

The Definitive Guide to Recruiting **Human-Centered Talent Acquisition**

EXECUTIVE SUMMARY

Today's workforce is quitting or changing careers faster than ever. On the employer side, nearly every industry is combining and converging. Recruiters need to understand where the business is going and source and market the company for vastly new and different work segments.

Consider the complicated act of recruiting today: companies must build an employment brand; market positions through a variety of job boards and hiring sources; manage and schedule recruiting events at universities and other hiring conferences; figure out how to assess and select the right candidates; and manage, measure, and report on every step in the process. And the talent acquisition (TA) team must work closely with hiring managers, many of whom aren't really committed to the complex process of recruiting and don't know how to manage it.

Further, the sheer volume of technologies creates even more complication. We track more than 100 different assessment, sourcing,

candidate marketing, interviewing, tracking, scheduling, and analytics vendors—and the innovation continues to accelerate. With skills-based talent intelligence systems, recruiting is starting to look more like AI-enabled search every day, but it's still really in its infancy.

What Leaders Need to Know

The average company spends several thousand dollars on recruiting for each hire, on everything from hiring fees to job ads, sourcing tools, technology, assessments, and the salary and training of recruiters. And the number is far higher for senior positions.

We've talked for years about the possibility of automating recruitment, but it is, at its core, a people-to-people business. Unfortunately, that means we now have a massive shortage of recruiters, and our research shows that training and upskilling recruiters is one of the most critical areas of investment.

Our research shows companies with human-centered TA capabilities are more adaptable to change, more profitable, more innovative, their customers are more satisfied, and they have higher employee engagement and retention (see Figure 1). In short, when you have the right people, everything else gets better.

