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11
recruitment trends
for 2024

2023 brought with it a range of shifts in both the talent and economic landscapes. Unemployment reached record lows, the global economy slowed, and the labour market could only be described as tumultuous. Reflecting on these dynamics helps to inform predictions for 2024 —setting the stage for the year ahead. Let's add some more context:

A long-term skills shortage amidst economic uncertainty

The past year brought mixed economic conditions; inflation rose, sending the cost of living soaring. Global GDP dropped —with many believing this a signal for an oncoming recession. But, unemployment rates globally continue to sit at record lows, and companies are still struggling to find the critical talent needed to fill their open roles.

Industry leaders are predicting that this skills shortage will persist long-term. In the US, it's predicted that total employment will only grow 0.3% over the next decade. What's more, the labour participation rate is projected to decrease from 62.2% to 60.4%, with approximately 7 million workers exiting the labour market. Similar stories can be seen on the global stage —indicating that this skills shortage is here to stay.

The productivity-burnout paradox

What was initially dubbed the 'Great Resignation' has evolved into a more profound challenge —a pervasive state of embedded burnout, and a surge in employee disengagement. Certain sectors, notably frontline roles, continue to face recruitment challenges as individuals have opted for higher-paying positions or better working conditions. This mass exodus has placed an even greater workload on those who remain, resulting in escalating burnout levels and widespread dissatisfaction among the workforce.

Consider it a productivity-burnout paradox: companies find it challenging to hire, and so redistribute work among current employees to maintain productivity. But once those employees reach their 'maximum output', productivity declines. Budgets are cut, and fewer roles are backfilled, resulting in further drops in productivity. And, the cycle goes on.

In response to these challenges, companies are exploring ways to bridge the productivity gap without additional pressure on workers. Artificial intelligence is expected to play a significant role, with many teams exploring how to integrate AI into their workflows to enhance productivity and efficiency.

A mindset shift in the talent market

Off the back of these changing conditions and rising burnout, the workforce has undergone a significant shift in mindset. Employee values have transformed: with many now seeking greater meaning and purpose in their work. For younger generations in particular, there's been an increase in focus on Environmental, Social, and Governance (ESG), with workers seeking out organisations committed to sustainable and ethical practices. Employees expect more from their employers, with many actively looking for opportunities offering flexibility and work-life balance —and rejecting employers whose values don't align with their own.

2024 outlook: A tug-of-war between organisations and workers

While last year, jobseekers were seen to have the power in the hiring sphere, in 2024, employers are striving to take back some control. But, they're also navigating this critical skills shortage —one with no clear end in sight.

With that background, let's explore 11 recruitment trends poised to shape the recruitment landscape of 2024 —as we adapt and thrive in a dynamic hiring market.

Trend 1

Organisations embracing flexible work will secure top talent

The onset of the pandemic prompted a rapid global transition from the traditional 100% in-office model to a fully remote setup practically overnight. This shift fundamentally altered the dynamics of the workplace, with employees now seeking increased flexibility —whether through part-time hours, compressed work weeks, or greater autonomy over their work location and schedule. In short: employee expectations have evolved, leaving businesses scrambling to adapt.

Studies have indicated that 90% of corporations want to introduce return-to-office mandates by the end of 2024 —with many citing productivity concerns and culture as the key drivers. 67% of CEOs anticipate a full-time return to the office within three years. But, other experts believe that the 5-day-in-office days are done for good. While some organisations plan to dig in and issue ultimatums to drive their workforce back into the office —is this the best path forward?

78% of workers have emphasised the importance of formalised flexible work policies, with 66% expressing a willingness to quit their current roles if required to return to the office full-time. Companies who have introduced return-to-office mandates have been met with push-back —often having to walk back their expectations or risk a mass exodus of their employees. From an employer branding perspective, companies with rigid in-office policies are having a much harder time attracting talent compared to companies offering flexible working conditions. 78% of jobseekers prioritise work-life balance when evaluating a new employer. To win talent, companies need to adapt.

Flexible work also opens the door to greater equity. It broadens the talent pool: from increasing accessibility for people with disabilities, those living in remote locations, those with families, or even employees working in satellite offices. It levels the playing field and allows everyone, regardless of location, the same access to opportunities, resources, mentoring, and 'face-time' —compared to a traditional on-site model. Flexible work policies help to attract more diverse talent, leading to better overall organisational outcomes.

