

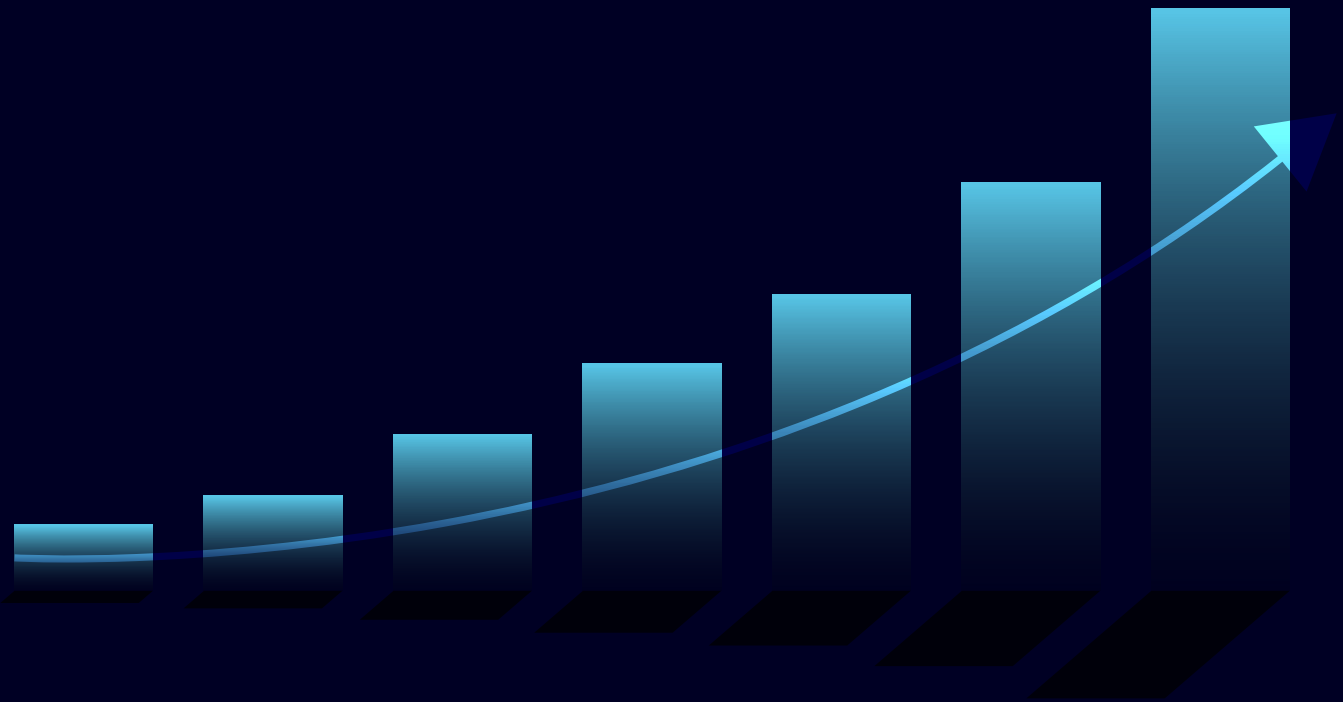
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Moving Forward in Uncertainty

•• 2023 Employ Recruiter Nation Report

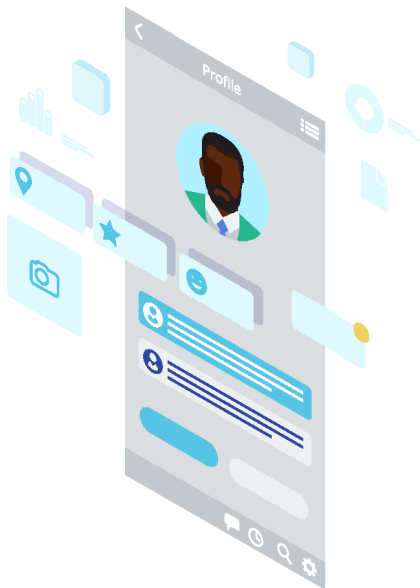


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An era of uncertainty has arrived in recruiting.

Many talent practitioners are asking themselves, “what in the world is going on?” The truth is, the new normal is here to stay. And volatility is the name of the game.



Executive Summary

Unemployment remains low, while wages, inflation, and interest rates remain high. The number of open jobs continues to outpace unemployed workers.

The labor market in 2023 has seen solid job growth, but has slowed compared to 2022. While some sectors, including technology, have experienced significant downsizing, others, like hospitality, healthcare, and education, can't find enough candidates to fill open positions.

The labor shortage remains problematic as the workforce shrinks. With an aging population and fewer workers to fill those roles, hiring will likely remain challenging for years to come.

So, what does this mean for recruiters and talent acquisition professionals?

The unpredictability that exists as a result of these conditions can make it difficult for employers to know how they should respond in this difficult talent landscape. Employ data reveals that half of all recruiters believe the talent acquisition landscape will be volatile for the next 12 months.

But despite economic uncertainty and labor scarcity, talent acquisition and hiring teams must forge ahead and retain a positive outlook toward the future.

Despite the turbulence that exists, recruiting professionals should be encouraged by recent trends. Employ data shows that applications per job are up over the last year across companies of all sizes, and more than half of all recruiters expect their teams to grow in the next year, with nearly two-thirds expecting their recruiting budgets to increase.



No matter the size of company, from SMB to large enterprise, moving forward in the new normal of recruiting requires adaptability – and recognition that change is the only constant.

Hiring teams must be empowered to reimagine the talent acquisition experience and leverage the right strategies and solutions that help them do more with less.

More than half of all HR decision makers indicate they already use AI to augment their recruiting technology and 55% have considered outsourcing all or part of their recruitment process.

With two-thirds of talent professionals noting their current hiring volume is higher than last year, the top priorities for talent teams moving into 2024 center on quality and diversity of candidates.

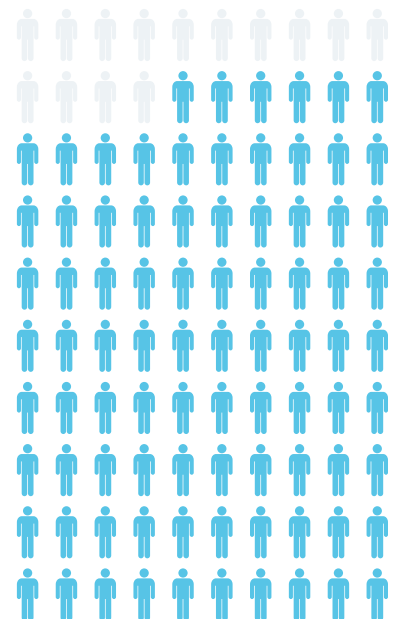
Given these findings, the 2023 Employ Recruiter Nation Report offers an in-depth, data-driven look into:

- ✔ **Current hiring challenges, pain points, and opportunities**
- ✔ **Talent acquisition and recruiting benchmarks**
- ✔ **Industry recruiting priorities and investments**
- ✔ **Influencer and customer perspectives on the current state of talent acquisition**
- ✔ **Creating a more scalable recruiting function to respond to market conditions**

Leverage this report to take action and improve the speed and quality of your hiring processes. Gather insights that will help you increase scalability and adaptability. And most of all, learn how you can move forward with confidence to achieve recruiting success – no matter what the next year of recruiting may bring.

Perhaps most telling, an overwhelming 86% of HR decision makers are optimistic for the future.

86%



The 2023 Employ Recruiter Nation Report leverages proprietary recruiting data from

21,000+

Employ Customers

and findings from a survey of more than

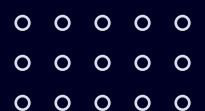
1,200 HR

Decision Makers and Recruiters

in North America conducted by Zogby Analytics in September 2023.

This data provides key insights into the current state of talent acquisition, top priorities for employers, and current hiring trends. This annual report brings together the depth and breadth of Employ's proprietary recruiting data from its JazzHR, Lever, Jobvite, and NXTThing RPO solutions. Employ's holistic database features nearly 600 million candidate records, leading to greater recruiting insights for customers and organizations of all sizes.

Alongside real-time market research, the Employ Recruiter Nation Report provides actionable insights that help organizations of all sizes make more informed decisions and deliver more predictable hiring results.

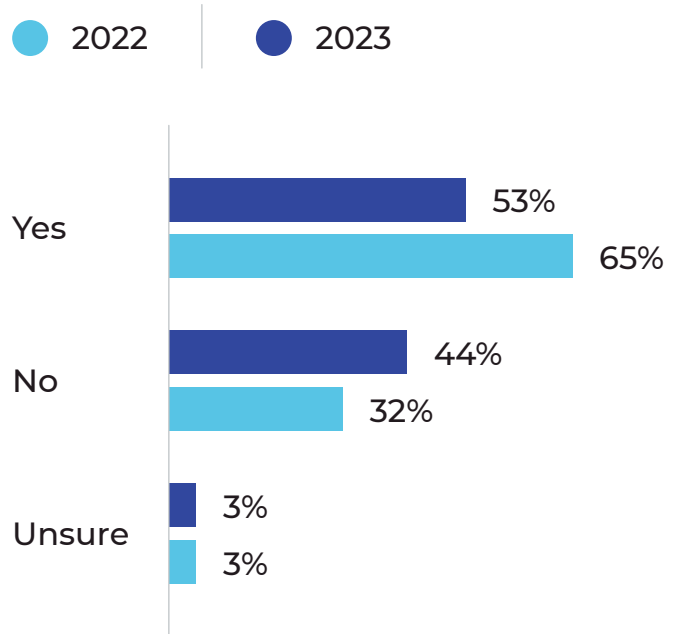


Pain Points, Challenges, and Opportunities

Navigating the challenges of recruiting in the current hiring landscape takes grit, resolve, and determination. While more than half (53%) of talent acquisition professionals feel their job is more stressful today than it was a year ago, this number has dropped by more than 10 percentage points from just last year.

Those talent practitioners who indicate a high level of stress today say it's due to not enough qualified candidates (45%), competition from other employers (35%), more open roles to fill (34%), fewer resources to support hiring (33%), a lack of AI-powered recruiting technologies (30%), and more employees leaving the organization (30%).

Percent of Recruiters Who Indicate Their Job Is Stressful Today



Why Talent Practitioners Find Recruiting Stressful

51% | 34%

More open roles to fill

27% | 33%

Fewer resources to support hiring

N/A | 30%

Lack of AI-powered recruiting technologies

43% | 30%

More employees leaving the organization

59% | 45%

Not enough qualified candidates

44% | 35%

Competition from other employers

26% | 27%

Inability to meet candidate expectations

11% | 19%

Concern over losing job

33% | 23%

Burnout and concerns over mental health

N/A | 16%

Lack of internal mobility

10% | 11%

Not big enough to compete with other companies

<1% | 1%

Other

While more than half of talent professionals feel their job is stressful in 2023, this number dropped by 12 percentage points from just last year.

For those talent professionals who do not feel their recruiting job is more stressful than it was a year ago (44%), over one-third say it's because of a stable number of open roles to fill (38%), the ability to meet candidate expectations (37%), the same number or fewer employees are leaving the organization (36%), plenty of qualified candidates (36%), and more recruiters or additional recruiting resources (36%).






Whether companies are growing or slowing, talent acquisition teams are being asked to do more with less based on the current economic uncertainty. Yet, while the economy may have been cooling, in the labor market, the available talent and required skills remain more complicated to find than ever. Today's recruiting challenges are the same as those previously associated with competition during times of strong economic growth.

