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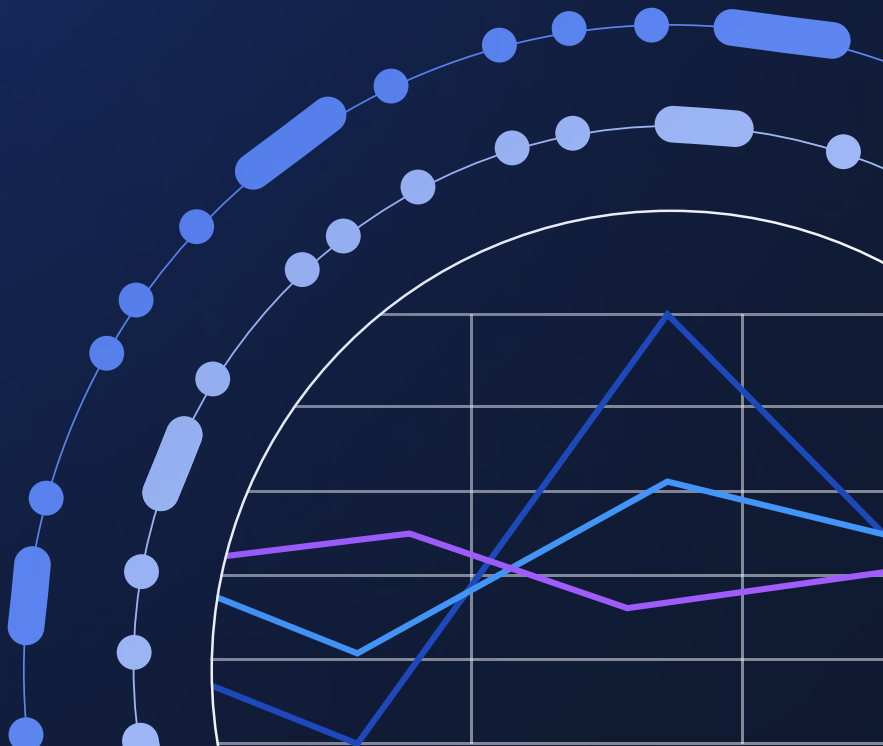
Future of Talent Acquisition and Recruitment 2025

Presented by findem

Introduction

Never let a crisis go to waste, as they say, and that has never been more true for the business of human capital. Today's budget crisis combined with profound technological innovation could be the galvanizing force to usher in a new way of hiring for those who choose it.

Whether a downturn or a pandemic, uncertainty shrinks budgets and puts talent leaders in a tough spot. The business bounces back first, opening more roles than capacity to fill. More positions with less budget and fewer recruiters means that talent teams have to make tough decisions about resources. Often, the pressure results in a focus on the fastest, easiest roles to fill rather than the more strategic positions that take longer and more resources.

Will this current cycle be the same?

At Findem, we believe that the talent leaders who prioritize this moment to change by taking a hard look at what their organization does and how they do it will transcend this cycle. Stepping into the brave new world of data and AI will allow your teams to do more with less right now, and scale to the most strategic business impact for the future.

Those who choose transformation today will become the next generation of talent leaders, business leaders, and CHROs of the future.

We are pleased to partner with Matt Charney, Recruiter.com, and the members of the advisory board on this research project on where we've come from, and where we are going.

John Phillips
Vice President of General Management
Findem

Findem's 3D Data

We've supplemented survey findings with Findem insights. 3D data combines people and company data over time into a format suitable for AI analysis. The continuously enhanced 3D dataset is exponentially larger and more factual than traditional sources of candidate data, making it a powerful tool for deep insights and automated workflows in talent acquisition and management.

Advisory Board

Thank you to the following members of the Recruiter.com Advisory Board.

These global talent leaders contributed insights and expertise that were invaluable in analyzing the report findings. The additional context and experiential learnings they contributed is reflected throughout this report.

The Advisory Board Members' opinions do not necessarily express the views of Findem or Recruiter.com or their employees.

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Andres Traslavi
Head of Executive Search, Whole Foods

Steve White
Vice President, Talent Acquisition, BECU

Executive Summary

Alright, let's cut to the chase. In this cutthroat talent market, companies are practically tripping over themselves to snag top talent—whatever that means these days. The pandemic didn't just nudge innovation forward; it pushed even the most stubborn organizations to turbocharge their talent acquisition processes overnight.

But here's the dilemma: as we transform how we find and hire people, we're stuck asking—how much automation is too much? Sure, AI can sift through resumes faster than a recruiter on triple espresso, but at what cost? The algorithms might be efficient, but they can't replicate the human touch that builds real culture and connection.

So, in our never-ending quest to figure out where talent acquisition is headed, we dove headfirst into the data jungle to crank out our latest industry benchmark report. We've pulled together insights from surveys, picked the brains of our advisory board, and analyzed a ton of market data.

Some organizations are scrambling like it's their first day on the job, trying to keep up with all this change. Others? They've decided to embrace the chaos and reimagine what talent acquisition can be.

Welcome to the future of talent acquisition. By 2025, maybe—just maybe—we'll finally see "business as usual" become anything but.

Matt Charney
Editor in Chief
Recruiter.com

About the Survey

The Recruiter.com 2025 Future of Talent Acquisition survey collected responses from August 15 to September 30, 2024. Out of 9062 initial respondents, 1463 qualified, and 930 fully completed the survey. These 930 respondents, who are HR or recruiting professionals in North American companies with at least 200 employees and control over talent acquisition budgets, represent over 500 companies, from late-stage startups to multinationals with up to 250,000 employees. The survey captures insights across various industries, job levels, and the diverse challenges and opportunities facing recruiters.

