unlock human potential in
a perfect storm of technology.

accelerate work readiness in a new age of human potential.

For decades now, futurists have looked to 2020 as a landmark year. Now that we are here, the world of work and the definition of talent are rapidly evolving. Increasingly, talent is viewed as a dynamic, flexible resource in need of constant development, engagement and coaching through a highly experiential process. For human capital leaders, this nurturing is critical to enhancing a workforce that is capable of responding to business needs.

Ensuring the continuous development and readiness of talent is a formidable task. To prepare your workforce for the always-evolving "Fourth Industrial Revolution," you'll need to understand the latest trends in talent management, and invest in people and technology like never before. And this should all happen on an enterprise-wide scale with regular intensity.

You'll need to focus on the talent continuum: the unending process of evolving the competencies of your workers to complement technological innovation. By doing this, you will achieve a critical competitive advantage for your business in today's highly dynamic environment.

But is your company up for this monumental challenge? The talent continuum goes beyond traditional workforce planning or learning and development exercises. It's a holistic approach for unlocking human potential in a perfect storm of technology. With so much tooling available, people are achieving and understanding more about the world around them.

Do you have the vision — or the resources — to deliver the full potential of your people? For most business leaders that we surveyed in our 2020 Talent Trends research, that answer is "no."

Cindy Keaveney
chief people officer, Global Businesses
Randstad

Just 22% of human capital and C-suite leaders in the 17 markets surveyed say they provide training or reskilling to meet business needs, even though 91% believe it is their company's responsibility to do so. Nearly one-third (30%) intend to offer reskilling but aren't sure how. This is alarming, as employers don't seem fully engaged around advancing the competencies of their talent, despite knowing how important it is.

Our 2019 Talent Trends survey of 1,700 permanent and contingent working professionals around the world revealed that 65% will pursue training independent of what is available through their workplace. The skills most often sought after by talent include both technical capabilities (43%) and soft skills such as communications (41%).

Preparing talent for the disruptive nature of digitalization and automation is a responsibility that should be shared by all stakeholders: employers, educators, government and talent. This collective effort to close the skills gap and enhance the employability of every worker will result in sustainable, long-term benefits for businesses, markets and lives. According to the World Economic Forum, countries with a holistic approach to socio-economic challenges are best positioned to compete in the global marketplace.

The same can be said of companies. Tackling the upskilling and reskilling challenge is a tall order, and employers don't have to go it alone. Educational institutions and businesses have long collaborated, but there are signs that relationships are maturing.

Through continuing education, joint ventures and dedicated learning centers, these educational partnerships offer a wealth of resources for companies seeking to advance their workforces. At the same time, governments are stepping up their efforts to reduce job loss by offering training incentives. Around the world, more governments are setting up reskilling programs to keep their citizens employed. Even more notable is the rise in self-guided learning and development.

Talent fluidity – the opportunity for workers to mold their skills to the changing needs of their organization – will be increasingly critical in the future of work. In part, this is due to the emergence of new jobs and skills yet to be invented, such as medical mentors or self-driving car mechanics.

To support this effort, companies will need to choose the right tools to optimize human strengths and mitigate weaknesses. This, too, can be challenging as the technology market has grown increasingly complex and confusing. Forward-thinking human capital leaders, with a keen view of the technology landscape, will emerge winners.

Human capital leaders have a lot to be excited about in this landmark year. The fusion of human empathy and artificial intelligence is promising. Talent is more agile, analytical and productive than it has been at any other time in history. At the same time, you face the challenging task of preparing that talent for the work demands of today as well as tomorrow.

Are you ready to take up this responsibility? This year's Talent Trends research outlines the top 10 talent acquisition trends for 2020 to shed light on the talent continuum and help you understand how to advance it in your business. Good luck in the year ahead — and beyond!

Cindy Keaveney
chief people officer, Global Businesses
Randstad

what are 2020's
top 10 talent trends?
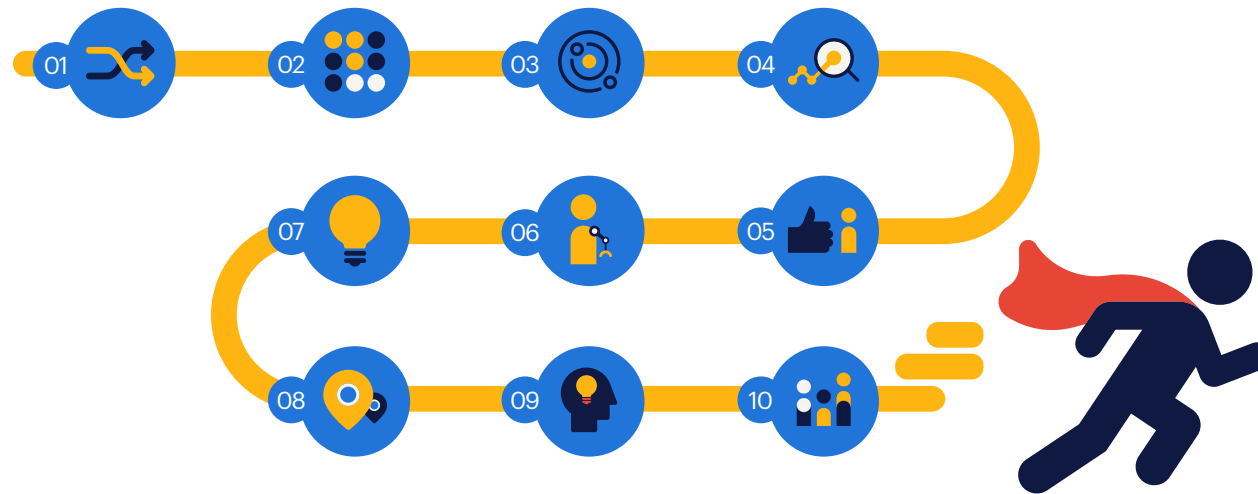
01. companies with agile workforces prevail

02. data defines the labor market

03. workplace culture is reshaped by digital transformation

04. digital transformation insights drive talent strategy

05. talent experience is the game you'll need to win

06. bionic recruiters build better relationships with talent

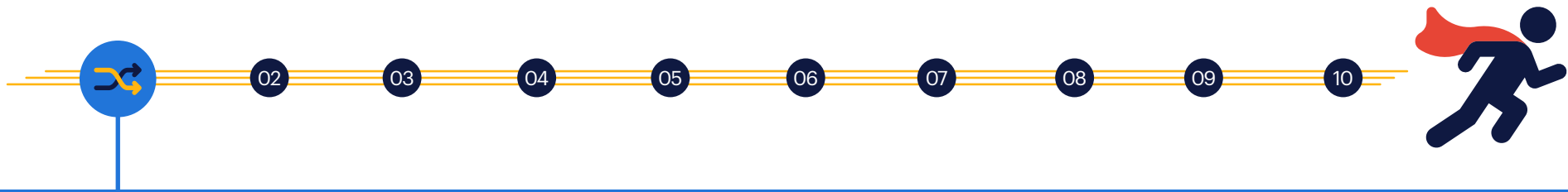07. hire for today; upskill for tomorrow

08. internal mobility accelerates during a dynamic time

09. it's not about the degree, but the skills

10. diversity and inclusion at work become table stakes

"Do you have the vision —
or the resources — to deliver
the full potential of your people?"

01 companies with agile workforces prevail.

Are you preparing for — or reacting to — changing global and local market conditions?

The year 2020 will likely be memorable for its uncertainty; if ever there was a time for human capital leaders to embrace agility, it's now. With mixed economic signals reported across the globe, companies have an opaque view of the year ahead. That means talent executives will have to be ready for any possibility – from tending to emerging business opportunities to retrenching as a result of a potential economic downturn.

In 2020, human capital leaders will have to be more flexible to shifting global economic conditions to support the needs of the business. Being able to quickly deploy and redirect talent is critical to staying ahead. Now is not the time to remain cautiously stagnant, but rather the time to focus on agility. Companies that can quickly realign their people resources to respond to any economic shifts will stay ahead of competitors.

Our 2020 Talent Trends research shows that local markets are less optimistic about the business outlook this year than the rosy perspective of last year. Yet, 69% still anticipate growth over the next 12 months. At the same time, 56% plan to hire extensively in 2020, and 72% expect the current political climate to positively affect their talent strategy. Many talent leaders are committed to helping their businesses win, despite the softer outlook.

