

# iCIMS CHRO Report

20  
24

Leading through  
change in a dynamic  
business landscape



icims®



# A letter from our CEO, Jason Edelboim

Throughout my 20-year career, I've been fortunate to work at some incredible companies on the cutting edge of data, technology and AI. And in my experience leading product, engineering and go-to-market teams, it's always been clear to me that great people make great organizations.

I believe that one of the most important missions of HR leaders is to find and retain talented employees. It is a top strategic priority for any business, not just an operational process executed by the talent team. But there's also a lot of pressure to produce those high-performing teams faster and with fewer resources.

For HR leaders across all industries, the last few years have brought many changes and a lot of uncertainty. We are in a dynamic macro environment, and there remain many questions around the economy and fast-changing compliance and regulatory regimes.

And yet, HR execs need to push forward and deliver.

That's why I'm excited to share this report with you, which explores the top priorities and challenges of HR leaders like yourself. In it, you'll see not just findings from surveys of CHROs, chief people officers and job seekers, but also sentiments and best practices from HR thought leaders representing top brands.

I hope you find this report useful and informative. I believe that by sharing our experiences and learnings, we can transform talent acquisition and management and ultimately, business outcomes.

- Jason

## Table of contents

---

- 04 — Everything. Keeps. Changing.**  
As workplace shifts happen overnight, CHROs take the lead.
- 07 — How to use this report**  
Analyst Josh Bersin shares his take. Plus, advice for all leaders.
- 08 — Top stats**  
Compare findings from our surveys of CHROs and job seekers.
- 10 — The evolving role of CHRO**  
Tech and TA move to the forefront of HR leaders' priorities.
- 18 — 'Leading through change' in a dynamic market**  
CHROs from HireRight and iCIMS share their perspectives.
- 20 — Transform the way you hire**  
Learn how a modern ATS supports strategic initiatives.
- 22 — Uncertainty abounds for workers and employers alike**  
U.S. workers "shelter-in-job" while HR leaders are split on the path forward.
- 24 — Retention is the new recruiting**  
Employers and workers agree—internal mobility is key.
- 30 — AI can help drive HR decisions**  
CHROs are stepping up to drive business value through AI.
- 34 — The CHRO–CIO download**  
Success relies on balancing tech innovation with a human-first mindset.
- 36 — The HR–tech connection**  
CIOs share their advice for better collaboration with HR.
- 38 — Methodology**



# Everything. Keeps. Changing.

HR is no stranger to change. It's the nature of its function.

But that once slow transformation of the workplace has accelerated. Now, shifts seem to happen overnight.

And CHROs are leading the way.

With so much competing for their attention, how are HR leaders prioritizing strategic concerns? How do they tune out all the noise and pressure to keep up? What keeps them up at night?

This report explores these questions and more, with a survey of thousands of CHROs and chief people officers, to better understand their priorities and challenges. It turns out there's a lot vying for their attention at 2 a.m.

We discovered a diverse and complex picture of today's CHRO, who is carefully navigating a dynamic market. With a skills shortage, budget cuts and compliance and regulatory law changes, the path forward is littered with obstacles that can't be ignored.

The report also examines job seeker sentiment, using a survey of 1,000 employed U.S. consumers to see whether their expectations align with their employers' business goals.

To see how employer and worker sentiments play out in the labor market, we used the lens of iCIMS' award-winning Insights data.

To give voice to this experience, we turned to HR and C-suite thought leaders to share how they are leading the way for their organizations.



This research is a snapshot of the ever-evolving role of the HR leader right now—a strategic business partner focused on the organization’s needs but flexible enough to pivot and address whatever comes next. The CHRO findings throughout the report are from a survey of U.S.-based leaders, unless indicated otherwise.

## Survey snapshot

---

- 1,000 CHROs and chief people officers in the U.S. with 1,000+ employees
- 500 CHROs and chief people officers in France with 1,000+ employees
- 500 CHROs and chief people officers in the U.K. with 1,000+ employees
- 1,000 U.S. employed adults and 1,000 U.S. consumers
- iCIMS Insights data based on 5.5M+ hires and 200M+ applications annually

Conducted in April 2024

“The iCIMS CHRO study clearly shows how the whole concept of ‘talent acquisition’ has changed. Today, companies want to redesign ‘talent acquisition’ as a *growth function, not a staffing function*, and bring together AI-powered solutions for internal mobility, development, org redesign and recruitment. This is our Systemic HR™ model coming into reality, validated by the needs of 1,000+ CHROs and their companies.”

**Josh Bersin,**  
Global Industry Analyst and  
CEO of The Josh Bersin Company



# No matter your role in an organization, every team member can benefit from this data.

## Share these insights with your colleagues

### For the CHRO

---

Amid all the uncertainty, lean into your team. Prioritize internal mobility and tap into employees' willingness to grow from within to foster culture, streamline operations and help keep the ship steady. Invest in the right technology your business needs to scale, transform and adapt with you as hiring needs evolve. Create a strong partnership with your tech vendors so they understand your challenges and help you achieve the desired outcomes.