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Research Highlights

With the global market more competitive than ever, it's not enough to post jobs and pray for qualified applications to roll in. Will cutting-edge tools, automation, and AI solve the dilemma the talent acquisition profession faces? The survey reveals that the majority of recruiting and hiring leaders have already started to rethink, reinvest, or reinvent their recruiting and hiring strategies. Here is what we learned:

1

Recruiters remain optimistic about job growth and recruiting demand for 2025

Our survey suggests a healthy looking short-term market for talent acquisition professionals.

- Almost 1 in 3 respondents reported that they plan to increase TA headcount
- More than 1 in 3 plan to hire more recruiters in the next 12 months
- Less than 40% report planned budget cuts, suggesting continued hiring demand

2

Recruiters feel talent acquisition is generally effective, but that might not be enough to compete

Most survey respondents feel that their talent acquisition capabilities are more effective than the competition. But what good looks like is open for discussion.

- 8% of organizations rated their talent acquisition function a 5 (very effective)
- 53% of survey respondents rated themselves a 4 (effective)
- 65% of respondents identified their use of market insights and recruitment analytics as ineffectiveness

> "The search for talent is extremely competitive. Finding top talent has never been more important or so easy. But getting everyone on the same page takes time. The more we can automate, the more competitive we can be."
>
> Kyle Darling, TA Manager, AI & Data, Intuit

3

The recruiter role may have reached a productivity tipping point

The challenges to success suggest a missed opportunity to bring market insights and drive hiring conversations. Either the role evolves or recruiters will continue to be challenged to meet goals.

- Meeting DEI hiring goals topped the list of challenges to hiring success at 44%
- 38.2% identified lack of qualified candidates as their biggest challenge
- 32.4% lost candidates due to non-competitive compensation

4

Recruiting technologies have not kept pace with changing applicant behavior

Data and AI have transformed the scale and speed of the recruiting process without significant updates to standard hiring channels, undermining the experience for everyone.

- 3 out of 4 professionals experienced an increase in applications per open position
- 45.5% of recruiters listed "higher volume of applicants" as the top change in recruiting
- 1 in 4 cited low-performing hiring channels, a challenging candidate management process, or a challenging application process as obstacles to success

5

Recruiters are confident in their data, but what are they measuring?

Volume metrics beat out performance metrics in order of importance, suggesting a misalignment with creating business value and advancing customer experience.

> " What excites me about AI is the opportunity for a more human experience. With the time that is freed up by automation and AI, we can double down on how we shepherd people through a process, how we manage career development, and how we manage fit."
>
> Pete Radloff, Head of Tech Recruiting, Datadog

- **58.8%** ranked themselves confident or very confident in the accuracy of their data
- **53%** used their applicant tracking systems or manual methods like spreadsheets as primary tools for tracking and analyzing data

6

Recruiters experience the high cost and low return on legacy technologies

The majority of recruiters and employers have become disillusioned with the high cost and diminishing returns of legacy technology, but have trouble making a change.

- **67.6%** of survey respondents use LinkedIn Recruiter as their primary tool for candidate sourcing and outreach, close to double their closest competitor: Workday (23.5%)
- **1 in 5** respondents spend 61-80% of their tech budget on this single source
- **84%** of customers report the technology was responsible for less than 40% of hires

> " We are in a transformational moment, similar to when we moved from paper to digital candidate review. LinkedIn didn't eliminate recruiters, it changed how they operated. AI, data, and automation will require rethinking every role and making TA more of a business function."
>
> Tiffany Hindman, Head of Global Talent Innovation, Sourcing, & Intelligence, ServiceNow

7

Recruiters continue to ride the wave of change in talent acquisition

The past few years have put talent professionals to the test. But connecting people to opportunities is a mission-driven profession and most have experienced these cycles before.

- **4 out of 5** respondents have been concerned about job security in the past year
- **70.5%** have more than 10 years of experience in talent acquisition
- **7 in 10** recruiters feel optimistic about the job market in the coming year

Welcome to the Future of Talent Acquisition

These highlights from the research reveal the contradictions leaders face in their effort to move ahead.

Survey respondents felt insecure about their jobs last year, but are optimistic about the future. They believe that the talent acquisition function is effective, but there is plenty of room for improvement. They are confident in their data, but may not be tracking the right metrics to take decisive action. The most common obstacles and diminishing returns on existing processes and technologies suggest an opportunity for change.

In 2023, talent leaders were divided in their hopes and fears for AI. Almost half believed it would reduce personalization in the recruiting process; and nearly the same number cited personalization as the greatest benefit. AI holds promise for innovative talent leaders to move past many of the hurdles they've faced in the past.

Heading into 2025, talent leaders are looking to address the candidate experience, automate more of the recruiting process, and apply technology in a compliant, humane way. In the next section of the report, we take a deeper look at the trends and currents shaping this transformation.

Karen Henke
Editor of The Shortlist
Findem

> "
> The world is changing, and the way we understand job profiles and job architectures needs to change as well. We need to be talent advisors who look at what's needed, what the market is, and redefine the scope of what to look for."
>
> Andres Traslavia, Head of Executive Search, Whole Foods

Disclosures

Findings in the 2025 Recruiter.com Future of Talent Acquisition report were based on a targeted survey conducted through a partnership with Findem. Although vendor-sponsored, Recruiter.com maintained editorial independence. Recruiter.com managed all aspects of the survey, including data collection, participant recruitment, statistical validation, and analysis. Recruiter.com holds full responsibility for the report's data, analysis, and interpretations, and the opinions expressed are solely those of Recruiter.com, not necessarily reflecting Findem or its management.

Deep Dive into the Findings

Part 1: The Job Market and Labor Conditions

Despite widely held concerns about economic uncertainty and continued fears of a recession, 7 in 10 recruiters remain optimistic about job growth and continued recruiting demand. The importance of this optimism can't be overstated. A healthy economy with growing companies needs talent, and recruiters have work to do. When hiring slows, the work of recruiting does as well.

