



iMocha  
2022

# RECRUITMENT TRENDS REPORT

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2022 is a time for renewal, for forward-thinking enterprises and teams to adapt to the skills continuously evolving, and to position themselves for success in a fast-changing world.

So, in order to help you create a future-proof plan for 2022, we've created a 2022 Recruitment Trends Report that details the strategies that worked and didn't, what the emerging trends of 2022 are, and more.

To gather these insights, we performed a survey where we collected data from over 1000 talent professionals worldwide. We asked them about post-pandemic attrition, about the measures they've taken to make their processes immune to further disruption, about how employees' priorities have shifted after the pandemic, and a few other considerations for any comprehensive 2022 talent strategy.



# WHAT WILL YOU LEARN FROM THIS REPORT?

This report will serve as a tool for employers to comprehend what professionals are seeking in a career, especially how the skills required for each job are changing, and how you can immunize your strategies for further disruption.

In our survey, we see some common threads that are applicable across industries and divisions. So, we've kept the report focussed on the following parameters:

- 01** The great attrition and how to address it
- 02** Building hiring processes immune to disruptions
- 03** Ensuring diversity in hiring
- 04** Understanding what candidates and employees expect from you
- 05** Digital transformation and how technology is shaping up the future



## Have you witnessed increased attrition in your organization?



**88%**  
YES

**12%**  
NO

We discovered that burnout is one of the primary reasons why people are switching jobs. Employee burnout can be caused by a heavy workload, a slanted work-life stability, or a huge gap in effective communication.

Keeping the above factors in mind, we've also added a section on creating an HR Strategy Creation Map. This way, you'll be able to implement these learnings in a manner applicable to you.

## THE GREAT ATTRITION AND HOW TO ADDRESS IT

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Since April 2021, more than 19 million US employees have left their jobs, a track record that has disrupted businesses across the country.

According to a recent Prudential survey, one in every four workers plans to find another job in a new organization once the pandemic has passed. This dramatic change will have a significant impact on employers, employees who remain in their current roles, and those who decide to pursue new possibilities.

In the survey we conducted, we discovered that by 2022, the more the number of jobs available in the market, the higher the attrition.

Moreover, we learnt that "Firms with large US presence, or outsourcing modules, will begin to really scoop talent from the economy, noting that the US is outsourcing more to India than ever before. This will put a strain on availability, particularly in the tech industry."



We further learned that out of 100 employees that quit recently, approximately 36 did not have job prospects lined up.



A significant reason for this change could be alluded to the rise of the gig economy during the pandemic. A number of employees accepted gigs, on top of their permanent employment.

## MEASURES TO CURB ATTRITION



Lay out a framework of more frequent promotion cycles for the employees to keep them motivated.

With the nation undergoing a huge transformation post covid, keep up-to-date with the trending remote recruitment model by creating a hybrid workplace, giving employees the freedom to work from anywhere.



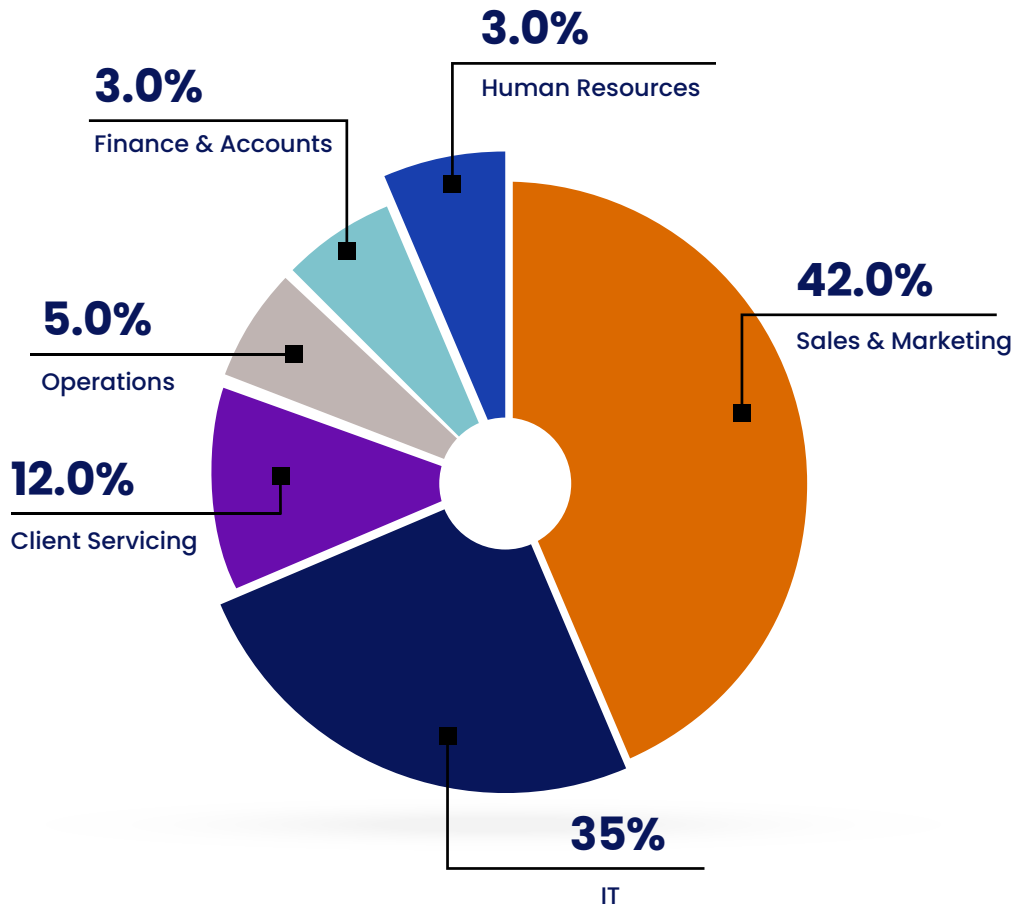
Try to sponsor learning and development programmes or courses that your employee wants to avail for upskilling in order to ensure their chances of higher growth within the organization.

