



Leadership Vision for 2024

**Top 3 Strategic Priorities for
Recruiting Leaders**

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Leadership Vision for Recruiting Leaders in 2024

An “unsettled” employee-employer relationship, skills shortages, transformative technology and pressure for efficiency are shaping how the best organizations will manage recruiting in 2024.

In this context, recruiting leaders' top priorities for 2024 are:

- Recruiting functional management
- Branding, attraction and sourcing
- Recruiting technology

Recruiting leaders can use this research to stay ahead of major workforce trends and lead their teams toward a successful future.

Key questions addressed:

- ① What are the major trends affecting recruiting leaders?
- ① How should recruiting leaders prepare for the year ahead?
- ① What skills and capabilities do recruiting leaders and their teams need to succeed?

Trends Impacting Recruiting Leaders



**“Unsettled”
Employee-Employer
Relationship**



**Persistent
Skills
Shortages**



**Transformative
Technology
Innovations**



**Pressure for
Operational
Efficiency**


Source: Gartner

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“Unsettled” Employee-Employer Relationship

Organizations		Employees
<ul style="list-style-type: none"> • 75% have an on-site attendance requirement. • 26% report their employees fully comply.^a 	Flexibility Controversy	Almost half say the costs of going to the office outweigh the benefits (only 12% disagree) . ^b
58% are confident they can meet their performance targets in the coming year. ^c	Productivity Anxiety	45% worry they can't sustain their current level of performance over the next year. ^c
The average annual number of enterprise changes has increased from 2 to 10 since 2016. ^d	Transformation Deficit	43% are willing to change their behavior to support organizational transformation (down from 74%). ^d
63% trust their employees. ^e	Mutual Mistrust	53% trust their organizations. ^e

^a Source: 2022, Benchmark With Gartner: How HR Leaders Navigate Return to Workplace Pressures and Other Challenges, November 16, n = 51

^b Source: 2022 Gartner Hybrid Collaboration Survey, n = 3,524

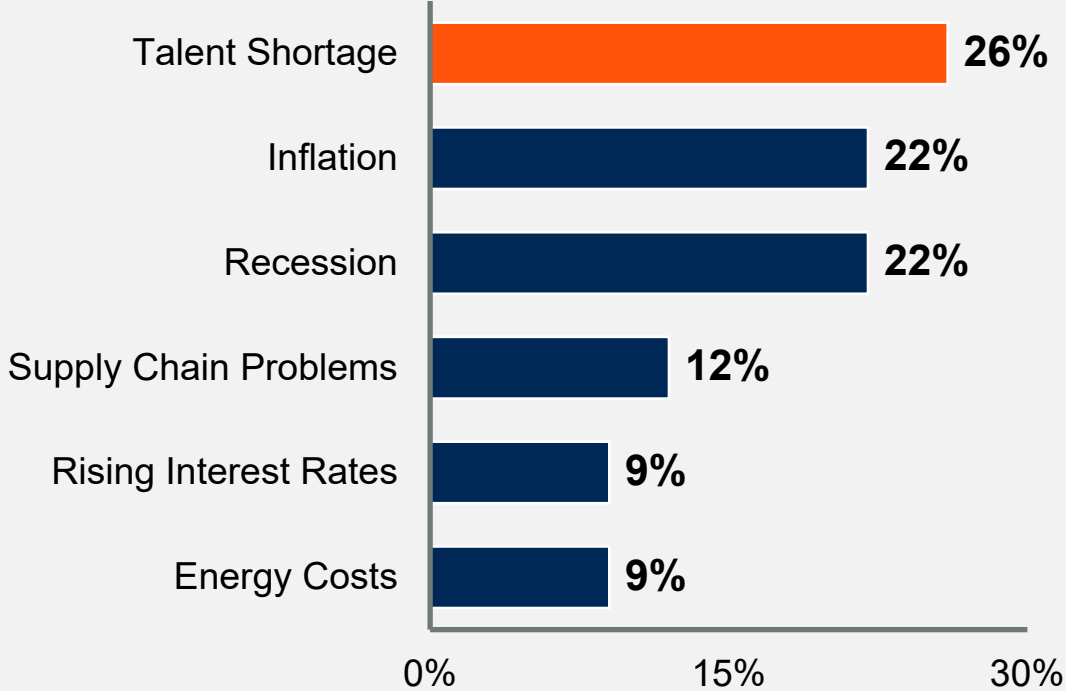
^c Source: 2023 Gartner Achieving High Performance Survey, n = 228 remote capable employees

^d Sources: Gartner 2016 Workforce Change Survey, n = 6,686 employees; Gartner 2022 Workforce Change Survey, n = 3,548 employees; Gartner Organizational Effectiveness and HR Professionals Key Priorities Survey, n = 3,497 employees

^e Sources: 2023 Gartner ReimagineHR HR Leader Survey, n = 287 HR leaders; 2023 Gartner ReimagineHR HR Leader Survey, n = 3,540 employees

Persistent Skills Shortages

Severity of Damage to Business Outlook Percentage of CEOs Ranking Factor as Most Damaging



n = 312 CEOs and senior executives
Q. Rank the six items in order of the severity of their impact on the outlook for your business, from most damaging to least damaging.
Source: 2023 Gartner CEO and Senior Business Executive Survey

Perceptions of Skills Shortage Percentage of HR Leaders



83% of HR leaders say they struggle to find **enough talent** with the skills they need.