Only 29.4% of respondents reported that "uncertain market or conditions" were among the most critical hiring challenges their companies face in 2025.

In fact, only 11.8% of survey respondents expect to make fewer hires next year than they did this year, with almost half (44.1%) reporting that they expect to make more hires in 2025 than in 2024.

Though cautious in their hiring strategies, companies are not rebounding at previous hiring rates. In fact, many companies are focusing on strategic hiring—filling key roles that will position them to be more competitive in the long run.

> " Our forward-looking demand is more about strategic hiring than it is about a big increase in net new headcount. The size of our TA team will remain stable, so our primary path to improvement is to increase our operational effectiveness. Table stakes for recruiter success include both strong sourcing expertise as well as the discipline to self-monitor and continuously seek to improve upon key performance indicators."
>
> Amy Cropper, VP of Global Talent Acquisition, Tricentis

How do you expect the annual number of hires to change in the next 12 months?
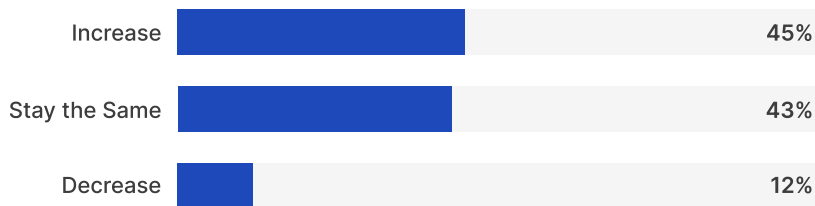
Increase	45%
Stay the Same	43%
Decrease	12%

Source: Recruiter.com Future of Talent Acquisition Survey, 2024.

Recruiter.com | findem   9

- Less than **40%** report planned budget cuts, suggesting continued investment by employers in talent acquisition capabilities to support continued hiring demand
- Almost **1 in 3** respondents (**28.3%**) reported that they were planning to increase overall TA headcount in 2025.
- **35.7%** of respondents plan on hiring more recruiters, indicating a healthy looking short-term market for talent acquisition professionals

The idea of a looming recession and a contracting labor market may make for eye-catching headlines, but recruiters tell a different story. The optimism among hiring professionals, combined with payroll starts and BLS forecasts, suggests that the job market remains resilient. So while caution is always prudent, reports of a hiring downturn appear to be, as Mark Twain might put it, greatly exaggerated.

> " We are cautiously optimistic about recruiting and hiring in 2025."
>
> Michael Goldberg, Sr. Director, Global Talent Acquisition, US Renal Care

Part 2: Recruiting Efficiency and Efficacy

Though the majority of organizations rank themselves as more effective than average, only **8%** of respondents believe they have a very effective talent acquisition function. (It should be noted that only CHROs or heads of recruitment gave themselves a perfect score.)

A majority (**58.3%**) of respondents remain confident in their ability to attract, engage and hire available talent relative to the competition, though they recognize that there is room for improvement.

Just over one quarter are successful at filling jobs and closing requisitions, but lack the process efficiency and hiring efficacy to better the competition. Only about **1 in 10** employers perceives their function as ineffective or very ineffective.

How effective is your company's talent acquisition function compared to industry standards?
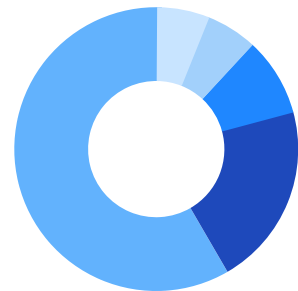
Very ineffective	**5%**
Ineffective	**6%**
Neutral	**21%**
Effective	**59%**
Very Effective	**9%**

Recruiter.com Future of Talent Acquisition Survey, 2024.

What factors do you believe most contribute to recruiting ineffectiveness?

Factor	Percentage
Ineffective use of technology, recruitment analytics, or market insights	65%
Inability to align candidate skills with business requirments	44%
Inefficient or time-consuming recruitment processes	30%
Lack of diverse or inclusive candidates	30%
Negative candidate experiene, poor brand	17%
Poor collaboration and communication	17%
Inconsistent assessment	4%
Unrealistic expectations	4%
Inexperienced team	4%

Source: Recruiter.com Future of Talent Acquisition Survey, 2024.

The majority (65%) of respondents felt that ineffective use of technology, market insights, and recruitment analytics had the most negative impact on recruiting. This differed among leaders and laggards

- 61.5% of leaders rank process efficiency as a top driver of success compared to just 30.4% of laggards who saw inefficiency as a blocker to progress
- 57.7% of leaders cite high quality communication and collaboration for their efficiency
- Just 17.4% of laggards recognized poor hiring and stakeholder communication as a blocker

The TA takeaway seems clear. The vast majority of organizations recognize their imperfections, but are not chasing perfection. After all, they don't have to be perfect – just better than the competition, which might make "good enough" a winning strategy. Unless we truly are in a moment of disruption.

Part 3: The Evolving Role of the Recruiter

As talent acquisition has evolved, so too has its inherent complexity. The role of the recruiting function has never

Leaders and laggards defined

- **Leaders** rated themselves either a 4 (effective) or a 5 (very effective) and represented just over 65% of survey respondents.

- **Laggards** rated themselves as a 1 (very ineffective), 2 (ineffective) or 3 (neither effective nor ineffective), representing approximately 35% of survey respondents.

been more demanding—from the hyper competitive job market to the global availability of talent, from technology selection to optimization, from managing candidate expectations to satisfying internal stakeholders. What holds them back? The list is long.

What are the most critical obstacles to hiring at your organization today?

