

Finding and hiring the right talent is hard.  
**We make it easier for you.**

Q4 2021  
**Talent Acquisition  
Industry Insights**

The **Advanced RPO** quarterly digest of recently published news and reports is designed to be a resource for business leaders and executives managing talent acquisition.



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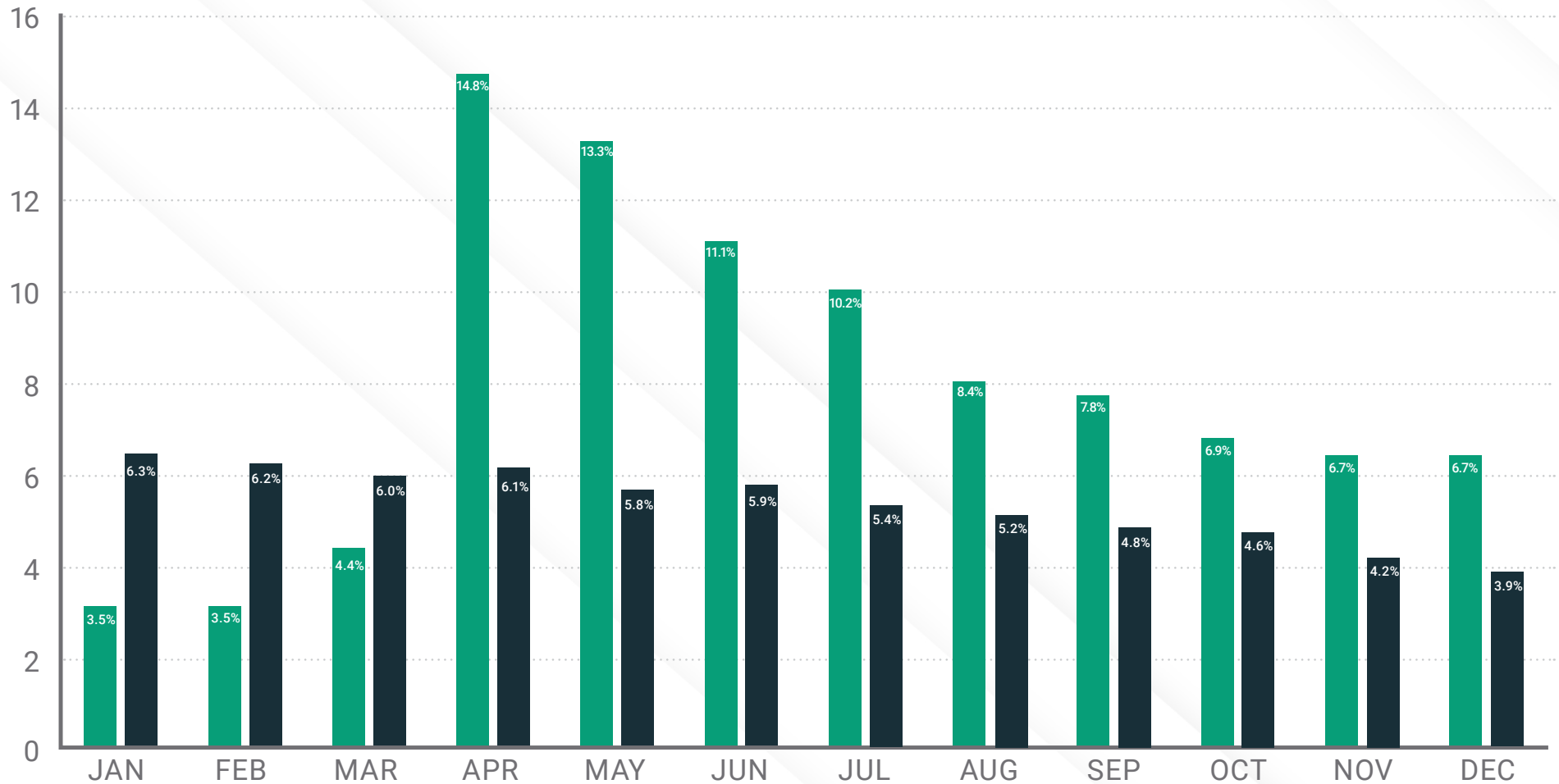
# U.S. Unemployment Rates