57% of HR leaders say skills shortages are undermining their ability to sustain **corporate performance**.

n = 59 HR leaders
Source: 2023 Benchmark With Gartner: Affirmative Action, Apprenticeships and Candidate Expectations (23 August)

Transformative Technology Innovations



Employees Expect to Use AI

170 million+ people were immediate users of ChatGPT at home.^a



More Disruptive Tech Is Imminent

93% of HR leaders agree that new flash tech trends will be more frequent in the next three years.^c



Leaders Expect Implementation of AI

68% of executives agree benefits of AI outweigh the risks.^b



But HR Involvement Remains Limited

Only 22% of HR leaders are highly engaged in enterprisewide discussions on GenAI.^d

^a Source: Gartner Generative AI: The Basics

^b Q. Do you believe the benefits of generative AI outweigh the risks?

Source: Beyond the Hype: Enterprise Impact of ChatGPT and Generative AI Webinar Polls, 21 April 2023, n = 1,079

^c Q. Please indicate to what extent you agree with the following statements. The number of new flash technology trends (e.g., generative AI, metaverse, blockchain, etc.) arising will become more frequent within the next three years.

Please indicate to what extent you agree with the following statements. As a result of flash technology trends (e.g., generative AI), I am now having to make decisions on whether to adopt and implement it into HR or not.

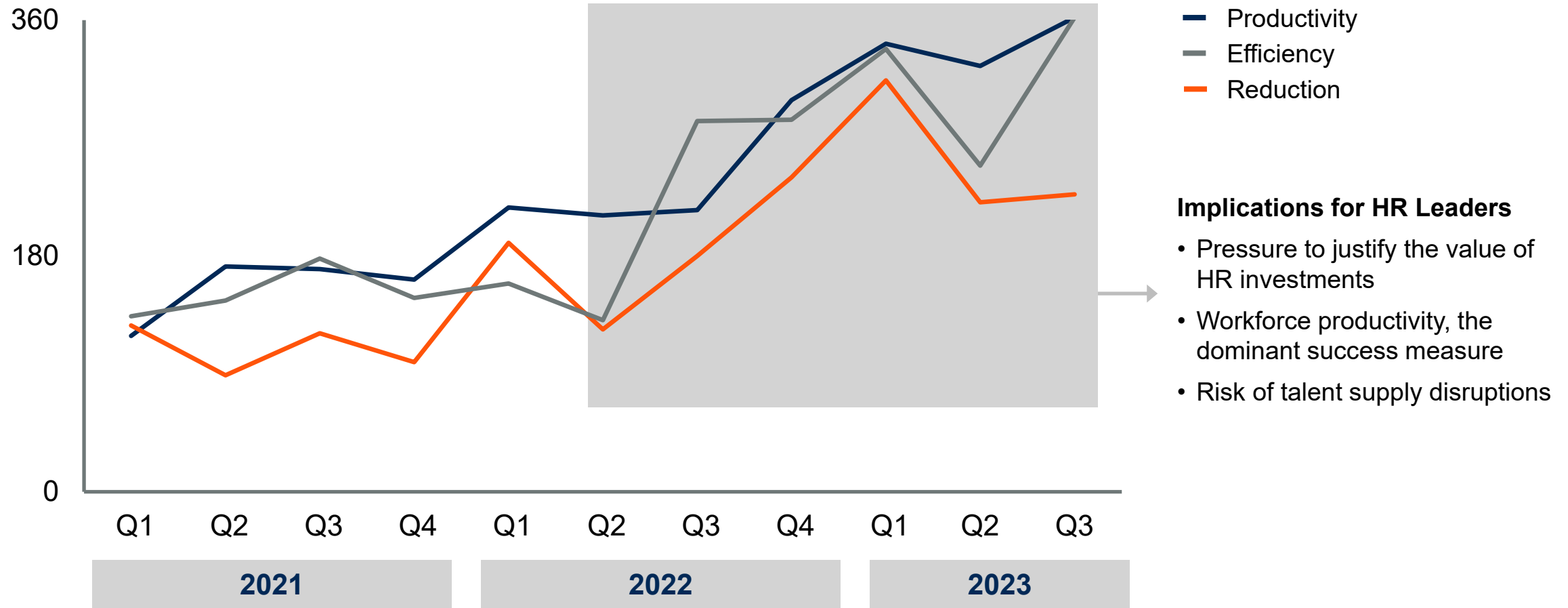
Source: 31 May 2023 Gartner Benchmark: Persistent Talent Shortages, Sustaining DEI and Other Emerging Issues, n = 74

^d Q. As an HR leader, how engaged are you in enterprisewide discussions around use of GenAI?

Source: 21 June 2023 Gartner Benchmark Special Edition — Navigating the Workforce Impact of Generative AI, n = 167

Pressure for Operational Efficiency

Prevalence of Efficiency-Related Keywords in S&P 100 Earnings Calls



Implications for HR Leaders

- Pressure to justify the value of HR investments
- Workforce productivity, the dominant success measure
- Risk of talent supply disruptions

n = 855 earnings transcripts
Source: Analysis of all S&P 100 Company Earnings Calls Transcripts, Jan 1, 2021 – Aug 31, 2023

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Recruiting Leaders' Priorities for 2024

Top Focus Areas

- 1 Recruiting Functional Management
- 2 Branding, Attraction and Sourcing
- 3 Recruiting Technology
- 4 Candidate Experience
- 5 EVP Strategy
- 6 Diversity, Equity and Inclusion
- 7 Employee Experience
- 8 Learning and Development
- 9 Talent Management
- 10 Assessment and Selection



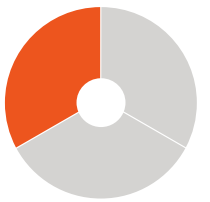
n = 32 Heads of Recruiting

Source: 2024 Gartner HR Priorities Survey

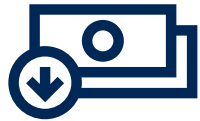
Note: Rankings are based on the frequency of initiatives mentioned in recruiting leaders' open-text descriptions of their top three priorities for 2024. Each priority could be linked to up to three initiatives.