It's not all bad news for the office though: a hybrid approach, balancing purposeful, in-office collaboration and time at home, has been touted as the 'sweet spot' for a majority of workers. To support this, companies have reported needing to 'reboard' employees to an in-office environment —providing training to help redevelop soft skills and reintroduce the value and purpose of in-person collaboration.

What does this mean for recruitment? To attract and retain talent in 2024, companies need to find ways to offer flexibility to their team members. If you can't offer flexibility on location, try offering flexibility in other ways. For instance, some companies are looking at ways to offer their frontline teams greater flexibility around who they work with. It's time for organisations to get creative and truly embrace flexible work models as they vie for top talent, and to meet the evolving demands of the workforce.

DO:

Embrace flexibility and autonomy: Consider implementing a hybrid approach that balances in-office collaboration and remote work. Flexibility is highly valued, and it will broaden your talent pool!

Consider what in-office looks like now: Get clear on the purpose of bringing people into the office. Is it for meaningful collaboration? Or will teams still be distributed regardless? Create an in-office environment that provides value to the employee and the employer alike.

Get creative: Some roles simply can't support hybrid or remote working options. But, consider offering flexibility in other ways. Can they work flexible hours? Can they choose who they work with? Find creative ways to support flexibility in your workplace.

DON'T:

Adopt a one-size-fits-all approach: Every employee and every company will have unique requirements; rigid mandates and ultimatums can lead to resistance and dissatisfaction.

Neglect employee input: Involve your employees in the decision-making process and seek their feedback on what arrangements work best for them.

Trend 2

Age diversity drives change in the workplace

We're at the peak of a generational shift in the workforce: the Baby Boomers are starting to retire, and Gen Z are entering the workforce en masse —predicted to make up 27% by 2025. As such, age diversity in the workplace is on the rise.

As the Baby Boomer generation begins to retire, their exit from the workforce is adding pressure to the already tight labour market. But, with the rising cost of living, 20% of retirees are choosing to "unretire" —returning to work, either part-time or full-time. Millennials and Gen X are moving up the ranks within the workplace, but many are now also seeking greater flexibility and work-life balance, as they try to balance a family life and their careers.

Gen Z is entering the workforce and reshaping it to reflect their values, like every generation before them. Younger workers exhibit a strong inclination towards purpose-based work, flexibility, and diversity, equity, and inclusion. To them, these aren't just 'nice-to-haves', but core to their values. What's more, they're willing to take action if companies fall short —with 38% of Gen Z employees considering leaving a role due to misaligned values and beliefs.

This generational change brings forward new challenges. Ageism, once perceived as affecting only older generations, has become a pressing issue for both older and younger workers as the job market continues to evolve. 36% of younger millennials and Gen Z employees have encountered age discrimination in the workplace.

This underscores the need to eliminate age bias from hiring processes as a mechanism to combat ageism and promote a more inclusive work environment.

Leadership styles will adapt to the changing workforce landscape. Modern leaders are increasingly required to be empathetic, flexible, and adept at harnessing the potential of a multigenerational team. Many organisations are embracing approaches such as reverse mentoring, where younger employees guide their colleagues in areas such as digital fluency, social media engagement, and other emerging trends. Then, more experienced employees may offer advice on networking, career development, or other skills to help those in the early stages of their careers navigate the corporate world.

To engage talent across the generations, organisations need to adapt their messaging and their approach to their audience. Consider offering benefits like "grandternity leave" —leave for grandparents— to re-engage or retain older workers. To attract younger workers, harnessing the power of social media and employee-generated content is central to success. Savvy companies will review and grow their online presence, to authentically highlight the organisation's commitment to purpose-based work, flexibility, and diversity and inclusion initiatives —as well as opportunities for ongoing development and career growth.

DO:

Embrace a digital-first approach: Utilise digital recruitment channels, social media platforms, and online presence to connect with Gen Z candidates. Engage with them where they naturally interact to build a more meaningful connection.

Reduce age bias in decision-making: Remove identifiable age-related information from application materials, such as resumes and cover letters. By anonymising these details you can focus on skills, qualifications, and experience rather than age, ensuring a fair and unbiased evaluation of candidates.

Encourage cross-generational collaboration: Recognise and harness the unique strengths and perspectives each generation brings to the table for greater organisational success.