- George LaRocque, Founder and Principal Analyst, WorkTech



Recruiting Challenges

When it comes to the most significant challenges talent teams face today, there is a fairly even split among three primary areas:

- 
Not enough people to fill open positions (31% in 2023 versus 56% in 2022)
- 
Competition from other employers (30% in 2023 versus 54% in 2022)
- 
Not able to compete with salary requirements (25% in 2023 versus 33% in 2022)

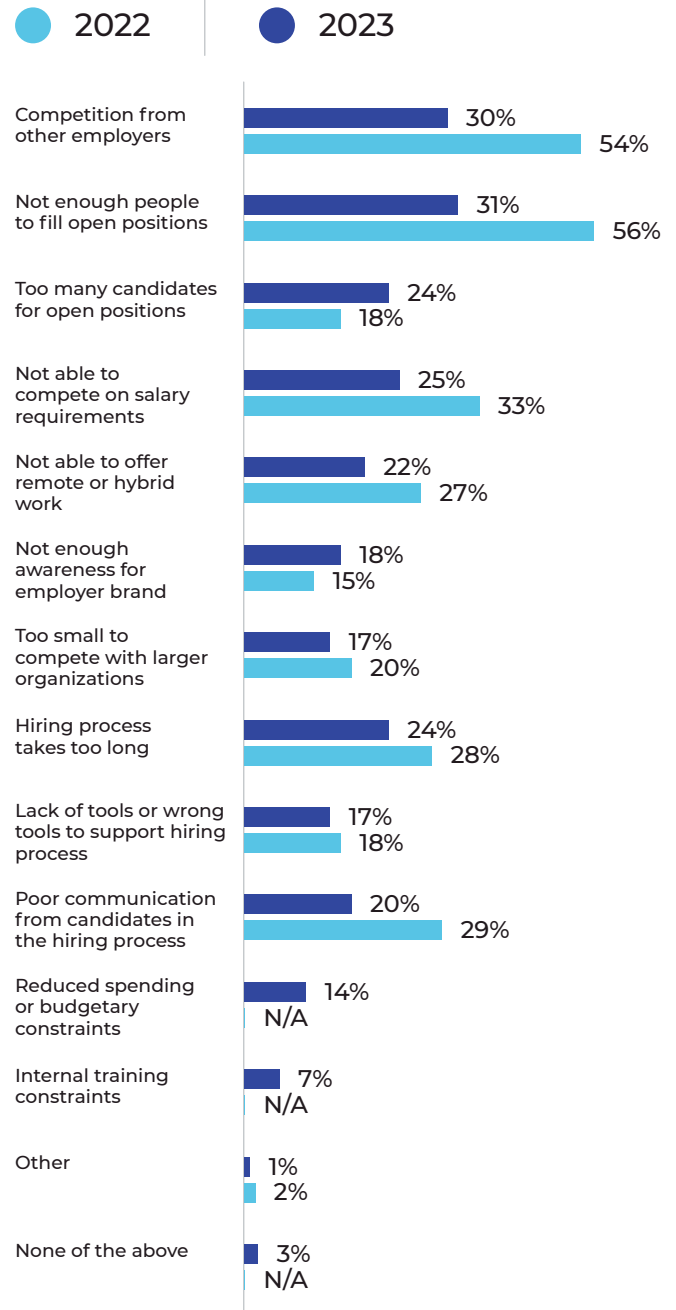


There is so much uncertainty in the market. The expectation of hiring managers and leaders is that the tide of layoffs should equal much easier access to talent and that's not always the case. We hire in the technology space and truly top talent remains as hard to hire as ever. Candidates are still showing up with multiple offers already in hand.

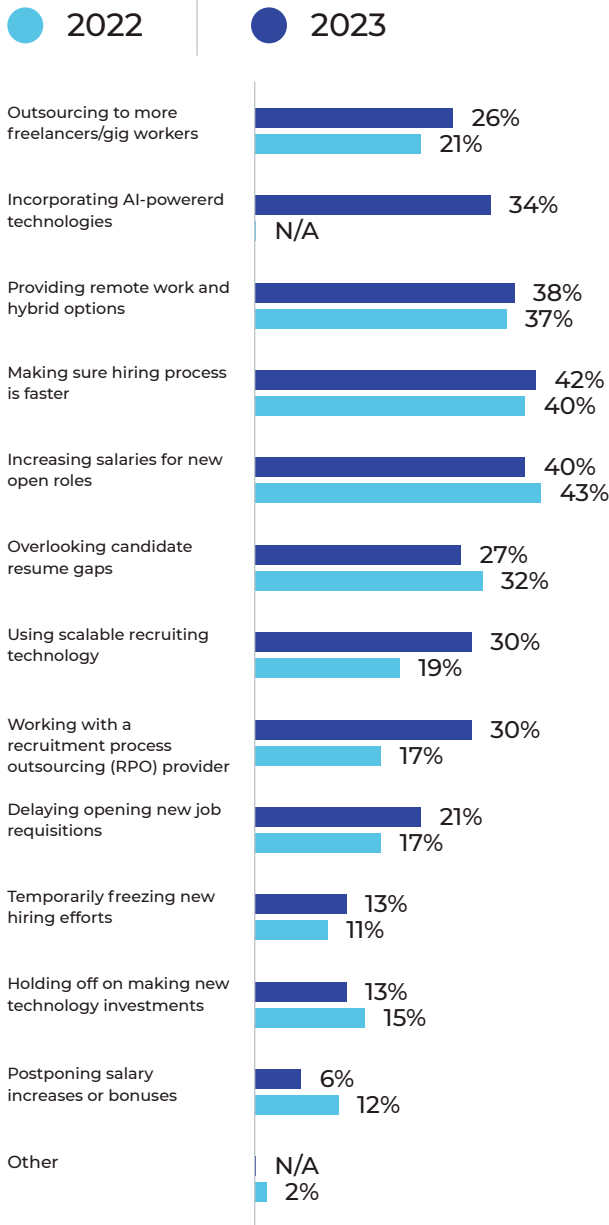
- Ian Creamer, Vice President and Global Head of Talent Attraction, Guidewire Software



The Biggest Challenges Companies Face in Recruiting



How Companies Have Shifted Recruiting Strategies



HR decision makers also indicated too many candidates for open positions (24%), a hiring process that takes too long (24%), and not being able to offer remote or hybrid work (22%) are top challenges their companies face within hiring.

However, there are positive trends in this data. The significant drop of more than 20 points in the first two areas means that employers are finding more talented candidates overall and that they are competing more effectively with other employers.

Opportunities and Shifting Strategies

To deal with the challenges of the current job market, a considerable number of businesses have shifted their recruiting strategies to impact their hiring process.

Nearly 60% of talent acquisition professionals also indicate that because of the tight labor market, they are taking chances on different ways to accelerate time to hire and reach candidates.

This includes making sure the hiring process is faster (42%), increasing salaries for new open jobs (40%), providing remote work and hybrid options (38%), and incorporating AI-powered technologies (34%).



Compared to last year, organizations are now able to be flexible in some areas of recruiting, including taking more time looking for candidates (43%), incorporating AI-powered technologies (43%), focusing on internal mobility (39%), using personal networks (35%), opening new requisitions (32%), posting to paid job boards (30%), and expectations for the number of candidates applying to roles (28%).

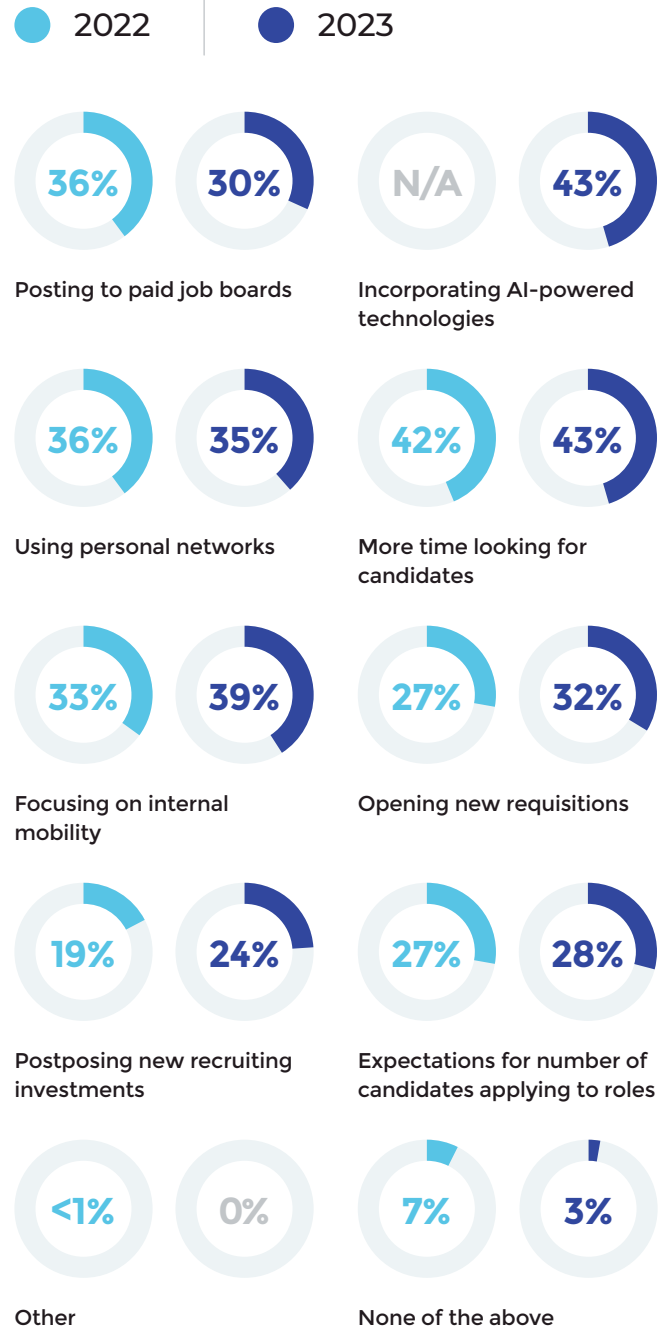


Recruiting has seen some massive swings in recent years, and the one thing that we consistently see in our own research is that employers prefer hiring practices that deliver predictability. Anything we can do to streamline talent acquisition activities, take a more proactive approach, and make data-informed decisions is going to deliver a higher degree of predictability.

- Ben Eubanks, Chief Research Officer, Lighthouse Research & Advisory



Where Talent Teams Are More Flexible in Recruiting

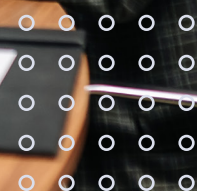




As businesses have adjusted hiring plans in reaction to economic conditions, talent acquisition teams have felt the impact. Navigating a full requisition load with less tools or supporting resources forces teams to change their approach.

Companies are seeking ways to flex their recruiting practices and zero-in on high quality candidates, working to drive higher initial candidate quality. This flexibility, along with reorganized priorities, will shape talent acquisition through the end of this year and into 2024.

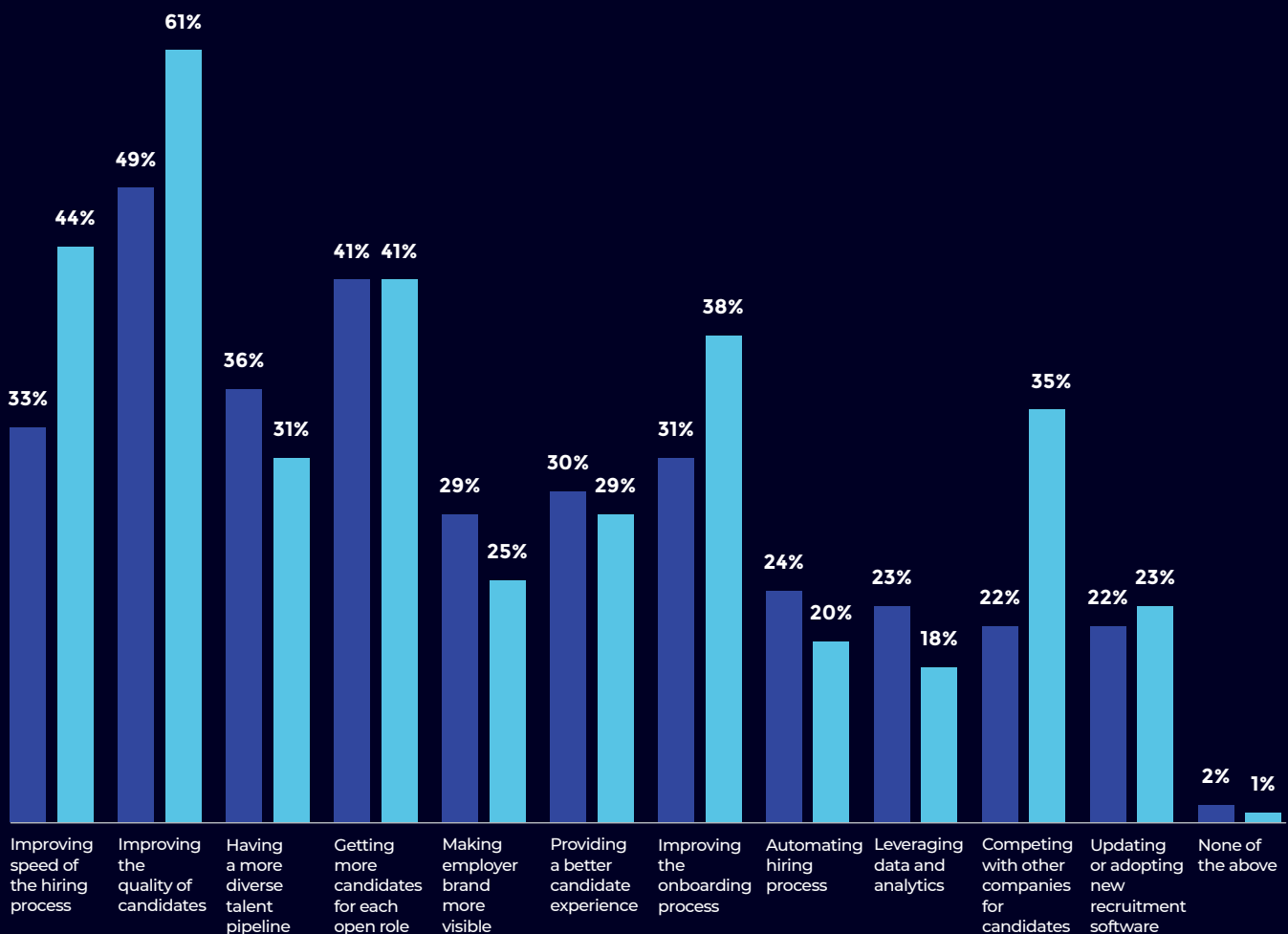
- Corey Berkey, SVP, People & Talent, Employ



Top Priorities for HR Decision Makers and Recruiters

● 2022 | ● 2023

Improving the quality of candidates remains essential in the current labor market for recruiters and talent acquisition teams, with almost half indicating it is their top priority (49%). However, compared to last year, this number decreased by 12 points. For 4 in 10 recruiters, getting more candidates for each open role is a priority, followed by improving speed of the hiring process (33%), and improving the onboarding process (31%).