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Pressure to Boost ROI of Recruiting Investments



Pressures on Recruiting Capacity and Capabilities



Constrained Costs

81% of HR leaders anticipate cost-saving measures in the next three months, including **recruiting budget cuts and hiring freezes or slowdowns.**

n = 97 HR leaders

Q. Which of the following talent cost-saving measures do you ANTICIPATE your organization taking in the next three months?

(Select all that apply)

Source: Benchmark With Gartner: Affirmative Action, Apprenticeships and Candidate Expectations
(23 August 2023)



Under-Resourced Teams

47% of recruiting leaders say their **recruiting staff have the resources needed** to be successful at their organization.

n = 60 recruiting leaders

Source: 2023 Gartner Recruiting Executive KPI Benchmarking Survey



Inflexible Operating Models

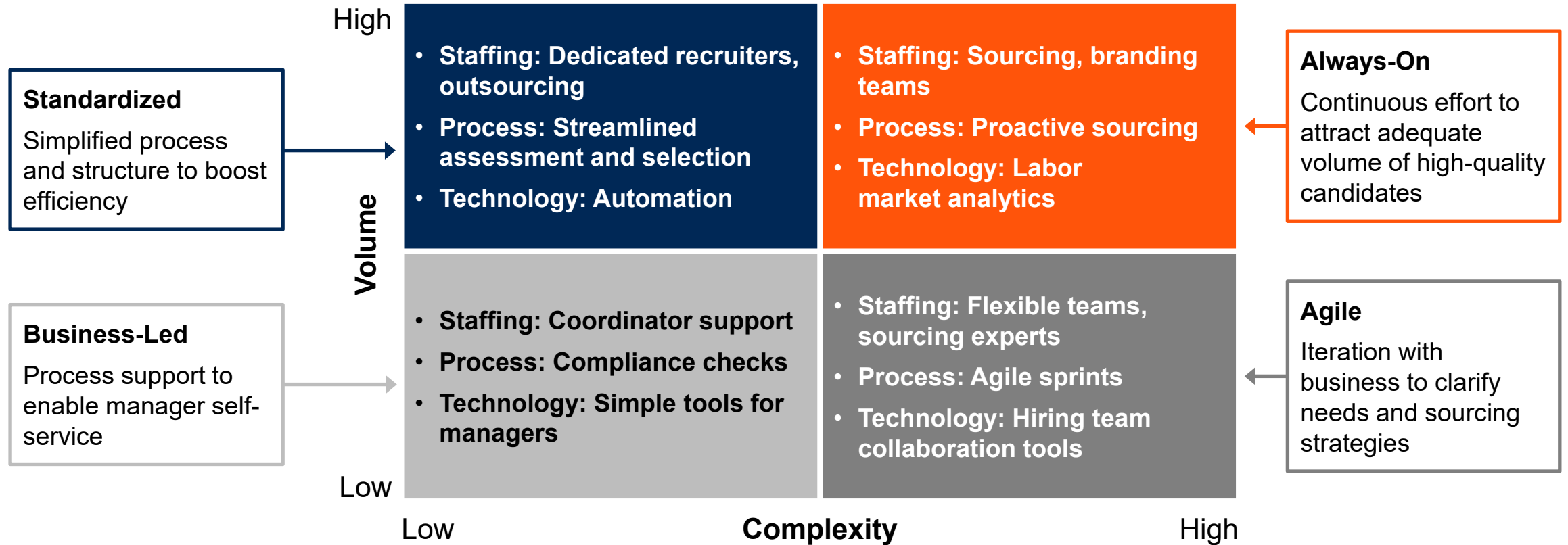
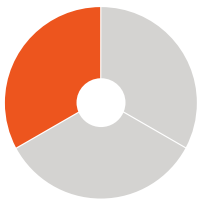
27% of recruiting leaders agree that their operating model enables them to **respond to changes quickly.**

n = 60 recruiting leaders

Source: 2023 Gartner Recruiting Executive KPI Benchmarking Survey

Tailor Resourcing to Role-Specific Hiring Needs

Recruiting Operating Model Segmentation Framework








Source: Gartner

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Communicate Recruiting's Strategic Value

