



Business English News 58 – Hiring Trends

The world of HR is **radically** different than it was just five years ago. Today, we're seeing **unprecedented** movement in the **workforce**. And as companies compete to **recruit** and **retain** talent, several key **trends** have **emerged**. One relates to how we **evaluate potential** recruits, as Forbes explains:

Skill-based hiring is **all the rage** these days. Companies are moving away from relying **solely** on degrees and traditional **qualifications**, instead **zeroing in on** the specific skills candidates **bring to the table**. It makes sense, especially in industries where the **pace of change** is **relentless**. Skills are easier to match with job requirements, and with **AI** playing a bigger role in recruitment, it's more **efficient** to identify those who can **hit the ground running**.

Skills-based hiring isn't the only shift. The pandemic **compelled** many companies to figure out how to support **remote work**. And despite the recent push at some companies to bring people back to the office, the **transition** to remote and **hybrid** arrangements is **here to stay**. According to Corporate Wellness Magazine:

For employees, this transition offers a **multitude** of benefits: better **work-life balance**, elimination of **commute** time, cost savings on transportation, and the freedom to work in a **personalized** environment. For employers, the **perks** are equally **enticing**. Remote work offers access to a **talent pool** that **knows no** geographical **bounds** and decreases the need for expensive office space. It also leads to increased productivity, as employees work in environments that **maximize** their creativity.

With this expanded pool of talent, employers have much more choice. And for companies **inundated** with applicants for remote or hybrid work, new technologies are a **godsend**. Developments in artificial intelligence are helping in a variety of ways, reducing some **biases** – though possibly increasing others – and bringing greater efficiency to hiring. LinkedIn identifies the following uses:

AI and **automation** in recruitment can drastically reduce the time spent on **repetitive** tasks. **Manually sifting through** resumes can take days or even weeks, but with automation, this process can be completed in minutes. AI-powered software can quickly **scan** resumes, **assess** qualifications, and **shortlist candidates** based on **predefined criteria**, allowing hiring managers to focus on interviewing and selecting the best talent.

AI can clearly help with recruiting. But wouldn't it be nice if you simply didn't have to hire so often? This is where **retention** comes in. **Exacerbated** by the "**great resignation**," **turnover** is affecting companies in a **myriad** of ways. It's not just expensive, it's bad for employee engagement. As Lever noted, one key strategy is **internal mobility**:

According to Deloitte, after **implementing** an internal mobility program, one organization saw a nearly 30% **boost** in employee **engagement**. Companies should consider how opportunities for **upskilling**, **reskilling**, and growth can help move people internally and keep top talent from **jumping ship**. Internal mobility also saves money. Because internal hiring and **onboarding** processes are often shorter, they also tend to be less expensive.

The competition for talent has also been impacted by the **surge** in **diversity, equity, and inclusion** initiatives. In just a few years, it seemed that every company had a **DEI** policy or program. Despite a bit of **backlash** in some **quarters** recently, the benefits remain. Daphne Howland at Yahoo Finance explains why:

"If everybody inside an organization looks the same it is going to make decisions that **reflect** that **narrow perspective**," Howland says. "When the internal team is too similar, it tends to assume that all other **stakeholders** are also similar and therefore share a similar perspective and **values system**. Once an organization includes people with different perspectives, experiences, values, and **demographics**, it can take different external stakeholders into consideration."

The DEI trend is **wrapped up in a host** of other changes **wrought** in the past few years. With the pandemic, recent political crises, the high cost of living, and climate change, stresses **abound**. This has **brought** concern for mental health **to the fore**. On the HR front, companies now compete to see who can provide the best support. And **the stakes are high**, as Forbes reports:

Rates of **burnout**, **anxiety**, and **depression** are **at record levels**. In addition to pushing employers to offer generous employee **benefits packages**, companies will also be forced to **rethink** how they can create a supportive work environment. "Employees want to work in a place that cares about both their productivity and their emotional **well-being**," said Dr. Selling. "A happier, less stressed, and less anxious workforce is a more productive workforce."

Vocabulary

Radically: In a very significant or extreme way. "The company is radically changing its business model to stay competitive."

Unprecedented: Never done or seen before. "The pandemic caused unprecedented changes in the way we work."

Workforce: The people who work for a company or organization. "The company plans to expand its workforce by hiring 100 new employees."

To recruit: To find and hire people for a job or position. "We need to recruit more engineers for the new project."

To retain: To keep employees or customers over time. "Offering better benefits helps companies retain their top talent."

Trend: A general direction in which something is changing or developing. "There is a growing trend of working remotely in many industries."

To emerge: To appear or become known. "New technologies are emerging in the field of renewable energy."

To evaluate: To judge or assess something carefully. "The manager will evaluate the team's performance at the end of the quarter."

Potential: The ability to develop or succeed in the future. "This candidate has the potential to become a great leader."

Skill-based: Focused on specific abilities or talents. "Many companies now use skill-based hiring to find the right employees."

