

10 Talent Acquisition Strategies for Winning in 2022's Tough Job Market



Table of Contents

02	Executive Summary
03	Strategy 1: Hire Internally
06	Strategy 2: Think Like a Sales Team
09	Strategy 3: Consider “Boomerang” Employees
11	Strategy 4: Give Your Talent Acquisition Pipeline a Makeover
14	Strategy 5: Beware of Ghosting
17	Strategy 6: Diversify Your Talent Pipeline
20	Strategy 7: Pay Close Attention to Critical Positions
23	Strategy 8: Fight Turnover Now to Avoid Rehiring in the Future
26	Strategy 9: Prepare a Gen Z Hiring Strategy
28	Strategy 10: Get on the Same Page with Hiring Managers
30	The Conclusion
31	About Visier & Endnotes





EXECUTIVE SUMMARY

No business runs without people. “Hiring goals have never been higher, and at the same time we are seeing unprecedented levels of attrition,” says Ashish Parulekar, Head of People Analytics at Capital One. “Put those two things together, and you can see how capacity to hire is under great stress.” An applicant tracking system can tell you who’s applied and keep track of resumes, but it won’t solve all your talent acquisition problems. For example, knowing what skills exist within your organization can help you **Hire Internally**. Your sales team isn’t going to meet its financial goals if it doesn’t have enough sales people. Do you have enough recruiters to meet your hiring goals for the next quarter? What about the next year? Take the long view of talent acquisition and **Think Like a Sales Team**, to make a strategic plan on how to hire the talent your competitors are also seeking. One option? Innovate in sourcing by taking a second look at those who used to work for you: **Hire Former “Boomerang” Employees**.

In the people cloud, data will answer crucial questions. How many roles will we need to fill? Where are applicants dropping out of the acquisition cycle? Which candidate sources have the best results? If you **Give Your Talent Acquisition Pipeline a Makeover**, you’ll give your company a competitive edge. This guide will teach you how to **Beware of Ghosting** by prioritizing a better customer experience.

All hires are not the same. **Talent Acquisition Spearheads Diversity and Inclusion Goals** by showing you not just where you’re having the most success in sourcing candidates but also where they’re dropping off in the recruitment process. People analytics will also help you **Keep Better Track of Critical Positions** no matter where they are in the hiring stage, from prospect to offer to onboarding and even help you **Fight Turnover to Avoid Rehiring in the Future**. The only constant is change, and that goes for people too. No matter how perfect the company, employees will move on or retire. Talent acquisition will always be a priority, especially for growing organizations. There are many reasons to fill a role, and talent acquisition touches every aspect of your company. **Get Ahead of Hiring** by using people cloud data to know your issues, predict the future, and think strategically.

“

If you are hiring right now, you can expect that every candidate you talk to will be going through multiple interview streams simultaneously.

If that candidate gets another offer anywhere on their hiring journey with you, they may accept that offer and step out of your stream.

Ian Cook, VP, People Analytics, Visier ¹



STRATEGY 1

Hire Internally

A photograph of two women sitting at a wooden table in a modern office. The woman on the left is smiling and looking at a laptop. The woman on the right is looking at the laptop. There is a white mug on the table. Large windows in the background show a cityscape. The image has a teal overlay.



STRATEGY 1

Hire Internally

A recent Visier report showed that in 2021 employees are moving between organizations at a much higher annualized rate (27%) than internally, with an annualized internal hire rate of 19%. One of the reasons for this is salary compression², paying higher wages to attract new talent while limiting pay raises for existing employees. Employees know that they can get higher pay by switching companies. Conversely, employers have to pay more to hire candidates from outside, which increases salary compression and affects morale of existing employees who are now earning less than the new-hires.

The solution? Hire more from within by creating a succession plan. According to the Harvard Business Review³, before 1970, corporations filled 90% of their vacancies through internal promotions or lateral moves. Today the figure is a third or less, and today only 28% of talent acquisition leaders cite internal candidates as an important source to fill vacancies. Much of this has to do with the cognitive bias of “familiarity breeds contempt” where the shiny new employee from outside the company seems better than the one we know so well. Politics also plays a part, where if you “steal” someone from another team to fill your role, you won’t be seen as a team player.



STRATEGY 1: HIRE INTERNALLY

While hiring managers may prefer someone who has done the required role, they often overlook the value of an employee who’s already familiar with the company culture. And every time an employee leaves, it’s an opportunity to restructure our teams to make space for career growth. Even if you eventually go with an external candidate, interviewing and considering internal candidates will help you assess the strengths and interests of those on your team to help fill them for future roles.

One Visier tool which can help with this is the Sourcing paths feature, which shows you where people within your company have been hired from. Let’s say you are losing assistant plant managers and need to replace them. This tool will show you what roles people have been promoted from, so you can more easily find internal candidates to consider. It’s the opposite of career paths feature, which shows you where people move to. Visier can also help you find internal candidates by showing you what skills already exist⁴ within your organization.

