

Talent Acquisition Quarterly

First Quarter 2020

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Gartner[®]

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3 Ways the Future of Work Is Reshaping Talent Acquisition

The future of work — shifts in how work gets done and who does the work — has been on the executive radar for several years due to significant and continuing technological, generational and social shifts. In fact, 73% of business executives believe changes will occur faster, forcing companies to go through restructuring, culture changes and mergers or acquisitions, sometimes all at once.¹

Recruiting leaders today find themselves at the center of this flux. Ambitious, transformational strategies depend on having the right talent available at the right time. We focus on how three shifts — tech-driven role augmentation, the rise of gig work and the multigenerational workforce — are reshaping talent acquisition strategies today.

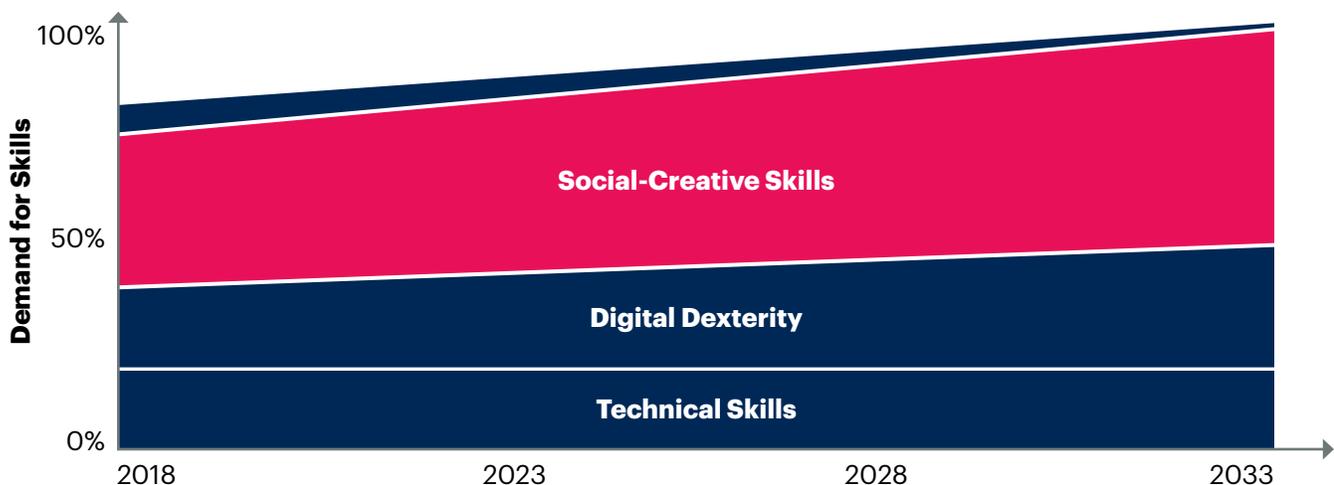
Tech-Driven Role Augmentation

Over the past decade, organizations have dramatically increased their investments in automation and other emerging technologies as they attempt to improve employee productivity, reduce errors and decrease overall costs. This is not surprising as automation services are now easily available and more affordable.

Being a topic of immense interest for academics, scientists and corporate leaders alike, discussions of automation often turn to an imminent “age of robots.” Numerous articles discuss the threat of automation and how it will likely take away the livelihoods of a large population of workers. However, our research suggests artificial intelligence (AI) will create more jobs than it destroys, creating 2.3 million jobs while only eliminating 1.8 million jobs in 2020.

There is no doubt AI will eliminate low-complexity jobs with many repetitive tasks and create novel professions that require new-age skills for workers to excel. But its largest impact will be changing or enhancing a large majority of existing roles. Tasks that require social-creative skills, such as creativity, empathy and judgment, will still be performed by humans, while tasks that require rule-based decision making will be automated (see Figure 1). Instead of being taken over by robots, the new age of work will have humans and robots working alongside each other to attain maximum efficiency.

Figure 1: Predicted Demand Over Time, by Skill Type



Source: Gartner Talent Neuron



To hire for these tech-augmented roles, recruiting leaders must:

- **Reconsider the assessment of social-creative skills.** As technology eliminates repetitive work, the remaining work will increasingly require social-creative skills. Recruiting leaders must determine the best way to assess these skills. They must evaluate the relevance of traditional mechanisms, such as behavioral interviews and technical assessments, and assess the need for newer, more advanced ways to test for these skills.
- **Forecast talent needs from the bottom up.** While business leaders provide valuable insight on the organization's overall direction and vision, they do not have visibility into the degree of tech-enabled augmentation that impacts different roles. Thus, instead of keeping talent forecasting conversations limited to business unit leaders, recruiting executives must gather information from managers and other team members about the current and future changes in roles and translate this information into future skill requirements. Recruiters' frontline expertise on skill availability must be a critical input while forecasting needs.

Growth of the Gig Economy

The gig economy is a labor market characterized by temporary, flexible and short-term jobs for which organizations hire independent workers temporarily, as needed. While the concept of employing temporary workers is not new, the explosion of digital technologies has

dramatically eased connectivity and expanded the opportunities available for contingent labor. These digital platforms — such as Uber, Rev and TaskRabbit — connect workers who are open to flexible, short-term work with opportunities to do that work.

At the same time, the difficulty of finding skilled full-time employees for certain roles has increased the demand for such talent. Most HR professionals (60%) said they're hiring more contingent workers than they did three years ago, and 42% said they'll continue to hire more in the future.² By 2025, the gig or contingent workforce may comprise 35% to 40% of the global workforce.³

By 2025, the gig or contingent workforce may comprise 35% to 40% of the global workforce.

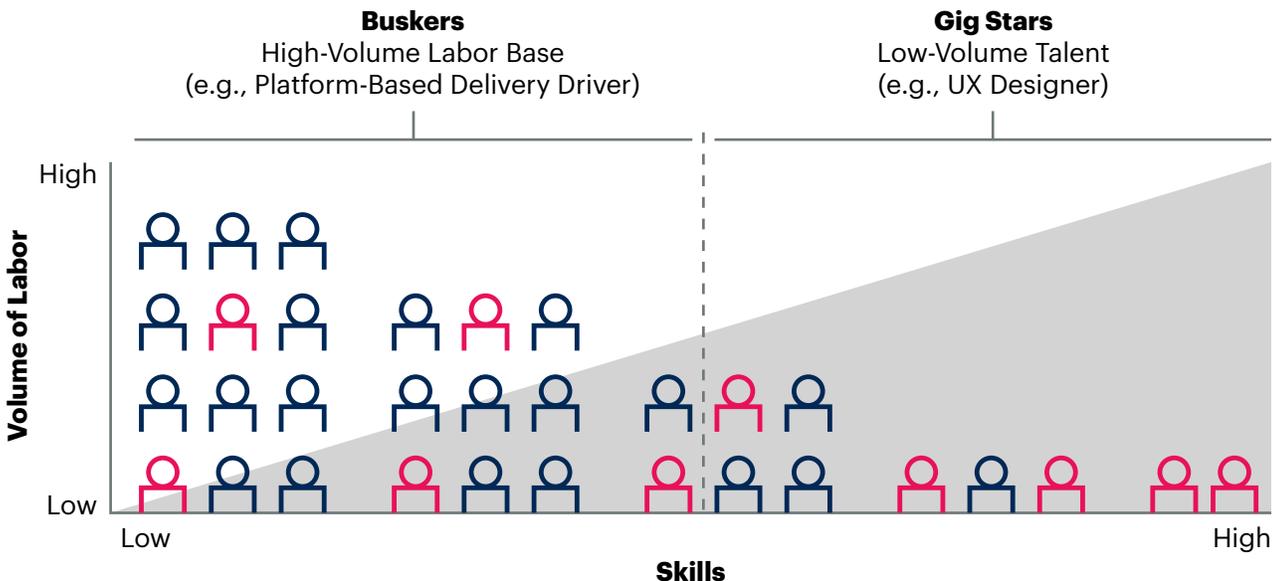
Gig work isn't just a cost-saving strategy; it's an effective way to obtain workers with high-quality, specialized skills that are needed for short durations and are difficult to source or develop internally. However, it's unlikely to entirely replace traditional talent at most organizations. Therefore, organizations should develop a blended approach, incorporating various models of employment to meet their unique business objectives.

