GLOBAL RECRUITING TRENDS

2018

THE 4 IDEAS CHANGING
HOW YOU HIRE

ABOUT THIS REPORT

We interviewed industry experts about the state of hiring and four trends came in hot: diversity, new interviewing tools, data, and artificial intelligence. We then surveyed nearly 9,000 recruiters and hiring managers from 39 countries about those trends. This report combines those survey insights with examples from 18 companies at the forefront of these trends.

A NEW WAVE IN RECRUITING IS KILLING THE TRANSACTION

Hiring talent has become highly transactional. The tedious candidate searches, the endless scheduling, and the repetitive screening are inefficient and mind-numbing. It's time for a new era of recruiting that focuses on the more gratifying parts of the job — the human part, the strategic part. This year's four top trends are doing just that.

New interviewing tools, many powered by artificial intelligence, now sift through resumes and automatically weed out candidates so that your team can invest more in connecting with and closing the best ones. Meanwhile diversity is a hot source of corporate growth — embrace it and you can be a revenue-driver for your company. Data is your other ticket to strategic impact as it provides the credibility and insight you need to boost your organization's bottom line.

Collectively these four trends: new interviewing tools, artificial intelligence, diversity, and data are elevating recruiting to a more strategic profession. By killing the transaction, they're giving your team more time to build candidate relationships and think critically about how to win talent. They directly impact how quickly and smartly you hire, so you can't afford to ignore them.

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TRENDS TO WATCH IN 2018

Research, expert interviews, and the pulse of the industry are clear. The trends to the right will be most impactful in shaping how you hire in the years to come.

- **Diversity** is the biggest game-changer and most embraced trend with over half of companies are already tackling it head-on.
- **New interviewing techniques** (e.g., soft skills assessments and job auditions) are gaining favor as ways to augment traditional interviews, but adoption is still early.
- About half see **data** as critical to the future of hiring, but consistent usage still isn't widespread.
- **Artificial Intelligence** (AI) is the least mature trend, but don't be fooled: you're probably already using AI in your job *and* it may just be the boldest disruptor of all.

TOP TRENDS SHAPING THE FUTURE OF RECRUITING AND HIRING

▇ Very/extremely important   ▇ Mostly/completely adopted

Diversity

78%

53%

New interviewing tools

56%

18%

Data

50%

18%

Artificial Intelligence

35%

8%
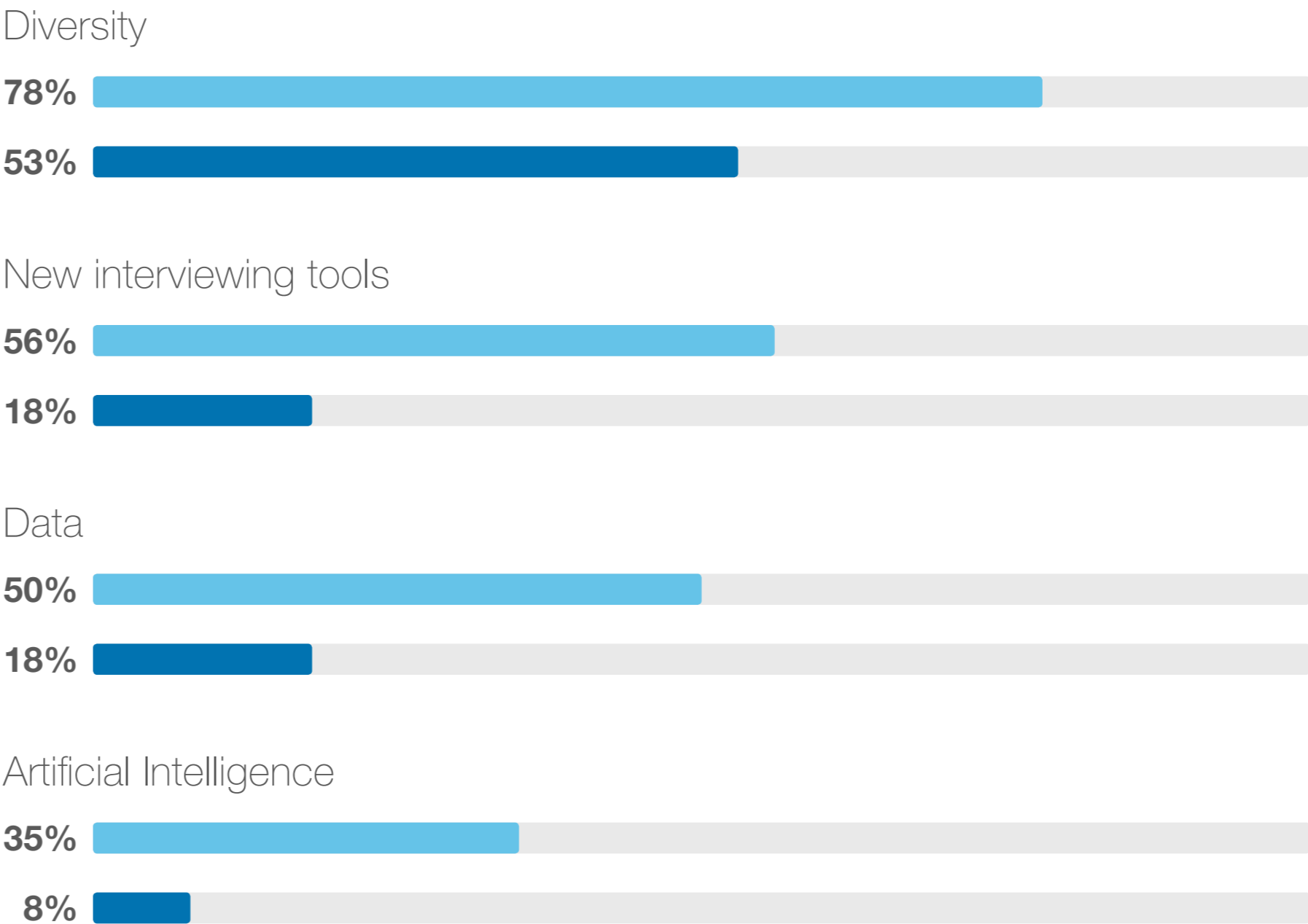
Linked in TALENT SOLUTIONS

## GLOBAL RECRUITING TRENDS 2018

DIVERSITY: THE NEW GLOBAL MINDSET

YOU CAN'T HAVE DIVERSITY WITHOUT INCLUSION AND BELONGING

Diversity, the popular phrase of the 1980s, became *diversity and inclusion* as the movement matured, and today has expanded to *diversity, inclusion and belonging*. Here's why: *diversity* is being invited to the party, *inclusion* is being asked to dance, and *belonging* is dancing like no one's watching. Belonging is the feeling of psychological safety that allows employees to be their best selves at work. Even at the most diverse of companies, employees will disengage and leave if they don't feel included and accepted. The good news is that companies are focusing on all three, signaling an understanding that inclusion and belonging make diversity stick. Looking ahead, we'll see more companies disentangling the concepts and especially measuring *belonging*.
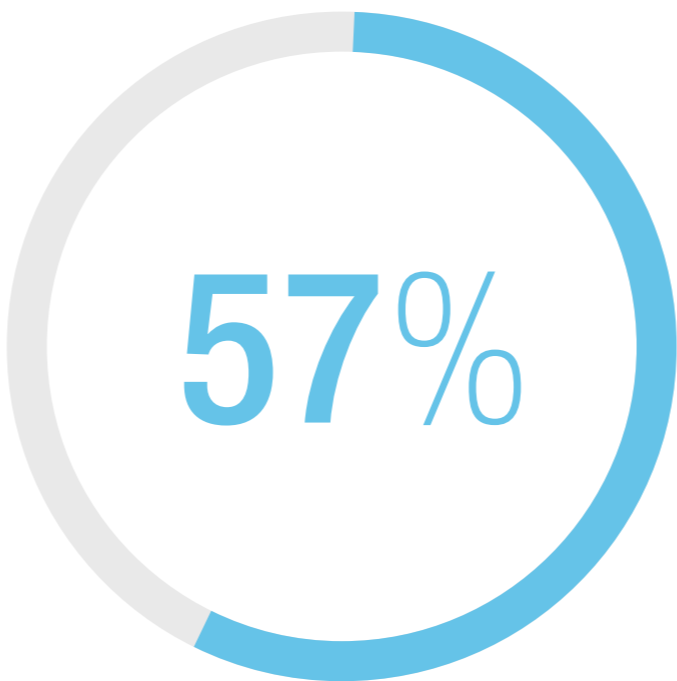
COMPANIES THAT ARE "VERY" OR "EXTREMELY" FOCUSED ON:

51%
Diversity

52%
Inclusion
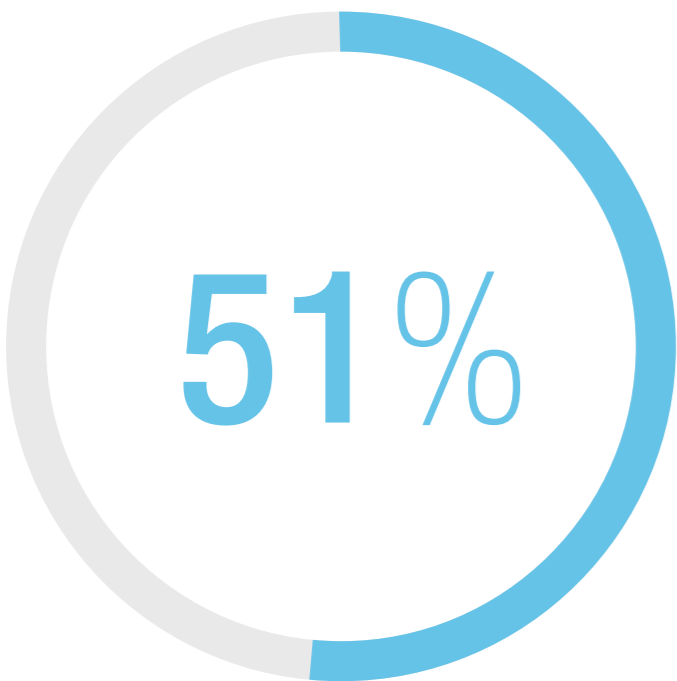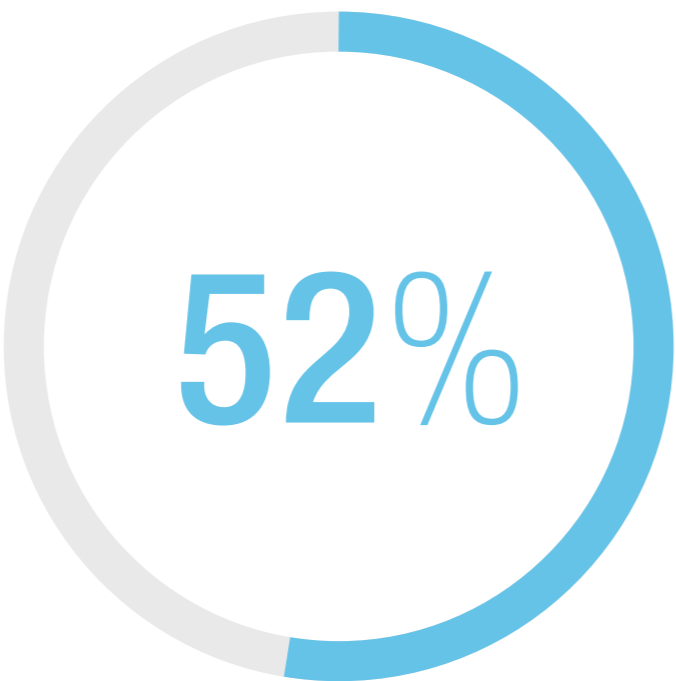
57%
Belonging

THE PAYOFF — STRONGER CULTURE, BETTER PERFORMANCE, DEEPER CUSTOMER INSIGHT

Diversity used to be a box that companies checked. But today, diversity is directly tied to company culture and financial performance. Our data shows that 78% of companies prioritize diversity to improve culture and 62% do so to boost financial performance. Key forces are at play: changing demographics are diversifying our communities, shrinking talent pools for companies that don't adapt. Growing evidence that diverse teams are more productive, more innovative, and more engaged also make it hard to ignore.

TOP REASONS COMPANIES FOCUS ON DIVERSITY

78%
to improve
culture
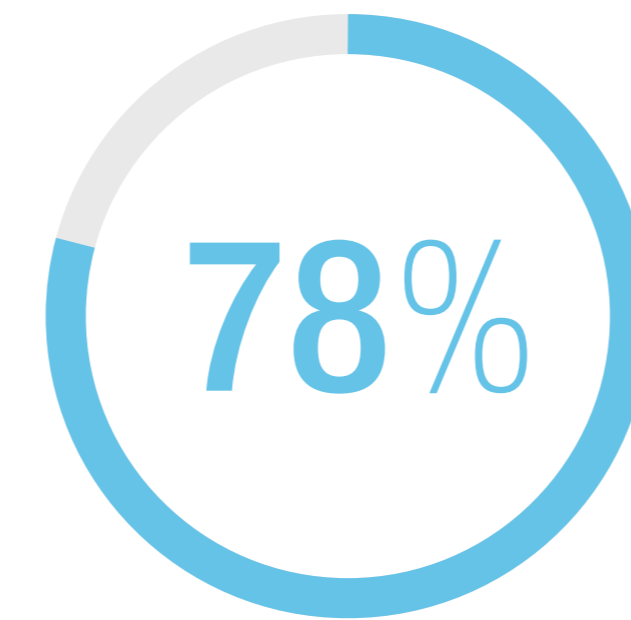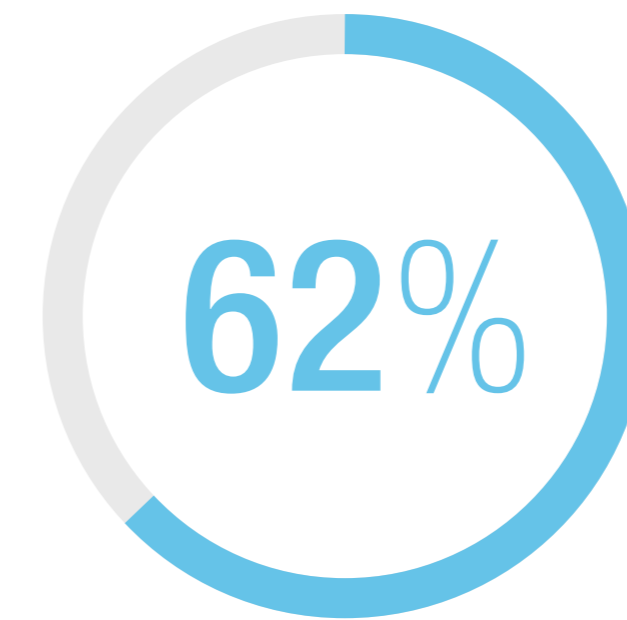
62%
to improve
company performance

49%
to better
represent customers

GENDER AND RACE ARE THE RED-HOT TOPICS

Diversity in the workplace has different meanings across the globe. Gender is easy to track, so it's often the lowest-hanging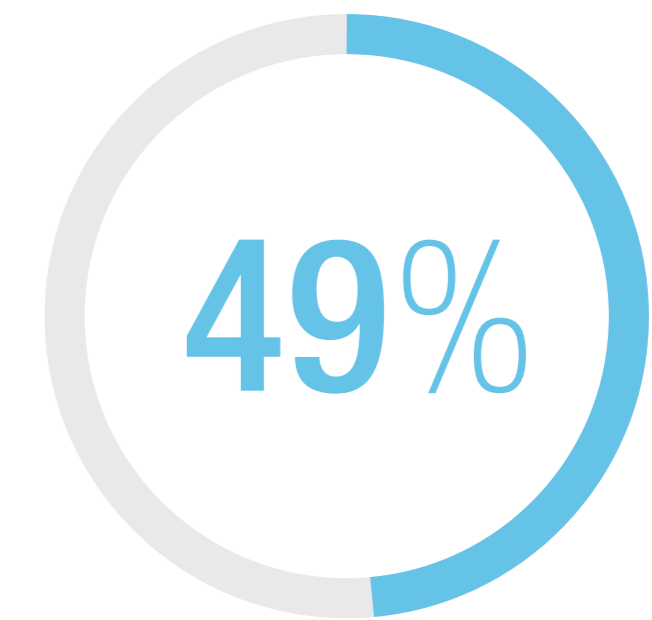 fruit for companies. The undisputed proof of women's value in the workplace and grim representation of females at big-name companies also keep gender in the spotlight.

