



# Guide to Hiring Professional Workers

From layoffs to labor shortages, then back again



Hire★Vue



# Introduction

From The Great Resignation to [The Great Regret](#)<sup>1</sup> to fears of a recession, to today when quit rates are seemingly beginning to slow... Let's just say the hiring pendulum has swung hard over the last two years.

Despite recent rounds of layoffs, especially in the tech sector, overall [job openings still greatly outnumber the number of people looking](#)<sup>2</sup> to fill them. Which means job

seekers still have a lot of bargaining power — especially those with the most coveted skills.

Those in professional roles — like financial services, communications, and consulting — are not only assessing where they want to work. They're also reimagining how they want to work, and making significant changes to their careers.



In this guide, we follow the latest trends for professional workers. What are we seeing?

- 1. The highly-selective candidates.** Professional candidates, with multiple job offers on the table, are removing themselves from the interview process more and more.
- 2. The new entrepreneurs.** Professionals, in search of flexibility, are increasingly starting their own businesses.
- 3. The “new collar” professionals.** Vacant professional roles are increasingly being filled with recently upskilled hourly workers
- 4. The disengaged candidates.** Frustrated professional candidates are less willing to engage in long, complicated hiring processes.
- 5. The overlooked top talent.** Certain minority groups have experienced setbacks, rather than the same opportunities as their peers from the majority. As a result, some employers are missing valuable hiring opportunities.

We then examine how talent teams can use these trends to guide near-future hiring decisions. What can we do?

1. Increase **speed**
2. Give **flexibility**
3. Provide **growth** opportunities
4. **Simplify** hiring
5. Hire more **fairly**

# 1 The Highly-Selective Job Candidates

The term “ghosting,” first coined in the dating world to describe the abrupt cut-off of all communication, has now made its way into the business world too. More and more, candidates are ghosting employers at all stages of the hiring process. And 39% of senior managers in a [Robert Half Survey](#)<sup>3</sup> say ghosting has significantly increased in the last two years.

Lead Economist at ZipRecruiter, Sinem Buber, shares that more [professionals are going quiet](#)<sup>4</sup> these days, sometimes even after accepting positions that pay \$65,000 to \$100,000. And even after last year’s hot job market has started to cool. Why the sudden uptick in candidate disappearance?

Even as the hot job market starts to cool down a bit, candidates have had — and still have — major leverage when it comes to job choice. Confident with options, candidates have been choosy — ditching the traditional thank you note with....well, nothing.

A different [Robert Half Survey](#)<sup>5</sup> reveals candidates’ reasons why:

- 33% said the interview process was poor
- 29% received another job offer
- 23% said the job wasn’t what they expected
- 16% said a mandatory return-to-office policy was implemented

So what’s a talent leader to do?

## How to respond: Increase speed

[Forty percent of job candidates](#)<sup>6</sup> say 7-14 days is too long of a hiring process. That may seem fast, but in today's world of high-speed technology at our fingertips, it is reality. Especially in a hot job market where candidates have plenty of options elsewhere.

But what about hiring quality? Technology makes it easy for you to have both.

Hiring solutions that offer 24/7 engagement, easy interview scheduling, and online assessments allow talent teams to be more productive — getting to the final job offer much sooner than the competition.

At HireVue, our talent experience platform helps talent teams expedite hiring without compromising quality.





## How it works:

- Quickly send candidates through the application process, all with a simple “text to apply”
- Automate FAQs so candidates receive the answer to their questions immediately
- Prescreen applicants and push qualified ones to the next step
- Automate important information, such as mobile invites, reminders, and ongoing updates
- Self-schedule real-time interviews

## The result:

- Unlock talent team productivity
- Connect with candidates on their time
- Boost response time, taking candidates from sourcing to hiring much faster.



LinkedIn User (She/Her) • 3rd+

Art Direction and Design

1d ...

I've cancelled interview processes over lack of scheduling communication. Are we here to figure this out, or are we here to waste each other's time? Vague communication and time-wasting are not congruent with my work style, so good luck to ya and goodbye!