After a decade of global economic expansion, it appears that concerns over a slowdown have emerged. Even so, in the world's largest economy, the U.S. unemployment rate continues to hover around historic lows, exacerbating talent scarcity concerns. Even in the U.K., where Brexit remains unresolved at the end of 2019, some economists predict growth for the country this year. Elsewhere, a trade deal between the U.S. and China could reverse the market's growth deceleration in 2019.

And while some markets may soften, the global healthcare market, on the other hand, is likely to grow by as much as 3.5% in 2020, well above the anticipated growth in the overall global economy.

This mix of positive and negative developments has business planners on edge. Many sectors are investing in emerging opportunities while pulling back on legacy businesses. Even with demand slowing, automotive manufacturers are investing in electric vehicles at a record pace, earmarking billions of dollars to develop the next generation of electrical technology. That means greater demand for component makers, UX designers, electrical engineers and other specialty skills.
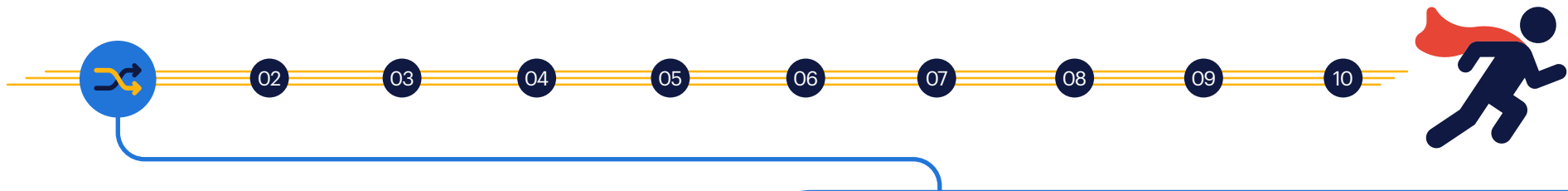
As a talent leader, how does uncertainty affect your ability to forecast and plan for the year? More than ever, workforce agility will be key to organizational success, and you can be sure the C-suite will look to you for answers to their resourcing questions.

To support the goals of business leaders, organizations are increasingly turning to a wider mix of talent arrangements and talent pooling to get work done faster. The use of contingent talent, robotics and automation is helping companies optimize their workforces and create agility. Being able to deploy the right talent at the right time means they will be able to react to the uncertain market conditions expected in 2020.

69% anticipate growth over the next 12 months, and 56% plan to hire extensively in 2020.

3 critical questions:

1. Do you speak with business leaders monthly to stay ahead of their resource requirements?
2. Are you considering how contingent talent, SOW services, freelancers, gig workers and other flexible resources can help you achieve greater agility?
3. Does your infrastructure enable rapid conversion of talent to alternative work arrangements to address changing business needs?

5 ways to prepare for uncertainty:

1. Continue to build a talent pool of skilled talent that can be accessed at any time for the skills your company needs for growth.
2. Understand how contingent talent – temporary staffing, payrolled, statement of work (SOW), and independent and gig workers – best fit into your workforce strategy.
3. Continuously investigate new data sources internally to better support predictive analytics.
4. Invest in external data sources that can help you understand and respond to changing market conditions, as well as take advantage of competitive analysis.
5. Consider the possibility of engaging an outplacement firm early on should a restructure be necessary.

"While economic uncertainty may be unsettling, human capital leaders have an opportunity in 2020 to help their businesses thrive with a truly agile workforce. Proactive planning will not only reassure the company's leaders, but also set your talent strategy up for success."

Roop Kaistha
APAC director, Customer Enablement
Randstad Sourceright
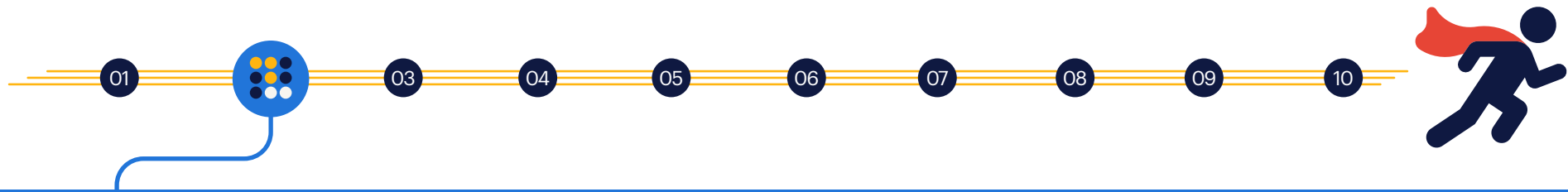
02 data defines the labor market.

Are you using talent, market and organizational data to determine the best resources to get work done?

Walt Disney is best known for one really famous rodent, but when it comes to its recruiting function, it's no Mickey Mouse operation. That's because the world's most famous animation studio and theme park operator relies on a data-driven approach to acquiring talent.

According to Kristi Wawro, director of enterprise talent acquisition and talent sourcing for the Walt Disney Co., the company doesn't simply go out and fill requisitions. As told to Human Resource Executive magazine, the company conducts a series of initial screenings with applicants and presents the insights to hiring managers, who use the data to determine the ideal fit. The company also uses market intelligence to shift job requirements.

At a time when talent scarcity remains challenging for employers around the world – especially when seeking high-skill roles – the most successful hiring organizations are those that use data to drive results, like Disney does. To better support hiring managers, talent acquisition leaders are gathering even more granular market data, such as availability of skills and location of talent, while normalizing job titles to find exact or close fits. This helps employers better align their needs to available resources instead of wasting time looking for talent in the wrong places.

The explosion of data has made this possible. Access to market intelligence from many sources means employers can quickly determine the appropriate compensation, realistic time to fill and highly specific skills needed, such as programming framework knowledge. Data aggregators and analytics specialists, such as Brightfield (TDX) and Burning Glass Technologies, offer access to real-time data culled from public and private sector sources. The result is greater clarity about labor markets.

These services aggregate reporting from government data, as well as their subscribers and employers in the private sector, including recruiting and procurement organizations. The anonymized information is normalized by job category and shared within their networks. What makes this information especially unique is the massive volume of aggregate data, something that is not available from any other source.

More importantly, the insights delivered help hiring managers make smarter decisions about talent, and do so more quickly. They can match candidates to the right jobs, manage expectations and offer compensation at truly competitive levels based on the most current salary information.
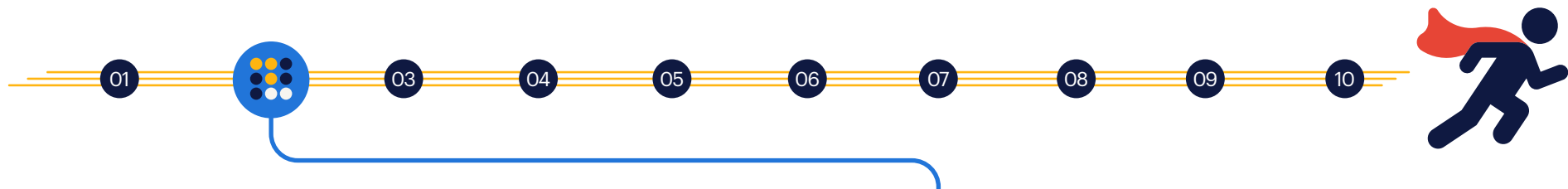
Our 2020 Talent Trends research indicates that companies are increasingly using data to enhance talent acquisition. Most human capital leaders recognize its value and plan to leverage analytics in the future. In fact, 81% say talent analytics play a critical role in sourcing, attracting, engaging and retaining talent.

81% say talent analytics play a critical role in sourcing, attracting, engaging and retaining talent.

Most (72%) believe technology is helping them make smarter hiring decisions. And, more than 1 in 5 identify talent analytics as a top issue for their organization, the highest of all reported issues.

More than 1 in 5 identify talent analytics as a top issue for their organization, the highest of all reported issues.

A potential challenge, however, is that employers readily admit they are not ready to cope with vast amounts of data. Gartner reports that only 21% of HR leaders believe their organization effectively uses talent data, but 70% plan to increase investments in this area. If your company hasn't earmarked resources to integrate analytics into your workflow, it might be time to rethink your priorities.

3 critical questions:

1. Can you reliably determine when and where the talent you need is available?
2. Does your organization have a coherent data strategy, led by IT but guided by human capital and other functional leaders?
3. Does the C-suite understand the business case for a robust talent analytics strategy and why you need to continually invest in it?

