The Future of Recruiting

7 ways your role will change

Linkedin **Talent Solutions**

Introduction

Recruiting is on the rise, but it's also changing.

Companies need you. "Recruiter" is one of the most in-demand jobs as businesses brace for a future where talent is everything. But your team will need to master new skills, metrics, and tools.

To help you prepare for the future, we've outlined 7 ways recruiting will change—based on input from thousands of your peers, billions of LinkedIn data points, and interviews with global talent leaders.

Read on to lead your team, elevate your role, and stay one step ahead.

7 predictions on how your role will change

1. **Recruiting will be mission-critical.**

   Demand for recruiting professionals is up 63% since 2016.

2. **Your workforce plans will have to get agile.**

   Recruiting professionals' #1 priority over the next 5 years is keeping up with rapidly changing hiring needs.

3. **Recruiters will be less like sales people and more like business people.**

   More than 1 in 3 recruiting leaders came from a previous role outside of HR.

4. **Your metrics will track outcomes, not just actions.**

   Quality of hire is the most useful metric, but it's not the most used.

5. **Tech tools will unleash your team's potential.**

   The #1 way to boost recruiter performance is through better tools and technology.

6. **These 3 skills will redefine recruiting.**

   Engaging passive candidates, analyzing data, and advising leaders will become essential skills for recruiters.

7. **Your recruiting team will add non-recruiters.**

   "Talent analytics" roles have grown by 111% since 2014.

Recruiting will be mission-critical.

The impact of talent is growing

The stakes of making the right hire are rising.

As automation progresses, jobs are getting less repetitive and more creative. That doesn't just mean more interesting jobs—it also means that talent will make a bigger business impact than before.

Imagine you need to hire someone to turn a screw on an assembly line. The difference between "good" and "great" skills in that role makes almost no difference to the business.

But assembly jobs—all jobs, really—are far more complex today. And more complexity means the difference between "good" and "great" skills can make a very big difference to the business.

As jobs become more creative, recruiting will become a defining differentiator—and business leaders will take notice. With their attention turning to you, now is the time to ask for the right resources and rethink how you manage your team.
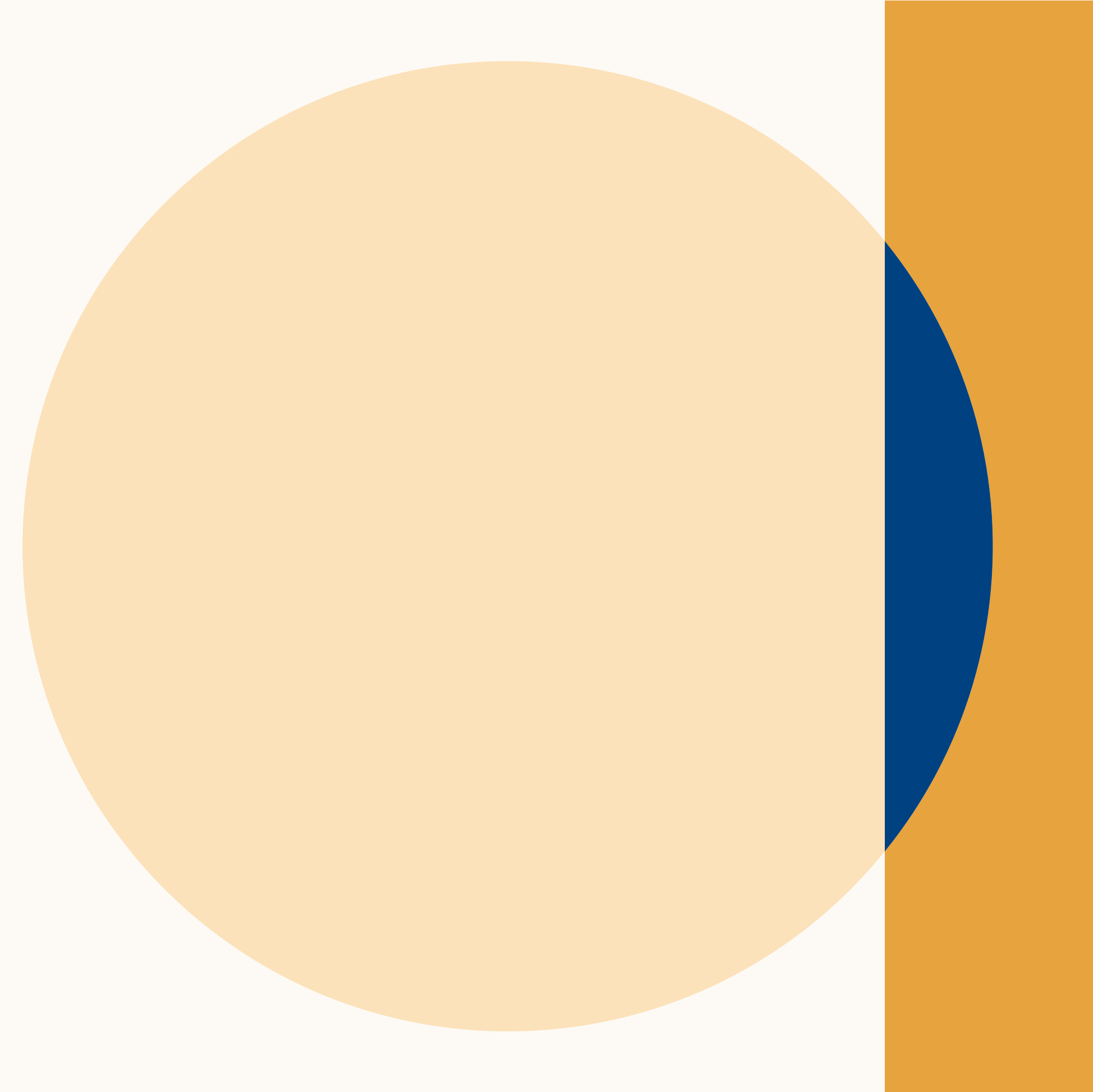
"Competition for top talent has gotten fiercer, so recruiting has taken on a new urgency. But I don't think we've stepped up yet the way business leaders want."

John Vlastelica
Managing Director at Recruiting Toolbox

Recruiters are in high demand

Recruiting is having a moment.

Companies are hiring more recruiting professionals right now than at any other time in the last five years, according to LinkedIn data.

That means companies around the world are looking to build up their talent acquisition teams. The future of recruiting will be fiercely competitive—even when it comes to hiring and retaining your own recruiting team.

Demand for recruiting is on the rise

Percentage growth of demand for recruiting professionals since 2016, based on LinkedIn data.

63%

63% increase in demand since 2016

80%			
60%			
40%			
20%			
2016	2017	2018	2019
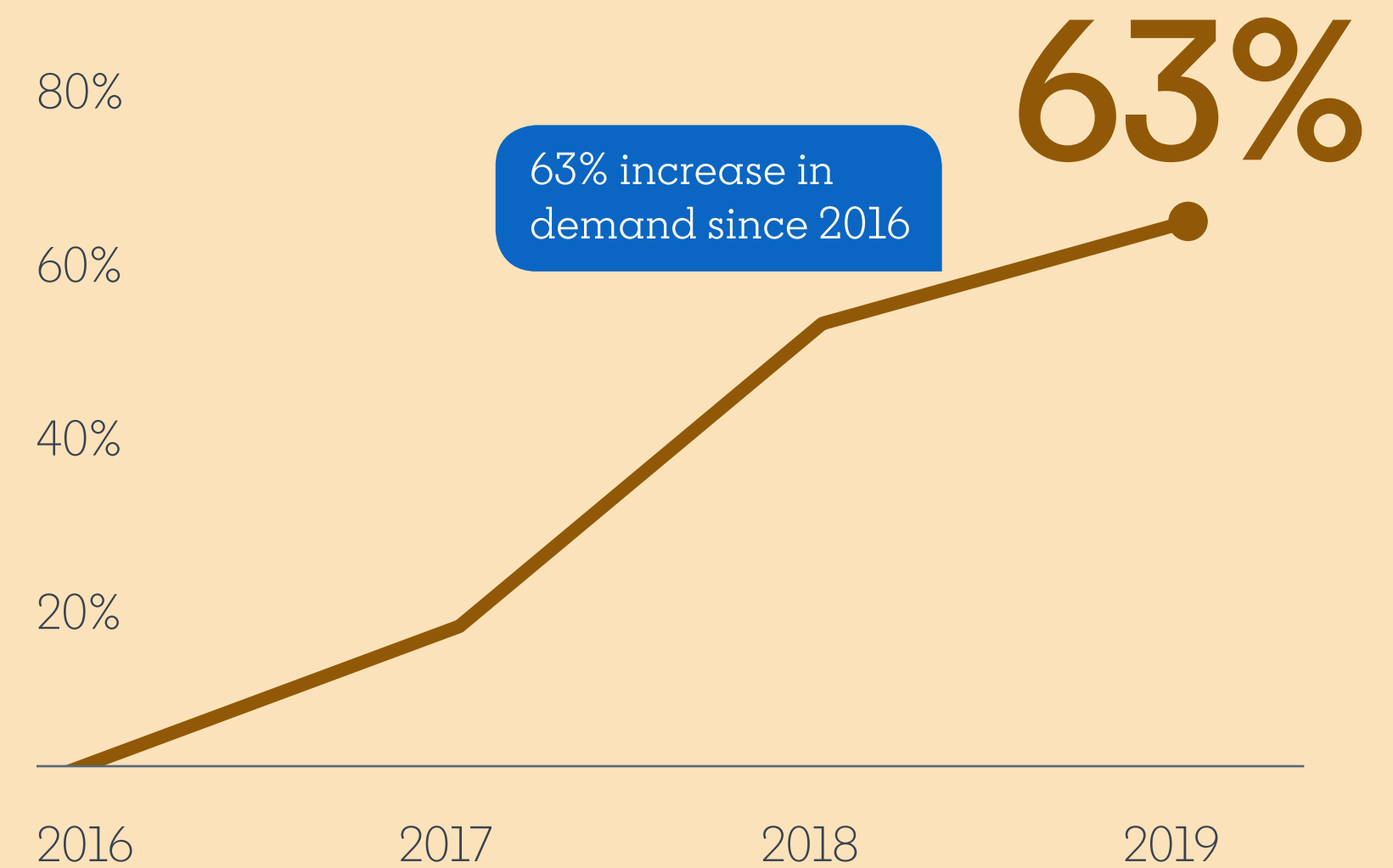
Could recruiting take a back seat to talent development?

