2023 Recruiters Guide

When the war for talent feels more like a tug of war

Hire★Vue

The great resignation. The great regret. Is the great recalibration next?

After the layoffs of 2020, followed by the desperate hiring attempts of 2021, the so-called economic slowdown we then experienced seems to have brought a little balance to the labor market.

Yet for many people—especially recruiters—this market feels like anything but balance.

Historically, lower unemployment rates indicate economic prosperity and higher unemployment rates indicate economic shrinkage. But in a strange turn of events, this job market isn't following typical patterns of GDP slowdown. In fact, in 2022,

despite layoffs in many industries, employment as a whole rose by 528,000[1] in the month of July—finally closing the unemployment gap to pre-pandemic levels—and again by 315,000 in August[2]. Yet as employment rises, so does unemployment. In August, it increased to 3.7%,[3] the highest since February of last year.

This dynamic and rapidly changing labor market keeps hiring front and center for most business leaders. Finding and keeping talent—the best talent—is making or breaking businesses like never before.

For recruiters, now is the time to recalibrate, optimizing talent strategies for speed, simplicity, and candidate connection.

The role of the recruiter is changing

As the world of hiring has changed in recent years, so has the role of the recruiter.

Not only have employees begun to reimagine a more ideal work scenario—the way we define work itself has also changed. The modern workforce is more distributed, more asynchronous, and changing more rapidly than ever before.

Yet as the workforce becomes more dispersed and flexible, its members' longing for strong social ties hasn't disappeared. And that puts recruiters in the position of figuring out how exactly to provide this highly coveted yet cryptic "human side" of hiring, while still attempting to maintain the speed and accuracy they need to get the job done.

In this guide, we'll discuss 6 challenges recruiters are facing right now, and how technology can help overcome them, including:

- Making hiring more human

- High application drop off (aka "ghosting")

- Updating—and redeploying—new workforce skills

- Engaging passive talent

- Assessing for the right candidate skills

- Attracting diverse talent
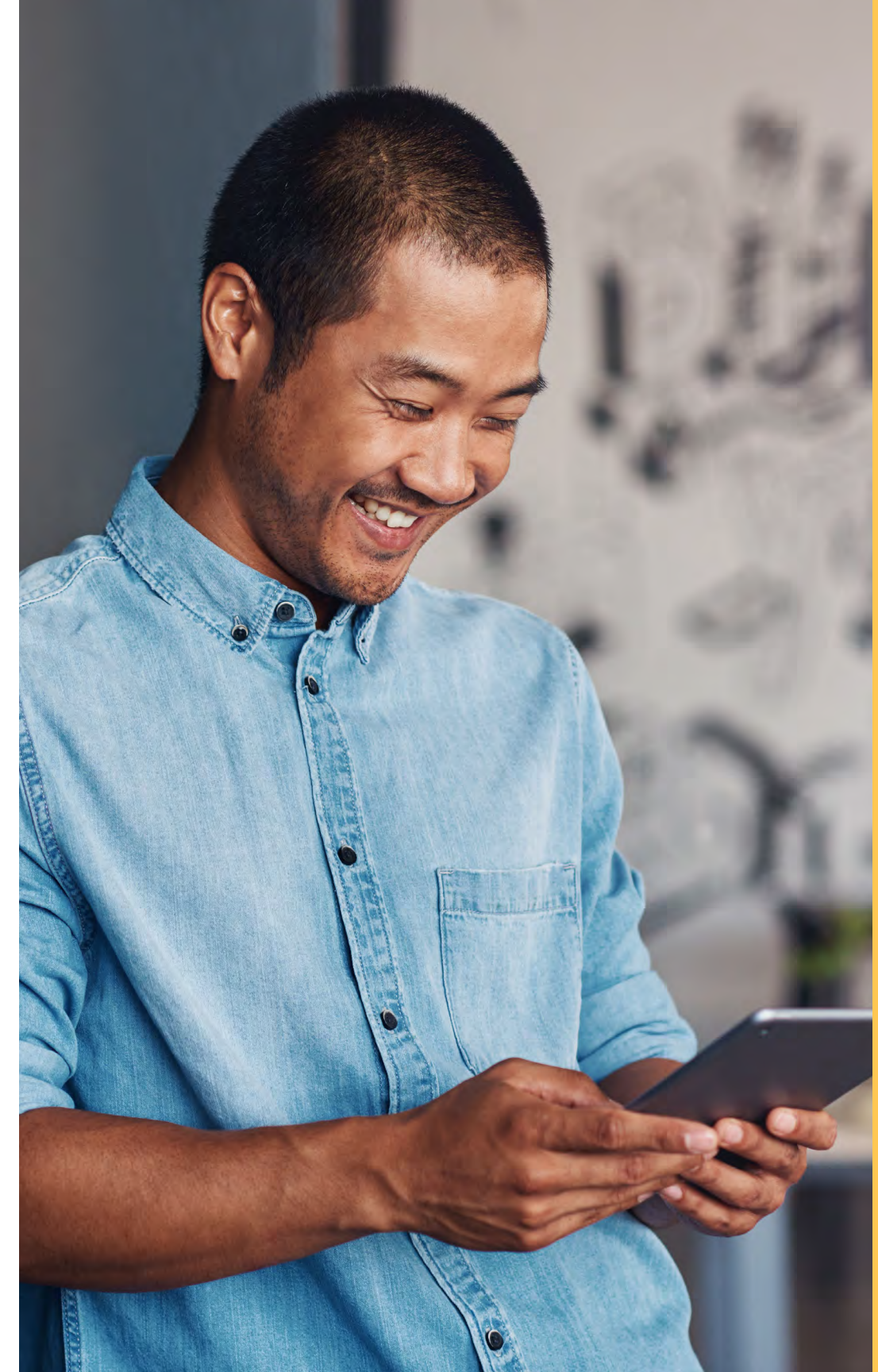
1 Challenge One
Making hiring more human