Figure 1: Human-Centered Talent Acquisition Makes Everything Better



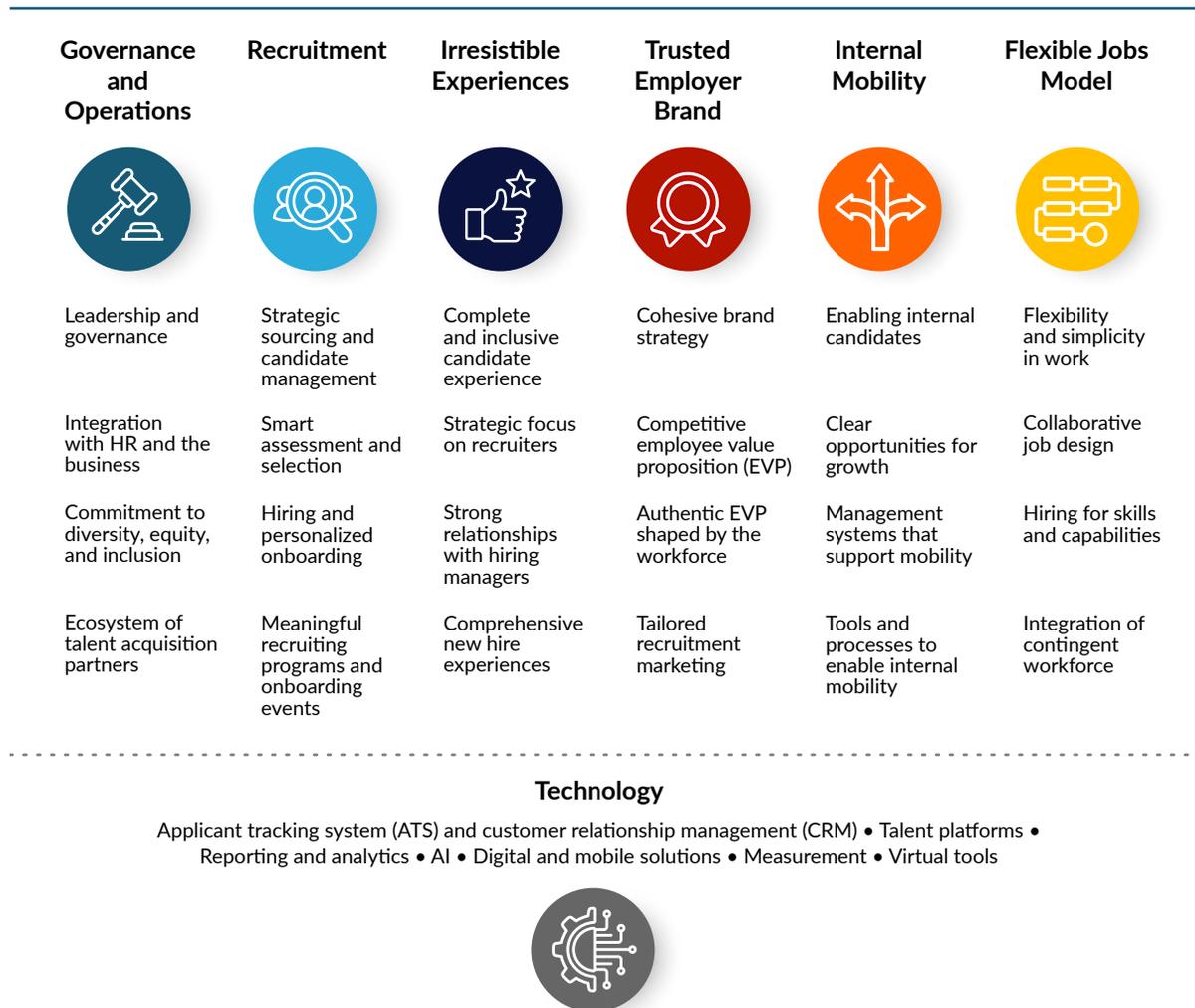
Source: The Josh Bersin Company, 2022

The Talent Acquisition Framework

In the case of talent acquisition, there are dozens of moving parts, and we've simplified the problem by building a visual framework. Our Talent Acquisition Framework (see Figure 2) covers seven major elements (comprising 24 dimensions), each of which contribute to hiring success in different ways:

- ✓ **Governance and Operations:** functional operating model and structures
- ✓ **Recruitment:** core processes to source, attract, hire, and onboard candidates
- ✓ **Irresistible Experiences:** engaging candidates, recruiters, and hiring managers
- ✓ **Trusted Employer Brand:** cohesive brand strategy and authentic employee value proposition
- ✓ **Internal Mobility:** systems, culture, and technology to support internal movement
- ✓ **Flexible Jobs Model:** simple and universal job design and skills taxonomy
- ✓ **Technology:** cohesive application of technology to support recruiting

Figure 2: The Talent Acquisition Framework



Source: The Josh Bersin Company, 2022

This framework is based on myriad conversations with CHROs, business leaders, and heads of recruiting at leading companies around the world. It's designed to help you zero in on the most essential ways to enable your organization to thrive in the new labor market.

Key Messages

It's abundantly clear from our research that strategic talent acquisition is about much more than just virtual hiring and great benefits packages. It's about firing on all cylinders. Our top five findings highlight which specific factors can dramatically impact a business in unique ways.

1 Employees are looking for a future, not just a job. Leading companies like Bayer and Booz Allen Hamilton are actively refreshing their employer brand and EVP because of the pandemic, striving to ensure it is authentic and consistent. And they're being smart about it, aligning it closely with corporate branding and customer loyalty to shape their messaging. They're also investing to market it globally and locally, tailoring it to meet each key segment of the workforce.

When the EVP is an accurate reflection, companies are:

5.4× More likely to exceed financial targets

6.1× More likely to delight customers

7.4× More likely to innovate effectively

Source: *The Josh Bersin Company, 2022*

2 Invest in your recruiters—they are your ticket to great talent. The role of recruiter is in hot demand in every industry. There are more job postings for recruiter than for software engineer.¹ As another example, our Global Workforce Intelligence Project, based on data from Eightfold AI, reveals the recruiter role is the only HR-related job on the list of top 100 jobs in the healthcare industry. And an airline HR executive told us: "We're ready to come back with a vengeance, but we're getting stuck in first gear

¹ [Post from LinkedIn](#), by Amy Schultz.

The role of recruiter is in hot demand in every industry.

because we don't have enough recruiters to hire the thousands of jobs we have open!"

To meet the demand, the world's top companies are rethinking the role of recruiters altogether. They're de-emphasizing traditional sales skills like building pipelines, pitching EVP, and even closing the candidate in favor of human-centered capabilities like empathy, business acumen, and adaptability (see Figure 3).

3 It's time to get serious about internal mobility. Our research shows fewer than a quarter of companies are proficient at internal mobility. And most efforts remain firmly in the realm of traditional, planned, hierarchical mobility, with 70% telling us their main approach is to post jobs for employees to find and apply to. Indeed, we've heard the refrain many times, from employees and CHROs alike: "It's easier for

Figure 3: Top Ten Recruiter Skills of the Future



Source: The Josh Bersin Company, 2022

someone in our company to quit and get rehired than it is to transfer internally.”

