Navigating the new recruitment landscape

Emerging challenges and how to tackle them

SHL.

Recruitment in 2022

The current recruitment landscape

Many organizations are working with a shrinking talent pool for their critical roles. In fact data shows that employees around the globe are leaving the workforce in droves creating headwinds for many recruiters and talent acquisition leaders. So what is the impact of this change and why does recruiting feel so much harder?

❝Turn your obstacles into opportunities and your problems into possibilities ❞

Roy T. Bennett, Inspirational Author

Let's focus on practical strategies to overcome two specific challenges facing the world of talent acquisition today:

1. **A shortage of available candidates**
   Due to various factors, the challenge of filling vacancies quickly and effectively has started to feel insurmountable.

2. **Changing candidate behavior**
   Candidates are more detached and generally less committed to individual applications than ever before.

How can we overcome these critical challenges? What opportunities can we create from these demanding business threats? At SHL we have the privilege of supporting many of the world's largest and most successful recruitment functions, and based on that experience we've come up with a few key recommendations.

# Tackling Candidate Shortages

How did we get here?

Before we can overcome an obstacle, we must first understand it. The global pandemic had a sizeable impact on the labor force participation rate in most regions. Let's explore the four phases of the labor market since the start of the pandemic:

March 2020
The emerging global pandemic forces many organizations to pause on operations, causing the overall labor force participation rate to plummet. Hospitality, Retail and Manufacturing industries are dramatically affected.

May 2020
In most sectors jobs return quickly. In fact many come flooding back much quicker than the labor force is prepared for. Many workers across all sectors begin to re-evaluate the relationship they want to have with work in general.
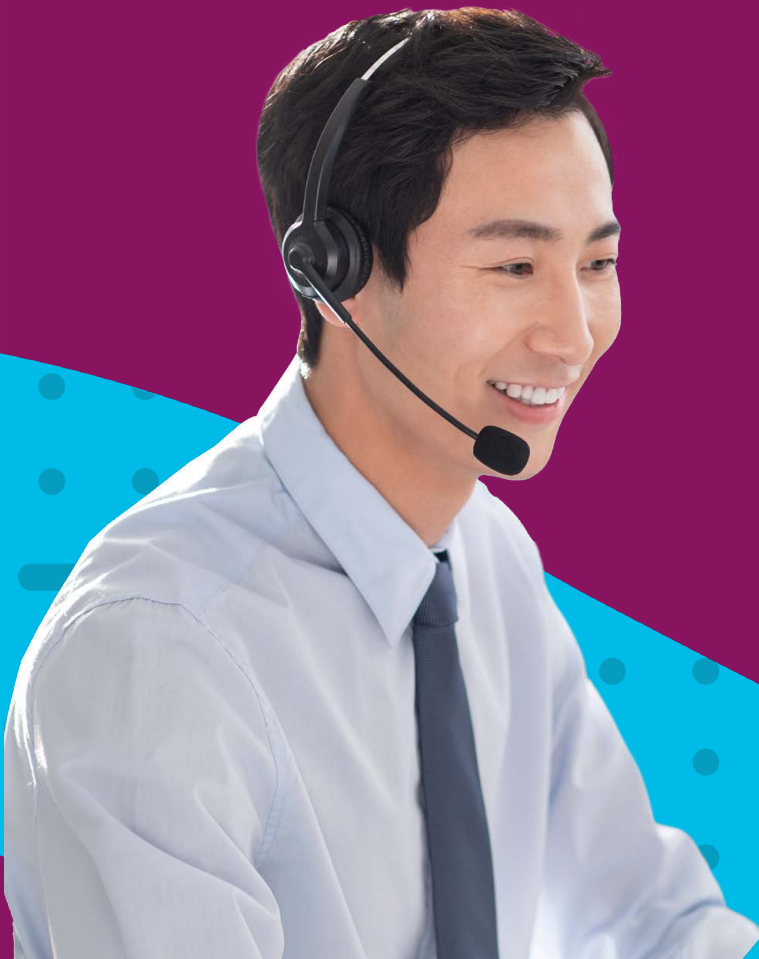
May 2021

Given the imbalance between supply and demand, many hiring organizations begin to increase wages to lure employees back into the labor market. Unfortunately this did not meaningfully increase labor participation. With leverage and the opportunity to maximize earnings, many employees in existing roles explored new opportunities and "The Great Resignation" begins. Through the summer months of 2021 the job of recruiters was among the most challenging we have ever seen.