If companies can embrace adaptability, it just might.

Is this increasing demand for recruiting the new normal, or are we just seeing a momentary spike?

Central Group's Head of HR, Akarin Phureesitr, thinks both can be true: recruiting will remain important, but as companies hire more adaptable talent, more time will be spent developing skills internally rather than hiring for them.

As businesses get better at training employees and prioritize talent adept at learning new skills, upskilling may overtake hiring as the simplest way to fill your business needs.

"We're at the peak of a transition period, acquiring new skill sets. But if we do a decent job, the priority should shift back to talent development. If we're still this focused on recruiting in five years, we'll be in trouble."

Akarin Phureesitr
Head of HR at Central Group

How you can rise to the occasion

Start capacity planning.

With demand for recruiters on the rise, take stock now and see if you'll need to hire more recruiters to meet your company's future hiring needs. **Learn how LinkedIn's talent acquisition team predicted hiring demand and staffed recruiters accordingly.**

Rethink recruiter retention.

Only 34% of recruiting professionals surveyed said that retaining top recruiters would be a major priority over the next 5 years. Given how hot the hiring market for recruiters is, you may want to rethink that and incentivize your best recruiters to stay.

Build a strong business case.

You have the business's attention—take advantage of that. Whether you need headcount, technology, or other resources, make a clear ask. Create a plan showing how you can support the company's hiring needs over the next 5 years if you're given the right resources.
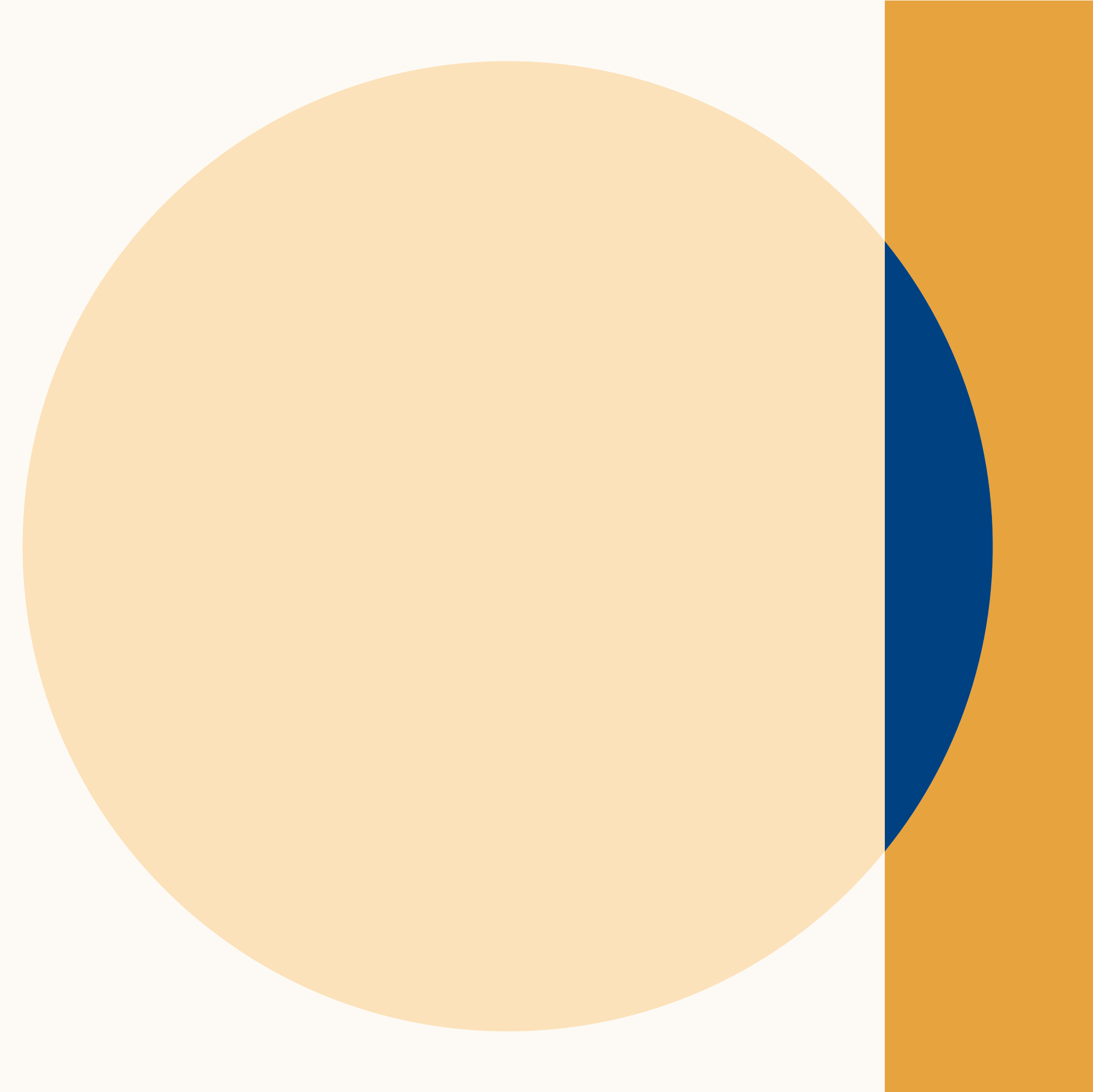
Your workforce plans will have to get agile.

Rapidly changing hiring needs will be your biggest priority

Stay aligned and stay agile.

Recruiting isn't just more important today—it's also more difficult. That's because companies' talent needs seem to change day by day.

The #1 top priority for recruiting organization over the next five years will be keeping pace with their company's rapidly changing hiring needs, according to our survey.

To keep up, you'll need to stay close to your business by aligning with leaders often. You'll also have to keep your team flexible so you're able to adapt to new needs quickly.

Top priorities for recruiting over the next 5 years

Percent who say these will be one of their team's top priorities over the next 5 years.

Keeping up with rapidly changing hiring needs

#1 top priority over the next 5 years

65%

Keeping up with recruiting technology

52%

Showing business impact

43%

Leveraging data effectively

43%

Influencing business leaders

41%

"Things change rapidly here, so recruiting stays close to the business teams. Together, we continue to calibrate our hiring direction."

Xiaoyuan Wang
Director and Senior Staff Engineer at Alibaba

How to keep pace with a swiftly moving target

Hire and train recruiters to focus across functions.

While it doesn't hurt if a recruiter has a functional expertise—e.g., if they can talk to engineers about programming—that shouldn't stop them from hiring for other functions. General recruiting skills afford you more flexibility when hiring plans change.

"We need greater flexibility in how we structure recruiting teams and where they're focused—recruiters should be prepared to be 'general athletes' set up to cover more than one business area."