## 5 ways to optimize the use of talent analytics:

1. Identify gaps in your talent analytics program – market insights, rates, etc. – that may create obstacles to your recruitment goals.
2. Account for all the data sources that are essential for making sound hiring decisions in a holistic approach.
3. Don't get overloaded by data. Determine which sets are most important to you and hiring managers, and focus on these.
4. Invest in analytics tools that simplify your talent strategies instead of complicating them.
5. Develop an effective training program so that your team can perform well in collecting and interpreting information to support decision-making.

"Through our talent analytics tools, we are getting real time insights so we can be more proactive in our approach and obtain better, workable day-to-day reporting. Immediately, we can see if we're having challenges or successes in any area, and this was a game changer for us. We also have access to data points on talent availability in local markets, and that insight helps us engage hiring managers and make better decisions about where and when we should look for talent."

Jennifer Isveck
head of Americas RPO management
EMD Serono, MilliporeSigma and EMD Performance Materials,
the North America businesses of Merck KGaA,
Darmstadt, Germany
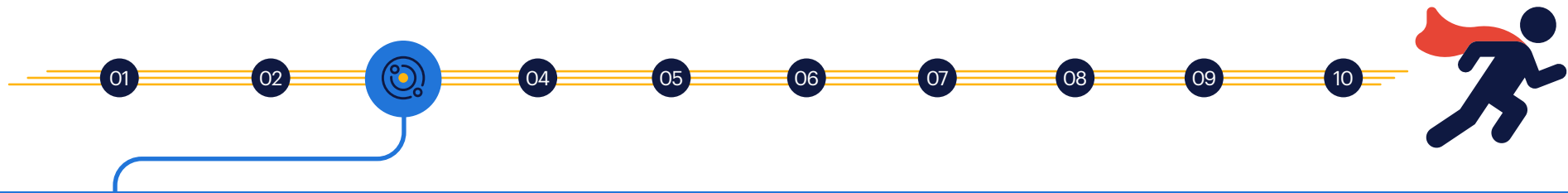
03 workplace culture is reshaped by digital transformation.

Will your change management strategies fall short or succeed?

Companies that are on a digitalization journey often mistakenly think that they should begin with technology. In fact, the businesses that are successfully transforming today are first focused on changing their cultures. Without this important step, you will likely struggle to support the other parts of your journey. Change will be slow and painful for years to come.

According to McKinsey, culture and behavioral challenges are the most significant challenges reported by companies. This is by far the biggest self-reported barrier, ahead of difficulty understanding digital trends and lack of digital talent. By 2022, companies will spend nearly $2 trillion on digital transformation, according to the International Data Corporation (IDC). Much of that will be on technology for sure, but employers must also focus on changing behaviors and values as their model shifts. Failure to do so can create added risks.

While risk remains high on the list of human capital and C-suite leaders' concerns in our 2020 Talent Trends research, concern over digital change has softened. In 2019, 60% said digital transformation was moving too quickly, but that number fell to 45% this year, reflecting an easing of concerns now that many companies are well into their digital journey.

This reflects how, culturally, organizations are integrating digital businesses and workflows into their operations. By encouraging talent to think digital first, these businesses are able to shift mindsets and attitudes. At the same time, talent shows a strong interest in working for digital businesses. In our Talent Trends survey, 23% expressed a preference for businesses that are leaders in this sector (i.e., IT and technology).

Talent leaders are actively taking steps to minimize harmful disruption. This includes investing more in digital HR technology specialists, with 54% reporting an increase in spending for these roles. And 77% are acquiring more digital skill sets to expand their reach and open up business opportunities.

77% of talent leaders say acquiring digital skill sets will expand their reach and open up business opportunities.

Is your corporate culture responsive to digitalization? Technology is, of course, a major piece of the puzzle, but it's important to consider how to prepare your people as well. How will the greater use of data influence decision-making?
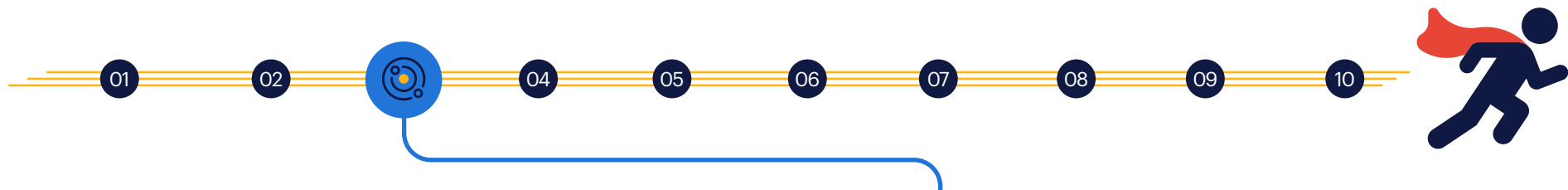
Will expectations for agility and the pace of change shift? What are the risks to the workforce if it can't adapt and keep pace with market trends? What is the role of a company's learning and development function in preparing the workforce? How are goals set, and who will lead the effort to activate the strategy?

The cultural component in a digital journey will vary from employer to employer. Some leverage the strengths of their existing cultures to influence transformation, while others prefer to culturally adjust to a new way of doing business. For a company such as FedEx, the transformation includes investing in a culture that embraces and drives change. In all likelihood, your company is experiencing a bit of both.

As more companies reach a level of maturity in their digital transformation, they will likely rely on their workforce to adjust culturally and fully embrace a new era of doing business. Your company's success will also depend on whether you can effectively solicit your people's input and participation.

23% of working professionals prefer to work for companies that operate in digitally led industries.

3 critical questions:

1. Are you preparing your leadership for the digital shift taking place in your organization so they can help guide the company through this transition?
2. Will you approach digital transformation through a centralized approach or leave it to individual business and functional leaders to adopt digital initiatives?
3. How well do you understand your corporate culture and how much it will need to adjust to ensure successful change management?

5 ways to acclimate to digital change:

1. Prioritize areas of your workforce that are ripe for change. Map how you will implement technology and influence talent perspectives to achieve your goals.
2. Identify employees who are at risk due to digitalization and determine whether you can provide training to help them be successful in their current or a newly created role.
3. Align with the business to understand what kind of talent is needed to support the digital transformation and complete the journey.
4. Help executives stay ahead of the digital curve by providing market and technology insights they can apply to your existing business.
5. Be judicious in selecting the tools to help you digitalize HR and people procurement. There are many choices but only a few are right for you.

"Ensuring your culture is aligned to the goals of digital transformation is paramount to long-term success. Look for collaborative opportunities to help instill this in your organization. For example, Randstad partners with the London Business School to accelerate the digital fluency of our business leaders and to transform from within."

Jos Schut
CHRO
Randstad
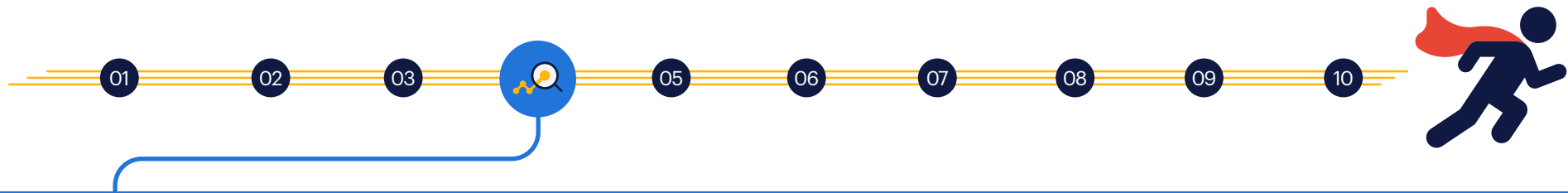
04 digital transformation insights drive talent strategy.

Do you know what skill sets you'll need to drive your company's digital transformation?

As a human capital leader, technology disruption commands your attention on a daily basis. The impact of digitalization on your business and workforce, the abundance of recruiting and hiring innovations, and the accumulation of data and business intelligence need constant tending to. The transformation that's unfolding in the HR market likely has you feeling underwater. But that drowning sensation may be the force that ultimately propels your talent strategy into a winning game plan.

Much of the discomfort business leaders feel today can be attributed to the rapid changes their businesses are experiencing. For example, riders no longer hail a cab; they turn to an app. Customer web inquiries are now handled by bots that can respond in real time. The last time you watched a streaming program, it may have been suggested to you by an algorithm.

According to McKinsey, business success depends on technology performance. The same assertion can be applied to talent. Understanding the near- and long-term impact of technology on your business and resourcing needs is critical to successful planning and efficient use of human capital spend.