Initiate timely salary hikes, off cycle pay-outs for extraordinary performers with that critical skill in order to reward and motivate them.



Help your candidates in building their career. Be a part of their journey and help them with sponsorship for education programmes.

We further asked our respondents in which departments they have seen the most attrition, here are the results:



It is worth noting that Sales and Marketing was under further stress because of the pandemic-induced push to remain profitable.



# CAUSES OF HIGH ATTRITION AND HOW TO ADDRESS IT

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## *Potentials factors for high attrition*

**01**

> Managers are not properly motivating employees.

**02**

> Team Atmosphere The work culture is a major factor for leaving.

**03**

> Recognition Programs Recognition and Rewarding Initiatives are lacking.

**04**

> Employees do not feel recognized for their work.

**05**

> Pay & Benefits The company is not adequately compensating employees.

**06**

> Mental Health The stress and workload are major issues.

**07**

> Workforce Demographics The company has a diversity problem.

*Here's how you can address these issues:*



**01**

#### **BE EMPLOYEE FIRST:**

Organizations have now decided to go beyond reducing burnout to establish an environment that supports each employee's success. From talent attrition to talent acquisition, this can turn a burden into an asset.



**02**

#### **DOUBLE DOWN ON HEALTH:**

Employers are trying to be open and welcoming to honour and promote leaders who produce tangible performance results while also building future capabilities, improving organisational health, creating psychological safety.



**03**

#### **LEARNING AND DEVELOPMENT:**

Investing in employee development not only helps to establish competencies that generate financial rewards, but it also shows employees that their progress is important to the future of the company. This is an important trend which is being adopted to curb attrition.



**04**

#### **ADVANCE YOUR DE&I GOALS:**

To obtain the cutting-edge talents, large companies are investing in scholarships and paid internships. Working on rehiring "cross-over workers" and hiring retired workers to coach, train, and advise the company, has really helped the companies to get through the attrition merch. This has helped to boost the talent pipeline and achieve the DE&I goals by creating more accessibility.



**05**

#### **SEND OUT SURVEYS:**

Measure your employee wellbeing by sending out surveys and asking questions you want to ask your employees on a regular basis.



# BUILDING A HIRING PROCESS IMMUNE TO DISRUPTIONS: INCREASING FOCUS ON UPSKILLING

We are living in an era of constant disruptions. Obsolescence – be it tech or skills-related – is a very real threat constantly facing businesses.

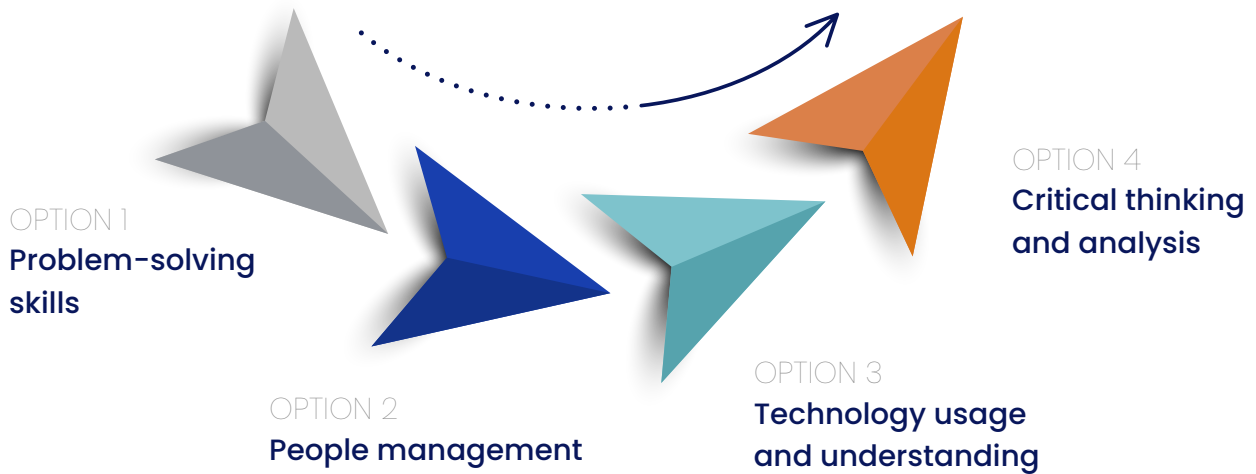
Bain & Company's Chris Zook in Harvard Business Review had said that five to seven percent of all businesses are free falling into decline at any given moment. Add to it a sudden external catalyst and it could be a recipe for disaster. The sudden wave of the global Coronavirus was a good eye-opener for many organizations to optimize and prepare for disasters to ensure Business as Usual (BAU) – or the closest version of that.

