

CAN THE **RECRUITING** **WAR** BE WON?

In a word, **YES**.

You already know that the US is experiencing a very interesting and challenging hiring market. When you find yourself needing to fill openings, be aware that the recruiting landscape has changed, and you must be prepared to change with it. Many factors have compounded the fight for good talent. The job market is nearing full employment. The national unemployment rate has fallen below 4% and is closing in on only 2% for individuals with a college degree. While this is good for employees, it leaves a large deficit for companies either in growth mode needing to create new jobs or those working to backfill a greater number of openings due to workers quitting at a faster pace in today's climate.

The pandemic may have caused some of the changes we are seeing or may have simply shone a light on what was coming. Baby Boomers are electing to retire, often earlier than planned. Individuals are reevaluating what's important in their life, and many are not returning to the workforce or are choosing to return to a different environment than they left. The long-term employees who are not seeking a change are being recruited away with offers of more money and better work-life balance. Recent college graduates have numerous expectations of a potential employer that weren't important for previous generations. All of this has caused a shift with a seismic ripple effect.

While much of the change in the labor market hasn't been in an employer's favor, strategies can be implemented to improve hiring success.

Approaches used by employers to attract top talent:

- ✓ **52%** | Increasing salaries
- ✓ **42%** | Expanding benefits and perks offerings
- ✓ **29%** | Providing starting bonuses and/or relocation stipends

81%

of job seekers expect the hiring process to take two weeks or less.



42% of candidates are demanding flexible work schedules.

Candidate job opportunity ratio has decreased from **1:2 to 1:7** for roles that align with SolomonEdwards' services.

Key drivers for success (or failure) during the recruiting process

Growing remote workforce



Can you offer a remote or a hybrid work schedule? This is an easy way to access additional talent.

Companies that open up their searches to remote employees or a hybrid work schedule will exponentially increase their candidate flow and access to talent. Key factors for this change are the fear of spreading or catching COVID-19, eliminating commute times, and childcare challenges compounded by the ongoing pandemic.

Increased wages



While this isn't a comfortable topic for employers, employees talk about it frequently.

Many companies have already revised their salary bands significantly to offer higher base compensation, sign-on bonuses, and more comprehensive benefits, including additional days off. Between inflation and competition for talent, more employers will choose to make a similar adjustment.

Slow time to hire process



What's holding you back? If a candidate is qualified, pull the trigger. If you delay, you may lose them.

With increased activity and candidates frequently weighing multiple offers, hiring managers need to move quicker than ever to secure their target employee. Companies that require several interviews should create a streamlined and time-constrained process – ideally utilizing virtual options, group or panel interviews, or a representative instead of the whole team. When you speed up the offer and onboarding stage, the risk of losing the one you want decreases.

Art of the chase



We all loved to be chased as children. That hasn't changed. Job seekers are interviewing companies as much as you are interviewing them. Make it a good experience to which they want to return.

There are many qualified passive candidates. Recruiters and hiring managers not only must be proactive in their approach to actively source these candidates, but they must also adapt to how they are doing it. Virtual recruiting is slowly replacing the in-person model, and communication styles are shifting. Messaging apps are becoming the preferred method of reaching out to prospective candidates.

Culture



How people feel about a company, their peers and managers are just as important as the actual job. Are you supporting their needs?

Candidates are putting more emphasis on joining a company with a culture that aligns with their needs and wants. Most are considering aspects such as whether leadership encourages a positive environment; a collaborative work setting where respect is shown at all levels; a thorough diversity, equity, and inclusion program; and realized work-life balance. Employees will require a comprehensive fit above and beyond the position they are offered.

Conclusion

By making some slight adjustments (and a few major ones), this market doesn't have to be so scary. With the right combination of thoughtful changes, yes, the recruiting war can be won. On the flip side, don't forget about protecting the investment you've already made – your current employees. Focus on retaining them now, so you don't have to pay the price to replace them later, as it can cost one-half to two times the employee's annual salary to do so.



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As a member of senior management, Heather leads SolomonEdwards' world-class talent acquisition team. She has over 20 years of experience in the demanding world of recruiting with very challenging, complex, and time-bound hiring projects. Heather partners with our clients by driving strategic recruiting efforts and utilizing best practices in market intelligence and talent acquisition – all with the goal of achieving optimal client satisfaction.

For more information, visit us at: www.solomonedwards.com