Recruiting tactics that worked in the recent past are no longer attracting candidates.

In years past, a recruiter could reasonably expect to post a new job, promote it, then wait for the applications to roll in. But that approach is not working for modern job candidates. While they certainly still want competitive pay and benefits, modern candidates are also looking for genuine connections with their employer, some shared values, and to feel like they're seen, heard, and valued for their differences.

In other words, they want a more human hiring process than what they've been getting. Yet many of them will spend months applying for jobs without ever having a conversation with a recruiter.

Most talent teams however, cannot of course have one-on-one conversations with each and every candidate that applies for a role. It's just not feasible. Fortunately, with modern hiring technology, you can have the best of both worlds.

Provide personalized options at scale

Many have argued that you can't create a human-centered process without...humans.
But we beg to differ.

Imagine an experience so seamless that candidates get answers to their questions fast, and schedule their own interviews on their own timeline. This is especially important for the newest generation of workers, Gen Z, who grew up with quick digital responses right at their fingertips. A whopping 91% of them say technology would even influence a job decision[4]. For Gen Z, if technology is not fully integrated with the job...they probably don't want it.

HireVue's text-powered recruiting assistant enables your hiring teams to engage your candidates all the way from "Hi" to "Hired," widening your funnel with smart, chat-based job matching. As a result, you miss far fewer quality candidates to a poor experience, or to job matching that relies solely on keyword searches.

Candidates get a personalized chat that helps them find the best-fit job using our O*NET job matching, plus follow up texts with next steps within minutes of applying. And recruiters get more engaged candidates, lower drop off rates, and a great foundation to keep building relationships with the best candidates.

2 Challenge Two
High application drop off (aka "ghosting")

The sudden disappearance of candidates from the hiring process is not new, but data shows that it is increasing. In a 2022 Robert Half survey, 39% of hiring managers[5] said they've seen candidate ghosting go up, especially in the last few years.

And ghosting is not just limited to the application process. Recruiters are seeing "no shows" at every level of the hiring process, from application submissions to interviews—even going as far as ditching their first day of work.