Obstacle	Percentage
Meeting DEI goals	44%
Lack of qualified candidates	38%
Applicant flow, talent pools, pipeline	32%
Compensation not competitive	32%
Low response rates to outreach	32%
Uncertain market condidtions	29%
Employer brand or reputation	27%
Low performing hiring channels	24%
Too many applicants per open position	24%
Challenging candidate management process	21%
Challenging application process	18%

Source: Recruiter.com Future of Talent Acquisition Survey, 2024.

Meeting DEI hiring goals topped the list as the most critical challenge to hiring, with lack of qualified candidates a close second. At the same time, 50% of respondents identify increasing diversity as a goal for recruitment technology and 44% believe it will help reduce bias.

Despite the challenges of finding qualified candidates and creating a reliable applicant flow, 3 out of 4 recruiters experienced an increase in job applications per position last year. Even where available talent does exist, compensation that is not competitive with the market (32.4%) remains a barrier to hiring.

Effective recruiting, of course, looks different at every employer—depending on processes and policies to

> "Hiring teams want to hire top 10 talent but assess quality in inconsistent ways. They have a fear of hiring the wrong person, creating longer recruitment periods."
>
> – Survey response

personnel and platforms, but our research suggests that effective recruiting organizations share a few common traits.

First among these is the importance of interpersonal communication and collaboration in successful hiring. The most effective recruiters are the ones who know how to communicate, build relationships, and streamline processes with or without technology. Tools that work in the background of recruiting will enable recruiters to hone the skills that make them better at their craft—active listening, empathy, and strategic thinking.

Only 7% anticipate the size of their recruiting teams to decrease in the coming year, a strong indicator that employers do not expect AI and automation to replace recruiting jobs in the immediate future. Although it may also signal that some jobs will not return.

Part 4: The Technology Conundrum

What is most surprising is how little recruiting and hiring processes have changed since the days of paper resumes and manual processes. The promise of technologies to improve the work, and lives, of job seekers and recruiters alike remains largely unfulfilled.

In this world of global talent pools, distributed teams, and increased competition, hiring has become harder than ever before.

- 67.6% of survey respondents reported using LinkedIn Recruiter for candidate sourcing and outreach
- 100% of respondents working for companies with over 1000 employees pay for LinkedIn Recruiter
- < 40% of hires come from LinkedIn Recruiter for 84% of respondents with LIR licenses

Accessing identical talent pools, candidate profiles and associated analytics as your competitors eliminates any competitive advantage companies might realize from leveraging this platform.

> " There are a lot of opportunities for recruiters and sourcers to engage with our leaders in a strategic way, and we have to make the most of them to show how the TA function can actually operate. It's definitely a journey.
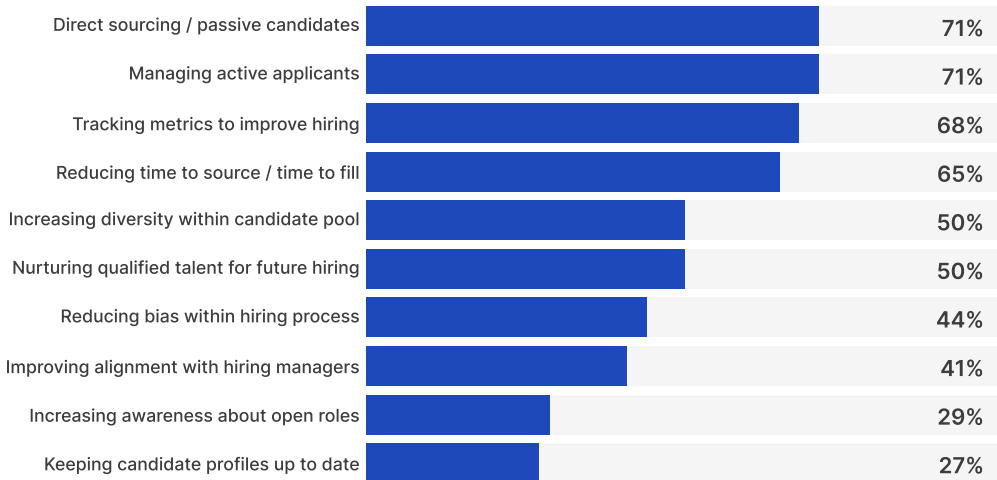>
> Steve White, Global TA Leader, BECU

> " A large contingent of recruiters are stuck in the old tooling and paying too much for it. Most TA teams spend more on one LinkedIn Recruiter seat than I spend on my entire TA tech stack annually."
>
> Jonathan Meyerowitz, VP, Talent & People, UP Labs

A gap between intent and impact suggests a continued reliance on technologies to overcome challenges directly caused by recruiting technologies. The challenges that persist are similar to the priorities intended for technology.

What are your top priorities for using tech in the talent acquisition process?

Priority	Percentage
Direct sourcing / passive candidates	71%
Managing active applicants	71%
Tracking metrics to improve hiring	68%
Reducing time to source / time to fill	65%
Increasing diversity within candidate pool	50%
Nurturing qualified talent for future hiring	50%
Reducing bias within hiring process	44%
Improving alignment with hiring managers	41%
Increasing awareness about open roles	29%
Keeping candidate profiles up to date	27%

Source: Recruiter.com Future of Talent Acquisition Survey, 2024.