Will the products and services your company delivers today require the same talent a year from now? You will likely need a different set of competencies due to the impact of robotics and automation, as well as demand shifts.

In a report prepared by the Aspen Institute Future of Work Initiative, data shows that technology developments from 1970 to 2017 have led to a net gain of 18% in employment, despite fears about a huge loss of jobs due to automation. What has shifted is the types of jobs created. Within your company, has overall employment risen or fallen as a result of technology?

An examination of historical data, as well as predictive insights, can help you see the impact innovation has on your talent needs. Our 2020 Talent Trends research reveals that nearly half (47%) of human capital and C-suite leaders are investing in predictive analytics for talent, and a majority (54%) are investing in digital specialists to support HR. This highlights that organizations are seeking insights and a continued shift to digitalization, with 72% reporting that it has helped them make smarter hiring decisions.
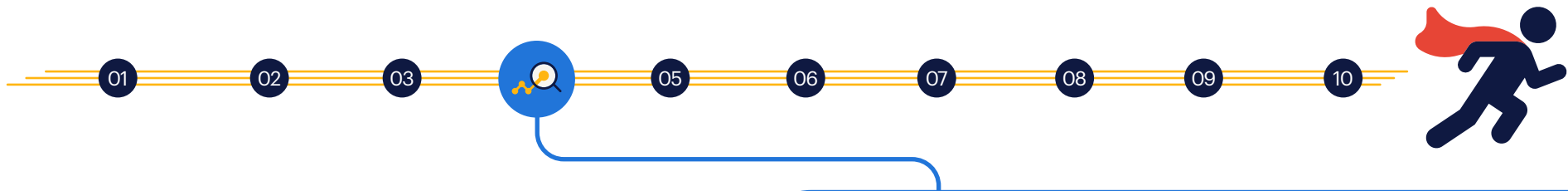
Talent we surveyed also expressed that digitalization is impacting their careers. A majority (60%) say they would have more job opportunities if they possessed broader digital and tech-focused skill sets.

Getting greater clarity will help you better prepare your talent for the future of work. For example, companies such as Amazon are investing in upskilling and reskilling initiatives based on insights. By training talent who are at risk of losing their jobs, they can redeploy them elsewhere in the organization, creating a win-win for both parties. This will become more critical as the pace of change quickens.

Technologies such as Faethm, an AI analytics platform, are helping employers keep up. Using industry benchmarks and company skills data, Faethm can predict the impact of emerging technology on any job, workforce, company, industry, location or economy. This insight gives companies and governments the ability to address and prevent gaps by reskilling employees, developing strategies and policies, and making smarter investments.

Protecting your company's most important resource – its workforce – will be paramount. Comprehending the disruptive nature of technology will become your key to a successful talent strategy.

47% are investing in predictive analytics for talent, and 54% are investing in digital specialists to support HR.

3 critical questions:

1. Are you regularly consulting business leaders on market trends that will influence technology investments?
2. Are you working closely with IT and your CTO to understand the overall impact of innovation on your workforce?
3. Do you have the right tools in place to empower your workforce and adapt to new business demands?

5 ways to get ahead of the technology curve:

1. Address repetitive, low-value work with automation and explore areas in which more investments are needed.
2. Develop a roadmap that indicates where change is anticipated and when.
3. Determine what new roles and people will be needed to support your digital transformation journey.
4. As part of any piloting, make sure to involve typical daily users to get their input around adoption and usability.
5. Set a plan for training and reskilling, acquisition of new hires, procuring contingent talent or buying statement of work (SOW) support.

"Understanding how technology will impact your workforce is a must-have skill for successful human capital leaders. They can use this set of competencies to be far more proactive in their talent strategies than ever before."

Michel Stokvis
managing director, Enterprise Innovation
Randstad
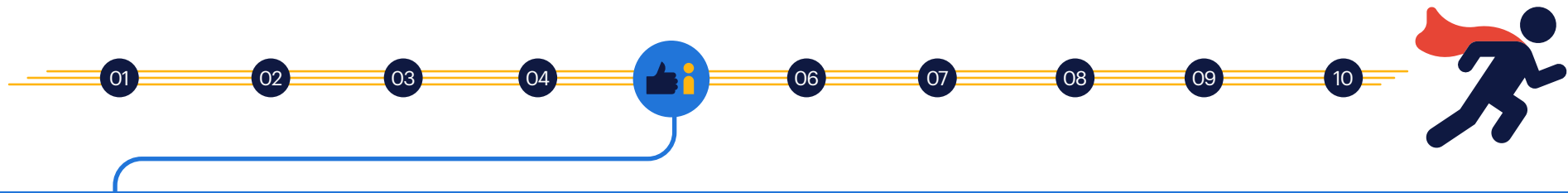
05 talent experience is the game you'll need to win.

Do you understand how each touchpoint along their journey affects how talent feels about your company?

Noted HR technology analyst Josh Bersin has followed the market for decades and witnessed a lot of evolution during that time. So when he recently spoke at the 2019 HR Technology Conference in Las Vegas about a major shift taking place, it was more than hype. In his 2020 market report, Bersin contends that the change is led by the move from systems of record to systems of experience. Through the systems of experience, users are treated with transparent processes, given opportunities to provide feedback and are encouraged to have fun while doing it.

As we wrote in last year's Talent Trends Report, consumers accustomed to today's highly evolved online interaction expect the same of their workplace. It's a trend that has been gathering momentum for the past few years, and now technology developers are focused on the talent experience. From seamless search-and-apply mobile apps to customized learning and development platforms, these offerings are being enhanced with the user in mind.

Employers realize the experience plays a significant part in retention and productivity. Eager to support their people, companies are eliminating wasteful activities, facilitating connections and enhancing collaboration within the organization (think cloud-based and social tools). As a result, talent is better able to manage their time and integrate workflows. It's a holistic approach to creating a positive experience in the workplace.

The same is true of their effort to create a better candidate experience during recruitment. In our 2020 Talent Trends research, an overwhelming majority of talent leaders (93%) say that creating a positive journey is critical to attracting and retaining talent, and 80% have plans to improve that experience. Sixty-three percent (63%) plan to implement new recruitment process tools, guides and information to achieve this goal. Just as many (63%) will seek support from a recruitment process outsourcing or managed services provider to enhance the experience.

80% have plans to improve the candidate experience during recruitment.

63% will seek the support of a recruitment process outsourcing or managed services provider to do so.

It's no surprise why. In our 2019 Talent Trends survey of working professionals, 84% said they had at least one or two negative experiences with potential employers. Eliminating the application black hole, offering applicants status updates and using content to drive engagement are all examples of how companies are improving the experience.
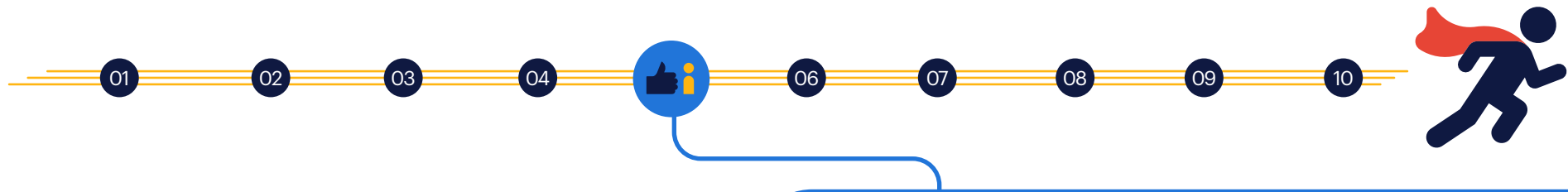
According to Accenture, the talent experience may have an important link to customer experience and organizational performance. By enhancing a company's culture, benefits, work environment and other factors, employers can achieve greater productivity and a happier workforce.

The rise of experience-centric technology is facilitating this effort. Bersin cites dozens of talent-centric solutions supporting functions, such as learning, recruitment and well-being. For example, pymetrics uses gamification and behavioral science to assess job applicants in a fun and engaging way.

Virgin Pulse offers team-building challenges and financial rewards to encourage active lifestyles and exercise. ServiceNow provides a wealth of self-service resources and information to answer questions that employees have. Many of these platforms are built on a social media-like interface and leverage AI to deliver services. As integration of these point solutions occurs, employees can expect a rich, holistic experience.