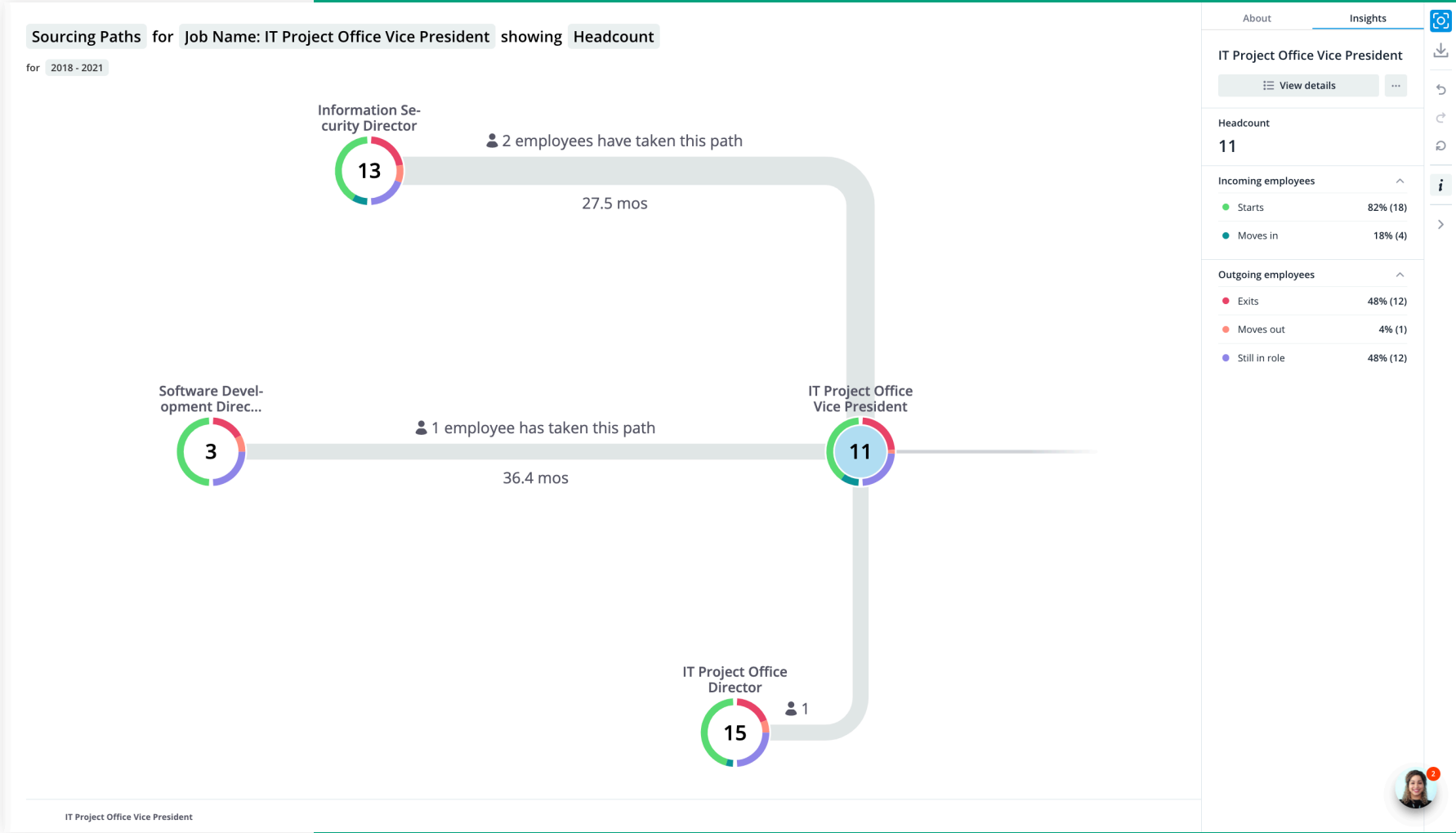


Figure 1: Sourcing paths show career progression within the company

STRATEGY 2

Think Like a Sales Team



STRATEGY 2

Think Like a Sales Team

With the massive turnover of the pandemic years, competition for talent has never been fiercer. Simply posting a job and interviewing whoever shows up is too passive to achieve satisfactory goals. Instead, think of your future applicants (and future employees) the way you would think of sales prospects. It's not just about finding a few good applicants; consider the whole customer journey in terms of maintaining your recruitment marketing pipeline and having a positive candidate experience at each touchpoint.

Thinking strategically involves first knowing which roles⁵ will need to be filled and coming up with a solid plan to meet your hiring needs, including the diversity goals of your organization and whether or not you have enough recruiters to handle your expected pipeline.



STRATEGY 2: THINK LIKE A SALES TEAM

Here are the basic steps of landing a sale and tips on how to apply them for a better candidate experience. Close the deal by treating your future employees the way you'd treat future customers.

Prospecting applicants

- If you know you're going to need a plant manager when the current one retires, start searching for viable candidates now, not when the company is handing the previous plant manager a plaque at the retirement party. This will give your talent acquisitions experts time to verify that candidates have the required qualifications. In addition to scoping out which organizations, websites, and other sources you need, think about recruiter staffing. Ask yourself: do we have enough recruiters to meet our hiring needs?

Preparation of the job description

- One of the top complaints⁶ of hiring managers is "the recruiter doesn't know what I want." If this happens once or twice, it could be the recruiter's fault, but if it's a consistent problem, it means the hiring managers need better communication strategies. When you're not in a rush to backfill a role immediately, you have time to consult with all parties and get a much better idea of what skills are needed.

Approach your prospective candidate

- According to a 2020 report from G2, 73% of candidates are passive job seekers. The perfect candidate may never apply for your job posting. Unless your company makes the first move, you could miss the best person for the role. Many companies also target passive job seekers because they want candidates who are proven successful in their current role. Act fast or risk losing candidates to competitors.

Presentation of your company

- During the presentation stage of a sales cycle is the time to tell the prospect what your product has to offer and how it can improve their business outcomes and solve their specific problems. This is the time to sell your company as an employer, not just in terms of salary and schedule, but what your company stands for and its culture. Glassdoor's Mission & Culture Survey 2019⁷ found that over 77% of surveyed adults would consider a company's culture before applying for a job, and 79% would consider a company's mission and purpose before applying.