It's hard to blame candidates who had no relationship with the organization they were interviewing with. They may feel like it's not worth the effort to formally drop out, or they may even feel their actions are justified after a negative experience.

But how do we get them to stay?

Impress with speed and simplicity

When hiring is slow, ghosting goes way up. Candidates don't have the time or desire to wait around, especially when they have a myriad of job possibilities to choose from.

To impress candidates from the beginning, give them a fast and easy hiring process. Here's how:

- Quickly send them through the application process with a simple, "text to apply"
- Answer their questions, on the spot, with automated FAQs and chat options
- Prescreen applicants with a few, simple questions and push the qualified ones to the next step
- Allow them to self-schedule real-time interviews
- Automate invites, reminders, and ongoing updates
- Send onboarding and welcome texts to new hires, keeping them engaged and informed before they start.

Full-service hiring technology takes care of mundane tasks so that recruiters can get to the final job offer, fast.

3 Challenge Three
Post-hire Employee Rentention

Between January 2021 and February 2022, over 57 million Americans voluntarily left their jobs[6]. The Great Resignation, The Great Reshuffle, The Great Rethink...no matter what buzzword you decide to use, one thing is certain. People are not afraid to look for new opportunities.

For months now, we've been talking about how the pandemic drove many to rethink their personal and professional priorities, leaving their jobs to find something better. And if "a dollar saved is a dollar earned," then the same concept applies to recruiting. So how do we fix this retention problem?

Ensure candidates are a good fit, from the very beginning

Where to start? First, give a great first impression with realistic job previews—an inside view of what it's like to work for your business. Realistic job previews are on-demand videos (typically combined with a video interview) that help candidates quickly discern if the job is a good fit before going too far down the hiring process—or worse, accepting the job.

This isn't limited to a quick hello from the CEO and a tour around the office. Instead, it's a window into the job requirements, company culture, flexible options, growth opportunities and much more.

Realistic job previews give candidates a chance to assess you. But how can you assess them?

Next, use candidate assessment software to quickly and fairly screen talent, reducing recruiting bias and making sure the top candidates rise to the top of your interview list. With assessment software created, tested, and validated by I/O psychologists, you can tie candidates' skills directly to the needs of the job.

With these hiring tools, the right candidate is much more likely not only to make it through the hiring process from start to finish, but also to thrive in your company for a long time.

4 Challenge four
Engaging Passive Talent

Having a hard time finding the right person for the job? If you're strictly focused on active candidates, you're only reaching a fraction of what's out there.

LinkedIn data shows us that 70% of the global workforce is made up of passive candidates[7]. Candidates who may have the exact skills and experiences you're looking for.

But why target a group of people who are not coming to you? Isn't this wasting your time and energy?

No, not if you approach them the right way. Reaching passive candidates is a marathon, not a sprint. This means that you have to find them, initiate meaningful conversations, and build relationships along the way—then keep in touch.
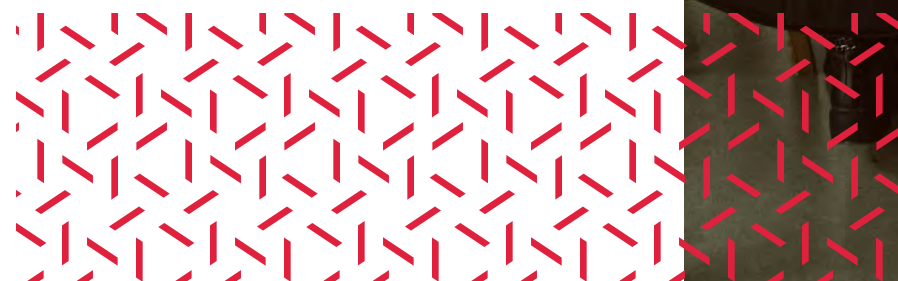
Maintain long-term relationships with candidates

If passive candidates believe you're a real person with genuine interest in them and the skills they bring to the table, they're much more likely to engage.