Ross Baron
Head of Recruiting at Tik Tok

Set recurring meetings with execs and cascade learnings.

If you can build strong relationships with business leaders, you'll be better informed and able to keep your team on target. Align with the business on a recurring schedule, and communicate the latest priorities to everyone on your recruiting team.

"Communication is the biggest thing. Our recruiting leads have ongoing meetings and invaluable relationships with our executive committee."

Anastacia Flores
Former Director of Recruiting Operations at Pandora

Recruiters will be less like sales people and more like business people.

Moving from tactics to strategy

Finding solutions, not just following plans.

It's one thing to execute a plan, it's quite another to design the most effective plan. More and more, companies are looking for recruiters to do both.

For too long, many hiring managers treated recruiters as order-takers. In the future, recruiting will increasingly be recognized as a strategic role.

Recruiting leaders and recruiters themselves will be expected to bring a perspective, push back, and lead the way forward. That means not only aligning with business goals, but advising leaders on the best way to achieve them.

"Currently, managing recruiters is like managing superstar sales people. Everyone is highly specialized and has a very specific purpose.

In the future, they'll be more well-rounded and analytical—more like business people."

Akarin Phureesitr
Head of HR at Central Group

Leaders and hiring managers will look for your advice

**Recruiters' jobs are growing more creative, too.**

As the most administrative and routine parts of work get automated, jobs are getting more creative and complex. And that particularly applies to recruiters themselves.

The function will become less about execution and more about talent strategy. Recruiters will have to anticipate needs, solve problems, and spot opportunities for hiring managers and their teams.

"In the future, recruiters will look more and more like HR business partners."

Tristan Klotsch
Vice President of HR at Serrala
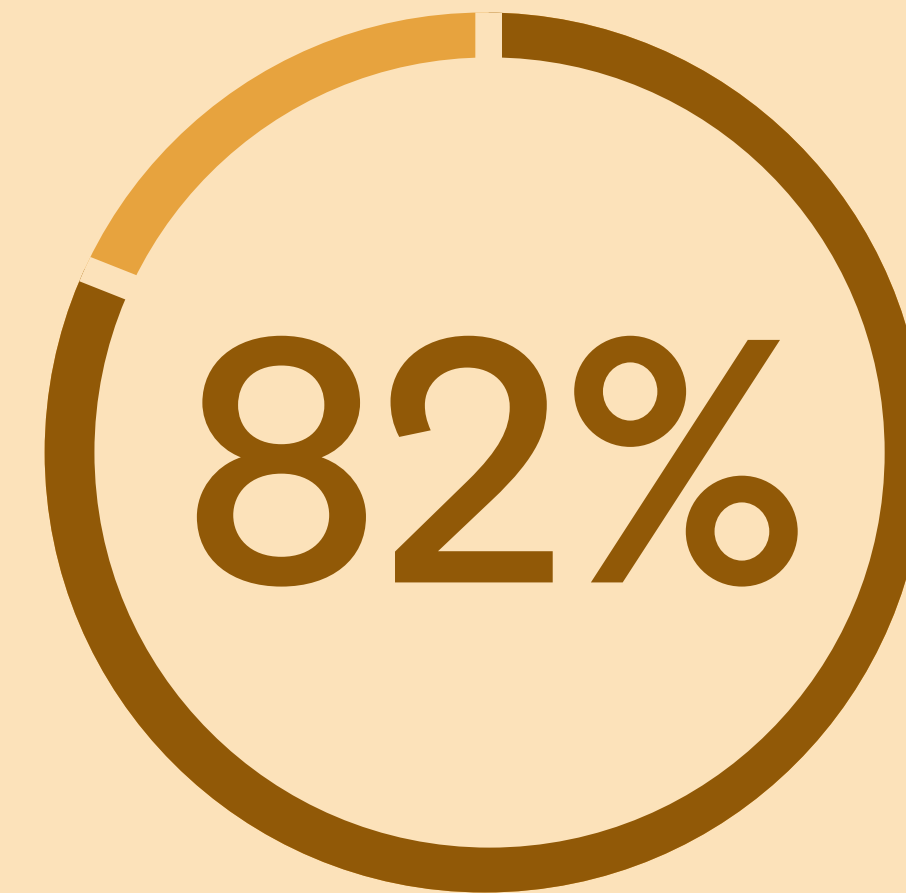
82% say advising business leaders will grow more important over the next 5 years

Your next head of recruiting may be new to recruiting

Business leaders are becoming talent leaders.

More than one in three (35%) current heads of recruiting came from a role outside of HR and talent acquisition, according to LinkedIn data. That may be because these leadership roles are valued less for their functional expertise and more for their business acumen.

Outside of HR and talent acquisition, the most common previous functions for heads of recruiting are sales, operations, and business development—areas with a clear and immediate impact on the organization's business goals.

"More recruiting leaders are coming from outside of recruiting and bringing this highly analytical, business leader mentality— that's going to shift how recruiting is viewed and how we work in the future."

Jennifer Shappley
Senior Director of Talent Acquisition at LinkedIn

1 in 3
recruiting leaders came from a role outside HR

Becoming an advisor to the business

3 tips from John Vlastelica, Managing Director at Recruiting Toolbox

Talk to other teams to anticipate needs.

Work with other departments and a variety of leaders to understand where the business is going and how your talent strategy can align. Ideally, you'll be telling the business when they need to request a hire—not the other way around.

Try this Jedi mind trick.

The most persuasive people can plant an idea in your head and make you think it's yours. Instead of dictating a solution from the start, paint a picture of how dire things will be if you do nothing. When they ask for your advice, it'll feel like their idea, not yours.

Imitate leaders' speech patterns, like "if/then" statements.

Learn to talk the talk by paying attention to the way business leaders discuss talent. Using if/then statements (e.g., "if the business wants to do X, then we need to hire Y") can help you emphasize the strategic impact of your plans.

"Start with a little shock and awe. Forecast how many interviews they'll need to make 20 hires at their current interview-to-hire rate.

They'll say, 'Oh my god, I don't have time for that. What can we do?' Right then, that's your moment. You've been invited in as a talent advisor."

in John Vlastelica
Managing Director at Recruiting Toolbox

Your metrics will track outcomes, not just actions.

Moving to strategic metrics

Tracking actions is easier, but fails to capture the business impact.

If your recruiting team is like most, you already track time to hire. It's the most commonly used recruiting metric for good reason—it's easy to measure and can set expectations— but it's not the most strategic.

It tells you how fast your team hires, but not how well. A slow recruiter who hires 10 high performers is far more valuable than one who efficiently hires 25 poor performers.

Tactical metrics—like time to hire, candidates per hire, or offer acceptance rate—track the immediate actions of your recruiters. That's a good starting point, but the future of recruiting will revolve around strategic metrics: those that measure the business outcomes of your team's efforts—not just the actions they take.