### For the CIO

---

Your CHRO is feeling your pressure. A relationship goes two ways—and a harmonious partnership will benefit the entire business. Continue to invest in the right AI capabilities and communicate those investments both internally and externally. Employees should know how AI will impact their job functions just as much as customers should anticipate how AI will help their operations.

### For the CEO

---

Give HR leaders a seat at the table. They've proven time and time again—through the pandemic, economic uncertainties and beyond—that they can strategically implement business objectives and reassure employees. By empowering them, you create a stronger organization.

### For the recruiter and TA pro

---

This report reveals what CHROs prioritize, what keeps them up and how they report to the board. The good news is that, as a jack-of-all-trades, the recruiter's role is becoming that of a strategic advisor—and CHROs are taking note. Use the knowledge in this report to your advantage and let it inform your strategies and metrics. You are armed with the latest insights on how to deliver the most value to your business. It's now in your hands!

## U.S. job seeker survey: Top stats

1. 20% of workers plan to change jobs this year. Job seekers aged 21–24 (30%) and 25–34 (33%) are more eager to change jobs this year than their older counterparts.
2. 77% of employees who plan to change jobs this year will look for a new role with their current employer (hello, internal mobility!).
3. Employees wish their employer prioritized these things more: flexible work arrangements, employee retention, preventing staff shortages and skills-based training and development.
4. More than 40% claim they would not apply to a job that does not include a salary range. Gen Zers especially expect a salary range—49% of job seekers 21–24 years old will not apply without one.





### U.S. CHRO survey highlights: Top stats

90%

see the role of the recruiter morphing into a strategic talent advisor to the business

86%

say internal mobility is a top priority for their organization this year

37%

say they are investing in new tech to support internal mobility initiatives in 2024

23%

say that changes in compliance and regulatory laws keeps them up at night

65%

plan to implement AI technology in recruiting processes

56%

spend more time in their role on talent acquisition today than they did two years ago

33%

say DEI metrics are the top KPIs they report to their board and CEO

56%

will hire more or the same number of remote workers this year as they did in 2023

76%

say the tech their team uses is more important today than it was two years ago

# The evolving role of CHRO

The role of CHRO has evolved. And continues to do so.

HR leaders have remained focused on the basics — like retaining and growing talent and keeping technology up to date — while staying flexible enough to pivot as workplace transformation continues.

It's that understanding of how the business operates and where some of the friction points occur that makes HR leaders uniquely positioned to be strong advisors to the business on how to manage all the change.

Especially throughout the last few years of extreme labor market swings, on both the employer and candidate fronts, the CHRO has pulled up to the table and evolved into a highly strategic function.

**Shelley Roither,**  
Chief Human Resources Officer

“As a people-first organization, we know that people are crucial to our ability to provide a great customer experience. With that top of mind, talent acquisition plays a critical role ensuring we continue to attract the best talent into the organization.

While talent acquisition is always a priority, the focus on it can shift. For example, coming out of the pandemic, we experienced an immediate need for increased staffing in a highly competitive market. But more recently, we've been able to reach a better balance and strategically focus on what's ahead and staff accordingly.”



## So. Many. Priorities.

When faced with so many unknowns—from the economy and geopolitical uncertainty to inflation and interest rates—HR leaders seem to be trying to cover all their bases rather than just focusing on a few key priorities. We asked CHROs to share their top five priorities of the year, and no clear winner emerged when looking at overall priorities and those for talent acquisition.

### Overall biz priorities

It's hardly a surprise that AI is high on the HR leaders' to-do list in the coming year. In particular, 65% of CHROs reported plans to implement the technology in recruiting processes. Of those, 40% are set to do so in the next 12 months while almost a third (29%) are already using it. One-quarter of CHROs said that adopting AI in recruiting was on the horizon, but not within the next 12 months.

Smaller companies have been quicker to adopt AI in recruiting, with 40% reporting already using the tech. In contrast, only 21% of CHROs at companies with over 3,000 employees report the same. For companies with 1,500 to 2,999 employees, about a quarter are using AI in recruiting processes.

For European CHROs, investing in and adopting new AI capabilities is further down the priorities list. In both the U.K. and France, implementing the technology doesn't even make it onto HR leaders' top five priorities list. In the U.K., DEI, internal mobility and improving talent acquisition come out on top. For French CHROs, consolidating tech, improving internal mobility strategies, and analytic and reporting capabilities are top of mind.

