risky, but enough positive signals and confidence to justify some hiring. These organizations are increasingly relying on contract workers to plug urgent gaps while they watch to see how pandemic conditions evolve – which is providing some job seekers with new options and arrangements to consider.

So here's where we are:

- ✓ There were **9.3 million job openings** in the US on the last day of April ([U.S. Bureau of Labor Statistics](#)), with the national unemployment level of the US standing at **5.8% as of May 2021**.
- ✓ The top 5 industries that downsized their workforce due to COVID-19 are (1) Travel & Tourism, (2) Hotels, Bars, & Restaurants, (3) Entertainment, (4) Conferences & Trade Shows, and (5) Manufacturers (TalentLyft, 2020).
- ✓ The top 5 companies hiring during the pandemic are Instacart, Amazon, Walmart, CVS Health, Dollar General (TalentLyft, 2020).
- ✓ Labor force participation rates **dropped as low as 61.4%** in September 2020 (down from 84% pre-pandemic)

causing continued labor shortages (U.S. Bureau of Labor Statistics).

- ✓ **72% of employers** are having a hard time finding skilled candidates, and **74% of recruiters** are facing hiring competition (Manpower Group).

Competition for top talent remains fierce

It's become clear that the dynamic employment market that is coming into existence has done nothing to change some of the basic tenants of the talent management game. Top talent and good jobs remain in high demand.

Although not unprecedented, the top candidates who are on the open talent market will likely have to sort through multiple job offers. This is going to put pressure on employers to quickly identify preferred candidates and get them offers. Employers who hesitate will find they are too late or not competitive enough to land the best candidates.

The sheer number of people looking for work right now has also put enormous pressure on employers (and their hiring leaders) in the form of unprecedented responses to job postings. Before the pandemic, it was not unusual to see an average of 100 resumes per posting; now, many employers are seeing upwards of 400 applications for the same role.

This flood of applicants, many of them unqualified, is frustrating for all involved. For employers, it's the burden of sorting through mountains of resumes and putting together new offers to remain as competitive as possible; for candidates, it's the aggravation of having to wait longer than normal to receive an acknowledgement. For all...it's a game of timing – and time for a recruiter is one their most valuable resources.

Leveraging technology for sourcing candidates, filtering candidates, and doing virtual interviews, as well as having a creative, comprehensive data-backed strategy has become critical for reaching and recruiting the right candidates, quickly.



Reminder:

We are entering one of the hottest job markets in over a decade – which will require a creative and comprehensive recruitment strategy.

According to Josh Bersin, not only will the \$1.9 Trillion American Rescue Plan boost the economy, we are already operating with 13% more open jobs than we had a year ago and expect the unemployment rate to be around 4.1% by year end. And Daniel Chait, CEO of Greenhouse, a leading recruiting software provider, envisions the talent acquisition function playing a major role in what he calls the “great rehiring.” When life starts returning to normal, it's possible that more people will re-enter the workforce in 2021 than in any single year on record.



Key Action:

Take heed of the current opportunity before us and adapt accordingly.

It's easier to use a virtual approach for some roles more than it is for others. It can be a challenge to recruit virtually for industries where talent demand is high (skilled trades, production, and warehousing to name a few). Candidate online presence may not be as prominent for these roles and the competition is extremely fierce. Whereas, it is important to have an online presence for professional, information technology, corporate and many other roles. Various technologies and automation/communication tools can help you better identify and tap on all available talent.

1. INTERNAL MOBILITY: HARNESSING THE POWER OF YOUR CURRENT WORKFORCE



Talent shortages in the U.S. have risen to historical levels, with 69% of employers having difficulty filling jobs - the highest in more than a decade. To give you an idea of what that means, Korn Ferry predicts that by 2030, there will be a global human talent shortage of more than [85 million people](#), roughly equivalent to Germany's population.

To address this, recruiters are focusing more attention on internal mobility, and new data is showing that recruiters who leverage and harness the power of their current workforce are reaping the benefits.

According to an article published in March by the [Society for Human Resource Management](#), a study of 32 million profiles of active LinkedIn users who've worked at a larger company (one with more than 500 employees) since 2013 found the likelihood that an employee stays with a company decreases as the years pass. One year after being hired, there's a 76 percent chance the worker will still be with the company. By year five, estimated retention is down to 38 percent.