To leverage the gig economy, recruiting leaders must:

- **Include gig work in talent forecasting conversations.** Recruiting leaders must engage business leaders to discuss which roles are best suited for gig work. Gig work should be incorporated into forecasts and brought into conversations with hiring managers about their talent needs.
- **Clarify accountability for gig hiring.** Recruiting leaders must work with business leaders to decide where gig hiring is best-seated at their organization and clarify their responsibility for it. At present, gig hiring lies with the procurement function in most organizations. In some organizations, hiring for low-skilled, high-volume temporary workers (or buskers) may lie with other functions, while attracting niche, highly skilled independent contractors (or gig stars) may be a responsibility of the recruiting function (see Figure 2). These decisions affect how gig workers are attracted, assessed and rehired. At a minimum, recruiting leaders must be involved in the gig-hiring strategy discussions to get a complete picture and align themselves with the organization’s workforce needs.

- **Expand attraction and branding efforts to include gig workers.** Highly skilled, in-demand gig workers look beyond work-life balance. For them, transferability of the skills acquired while doing a project is crucial, as it improves their employability. To attract such niche, critical gig talent, recruiting leaders must craft a compelling “assignment value proposition,” clearly communicating the skills and experiences gained by associating with their organization.
- **Consider nontraditional experience profiles in sourcing.** To create a robust sourcing strategy for gig workers, recruiting leaders must look beyond traditional platforms, such as Upwork, and identify professional communities where gig workers congregate, exchange ideas and share their work. Organizations must widen their criteria beyond traditional qualifications, as many gig workers may be self-educated. Progressive organizations nurture on-demand gig pools: They curate a pipeline of high-quality gig workers and build a relationship with them over time so they can draw on their capabilities as the need arises. This approach can drastically reduce the recruiting cycle time and mitigate cultural risks associated with gig work.

Figure 2: Buskers Versus Gig Stars in Gig Economy



Source: Gartner

Multigenerational Workforce

With four generations (namely, Baby Boomers, Generation X, millennials and Generation Z) working together, the workforce has never been more diverse and multigenerational. This presents many challenges and opportunities for organizations. With delayed retirement and an improved mortality rate, the workforce is aging. By 2050, the world population aged 65 or older will be three times more than those under 5.⁴ While Generation Z has just entered the workforce, millennials will continue to form a large proportion of it. The U.K. Office for National Statistics estimates that by 2025, millennials will make up 75% of the workforce.⁵

While organizations commit to diversity and inclusion, they often overlook age as a parameter for diversity. To create a multigeneration recruiting strategy, recruiting leaders must:

- **Ensure a multigenerational branding strategy.** The organization's branding and attraction strategy must be tailored to appeal to candidates across different generations. Particularly with social media, popularity differs among age groups. Recruiting leaders must make sure branding takes a multipronged approach to ensure a diverse age range of candidates.
- **Promote unbiased language in job descriptions.** Recruiting leaders must coach recruiters and leverage technology to eliminate bias by removing words that skew toward

younger or older individuals (e.g., energetic or established). They can also rephrase requirements that include specific years of experience and focus instead on outcomes a position must be able to achieve. These measures may broaden the appeal of a position to include multigenerational applicants.

- **Use internship programs to create a pipeline of Generation Z talent.** Recruiting leaders should create a differentiated internship experience to attract Generation Z talent. They should consider expanding the scope of their current internship programs to increase their reach among this talent segment.
- **Consider "minternship" opportunities for mid-career professionals.** With employees working longer and later in life, many more consider a career change. Recruiting leaders can support this desire by creating "minternship" opportunities that allow midcareer candidates to move into quasi-entry-level roles. This can allow companies to attract candidates with deep business experience that can be leveraged in a new way.

¹ 2018 Gartner CEO 20 Pulse on the Future of Work.

² "Korn Ferry HR Exec Survey: Percentage of Contingent, or 'Gig Economy' Professionals in Companies Growing; HR Leaders Say That's a Good Thing," Korn Ferry.

³ "Independent Work: Choice, Necessity and the Gig Economy," McKinsey & Company.

⁴ "Global Health and Aging," World Health Organization.

⁵ "National Population Projections: 2016-Based Statistical Bulletin," Office for National Statistics.



Lessons From Customer Experience on Improving Candidate Experience



With digitization and hypercompetition, candidates hold higher expectations today for the hiring process. Failure to meet these expectations can lead candidates to drop out of the hiring process or even regret their decision to take a job. In fact, more than two-thirds of recruiting leaders say shifting candidate preferences have affected their recruiting functions. The time has never been better to understand the scope of this challenge and look at how sister functions have responded.

Customer experience (CX) support teams are skilled and experienced at delivering effective and seamless experiences to consumers. For recruiters, candidates are their customers. Like recruiting functions, CX teams struggle in an increasingly digital age. The proliferation of digital technologies has only amplified customers' expectations of instantaneous, seamless and simple service experiences. But customers remain unsatisfied. The risk of poor customer service in the digital era is high, as information can be hard to navigate and feedback and communication can fall through the cracks. Like candidates, customers also have many options for where and how they can get their products. This bounty can create choice paralysis and even customer decision regret.



Our CX research shows three transportable key findings relevant to recruiting:

- Recruiting functions must become smarter about applying voice of the customer (VoC) approaches, including analyzing those moments when the recruiting process felt overly complicated or frustrating and what types of job postings candidates responded to best.
- Recruiters can play a significant role in guiding the overwhelmed candidate-as-customer through the decision-making process using a Sense Making approach.
- Closing the loop of communication is essential to creating a satisfying candidate-as-customer experience and meeting expectations.