The current state of talent acquisition can be
**characterized as
highly dynamic and
competitive.**



The current state of talent acquisition can be characterized as highly dynamic and competitive. Talent scarcity and demand continues to favor a candidate's market, and organizations are working diligently to create employer value propositions that successfully capture application volume. Recruiting is dynamic because you must factor in a rapidly changing technological landscape with all the AI buzz in our industry.

What I love about my profession is no matter the economy or the emerging technology, no company would be who they are without the people driving the mission.

- Director, Talent Acquisition, Nationwide Restaurant & Winery



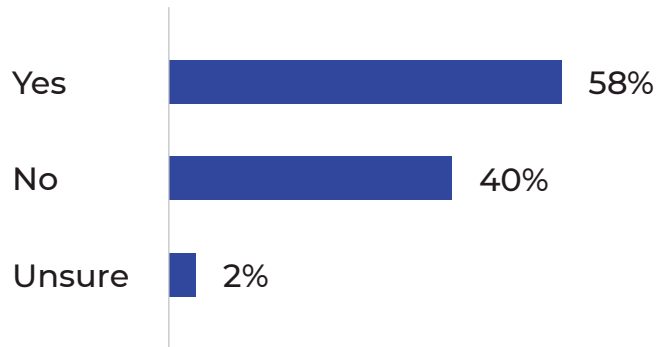
Leveraging AI-Powered Recruiting Tools

While recruiting automation has empowered companies of all sizes for more than two decades to streamline hiring tasks, increase recruiter productivity, speed time to hire, and reduce cost per hire, AI is newer to talent acquisition. And it has the attention of talent teams. Nearly 1 in 3 (30%) of recruiting professionals cite a lack of AI-powered recruiting technologies as a major stress in their job.

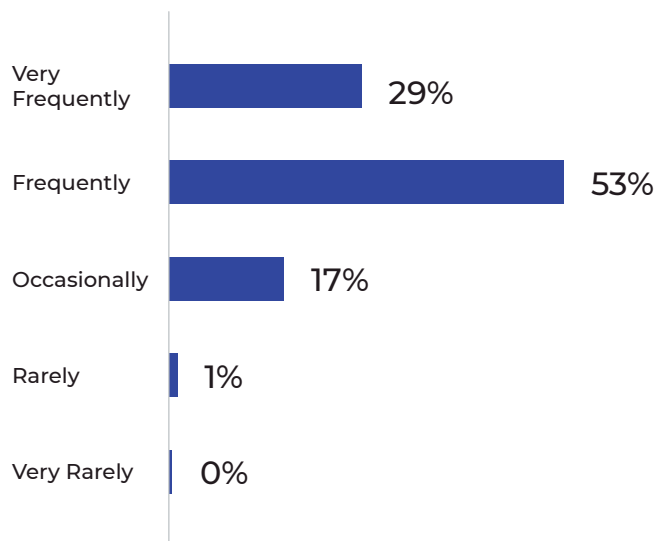
With AI now one of the fastest-growing areas to enhance recruitment technology, talent acquisition professionals have already started adopting its capabilities for more intelligent hiring.

In fact, 58% of recruiters and HR decision makers already use AI to augment their current recruitment technology tech stack, with 82% percent reporting using AI-powered tools frequently or very frequently.

Using AI to Augment Recruitment Technology



Frequency of Using AI to Augment Recruitment Technology

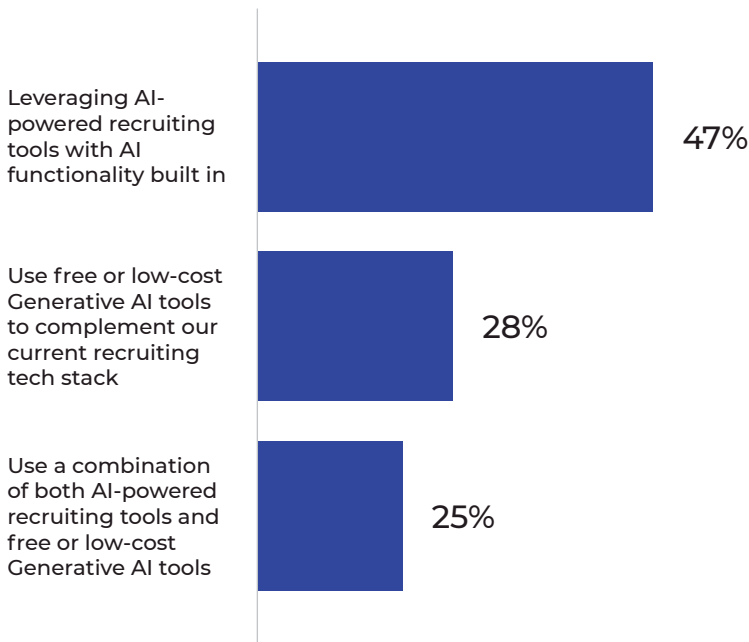


When it comes to use cases in talent acquisition, teams are leveraging AI for multiple uses across the recruiting lifecycle. Chatbots and intelligent candidate messaging (45%), job recommendations on career sites (41%), email and recruitment marketing content (39%), and screening candidates via automated messages (39%) are the top AI approaches currently leveraged in the hiring process. This is followed by intelligent sourcing (38%), candidate matching (36%), diversity, equity, and inclusion network balancing (37%), and job description recommendations (37%).

How Talent Teams Leverage AI in the Recruiting Process



How Talent Teams Leverage AI Functionality Across the Recruiting Technology Stack



Organizations must invest in the right set of AI tools that fit their hiring needs, culture, and values. They must also strike a balance between AI’s ability to streamline recruitment processes and the need for human intervention at crucial stages of the recruitment process.

Of the HR decision makers who currently use AI to augment recruiting technology, nearly half (47%) leverage AI-powered recruiting tools with AI functionality built in.

By allowing AI to automate processes and reduce repetitive tasks, recruiters can focus on the activities where they derive the most satisfaction and provide the most value, such as selling the role, negotiations, community building, and personalization. Not only does this improve the recruiter experience, but the candidate experience as well.

Yet when it comes to adoption, it is important to consider AI as a co-pilot or support mechanism. Recruiters and AI assistants should complement one another. AI can elevate and empower human interactions, big-picture thinking, creativity, and decision-making. However, AI will not, and should not, replace human judgment and experience.





Many human resource departments are becoming aware of the (sometimes) unintentional biases which occur during the hiring process. The beauty of using artificial intelligence to review resumes is that the software is blind to the physical appearance of any applicant.

The technology focuses on recognizing candidate qualifications to filter through top talent.

This removes human involvement in applicant selections, at least for the initial round of interviews.

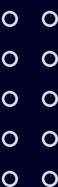
However, if hiring bias seems prevalent within the department, it may be time to consider having an organizational conversation about the importance of diversity and inclusion in the workplace.

- Brian Nagele,
CEO, Restaurant Clicks



The Impact of AI on Diversity, Equity, and Inclusion (DEI)

Despite attempts to reduce bias in recruiting, unconscious biases still plague hiring decisions. Enter AI recruitment software, which addresses this issue head-on by incorporating algorithms that assess candidates solely on their qualifications and experience. By minimizing the impact of bias in the hiring process, AI tools can help ensure a fair and meritocratic selection of candidates.



Talent Acquisition and Recruiting Benchmarks

Data-driven analysis and decision making is even more important today in talent acquisition than it was just a few years ago. And understanding some of the most important benchmarks can help your talent team recognize how it stacks up compared to other organizations of a similar size and sector.

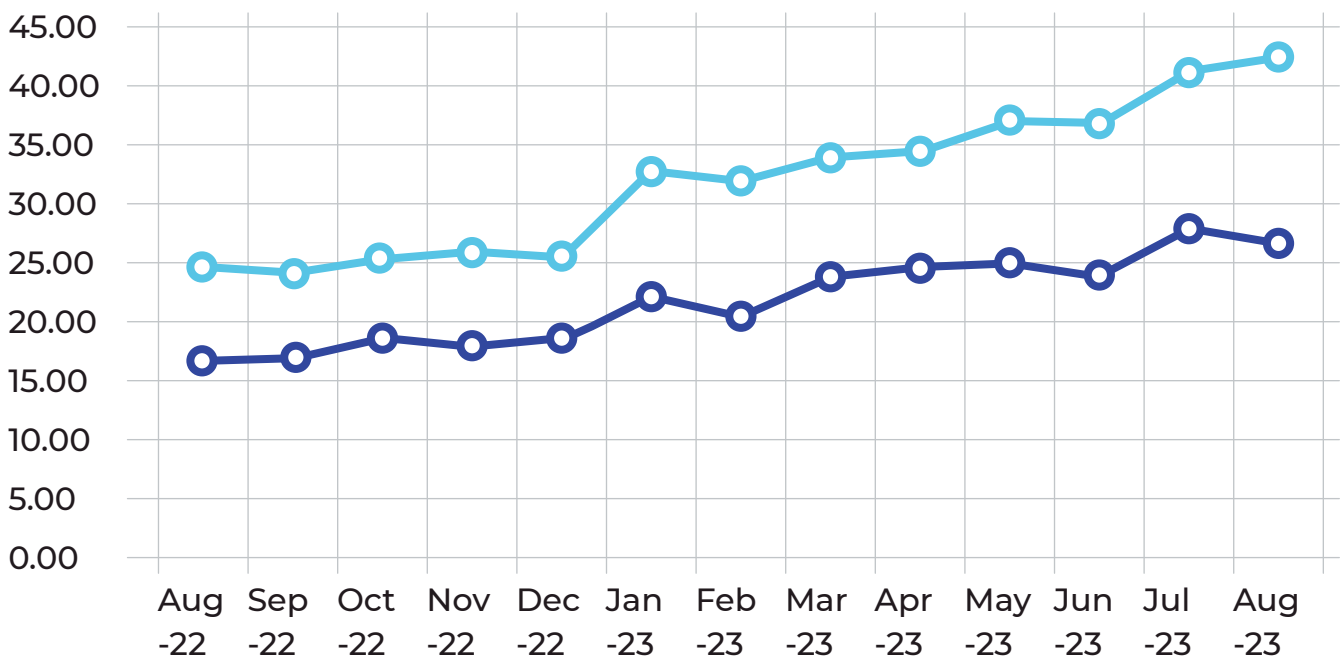
For recruiting professionals and HR decision makers, getting a handle on key metrics and understanding where any bottlenecks may exist is essential for improving hiring performance. Below are a few notable benchmark metrics across the recruiting funnel that companies can use to compare to their own talent acquisition efforts, and improve recruiting funnel health, efficiency, and performance.

Applications Per Job

Nearly 7 in 10 talent acquisition professionals report that their current volume of hiring is greater compared to last year. This is supported by Employ's proprietary database of more than 21,000 customers.

During the last 12 months, the average number of applicants has climbed across all company sizes, including enterprise, and small-and medium-sized businesses (SMBs).

