



# 7 RECRUITMENT TRENDS 2022

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CITRUS CONNECT RECRUITMENT



**CitrusConnect**  
RECRUITMENT

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# 1. CANDIDATE DRIVEN MARKET

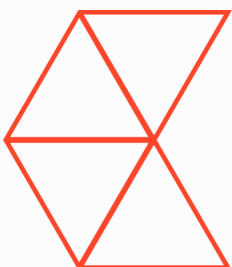
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**GIVEN UNEMPLOYMENT IS LOW, CANDIDATE ATTRACTION IS HIGH ON THE AGENDA FOR MANY FORWARD-THINKING BUSINESSES.**

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From an employer's perspective, a candidate-driven market is something that isn't always recognised until faced with the prospect of recruiting. Employers hear the term, "it's a candidate market", without necessarily understanding the full implications of what this is.

In this type of market, jobs are abundant, and top-tier candidates are often scarce. Employers must compete for top talent in their industries, which leaves them more willing to negotiate better salaries, flexible working patterns, and stronger study support to attract and retain valuable candidates. If you are struggling to find the right talent for your sales teams, you need to adjust your hiring strategies to accommodate this type of market.



# WHAT DOES IT MEAN?

## THE RECRUITMENT PROCESS

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In a candidate-driven market, the number of interview stages, speed of the recruitment process and information provided to the candidate before the interview shows you are serious about recruiting the right salespeople. Employers often miss out on great candidates by not providing a comprehensive job specification that fully informs the applicants about how attractive the sales vacancy could be for them.

Culture, brand, and reputation are paramount to attracting top talent in this type of market. Candidates don't make their decisions of who to work for based solely on earning potential, although in a sales role it is paramount. The full package is considered, and the decision-making process begins from the minute the candidate starts the process with the employer or the recruiter.

## CULTURE, BRAND AND REPUTATION

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It is important for the employee to feel like they have a future where they can see themselves as being part of a successful business. The interview is one of the major influencing factors for a candidate deciding if they wish to work at a company. Often, interviewers don't sell their organisation enough and expect the candidate to be excited about an opportunity based on reading a job spec and answering interview questions. Don't make that mistake!

A woman with long brown hair is shown in profile, looking down at her smartphone. She is wearing a white top and a black watch. In the foreground, there is a wooden desk with a pair of glasses, a stack of papers, and a colorful poster. The background is a plain light blue wall.

# 5 TIPS TO RECRUIT IN A CANDIDATE-DRIVEN MARKET

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## **EXTEND YOUR REACH**

Experiment with new channels and company referral schemes. Make this an ongoing process to ensure you have talent always coming through your pipeline.

## **MAKE YOUR JOB POSTINGS REAL**

On average, online job adverts that include salary information receive 41% more applications compared to job adverts without any salary indication (Total Jobs).

## **MAKE YOUR PROCESSES USER-FRIENDLY**

Many candidates give up on the process if it is complex and takes too long.

## **PROMPT COMMUNICATION IS VITAL**

Rapid turnaround on communication is important with over two-thirds of candidates losing interest if they don't hear something within 10 working days (Total Jobs).

## **HARNESS TECHNOLOGY**

Speed up the processing time by tapping into tech. Use bots on your career sites to answer basic screening questions.

A person wearing a white button-down shirt is shown from the chest up, looking down at a black smartphone held in their hands. The background is a soft, out-of-focus grey. The top of the image is partially obscured by a dark green banner containing the section title.

## 2. SELECTIVE APPLICATIONS

Due to the shift in the market, employers can expect to see a decrease in the applications, as candidates become more selective and considered about the jobs they apply for or are simply overwhelmed by the sheer number of job ads out there.

Employers must make their job ads desirable and prioritise the elements that will appeal to their target candidates.

Do job titles matter? Yes! The job title is highly likely to be the first thing that catches a prospective applicant's eye. It's the hook that will draw them into clicking through and reading the advert. So, it must resonate with them.