- Survey respondents cited "direct sourcing and passive candidate development" as their top priority when using technology in the recruitment process (70.6%).
- Yet almost 1 in 3 (32.4%) cited applicant flow or lack of talent pipelines as their most significant recruiting challenge.
- Nearly the same percentage (31.2%) cited low response rate or engagement to recruiter outreach as one of their primary obstacles to hiring success.
- A significant plurality (32.4%) of respondents identified a lack of qualified incoming applicants as one of their primary obstacles.
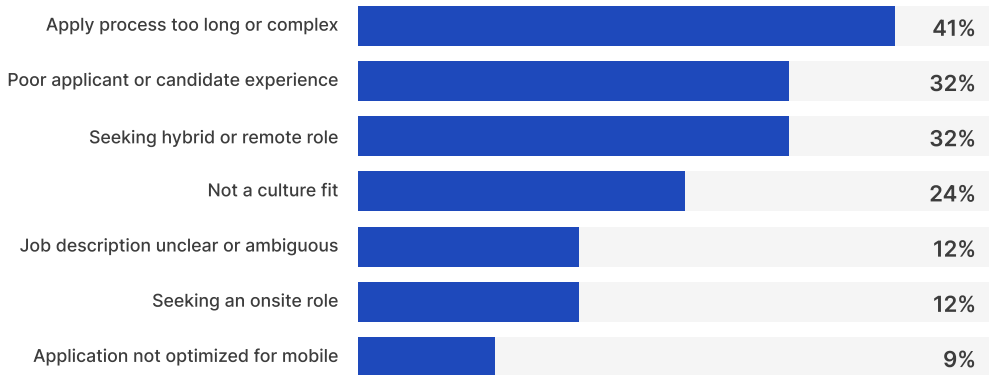
While our research shows that a significant portion of TA's overall budget is dedicated to job advertising and recruitment marketing, these investments are being

> " A large contingent of recruiters are stuck in the old tooling and paying too much for it. Most TA teams spend more on one LinkedIn Recruiter seat than I spend on my entire TA tech stack annually."
>
> Jonathan Meyerowitz, VP, Talent & People, UP Labs

undermined by capability gaps. The inability to effectively identify and communicate with current, past, and sought after talent negatively impacts both applicant and candidate experience.

Why did candidates voluntarily drop out of the hiring process?

Apply process too long or complex	41%
Poor applicant or candidate experience	32%
Seeking hybrid or remote role	32%
Not a culture fit	24%
Job description unclear or ambiguous	12%
Seeking an onsite role	12%
Application not optimized for mobile	9%

Source: Recruiter.com Future of Talent Acquisition Survey, 2024.

When asked the primary reasons for losing those qualified applicants over the last 12 months:

- **41.2%** identified an overly long or complex application process
- Another **32%** mentioned poor applicant or candidate experience for dropouts
- While **32%** lost candidates because they were seeking a hybrid or remote role, a mismatch in intent and failure to qualify

For applicants, the job search has become an extended exercise in futility. Job seekers report applying to hundreds of jobs, and receiving little to no response. Anyone who has

> "
> The industry of recruiting has evolved. The great practitioners today understand HR as a whole. They have a point of view on retention, engagement, organizational design, the scope of roles, and how that affects the business."
>
> Andres Traslavia, Head of Executive Search, Whole Foods

touched an applicant tracking system knows just how convoluted and complicated simply submitting a resume has become.
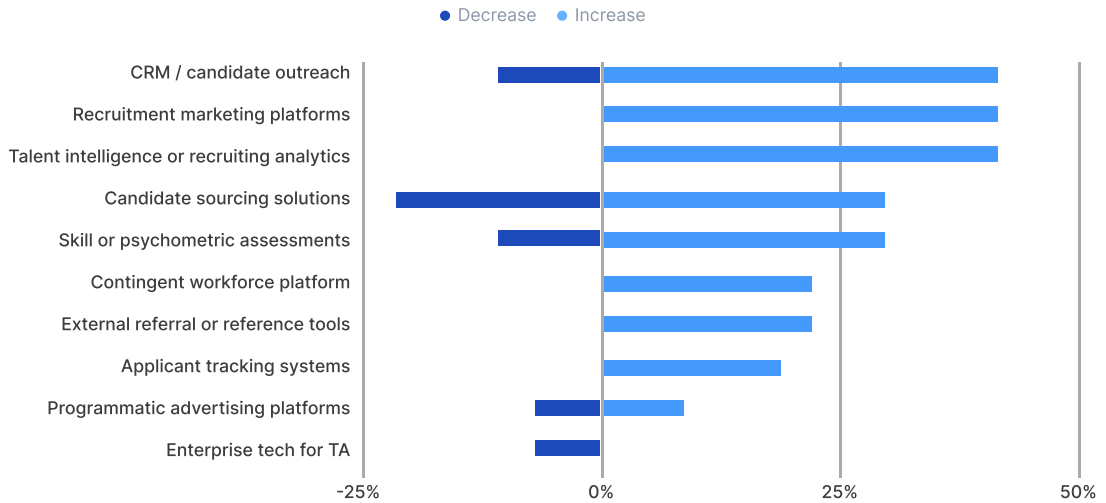
How do you expect your company's TA technology budget to change in the next 12 months?

50%	
40%	
30%	
20%	
10%	
0	

Significant decrease · Slight decrease · Stay about the same · Incremental increase · Significant increase

Source: Recruiter.com Future of Talent Acquisition Survey, 2024.

- **60%** of employers anticipate that budgets will remain the same or slightly increase
- **3 in 5** employers report dedicating at least **20%** of TA budgets to LinkedIn Recruiter licenses
- **1 in 5** respondents spend more than **61%** of their annual budgets on LinkedIn Recruiter

Where do they plan to put their dollars? A combination of candidate management, marketing, and analytics or talent intelligence topped the list. With some reducing spend on single-point candidate sourcing solutions.

> "
> We are honing in on a retention strategy as talent management and talent acquisition come together."
>
> Michael Goldberg, Sr. Director, Global Talent Acquisition, US Renal Care

Which technologies do you expect to change spend on:

● Decrease   ● Increase

| Technology	
CRM / candidate outreach	
Recruitment marketing platforms	
Talent intelligence or recruiting analytics	
Candidate sourcing solutions	
Skill or psychometric assessments	
Contingent workforce platform	
External referral or reference tools	
Applicant tracking systems	
Programmatic advertising platforms	
Enterprise tech for TA	

-25%   0%   25%   50%

Source: Recruiter.com Future of Talent Acquisition Survey, 2024.