The role of recruiting is rising. Shaping your business's talent strategy will be just as important as executing it. To do that well, you'll need to track the metrics that really matter.
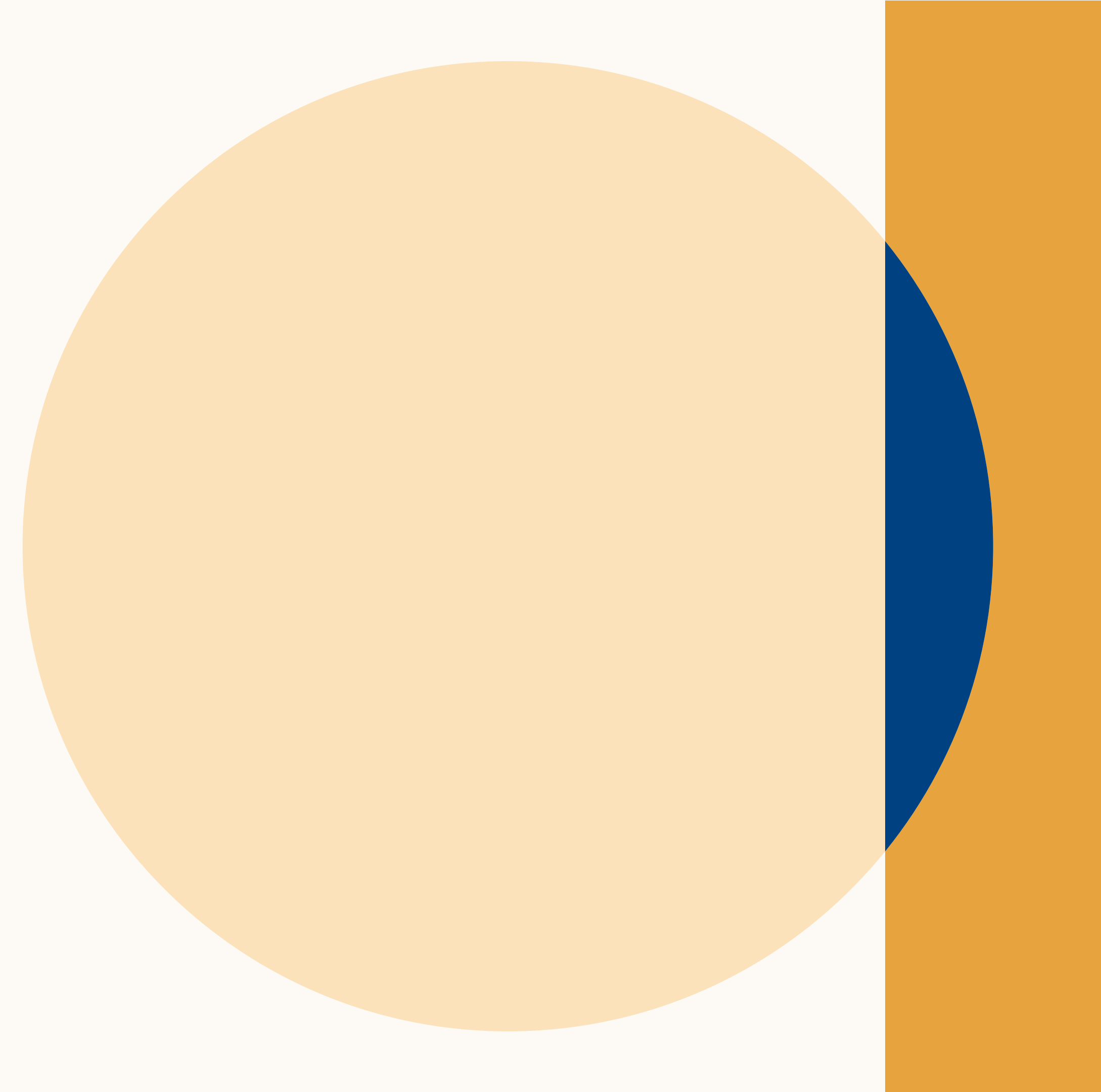
"The fastest hire isn't the best hire, and the cheapest hire isn't the best hire. It's all about the result — the business impact."

Ross Baron
Head of Recruiting for Western Europe at TikTok

Most companies today don't track the most useful metrics

Percent of recruiting pros whose companies currently use these metrics and who say these metrics would be very useful over the next 5 years.

■ Very useful in future ■ Currently use

Quality of hire
88%
48%

Sourcing channel effectiveness
82%
47%

Time to hire
74%
69%

Hiring manager satisfaction after 6–12 months
70%
41%

Candidate experience rating
70%
27%

Largest gap between what's used and what's useful

Cost per hire
68%
44%

Hiring funnel conversion rates
66%
44%

Diversity of candidates
56%
34%

Results-based metrics will rule the future

Many teams aren't there yet, but could be soon.

The two most impactful metrics of the future are both strategic, results-based measures. Quality of hire and sourcing channel effectiveness—a measure of which sources produce quality hires—both account for the business impact of the people your team is bringing in.

Most recruiting teams still aren't tracking either, but the metric with biggest gap between usefulness and actual use is candidate experience, a measure that we expect will become more commonplace in the near future.

Quality of hire is the holy grail

But capturing it often feels out of reach.

The reason quality of hire is so valuable is the same reason why it's notoriously difficult to measure: it speaks to the long-term business impact of new employees—and your recruiters.

You can't calculate this strategic metric until several months after the role is filled. But the bigger blocker is the fact that most aren't sure how to measure or define "quality."

There's no single calculation, but most businesses define quality of hire as some combination of three core metrics: retention, engagement, and performance ratings.

The most effective inputs to calculate quality of hire

Percent of recruiting pros who say these metrics would be very effective at measuring quality of hire.

Employee retention

60%

Employee engagement at 6–12 months

56%

Performance ratings

52%

Diversity data doesn't get the spotlight it deserves

Only one in three teams currently track the diversity of candidates.

Diversity metrics—such as the gender or ethnicity of candidates sourced, interviewed, or hired—are rarely used today. While most recruiting professionals believe these metrics would be very useful, just one in three says their company currently uses them.

That needs to change. While some recruiting leaders cite legal concerns around how to measure diversity, companies will need to solve those challenges if they want to see a meaningful difference in the diversity of their workforce. As Peter Drucker famously said, "what gets measured, gets managed," and **that's particularly true for diversity**.

Diversity metrics don't stop at the end of your hiring funnel. To focus on outcomes, track the tenure of hires from underrepresented groups and monitor the overall makeup of your workforce.

"For diversity recruiting, we need to think about metrics differently. We're focused on outcomes over activity, but we also care about arriving at them in an inclusive way. The right metrics can illuminate the path forward."

Chris Louie
Senior Director of Talent Acquisition at LinkedIn

Metrics that will matter more

Quality of hire

Sourcing channel effectiveness

Assessment effectiveness

Metrics that will matter less

Application to hire ratio

Time to hire

Hiring manager satisfaction

Quality of hire

Once you've cracked quality of hire, you can calculate all sorts of strategic, outcome-based metrics. While the exact definition will differ depending on the company, role, and available metrics, it will be the premier metric of the future.

Sourcing channel effectiveness

Once you have quality of hire defined, you can look back to see which sourcing channels have yielded the best hires. Armed with these insights, you can reinvest in your productive sources or identify problem areas.

Assessment effectiveness

By analyzing different evaluation methods against the actual quality of hire, you can see which assessments are most predictive. **LinkedIn's recruiting team is even taking this approach to interviewers** to see who is best at spotting great talent.

Application to hire ratio

As the internet makes it easier for candidates to apply, this metric has become far less meaningful. This is particularly true for the most in-demand roles, where the focus is on passive candidates rather than active applicants.

Time to hire

Time to hire alone is more administrative than strategic. "The fastest hire isn't the best hire, and the cheapest hire isn't best hire," says Ross Baron, TikTok's Head of Recruiting for Western Europe. "It's all about the result—the business impact."

Hiring manager satisfaction

While helpful if done months after the hire is made, instant reaction ratings can send the wrong message. "They're often written in a way that reinforces the role of recruiter as an order-taker," says John Vlastelica, Managing Director of Recruiting Toolbox.

Funnel metrics: tactical stats, strategic analysis

With the right perspective, action-based metrics can reveal impactful insights.

When analyzing your hiring funnel, you'll be looking at tactical, action-based metrics—e.g., interview to offer rates—the exact kind of stat that we've said will matter less.

While these metrics seem basic individually, the whole is greater than the sum of the parts. In funnel analytics, you lay out a series of these conversion rates in order—applied to screened, screened to interviewed, and so on—to create a holistic view of your entire hiring process.

That strategic vantage point makes it easier to spot and solve problems. You can calculate your funnel manually, though an applicant tracking system (ATS) like **LinkedIn Talent Hub** will generate it for you automatically.

Leads

Applications

Screens

Interviews

Offers

Hires

3 strategic tips for funnel analytics

By analyzing how certain candidates flow through your funnel, you can see your hiring process from multiple angles. Filtering your candidate data in different ways can reveal new insights.

1. Filter by recruiter.

Benchmark the funnel analytics of recruiting teams or individual recruiters against each other to spot abnormal bottlenecks or leaks.

2. Filter by job types.

Isolate job types and seniorities to compare apples to apples. Senior engineers will have a different funnel than entry-level admins.

3. Filter by demographics.

Analyze your diversity efforts; e.g., if women pass assessments at high rates but drop off between interviews, that's a place to look for bias.

"Recruiters need to analyze their funnel as rigorously as marketing and sales teams do."

Martin Beischl
Global Director of HR, Talent & Culture at riskmethods

"We're making sure our recruiters know the fundamentals of data entry and data management—it sounds so basic, but it's essential to getting real insights. At our scale, the little details matter so much."

Chuck Edward
Head of Recruiting at Microsoft

3 steps Microsoft takes to ensure accurate metrics

1. Focus on one or two metrics at a time.

At Microsoft, recruiting leadership selects just a few data fields to focus on every month or so. Recruiting managers communicate clear expectations to their teams so everyone's aligned on the proper way to record those metrics.

2. Track how well they're recording that data.

Next, leaders will see which manager teams are doing the best job of tracking that month's metrics. Since they're only looking at a few data fields, it's relatively easy to audit accuracy and completion.