Get creative with employee benefits: People's needs change at different stages in life. Savvy organisations offer flexible benefits, so that employees can build a balance that works for them. Some examples include: moving leave, 'grandternity' leave, menstrual and menopause leave, 'pawternity' leave or volunteer days.

DON'T:

Resist change in leadership styles: Modern leaders should be flexible, empathetic, and open to learning from younger employees. Resisting this change can hinder team cohesion and innovation.

Trend 3

Organisational success
through a diverse,
inclusive workforce

Every year, diversity, equity and inclusion (DEI) is put forward as a must-know trend. It's no secret: diverse teams are better for businesses. They bring diverse perspectives, heightened productivity, drive innovation forward, and have been linked to increased employee engagement. But now, the intensifying competition for top talent means that DEI has shifted from 'nice-to-have' to an absolute necessity.

When it comes to engaging the younger generations, a strong DEI policy is vital. A remarkable 77% of Gen Z and 63% of Millennials prioritise DEI when evaluating an employer. These generations are at the forefront of driving the demand for inclusive work environments and are more likely to gravitate toward organisations that actively champion DEI initiatives.

For talent teams to truly build diverse workforces in 2024, they need to eliminate bias from the recruitment process and provide more opportunities for diverse talent to apply. The role of technology here cannot be overstated. From features like anonymised profiles, to actively tracking diversity metrics —the right tools can help your organisation build a more inclusive team.

DO:

Prioritise accountability: Establish clear metrics and key performance indicators (KPIs) to measure progress in your DEI initiatives. Regularly report on these metrics, hold leadership accountable, and celebrate successes.

Foster inclusivity at all levels: DEI initiatives should not be limited to HR or talent teams. Ensure that leadership actively participates and champions inclusivity. Create a culture where all employees feel safe to voice concerns, ideas, and feedback, and empower employee resource groups to drive change from within.

Leverage your careers site to showcase DEI: Your careers site is a powerful platform to authentically highlight your organisation's DEI initiatives. Feature diverse voices in blog content or success stories, and create a central hub for potential talent to understand your company's dedication to diversity.

Diversify your sourcing channels: Expand your recruitment strategy by engaging with a range of sourcing channels. Seek out platforms and networks that attract a broad spectrum of candidates, and actively seek talent from underrepresented communities to enrich your workforce with diverse perspectives.

Use technology to enhance accessibility: Ensure your platforms, communication tools, and application processes are designed to increase accessibility for all. This will not only enhance inclusivity but broaden your talent pool by accommodating a wider range of candidates.

DON'T:

Treat DEI as a checkbox: Avoid approaching DEI as a one-time initiative or a mere compliance exercise. A company's commitment to DEI should be ongoing and embedded in its core values, rather than a superficial effort aimed at checking boxes and appearing inclusive.

Don't rely solely on recruitment: While recruitment is crucial, don't rely solely on hiring diverse talent to solve DEI issues. Focus on retaining and advancing diverse employees, as well as creating an inclusive culture, to fully realise the benefits of diversity.

Trend 4

Non-monetary benefits expand to secure and retain top talent

In a bid to attract and retain diverse talent, companies are getting creative with rewards and benefits —to offer 'tradables' beyond monetary compensation. Some organisations are adapting their policies to encourage flexible working, giving additional leave days or company-wide time-off to promote rest and recovery. Others are introducing initiatives like 'grandternity leave' to help encourage older applicants or retain more senior employees.

From carving out time for employees to work on independent projects to increased investment in professional development —forward-thinking companies are looking for new ways to drive deeper engagement. Even something as simple as team outings to recognise and celebrate employee achievements can make a significant impact. Other businesses are exploring ways to highlight social responsibility by offering paid volunteer leave. This helps to give employees a greater sense of purpose in their work —one that extends beyond financial compensation.

With skyrocketing burnout, there's an increased spotlight on employee wellbeing. Recognising the toll that stress, burnout, and increasing economic pressures have taken on employees (and in return, productivity), it's vital that employers look to expand their EVPs to include a variety of benefits. Burnout costs the global economy over $1 trillion every year, while replacing an employee due to churn can cost a company 1.5-2X that employee's salary. Put simply, strong employee engagement has a significant impact on the bottom line.