With passive talent, the goal is not to persuade them to make a decision right now. It's to keep transparent, open communication with the candidate until the right opportunity—a position that matches perfectly with their skillset—emerges. This may look like congratulating them on a work anniversary or wishing them a happy birthday.

When a job does come along, show off the perks that they're looking for, such as:

- Generous pay and benefits
- Growth opportunities and a learning culture
- Remote/hybrid work options
- Company culture that values work-life balance

Then, once they decide to apply, make the entire process seamless and fast from start to finish.

5 Challenge Five
Updating and redeploying new workforce skills

Finding talent isn't the issue. It's finding talent with the right skills at the right time that is hard.

A recent Korn Ferry study shows a potential global skills shortage[8] of more than 85 million people by the year 2030 if left unchecked. This is especially true for the tech industry where 64% of leaders[9] say it's becoming harder to find skilled workers. Just for developers alone, the number of job openings is expected to grow by 22%[10] in the United States.

What's happening?

Technology and business models are rapidly advancing, and becoming a pivotal part of future work. In fact, some estimates say that 80% of middle-skill jobs[11] in the US require some digital knowledge.

Yet as work is being reinvented, the workforce is not primed and ready to meet this growth.

Rethink how, and who, you hire

The savviest organizations ensure their workforce is continuously being reinvented to match the ever evolving definitions of work.

In today's world of work, it takes an agile mindset to create faster thinking, better accountability, and more efficient processes.

What does this look like? Focus more on creating candidates, not just attracting them. Focus on internal mobility, upskilling, and training your workforce to ensure a seamless matching of skills to roles.

Consider how Accenture created a solution to their skills gap. After launching an apprenticeship program, 80% of their new hires came in without a college degree[12]. But with the training they received, they were able to walk into entry-level tech roles, such as cybersecurity and cloud engineering.

"A person's educational credentials are not the only indicators of success, so we advanced our approach to hiring to focus on skills, experiences and potential," Jimmy Etheredge, CEO of Accenture North America.

While upskilling is certainly a viable option, some companies may need specific skills now. Looking for agile-minded people? Our Agile Mindset Assessment combines interview questions and game-based assessments to measure four categories: people agility, mental agility, results agility, and change agility. Not only does it help recruiters make better decisions, but it gives candidates the opportunity to demonstrate their most sought-after skills.

6 Challenge Six
Attracting Diverse Talent

Not only does a diverse workforce offer more unique perspectives and more opportunities for change, it is also 35% more likely to outperform competitors[13].

But while 35% of talent leaders acknowledged DEI was a top priority[14] for 2022, many admitted they were still struggling to put their ideas into action. So what needs to change?

First things first. Bias must be reduced from the very beginning. By relying on skills-based assessments—rather than interviews alone—talent teams can feel confident they're making decisions based on skills, rather than subjective information.

