

9 Recruitment trends for 2022



Dramatic shifts in the talent landscape have forced recruiters to become more innovative and agile in 2022. As we shift to a candidate-driven market, the best recruiters are fine-tuning their EVP and branding, looking at alternative sources of talent, and exploring new platforms to find untapped skills.

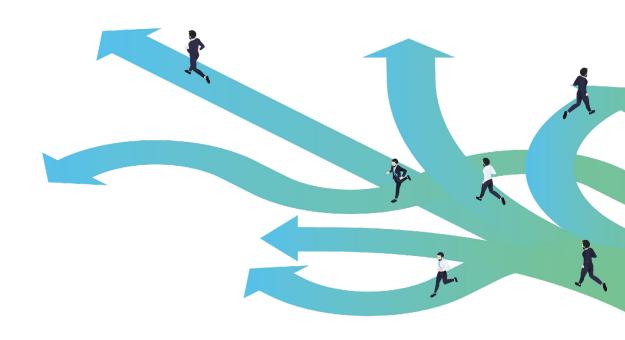
There are a few major factors influencing these trends.

Talent shortages are at a 10-year high. By 2030, it's predicted more than 85 million jobs could go unfilled because there aren't enough skilled people to fill them. At the same time, we're dealing with a Great Resignation boom: 41% of the global workforce are considering leaving their current employer within the next year, and 46% plan to make a major pivot or career transition.

Against this backdrop, talent teams are getting creative: they're prioritising candidate experience, employer branding and alternative sourcing channels. It's no longer enough to sit back and expect candidates to find you: every organisation has to be proactively recruiting if they want to find enough people to fill roles. That means embracing recruitment marketing tactics like targeted careers sites and employer branding content to build robust talent pipelines ahead of hiring demand.

HR teams now have 2 jobs: Get proactive about winning talent, and get strategic about retaining their valued people. For many, this means an overhaul of their hiring practices to appeal to the post-pandemic job seeker.

As we head into 2022, companies need to move beyond the pre-pandemic status quo. Here are our top 9 recruitment trends to watch in 2022.



TREND 1: High-volume recruitment becomes mainstream





On average, a recruiter's workload has increased by 28% since the onset of COVID-19.

When we think of high-volume recruitment, we usually think of hourly, seasonal or graduate recruits— any role type that needs to fill a large number of positions in a short period of time. Over the past year, we've seen an increase in high-volume recruitment for regular full-time roles.

As organisations scramble to backfill vacant positions —a hangover from COVID-19 shutdowns and the Great Resignation —the shortage of qualified candidates has created a need for accelerated recruitment cycles. At the same time, talent teams are lean: PageUp data shows us that on average a recruiter's workload has increased by 28% since the onset of COVID-19.

As a result, many organisations now face the demands of high-volume recruitment for at least a portion of roles. Recent research indicates 65% of companies have high-volume recruitment needs today. In 2022, we expect this percentage to increase.

As organisations consider their talent acquisition strategies for the next year, high-volume recruitment must be a priority and the technology solutions they use must be equipped for high-volume hiring. Many traditional ATS systems aren't designed to perform activities —such as advertising, scheduling and communication —in bulk. In fact, 65% of companies with high-volume recruitment needs are not satisfied with their current ATS and 82% plan to increase their investment in fit-for-purpose technology this year.



Case Study: Hiring At-scale With Coles

Against the backdrop of a global pandemic, Coles was able to successfully bring on 12,000 new staff in the space of a few short weeks to keep Australia running. How did they enable finding high-quality talent at-scale and at short notice? The key lies in PageUp's powerful applicant tracking system (ATS) that provides a full view of current talent and talent pipelines.



Friends And Family Campaign

As customer demand increased, Coles needed to hire extra hands to replenish key items and re-stack shelves. A 'Friends and Family' campaign was born, which relied on internal referrals as a valuable source of quality hires. Coles sent an application link to employees which they then passed on to the friends and family they thought would be suitable. This was a fast and efficient way to get people onto the books at-scale – and this approach helped them process the 55,000 applications they received and hire 2,500 family and friends as a result.