While much of the conversation revolves around gender, organizations are focusing on racial and ethnic diversity too. And as Baby Boomers stay in the workforce longer, companies are recognizing the value of engaging this large and experienced talent pool. We'll see with Walgreens on page 12 that more untapped populations such as disabled workers and veterans can also be big opportunities for companies that put them to work. "Other" areas such as gender identity and sexual orientation get less attention in part because they're harder to track. But as LGBTQ+ professionals self-identify more confidently at work, we'll see companies investing more in including them.

WHERE COMPANIES FOCUS THEIR DIVERSITY EFFORTS

71% | Gender

49% | Racial and ethnic

48% | Age/generational

43% | Educational

32% | Disability

19% | Religious

6% | Other
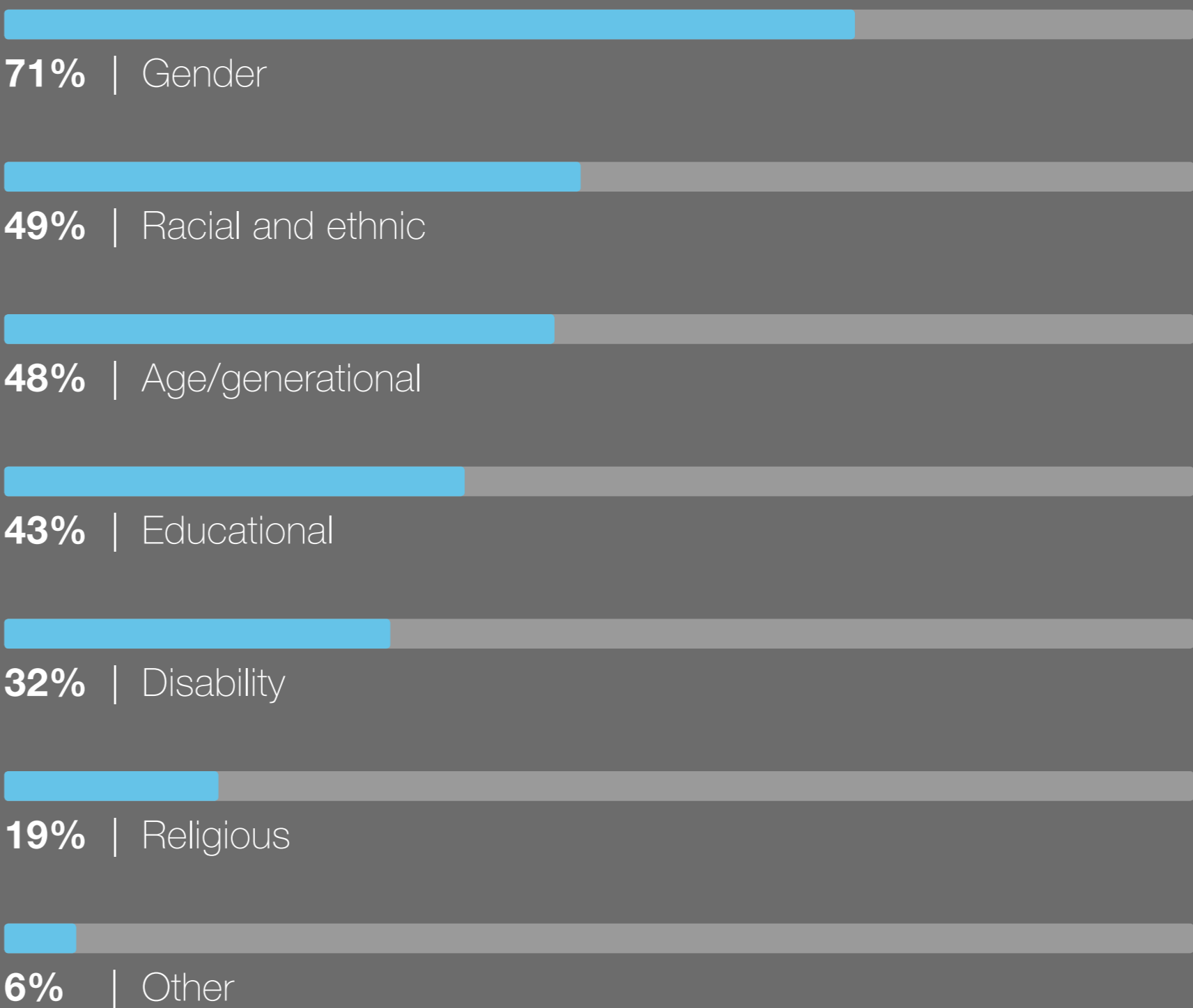
STRUGGLING TO FIND DIVERSE TALENT: PERCEPTION OR REALITY?

Very few companies have cracked the code on diversity. Despite all of the buzz, most organizations still fall short of their goals and the public's expectations. Our data shows that the main reason why is that recruiters and hiring managers can't find enough diverse candidates. But this may be a problem of perception — many female engineers and black product managers exist, for example, but companies may not be looking in the right places. The next-biggest challenge is retaining those diverse hires once they're there. This is more of a culture issue as employees who don't feel included and accepted won't last. Relative to finding and retaining them, moving diverse candidates through the interview process is easier.

BIGGEST BARRIERS TO IMPROVING DIVERSITY

38%	27%	14%	8%	14%
Finding diverse candidates to interview	Retaining diverse employees	Getting diverse candidates past interview stage	Getting diverse candidates to accept offer	None of these
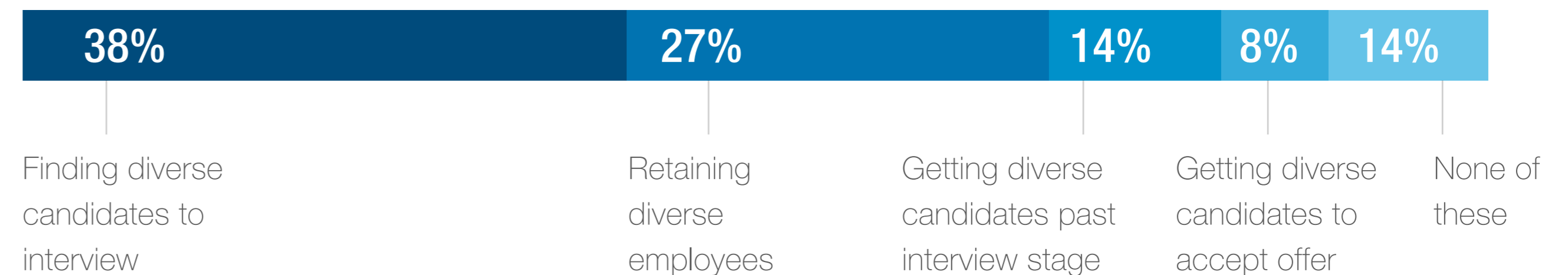
YOU HAVE TO LOOK INWARD BEFORE ADDRESSING THE PIPELINE

There's no point trying to attract diverse talent if your culture doesn't embrace diversity. Taking a hard look at your culture is a critical first step. Top ways companies espouse diversity are by respecting differing opinions and encouraging people to be themselves. The executive tone is also key: while diversity used to be an HR-owned strategy, now CEOs are championing the issue, integrating it into their company missions, and diversifying their own C-Suites.

HOW COMPANIES SUPPORT DIVERSITY, INCLUSION, AND BELONGING INTERNALLY

67% | Foster environment that respects differing opinions

51% | Encourage people to be themselves at work

47% | Have leaders acknowledge importance of diversity

45% | Embed diversity in company mission and values

44% | Emphasize diversity of leadership team

WITH THE RIGHT CULTURE IN PLACE, THE REST IS SHOW AND TELL

Once you've built an inclusive culture, recruiting diverse talent is so much easier. For showcasing diversity to candidates, companies feature diverse employees in recruitment materials and interview panels. They also talk up their employee resource groups (ERGs) and recruit at historically diverse schools, trade schools, and community colleges. Interviewers trained in unconscious bias are yet another way companies show candidates they value a fair process.

HOW COMPANIES SHOW CANDIDATES THAT THEY VALUE DIVERSITY
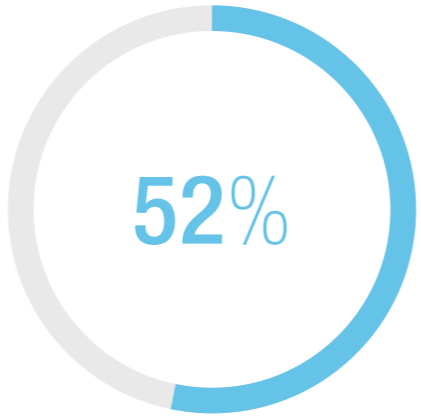
52%
Use diverse employees in web and print materials
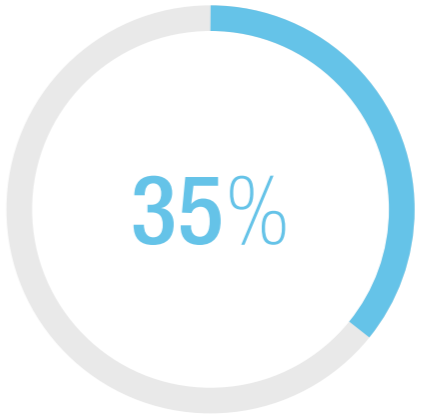
35%
Present diverse interview panels

30%
Talk about ERGs
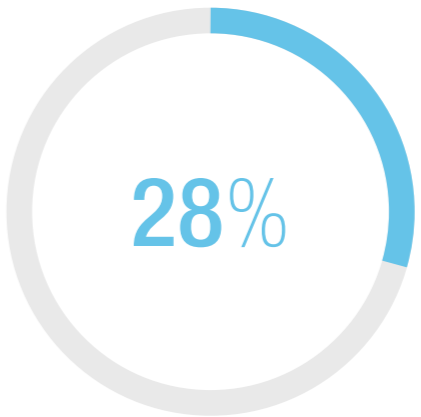
28%
Recruit at schools with diverse student bodies

WALGREENS SETS THE DIVERSITY BAR HIGH WITH 9 BUSINESS RESOURCE GROUPS

You could say diversity is in Walgreens' DNA — founder Charles Walgreen pushed for equal pay for all pharmacists, regardless of race, more than 90 years ago. That same mindset persists as the company fulfills its modern-day purpose to h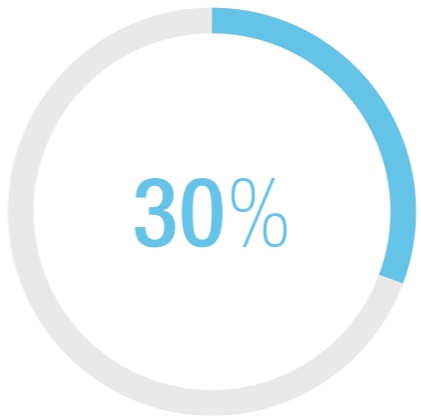elp everyone be happy and healthy. Key to its diversity success — and company success — are its business resource groups (BRGs), also known as employee resource groups (ERGs). Walgreens BRGs are networks of employees committed to diversity recruiting, employee development, Walgreens brand enhancement, and internal/external community engagement. Each BRG is sponsored by a senior executive, conducts monthly member meetings, and is responsible for annual strategic plans and operating budgets.

"When different perspectives are recognized and supported, advocated, and most importantly, expected, I think it creates a more inclusive environment. When you are recognized for bringing a different perspective, it leads to higher degrees of engagement."

STEVE PEMBERTON
FORMER CHIEF DIVERSITY
OFFICER, WALGREENS

HOW BUSINESS RESOURCE GROUPS MAKE A DIFFERENCE AT WALGREENS

DRIVE REVENUE THROUGH DEEPER CUSTOMER INSIGHTS

Walgreens Pride Alliance gave key input for a store re-opening in an LGBT area of San Francisco. The result was a greeting card section that better reflected the local customer, with new signage and cards celebrating events like same-sex marriages and transgender coming-outs. Customers loved it — there was double-digit sales growth upon re-opening.

SHOW DIVERSE CANDIDATES CAREER PATHS AT THE COMPANY

Walgreens Veterans Network teams up with recruiters at job fairs and local events to strike common ground with veterans and help them envision paths at Walgreens. Once on board, their relationships continue through mentoring, networking and professional development.

ADVOCATE FOR INCLUSIVE PRACTICES

Walgreens Disability Inclusion Network partnered internally to recommend new disability-inclusive technology and policy. Not only a win for disabled employees, it has helped Walgreens score 100% on the 2017 Disability Equality Index (DEI), further attracting and engaging disabled talent.

SPONSOR QUALITY PROGRAMS

At its annual TEDx Walgreens, the company's Next Gen Empowerment Network (WNEXT) gathers hundreds of employees and local business leaders to share ideas on topics like entrepreneurship and healthcare. BRGs geared toward women, Asians, and Latinos also sponsor events to foster inclusion and belonging.

LEVER'S SECRET TO DIVERSITY IS SWEATING THE SMALL STUFF

You might expect Lever's 150+ employees to be majority-male just like so many other startups in Silicon Valley. But the company's gender balance is impressive: females represent 50% of its workforce, 53% of management, 43% of engineers, and 40% of the board. The company has slowly chipped away at its diversity challenges, breaking them into doable pieces from day one. Individually these tactics reduce bias or increase inclusion in a small way, and collectively they create a rich and diverse culture. Lever outlines its comprehensive approach in a diversity and inclusion playbook, but the next page has a sampling of the company's approach.

"A lot of small tactical things make a much bigger difference than the executive strategy of committing to this big [diversity] goal by 2020."

SARAH NAHM
CEO, LEVER

LEVER'S BITE-SIZED DIVERSITY TACTICS ADD UP

USE INCLUSIVE JOB DESCRIPTIONS
Lever cut the "requirements" section knowing women only apply when they meet 100% vs. men who apply with just 60%. It also explicitly states that it's building a diverse and inclusive workforce.

EXCLUDE PHOTOS FROM APPLICATIONS
This ensures candidates aren't unconsciously judged by how they look.

BAN "CULTURE FIT" REJECTIONS
Lever pushes employees and customers to get more specific and define what they mean by "poor culture fit."

GIVE EMPLOYEES A VOICE
Lever empowers employees to share their stories through blog posts and videos, helping to engage talent. CEO Sarah Nahm is also an outspoken champion for diversity.

COMMIT TO FAIR COMPENSATION
Lever has developed a comp philosophy to help minimize negotiation. It benchmarks what each role is worth and doesn't over-rely on a candidate's past salary.

SUPPORT ACTION-ORIENTED EMPLOYEE GROUPS
Lever's employee groups for women (Leverettes) and LGBTQ (LeverHues) foster belonging and help drive meaningful action.

PANDORA ACHIEVES NEAR 50-50 GENDER SPLIT

Similar to Lever, Pandora doesn't have a separate diversity strategy — rather, diversity is embedded in everything the company does. It proudly recruits for "culture add" rather than "culture fit." While "culture fit" can lead to too many like-minded employees and complacency, "culture add" can lead to unique skills, viewpoints, and ultimately innovation. Pandora's impressive diversity stats include 49% female overall, 38% female leaders, and interns who are 40% female and 65% non-white.