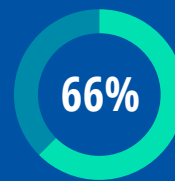
But employees who were promoted within three years of being hired have a 70 percent chance of staying onboard, and those who made a lateral move have a 62 percent chance of staying. Those who were not promoted and who did not change jobs internally have only a 45 percent chance of remaining.

Further, in new research of North American and European workers, Lighthouse Research & Advisory found that 88% of employees would stay at a job if they had career and growth opportunities ahead, but more than 60% have left a job in the past because they didn't see any way to advance.

Recruiting will hire less, but build and borrow more from within.



1 out of 2 talent professionals expected their recruiting budget to decrease.



2 out of 3 expected their L&D budget to increase or stay the same.



Resulting in 20% increase in internal mobility since the onset of COVID-19.

In addition, nearly 50 percent of talent professionals who responded to a [LinkedIn survey](#) expect their recruiting budget to continue to decrease while 66 percent anticipate their learning and development (L&D) budget to increase or stay the same. This data suggests that employers will rely on building their workforce through internal mobility programs tied to reskilling initiatives or engage contingent talent instead of hiring externally.

The benefits of leveraging your current workforce

Increased engagement, lower costs, and a shorter time-to-hire and onboard are just a few of the benefits of the shift to internal mobility, but the biggest benefit may be improved retention, said Mark Lobosco, Vice President of Talent Solutions at LinkedIn.

“Data show that employees stay 41 percent longer at companies that hire internally compared to those that don't. As companies continue to experience the benefits of internal mobility, we'll begin to see it shift from an ad hoc solution to an essential corporate strategy. This will lead to HR and L&D partnering closer than ever before to better understand existing skill sets, address skill gaps in their organization and build more robust internal mobility programs.”

Even though upskilling initiatives have been a major focus by many companies even before the pandemic, we've seen a significant rise in investment by employers in this area. For example, Mastercard is upskilling their staff to compete with start-ups, encouraging them to develop new skills through the learning platform Degreed.

Steve Boucher, VP of Global Talent Development at Mastercard, has said, “in order to remain competitive, we had to embrace new technologies and expand. To do this, Mastercard's company culture would have to evolve to accelerate innovation and pivot product development towards developing digital technology offerings.”

They decided to use Degreed, offering personalized learning experiences, creating relevant pathways and helping employees connect to the content that is pertinent to them. Ninety-six percent of Mastercard's workforce now regularly engages with learning through Degreed – which is testament to how effective and aligned it is with the business' and individual goals.

Building cultures focused on internal skill development and growth have now become of central importance. To do it, companies are bringing once siloed HR programs such as learning, career, and internal mobility together with skills and technology in order to enable personalization and to create a thriving internal marketplace for talent.



Reminder:

No longer on the back burner, internal mobility opportunities are a must-have.

Partnering with L&D and HR, recruiting will have the opportunity to lead a rigorous internal mobility program, rather than leaving it to hiring managers or ad hoc practices. While cataloging employees' current skills, companies will clearly tie internal job opportunities to relevant L&D resources to help employees fill any qualification gaps.

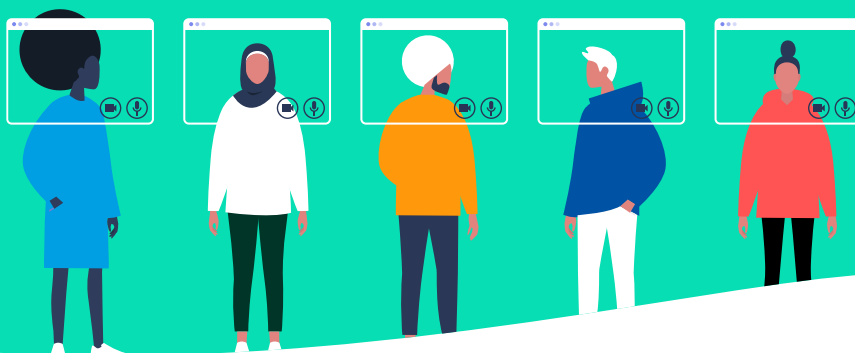


Key Action:

When leveraging the power of your internal workforce, prioritize and change the way you assess internal candidates.