Titles need to be pitched to reflect the external market, giving candidates a realistic feel for what the role is and the level at which candidates will need to operate. There's no place for company-specific jargon here. If the title is vague or misleading, the wrong people will immediately screen themselves out and the wrong candidates may well count themselves in too. You want as many suitable candidates as possible to be curious and take a look, even those who might not be actively hunting. Make sure the right keywords are in there too so the job adverts will be found by suitable applicants on the job boards and job alert emails.

# 3. DIVERSITY, EQUITY AND INCLUSION



According to McKinsey's Diversity Wins report, companies in the top quartile for ethnic diversity on executive teams are 33% likely to have bigger profitability. In 2022, Diversity and Inclusion is no longer a 'nice to have' - it must be central to the company's values and business practices. What does DEI mean?

**Diversity:** The presence of differences within a given setting. In the workplace, this can mean differences in race, ethnicity, gender or gender identity, sexual orientation, age, and socioeconomic class.

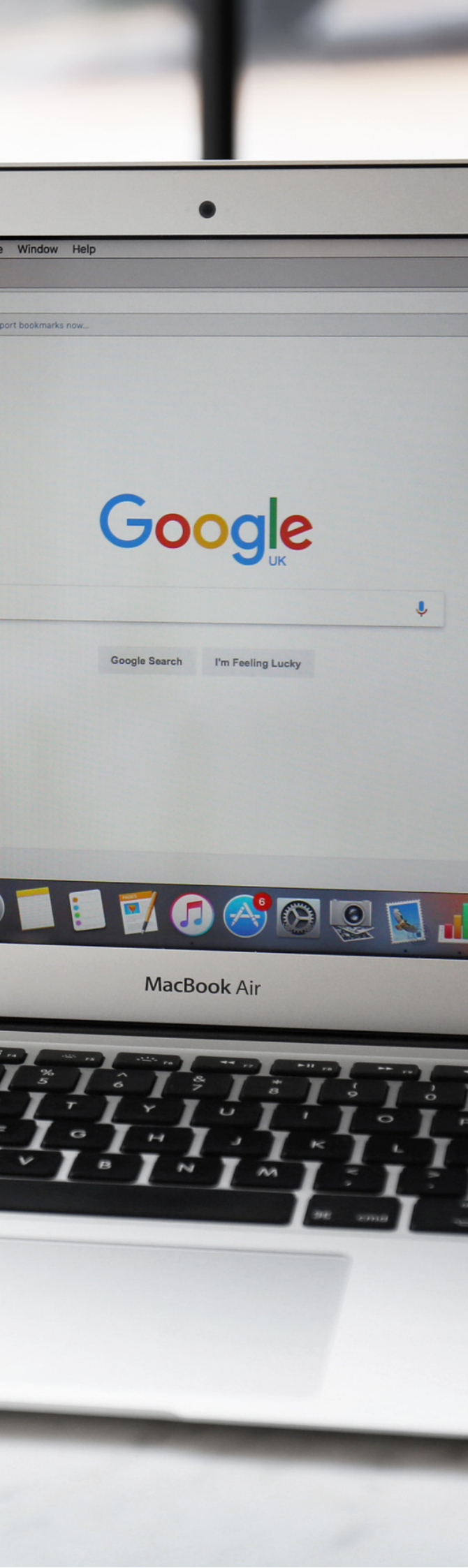
**Equity:** The act of ensuring that processes and programs are impartial, fair and provide equal possible outcomes for every individual.

**Inclusion:** The practice of ensuring that people feel a sense of belonging in the workplace. This means that every employee feels comfortable and supported by the organisation when it comes to being their authentic self.  
(Builtin.com)

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**“COMPANIES WITH MORE INCLUSIVE BUSINESS CULTURES AND POLICIES SEE A 59% INCREASE IN INNOVATION AND 37% BETTER ASSESSMENT OF CONSUMER INTEREST AND DEMAND.**  
INTERNATIONAL LABOUR ORGANIZATION

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For leading organisations, transparency is an essential part of a successful Diversity, Equity and Inclusion initiative. Therefore, so many of the world's leading brands now provide annual DEI reports that are publicly available online. These reports depict useful insights as well as specific measures and programs that they are implementing.