"You can build a diverse pipeline all you want, but if your employees don't understand its value, then those underrepresented candidates will never get hired."

LISA LEE
DIRECTOR OF DIVERSITY
AND INCLUSION, PANDORA

PANDORA'S DIVERSITY MINDSET IN ACTION

TARGET SPECIFIC GROUPS WITH BRANDED DIGITAL CONTENT
Pandora creates content for specific groups (e.g., females, students at historically African-American schools) and serves it on LinkedIn through targeted sponsored updates.

SPONSOR LIVE EVENTS
Pandora recently sponsored Coalesce Chicago's 5th anniversary party, for example. Featuring live music from diverse artists, hiring managers and recruiters were able to network with talent in a casual space.

OFFER BIAS AND ASSUMPTION TRAINING
Pandora has built its bias and assumption training into manager development. This elevates its importance and increases the likelihood of changing behavior.

ADD PURPOSE TO EMPLOYEE GATHERINGS
Rather than another happy hour about nothing, money goes toward causes such as black history month and women's leadership so that the events better align with Pandora's values.

ADVOCATE FOR COMMUNITIES
Pandora has employee resource groups for underrepresented groups, women and LGBTQ+ and fosters an environment in which they are encouraged to speak up and effect change.

SHARE EMPLOYEE STORIES AT SCALE
Pandora has its own podcast. From the new dad talking paternity leave to the LGBTQ+ employee on coming out, it's a safe place where employees share how personal circumstances shape their work.

6 DIVERSITY TIPS TO LIVE BY

Diversity is complex. There's no easy shortcut to achieving it, and it doesn't happen overnight. Check your practices against these dos and don'ts from Walgreens, Lever, and Pandora and you'll start moving in the right direction.

✔ **Do use inclusive language in your job descriptions.**
This will broaden the appeal of your opportunities and let you reach more diverse talent.

✔ **Do empower employees to tell their stories.**
The storytelling exercise itself will boost engagement with employees while growing your reach with diverse candidates in an authentic way.

✔ **Do promote inclusion and advocate change with ERGs.**
You have much more diversity power when you can lean on the natural momentum of grassroots groups.

✖ **Don't have a diversity "strategy."**
Think of it as a mindset instead. Start small to effect change. Weave it into everything your company does, little by little.

✖ **Don't invest without buy-in from the top.**
You won't go far if your leaders aren't sold on the value of diversity. The bottom line will always grab their attention so make your case with numbers.

✖ **Don't perpetuate the appeal of "culture fit."**
Change the bar with which you assess talent from "culture fit" to "culture add" to better create a culture of differences.

IMPORTANCE AROUND THE WORLD

Percentage of talent acquisition leaders and hiring managers who say that diversity is the top trend affecting how they hire

78%
GLOBAL AVERAGE

79%
CANADA

78%
USA

77%
BRAZIL

82%
UK

73%
FRANCE

78%
GERMANY

82%
NORDICS

67%
TURKEY

80%
MIDDLE EAST &
NORTH AFRICA

89%
SOUTH AFRICA

81%
INDIA

82%
CHINA

80%
SOUTHEAST
ASIA

85%
AUSTRALIA

REINVENTING
THE
INTERVIEW

TRADITIONAL INTERVIEWS AREN'T GOING AWAY (YET)

You know the drill with traditional interviews — when you ask candidates about their skills and experience to see if they're fit for the job. Formats vary from in-person vs. phone to one-on-one vs. panel to structured vs. unstructured questions, but traditional interviews have been the industry standard for decades. Call them old-school, call them boring, but they are still widely used and considered effective, according to our research.

THE POPULARITY AND EFFECTIVENESS OF TRADITIONAL TECHNIQUES

■ Used frequently/always   ■ Rated somewhat/very effective

Structured interview

74%

88%

Behavioral interview

73%

89%

Phone screen

57%

70%

Interview panel

48%

79%

Case study / work assignment

32%

84%
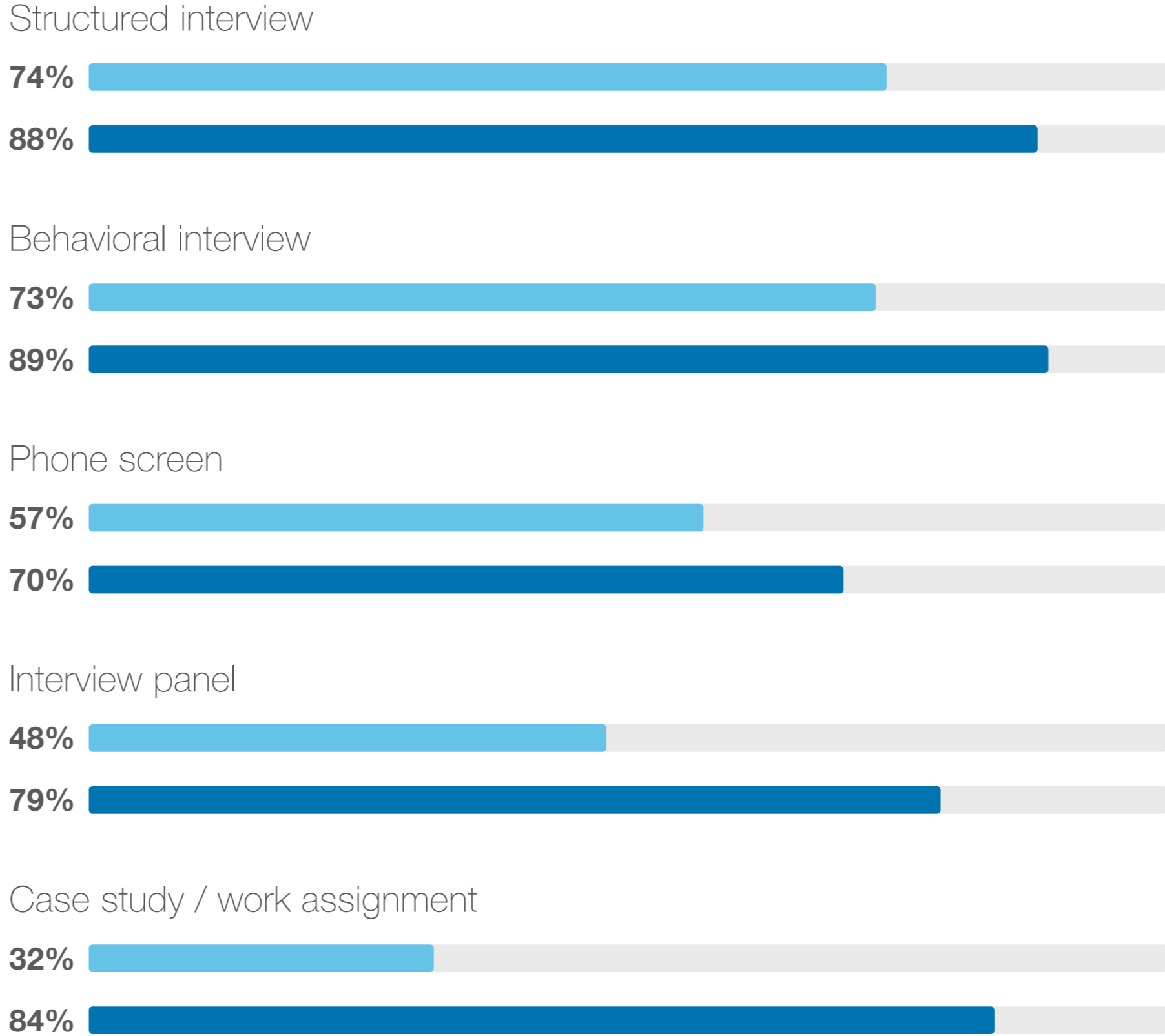
BUT TRADITIONAL INTERVIEWS FALL SHORT ESPECIALLY IN SIZING UP SOFT SKILLS

Despite their popularity, traditional interviews have been largely discredited. It's been shown they can even undercut the impact of more useful information. Attractive and charismatic interviewees aren't necessarily more capable, for example, but we unconsciously assume they are. In our survey, respondents noted the bias problem in traditional interviews as well as their limited ability to assess soft skills and weaknesses. It's hard to evaluate grit in a candidate or spot disorganization simply by having a chat.

WHERE TRADITIONAL INTERVIEWS FAIL

63% | Assessing candidate soft skills

57% | Understanding candidate weaknesses

42% | Bias of interviewers

36% | Too long of a process

18% | Not knowing best questions to ask
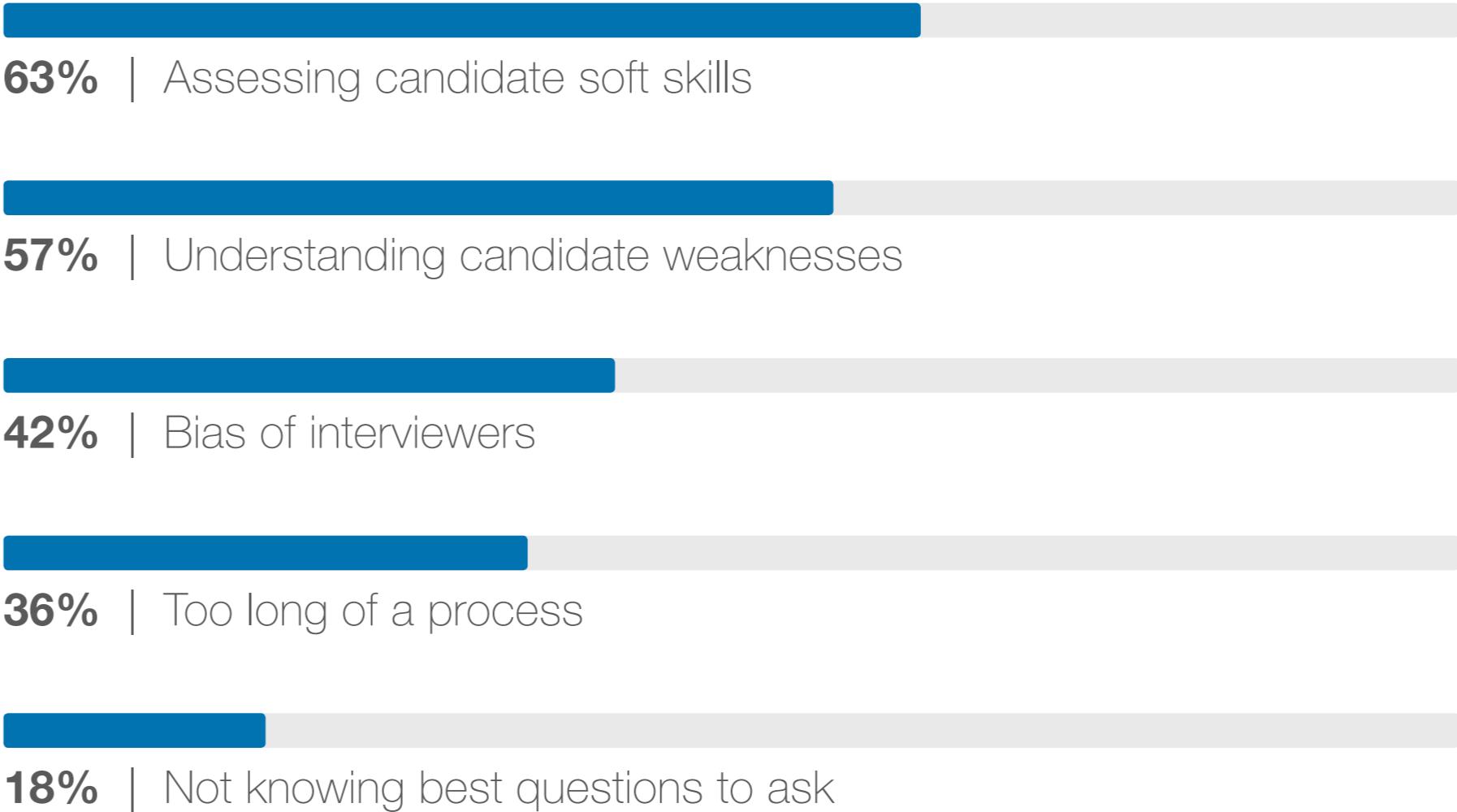
NEW TOOLS ARE EMERGING TO MEND A BROKEN PROCESS

Five techniques have come on the scene to improve the old model. Online soft skills assessments measure traits like teamwork and curiosity and give a more holistic picture of candidates earlier in the process. In job auditions, companies pay candidates to do real work so that they can observe skills in action. Casual interviews typically take place over a meal and can offer a unique look into candidate character. With virtual reality (VR), companies immerse candidates in simulated 3-D environments to test their skills in a standardized way. Video interviews can be recorded or live and help by tapping a broader talent pool in far less time.