Like ·  1 | Reply

## 2 The New Entrepreneurs

New business ownership surged in 2021, bringing [5.4 million new business applications](#)<sup>7</sup>, up from just 3.5 million in 2019. Why? Technology and the internet make it easier and cheaper than ever to find freedom by becoming your own boss.

What do we know about this new face of entrepreneurship? A [survey by payroll provider Gusto](#)<sup>8</sup> revealed that:

- Over 50% started their business out of economic need
- 45%, many of them operating virtually, are headquartered outside of large metropolitan areas compared to just 33% in 2019
- The number of Black owners grew by 3X in 2020, and the number of female owners by 2X, making it the most diverse group of business owners the U.S. has ever seen.

Are all of these new businesses here to stay? Time will tell. According to the Bureau of Labor Statistics, about 20% of new businesses typically fail within their first year. But more than 50% of those in the Gusto survey say they believe their business will fail in the next year, sending them back into the labor force once more.

## How to respond: Give flexibility

We know that candidates want the flexibility to choose when and where they work. Yet a recent Microsoft study shows [50% of leaders want employees](#)<sup>9</sup> to show up in person to get work done.

The same rings true for people when searching for a new job. Having the ability to apply, get questions answered, and even interview on their own time, then easily schedule a synchronous interview with a real, live person is a huge value-add for candidates.

So how does a company offer more flexibility while still getting work done? In other words, how should flexible work work?

With HireVue's end-to-end talent experience platform, hiring leaders can move the needle on their most pressuring hiring challenges, reducing time-to-hire by up to 90%, and giving candidates the flexibility to go through the process at their own pace.



# 3 The “New Collar” Professionals

So, who's filling the shoes of all these professionals leaving their jobs to go out on their own? In large part, it's people who might have otherwise spent a lifetime in hourly positions.

Traditionally known as “blue collar,” but recently dubbed “[new collar](#)<sup>10</sup>,” many people are transitioning into sectors like tech where they can easily and quickly learn new skills that earn more than their hourly positions ever would. Roles like project manager, software developer, and customer care representative.

In the past, these roles might have required college degrees. But the pandemic-related labor shortages forced many companies to rethink traditional hiring requirements. Now, these workers are transitioning from waiting tables to writing code — sometimes overnight.

## How to respond: Provide growth opportunities

Last year's labor crisis forced many talent teams to look for “transferable skills” that would easily carry over from one industry to another — things like problem solving, critical thinking, and communication — then train new employees for the rest.

Now, many companies are getting creative in their upskilling efforts by using any or all of the following methods:

- Certifications
- Trade school
- Skills platforms
- Coding bootcamps

The first steps in upskilling are to assess the existing skills a candidate has, then identify the competencies required in their next role. Technology like HireVue Assessments and HireVue Builder can make this process easy and fast.

To assess for existing skills, game-based psychometric tests can measure for internal mobility and leadership potential. Talent teams can quickly assess candidates' skills, easily prioritizing candidates based on the skills that really matter.

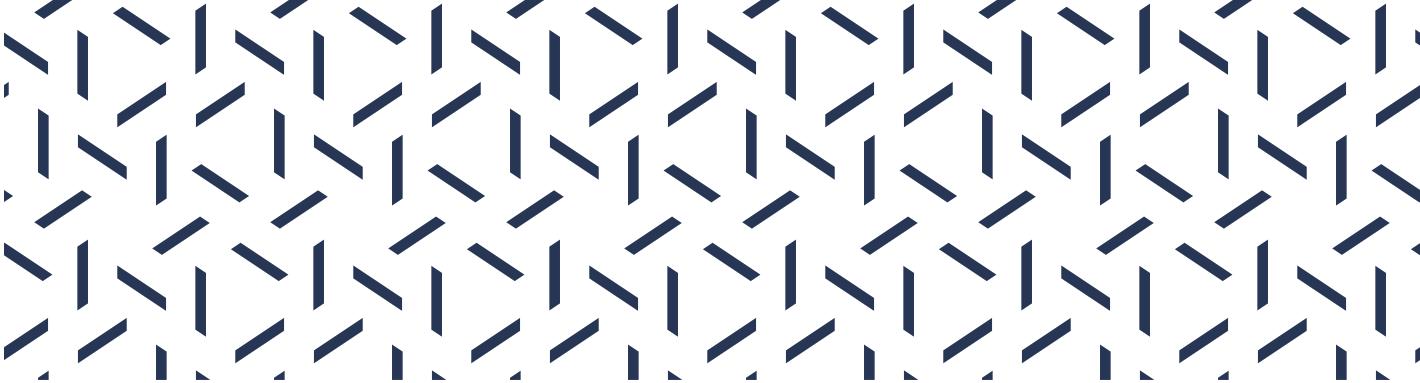
Then, to identify which competencies are needed in a future role, HireVue IO psychologists collaborate with talent teams to create and monitor assessments that fit specific job needs. Our candidate assessment software combines the interview and skills assessment into a single unified experience that can be completed in less than 20 minutes — for new candidates, or existing employees who want to advance.

