

The Future of Recruiting 2024

India Edition

LinkedIn Talent Solutions



Introduction

The Future of Recruiting 2024

A new recruiting playbook

The workplace is changing in ways we couldn't have imagined just one year ago. The rise of Gen AI, the return to the office, and the increasingly competitive market for top talent with in-demand skills are reshaping the talent landscape.

Talent Acquisition (TA) will be at the forefront of helping employers navigate these and other challenges, but the talent playbooks of the past will no longer apply. As employer priorities shift, TA will need new skills, new tools, and agility to attract, hire, and retain the best talent.

To gain deeper insights into what's ahead for talent acquisition, we surveyed thousands of recruiting professionals, spoke with top talent leaders, and analysed billions of data points generated on the LinkedIn platform. The following are six predictions that will help talent professionals usher in the new world of work.



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Prediction 1

AI will
supercharge
recruiting.

Prediction 1 | AI will supercharge recruiting.

When we asked talent leaders to predict some of the biggest trends that will influence TA in the coming year, many had the same answer: Generative AI.

While just 27% of the talent professionals surveyed by LinkedIn globally say that they're using or experimenting with Gen AI, the number of recruiters who added AI skills to their profiles jumped 14% last year.

In India, almost 8 out of 10 are optimistic about AI in recruitment.



Gen AI unlocks capabilities that were previously impossible, offering a **significant leap in how we approach and manage the complexities of talent acquisition** and management.



James Jude

Vice President, Talent Acquisition, UST



of recruiting pros in India **express optimism about AI's impact** on recruitment.



increase in recruiters adding AI skills to their LinkedIn profiles in 2023.

Source: Global LinkedIn data, 2022 vs. 2023

Gen AI helps streamline recruiting tasks and boost productivity.

Among recruiting pros who are using Gen AI, the biggest benefit they cite is the ability to write job descriptions faster and more easily. By automating some of these more mundane tasks, AI tools are also freeing up recruiters' time for more fulfilling work, boosting their productivity, and allowing them to engage and communicate more easily with candidates.

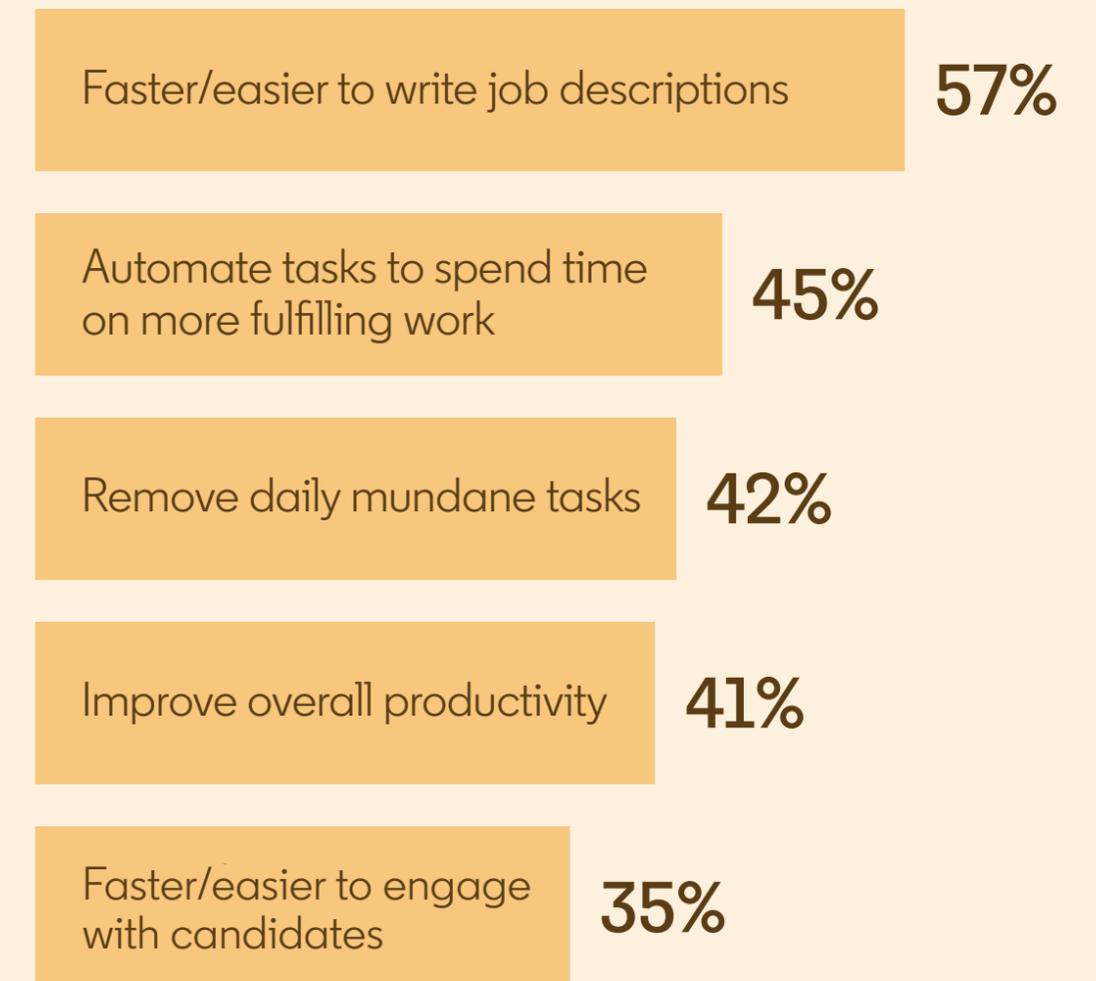
Talent leaders expect adoption to accelerate in the coming year and beyond as recruiting teams gain a better understanding of how Gen AI can be **leveraged in multiple ways**, from sourcing candidates, to **personalising outreach**, to matching internal candidates with open positions.

“AI is poised to revolutionise how we innovate, operate, and work,” says **Jude James**, head of talent acquisition and contingent workforce strategies, Americas and Europe at **UST**.

Staffing company **Randstad**, for instance, has launched training programmes to teach its recruiters how to use Gen AI effectively, says **Michael Smith**, chief executive of Randstad Enterprise. “We’re trying to upskill our people to move thoughtfully and experiment,” Michael says. “We want to be in a place where a significant base of our people understand and are excited about the disruptive potential of partnering with AI.”

Top benefits of Gen AI tools for recruiters globally

Percentage of recruiting pros reporting outcomes from using Gen AI tools.

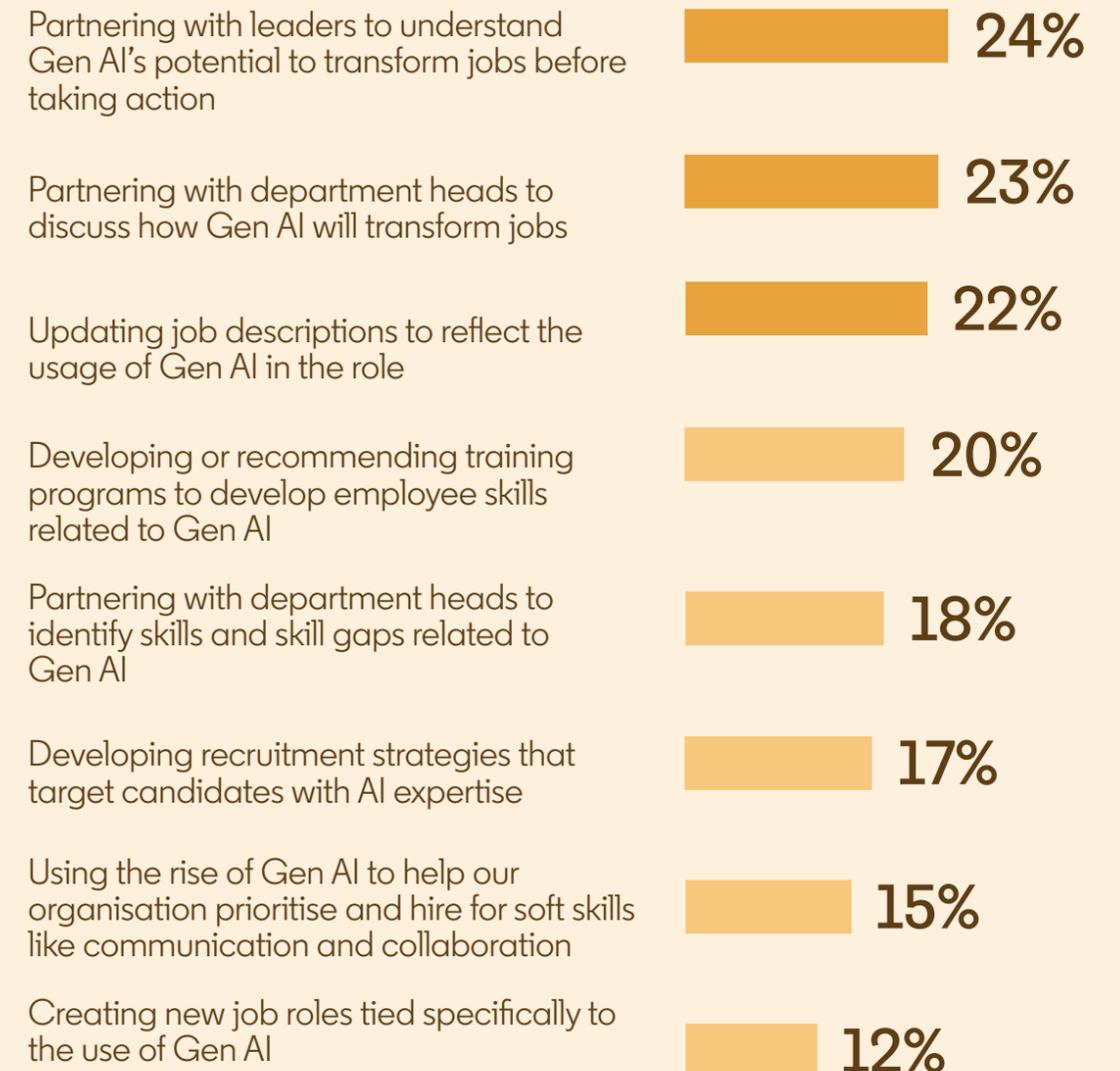


Elevating the role of talent acquisition

Over time, the rise of Gen AI will not only transform the recruiting process, but it will also elevate TA's role within organisations, talent leaders predict. TA has the opportunity to play a major role in helping organisations integrate AI skills into the workforce, including helping leaders understand Gen AI's impact on jobs and recommending training programmes to develop employee skills related to Gen AI.