MOST USEFUL INTERVIEWING INNOVATIONS

59% | Soft skills assessments

54% | Job auditions

53% | Meeting in casual settings

28% | Virtual reality assessments

18% | Video interviews

WHY THEY HAVE PROMISE

69%
More realistic snapshot of candidate's personality

59%
Candidates can try out job for fit

47%
Less bias than traditional formats

26%
Candidates can't lie about skills
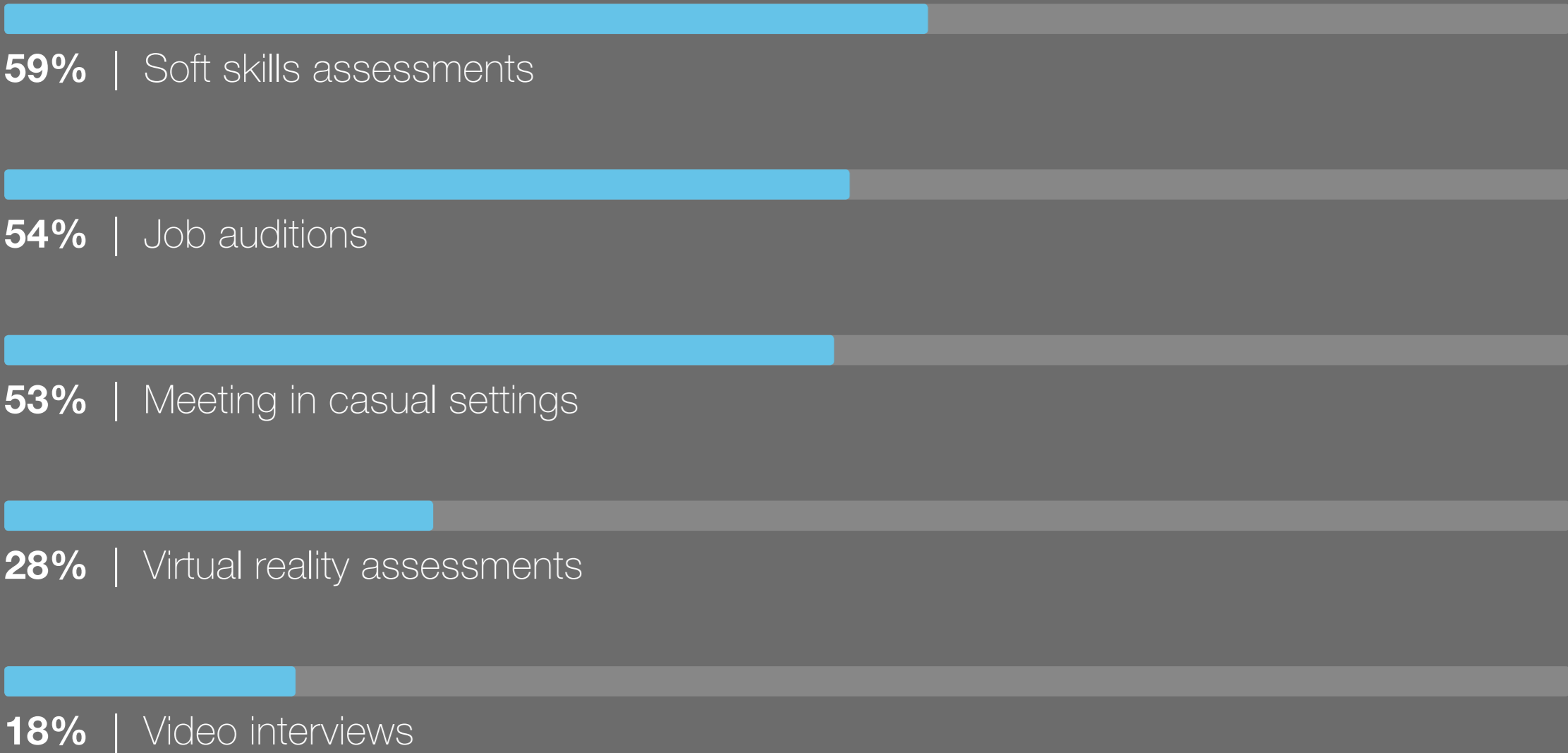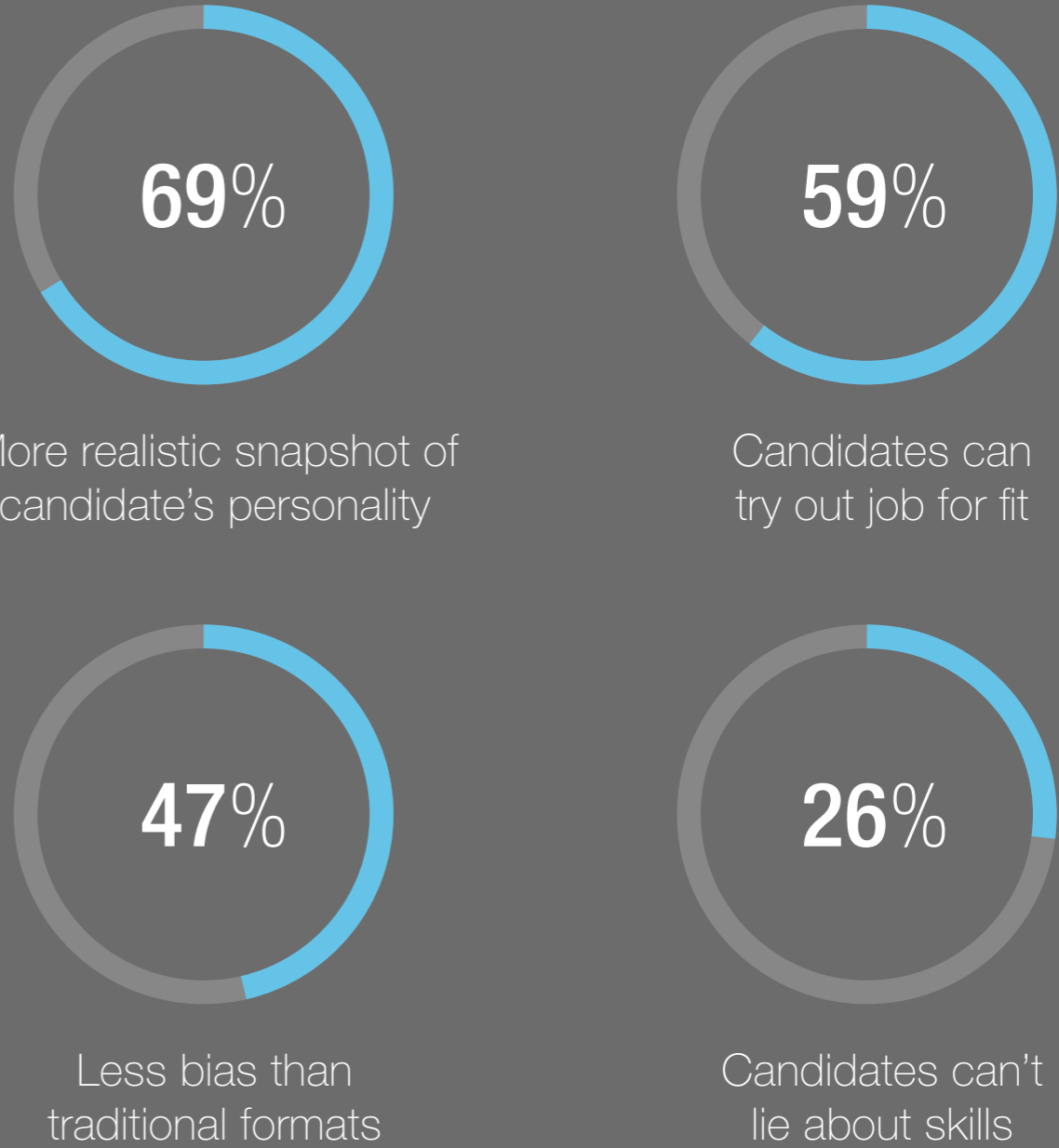
CITI ABANDONS OLD-SCHOOL GRADUATE SCREENING FOR SOFT SKILLS ASSESSMENTS

Like many Wall Street firms, Citi used to recruit students from elite schools and heavily weigh their GPAs. But the company had no standard with which it could compare all applicants, and the narrow focus on schools was cutting it off from other rich sources of talent. So Citi piloted the Koru7™, a 20-minute survey that measures key soft skills like rigor and polish. The tool creates a profile based on top-performing Citi employees against which candidates are compared. It also ranks candidates' soft skills strengths and weaknesses which allows Citi to conduct more informed interviews.

THE IMPACT

BETTER ASSESSMENT OF SOFT SKILLS	Citi now gets a much more holistic view of candidates rather than the previously narrow look at their technical skills.
MORE TALENT POOL DIVERSITY	The tool is reducing GPA 'tunnel vision' and helping Citi reach top candidates at historically untargeted schools.
POSITIVE CANDIDATE EXPERIENCE	All candidates receive immediate and personalized feedback on their top skill. Nearly 90% rate the experience positively.

"Soft skills assessments are here to stay. In today's environment there is such a demand for information. We all want information to make better hiring decisions, to better understand who is most likely to be successful at our firms, and who is most likely to stay. These assessments are meant do just that, hence our interest in testing and learning."
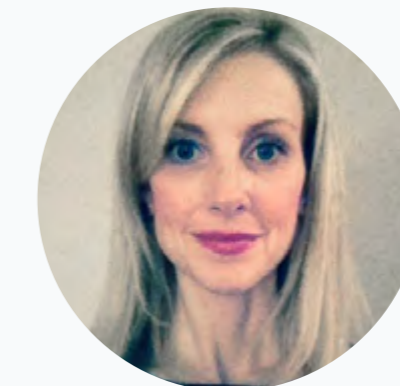
COURTNEY STORZ
HEAD OF GLOBAL CAMPUS RECRUITING, CITI

TALENT AUDITIONS GIVE CITADEL A FRONT-ROW SEAT TO CANDIDATE WORK PERFORMANCE

In pursuit of more efficient tech hiring, Citadel became inspired by how elite institutions recruit talent. NFL coaches don't ask prospects to describe catching a football — they watch them catch a football. So in partnership with Correlation One, Citadel designed day-long job auditions in which about 100 students compete for cash by solving real business problems with data. Recruiters watch them work in teams and use a standardized process to assess everything from how they code and think, to how they lead and collaborate. There have been over 10,000 participants to date yielding a rich pipeline of talent and dozens of hires.

Lengthier formats of the job audition are also popular. Check out Automattic's 2-6 week tryouts and Weebly's one-week tryouts.

THE IMPACT

BETTER ABILITY TO ASSESS SKILLS	Observing candidates in high-pressure situations that mimic Citadel's work life gives a more realistic preview of performance.
MORE OBJECTIVE EVALUATIONS	Auditions reduce bias by measuring actual performance rather than interviewing skills, past experience or former employers.
POSITIVE CANDIDATE EXPERIENCE	Competing for cash is fun and exciting, and the audition experience mirrors the employee experience, helping candidates assess fit.
STRONGER EMPLOYER BRAND	The events themselves generate significant buzz for Citadel and marketing them has been an opportunity to engage with key talent.

"Stop interviewing and start auditioning."

JUSTIN PINCHBACK
HEAD OF TALENT ACQUISITION, CITADEL

DINE BEFORE YOU SIGN: THE POWER OF INTERVIEWING CANDIDATES IN THE REAL WORLD

Low-tech as it is, spending time with candidates outside the office is increasingly gaining favor. Charles Schwab's CEO Walt Bettinger invites candidates to breakfast and asks restaurants to mess up their orders. He does this to find out what type of people they are and how they respond to adversity. While natural behaviors don't predict job performance, they do add a unique candidate perspective. Restaurants are a common venue for casual setting interviews but the sky's the limit, literally. Havas Worldwide and Jet.com interview on ferris wheels (yes, ferris wheels!) and Daimler AG takes candidates for a spin in a Mercedes.

THE IMPACT

BETTER ABILITY TO SEE CHARACTER	Casual settings can reveal how candidates deal with the day-to-day and the unexpected. Hiring managers can't get that by listening to rehearsed answers in a conference room.
MORE RELAXING CANDIDATE EXPERIENCE	Outside the standard interview environment candidates are more likely to be at ease. Background noise and interruptions can make them feel less under-the-microscope.

"Are they upset, are they frustrated, or are they understanding? Life is like that, and business is like that. It's just another way to get a look inside their heart rather than their head."

WALT BETTINGER
CEO, CHARLES SCHWAB

LLOYDS BANKING GROUP ASSESSES CANDIDATE STRENGTHS WITH VIRTUAL REALITY

Lloyds Banking Group gets thousands of applications for its Emerging Leadership Programme every year. To narrow the pool, it asks candidates to complete strengths and analytical tests followed by a video interview using Launchpad. But here's where it gets interesting — the hundreds of candidates who reach the final round are evaluated in virtual reality as part of a day-long assessment center visit. Using the virtual reality platform, candidates freely move within a 360-degree virtual world and manipulate objects using tracked motion controls. An evaluator judges how they approach and solve tasks, using standardized metrics to assess strengths that Lloyds Banking Group is looking for.

THE IMPACT

BETTER ABILITY TO ASSESS SKILLS	Instead of candidates describing how they'd do a task, they actually do the task, giving Lloyds a first-hand look at behavior.
LESS UNCONSCIOUS BIAS	Evaluators are 'blind' to past experience. Diversity across gender and Black, Asian and minority ethnic exceed industry norms as a result.
MORE CANDIDATE ENGAGEMENT	96% of candidates rate the VR experience as both comfortable and impressive, and 100% think it adds value to the hiring process.

"Using virtual reality to assess candidates has helped us predict real life behavior more accurately. By revealing authentic ability rather than practiced responses, it's leading us to better hiring decisions."

ARBI RAI
SENIOR RECRUITMENT MANAGER, LLOYDS BANKING GROUP

KPMG AUSTRALIA SCRAPS LENGTHY SCREENING PROCESS FOR VIDEO INTERVIEWING

KPMG hires students right out of school for client-facing roles in which communication skills are key. The company started using video interviews to evaluate those skills at scale, before even meeting the candidates. Now after candidates apply and successfully complete online assessments, they start the interview process from their respective locations. Without traveling anywhere and on their own time, they spend 15-20 minutes recording answers to 4-5 questions. They introduce themselves and then have 30 seconds to prepare each question before answering. The firm's recruitment team watches the videos and selects candidates for in-person interviews.

THE IMPACT

INCREASED HIRING EFFICIENCY	Video has cut the number of in-person interviews from thousands to hundreds, freeing up significant recruiter time. The short and shareable videos also help hiring teams collaborate more easily.
MORE TALENT POOL DIVERSITY	Exposure to qualified candidates not previously considered (e.g., arts and music majors) has led KPMG to more diverse hiring choices.
POSITIVE CANDIDATE EXPERIENCE	Tech-savvy students are already comfortable using video, it's less confrontational than in person, and it eliminates the hassle of travel.

"These more relaxed videos help us assess candidate impact, communication skills and answers to behavioural interview questions. [It] does help us in deciding which candidates will finally come into our assessment centres."

NIKKI HARRISON
FORMER HEAD OF PEOPLE AND CULTURE TRANSFORMATION, KPMG AUSTRALIA

UNILEVER CUTS HIRING TIME BY 75% WITH INNOVATIVE SCREENING TOOLS

Unilever used to take 4-6 months to narrow its 250,000 student applications down to a few hundred hires. But with Millennials expected to be 60% of its workforce by 2020, it needed a faster process. So it ditched resumes and phone screens for an end-to-end digital process. It starts with a quick mobile-enabled application form that automatically populates from Linkedin profiles. Those who meet the standard requirements then go to a gamified assessment for fit where they play 12 brief games powered by Pymetrics. The top third scorers advance to video interviews in which they record answers using Hirevue, a platform that further narrows the pool through an algorithm. The last stage is a 'Day in the Life Of' Discovery Centre where candidates get a feel for what it means to work at Unilever while being assessed by the company's leaders.

THE IMPACT

HIGHER RECRUITER EFFICIENCY	Unilever cut hiring time by 75%. About 80% of candidates who make it to the in-person round get offers, so teams are spending time with only the most qualified.
MORE DIVERSE TALENT POOL	The number of U.S. schools in Unilever's applicant pool jumped to over 2,600, triple the amount from the previous year, with record diversity across gender, ethnicity and socioeconomic status.
BETTER CANDIDATE EXPERIENCE	Candidates can finish the end-to-end process in 2 weeks (from 4-6 months before) and get personalised feedback at every stage of the process.

"The recruitment and talent landscape has changed, our workforce was now 50% millennials, and we were hiring through a manual, arduous process that we've had for years. We were hiring based on experience and not potential, and the profile of our leaders yesterday will not be the same profile for our future leaders. Our process was not fit for purpose in the connected world."

MELISSA GEE KEE
STRATEGY DIRECTOR TO
THE CHRO, UNILEVER

THE FUTURE OF INTERVIEWING IS HERE

Traditional hiring is imperfect and costly, so it's no surprise it's being reimagined. Soft skills tests and video interviews are largely replacing the traditional phone screen, selecting for potential rather than experience, quickly and at scale. Job tryouts are helping screen groups of candidates too, but they're also being used after traditional interviews to assess individuals for longer periods of time. Virtual reality assessments are being used in conjunction with in-person interviews while casual interviews are typically added afterward to get another perspective before final decision-making. As we look ahead to more innovations cropping up, companies will rely on traditional interviews less and less.