Applying Voice of the Customer Approaches

CX teams use VoC methodologies to source and understand the actual experiences and perceptions customers have while interacting with the organization. This same concept can be applied to candidates. If recruiting leaders want to improve the candidate experience, they must find ways to measure it by capturing candidate feedback at key interaction points along the candidate journey.

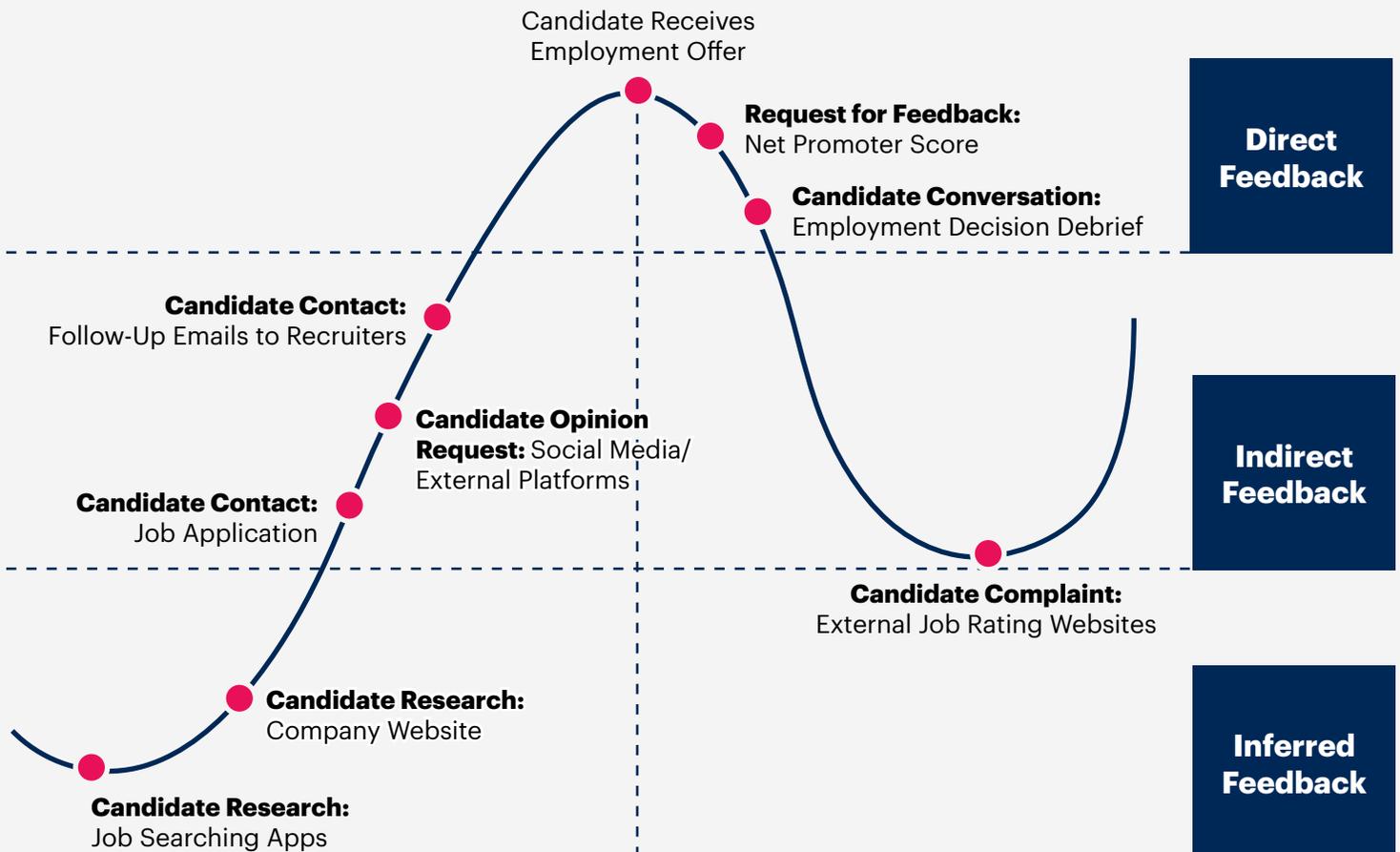
Traditionally, VoC solutions gather feedback three ways (see Figure 1).

Direct Feedback

Solicited feedback from a customer interaction: In a VoC solution, this includes the ability to create and deploy surveys and collect customer responses from these surveys. A Net Promoter Score (NPS) is one example of applied direct feedback; it can be used to measure the willingness of customers to recommend an organization to their family and friends.

For recruiting leaders, this means requesting feedback once candidates accept or reject job offers or following their first few weeks of onboarding. Feedback may also include NPS metrics to gauge how likely candidates are to recommend your organization to other people.

Figure 1: Feedback Types Along the Candidate Journey



Source: Gartner

Indirect Feedback

Unsolicited feedback in the form of comments or complaints: In the VoC solution, this means gathering data from sources such as customer care emails or call recordings, social media and review sites where customers provide unsolicited feedback about your organization. Unsolicited feedback also includes times when customers ask their social networks for opinions on a brand or send emails to an organization's customer service department.

For recruiting executives, sources of indirect feedback may include candidates' emails to recruiters to follow-up on the status of their application or postings on external job rating websites about their experience with your organization as a candidate.

Inferred Feedback

Uncommunicated feedback, in the form of analyzed data from operational, transactional or clickstream analytics sources: This includes data sources such as customer relationship management systems, web and mobile analytics, point-of-sale systems or other related services.

Within recruiting, inferred feedback may come from tracking how often and for how long candidates visit their organization's careers page or job portal. This tracking can be done for both mobile apps and websites. Tracking and analyzing this data can provide valuable insight into how attractive a job posting appears to candidates and how often they are referencing the posting when preparing their application materials.

Guiding Decisions Through Sense Making

During the buying journey, customers struggle with information overload and informed decision making. Customers reach an information saturation point, where additional data hampers decision making. This overload leads to smaller-scale, gut-based choices and decision regret. To make better decisions, customers need to feel confident about the information they get and trust the person giving it.