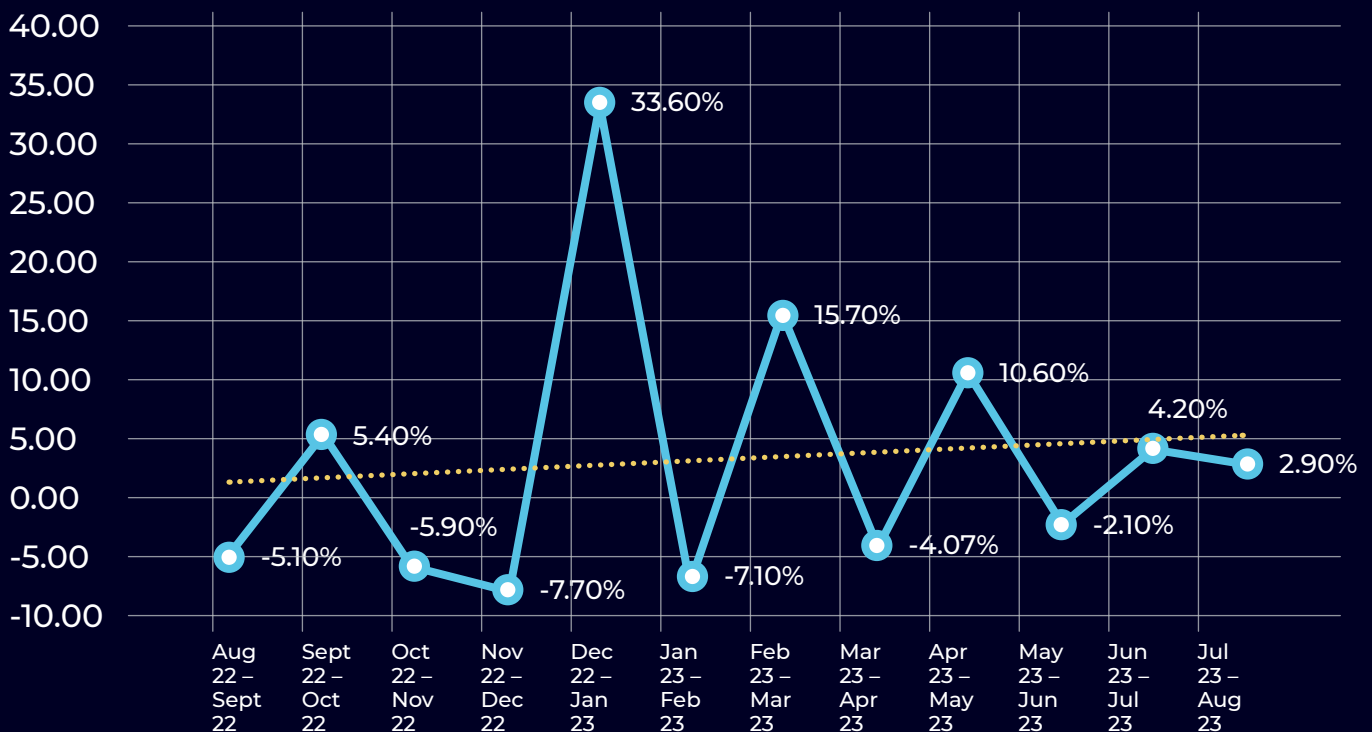
Average Number of Applicants Per Job by Company Size



With higher numbers of applications, the percentage change of applications submitted over the last 12 months is also up, indicating

a positive trend for employers.

Applications Submitted Over 12-Month Period (Percent Change)



Time to Fill

Time to fill represents how long it takes a company to fill a job opening, from the date a job requisition is posted until a candidate accepts an offer. Simply, it's the time it takes to find and hire a new employee.

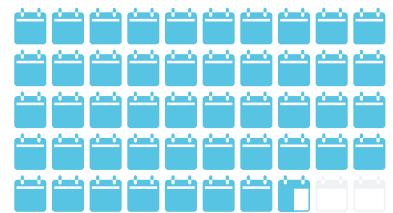
The average time to fill for companies of all sizes is 47.5 days. While time to hire for most organizations has historically hovered around 40 days, during the last 12 months, this number has been higher.

Because hiring is a game of speed, it is critical to determine areas where you can reduce time to hire overall, including shortening feedback loops internally and moving candidates quickly through each step of the hiring process.

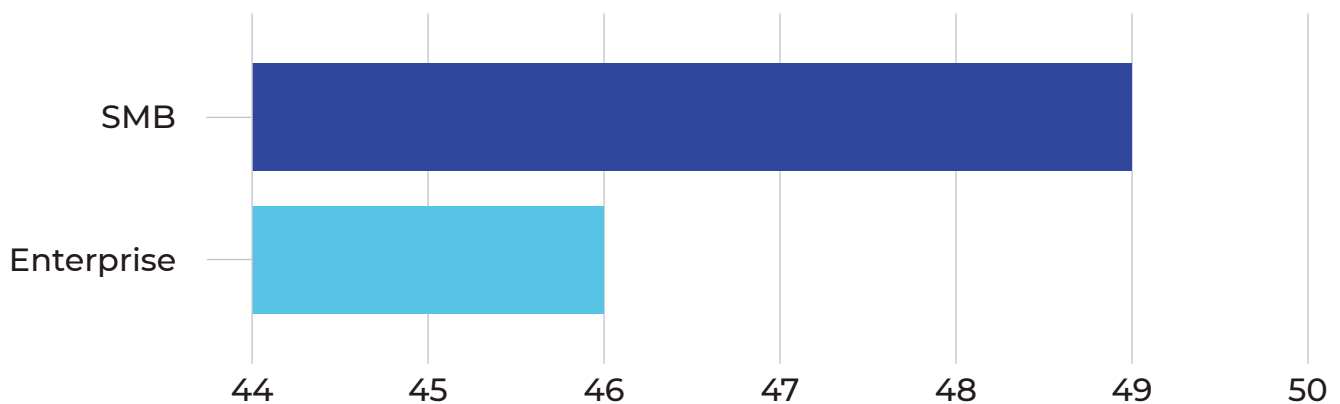
Breaking it down by company size over the last 12 months, time to fill for SMBs typically is a few days longer than at enterprise companies, at 49 and 46 days, respectively. This makes sense, given that it can be more challenging for growing companies to attract qualified candidates if they have a lesser-known employer brand or lack the right mix of tools to streamline their hiring process.

Average Time to Fill in Days During a 12-Month Period

47.5 days

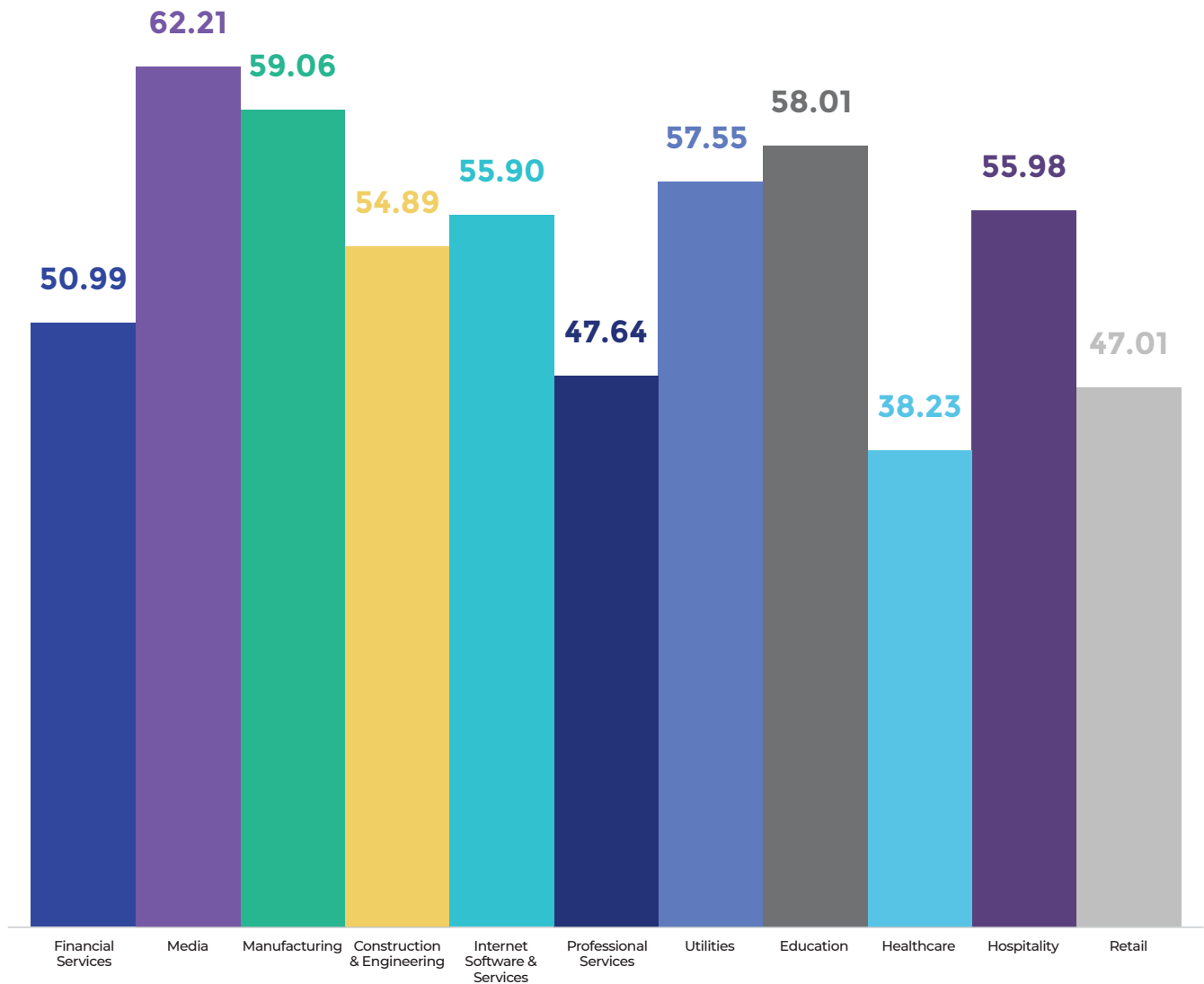


Average Time to Fill in Days by Company Size for 12-Month Period



Average Time to Fill in Days for Select Industries During a 12-Month Period

Benchmarking time to hire based on industry is also critical for talent teams because it tells them how quickly companies in their own sector are hiring. The following graph represents the average time to hire over the last 12 months for select industries. Media, manufacturing, and education have experienced the highest times for filling open roles, while healthcare, retail, and professional services, have the lowest time to hire during the latest 12-month period.





It is certainly an awkward time for recruiting currently. Front-line hiring remains very vibrant, and pressures still exist in most industries, including hospitality, service, manufacturing, and retail. Hiring for knowledge workers has slowed from the frenetic pace of 2021 and 2022. It is still a candidate-driven market and will be for the foreseeable future. Companies still need to pay attention to the candidate experience, their employment brand, and the speed of their recruitment process. Recruiter demand is way off from the peak of 2022, with many recruiters being laid off and now working in other industries – although expect recruiter demand to increase in 2024.

- Terry Terhark, Founder and President, NXTThing RPO, an Employ Solution



Applicant to Interview Ratio

The conversion rate from applicants to scheduled interview is what is known as applicant to interview ratio. Based on Employ data, enterprise companies have a higher number of total applications received compared to SMBs for each interview offered. This is consistent over the last 12 months.

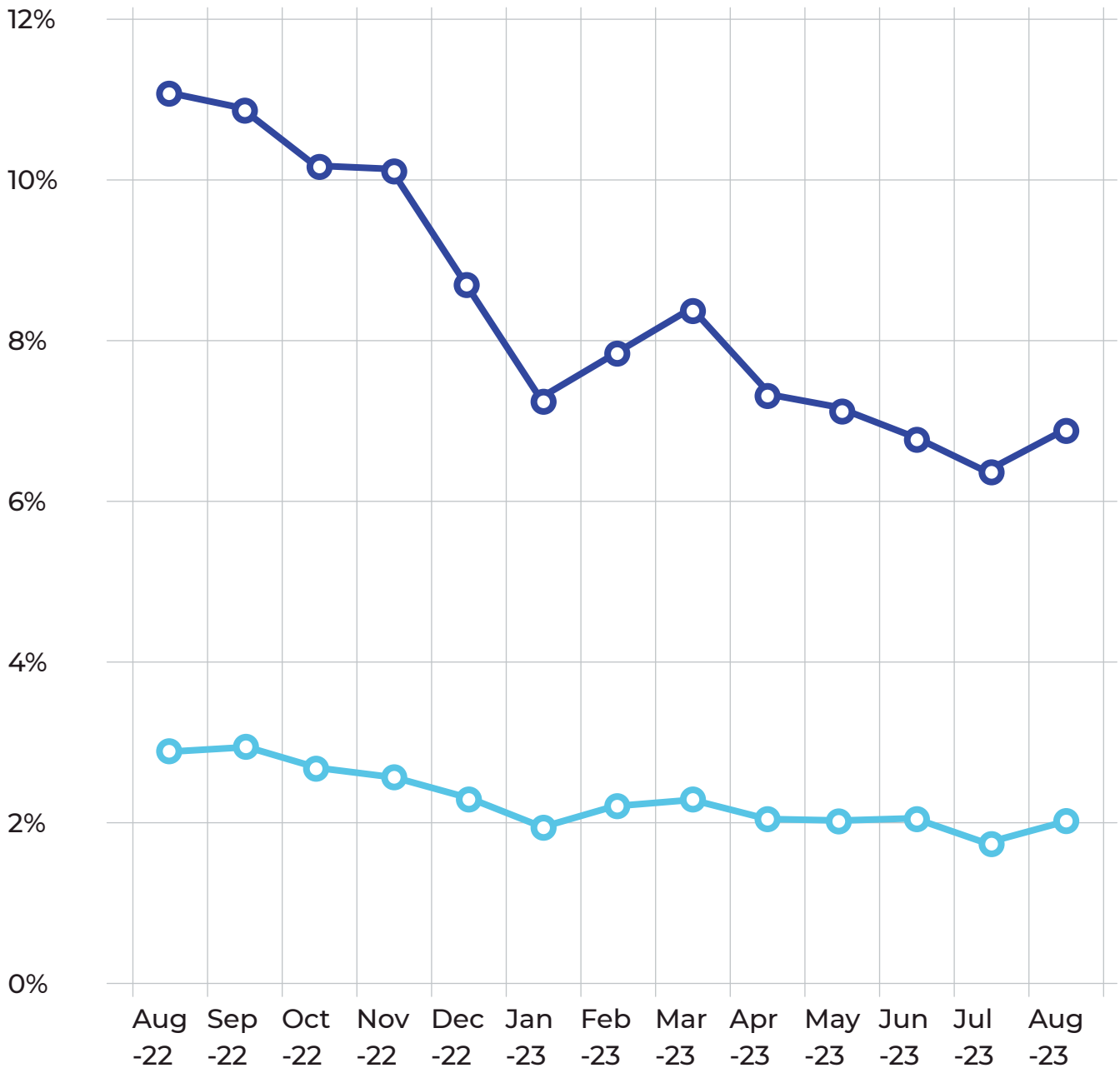
When looking at the conversion rate from applicants to scheduled interview, enterprise companies have a much lower applicant to interview ratio than SMBs. With considerable competition for open jobs in certain industries, and large numbers of applicants, especially in the technology sector, it can be challenging for recruiters to manage the high volume of applications.