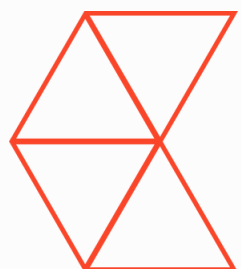
What successful companies have in common is formalised DEI framework, built on three core pillars.

- 1. Clearly defined stance on DEI including their mission**
- 2. Specific plans and programs in support of DEI such as forward-thinking hiring and onboarding practices as well as culture programs**
- 3. A means for measuring and monitoring the performance of these programs**

Some great examples of DEI reports;

**[Click here](#) for the Google DEI report**

**[Click here](#) for the Ford Foundation DEI report**





# 4. REMOTE RECRUITMENT IS HERE TO STAY

Regardless of whether the workforce is back in the office or continues to work from home, remote hiring is here to stay. Interviewing virtually not only allows recruiters access to a larger and diverse talent pool with a wider skill set, but it is a timesaving, efficient way of completing the initial parts of the hiring process. With remote work frequently being an option for communications and marketing professionals, embracing streamlined, remote recruitment that is not limited by geography, is a trend that will remain prevalent in 2022.

Make sure your virtual interview system is as good as your traditional one. The interview is one of the major influencing factors for candidates.

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**AN IBM WHITE PAPER STATES THAT “PROVIDING A GREAT CANDIDATE EXPERIENCE CAN NO LONGER BE SEEN AS A ‘NICE TO HAVE’ FOR ORGANISATIONS. RATHER, IT IS A FUNDAMENTAL REQUIREMENT WITH FAR-REACHING IMPLICATIONS.”**

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# HOW TO SET UP A REMOTE INTERVIEW



- Carefully prepare interview questions beforehand. Have a clear interview goal in mind.
- Set the interview in a quiet space where there will be no interruption on your end.
- Provide a plan B in case the connection cuts out. A phone call is always another option.
- Be the first person present in the virtual room. This will help put the candidate at ease when they arrive.
- Start the interview by getting to know the candidate and light conversation, to calm the nerves and become familiar with the energy of the person.
- Make it clear for candidates how they can follow up with you.

Today, candidates are not only noting how they are treated, but they might also share their experiences on Glassdoor. A candidate who has a good experience is twice as likely to recommend that company as a potential employer, as well as becoming a customer of that brand's products, even if they don't get hired.

Any interview should always have been a two-way street, but in reality, it was oftentimes about the candidate convincing the hiring panel of their suitability. Now, in a candidate-driven market, it's the interviewers who must pull out all the stops.

# 5. EMPLOYER BRANDING IS EVERYTHING

The more information candidates have about the company and its mission, culture and purpose, the more likely they are to have a positive impression and apply for the job. In addition, a strong employer brand can lead to a 28% reduction in staff turnover (VMA Group). You will also be able to take advantage of a greater reach at a lower marketing cost, as nothing is more powerful than word of mouth.

Way before your potential candidate has even entered the job market, your company has had the opportunity to have been feeding subconscious positive messages to them, through employment branding efforts. If you have not been using this as a strategy you may want to start considering implementing this, as the companies that do will have the first advantage.



You spend time and budget marketing to your clients but, have you thought about doing the same to your potential sales staff? If not, you may want to get into the mindset of marketing constantly to potential employees; this trend is here to stay!

Firstly, candidates may reach out to you directly as they feel it would be a great place to work. Secondly, if you do advertise directly or through an agency people may have seen you around, and that can just be what they need to decide to join you. Whether you are hiring right now or not, you must consider setting a yearly marketing budget for talent attraction as you just do not know when you will need it!

Research from LinkedIn suggests that 75% of applicants now consider an employer's brand before considering making a job application.