Handling objections

- Handling objections is one of the most underrated parts of the sales process, which separates good from bad. Competing offer? Explain why your company is better. Timing not right? Create a sense of urgency. Some other concern? This is the point where having flexibility and a good rapport with HR and other concerned parties will help your talent acquisition specialist get to yes.

Closing

- When it comes to finally closing the deal, take a page from LucidChart's book and consider these three tactics: Alternative choice would be saying, for example, "Will that be cash or charge?" How about asking your prospect what day they'd like to start? Extra inducement: Offering something extra to get the prospect to close, such as a free month of service or a discount. Does your company offer signing bonuses? If not, would they make an exception? And finally, the standing room only close: for example, "The price will be going up after this month." This one is easier because applicants already know that job openings don't stay open forever, so it's not a stretch to say that if the applicant turns down the offer, another one just like it won't be along any time soon.

Follow-up

- After you've closed the deal and gotten your dream applicant to accept the offer, the job is not over. A happy onboarding is a crucial foundation to employee experience.

Just as sales happens more through planning than luck, taking a longer-term approach to the hiring cycle will increase your odds of finding appropriate candidates at the right time. Think about your pipeline. Work together as a team. Collaborate to get buy-in from other stakeholders so you can have the flexibility to make a compelling offer. By taking a step back and thinking of the candidate experience with the same attention to detail you'd give to customer experience, you'll increase your odds not just of landing the right candidate, but of keeping your new employee for longer.

STRATEGY 3

Consider “Boomerang” Employees



STRATEGY 3

Consider “Boomerang” Employees

While it’s never beneficial to lose a talented employee for another company, it doesn’t have to be the end. The only constant is change, and that’s definitely true in this hot job market. More employers than ever are considering “boomerang” (former) employees as a potential talent pool. After all, they’ve proven their worth, they know the company’s culture, and the ramp to proficiency time is therefore likely to be much shorter than for someone completely unfamiliar with your company. If your former employee left to build their career, it’s possible those new skills are just what your organization needs. They may have a broader view of the market, or even valuable competitor insights. And if your organization has undergone reorganization and reshuffling since the former employee left, you may find they’re once again a good fit.

That doesn’t mean this is automatically a good idea, of course. It’s possible that the reasons your former employee left are still valid or that they expect everything to be the same as when they left. If they left on bad terms, they could bring a negative attitude, for example. The recruiting team will need to undergo the same diligence in investigating boomerang candidates as they would a stranger. If you do decide this boomerang employee is a good contender, iron out details such as tenure and don’t overlook challenges such as former colleagues who may resent the new employee.

However, if talent is scarce, innovative solutions like considering previous employees as an overlooked talent pool may make the difference between filling roles appropriately and leaving it unfilled or making a bad hire.

INNOVATION STEMS FROM HAVING
THE RIGHT PEOPLE:

**“Foresight and agility are
the prime levers for
performance, productivity,
competitiveness and success
in today’s market.”**

Ian Cook, VP, People Analytics, Visier



STRATEGY 4

Give Your Talent Acquisition Pipeline a Makeover



STRATEGY 4

Give Your Talent Acquisition Pipeline a Makeover

It's hard to know where you're going if you can't see the road. The first step in improving the talent acquisition process is to understand the data at every step of the journey. This will let you know key metrics such as how many applicants are coming to each job listing, how much the talent acquisition process is costing, where the most successful applicants come from, whether or not your company is meeting its diversity goals, and if you're making offers to the right candidates. On average, a bad hire can cost 30% of the individual's first-year potential earnings⁸.

To build a better long term talent acquisition process, think about what you want to accomplish in your organization. For example, let's say your organization is having issues with applicants dropping out of the interview process. Often, businesses respond to this by recruiting even more applicants and pushing candidates through until they find one that's the right fit. However, figuring out at what stage applicants drop out can save your business time and money. It's like fixing your broken clothes dryer that's eating your socks, instead of constantly buying new socks.

Go Beyond Your ATS

When we focus on executing and forget about the data points, we lose opportunities to make organizations better. Remember, everything you do in talent acquisition produces a data point you can leverage to create both people and business impact.

Collecting data can be done with an applicant tracking system (ATS), but getting more data and perspective from sources beyond your ATS is key⁹. Although many ATS vendors include analytics that attempt to measure applicant quality, they are at an inherent disadvantage. Their tools cover only a small piece of the employee lifecycle—the pre-hire phase, and often only a part of that. Worst of all, they stop tracking at the point of hire.

Because workforce data inevitably lives in multiple, disconnected systems outside of the ATS, there's no way to tie ATS data to longer-term impact.

“With our ATS, it took a week just to get headcount reports out to our leaders,” said Brent Louie, Head of People Analytics at Trane Technologies in this white paper. “We wanted clear information and insights from our applicant data and needed a system to get answers to individuals in a fast, easy, and repeatable way.”

And watch out for metrics that will make your ATS unintentionally screen candidates out. For example, if the ATS requires a salary and you put in \$90,000, the candidate will be rejected if they put in \$91,000 on their application¹⁰. A candidate's dream job can be blocked because of a one thousand dollar difference. A resume will not be sent to the hiring manager if the salary does not align. That's a huge disadvantage in this highly competitive market.

To be an effective Talent Acquisition team, it's critical to be able to access current and historical data to understand trends in your hiring funnel, recruiter workload, and ensure the right candidates aren't being screened out of the process. Additionally, being able to see how employees perform after the point of hire will give you a wealth of information on the attributes of a long-term quality hire, the hiring sources that yield the best candidates, and more.