3. Source best practices across teams.

Top performing manager teams will share what they're doing differently to help everyone improve. "The individual acts aren't that hard," says Chuck Edward, Microsoft's Head of Recruiting. "It's more about building the habits and not skipping steps."
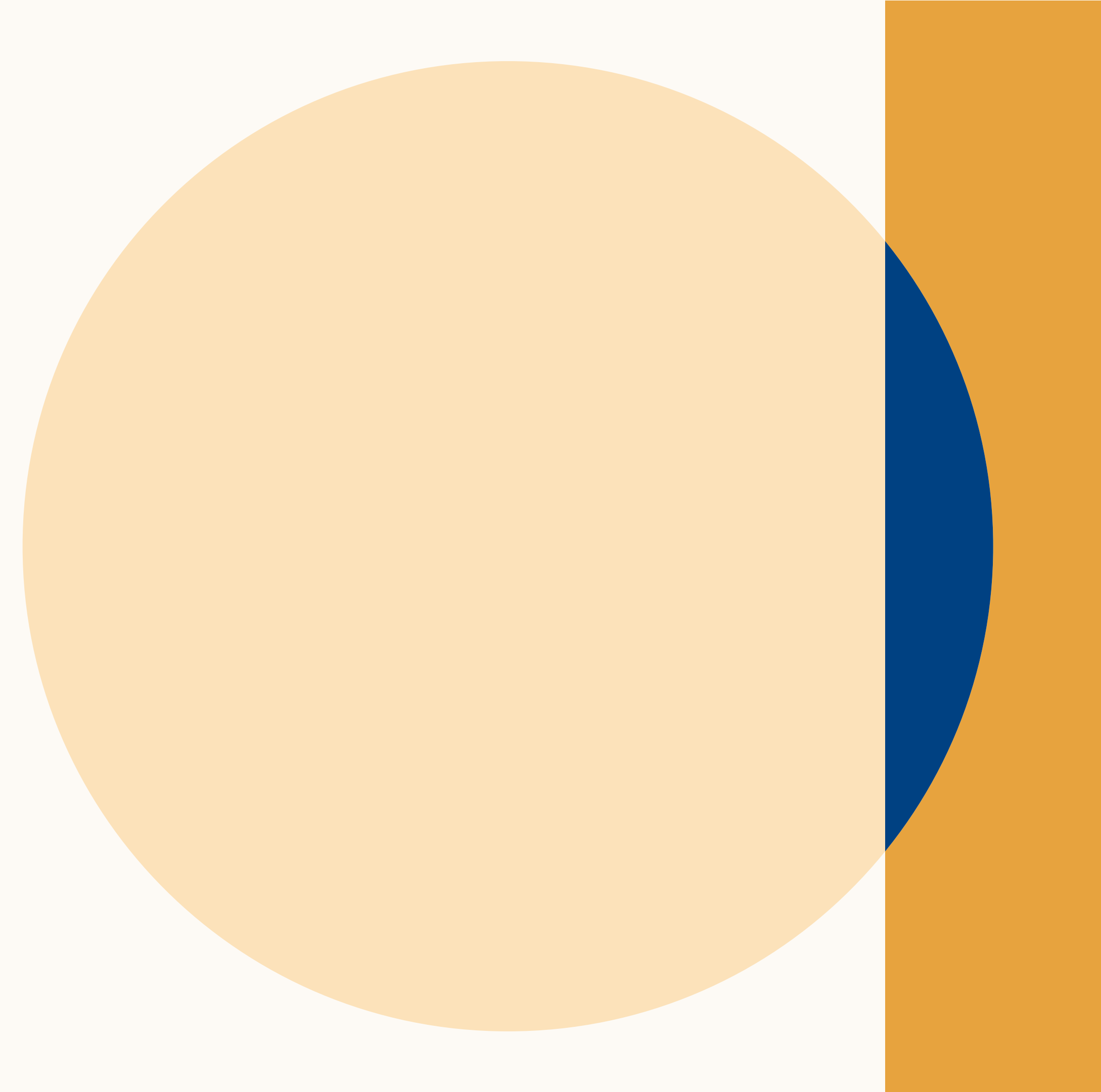
Tech tools will unleash your team's potential.

Technology could be the key to upgrading your team

The right tools help recruiters work on what matters.

We asked recruiting professionals about the best ways to improve recruiter performance over the next 5 years. Their most popular answer: investing in new recruiting technology.

While technology won't replace your recruiters, it can augment their skills and reduce busywork—freeing them to focus on things like engaging candidates and developing your talent strategy.

Top ways to boost recruiter performance in the future

Percent of recruiting pros who say these would be among the most effective ways to boost recruiter performance over the next 5 years.

Better recruiting tools and technology

#1 performance booster

68%

More flexible work options

59%

More training and development opportunities

51%

"Developing an agile, modern, integrated recruiting technology stack is now a top criteria for success."

Josh Bersin
Global Industry Analyst

Most impactful recruiting technologies

Percent of recruiting pros who currently use these technologies and believe they will have meaningful impact over the next 5 years.

■ Make meaningful impact   ■ Currently use

1. Tools to find and engage candidates
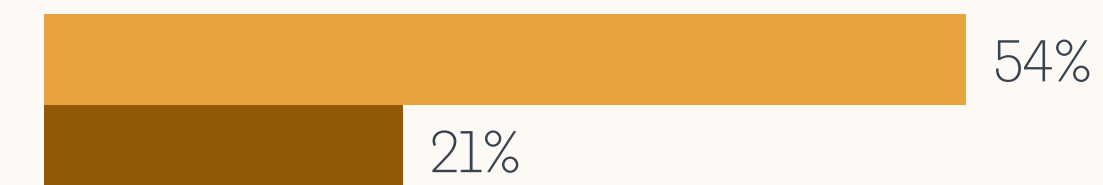
68%
58%

2. Soft skills assessments

60%
57%

3. Tools to analyze talent market

54%
21%

Largest gap between current use and future impact.

4. Video interviewing

53%
40%

5. CRMs (candidate databases)

51%
43%

Recruiting leaders sound off on top tech

1. Tools to find and engage candidates

As you can see on the previous page, the most impactful tools—those that help you find and engage candidates, like **LinkedIn Recruiter**—are also the most commonly used today.

"There's so much passive recruiting to do now. More and more companies realize their traditional pipelines don't work in an environment of skills scarcity."

Josh Bersin
Global Industry Analyst

2. Soft skills assessments

Similarly for soft skills assessments, there's almost no gap between those who believe in its future impact and those who use it today.

"With AI reducing the amount of routine jobs, skills in listening, empathy, service, and complex problem solving are becoming critical to every role."

Josh Bersin
Global Industry Analyst

3. Tools that analyze the talent market

This tech had the largest gap between future impact and current use. That suggests these analytical resources— tools like **LinkedIn Talent Insights**—may be poised to see a spike in adoption over the next five years.

"LinkedIn's talent analytics tools were very useful, especially when building up a remote workforce in the rest of Europe. We could see Ukraine had an abundance of talent, but a scarcity of openings, so it was a good place to recruit."

Martin Beischl
Global Head of Talent & Culture at riskmethods

4. Video interviewing

Tools that lessen the operational and administrative burden of recruiting will also play a vital role in the future. Video interviewing—particularly asynchronous videos, rather than live video conferences—can save recruiters vast amounts of time.

"Video interviewing has been a big time saver for our team, without sacrificing the candidate experience. We can review their recording and get back to them within 48 hours."

Anastacia Flores
Former Director of Recruiting Operations at Pandora

Too much technology?

Sometimes the whole is less than the sum of the parts.

Too much technology can be overwhelming, particularly when different tools don't talk to each other. Even if every individual technology is helpful, constantly switching between them creates too much friction.

LinkedIn Talent Hub and other tools that provide a single platform for multiple functions (e.g., sourcing, managing, and hiring) can minimize this friction and help your team save time.

For some uses, it may also make sense to use several solutions that each do one thing very well. In that case, the key is making sure they work well together. Look for interoperability when evaluating tools, and consult with IT to see how you can build the most seamless array of technologies.

"Every talent acquisition organization I talk with is frustrated with the level of integration, fragmentation, and pace of change of their technologies. All of this impacts the candidate experience, recruiter productivity, and the ability to improve operations."

Josh Bersin
Global Industry Analyst

Tips on choosing tech

Ask your recruiters what they need.

Whether by surveys, meetings, or informal chats, don't forget to start at the source: the people who will actually be using the technology every day. Ask them about the most frustrating challenges they face and what tech they think would help them the most.

Balance depth and breadth.