Video Interviewing

To assist in interviewing thousands of candidates, Coles integrated video interviewing partner Vieple with their PageUp ATS in what National Head of Talent Acquisition Nina Pollard says was an "amazingly fast" implementation time of 48 hours. Coles will continue to use video interviewing for stores now as "store managers love it."



Fast-tracking Walk-in Recruiting

Approximately 30% of Coles hires come from walk-in applicants, which inspired Coles to launch a campaign to fast-track the recruitment process for walk-ins. Using QR codes unique to the walk-in process, in-person applicants could then apply in real time and give store managers their application number in addition to their CV for immediate hiring.

Store managers can now hire walk-ins on the spot, and send their application to be processed through the PageUp ATS back at Head Office. Within 48 hours, these walk-ins are ready to commence work, making the recruitment process incredibly fast, efficient and scalable.

TREND 2: Leverage internal mobility and Alumni

Traditionally, internal mobility has not been a strength for many organisations. Programs were executed with varying levels of success, and often met with internal resistance from 'talent-hoarding' managers. But during the pandemic, many organisations were forced to redeploy talent at-speed in order to survive. Organisations began to see that internal mobility could work —and they discovered that it was a crucial source of untapped skills.

At the same time, many organisations had to stand-down or furlough talented employees after extended shutdowns and lockdowns. This created a pool of ex-employees waiting to be re-engaged and brought back onboard, and highlighted the power of alumni networks. With business ramping up and competition for talent now at an all-time high, internal mobility and alumni networks are proving to be vital sources of pre-vetted, culturally aligned talent.

In the past, HR teams would typically view the talent journey as linear: we'd bring new talent in through external acquisition, onboard and develop that talent, then, when they moved on, we'd wish them well and close the book on their chapter with the organisation. Savvy recruiters are realising that the talent journey can look more fluid —exemployees can be brought back onboard, and internal talent can fill skill gaps. In 2022, we expect organisations to accelerate the inroads they've made in building alumni networks and facilitating internal mobility.

Internal mobility and alumni networks are proving to be vital sources of prevetted, culturally aligned talent.

Giving employees internal development opportunities keeps them invested in their career growth with your company and is a great way to retain valuable talent. Bringing ex-employees back on board is a great way to regain valuable talent. With the Great Resignation upon us, you never know which ex-employee will become a returnee.



Did you know:

- Internal mobility is consistently one of the best-performing sources of high-quality talent. It takes just 5 internal applications to result in 1 successful hire.
- An ex-employee (alumni's) speed to competency is far greater than a new hire. And with so many talented people having to be stood down at the height of the pandemic, there's plenty of exemployees that are waiting to be re-engaged and brought back onboard.

Here is how you can engage and hire from these talent cohorts:

- ◆ Build an ex-employee network: Engage your ex-employees and keep them warm for future job opportunities by building dedicated pages for alumni on your careers site. On these pages, showcase ex-employee stories, videos and content, with targeted expression of interest forms. These forms should have a compelling call to action (CTA) such as 'Join our ex-employee community' to encourage people to join your talent network.
- Using this alumni network strategy, Flight Centre was able to hire 86 alumni in the first 3 months of using the product. The team saved \$35,000 per alumni hire by using Recruitment Marketing tactics to engage and mobilize its alumni network.
- Engage internal talent: The process is the same for engaging internal talent. Build a dedicated page for internal talent on your careers site. On this page, you can share testimonials, videos, and open internal job listings.



TREND 3: Employer branding becomes a competitive differentiator

In 2022, the way you present your brand and EVP will have a direct impact on your ability to attract and win talent. Think about where job seekers may see your employer brand: on your careers site, on your social media channels, via job boards and at careers fairs. Are you putting your best foot forward here? Is your branding consistent, engaging and attractive to potential candidates?