2020 & 2021

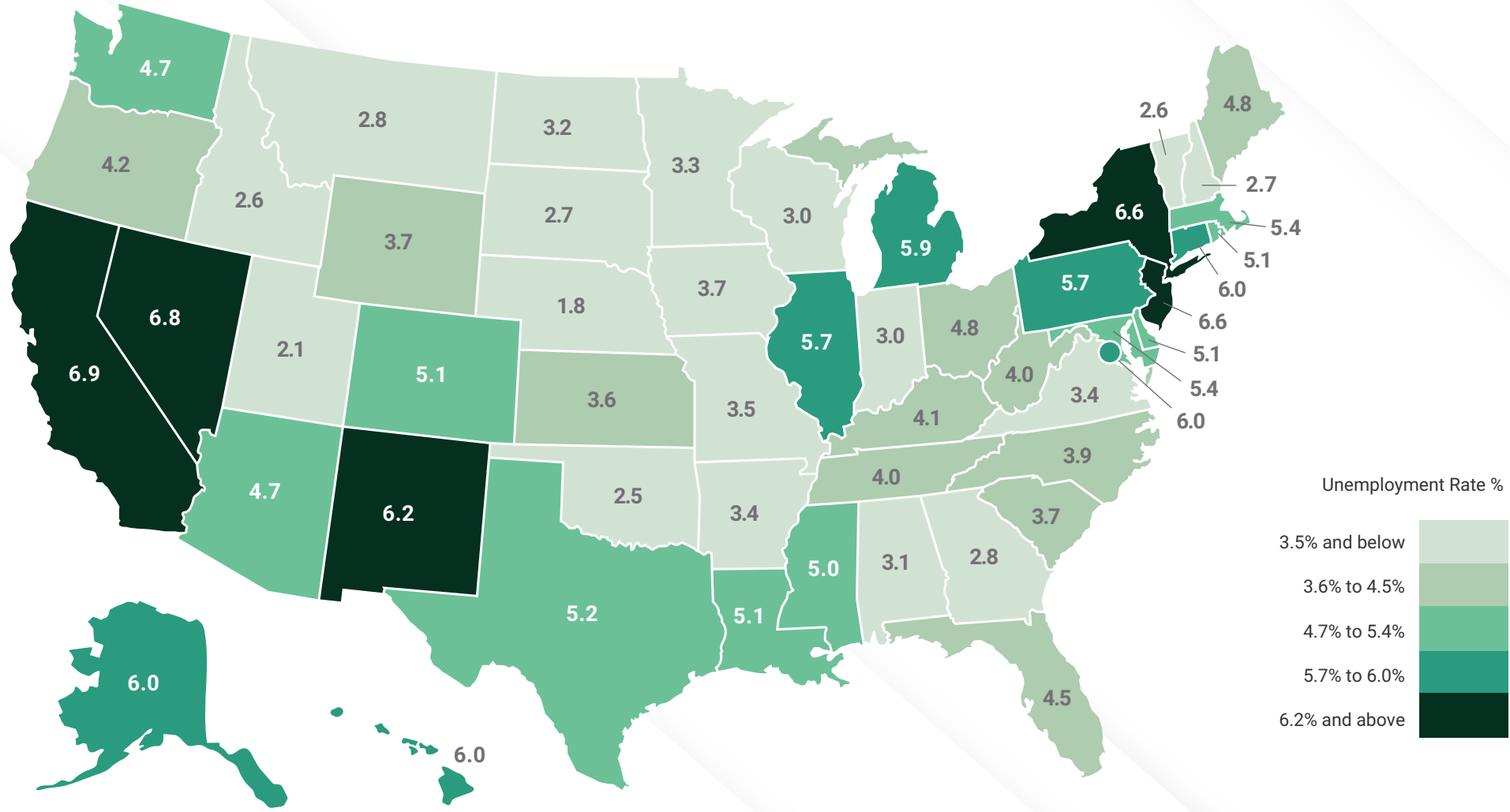
Current Unemployment Rate = 3.9%

2020

2021



# U.S. Unemployment Rates by State



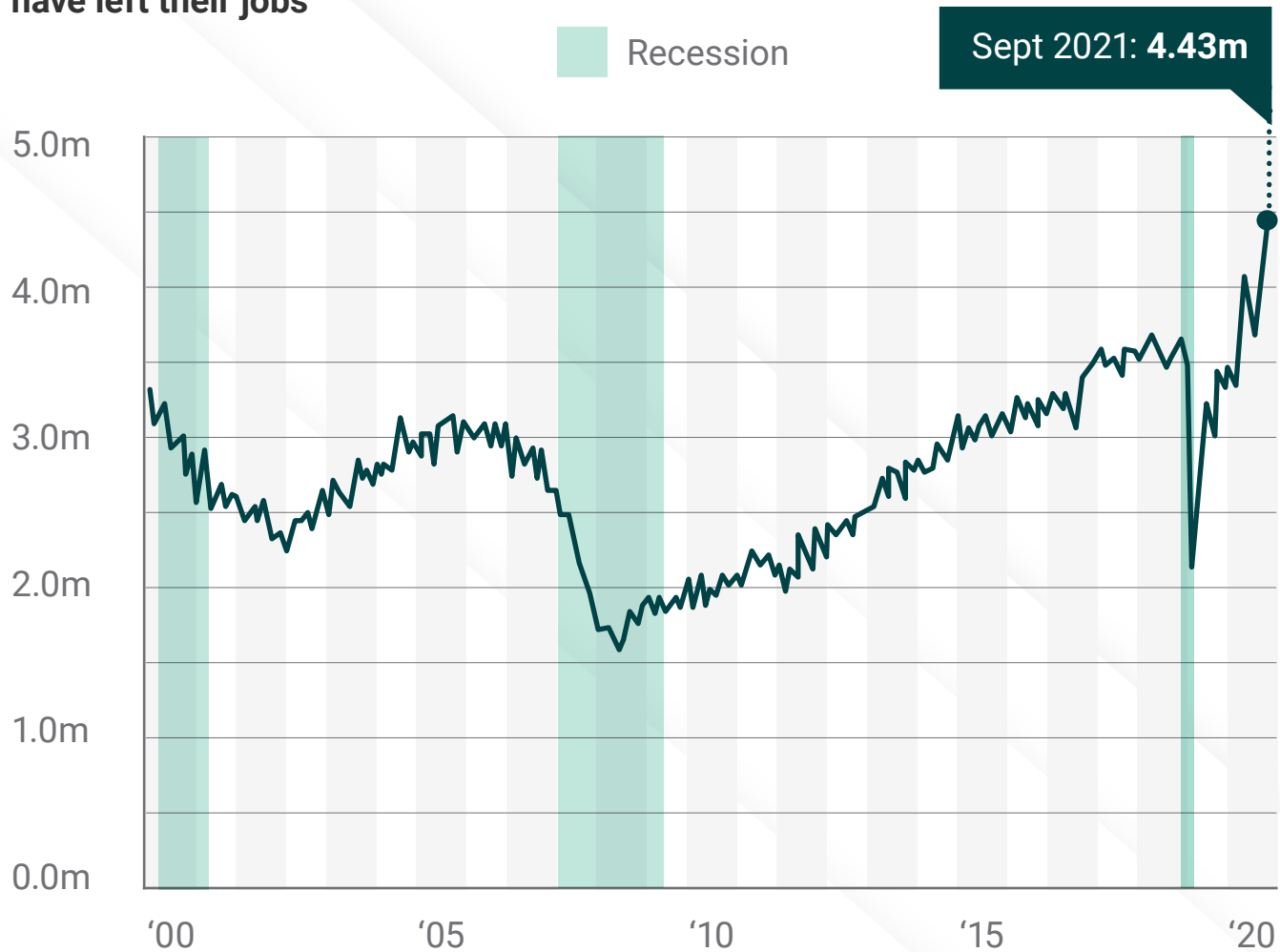
Source: www.bls.gov

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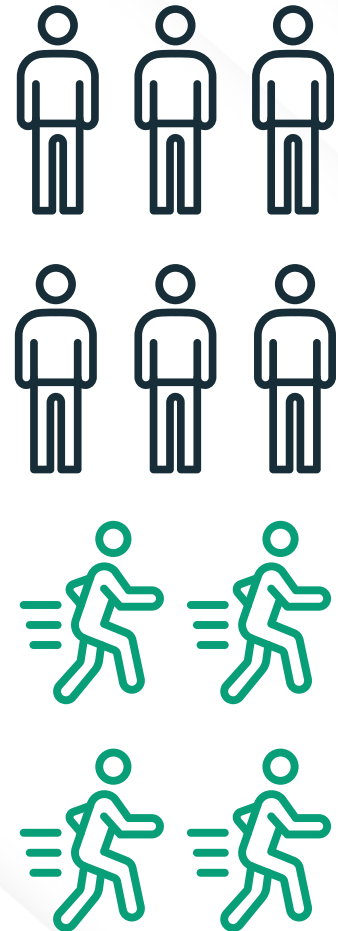
# 2021 in Review

