The HiRiNG MANAGER'S
── TRUST GAP REPORT ──
2023

Unlocking Successful Matches
in an Evolving Work Landscape

"When we tell people to do their jobs, we get workers. When we trust people to get the job done, we get leaders."

Simon Sinek
Author, Inspirational Speaker

40% of hiring managers admit to lying to candidates. It's creating a trust issue with HR and damaging company reputations.
– Nicolas Behbahani | HR Analyst

46% of employees whose company had a trust-damaging event in the last year say they expected it.
– PWC Insights

Only 50% of job candidates say they trust the organisations they apply to.
– Fortune Magazine

Foreword

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In today's rapidly evolving job climate, the relationship between job candidates and hiring managers is marked by a growing trust-gap. This report delves into the complexities that both sides face in the modern employment landscape. Candidates confront challenges such as automation, changing skill requirements, and the demand for digital proficiency, while hiring managers grapple with identifying top talent amidst diversity and inclusion considerations. This Trust-Gap Report explores these issues and aims to bridge the trust deficit through transparency and understanding.

The insights in this report reflect the current state of affairs and offer guidance for the future of work. They capture the perspectives of candidates and hiring managers, highlighting common interests and differences.

As we navigate this trust-gap, we should view it not as an obstacle, but as an opportunity for collaboration and innovation. By doing so, we can strengthen our employment ecosystem, emphasizing trust as the foundation of a prosperous and inclusive future.

We extend our gratitude to all who contributed to this report. May its findings ignite positive change, leading us towards a more trusting world of work.

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Introduction

We surveyed over 1000 hiring managers and placed over 170 candidates this past year. Here are the finding we have collected about the biggest challenges both hiring managers and candidates are experiencing in this new world of video interviews, remote working and technology overload.

Tired of scrolling through your LinkedIn, TikTok, or Twitter feeds, only to find countless job seekers sharing their frustrating experiences with the current state of recruitment? From applying to hundreds of jobs without a word of response to manually re-entering your CV data into an application form, it's clear that the recruitment process needs a reboot. Job seekers invest hours in interviews and assessments only to receive vague rejection notices or lowball salary offers. It's a lose-lose situation for everyone involved.

Having spoken to recruiters and HR professionals, it's evident that the desire for improvement is strong. No one is proud of the current state of recruitment, but change has been slow to come due to legacy technology, outdated tactics, and overwhelming workloads. However, the good news is that with a few adjustments to your approach, you can create a more humane, enjoyable, and authentic recruitment process.

RECRUITMENT CHALLENGES

76%
of hiring managers say attracting suitable candidates is the greatest challenge.
-Glassdoor

98%
of HR professionals experienced burnout this past year.
-Workvivo

76%
of employers reported ghosting instances in the past year. An increase in frequency of **57%**
-Forbes

The cost for a bad hire, not only on the hiring managers confidence, is souring. Within the first 45 days, **20%** of employees leave, and the company reports loss of hiring process fees, training, loss of productivity.
-CareerBuilder

The Foundation of Trust in Hiring

In the intricate tapestry of human resources, trust emerges as the essential thread that binds the hiring process together. Within the pages of this report lies an exploration of the expanding trust gap that has emerged amidst the evolving dynamics of modern recruitment. We'll delve into the underlying causes, dissect its far-reaching implications, and unveil a roadmap to bridge this gap, fostering an environment where both hiring managers and candidates can thrive.

The Crucial Role of Trust in the Hiring Process

Trust serves as the cornerstone upon which successful professional relationships are built. Within the hiring realm, it is the bedrock upon which candidates' aspirations are realized and companies' ambitions take flight. A mutual trust between hiring managers and candidates doesn't just enhance placements; it fosters an environment where growth, engagement, and innovation flourish.

The Factors Leading to a Lack of Trust

The tectonic shifts in the global landscape, most notably catalysed by the Covid-19 pandemic, have introduced challenges that impact the very essence of trust in hiring. The shift towards remote and hybrid work arrangements, the rise of technology in the recruitment process, and the decline of traditional face-to-face interactions have collectively contributed to the emergence of a trust gap.

