



2023

State of Talent Acquisition Report

Insights from 230 Talent Teams from Australia & New Zealand

Delivered in partnership with



Contents

- 03 Introduction & Overview**
- 05 Looking back to 2021**
- 06 Performance**
- 08 Delivery**
- 10 Structure**
- 15 Funding**
- 18 C-Suite Support**
- 22 Hiring Experience**
- 26 Talent Tech**
- 33 The Gender Pay Gap**
- 38 Workload & Wellness**
- 44 Priorities for 2023 and beyond**
- 46 How does your TA team compare**

Introduction

An insight into Talent in 2023

The ATC Events & Media 2023 State of Talent Acquisition Survey received responses from 230 talent teams of all shapes and sizes from all over Australia and New Zealand throughout March 2023.

Delivered in partnership with Paradox, this report has been designed as a resource to help you benchmark your Talent Function, understand the possible challenges ahead and provide you with potential recommendations and solutions. You'll find in-depth analyses into the results provided by the 230 talent teams, as well as recommendations and tips to help develop your talent function.

We hope you find it of value.



We bring together the leading talent thinkers, makers, and trailblazers to propel talent capability and practices and connect the community to each other. Whether you're looking for live events, online discussions, or in-depth insights, we make it easy for talent professionals to connect and collaborate and drive the talent agenda forward.

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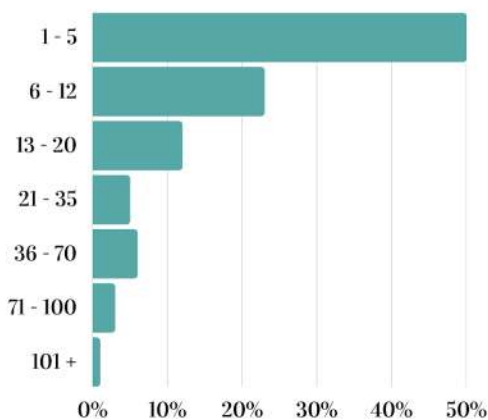
Launched in 2016, Paradox is the conversational recruiting platform behind the world's first Conversational ATS. Serving clients like Unilever, CVS Health, Amazon, L'Oreal, Nestle, and General Motors, Paradox is helping recruiters and hiring managers save hours every day on manual tasks like candidate screening, interview scheduling, and reminders, while delivering the world's best, most frictionless candidate experience.

To learn more about Paradox's product, visit paradox.ai.

Insights from 230 Talent Teams

Here's a breakdown of the team and company size, location, and function to provide deeper understanding into the representational value of the insights provided in this report.

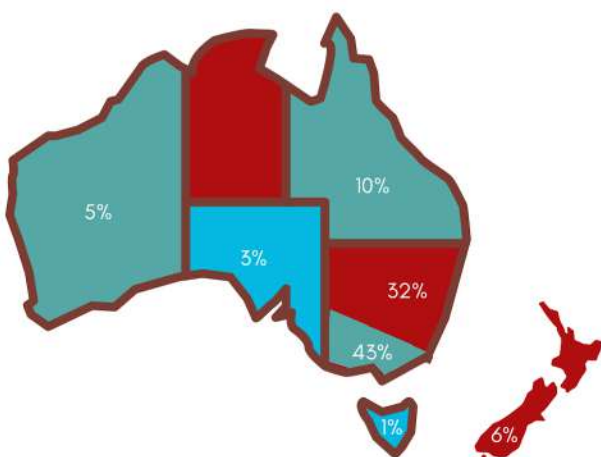
Size of TA Team



Roles Represented



Location of respondents



Size of Global Workforce



Where multiple responses from the same team were submitted, we only counted the most senior and complete data set.



Looking back

When we last ran our *State of Talent Acquisition Survey* in September 2021, 144 talent teams told us that they felt uncertain for the future ahead.

In the midst of a paradigm-changing market, talent teams understood the requirement to think creatively to best weather what many had termed “the perfect storm for talent.” Here were the key findings.

Upsizing Talent Teams

Talent teams were in growth mode, with 61% of respondents claiming their talent team had upsized 2021 in preparation for market recovery.

Flexible thinking required

Despite 92% of talent teams finding it harder to find talent compared to pre-pandemic, only 50% of those talent teams were open to considering a part-timer with the right skills, and only 25% of businesses were open to hiring remote off-shore talent to meet skills demands.

Moving towards Advisory Services

TA was aligning itself more with TM & HR offices, with 34% of respondents already offering Talent Advisory Services, and 46% of teams actively considering internal mobility in hiring decisions. But few teams reported that they had a strategic alignment to business goals and oversight into workforce planning data.

Talent Scarcity

Of the 144 responding talent functions, a whopping 92% said that they were finding it harder to hire talent compared to pre-pandemic.

Borderless Talent

As more workers looked to work from their country of choice post-pandemic, Talent Teams found themselves navigating the implications and challenges of hiring and management of talent in foreign jurisdictions.

Salary Wars

The majority of companies were open to using salary to their competitive advantage, with 83% yielding to candidate salary demands.

Room to improve tech

Talent Teams in 2021 reported using more than 30 different ATs but only 44% felt their talent tech performed well for them, leaving room for greater partnering with tech suppliers and optimisation.

Delivering the right talent at the right time

On average, talent teams rated themselves as 7.3/10 for delivering the right talent at the right time, but when asked whether they had adequate talent pipelines teams only rated themselves an average of 4.4/10. The strongest link between delivering the right talent at the right time was workforce planning and anticipating needs.

Performance in 2023

A effective Talent Strategy strongly aligned to the Business Strategy is crucial as it forms foundation of success, yet when we asked “How effective do you consider your organisation's Talent Strategic Plan to be?” the average answer was 6/10.

Alarmingly, only 18% of Talent Functions reported having someone focussed on TA Strategy in the team.



Strategic People Planning sits with HR but they are at capacity with issue management and grievances. There is recognition that it is lacking and a level of intent but only so far as “we plan to do it when we have time.”



We suffer from conflicting priorities. There’s Corporate Strategy with Business Led Initiatives and then there is HR led Initiatives which don’t seem to align.

Performance: The Highs and the Lows

Here are the areas in which talent teams are doing well - and not so well - according to our respondents.

Performing Well

62% - Aligning Talent Strategy to Company Goals

61% - Agile and flexible operating model / service delivery model

57% - Internal Brand - a trusted knowledge source and service provider

54% - Sourcing capability, understanding where talent exists in the external market

Needs Improvement

64% - Workforce Planning / Anticipating Needs

62% - Data & analytics for talent related decision making

62% - Careers Site

61% - Appropriate tech and tools to meet the needs of our talent strategy

60% - Visibility of current workforce skills inventory

59% - Automated Recruitment



Workforce Planning is a huge development need for us. Our business is very reactionary, which makes TA very reactionary. The ability to develop or access basic Workforce Demand Planning would be an enormous help. We need to know what the business is building in order to understand future demand.

Delivery

When respondents were asked to rate themselves on a sliding scale in response to the statement *Our TA team delivers the right talent at the right time*, the current average across all teams was **7.3/10**.

Remarkably, the same result was reported in 2021.

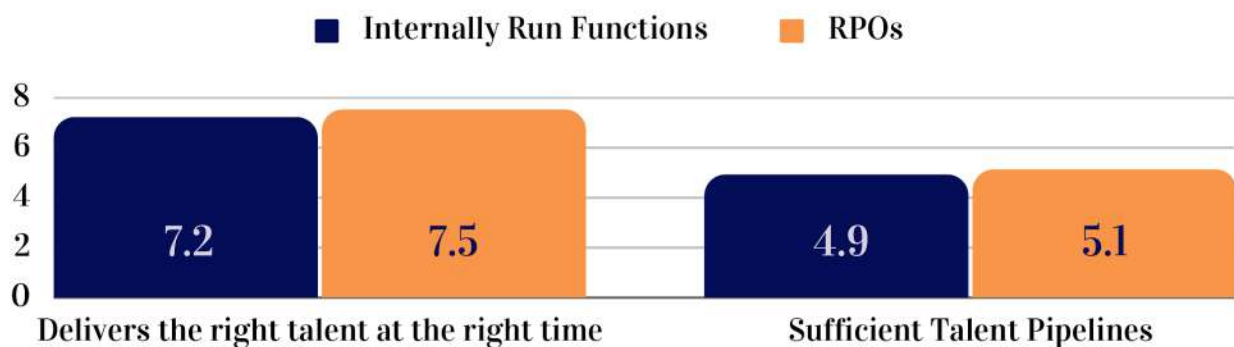
Breaking down the 2023 results further, we find that:

45.2% rated their ability to deliver as **8-10/10**

47.4% rated their ability to deliver as **6-7/10**

7.4% rated their ability to deliver talent as **0-5/10**

Reviewing outcomes between Internal TA Functions and RPO managed sites there was only a small degree of difference with RPOs delivery and pipeline scores coming in slightly higher.



It should be noted that Internally operated functions rated slightly higher on Hiring Speed, Ease and Experience than outsourced Talent Functions.

Delivery (Cont.)