It will be essential to prioritize applicants' potential and transferable skills over their technical capacity to do specific tasks – and provide opportunities for upskilling. Consider leveraging psychometric assessments to give you a fuller picture of your current employees' potential. In volatile times, companies will also move away from static jobs in siloed departments and toward project-based cross-functional work, where employees will shift to new projects as business needs change. This is a great opportunity to see where current employees may be able to shift into new projects and responsibilities.

2. VIRTUAL RECRUITMENT & HIRING



It may have taken a pandemic, but it looks like virtual recruiting methods are here to stay. When it comes to virtual sourcing, **81% of talent professionals** agree virtual recruiting will continue post-COVID, and 70% say it is here indefinitely. Sourcing through professional sites and job boards allow companies and recruiters to market and track jobs efficiently, as well as directly source active and passive candidates who are easily contacted through the tools.

To some, the whole idea of recruiting, assessing, and hiring someone without meeting them in person was far-fetched prior to last year. But the companies that found success in this new virtual talent market were those that had very strong hiring and onboarding practices before the pandemic and those that quickly adapted their pre-pandemic processes.

When it comes to onboarding, companies that relied on less-structured programs—like office tours and casual, unscheduled meetings with key personnel being the core of the onboarding experience—found themselves in a frantic struggle to develop the platform and programming needed to support onboarding in a virtual environment.

But by now, most organizations have had to adjust to operating and performing critical business practices in a virtual environment. And while companies had dipped their toes into the pond of video interviewing in days past, the limitations imposed by COVID-19 led most to create an end-to-end virtual recruiting and onboarding process for the first time.

In the same way that a hybrid workforce of onsite and remote employees will become more normalized, so too will a hiring process that combines virtual and in-person processes – in part due to the associated cost and time savings. Back in 2016, SHRM Human Capital Benchmarking Report put the average cost per hire for companies at \$4,129. Glassdoor reports that, on average, U.S. employers spend at least **42 days** to hire a single new employee. And

unfortunately, these numbers kept rising, meaning the ROI of hiring a new employee is not.

\$4,129

Cost per hire
in 2016

**+42
Days**

Time to hire
1 new employee

“Job interviews will largely continue to be conducted virtually,” said Candace Nicolls, SHRM-SCP, Senior Vice President of People and Workplace at Snagajob, an online staffing platform that specializes in matching candidates to hourly wage jobs. “Even for businesses resuming in-person operations, I expect that virtual and automated interviews will instead replace many in-person touchpoints, helping to accelerate timelines while also providing a critical layer of safety.”

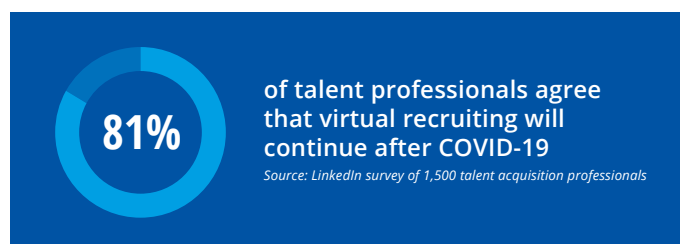
The challenges & gains

Those charged with recruiting and hiring are seeing firsthand how it can save time and resources. Virtual recruiting in 2020 helped organizations streamline recruiting processes, improve diversity hiring, and hire quality talent by reaching across geographic barriers – all at a fraction of the traditional time and monetary costs.

These gains mean virtual recruiting has earned its place in the ongoing talent acquisition strategies of nearly every industry across the country, and employers will continue to use virtual recruiting alongside more traditional in-person recruiting and interviewing. Make no mistake about it though. Humans are a social species and ultimately need direct, in-person contact and connection with one another.

This means companies will have to address:

1. Refining their virtual processes and identifying ways to add a personal touch that sometimes only that in-person experience can offer.
2. Determining when they'll use an in-person, virtual, or mixed approach for what roles and when — that is, how will they optimize the candidate experience while still leveraging virtual efficiencies.