3 critical questions:

1. When measuring employee engagement, are you asking questions that reveal the talent or workplace experience?
2. Do you offer job applicants an opportunity to provide feedback on your hiring process? Are you asking contingent talent about their experiences as well?
3. Are the technologies used in your environment easy to learn and use? Or do they make day-to-day tasks more complex for your talent?

5 ways to create a rich talent experience with technology:

1. Automate tasks that are low in value yet require a lot of manual effort.
2. Invest in communication tools that promote collaboration and community-building capabilities.
3. Survey your workforce about their experience regularly through an interactive and mobile-friendly platform.
4. Make sure the tools you invest in are intuitive, integrate well with each other and are flexible to speed up adoption.
5. Create a user group for technologies you want to pilot and get input on what works and doesn't for decision-making.

"With so much innovation available to recruiting organizations, companies can convert recruiters into talent advisors who provide valuable insights to hiring managers and personalized experiences to talent where it matters most. This kind of strategic care and attention will give them a competitive recruiting advantage."

Patrick Lauer
vice president of Talent Acquisition
Rally Health
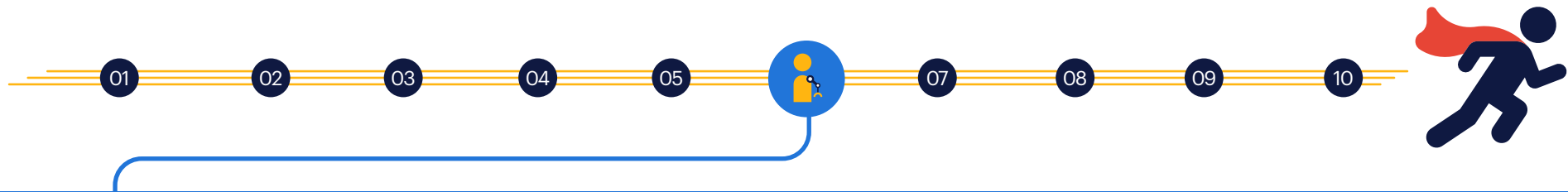
06 bionic recruiters build better relationships with talent.

Do you understand how the value of your recruitment team evolves with each technology investment you make?

TV history fans might recall the name Steve Austin, better known as the Bionic Man. The show, which aired in the 1970s, was a fictional series about an astronaut augmented with technology to make him "better, stronger and faster."

"The Six Million Dollar Man" faded into television history, but the idea of an augmented person remains very much current, especially in recruitment today. The abundance of sourcing, screening and other innovative tools have elevated recruiters, making them better and faster than ever before. The number of candidates a recruiter can engage with during a set period of time is exponentially higher than just a few years back.

Our 2020 Talent Trends research shows that companies continue to have a very positive opinion of technology's impact on recruitment. Seventy-one percent (71%) say it has made the process simpler and more efficient for them. The talent acquisition technologies they report investing in include talent analytics (64%), candidate relationship management (CRM) platforms (50%), talent assessment tools (49%), onboarding systems (49%) and recruitment marketing platforms (49%).

According to HRWins by LaRocque, LLC, recruiting and other people technologies have been a magnet for investment in the past two years. Venture firms invested $1.7 billion in HR tech companies in the first quarter of 2019 and $1.5 billion in the second quarter. Among the top investment technologies are those aimed at talent acquisition and training.

This has been a blessing for anyone involved in recruitment. The flow of venture capital money has led to an outpouring of innovative tools designed to automate repetitive tasks and allow recruiters to develop more meaningful touchpoints with candidates. AI is powering many of these tools to further the personalization of recruitment interactions.

For instance, TextRecruit offers a texting chatbot that uses natural language processing and machine learning to engage with job seekers. It performs tasks that used to occupy a good portion of a recruiter's time, such as screening applicants, scheduling interviews and answering general questions. And speaking of interviews, a growing crop of video interviewing platforms, such as Modern Hire, enable around-the-clock interviews that can be converted into blinded transcripts to minimize bias.
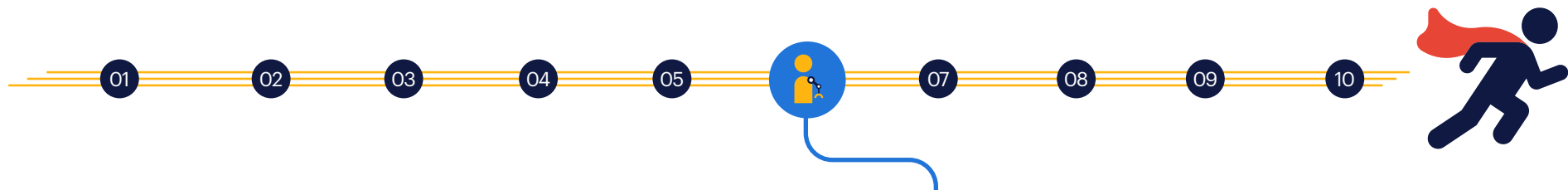
Platforms such as Textio help recruiters write job postings to attract the most diverse slate of candidates, while ZAPinfo facilitates the search and gathering of talent information, further reducing tedious tasks a recruiter may repeat many times on a daily basis. CRM platforms, such as GR8 People, offer entire toolkits for engaging and tracking talent. And human cloud platforms, such as twago, allow companies to build relationships with talent pools of qualified freelancers.

Not only are these technologies designed to save time and improve hiring outcomes, but developers increasingly build them with the candidate experience in mind. At the same time, the application of consumer-based programmatic job advertising is helping to expand the recruiter's reach to the best-fit candidates.

The growing sophistication of talent marketing has led to more effective attraction strategies and successful conversion funnels. This also helps employers who take a holistic approach to workforce planning create talent communities of engaged silver and bronze candidates, who may be open to other opportunities and work arrangements, even after they were passed over for another role.

The end result is recruiters are gaining more of their time back and using it to personalize their interaction with talent. They are able to spend more time building relationships and selling roles to the right talent. They also have more time to engage with hiring managers, resulting in more accurate job descriptions and more effective job postings.

71% say technology makes the talent acquisition process simpler and more efficient.

3 critical questions:

1. Can your recruiters create more value with additional technology investments or is there a diminishing return on spend?
2. Does your team regularly assess the technologies you're already using to determine relevancy or take advantage of new functionality?
3. Are there specific pain points in your current process that your existing tools aren't solving?

5 ways to increase productivity with HR tech:

1. Build strong partnerships with your technology providers to help influence their product roadmap, stay up-to-date on new functionality and understand how others are optimizing use.
2. Have a data strategy in place so that you can create insights from all the different inflow of data created by your technologies.
3. Consider how different technologies can best drive local recruitment practices and projects.
4. Use texting automation to alert passive talent about job opportunities and facilitate their application process though a mobile-friendly CRM.
5. Redefine the responsibilities of your recruiters since they no longer need to spend time on repetitive tasks.

"AI and robotics might have some workers on edge about their jobs, but the reality is that these tools are helping talent become more productive and engaged in the workplace. For example, at Cisco, we use AI in the interview scheduling process. The process typically takes a lot of manual work to schedule thousands of interviews every week. With AI, it's an automated experience for recruiters and talent, who can now spend more time on value-added experiences instead."

Jeremy Bloom
manager, Talent Acquisition Operations
Cisco
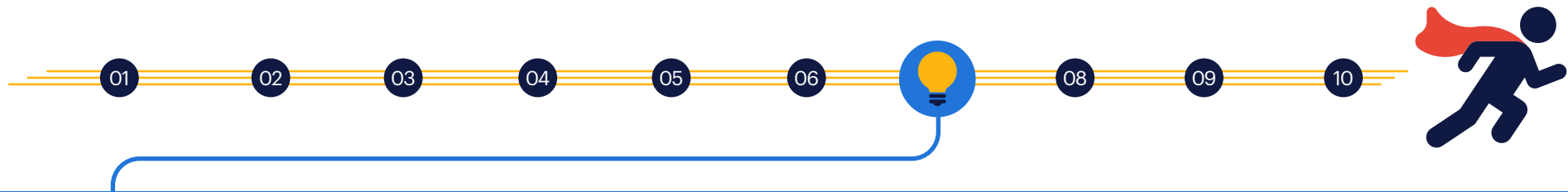
07 hire for today; upskill for tomorrow.

Do you have a learning and development plan that prepares your talent for the future of work?

If you were to list the skills most in demand today, you might be tempted to fill the top 10 with STEM competencies. Developing AI, supporting the Internet of Things (IoT) and creating data lakes are abilities many companies are seeking, but what's often overlooked are soft skills that will always be valued in today's machine-driven world. Employers everywhere are still searching for people who have mastered skills such as empathy, problem-solving, communication, emotional intelligence and more.

