

Recruitment Requires “Take Charge” Attitude

Employers must ramp up recruitment efforts to attract and retain the best employees as looming demographics indicate a shortage of qualified workers.

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The following areas will affect recruitment activities in 2005:

- *Increasing Globalization.*

The Web has enabled the emergence of true global talent management, opening a global talent market for all organizations. Employees of large, multinational companies will experience increased mobility and opportunity within their organizations by taking advantage of global rotational assignments. The rapid emergence of China, India and Eastern Europe will mandate that companies address these markets as part of their overall global staffing strategies.

- *HR Outsourcing.* The maturation of recruitment outsourcing is still in the nascent stages, but will continue to develop. We expect that a handful of recruitment outsourcing leaders will emerge in the marketplace based on the following criteria: in-depth knowledge of the marketplace; a clear understanding of outsourcing processes and technology; and a solid commitment to service delivery.

- *Shortage of Qualified Candidates.* According to a recent study by Microsoft, in 2001, one out of every six workers was age 55 or over. In addition, as of 2001, there were more U.S. workers over age 40 than under. As older workers prepare to leave the workforce, employer emphasis will soon shift back to the candidate and to the retention of these older employees.

Also, with the maturation of Generations X and Y, the changing concept of the employer/employee relationship among these younger workers will require significant adjustments on the part of employers to create meaningful employment value propositions for prospective employees. The concept of cultural fit will become increasingly important as a means of

identifying prospects most likely to stay because of a good cultural match. Cultural assessment will also be used to help retain existing employees.

The projected rapid development of Western economies will also drive a shift in the labor supply-and-demand equation in favor of the candidate. The Microsoft study reveals that by 2006 there will be 10 million more jobs than workers to fill them. With the combination of current available demographic data, and widely publicized worldwide job growth projections, we believe the anticipated global “War for Talent” has already started.

Technology. The emergence of mobile computing, wireless technologies, audio and text messaging, and video as collaboration tools will contribute to, and in many cases drive, the evolution of new ways to connect candidates to employers. While the Web will continue to support the evolution of the employment transaction, it is imperative that solutions providers keep a keen eye on emerging technologies and be prepared to craft offerings that promise greater efficiency, convenience, improved information exchange, and lower transaction costs.