In a recent report from Lighthouse Research & Advisory, based on research with over 800 firms, video interviewing was the clear 2020 winner across all categories of talent acquisition technology, seeing huge swings in adoption virtually overnight. And recruiting leaders say it's also the number one priority in 2021 and into 2022.

The report continues... Nearly seven in 10 employers expect to do more virtual/remote hiring in 2021 and into 2022, which means this growth is going to continue for some time. When we combine that with the fact that 21% of employers that identified technology gaps in 2020 haven't yet filled them, it paints a positive picture for the talent acquisition technology space and for the impact recruiting leaders can have on the organization in the year ahead.

Even though the easing of restrictions in some jurisdictions is allowing for face-to-face interactions, there is a deep impact on the efficiencies of talent acquisition – as recruitment, hiring, and onboarding will largely continue to

be performed virtually, especially given the rise of remote talent for most companies – and those that adapt processes long term will experience greater functional efficiencies and organizational effectiveness when it comes to time, costs, and attracting talent.



Reminder:

When it comes to recruiting, COVID-19 didn't so much as disrupt but rather accelerate shifts in the talent landscape.

The abrupt nature of the shift left many companies poorly served by their current hiring practices. In periods of steep unemployment, it might seem that companies looking to add workers would be in the driver's seat. But job openings have also been rising in recent months, meaning that competition for top talent remains keen—and in uncertain times, bringing on the right people is more important than ever. That's why it's important to make sure you have strong processes, programming, and materials in place first so you can pivot how you deliver as needed.



Key Action:

Adopt virtual recruiting and hiring processes while figuring out how to keep the most important aspects of in-person recruiting.

Employers say that a top challenge is screening candidates they couldn't see or meet in person. One way to approach personalization here is to prioritize and institutionalize a self-assessment during these processes. When you choose a psychometric-based interview approach, you not only benefit from objective, unbiased insight into a job seeker's behaviors, motivators, and work energizers, but you also gain targeted insight on potential gaps and alignments between your candidate and your open role.

3. BIGGER ROLE IN DIVERSITY, EQUITY & INCLUSION INITIATIVES



Diversity, equity and inclusion (DE&I) will be a continuing focus area for recruiters, especially as more candidates make job choices based on their assessment of a company's visible DE&I commitment. This is just a rapid extension of a trend established before the pandemic.

Calls for diversity and inclusion in the workplace, and everywhere else for that matter, are not new to 2021, but they grow louder every year. The summer of 2020 was marked by large-scale protests in major cities across the globe demanding social justice, and that has forced leaders (both of organizations and in government) to examine and react to the ways in which our decisions, behaviors, and actions impact others.

A September 2020 Glassdoor survey found 3 in 4 job seekers and employees report that a diverse workforce is an important factor when evaluating companies and job offers. That means, whether or not your company is interested in increasing its diversity, most candidates are evaluating diversity when they research your company.

In 2021, organizations will endeavor more than ever to create a more balanced workforce, providing greater opportunities for growth and a safer work environment for people across all spectrums. This will obviously be of great benefit to any group who has suffered exclusionary business practices, but it is also bound to be financially beneficial for the organizations as well.



75% of job seekers/employees say diversity plays a factor in their evaluation of a company.



+50% of S&P 500 companies already have a Chief D&I officer.



60% of those companies hired into or created these positions within the last three years.

“Companies recognize that they are being scrutinized more than ever by stakeholders and are committing to aggressive diversity targets,” said Dan Schawbel, a bestselling author and managing partner at Workplace Intelligence, an HR research and advisory firm. “This year, 70 percent of job seekers said they want to work for a company that demonstrates a commitment to diversity and inclusion.”

Nearly half (47 percent) of talent professionals told LinkedIn that hiring managers are not held accountable for

interviewing a diverse slate of candidates. Some experts believe that more recruiters will work to remove arbitrary entry barriers like educational requirements from job qualifications, advocate more for a diverse pipeline of candidates and hold hiring managers accountable for moving those candidates through the hiring process.

The benefits of more diverse talent

Countless studies show a close connection between diverse leadership and financial success.