All the rage: Very popular or fashionable. "Working from home has become all the rage since the pandemic."

Solely: Only; not involving anything or anyone else. "The decision was made solely by the board of directors."

Qualifications: The skills, knowledge, or experience needed for a job. "You must have the right qualifications to apply for this position."

To zero in on: To focus closely on something. "We need to zero in on our target audience to improve sales."

To bring to the table: To offer something valuable or useful in a situation. "He brings a lot of experience and leadership skills to the table."

Pace of change: The speed at which things are changing. "The pace of change in technology is faster than ever before."

Relentless: Continuous, never stopping, often in a difficult or harsh way. "The relentless pressure to meet deadlines can be stressful."

AI: Short for Artificial Intelligence, it refers to machines or software that can think or learn like humans. "AI is being used to improve customer service in many industries."

Efficient: Doing something in the best way with the least waste of time or resources. "Using new software has made our processes more efficient."

To hit the ground running: To start something and immediately begin doing it well. "With his experience, he'll hit the ground running in his new role."

To compel: To force or strongly persuade someone to do something. "The company was compelled to offer remote work options due to employee demand."

Remote work: Working from a location outside of the office, often from home. "Remote work has become a common option for many companies."

Transition: The process of changing from one state to another. "The company is in a transition period as it moves to a new management system."

Hybrid: A combination of two different things, often used for work that mixes office and remote options. "Many employees now prefer the hybrid model, working some days at home and some in the office."

Here to stay: Something that is permanent or lasting. "Remote work is here to stay for many industries."

Multitude: A large number of things or people. "There are a multitude of factors to consider when choosing a new software."

Work-life balance: The balance between time spent working and time spent on personal life or family. "The company promotes a healthy work-life balance for all employees."

Commute: The journey to and from work, usually by car, train, or bus. "His long commute every day is exhausting."

Personalized: Made or designed for a specific person or individual need. "The company offers personalized training programs to help employees grow."

Perks: Extra benefits or advantages given by a job, like free meals or gym access. "One of the perks of this job is flexible working hours."

Enticing: Attractive or tempting. "The company made an enticing offer with a high salary and bonuses."

Talent pool: A group of skilled candidates available for hire. "We need to expand our talent pool to find the right people for the project."

To know no bounds: To have no limits or restrictions. "Her creativity knows no bounds when it comes to solving problems."

To maximize: To make the most of something or increase it as much as possible. "We need to maximize our resources to complete the project on time."

Inundated: Overwhelmed with a large amount of something, often requests or tasks. "The HR department is inundated with job applications."

Godsend: Something that is very helpful or useful in a difficult situation. "The new software was a godsend for managing our workload."

Bias: A preference or prejudice for or against something or someone, often unfair. "It's important to avoid bias when selecting candidates for a job."

Automation: The use of technology or machines to do tasks that people used to do. "Automation has reduced the need for manual labor in factories."

Repetitive: Something that is done over and over again, often boring or routine. "Filling out forms is a repetitive task that can now be automated."

Manually: Done by hand rather than by machine or automatically. "Before we had software, we had to process all the data manually."

To sift through: To carefully look through something to find what is important or useful. "We need to sift through hundreds of resumes to find the best candidates."

To scan: To quickly look over something to find specific information. "She scanned the report for key details before the meeting."

To assess: To evaluate or judge something carefully. "We need to assess the skills of each candidate before making a decision."

To shortlist: To select a smaller group of candidates from a larger pool for further consideration. "Out of 50 applicants, only 5 were shortlisted for interviews."

Candidates: People applying for a job or position. "We have several strong candidates for the marketing manager role."

Predefined: Decided or set in advance. "The job requires candidates to meet certain predefined criteria."

Criteria: Standards or rules used to make a decision or judgment. "We have strict criteria for selecting the best candidate."

Retention: The ability to keep employees working in a company. "Improving work-life balance can help with employee retention."

To exacerbate: To make a problem or situation worse. "The lack of clear communication exacerbated the team's frustration."

Great resignation: A recent trend where many people are leaving their jobs, often to seek better opportunities. "The Great Resignation has caused many companies to rethink their employee benefits."

Turnover: The rate at which employees leave a company and are replaced by new ones. "High employee turnover can be costly for businesses."

Myriad: A large number or variety of things. "There are a myriad of ways to improve workplace efficiency."

Internal mobility: The ability for employees to move to new roles or positions within the same company. "Encouraging internal mobility can help retain valuable employees."

To implement: To put a plan or system into action. "We need to implement new training programs to keep employees up to date."

Boost: To increase or improve something. "Offering better perks can boost employee satisfaction."

Engagement: The level of interest or involvement someone has with their work or company. "Employee engagement is crucial for productivity."

Upskilling: Teaching employees new skills to help them grow in their current job. "We've invested in upskilling programs to prepare workers for new technologies."

Reskilling: Training employees to do a different job, often because their current role is changing. "Reskilling is essential as automation replaces more repetitive tasks."