In the case of SMB companies, they could be receiving more qualified applicants or fewer applications overall for open roles.



Application to Interview Ratio By Company Size

Enterprise | SMB

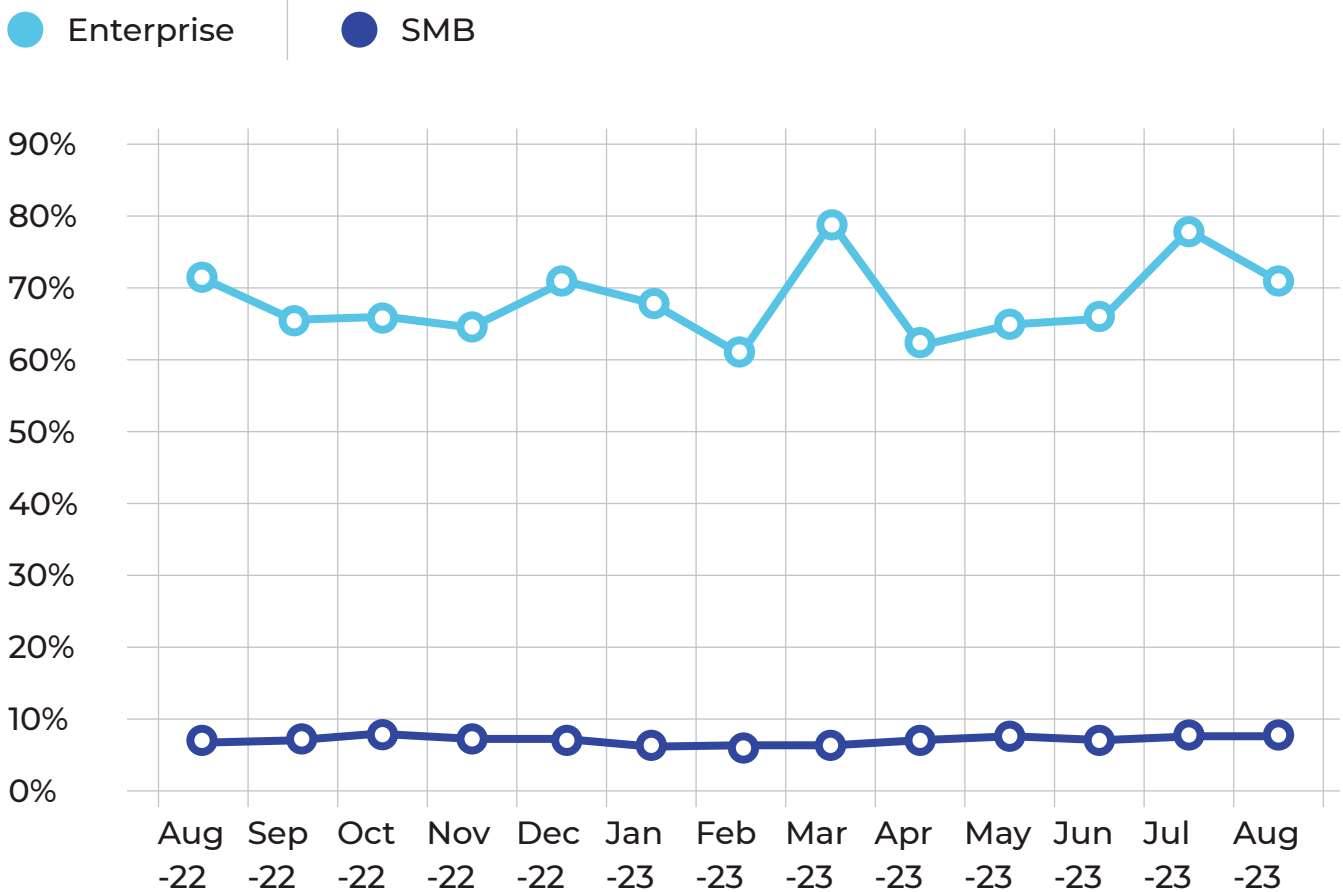


Interview to Offer Ratio

Interview to offer ratio is the number of candidates on average a hiring manager must interview to make an offer. Typically, a strong interview to offer ratio is around 33%.

However, looking at the interview to offer ratio for enterprise versus small-and medium-sized businesses, it is clear that during the last 12 months, Employ customers within the enterprise segment have seen historic highs in this conversion metric. SMBs, however, have seen a much lower interview to offer ratio, which could mean a higher number of quality candidates are given opportunities for interviews or employers want to widen the field when it comes to candidates reaching the interview stage.

Interview to Offer Ratio By Company Size



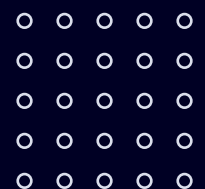
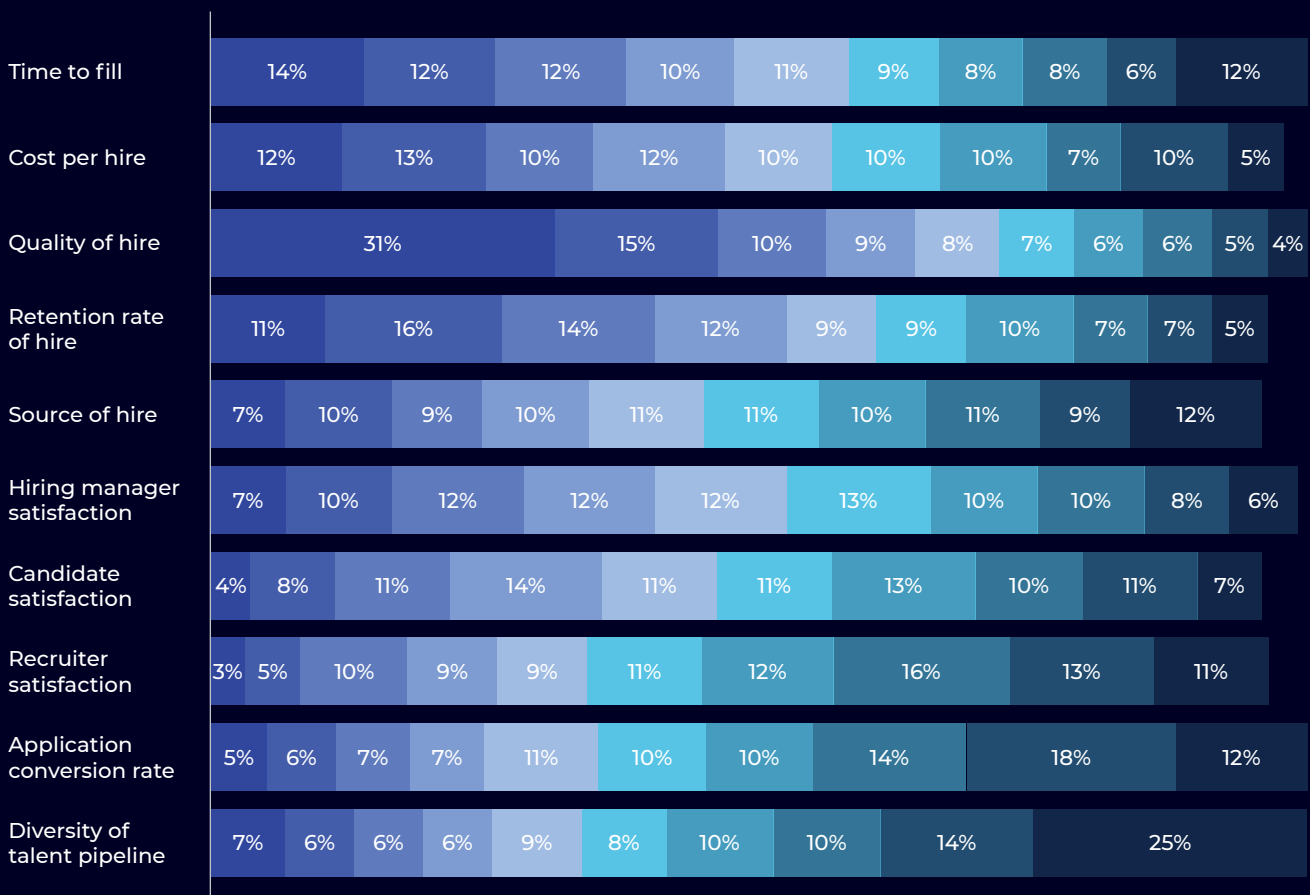
So, what are the most important or most valuable metrics to track? Almost one-third (31%) of recruiters rank quality of hire as the most valuable metric they use to track recruiting success.

This is followed by time to fill (14%) and cost per hire (12%). Diversity of talent pipeline is ranked as the least valuable metric to track recruiting success by one-fourth (25%) of HR decision makers.

Most Valuable Metrics to Track Recruiting Success



1 being the most valuable, and 10 being the least valuable.





In terms of recruiting measures of success, organizations with world-class recruiting functions are measuring the funnel. It is imperative that TA leadership and your executive team understand the recruiting capacity that your team can deliver. You only get that by measuring the funnel.