As soon as Covid 19 took over the world, the talent community had to take steps back and reassess how best they can cope. This rapid pace of change in our external environments significantly impacted the way we work. Agility is paramount for successful recruiting, according to the annual Recruiter Nation survey of over 800 U.S.-based recruiting professionals conducted by talent acquisition software company Jobvite.

However, many skills emerged during the last two years. Some existed before the pandemic as well but had a greater usage during, and some completely new skills were required.



In our survey, we asked the respondents which skills saw an increased demand, here are the four that stood out:



In addition to these, the four top tech skills on the rise are:

<p><b>01</b> CLOUD COMPUTING</p>		<p><b>03</b> BLOCKCHAIN</p>	
	<p><b>02</b> ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING</p>		<p><b>04</b> DATA ANALYSIS</p>

In order to address the growing skill gap, organizations are investing heavily in upskilling and reskilling their employees. According to the World Economic Forum’s Future of Jobs Report, **50% of all employees will need upskilling by 2025.**

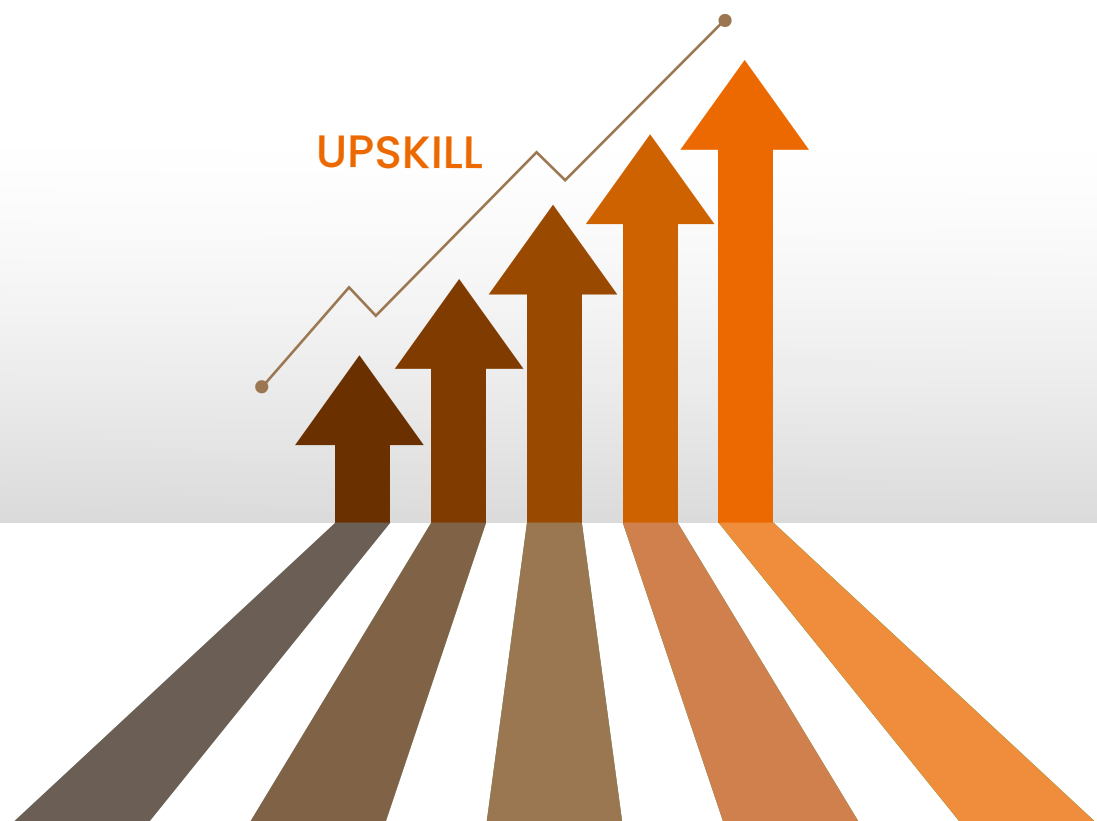
Consistent with industry trends, our survey found most respondents’ organizations (63%) invested in upskilling initiatives post the pandemic.

