



# White Paper:

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**"Changes happening in the  
recruitment and talent  
spaces in 2022"**

Two years ago, we started a forum for HR (Human Resource) and TA (Talent Acquisition) leaders to get together and discuss topics related to their jobs. Over that time, the forum has tripled in size, and we've focused on topics related to diversity, talent engagement, remote working and much more.

A huge part of the reason it's become so popular is that the hiring market has been changing continually for the last few years. Talent professionals are also working in smaller teams, often remotely, and don't know if other businesses are experiencing the same things they are.

Having a forum to discuss this has been vital for many people.

### **Changes in Talent**

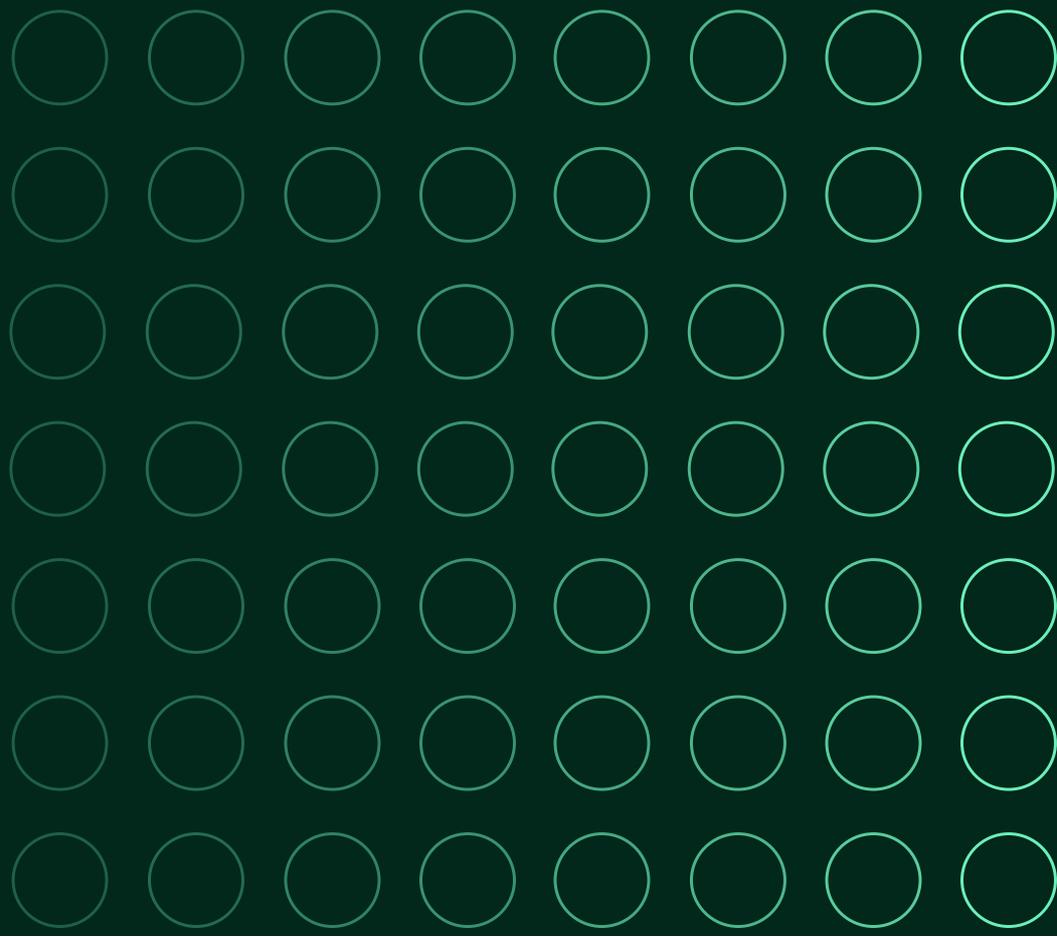
Our last round table was based around changes: what has already changed, what's currently changing, and what's coming up. The forum sparked a lot of debate.

So much that we decided to interview some other talent professionals too, to see what's happening in their world, and what, in their expert opinions, is coming up in talent.