Gen AI could also give TA more time to advise on other strategic issues, such as developing skills-based approaches to talent and DEI initiatives. "The way that we're doing work is literally going to change, which means that the recruiter moves up in the value chain," says **Gregory Karanastasis**, global head of talent acquisition, onboarding and career transitions at **Accenture**.

How TA is integrating GAI skills into their workforce globally



Prediction 1 | AI will supercharge recruiting.

Human skills set great recruiters apart.

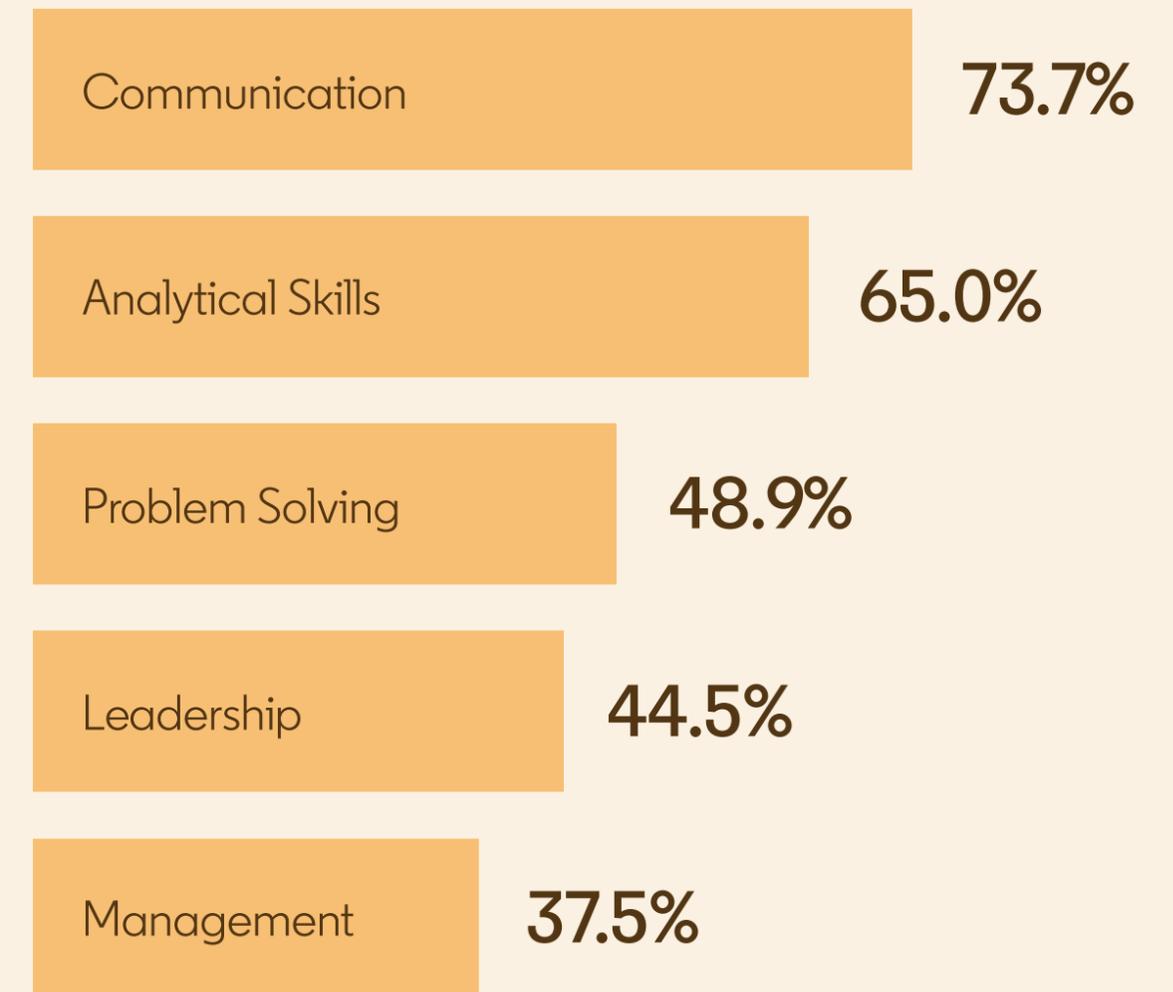
But even as Gen AI automates many recruiting tasks, the human touch will still be critical. Recruiters will distinguish themselves by doing things that AI can't do, such as forging strong ties to candidates and offering positive candidate experiences. As a result, soft skills will be even more important.

“The best recruiters must be great at building relationships and creating high touch candidate experiences that will help them rise above the bots,” says **John Vlastelica**, CEO of **Recruiting Toolbox**.

In fact, the top three recruiter skills cited by hiring pros in the LinkedIn survey were human skills: communication, analytical skills and problem solving. This will be especially important for recruiters harnessing AI-powered recruitment tools.

Top soft skills recruiters in India will need in the future

Percentage of recruiting pros in saying these are among the most important soft skills for recruiters over the next five years.



Explore tips & strategies:



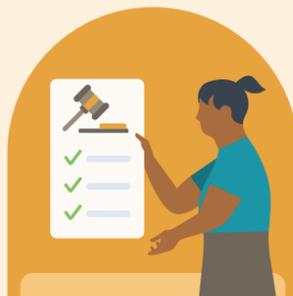
Encourage recruiters to experiment with AI.

Offer **courses** on how to improve AI skills. “I’m encouraging my team to actively explore and experiment with AI tools to optimise our hiring practices,” says **Nicky Valletly**, talent acquisition leader at **Google DeepMind**. “It’s vital to stay ahead of the curve in this dynamic market.”



Use AI responsibly.

Get up to speed on your company’s policies on the use of AI. In addition, create your own set of **guiding principles** to ensure that you and your team are using AI in an ethical manner. For example, LinkedIn’s guiding principles emphasise that AI technology needs to advance economic opportunity, uphold trust, promote fairness and inclusion, provide transparency, and embrace accountability.



Stay on top of the evolving legal landscape.

As regulations around AI continue to develop, it will be important for TA to stay up to date and partner closely with legal to ensure AI tools are compliant.



Prediction 2

Recruiting will help
build the skills-based
workforce of the
future.

Prediction 2 | Recruiting will help build the skills-based workforce of the future.

Employers are recognising that taking a skills-based approach to hiring and talent development is critical to success.

By not focusing solely on pedigree, companies are able to widen their talent pools and find qualified workers who they may have missed in the past.

As the skills needed for companies to succeed continue to evolve, talent acquisition will be on the frontline of developing skills-based hiring, upskilling, and internal mobility programmes that enable companies to adapt.



We have to help leaders expand the way they think about talent.

Yes, education is valued. But there is no longer a ‘best’ or ‘ideal’ candidate based on pedigree. Brilliance is everywhere and it’s about tapping into knowledge, skills, and potential.”



Angela Benjamin

General Manager, Equity Outreach Strategies at Delta



Prediction 2 | Recruiting will help build the skills-based workforce of the future.

Advancing diversity through skills-based hiring

While adopting a skills-based approach to talent after years of prioritising degrees may require challenging the status quo for many organisations, the talent leaders we spoke with see big advantages.

Not only does skills-based hiring help companies identify the most qualified talent, it can also open the door to individuals from historically marginalised groups who may not have a degree, and create a more diverse talent pipeline. In fact, LinkedIn data shows that focusing on skills can **increase talent pools by 10x**. Globally, with 80% of surveyed recruiting pros saying their organisations are committed to creating a more diverse workforce, skills-based hiring is set to gain traction in the years ahead.

Many companies are taking a step towards skills-based hiring by simply removing degree requirements from their job descriptions. In fact, the number of jobs listed on the LinkedIn platform that **omit degree requirements** jumped 36% between 2019 and 2022.



of recruiting pros in India say **hiring based on skills is a priority.**



Prediction 2 | Recruiting will help build the skills-based workforce of the future.