- Tim Sackett, Talent Acquisition & HR Analyst, HRU Technical Resources



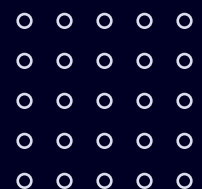
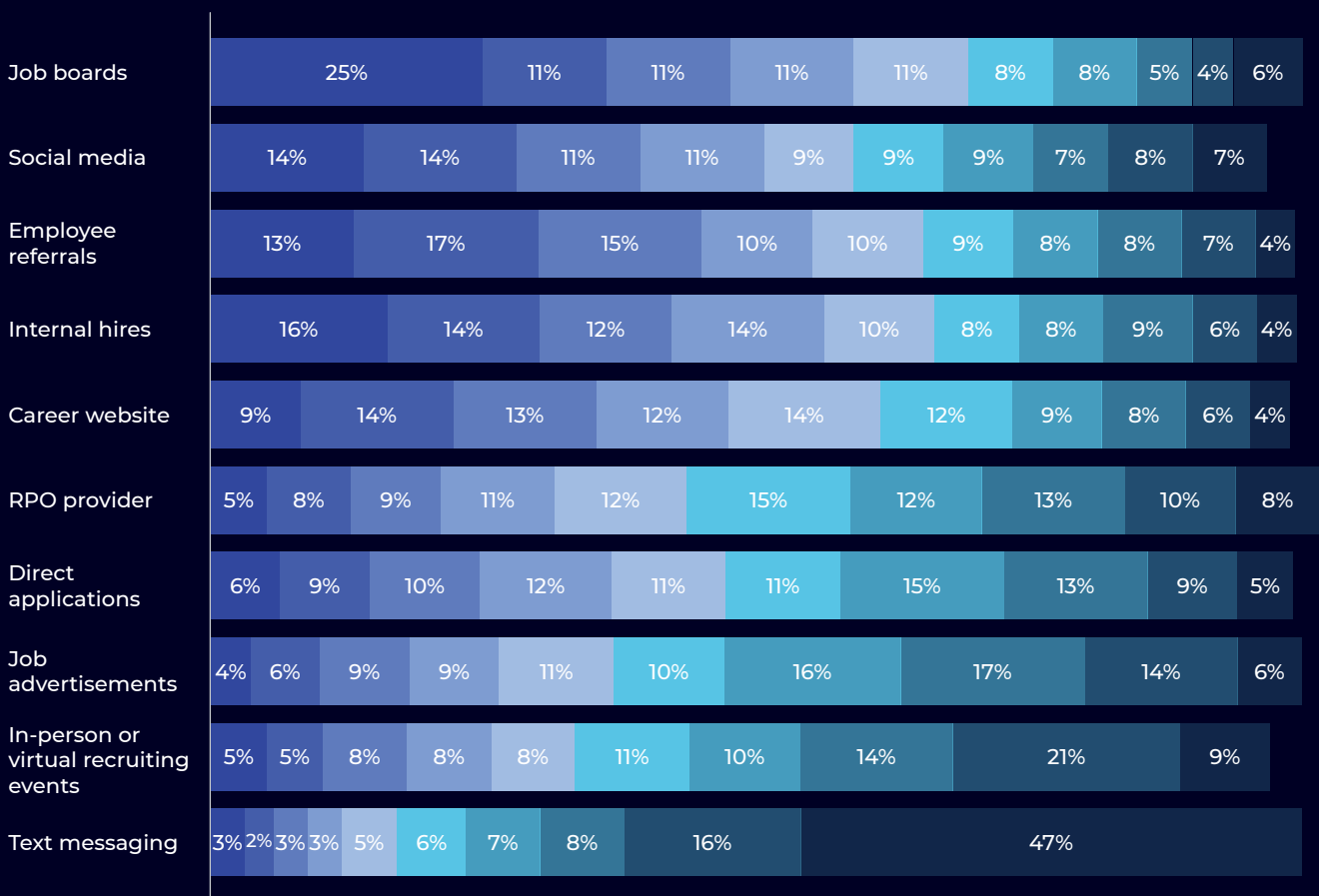
Most Valuable Sources of Hire

One quarter of HR decision makers ranked job boards as their most valuable sourcing channel, followed by internal hires (16%), social media (14%), employee referrals (13%) and their career website (9%). This gives employers insight into the types of channels and sources that other companies are looking to when it comes to filling open roles in their companies.

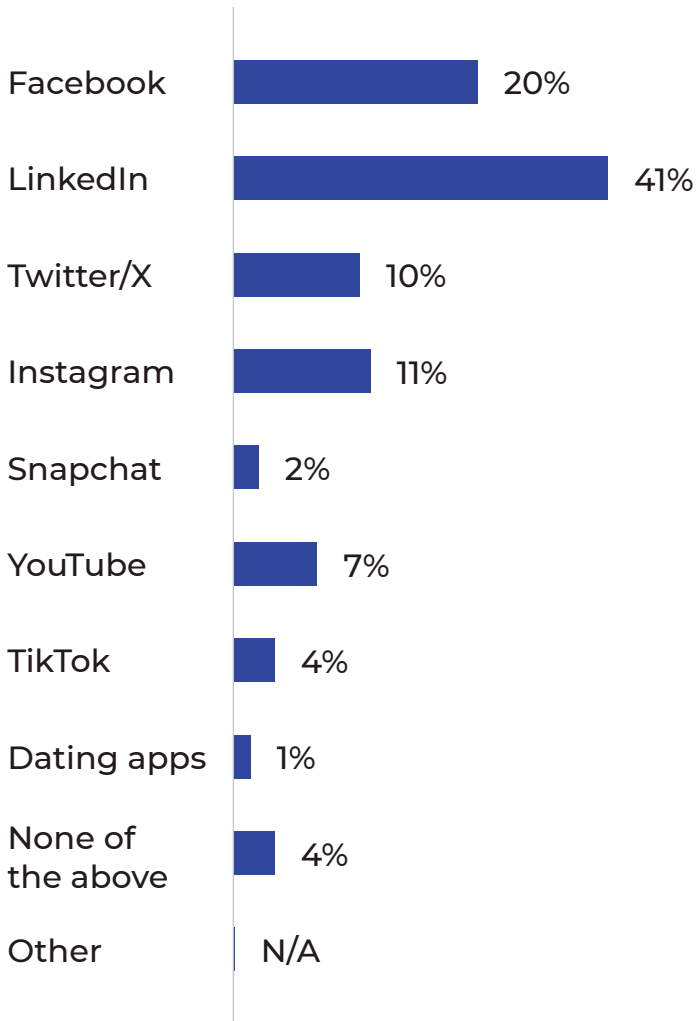
The Best Sources for Finding Candidates



1 being the most valuable, and 10 being the least valuable.



Top Social Channels Used in Recruiting



Social Sourcing

When it comes to social channels used for sourcing, 41% of recruiters and talent acquisition professionals report that their company currently uses or plans to use LinkedIn as their primary social channel to find candidates, followed by Facebook (20%), and Twitter/X (10%).

LinkedIn outperforms other social media channels in term of candidate quality, with more than half (52%) of HR decision makers ranking LinkedIn with the highest quality.

The Power of Data

Bringing data together all in one place to see up-to-date recruiting funnel metrics, including sourcing effectiveness, application conversion rates, applicant flow, time to fill, and other key hiring metrics, enables talent acquisition professionals to help the business understand where its best sources of talent come from.

Remember, recruiting is about speed, and knowing how to make faster, smarter decisions is how to stay competitive in an unsteady hiring environment.



Priorities and Investments for 2024

With all the headwinds recruiting teams have seen in recent years, how do they perceive the coming year and what investments will they make going into 2024? The good news is that HR decision makers and recruiters are both realistic and optimistic.



We have made a strong pivot towards internal career agility and that will continue. We are also looking at hiring from under-represented groups and have a strong focus on operational excellence/ cost effectiveness.

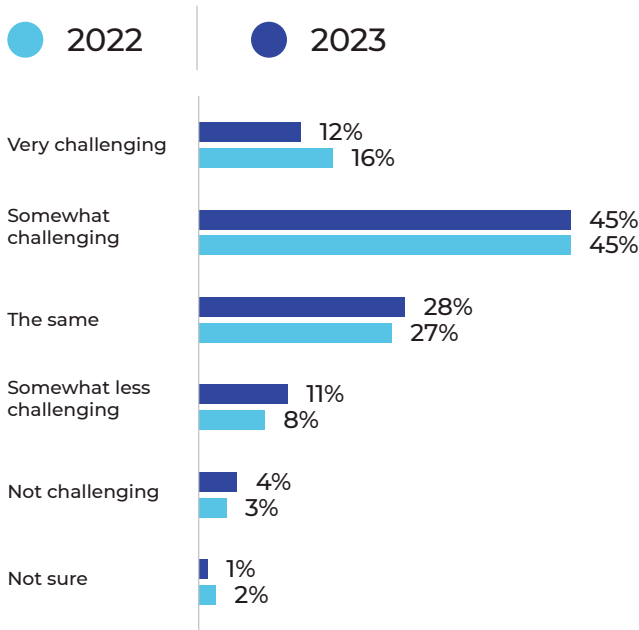
- Ian Creamer, Vice President and Global Head of Talent Attraction, Guidewire Software



The good news is that HR decision makers and recruiters are both realistic and optimistic.



The Challenge of Hiring in 2024



Recruiting Outlook

More than half of talent professionals (57%) believe within the next 12 months, hiring new employees will be at least somewhat challenging, mostly because there are not enough quality candidates (58%), because of competition from other employers (46%), fewer recruiters or recruiting resources (43%), and more employees leaving the organization (41%).

The challenge of not enough quality candidates is anticipated more within SMBs (63%) than at large enterprises (48%); however, more than 4 in 10 recruiters from enterprise companies believe they will have more open roles to fill (42%) versus 23% at SMBs.



We're seeing a lot of employers taking a more skills-based approach to hiring, which means some of them may be reducing reliance on formal education requirements or specific experiences and instead focusing on the candidates with the related skills and potential to adapt into the roles they are hired to fill. This gives employers more flexibility and can increase candidate satisfaction as well.

- Ben Eubanks, Chief Research Officer, Lighthouse Research & Advisory



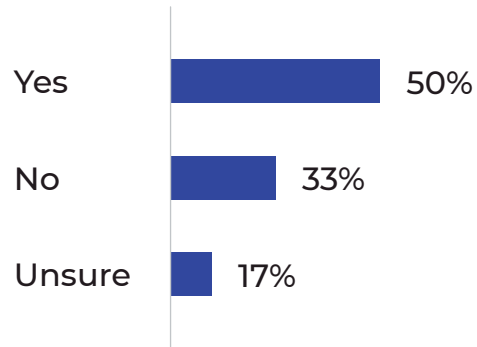
Recruiting Volatility

When it comes to fluctuations in the coming year, recruiters have mixed opinions. While one in three recruiters do not believe the next 12 months will be volatile in recruiting, half of all talent acquisition professionals do think hiring will be turbulent into 2024.

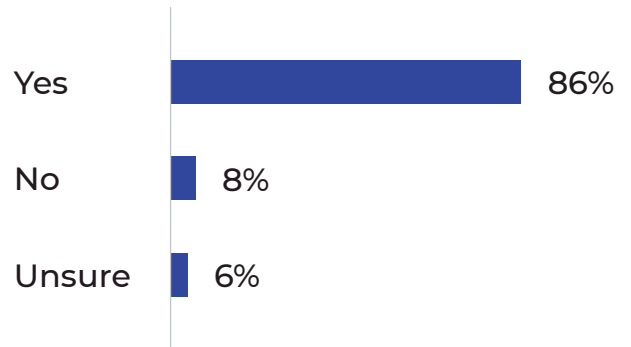
The Future of Recruiting

At the same time, HR decision makers are extremely optimistic about the future of recruiting. An incredible 86% of talent practitioners shared that they are positive about what the future of talent acquisition holds, while only 8% are not. So, while volatility is expected, optimism remains.

Likelihood Recruiting Volatility Will Continue in 2024

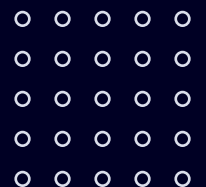


HR Decision Makers Optimistic About the Future of Recruiting

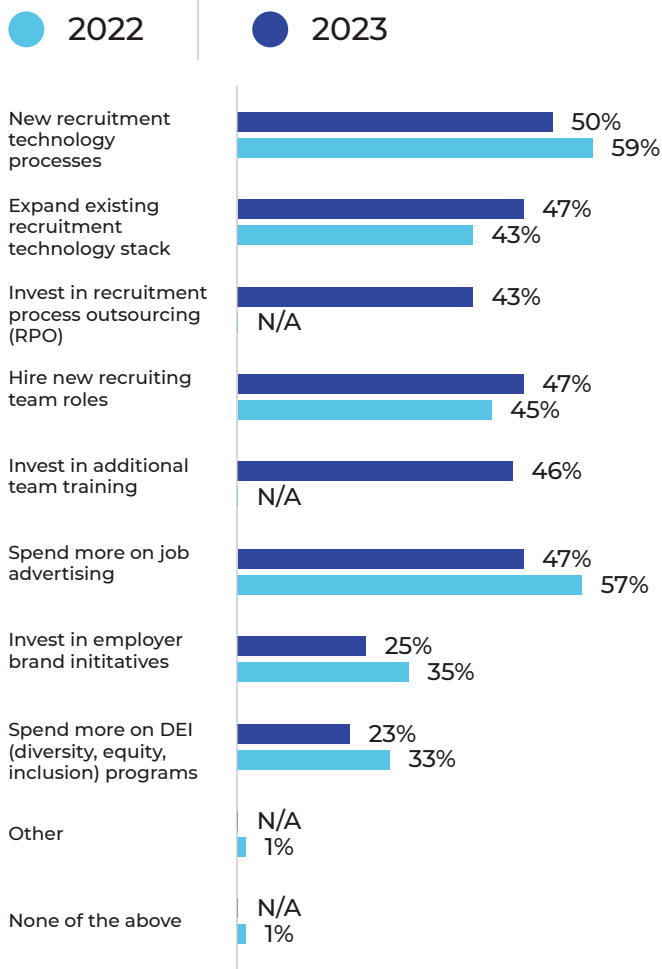


How Talent Acquisition Professionals Describe the State of Recruiting

Diverse
Nurturing
Diligent
Roller Coaster
Candidate-Centric
Data-Driven
Agile
Evolving
AI
In Flux
Internal
Unpredictable
Opportunity
Innovative
Uneven
Changing
Tenacious
Competitive
Mobility
Meaningful
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Where Talent Acquisition Teams Plan to Increase Investments in 2024



Investment Outlook

One important consideration for talent acquisition teams is the ongoing investment made to their function. The good news: investment in recruiting will likely increase or remain stable in the coming year.