Sellers may use three unique approaches to engage customers with information, but only one — Sense Making — actually increases confidence and trust:

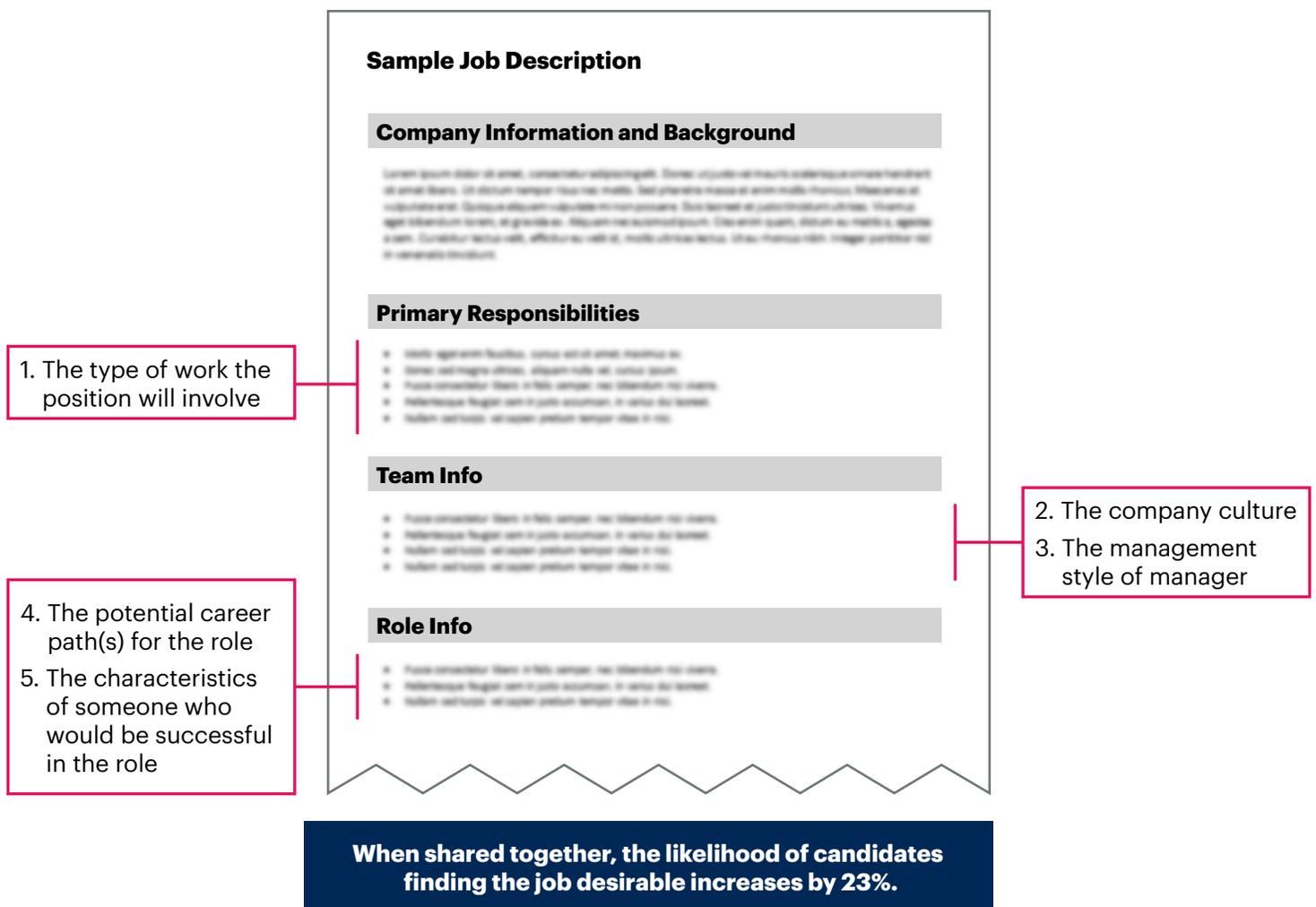
- **Giving** — The Giving approach follows the maxim that more is better. Giving follows from the belief that more information, especially at the customer's request, will move a deal forward.
- **Telling** — Telling is the preferred approach of individual experts on the sales force who rely on personal experience, knowledge and authority to address customers' needs.
- **Sense Making** — Sense Making helps customers evaluate information so they are able to prioritize various sources, quantify trade-offs and reconcile conflicting information. Sense Making simplifies customers' learning by helping them evaluate and prioritize relevant information, all while helping customers arrive at their own understanding.

In the candidate journey, recruiters can adopt the Sense Making approach by guiding candidate decisions. Candidates consider an average of three offers at the same time, complicating the decision process. Recruiters must focus candidates on the information that really matters and enable comparisons based on that information (see Figure 2). This approach helps candidates cut through the noise to make decisions based on what really matters and drives confidence during what can be a high-stakes, emotional journey for them.

Closing the Communication Loop

Now more than ever, customers expect organizations to be transparent and responsive to their needs. This is especially true when they take the time to give feedback on how an organization can improve its products, services or processes. However, research shows CX teams are falling short. Despite customers' demands for a response to their feedback, 78% report

Figure 2: Five Pieces of Information That Increase Job Desirability



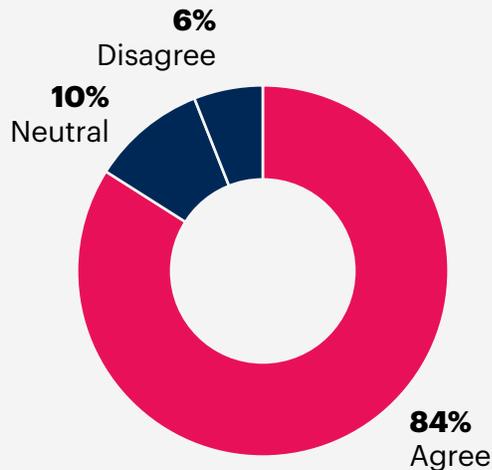
n = 7,427 (candidates); 5,516 (hiring managers)

Source: 2018 Gartner Recruiting Effectiveness Survey for Candidates; 2018 Gartner Recruiting Effectiveness Survey for Hiring Managers.

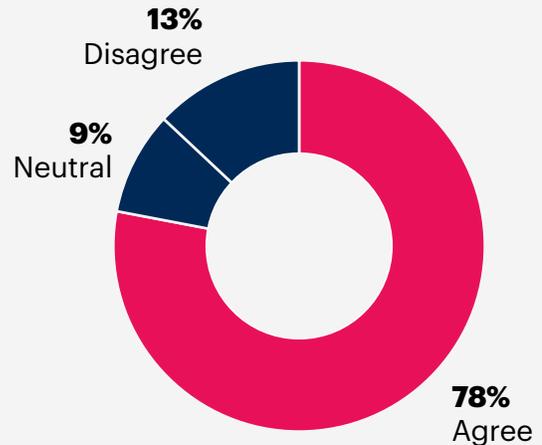
Figure 3: Customer Perceptions of Surveys

Missing the Mark on Feedback

Q: "I **Want to Know How** the Company Will Use My Feedback Collected in the Survey."



Q: "I **Rarely Hear Back** From Companies Regarding Any Result or Change Made Based on the Feedback I Provided."



n = 1,520 customers

Source: 2016 Gartner Survey of Customers Perceptions of Surveys

they almost never hear back from companies regarding any result or change made based on the feedback they provided (see Figure 3).

Candidates, like customers, also expect a higher level of accountability from organizations they interact with. Candidates are required to complete various assessments and speak with multiple organizational representatives, but they never really hear about the status of their application or what is happening behind the scenes of the recruiting process. This lack of accountability is no longer acceptable. Three out of five candidates expect organizations to provide application timelines, and some even exit the process when they don't receive this information.

This need for transparency and accountability isn't limited to hiring timelines. Candidates want to know what the recruiting process entails, how decisions are made and the results of assessments. Supplying this information helps recruiting organizations provide value to candidates and maintain positive relationships, whether or not candidates ultimately join the organization.