On the back of this, the 'whole self to work' philosophy is gaining traction, transforming the workplace into a space where employees are seen as whole people, with lives, interests and passions outside of work. It acknowledges that there is an intrinsic connection between work and home: to be productive at work, home life needs to be in balance. Getting creative and offering benefits that enhance an employee's whole life —like health insurance for frontline workers, volunteer or wellness days, flexible leave, or condensed work weeks— has a considerable impact on talent attraction, employee engagement, productivity and retention.

DO:

Innovate rewards and benefits: Get creative with rewards and benefits beyond traditional schemes to attract, engage, and retain a diverse range of employees.

Foster a 'whole self to work' environment: This inclusivity and empathy-driven approach can enhance employee retention and engagement.

Design your rewards and benefits around your people: Ask your people what they want! Avoid a one-size-fits-all approach by soliciting feedback and incorporating these insights into the design of rewards and benefits. Tailoring these offerings to match the diverse desires of your employees not only fosters a sense of inclusivity but also ensures that the perks resonate meaningfully with different segments of your workforce.

Leverage your careers site effectively: Highlight your unique rewards and benefits prominently on your careers site. Make it easy for jobseekers to find information on your unique EVP and benefits.

Strategically craft your employer brand: Showcase all the benefits your organisation offers, across all your external channels. Emphasise what sets your company apart and create a compelling narrative that resonates with potential employees.

DON'T:

Put profit over people: Evidence suggests that overlooking employee well-being may lead to attrition, reduced profitability, lower productivity, and higher costs in the long run.

Don't ignore employee engagement: A lack of alignment with the organisation's mission and goals could lead to decreased passion among your team.

Assume salary is enough: People are seeking more than just financial compensation; they are also driven by a desire for fulfilment in their work. Cultivate a workplace culture that emphasises meaningful work, personal growth, and a sense of purpose.

Trend 5

Collaboration unlocks
better hiring

Asynchronous and flexible work models will drive the need for better collaboration in the flow of work. As organisations navigate these evolving work structures, there is an increased demand to establish more effective methods for keeping stakeholders informed, engaged, and operating efficiently. The key is to do this without simply introducing more apps, meetings, and processes for teams to navigate.

In recruitment, collaboration is central to quality hiring decisions. Instead of relying on the input of a single manager, collaborative hiring involves multiple team members, departments, or stakeholders in the evaluation of candidates. This approach not only leads to more comprehensive assessments and higher-quality hires but also promotes greater diversity and inclusivity in hiring decisions.

But, recruitment teams are increasingly time-poor, and more often working remotely. Finding ways to collaborate efficiently is a top priority. Teams are seeking ways to reduce "context switching", to boost productivity and reduce the additional stress placed on employees from switching between

apps, tasks and projects. Finding ways to embed collaboration capabilities directly into the flow of work allows team members to work seamlessly with their colleagues, and reduce context switching by accessing information in one central location. It's estimated that around 5 hours a week could be saved by improving processes in this way.

To truly embrace collaborative hiring, talent teams need access to the right tech. Technology can streamline workflows and enable asynchronous work. With hiring teams and candidates spanning across offices, time zones —and even countries— finding ways to free the recruitment process from rigid sequential processes is critical. Research shows that when done right, asynchronous communication accelerates team performance —but when done wrong, it can severely impact business outcomes. Used effectively, asynchronous recruitment speeds up time-to-hire, gives candidates a better experience and increases productivity in the hiring team. In 2024, organisations that embrace asynchronous collaboration will be more agile, more productive and deliver better business outcomes.

DO:

Embrace collaborative hiring: Make collaborative hiring a cornerstone of your recruitment strategy. Encourage cross-functional teams and stakeholders to participate in candidate evaluations.

Limit your hiring to real-time, sequential interactions: Asynchronous hiring provides candidates with flexibility, removing geographical and time zone barriers.

DON'T:

Overlook context switching: Context switching should be minimised to enhance focus and work efficiency. Try to add efficiencies into your current tools and workflows, rather than adding more apps and programs to navigate.

Trend 6

The rise of skills-based hiring

To rise to the challenges presented by the hiring market, talent teams are evolving their approaches to screening, evaluating, and interviewing top candidates. Instead of traditional methods that prioritise qualifications, titles, or roles, organisations are now focusing on the skills and competencies that candidates bring to the table. A skills-based approach opens the door to hiring talent from parallel industries, or from roles with transferable skillsets. By creating opportunities for a broader, more diverse pool of talent, teams can also increase the chances of finding the right fit.