Over the next 6 to 12 months, an overwhelming majority of talent acquisition professionals expect to either increase (61%) or keep their recruiting spend the same (29%). Spending increases are more likely expected in medium-sized companies (70%) versus 58% at enterprises and 47% in small businesses.

Talent teams that plan to increase their recruiting spend will most often do so by increasing their budgets for new recruitment technology purchases (50%), expanding existing recruitment technology stack (47%), new recruiting team role hires (47%) and job advertising (46%), investing in additional team training (46%) and investing in recruitment process outsourcing (RPO) (43%).





To manage hiring demand and volatility, we have made investments in systems that enable, candidate pipelining (CRM), and learning & development (LMS). The robust analytics that we can pull from our ATS allow us to make data-driven decisions. Our CRM enables us to stay connected with former applicants, interview when there isn't an immediate opening, and improve the communication to sourced leads. The LMS allows us to confidently hire more to the soft skills than to the scarce technical skills.

- Director, Talent Acquisition, Nationwide Restaurant & Winery

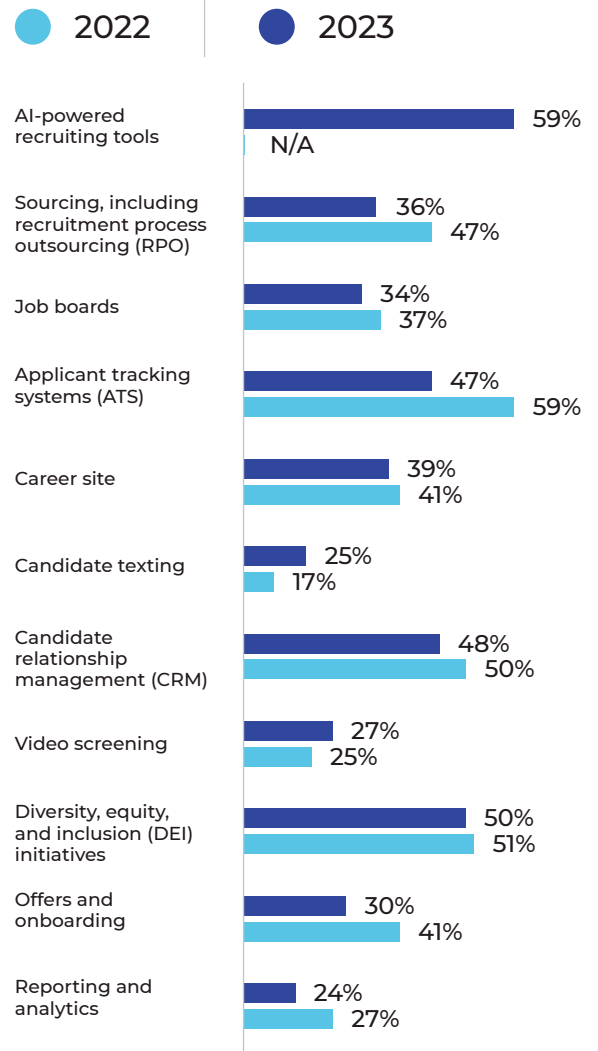


Technology Investments

More than half (59%) of the budget increase will come from AI-powered recruiting tools, followed by diversity, equity, and inclusion (DEI) initiatives (50%), candidate relationship management (CRM) (48%), applicant tracking systems (ATS) (46%), career site (39%), sourcing technologies (36%), job boards (34%), and offers and onboarding (30%).

No matter where each organization falls, continued investment should be a priority to help recruiters feel more supported in their roles. Business and talent acquisition leaders must support recruiters in reducing manual tasks through recruiting AI and automation technology, so recruiters can do what they do best – focus on the human aspects of recruiting.

Where Talent Teams Plan to Increase Technology Investments in 2024



Gaining knowledge on new technologies, new sourcing tools and new data sources

will pay tremendous dividends in 2024.



Workforce planning, manpower demand, and timing of hiring can – and should – be a company’s best friend. Using data to effectively create recruiting and sourcing plans now, so that when the needs arise, you can simply deploy the play.

Gaining knowledge on new technologies, new sourcing tools and new data sources will pay tremendous dividends in 2024. The pressure on the labor markets will return, so anything that a company can do now to be better prepared and to have new tools and techniques in place will be worth the investment.

- Terry Terhark, Founder and President, NXTThing RPO, an Employ Solution

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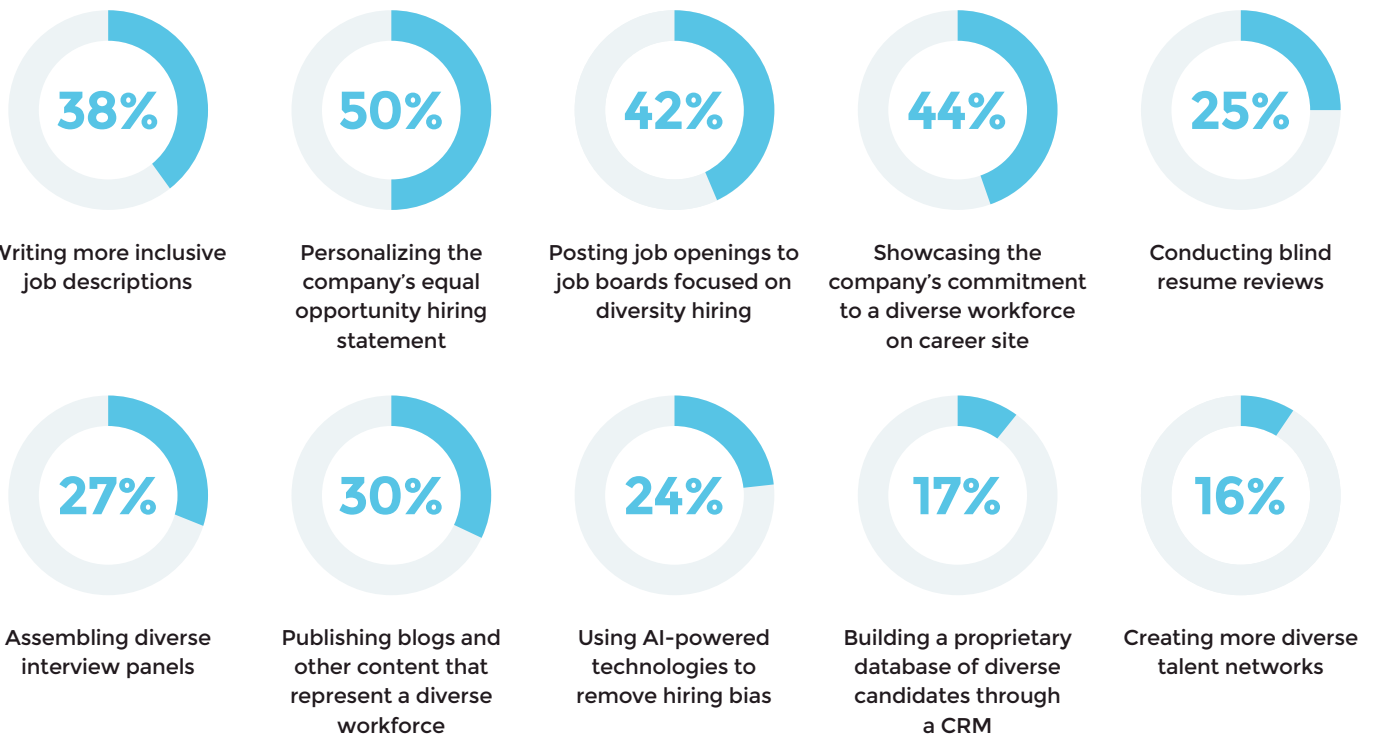
Diversity, Equity, and Inclusion (DEI) Initiatives

Candidates today are emboldened more than ever to seek out roles and companies that match their own values. They want a supportive and inclusive workplace culture that affords equal opportunities to each team member and makes people feel included in the success of the business. In a competitive hiring environment, companies must clearly communicate their commitment to DEI and demonstrate program effectiveness to attract top talent.

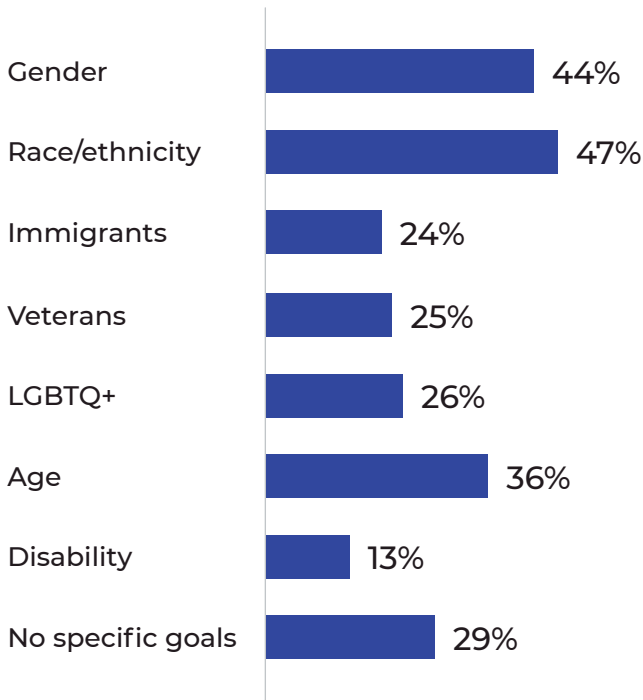
And when it comes to investment for 2024 hiring initiatives, three quarters (75%) of HR decision makers reported that their organization will place more emphasis on diversity hiring. Below represents the specific areas that talent acquisition teams are planning to focus on when it comes to DEI hiring efforts next year.

Recruiters who have been successful in attracting talent indicate they focus on the diversity, equity, and inclusion (DEI) efforts of their organization. This enables recruiters to connect with candidates who recognize the value of these initiatives in the workplace.

Investing in Diversity Hiring Efforts in 2024



Specific Areas for Improving Diversity Hiring



Looking to 2024, talent teams report that the top three areas their company has specific goals to improve in diversity recruiting are race/ethnicity (47%), gender (44%), age (36%), and LGBTQ+ (26%). But there still is a long way to go. With nearly one-third of talent teams indicating they have no specific goals, it will take continued focus and consistent efforts to improve DEI for the long-term.

Businesses that have a wide diversity of representation in employee ability, gender identity, ethnicity, neurodiversity, familial status, and personal beliefs are more likely to succeed in their industries compared to others that don't.

It's become a key metric for success that it's now an evaluation category for the Fortune 500 list, reminding companies just how important it is to consistently improve their organizational DEI – and proving that the best lead by example.

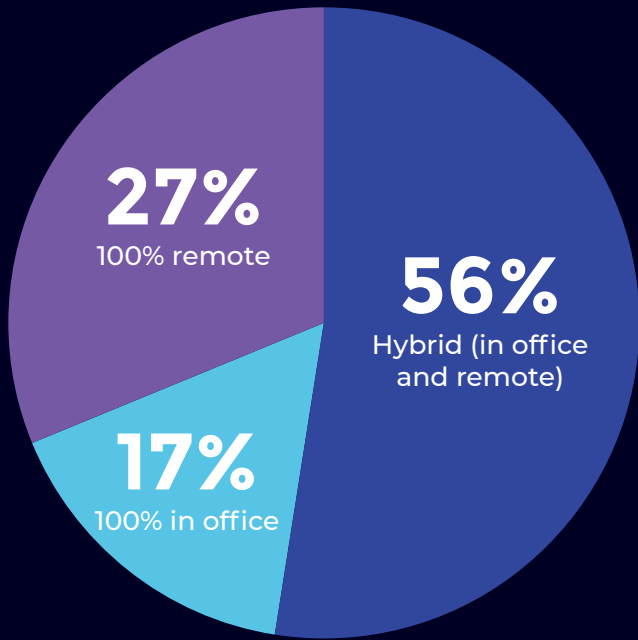


Making increased commitments to diversity hiring is an important first step for organizations, but they also need to back up statements with actions, like using modern recruiting technology to facilitate blind screening and interview reviews, creating more diverse internal hiring teams, and publishing diversity hiring goals, and progress towards achieving these goals. These kinds of actions must accompany simply updating job descriptions and creating equal opportunity hiring language in order to truly move the needle on diversity in the organization.