Closing the communication loop can be simplified via new technology solutions.

Job portals can enable candidates to track status updates on their applications. Automated emails can be leveraged to inform candidates once their application has been removed from the decision pool. But for candidates who have advanced further in the process, recruiters or hiring managers should take the time to share why they were not selected for a role. This feedback can not only provide closure but also give candidates valuable insight into why they were not chosen. And in a constrained labor market, this extra step can keep the door open for recruiters to reach back out to silver medalists when a new opportunity arises.

Conclusion

As the challenges of the talent market continue to morph and candidate expectations are heightened by technology transformations, recruiting leaders must partner with their sister functions to create smart, sustainable solutions to craft the candidate experience. By applying CX approaches to the recruiting process, recruiting leaders can ensure candidates are not frustrated by information overload or choice paralysis and their perception of the organization's brand remains intact.

Key Trends: 4 Trends Affecting Recruiting

We reveal the key workforce, market, design and cross-functional trends likely to affect recruiting leaders' decisions in the first quarter of 2020.



1. Workforce Trend: Desire for Increased Transparency

The Trend in Brief: In the age of transparency, employees increasingly feel left in the dark. The majority of employees (71%) think their employers should increase information transparency.¹ In fact, external candidates applying to a job at an organization often feel better informed about the organization than current employees, with 59% of candidates feeling informed as compared to 40% of employees.¹

What It Means for Organizations: Due to the competitive labor market, employers are increasingly looking to recruit from their internal talent pools. Organizations may be unintentionally disadvantaging internal recruits by not sharing as much information as they do with external recruits.

What You Should Do Differently Now: Reconsider how you communicate new positions to internal candidates. Recruiting leaders should consider upgrading internal career portals to provide the same quality of information and user experience as external career sites.

Act Now: Review our guide on “Building a Vibrant Internal Labor Market” to strengthen your organization’s internal recruiting strategy and actively engineer a more vibrant and effective internal labor market.

¹ 2019 Gartner ReimagineHR Employee Survey



2. Market Trend: Overall Decline in Active Candidates

Trend in Brief: From 2018 to 2019, the number of global candidates actively seeking jobs decreased by 9%.² Amid an overall decrease in business confidence since the beginning of 2018, the trend suggests people are losing confidence in the strength of the economy, so they are wary about switching jobs.

What It Means for Organizations: Many recruiting functions continue to use the same sourcing strategies they’ve used for years. However, with low business confidence, an increasingly competitive labor market and the rise of passive candidates, traditional engagement strategies may no longer be enough. Candidates are less open to the idea of switching jobs, so they will be less receptive to direct branding messages from employers.

What You Should Do Differently Now: Recruiting leaders need to rethink their passive candidate sourcing strategy. Encourage passive candidates to engage with the organization through broader community engagement, such as organizing or sponsoring career development opportunities. HR leaders will need to change their sourcing strategies to grab the attention of passive talent and engage them on their own terms.

Act Now: Review the ideas in this case profile about “Targeted Talent Networks (Intuit)” to engage passive candidates by providing value for their career development.

² 3Q18-3Q19 Gartner Labor Market Surveys



3. Design Trend: Shift Toward Automated Candidate Feedback

Trend in Brief: Automated candidate feedback allows recruiting leaders to better understand candidate preferences while acting as a resource for applicants and new hires. Given organizations' increased focus on improving the candidate experience, it is no surprise the vast majority of recruiting leaders (98%) say automated candidate feedback is of medium to high importance to their recruiting process.³

What It Means for Organizations: This tool enables candidates to quickly give feedback on their recruiting experience. It may take the form of a short survey or a simple assessment after submitting an application form, taking an assessment or being interviewed. This practice will enable organizations to provide a better overall candidate experience and improve perceptions of the organization.

What You Should Do Differently Now: Recruiting leaders should consider how they can implement automated candidate feedback in their recruiting process to inform process changes, such as applications, quantity and type of assessments, or frequency of communication. The data can also facilitate buy-in from stakeholders regarding changes made to future processes.

Act Now: Read our case study on “Dell’s Candidate-Driven Hiring Manager Shift” to understand how Dell uses candidate voice and feedback to inspire and enable hiring managers to play an active role in shaping the candidate experience.

³ 2019 Gartner Recruiting Innovations Survey



4. Cross-Functional Trend: Data Ethics and Privacy Now a Bigger Concern Among HR Leaders

The Trend in Brief: Firms are operating in an increasingly complex regulatory environment. More than 53 countries will soon adopt or have already adopted a wide variety of regulations on the collection, use, storage and dissemination of personal data.⁴ The General Data Protection Regulation (widely known as GDPR) is one of the most impactful data regulations, giving EU citizens, including employees, more control over their personal data.

What It Means for Organizations: The legal and reputational risks of data collection and greater privacy concerns require HR to be mindful of the kinds of employee data it collects and how it uses it. These new expectations around data usage could especially affect the selection stage of the recruiting process because of new expectations regarding the kinds of data that can be leveraged to make hiring decisions.

What You Should Do Differently Now: HR leaders should collaborate with different organizational functions to develop a common data ethics strategy. As HR systems become more integrated, recruiting leaders will need to reconsider how they collect data and track metrics, such as diversity of candidate slates.

Act Now: Read our article on “HR’s Role in Data Ethics” to see how HR can respond to stricter regulatory expectations when it comes to data privacy.

⁴ CHRO Quarterly Q419

Note: To access the tools and resources in this article or learn more about this content, contact your account manager or email HRLeaders@gartner.com.



Innovation Snapshot: Introducing the 2020 Recruiting Innovations Bullseye

In the rapidly changing technology landscape, it can be hard to know where the most valuable investments lie. The 2020 Recruiting Innovations Bullseye provides data to help recruiting leaders compare their technology and innovation portfolio and investment strategy to that of their peers.

Today's recruiting organizations are struggling to keep up with demands placed on them. Drawn-out decision-making timelines reduce the likelihood a candidate will accept an offer. More complex talent needs, the shifting balance of candidate-organization power and unclear decision rules contribute to this delay. However, the right tools and technologies expedite the process and alleviate the pain of delays for recruiters, candidates and hiring managers alike.