Organizations are spending more time and effort investing in building employer branding strategies to reflect their vision, values, and culture, going beyond basic compensation and benefits to appeal. There is a growing trend for candidates to factor in social responsibility and sustainability commitments in addition to a company's business and workplace culture and environment.

Employer branding is more critical than ever.

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**WHEN A JOB SEEKER BEGINS THEIR SEARCH, THEIR QUESTIONS MAY LOOK LIKE THIS: "TOP COMPANIES TO WORK FOR IN 2019" OR, ALTERNATIVELY, "TOP COMPANIES IN X INDUSTRY."**

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Hiring managers are no longer the "buyers" in the recruitment process but the "sellers." You must change your mindsets and get up to speed in your new revised role as an interviewer.

Those who know, understand that the recruitment process has always been about sales. A soft sales approach had always worked well in the past, but no longer works. The interview has become pitch time.

SOURCE: LINKEDIN

**75%** OF CANDIDATES RESEARCH AN EMPLOYER BEFORE APPLYING FOR A JOB

**83%** OF EMPLOYERS WITH A STRONG BRAND SAY IT SUPPORTS THE ABILITY TO HIRE

**69%** OF CANDIDATES WOULD NOT WORK IN A COMPANY WITH A POOR BRAND

**25%** OF CANDIDATES STOP BUYING A PRODUCT OR SERVICE AFTER A POOR CANDIDATE EXPERIENCE



**KEY STATS**

# 6 STEPS TO BUILDING A KILLER EMPLOYER BRAND

## 1. Know your company's unique value proposition.

To create a powerful employer brand, you must start by focusing on your company's mission statement, values, vision, and culture.

## 2. Write an employer value proposition.

An employer value proposition is a marketing message and a promise, so you shouldn't say anything that isn't true or that your employees wouldn't agree with. You might use your employer value proposition on your website, recruitment materials, or LinkedIn company page.

You want to evoke passion in potential candidates by expressing your company's positive impact on the world or its deeper purpose. People want to feel their work is meaningful.

## 3. Leverage current employees.

When job seekers want to learn more about your employer brand, they're going to want to hear from and see real employees at your company. Leverage your employees by conducting employee interviews or testimonials to share on your website.

Ultimately, you spend plenty of time creating a compelling, incentivizing brand story surrounding your products or services. But how long do you spend cultivating a powerful employer brand to ensure you attract and retain top talent?

## 4. Cultivate a strong onboarding process.

Onboarding is the first experience a new hire goes through, and a negative impression can have big consequences. People who have a negative onboarding experience are twice as likely to seek a different opportunity.

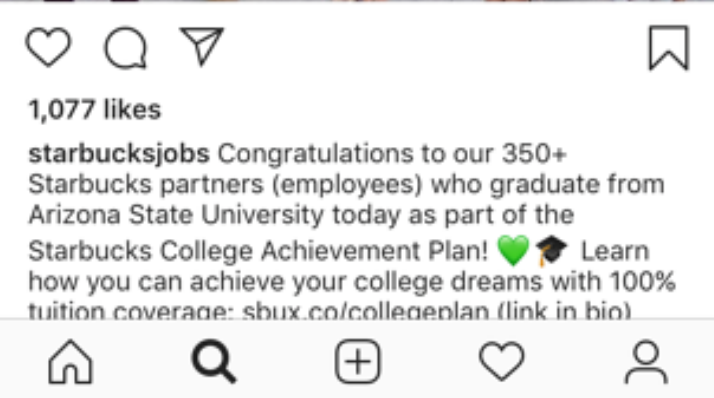
## 5. Offer learning and development opportunities.

In 2018, the number one reason people left their jobs was because they were bored (inc.com) and needed a new challenge. Ultimately, this should be a relatively easy fix. If you allow employees to pursue learning opportunities and become proficient in new skills, you're demonstrating your company's emphasis on continuous learning and improvement. And by challenging your employees, you're ensuring they won't get bored in their roles – which could lead to higher retention rates.