According to one study by [McKinsey](#), the most diverse companies are more likely to outperform less diverse peers on profitability. For example, companies with more than 30 percent women executives were more likely to outperform companies where this percentage ranged from 10 to 30, and in turn, these companies were more likely to outperform those with even fewer women executives, or none at all. Not only that, but those same diverse companies are also more likely to attract and retain the top talent in the business. In other words, prioritizing diversity and inclusion is just as great of a financial decision as it is a moral and ethical one.

Because diverse teams outperform non-diverse ones, companies should actively try to engage with diversity initiatives as soon as possible. In fact, the awkwardness that comes with not understanding those around you is what makes diverse teams work so well. In a [cognitive intelligence study](#) done by MIT engineers, researchers observed that successful teams had these things in common:

- They gave one another roughly equal time to talk.
- They were sensitive towards each other (even in awkward situations).
- They included more women – making them the most diverse.

Further studies show the following benefits of more diverse teams.



1. Expanded creativity and better decision making

A diverse workforce brings a wide variety of people with different experiences, skills, perspectives and insights together to solve problems. Diversity increases innovation, creativity and strategic thinking because teams of people who come from different backgrounds can draw upon their unique experiences and wider range of knowledge to spark new, innovative ideas.

Diverse groups of employees pull from a wider range of sources and experiences. That can help them make sounder decisions, leading to improved results for your business. In fact, diverse teams make better decisions than non-diverse teams up to 87% of the time, [according to one study](#). Scientists believe that inclusive teams often outperform homogenous ones when it comes to decision making because they process facts more carefully.



2. Increased profitability and productivity

Ambitious professionals are often more attracted to inclusive companies. Fifty-five percent of job seekers who responded to an Indeed survey say it is very or extremely important to work at a company that prioritizes diversity and inclusion. This can result in a more motivated workforce and increased productivity.

Not only are diverse teams more productive, but diversity also pays off in terms of profitability. [One study](#) shows that companies in the top quartile for gender diversity on their executive teams are 15% more likely to generate above-average profitability compared to companies in the bottom quartile whose executive teams are predominantly white males.



3. Enhanced employee engagement and retention

Employees often feel more comfortable and happier in inclusive environments. They also tend to be more loyal and apt to stay longer at companies where their unique contributions are recognized and respected. Workplace equality can increase confidence and encourage employees to achieve their best. Teams often have higher morale, and are more productive, innovative and loyal to the organization.



4. Better company reputation

When businesses promote diversity, they're perceived as more relatable, human, and socially responsible by a greater number of people. This can improve your overall brand reputation, leading to new customers, partnerships and markets.

Not only that, but that Indeed survey also reported that 17% of job seekers rate inclusivity and diversity displayed in the hiring process as one of the top factors in helping them

develop a feeling of positive connection or camaraderie with a company during the interview stage.

Put simply, having different types of people on the same team can help others look at problems more carefully while also being more innovative, creative and inclusive about their solutions. And all of that is just good for business.

Diversity is a business-critical imperative and one that recruiting can help lead. Not only is it imperative that recruiters deliver a diverse pipeline of candidates, but they must also play an important advisory role for the hiring managers they support. This could be through restructuring hiring processes to **reduce bias** – building diverse interview panels and mandating data-driven reporting against diversity goals, making recruitment a more organizationally strategic and advisory function than ever before.



Reminder:

Diversity is not a feel-good initiative but a business-critical imperative — and one that recruiting can help lead.

Recruiting and hiring remain a constant, top-of-mind concern for companies of all sizes and industries. It's imperative that the approach to recruiting and hiring evolve – especially when it comes to diversity and inclusion. The pandemic has driven unexpected and radical changes, but organizations that leverage this opportunity to tap into the rich, diverse talent market will be better prepared for what is to come.



Key Action:

Restructure hiring processes to reduce bias, from building diverse interview panels to requiring data-driven reporting against diversity goals.

Recruiting will help keep the business accountable for diversity – and in this way position the function more strategically than ever before. In addition to leveraging remote workers to expand and diversify your talent pipeline, pay special attention to D&I specialists who are looking for new and exciting job opportunities.

4. TECHNOLOGY INVESTMENT CONTINUES TO RISE



HR leaders say their budgets have increased between 2020 and 2021, and much of their new-found funding will be invested in technology. And when it comes to recruiting, while 23% of talent professionals expect their budget for recruiting technology to decrease, 44% anticipate it remaining the same — and 20% see it rising (LinkedIn data).