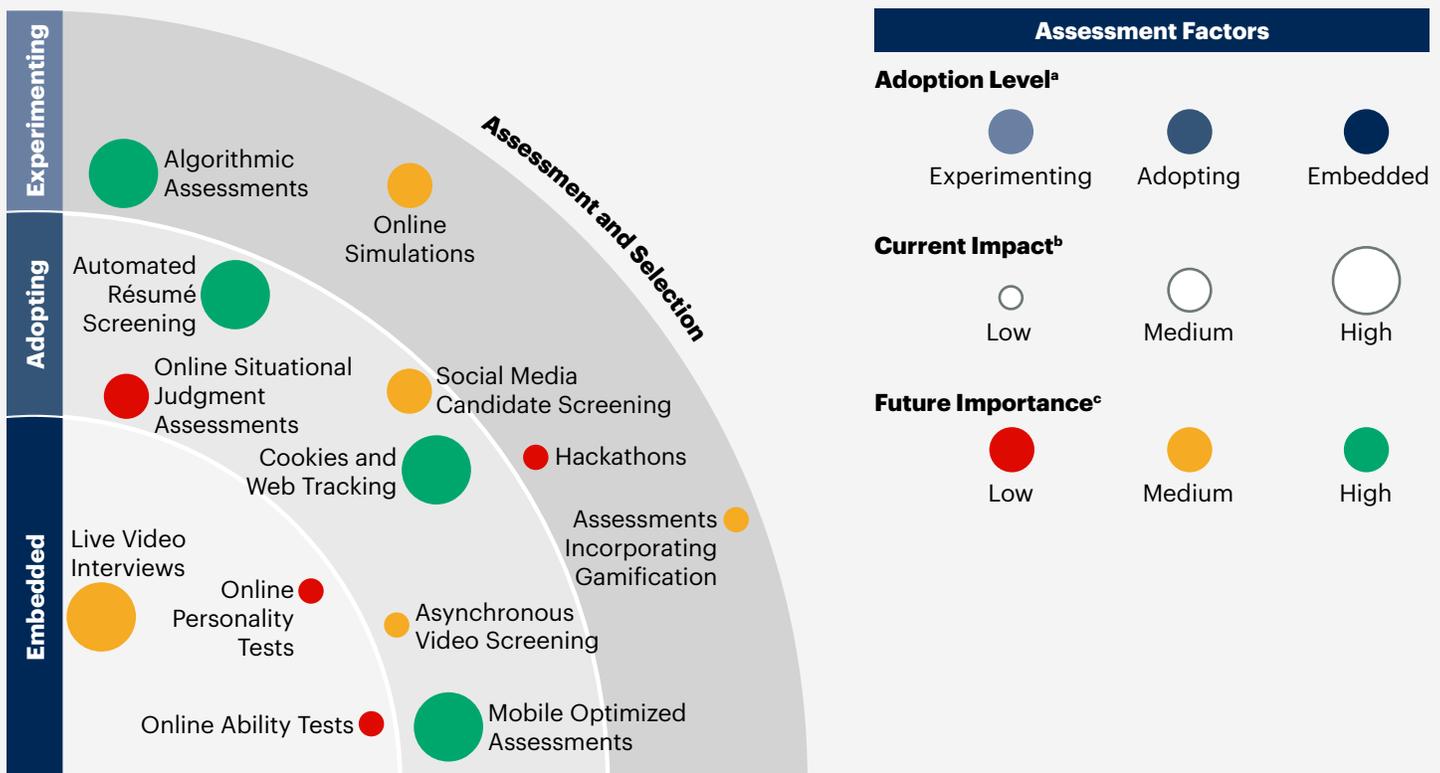
But which investments are really worth it? We worked with over 100 recruiting executives in organizations worldwide to create a map of how organizations adopt tools and practices for assessment and selection, candidate and new hire engagement, and social recruiting and hiring management.

We also charted the effect the tools and practices have on recruiting strategy and operations, and we identified the ones recruiting leaders focus on in their future plans. These maps can help navigate the increasingly complex recruiting landscape.

Assessment and Selection

In an easy-apply era, today's candidates apply first and investigate fit later. The assessment and selection space continues to combat high application volumes (and ensuing longer wait times) by investigating screening technologies to quickly separate out the best candidates. Similarly, enthusiasm for labor-intensive assessments remains low in comparison to tech-enabled options (see Figure 1).

Figure 1: Assessment and Selection Quadrant



n = 134 recruiting leaders

Source: 2019 Gartner Recruiting Innovations Survey

Note: Items are scored relative to one another in each section.

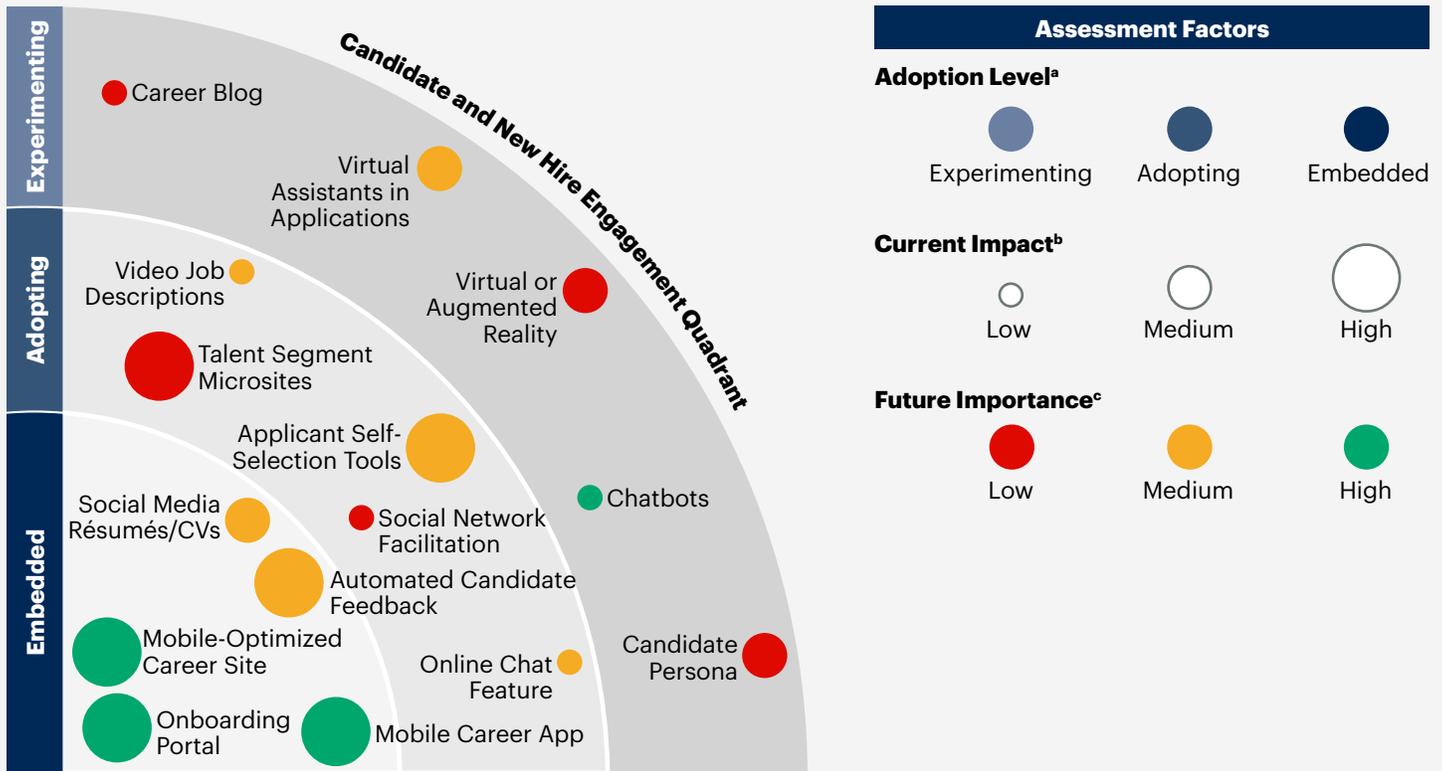
^a Degree of adoption is measured by the extent and nature of deployment among organizations.

