



The Ideal Candidate: What Are Employers Looking for?

Keynote Address

ABTS 2022 | September 14 | 10:00 AM EDT



NATIONAL INSTITUTE FOR
WORK & LEARNING



Christina Norris-Watts, PhD
Head of Assessment & People Practices
Global Talent Management
Johnson & Johnson

KEYNOTE ADDRESS



The Ideal Candidate: What are Employers Looking for?

Learning Objectives

- 1 What are employers looking for?

- 2 How is work changing?

- 3 What critical capabilities are missing from the current workforce?

- 4 What are the keys to standing out among other applicants?

- 5 What does the “ideal candidate” look like?

What are employers looking for?

TOTAL YOUR SCORES	RATING
Credo	4
Leadership Imperatives: CONNECT	3
Leadership Imperatives: SHAPE	3
Leadership Imperatives: GROW	3
Matrix Work Environment	3
Humility	4
Plans and Aligns	3
Ensures Accountability	4

What are employers looking for?

While different by each job, there are some common themes



- Technical Skills
- Transferrable experiences



- Conscientiousness, drive
- Learning agility



- Interpersonal skills, communication
- Empathy

How is work changing?

The Great Resignation
The Great Talent Swap™

“Open Hiring”

Fast 3 days Full-time Work from home No degree Accounting & Finance

- Amazon Fresh Associate - No Interview Required
Amazon Physical Stores
Carlsonville, PA
via JobServe
7 days ago Full-time
- No Interview - Insurance Claims Intake Rep
Aflac Center
Chandler, AZ
via Indeed
15 days ago Full-time No degree mentioned
- Amazon Fresh Associate - No Interview Required
Amazon Physical Stores
Trentonville, Tennessee, TN
via Garmy Enterprises Jobs
7 days ago Full-time

Incentives

McDonald's logo

Team Member - Up to \$500 Sign On Bonus
McDONALD'S CAREERS

make it

SUCCESS MONEY WORK LIFE VIDEO

WORK

Professor who predict Resignation' shares th will dominate work in

Published Fri, Jan 14 2022-10:05 AM EST • Updated Fri, Jan 14 2022-11:58 AM E

Morgan Smith
@THEWORDSMITHM

The Great Resignation
Flexible work arrangements
not the exception
Remote jobs will become
A Record
Million
Available

Top reasons why U.S. workers left a job in 2021: Low pay, no advancement opportunities

Among those who quit a job at any point in 2021, % saying each was a ___ why they did so

	Major reason	Minor reason	Net
Pay was too low	37	26	63
No opportunities for advancement	33	30	63
Felt disrespected at work	35	21	57
Because of child care issues*	24	24	48
Not enough flexibility to choose when to put in hours	24	21	45
Benefits weren't good**	23	20	43
Wanted to relocate to a different area	22	13	35
Working too many hours	20	19	39
Working too few hours	16	14	30
Employer required a COVID-19 vaccine	8	10	18

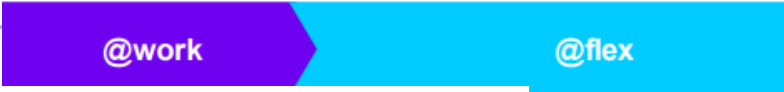
*Among those with children younger than 18 living in the household.
**Question provided health insurance and paid time off as examples.
Note: Figures may not add to subtotals due to rounding.
Source: Survey of U.S. adults conducted Feb. 7-13, 2022.