Across almost all industries, digital transformation has been accelerated by the pandemic, forcing companies of all sizes to fast-track their digital plans. So as companies continue to emphasize operational efficiencies, investments in recruiting technology will rise.



Gone are the days when companies could simply post vacancies on a job board and wait for the applicants to come rolling in. With the ongoing skills shortage and war for talent, progressive organizations that want to attract the best need to go further.”

– Amanda Cusdin, Chief People Officer, Sage

Let’s talk tech. As recruitment shifted almost entirely online during the pandemic, more companies have started incorporating artificial intelligence to assist with screening and hiring. According to a recent study from the Sage Group, 24% of businesses have started using AI for acquiring talent, with 56% of managers planning to adopt automated technology over the next year. GlobalData forecasts that the

market for AI platforms in general will reach \$52 billion by 2024, up from \$29 billion in 2019.



53% of HR leaders say their budgets have risen since last year



51% plan to implement a new technology in the next 12 months

Source data: iSolved HCM survey

One reason for this is the rise of video interviewing. After having no choice but to take their interviews online at the start of the pandemic, many recruiters and hiring managers saw firsthand just how efficient and effective this method can be. In fact, almost three-quarters of the LinkedIn talent professionals surveyed said video interviewing technologies could have a meaningful impact on their organization over the next 5 years, compared to just 52% in 2019.

Respondents also placed a greater emphasis on applicant tracking systems (ATS), human resources management systems (HRMS/HRIS), and customer relationship management (CRM) software than they did in 2019. With some companies forced to scale back their recruiting teams, software that increases efficiency by eliminating manual processes will likely prove critical when hiring ramps up.

Positions > Chief Technology Officer > Pipeline > Stages

SVP Sales

SVPSLS | Miami, FL

New Applicant 4 Phone Screen 14

status All Candidates

	Manager (pts) Similarity	Group (pts) Similarity	Ideal (pts) Similarity
<input type="checkbox"/> Candidate	88	72	38
<input type="checkbox"/> Joanne Doe Moved on: 21 Feb 2018 \$40,999 / 11	80	70	67
<input type="checkbox"/> Calvin James Moved on: 09 Nov 2017 Add	73	69	72
<input type="checkbox"/> Navin Morris Moved on: 31 Aug 2017 Add	72	88	53
<input type="checkbox"/> Kim Yu Sun Moved on: 29 Jun 2017 \$50,000 / 30%			
<input type="checkbox"/> Igor Rozki Moved on: 22 Jun 2017 Add			
<input type="checkbox"/> Claire Wolff Moved on: 01 Jun 2017 \$0 / 0%		48	

Culture-as-a-Service {CaaS} software: Leverage AI-powered recruitment technology to unlock insights about candidates using a pre-hiring assessment and map that to the team culture and ideal profile for the open role – ensuring fit and assessing predictive success.

Digital hiring tools were already on the rise, but the pandemic accelerated their use. Digital assessments, AI for predictive success, video interviewing, and online reference checking should not be seen as a short-term patch, but rather as part of the long-term hiring toolkit. One thing is clear. Companies that meet this and the coming year with a comprehensive digital recruitment experience will have an advantage – adding accuracy, eliminating bias, and speeding up the hiring process.



Reminder:

While budgets are changing, they're not disappearing – backing for recruitment and HR-related technology is strong.

With remote work as a mainstay option, employers are now casting a global net for remote workers. To sift through this larger talent pool, recruiters must adopt hiring technologies such as automation and AI. The benefits? Increased hiring quality, time savings and improvement at all stages of pre- and post-hire talent acquisition. Taking this opportunity to evaluate where investments will have the biggest impact, recruiting teams can reduce spending in non-critical areas and re-invest where it matters.



Key Action:

Digitize in order to standardize processes and become more efficient.

Go digital but stay personal. An effective hiring process should include people at both ends. Far from replacing the recruiter's role, intelligent automation can supplement that work by filtering through data quickly, transparently, and accurately. This frees up recruiters' time to focus on the most important aspects of hiring, such as making personal connections with candidates.