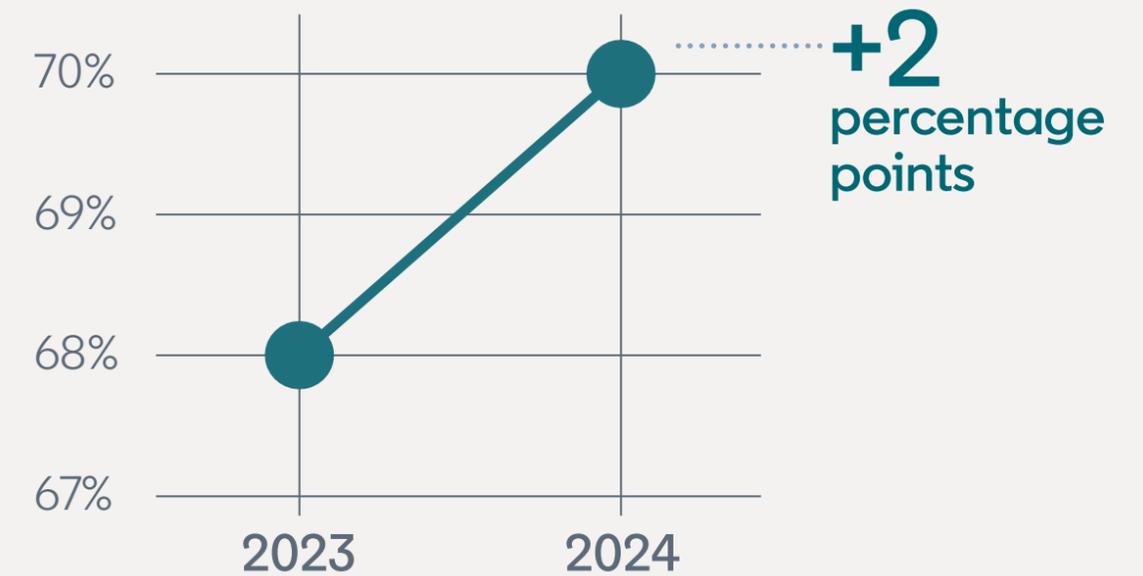
Tackling skills shortages by upskilling workers

Employers are increasingly concerned about filling skills gaps, especially in areas like AI. In India, over half (67%) of recruiting pros say their organisations are assessing the talent and skills needed to keep pace with the rise of AI. By offering workers upskilling opportunities, employers can fill critical skills gaps and boost retention.

“The talent pool for AI skills is very small,” says **Erin Scruggs**, VP, head of global talent acquisition at LinkedIn. “So we have to work closely with our leaders on this build versus buy strategy and how we can get internal talent to pivot, learn new skills and become AI experts, versus only going after a handful of people who have the right skills in the external market.”

TA leaders will need to serve as talent advisors, partnering with learning and development (L&D) to ensure that their organisations have the right upskilling and internal mobility programmes in place to meet talent needs. Accenture, for instance, made a pledge to double its AI workforce to 80,000 professionals through a mix of hiring, acquisitions, and training. Achieving this goal requires a “huge collaboration” between TA and L&D, Gregory Karanastasis says. “We work together every single day thinking about what skills gaps look like and how do we close that gap,” he says.

Recruiting pros who say TA and L&D need to work more closely



Explore tips & strategies:



Make a business case for skills-based hiring.

Talk to business leaders about how skills-based hiring can advance their goals. [Set up meetings with hiring managers](#) to discuss the skills candidates should already possess and what they might be able to learn once they have the job. Challenge any nonessential requirements like college degrees or years of experience that might dissuade qualified candidates from applying.



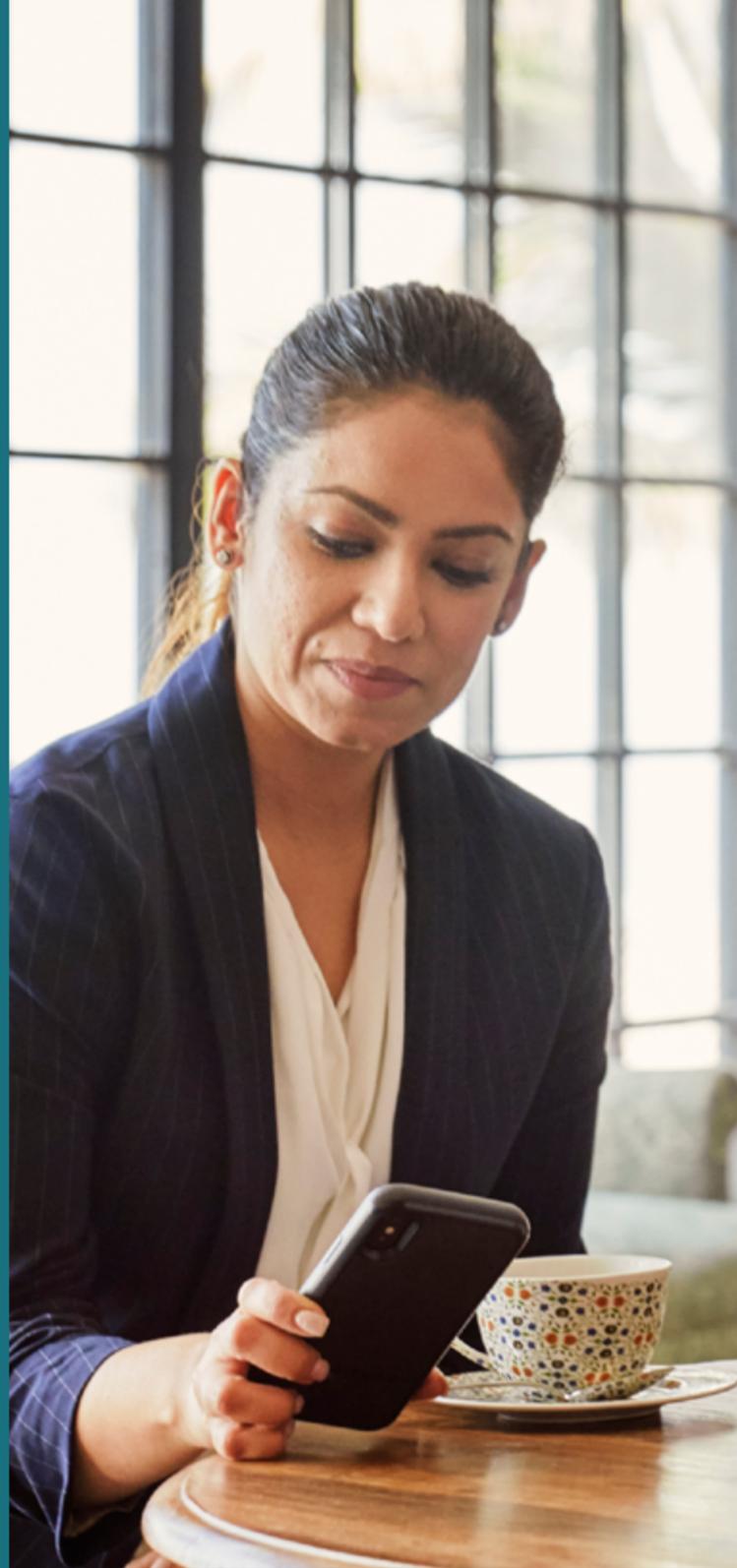
Champion upskilling and internal mobility programs.

TA can aid organisations in creating upskilling and internal mobility programmes that help their organisations stay agile. “My team are active champions of internal mobility and upskilling initiatives,” says Nicky Vallely from Google DeepMind. “We foster a culture of continual learning and development, nurturing the skills of our existing talent pools in order to meet the future needs of our business.” Upskilling programmes can also allow employees to move into jobs that were previously out of their reach. Delta, for instance, has launched [innovative upskilling programmes](#) that are moving frontline workers into corporate jobs.



Search for candidates by skills.

Use recruitment tools to your advantage. Thanks to advancements in Gen AI, recruiters can more easily [search and filter](#) candidates who best match their skills requirements. In addition, LinkedIn data shows that recruiters with the most skills-first searches see +24% higher InMail acceptance rates, compared with recruiters with the least skills-first searches.



Prediction 3

Quality of hire will
top the recruiting
agenda.

Prediction 3 | Quality of hire will top the recruiting agenda.

With hiring around the world **still in decline**, employers will be increasingly vigilant about making sure every hire is the right one.

“If you’re not going to be growing as much in the coming year, you want to have a degree of comfort that you have the right people,” says **Amy Schultz**, global head of talent acquisition at **Canva**. In fact, recruiting pros say sourcing high quality candidates is the No. 1 objective in 2024.



For years, TA has been focused on metrics like time-to-fill and acceptance rates. But today, **leadership is asking us about the quality of our hires** and how we are measuring that.”



Amy Schultz

Global Head of Talent Acquisition at Canva

Topics shaping the future of recruiting in India

Percentage of recruiting pros saying a topic will shape recruiting over the next five years.