PEW RESEARCH CENTER

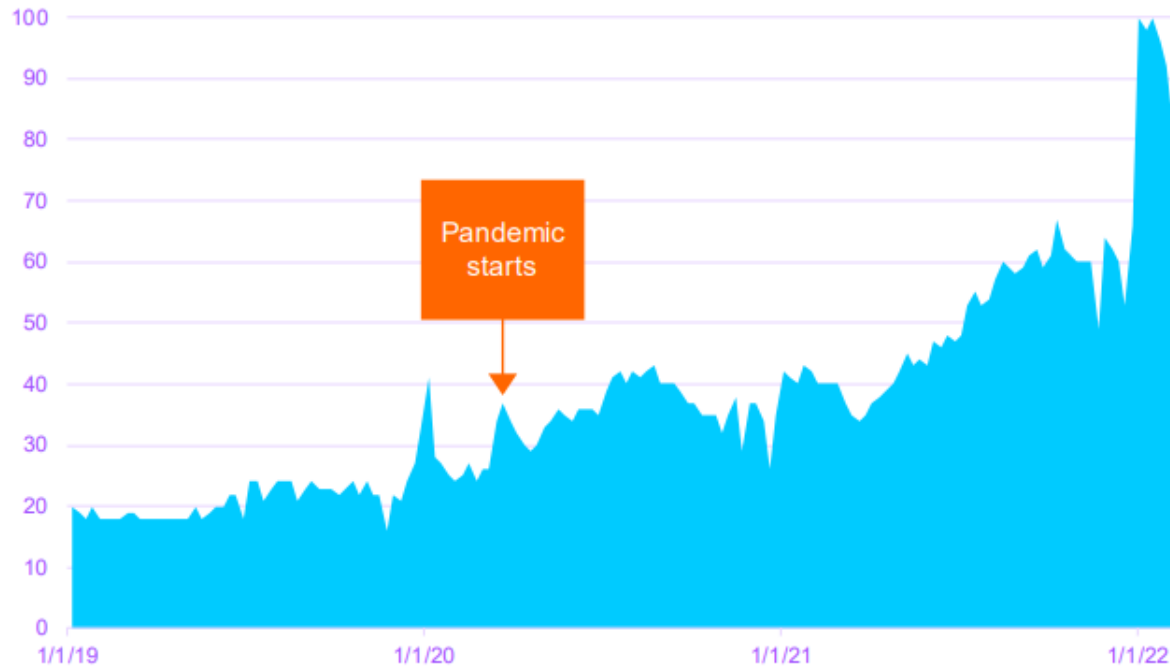
Recruitment News and Trends

The state of the Work Location Preference Continuum

February brings a decline in e



'Remote Jobs' - Global Interest On Google



Platform Indicators

Job Openings, Applications, and Hiring Activity
January 2021 – February 2022

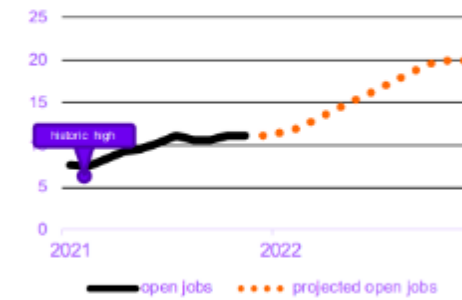
Remote work is becoming a preferred option between home and office.

As remote work becomes more prevalent, some workers will quit their current jobs as work is eliminated.

LABOR MARKET

Projection: 20M open jobs in 2022

1 in 8 jobs potentially unfilled



Last year had a record high of open jobs, this year is projected to continue setting records with a possible 20M open jobs.. We can't find candidates fast enough to fill the new roles. With economic expansion comes more work, though the people to do it aren't willing or able. Employee referrals are now more valuable than crypto.

10.9M

Open Jobs in US

- Up 200K MoM, but still below the Jul/Oct high of 11M. Expect a continued increase in coming months

4.3M

Total Quits

- Slight decline in December, no surprised given the holidays, expect an increase in January

62.2%

US Labor Force Participation Rate

- Good news: continues to inch up MoM

US Job Seeker Interest:

Active Candidates Remain Low



The usual active candidate interest spike to start the year has been absent and likely won't show up late to the party. Though that doesn't mean candidates aren't interested in making a chance. They just need more persuasion and will take longer to make the decision.

Are your brand campaigns kicked into gear yet?

Sources: Google Trends, Citibank, BLS



© 2022 Johnnie. All rights reserved. This document contains confidential information.

External Trends

Covid-19 has changed our expectations of work



- New ways of working
- Gig work
- Technology enablement



- Reprioritization of personal goals
- Traditional employment conventions not as attractive



- Big data, automation, advanced analytics
- User-led design

Source: Korn Ferry, Trends in Talent Management

What critical capabilities are missing from the current workforce?



Figure 4. Which skills are critical for future resilience? (top 3 and bottom 3)

- | | |
|---|---|
| 53% Collaboration skills | 12% Innovation and adaption of existing prod |
| 50% Adaptability/growth mindset (openness to change) | 9% Internal political influence/networking |
| 46% Self-management/prioritization skills | 4% Market sensing (commercial empathy) |

empathy

<https://www.forbes.com/sites/bernardmarr/2022/01/05/the-10-tech-trends-that-will-transform-our-world/?sh=7243ca4d457a>; Mercer Global Talent Trends 2020-2021 “Win with Empathy”



Organisations need and are likely to see a new breed of effective leader emerging from Covid-19. These leader will need to showcase the following traits:

- 1 Embrace uncertainty.
- 2 Navigate complexity with a flexible mindset.
- 3 Lead with empathy, humility, candour, curiosity and passion.
- 4 Be fast, decisive, and bold - run towards the fire.
- 5 Listen actively and deliver consistent, reliable, fact based communications.
- 6 Step into, not away from, development.

Korn Ferry, The Covid-19 Leadership Guide (2020); Forbes, 2020



What are the keys to standing out among other applicants?

Preparation

- Know the company, know the interviewer
- Know your skills, know your experience, know where you want to go next

In the moment

- Listening, actively
- Demonstrating understanding
- Answer the question

A note on video interviews

A rapid shift is now here to stay



- Pre-pandemic 22% of companies used video interviews
 - Now estimates range from 60-86% of companies are using video interviews
 - On average these videos last between 30-45 mins
-
- Candidates should be aware of: lighting, background, pets, technical challenges, multitasking
 - Appropriate virtual backgrounds are fine
 - Consider hiding your own picture to reduce distractions

<https://www.techrepublic.com/article/86-of-companies-are-conducting-job-interviews-via-video-conference/>; <https://www.onrec.com/news/statistics/60-of-employers-to-keep-video-interviews-after-lockdown-restrictions-lifted>; <https://jobdescription-library.com/job-interview-statistics#:~:text=Pre%2Dpandemic%2022%25%20of%20employers,video%20interviews%20from%202020%20%E2%80%93%202021.>

What does the “ideal candidate” look like?



- Every job is different
- Every manager is different
- Every candidate is different
- Candidates should be prepared
 - Know what companies are looking for
 - Know what skills/experience they can bring to the role
 - Confidence without arrogance
 - Honesty

Questions?

Thank you

Johnson & Johnson

ABTS 2022 Social Media Challenge

Post It! Share It!

Think about what you learned, who you met, and what excited you the most about this session.

Remember to share your ABTS highlights on social media.

- Use **#ABTS2022** and **#B2E30** in your posts
- To tag J&J or NIWL (FHI360), use **@JNJNews**, **@BTEtweets** or **@NIWL**, respectively
- Remember, you can take screenshots throughout each day to capture photos and help bring your ABTS experience to life on social media.
- Post your photos and be sure to tag us on Instagram **@btegrams** or on Facebook at **@jandjbridgetoemployment**

Share your posts on your social media accounts now!



Up Next

SUSTAINABILITY: GOING BEYOND THE PILOT

Roundtable Discussion

September 14 | 12:00 PM EDT