“We must take big and bold steps to expand access to digital skills and employment opportunities so that more people can take advantage of the digital economy regardless of their background.”

- Arvind Krishna, Chairman and Chief Executive Officer, IBM



# 4 The Disengaged Candidates



Four, five, six rounds of interviews. Multiple meetings with C-Suite leaders, managers, even potential co-workers. Work samples that take hours to create. Countless back-and-forth emails.

Modern professional candidates have had enough of the hiring hurdles.

Mike Conley, a software engineering leader with over 25 years of experience, took out his recent interview frustrations in a viral [LinkedIn post](#)<sup>11</sup> saying:

“Today I pulled my name for consideration for a company I was interviewing with. It was a hard decision as I liked the company. I decided to pull my name for consideration because they were working to schedule rounds 4-9 of the interview process with me.”

Mike's experience is shared by professionals across the globe, with [62% of them losing interest](#)<sup>12</sup> two weeks after the first interview.

And why do talent leaders facilitate such long, drawn out hiring processes to begin with? Especially in a job market where candidates have the upper hand?

There's concern for making a poor hiring decision, which is certainly a legitimate fear. Poor hiring decisions are costly and frustrating. But many employers are turning wise precautions into unrealistic standards — and losing great candidates because of it. Fortunately, you can have it both ways. Hire strategically, but keep it simple.

## How to respond: Keep it simple

In hiring, simplicity is better. And you don't have to compromise quality to get it.

HireVue lets you automate the parts of your hiring process that do not require human intervention. From initial questions to interview scheduling, technology will do the work for you so you can focus on finding the best candidate.

### What to expect:

In the end, simplicity wins. Companies who use automation have a [15% higher conversion<sup>13</sup>](#) rate and 23% decrease in cost per hire. And for candidates who are satisfied with the job experience, 38% of them are [more likely to accept the job<sup>14</sup>](#).