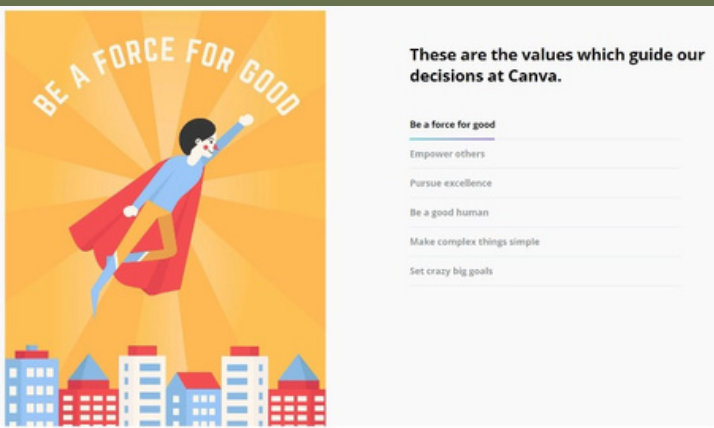
## 6. Create a strong diversity and inclusion initiative.

If you want to create a strong employer brand, you must show your commitment to building diverse teams.

# WHO DOES IT WELL?



STARBUCKS  
CANVA



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**23% OF MILLENNIALS AND GEN-X AND 32% OF BABY BOOMERS CONSIDER COMPANY MISSION AS A TOP FACTOR WHEN CONSIDERING A NEW JOB (LINKEDIN)**

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That means that across the workforce, more and more job candidates want to be inspired and have purpose in their jobs.

This is what makes Canva's employer brand so great. On their Careers page, they highlight their values for job seekers and pair each value with a visual design, underscoring the idea that design can be a force for good.

As with all branding, crafting a strong employer brand is about good storytelling. It's about how you want your organization to be perceived in the marketplace, using specific messaging to help attract the kind of prospects you're looking for. But also, it's about living out that story. Satisfied employees are your megaphone, particularly in an age of social media and user-generated feedback where employers aren't always completely in control of their reputation.

# 6. LONGER NOTICE PERIODS



Notice periods have long been an issue for recruiters and employers. While three-month notice periods for senior hires have been an industry standard for some time, sales and marketing roles that do not require as much experience are more likely to entail a notice period of at least two months now.

In a scaling business, you often need to hire talent quickly to meet a sudden increase in demand or to help you reach the next level of growth. Of course, having to wait for your perfect sales candidate to start is never ideal, but many of us are willing to do so for the right person, even if it pauses growth plans slightly. After all, you want to hire them for a reason, and they could be the perfect fit for your scaling business with all the right skills and attitudes you need.

If you hire a candidate who has a long notice period, check in regularly. By this, I don't mean sending an email asking if they're still planning on joining the team every other week. Instead, organise calls to introduce them to the rest of the team or update them with the goings-on in the business, think about how you can create an emotional connection to your workplace, team and business goals.

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**AS EMPLOYERS ARE TRYING TO HOLD ON TO THEIR BEST TALENT, WE CAN ANTICIPATE THAT THIS TREND WILL CONTINUE INTO 2022 AND BEYOND.**

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# 7. FOCUS ON RETENTION

A staggering 35% of employees may leave their jobs each year by 2023 (2019 retention report). And with the new normal of remote work, employees have a wider range of potential employers to evaluate than ever before.

Employee retention needs to be at the top of the agenda for any company, as the cost of losing top talent is too great. Forbes comments that it costs 33% of someone's annual salary to replace a candidate. This doesn't even account for losses in terms of interview time, knowledge, productivity, or cultural impact.

And the cost to your business?

Stephen King, the president and CEO of Growth Force states it usually "takes 8-12 weeks to replace a knowledge worker, and then another month or two before the replacement gets to full productivity mode." If the team member who left was bringing in \$100,000 in revenue, that means your company will experience \$25,000 less in income and profits for the next three months or so. It doesn't take a genius to translate this into £s.