According to the Society for Human Resource Management (SHRM), 37% of surveyed members say problem-solving, critical thinking, innovation and creativity are the top skills job candidates lack. The ability to deal with complexity and ambiguity follows at 32%. And, on the technical side, the most often cited missing areas of expertise are trade skills (31%), followed by data analytics at 20%.

Whether you are hiring for technical or soft skills, one of the most important questions you should consider is how to support the development of an individual once they have joined your company. Knowing your workforce can deliver Ruby-based projects may meet current digital needs, but will you be ready if your market segment migrates to different coding in the near future? At the same time, legacy skills may be needed to support both older technologies and customer needs.

Employers who want to future-proof their workforce will have to evolve their training and development strategies in today's fast-moving market. Digitalization and automation have forced tremendous change on the business of many organizations, and reskilling people in a different way is critical, according to research scientists at MIT Sloan Center for Information Systems Research.

For example, Schneider Electric, a global electrical equipment manufacturer, has created a "digital citizenship" program to help its 140,000 workers become more digitally fluent as the company transforms. In Harvard Business Review, McKinsey advocates for companies to create a chief reskilling officer.

Our 2020 Talent Trends research shows that upskilling is central to the talent strategy of many employers. In fact, 48% say they will upskill existing employees to help address talent scarcity – the strategy most often cited by survey respondents. Thirty-eight percent (38%) also view reskilling as an important measure for deploying at-risk employees to different roles.
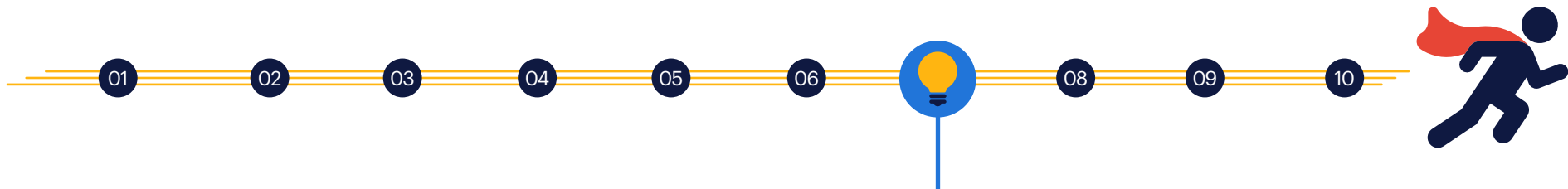
Most expect to provide training and reskilling in AI (66%) and to develop soft skills (60%). And nearly as many plan to train existing employees in analytics skills (59%), technical capabilities (57%) and cloud computing (54%).

Our 2019 survey of working professionals revealed that 64% believed their employers would provide additional development opportunities and expected to receive training over the course of the year. The skills they planned to work on through employer-sponsored programs include those specific to their roles (47%), technical knowledge (44%), soft skills (42%) and managerial training (34%).

To support this strategy, more companies are looking to hire based on potential rather than just formal education. According to SHRM, this has led to growing use of predictive assessments to identify candidates with aptitude, fit and potential. One accelerator for startups contends that company performance rises when managers choose potential over experience. As the argument goes, employers can more easily teach a technical skill than aptitude.

How effective is your company at identifying high-potential individuals and helping them to grow and acquire the skills for success – theirs and yours? To compete in today's rapidly evolving market, it's a competency you will need to master.

Most expect to provide training or reskilling in:
66% artificial intelligence
60% soft skills
59% analytics skills
57% technical capabilities for STEM
54% cloud computing

3 critical questions:

1. Do you know what future skills will be needed for your business, and is reskilling essential to acquiring these competencies?
2. Are you helping your talent remain relevant by offering reskilling or upskilling opportunities?
3. Are you tracking your company's success when it comes to recruiting and nurturing high-potential individuals?

5 ways to nurture talent:

1. Establish milestones for high-potential talent that can be used to determine when and how to provide development support.
2. Make sure you understand your talent's professional goals and dedicate resources to helping them achieve those goals.
3. Use data aggregators and business intelligence to help you plot a course of reskilling and upskilling.
4. Partner with learning institutions and nonprofit organizations for long-term learning resources.
5. Document your successful training and development strategies. Then use those insights to support your employee value proposition (EVP).

"Providing the skills your workforce will need is an imperative today and in the future. Your learning and development efforts should complement your talent acquisition strategies and align to business objectives to help drive company performance."

Anthea Collier
managing director, APAC
Randstad Sourceright
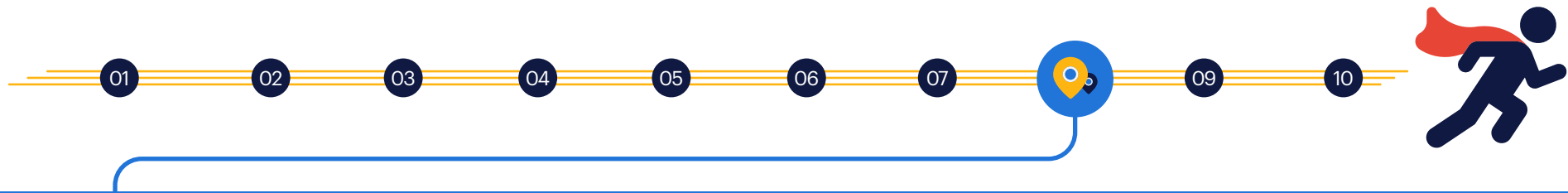
08 internal mobility accelerates during a dynamic time.

How will you make the most of your investments in high-potential talent?

When employers encounter talent scarcity as they have in recent years, they look inward to bridge the skills gap. According to our Talent Trends research, a trend has emerged over the last five years. The percentage of companies that are increasing investments in internal mobility programs has grown from 39% in 2016 to 47% in 2020. This demonstrates a shift in resourcing strategies.

Why is internal mobility becoming more critical to companies everywhere? Talent scarcity remains a concern for most employers, and hiring their way out of such a situation is impractical. Nearly half (47%) are increasing their spending on succession planning and talent pipeline, while more than half (55%) are turning to integrated talent strategies and total talent management to address the shortcoming.

One driver is the way companies now organize work. Rather than setting up teams by department, many employers are creating shared teams or networks that operate across the entire enterprise. Their expertise is brought in on the projects that need it the most, regardless of function, business or geography. This results in highly agile development cycles and a collaborative mindset that ensures the best-qualified people support important initiatives.

Unilever, the global consumer products giant, recently announced such a program, called FLEX Experiences. Powered by the Gloat AI talent marketplace platform, the company's employees can decide to work on a variety of projects for a specific period of time. The technology also recommends projects for individuals, allowing them to work on the projects that interest them.

"With FLEX Experiences, Unilever is redefining the future of work, creating a flexible, networked, diverse and inclusive organization which attracts the best talent and inspires the passion and commitment of its people," says Jeroen Wels, Unilever's executive VP of HR, in the company's press release.

The percentage of companies that are increasing investments in internal mobility programs has grown from 39% in 2016 to 47% in 2020.
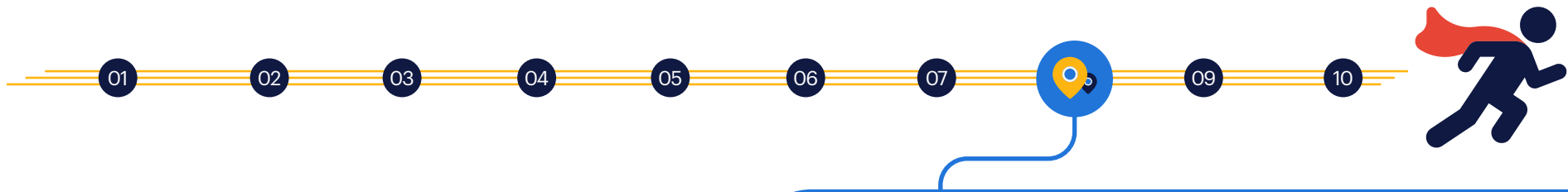
Not only is this type of internal mobility effective at deploying the most appropriate talent for the work needed, but it also creates a more engaging experience for workers. They can simultaneously build the skills and experience they want to enhance while participating in a project that drives the company's mission forward. Our Talent Trends data indicates that about one-third (31%) of working professionals say their ideal employer should offer career progression opportunities.