# The Great Reprioritization

**4.4 million people**  
have left their jobs

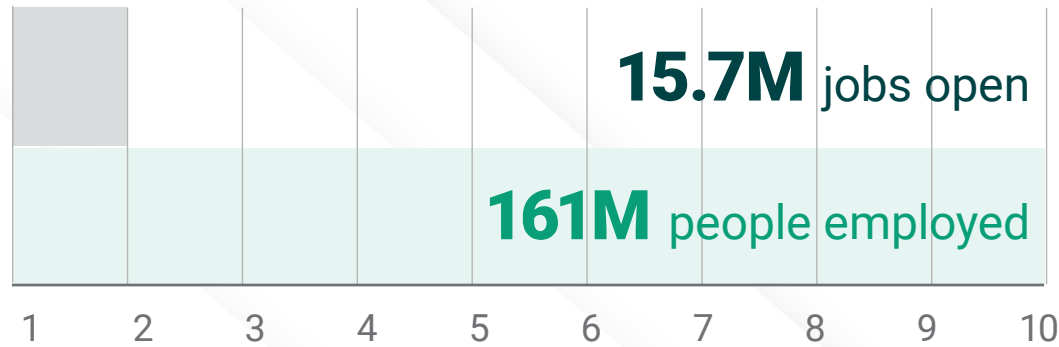


**Nearly 4 in 10**  
employees are flight risks  
from now until summer 2022

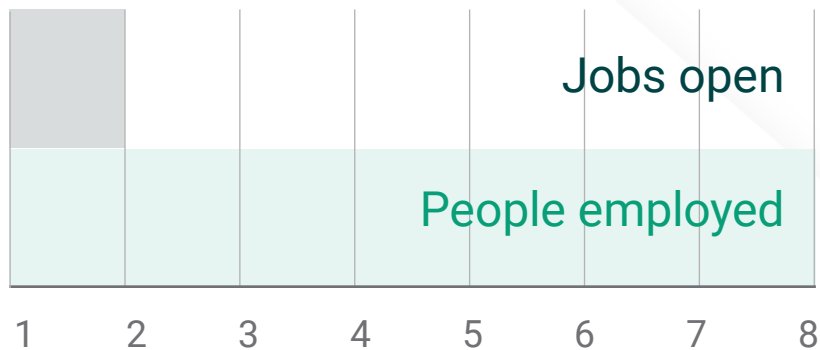


# Record Job Openings

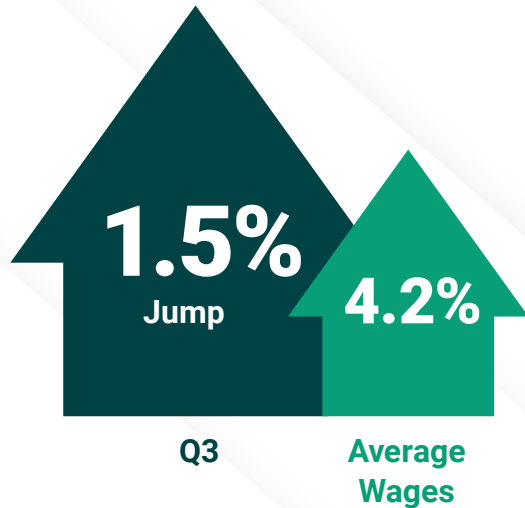
One in ten jobs are open



Citibank predicts this number will jump to 1 in 8 in 2022



# Wages Keep Climbing



Average wages are **rising at over 4.2%** and in **Q3 alone jumped by 1.5%**, the highest growth on record.

The biggest jumps belong to **restaurant, bar, and hotel employees (8.1%)** and **retail workers (5.9%)**.



Restaurant, bar, and hotel workers wages **up 8.1%**

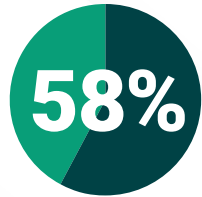
Retail workers wages **up 5.9%**



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# The Biggest Workforce Trends Here to Stay

# #1: Jobs Stay Remote



Companies that do not allow remote work may miss out on **58% of candidates.**

## Even High-Paying Jobs Are Remote

Industries with the biggest increases in high-paying remote jobs:



Finance and insurance:  
**2,000% increase**



Legal and accounting jobs:  
**1,995% increase**



Retail and consumer goods:  
**1,651% increase**

## Parents Are Quitting

Reasons for leaving, average ranking

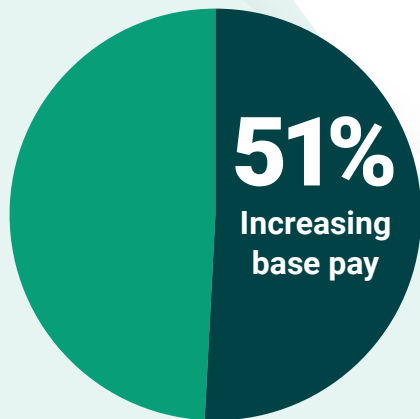
	Nonparents	Parents
Value to organization	1	1
Sense of belonging	3	2
Value to manager	2	3
Work-life balance	4	4
<b>Care for family</b>	<b>18</b> →	<b>5</b>
Potential for advancement	7	6
Inadequate compensation	8	7
<b>Unmanageable workload</b>	<b>15</b> →	<b>8</b>
<b>Ability to work remotely</b>	<b>20</b> →	<b>9</b>
Relationship with teammates	10	10
Poor health	5	11
Flexible work schedule	11	12
<b>Engagement with work</b>	<b>6</b> ←	<b>13</b>
Looking for a better job	9	14
Ability to work autonomously	17	15
Workplace environment	16	16
Poached by another company	19	17
<b>Development opportunities</b>	<b>12</b> ←	<b>18</b>
Negative interactions	14	19
<b>Finding meaning at work</b>	<b>13</b> ←	<b>30</b>

## #2: Rising Pay Rates

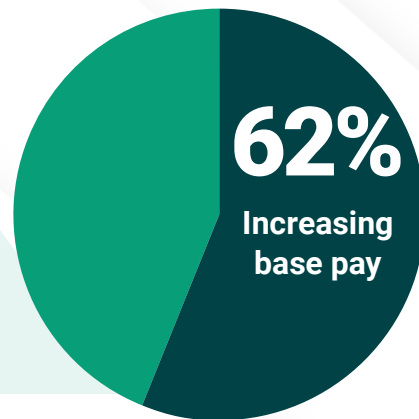
Increasing base pay is the **#1 talent attraction and retention strategy**, especially for companies that operate primarily onsite.

**51%** of companies in remote-capable industries and **62%** of those in primarily onsite industries are increasing base pay.