By shifting focus away from data that often leads to biased decisions (like age, gender, ethnicity, and other demographic data), and toward relevant job skills, HireVue assessments make recruiting decisions better and faster.
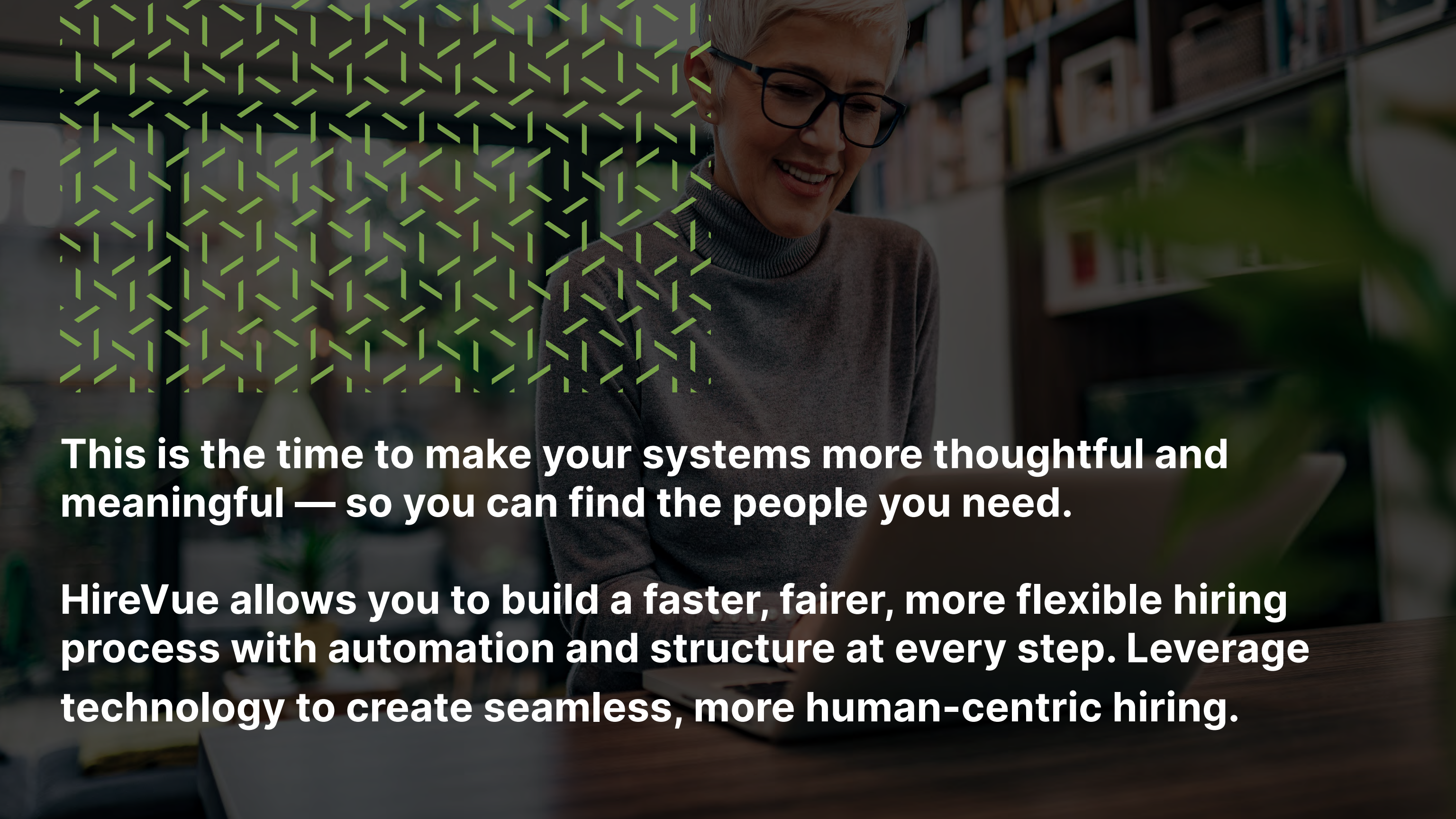
Use technology to mitigate hiring bias

On-demand interviews are another way to lessen bias with candidates. In addition to providing the same experience to each and every candidate, on-demand options give candidates flexibility around when and where they can interview with a potential employer. That flexibility is especially beneficial to certain demographics—like parents, students, and those in inflexible jobs currently—as they complete interviews around their busy schedules.

Learn more in our DEI Guide **Download Now**

Finally, HireVue's structured interviews help talent teams find interview questions that are vetted and maintained by I/O psychologists. Rather than being faced with a free-flowing conversation that promotes similarity biases, candidates are asked the same questions, in the same way, giving them the consistency and fairness that they deserve.