It would seem that tech consolidation is finally underway. However, lack of data portability, long-term contracts, cost prohibitive out clauses, and unclear or undefined KPIs make the decision to renew far easier, and less risky, then switching providers or even exploring alternatives.

How many paid hiring or recruitment technologies does your company use?

*Scale goes to 50

1-5	6-10	11-15	>20
44.1%	32.4%	17.6%	2.9%
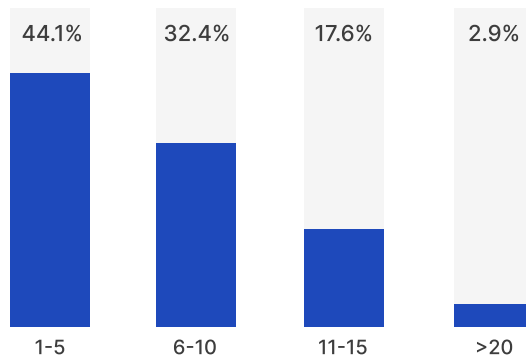
Source: Recruiter.com Future of Talent Acquisition Survey, 2024.

As employers realize that recruiting success requires both high touch and high tech, personalization, and automation, the next step will be extricating processes from platforms, or consolidating increasingly complex tech stacks, rather than doubling down on their initial investments.

Part 5: Shining a Light on Data and Analytics

Many employers still struggle with data collection and analysis, making it difficult to address the challenges described so far—meeting hiring goals, recruiting efficiency, and improving the ROI of tech spend.

Recruiting and hiring leaders felt confident in their approach to data collection and interpretation. On a scale of 1-5, 35.3% ranked themselves as 4 (confident), with another quarter (23.5%) giving themselves a 5 (very confident). However, the metrics they track may not be providing the insight they need for the transformation ahead.

We asked recruiters to rank the most important metrics relative to their function and how they track them.

Volume metrics topped the list for the majority of respondents:
- Offer acceptance rate (2.76/7)
- Time to source (2.94/7)
- Number of open positions (3.24/7)

Performance metrics were less frequently prioritized.
- Source of hire (4.59/7)
- Candidate experience and hiring manager NPS (4.85/7)

A few outliers ranked internal mobility at the top of their priority metric list, but 61% ranked it dead last with an average ranking of 5.88/7.

> " Data literacy and data analysis evolve the recruiting role as AI handles more of the transactional work. This will accelerate the evolution of the recruiting role to do more of the work the LLM can't do."
>
> Tiffany Hindman, Head of Global Talent Innovation, Sourcing, & Intelligence, ServiceNow

> " Having our own GenOS makes my job easier. Now I have an assistant I can trust. That data is completely clean and helps me make better informed decisions. It helps my team challenge the status quo and make better decisions in their day-to-day responsibilities."
>
> Kyle Darling, TA Manager, AI & Data, Intuit

Which best describes how your team tracks these metrics?

External dashboards	45%
Dashboards in our tech stack	43%
Manually	12%
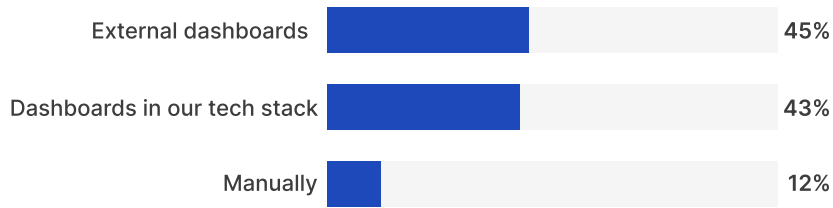
Source: Recruiter.com Future of Talent Acquisition Survey, 2024.

The employers that capture meaningful analytics and benchmarks will have the biggest advantage in redefining the talent function for the coming market. The impact of TA on business and bottom line results could be one of the biggest assets to the long term viability of the talent acquisition function.

Part 6: Talent Acquisition Career Paths

One of the existential questions facing HR professionals today has become: is there a career path in talent acquisition? And with good reason. We estimated that 9.2% of talent professionals are unemployed or seeking work (compared to the general unemployment rate of 4.1%).
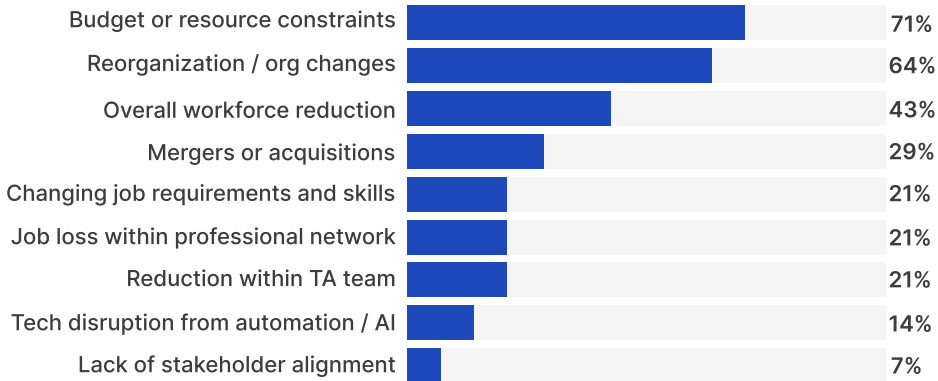
Among survey respondents, almost 80% have been concerned about job security in the past year. While workforce reductions have slowed, budget constraints and organizational changes (the top two reasons for that insecurity) may become long-term fixtures of the landscape.

> "
> We are using data to change the recruitment process in conversation with the hiring manager, and reporting to the board and our leadership. We are becoming operational advisors and branding experts."
>
> Jonathan Meyerowitz, VP, Talent & People, UP Labs

Thinking about job security, what are your biggest factors for concern?