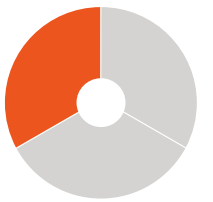


If your company is trying to ...	 Achieve Double-Digit Growth	 Accelerate Digitalization of Products, Channels or Operations	 Increase Cross-Functional Agility and Resilience	 Reduce Costs	 Optimize Core/Foundational Operations
Your value story for recruiting should be ...	Competing for high-quality talent in critical segments	Supporting key technology operations and investments	Enabling strategic projects and business outcomes	Successfully controlling upfront costs	Achieving efficient, high-quality interactions
Your scorecard should include ...	<ul style="list-style-type: none"> • Talent pipeline volume • Offer acceptance rate for critical talent segments • Percentage of candidates hired from high-value competitors 	<ul style="list-style-type: none"> • Time to fill for digital roles • Percentage of new talent acquired with digital skill set • Cost of labor by talent source (e.g., FTE, contingent) 	<ul style="list-style-type: none"> • Percent change in hiring volume per business area • Talent pipeline health in emerging hubs for target skills • Early-career talent acquired in areas of future need 	<ul style="list-style-type: none"> • Vendor cost containment and agency cost reduction • Reduced costs per hire ratio • Vacancy cost calculations 	<ul style="list-style-type: none"> • Time to fill by hiring stage • Candidate dropout rate per hiring stage • Interviews per hired candidate • Volume of candidate inquires addressed by tech

Source: Gartner

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Recommended Actions for Recruiting Leaders



Assess

- **Evaluate** the recruiting process, partnership with the business and quality of hire to identify potential improvement areas.
- **Benchmark** recruiting functional performance against peers.
- **Consult** frontline recruiters to identify their challenges and resource/training needs.



Plan

- **Explore** borrow, build and bot options to shift routine tasks away from recruiters.
- **Align** resources to key functional capabilities needed to hire critical talent segments.
- **Advocate** for resources by communicating labor market realities, as well as the strategic and operational risks of a slow-to-scale recruiting function.



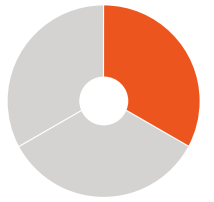
Execute

- **Communicate** the function's strategic value by showing how it is helping the organization achieve strategic goals.
- **Establish** service-to-requisition volume agreements with business unit leaders to formalize expectations.
- **Deploy** hiring managers to drive recruiting tasks where they are trusted most by candidates to improve recruiting efficiency and effectiveness.

Source: Gartner

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Candidates Increasingly Hard to Engage



Shifts in Candidate Attraction and Conversion



Expecting More From EVP

87% of candidates report exiting a hiring process due to at least one **mismatch in EVP preferences**.

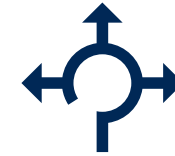
n = 3,468 candidates
Source: 2023 Gartner Voice of the Candidate Survey (Q1)



Prioritizing Personal Life

47% of employees say that they want to spend **more time** on their **personal life**.

n = 3,493 employees
Source: 2023 Gartner Modern Employee Experience and Manager Development Survey



Reluctant to Commit

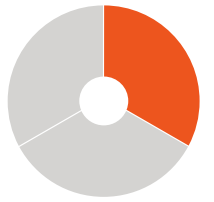
51% of candidates recently accepted an offer but later **backed out** before starting.

n = 3,421 candidates
Source: 2023 Gartner Voice of the Candidate Survey (Q2)