## About The Participants

- Interviews: 16 HR and TA leaders were interviewed on the challenges they're experiencing, changes that have been taking place, and what they think will happen to HR and TA in future.
- HR & TA Forum: 80 people participated in our HR & TA Forum focused "Hiring in today's world - the changes, the challenges and what's coming". Our panel consisted of Beatriz Luca de Tena Global People Dev. & Acquisition Sr Leader at Almirall; Ronnie Darroch, EVP Global Operations & Regional President EMEA, Plexus Corp; and Kate Terrell, Chief People Officer, Aktana.

# Candidate Engagement



One thing that has continued to change over the last couple of years is candidate engagement.



At our HR & TA Forum, 33% of attendees said it was currently their biggest hiring challenge, and 77% of the leaders we interviewed mentioned it as a major concern going forwards.

While initial outreach was a concern for everyone, the main issue was how many more touchpoints it takes to get a candidate to the interview stage – and the speed a hiring process now moves at.

**77% cite  
candidate  
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### One HR leader said

“Our time to hire used to be 60-90 days. It’s now sitting at 27.”

Many participants spoke about thinking outside the box when it came to candidate engagement. One Revenue Officer from a tech company is taking a grass roots to talent “**creating relationships and being social**” while for RP, CEO of a US-based manufacturing company, it’s about continually building relationships and using tech to nurture them.

Part of the reason it’s becoming much harder to engage candidates is because top talent is already in multiple hiring processes. If your process isn’t moving fast, it’s much more likely right now that someone else will swoop in and woo that candidate away.

Many of the people we spoke to were using data to help with candidate engagement. Ensuring they know the salaries expected in the market, where top talent is based, and what skills can be expected for their salary levels. We use data in every process and it helps us engage with candidates at their level.

# Doubly Difficult

Candidate engagement has been made even more difficult by stretched teams. 66% of leaders who we spoke to said they and their teams were handling more recs than ever before.

One had to up their maximum recs per recruiter from 25 to 30 to deal with the challenges.

At the HR & TA Forum, Almirall's Global People Dev. & Acquisition Sr Leader, Beatriz Luca de Tena, reported that to fill five open positions recently, their hiring managers and internal team had to reach out to 1000 people.