STRATEGY 4: GIVE YOUR TALENT ACQUISITION PIPELINE A MAKEOVER

You have to consider what you need to know more about and what problems you see on a regular basis. Maybe candidates aren't getting followed up with enough. Or, you're seeing a lot of candidates get through part of the recruiting process without the right skill sets for the position. If you can identify these things and adjust your process, your team can make the right hires much faster. When you understand the root of the issues, you can create your process to eliminate those problems in the future.

"I like to know at the beginning of each week how many candidates we have in each stage of the process," said Trent Cotton, VP Talent Acquisition, Retention & Analytics at Bureau Veritas, in this article¹¹. "As the leader for the TA team, I would use this information to determine which team member I need to help and check if there are any obstacles I can remove."

People analytics gives you the ability to track hires across the employee lifecycle—which includes their successes and failures from the moment they applied for their jobs, until they left your organization years later—so you can see which candidates end up being the best employees in the long-term¹². You can also optimize sourcing based on an understanding of which channels are yielding the best candidates. Every improvement made to the talent acquisition process could mean one fewer prize candidate lost to a competitor.



Our research found that Visier customers using Visier Talent Acquisition saw value in as little as three months—with expectations to achieve longer-term goals over the next 12 months.



STRATEGY 5

Beware of Ghosting

A man with dark hair and a light beard, wearing a teal button-down shirt, is seated at a desk. He is holding a white mobile phone to his left ear with his left hand, which also has a silver mesh watch. He is looking down at a silver laptop in front of him. The background is a bright, out-of-focus office space with large windows. The entire image has a teal color overlay.



STRATEGY 5

Beware of Ghosting

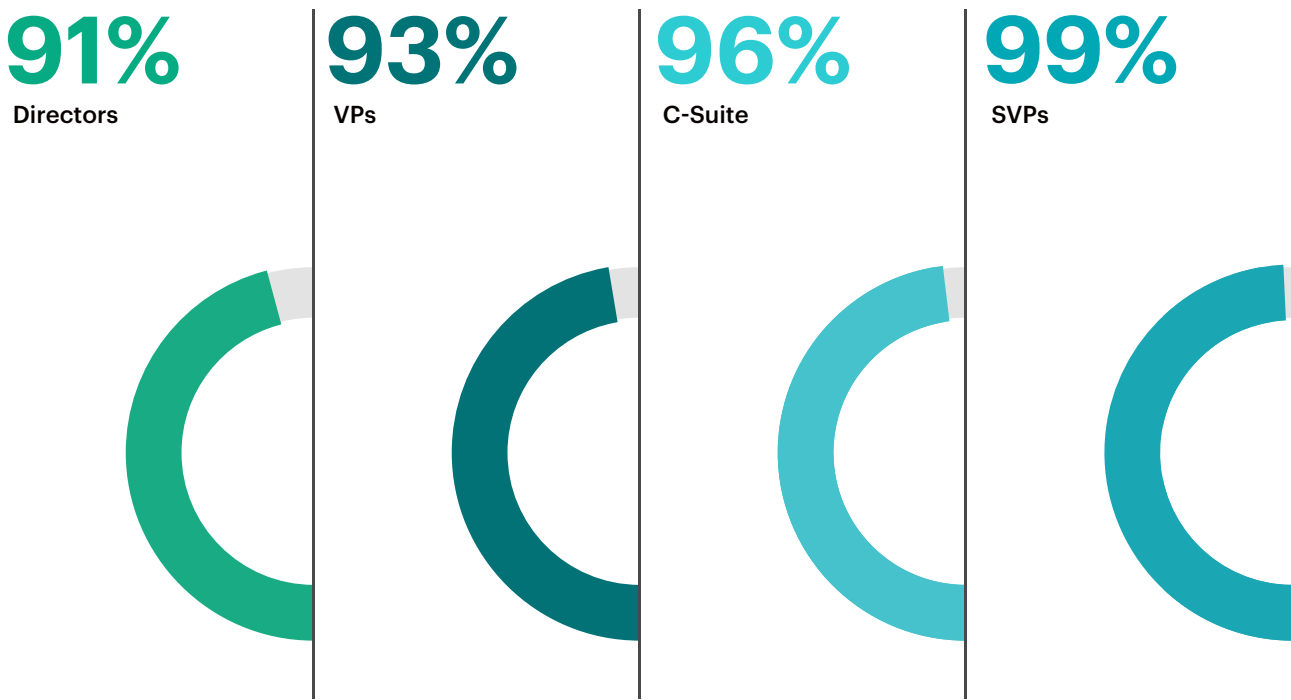
Anyone who’s been on a dating app knows the sting of ghosting. You’re chatting away with a potential new someone only to find your last message left on “read” forever. Visier explored the issue recently with a survey of 1,000 U.K. and 1,000 U.S. employees who had been job hunting during the previous 18 months, to measure both the prevalence of ghosting and the reasons behind it. A startling 84% of respondents indicated that they had ghosted an employer or potential employer at least once during this timeframe. Of these:

Ghosting by the Numbers



Despite believing that such rude behavior would reflect negatively on their professional reputation, most replied that they would consider ghosting a potential employer, up to and including not showing up on the first day. Men were more likely than women to say they would ghost an employer. Job seekers’ willingness to ghost increases steadily with job level seniority, showing that the more senior the worker, the more comfortable they are with ghosting their current or prospective employer. In fact, it’s already happening, as employees in the highest levels reported that they had ghosted a current or prospective employer within the last 18 months.

High-level employees ghost the most



What causes this behavior? A negative first impression (28%) was cited as the number one reason job seekers have ghosted their employer or prospective employer. Make a good candidate experience a high priority to help reduce this behavior. Good manners are free, and a prospective applicant will either be a new colleague or a professional who’s forming an opinion of your organization based on this interaction.