- 1 Quality of hire 97%
- 2 Employer branding 96%
- 3 People analytics 94%
- 4 Upskilling/reskilling employees 92%
- 5 Candidate experience 89%

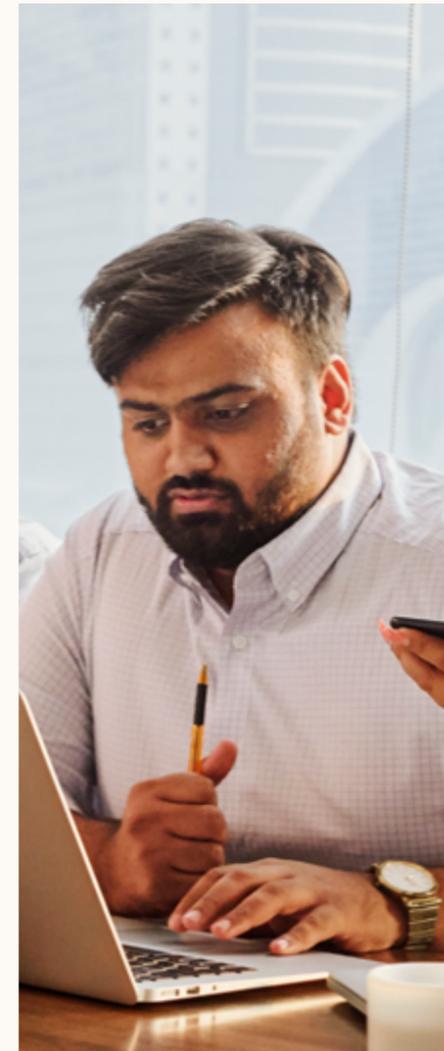


Measuring quality of hire

While quality of hiring is becoming more important, it is also notoriously difficult for companies to track and measure. To do so effectively, employers will need to first determine what qualifies as a “quality hire” at their organisations and then choose the variables they’ll measure. The following are some of the factors that TA leaders told us they consider:

- **Job performance:** To what extent does the new employee achieve or surpass specific goals and objectives related to their job?
- **Team fit:** Is the new hire improving the team’s agility? Is the team more capable of getting work done?
- **Culture add:** Some employers are looking at whether a new hire’s values are in line with their organisations’ principles and mission.
- **Productivity:** Is the individual meeting their productivity targets?
- **Retention:** How long an employee stays at the company can be an important indicator of quality of hire, though other variables influence a worker’s length of stay.

There’s also optimism around the potential for Gen AI to help inform quality of hire. “In the future, I think there’s a possibility that Gen AI could help us string together data points to tell a richer story about the success of a hire and their likely trajectory,” says **Mark E. Smith**, senior director, global talent acquisition at Medtronic.



Companies will redefine “quality of hire.”

The definition of a “quality hire” is also changing. More companies are seeking workers with **soft skills** — skills that allow employees to interact effectively in the workplace. In fact, among the ten most sought-after skills in LinkedIn’s top ten skills list, four are soft skills, including communication, analytical skills and problem solving.

Employers are also increasingly focused on hiring individuals whose values align with the company’s principles and mission. “Employees who understand, live, and share our values are the ones who best empathise with and service our customers, grow through feedback, and help us navigate change,” says **Bryan Mayo**, head of talent acquisition at **Atlassian**.



Explore tips & strategies:



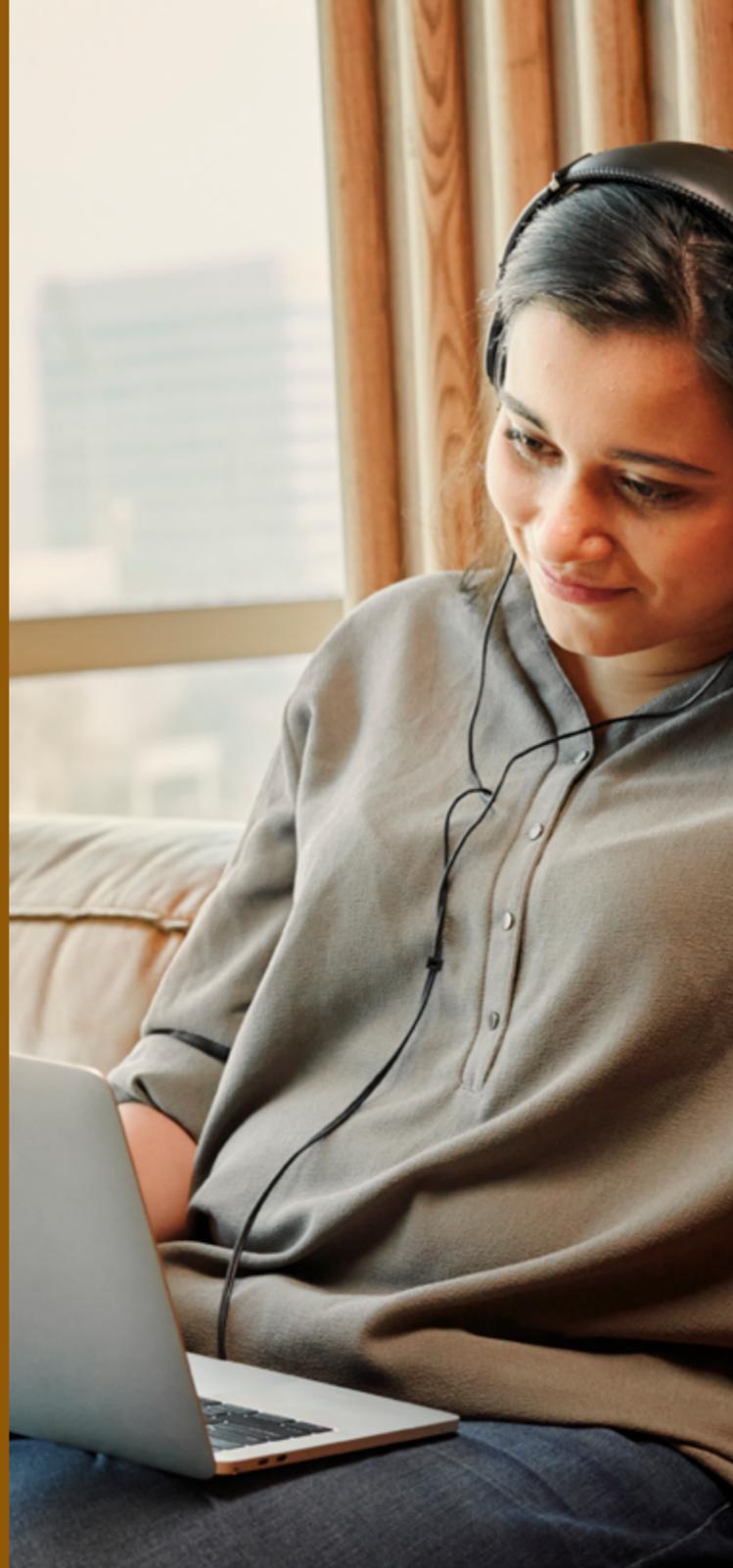
Implement objective and evidence-based candidate assessment processes.

Create a framework for evaluating candidates based on specific job requirements, advises Jude James of UST. In addition, give interviewers extensive training in structured interview methods. Doing this ensures that organisations have a more objective evaluation process that's free from biases and based on clear evidence of future performance.



Analyse your hiring process.

Identify shortcomings and gaps that might be leading you to make the wrong hires. "If you're getting signals that the quality of hire is lower, then you need to go back to the root of the problem and look at how you assess talent," Erin Scruggs says. For example, she suggests looking at interviewer scorecards to understand if an interviewer is giving inflated scores, and investing in training managers to interview with a more critical eye.



Prediction 4

Agility will be a
must-have for
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Prediction 4 | Agility will be a must-have for recruiting teams.

The talent leaders and professionals we spoke with and surveyed made one thing very clear: Recruiting teams want to do a better job helping organisations anticipate labour market ups and downs and ensure that they're able to pivot quickly.

One goal is to avoid the talent shortages that plagued companies in 2021. "We've seen huge swings in demand in the last five years that have required us to be nimble and stay ahead of changing market conditions," says **Troy Victor**, general manager, talent acquisition at **Delta**.

“Every recruiter needs to be able to be flexible and deploy into hotspots versus specialising in specific domains. We didn't do that a year ago, two years ago, or three years ago. But it's critical for staying agile.”



Erin Scruggs
Head of Global Talent Acquisition at LinkedIn



Prediction 4 | Agility will be a must-have for recruiting teams.

Future-proofing recruiting teams

TA leaders will also make a strong effort to ensure their teams are able to quickly adapt to changes in the labour market and their organisation's goals. Successful recruiters will be able to pivot from one industry to the next and be prepared to apply their skills to other parts of the business.

“You have to build a recruiting team that you can suddenly point in a different direction tomorrow,” says **Glen Goodman**, chief talent officer at healthcare provider **ChenMed** and president of Talent Matters. “And that also means investing in your recruiters to allow them to be cross-functional and build their skills.”



of recruiting pros in India say they are **focused on being agile** to adapt to hiring needs.



Prediction 4 | Agility will be a must-have for recruiting teams.

Recruiters are increasingly cross-functional.

Increasingly, TA pros can be expected to be “full-stack” recruiters who can work seamlessly across different functions and stages of the hiring process. In fact, LinkedIn data reveals how recruiters are extending their skills and moving beyond the silos that previously separated them.

The top skills for different recruiting roles used to be fairly unique — but now that roles have become more cross-functional, there’s significantly more overlap between skills. That means it’s easier for recruiters to pivot from one functional area to another as needed.



+30% increase in
skills similarity
across all recruiting roles in the last 5 years

Source: Global LinkedIn data, 2017–2022

Explore tips & strategies:



Tear down HR silos.

One way TA teams can improve their agility is by tearing down the walls that have long separated talent acquisition from other HR functions, Canva's Amy Schultz says. Meeting an organisation's talent needs might require any number of actions, including hiring from the outside, upskilling current employees, tapping contingent workers, or a combination of the above. To put this into action, Canva created a "Talent Agility" team that brings together talent acquisition, [internal mobility](#), contingent workforce, and [workforce planning](#).