*% Respondents who’ve seen rise in investment in upskilling post the pandemic*



Foreseeing the role of technology and it’s rapid pace of evolution, ‘people’ leaders are increasingly advocating for new technology and making the case for in-house learning.

Since COVID-19, learning has received even greater attention. Furthermore, recruiters and Talent Acquisition professionals have been at the forefront of this revolution. Johnny Campbell, CEO of Dublin-based SocialTalent, a learning platform for recruiters said most learned topics included talent advisory training, virtual interviewing, being productive while working remotely, virtual onboarding and internal mobility.

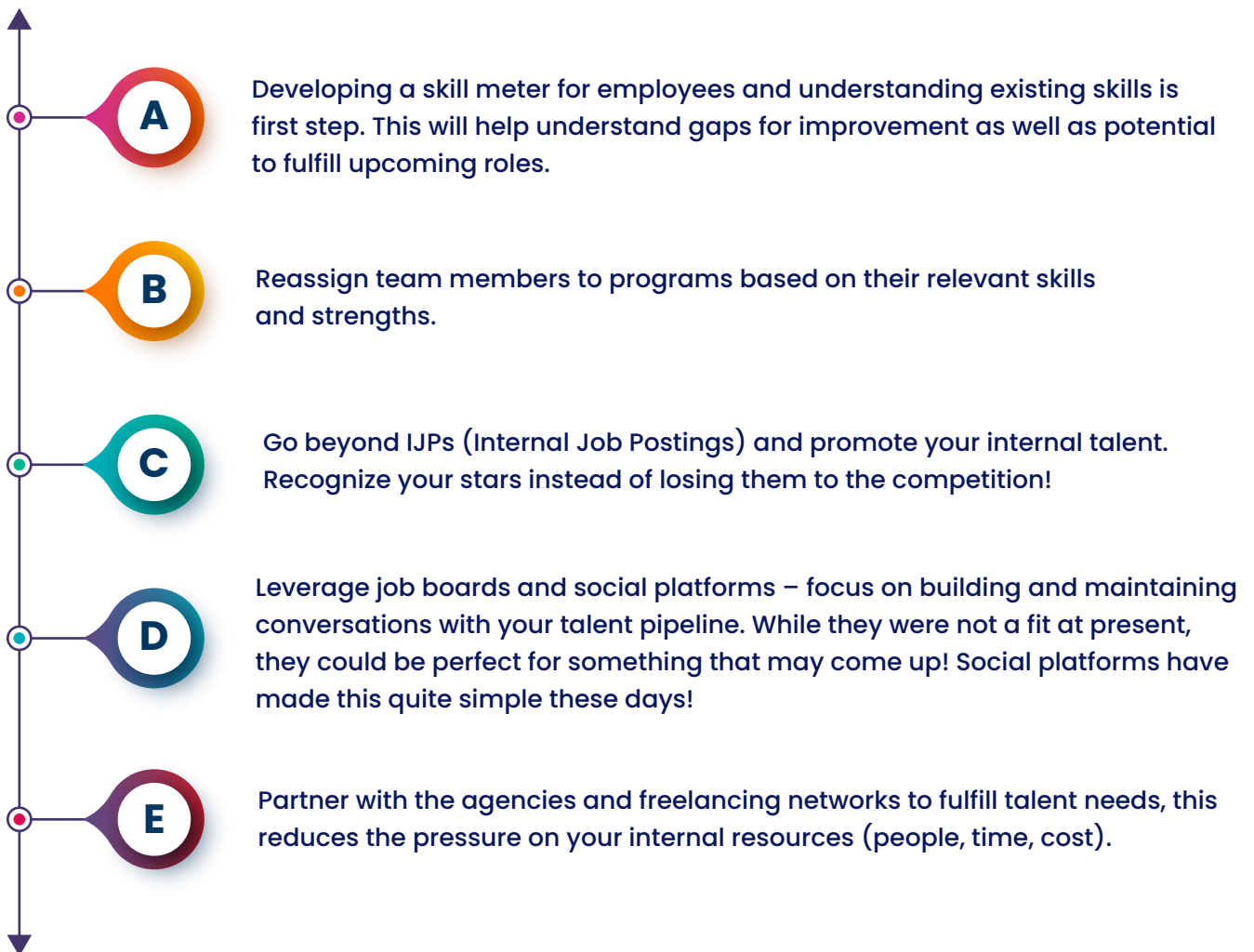


# PIVOT QUICKLY AND FOCUS ON INTERNAL AGILITY

Crises always arrive unannounced. As businesses, you should be well equipped to handle extraordinary circumstances. The protocol to be followed should be well-drafted and communicated through the organization to ensure the maximum degree of stability and normalcy to service end customers. But is it ever completely possible to achieve calm in the midst of chaos despite a well-documented process easily?