STRATEGY 5: BEWARE OF GHOSTING

Another common reason cited for ghosting an employer was an interview process that was too long or complex (26%). Clear communication with your hiring managers and the teams will help make sure that the job role is described accurately. Visier makes it even easier, having a partnership with Emsi Burning Glass that nearly eliminates common discrepancies with job titles, connecting to Emsi's vast labor market database, which normalizes more than 10 million employee records, creating one common job hierarchy.

Respondents also commonly cited (29%) a lower salary than expected as a reason for ghosting potential employers. Market data is a good starting point because it can reveal whether an offer is competitive and helps you understand the candidate's frame of reference. Keep in mind, however, that online salary calculators often rely on data that is self-reported and not validated, and therefore, the dollar amounts tend to be inflated. If your organization receives industry compensation data from a trusted source, ensure you are sharing this resource with the hiring manager.

While it is important to know the market value for a particular role, every business is unique. As you and your manager consider the dollar amount in the job offer, it is also important to dig through your own workforce data to take in typical pay ranges, gender and racial disparities, potential for growth, and other factors which may influence the offer. When job offers are made after a careful evaluation of several key factors, a manager is in a better position to justify the dollar amount. Ultimately, this helps the organization successfully compete for great talent in a sustainable way.



STRATEGY 6

Diversify Your Talent Pipeline



STRATEGY 6

Diversify Your Talent Pipeline

One of the most important talent decisions companies make that impacts diversity representation is who they hire. After all, you can't make an organization more diverse without bringing in more diverse talent. But, hiring is a multi-layered process, and in order to create a diverse and inclusive workplace, you need to focus your efforts on promoting equitable opportunities to new and varied talent pools.

From beginning to end, a data-driven approach to recruitment creates a more diverse and engaged workforce. As a Talent Acquisition team, assess these analytics areas that will strengthen your diversity recruiting process:

- Diversity gaps in your current employee population so you know where to focus your recruiting efforts
- What's causing diverse candidates to enter and leave your hiring funnel (see questions to answer below)
- How interviewers of diverse candidates may be impacting the hiring process
- How diverse hires fared at your company post-hire

If you are challenged with hiring diverse talent, these questions are critical to understanding what can be done to improve your results:

Working on
DEI amplifies
financial impact.



The People Cloud

visier

Publicly-traded Visier
customers that use
people analytics
to improve diversity and
inclusion outperform
their peers financially.

People Analytics Maturity Report

The People Cloud

visier

Q: Are diverse candidates applying for open positions?

Analyze your hiring funnel to see whether diverse candidates are applying for open positions. If only a few candidates are entering your hiring process, you'll want to explore what may be a barrier to getting higher numbers of qualified applicants to enter the process. Possible reasons include:

- Availability of talent in that region
- Job boards/recruiting sources yielding a different number of qualified diverse candidates
- Job descriptions with words and phrases that discourage certain groups from applying

Q: Are these candidates advancing through the hiring process? If not, where are they dropping off and why?

Use analytics to keep track of diversity ratios—i.e. for gender, ethnicity, disability, and veteran status—in aggregate for every stage in the hiring funnel. This will make it clear where in your hiring process you lose your diverse candidates. Dig into your sourcing data to also find where your most diverse candidate pools are and double down on recruiting from those sources, including internal candidates.

Additionally, analytics solutions can also help you evaluate the success rates of diverse and non-diverse candidates with a diverse and non-diverse interview panel. This allows you to see if there may be some biases in the interview process itself and activate targeted training and practices that can help mitigate against these.

Q: Do we have qualified internal candidates who could be promoted or transferred into the open position?

According to a 2020 Mercer report¹³ on the racial and ethnic reality in the U.S, “representation of people of color (both men and women) decreases incrementally as career levels rise.” The key is to go beyond your overall representation numbers and dig deep into your workforce data. For example, instead of just collecting and reporting headcount numbers, ask questions like: “Do employees from diverse backgrounds have the same qualifications as external candidates?” and “Are diverse people with long tenures and a history of high performance getting promoted?” Data helps you answer these questions without bias so you can work with hiring managers to ensure that employees are getting fair chances at open positions that they're more than qualified for.

Visier Tip

It's not enough to say “diversity went up by 10%.” When improving workforce diversity is one of your business objectives, it's essential to keep track of hiring success rates by diversity group. For example, if the goal was to hire more veterans, you need to be able to show how many were successfully hired. People analytics easily separates your diverse candidates by group and shows you how successful you were in each category.



STRATEGY 7

Pay Close Attention to Critical Positions



STRATEGY 7

Pay Close Attention to Critical Positions

There's a lot of complexity when identifying a critical position that needs to be filled ASAP. First, job titles and roles are constantly evolving¹⁴, which can lead to misalignment if you and your hiring managers aren't on the same page. Second, you have to drill into what's creating the most value for your business right now, which may be a specific role, or it could be a specific skill set within a role that will support your organizations' business goals today—and in the future.

Gathering and deciphering the right information is crucial to not only knowing which critical roles you need to hire quickly, but also whether you're hiring them effectively. Once you've identified which roles are most critical, prioritize them by hiring the best talent acquisition staff to these VIP roles. Make sure your talent acquisition team has ample resources to give this hunt the attention it deserves and isn't bogged down with filling entry-level or less critical roles. Also—and this is true of every talent search—optimize sourcing based on an understanding of which channels are yielding the best candidates.

6 key questions about critical hires to ask of your hiring data

1: How many critical hires have been made?

Critical positions have a big impact on your organization's results. The recruiting team needs to ensure that these roles are filled quickly and that they receive the level of focus and resources required.