April 2022

We are starting to see the slow return to a steadier and more predictable labor market. In most regions the labor force participation rate is showing signs of improvement and job switching is in decline.

Broaden your talent pool and hire for potential

As quality candidates become harder to find, it's time to reconsider your definition of great talent. What is it that you really need in a candidate to ensure they are successful in their role?

You need to accept that a narrow focus on skills and experience might only offer a short-term solution. The experience expectations in your job descriptions and the preference for industry or academic certifications all need to be set aside.

With this in mind it's time to start considering different candidates from a broader talent pool. Evolve your mindset and focus on what candidates can do, not what they have done.

SHL helps you objectively evaluate candidates who you may have previously overlooked

SHL assessments will help you quickly and fairly evaluate new and unfamiliar talent pools.

Using an array of off-the-shelf and easily configurable job-focused assessments, you can scientifically measure the potential of people, regardless of their experience and background.
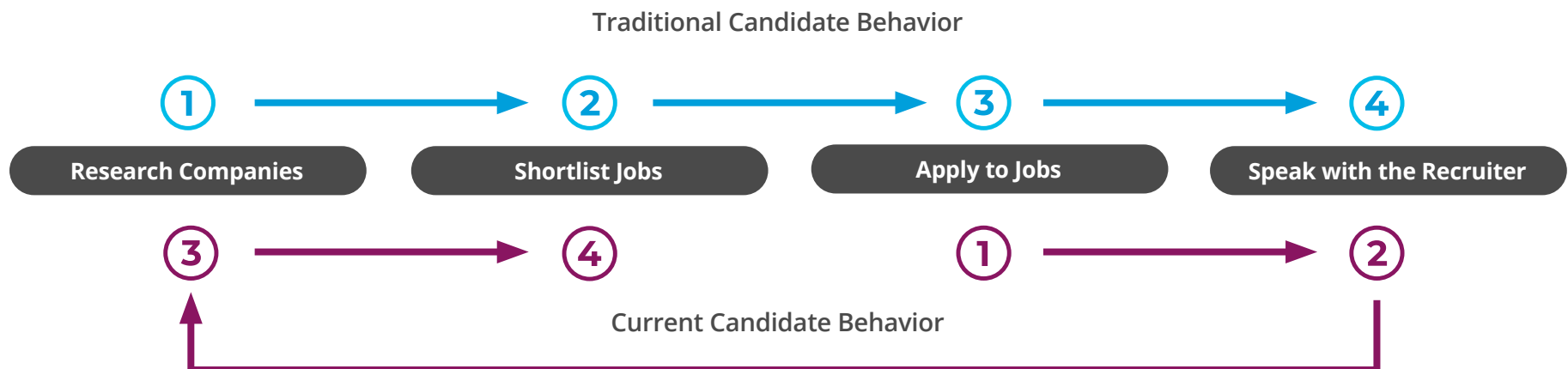
Energize and activate your recruitment funnel

Candidate behavior has evolved and your hiring program must keep pace.

Job seekers used to behave in a predicable, linear way. They would start by researching companies and identifying a shortlist before applying for a small number of roles. For each vacancy the candidate would research the company's values and role responsibilities before carefully crafting an application, all with the hope of speaking to a recruiter.

Now, enabled by technology and with thousands of vacancies available to choose from, candidates hold most of the decision making power. They can easily apply for many vacancies with just a single click and no prior research into the organization or the role. Recruiters commonly face the question: *what job did I apply for?* Organizations are now fighting to hold the attention of candidates and keep them moving through their recruitment funnel.