Here's what talent leaders told us about their ability to deliver talent in a timely fashion and maintain sufficient talent pipelines.

“

Low unemployment and lack of migration over the past few years has really impacted our sector. We don't have enough domestic graduates to meet demand and we are an essential service. Our focus now is to capitalise on the economic unease in the UK and attract qualified people to move here. We now have a Sourcing and Engagement team that work UK hours from Australia aimed at this talent segment.

“

In the industry we recruit for there is a high burn out so we need to be very creative and flexible to meet the talent market where it's at. That means Part-Time and Flexible Hours, engaging Retired people back into the profession as well as people returning from Parental leave. The flow on impact is that we need to source, interview and hire more people to meet the FTE which means more resources for the same outcome but that's just where the market is at the moment.

“

Our Industry sector is quite small and unique so rather than competing, we have a purposeful quarterly catch up and share intel and ideas.

Structure

Internal Mobility was the talent story of 2022 which prompted us to check in on the connections between Talent Acquisition and Talent Management. We see Internal Mobility as the catalyst for these two functions to merge or work much closer together.

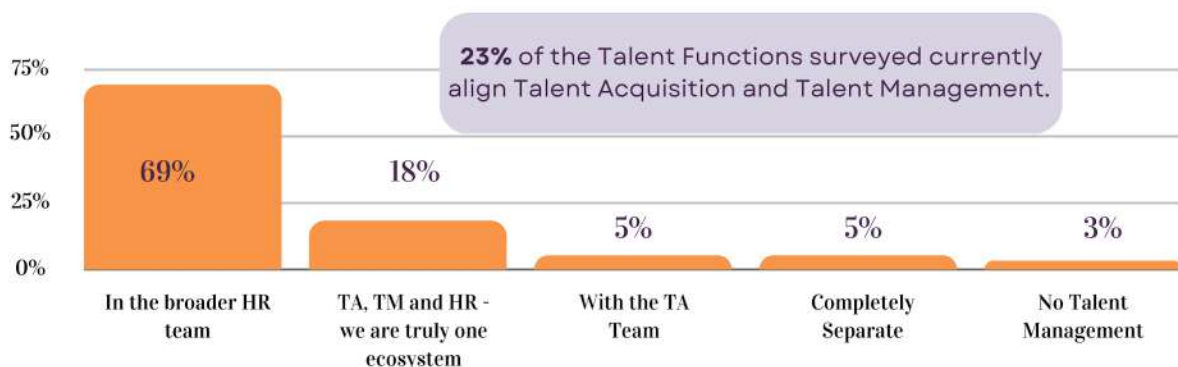
At the same time, the concept of Talent Advisory is becoming more common with a growing need to provide talent from a range of sources such as *Build, Buy, Borrow and Bot*; essentially designing and determining how work gets done. An undertaking of this type must create a closer relationship with the business and closer collaboration with People and Culture.

Doing so will create greater accountability, which will make it more natural for TA to report to the business at least with a dotted line. Talent Acquisition is on a path to evolve into Talent Advisory. To do so, Talent Acquisition must free themselves up in order to accept their seat at the table.



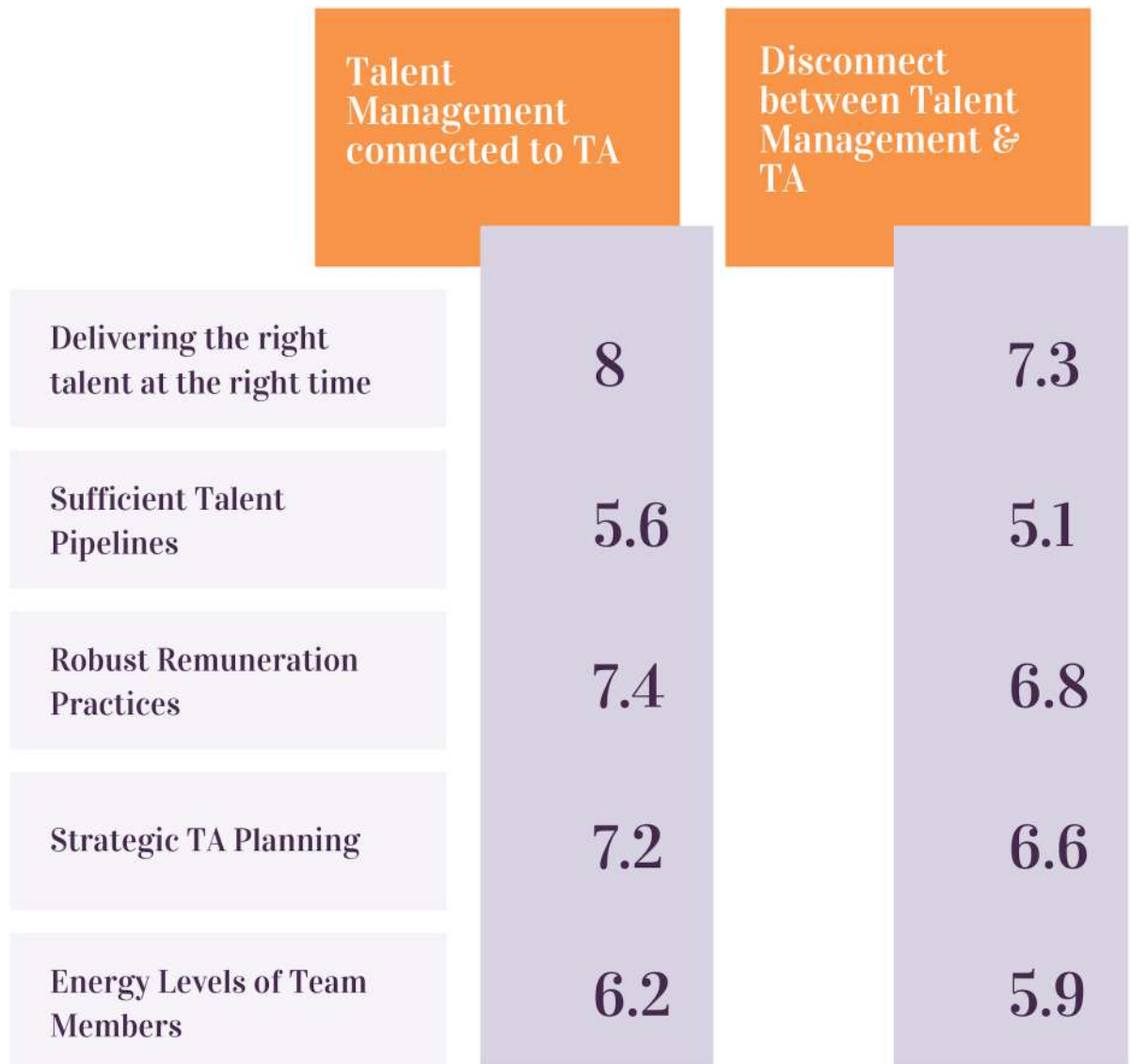
With Paradox, there are frictionless conversations going on while our recruiters are doing all that valuable stuff. From my point of view, recruiters need to be talent advisors. They're talking to hiring managers about more than recruiting for a role. They're talking about organizational design and shaping the organization going forward. But they don't have the time to do that if they're doing admin tasks. - Lisa Scales, Head of Talent Acquisition, Nestlé

Where does Talent Management sit in your organisation?



A Common Sense Approach

While the merger of Talent Acquisition and Talent Management certainly makes sense from both an Internal Mobility and Talent Advisory standpoint, delivery results also improved across the board for the 23% of Talent Functions that were linked to Talent Management.



NB: All ratings are based on a scale of 10, whereby 10 is the most positive point and 1 is the most negative point

Talent Leaders on merging TA & TM

While there are positive results with TA and TM being connected, Talent Leaders have mixed feelings about TA's connection to HR.



TA used to report into P&C but now we report into Business Operations. This is going to allow us to get Hiring Managers more involved and accountable. In the past we have had HR in between us and there was a culture of “TA will do it and Hiring Managers don’t get involved.” That is about to change.



We are very much a Talent-led business. We work well with our HR peers but we don’t report into HR, we sit inside the business units. The primary goal for us is growth and TA is seen to be a key driver of that growth plan. To grow we need new sales and talent so we tend to keep our eye on the prize and focus on working with the sales team on when they are likely to sign new deals so we can workforce plan. We decided as a business that we’d rather hire in anticipation and have people onboarding and on the bench rather than wait for the deal to be signed and miss billing opportunities.



TA, L&D and OD all sit in Talent Management because it’s all about Skills – acquire, develop, grow.

Talent Leaders on merging TA & TM (Cont.)



As part of our structure we have Capability Leads in the business. They aren't recruiters, they are SMEs that have the time to focus on talent and capability in the team and they have time to interview which can be a struggle for Department Leaders.



HRBPs are our biggest blockers. It's incredibly ironic and frustrating.



TA has direct access to the business. We do have complete end-to-end HR Business Partners but they are not involved and don't want to be involved in hiring Talent at all. The great news is that they trust us but the bad news is that it's a very one-sided relationship - we send them reports and we don't get anything back yet they are responsible for People Planning.