2: Do critical hires happen faster than regular hires?

Filling key roles quickly minimizes the impact on goals and business objectives. Are these positions being filled faster than non-critical positions?

3: Which sources yield the best candidates?

When you need to hire fast, knowing where your best job candidates are sourced from enables you to get them into your hiring funnel quickly. But time-to-hire isn't the only metric you should use to determine the best hiring source—you'll want to look at which sources produced the best quality hires. This is information you can glean only if you're able to analyze post-hire data, such as employee performance records.

4: What is the current state of the hiring pipeline for critical positions?

Keeping positions filled requires applicants to flow in and through the hiring pipeline. Comparing the volume and conversion rates for critical and non-critical positions will indicate whether or not your hiring processes are working—and where adjustments need to be made.

STRATEGY 7: PAY CLOSE ATTENTION TO CRITICAL POSITIONS

5. Where can you leverage existing talent?

Critical positions can also be successfully filled with talent you already have. Use skills and performance data to uncover opportunities for career development and growth within your existing workforce.

6. How do applicants for critical positions move through the hiring stages?

Look at whether current applicants for critical positions are progressing quickly or if time is being wasted on applicants who are rejected or disappear late in the process.

Increase the quality of hires: 4 metrics to know

The ability to track new hires across the employee lifecycle helps you discover what makes an effective job candidate — and a not-so-good one. This means looking beyond how quickly someone was hired and if it was at the lowest price possible. Data-driven recruiters dig deep into metrics such as:

1. Qualified applicants-per-requisition (which indicates whether your sourcing practices are delivering those effective employees)
2. Resignations and involuntary turnover for less than three months of service
3. New hire performance by lead source
4. Top talent characteristics (advanced “in-memory” people analytics solutions make it easy to run tailored algorithms to help identify these—otherwise, you can manually calculate using some elbow grease)



A woman with her hair in a bun, wearing a white lab coat, is walking away from the camera through a glass door. The background shows a laboratory or office environment with various pieces of equipment and a clean, modern aesthetic. The entire image is overlaid with a light blue tint.

STRATEGY 8

Fight Turnover Now to Avoid Rehiring in the Future



STRATEGY 8

Fight Turnover Now to Avoid Rehiring in the Future

The ongoing Great Resignation has put many companies—and recruiting teams—in a tough crunch to rehire what they’ve lost. When an employee leaves your organization it sets into motion an expensive process to find their replacement—one that may cost one-half to twice the employee’s salary, according to Gallup¹⁵.

Employee turnover is a challenge that nearly every organization has to contend with, but it’s a problem that Talent Acquisition teams are in a great position to help combat. Here are a few ways:

Look past the point of hire

Many organizations don’t have a way to analyze the success of their hires. The standard measure of success you have for a recruiter is how many hires they’ve brought in and how people on your team feel about those hires.

Work with the rest of the HR team to gather information that connects candidate IDs and employee records. This will help you determine which applicant sources produced great hires, which recruiters bring in more employees that stay long-term, what qualities high performers have in common, and more. Using this data, you can attract and hire candidates that are most likely to have a long, successful tenure at your organization.





Create attractive and fair job offers

The same data that will help you attract more high quality job candidates can also provide insight into what the right compensation and total rewards package for that role should be. In addition to using external salary benchmarks, leverage your data to compare compensation profiles, incentive rates, performance ratings, and attributes of employees to others on the same team or in similar positions.

In addition, look for insights to ensure your offer package is fair: what is the variation for pay within different ethnic groups, how do budgeted salary increases compare for male and female employees, or what is the variation in pay within salary bands based on age and tenure.

Craft more accurate job descriptions

When the actual job fails to match what was outlined in the job descriptions, hired employees may feel they've been deceived and could be more likely to quit. Before putting up a posting, carefully review job descriptions with hiring managers. In addition to using outside sources and comparable job descriptions as resources, use internal quantitative and qualitative information from performance reviews, 1:1s, and exit interviews, as well as any salary and promotion history and benchmarks.

The cost of replacing an individual employee can range from one-half to two times the employee's annual salary.

Source: Gallup

STRATEGY 9



Prepare a Gen Z Hiring Strategy



STRATEGY 9

Prepare a Gen Z Hiring Strategy

The generational makeup of companies is changing. According to Gallup¹⁶, Gen Z and Millennials now account for nearly half (46%) of the full-time workforce in the U.S. Talent Acquisition teams will find that using the same hiring playbook used for older generations won't work as well for Gen Z. This group, born between 1997 and 2012, want to work for employers that share their values as digital natives and globally-conscious citizens. (Figure 3) These include:

Flexibility

62% of Gen Z are seeking flexible work arrangements, according to a 2021 study by Bankrate and YouGov Plc¹⁷. This means remote work options, more control over their work, and greater support from their employer to achieve work-life balance.

Well-Being

Ernst and Young LLP¹⁸ reports that 67% of Gen Z are moderately to extremely worried about their physical and mental health, with 42% frequently feeling anxious or depressed during the COVID-19 pandemic. Well-being isn't just physical or mental as well—entry-level workers like Gen Z may also experience financial hardship that can affect their daily performance.