Stay on top of your company's business performance and strategic goals.

Hold frequent conversations with company leaders and ask about new business lines or shifts in strategic direction. If you work for a publicly-held company, read earnings reports. Attend company briefings where financial performance is highlighted. TA leaders need to be "embedded with the business," Erin Scruggs says, to gain an "understanding of the business' needs, issues, and challenges."



Conduct scenario planning sessions.

Sit down periodically with fellow senior members of the TA team and envision what an upswing or drop in hiring demand might look like. Then [create playbooks](#) for how you should respond. By laying out scenarios methodically, talent leaders can [arrive at responses](#) that they might not otherwise think about in the heat of the moment.



Invest in building recruiter's skills.

Offer recruiters training that will help them stay on top of shifting trends, support business goals, and advance in their careers. [Alstom](#) had just those goals in mind when it recently launched an online TA Academy. Among the subjects covered are how to conduct successful job briefing sessions with hiring managers, how to write skills-based job ads, and how to manage relationships with external talent. "Constant shifts in talent markets and technology means TA needs to continuously adapt," says [François-Xavier Mallet](#), global talent acquisition director at Alstom.



Prediction 5

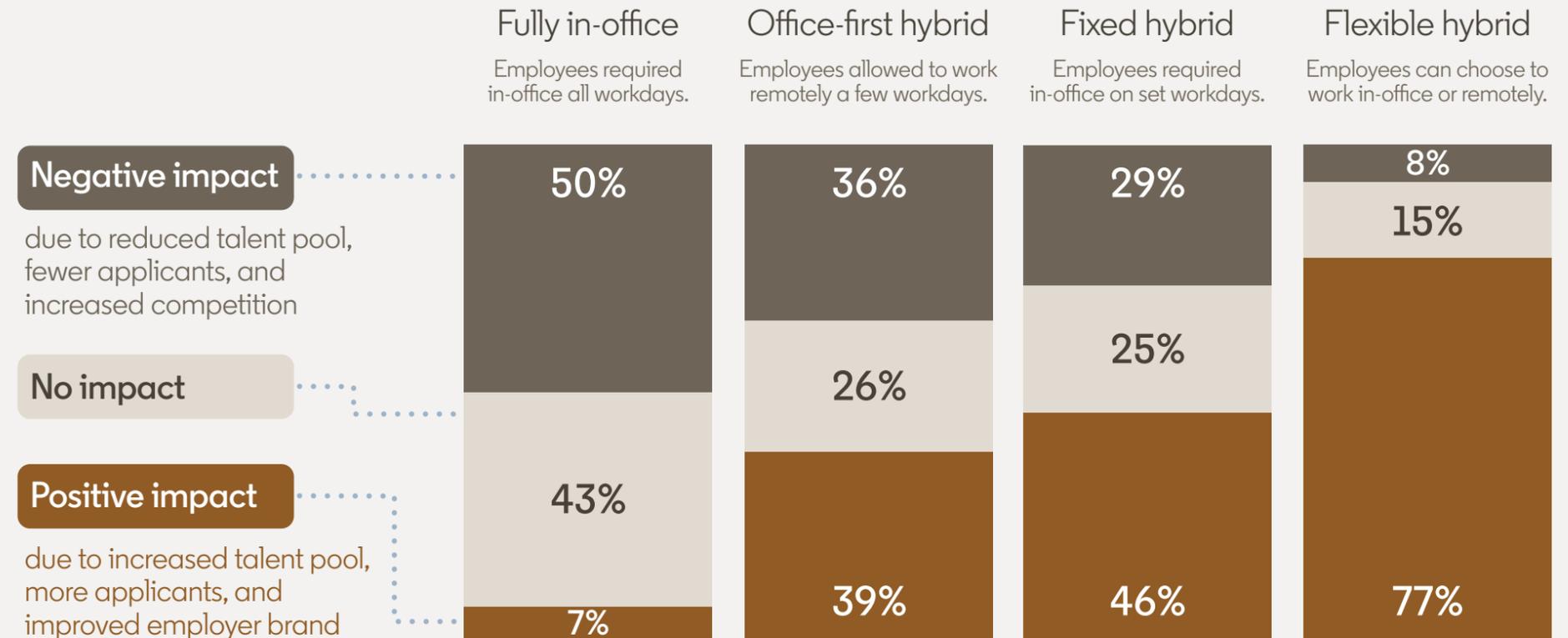
Recruiting teams
will advocate for
flex work policies.

Prediction 5 | Recruiting teams will advocate for flex work policies.

There's little doubt that employers are calling workers back to the office in droves. But something else is clear too: These policies will make it harder for employers to hire top talent.

Recruiting pros whose companies require employees to be fully or mostly in-office report negative impacts on their recruiting efforts, including reduced talent pools, fewer applicants, and increased competition. In comparison, companies who allow employees to choose their work location see a positive impact on recruiting. That's because having a flex work policy yields a larger talent pool, more job applicants, and a better employer brand.

Impact of in-office vs. flexible work policies on recruiting globally



Prediction 5 | Recruiting teams will advocate for flex work policies.

Demand for flexible work is here to stay.

Flexible work as an employee value proposition (EVP) has seen an increase in importance over the past few years — especially for Gen Z. In fact, according to LinkedIn data, the importance of flexible work as an EVP grew by 10% among all job seekers and 22% among Gen Z job seekers from 2021 to 2023.

This is reflected in candidate behaviour on LinkedIn. Employers who are considered to have flexible work policies enjoy a sizable hiring advantage: they are 16% more likely to have candidates accept their InMails and 29% more likely to receive an application from a candidate who viewed one of their jobs.

In addition, LinkedIn data shows job seekers' interest in remote roles continues to be high, despite a decrease in the number of fully remote roles.

Workers have grown accustomed to flexible work arrangements, and they're unwilling to give it up. "Top talent wants to innovate, work alongside smart teams, and have their work impact customers," says Bryan Mayo of Atlassian. "But, they no longer want achievement to require sacrificing flexibility, family time, and personal aspirations."

20%
of **job applications**
are remote

11.2%
of **job postings**
are remote

Source: India LinkedIn data



Prediction 5 | Recruiting teams will advocate for flex work policies.

Influencing policy makers and hiring managers

No one is more aware of the demand for flex work than hiring professionals, who are receiving first-hand feedback from candidates. While TA doesn't set policy, TA leaders can share real-time data and advocate for flex work. This includes showing the addressable market and what's possible if you look for talent in other geographies, as well as sharing anecdotes of how remote employees are succeeding.

“We have to become storytellers, both with data and then also with anecdotes about how remote employees are succeeding,” says Erin Scruggs. “I think that's really important.”



TA's job is to show business stakeholders how the talent pool shrinks when we don't think about flexibility. There's going to be some goodwill built up for companies that have been consistent with flex policies.”



Gregory Karanastasis
Global Head of Talent Acquisition at Accenture



Explore tips & strategies:



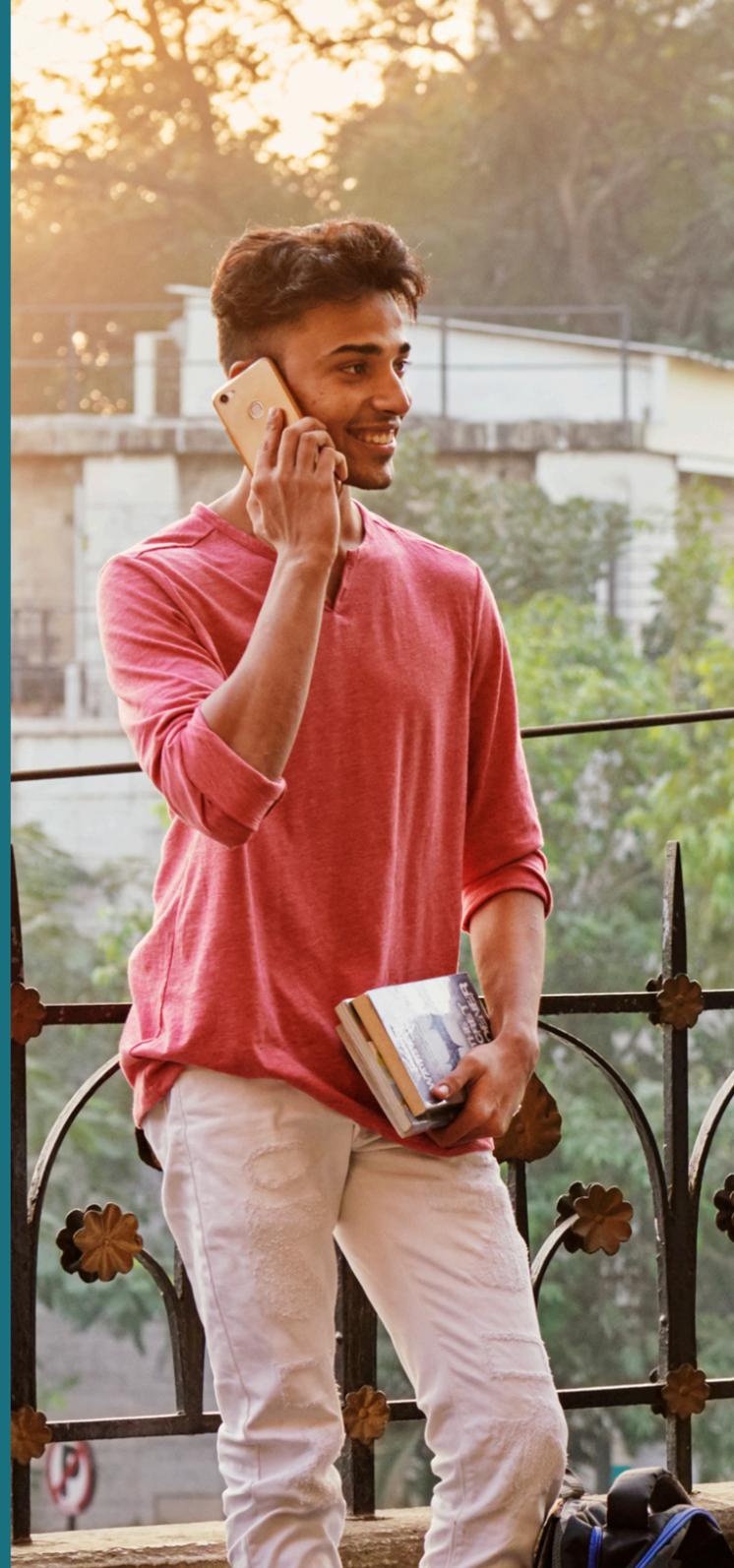
Make yourself known as an informed talent advisor on flex work.

