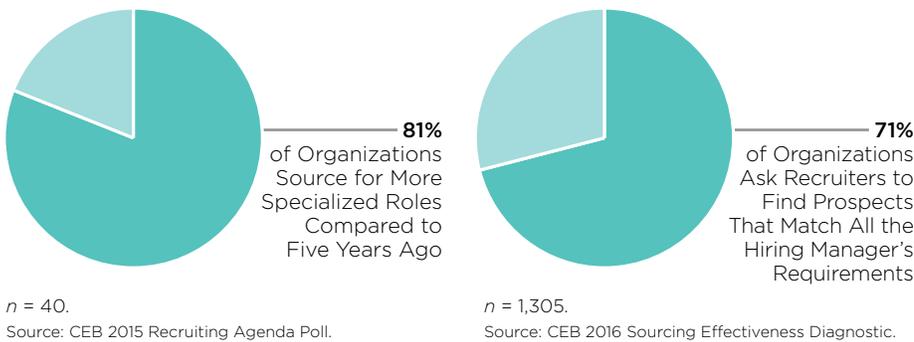# Your Hiring Managers' Requirements Don't Match Reality

Organizations' talent needs are straining Recruiting's ability to fill roles, with 81% of organizations sourcing for more specialized roles and 71% expecting candidates who match exact needs.

Recruiters Are Searching for Increasingly Specialized Needs

81%
of Organizations Source for More Specialized Roles Compared to Five Years Ago

n = 40.
Source: CEB 2015 Recruiting Agenda Poll.

71%
of Organizations Ask Recruiters to Find Prospects That Match All the Hiring Manager's Requirements

n = 1,305.
Source: CEB 2016 Sourcing Effectiveness Diagnostic.

Opportunity: Reorient Hiring Needs to Expand the Labor Market Opportunity

Competition for critical talent has become increasingly fierce in recent years. In fact, 90% of the S&P 100 are competing for the same 23 roles. As this competition heats up, hiring managers are making more specific hiring requirements that are rarely, or not at all, represented in the labor market.

Most organizations have responded by expanding the number of search channels they use to find candidates for roles. Unfortunately, this approach has not worked. Instead, organizations should adjust their hiring approaches (e.g., include relevant complementary skills or industries, adapt education requirements, trade tenure for higher degree levels), which can increase the number of high-quality potential candidates generated for critical roles by 75%.[1]

What the Best Companies Do™

Leading organizations examine the labor market opportunity (e.g., looking at the number of, demand for, and location of potential candidates) for critical roles and talent. They then adjust hiring strategies based on not just the labor market reality but also the initial internal hiring request.

To do this, organizations should:

- Show hiring managers how additional requirements (e.g., skills, years of experience) are limiting the number of potential candidates and

- Generate high-value, adjacent search criteria that capture more potential candidates.

Definitions

Critical Talent
Roles, functions, or business units that are critical to the organization's success

Labor Market Opportunity
The total number of people qualified for a particular role

Search Channels
The online or in-person locations recruiters search for potential candidates for roles

Search Criteria
The skill, experience, education, and other requirements used to find qualified candidates for roles

Have You Considered…?

Use CEB TalentNeuron™ tools for insights on real-time talent supply and demand data to get an accurate picture of the labor market opportunity for your critical talent needs. *(Additional fees apply.)*

Data Source

[1] CEB 2016 Sourcing Effectiveness Diagnostic.

Action Plan to Maximize This Opportunity

1 Assess

Discuss these questions at your next team meeting.

For CHROs
- Why are hiring managers becoming more specific in their hiring criteria? Does this reflect dissatisfaction with previous hires, or are required skill sets truly shifting?

For HRBPs
- To what extent are line partners' hiring requests realistic? How can we encourage them to consider nontraditional talent sources, and how much resistance to this coaching are we facing?

2 Plan

Find the right best practice.

For CHROs
- See how General Mills uses talent reviews and ongoing talent discussions to translate business goals into accurate critical roles and talent needs.

For HRBPs
- See how select organizations collect, translate, and disseminate competitive intelligence to help hiring managers reorient their requirements based on labor market realities.

3 Execute

Drive and embed change.

For CHROs
- Use the CEB Ignition™ Guide to Conducting an Organizational Talent Review to ensure your ongoing talent needs are anchored in your business unit's and organization's current and future talent needs.

For HRBPs
- Diagnose your business partners' existing labor market knowledge with this worksheet.