Factor	Percentage
Budget or resource constraints	71%
Reorganization / org changes	64%
Overall workforce reduction	43%
Mergers or acquisitions	29%
Changing job requirements and skills	21%
Job loss within professional network	21%
Reduction within TA team	21%
Tech disruption from automation / AI	14%
Lack of stakeholder alignment	7%

Source: Recruiter.com Future of Talent Acquisition Survey, 2024.

Will people return to talent acquisition? And will there be a place for them?

Despite optimism for hiring and signs of strength in the economy, the majority of respondents expect their headcount to remain the same (64.3%).

- 1 in 3 expect to hire recruiters in 2025 (these could be backfill positions)
- Sourcer and talent ops / talent intelligence roles tied for next high priority

With automation and AI on the rise, the jobs that do return may be fundamentally different from those that were eliminated. The next generation of talent acquisition specialists will need a combination of business savvy and data literacy, as well as the communications and relational skills that have always been critical to this role.

> "
> If we don't have a solid foundation for what we're doing in recruiting, it doesn't matter how much we spend on AI and branding and tools or whatnot. The house is gonna fall down eventually, and so it's up to us to come up with a design that's flexible enough to fit any source of hire. Where you hire from is only as good as what we put into it."
>
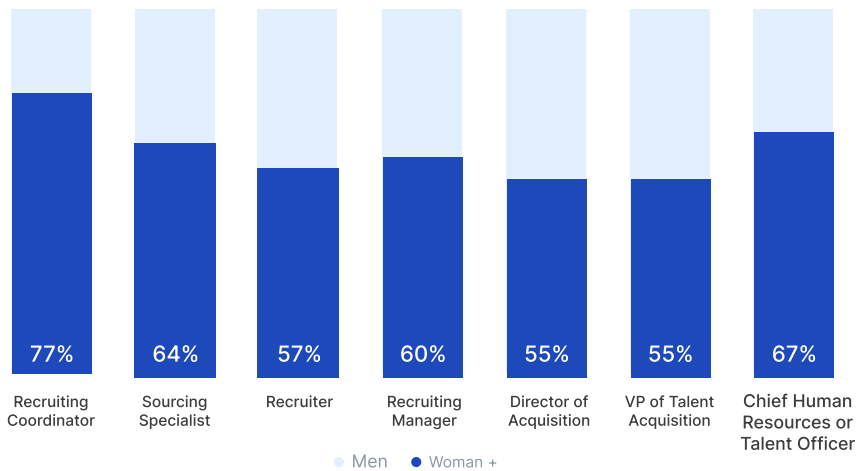> Steve Levy, Principal Talent Advisor, DHI Holdings

The talent leaders and advisors of the future must understand how to add value to the business and to apply data to the scale and complexity of modern recruiting.

- 56% of VPs of talent acquisition come from a recruiting background with a title of recruiter, lead recruiter, or technical recruiter in the past
- 44% have a sales role in their background.
- 63% transitioned from a director or senior director role in recruiting or talent acquisition
- Just 15% made the jump from recruiter or senior recruiter to VP, while 14% made a lateral move from VP to VP

We found that while women are overrepresented in entry-level and individual contributor roles, fewer women than men make the move to mid-level roles. Yet, at the top of the HR ladder, 67% of CHROs are women.

> " The biggest DEI opportunity is in the middle of the organization. Considering internal talent when a position opens helps solve the middle problem in a unique way."
>
> Tina Shah Paikeday, Talent Advisory Board Inc.

Gender representation in Talent Acquisition Across Career Stages

Role	Woman +
Recruiting Coordinator	77%
Sourcing Specialist	64%
Recruiter	57%
Recruiting Manager	60%
Director of Acquisition	55%
VP of Talent Acquisition	55%
Chief Human Resources or Talent Officer	67%

● Men   ● Woman +

Source: Findem's 3D Data, 2024

To reach the next level, the best thing you can do is stay put. The most common attribute for both VP of talent acquisition (72%) and VP of HR (88%) are people who have worked at their current company for more than 3 years. Having been part of a successful exit event is also widely held, while very few people in these roles have multiple startup experience.

In Conclusion

Despite the seismic shifts that have fundamentally altered almost every facet of the talent acquisition function over the past few years, the pace of change will only continue to accelerate in 2025 - and beyond. Managing this change effectively will require employers to increasingly look at how to attract talent not from across town, but from across the world. The most successful recruiting functions in the future will not only be multinational, but drive their processes and technologies around a mobile-first mindset. Here are some of the most important things TA pros need to know to stay ahead of these changes - and the competition.

> "What we do best at Whole Foods is nourish people on the planet. We only do that if we hire the best people- whether they are frontline managers, software engineers, or executives. It's really people who hire people."
>
> Andres Traslavia, : Head of Executive Search, Whole Foods

Top Takeaways

Let's seize the narrative for talent and drive the conversation. Here's how.

1. Human Experience Still Rules Recruiting Even with AI.

Recruiters who connect the right people to the right roles are more critical than ever, because talent is more important than ever. But how and when they make that connection depends increasingly on the context of the role and the needs of the business.

AI assistants and automations will give back time and focus by managing high volume, low value processes. It is up to talent acquisition leaders to structure their teams and workflows to identify and resource the human experiences that add value. Speed and connection matter both to employees and employers, but people create culture.

> " Career fairs or informational interviews might not be the highest tech sources, but they're our most successful source, not only for the hires we make through university relations, but also for getting people into our talent communities for future hires."
>
> Rachel Duran, Global Head of Employer Brand & Recruitment Marketing, HPE

2. Don't Fight Change. Embrace It.

Spending isn't projected to increase, but hiring demand will. Instead of "doing more with less," embrace the change before you to make talent acquisition what you've always wanted it to be: making human connections, doing really important work, and creating value.