5. A RE-POSITIONING OF RECRUITMENT



Traditionally, recruiters and talent acquisition leaders have been advisors to their businesses when it comes to workforce planning. Bringing all of these trends and focus areas together, now, they have the opportunity to become indispensable. The functions that manage sourcing, evaluating, hiring, and onboarding new hires has now become table stakes for companies.

And recruiters are rising to the challenge. Most notably, the fastest-growing pivot for recruiters during the pandemic was personal development. Out of rapid need, recruiters increased their appetite for learning as soon as COVID-19 hit last March, more than doubling their normal learning consumption in the following months. Topics included talent advisory training, virtual interviewing, being productive while working remotely, virtual onboarding, and internal mobility strategizing.

Transitioning workforce models and the rise of remote work bring with it a host of new possibilities: diverse talent pools, increased productivity and retention, and savings on salaries and facilities. It also complicates workforce planning with challenging considerations around compensation of remote workers, capacity planning, internal growth, diversity, company culture resets, as well as technology investment around recruitment and employee collaboration tools – all of which contribute to organizational effectiveness as well as external employer branding.

Unlike any other business function impacted by COVID-19, talent professionals are uniquely positioned to advise on this transition, armed with data-driven insights about where talent is and feedback about what talent wants and needs.



Reminder:

Recruitment has a newer-found importance in shaping the employer brand and impacting organizational effectiveness.

Vice President at Gartner Research, Lauren Smith says, “hiring quality talent today requires recruiting leaders to shift their strategies from replacing the workforce to shaping the workforce by defining needs based on skills, sourcing talent more broadly, and creating responsive employment value propositions.”

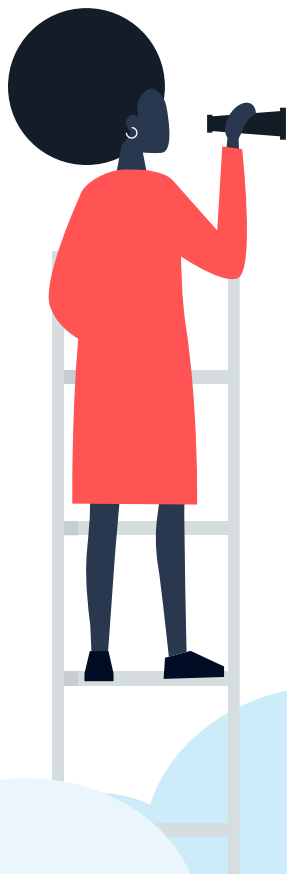


Key Action:

Leverage last year's experiences to further audit processes and evaluate what's working in order to establish recruitment more strategically.

With a more visible role in critical business initiatives like diversity and inclusion, coupled with a trend towards leveraging process automation, recruitment is poised to become an even more strategic business partner -- that contributes more directly than ever to data-informed decision making, employee engagement and productivity, and corporate reputation building. In the end, recruitment is about planning for people and then powering those people.

CONCLUSION



As companies look to transform their business in order to keep up with the ever-changing world, the demand for professionals who possess the capabilities to lead and support transformation will be critical. At the forefront of supporting this business need are recruitment and talent acquisition professionals.

In addition to looking at external talent, they'll reveal the depth of internal talent pools. They will stand on the front lines of diversity efforts, connecting with candidates and holding hiring managers accountable. And they will work to make virtual hiring feel like an on-site handshake.

How? Those who are the most successful will leverage psychometrics and Culture-as-a-Service technology to hire for a culture of intention -- which when aligned with business strategy leads to better team performance. As a result, they'll bring clarity to talent data, mold employer branding, and continue to grow beyond the traditional boundaries of their role.

Here's to the [future of recruiting](#).

humantelligence®
THE CULTURE SOFTWARE

WE CAN HELP!

Humantelligence is the leading cloud-based platform for the accurate measurement of culture at every level of an organization, from individuals and teams to overall corporate culture. HT has the quickest, most comprehensive self-assessment that measures behaviors, motivators, and work energizers so that leaders have the culture and talent intelligence needed to measure, manage, and hire for fit, optimize collaboration while reducing turnover, and build engaged high-performing teams across the organization. For a consultation, contact us at www.humantelligence.com.