Remote-capable industries



Primarily onsite industries



### A Warning:

Sign-on Bonuses Could Backfire

**“The trend to extend signing bonuses to entry-level workers can be tricky. If employers are unable to establish relationships, build trust, and offer a career pathway during that initial time period of employment, there’s nothing stopping that worker from leaving and moving on to the next company and signing bonus.”**

Paul Wolf

Account Director, Advanced RPO

# #3: No Education OR Experience Required

## Education Is Optional

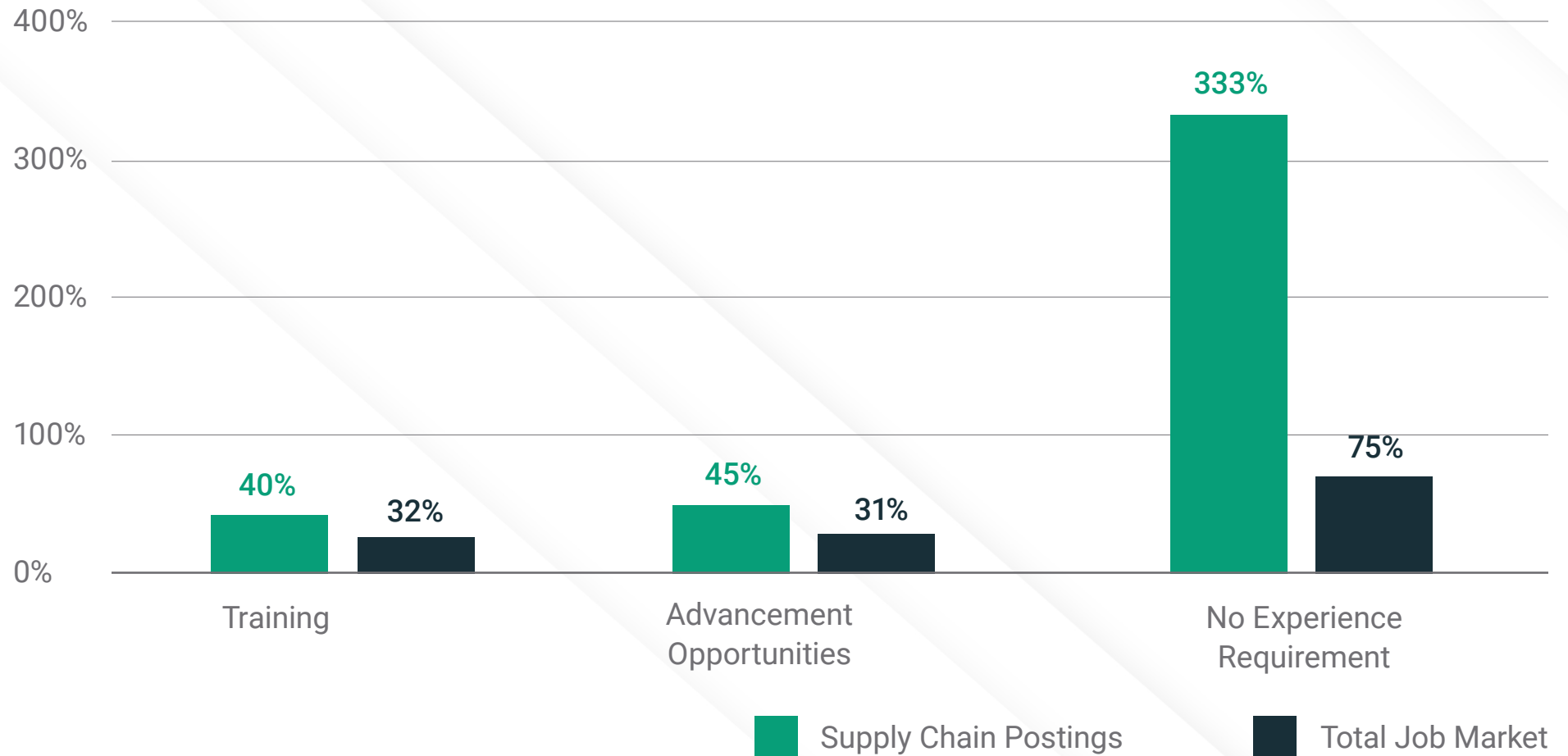
Share of job postings for non-college occupations requiring a BA or above



 **Note:** Shaded area indicates recession.

# Spotlight On: **Logistics Companies**

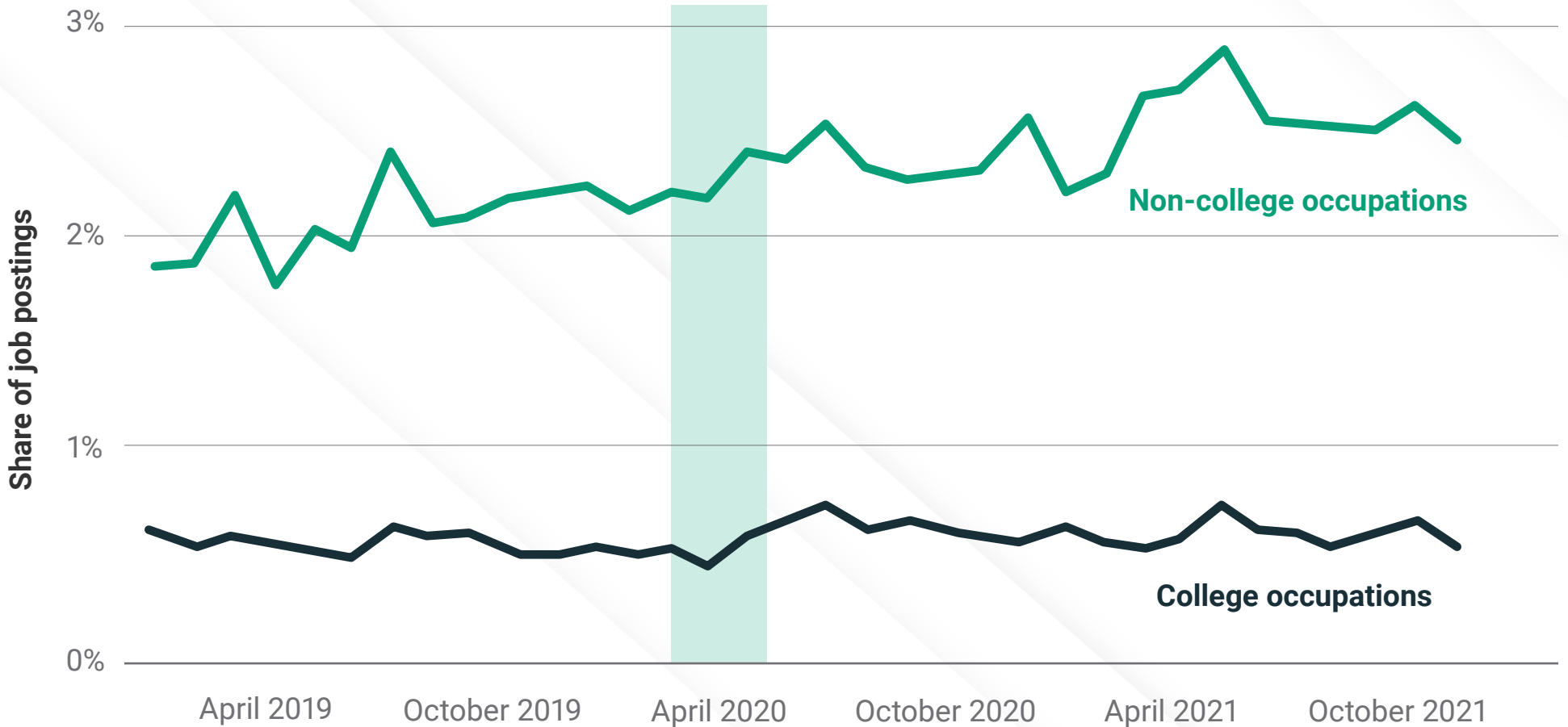
## Supply Chain Postings vs. Total Job Market