Forward thinking companies like Schneider Electric, Delta, and Unilever are pursuing what we call agile internal mobility.² This kind of on-demand internal mobility touches on every people practice, from hiring to work design to learning to compensation (see Figure 4).

4 Put skills and capabilities at the center of your talent acquisition strategy. Executives have long valued digital or technical skills—typically known as “hard skills.” Longitudinal research by IBM indicates that for close to a decade, business leaders cited fundamental and advanced skills in math, science, computing, and data science as their most sought-after workforce capabilities.

Figure 4: From Rigid Career Ladders to Agile Mobility

Planned	Facilitated	Agile
<ul style="list-style-type: none"> • Linear career paths • Planned and managed • Functional in nature 	<ul style="list-style-type: none"> • Vertical and horizontal • Facilitated, not planned • Based on aspirations 	<ul style="list-style-type: none"> • On-demand and need-based • Able to change quickly • Gig- and project-oriented
Pros and Cons		
<ul style="list-style-type: none"> + Easy to understand; modeled in job market 	<ul style="list-style-type: none"> + Supported by leaders; fits succession needs 	<ul style="list-style-type: none"> + Badly needed today; new model of work
<ul style="list-style-type: none"> - Long time to build; may become outdated 	<ul style="list-style-type: none"> - Requires cultural shift; changes role of manager 	<ul style="list-style-type: none"> - Demands new systems and new company culture
Processes Needed		
Development Planning	Development Coaching	Transparent Workforce Plan
Self-assessment; clear career goals	Self-assessment; purpose and direction	Development need; current passions