Talk to business leaders about what you're seeing in the marketplace and how recruiting will be adversely affected by return-to-work policies. At the same time, be clear about the positive impact having a flex policy will have on your company's reputation and its employer brand.



Use data to make your case.

Show business leaders examples of candidates who backed away because the company lacked remote or hybrid options. Track the number of candidates who ask about flex work. Canva, for instance, found that about one third of candidates ask about the company's flex-work policy. "We need to be vigilant in making sure that we're always tracking dropouts and declines and sharing that back," Canva's Amy Schultz says.



Prediction 6

Attracting Gen Z
will require a new
playbook.

Prediction 6 | Attracting Gen Z will require a new playbook.

Gen Z will account for more than a quarter of the global workforce by 2025.

But recruiting pros aren't confident about their ability to attract and retain this newest cohort. In fact, they say it will be one of their biggest challenges in the coming years.



Prediction 6 | Attracting Gen Z will require a new playbook.

Employers are upping employer branding investments.

Given the hurdles TA faces in connecting with Gen Z, it's no wonder that employer branding will remain a critical priority in the year ahead: For the second year in a row, employer branding is the recruitment function that's expected to receive the greatest increase in spend, with 57% of recruiting pros globally predicting their investment in employer branding will increase in the coming year.

To succeed in attracting and retaining Gen Z, TA will need to gain a strong handle on Gen Z's **unique set of attributes**. Having come of age during a global pandemic, social justice movements, and the climate crisis, Gen Z cares deeply about working for companies that share their values. "Gen Z won't compromise their principles for a job," says **Stacey Gordon**, inclusive workplace culture consultant at **Rework Work**.

The biggest challenges for recruiting in the next 5 years

1. Competition from other companies

2. Attracting and retaining Gen Z

3. Difficulty finding candidates with the right hard skills

4. Difficulty finding candidates with the right soft skills

5. Inability to offer competitive salaries to candidates

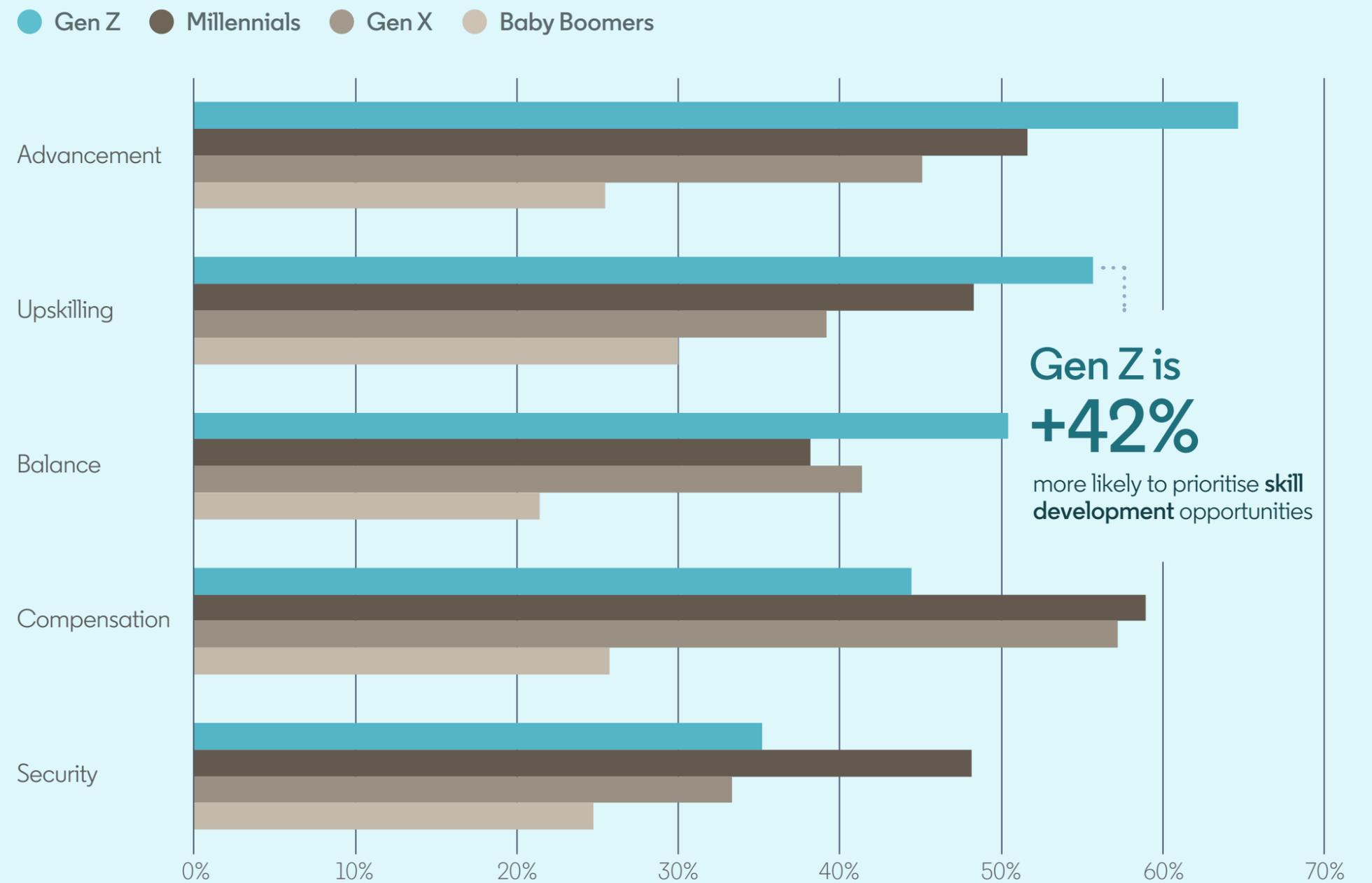
Source: Global LinkedIn data, as of January 2024

Prediction 6 | Attracting Gen Z will require a new playbook.

Gen Z wants a workplace where they can learn and advance.

While compensation, work-life balance and flexibility are important for Gen Z, working for a company that offers professional development is critical. Compared to all other generations, Gen Z in India is 42% more likely to prioritise skill development opportunities.

Top Employee Value Propositions (EVPs) by generation in India



Prediction 6 | Attracting Gen Z will require a new playbook.

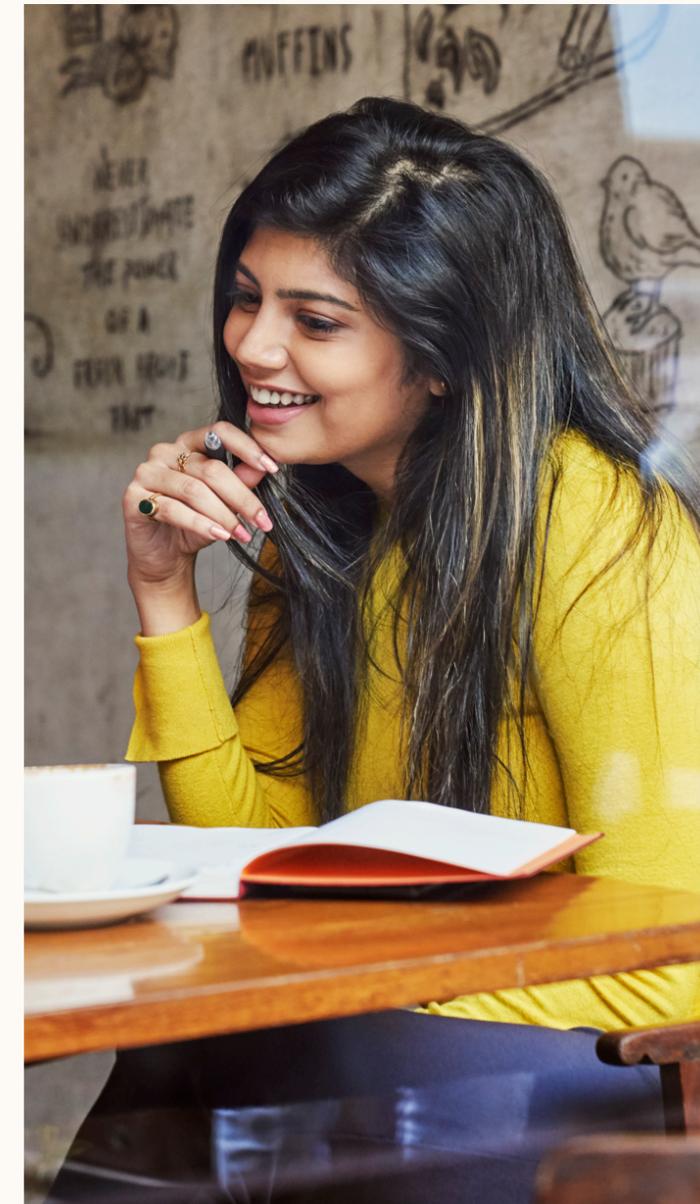
“We know that Gen Z really values learning and development opportunities. If you’re not investing in their growth, you’re not going to be able to hold onto them. They will prioritise their own career development over any long-term commitment to an organisation,” says Nicky Vallely of Google Deepmind.