Trish Steed, CEO and Principal Analyst, & Steve Boese, Co-Founder, H3 HR Advisors



Work Policy Approach During the Next 12 Months

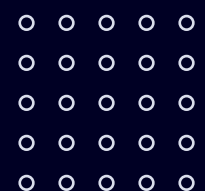
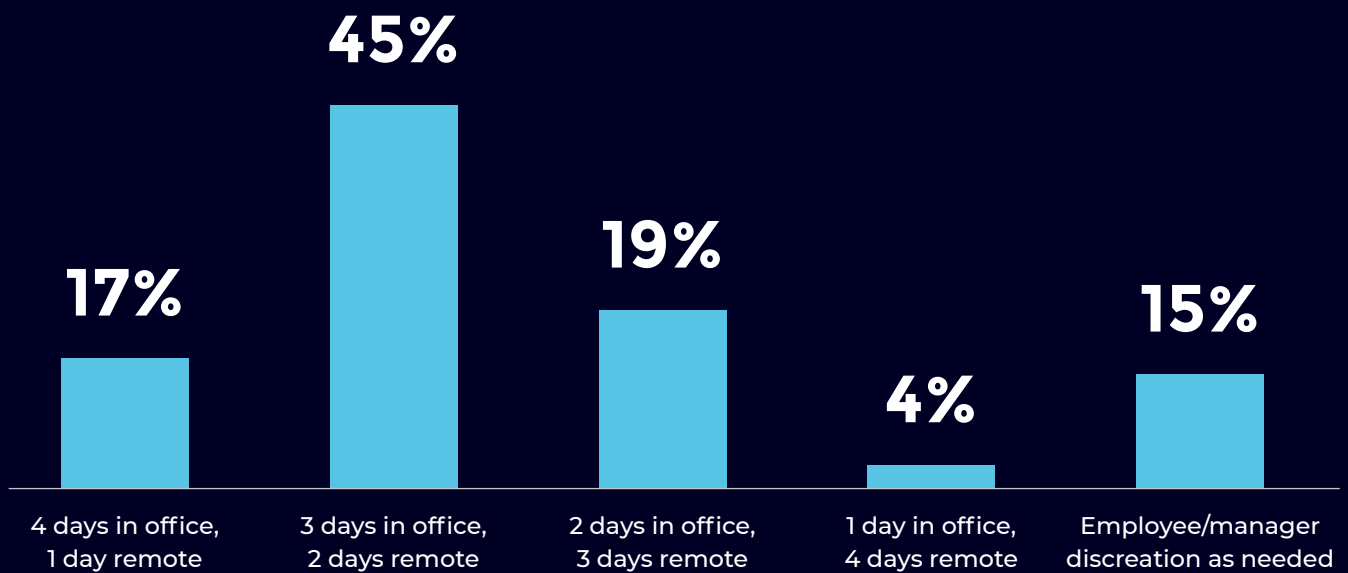


Work Flexibility

The debate on work flexibility continues to dominate conversations between employers and employees. More than half (56%) of talent acquisition professionals report that a hybrid (in office and remote) work policy will comprise their approach over the next 12 months. Of this number, 45% have a pattern of 3 days in office, 2 days remote.

Recruiters and talent teams may be still trying to reconcile the debate on offering different work policies to candidates and employees, alike. But offering a flexible work arrangement that mutually benefits both employers and aligns with candidate values is the best policy in attracting top talent in the coming year.

Work Policy: Remote, In Office or Hybrid Approach



Recruitment Process Outsourcing

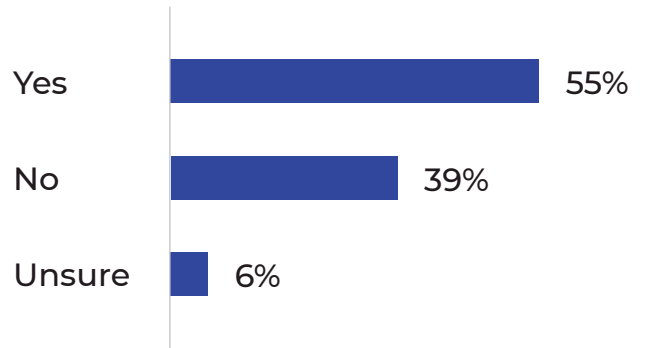
Recruitment process outsourcing (RPO) provides a different approach to recruiting. RPO is when an organization outsources or transfers some or all of its recruitment process to an external partner.

An RPO provider acts as an extension of an organization’s talent acquisition team and offers scalable resources to fill open roles quickly and efficiently. The RPO team works directly with the internal HR team, hiring managers, and the business to define recruitment success and executes against agreed upon objectives to achieve successful outcomes, including time to fill and quality of hire.

According to Employ data, 55% of HR decision makers are considering outsourcing recruitment in 2024. And while RPO is not for everyone, a growing number of companies are looking to RPO to ensure they stay competitive in an unsteady job market.

One of the main benefits of working with an RPO provider is that it frees up internal resources so that the business can focus on other strategic talent acquisition priorities. RPO teams also ensure internal talent teams have real-time information and data on requisition health, and other key performance metrics, including time to hire, quality of hire, recruiting efficiency, source yield, and daily activity to keep the business in the know and able to report on recruiting effectiveness.

Considering to Outsource Recruitment in 2024





Over the past year, I've increasingly relied on **contract recruiters to address fluctuations in our hiring needs.**



There are two key strategies in play at our company: Contractors and Governance. Over the past year, I've increasingly relied on contract recruiters to address fluctuations in our hiring needs. Furthermore, we've implemented a crucial practice known as 'Organizational Governance.' This weekly meeting involves our Chief People Officer, Chief Financial Officer, Head of Total Rewards, and me as the Head of Talent Acquisition.

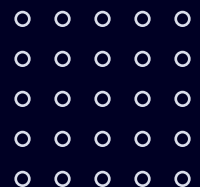
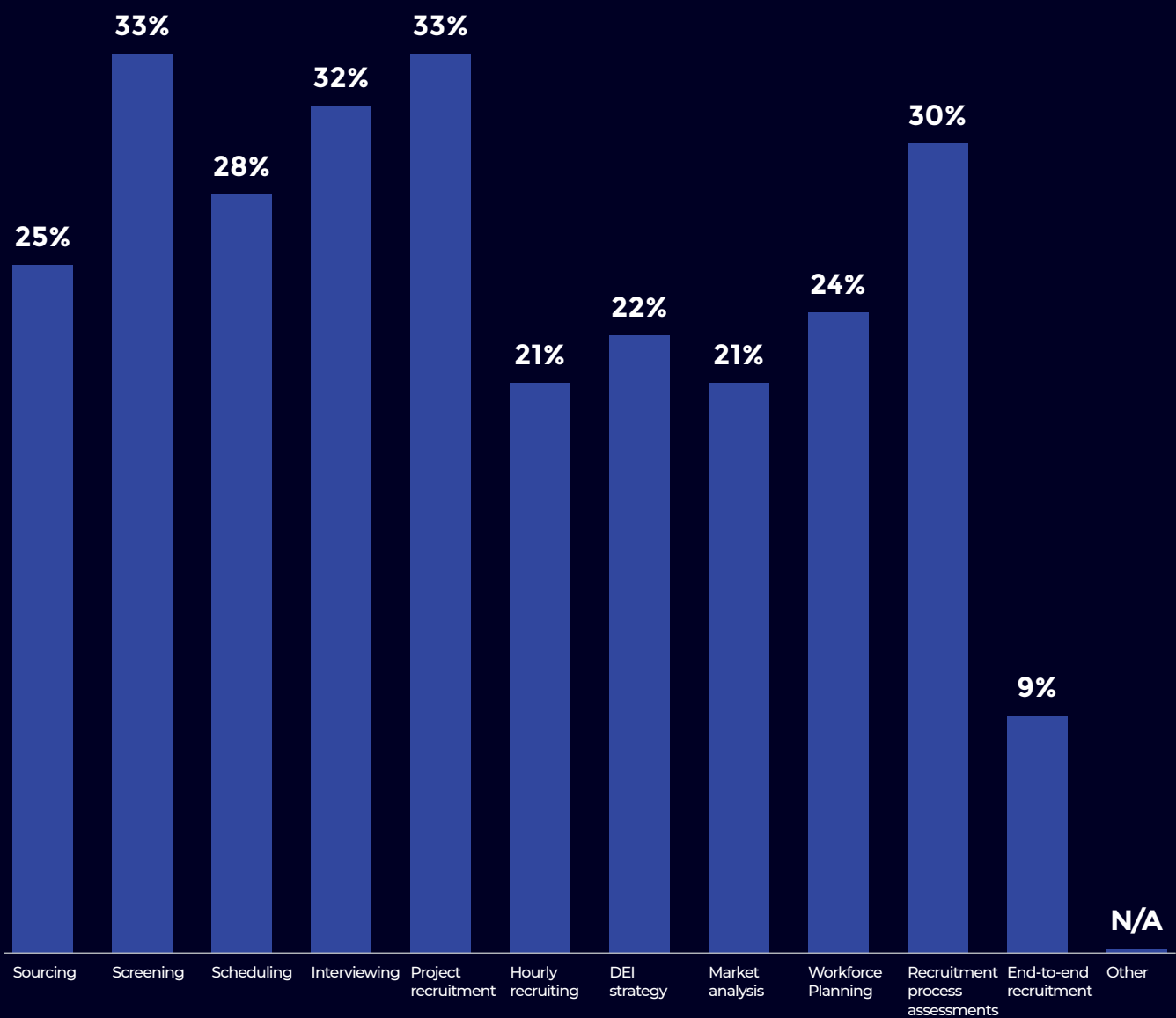
Together, we meticulously assess every requisition request and job offer, ensuring that each aligns seamlessly with our business plan and overarching organizational strategy. While this process has introduced some minor delays, the discernible impact has been a remarkable increase in the quality of roles we're recruiting for and the offers we're extending.

- Director of Talent Acquisition, Enterprise Cloud-Based Software Company



Where to Consider Outsourcing Recruitment in 2024

Looking forward to 2024, one-third of talent acquisition professionals indicate they are likely to outsource project recruitment, while screening (33%) and interviewing candidates (32%) are also high on the list for support.



Key Takeaways & Conclusion

One of the biggest pressures on talent acquisition teams and HR decision makers is leading through times of change. As organizations prepare for 2024, pursuing a scalable, data-driven strategy is essential for minimizing the unpredictability that accompanies hiring.

Focusing on outcomes that are always in season will empower your organization to thrive for years to come. Work to improve overall quality of hire and increase hiring speed by incorporating these three strategies as a hallmark of your recruiting function:

1 Pursue Scalability as a Strategic Advantage

No matter your company size or recruiting complexity, be prepared to navigate rocky terrain when it comes to hiring by scaling up or down. Scalability has become a key strategy for successful recruiting. It allows teams to evaluate their hiring process across the talent lifecycle, find areas for improvement, and adjust to changes in the market. Specifically, scalable recruiting helps talent acquisition teams to:

- ✓ Analyze and optimize recruiting processes
- ✓ Evaluate and improve on key recruiting metrics
- ✓ Shorten the hiring process to fill roles quicker with qualified talent
- ✓ Easily adjust to the changing job market to meet candidates where they are

2 Focus on Technology and Process Prioritization

Employers are still looking for ways to speed time to hire, automate key parts of the hiring process, and incorporate AI to make recruiting more intelligent. This is often done by identifying technology and processes that can take repetitive, mundane tasks away from recruiters and hiring managers, and streamline those activities for faster, smarter hiring.

Optimize your talent acquisition technology tech stack by ensuring it is tailor-made for the complexity, size, and hiring needs of your business. By investing in purpose-built technology, companies can ensure they are more competitive to connect with the right talent and streamline their approach.





3

Consistently Improve Recruiting Outcomes

Consistent improvement over time outperforms sporadic advances. Ask your team, “How can we become more efficient, while improving outcomes?”

Address the biggest challenges your company faces by repeatedly delivering positive experiences and optimizing your hiring process:

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Deliver positive experiences: Take care to invest in the needs of hiring managers, recruiters, and candidates, and deliver positive experiences for each of these audiences. Shorten feedback loops, improve communication and collaboration, and engage each stakeholder more deeply within the hiring process. Ensure the hiring process delivers positive experiences that enhance your company’s employer brand.
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Identify where to optimize processes: Leverage data-driven insights and analytics that inform where bottlenecks exist in the recruiting process and uncover opportunities to speed up time to hire and boost the quality of candidates. By keeping a clear pulse on applicant flow and talent pool growth, companies can uncover insights into where the recruiting process can be improved.

Looking back, talent teams have tackled unimaginable challenges caused by global events, labor market changes, and economic conditions. Looking forward, the opportunity for talent acquisition is limitless. And it’s why talent acquisition professionals remain optimistic for the future.



No matter what tomorrow holds, stay true to moving forward – and thriving – in the
new normal of recruiting.

About Employ Inc.

Employ Inc. empowers organizations of all sizes to overcome their greatest recruiting and talent acquisition challenges. Offering a combination of purpose-built, intelligent technologies, services, and industry expertise, Employ provides SMB to global enterprises with a single solution for recruiting and growing a diverse workforce. Through its **JazzHR**, **Lever**, **Jobvite**, and **NXTThing RPO** brands, Employ serves more than 21,000 customers across industries. For more information, visit www.employinc.com.