The surge in skills-based hiring is a transformative response to ongoing skills shortage —and it's been shown to be a highly effective hiring method. Skills-based hiring has led to a significant reduction in time-to-hire in 91% of companies and a reduction in cost-to-hire for 90% of companies. But the true impact of skills-based hiring extends beyond efficiency gains: it also plays a pivotal role in driving DEI efforts, with 91% of employers observing an increase in workplace diversity. What's more, employees hired through skill-based frameworks tend to be happier in their roles and are half as likely to leave their jobs, compared to those hired

through other methods —leading to better retention, and more resilient teams.

A skills-based hiring framework prioritises candidates' demonstrated abilities, using practical skills assessments and real-world challenges to surface best-fit candidates. Hiring tools can help with this: screening, assessing, and scoring candidates based on data rather than subjective judgement. By reducing human bias, these tools create fairer hiring processes that consider the skills and potential of candidates.

76% of organisations have already adopted some form of skill-based hiring —and in 2024, it's predicted that this approach will continue to expand.

DO:

Implement a skills-based hiring framework: Use practical skills assessments and real-world challenges to evaluate candidates and identify the best fit for the role.

Leverage hiring tools: These tools can screen, assess, and score candidates based on data, reducing bias in the screening process.

DON'T:

Overlook 'unqualified' candidates: Where possible, look for transferable skills in your candidate pool. Decisions based solely on qualifications could mean overlooking highly skilled and diverse talent.

Trend 7

Internal mobility receives
a renewed focus

In 2024, internal mobility remains centre-stage as organisations recognise the immense potential of their existing talent pool. Savvy teams will not focus purely on external talent, but rather on development, upskilling, reskilling, and retention.

Internal mobility taps into the wealth of talent already within the company's ranks. It provides employees with opportunities for growth, development, and career progression, while allowing companies to fill critical roles, quickly and effectively. Internal candidates represent a highly efficient way for companies to fill roles: taking just 4 applicants to fill a role, versus 57 from traditional job boards.

This strategy hinges on a company's commitment to upskilling and reskilling employees. Increasingly, organisations are investing in training programs that enable employees to acquire new skills or enhance existing ones. The objective is to align the workforce with evolving job requirements, emerging technologies, and shifting business needs —while fostering a culture of lifelong learning.

Internal mobility is closely linked to employee retention. By providing opportunities for growth and development, organisations enhance employee engagement and job satisfaction, reducing turnover rates. Employees stay 2X longer with organisations that invest in their professional development and career advancement.

Companies that prioritise internal talent mobility are more likely to attract new employees too —with 96% of jobseekers indicating that professional development is an important factor for them when searching for a new job.

DO:

Embrace your internal talent: This approach allows employees to gain diverse experiences, broaden their skill sets, and effectively fill critical roles, while also promoting a culture of continuous learning.

Invest in upskilling and reskilling programs: This commitment to upskilling and reskilling ensures that the workforce remains aligned with changing job requirements and evolving technologies.

Prioritise employee retention: Investing in your employees' professional development and career advancement enhances job satisfaction and reduces turnover rates, leading to a more committed and engaged workforce.

Facilitate internal mobility with a dedicated microsite: Create a central location to showcase available opportunities within the organisation. Use this as a base to run a targeted internal mobility campaign to encourage internal candidates to apply.

DON'T:

Overlook existing talent: Focusing solely on external hiring and neglecting internal mobility can lead to missed opportunities for growth, development, and skills diversification.

Underestimate the impact on employee attraction: Jobseekers highly value organisations that invest in their employees' growth and development, making it a critical factor when searching for a new job.

Trend 8

AI and automation transform recruitment

We couldn't write a trends report without talking about artificial intelligence (AI). With the rise of generative AI platforms, organisations are seeking to harness the power of technology to streamline recruitment processes: from job advertising to candidate communications and beyond. As productivity increases in focus, AI and recruiting automation tools will continue to rise in popularity.

Generative AI technology can be used for crafting compelling job descriptions, increasing collaboration, creating personalised candidate communications, or even generating interview guides and summaries. It's a game-changer for recruiters, as it can save time and enhance the candidate experience.