Another approach to internal mobility focuses on recruiting from within. According to Deloitte, companies take this approach to achieve a better quality of hire. Companies that promote internally are 32% more likely to be satisfied with the quality of their new hires. This suggests that internal hires are more likely to be retained as well. Cost savings, a faster time to productivity and better engagement also drive companies to proceed with this approach.

As talent scarcity continues to hinder growth for many companies, looking inward for great candidates should be part of every organization's workforce strategy.

3 critical questions:

1. Do you consider internal talent first before looking externally to fill a position?
2. Are you regularly mapping talent to determine career paths for your employees?
3. Are you promoting your internal opportunities to employees through company newsletters and other channels?

5 ways to recruit from within:

1. Create internal career pages that let your employees and contingent talent have a first look at upcoming job openings.
2. Understand how technology and social media can be used to alert employees and flex workers about job openings.
3. Regularly survey your workforce about their aspirations to determine how future jobs may align with their goals.
4. Create a team-based network that provides talent with the opportunity to join projects and take on new and different responsibilities.
5. Allow talent to trial different positions within the organization. This can help internal candidates determine whether a role is a good fit for them.

"We're working on getting visibility into our total workforce and ensuring that we make the right choices for the right reasons. That includes making the link toward our internal organization. Why would we go external if we have great people internally who we can develop and utilize for the greater good?"

Maarten Hansson
head of Workforce Strategy
Philips
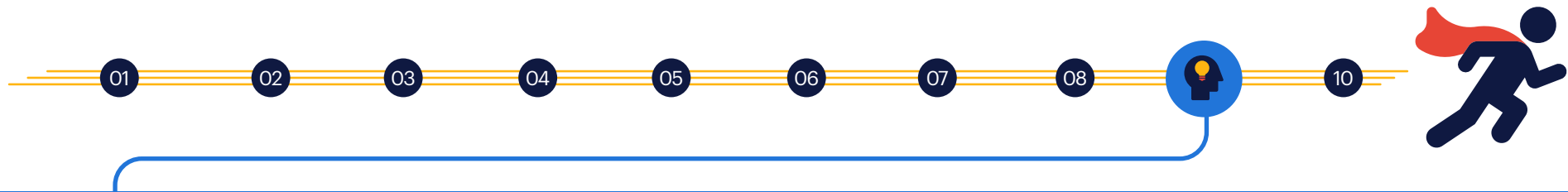
09 it's not about the degree, but the skills.

Are you ready to instantly widen your talent pool?

If the talent pool you are sourcing from lacks enough qualified candidates, what's the solution? Make your pool bigger. That's exactly what many employers are doing in today's talent-scarce market. By eliminating education requirements and assessing candidates on skills and experience, these companies expand access to talented individuals they may not have considered previously.

According to Business Insider, CEOs and human capital leaders are rethinking the need to hire only college graduates. Google, Apple, Siemens USA and others have dropped educational requirements in their recruitment process. In fact, at a White House meeting, Barbara Humpton, the CEO of Siemens USA, recently said that the company previously required degrees simply to narrow their search. CEO Tim Cook has also said that half of Apple's workers did not have a four-year degree.

With many companies struggling to find talent, especially those in need of programming skills, talent leaders now see an opportunity to recruit non-graduates. For example, many self-taught programmers never graduated from university, but they possess highly keen skills and experience. Microsoft founder Bill Gates and Apple founder Steve Jobs may be the most famous examples. At a time when coding skills are in high demand, employers would be wise to consider all talent.

But, without degrees, how should job applicants be assessed for their skills? Pre-hire assessments provide one option. According to our 2020 Talent Trends research, nearly half (49%) of employers are already investing in these technologies.

49% of employers say they are already investing in talent assessment technologies.

Tools such as HackerRank, a developer skills platform, assess skills based on coding challenges. Because the assessments are built around real-world challenges, employers can determine the actual capabilities of recruits. HackerRank also has a talent community of seven million developers, many of whom don't possess a degree.
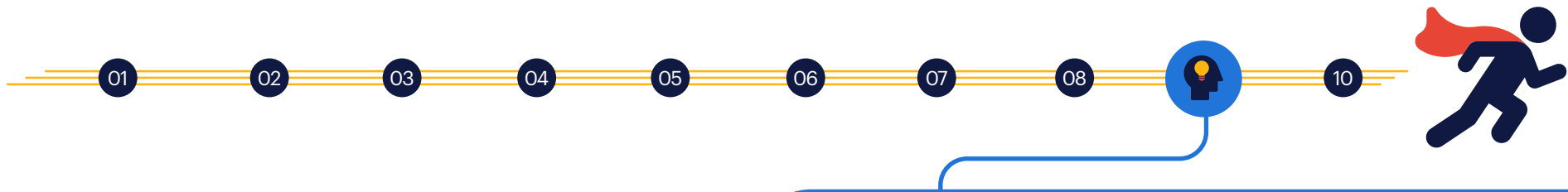
HackerRank's research shows that 50% of developers started to learn coding between the ages of 16 and 20, and more than 20% started as young as 11. Nearly three-quarters say they are partially self taught, while 67% possess a computer science degree.

It's not just coding jobs that no longer require college degrees. CNBC calls out additional well-known employers that are hiring people based on their skills and experience and not on their degrees. These include Hilton, IBM, Whole Foods, Penguin Random House and others.

In announcing their decision to stop asking for college degrees, many of these employers are hopeful they will immediately attract more talent. By letting talent know they would be considered for jobs regardless of degree status, many companies are truly embracing an inclusive culture that reflects well on their employer brand while broadening the talent pool. In fact, 40% of human capital leaders we surveyed say their brand is helping them attract a larger number of applicants, and just as many say it's helping them retain talent.

3 critical questions:

1. Does talent need a formal degree to be able to complete the work required, or are demonstrated skills enough?
2. Can eliminating such a requirement lead to more qualified applicants?
3. How can a change in requirements impact your employer brand and culture?

5 ways to replace degree requirements with skills assessments:

1. For technical, knowledge-based roles, set up testing processes to screen for the best-suited talent.
2. Identify when soft skills that might not be associated with a formal education, such as empathy and sales ability, are more valuable for a role.
3. Provide apprenticeships or on-the-job training for those who don't possess degrees but exhibit aptitude, are culturally aligned or have the right work experience.
4. Track and measure the progress of employees with and without degrees to determine hiring outcomes and identify the skills that contribute most to success.
5. Consider talent with forms of accreditation other than four-year degrees, such as trade schools and community colleges.

"Companies are discovering that talented people don't always choose a formal educational path. By disregarding graduate status, they have access to much more — and more diverse — talent with high potential and important soft skills."

Wesley Connor
global leader, Learning and Development
Randstad

10 diversity and inclusion at work become table stakes.

How do you link diversity initiatives to business outcomes in your organization?

Creating a diverse and inclusive workplace is a goal most organizations pursue, but the urgency to do so is rising as the skills gap persists. Helping talent of different backgrounds – by gender, race, ethnicity, sexual orientation, socio-economic status, age, and physical and emotional ability – to feel valued and to thrive is not only an important corporate social responsibility but also a good business practice that pays dividends.

For instance, a recent IDG report on the U.K. food and grocery sector found that the business case for a strong workplace diversity and inclusion policy "has never been clearer." The research asserts that employing a diverse workforce fortifies relationships with customers and drives workplace engagement and higher profits. Prepared by PwC and the MBS Group, the research concluded that buyers also prefer businesses with an inclusive culture.

This report is not the first to conclude that workplace diversity and inclusion policies are good for business as well as the workforce. For years, McKinsey has conducted research that shows companies with the strongest diversity and inclusion policies also outperform their peers financially.

Accenture research finds that companies with the greatest equality are six times more likely to innovate than companies with the least diverse workforces. Companies with more diverse management teams also report innovation revenue that is 19% higher than those with below-average diverse representation, according to the Boston Consulting Group.

The evidence for promoting diversity practices is overwhelming, but many companies continue to struggle to achieve workforce diversity goals. Among Fortune 500 CEOs, the representation of women reached a milestone in 2019 of 33, but that is still just 6.6% of the total. While last year's record group of women indicates progress, female executives are still struggling to occupy a fair portion of the corner office.

Gender diversity is only one consideration, and companies are increasingly taking steps to attract all kinds of talent to their organization. Our 2020 Talent Trends research uncovers that nearly two-thirds (64%) of C-suite and human capital leaders say their workplace diversity and inclusion strategies are either transforming or positively contributing to their business.