Social & Global Activism

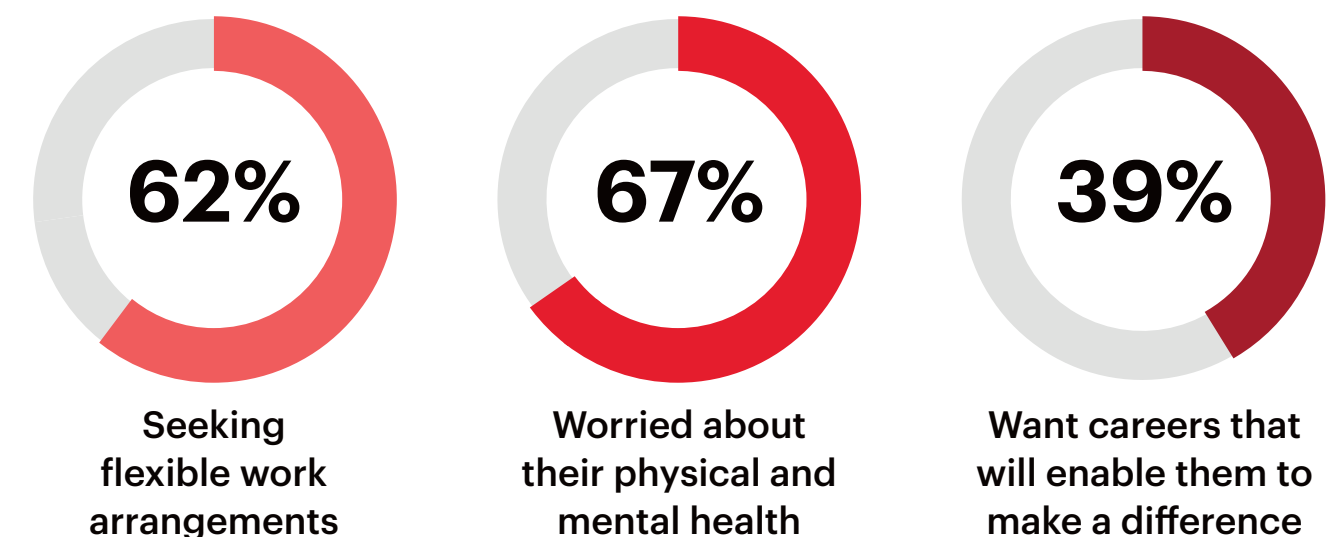
39% of Gen Z want careers that will enable them to make a difference in the world—and they want employers who will have demonstrated commitment to positive changes around DEI, sustainability, climate change, and other global and societal issues.

In addition to these values, Gen Z seeks employers that will make them feel heard, respected, and supported¹⁹, and have a proven track record of fairness and ethics around pay, promotions, and more. Leveraging people analytics in your hiring conversations can be helpful in showing Gen Z job candidates where your company is at with your DEI goals, what career paths this role could take over time, and how you use data to ensure pay and promotions are delivered in equitable and fair ways.

Encourage your hiring managers and their interview panels to also leverage data in their interviews to have the honest and transparent conversations that Gen Z wants.

Likewise, people analytics can provide your recruiters with rich details on which hiring sources your most successful Gen Z hires come from, especially which ones resulted in fast time-to-hires, and help you come up with the right compensation and total rewards package to put in your job offer.

What Gen Z cares about at work



STRATEGY 10

Get on the Same Page With Hiring Managers

A group of four diverse professionals (three men and one woman) are seated around a table in a modern office setting, engaged in a collaborative discussion. The image is overlaid with a semi-transparent red filter. The background shows large windows and office furniture.



STRATEGY 10

Get on the Same Page with Hiring Managers

Five minutes. That's how long it takes most hiring professionals to make a decision about a candidate during an interview, according to SHRM²⁰. But this kind of go-with-your-gut approach can lead to a host of problems, like inequity or favoring style over substance.

This is why a strong relationship and two-way communication between recruiters and hiring managers is so important. Just as hiring managers might not know all the ins and outs of choosing the right candidate and delivering a standout candidate experience, recruiting teams won't know all the ins and outs of the job role that needs to be filled or the best sources for finding a highly specific technical or executive role. Combining managers' knowledge of the job role and department with your data on the recruiting practices that yield the most success is a powerful combination.

To help your hiring managers make better judgment calls, have some kind of measured output or scoring mechanism in place. At Visier, for example, when we hire developers, they all go through an online coding assessment called Codility—it's a test of coding skills that generates a score.

Likewise, before you go into conversations with hiring managers, make sure you've done some work upfront so you all can take an analytical approach. Think about your requirements, your must-haves, and which things are irrelevant. Ask the hiring managers for feedback on whether to test these things through an interview, work practice, or a portfolio.

Going through some kind of structured process allows you to do several things. First, you understand the path you are going to follow, then you can communicate that to the hiring manager and job candidates so they all know what to expect. Secondly, you're taking the process away from gut instinct. When you have a tight process upfront, and you run people through the process, then you can make a more objective decision quickly.

Add some data to the conversation

Everyone benefits from a good data-driven approach to hiring that is not based on the intuition of a hiring manager—or a recruiter—but is driven by the data that is available about the market and the current state of affairs.

This way, if the hiring is not happening fast enough, for example, a manager can engage the recruiter in a fact-based conversation about solutions. They can explore things like upping the referral bonus, putting in signing bonuses, going out to external talent agencies who often have go-to people in their books, or even hiring internally. With the right data, recruiters and managers can approach the challenge from a place of curiosity

“Getting comfortable with data meant recruiters and hiring managers could start doing their own analysis and, after coaching, use it to answer their own questions,” says Tiffany Zanutelli, People Analytics Manager at Pitney Bowes.





The Conclusion



The Conclusion

When we focus on executing and forget about the data points, we lose opportunities to make our talent acquisition strategies better and more creative.

Remember, everything you do produces a data point you can leverage to create business impact.

Once you've identified data that you want to capture, you need a system in place to make gathering that data part of day-to-day business operations. Know that there's a purpose in capturing information that didn't exist before. Having more data points allows your organization to explore more questions, which will ultimately help recruiters make better decisions.