# Businesses Embrace On-The-Job Training

## Ads offering on-the-job training in non-college degree occupations have increased

Share of job postings offering on-the-job training, by occupation group



**Note:** Shaded area indicates recession.

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# The Current State of Talent Acquisition

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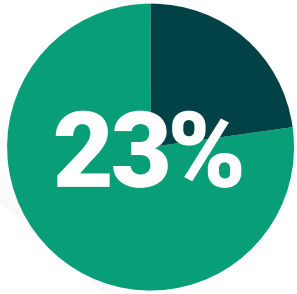
# Biggest Talent Acquisition Hurdles



- 1** A lack of qualified candidates
- 2** Employer competition
- 3** Requirements for in-office work

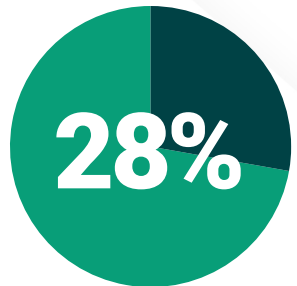


# New Challenges Rising Up



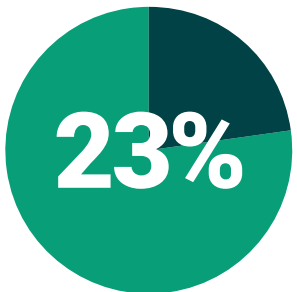
Misalignment between recruiters, hiring managers, and/or interview panelists

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Communications with candidates throughout the hiring process

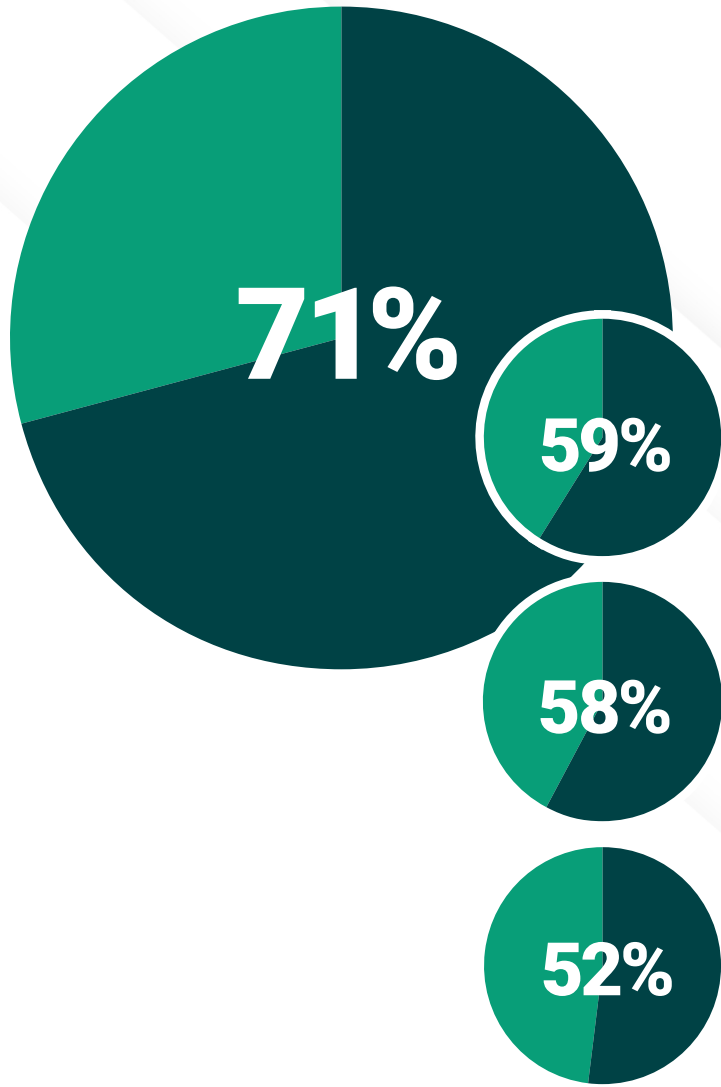
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Health and safety concerns including COVID-19

Spotlight On:

# The Virtual Onboarding Challenge



**71% of surveyed workers hired after March 2020** say they were onboarded completely virtually

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**ONLY 59%** of these workers found their onboarding helpful

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**58% of TA leaders** struggled to help them develop their networks

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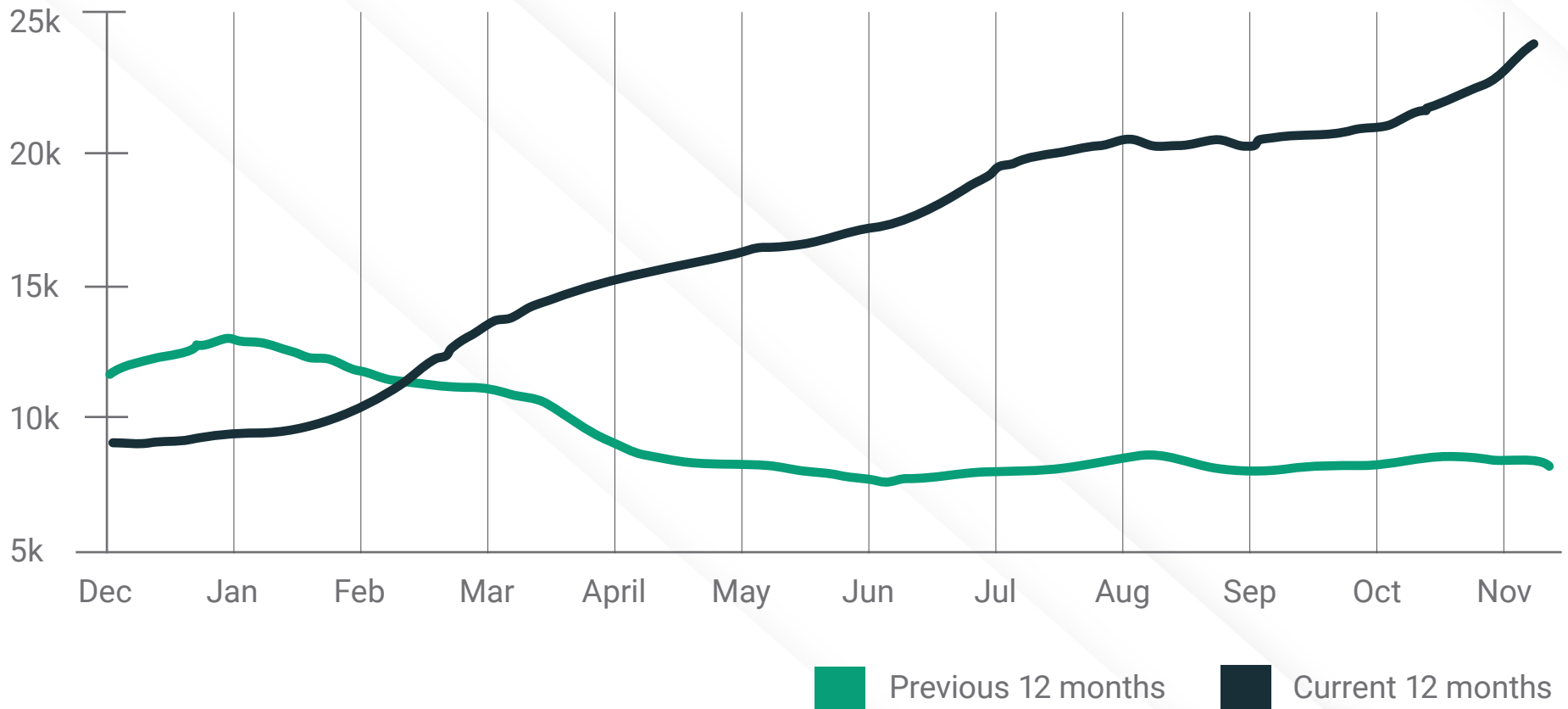
**52% of TA leaders** had difficulty establishing culture and values