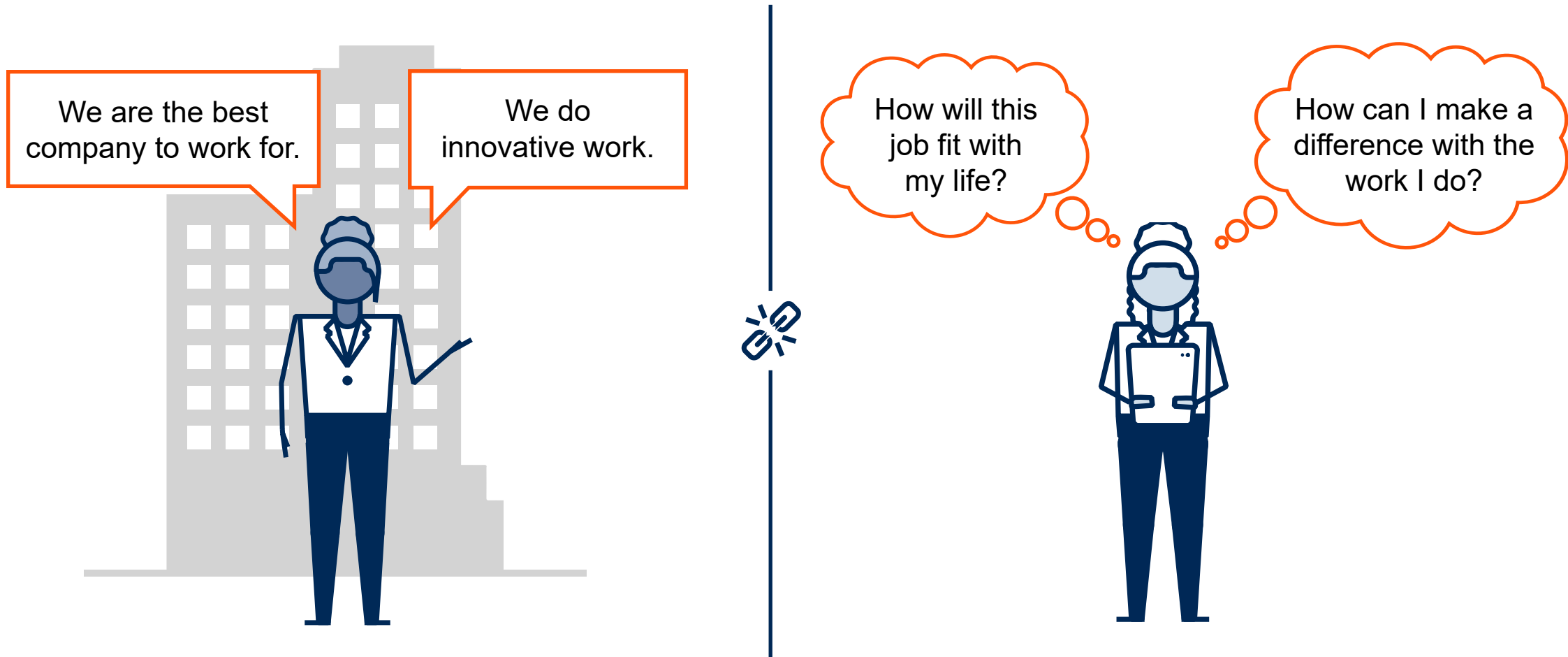
Source: Gartner

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Branding Fails to Connect With Candidates



Disconnect Between Employment Branding and Candidate Needs



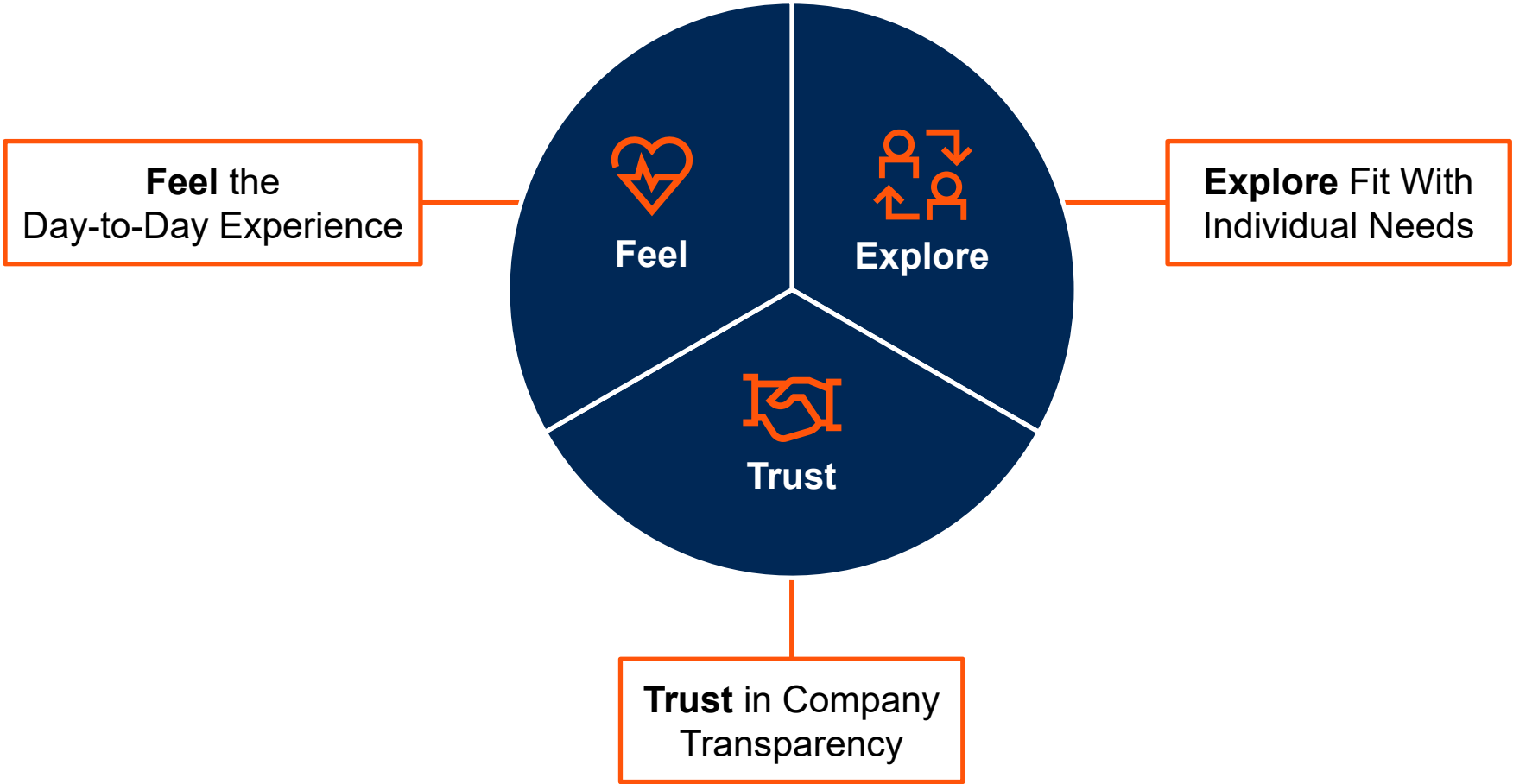
Source: Gartner

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Build Candidate-Centric Employment Branding



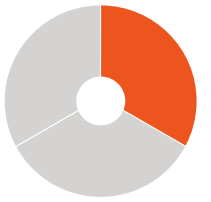
Branding for Connection Framework



Source: Gartner

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Recommended Actions for Recruiting Leaders



Assess

- **Understand** key talent attractors for your critical talent segments.
- **Assess** candidate perceptions of the organization's current employment brand.
- **Audit** your current branding messages for alignment with candidate preferences.