OLD MODEL

| Resume | Traditional phone screen | Traditional in-person interviews | HIRE |

NEW MODEL

| LinkedIn profile | Soft skills assessment AND/OR Video interview AND/OR Job tryout (in group, shorter duration) | Traditional in-person interviews AND Virtual reality assessment AND/OR Job tryout (individual, longer duration) AND/OR Casual setting interview | HIRE |

LinkedIn Talent Solutions

30
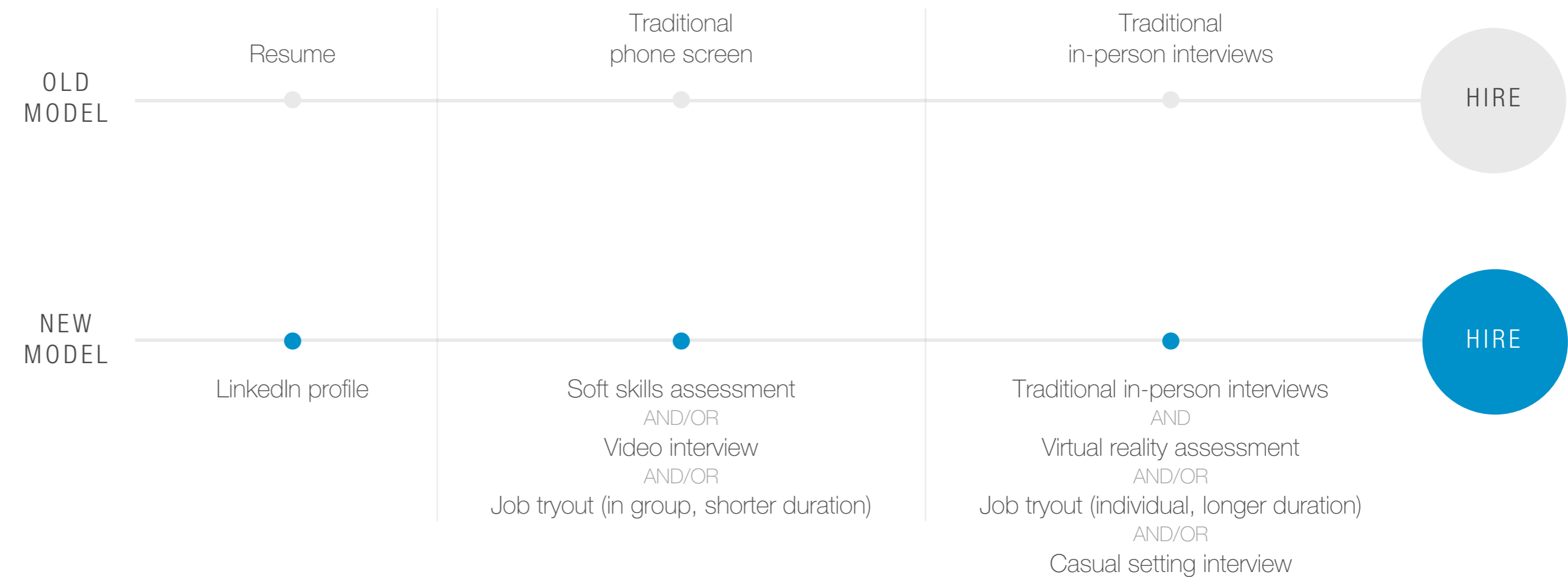
IMPORTANCE AROUND THE WORLD

Percentage of respondents who say interviewing innovations are 'very' or 'extremely' important to the future of hiring

56%
GLOBAL AVERAGE

51%
CANADA

52%
USA

70%
MEXICO

67%
BRAZIL

49%
UK

46%
FRANCE

55%
GERMANY

47%
NORDICS

58%
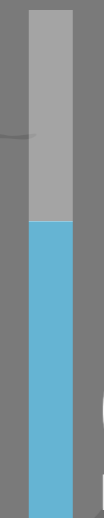TURKEY

58%
MIDDLE EAST &
NORTH AFRICA

67%
SOUTH AFRICA

59%
CHINA

61%
INDIA

61%
SOUTHEAST
ASIA

54%
AUSTRALIA

Linked in TALENT SOLUTIONS

GLOBAL RECRUITING TRENDS 2018

DATA IS THE
NEW CORPORATE
SUPERPOWER

THE POWER OF DATA IS WINNING OVER TALENT PROFESSIONALS

Talent acquisition has always been a people profession. But nowadays it's a numbers profession too. Our research shows that most recruiters and hiring managers use data in their work now and even more are likely to use it in the next two years.

Now it's true — data informing talent decisions isn't a new concept. But what is new is the volume of data available and the speed with which it can be analyzed. What's new is that data can be used to predict hiring outcomes, not just track them. What's new is that data can power machines to make smarter recruiting decisions for you, a.k.a. artificial intelligence (AI). The most sophisticated companies are piecing together every bit of data they have to try to compete. Just as they might have a social media strategy or an events strategy, they now have a talent intelligence strategy too.

DATA USAGE TODAY

64%
of recruiters and hiring managers use data at least "sometimes"

LOOKING AHEAD

79%
of recruiters and hiring managers are at least "somewhat likely" to use data in the next 2 years

ANSWER YOUR PRESSING QUESTIONS AND CRACK YOUR TOUGH ISSUES

Companies use data to answer all sorts of talent questions, but generally it's for one of two purposes: to understand a problem or to execute a growth strategy. We found that the most common uses are to better understand attrition, skills gap, and offer-compensation issues. If you're trying to grasp why employees are leaving, for example, you might look to employee surveys, 360-degree reviews, compensation history, and promotion history to start triangulating an answer.

TOP USES FOR DATA IN TALENT ACQUISITION

56% | Increase retention

50% | Evaluate skills gaps

50% | Build better offers

46% | Understand candidate wants

41% | Do workforce planning

39% | Predict candidate success

38% | Assess talent supply and demand

31% | Compare talent metrics to competitors'

29% | Forecast hiring demands
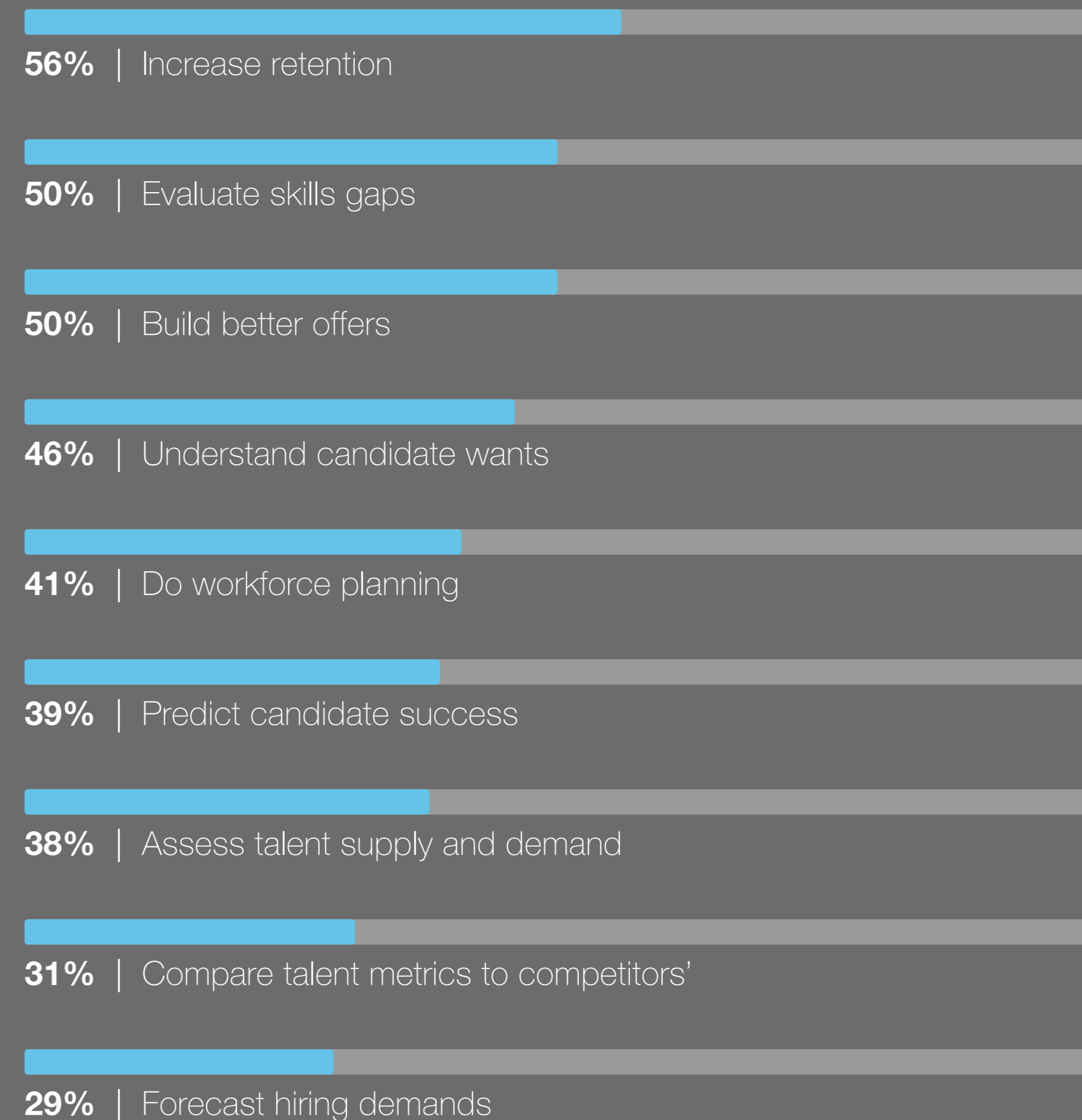
> "We are going to see the biggest change in the HR profession overall, as analytics start to reinvent the way we work. We are now starting to look for HR professionals that have the capability to understand, interpret, and leverage data — and this is a trend that I believe will continue for a while."

DAWN KLINGHOFFER
GENERAL MANAGER OF HR
BUSINESS INSIGHTS, MICROSOFT

DATA MAKES YOU AN INSTANT HERO

Companies win in today's world by hiring and retaining the best talent. That's why you're always feeling pressure to find more people, with more niche skills, faster. The truth is, data is your ticket to getting there. When everyone else is throwing out opinions about whom to hire, how to hire, and where to hire, you can sit at the proverbial table and point to the facts. Thus it's no surprise that 69% of talent professionals believe using data can elevate their careers. Those who don't? They get left behind.

BUT QUALITY ISSUES CAN GET IN THE WAY

No data source is perfect, and when teams patch together sources to try to answer a question, reliability suffers even more. According to our survey, quality is the main barrier to data usage. The second biggest obstacle is just figuring out where to find the data.

New tools such as LinkedIn Talent Insights (to be released 2018) offer self-serve analytics that give real-time, in-depth talent statistics and trends. Users can tap LinkedIn's rich global dataset with a few clicks and feel confident in the results without needing a PhD in statistics. We're biased of course, but it removes some of the management and analysis steps that so often jeopardize data quality.

GREATEST BARRIER TO USING DATA

42%	Quality is poor
20%	Not sure where to get it
18%	Too expensive
14%	Not sure how to use it
6%	Other
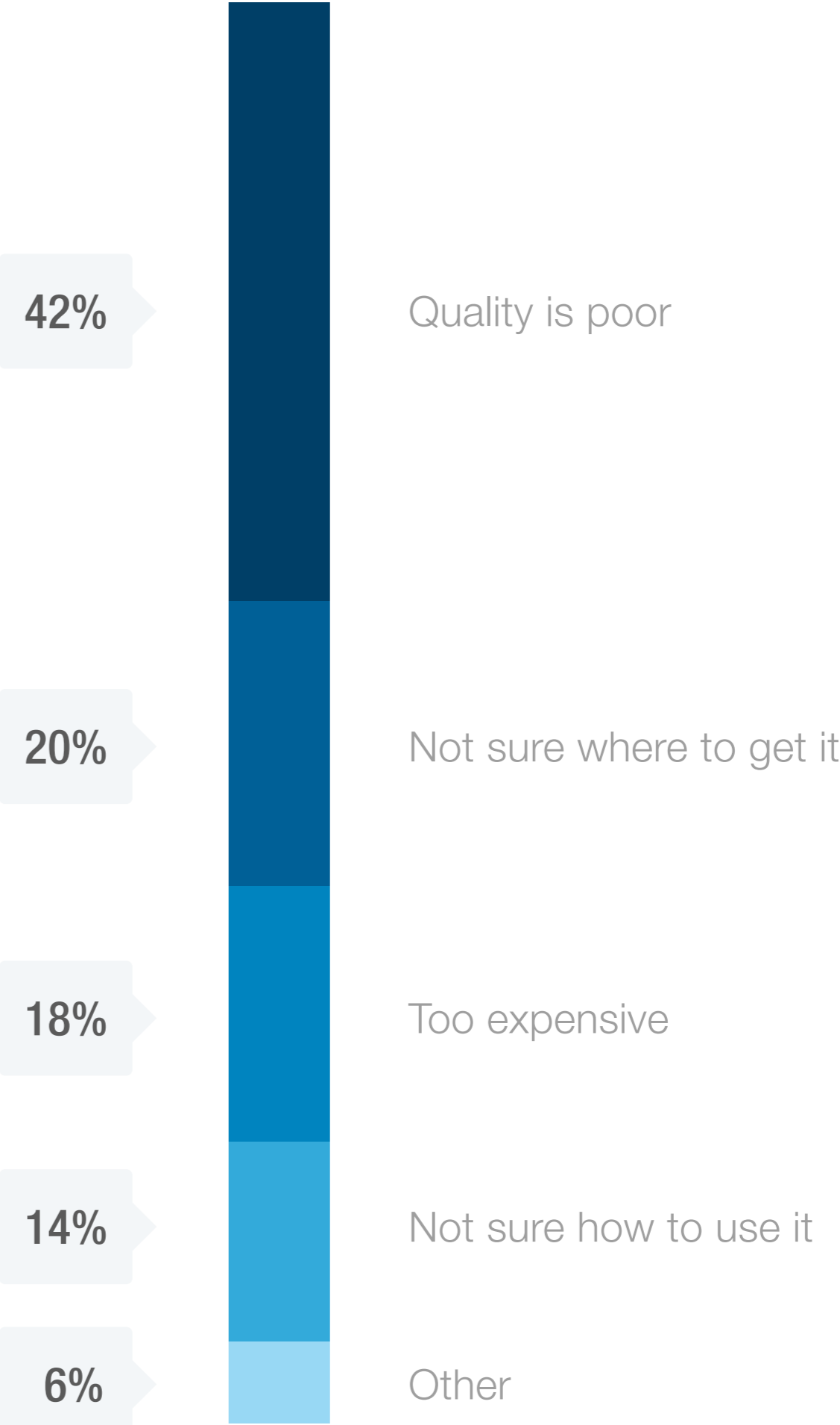
NIELSEN USES DATA TO IDENTIFY INTERNAL MOBILITY AS ITS KEY TO RETENTION

One of Nielsen's businesses tapped its People Analytics team to understand why it was losing talent. Starting with five years of people data in a (big) spreadsheet and some hypotheses, they identified the factors most highly correlated with attrition. The biggest finding was that employees with a change in job responsibilities due to promotion or lateral movement within the past two years were much less likely to leave. This insight prompted Nielsen's leadership to focus on making it easier for employees to learn about and pursue jobs internally and identifying "at-risk" high performers and proactively putting opportunities in front of them.

THE IMPACT

MORE OPPORTUNITIES FOR EMPLOYEES	There was an 8x increase in internal mobility in the initiative's first year.
INCREASED EMPLOYEE RETENTION	Most groups achieved a 5-10% increase in annual retention of their at-risk employees.
IMMEDIATE CREDIBILITY FOR TALENT ANALYTICS	The analysis caught the attention of other business leaders and has since been replicated for other Nielsen units.

"This was the furthest thing from an academic exercise. This directly impacted the business. Everybody feels retention. The data let us make solid recommendations that the company could take action on immediately."

CHRIS LOUIE
SVP, PEOPLE ANALYTICS AND TALENT ACQUISITION, NIELSEN

TALENT DATA HELP NOVARTIS CHOOSE STRATEGIC LOCATION FOR NEW OFFICE

For months, Novartis debated internally whether its new office should be in Mumbai or Bangalore as each city had strategic appeal. By leveraging data from LinkedIn, the recruiting team was able to compare each city's talent pool on factors such as mobility and employers. Career level was also a key point of comparison as Novartis successfully recruits most employees at mid-career. In the talent report, Mumbai was the clear winner over Bangalore with its much larger population of mid-career talent. Once the data was shared with all stakeholders, it only took three weeks to reach consensus on Mumbai.