The impact of poor onboarding (which currently sits in a different team) impacts us as word gets around our niche industry and it hurts both retention and talent attraction.



We are still at an immature level with Internal Mobility because the current policy inhibits mobility. Engaging the business to have them agree how long a person needs to be in a role before they can move was a challenge. Our view is 0 days. Their view is 2 years.

Moving towards Talent Advisory

We asked about the breadth of roles in each Talent Team and were buoyed to see that half of the teams incorporated Talent Advisors in some capacity.

However, it was concerning to see that only 31% have dedicated focus on People Analytics (a core component of Talent Advisory) and only 18% with someone focused on Talent Strategy. Historically there has been lots of “doing” in TA but to evolve, we are in need of many more “thinkers”.

Type of role	% of teams who include that role in their team
Talent Advisor	50%
Employer Brand	47%
Sourcers	42%
Admin Support	42%
Grad/Early Careers	32%
Diversity, Equity & Inclusion	32%
People Analytics	31%
Internal Mobility	30%
Onboarding Consultant	24%
Talent Tech Expert	23%
TA Strategist	18%
TA Internal Trainer	10%



42% of respondents have Admin Support in TA function (4th highest) which carries a payroll cost. What if you could automate repetitive tasks and repurpose your workforce?

How Funding impacts Talent Teams

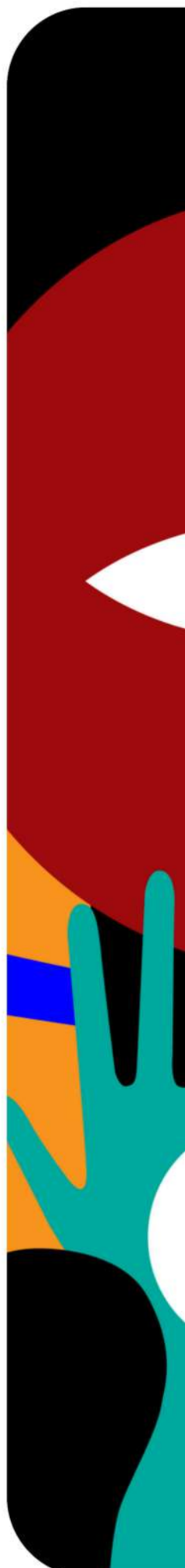
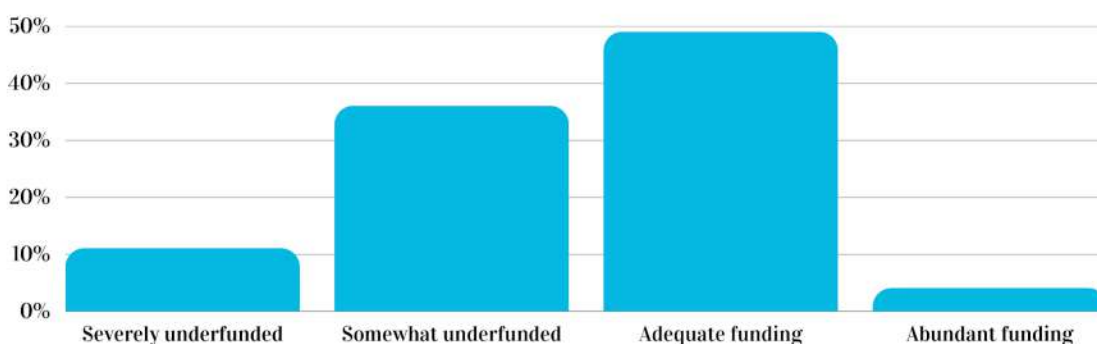
Only 53% of Talent Teams believe that they are appropriately funded.

Within this group, only 4% claim abundant funding, down from 11.81% reported in 2021.

This may suggest that organisations are cutting back on their talent investments, potentially in response to economic uncertainty.

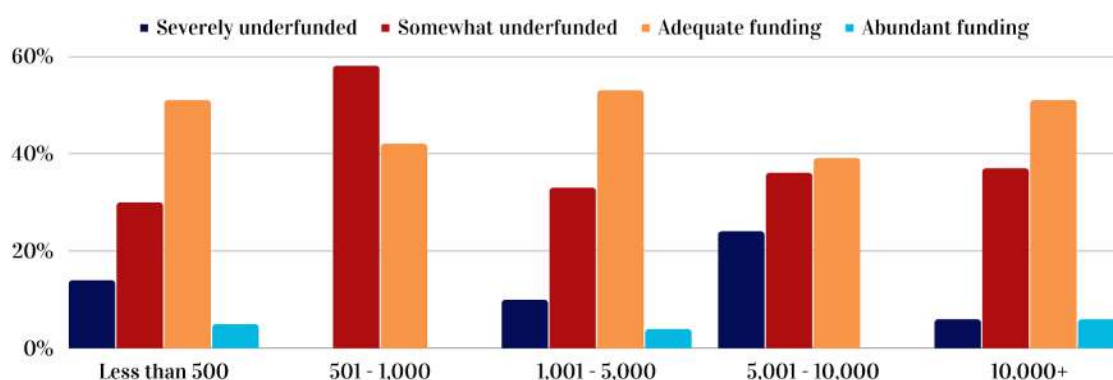
By company size, the majority of companies with less than 500 employees have adequate funding. Of those underfunded, the company size that fared the worst was the 5001 – 10,000 employee range.

The degree to which your talent function is funded and resourced



How Funding impacts Talent Teams (Cont.)

Funding Level per Company Size



I have adequate budget for technology but not enough for headcount. My TABPs are handling 55-65 requisitions each when for the complexity level of the roles, they should be handling 20.



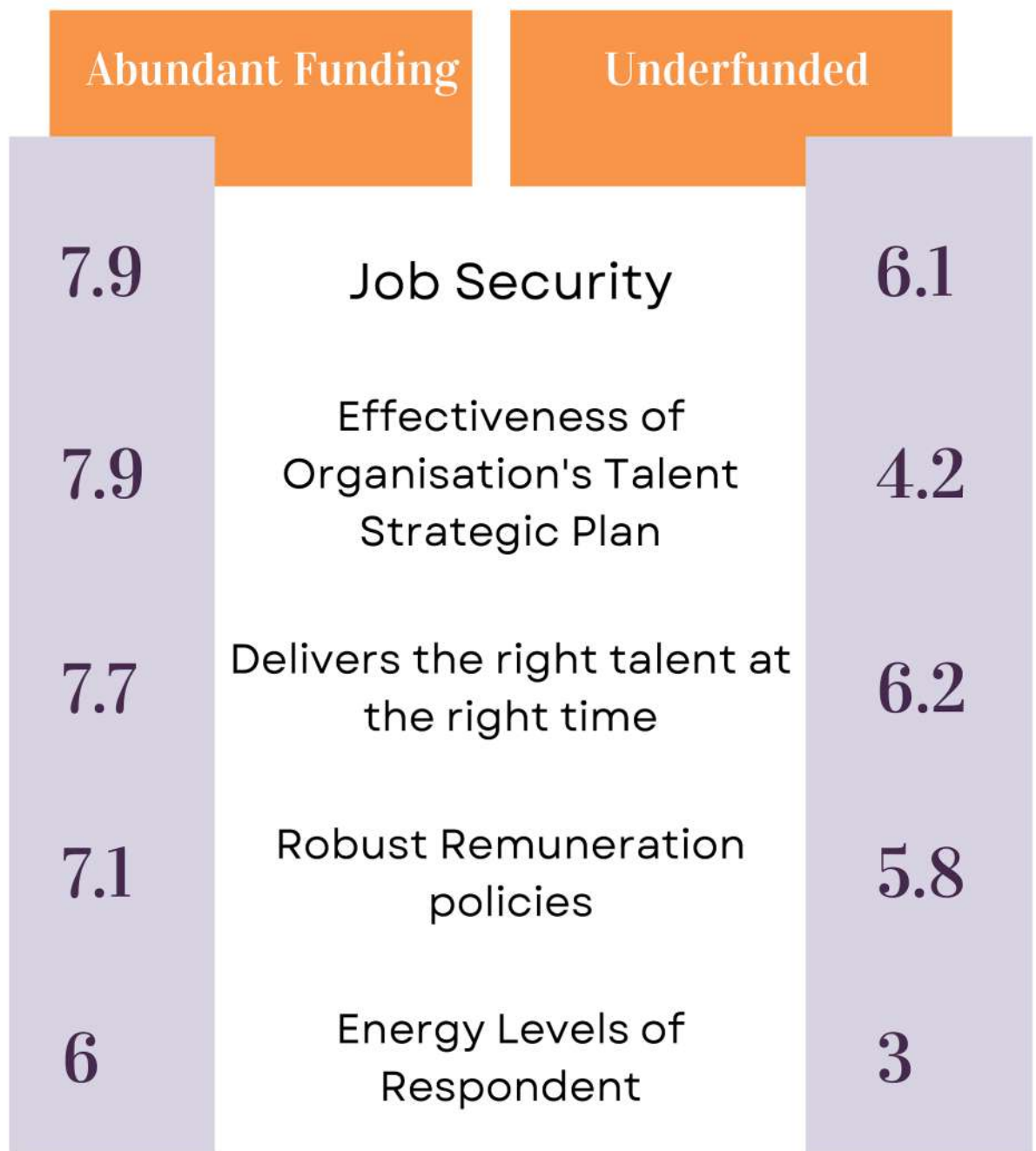
The only funds that are rolled over into the following year's budget is Technology and Ads. Everything requires a Business Case. There is no discretionary spend that I, as a Leader can manager.