With a people analytics solution, your organization can analyze data and find the answers they need to make quality hires. This completely transforms the talent acquisition process. When your team regularly uses data to support your efforts, they can work together to move the business forward.





About Visier

Visier's purpose is to reveal the Human Truth that helps business and employees win together.

Visier was founded to focus on what matters to business people: answering the right questions, even the ones a person might not know to ask. Questions that shape business strategy, provide the impetus for taking action, and drive better business results.

Visier delivers fast, clear people insight by using all the available people data—regardless of source. With best-practice expertise built-in, decisionmakers can confidently take action. Thanks to our amazing customers, Visier is the market leader in Workforce Analytics with more than 15,000 customers in 75 countries around the world.

For more information, visit **visier.com**





Endnotes

- 1 Grant, Sarah; How to Keep Your Cool in a Hot Talent Market; Visier; <https://www.visier.com/blog/trends/hot-talent-market-qa/>
- 2 Fisher, Anne; Why New Hires at Your Company Are Getting High Pay but Older Employees Aren't Getting Raises; Fortune; <https://fortune.com/2019/12/09/companies-not-giving-raises-but-hiring-new-employees-high-paying-jobs/>
- 3 Capelli, Peter; Your Approach to Hiring is All Wrong; Harvard Business Review; <https://hbr.org/2019/05/your-approach-to-hiring-is-all-wrong#your-approach-to-hiring-is-all-wrong>
- 4 Williams, Carla; Ask Visier: How Do You Find Out What Skills Exist in Your Organization; Visier; <https://www.visier.com/blog/news/ask-visier-how-do-you-find-out-what-skills-exist-in-your-organization/>
- 5 Smith, Jennifer; Ask Visier: Are the Most Critical Positions in Your Organization Being Filled?; Visier; <https://www.visier.com/blog/news/ask-visier-are-the-most-critical-positions-in-your-organization-being-filled/>
- 6 Petrone, Paul; 4 Unfair Complaints Hiring Managers Make About Recruiters; LinkedIn Talent Blog; <https://www.linkedin.com/business/talent/blog/talent-strategy/unfair-criticism-hiring-managers-make-about-recruiters>
- 7 2019; Culture over cash? Glassdoor multi-country survey finds more than half of employees prioritize workplace culture over salary; Glassdoor; <https://about-content.glassdoor.com/en-us/workplace-culture-over-salary/>
- 8 2016; Fatemi, Falon; The True Cost of a Bad Hire—It's More Than You Think; Forbes; <https://www.forbes.com/sites/falonfatemi/2016/09/28/the-true-cost-of-a-bad-hire-its-more-than-you-think/>
- 9 Maximize Recruitment's Value with People Analytics; Visier; <https://hello.visier.com/maximize-recruitment-value-people-analytics/>
- 10 Cheek, C; Should salary ranges be included in job descriptions?; Visier; <https://www.visier.com/blog/trends/salary-range-job-description-pay-transparency/>
- 11 Cotton, Trent; Watch For "Quick Quits" Candidates—A VP of Talent Acquisition Shares Why; Visier; <https://www.visier.com/blog/trends/watch-for-quick-quits-candidates-a-vp-of-talent-acquisition-shares-why/>
- 12 Cook, Ian; Measure Quality of Hire With These Three Critical Factors; Visier; <https://www.visier.com/blog/culture/measure-quality-of-hire-with-these-three-critical-factors/>
- 13 2020; Mercer; Let's Get Real About Equality; Marsh & McLennan Companies; <https://www.britcham.org.sg/sites/default/files/content-files/Lets%20Get%20Real%20About%20Equality.pdf>
- 14 Smessaert, A; When Job Title Data are Standardized, Everyone Wins; Visier; <https://www.visier.com/blog/technology/when-job-title-data-are-standardized-everyone-wins/>
- 15 2019, March 13; McFeely, S, and Wigert, B; This Fixable Problem Costs U.S. Businesses \$1 Trillion; Gallup; <https://www.gallup.com/workplace/247391/fixable-problem-costs-businesses-trillion.aspx>
- 16 2021, March 30; O'Boyle, E; 4 Things Gen Z and Millennials Expect From Their Workplace; Gallup; <https://www.gallup.com/workplace/336275/things-gen-millennials-expect-workplace.aspx>
- 17 2021, September 3; Smith, M; Gen Z and millennial workers are leading the latest quitting spree—here's why; CNBC; <https://www.cnbc.com/2021/09/03/gen-z-and-millennial-workers-are-leading-the-latest-quitting-sprees-.html>
- 18 2021, November 4; EY Releases Gen Z Survey Revealing Businesses Must Rethink Their 'Plan Z'; Ernst and Young; https://www.ey.com/en_us/news/2021/11/ey-releases-gen-z-survey-revealing-businesses-must-rethink-their-plan-z
- 19 Goldberg, Emma; 2021; The 37-Year-Olds Are Afraid of the 23-Year-Olds Who Work for Them; The New York Times; <https://www.nytimes.com/2021/10/28/business/gen-z-workplace-culture.html>
- 20 2018, May 1; Hirsh, A; Should You Trust Your Gut in Hiring Decisions?; SHRM; <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/trust-your-gut-hiring-decisions.aspx>

A woman with long brown hair, wearing a grey blazer over a light blue top, is smiling and shaking hands with a man in a dark suit. In the background, another woman with dark hair is also smiling. The scene is set in a modern office environment with blurred computer monitors and office furniture.

Learn How Visier Empowers
Talent Acquisition Teams to win.

Request a Demo:
visier.com/demo