This is the moment to be part of the reinvention of recruiting: new job descriptions, new team structures, better processes, better analytics, new channels, new technologies. Drive the conversation and truly partner with external vendors and third party providers to refine—and redefine - how hiring happens at your organization. Because the only way to predict the future is to invent it. And the future of recruiting is right now.

> " TA leadership is about guiding our teams to go beyond just filling jobs; it's about catalyzing growth and transformation with interaction, action, and hire."
>
> Steve White, Vice President, BECU

3. Data or It Didn't Happen.

Data is not just critical to aligning teams, it is the foundation for transformation. This matters both for creating trusted and compliant AI, and for aligning strategy, resources, and execution. More sophisticated, data-driven approaches to talent acquisition and hiring, prioritized by business objectives, will win in the war for talent.

Workforce planning, hiring conversations, and budget cycles start with shared data and analytics. Instead of more dashboards and volume metrics, align on what matters most to drive outcomes. When you focus on performance and bring trusted data to the conversation, you'll keep your talent strategy on track.

> " Data is foundational to the future of TA. Our ability to harness the power of AI is only as good as the data that feeds it. Companies have to rethink their data strategies to take advantage of the full potential of AI and data."
>
> Tiffany Hindman, Sr. Director, Global Talent Sourcing, Intelligence & Enablement, ServiceNow

4. Business Alignment is the Bottom Line.

If people are a company's greatest asset, then losing people to the competition is your greatest liability. Knowing the talent you already have – in house and in your network, the talent in the market, and what talent your competitors are going after will be much more important than backfilling jobs with external candidates.

The recruiter's core responsibility will shift from transactional work to aligning business requirements with talent market insights and the organization's talent ecosystem. This realignment is no small feat and talent teams will become ruthless with their time and resources. By automating more of the process for roles and segments where a recruiter's expertise adds low or no value, talent acquisition becomes a strategic lever with demonstrable business value instead of a cost center.

> " It's a challenging time. Some jobs will be very relevant, and others will become obsolete. The work recruiters and sourcers do is in jeopardy if it is not coupled with new tools and evolved functions. Recruiting is still one of the most important activities a company does."
>
> Andres Traslavia, Head of Executive Search, Whole Foods

5. What Got You Here Won't Keep You Here.

From paper resumes and fax machines to myriad sources and a global competition for top talent, the role of the recruiter has become incredibly complex and complicated. The potential for process improvement is tremendous, but that also begs the question, what will recruiters do now?

Traditional entry paths to talent acquisition will likely disappear as the process evolves. Sourcers will become researchers and analysts. Talent teams will add more junior recruiting roles, customer service, and consulting capabilities to their function. Your next great hire may come from anywhere in the company.

For talent leaders who make the transition, the future is bright. As talent takes center stage, those who have shown their value will be tapped for executive positions, including CHRO or operational roles leading to the corner suite CEO position. Many of these leaders make the jump to founding their own companies.

> " I love my job. I love the people aspect. Speaking with candidates and new employees informs my empathy and expands my world
>
> Rachel Duran, Global Head of Employer Brand & Recruitment Marketing, HPE

The Future of Recruiting Looks Pretty Awesome, Actually.

Looking ahead, it's clear that talent acquisition will not just survive the rise of distributed, global workforces and the ubiquity of AI—it will thrive. Because the future isn't about choosing between human insight and technological efficiency; it's about integrating the two to create something greater than the sum of its parts.

The next generation of recruiters will become invaluable strategic advisors, who are deeply embedded within specific domains, industries, or skill sets. By aligning with a company's core business objectives and long-term vision, they will be able to anticipate needs, spot trends, and help shape the direction of the organization.

Automation will redefine aspects of the recruiting process, so that savvy recruiters can devote their energy to building relationships, understanding human motivations, and crafting compelling narratives that attract top talent.

Data-driven insights will become the currency of the realm. By leveraging data, recruiters can tailor their approaches to meet the specific needs of both the organization and the candidates, creating a more personalized and effective experience for all parties involved.

The skills that set recruiters apart will include strategic acumen, emotional intelligence, and capacity for critical thinking. They'll need to navigate complex ethical considerations around data privacy, mitigate process inefficiencies, manage programs and partners and, most importantly, foster genuine connections in an increasingly virtual world. They will inform executive discussions about workforce planning, upskilling and career pathing as well as retention and referral programs. Their insights will have tangible impact across the entire enterprise, from product development to market expansion.

In the end, the essence of recruiting remains unchanged; it's about forging relationships and unlocking potential. The tools and tactics may evolve, but the mission stays the same. And as we navigate this exciting new chapter, one thing is certain: those who adapt, innovate, and align themselves closely with their organization's core objectives won't just remain relevant—they'll be indispensable.

Which sure beats reviewing resumes and suffering through screening all day, if we're being honest.

About Recruiter.com™

Since 2009, Recruiter.com has been one of the world's top destinations for recruiting related content, resources and training. With over 2 million members, Recruiter.com is driven by the mission to provide real recruiters and TA leaders with the tools and knowledge they need to positively impact both their employers and their careers. Recruiter.com also actively acquires and invests in leading service and technology providers across the talent acquisition space through Recruiter.com Ventures and its corporate parent, Employer.com. For more information on corporate development or partnership opportunities, please visit ventures.recruiter.com.

About findem

Findem's Talent Data Cloud combines 3D data with AI to automate and consolidate top-of-funnel activities across the entire talent ecosystem. Named one of America's Most Innovative Companies for 2024 by Fortune, Findem unlocks insights about people and the labor market that no one else can, giving companies the ultimate competitive advantage to plan, hire, and manage talent. Built to solve enterprise challenges at scale, with Findem, customers like RingCentral, Nutanix, and Paychex are delivering continuous pipelines of top, diverse candidates while creating better talent experiences. Visit us at www.findem.ai