Although I listed my budget as Abundant, that is for technology, projects and transformation that has been approved. Personally, I'm doing the job of three people and it's not sustainable.

Funding: The Highs and the Lows

As can be seen from the data below, large gains are able to be made with the proper investment in Talent.



NB: All ratings are based on a scale of 10, whereby 10 is the most positive point and 1 is the most negative point

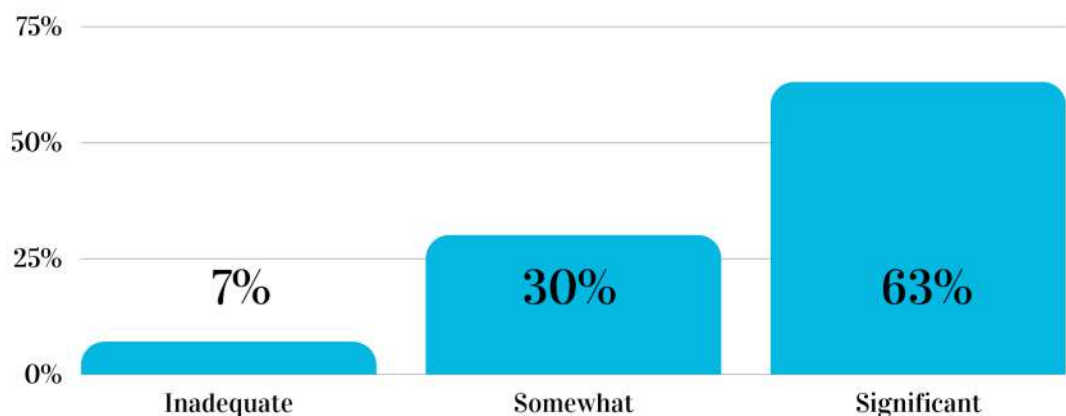
Funding & C-Suite Support

While 47% of respondents felt they were inadequately funded, only 7% of respondents felt that their Talent Function received an inadequate level of importance and support from their executive level.

Of the respondents, 63% claimed that their executive level placed significant importance on their function; an interesting insight considering only 53% of teams felt they were appropriately funded.

Ultimately, there is a clear relationship between the level of C-Suite support a team has with their funding; when the executive team recognises the strategic importance of talent management, they are more likely to allocate the necessary resources to ensure that the talent function is properly funded and resourced.

Level of importance of talent function at exec level



The Power of C-Suite Support

These findings tell us there's a direct link between the Executive Importance of People/Talent and the level of funding teams receive, and the Executive Importance of People/Talent and the overall performance of a talent team.

A high level of trust from the C-Suite will lead to greater funding and resourcing in the talent team, which will in turn lead to a happier talent team and more effective talent outcomes for the organisation at large.

Impacts of this relationship

- 36% of respondents reported that an increase in resourcing would help them be happier at work and perform better, meaning greater C-Suite support would improve energy levels.
- The difference between well-funded and poorly-funded Talent Teams is quite stark. As TA Professionals get better at identifying what makes a great TA function, it will be harder for underfunded and unsupported teams to attract quality Recruiters.
- Many organisations claim to align business objectives with talent outcomes yet they struggle to gain executive support and funding for these initiatives
- There is a need to improve the skills of decision-makers in making strategic choices and asking critical questions based on the available funding and the achievable outcomes;
- Talent Teams may not be effectively advocating for incremental funding from the business.
- Potentially the Talent Function should report directly to the COO to be a Profit Centre and gain a higher visibility and funding.

Getting C-Suite on board

Talent functions that are reasonably well funded have higher job security are more effective in delivering the right talent at the right time and have twice the energy levels of poorly funded ones.

Organisations need to improve their ability to influence executives and secure the necessary resources to effectively manage and develop their talent.

Additionally, there may be a need for talent professionals to improve their communication and negotiation skills to make a stronger case for increased funding based on the value and impact of talent initiatives.



As TA Leader you have to be willing to take a grenade for your team. If your budget gets cut, your deliverables must reduce.

Recommendation:

Strengthen the relationship with your C-Suite



According to Talent Leader Nicola Harrison, here's what Talent Teams need to do to strengthen their relationship with their C-Suite.

1 Understand the concerns of your C-Suite

Dial-in to the town hall meetings and read your organisation's annual report to understand what areas the C-Suite is focussing on, and then present your wins and challenges to the C-Suite in relation to those focus areas. Make it easy for the C-Suite to understand exactly how your Talent Function can help contribute to achieving their broader organisational goals.

2 Speak to each member of your Executive Board

The Chief People Officer is only one member of your C-Suite, and by only talking to them you miss out on connecting with the full exec board. Learn about the roles and responsibilities of the CEO, CMO, CFO, COO, and other positions and understand the information and data-points you need to present to each to best promote the talent function.

3 Create a C-Suite value proposition

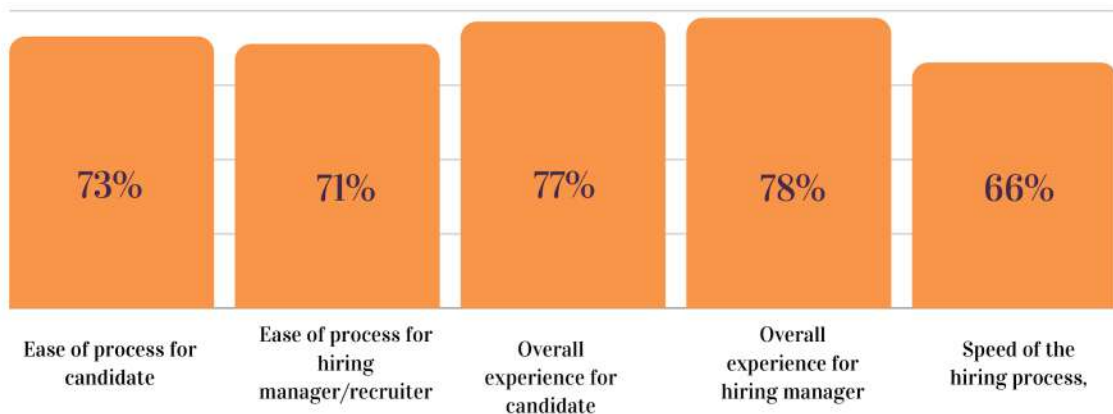
Understand how the C-Suite view the talent function by developing a value proposition for your team. What is the job that C-suite executives hired TA to do? What are the pains that C-suite executives are experiencing that TA can relieve? What are the gains C-suite executives are looking for that TA can contribute to?



Hiring Experience

Respondents identified that they were generally happy with the key areas of their hiring experience, with more than 60% of teams claiming they were satisfied with hiring processes, experiences, and time and cost to hire.

How Satisfied are you with your Hiring Experience?



While the majority of teams are satisfied with their overall hiring experience, 64 of the 230 talent teams said they were focussed on improving candidate experience in 2023, and 34 of the 230 talent teams are focussed on improving Recruiter & Hiring Manager experience in 2023.

The survey results also indicated a strong relationship between the experience of hiring and satisfaction with a team's ATS.

Hiring Experience is a journey, not a destination

According to Steve Gard from The Circle Back Initiative, talent teams should always be striving to improve hiring experience so that they can increase satisfaction for everyone involved in the process.