Traditional Candidate Behavior

① → ② → ③ → ④

| Research Companies | Shortlist Jobs | Apply to Jobs | Speak with the Recruiter |

③ → ④   ① → ②
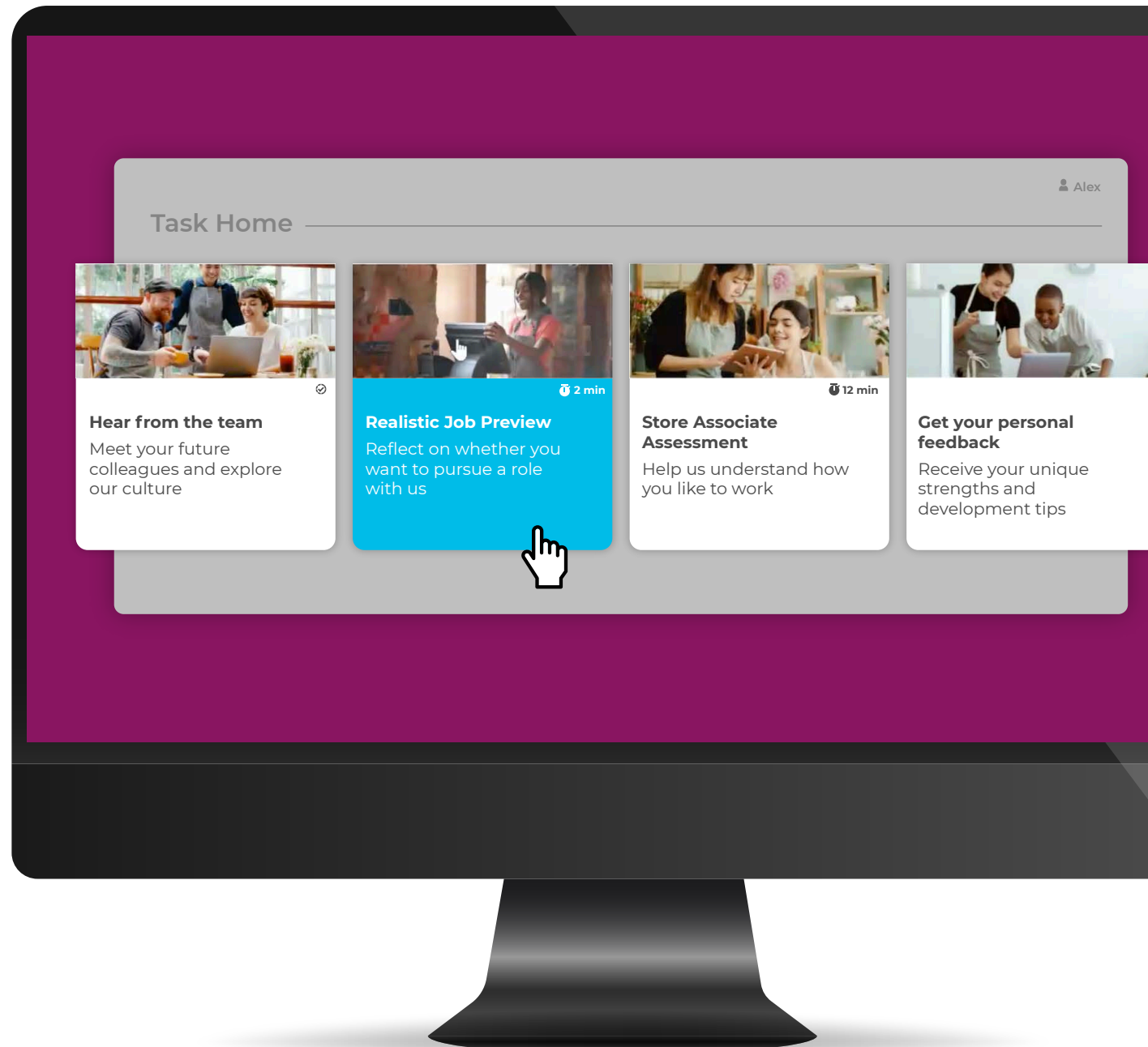
Current Candidate Behavior

Keep candidates engaged and committed, with SHL's recruitment experience

Candidates need to continually be reminded of why they should be excited by your opportunity. With SHL you can do just that. Showcase your EVP messages and deliver realistic job and culture previews, all within an intuitive digital experience that provides a clear view of the steps ahead. The in-the-moment, automated personal feedback will provide every candidate with a valuable experience, whatever the hiring outcome.