# Recruiting Without Recruiters

There are now more recruiter job openings than those for software engineers!

## The Job Posting Proof

Year-over-Year "Recruiter" Job Postings



# The Solution:

## Outside Recruiting Solutions

% shift in using outside recruiters/recruiting agency support:

**7% in 2017** vs. **27% in 2021**

Biggest **downward shifts** in recruiter priorities (2017 vs. 2021)

2017	2021	↓
52%	25%	Growing talent pipeline
35%	16%	Growing employer brand
40%	28%	Improving time-to-hire
26%	16%	Improving candidate experience
18%	10%	Nurturing passive talent

Biggest **upward shifts** in recruiter priorities (2017 vs. 2021)

2017	2021	↑
2%	10%	Preparing to automate processes and improve efficiency
1%	8%	Managing downsizing/layoffs
13%	18%	Improving diversity
16%	21%	Updating recruiting technology

# Tackling the #1 Challenge: Attracting Talent

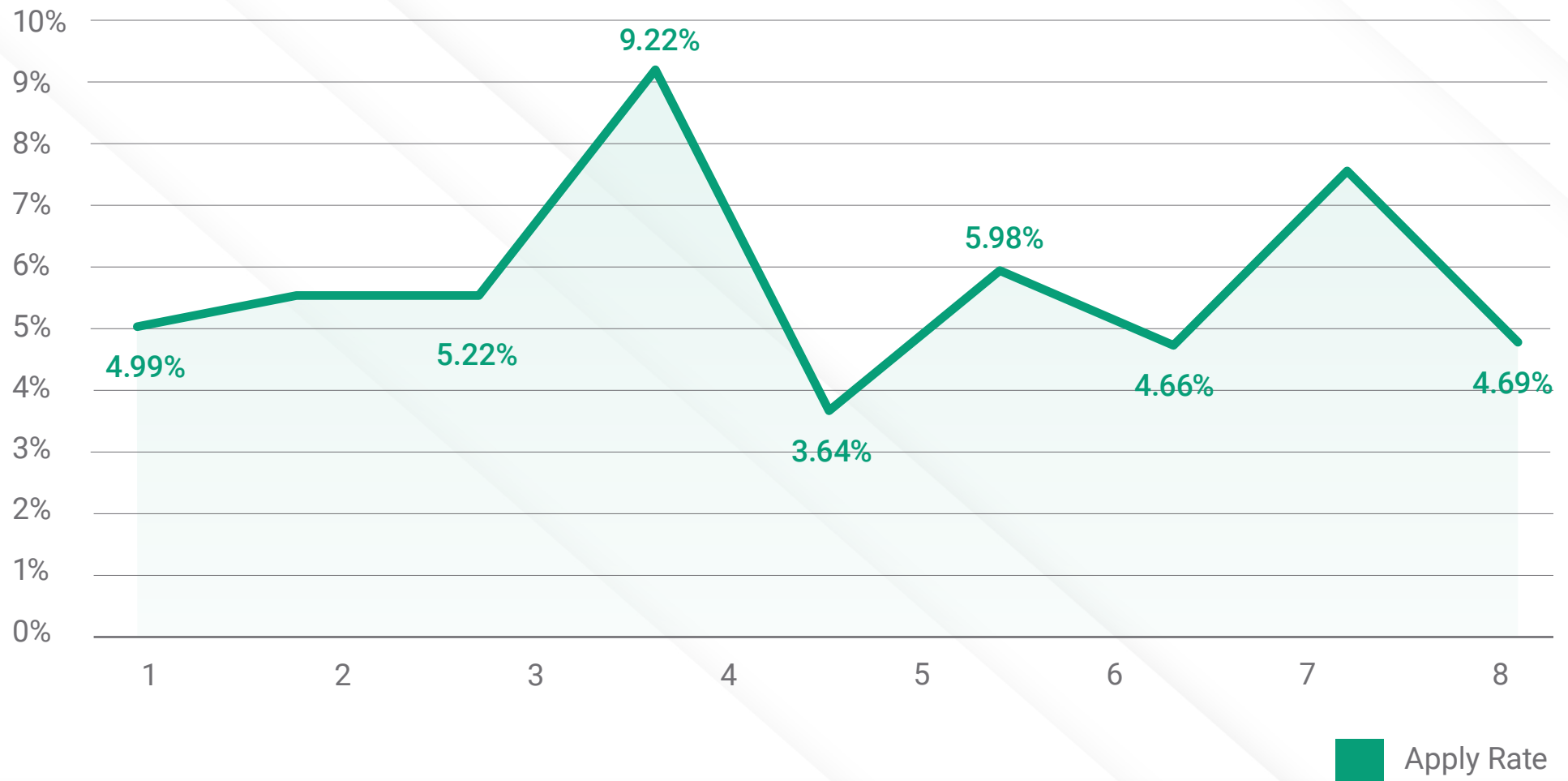
## Promote Benefits

Many companies are highlighting benefits to capture candidate attention.