1000

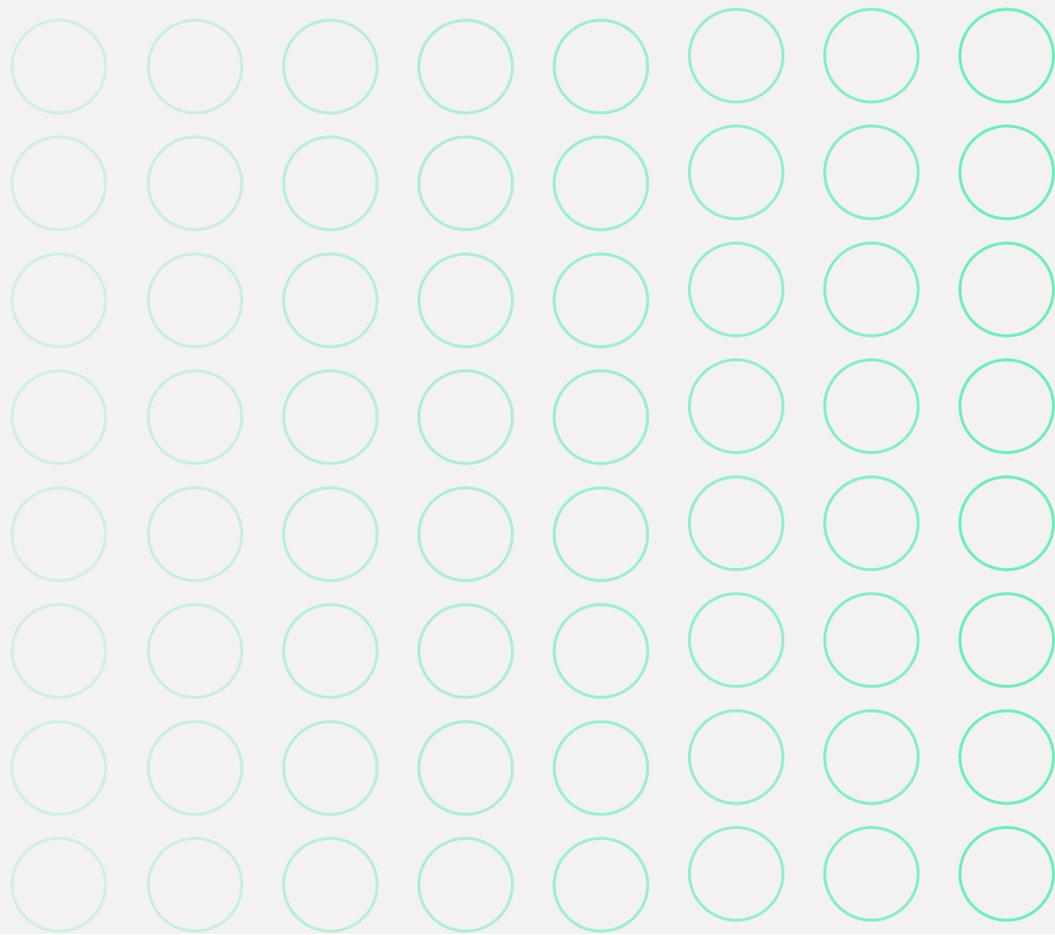
Engagements



5

Positions

# Commitment Problems



Part of the reason that candidate engagement needs to be so focused is because candidate commitment has definitely dropped recently.

With 20% of attendees at our HR & TA Forum reporting candidate commitment as their main hiring issue, it's clear it's becoming an industry trend. People don't just dropping out at the start of a process now — they drop out at every stage.

Partly because they're more open to "seeing what's out there". Many went through job uncertainty during the pandemic. They're also aware that some industries are paying inflated salaries and want to see if they can leverage a better salary.

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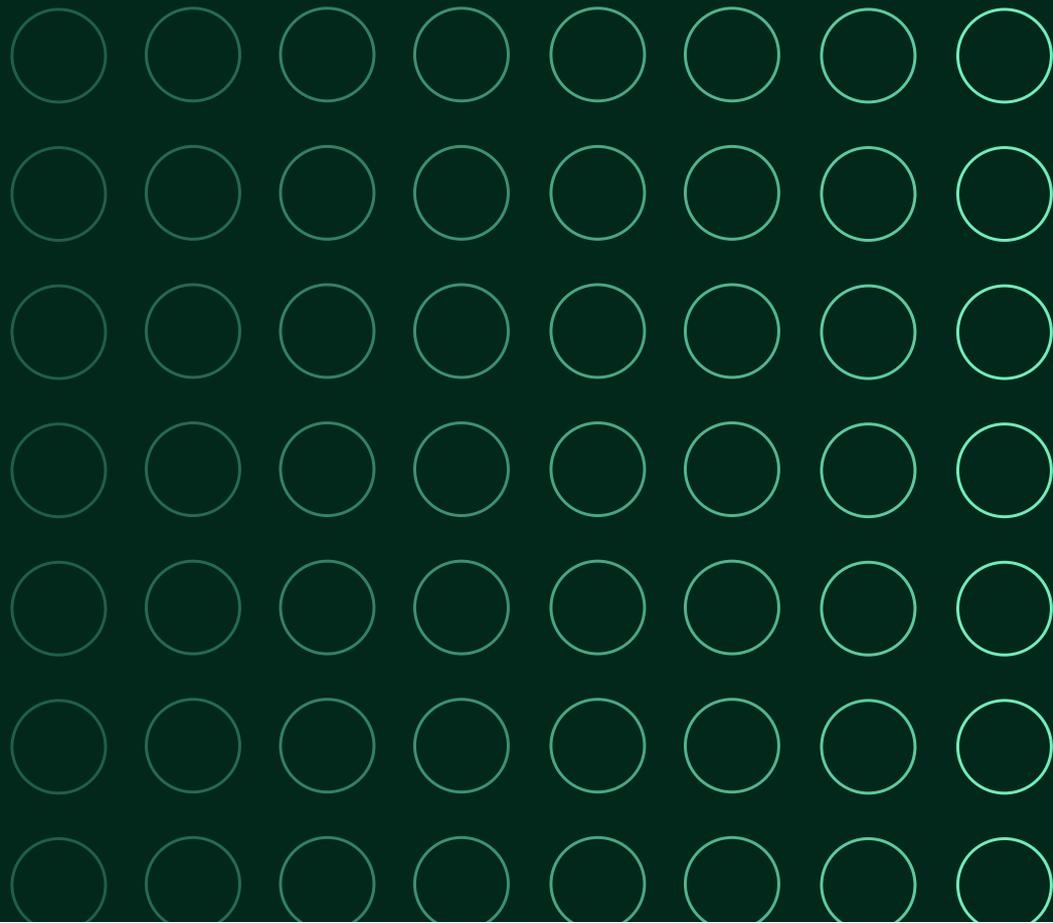
DM, Director of Global Talent Acquisition at a US-based chemicals company summed up the issue:

**"Candidate play you more now. They're testing the water and telling you what you want to hear. But often they're just in it for the counteroffer. They have more leverage than ever before."**

At Solutions Driven, our team are finding they need bigger short and longlists than before because a higher percentage of people drop out.

It means we need to focus on employee value proposition more than ever before. Companies who have a good culture and are attractive places for candidates to join are more successful than those who don't make EVP a focus.

# Candidate Expectations



Candidates aren't just looking for a better experience during the hiring process, they also have different expectations for their employee experience.

Beatriz from Almirall noted that candidates are no longer asking probing questions about flexibility and the projects they'll work on near the end of a hiring process. They're asking them right at the start.

**60% of interviewees said remote working was increasingly important in their hiring strategy with most saying it was a non-negotiable if they wanted to attract the best candidates.**

And candidates have different ideas about their career paths than previous generations. They don't just want to progress in a business. They want to learn new skills and to move laterally. According to TK, Head of Talent Acquisition in the precision medicine field:

“Candidates in the past used to want a very linear career path logic. Now its very different.”

Or as one Talent Acquisition Manager put it:

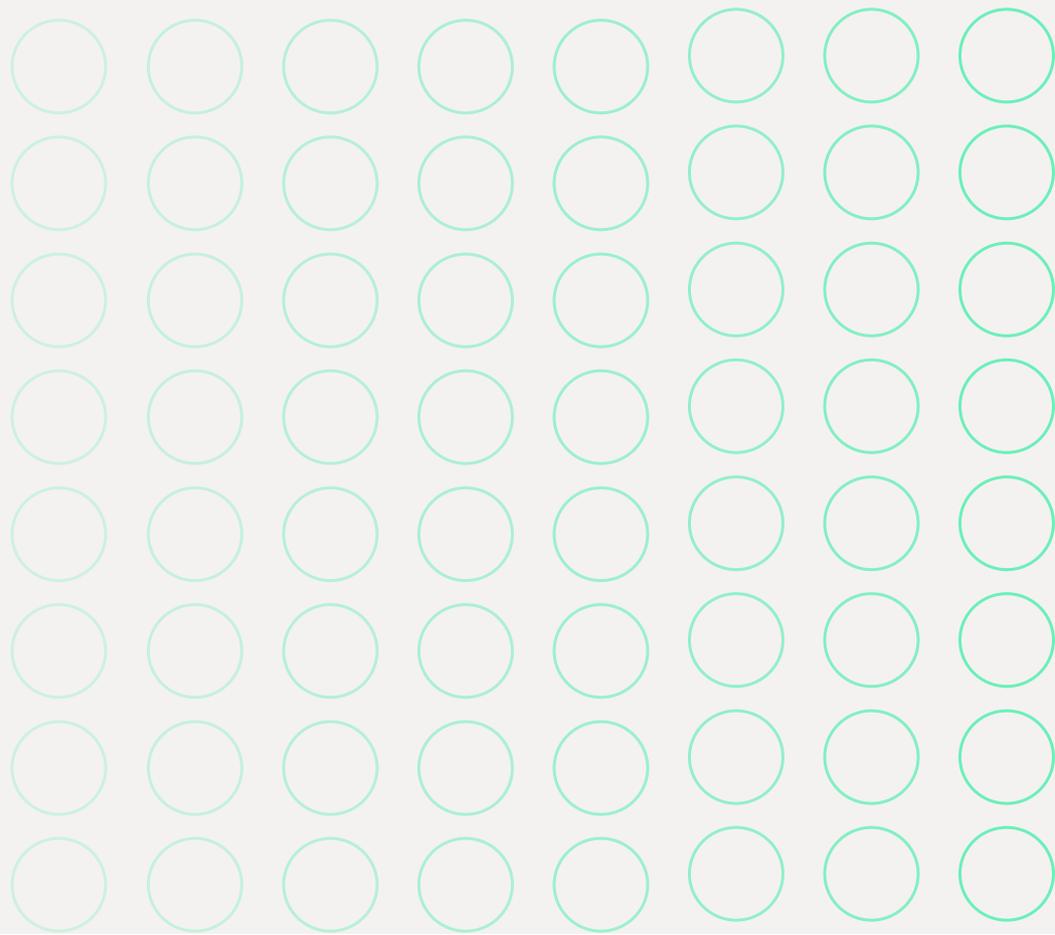
“No one size fits all anymore, we've gone from a career ladder to a career lattice.”