The nature of the crisis may require you to quickly switch to plan B's, or new plans altogether, improvise, fail fast and pivot to sustain and stabilize as needed.

So how can recruiters ensure and fulfil upcoming talent needs for crises?



# INCREASED FOCUS ON DIVERSITY IN TALENT

Today's workforce is diverse; people from all age groups, nationalities, ethnicities, genders, and sexual orientations work together to create an environment of inclusivity.

We asked in our survey, what their biggest challenges during diversity recruitment are. Here are the top three challenges:

**Finding diversity prospects**

**Creating unbiased assessments**

**Attracting diverse candidates**

**And here's how you address them.**

## Make your jobs skills-focused

The new jobs are skills-focused, it is the skills that determine the performance of any candidate. So, in your job listings, focus on skills rather than the designation. You may also talk to the hiring manager to understand where the caveats can be loosened. For example, women face longer absences from work as compared to men, you could put relaxation on the experience required for diverse candidates.

## Remove identifiers that add bias to your skill assessment practices

Certain irrelevant, and often irking, factors often find themselves in the recruitment forms. These factors include, but are not limited to, age, ethnicity, gender, physical traits, home address, etc. For instance, in the US, there are certain neighbourhoods that are predominantly African American while there are areas that are largely Caucasian; on an average, people from largely Caucasian areas are likely to get more call-backs as the area itself hints the ethnicity, education, and higher income average. Removing these identifiers would help you stay unbiased during the screening and assessment process.

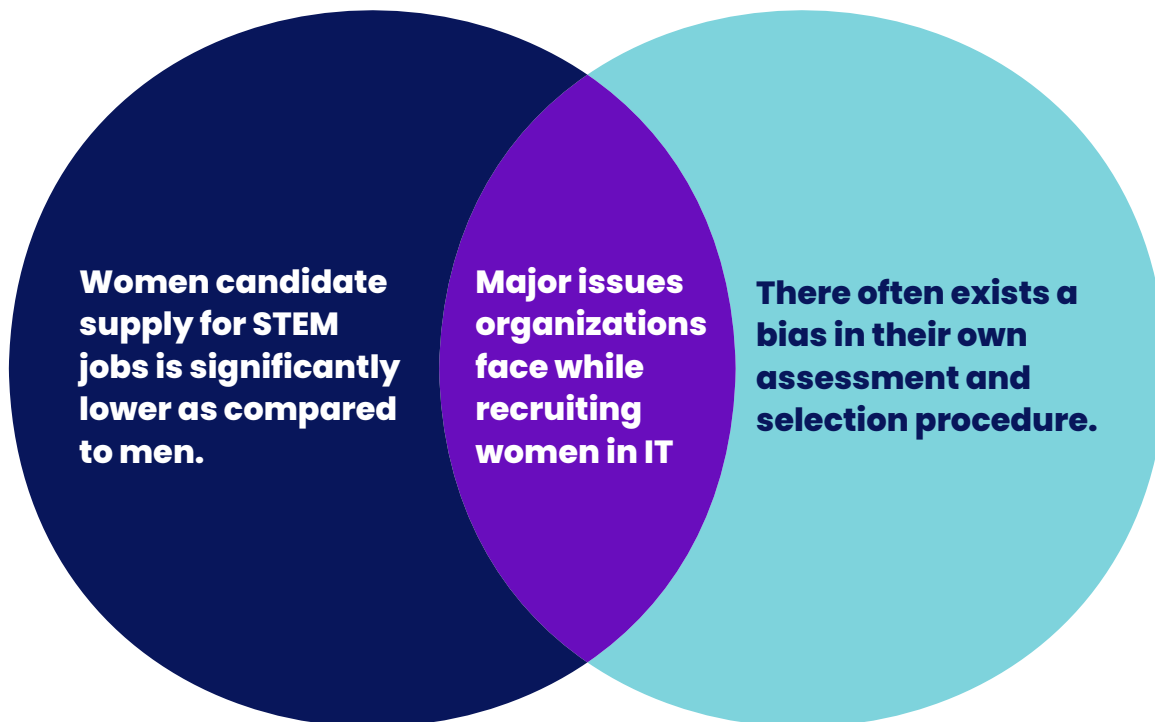
### Enforce your commitment to create an inclusive space

Within your company's context, explain what DE&I means to you and why it is important. You can also establish DE&I as an organizational value and a critical aspect of your culture (for ref. you can check Lockheed Martin's About Us page). You can further propage that cultural value by including leadership, your CEO or C-suite can pledge to make safer spaces and encourage others to do so, too.



# BRIDGING THE GAP IN TECH WORKFORCE

Women representation in tech, especially, has been lacking.



## “Can’t hack it: Tech’s diversity efforts are a failure.” — CNN

So, we wanted to understand whether organizations had taken a note, and acted upon to close the gender gap in these departments. We asked what measures they have taken to improve representation of women in tech, here are the top responses:

**01**

Tenure adjustments

**02**

Education-based adjustments

**03**

Removal of gender-based language in job listings

Various studies about women at work suggest that the overall satisfaction level of employees is low in organizations with less or poor women representation in technology. Many organizations have started tracking the number of women in the workforce, and setting targets for female recruitment and retention.