Plan

- **Redefine** your employment value proposition (EVP) to drive a motivating and authentic employee experience.
- **Embed** key EVP attributes in the candidate experience.
- **Design** brand experiences that help candidates to feel, explore and trust what their experience will be like at the organization.



Execute

- **Engage** hiring managers and employees to communicate directly with candidates.
- **Train** recruiters on how to coach candidate careers and negotiate offers.
- **Use** analytics to evolve messages based on how they resonate with candidates.

Source: Gartner

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Growing Complexity of TA Technology Solutions



Changes in the Talent Acquisition (TA) Technology Landscape



Burgeoning Technologies

“Seed Financing Going Toward Tools and Platforms Aimed at Filling Jobs”



Source: These Are The Sectors Where Hot Seed-Stage Startups Are Clustering In 2023, Crunchbase News (22 June 2023)

Pressure on Tech Decisions

60% of HR leaders agree that they must now make decisions on whether to adopt and implement flash technology trends.

n = 74 HR leaders
Q. Please indicate to what extent you agree with the following statements. As a result of flash technology trends (e.g., Generative AI) I am now having to make decisions on whether to adopt and implement it into HR or not.
Source: Benchmark With Gartner: Persistent Talent Shortages, Sustaining DEI and Other Emerging Issues (31 May 2023)

Complex “Franken Solutions”

56% of HR technology leaders say their vendor has suggested preferred integration or third parties to work with for changes or integrations with their HCM system.

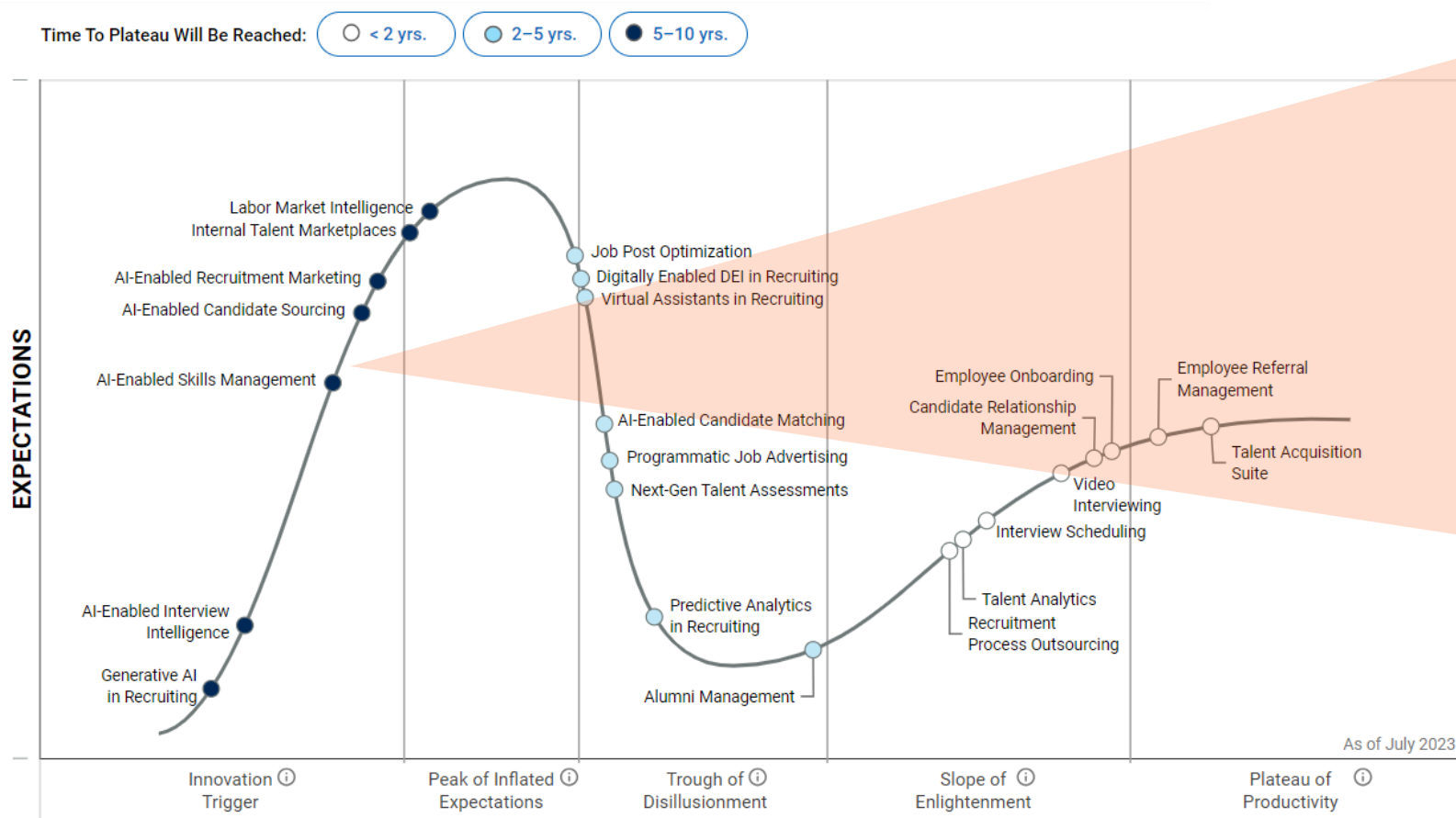
n = 48 HR technology leaders
Source: 2023 Gartner HR Technology Leader Survey

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Scope Potential of Key Emerging Technologies



Gartner Hype Cycle for TA Technologies



AI-Enabled Skills Management

Benefit Rating	High
Maturity	Emerging
Market Penetration	1% to 5% of target audience
Time to Plateau	5-10 yrs.