# Corporate Social Responsibility

A huge part of what is turning candidates on or off jobs is purpose. They don't just want the business they work for to make money, they want them to be actively trying to make the world a better place. Kate Terrell said:

“When I started my career work was work, social was social. Our talent now want us to take a stand on social issues. That’s a really important needle for a company to thread. We need to give people a sense of belonging.”

# Internal Mobility



Many businesses are trying to mitigate talent challenges through keeping hold of their internal teams. However, that is also getting more difficult.

Employees are increasingly aware of the market around them and know their worth. With top talent in higher demand than ever, your best people are also being approached continually by competitors.

One of the main ways our participants said they were tackling this was aligning their full teams in hiring.

## “Everyone’s a recruiter”

The idea that everyone in the business should be recruiting was one echoed across many people we interviewed. Recruitment teams should be aligned to the rest of the business to ensure everyone is onboard.

DM, Director of Global Talent Acquisition at a US-based chemicals company said:

**“We control peaks by workplace planning. HR and Ta need to have a seat at the leadership table to be able to keep ahead of workforce planning.”**

Kate Terrell from Aktana echoed this at the HR and TA forum, saying:

**“Often managers think it’s HR’s responsibility to own the process and talk about the role, but actually it’s a collective responsibility. Those who understand this do phenomenally well.”**

In fact, every HR and TA leader we interviewed stressed that they felt their teams needed to be more aligned to deal with the challenges going forward.

With 32% of the HR and TA forum attendees saying internal development and mobility was a focus for them, ensuring the whole team is agreed on working together to achieve internal goals will be vital to success.

TC, Business Partner at a US-based corporate venture building company noted:

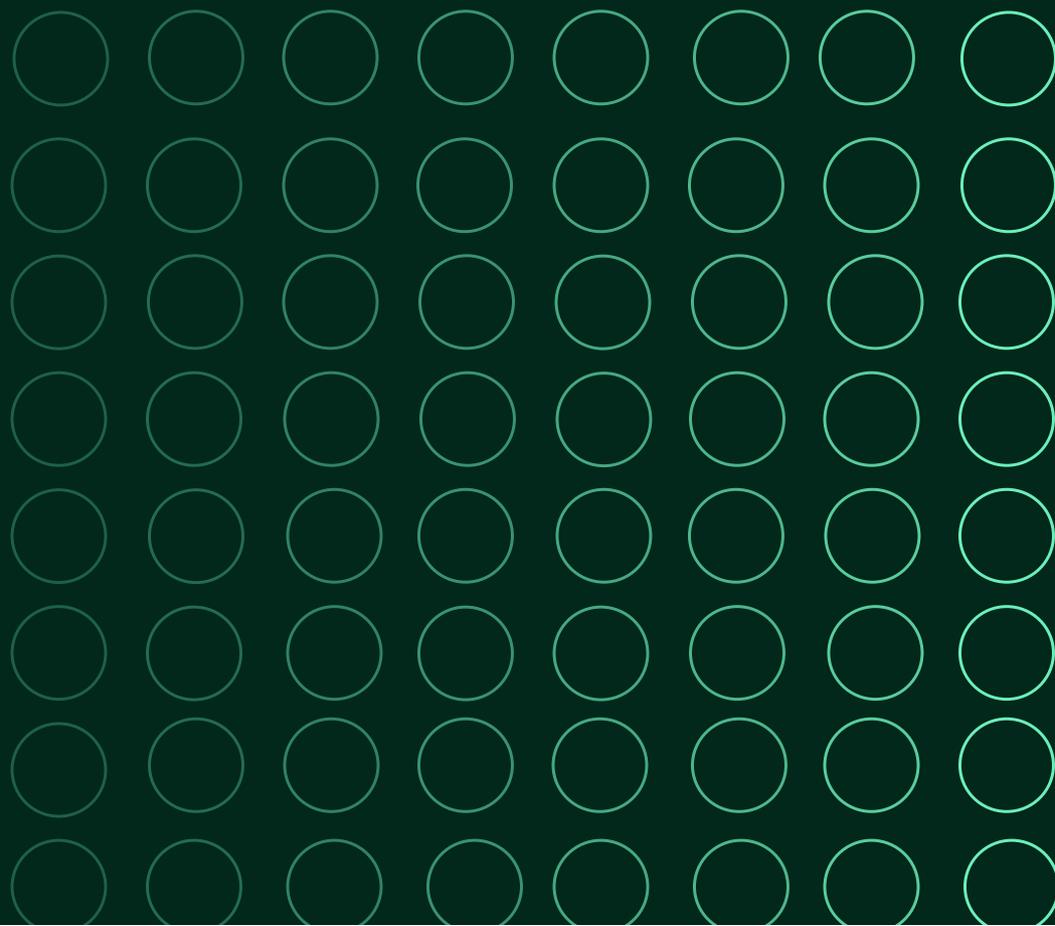
**“Leadership must be super aligned and meet regularly to look ahead to the short, medium and long term.**