TA will need to authentically communicate not only their organisation’s values, but the hiring manager’s values as well. “We’ve all worked for companies where one department works differently from another,” Stacey says. “Being able to articulate the team values and working style in order to make sure there is value alignment will be even more important with Gen Z candidates.”

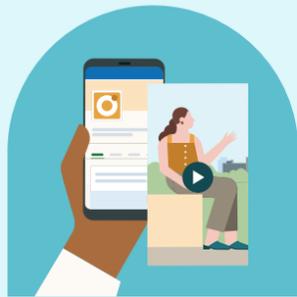
“ Gen Z isn’t interested in snazzy marketing collateral. **Employer branding efforts need to go away from post-production towards revealing employees’ work and experience** at the company to a wider audience.”



Hung Lee
Curator at Recruiting Brainfood



Explore tips & strategies:



Ensure your employer branding is authentic.

Employer branding messaging must match the reality of what Gen Z can find on employer review sites. At the same time, employer branding needs to look and feel authentic. Gen Z will react more favorably to raw, employee-generated content that might show a day in the life of a worker than to highly produced videos.



Aim for an efficient candidate experience.

As digital natives, Gen Z is used to easily accessing information, entertainment, and products, and they expect nothing less from employers. They're going to want a hiring process that is efficient, easy to navigate, and in a user-friendly format. "They're not going to stick around for weeks for a hiring manager to make a decision," Google DeepMind's Nicky Vallely says. "They'll ghost you. This isn't them being entitled. This is just the reality of the world in which they've grown up."



Help hiring managers understand Gen Z's unique attributes.

Gen Z candidates might display behaviors and **preferences** that hiring managers aren't accustomed to, but that doesn't mean they're not right for the job. Talent leaders can help hiring managers gain a better understanding of Gen Z and avoid bias.



Strive for generational diversity.

For the first time in history, five generations are working side by side in the workplace. Everything from employer branding to flexible work policies needs to take different age groups and their preferences into consideration. **Kristin Shulman**, global director, talent marketing, employer brand and early careers attraction at **Booking.com**, says it's important to forge ties between younger and older workers through mentorships, including reverse mentorship in which young workers mentor older ones. "While there's potential for culture clashes, we see it as an opportunity for generations to learn from each other," she says.



Conclusion

Conclusion

Adapting to the changes sweeping the recruitment industry is no easy task.

Recruiters will need a growth mindset, a willingness to learn new skills, and the ability to harness new technologies. But for those who do so there will be a big payoff: the opportunity to reshape the world of work and help organizations build the workforce of the future.

Global report

[Report summary](#) | [Full web report](#)

Staffing report

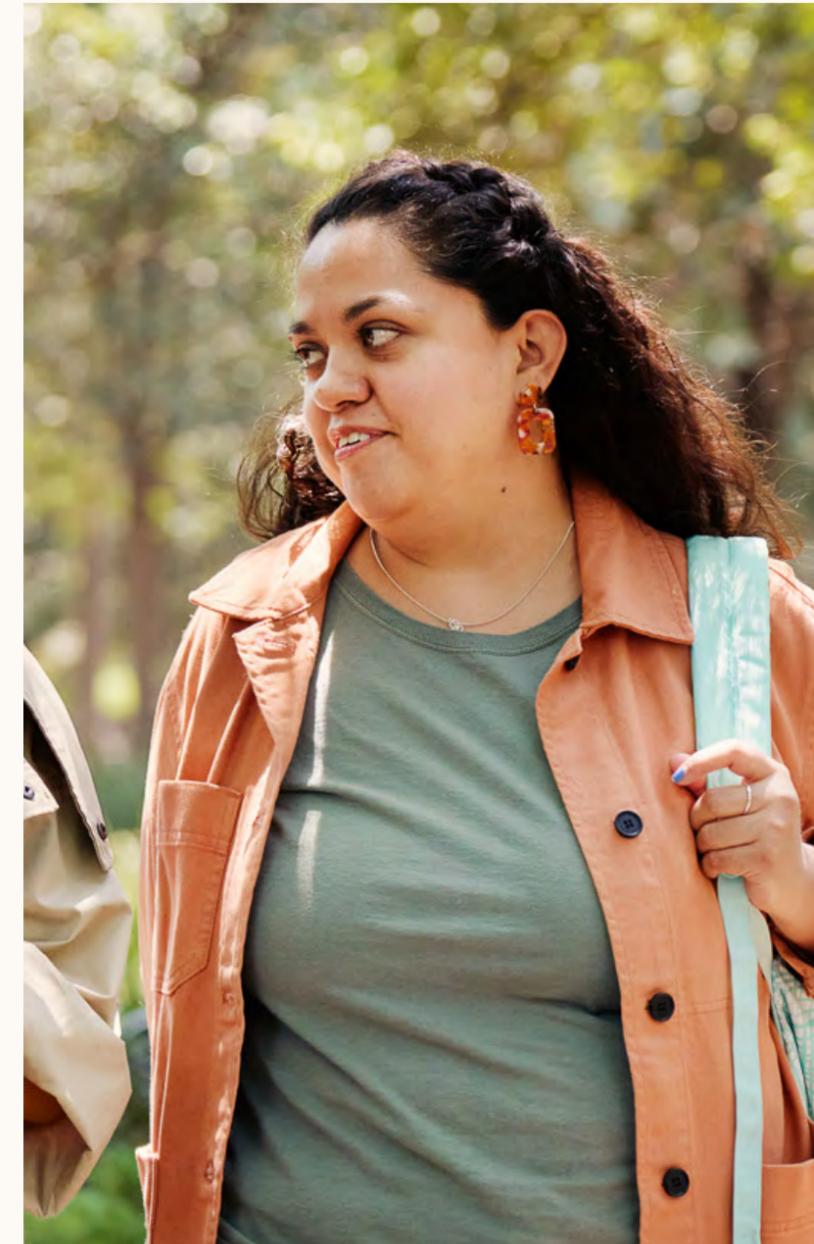
[Staffing edition](#)