From back-and-forth emails > **To automated communications**

From scheduled phone screens > **To quick, online assessments, done anytime**

From tedious interview scheduling coordination > **To candidate self-schedule**



# 5 The Overlooked Top Talent

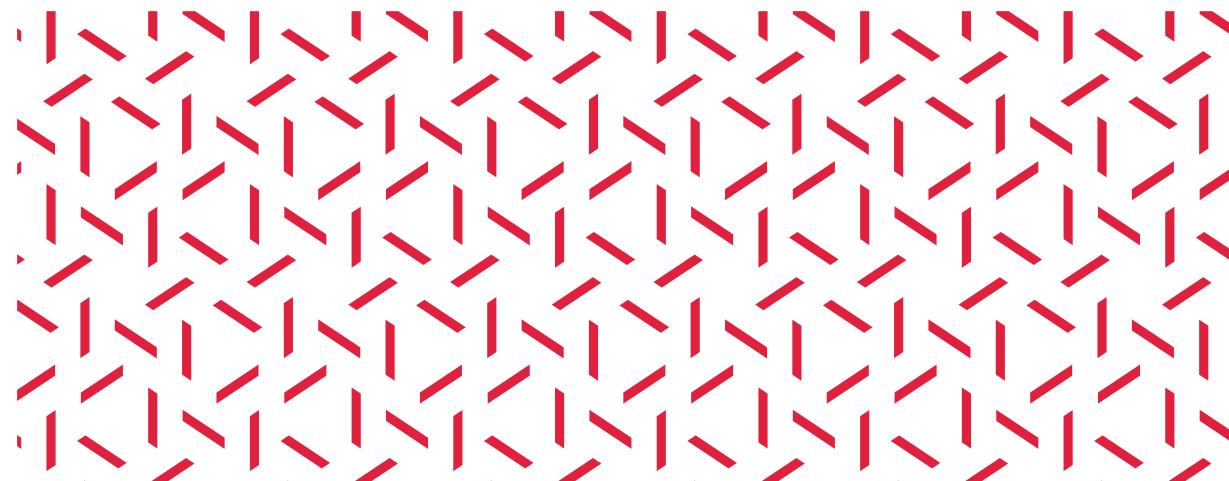
Not all professionals have welcomed new opportunities in the past 2 years.

While some were starting their own companies or skilling up to earn more, many women and people of color were experiencing huge setbacks instead.

Known as the “[Zoom glass ceiling](#)<sup>15</sup>,” these individuals — largely women and people of color balancing full-time jobs with at-home caregiver responsibilities — lost promotions and raises to colleagues who spent more time in the office.

Those at the intersection of gender and race continue to see some of the biggest barriers to advancement. In early 2022, [3.6% of all women looking for jobs were unemployed](#)<sup>16</sup>; that number doubled for Latinas and Black women.

What these candidates are looking for is something altogether different from the other group — fairness. And it’s in employers’ best interests to provide it — otherwise, they’re missing huge opportunities to find top talent and diversify their workforce.



## How to respond: Boost fairness

Humans are biased, but technology is not. What obstacles are showing up in your company that prevent underrepresented groups from being treated fairly?

We believe technology can level the playing field. It allows you to reach a wider talent pool by:

1. Reducing subjectivity by relying on AI-driven predictions rather than human bias
2. Focusing on hiring for skills that align with the job role, and nothing more
3. Engaging with each and every candidate in the same way

HireVue technology undergoes intensive testing, so each algorithm is rigorously tested before it's put into production to ensure there's no bias toward race, gender, or any other protected group. Once validated, the algorithm is rechecked annually for adverse impact. Read our DEI&B guide below to learn more about our science.