THE IMPACT

FASTER DECISION-MAKING	Time is money, and like most companies, Novartis is constantly trying to move faster. So to rely solely on its ATS and application flow to choose an office location would not have been practical - it would take too long. The talent pool reports accelerated the company's ability to get alignment and take action.
ACCESS TO PASSIVE TALENT	The report also exposed Novartis to new pools of talent. To meet its demand for clinical talent, for example, the team has to look beyond pharma. Talent pool reports highlight the best alternate industries and companies to target, such as healthcare or insurance.
ABILITY TO EDUCATE THE BUSINESS	Novartis has an internal team that does talent mapping, but to get a very detailed view of the full picture, the third-party data helps. Especially when the hiring team is from different parts of the world, it's a good way to communicate the local landscape.

"We knew Mumbai had a good population and Bangalore had a good population, but without more insight into their differences in talent, it was hard to make a decision. But once the data came in, it was rather easy."

PRIYANKA THATOI
ASSISTANT MANAGER, LEADERSHIP & CAMPUS HIRING, NOVARTIS

DATA LEADS JETBLUE TO HIRE "HELPFUL" OVER "NICE" — HIRING QUALITY JUMPS

Every year JetBlue evaluates over 125,000 applicants for flight attendant roles by using psychological assessments, structured interviews, video interviews and work samples against eight target traits. The traits historically would come from the hiring team. "Nice" was one of those traits because, well, it made intuitive sense that a flight attendant should be nice. But in analyzing its customer feedback data, the analytics team discovered that the bet on "nice" was actually wrong, and that "helpful" was much more important. In fact, being helpful can balance out the effect of a flight attendant who is not nice. So JetBlue tweaked its target profile, and here's what happened:

THE IMPACT

STRONGER EMPLOYEE ENGAGEMENT	The small change resulted in higher employee engagement and retention. Most notably employee absences decreased by 12%, which matters when no-show flight attendants cause delays and cancellations.
HIGHER CUSTOMER SATISFACTION	There was also an uptick in customer satisfaction as shown by the half-point boost in Net Promoter Score (NPS). That small increase translates into a whole lot of added revenue for JetBlue.

"People will tell you they know the right kind of person for a given job. But what we think isn't always what is best … Once you get through all the noise and beliefs that people have, and identify that right profile, you can have some solid impact in your organization."

RYAN DULLAGHAN
MANAGER, PEOPLE ASSESSMENT AND ANALYTICS, JETBLUE AIRWAYS

ATLASSIAN KNOWS EXACTLY WHERE TO RECRUIT TECH TALENT, THANKS TO THE DATA

Facing a tech skills shortage in Sydney, Atlassian had a hunch they needed to start recruiting internationally to meet their hiring goals. So the talent acquisition team used internal data and LinkedIn's talent pool reports to pinpoint key European markets where the supply of tech talent exceeded the demand, and where the company had been successful relocation-wise in the past. They also used LinkedIn data to unearth what those targets were looking for professionally in order to optimize messaging. From there the team used targeted online campaigns and recruiter outreach to find the right talent, kick off the relocation conversation, and ultimately meet their hiring goals.

THE IMPACT

MORE INTERNATIONAL HIRES	Headcount at Atlassian's Sydney headquarters doubled in two years, with a third coming from abroad.
STRONGER EMPLOYER BRAND	The candidate geo data allowed Atlassian to run targeted recruiting marketing campaigns in those regions, raising brand awareness.
MORE CREDIBILITY FOR TALENT ACQUISITION	The analysis and ultimate success of the relocation program helped build trust between the talent acquisition and engineering teams.

"We can't cover the entire globe in recruiting campaigns so we have to be really selective about the markets we choose. The data helps us use our resources in the most effective way possible."

DEVIN ROGOZINSKI
HEAD OF TALENT MARKETING, ATLASSIAN

DATA-LOVIN' TALENT LEADERS DRIVE THEIR BUSINESSES — AND CAREERS — FORWARD

CELIA HARPER-GUERRA
VP OF TALENT ACQUISITION,
DANAHER CORPORATION

Celia analyzed supply/demand data to see where Danaher's talent hubs were, and found its competitors were in all the same places. This led her to discover hidden pockets of talent in Danaher's *customer* hubs. Her findings were so influential that she got the attention of senior executives for the first time. With newfound credibility, she was able to secure money for other projects such as employer branding.

"Before I presented my findings at the leadership table, I was tentative to influence a decision. But the data gave me the confidence I needed to drive the strategy forward."

BRET LARSON
DIRECTOR, TALENT MANAGEMENT &
ANALYTICS, EMERSON

Bret used to not be invited to meetings with the executive team. He would have talent insights but they were based on anecdotes and not getting him anywhere. That's when he started pulling data from the company ATS, LinkedIn and other sources to support his ideas. This got him on the leadership team's agenda, a big move forward for his team. Through data Bret earns the trust of colleagues and gets the confidence to go toe to toe.

"Data is the one language that everybody speaks across the company. I gain trust from people across functions by bringing something that can be verified, something that can be checked.
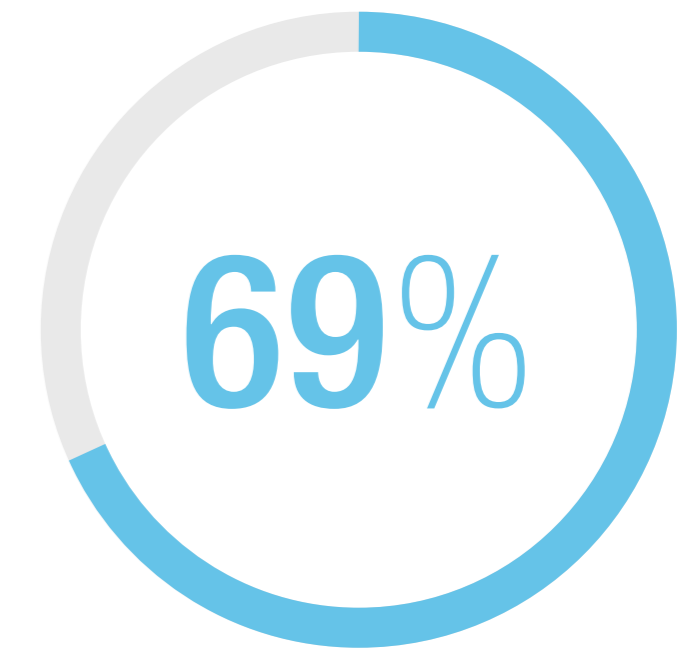
69%
of talent professionals think data could elevate their position

YOU DON'T NEED TO BE A NUMBERS GEEK TO HAVE IMPACT

Hiring has become more scientific thanks to the data revolution. But it has also become more intimidating if you're not a numbers person. After all, you chose recruiting because you like people, not spreadsheets. But data-driven recruiting encompasses more than just number-crunching. It requires someone to ask the right questions based on the needs of the business. It takes someone figuring out what data exists or could be collected to answer the question and someone to run the numbers and explain what they mean. Finally, it takes someone to visualize the results, craft a compelling story, and then translate it into actionable advice. Figure out what you're good at or interested in, and then team up with the right people (or technologies) to fill in the holes.

KEY ATTRIBUTES OF DATA-DRIVEN PROFESSIONALS

QUESTIONER
You're always trying to gain insight into your hiring process and its impact on the bottom line. When others make recommendations, you ask, "Where's the proof?"

ADVISOR
You can translate the story into actionable advice that ties back to the bottom line.

NUMBER CRUNCHER
You have the technical chops to source, clean, and analyze large amounts of data in order to answer the question at hand.

STORYTELLER
You can string together a compelling narrative based on data output. You know what's important and how to stir emotion orally and in writing.

IMPORTANCE AROUND THE WORLD

Percentage of respondents who say that using data is the top trend affecting how they hire

50%
GLOBAL AVERAGE

42% CANADA

48% USA

61% MEXICO

59% BRAZIL

38% UK

30% FRANCE

44% NORDICS

54% GERMANY

51% TURKEY

48% MIDDLE EAST & NORTH AFRICA

49% SOUTH AFRICA

56% INDIA

56% CHINA

55% SOUTHEAST ASIA

43% AUSTRALIA

Linked in TALENT SOLUTIONS

GLOBAL RECRUITING TRENDS 2018

ARTIFICIAL INTELLIGENCE: YOUR SECRET WORKHORSE

AI'S IMPACT ON RECRUITING IS ON THE RISE

Artificial intelligence is a machine's ability to have human-like intelligence. Computers can be programmed to learn with data in order to perform a task, and improve at the task as more data pours in. AI is the powerful force behind new technologies from self-driving cars to search engines, and it's on its way to revolutionizing the talent industry. This next-generation technology helps recruiters work faster by automating administrative tasks, and smarter by generating insights they wouldn't think of alone. According to our research, most recruiters and hiring managers already foresee its impact.

FUTURE PREDICTIONS

76%   say AI's impact on recruiting will be at least somewhat significant
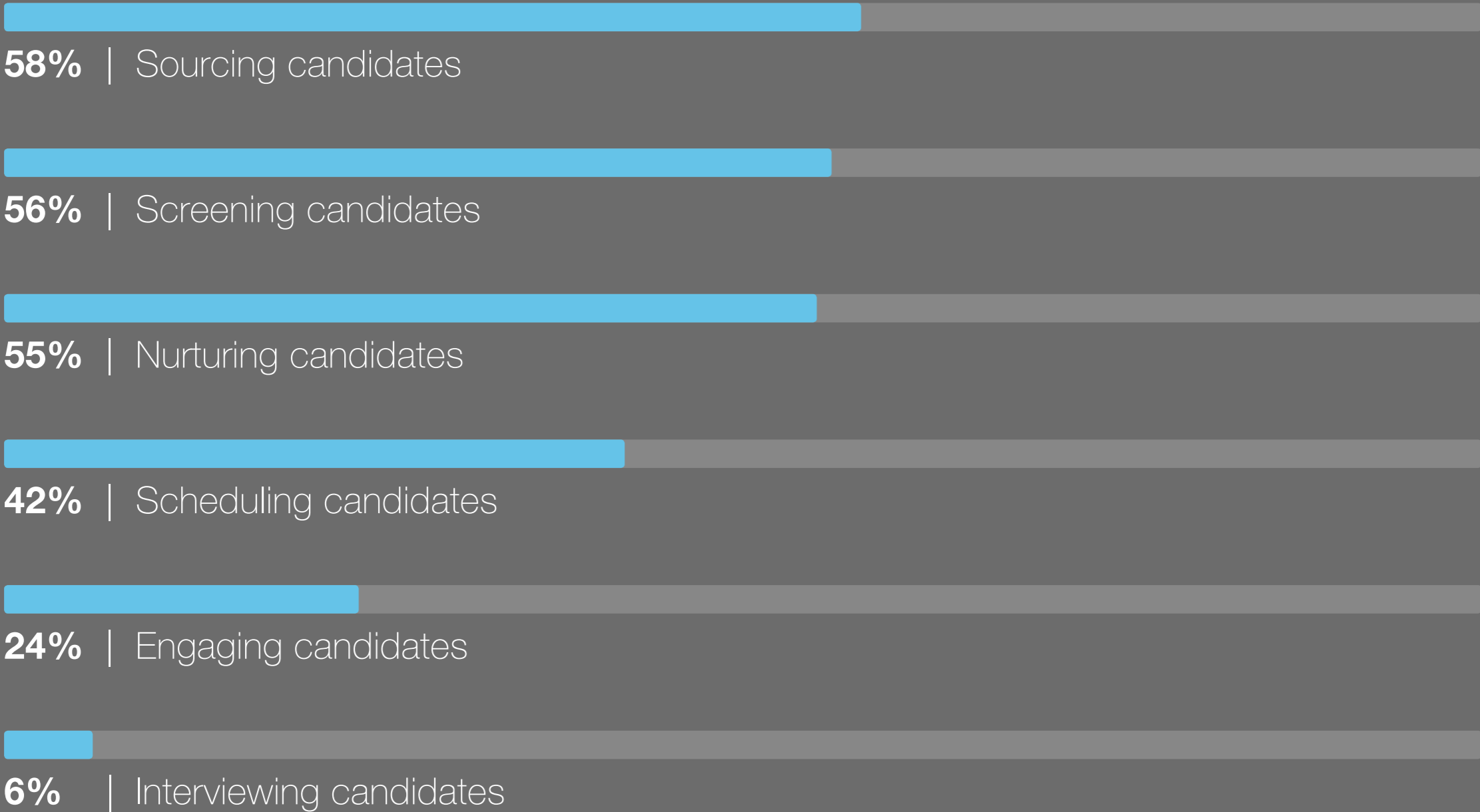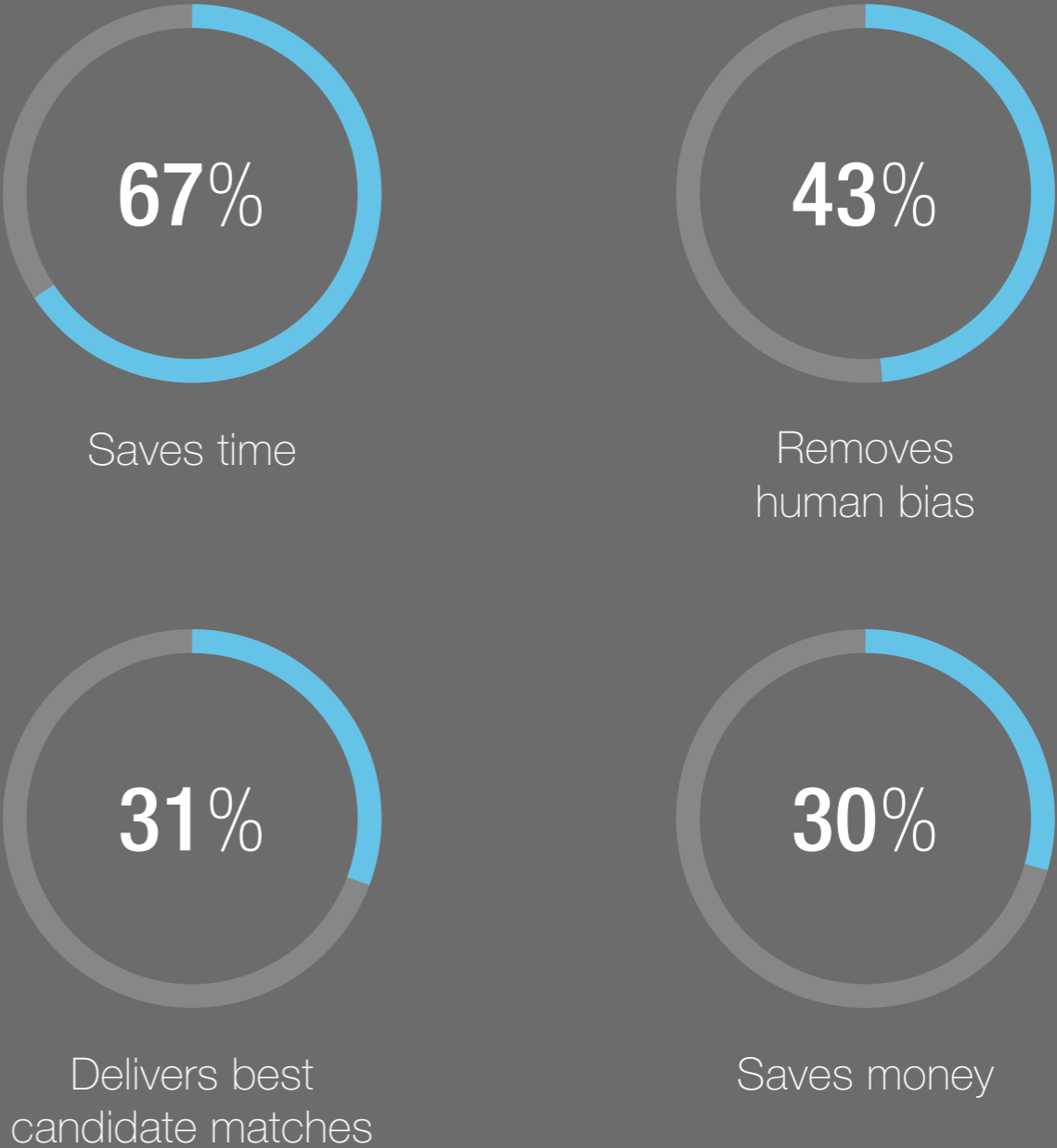
AI DOES THE GRUNT WORK SO YOU DON'T HAVE TO

When you get 300 resumes for one req and countless emails from candidates, it's hard to move fast. But now, software can read those resumes simultaneously and dramatically accelerate your workflow. Now chatbots can respond to candidate questions so you don't have to. Multiply the effects of these examples and the time-savings is huge. For the more complex aspects of your job — engaging and interviewing candidates — it's no surprise that AI is seen as less helpful.