Experimenting adoption may be the result of early-stage experimentation or companies scaling back use.

^b Current level of impact is based on the value delivered to the recruiting process.

^c Future outlook is based on the projected level of importance to recruiting strategic and operational goals over the next two years.

Figure 2: Candidate and New Hire Engagement Quadrant



n = 134 recruiting leaders

Source: 2019 Gartner Recruiting Innovations Survey

Note: Items are scored relative to one another in each section.

^a Degree of adoption is measured by the extent and nature of deployment among organizations. Experimenting adoption may be the result of early-stage experimentation or companies scaling back use.

^b Current level of impact is based on the value delivered to the recruiting process.

^c Future outlook is based on the projected level of importance to recruiting strategic and operational goals over the next two years.

Three elements underpin this trend:

- **Decline of Hackathons** — Once a “buzzy” practice, recruiting leaders’ enthusiasm for hackathons has declined in recent years, as evidenced by lower adoption, lower reported current value and lower planned investment.^{1,2,3}
- **Growing Appetite for Automated Résumé Screening** — Interest in automated résumé screening technology has crept up over the past three years, reaching the top spot for planned future investment this year. Where deployed, 51% of recruiting leaders find the technology to have high current impact.¹ In addition to saving recruiters time, these technologies can have strong impact on diversity recruiting. However, companies must look out for bias in these technologies, as they can hinder diversity efforts if not used properly.

- **More Value From Algorithmic Assessments** — The ROI of algorithmic assessments is rising; 47% of recruiting leaders say they are getting high value from this technology, up from 40% last year.^{1,2}

Candidate and New Hire Engagement

Recruiting functions are interested in creating a digital-savvy candidate experience, driven by the voice of the candidate. These improvements to candidate experience are driven by candidates’ desire for a personalized, effortless experience. Recruiting functions also need a real-time way to learn where candidates struggle in their journey. As such, they are investing in automated candidate feedback as well as direct improvements to candidate experience (see Figure 2).

Three elements promote this trend:

- **Promise of Automated Candidate Feedback** — Understanding candidate preferences through automated feedback continues to be a priority for recruiting functions. The technology has increased in relative future importance among candidate and new hire engagement resources.
- **Optimism, Not Implementation for Chatbots** — Adoption of chatbots has been limited, with only 15% of recruiting functions using them.¹ Organizations that have invested are seeing relatively low value compared to other engagement options. Despite this, recruiting leaders are optimistic about chatbots and hope to invest in them in the future.

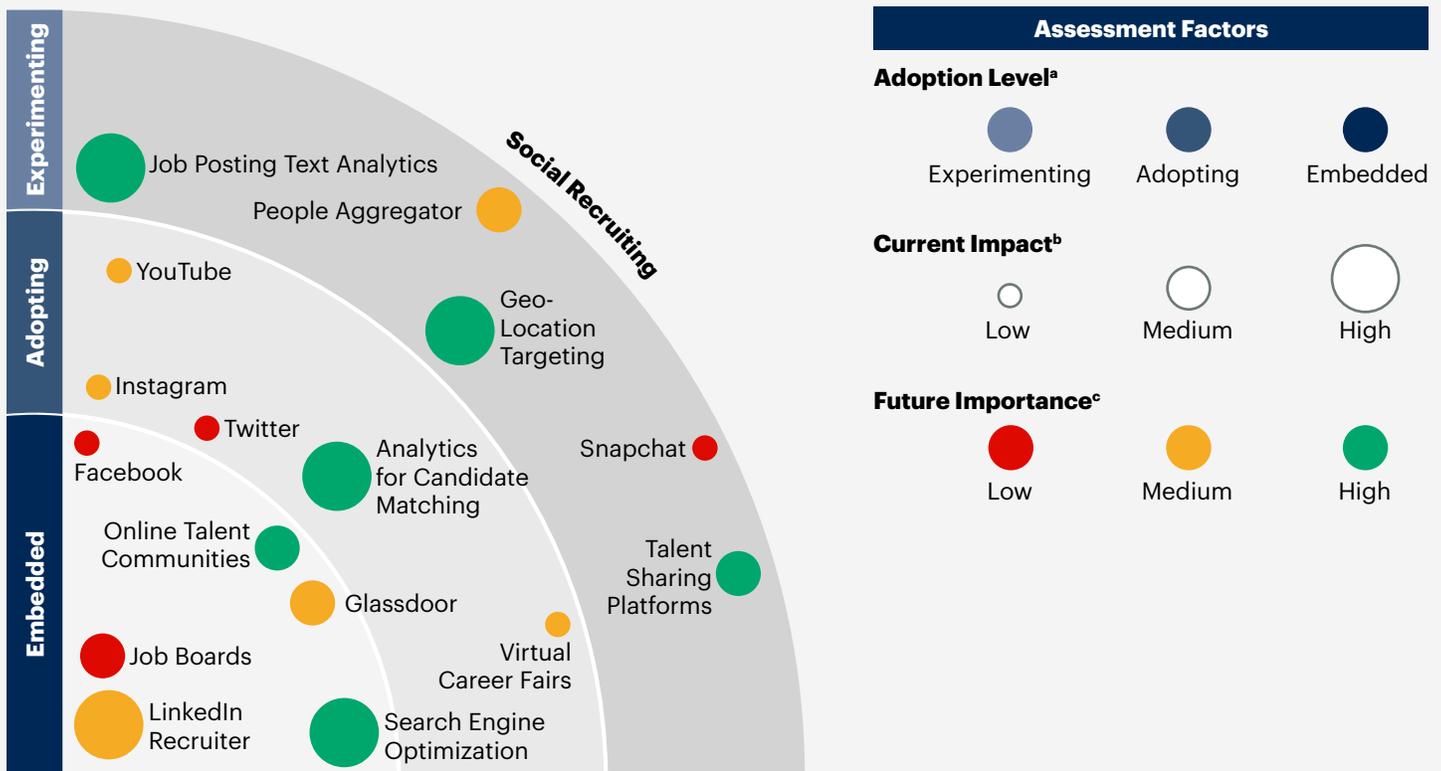
• **Greater Focus on Mobile Career**

Applications — Mobile career applications enjoyed a resurgence to the top of recruiting leaders' list of priorities, holding the No. 3 spot for both current impact and future importance.¹ Organizations seeking to keep digital-savvy talent engaged know mobile is key.