Benefit	2017 vs 2021	 
Regular Incremental Bonus.....	13.9% vs 5.4%.....	+155.1%
Pet Insurance.....	7.4% vs 5.4%.....	+37.0%
Health Insurance.....	7.1% vs 5.4%.....	+29.8%
Stock Options / Employee Stock Purchase Plan.....	6.9% vs 5.4%.....	+27.5%
401(k).....	6.5% vs 5.4%.....	+20.5%

# Tackling the #1 Challenge: Attracting Talent

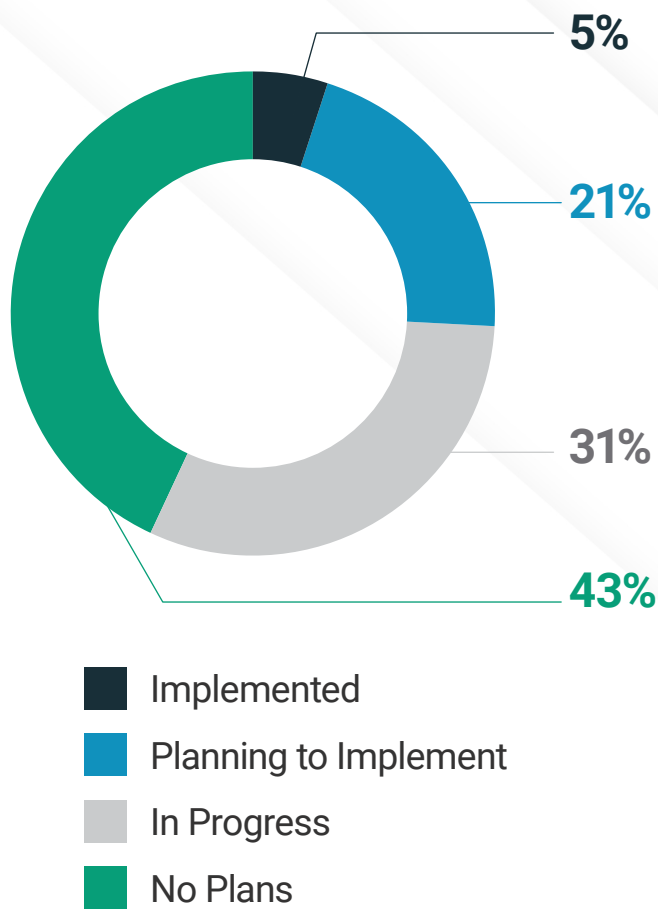
**Apply rate by numbers of benefit mentions.** Job ads that included three benefits had the highest apply rate. You don't have to list all, call attention to your best benefits that will motivate job seekers to apply.



# Tackling the #1 Challenge: Attracting Talent

## Strengthen the EVP

Many companies are missing an opportunity to crystalize their employee value proposition (EVP).



### Benefits

What health and work benefits does the company provide?

### Flexibility

Can employees design their own work schedule?  
Is taking time off frowned upon?

### Innovation

Is the product/service the company provides unique, cutting-edge, changing lives?

### Compensation

What is the salary range?  
Is there bonus potential or other financial incentives?

### Career

Is there opportunity for career advancement?

### Department and Team

What's the structure of the department?  
What's their supervisor like and how do they manage?

### Skills

What skills are needed on day one?  
What new skills will I learn?

### Industry

What is it about your industry that is interesting to a candidate?  
Is it a stable or booming industry?

## Employee Value Proposition

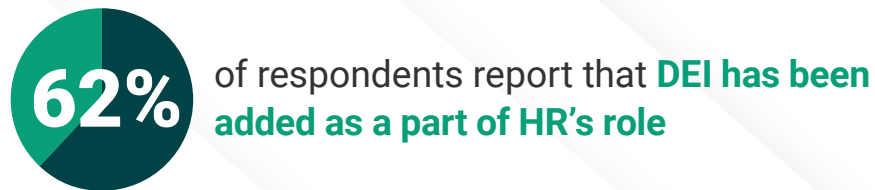
# The U.S. Is Growing More Diverse

By 2044, today's minority racial populations are expected to account for

**50.3% of the U.S. population.**

## HR Continues To Take It On

A majority of organizations acknowledge the value of DEI



The number of respondents reporting that DEI is not a focus continues to decrease year over year:

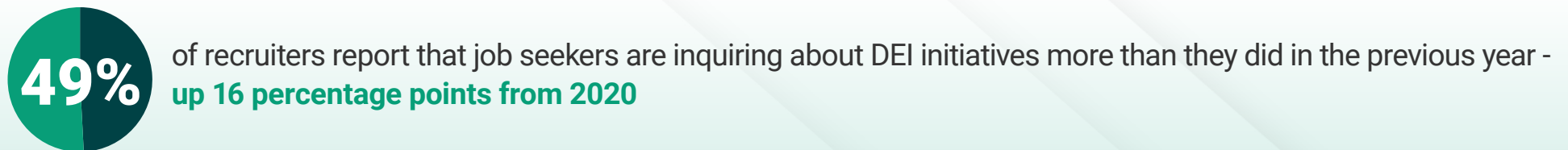


**“DEI will be an area that truly differentiates a company in the years to come - both in terms of attracting quality talent AND achieving remarkable business results. While progress has been made, there’s still quite a long road ahead and companies must stay the course.”**

Jenna Hinrichsen  
Director of Recruitment Strategy, Advanced RPO

## Job Seekers Are Paying Attention

Inquiring about an organization's DEI initiatives has become increasingly more common





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# What's Ahead in 2022

# Top Priorities for 2022

Recruitment remains top priority, while the employee experience rises up to #2

## Top Priorities for organizations in 2021

- 1 Recruiting
- 2 Developing leaders
- 3 Controlling labor costs
- 4 Diversity, Equity, and Inclusion
- 5 Providing a great employee experience
- 6 Fostering a positive labor relations climate

## Top Priorities for organizations in 2022

- 1 Recruiting
- 2 Providing a great employee experience
- 3 Developing leaders
- 4 Controlling labor costs
- 5 Diversity, Equity, and Inclusion
- 6 Enabling innovation

## Recruiting Takes Time - And Bandwidth

HR is allocating more of its time to acquiring talent

Changes in the labor market brought on by the emergence of remote and flexible work mean HR departments must invest more time to fill vacant roles with quality talent.