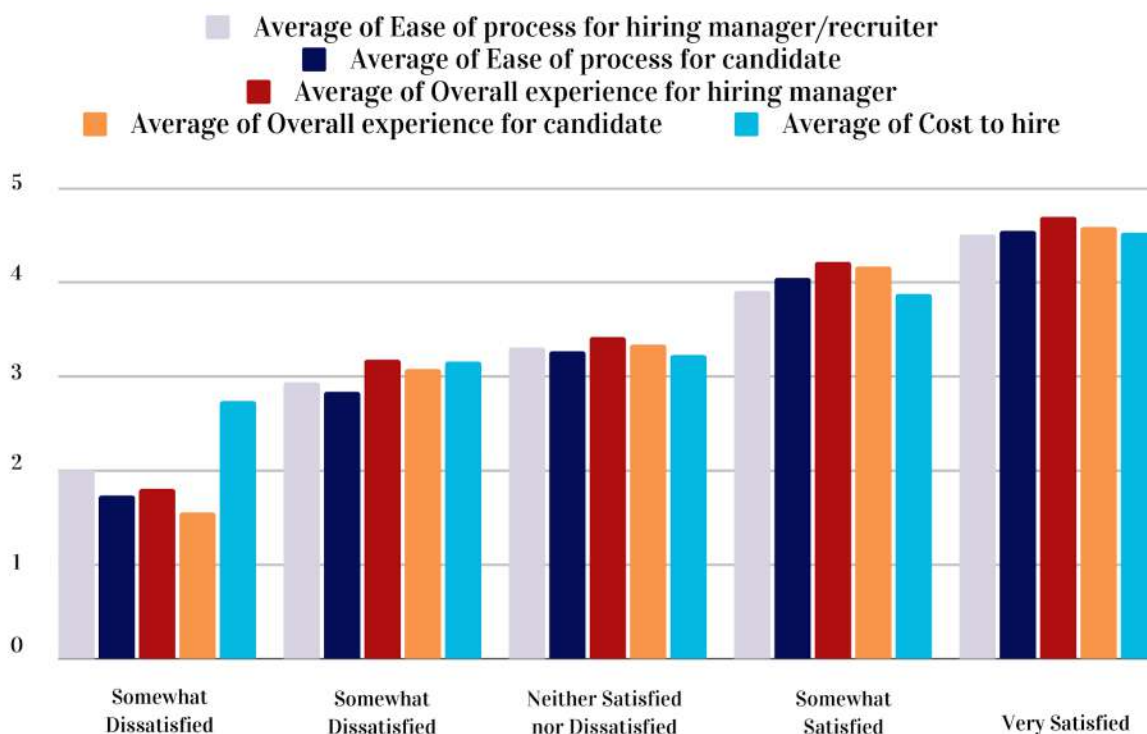
Whilst there is generally good feedback about the ease of the hiring process and overall candidate experience, it should be remembered that ensuring a great candidate experience is a journey not a destination. With only 64 employers focusing on improving CX this year, a strategy of continuous improvement in CX seems to still be a nice to have.

There is potential for talent teams to improve the experience for hiring managers and recruiters. Recruiter experience can often be overlooked, but should be a key strategy so talent teams can retain and develop in-house capability. It's clear that organisations can gain a competitive advantage in attracting and retaining top talent by prioritising candidate experience improvement projects and employing effective ATS platforms.

Speed & its connection to overall hiring experience

Respondents identified that they are least satisfied with the cost and speed to hire (especially speed), yet these two positively impact the other hiring metrics.

However, the results show that the more satisfied the TA team is with the speed and cost to hire, the better other hiring metrics perform for them (including ease of process for hiring manager/recruiter, ease of process for candidate, overall experience for hiring manager, and overall experience for candidate).



Speed to hire a key metric to focus on

In a candidate short market where opportunities are abundant and competition for talent is strong, speed of hiring is crucial.

For hiring managers, a speedy hiring process allows them to secure top talent quickly and meet their business objectives. It ensures that they don't miss out on high-quality candidates who may have multiple offers or opportunities in the market. A faster process enables hiring managers to make timely decisions and communicate with candidates effectively, leading to a more positive experience overall.

For candidates, a speedy hiring process allows them to understand their status in the hiring process and make decisions faster. They can evaluate multiple opportunities simultaneously and choose the one that aligns best with their career goals. A swift hiring process reflects positively on the organisation, showing that they value the candidates' time and are committed to making efficient decisions.

The data indicates that speed and satisfaction are closely connected, suggesting that a faster hiring process generally leads to higher levels of satisfaction among both hiring managers and candidates.

There is also correlation between the cost of the hiring and satisfaction for all stakeholders involved. When more resources are invested in the hiring process, there is often increased attention and improved service for both hiring managers and candidates. This enhanced focus on providing a positive experience can contribute to higher levels of satisfaction.

In a candidate short market, a fast-hiring process is crucial to attract and secure top talent. The data highlights the importance of investing in the hiring process to ensure a positive experience for all stakeholders and ultimately enhance satisfaction levels.

Talent Tech: Applicant Tracking Systems

There were 48 different Applicant Tracking Systems used by the 230 Talent Functions with the average satisfaction rating of 5.9 out of 10.

The top 9 most used systems by our respondents are:

SAP Success Factors	PageUp	Workday
Lever	SmartRecruiters	JobAdder
Greenhouse	LiveHire	Workable

The 10th most common response was that no ATS was currently implemented.

Satisfaction with ATS is related to the experience of hiring. On average, those who report a better hiring experience rate their satisfaction with ATS higher. So it's important to have the right ATS that drives speed and efficiency and takes care of team well-being/workload.

In 2023, we are now seeing now a generational leap in ATS technology. Platforms are now conversational, Multi-Lingual and offer 24/7 engagement with candidates.



We didn't want to build just another ATS – so, we didn't. Our mission has always been to help our clients get work done faster, so they can spend more time with people, not software.

- Paradox Founder and CEO Aaron Matos

Every great hire starts with a conversation.

Create seamless candidate experiences and hire more than ever while doing less work with conversational recruiting software that automatically screens, schedules, and onboards via text.

- ✓ Shorten time-to-apply to minutes, with a quick, lightweight text-to-apply experience.
- ✓ Answer candidate questions instantly, on any device, in 30+ languages.
- ✓ Automatically schedule any type of interview in seconds, 24 hours a day.



Talent Tech: Video Assessment Tools

The average satisfaction rating for Video/Assessment Tools was 6.9 out of 10.

However, the most common response provided was that Talent Teams used no Assessment at all. This is possibly due to a lack of training on how to utilise assessments or personal experience as a user.

Top 5 Video/Assessment solutions used by respondents are:

- 1.No Provider
- 2.HireVue/Modern Hire
- 3.Vervoe
- 4.Testgrid/Vieple
- 5.Haver (formerly Pymetrics)

TA must continue to stay up to date on the new generation of Assessments hitting the market that are short, validated, and mobile optimised.



Traitify by Paradox is the world's fastest, scientifically validated assessment, taking only 2 minutes to complete. Backed by decades of Big Five personality research, Traitify reduces bias while quickly identifying best-fit candidates, reducing short-term turnover, and building long-lasting, high-performing teams. It has an impressive 96% completion rate.

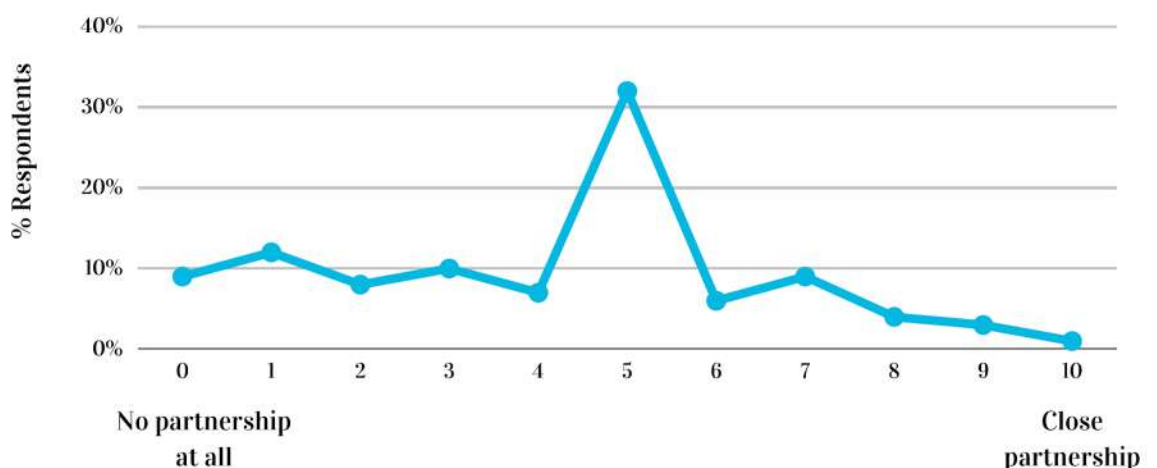
Partnering with Talent Tech Providers

We assessed satisfaction ratings of Applicant Tracking Systems (ATS) and Video and Assessment tools, as well as how closely Talent Teams partner with Suppliers on optimisation and training.

We asked Talent Teams to rate themselves on how well they partner with suppliers on Optimisation and Training. The average rating was 4.1 out of 10. Only 17% of teams rated themselves as a 7 or higher for their effort in partnerships.

The closer the relationship with tech vendors, the higher the satisfaction rating for how their tech products work for them. This highlights how important it is to choose the right partner who can work closely with your team and support their needs.

We partner closely with our Talent Tech Providers



Of those that rated themselves a 7 or higher for their ability to partner with providers on optimisation and training:

- Their ATS satisfaction was an average of 6.9
- Their Video/Assessment satisfaction was an average of 7.6

Partnering with Talent Tech Providers (Cont.)

Alarminglly, only 38% of Talent Teams believe they have the appropriate technology and tools to support their Talent Strategy.



We are focussed on replacing our ATS. Theoretically you could pick the best tool in the market but if you mess up the configuration and implementation, it doesn't matter what tool you choose. We need to take responsibility for getting it right, it's not enough just to do the selection.



Raising the topic of replacing our ATS is awkward as there are many people still in the business who were part of the selection and implementation of the existing one and they are unwilling to face the fact that they made a mistake.



As a company, we are not great at Technology. What we have is easy for P&C but not for our candidates and new starters. I am pushing cultural change to be more candidate centric.