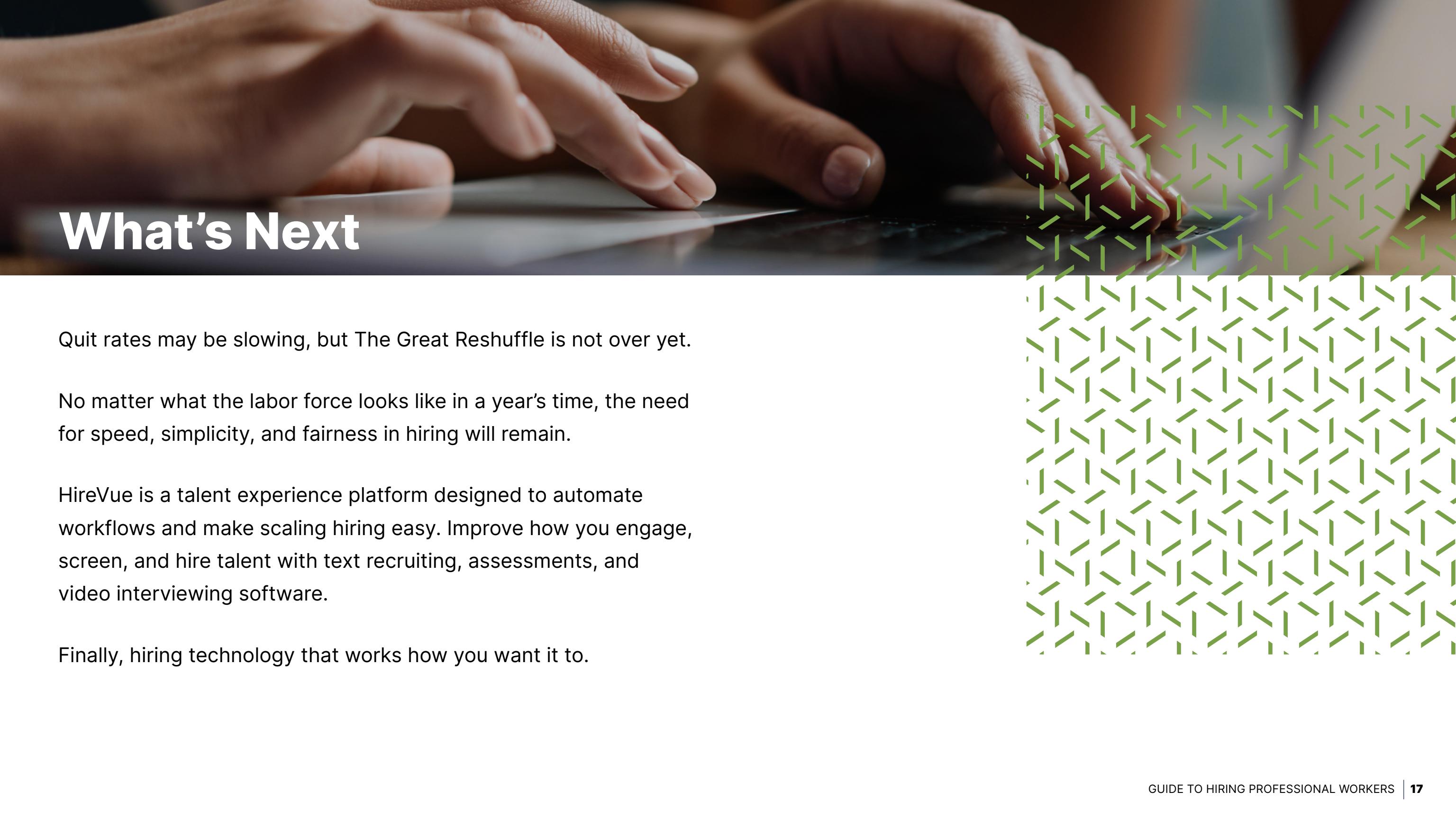
End-to-end hiring software can transform the way companies find and hire talent, helping talent teams make inclusive hiring decisions, faster. Hiring technology helps you:

- **Cast a wider net.** The more candidates you interview, the more diverse they'll be. HireVue customers see up to 2x the candidates, and evaluate each based on objective criteria, so you can ensure the totality of your talent pool is evaluated equally.
- **Interview consistently.** Traditional candidate screening tactics deliver inconsistent, highly biased results. They focus on characteristics — like GPA, former company, and years of experience — all known to be less predictive of performance than structured interviews. Structured interviews, though, bring consistency in both distribution and evaluation, yielding better, more inclusive hiring outcomes.
- **Validate results.** By leveraging 100+ years of scientific research, HireVue's IO psychologists have identified factors proven to objectively and impartially measure candidate potential. By prioritizing candidates based on job-related criteria and eliminating variables that contribute to bias, HireVue empowers you to make the best hires without the interference of unconscious bias.

Read the Actionable DEI&B guide:



What's Next



# What's Next

Quit rates may be slowing, but The Great Reshuffle is not over yet.

No matter what the labor force looks like in a year's time, the need for speed, simplicity, and fairness in hiring will remain.

HireVue is a talent experience platform designed to automate workflows and make scaling hiring easy. Improve how you engage, screen, and hire talent with text recruiting, assessments, and video interviewing software.

Finally, hiring technology that works how you want it to.