Definition

AI-enabled skills management is a foundational capability within talent and day-to-day work contexts that applies natural-language processing, knowledge graphs and other AI techniques to build a dynamic representation of skills data. It is used to automate skills inference for people, content, work tasks, career paths and jobs.

Why This Is Important

Source: Gartner

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Incorporate Hype Cycle Into TA Tech Strategies



Actions Based on Placement of Technology on Gartner Hype Cycle for TA Technologies

Phase of Hype Cycle the Technology Is Placed in	Innovation Trigger and Peak of Inflated Expectations	Trough of Disillusionment and Slope of Enlightenment	Plateau of Productivity
Actions for These Technology Options	<ul style="list-style-type: none">• Experiment and innovate• Fail fast and learn• Proof of concept• Monitor market shifts closely• Co-create• Avoid lock-in• Prioritize	<ul style="list-style-type: none">• Monitor and improve• For first implementations, compare on functionality, cost and choice• Review your ATS/TA Suite offerings and compare with point solutions• Drive adoption	<ul style="list-style-type: none">• Optimize• Share lessons learned• System of record — point of integration, data source• Improve experience• Update, follow release cycle

Source: Gartner

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Recommended Actions for Recruiting Leaders



Assess

- **Map** candidate, recruiter and hiring manager journeys to find inefficiencies and pain points.
- **Identify** untapped opportunities for optimization by mapping existing TA technologies against the TA market landscape.
- **Determine** the maturity of your TA technology solutions to drive productivity.



Plan

- **Compare** vendor product options in prioritized opportunity areas.
- **Evaluate** technology solutions against criteria such as ease of integration, cost-effectiveness and time to productivity to prioritize the best-fit technologies for investment.
- **Include** end users of TA technology (e.g., recruiters, hiring managers) in planning and implementation.



Execute

- **Reach out** beyond the TA function to connect TA technology objectives to the organization's overall skill and talent supply goals.
- **Document** "as is" recruitment process workflows to seek vendor recommendations for simplifying existing technology solutions.
- Continually **review** strategy against the organization's changing needs.

Source: Gartner

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Two Focus Areas for Capability Development



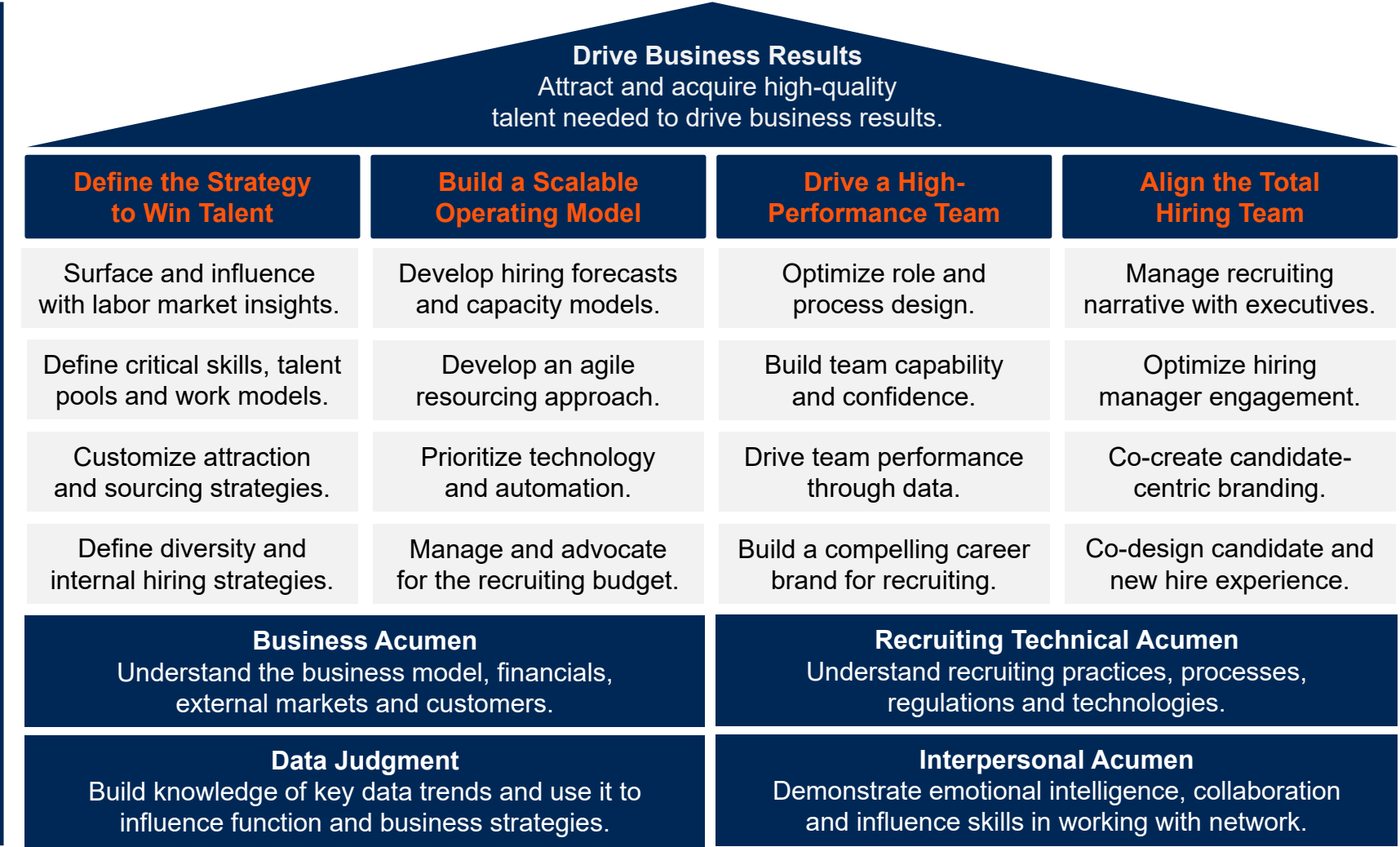
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Model of a World-Class Head of Recruiting