Social Recruiting

In an era of hypercompetition, recruiting functions rely on social recruiting to expand talent pools. However, with the proliferation of channels, organizations struggle to prioritize investments, stand out from the competition and demonstrate ROI. This year, we see recruiting functions focus on improving the content and delivery of their messaging (see Figure 3).

Figure 3: Social Recruiting Quadrant



n = 134 recruiting leaders

Source: 2019 Gartner Recruiting Innovations Survey

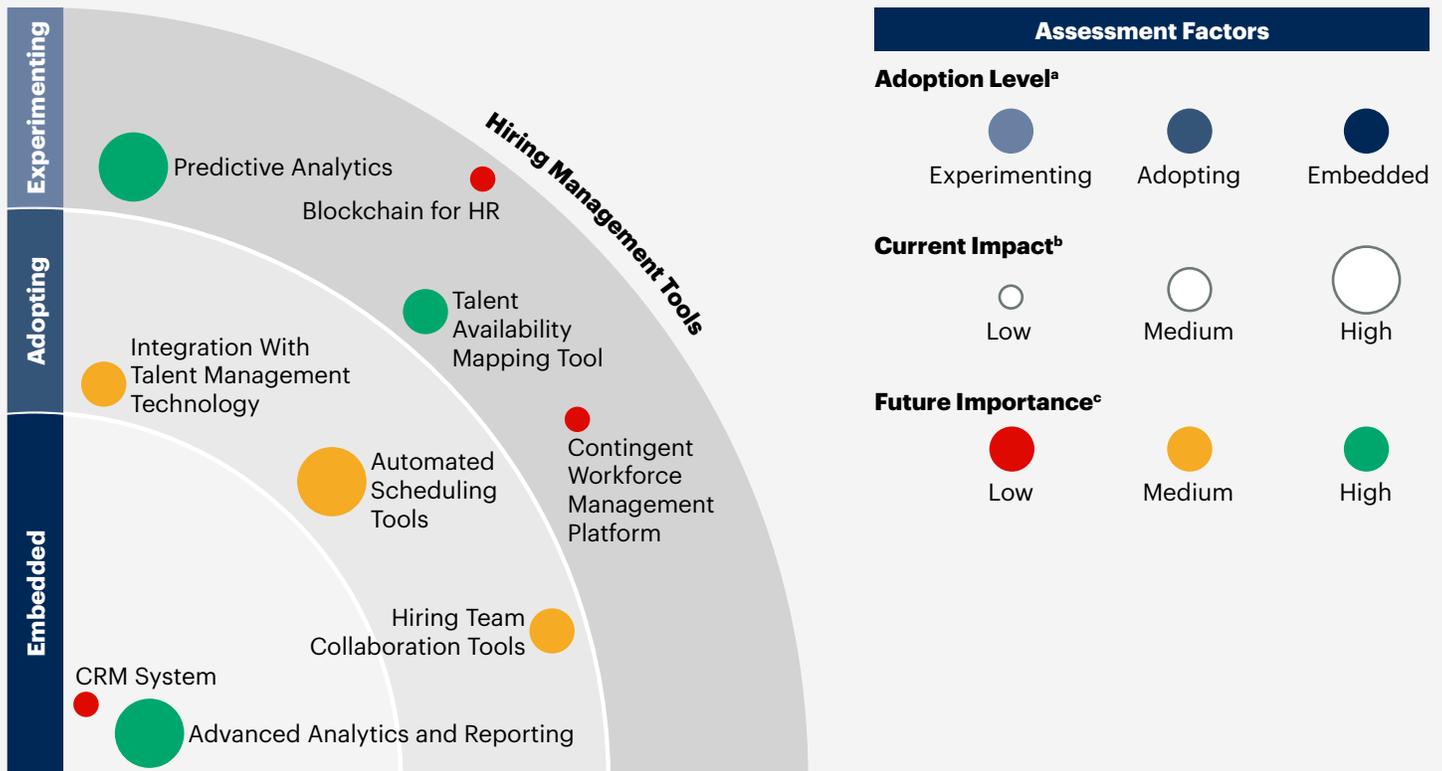
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^b Current level of impact is based on the value delivered to the recruiting process.

^c Future outlook is based on the projected level of importance to recruiting strategic and operational goals over the next two years.

Figure 4: Hiring Management Tools Quadrant



n = 134 recruiting leaders

Source: 2019 Gartner Recruiting Innovations Survey

Note: Items are scored relative to one another in each section.

^a Degree of adoption is measured by the extent and nature of deployment among organizations. Experimenting adoption may be the result of early-stage experimentation or companies scaling back use.

^b Current level of impact is based on the value delivered to the recruiting process.

^c Future outlook is based on the projected level of importance to recruiting strategic and operational goals over the next two years.

Social recruiting is changing in three ways:

- **Growth in Job Posting Text Analytics** — Job descriptions, long a sticking point in the hiring process, are getting a revamp. Text analytics play a key role in boosting the inclusiveness of language in job descriptions and prioritizing the information candidates are interested in. The results have pleased early adopters of job posting text analytics, and such targeting is likely to increase in importance.
- **Continued Value in Personalized Sourcing** — Standing out from the competition on most social platforms is difficult, leaving recruiting functions frustrated with the ROI seen from most social platforms. The exception is LinkedIn Recruiter, where one-on-one sourcing, especially when led by the business, has demonstrated tremendous value over the past several years.

- **Emphasis on Candidate Matching** — Candidate matching is the most important investment recruiting leaders plan to make, surpassing any individual platform. These technologies automate suggestions for candidates for a specific job or match recruiters to a specific candidate. This reduces guesswork for candidates and time spent sourcing for recruiters.

Hiring Management Tools

Advanced and predictive analytics continue to generate enthusiasm and planned future investment. However, this year a focus on small efficiency gains in automation outshone large overhauls of the talent management suite (see Figure 4).

Two trends demonstrate this shift:

- **Little Investment in Blockchain** — Few organizations (7%) have invested in blockchain for HR, and those that have are finding more limited value.¹ Despite recruiting leaders' hesitation to invest, there is optimism and buzz around blockchain's potential in recruiting and HR.
- **Value in Automated Scheduling Tools** — Administrative responsibilities weigh down recruiters and keep them from high-value, strategic work. Some organizations have found relief through automated scheduling tools, and 62% of recruiting leaders say the technology is of high value.¹

2020: The Year to Simplify

Information overload and the crowded recruiting technology marketplace make investment prioritization difficult. Recruiting leaders this year need innovations and technologies that reduce information overload, both for recruiters and candidates, so they can focus on what matters. Technologies that reduce time spent on applicant screening and administrative tasks while boosting the return from social media efforts are a focus for 2020. Companies are also looking for quick wins to simplify the candidate experience and speed up the hiring process.

The pace of change in the recruiting technology and innovation landscape is only getting faster. Recruiting leaders must make educated bets on where to invest, lest they fall behind or risk overwhelming all recruiters and stakeholders with too many new tools.

¹ 2019 Gartner Recruiting Innovations Survey

² 2018 Gartner Recruiting Innovations Survey

³ 2017 Gartner Recruiting Innovations Survey