To jump ship: To leave a company or job, often for a better opportunity. "Many employees are jumping ship due to low pay and lack of benefits."

Onboarding: The process of helping new employees adjust and learn about their job and company. "A smooth onboarding process can improve employee retention."

Surge: A sudden, large increase in something. "There has been a surge in demand for remote work positions."

DEI / Diversity, equity, and inclusion: Policies and practices that promote fair treatment and equal opportunities for people of different backgrounds, genders, and races. "The company is committed to DEI to create a more inclusive workplace."

Backlash: A strong negative reaction to something, often from a large group of people. "The new policy faced backlash from employees who felt it was unfair."

Quarters: Groups or sections within an organization or society. "In some quarters, there is concern about the impact of automation on jobs."

To reflect: To show or represent something. "The company's values should reflect its commitment to sustainability."

Narrow: Limited in scope or range. "We need to avoid a narrow perspective when discussing global issues."

Perspective: A particular way of thinking about or understanding something. "Her experience in different industries gives her a unique perspective on the project."

Stakeholders: People or groups who have an interest in a business or project, such as employees, customers, or investors. "We held a meeting with all our stakeholders to discuss the new policy."

Values system: A set of beliefs and principles that guide behavior or decisions. "The company's values system emphasizes honesty and integrity."

Demographics: Characteristics of a population, such as age, gender, and income. "Understanding the demographics of our customers helps us create better marketing strategies."

Wrapped up in: Being deeply involved or absorbed in something. "He's so wrapped up in his work that he hardly takes a break."

Host: A large number of something. "The company offers a host of benefits to attract top talent."

Wrought: Created or brought about by a process or action. "The new leadership has wrought significant changes in the company culture."

To abound: To exist in large numbers or amounts. "Opportunities to learn new skills abound in the tech industry."

To bring to the fore: To make something more noticeable or important. "The pandemic brought to the fore the importance of flexible working conditions."

The stakes are high: The situation is very important or risky, with significant consequences. "The stakes are high for this merger."

Burnout: Extreme exhaustion caused by too much stress or overwork. "Many employees are experiencing burnout due to long working hours."

Anxiety: Feelings of worry or fear, often about what might happen. "The uncertainty about job security is causing a lot of anxiety among the staff."

Depression: A mental health condition that causes long-term feelings of sadness and loss of interest. "The company is offering mental health support to employees dealing with depression."

At record levels: Higher than ever before. "Employee turnover is at record levels due to the Great Resignation."

Benefits package: A collection of non-wage perks offered by an employer, such as health insurance, vacation time, or retirement plans. "The company offers a competitive benefits package to attract top talent."

To rethink: To reconsider or think about something again, often in a new way. "We need to rethink our approach to employee engagement to prevent burnout."

Well-being: The state of being healthy, happy, and comfortable. "We're focused on improving employee well-being by providing a better work-life balance."

Language Review

A. Collocations

Match words from each column to make collocations found in the article.

1. To bring	a. Mobility	
2. Talent	b. Ship	
3. To jump	c. Running	
4. The stakes are	d. Criteria	
5. Internal	e. Pool	
6. Predefined	f. Change	
7. To hit the ground	g. To the table	
8. Pace of	h. High	

B. Vocabulary Quiz

- Which of the following describes an approach to hiring that is different from a traditional focus on education and qualifications?
 - Skill-based
 - Relentless
 - Personalized
 - Predefined
- _____ can reduce the time spend on _____ tasks.
 - Work-life balance / commuting
 - Shortlisting / manual
 - Upskilling / onboarding
 - Automation / repetitive
- Which of the following is not only expensive but bad for employee engagement?
 - mobility
 - turnover
 - diversity
 - AI

4. Ensuring people have room to grow in a company can _____ employee engagement.
- a. Backlash
 - b. Rethink
 - c. Boost
 - d. Evaluate
5. Which of the following have reached record levels, prompting employers to provide generous benefits packages? [choose all that apply]
- a. Engagement
 - b. Burnout
 - c. Well-being
 - d. Depression
 - e. Demographics
 - f. Inclusion
 - g. Anxiety
 - h. Retention
6. If you are overwhelmed by a large amount of something, you are _____ with it.
- a. Enticed
 - b. Inundated
 - c. Maximized
 - d. Assessed
7. Which of the following words or expressions are used to describe something that is popular? [choose 2]
- a. Relentless
 - b. Radical
 - c. All the rage
 - d. Zeroed in on
 - e. Trend
 - f. Multitude
8. People who have an interest in a project or venture are called...
- a. ... perks.
 - b. ... stakeholders.
 - c. ... candidates.
 - d. ... demographics.

Answers

A. Collocations

1/g, 2/e, 3/b, 4/h, 5/a, 6/d, 7/c, 8/f

B. Vocabulary Quiz

1/a, 2/d, 3/b, 4/c, 5/b, d, g, 6/b, 7/c, e, 8/b