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Methodology

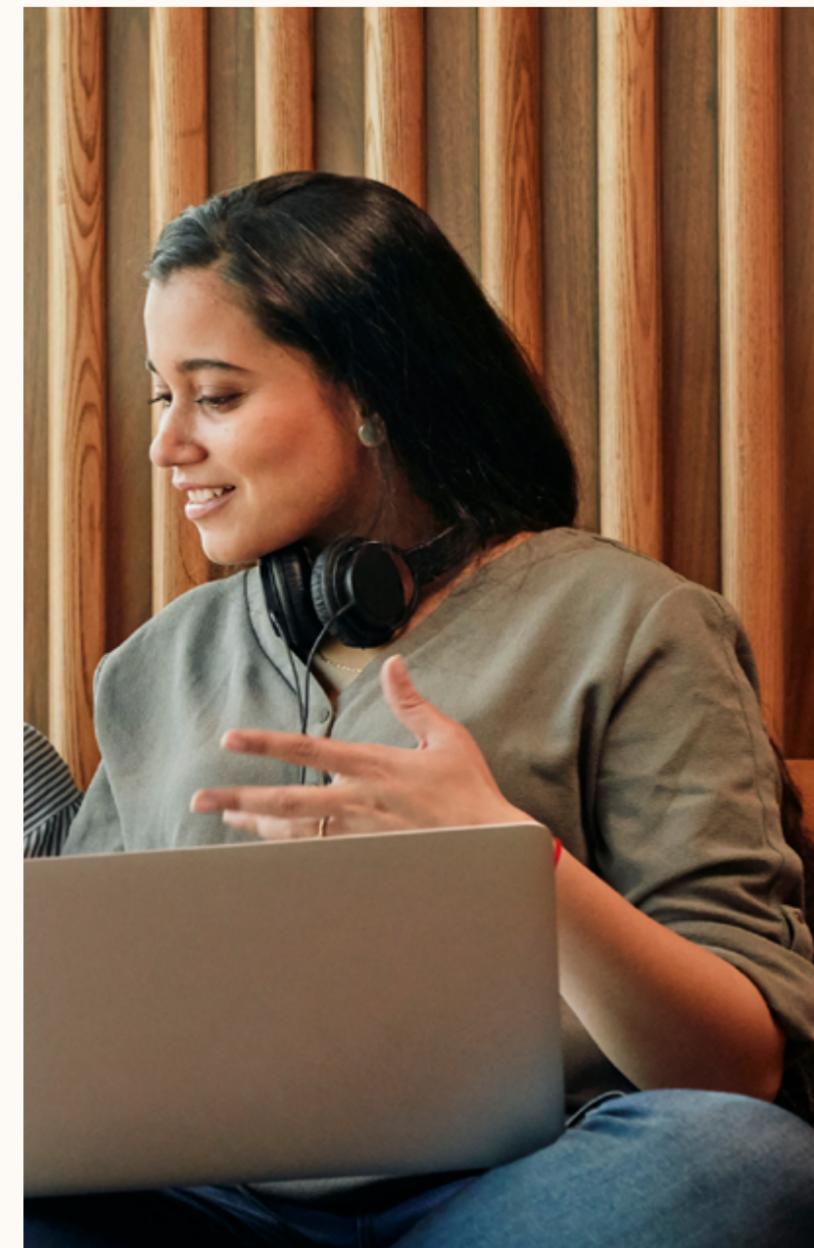
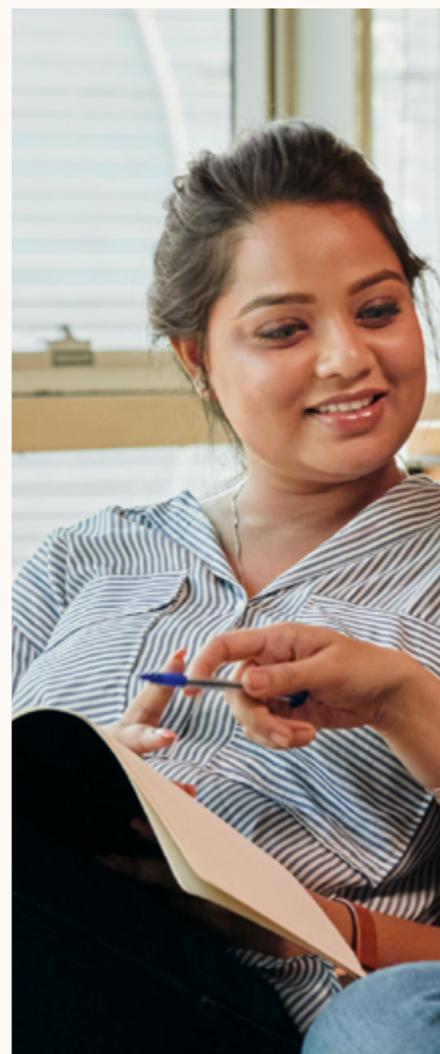
Survey data

LinkedIn Research surveyed 1,453 recruiting professionals in management seniority roles or higher (1,202 corporate recruiting pros, 261 search and staffing pros), in addition to 498 hiring managers. Survey respondents are LinkedIn members who were selected to participate based on information in their LinkedIn profile and qualified based on survey responses. This survey was conducted in six languages across 23 countries between October and November 2023.

Candidate priorities and inclusion preferences are based on LinkedIn's Talent Drivers monthly survey of global members, including 16,688 members surveyed in November 2023. To measure candidate priorities, respondents are asked to "select the most important factors when considering a job opportunity," and can select up to five of 15 employer value propositions.

Insights data

Behavioral insights for this report were derived from the billions of data points generated by the 1 billion members in over 200 countries on LinkedIn today. Unless otherwise noted, all data reflects aggregated LinkedIn member activity as of January 1, 2024.



Conclusion

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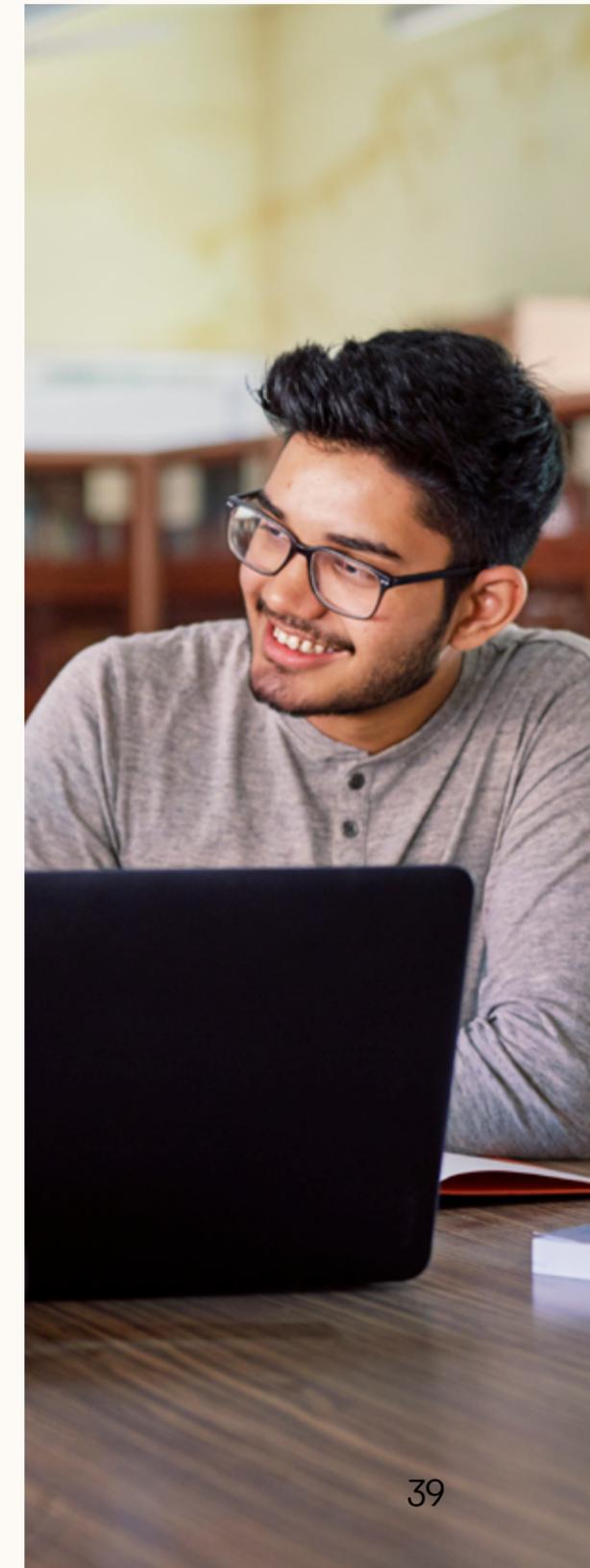
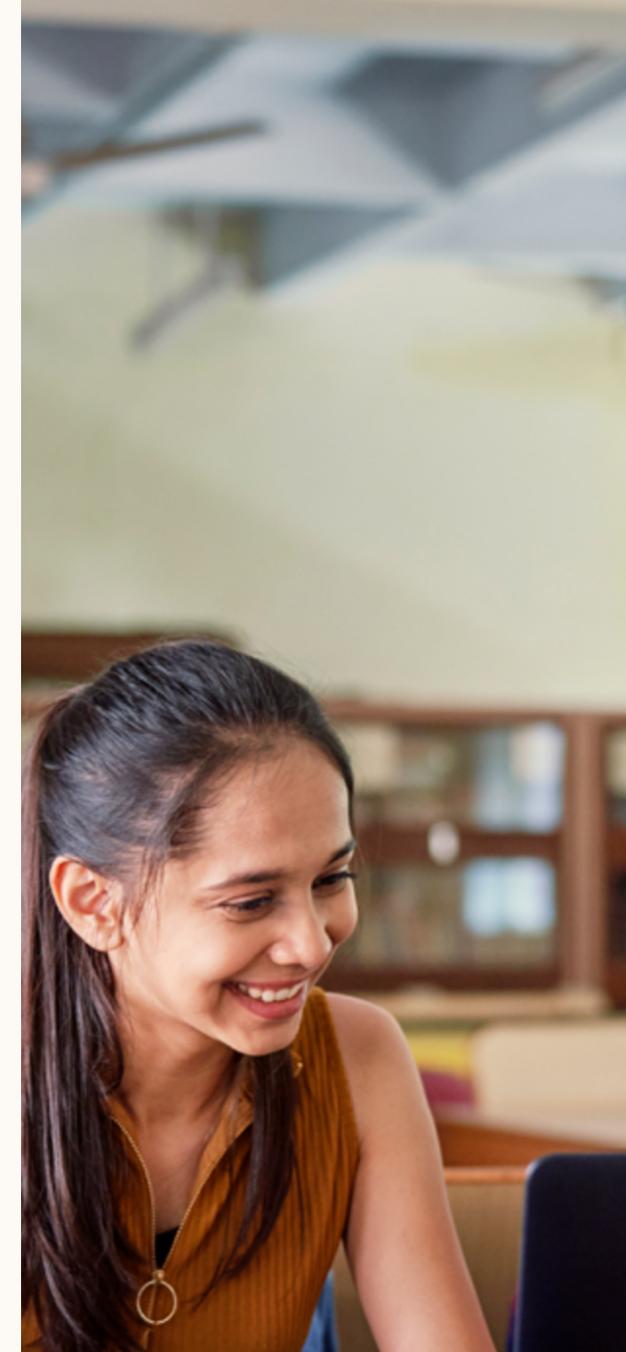
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