With bias-mitigating technology, recruiters are empowered to quickly and fairly assess a large pool of candidates, so they can make high-quality inclusive hiring decisions.
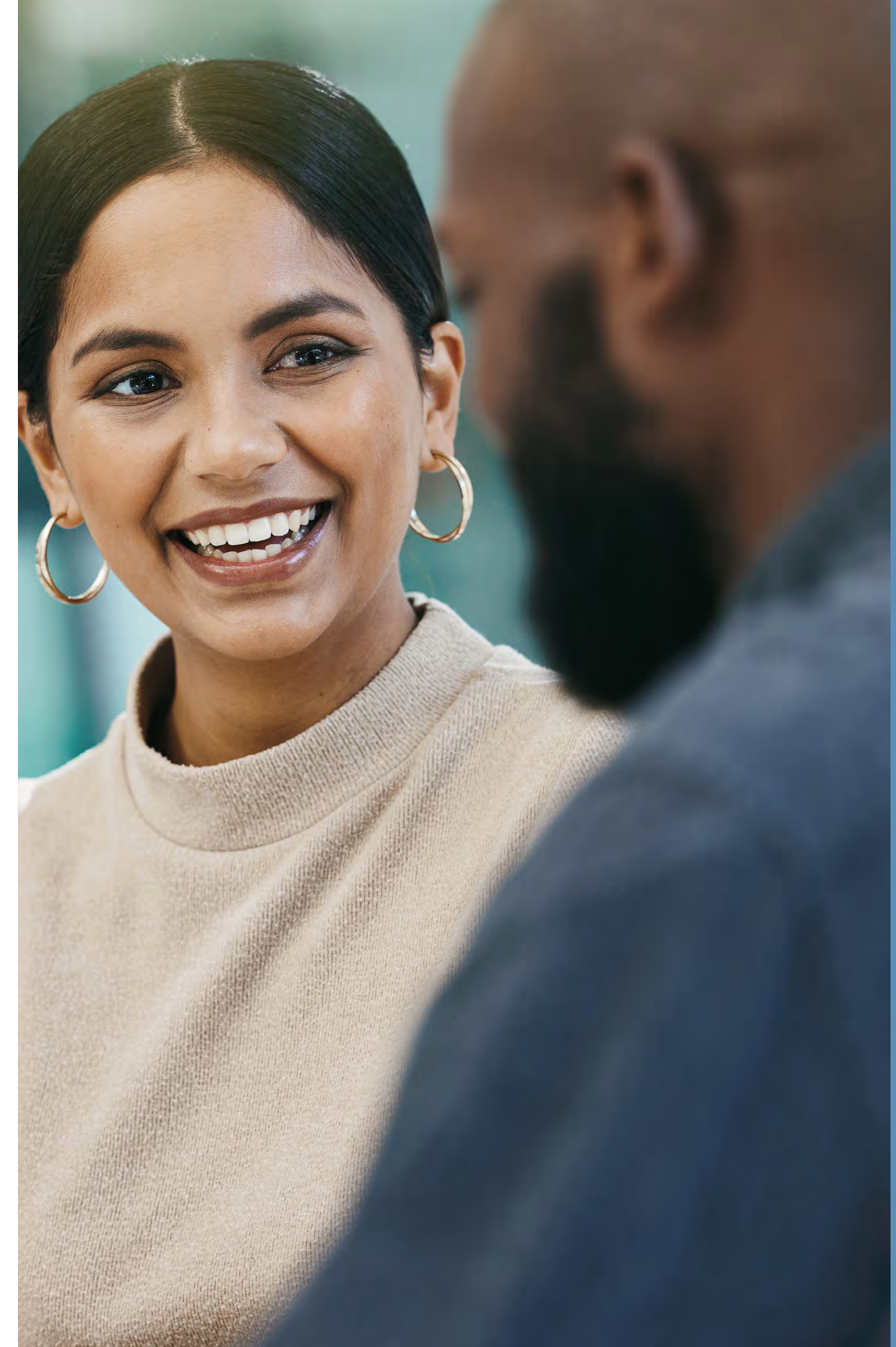
This is the time to make your systems more thoughtful and meaningful — so you can find the people you need.

HireVue allows you to build a faster, fairer, more flexible hiring process with automation and structure at every step. Leverage technology to create seamless, more human-centric hiring.

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