Your employer brand isn't just the way your organisation looks. It's also reflected in how you treat your candidates at every stage of the hiring journey – whether they're successful or not. In 2022, your candidate experience is integral to your employer brand.

Leading organisations create targeted EVPs to appeal to hard to fill talent segments. They do this by creating dedicated pages on their careers site to show off specific aspects of their culture and employer brand that would appeal to their target talent segments. Some organisations have LGBTQI+ dedicated pages, others have Women in STEM and Veterans pages.

Instead of promoting one blanket EVP, the best organisations craft a unique EVP that speaks to diverse groups of talent. Take leading employment services organisation APM as an example. APM undertook research to understand the needs and wants of their target audiences, then crafted unique messaging and specific pages that spoke to each of these EVP elements. They managed to appeal to job seekers across 10 different brands, while still delivering a consistent careers site experience.

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Want to hone your EVP and Employer Branding? Here's what you need to do:

1. Define your employer brand

To define and amplify a strong employer brand, ask yourself: what kind of applicants are you trying to attract? This step is critical: if you don't understand what your target audience wants, you won't receive the quality of applicants you're after.

Focus Areas: What aspects of your EVP and Employer Brand would appeal to these talent segments? Lean on your strengths.

- What values does your target candidate hold?
- What benefits do they find important?
- What unique aspects of your culture and benefits would appeal to these candidates?
- How can you use photos, videos and content to tell your story and appeal to them?

2. Consider what candidates are looking for

What information are the candidates really looking for? Do you have all of this on your site?

We know from research and experience that potential candidates are looking for:

- Employee stories and testimonials
- ◆ To understand the organisation's culture and values
- ◆ What are the benefits? Flexibility, remote working etc.
- Diversity and inclusion
- ◆ Leadership / Mission statements

Tip: 85% of visitors land on your career site via a job page, not your homepage. Ensure you've got content that promotes your EVP on all job listings.

3. Decide on your look and feel

It's important to take the time to create, collate, and publish images and videos that set the right tone from the start. These should be accurate and authentic.

Tip: When it comes to telling the story of the employee experience at your company, do it through Employee-Generated Content. Videos and images, when created by the employees themselves, are the most trusted sources of information on what it's really like to work at a company.

Choose imagery that does the following:

- Offers a window on your company's real-life working environment
- Showcases the real people who help shape your company and its culture





TREND 4: Candidate experience becomes the cornerstone



Talented people know they have multiple options, and they won't be afraid to say no to an offer if their expectations aren't met. With demand for talent outstripping supply, job seekers are in control. Talented people know they have multiple options, and they won't be afraid to say no to an offer if their expectations aren't met. A poor candidate experience has repercussions — 49% of job seekers would reject a job offer after receiving a bad candidate experience.

For many organisations candidates are also customers. A poor experience may lose you valued customers —whereas a great experience has been shown to drive referrals even when job seekers aren't successful.

In 2022 we expect to see an increased focus on all aspects of the candidate experience.

What to craft a great candidate experience? Here's what you need to include:

- ◆ Access to information that allows job seekers to make an informed decision about their personal fit with the role and the organisation. In addition to a clearly articulated and targeted EVP, create transparency regarding flexible work arrangements, culture, career development and benefits. Highlight your organisation's commitment to DE&I, corporate social responsibility, mission and values. The goal is for job seekers to self-select in or out of your recruitment process based on the information you have readily available.
- ◆ A seamless technology experience from application through to onboarding.
- ◆ Timely, transparent communications at every stage of the process. Set expectations, give clear timelines, and show your applicants you appreciate and value their time.
- Specific, targeted post-interview feedback for unsuccessful candidates. This will show you're interested in their development for the future —and maybe they can re-apply when a suitable opportunity arises.
- Personalised candidate communications. People can tell when you send off bulk generic messages, and it doesn't reflect well on your employer brand. Lean on automation to do the heavy lifting and you'll be able to send personalised, engaging messages that make all your candidates feel valued.