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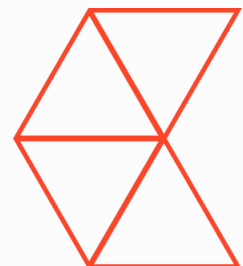
**THE 2019 RETENTION REPORT STATES THAT 77% OF THE REASONS BEHIND EMPLOYEE DEPARTURES ARE PREVENTABLE. THE KEY IS TO PINPOINT THE ISSUES THAT MAY BE DRIVING EMPLOYEES TO LEAVE AND ADDRESS THEM BEFORE IT'S TOO LATE.**

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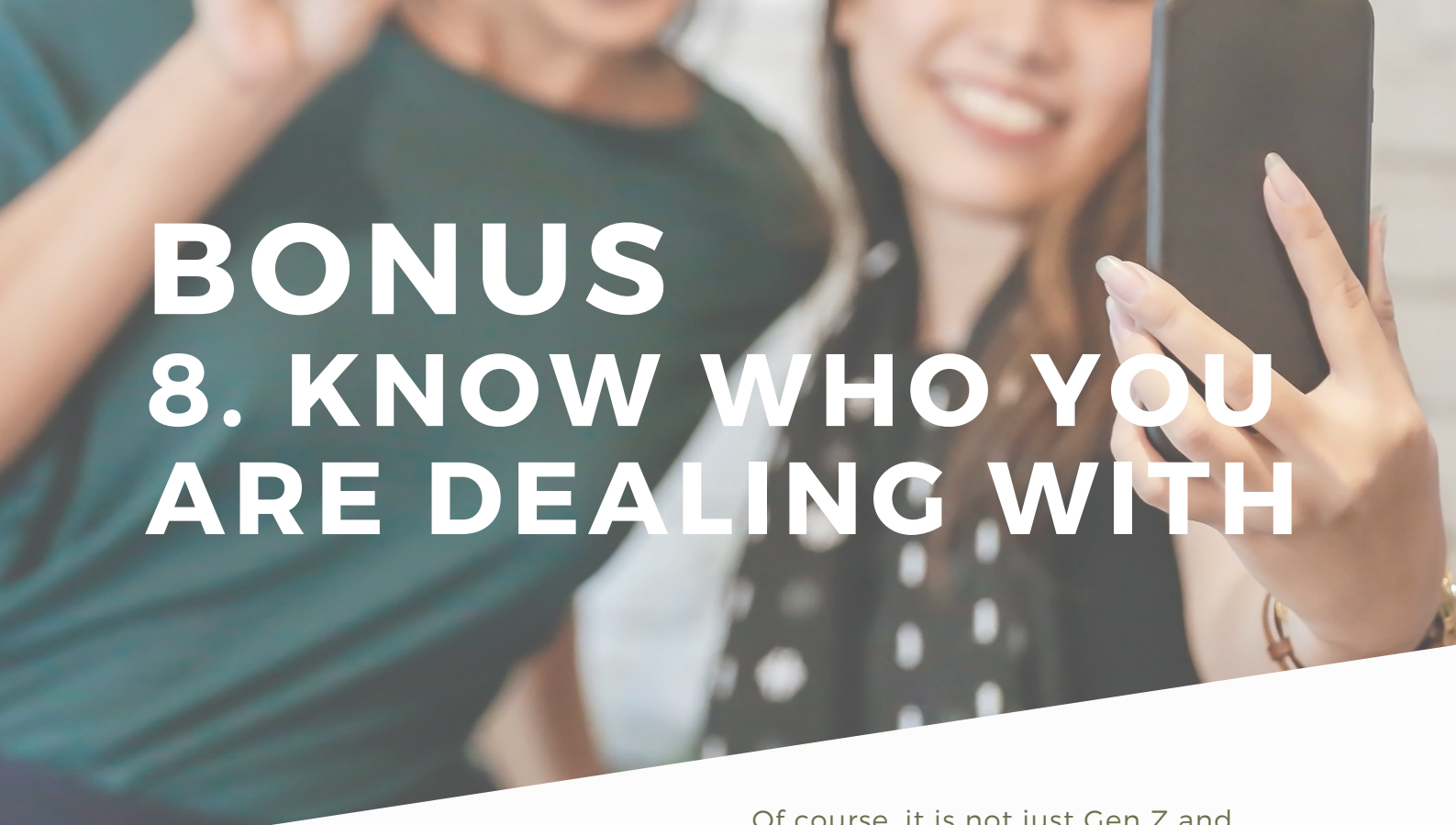
# 10 EMPLOYEE RETENTION STRATEGIES FOR RETAINING TOP SALES TALENT