Aktana are facing this problem head on by using internal mobility as a proactive tool, rather than a reactive way to keep people from leaving.

Kate Terrell spoke about how being realistic, the lifespan of an employee in a role is around 2 years. But, by giving them the chance to move internally, this significantly increases.

“Managers don’t want to let good people go. I’d rather have people go into a new job in our company rather than hold on so tightly that they want to leave.”

# Economic Changes



None of these issues happen in a microcosm. The reason that many of them have come up is because of changes to the wider economy.

When covid shut the world down, many companies responded by freezing hiring or even letting people go. By necessity, they then reduced the size of their talent teams, some of which is partly causing the stresses felt by many recruiters, even now.

Now, we're continually told that a recession is coming and many of our attendees and interviewees felt this was going to have an effect, sooner or later.

One of our interviewees believes that hiring will slow down generally (although not for their company).

With economic uncertainty, tech layoffs, and inflations, people will be less likely to move positions and employers less likely to hire.

Something, one Director of Talent we spoke to also believes.

“It wouldn’t be a huge surprise if the market started to slow. The rate and volume of hiring in the last 6 or 7 months has been unlike anything, but that must level out.”

BS, HR Director at a resource management solution organisation, thinks the rising salaries will crash at some point as the practise isn’t sustainable if the business isn’t making a healthy profit.

In fact, this was something echoed by the majority of our respondents. Many in HR and TA think that salaries can’t continue to rise the way they have been and will level out, if not start going down soon.

# The Economy Doesn't Affect Top Talent

However, it seems unlikely that the demand for the best talent will slow. Companies are going to be choosier with who they hire and with restricted budgets, will be looking for the best people to come in and hit the ground running.

In fact...

**46% of HR and TA forum attendees thought that economic changes would affect candidate expectations in the coming months.**

However, a prevailing opinion is that while economic changes will have an effect, they won't return hiring back to pre-pandemic ways.

Most people think candidate engagement will continue to be key to their success and are bringing in better internal development, new outreach tech, and installing fresh processes to deal with it.

From all the conversations we held and polls we posted, one thing was clear: change itself isn't about to suddenly stop.

As has been the case for the last few years, candidate behaviours are driving most of the challenges felt by hiring managers and recruiters, with their expectations and attitudes changing faster than many models can keep up with.

The best hiring teams will be flexible and able to cope with whatever changes candidates and the economy throw at them going forward. A large part of how they'll achieve this will be becoming more aligned: bringing hiring teams into leadership positions, having a clear people strategy within the business, and adopting an "everyone's a recruiter" mindset.

Most of the challenges are outwith our, and hiring teams', control. But in an industry that's used to change, a little more is doable.

# Want to find out how to overcome these changes and challenges?



Speak to our team:

T: 01236 368333

E: [enquiries@solutionsdriven.com](mailto:enquiries@solutionsdriven.com)