78% of the candidates we surveyed said that "Validating that a job is worth pursuing" was either very or extremely important to them.

Deep dive: What do candidates really expect from your recruitment process?

PageUp recently conducted research where we surveyed 199 job seekers to find out what makes today's candidate tick. If you've ever wondered what motivates and inspires your next hire, now we know for sure.

The standout finding was a desire to be treated with respect. What does that look like from a candidate's perspective?

- Access to information that allows them to make an informed decision about personal fit with the role and the organisation.
- ◆ Timely, transparent communication via their preferred communication method.

78% of the candidates we surveyed said that "Validating that a job is worth pursuing" was either very or extremely important to them. Job seekers want access to crucial information at the beginning of the hiring process to make an informed decision about whether to continue their application. Where do they find it? The majority of job seekers head to an organisation's careers site.

Did you know: 76% of job seekers say evidence of a diverse workforce is an important factor when considering where they want to work. By showcasing "people like me" stories on your careers site, you can help candidates visualise themselves working at your organisation. Our clients create separate landing pages to amplify their values, culture and DE&I philosophy.



TREND 5: Inclusive practices drive uptake of DE&I



Diversity, equity and inclusion (DE&I) practices have become a central focus for HR teams in today's competitive talent landscape. More than 75% of job seekers state diversity is an important factor for them when evaluating companies and job offers. And 39% of candidates reject a role or do not proceed with a job application due to a **perceived** lack of inclusiveness within the organisation.

Your branding and EVP directly affects your ability to attract diverse talent. So how can you ensure your DE&I strategy shines through in your employer branding, messaging and recruitment process in an authentic way?

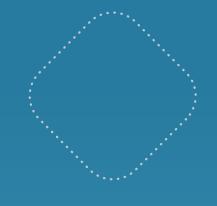
Did you know that the human brain can process visuals at a rate of 60,000 x faster than words? The look and feel of your organisation's branding and online presence sticks in a candidate's memory long after they've visited your careers site. What impression are they taking away?



Today's candidate wants to see and hear stories from people that they can relate to.

What can I do to improve my diverse and inclusive practices?

- ◆ Today's candidate wants to see and hear stories from people that they can relate to. Showcasing "people like me" stories on career sites helps candidates visualise themselves working at your organisation.
- ◆ Ensure your DE&I strategy shines through in your employer branding, messaging and recruitment process in an authentic way
- Revamp your careers site to show off your diverse culture and unique employer brand, and create targeted microsites or landing pages to appeal to diverse candidate segments. Some organisations have LGBTQI+ dedicated pages, others have Women in STEM pages.
- ◆ Instead of promoting one blanket EVP, craft a unique EVP that speaks to diverse groups of talent.
- ◆ Ensure your job descriptions are bias-free: choose the right words, tone and language to show you're serious about DE&I
- ◆ Embrace new technology solutions. In 2022 we expect to see an acceleration in the uptake of technology and processes in support of organisations' DE&I strategies:
 - text analysis to reduce bias in job ads
 - application forms with inclusive titles, pronouns and gender options
 - pay-equity analysis
 - diversity reporting
 - anonymised screening
 - skills matching
 - unconscious bias training
 - competency based interviews
 - diverse sourcing channels
 - inclusive (accessible) onboarding



TREND 6: The gold standard HR tech stack



A leading recruitment trend going into 2022 is the 'gold standard' tech stack: a selection of best of breed point solutions that seamlessly integrate and speak to each other.

Organisations are moving away from large Enterprise Resource Planning (ERP) solutions that claim to do everything but in reality offer limited functionality or configurability. Instead, they're adopting an ecosystem of best-of-breed point solutions that are fit for purpose and flexible enough to meet each organisation's unique needs.