Most (80%) believe their diversity and inclusion strategies are critical to attracting and retaining talent, and nearly half (47%) say they are increasing investments in this area as a result. One-third (33%) are concerned that their competitors may be investing in this area more than they are.

To enhance diversity in their workplace, some employers are leveraging data to help them reach diverse candidates, like the Professional Golfers' Association in the United States. As part of its targeted recruitment marketing efforts, the group began with collecting data to raise awareness, access and accountability in its hiring, according to Harvard Business Review. Others, like cybersecurity firm McAfee, target schools and programs with diverse populations, according to Forbes.

Companies are also more transparent about their diversity practices and are encouraging discussions about creating more inclusive work cultures. For instance, telecom giant Ericsson publishes a weekly D&I newsletter authored by its MMEA head of talent acquisition. Hitachi Rail Europe created a video to specifically outline why diversity is good for its business. And companies around the world celebrate their place among DiversityInc's Top 50 rankings annually.

How is your company driving diversity and inclusion at work to attract the best talent? By prioritizing diversity and inclusion in your human capital strategy, you'll find the rewards are likely to outweigh the effort.

80% say their diversity and inclusion strategies are critical to attracting and retaining talent, and 47% are increasing investments in this area.

3 critical questions:

1. When you assess representation among your company's leadership, does it reflect your customer base?
2. Do you regularly use metrics to measure diversity in the workforce and the candidates being recruited to your business?
3. Does your company have business resource groups in place to better understand the challenges that your diverse employees experience and provide support?

5 ways to meet diversity and inclusion goals:

1. Get executive support for your diversity and inclusion strategies and communicate the benefits to win buy-in from all corners of the enterprise.
2. Work with diverse alumni associations, professional societies, educational institutions and other organizations to create an outreach plan that engages diverse talent.
3. Provide rigorous training to all employees and contingent talent about your company's culture, values and code of conduct.
4. Create mentoring programs that accelerate the careers of professionals from every diverse background around the world.
5. Make sure your EVP and employer brand messaging reflect your company's commitment to diversity and inclusion to attract great talent.

"Developing a culture of inclusivity starts at the grassroots level. When your organization is shown the benefits of a diverse workforce — when they are encouraged to value different views, experiences and opinions — they will truly drive change."

Audra Jenkins
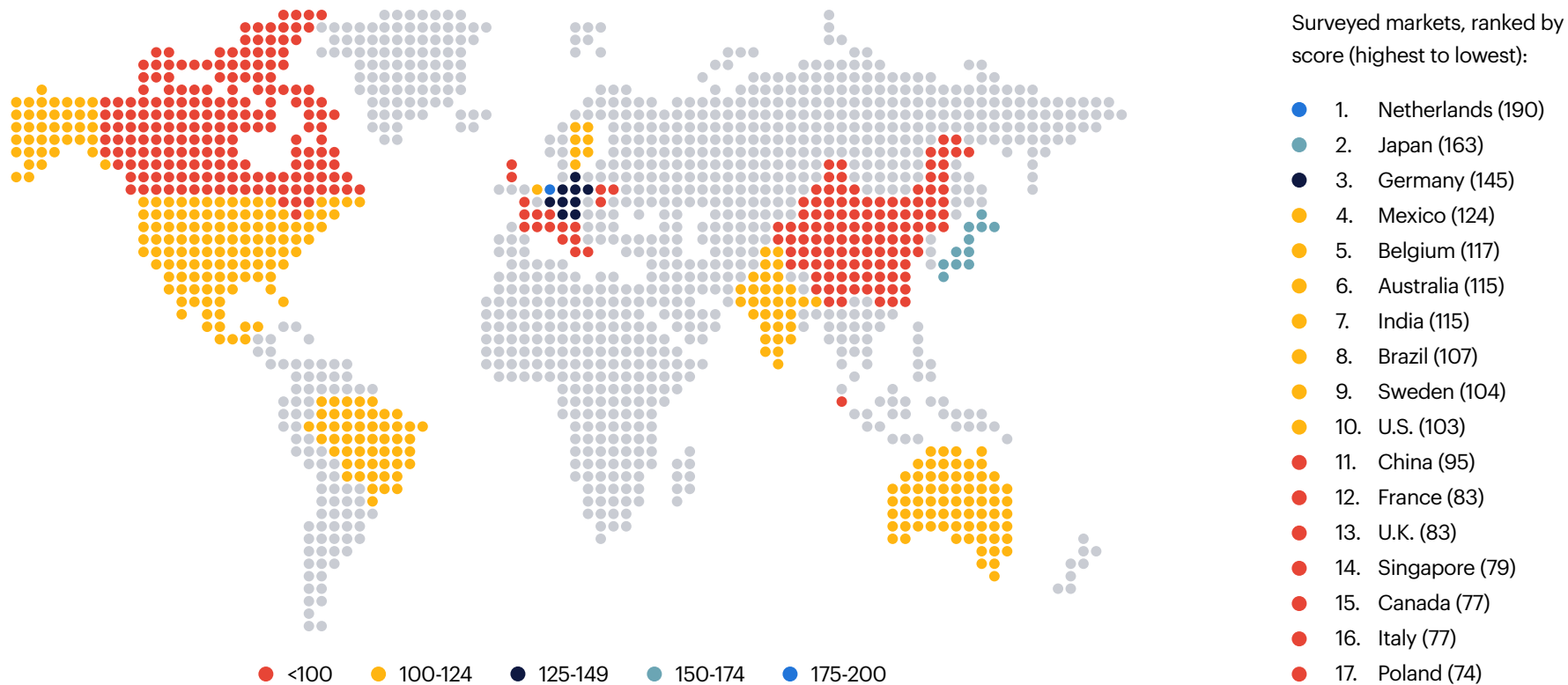chief diversity and inclusion officer
Randstad USA

the business health index.

Which markets are most optimistic about the business outlook for 2020?
Find out where your markets rank in the 2020 Business Health Index.

what's your view of the year ahead?

The Talent Trends Business Health Index shows the views of human capital and C-suite leaders in 17 markets based on four factors: reported growth in the last year, reported hiring in the last year, leaders' views on the political environment and whether they expect their business to grow significantly. Since 2016, our Talent Trends research has collected more than 3,600 responses on these factors. This feedback is normalized and used to determine the business health outlook both globally and locally, providing a basis for comparison.

A score of 100 is the baseline global average set in 2016. An indexed value of 80 or lower indicates the market is less optimistic. A score of 120 or higher suggests the market is more optimistic about the year ahead.

● <100   ● 100-124   ● 125-149   ● 150-174   ● 175-200

Surveyed markets, ranked by score (highest to lowest):

- ● 1. Netherlands (190)
- ● 2. Japan (163)
- ● 3. Germany (145)
- ● 4. Mexico (124)
- ● 5. Belgium (117)
- ● 6. Australia (115)
- ● 7. India (115)
- ● 8. Brazil (107)
- ● 9. Sweden (104)
- ● 10. U.S. (103)
- ● 11. China (95)
- ● 12. France (83)
- ● 13. U.K. (83)
- ● 14. Singapore (79)
- ● 15. Canada (77)
- ● 16. Italy (77)
- ● 17. Poland (74)

If you'd like to learn more about this index or any of the trends you've read here, contact us at randstadsourceright.com.

Talent Trends methodology

Randstad Sourceright's Talent Trends research is a survey of more than 800 C-suite and human capital leaders and 1,700 working professionals across 17 markets. Conducted by a third party on behalf of Randstad Sourceright, the research is designed to help our clients and the broader business community understand the top HR trends for 2020.

Online surveys are conducted via external panels. Interviews are self-administered and can be taken across devices (including mobile phones, tablets, desktops and laptops).

Survey samples include both permanent and contingent talent, as well as C-suite and talent business leaders at international and regional organizations in Australia, Belgium, Brazil, Canada, China, France, Germany, Japan, India, Italy, Mexico, the Netherlands, Poland, Singapore, Sweden, the U.K. and the U.S.

about Randstad Sourceright

Randstad Sourceright is a global talent solutions leader, driving the talent acquisition and human capital management strategies for the world's most successful employers. We empower these companies by leveraging a Human Forward strategy that balances the use of innovative technology with expert insights, supporting both organizations and people in realizing their true potential.

As an operating company of Randstad N.V. — the world's leading global provider of HR services — Randstad Sourceright continuously builds and evolves talent solutions through recruitment process outsourcing (RPO), managed services programs (MSP) and total talent management strategies.

Read more at randstadsourceright.com.

human forward.

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