But, like everything —with the good, comes the bad. Candidates and companies alike have raised ethical queries around the use of AI in recruitment: while intended to remove bias, there have been instances where algorithms have led to biased or unethical recruitment outcomes. As such, many companies are opting to use AI in a more supportive capacity —to streamline processes, freeing real people up to humanise the hiring experience and make the decisions. The aim should be to amplify human capabilities —not replace them —according to 87% of executives.

As the technology evolves, so too will rules and regulations surrounding it —including greater transparency around its use throughout the process and how hiring decisions are made —giving candidates greater insight throughout the process.

In 2024 we expect to see an acceleration in the use of recruiting automation tools as talent acquisition teams are required to do more with less. This includes:

◆ **Automated candidate nurture campaigns:** Teams can set up automated campaigns to communicate with candidates via email or text. These campaigns can be personalised based on the candidate's past actions, preferences, or recruitment stage, to help drive engagement at scale.

◆ **Programmatic job advertising:** Job advertising technology allows talent teams to post job ads to multiple channels at once. Using data-driven algorithms, it can also suggest top-performing channels, to ensure that job postings are strategically displayed to reach the most relevant audience.

◆ **Workflow automation:** Workflow automation streamlines various stages of the recruitment process. It automates repetitive tasks, such as sorting and tagging applicants, triggering email workflows, and interview scheduling, allowing recruitment teams to focus on more strategic activities.

◆ **AI-assisted candidate matching and skill-based assessments:** Using machine learning algorithms, these tools can analyse candidate profiles and compare them with job requirements to efficiently shortlist candidates. Skill-based assessments powered by AI help evaluate candidates' skills objectively, providing data-driven insights into their capabilities.

◆ **Talent marketplaces:** These platforms connect employers with pools of qualified candidates. AI algorithms are often used to match candidates with suitable job opportunities based on their skills, experience, and preferences, streamlining the hiring process for both employers and candidates.

◆ **Chatbots:** This technology helps drive candidate engagement through real-time responses to queries, application assistance, and preliminary assessments. They offer a more interactive experience throughout the recruitment journey.

For busy recruitment teams, AI and automation tools offer welcome support. 87% of hiring teams view these tools as a positive addition to their workflows, and 90% agree that they will boost productivity and accelerate time-to-hire. Using automation and AI in the recruitment process not only leads to greater efficiencies but also a better overall experience for candidates. Savvy teams will use these technologies to take care of routine, time-consuming tasks so that recruiters can focus more on strategic activities.

DO:

Embrace automation for productivity: These tools can automate job advertising channels, streamline candidate communications, and optimise various aspects of the recruitment process, such as employer branding and onboarding. That way, recruiters can focus on more strategic tasks.

Prioritise ethical AI usage: Ensure that AI is used in a supportive capacity to streamline processes, not to replace human decision-making. Transparency and fairness should be at the forefront of AI integration.

DON'T:

Rely solely on automation: While automation tools are valuable for routine and time-consuming tasks, they should not replace the human element of the hiring experience. Strive to strike a balance between automation and human decision-making.

Avoid customisation and personalisation: Use customisation and personalisation in your recruitment processes. They are key to providing a memorable candidate experience.

Trend 9

Teams dive deeper
into metrics

It's no secret that data is the key to success. But, in 2024, we'll see a clear distinction between those tracking 'vanity metrics', versus those engaging with the numbers that really matter. Savvy organisations will pinpoint exactly what metrics they should be tracking at every stage of the recruitment journey. This may include insights into careers site engagement, applicant drop-off rates, conversion or application completion rates, offer acceptance rates, diversity insights, sourcing channel effectiveness, or candidate experience metrics. Armed with the right data, talent teams can make informed decisions and fine-tune their strategies to drive better business outcomes.

With technology making this data more accessible, organisations are fine-tuning how they measure the success of their recruitment efforts. Emphasis is no longer on volume-metrics, like the sheer quantity of hires, or how quickly positions are filled. Rather, successful teams are focused on the quality of new hires brought into the fold. Quality of hire goes beyond onboarding to track the long-term success of a candidate within the organisation. In a world where quality candidates are in high demand, organisations need data-informed ways to fast-track their hiring processes, without compromising on quality.

To help drive strategic direction, teams will look for ways to use in-depth recruitment benchmarking data. This data shows your pipeline of candidates and which sourcing channels have driven the most hires. Overlaid with quality of hire data, this can reveal which channels you need to invest in to yield more, high-quality hires —versus those that might be driving volume or speed, but not real long-lasting hiring results.