Some HR tech stacks include solutions for AI skills matching, chatbots and candidate screening, others include video interviewing, I-9 verification and background checking software. The thing they all have in common is seamless integration and a true 'jack of all trades' capability (and because all solutions are best-in-class, you won't find the 'master of none' drawbacks.)



TREND 7: Humanising candidate touchpoints



Careers websites
that include
genuine employee
experiences help
humanise the jobseeking experience
for candidates.

Now we've covered how a cohesive, customer-first tech stack will be a key focus for organisations in 2022, let's look at how talent acquisition teams will be humanising these tech experiences. More than 18 months of remote work, job changes, lockdowns and restrictions have left employees feeling disconnected.

In 2022, we forecast that organisations will place a big focus on fostering connection through genuine, authentic and personalised tech experiences in the recruitment and hiring process.

With an emphasis on streamlining tech, 2022's best talent acquisition teams will lead the way for personalised, engaging candidate experiences. Attention to automation is important —but not at the expense of alienating employees, which can happen if the 'real touch' of human interaction is lost to automation.

Leading companies are helping the 'human touch' shine through in their recruitment technology stack by focusing on delivering an authentic, personal experience. Careers websites that include genuine employee experiences help humanise the job-seeking experience for candidates.

Humanising tech experiences is a core focus at PageUp, which is why we partner with vendor solutions that have connection and collaboration at their core. Visit our marketplace to see the 100+ solutions we integrate with.

Fostering human connectedness through technology is now easier than ever. Here's how to get started:

- ◆ Check in with your talent pool and candidates. This process can be automated, taking the manual, labour-intensive process out of initiating 1:1 contact. Your candidate won't know the difference they'll be pleased to receive a personalised check-in message on the platform they prefer (email, text, social media).
- ◆ Lean on tech automation during the recruitment process to provide candidates with individualised feedback and personalised communication. This makes the process streamlined and simple —a far cry from the labour-intensive process it once was.
- Humanise your chatbot. You can inject your brand tone of voice and employer brand into automated systems such as chatbots. This keeps candidates engaged and gives them an authentic insight into your company's culture. Consider using natural, relevant language, conversational tone, and injecting anything else that can humanise the recruitment process at every stage.
- ◆ Review the language in your chatbots and other candidate touchpoints. Is it conversational and natural? Are candidates interacting positively and eagerly with your communications?

TREND 8: Hybrid work becomes an expectation



34% of employees say that they would look for a new role if their employer didn't provide remote work options. We're well and truly at the stage where hybrid work models are the norm, with candidates expecting a flexible, clear plan for remote work. Today's workers are used to the flexibility and freedom of a work from home lifestyle, and they don't want to go back. In fact, 34% of employees say that they would look for a new role if their employer didn't provide remote work options. But did you know that 68% of organisations don't have a clear plan in place for hybrid work?

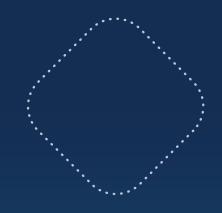
The best candidates are not looking for a hybrid work model to be on offer in a simple 'tick a box' manner. When considering an organisation for employment, they want to know the ins and outs of their hybrid work commitments. What flexibility is offered? How does the organisation utilise tech to support this? A LinkedIn survey found that so far, 7% of Australian workers have resigned because they hadn't been offered a flexible workplace. It's critical to be proactive when communicating your organisation's hybrid work policy.

In 2022, more organisations are providing an 'under the hood' view of their hybrid work model. They're championing the additional possibilities opened up by a talent network that's location and hoursflexible, while emphasising their commitment to building a connected, human work experience for their people.

The presence of hybrid tech tools is something that candidates will look at when assessing a new role. Candidates often won't mind what hybrid tech solution you choose (Zoom, Google Meets or Teams, for example). What they do want to know is that the collaboration tools, video interviewing and meeting softwares work in your organisation harmoniously and are actively used and supported by all employees.