The Consequences of a Trust Deficit

As the trust gap widens, its effects ripple across the hiring spectrum. Candidates, feeling detached and disengaged, struggle to present their authentic selves in the interview process. For hiring managers, a lack of trust results in rushed decisions and costly recruitment mistakes. The erosion of trust negatively affects candidate experiences, company reputations, and overall recruitment efficiency.

2 The Changing Landscape: Catalysts of the Trust Gap
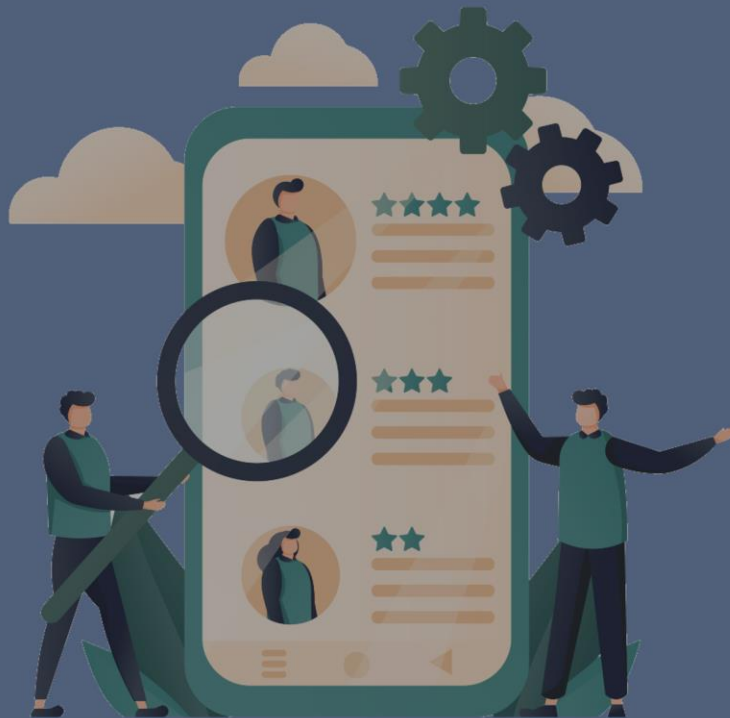
The Impact of the COVID-19 Pandemic on Hiring

The onset of the Covid-19 pandemic revolutionized the way we work, ushering in an era of remote and hybrid work models. This radical shift posed both opportunities and challenges for companies worldwide, impacting not only day-to-day operations but also the very fabric of recruitment. In a world where face-to-face interactions were limited, trust-building moments once abundant in traditional hiring became scarce commodities.

The Rise of Remote and Hybrid Work

The rise of remote and hybrid work offered flexibility to both candidates and companies. Yet, beneath the surface, this shift has redefined the hiring landscape. Remote interactions, while convenient, lack the personal connections that establish trust between candidates and hiring managers. Virtual settings make it challenging to gauge nonverbal cues and establish rapport, inadvertently deepening the trust gap.

Challenges of Virtual Hiring

Virtual hiring, although efficient, presents unique challenges. The inability to showcase office culture through physical visits or tours further hampers the establishment of trust. Candidates struggle to envision themselves within a company's ecosystem, hindering their confidence in committing to a new role.

The Diminishing Face-to-Face Interaction

The absence of in-person interviews has reduced the emotional resonance of the hiring process. These moments, once opportunities for hiring managers to connect on a personal level, have become fleeting and transactional in virtual settings. This loss of intimacy hinders the formation of authentic relationships, contributing to the trust gap.

Technology's Role in the Trust Gap

The increasing reliance on technology in recruitment has introduced a paradox. While tech-driven processes enhance efficiency, they can inadvertently alienate candidates. Automated emails and impersonal interfaces make candidates feel like mere data points. This impersonal approach not only exacerbates the trust gap but also diminishes the overall candidate experience.

3

The Ripple Effect: Consequences of Distrust

Strained Candidate Experience: Feeling Detached and Disposable

The trust gap takes a significant toll on candidates, transforming their journey into an impersonal transaction. In a world that demands authenticity, candidates find themselves navigating a labyrinth of uncertainty. The emotional disconnect resulting from this mistrust hinders candidates from expressing their true potential, leaving them feeling like replaceable pawns rather than valued contributors.