Engage candidates from the start

A branded experience that surrounds your assessments and interview, giving candidates visibility and control of their own application.

Task Home

👤 Alex

Hear from the team
Meet your future colleagues and explore our culture

⏱ 2 min
Realistic Job Preview
Reflect on whether you want to pursue a role with us

⏱ 12 min
Store Associate Assessment
Help us understand how you like to work

Get your personal feedback
Receive your unique strengths and development tips

Thanks for applying to Home Produce. As leaders, learners, and doers, we look forward to potentially working with new colleagues like you!

Next

Energize those in your recruitment funnel

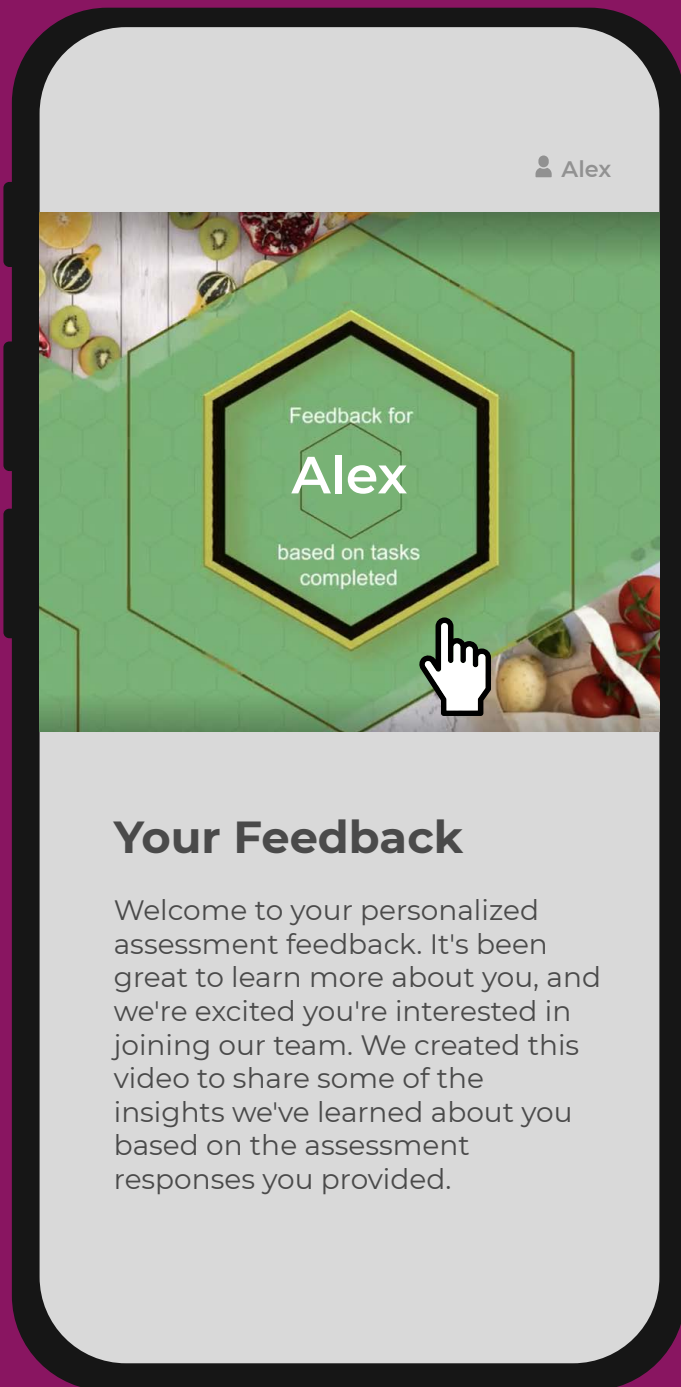Give candidates a chance to hear from future colleagues and leaders through recorded videos.