# Sources

1. John Gerzema, "Harris Poll COVID-19 Tracker Wave 109." The Harris Poll. March 30, 2022. <https://theharrispoll.com/briefs/covid-19-tracker-wave-109/>
2. "Job Openings and Labor Turnover Summary." U.S. Bureau of Labor Statistics. July 6, 2022. <https://www.bls.gov/news.release/jlts.nr0.htm>
3. "4 in 10 Employers Report a Rise in Candidate Ghosting, Robert Half Research Shows." Robert Half Talent Solutions. February 16, 2022. <https://press.roberthalf.com/2022-02-16-4-in-10-Employers-Report-a-Rise-in-Candidate-Ghosting,-Robert-Half-Research-Shows>
4. "The Hot Job Market is Cooling Off. Why Are New Hires Still Ghosting Employers?" Fast Company. July 22, 2022. <https://www.fastcompany.com/90771891/the-hot-job-market-is-cooling-off-why-are-new-hires-still-ghosting-employers>
5. "4 in 10 Employers Report a Rise in Candidate Ghosting, Robert Half Research Shows." Robert Half Talent Solutions. February 16, 2022. <https://press.roberthalf.com/2022-02-16-4-in-10-Employers-Report-a-Rise-in-Candidate-Ghosting,-Robert-Half-Research-Shows>
6. "Are You Taking Too long to Hire?" Robert Half Talent Solutions. <https://www.roberthalf.com/research-and-insights/workplace-research/are-you-taking-too-long-to-hire>
7. Andrea Hsu, "New Businesses Soared to Record Highs in 2021. Here's a Taste of One of Them." NPR. January 12, 2022. <https://www.npr.org/2022/01/12/1072057249/new-business-applications-record-high-great-resignation-pandemic-entrepreneur>
8. Luke Pardue, "New Business Creation During COVID-19: A Survey of Pandemic Entrepreneurs." Gusto. May 13, 2021. <https://gusto.com/company-news/new-business-creation-during-covid-19-a-survey-of-pandemic-entrepreneurs>
9. "Great Expectations: Making Hybrid Work Work." Microsoft Work Trend Index 2022. March 16, 2022. <https://www.microsoft.com/en-us/worklab/work-trend-index/great-expectations-making-hybrid-work-work>
10. Vanessa Fuhrmans and Kathryn Dill, "Blue-Collar Workers Make the Leap to Tech Jobs, No College Degree Necessary." The Wall Street Journal. April 26, 2022. <https://www.wsj.com/articles/tech-jobs-no-college-degree-necessary-11649371535>
11. Mike Conley. 2021. [https://www.linkedin.com/posts/mike-t-conley\\_jobhunt2021-leadership-servantleadership-activity-6812003946253705217-VF5t/](https://www.linkedin.com/posts/mike-t-conley_jobhunt2021-leadership-servantleadership-activity-6812003946253705217-VF5t/)
12. Brad Chambers. "Is Your Hiring Process Costing You Talent?" Harvard Business Review. June 02, 2022. <https://hbr.org/2022/06/is-your-hiring-process-costing-you-talent>
13. "Candidate Experience: A How-To Guide for Recruiting Professionals." Ideal. <https://ideal.com/candidate-experience/>
14. Haiyan Zhang, Ph.D. and Sheri Feinzig, Ph.D. "The Far-Reaching Impact of Candidate Experience." IBM. February, 2017. [https://www.ibm.com/downloads/cas/YMOARJJG#:~:text=Even%20more%20importantly%20perhaps%20for,percent\)%20\(Figure%205\).&text=the%20right%20talent%2C%20by%20contributing%20to%20a%20higher%20acceptance%20rate](https://www.ibm.com/downloads/cas/YMOARJJG#:~:text=Even%20more%20importantly%20perhaps%20for,percent)%20(Figure%205).&text=the%20right%20talent%2C%20by%20contributing%20to%20a%20higher%20acceptance%20rate)
15. Michelle Fox. "Is the 'Zoom Ceiling' The New Glass Ceiling? Experts Worry Remote Work Will Hold Women Back." NBC News. January 20, 2022. <https://www.nbcnews.com/know-your-value/business-culture/zoom-ceiling-new-glass-ceiling-experts-worry-remote-work-will-n1287742>
16. Matt Gonzales. "Nearly 2 Million Fewer Women in Labor Force." SHRM. February 17, 2022. <https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/over-1-million-fewer-women-in-labor-force.aspx>