*Here's how you can determine if your organization has appropriate diversity representation*





# INCREASED FOCUS ON CANDIDATE EXPERIENCE AND POSITIVE EMPLOYER BRANDING

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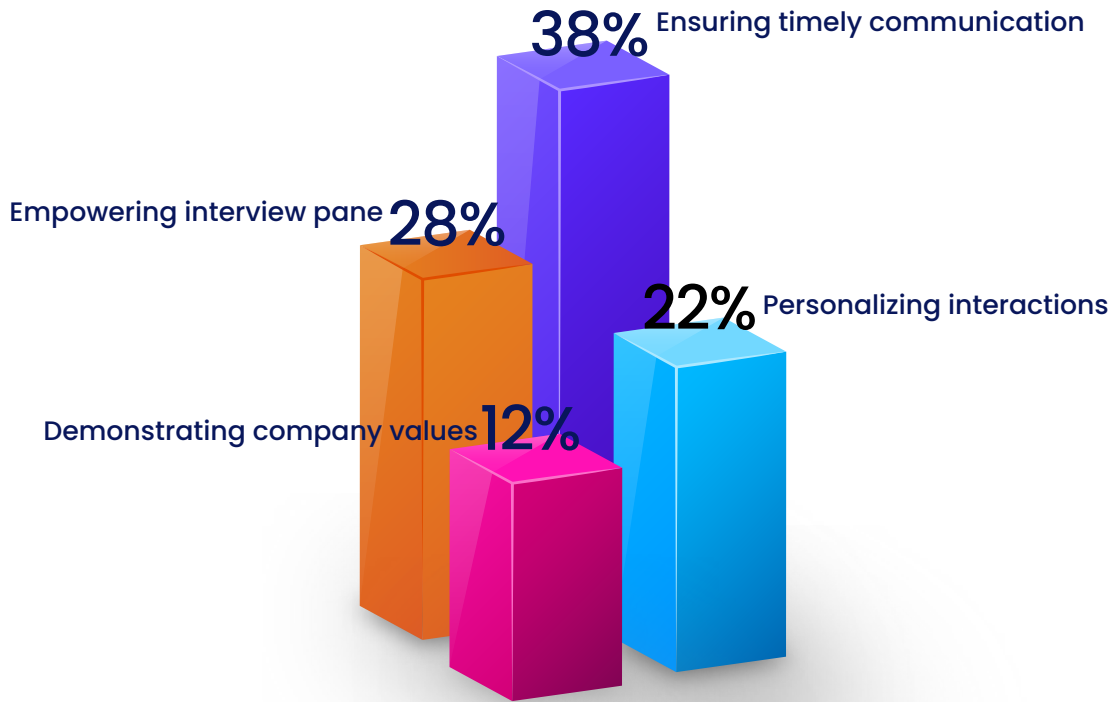
According to a LinkedIn study, a strong employer brand can lead to a 28% reduction in turnover and a 50% reduction in cost per hire.

Candidate experience and employer branding, while already important pre-pandemic, has now gained even more importance in recruiting and retention strategies. Many organizations shifted to a remote or hybrid work environment because of the safety regulations owing to the crisis. While most elements of the hiring process have an easy virtual counterpart – video interviews and online assessment tools etc., candidate experience is one element recruiters need to focus on now more than ever as it is challenging delivering and measuring a stellar candidate experience in the virtual format.

Recruiters must now figure out innovative ways to familiarize candidates with office tours, team lunches, other in-person touches often off the table and onboarding experiences that highlight why their company is an incredible place to work – all from their home office.



We asked our respondents the measures they use to ensure positive candidate experience, here are their responses:



*Here's how you can act on each of these points:*



## COMMUNICATION IS KEY

Our survey even found 38% of respondents citing 'Timely and relevant communications' as an effective candidate engagement mechanism. We found a growing number of respondents using conversational AI and chatbots for engagement. Candidates ideally should be informed about all the steps of the hiring process in some cases this may start right from the job-post!

It goes without saying that candidates already in the process should receive regular email communications about the process and changes if any. This proactive communication will help with easing candidate's minds despite unavoidable hiring delays. Irrespective of selection or rejection during the hiring process, recruiters should be proactive with timely communications to all the candidates in the pipeline. In case of rejections, feedback goes a long way in helping a prospective candidate still hold a positive experience with the company. Again, technology plays a key role enabling recruiters to perform better here.

02

## HIGHLIGHT COMPANY CULTURE CREATIVELY

Yes, it is much easier to show your culture to candidates on-site. But if the situation does not support the same, it is left to the recruiter to get creative in bringing the in-person experience on the virtual formats. This may be the right time to invest in a bunch of videos showcasing your culture if you do not already have them. Videos, pictures, and documentation should not be restricted to 'a day in our life' formats but also include ad hoc and one-off initiatives taken up by HR, managers, and departments. This is your chance to market your organization – do not hold back.