We desperately need Data Analysis. We don't have anyone TA or HR that can analysis and interpret the data. We are flying blind when we really need to making more informed decisions.

When asked what they thought was performing well in their business, Automated Recruitment (e.g. Admin and Scheduling) is ranked the lowest for "performing well" (only 24%) and highest for "Not Available / Provided" (16%) possibly as it is relatively new in Australia and provides lots of opportunity for improvement



Getting it right: making your Talent Tech work for you

We all know that technology is one of the strategic enablers for any Talent team, so it's essential to select wisely and ensure the platform is fit for purpose today and down the track.

According to Sarah Blanchard, Head of Talent Advisory at Talent, there are a number of factors to consider.

Ask yourself if the capability of the technology aligns with the long-term business goals, especially if you are a scaling/transforming organisation?

Depending on the stage of maturity of the business or talent team, your technology/ATS needs will differ but some elements to consider are:

- **Functionality** – now and down the track
- **Integrations available** – Will It speak to other elements of the current tech stack
- **Time and resources to implement** – Switching the platform on does not make it ready to use!
- **Ongoing changes/maintenance to system** – Can these be done and managed with ease within the TA team? Bye Bye slow ticketing systems, hello empowered TA admins
- **Reporting and Analytics** – This can often be a key differentiator as we look to provide key business insights



Getting it right: making your Talent Tech work for you (Cont.)

If you can't implement new tech, then you need to optimise. Here are some tips to help you make the most of what you've got.

- Map the end-to-end experience through the lens of the TA Partner, Candidate and Hiring leader and challenge the team at each stage by asking “why?” or thinking “what if?”
- Review what your customers are saying by interviewing hiring leaders and surveying candidates
- Understand the blockers and impacts to business as a result of non-optimised tech
- Consider add-ons that could be implemented to address gaps
- Consider what can be automated that isn't currently
- Ask if the TA team is empowered to make system changes where opportunities are identified
- Partner with the vendor – Ensure you are getting the best from the relationship in regards to specific training to address any gaps , support, insights, lunch and learn sessions, etc.
- Understand the vendor's product roadmap and what's coming
- Understand how frequently the vendor reviews customer feedback around product enhancements

Implementation of new technology can be an exciting time for a Talent Team and business but you must make sure you have the right resources and expertise to get the work done properly.

Seldom is it as quick and easy as the vendor claims (sorry vendors!), nor is it a side hustle for a busy Recruiter. Identify the team and ensure they are empowered to make decisions accordingly.

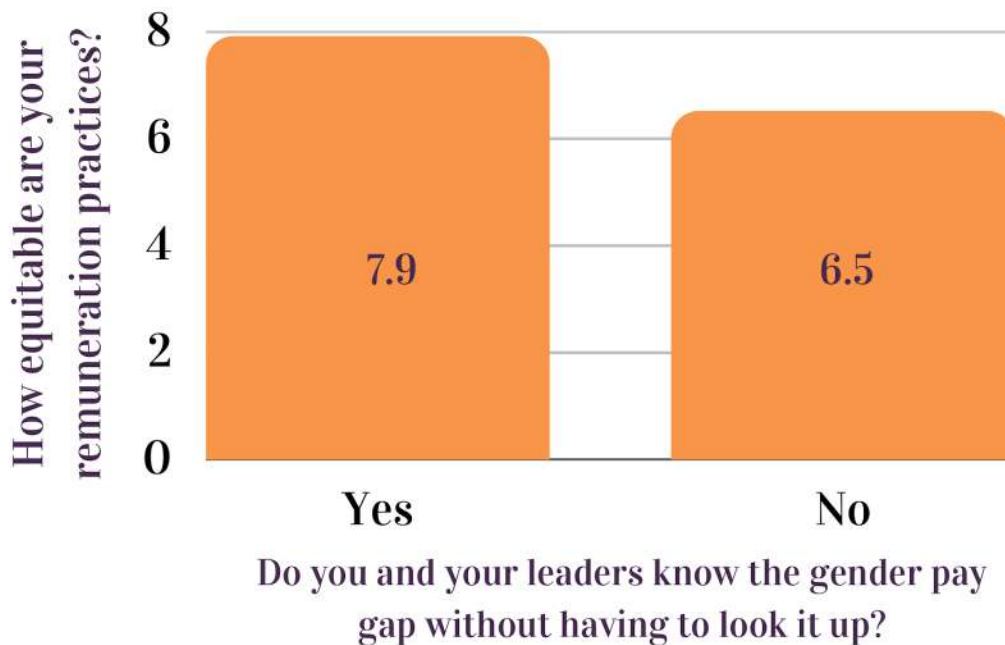
Ensure you have a robust communications and roll out plan to support implementation- this will get the TA team excited, keep the Leaders informed and avoid unnecessary disruption and “noise” during the cut over period. Think creatively about how you bring this change to life via socials, employer branding etc – especially where tech, change, innovation or transformation form part of your EVP.



The Gender Pay Gap

63% of respondents rated themselves a 7/10 or higher when asked if their Organisation has “robust remuneration practices that ensure all people are paid fairly and equitably” yet only 38% of all respondents said that they and their Manager knew their company’s Gender Pay Gap.

The data reveals a significant discrepancy between respondents' perceptions of their organisation's commitment to fair and equitable pay practices and their actual knowledge of the gender pay gap within their company by those that are responsible for making salary offers.



We interviewed several Talent Leaders about the lack of knowledge of their company’s Gender Pay Gap and were alarmed find out that many Talent Teams did not have access to the data with some HR and Remuneration teams purposefully withholding the information which raises serious concerns about transparency, cooperation and accountability in these areas.

Talent Leaders on the Gender Pay Gap

Here's what talent leaders told us when we asked about the lack of knowledge of their organisation's gender pay gap.



Even as Global Head of TA, I don't have access to our Gender Pay Gap so I'm all for the new transparency legislation as Rem & Benefits who have the data will have to show it.



There is no way we'd even know what the true gap is because the compensation framework aligns to the competence framework and that is not complete or up to date. There is a massive Job Architecture project that needs to occur.



Salary demand from the external market is 30-50% higher than internal salaries. If we closed the pay gap, we'd need to adjust all of our internal staff which at that rate is unaffordable. Our staff are saying that it's actually better for them to leave and then come back so they can negotiate a better salary.



Our process is to ask all candidates what their current salary is as well as what their expectations are to avoid offering candidates large increases to move across. I have tried hard to influence but have been unable to shift old mindsets.

Progress ahead for the Gender Pay Gap

The Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023 made amendments to the Workplace Gender Equality Act 2012 (WGE Act).

This impacts private sector employers and, from 2023, Commonwealth public sector organisations with 100 or more employees. The implementation of these reforms will enhance transparency, foster accountability, and drive proactive measures to expedite advancements in gender equality within workplaces.

Addressing your Organisation's Gender Pay Gap requires collaborative efforts from many stakeholders within an organisation. C-Suite and Hiring Managers as well as TA, HR, and Remuneration & Benefits teams all play essential roles in ensuring fair compensation practices for new hires.

By working together collaboratively, these teams can promote transparency, accountability, and fair compensation practices throughout the hiring process. Their collective efforts help to reduce the gender pay gap, create a more equitable work environment, and attract and retain diverse talent.

Want to improve the gender pay gap in your organisation? Here is a great Case Study from [Lion](#) on the practices that they use.

The role of Job Architecture and The Gender Pay Gap

In our follow up interviews with Talent Leaders who took part in the survey, the role of Job Architecture in ensuring fair pay practices became apparent.

Job Architecture refers to the systematic and structured approach of designing and organising job roles, hierarchies, and career paths within an organisation. Job Architecture provides the foundation for equitable and transparent compensation systems by considering factors such as job responsibilities, skills, qualifications, and market value.

Job Architecture serves as the backbone for remuneration and fair pay practices. It establishes consistent job evaluation processes, supports pay equity, promotes internal equity and transparency, and ensures market competitiveness.

By leveraging job architecture effectively, organisations can foster fair and equitable compensation systems that align with the value and responsibilities of each job role.



The job architecture work that the HR team did has been invaluable, it benefits us in multiple ways including avoiding pay gaps, overall hiring equity, learning and development pathways and internal promotions. We have three job families, each with several streams, and every role is structured around four core competencies. It becomes much simpler to map a candidate and their capabilities to a role, and from that know what is a fair and equitable offer regardless of their gender or even years of experience. Everything starts with the job architecture model.



How Job Architecture impacts the Gender Pay Gap

1 Job Evaluation

Job architecture helps establish a consistent and objective job evaluation process. This process assesses the relative value of different jobs within the organisation based on factors such as job complexity, skills required, and level of responsibility. These results inform decisions about job grading and pay structures.

2 Pay Equity

Job architecture supports pay equity by defining clear job levels and salary ranges. It helps determine appropriate compensation benchmarks for each job level, considering factors like market rates and internal pay equity.

3 Internal Equity

Job architecture enables organisations to establish internal equity by defining clear career progression paths and opportunities for advancement. It provides a framework for employees to understand how their roles fit within the organisation and the potential for growth. Employees with similar job levels and responsibilities can be compensated consistently, ensuring fairness and reducing disparities.