WHERE AI IS MOST HELPFUL

58% | Sourcing candidates

56% | Screening candidates

55% | Nurturing candidates

42% | Scheduling candidates

24% | Engaging candidates

6% | Interviewing candidates

KEY BENEFITS OF AI

67%
Saves time

43%
Removes human bias

31%
Delivers best candidate matches

30%
Saves money
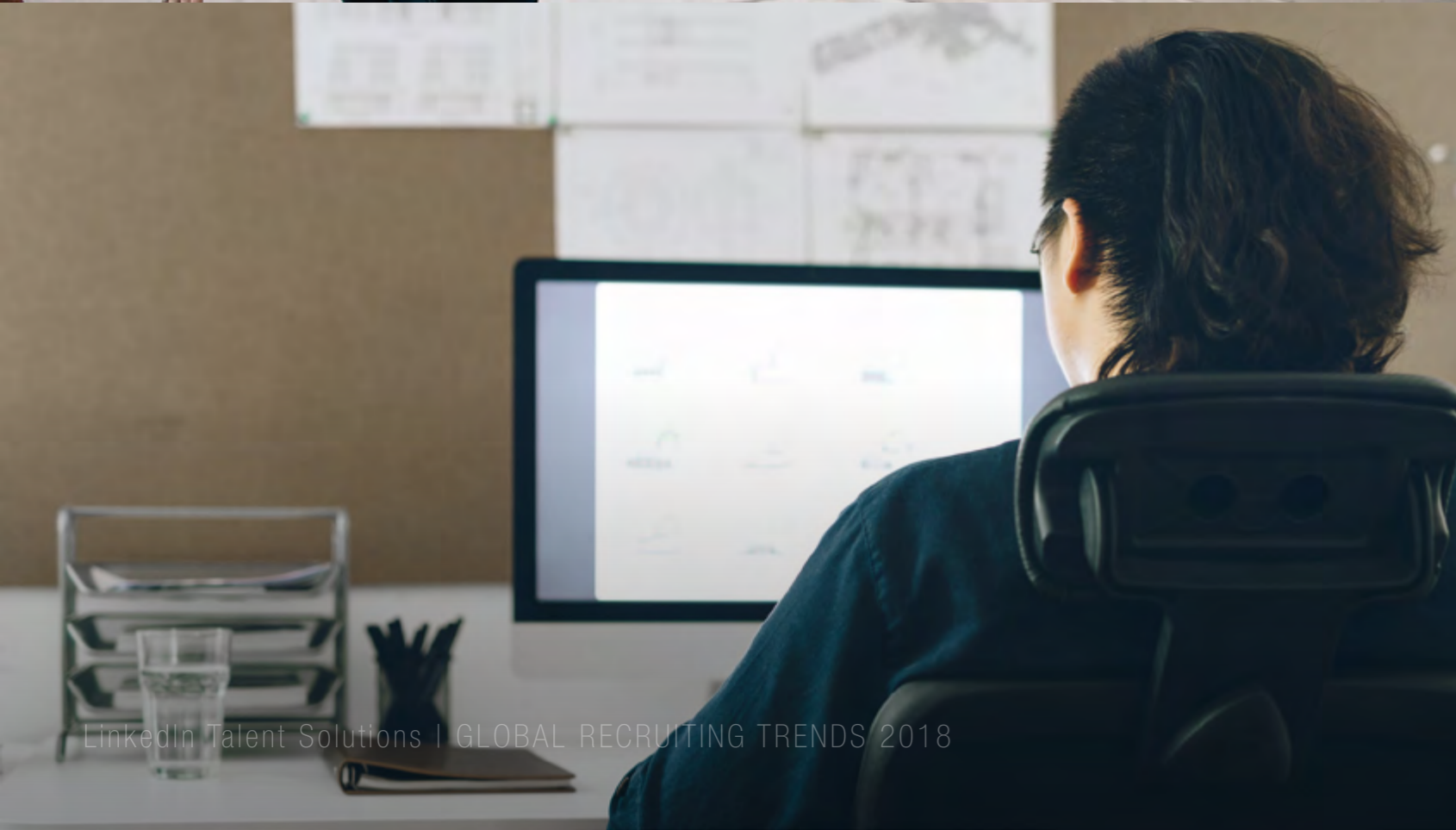
AI DOESN'T REPLACE YOU, IT EMPOWERS YOU

Could a robot do your job? Sure, parts of it. But AI replacing you altogether isn't happening, and there is little concern it will. Only 14% of talent acquisition professionals are concerned that AI will take away their jobs, according to our survey. Rather than eliminate your job, AI augments it by analyzing more information faster and smarter than you could ever do alone. It automates low-level tasks so you can focus more time on recruiting strategy and candidate relationships. Our research shows AI is least likely to replace the parts of your job that require personal and emotional engagement. Makes sense, as a machine with human-like empathy is a taller order technology-wise. But even then, it still wouldn't be a question of a machine replacing you. It would be a question of how much the machine could amplify you.

TOP SKILLS AI IS LEAST LIKELY TO REPLACE

1 | Building relationships with candidates

2 | Seeing candidate potential beyond credentials

3 | Judging "culture add" or "culture fit"

4 | Gauging candidate interpersonal skills

5 | Convincing candidates to accept offers

AI CUTS HIRING TIME BY HALF AT INTUIT

Tasked with hiring over 6,000 employees a year, Intuit's VP of Talent Acquisition Nick Mailey has become bullish on AI. He sees three main benefits: higher-quality talent, a faster process, and an improved experience. Using AI-powered LinkedIn Recruiter, his team can narrow talent pools to those most likely to engage, and can identify top talent not previously considered. The company is developing an algorithm-driven digital platform that scores and prioritizes candidates based on the profiles of its top performers. Now when a req opens, the best-match profiles automatically attach to it.

Intuit has developed a model that hones in on the most relevant characteristics of an ideal profile. The company has used it to weed through over 13,000 developer profiles, allowing the team to focus on the top 1%. For Intuit, using AI to source candidates has resulted in faster cycle times and as a byproduct, higher quality of hire scores.

THE IMPACT

MORE QUALIFIED EMPLOYEES	Intuit tracks employee performance by source of hire. Employees overall have a high score of 4.6/5 on average, but it's 4.8/5 for those sourced from the model due to weeding out more unqualified candidates.
FASTER TIME TO HIRE	It takes under 30 days to hire from the prioritized list of candidates versus 62 days from the extended pool.

"The value of machine learning is in prioritizing talent. We're now really good at eliminating candidates we don't want. Since we no longer waste time on people who don't qualify, our recruiters are much more efficient."

NICK MAILEY
VP OF TALENT ACQUISITION, INTUIT

VODAFONE CUTS HIRING TIME IN HALF WITH VIDEO INTERVIEWS SCREENED BY ROBOTS

UK-based Vodafone takes video interviewing to the next level by using AI-powered software to screen its videos. Just like regular video interviews, candidates record themselves answering standardized questions. But instead of recruiters reviewing them, robots (a.k.a. computers programmed with advanced algorithms) analyze the interviews. Based on role requirements, other candidates, and top performers at Vodafone, the machines assess candidate suitability across 15,000 different dimensions, from body language and facial cues to voice intonation and speech cadence. If candidates pass the video interview, they are then invited to in-person interviews.

THE IMPACT

FASTER TIME TO HIRE	AI-powered video interviews have cut Vodafone's hiring time in half for its higher-volume call center and customer service roles. Over 50,000 applicants have participated.
BIGGER TALENT POOL	Video is not limited by geographical constraints and is highly convenient, both of which broaden Vodafone's talent pool. It also attracts passive candidates who are willing to record a short interview but not yet take a day off to meet in-person.
BETTER ABILITY TO ASSESS SOFT SKILLS	In contrast to phone screens, video interviews allow Vodafone to actually see its candidates. Coupled with the AI-powered screening, this has been a huge advantage in hiring for "attitude."

"It takes a tremendous amount of time out of the hiring process and it allows us to fish from a much bigger pool [...] This is the future of resourcing."

CATALINA SCHVENINGER
GLOBAL HEAD OF RESOURCING AND
GLOBAL BRAND, VODAFONE

DEUTSCHE TELEKOM AG CHATBOT NURTURES THE RIGHT CANDIDATES

The HR team at hub:raum, the startup incubator of Deutsche Telekom AG, is hot for chatbots. Together with Job Pal it has created a chatbot to answer questions that potential applicants have about posted job offers. The bot can have a conversation that enables two things: filtering out candidates who are not relevant (based on chosen criteria) and telling those poor-fit candidates that their chances of getting hired are low so applying wouldn't be recommended.

If you're hungry for more bots, check out how Sutherland is using chatbots to improve its candidate experience.

THE IMPACT

BETTER CANDIDATE EXPERIENCE	The chatbot is available 24/7 to answer potential applicants' questions. Candidates are spared the information 'black hole' because the chatbot maintains interaction with them while they wait.
HIGHER RECRUITER EFFICIENCY	The chatbot filters out applicants who lose interest in jobs upon receiving detailed information. HR staff thus have more time to spend with applicants who are suitable, interested candidates.

"Recruiting can and should include tech—without making myself redundant. It lets me go back to being human as an HR person again."
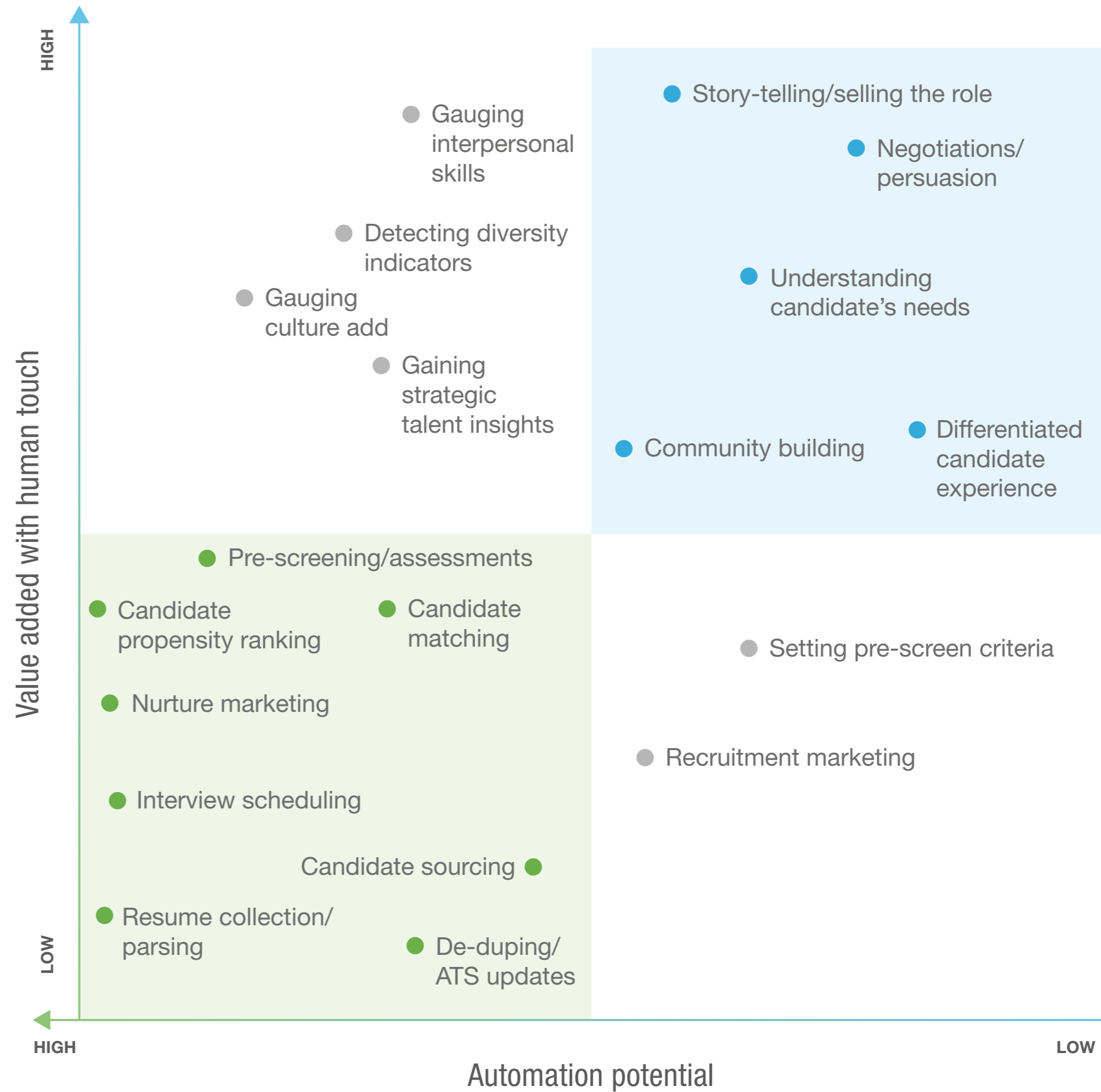
ANNA OTT
HR EXPERT,
HUB:RAUM

AI IS THE FUTURE, BUT SO IS THE HUMAN TOUCH

AI is a huge step forward for talent acquisition, but it will never fully automate it. Companies still need people — people to persuade and negotiate, to understand candidate needs, and to build communities and cultures. Paradoxically the more you use the technology, the more you can invest in the human side of the job. While it's not yet easy for a computer to bond with a hiring manager or convince a candidate to relocate, looking ahead the technology will improve and start to infiltrate these higher-level tasks, further augmenting your role.