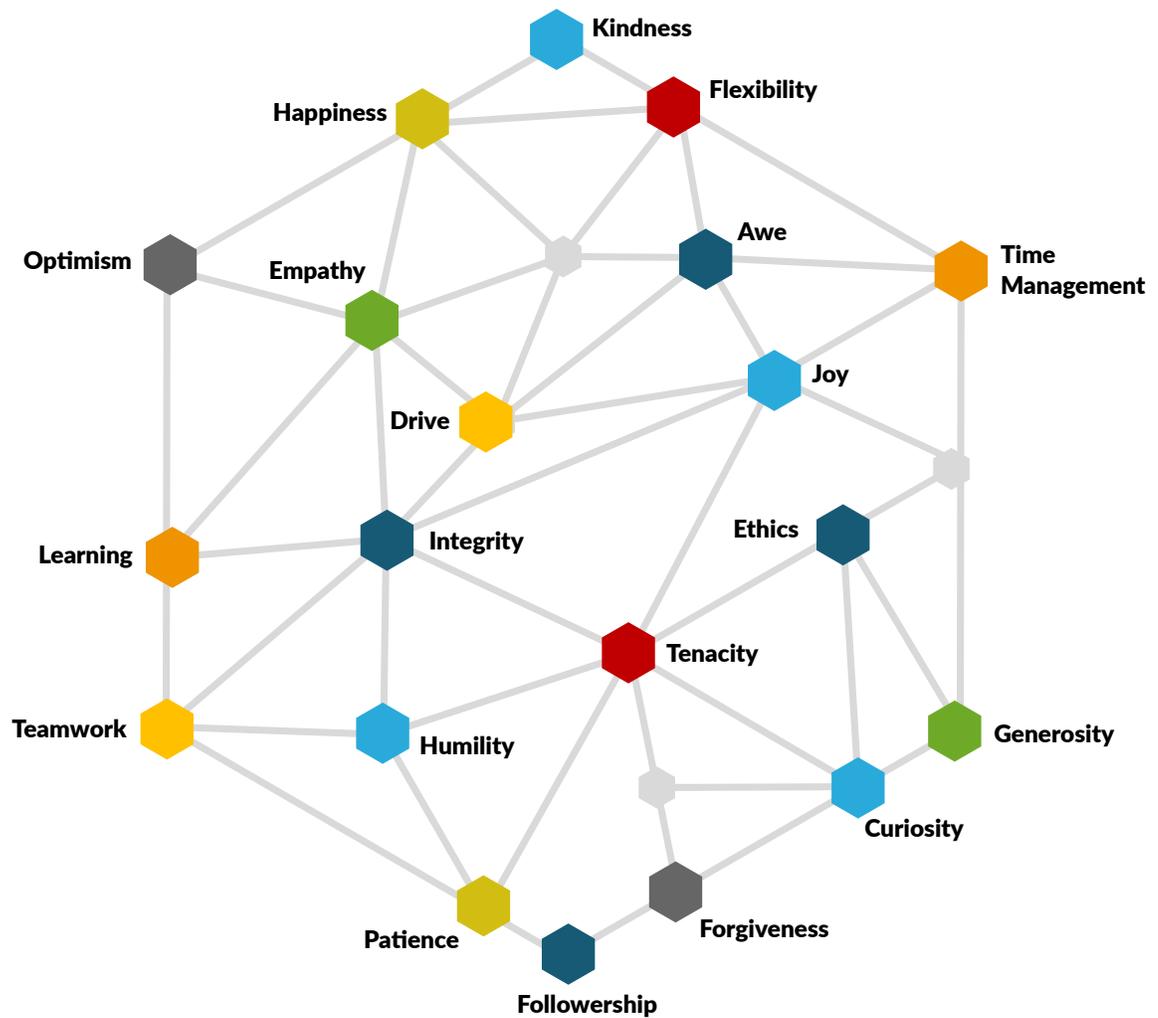
Source: The Josh Bersin Company, 2022

² The New World of Talent Mobility: Flexibility Rules, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2021.

However, the tide is turning. Tasked with innovating in a constantly evolving environment, executives are now recognizing the value of teams that include individuals who can communicate effectively and demonstrate dexterity with problem-solving and critical thinking.

We call these “PowerSkills,” and we make the case these are increasingly important to your organization’s success.³ As you can see in Figure 5, PowerSkills include attributes like empathy, flexibility, and propensity to learn.

Figure 5: Crucial PowerSkills for Your Workforce



Source: The Josh Bersin Company, 2022

³ “Let’s Stop Talking About Soft Skills: They’re PowerSkills,” Josh Bersin/ joshbersin.com, November, 2020.

5 Technology can strengthen your talent pipeline, but most companies remain in the dark. TA leaders tell us that as they add digital recruiting solutions and replace parts of their recruiting process, already-complex talent acquisition operations become impenetrable, data gets exceedingly hard to manage, and, worst of all, everyone's experience becomes more fragmented and difficult.

Our research shows that virtual hiring tools, automation, talent intelligence platforms, and even AI and chatbots do drive key metrics like your ability to attract and hire great candidates or maintain a quality talent pipeline. For example, companies that employ AI throughout their recruitment processes are four times more likely to boast a strong candidate pipeline. Likewise, those that leverage a variety of digital hiring solutions like online assessments, virtual interview platforms,

and prehire chatbots, are twice as likely to be able to attract and recruit the right talent.

Our research shows the application of technology must be in service of great experiences. The best organizations get this right by designing their TA technology to be simple, easy to use, and intuitive. Companies like L'Oréal and McDonald's are applying technology carefully to empower their recruiters and candidates. At L'Oréal, the recruiting platform is so easy to use that many recruiters have now become proficient in data analytics, regularly leveraging diversity metrics to adjust and course-correct hiring approaches proactively. And at McDonald's, owner-operators who multitask as recruiters in their own restaurants provided significant guidance on the design of the high-volume hiring platform to ensure it met their specific needs. As a result, they've wholeheartedly embraced the solution.



Source: The Josh Bersin Company, 2022

The Talent Acquisition Maturity Model

Through our research and work with companies around the world, we've developed the Talent Acquisition Maturity Model to identify a company's level of hiring health. Organizations fall into one or more of these levels, depending on the effectiveness with which they deploy traditional and emerging recruiting practices. Companies that operate at Level 1 see the least positive impact on business performance, innovation, and HR metrics overall, while those at Level 4 enjoy the highest reward (see Figure 6).