4 Transparency & Communication

Job architecture facilitates transparency in remuneration practices. Clearly defined job levels, pay ranges, and career paths allow employees to understand how their compensation is determined and how they can progress within the organisation. Transparent communication about the job architecture and its link to compensation fosters trust and confidence among employees regarding the fairness of pay decisions.

5 Market Competitiveness

Job architecture helps organisations assess their market competitiveness in terms of pay. By aligning job levels and corresponding salary ranges with market data, organisations can ensure that their compensation practices are competitive and attractive to potential candidates. This helps attract and retain talent while maintaining fair pay practices within the industry.

Workload & Wellness

In 2023, respondents indicated that their average energy levels were at 5.5 out of 10, reflecting a slight decline of 0.2 compared to the previous survey.

In 2021, the rating of 5.7 was expected, considering the aftermath of over a year of COVID-19 lockdowns. However, the decrease in energy levels in 2023 could well be attributed to the heightened workload and pressure in a fiercely competitive labour market.

The absence of respite from operating in dynamic and stressful environments for three years has likely contributed to not only the decline but the continued low result.

In-house recruiter energy levels



Current Energy levels of TA Teams (Avg rating)

5.5

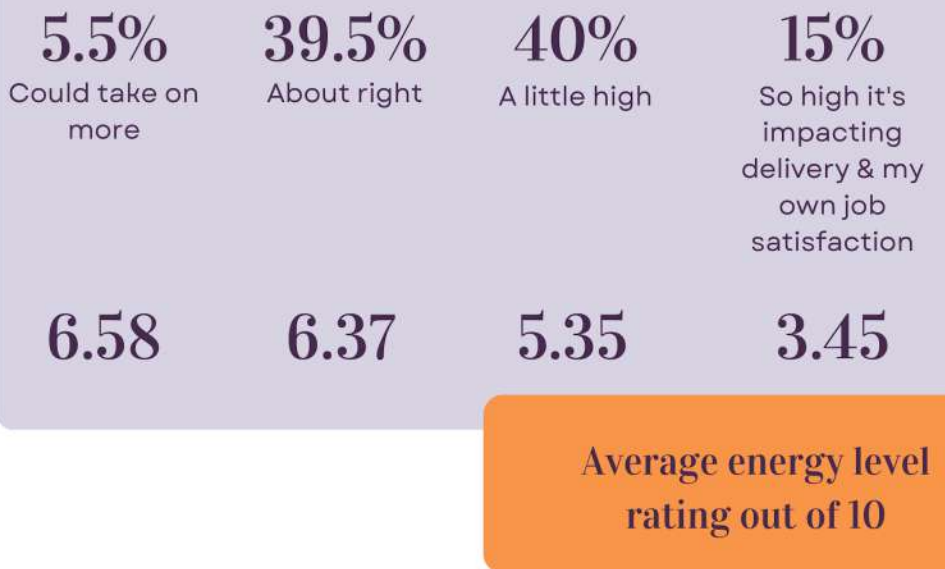


High Workloads impacting Wellbeing

We asked respondents how they felt about the number of roles and stakeholders they manage and then we compared each of the cohorts to their energy levels.

Unsurprisingly, there is a direct correlation between workload and energy levels; the higher the workload, the lower the energy levels.

How do you feel about your current workload?



The amount of hours I'm doing outside of our regular hours is obscene. I'm giving from an empty tank.

Requisition Load

There is no one size fits all when it comes to how many open roles a recruiter should carry, but here are some key variables to help guide you.

Recruiter Expertise & Approach

- Types of Roles - Unique or Similarities and Economies of Scale
- Level of Experience and Expertise of the Recruiter
- Job Ad Reliance vs. Proactive Sourcing and Engagement

Environment

- Timing - Spread across the year of Peaks and Troughs?
- Are the skills scarce or is talent readily available?
- Is the Value Proposition and Conditions compelling?
- What are the current Market Conditions?

Dependencies

- Hiring Manager Responsiveness and Effectiveness
- Reputation/Employer Brand for the specific roles you hire
- Strength of your Internal Referral Programs

Process, Service, & Support

- Breath of Process - Sourcing to Offer or just parts?
- To what degree is your process Automated?
- Minimal or Highly Personalised Candidate Care
- Level of Service/Business Partnering
- Additional Steps such as Medicals, Security, Assessment Centres
- Level of Administrative Support provided
- Internal applicants - looking Internal as well as External?

Role

- Criticality (Pressure and Importance)
- Candidate Specialisation or Expertise Level (Unicorns)
- Diversity - additional sourcing time or meeting % shortlists

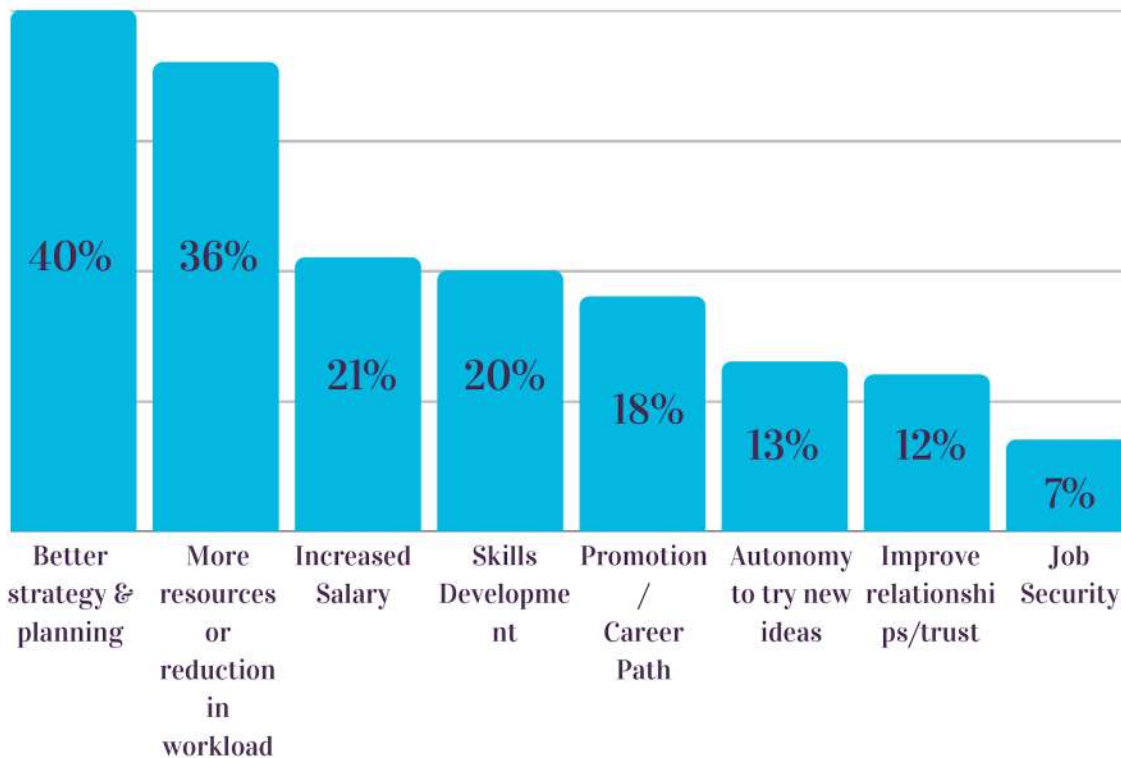
Metrics

- Delivery - Are you meeting SLAs at the current Requisition Load
- Recruiter Overtime - is delivery reliant on unpaid overtime

Additional Factors impacting wellness

When asked to identify what two things respondents needed to be happier at work and improve their performance, the highest responses were for Better Strategy and Planning (40%) and More Resources or a Reduction in Workload (36%).

What would make you happier at work and improve your performance?



Redundancy concerns

However, when it came down to how secure they felt in their role, it is apparent that redundancies were not looming as large in peoples' minds in March 2023 as they are now (June 2023).

At the time of the survey in March, respondents gave an average 7.2 out of 10 for their level of job security. Anecdotally, that sentiment has shifted now as many recruiters are expressing concern about the security of their role.



It's been really hard to watch TA teams, who kept companies going during Covid, now facing reductions and lack of support. We are not immune to the market when TA is used in an un-strategic one-dimensional way.



I was confident my role was secure. The organisation had completed deep cuts earlier in the year and just raised my salary together with offering the rarely seen share equity to retain me. I was shocked six weeks later when my role was made redundant.

Recommendations to manage low energy levels



Coping with low energy levels in the face of high workloads can be challenging, but there are strategies that can help you manage.

1 Fuel Yourself

Prioritise sleep, foods that nourish you, and activities that spark joy and peace. Working from home has many benefits, but has it made you more sedentary? Begin your day with a morning walk and give yourself an energy boost, improved mood, and better heart health.

2 Plan & Assess your workload

Take time to plan and structure your day. Assess your workload and identify the most important tasks. Prioritise them based on deadlines and significance, and then break them down into smaller, manageable chunks and create a schedule or to-do list. This will help you focus on one task at a time, preventing overwhelm and conserving energy.