It can be tempting to just focus on tools that help your most impactful recruiters (e.g., those that target experienced engineers or executives). While the ROI may be there, don't neglect solutions that can have a broader quality-of-life improvement for all your recruiters.

Consider vendors' consultative skills.

The human element of tech solutions is just as important as the technical side. In other words, evaluate the strength of their support as closely as you judge the strength of the solution itself. See how they can help train your team and the terms of ongoing technical support.

Tips on adding tech

For implementation, involve end-users early.

Noelle Hunt Bennett has trained recruiters at Amazon to use new tech tools for seven years, and has helped select and implement a variety of recruiting tools for over 20 years. "If you want the implementation to go well," she says, "you must—must—have your end-users at the table at every step of the process where they can add valuable input."

For adoption, enlist your early adopters to help.

As Pandora's former Director of Recruiting Operations, Anastacia Flores drove adoption of new tech tools by empowering recruiters who were part of the tool's pilot program. "Instead of everything coming through me," she says, "they could help train people and answers questions. It spreads out some of the ownership and responsibility across the team."

For mastery, create groups to share best practices.

Everyone on Dropbox's recruiting team used LinkedIn, but how they used it varied a lot. So executive recruiting lead Erin Walker co-founded an "expert user group" to spread best practices. "Each quarter, the group holds training sessions and competitions on a new facet of using LinkedIn," says Erin, like reaching out via InMail, using Talent Insights, or optimizing recruiters' own profiles.

These 3 skills will redefine recruiting.

Engaging, analyzing, advising

Recruiting is evolving—and so are its defining skill sets.

Instead of just sifting through applicants or locating the perfect passive candidates, recruiters will need to focus on effectively bring them into the funnel.

Instead of simply entering data correctly, they'll need to leverage data-driven insights to drive decisions.

And instead of dutifully executing orders, recruiters will need to advise business leaders and hiring managers—that means pushing back and setting the strategy, not just following it.

These skills will matter even more in 5 years

Percent of recruiting professionals who say the following skills will become more important over the next 5 years.

Engaging passive candidates

85%

Analyzing talent data to drive decisions

84%

Advising business leaders and hiring managers

82%

"Historically, recruiters have been creatures of habit. That's helped them succeed at tasks like filling reqs, but it's not what will elevate them in the future. The best recruiters will be curious and adaptable, with a learning mindset."

Amy Schultz
Director of Talent Acquisition at LinkedIn

Engaging passive candidates

You'll need to cut through the noise.

In the past, being able to find that needle-in-the-haystack candidate set you apart as a recruiter. But as tools like LinkedIn Recruiter grow smarter and more widespread, most recruiters can find plenty of very qualified candidates.

The real challenge is getting their attention—or better yet, actually bringing them into your hiring funnel. Going forward, that's the skill any recruiter worth their salt needs to perfect.

"The perception is that it's harder to find people. The reality is that it's easier than ever to find people. It's just harder to engage them—especially when that talent has 100 other companies coming after them."

John Vlastelica
Managing Director at Recruiting Toolbox

Growth of skills involved in engaging candidates

Communication skills
increased by 3x

202%

100%

19%

200%

180%

160%

140%

120%

100%

80%

60%

40%

20%

0%

2015   2016   2017   2018   2019

Percentage growth
of select skills (associated
with engaging passive
candidates) among recruiting
professionals since 2015.

—— Communication

—— Writing

---- Relationship building
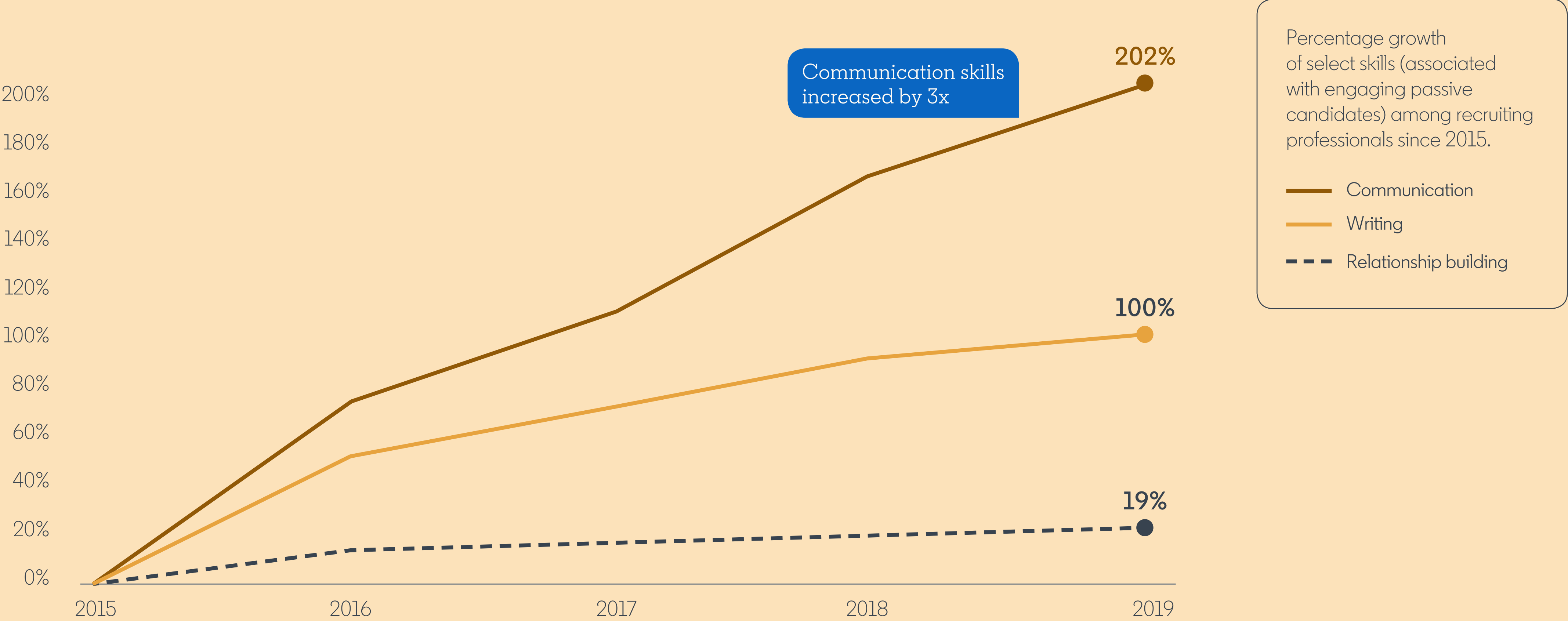
Analyzing talent data to drive decisions

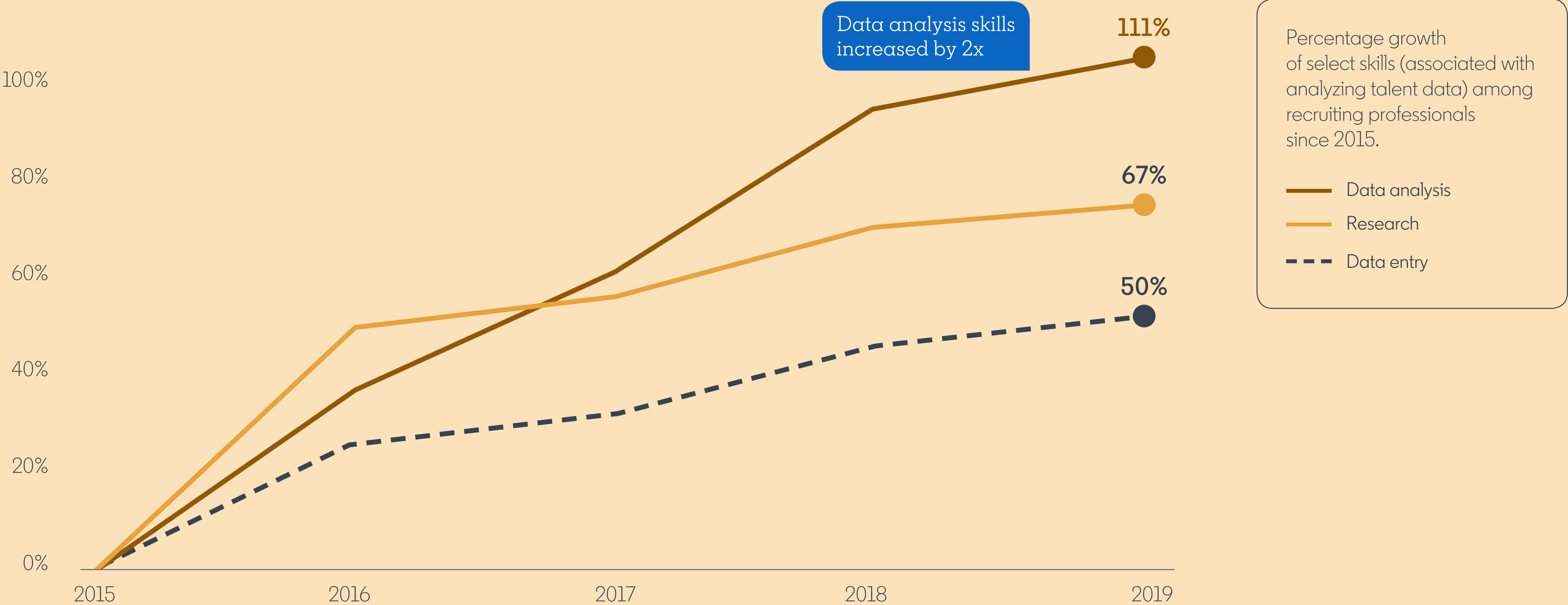## "Data-driven" isn't just a buzzword anymore.