Captivate those with the potential to succeed

Provide candidates with a realistic preview of the role and give a compatibility score to encourage them to complete their application.
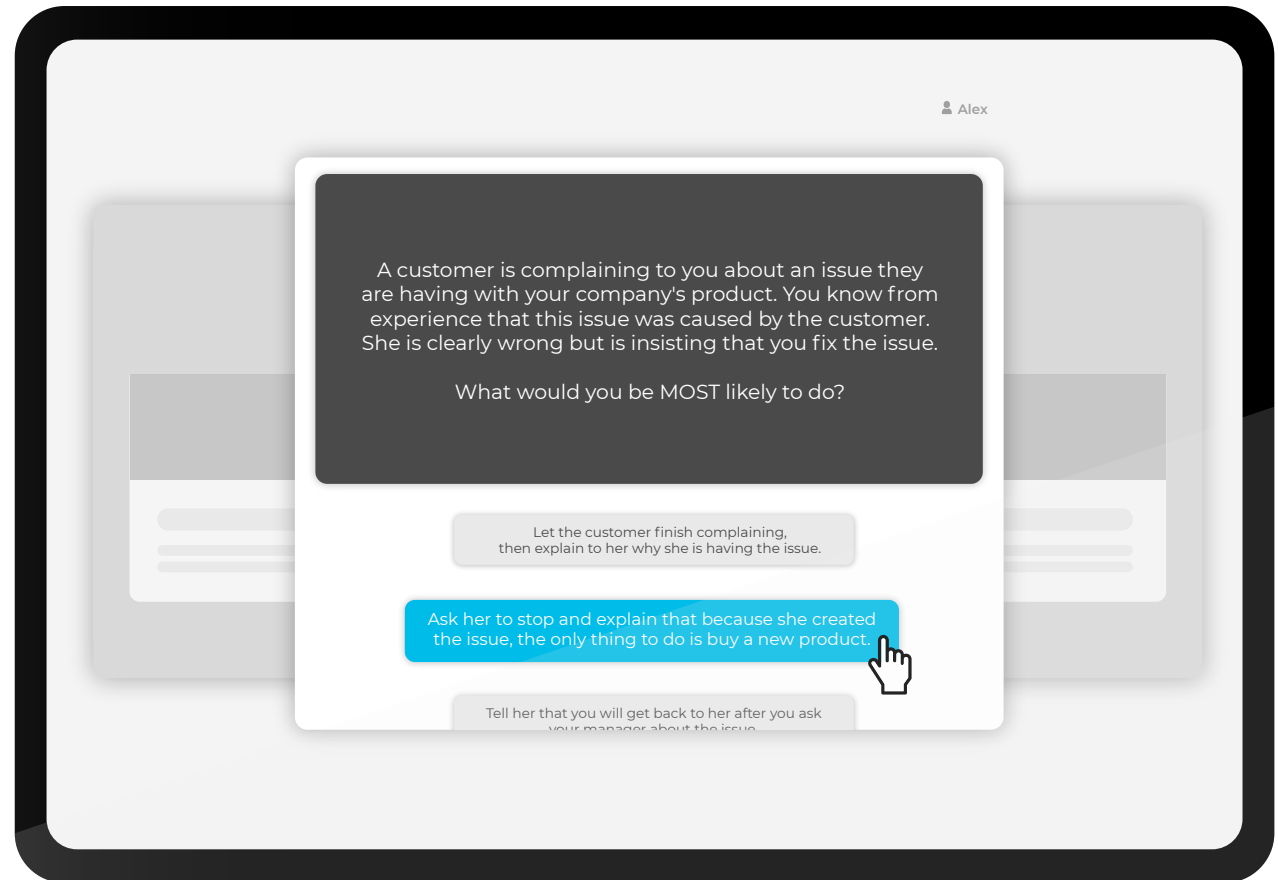
Ensure every candidate feels valued

Provide immediate strengths-based feedback to all candidates and ensure they leave as ambassadors of your brand.

SHL.

Hire faster and smarter with SHL

Book a Demo →