As employer branding and careers site content become more central to hiring strategy, teams need a way to evaluate the success of their efforts. When it comes to measuring career site engagement, heat-map technology helps teams to drill down on their content. The heatmaps visually represent interactions on the careers site through 'hotspots', showing what content is drawing attention —or what content simply isn't resonating. This allows talent teams to quickly see what to do more of, and what content should be swapped out, to ensure a seamless and compelling journey for prospective candidates.

The road ahead for recruitment is about measuring what truly matters. Organisations that leverage data analytics to balance time-to-fill with quality, prioritise candidate experience, and act promptly to secure top talent, will position themselves at the forefront, with a more quality-centric and successful recruitment strategy.

DO:

Prioritise quality of hire metrics: Evaluate the success of candidates and employees long-term, to evaluate quality of hire to inform future decisions.

Leverage sourcing channel data: Identify which channels yield high-quality hires and focus your investments there while recognising those that may emphasise volume or speed but not necessarily quality.

DON'T:

Rely solely on vanity metrics: Recruitment success should not be solely measured by these vanity metrics but should focus on the quality and long-term value that candidates bring to the organisation.

Trend 10

Employer branding and
recruitment marketing
take centre-stage

The 'post-and-pray' era has officially been replaced by proactive and targeted recruitment strategies. Organisations are recognising the value of crafting recruitment strategies that employ marketing tactics to reel candidates in and convince them to hit 'apply'.

At the heart of proactive recruiting is the acknowledgment that organisations need to sell themselves to candidates, just as much as candidates need to sell themselves to organisations. Employer branding takes centre-stage as companies work to establish a strong and compelling presence in the job market.

Careers sites are not merely repositories of job listings; they are dynamic platforms —windows into company life. They provide insight into the employee experience and form the foundation of a strong proactive recruiting strategy. In today's market, slick corporate branding won't cut it: the emphasis needs to be on showcasing the human experience. Share authentic employee stories and employee-generated content to help jobseekers truly understand what life looks like. The careers

site should also inform candidates about the company's mission, values, commitment to diversity, equity, and inclusion (DEI), environmental initiatives, well-being programs, and purpose-based work. Take the opportunity to truly showcase the EVP: share the company's flexible work arrangements, work-life balance, rewards, benefits, and ongoing development opportunities.

We're also seeing a shift towards more targeted recruitment marketing efforts. Instead of broad-scale approaches, hiring teams are tending towards personalised recruitment campaigns that resonate with specific talent segments. Recruiters are always in 'recruitment mode', building relationships with potential candidates, whether or not they have immediate openings. The focus is on creating talent pools and talent pipelines that can be tapped into as soon as a need arises.

This means that recruitment marketing tools are now indispensable. Organisations are investing in technology that facilitates talent pipelining and prospecting, sharing personalised content, and crafting automated nurture campaigns.

DO:

Use personalised recruitment campaigns: Create tailored content and nurturing campaigns to engage and resonate with potential candidates.

Understand your talent segments: Think about who you are trying to attract. What are they interested in? Where will you find them? Tailor your recruitment approach with these insights to effectively attract, engage, and hire the candidates your organisation needs.

Embrace recruitment marketing tools: These tools help you build relationships with potential candidates and maintain a talent pool for future needs.

Strengthen employer branding: Clearly outline your company's culture, values, and commitments to DEI and ESG, and showcase what it's truly like to work with your organisation.

Use targeted landing pages and microsites: Develop landing pages and microsites dedicated to key talent segments, such as alumni, internal mobility candidates, or special interest groups like 'Women in STEM'. Tailor the content to address their unique needs, showcase relevant opportunities, and communicate your organisation's commitment to diversity, inclusion, and career advancement.

Harness employee-generated content: Encourage and showcase authentic content generated by your employees to offer genuine insights into your organisation's culture and work environment.

DON'T:

Stick to traditional methods: Traditional recruiting has given way to more proactive and targeted approaches. Embrace change and adapt to new strategies.

Neglect employer branding: A compelling brand presence is essential in attracting top talent and positioning your organisation as an employer of choice.

Rely on 'corporate spin' and stock images: Authenticity holds more value than polished presentations. Prioritise substance over style to resonate with candidates seeking an authentic and transparent representation of your company.