Perilous Hiring Decisions: The Cost of Trust Deficiency
The lack of trust in the hiring process can trigger a chain reaction of unfortunate consequences. When trust is absent, hasty decisions may be made based on incomplete information or skewed judgments. Such decisions can lead to poor placements, underperforming employees, and ultimately, an erosion of company culture. The costs, both financially and culturally, of making ill-informed hires are profound.

An intransparent Human Resources (HR) process can hinder finding the right people in several ways:

1 **Lack of Trust:** If candidates feel that the hiring process is not transparent, they may question the integrity of the company and its values, leading them to withdraw from consideration or decline offers.

This perceived lack of honesty can cause them to doubt the company's intentions and question the overall company culture.

2 **Poor Communication**: Intransparent processes often lead to poor communication, which can result in candidates feeling uninformed about their application status, the role's expectations, or the company's mission and values. candidates can feel lost or undervalued. Misunderstandings can arise, leading to missed opportunities on both sides.

3 **Inconsistent Evaluations:** Without clear criteria and guidelines, evaluations of candidates can become inconsistent, leading to potential hires being overlooked or the wrong candidates being prioritized.

4 **Reduced Diversity:** An opaque hiring process can inadvertently introduce biases, and favour certain groups over others, thereby reducing the potential for diversity in the workplace. Without clarity, interviewers might unconsciously favour candidates similar to themselves, or make judgments based on irrelevant criteria, reducing the chances of hiring a diverse range of candidates.

5 **Longer Hiring Times:** A lack of transparency can lengthen the hiring process as confusion or miscommunication might require additional steps or reviews. This can lead to repeated communications or additional interviews, elongating the hiring process, causing the company to lose out on top candidates to faster-moving competitors.

6 **Damaged Reputation:** Word of mouth travels fast, especially in professional networks. In the age of platforms like Glassdoor, candidates can share their negative experiences, which can deter others from applying in the future.

7 **Reduced Engagement:** Employees brought on board through intransparent processes might start their new roles with reservations or distrust, leading to lower engagement and possibly higher turnover.

New hires who felt the hiring process was unclear or unfair may start their roles with reservations.

8 **Inefficient Feedback:** When a hiring process lacks transparency, rejected candidates might not receive the constructive feedback they need to improve, diminishing their chances of success in future applications.

4 The Resultant Current Landscape

22% of candidates accepted a job offer but didn't arrive, first day.

75% of recruiters reported instances where candidates changed their minds after signing the offer.

60% of job seekers quit online job applications mid-way.

46% of candidates stopped responding to inquiries from recruiters and hiring managers.

50% of candidates failed to attend schedules interviews.

Survey conducted by Indeed

Hiring Team Burnout rate has reached 98% this year. With 78% considering leaving their jobs.

Establishing Trust

Strategies for Hiring Success

Embrace Salary Transparency

Be upfront about salary banding in your job advertisements. Job seekers consistently cite this as their top frustration. Keeping salary bands within 10% of the midpoint and including on-target earnings for commission-based roles, bonuses, and equity options will build trust and facilitate productive salary discussions later in the process.

Simplify Applications

Most online job applications are labyrinthine and demoralizing. Ensure that your application process is a pleasant experience for candidates by eliminating redundant questions and data entry tasks. If your current applicant tracking system (ATS) isn't user-friendly, consider upgrading.

Review Your Questions

Unconscious bias can creep into your recruitment process through certain questions. Remove inquiries about candidates' family, backgrounds, or graduation dates unless they are directly relevant to the job or required for regulatory purposes. If you include job-specific questions, keep them concise.

Acknowledge Every Application

Many companies fail to respond to unsuccessful job applications due to a perceived lack of necessity or time constraints. However, not acknowledging applicants is a discourtesy that reflects poorly on your brand. Even a brief rejection notice can make a significant difference in the job seeker's experience.

Streamline the Hiring Process

Time is of the essence in recruitment. If the process from screening to offer exceeds three weeks, it's time to trim down the stages. Clearly communicate the recruitment stages in your job postings and ensure timely feedback to candidates. A swift process will be appreciated and improve offer conversion rates.

Value Feedback

Providing feedback to candidates who don't progress to the next stage is often overlooked but incredibly valuable. Constructive feedback not only benefits the candidate in their job search but also forces your team to critically evaluate their decision criteria and articulate why one candidate is a better fit than another.