Outcomes created by the role

Objectives of the role

Workstreams overseen by the role

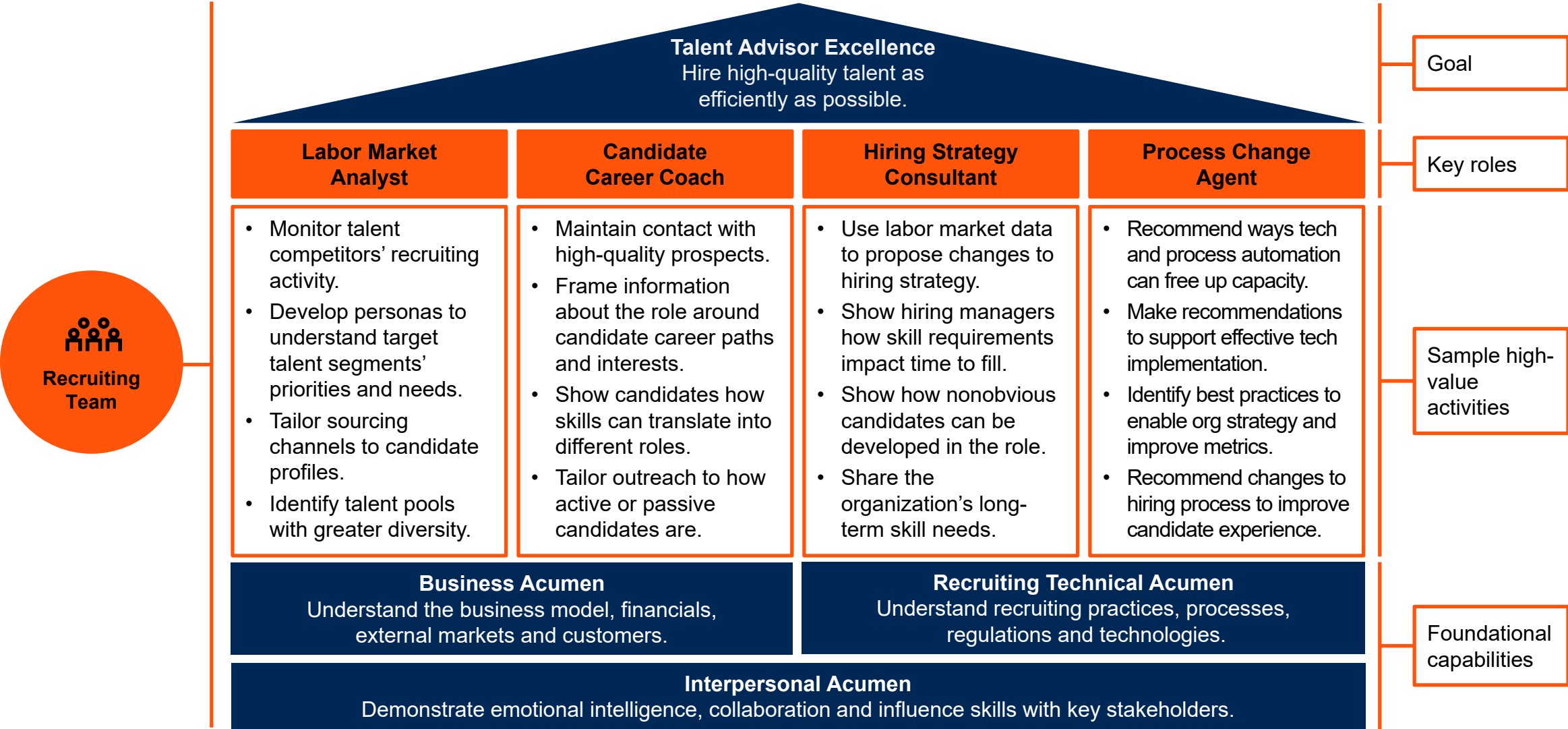
Foundational capabilities required for the role

Source: Gartner

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Model of a World-Class Talent Advisor



Source: Gartner

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Actionable, objective insight

Position your organization for success. Explore these additional complimentary resources and tools for HR leaders:

Infographic



Recruiting Innovations Bullseye

Get a comprehensive picture of the state of recruiting innovations and technologies.

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Guide



Build Agile Recruiting Processes That Keep Pace With the Business

Explore the three-step framework for agile recruiting.

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Magazine



HR Leaders Monthly

Explore how HR leaders can design more effective recruiting strategies for their organizations.

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