Trend 11

Candidate experience
is paramount

It will come as no surprise: but candidate experience remains core to successful recruitment in 2024. Organisations must uplift the entire candidate journey: from the very first interaction a candidate has with the company, through to interview, offer, onboarding —and beyond. In the midst of today's skills shortage, candidates have choices. A poor candidate experience doesn't just lead to lower offer acceptance rates —it's also damaging to your employer brand, long term.

It starts by understanding what candidates want throughout the recruitment process:

Search and apply:

In job ads, jobseekers expect clear information about salaries, specific job requirements, role titles, and eligibility or documentation requirements. This transparency builds trust and ensures candidates have a realistic understanding of the role and compensation, allowing candidates to self-select out of the process if necessary.

Technology plays a pivotal role in streamlining the application process: it should eliminate the frustrations caused by manual or 'clunky' systems, such as malfunctioning auto-fills or repetitive data entry, and provide a seamless experience for the candidate. Recruitment software, AI-driven tools, and digital platforms simplify applications, offer timely responses, and enhance overall candidate satisfaction. To cater to the rising trend of mobile applications, a mobile-friendly interface will be absolutely essential in 2024.

The candidate journey post-application:

After a jobseeker submits an application, a positive candidate journey relies on transparency, efficiency, and the reduction of bias in the hiring process. Hiring managers play a pivotal role in fostering a positive candidate journey: they can make or break the experience. It's important for hiring managers to champion transparent and timely communication, embrace fair and inclusive assessment practices, and show a genuine appreciation for candidates' time throughout the process.

Using technology to implement unbiased assessment methods and efficiently communicate timelines or next steps can significantly enhance the candidate experience. Interviews should be well-structured, and designed to foster a two-way conversation, providing candidates with insights into the company culture while allowing hiring teams to gauge both skill and cultural fit. It's important not to 'ghost' candidates after an interview —every interviewee should receive feedback regardless of the outcome of their application.

Beyond the interview, the offer management process is a critical touchpoint. Timely and clear communication about the offer, timelines and onboarding process helps to foster a positive experience and bridge the gap between candidate and employee experience.

It's important to recognise that candidate experience doesn't stop at the offer stage —the first few days, weeks and months of onboarding are just as crucial as the rest of the recruitment journey. As candidates transition into new hires, hiring managers should facilitate a welcoming environment. Comprehensive onboarding resources, mentors, and structured milestones can cement a positive candidate experience that endures well into an employee's tenure, fostering long-term loyalty and engagement.

DO:

Create an engaging careers site: Build a site that showcases your organisation's culture, values, and opportunities. Use employee-generated content to convey authentic stories and provide candidates with a real-life view of the organisation.

Prioritise transparency in job ads: Transparency fosters trust and ensures candidates have a realistic understanding of the role and compensation.

Leverage technology for a seamless experience: Use the right technology, such as recruitment software, AI-driven tools, and mobile-friendly interfaces, to streamline the application process. Ensure that the technology simplifies application procedures, provides timely feedback, and enhances overall candidate satisfaction.

Encourage hiring managers to foster a positive candidate journey: Promote a culture of transparent and timely communication. Provide clear updates on application statuses, interview outcomes, and offer details to show that the organisation is respectful and considerate of candidates' time and efforts.

DON'T:

Ignore mobile accessibility: Don't disregard the importance of mobile accessibility in 2024. In a mobile-centric landscape, failing to provide a mobile-friendly interface can deter potential candidates and disrupt their application experience.

Overlook communication post-interview: Avoid 'ghosting' candidates after interviews. Every interviewee should receive feedback, regardless of the outcome. This demonstrates respect for candidates' efforts and contributes to a positive experience, even if the decision is not in their favour.

Neglect onboarding: Recognise that candidate experience extends well beyond the offer stage. Ensure that the first days, weeks, and months of onboarding are structured, welcoming, and include comprehensive resources, mentors, and milestones to foster long-term loyalty and engagement among new hires.

Take the reins of your recruitment strategy in 2024

In any talent market, one thing remains constant: the best candidates always have choices. In a changing economy, your people are your biggest asset —but to secure the best people, you need the right tools.

We work with hundreds of customers worldwide to help them take back control of their recruitment, provide outstanding candidate experiences, and reach their hiring goals. Are you ready to rise to the challenge of today's talent market?

Reach out to the team today to see how we can help you level up your recruitment in 2024.