Recruiting has long been about human connection, people skills, and intuition—now it's also getting analytical. As recruiters take on a more strategic role and interface with leaders, their advice and decisions will be backed by data.

Whether analyzing trends in the labor market or predicting who would make the best hire, it's increasingly critical for recruiting pros to understand data and how to shape it into insights.

"It's not enough for recruiters to be amazing interviewers—they also need to understand how to drive meaningful insights from data."

Abdulelah Alhadidi
Chief People Officer at IKEA Saudi Arabia

Growth of skills involved in analyzing data

Data analysis skills increased by 2x

111%

67%

50%

100%

80%

60%

40%

20%

0%

2015   2016   2017   2018   2019

Percentage growth
of select skills (associated with
analyzing talent data) among
recruiting professionals
since 2015.

— Data analysis

— Research

---- Data entry

Advising business leaders and hiring managers

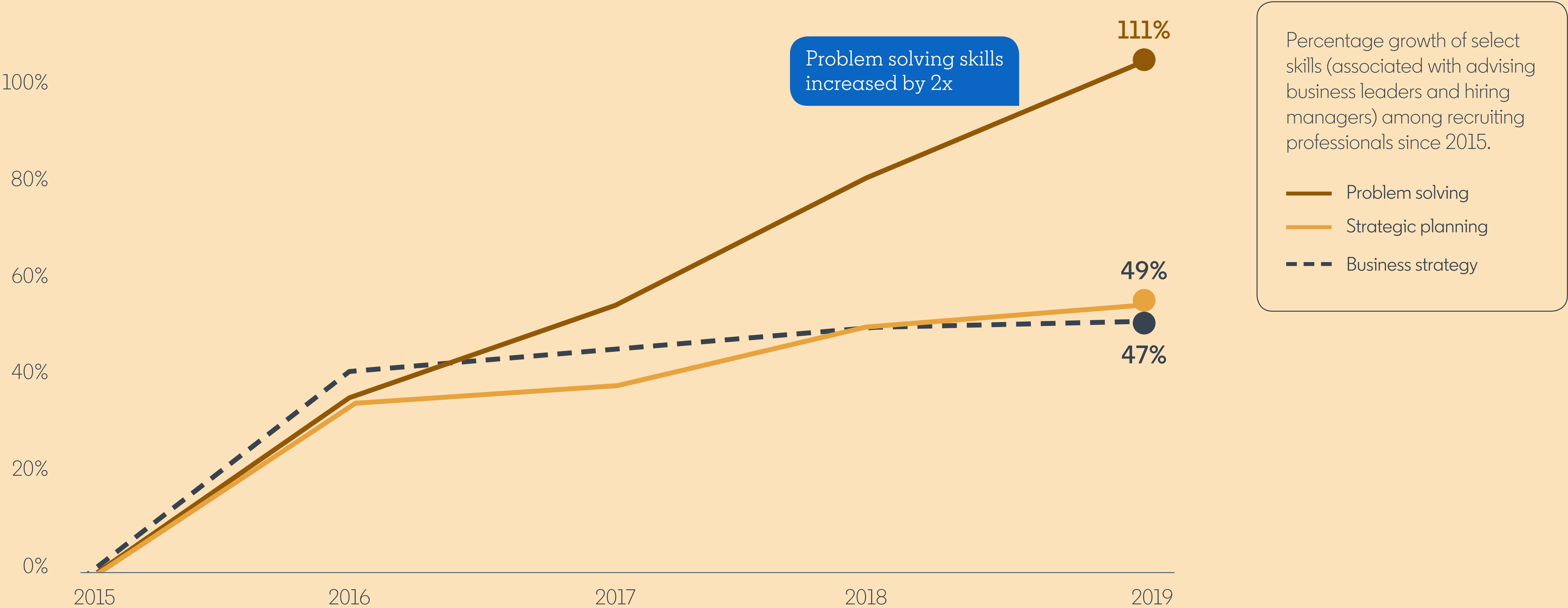## Recruiters will help guide the business's next steps.

Recruiting is growing more strategic every day. Instead of simply being asked to execute with a smile, recruiters will be asked to weigh in and bring their own point of view, even if that's not what the other party wants to hear.

From setting realistic expectations on the talent market, to aligning hiring goals with business needs, talent acquisition won't just tasked with acquisition anymore—they'll be the drivers of talent strategy.

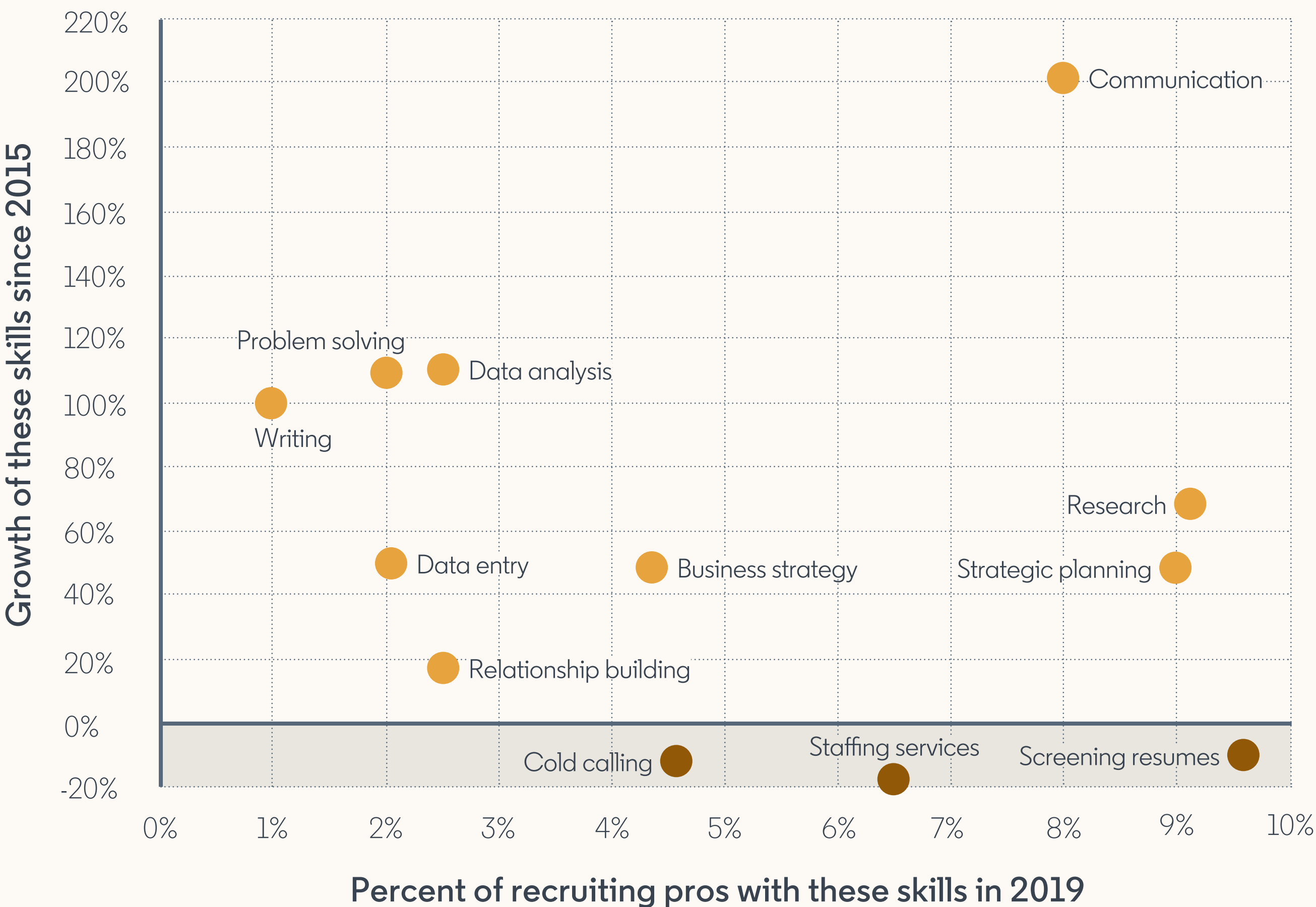> "All recruiting leaders tell me their teams need more 'business acumen'—but struggle to define it. They mean advisory skills: recruiters who do more than listen; who push back, persuade, and problem-solve."