**25%**

Increase compared to 2021

## Speed Vs. Quality

Faster isn't always better. Here's what recruiters are after:

**48%** improving quality-of-hire

**28%** improving time-to-hire

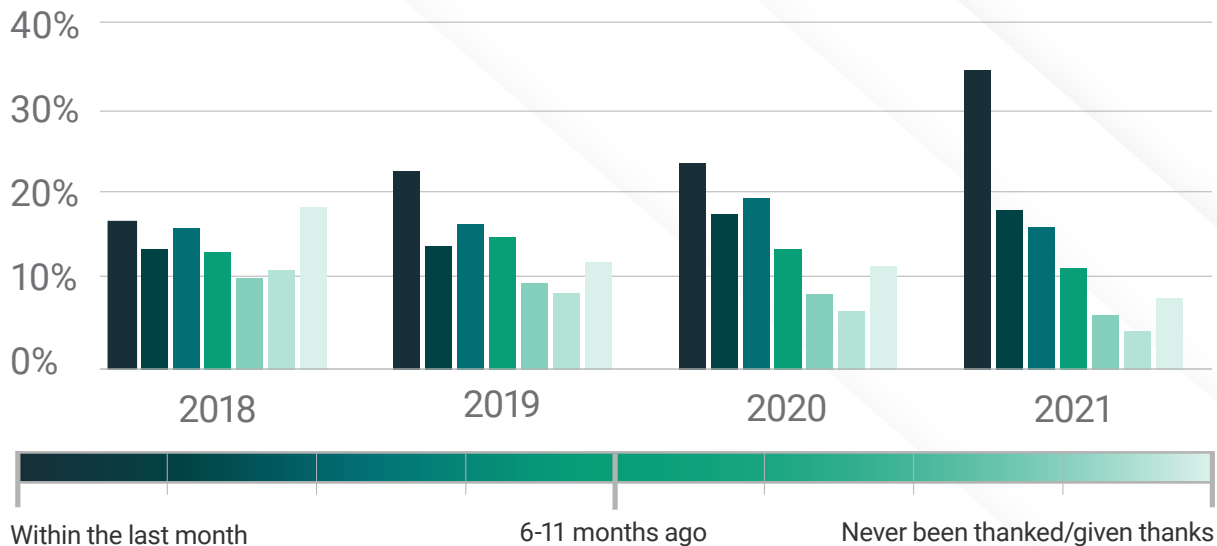
# Trending: Recruiting on Social Media

Percentage of recruiters using newer platforms is on the rise:



## Trending: **Saying Thank You**

Employers are doubling down on recognition



## Trending: **Conducting Stay Interviews**

With retention a priority, more companies are conducting stay interviews to drive loyalty and learn how they can improve.

What to ask in a stay interview:

- What excites you to come into work?
- Do you feel good about the impact of your work?
- What do you want to do more of at work? Less?
- Do you see a future for yourself at the company? How are things the same or different?
- If you were manager for a day, what would you do differently?

# 5 Trends

## That Will Define 2022

- 1** The continued rise of data-driven recruiting
- 2** The increasing importance of automated nurturing on the candidate experience
- 3** The (growing) need to prioritize internal mobility as a key to retention
- 4** A renewed focus on employee engagement with a distributed workforce
- 5** An effort to improve workers' well-being during these uncertain times

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# Words and Terms to Know

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# Broaden your recruitment vocabulary

## **Distributed Workforce:**

Multiple employees working in different locations, which could be remote offices, headquarters facilities, home offices, or in the field.

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## **Presenteeism:**

The lost productivity that occurs when employees are not fully functioning in the workplace because of an illness, injury, or other condition.

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## **Sign-On Bonus:**

An amount of money that a company offers to a job candidate as an incentive to accept their job offer.

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## **Stay Interview:**

The opposite of an exit interview. It focuses on what motivates the employee to stick around, what could be better about their work experience and how they envision the next stage of their career within the organization.

## **Talent Intelligence:**

The process of collecting, analyzing, and using information about your market's talent pool, both at your organization and in competing organizations.

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## **Talent Marketplace:**

A unique and special HR platform that lets employees find internal positions, projects, and mentors without having to go through their boss.

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## **Turnover Tsunami:**

A wave of post-pandemic job hopping.



We know that finding and hiring the right talent is hard.

**At Advanced RPO, we make it easier for you.** We are the powerful recruiting engine behind growing organizations. We partner with businesses to create recruiting scalability and workforce agility through our flexible end-to-end, hybrid and project RPO solutions. Our tenured team of experts has perfected our high-touch, technology-enabled approach that results in seamless, consistent processes and experiences, a stronger employer brand and impactful relationships with high-quality hires.

**For more information, visit:**

[advancedrpo.com](http://advancedrpo.com)

**312-263-0400**

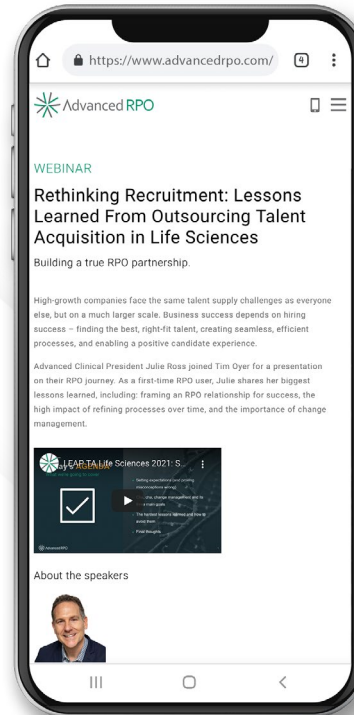
## Some challenges we help solve:

- » **Recruiting costs are too high and unpredictable:** We help you gain control of recruiting costs by optimizing your processes for efficiency and savings.
- » **We cannot hire fast enough to meet growth goals:** Our adaptability means your agility. Our scalable, on-demand solution gives you the power to handle hiring spikes with flexibility to adapt to changing business initiatives.
- » **We don't have the recruitment expertise to meet the specialized hiring needs:** Recruiting is our core competency. Our experts, on our large team of experienced recruiters within niche skill sets, can help you find your experts.
- » **We do not have a passive sourcing strategy:** Over 70% of the candidates our clients ultimately hire are passive. We have dedicated experts who focus on the most current and effective passive sourcing tactics.
- » **I only have a short-term hiring need:** Our project solution offers the same value adds as our RPO solution. You get access to our team of experts and industry-leading candidate and hiring manager experiences for the length of the project.

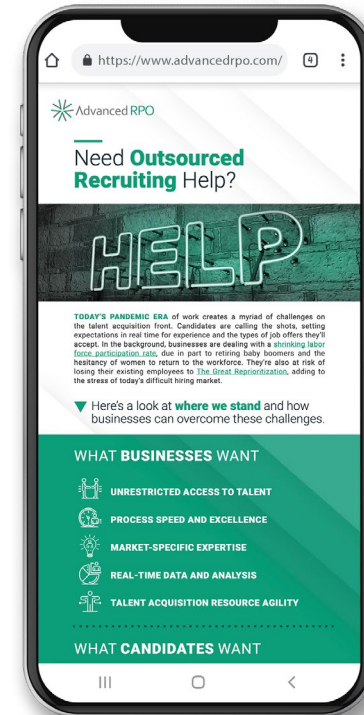
## Other Resources:



**WHITEPAPER:**  
**2022 Hiring in View:**  
**The Urgency of RPO**



**WEBINAR:**  
**Rethinking Recruitment:**  
**Lessons Learned From**  
**Outsourcing Talent Acquisition**  
**in Life Sciences**



**INFOGRAPHIC:**  
**Need Outsourced**  
**Recruiting Help?**



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