03

## PERSONALIZE EXPERIENCE BY EMPOWERING CANDIDATES

The COVID-19 pandemic, resulted in fundamental shifts in the shortlisting process. While e-conferencing solutions were already popular, leveraging this format for technical profile screening brings its own challenges in instances of simulators or programming languages needed to test the code. It's important for recruiters to provide candidates guidance on how they should use the tools provided for the next rounds of interview.

This could be as simple as an email with pointers regarding:

- 1 Equipment needed with technical specifications (Tools/apps they need to pre-install)
- 2 Video and Test platform usage guidelines
- 3 Dress code and logistical requirements (room background, external noises etc)
- 4 Number of panelists, interview rounds and approximate duration

Recruiters should also include the link to useful resources, video blogs etc that will give the candidate a clearer idea of the upcoming rounds to prepare.

04

## ARM YOUR INTERVIEW PANEL FOR SUCCESS

While changed norms and new rules in place without timely communications may make for a foreboding experience for candidates, your interview panel too if not prepared can negatively impact the candidate's interview experience. All panelists should be informed how to use the platforms and what steps should be taken in instances of technology breakdowns. It may seem obvious, but having your panelist miss basics like smiling, nodding, verbal cues etc. could lead to a more daunting experience for your candidates.



# HOW AI AND RECRUITMENT TECHNOLOGIES ARE CHANGING RECRUITMENT PERMANENTLY

In our survey, all respondents acknowledged that their organisations' recruitment models soon became outmoded, and they needed to invest in the latest, cutting-edge solutions to ease the process of remote recruitment.

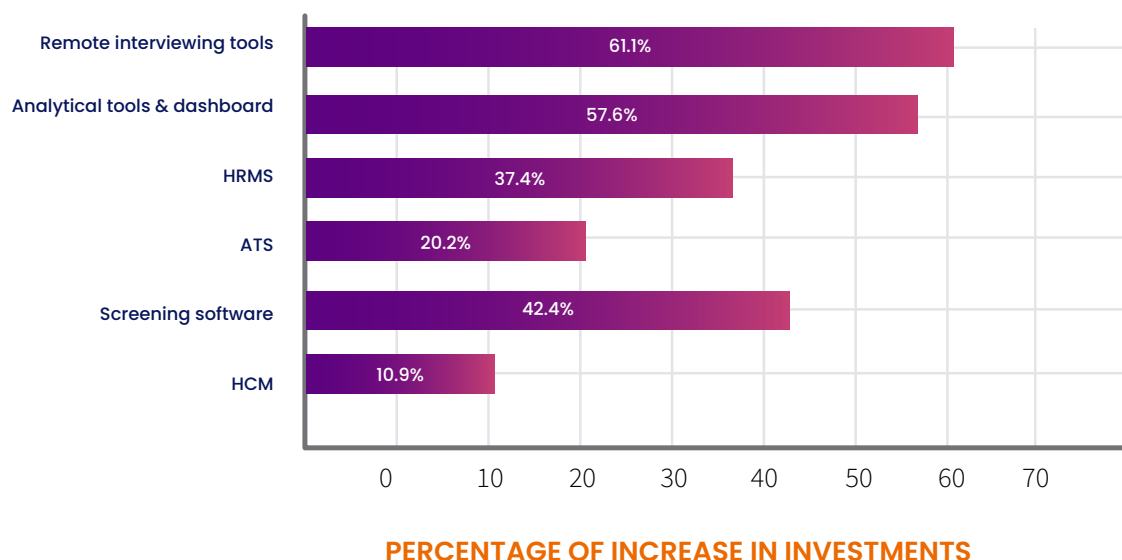
Talent professionals had to spend time rethinking their talent strategy, learning how to integrate new talent acquisition tools to workflows, and understanding how processes like social recruiting factors into job posts.

To gain some insights on this, we further went on to ask them about the time-to-hire. Does it increase or decrease during remote recruitment?

### The Results:



Further, to aid recruitment, we saw an increased use of technology. AI and automation helped talent professionals reach more people and assess them at a faster pace. Here's how organizations invested their resources:



Investing in remote recruitment technology significantly helped organizations reduce their time-to-hire, identify qualified candidates, and reduced the manual aspects of the job.

## AI-POWERED METHODS TO ASSESS CANDIDATES ON RISE

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To determine the effectiveness of the remote hiring approach, these four high-accuracy remote recruitment methods were adopted by 75% of the companies that we surveyed.



### VIDEO RESPONSES

Asking questions that require a video response can save you time by providing you with some of the information you'd obtain from a face-to-face interview with, allowing you to better decide who to contact for a formal interview.



### PERSONALITY TESTS

A personality test can reveal how the candidate prefers to interact with others, their preferred way of handling stressful situations, and how flexible they are to change.