Johnny Campbell
CEO at SocialTalent

Growth of skills involved in advising

111%

Problem solving skills increased by 2x

49%

47%

100%

80%

60%

40%

20%

0%

2015   2016   2017   2018   2019

Percentage growth of select skills (associated with advising business leaders and hiring managers) among recruiting professionals since 2015.

——— Problem solving

——— Strategic planning

- - - Business strategy

More recruiters are listing these skills on LinkedIn

Growth of these skills since 2015 (y-axis)

Percent of recruiting pros with these skills in 2019 (x-axis)

Chart data points:
- Communication (~8%, 200%)
- Problem solving (~2%, 110%)
- Data analysis (~2.5%, 110%)
- Writing (~1%, 100%)
- Research (~9%, 68%)
- Data entry (~2%, 50%)
- Business strategy (~4.5%, 48%)
- Strategic planning (~9%, 48%)
- Relationship building (~2.5%, 18%)
- Cold calling (~4.5%, -10%)
- Staffing services (~6.5%, -18%)
- Screening resumes (~9.5%, -8%)

Percentages of recruiting professionals who currently list these skills on LinkedIn (x-axis) and growth of that percentage from 2015-2019 (y-axis).

● Becoming more common

● Becoming less common

The nine skills involved in engaging, analyzing, and advising that we highlighted are becoming more common: the share of recruiting pros with those skills is increasing every year.

The other skills on the left of the chart—screening resumes, staffing services, and cold calling—while still relatively common, are trending down over time: fewer and fewer recruiting pros list these skills.

Fostering these skills on your team

Develop an internal training program yourself.

Partner with the company's Learning and Development team and create classes specific to your recruiting team, shaped or taught by your top performers.

Tap into external training sessions.

If your own team is strapped for time, bringing in outside experts may be a faster and easier fix—whether enrolling consultancies or tapping into an eLearning platform like **LinkedIn Learning** (e.g., see our popular courses on **Performance-Based Hiring** and **Learning Data Analytics**).

Encourage informal peer-to-peer learning.

Upskilling doesn't always have to be so structured. Simply identifying top performers and encouraging them to share with others can be a great start. Bring recruiting teams across your organization together for an informal lunch to discuss solutions to common challenges.

"Leaders can often underestimate the passion for learning that employees have at all levels of their career."

Noelle Hunt Bunnett
Program Management Manager at Amazon

The training curriculum every recruiting team needs

If you're building a training program for recruiters internally, here are some of the courses you may want to create.

Business Acumen Exercises:	Assessing Soft Skills:
Understanding Our Business Goals	A Solid Approach to Accurate Evaluations
Insights 101:	**Structured Interviewing:**
How to Analyze Talent Data to Drive Decisions	Asking the Right Questions Every Time
Storytelling for Recruiters:	**Stopping Unconscious Bias:**
How to Engage Candidates Effectively	Extending Opportunity to Every Candidate

Your recruiting team will add non-recruiters.

Here come the specialists

More teams will add dedicated roles.

As companies identify increasingly critical areas of recruiting—like analytics, marketing, and technology—many will decide that these call for their own dedicated roles.

Rather than only relying on recruiters, who can dedicate 20% of their time to people analytics or recruitment marketing, it will make more sense to hire a specialist who can spend 80% of their time on these areas.

These specialists—like data scientists, seasoned marketers, and IT consultants—also bring a higher level of expertise than any recruiter could. As they integrate into your team, they can share their knowledge, train recruiters, and oversee operations in their area of mastery.

"We've created new roles to help our recruiting team achieve their aspirations in areas including marketing, technology systems, and data analysis."

in

Rita Newman
Head of Recruitment and Resourcing at ANZ Bank

The 3 most impactful new roles in recruiting

Many teams may add these positions in the future.

The roles that will make the biggest difference over the next 5 years will be those dedicated to people analytics, recruitment marketing, and recruiting technology.

Despite the large number who believe in the impact of these roles, far fewer actually have them on their team today. For example, just one in four (26%) have someone dedicated to analytics, yet nearly half (47%) believe such a role would be very impactful.

That gap will probably close significantly over the following years. In fact, "talent analytics" titles on LinkedIn have more than doubled since 2014.

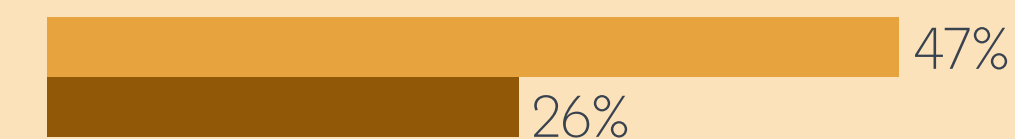## The most important new roles aren't popular (yet)

Percent of recruiting pros who say these roles would be among the most impactful over the next 5 years and whose organizations currently have someone in this role.

- ■ Would be impactful
- ■ Currently have on team

> "Talent analytics" roles grew by 111% since 2014, per LinkedIn data

Talent analytics specialists
47%
26%

Recruitment marketing specialists
45%
37%

Recruiting tech specialists
43%
29%

Candidate experience specialists
41%
32%

Change management specialists
38%
30%

Integrating new roles into your team

Convey your vision to get exec buy-in.

You'll probably need to get the higher-ups' approval before you can hire someone for a brand new position. Be crystal clear about your vision, the rewards your recruiting organization and the business will reap, and what you need to deliver.

Consider a pilot program as proof of concept.

If you can't get the headcount off the bat, you may want to designate one of your recruiters to lead a scaled-down initiative in that area (e.g., recruitment marketing). Once they have results, you'll have a stronger pitch that a full-time hire could make an even bigger impact.

Outline a firm but flexible role.

To set your new hire up for success, it will be important to lay out their roles and responsibilities. This structure helps kick things off, but be open to adjusting on the fly as you all learn how the new role can best contribute.

Final thoughts

Your role is sure to look different five years down the line, whether you keep the same job title or not. The future of recruiting will be bright, but also challenging.

Businesses will need recruiters more, and recruiters will be called on to do more: to engage passive candidates inundated by offers; to analyze talent data and advise leaders; to tease out long-term business results and forecast future hiring needs; to master new technologies and to build new types of teams.

You and your team can handle it. What matters most now is getting ready. While every prediction in this report may not bear out precisely as described, preparing today will leave you better equipped for whatever the future holds.

Because the future of recruiting won't be something that happens to you—it'll be something that you help create.

Methodologies

Survey

We surveyed 2,848 recruiting professionals who self-identified as working either in HR/TA with a focus on recruiting or at a search and staffing agency. Most respondents manage a team of recruiters, and an additional one in four contribute as recruiters themselves. The survey was conducted in English, with respondents from over 80 countries. These survey respondents are LinkedIn members who were selected based on information in their LinkedIn profile and contacted via email between June 13 and July 8, 2019.

Behavioral data

Insights for this report were derived from the billions of data points generated by more than 645 million members in over 200 countries on LinkedIn today. All data reflects aggregated LinkedIn member activity as of August 2019. "Recruiting professionals" are defined as LinkedIn members with current job titles in recruiting, talent acquisition, and related fields. "Demand" is calculated as the average number of Recruiter InMails targeted to recruiting professionals each year since 2016 normalized for growth on the platform. Skills growth is calculated as the increase in percentage of recruiting professionals with relevant skills listed on their LinkedIn profiles or inferred based on other information on their profiles at the time of their position as a recruiting professional. The growth of roles in talent analytics is based on the increase in members on LinkedIn with current job titles containing the keywords "talent analytics," and therefore only includes members with English profiles.

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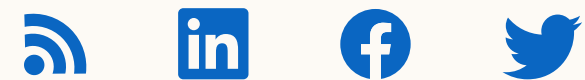**Franny Robertson**
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