How to implement:

- ◆ Look at how you can introduce new hires to your hybrid work model in the onboarding process. Avoid information overload by introducing different pieces of your tech stack, one at a time. Lead with the benefits they bring your employees - real-accounts of employees' experiences using task planners, instant messaging and video softwares.
- As you balance a mix of remote and in-person teams, remember that hybrid work can make teams more siloed. Ensure you're introducing tech that facilitates cross-team collaboration, spontaneous ideas sharing and company-wine communication.
- ◆ Look at what's required with job redesigns. It's important to get input from cross-functional team members to decide which hybrid tech is right for which roles, and for your organisation.



TREND 9: Appeal to the new generation of workers

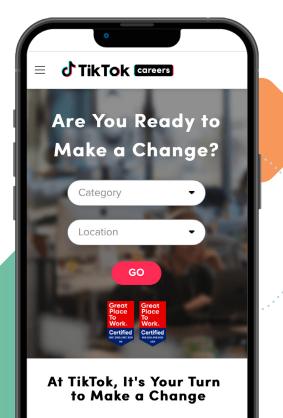
As they complete their studies, Gen Z are entering the workforce in droves. To attract top talent from this generation, leading organisations are showcasing their employer brand in new and exciting ways. Gen Z are often grouped together with their older millennial counterparts, but differentiating their own expectations is critical to attracting and retaining this cohort.

Outdated recruiting technology is a turn-off for Gen Z. In fact, research shows that 54% of them won't complete a job application if they feel your recruiting methods are outdated, and 46% of them have also applied for a job on their mobile device. Have you looked at which devices your candidates use most when applying for roles?

A strong and relevant social media presence is no longer optional — it's essential. Gen Z will research your employer brand using social media more than any other generation. Beyond LinkedIn, Gen Z finds employers via Facebook, Instagram, Snapchat and TikTok. In fact, TikTok recently launched TikTok Careers as a way to close in on the Gen Z hiring market. The platform has proven a hit for its #careeradvice videos: short, informative content pieces where recruiters give job seekers interview tips and resume advice. Now, organisations like Chipotle and Target that often need to hire high volumes of entry-level Gen Z staff are finding candidates through TikTok's video resumes.

Forward-thinking businesses are already recognising the benefits of appealing to Gen Z job seekers, recognising them as the future leaders who will lead through times of rapid change and uncertainty with a nimble, growth-focused mindset. But that's only if they feel supported and valued as candidates. This all starts in the recruitment phase, where driving awareness and applications needs to have a digital-first approach for the generation who has grown up in a digital world.

Understanding what drives, motivates and inspires Gen Z candidates is key to a successful recruiting strategy in 2022.



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How to implement:

- ◆ Look at the role of social media in your organisation's recruitment process. Is it owned by marketing, or HR? Smart teams are working hard to showcase their employer brand through the platforms where Gen Z already spend their time —TikTok, Snapchat and Instagram —and are contributing to conversations in a meaningful way, rather than driving their own agendas through content with little effort. It's paying off.
- ◆ For Gen Z, salary is not always the main focus. They want meaningful work and to contribute to a larger purpose. They expect a commitment to DE&I as well as a genuine focus on social and environmental issues. They will see right through token content and empty promises from organisations. How can you weave your organisation's stance into your employer brand through social media?
- How are you using social media? The possibilities extend further than just sharing job advertisements. How can you raise awareness and inspire curiosity about your employer brand?





Are you ready to take control of your recruitment strategy?

Are your recruitment strategies strong enough to attract and hire great talent in 2022?

Every day, the PageUp team works with hundreds of clients globally to optimise their sourcing channels and career sites, build strong talent pipelines, and nurture relationships with internal and external talent.

Get in touch today to see how we can help you attract the talent you need to grow in 2022. To request a demo, head to https://www.pageuppeople.com/request-a-demo/