### COMPETENCY-BASED QUESTIONS

If you need a candidate with certain skills, test them on an online skills assessment platform that includes role-based tests that will help you assess whether a candidate has the skills you need for the role.



### CULTURE-FIT TESTS

A cultural fit test will help you to know about how a candidate's values, traits, and interests align with the values of your company and the traits that would make a new hire successful in a specific role.

# HR STRATEGY CREATION MAP

Creating an HR strategy can be a tedious task; there are too many stakeholders and deliberations. So, in order to ease your process, we've created an HR Strategy Creation Outline that'll help you each step of the way.

### Things to keep in mind:

1. This strategy is outcome oriented, so be ready to crunch some numbers
2. Each step includes questions to be considered in that step, this means you'll need coordination with each stakeholder

### What are the Key Roles and Responsibilities during HR Strategy Prep

It is vital to establish each department/person's roles and responsibilities from the start to ensure ownership. This will also help them understand how their efforts impact each goal.

ROLE	➔	RESPONSIBILITY
Head of HR	➔	They are responsible for defining and finalizing each function's objectives and plans.
CEO/Executive	➔	They are responsible for deliberating and approving the function's strategy and investments.
Business Unit Leaders	➔	They are responsible for communicating the business strategy and how each function's performance will be translated.
People reporting to the Head of HR	➔	They are responsible for building their individual strategy and communicating what they need to achieve their goals. They will also oversee HR implementations and monitor each initiative's success.
HR Managers	➔	They are responsible for conducting planning analyses and provide process- and activity-level input for relevant subfunctions.
HR Employees	➔	They, too, are responsible for providing process- and activity-level inputs. They are also responsible for executing tasks to support HR initiatives.

# HR STRATEGY CREATION TEMPLATE

After you finish asking all the questions and receive inputs from all stakeholders, your strategy should look like this.

In this template, you'll be able to objectively deduce how each organizational goal is attributed to each HR goal.





**Step 1:**  
***Understanding Organization’s Strategy and Goals***

ORGANIZATIONAL GOALS



Key Questions

1. For the next one, two, and five years, what will be the key business objectives?
2. What are the organization’s core activities that will help achieve the goals?
3. Is our current talent pool sufficient to achieve those objectives?
4. How does the organization plan to achieve these goals?

**Step 2:**  
***Identify the existing capabilities and the skills needs of the future***



Key Questions

1. What are the specific skills and competencies employees will need to fully support the organizational goals?
2. Are our competitors already recruiting or upskilling for future skills?
3. Who all need to be included in the discussions about identifying the future needs?
4. What percentage of our current employees do you think are equipped to support the organizational goals?



**Step 3a:**  
**Evaluate your standing against Current Capabilities and Skills**

Current Capabilities of HR Function & Talent

Key Questions

1. How is HR function’s current performance assessed?
2. If the current performance of HR line managers is not up to the par, what additional learnings, skills, and tools are needed to make it better?

**Step 3b:**  
**Gap assessment**

Gap Assessment

Gap Assessment

Gap Assessment

Key Questions

1. Will the existing capabilities and skills of the existing workforce meet the organization’s future talent needs?
2. What information, tools, and support will be needed in the future?
3. What are potential internal barriers that could hinder growth (e.g. lack of internal mobility, communication. etc.) and what are potential external barriers that could hinder growth (e.g. labour conditions, macroeconomic conditions, etc.)?

**Step 4:**  
**Develop HR Goals and Criteria for Success**

HR Goal & Criteria for Success

HR Goal & Criteria for Success

HR Goal & Criteria for Success

Key Questions

1. What are the top HR priorities?
2. How will we achieve them in the next one, two, and five years?
3. How will we define success?
4. Is the outcome measure specific?
5. Can that metric be measured with accuracy?
6. What change reflects the desired change in the identified metric?

**Step 3a:**  
***Communicate that Strategy***

## HR STRATEGY

### Key Questions

1. Has the communication been tailored to different stakeholders?
2. Does the communication make clear to stakeholders what HR Strategy means for their work?

### CLOSING THOUGHTS

A lot has been permanently changed in the last two years owing to the pandemic; new skills and technologies have emerged, digital transformation has catapulted, and recruitment models have changed inexplicably. So, rather than playing catch-up to these trends, stay ahead of the curve by leading these changes and dominating the skills of the future.



## ABOUT IMOCHA:

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iMocha is a World Leader in Digital Skill Assessment for Global Enterprises. iMocha's suite of products, which aids an organization's recruitment and L&D goals, are now empowering over 1000 organizations in 70 countries to digitize their recruiting and upskilling operations.

iMocha has been recognised as No. 1 PaaS Company of India by Microsoft; it was also awarded a Gold Award by the Brandon Hall Group in Candidate Assessment Technology. It was also featured as 'a top recruitment tool' by Google and 'top method of screening applicants' by Forbes.

### Enterprise level security and compliance



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