

Diversity and inclusion



We're not sure what the driver is, but with only a tiny talent pool of deep subject matter specialists, D&I candidates are hotly in demand for multinational companies currently.

We estimate that only 3,900 professionals exist globally with deep subject matter expertise. However 70,000+ professionals have added this reference into their LinkedIn profiles, a sharp spike over 2014. Presumably candidates are "wising up" to employer interest in this area?

Shared services

Our quarter3 poll across Sales Directors within FTSE 200 and Fortune 500 showed 89% of respondents being unhappy with service delivery from their HR shared service teams.

Dissatisfaction covered a range of concerns – timeliness, accuracy, flexibility.

Further studies are planned to determine the mitigating factors that may be contributing to such high levels of negativity on perceived issues.

Candidate flow



Screening for most of the HR disciplines continues to involve large numbers, particularly as we focus on a thorough market review of all available talent, rather than just considering professionals who are active in their job search. Fortunately, with our network of over 16,500 high calibre international HR leaders, we are able to benchmark candidate caliber by applying a global standard of comparison.

Talent management

Our quarter4 survey across 4,000 business leaders in multi national companies showed “talent management” consistently as a Top 5 topic of concern, but 82% of leaders based from Europe struggled to define what this meant to them. Conversely 85% of business leaders based in the USA were clear on their defining parameters. Could it be that HR leaders also struggle with the definition, therefore providing no clarity or communications to their executive teams?



Executive compensation

Demand is particularly high within the USA currently; not surprising given the raft of new legislations through this year.

Any employer considering adding this expertise to their internal C&B teams should be prepared for fierce competition – there’s a tiny pool of deep subject matter expertise with in-house experience, and the high calibre professionals are well rewarded. Candidates are in the power seat as a result.



Employer branding & candidate experience

This continues to be a topic of concern with our HR leaders. However most acknowledge that they don’t explore or measure this when appointing 3rd party recruitment and search agencies.

Given that metrics are applied across other areas of HR performance, this is surprising.

Ulrich model

We continue to observe the decline in skill levels of HR professionals, specifically those of 10 years or less experience. We are yet to run statistical analysis, but see a definite increase in the numbers of HR advisors and managers who do not have experience with what have been fundamental HR practices; who have never conducted a salary review, an end to end recruitment process, a disciplinary investigation.

The nature of the CofE and HRBP frameworks certainly contribute to this – we continue to urge HR leaders to consider rotation secondments for all early entry HR hires.

HR Search Processes

42% of the hiring assignments our firm took on in 2015 came from employers who had a HR hiring need open and a retained search process running unsuccessfully for 6+ months before coming to us for support.

Whilst it's a great way for us to secure new work, it is staggering that such time is elapsing for hires to be effected. (We delivered a short list of candidates in under 20 days for all but 1 of those roles, and the only unsuccessful hire was due to the role being withdrawn after a business restructure) The problem with hiring delays clearly continues beyond just HR needs, given the overwhelming responses we received from our network after we published [this article](#).

Hiring over the festive season

The lead up to the New Year is consistently a busy time for us in taking on new hiring assignments, and it's proven no barrier to the speed of our ability to access and secure quality candidates – as this graphic shows. We can deliver equally fast in this New Year!



Have an urgent hiring need in your team?

We have a strong track record of delivering high calibre international HR professionals ready for our employer clients to interview, in under 20 days from receiving a full hiring brief. Every professional is fully screened, assessed, tested and thoroughly interviewed before we make any recommendation, which means your time and energy is maximised on considering only the best choice of HR talent to hire. The strength of our active and long standing networks across all HR specialisms; and super-efficient operating model means we find high performance HR leaders in all countries around the world, fast. Put us to the test and enquire about our delivery of results guarantee today.

Carter Morris Talent Solutions

t: +44 20 3287 3727

e: solutions@cartermorris.com

www.cartermorris.com