Usually, the main reason people leave their role is not being able to see a future in the company or a strained relationship with management. Therefore, the employee must believe that the manager has their best interests at heart, is supporting them in their development with regular reviews, and ensures that any problems are resolved early on. If you demonstrate that you have your employees' interests at the forefront of your mind, have a good working relationship and offer responsibilities and a development plan, you are putting yourself ahead of a lot of other employers.

- 1. Recognize retention starts with recruiting**
- 2. Identify candidates who'll stay the course**
- 3. And identify those who share your outlook**
- 4. Provide ongoing education and clear paths to advancement**
- 5. Stick with remote work options**
- 6. Be competitive with compensation packages**
- 7. Deliver for your employees**
- 8. Engage your workers**
- 9. Put data (and AI) to work**
- 10. Be prepared for turnover**







# BONUS

## 8. KNOW WHO YOU ARE DEALING WITH

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**DID YOU KNOW THAT 35% OF MILLENNIALS AND 24% OF GENERATION Z' (BORN LATER THAN 1997) WILL MAKE UP 59% OF THE GLOBAL WORKFORCE? ACCORDING TO (DELOITTE) 75% OF THE GLOBAL WORKFORCE WILL BE MADE UP OF MILLENNIALS BY 2025.**

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Of course, it is not just Gen Z and Millennials that are looking for better work lifestyles. Fuelled by the debate and new working trends, the concept of working in a great environment and from home post-COVID has filtered into the wider workforce.

The world is a small place now, people look at the trends of Silicon Valley companies, those with engaging, fun environments, and cool brands and wonder what it would be like to work for them. In our social-savvy world of company communications, candidates have had their attention drawn to companies that have strong visions, selfless values and focus on positive company culture.

These companies although probably not in the majority are starting to become the desired working standard for high-quality candidates. More and more people are looking for something different, refreshing and exciting when looking for a move.

# YOUR HIRING PLAN

Looking closely at the data can help uncover patterns you may not ordinarily be aware of, potentially contradicting conventional wisdom. AI and machine learning can help identify and address issues (often ones that go unnoticed) before they lead to attrition and turnover.

Regardless of whether you are recruiting because people are leaving or increased workloads or new revenue budgets, keep in mind the hiring process can take months, so be proactive. Don't hire when there's too much work or wait to post a job advert two months into someone's three-month notice period. Instead, anticipate those future needs and plan accordingly. That way, you'll prevent workload stress or stagnation in the overall company strategy.

Turnover is inevitable, so you must be prepared to lose top talent. It is difficult to stomach when we lose a sales rock star, but that's one of the things you must be prepared for, especially in sales. It's so competitive – but it's also healthy. You don't want someone who doesn't want to be there anymore. My advice, let them go!

To start building this plan, there are a series of key questions you need to ask yourself.

- 1. What are your targets? In terms of revenue and wider business goals**
- 2. What is your budget? Including both internal and external hiring costs**
- 3. What is your recruitment process, conversion rates within this process and your overall retention rates?**
- 4. How are you going to ensure your new hires stay?**

The answers to these questions will help to shape a strategic hiring plan for your company's year. If you need help with structuring a hiring plan for you and your sales team, get in touch.



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