Through our work with hundreds of companies around the world, we look at the maturity of their practices, evaluate their level of performance, and statistically cluster the practices into four groups:

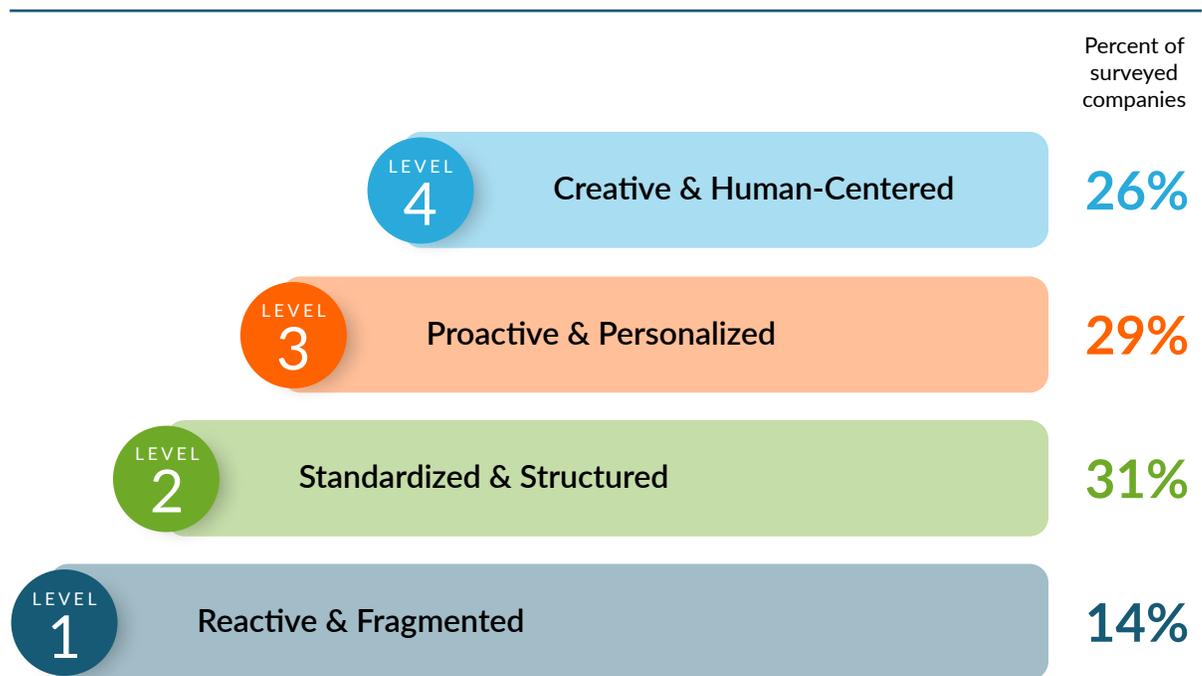
Level 1 companies have a highly transactional recruiting function and typically are underperforming across all business metrics.

Level 2 companies focus heavily on standardizing recruiting processes and technology but do not see much impact.

Level 3 companies are recruiting more strategically and recognize hiring is truly about people. They typically see some excellent results and impact on financial results, culture, innovation, and growth.

Level 4 companies view talent acquisition as essential for business success. These companies far outperform others: these are the companies who have mastered this domain, and we can use them as role models for others.

Figure 6: The Talent Acquisition Maturity Model



Source: The Josh Bersin Company, 2022

Next Steps

The full Definitive Guide provides actionable insights for leaders who want to start implementing these practices to drive strategic talent acquisition. Additionally, the full report provides:

- ✓ The full discussion of why strategic talent acquisition matters, especially now
- ✓ The seven elements and 24 dimensions of the Talent Acquisition Framework
- ✓ The characteristics of each of the four levels of the Talent Acquisition Maturity Model
- ✓ A complete analysis of our research findings
- ✓ The 15 practices that matter most, as well as their impact on outcomes
- ✓ Step-by-step guidance on how to advance through the levels of the TA Maturity Model
- ✓ Examples of excellence: **Bayer, IKEA, L'Oreal, and McDonald's**

The Josh Bersin Company Membership

The Josh Bersin Company provides a wide range of research and advisory services to help HR leaders and professionals tackle the ever-evolving challenges and needs of today's workforce. We cover all topics in HR, talent, and L&D. The Josh Bersin Academy—built on our research and powered by Nomadic Learning—helps HR practitioners grow key foundational skills. Our corporate membership program provides HR teams and senior leaders with the skills, strategies, and insights to build cutting-edge HR and people strategies through a combination of research, assessments, professional development, exclusive events, and community. In 2022, The Josh Bersin Company introduced the Global Workforce Intelligence (GWI) Project to guide market-leading businesses and their leaders through the challenges of industry convergence while remaining future-focused.

For more details, contact us at info@bersinpartners.com.