AREAS WHERE AI WILL IMPACT RECRUITING

Value added with human touch (vertical axis, HIGH to LOW)
Automation potential (horizontal axis, HIGH to LOW)

- Story-telling/selling the role
- Gauging interpersonal skills
- Negotiations/persuasion
- Detecting diversity indicators
- Understanding candidate's needs
- Gauging culture add
- Gaining strategic talent insights
- Community building
- Differentiated candidate experience
- Pre-screening/assessments
- Candidate propensity ranking
- Candidate matching
- Setting pre-screen criteria
- Nurture marketing
- Recruitment marketing
- Interview scheduling
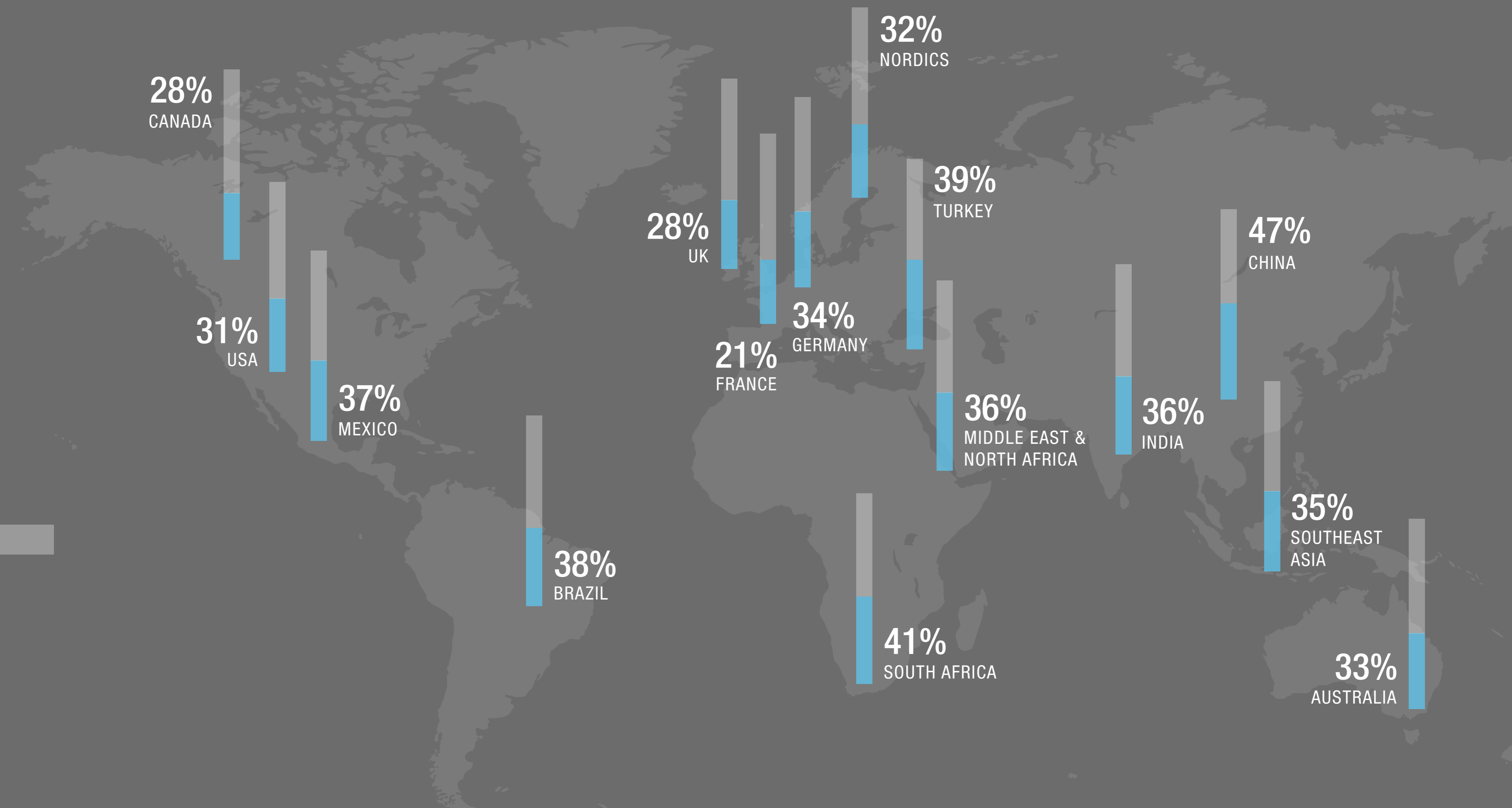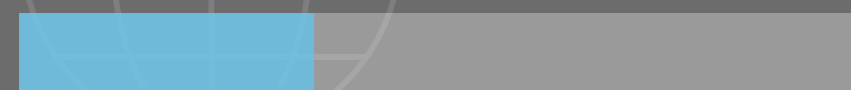- Candidate sourcing
- Resume collection/parsing
- De-duping/ATS updates

IMPORTANCE AROUND THE WORLD

Percentage of respondents who say that AI is the top trend affecting how they hire

35%
GLOBAL AVERAGE

28%
CANADA

31%
USA

37%
MEXICO

38%
BRAZIL

28%
UK

21%
FRANCE

34%
GERMANY

32%
NORDICS

39%
TURKEY

36%
MIDDLE EAST &
NORTH AFRICA

41%
SOUTH AFRICA

36%
INDIA

47%
CHINA

35%
SOUTHEAST
ASIA

33%
AUSTRALIA

IT'S ON YOU TO STAY RELEVANT

Today's hiring trends are killing the transactional recruiter. To stay alive professionally, you have to embrace them. Let artificial intelligence do your tedious tasks so you can focus on building relationships. Use new tools in your interview process so you can find top talent faster. Keep your eye on the data so you can make smarter decisions. Bake diversity into your culture so you can fuel growth.

Now that you're armed with fresh knowledge about the forces shaping your work, use it to stay ahead of the game and give your organization a competitive talent advantage.
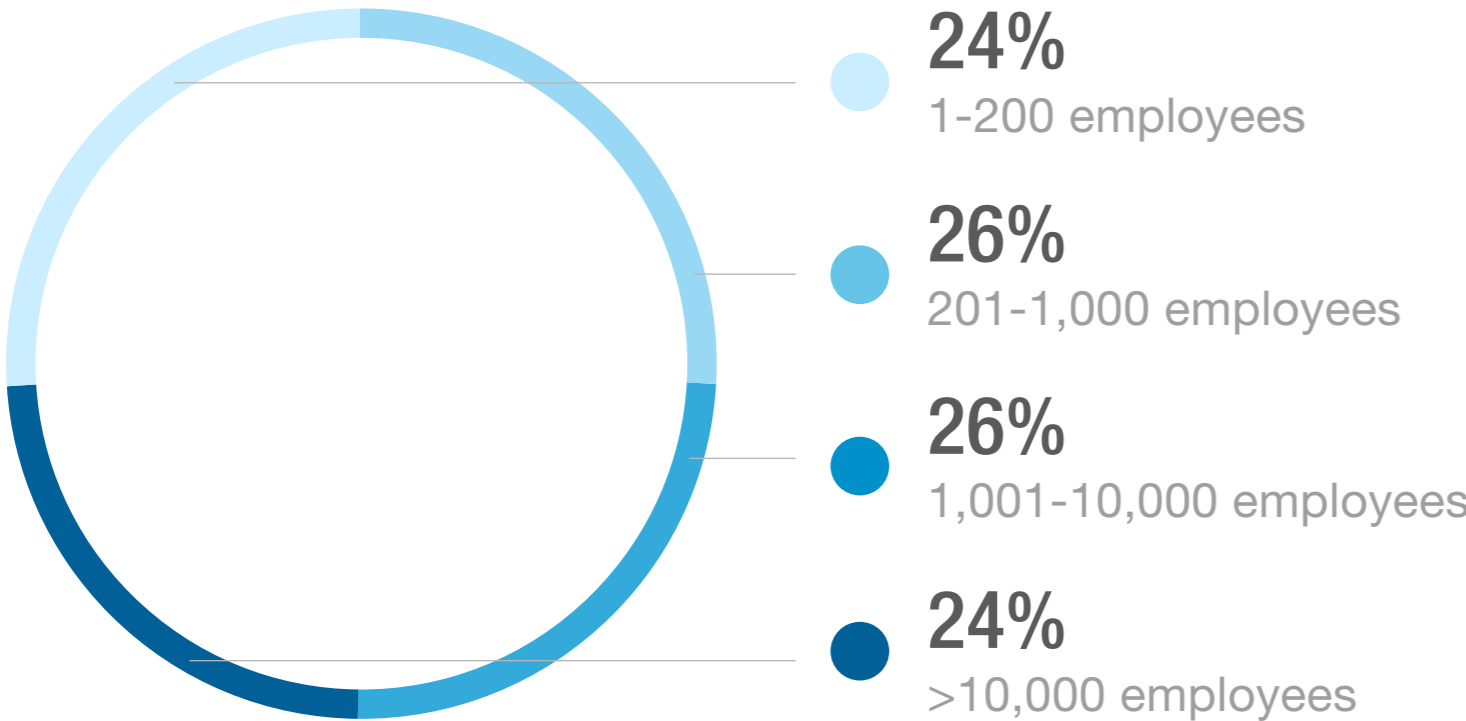
SURVEY METHODOLOGY

We surveyed 8,815 talent acquisition professionals and hiring managers.
- Talent acquisition professionals work in a corporate HR department and must have some responsibility for the hiring process.
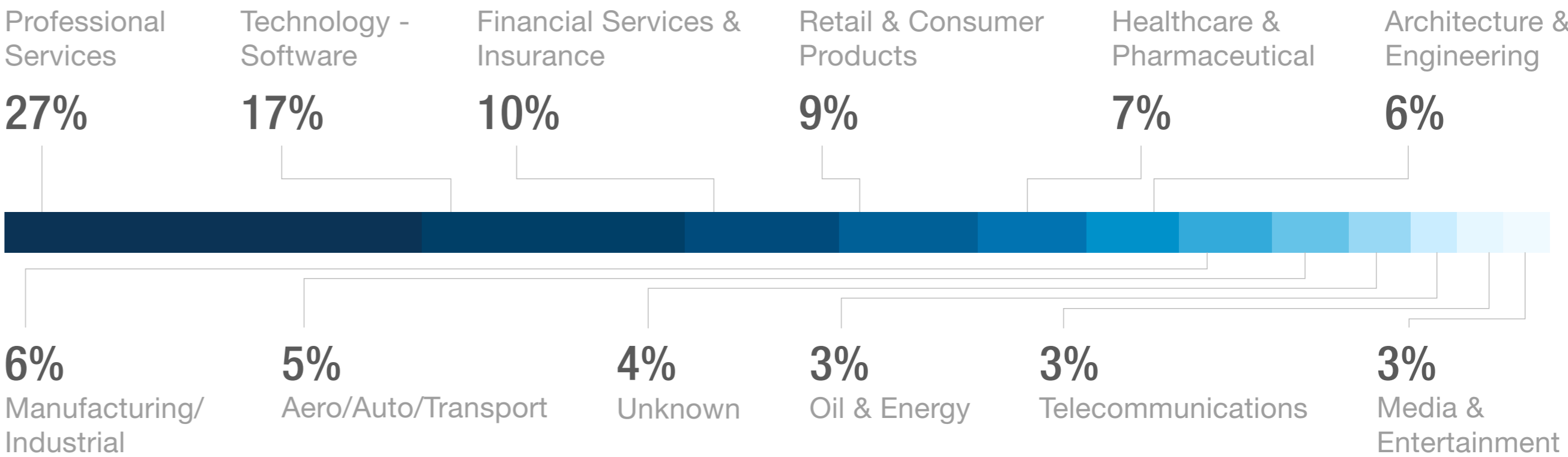- Hiring managers must have some authority over hiring decisions for their team.

These survey respondents are LinkedIn members who were selected based on information in their LinkedIn profile and contacted via email between August 24th and September 24th, 2017.
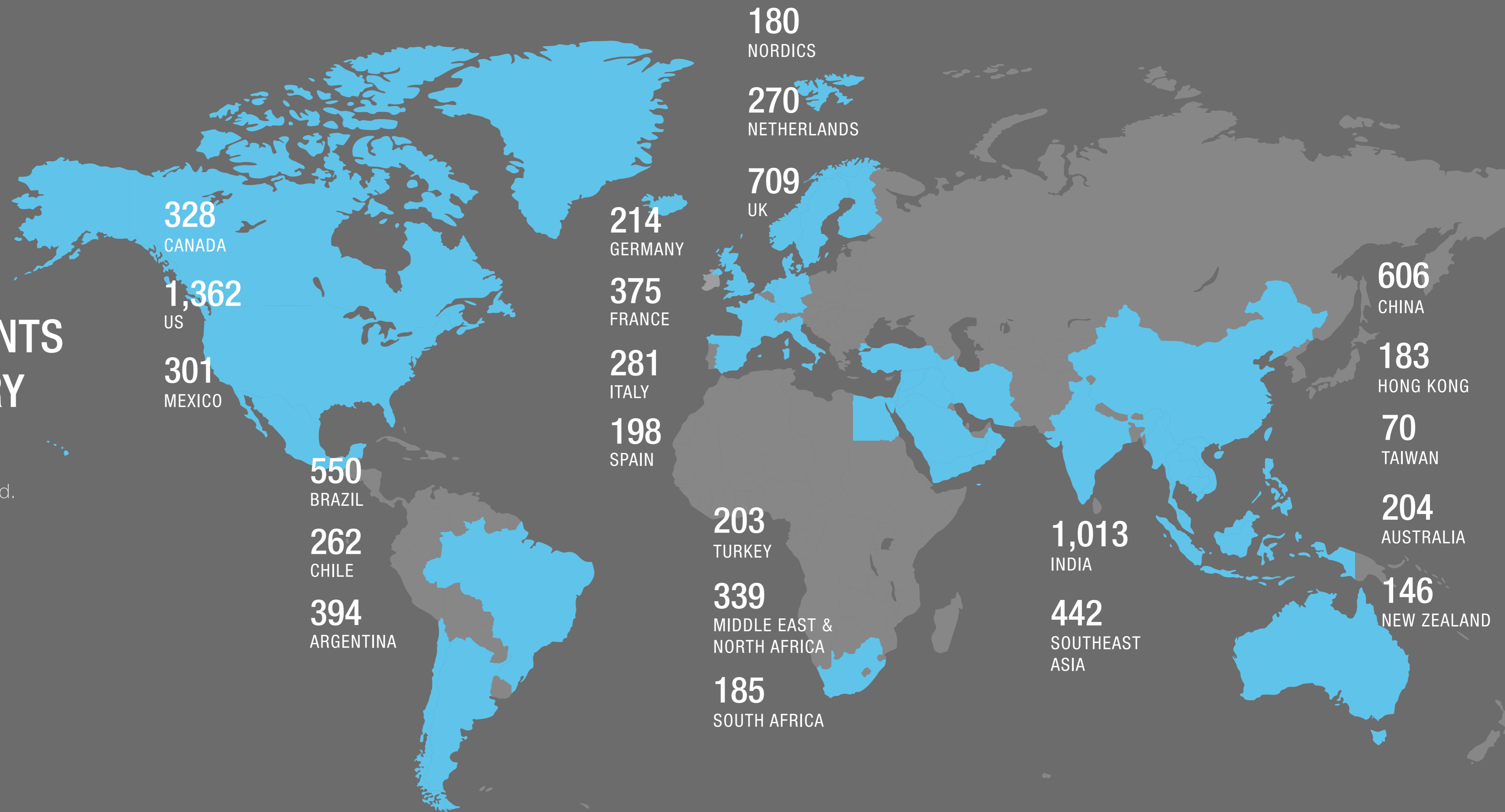
COMPANY SIZE

24%
1-200 employees

26%
201-1,000 employees

26%
1,001-10,000 employees

24%
>10,000 employees

INDUSTRY

Professional Services	Technology - Software	Financial Services & Insurance	Retail & Consumer Products	Healthcare & Pharmaceutical	Architecture & Engineering
27%	**17%**	**10%**	**9%**	**7%**	**6%**

6%	**5%**	**4%**	**3%**	**3%**	**3%**
Manufacturing/ Industrial	Aero/Auto/Transport	Unknown	Oil & Energy	Telecommunications	Media & Entertainment

RESPONDENTS BY COUNTRY

8,815 talent acquisition professionals and hiring managers were surveyed.

180 NORDICS

270 NETHERLANDS

709 UK

328 CANADA

1,362 US

301 MEXICO

550 BRAZIL

262 CHILE

394 ARGENTINA

214 GERMANY

375 FRANCE

281 ITALY

198 SPAIN

203 TURKEY

339 MIDDLE EAST & NORTH AFRICA

185 SOUTH AFRICA

1,013 INDIA

442 SOUTHEAST ASIA

606 CHINA

183 HONG KONG

70 TAIWAN

204 AUSTRALIA

146 NEW ZEALAND

DIVERSITY: THE NEW GLOBAL MINDSET

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