3 Reframe & Set Boundaries

If you have trouble saying no, try reframing within boundaries. For example, change "yes, I can help" to "I can assist in the areas where it makes sense and when time allows in my diary."

4 Take 5

Give yourself short breaks throughout the day to recharge. Engage in activities that help you relax and recharge, such as stretching, deep breathing exercises, or going for a short walk. Set reoccurring times in your diary to help you prioritise time away.

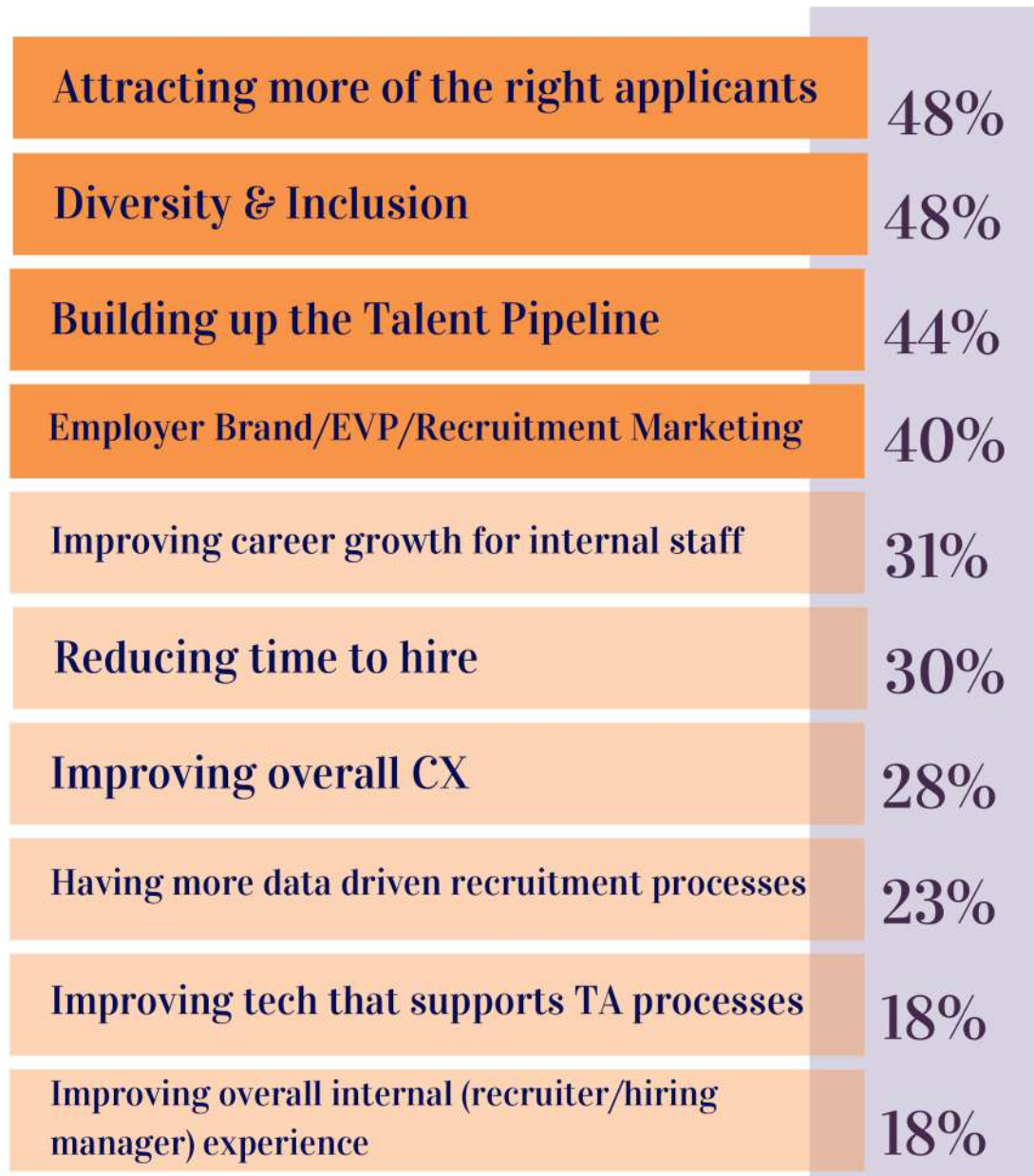
5 Ask for help

Don't hesitate to reach out for help when needed. Sharing the workload can alleviate stress and lighten the burden, allowing you to focus your energy on the most critical aspects of your work.



Priorities for 2023 and Beyond

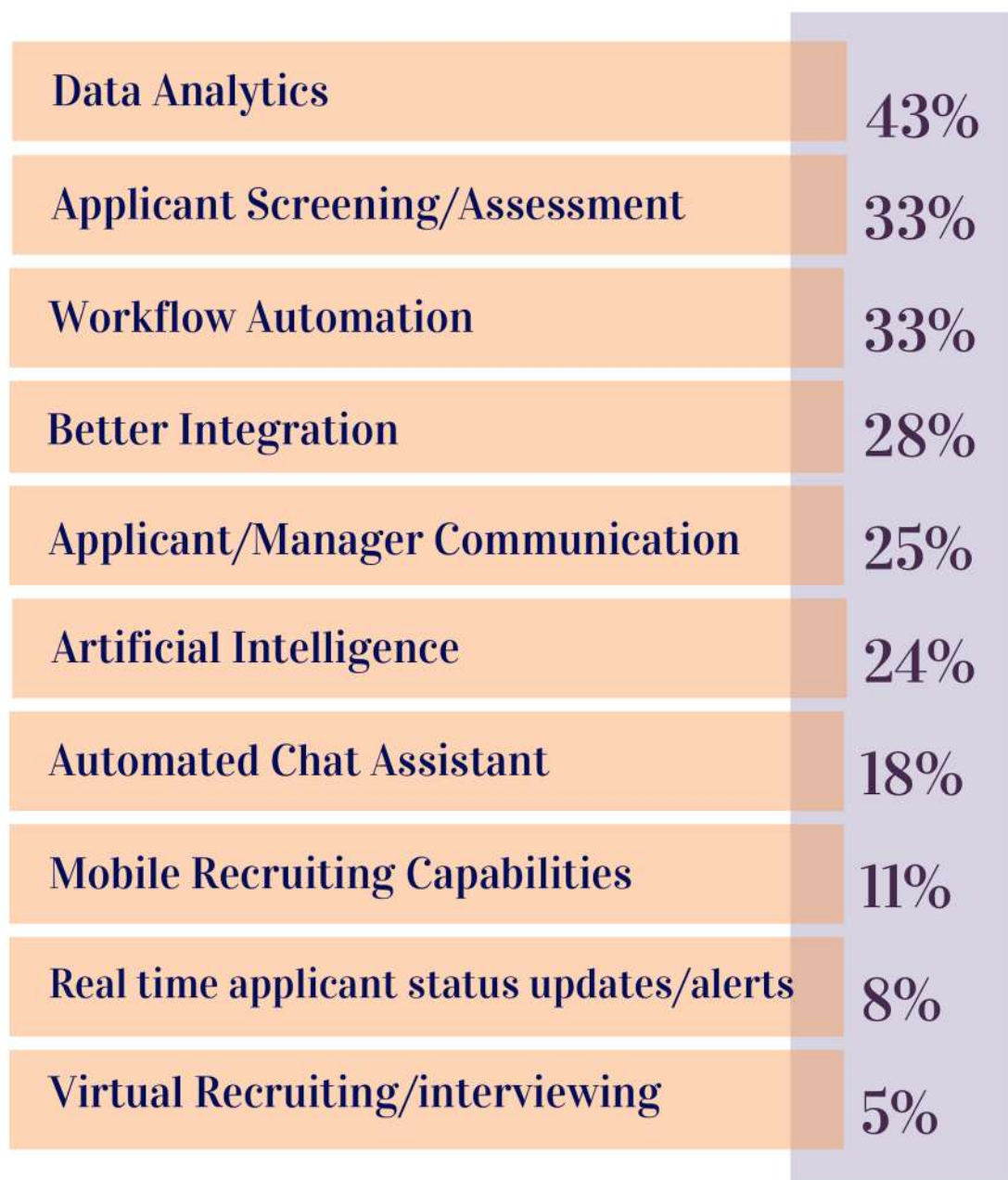
When asked to select the top four priorities they were focussed on in 2023, our respondents said:



The top four priorities are all things that impact the top of funnel, but when resources are limited, it's critical to look into conversion and where candidates drop off to first fix leaks in your funnel; review any delay or friction points in your process.

Priorities for 2023 and Beyond (Cont)

When asked to prioritise three capabilities that they wished they could access, here's what talent teams responded with:



Data Analytics came in at Number 1 on the Capability Wish List and is essential to good Talent Advisory, yet when you review against the actual priorities that TA is focussing on, Data and Tech was listed near the bottom.

How does your TA Team Compare?

Below are the ratings in a range of areas from the 230 Talent Teams who completed the 2023 State of TA Survey.



Myself and my Leaders know our Company Gender Pay Gap % without looking it up

38%
Yes

62%
No