Building Bridges of Trust

Clearly outlining the hiring process, expectations, and timelines offers candidates a roadmap, easing their uncertainties. Regular communication ensures that candidates remain informed, engaged, and invested in the process, culminating in a relationship based on mutual understanding.

Valuing Candidates' Time and Effort

Respect is a currency that holds immense value in the hiring realm. Acknowledging candidates' time, effort, and commitment by providing timely updates and thoughtful communication creates an environment of mutual respect. Thoughtful interactions signal a company's genuine interest in the candidate, fostering an atmosphere of trust.

The Trust Dividend

Trust is the catalyst for nurturing employee engagement and retention. When candidates transition into employees with a foundation of trust, they're more likely to be emotionally invested in their work. The result is a workforce that is motivated, committed, and eager to contribute, fostering a thriving company culture.

Trust's Ripple Effect

Trust extends its influence beyond individuals to the company as a whole. Trust-driven employees are more productive, dedicating themselves to the organization's success. Moreover, a reputation for fair and transparent hiring practices resonates in the market, attracting high-calibre talent seeking an environment built on mutual respect and integrity.

The Human Touch in Virtual Hiring

Virtual interactions need not be devoid of the human touch. Hiring managers can bridge the gap by engaging in meaningful conversations that go beyond the transactional aspects of the interview. Taking the time to understand candidates' aspirations, concerns, and unique attributes cultivates a sense of personal connection that underpins trust.

The Key to Reimagining the Hiring Ecosystem

Trust has the power to redefine the hiring ecosystem. By bridging the gap between hiring managers and candidates, we unlock a realm of possibilities where placements are made with mutual understanding, respect, and authenticity. Trust serves as the catalyst for a transformative shift that not only benefits individuals but shapes the future of work.

Here are some specific ways that organizations can embrace innovation in their recruitment strategies:

- Use data analytics to identify and target the right candidates.
- Use social media to reach a wider audience of potential candidates.
- Offer remote work options to attract candidates who are looking for flexibility.
- Implement a gamified recruitment process to make it more engaging for candidates.
- Use video interviewing to save time and money.
- Automate as much of the recruitment process as possible to free up recruiters to focus on more strategic tasks.

Conclusion

The recruitment landscape of 2023 has been, without doubt, one with both opportunities and challenges. Organizations that want to attract and retain top talent must be proactive in navigating these complexities. This means staying informed about the latest trends, embracing innovative strategies, and building robust recruitment processes.

One of the most important trends to watch is the growing demand for skilled workers. This is due to a number of factors, including the increasing complexity of business operations and the rapid pace of technological change. To meet this demand, organizations need to adopt innovative recruiting strategies, such as using data analytics to identify and target the right candidates.

Another important trend is the growing importance of employer branding. In today's competitive market, job seekers have more choices than ever before. This means that organizations need to make sure their employer brand stands out from the crowd. This can be done by creating a positive candidate experience, offering competitive compensation and benefits, and promoting a culture of diversity and inclusion.

By taking these steps, organizations can position themselves for success in the 2023 recruitment landscape. By staying informed, being proactive, and embracing innovation, they can attract and retain top talent and build a workforce that drives organizational excellence.

> I am super impressed with your system and want to test out a few more job posts. How do people live without this? It's insane.

DIRECTOR, CONSULTING GROUP

WHAT DOES YOUR NEXT STEP LOOK LIKE?

- Embrace technology and give Crystal AI a try.
- Always use the built-in background checking software.
- You need an ATS that integrates from candidate search through selection to interview and hire. Let's show you ours. We built it with you in mind.

THE RESULTS

With Job Crystal you can expect
- 99% match rate
- 76% placement rate
- 75% hiring time saved
- 90% saving on recruitment fees
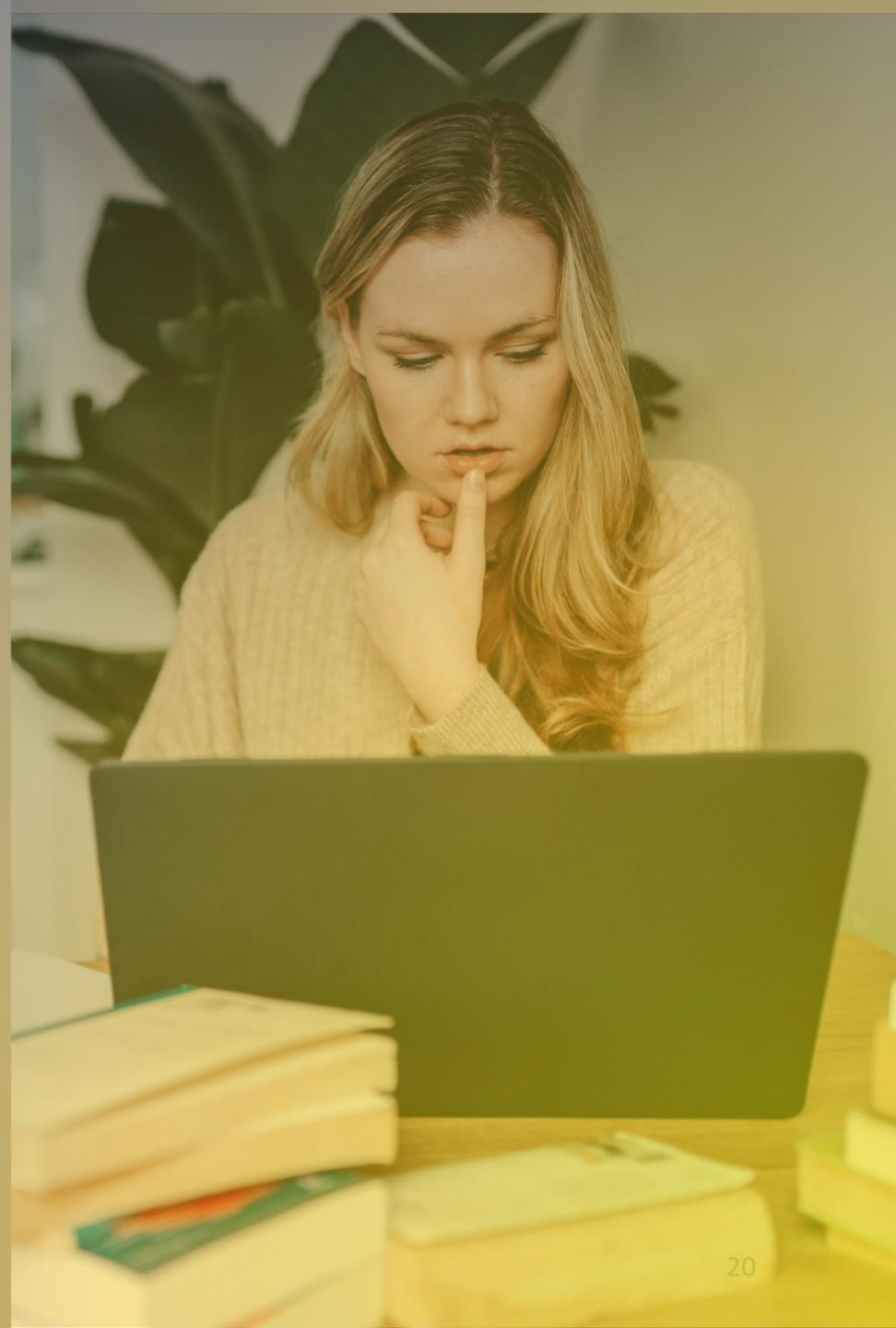
ABOUT JOB CRYSTAL

Job Crystal: The Future of Recruitment

Job Crystal is a leading recruitment technology company that uses artificial intelligence (AI) to help businesses find the best candidates for their open roles. Our AI-powered platform matches candidates to jobs based on their skills, experience, and interests, and we also offer a suite of other recruitment services, such as background checks and salary benchmarking.

We are committed to helping businesses of all sizes find the right talent, and we believe that AI is the future of recruitment. Our platform is easy to use and affordable, and we offer a free trial so you can see for yourself how we can help you find the best candidates for your team.

Key benefits of using Job Crystal:

- Find the best candidates for your open roles faster and easier
- Reduce hiring costs and time
- Improve the quality of your hires
- Get access to a wider pool of candidates
- Be more confident in your hiring decisions

For more information and a free demo, visit www.jobcrystal.com

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Turn the FEAR into
Fast, Easy, Accurate Recruiting