### HR leaders' top 5 priorities in France and the U.K.

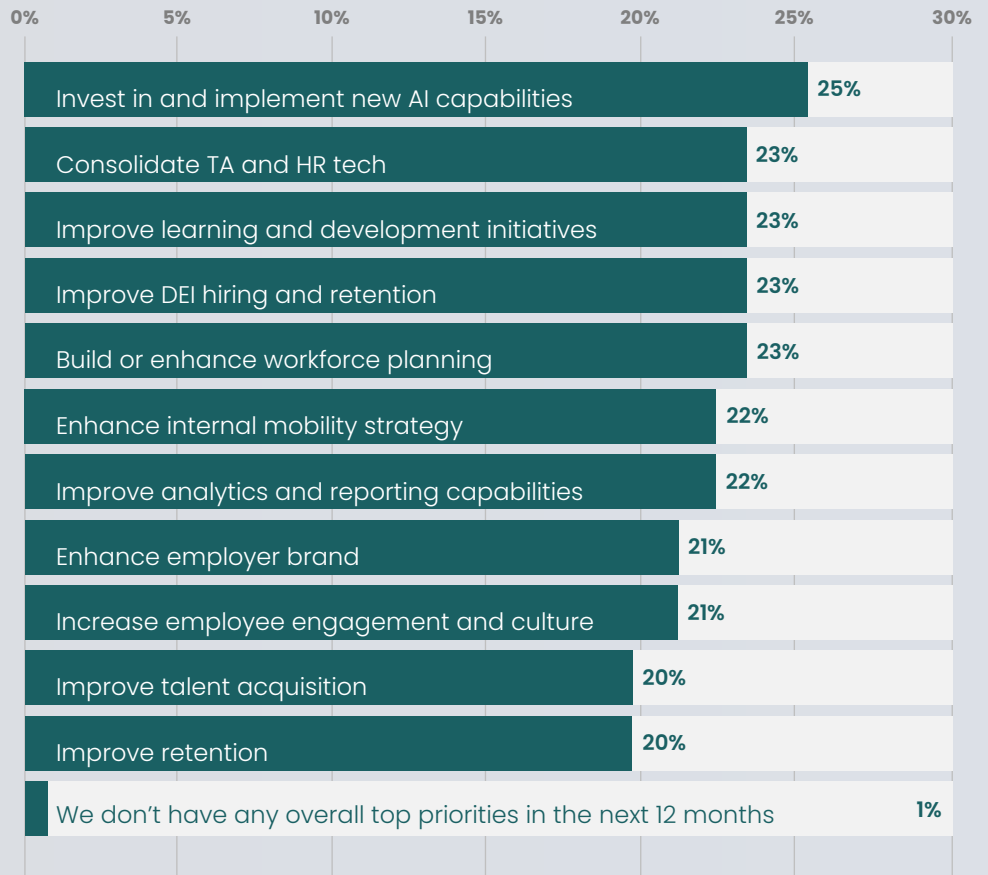
#### FRANCE

1. Consolidate tech
2. Enhance internal mobility
3. Improve analytics and reporting
4. Increase employee engagement
5. Improve TA and L&D

#### U.K.

1. Improve DEI hiring and retention
2. Enhance internal mobility
3. Enhance employer brand
4. Improve TA
5. Consolidate tech

# What are your overall top priorities in the next 12 months?



Select up to five

## Top 5 priorities for U.S. CHROs

1. Invest in and implement new AI capabilities
2. Consolidate TA and HR tech
3. Improve learning and development initiatives
4. Build or enhance workforce planning
5. Improve DEI



## TA priorities

More than half (56%) of CHROs spend more time in their role on talent acquisition today than they did two years ago. Company size impacts just how much time HR leaders are spending on TA. Almost seven out of 10 (69%) CHROs at companies with 1,000–1,499 employees have put a greater emphasis on TA over the last two years compared to 48% at companies with over 3,000 workers. In fact,

39% of CHROs at larger companies reported spending less time on TA than two years ago.

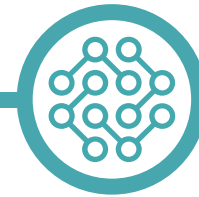
In Europe, 65% of CHROs in France and 55% in the U.K. are spending more time on TA than they did two years ago. In the U.K., more HR leaders (47%) at the smallest organizations surveyed (between 1,000–1,499 employees) reported spending less time on TA now than two years ago.

“We’ve always viewed our talent acquisition professionals as trusted talent advisors. They are subject matter experts who work alongside our operations leaders to provide strategic counsel. In fact, our TA professionals started in our business operations, which provides them even greater understanding and perspective on the changing needs of the business.”

**Shelley Roither,**

Chief Human Resources Officer

 Enterprise Mobility™



### TECH TIP

78% of CHROs say it's important that their team has a tool to automate targeted, personalized communications at scale.

TA teams can now find and connect with talent in a new way with iCIMS Candidate Experience Management (CXM), a new kind of CRM that combines behavior-based marketing automation with AI insights.

[Learn more](#)

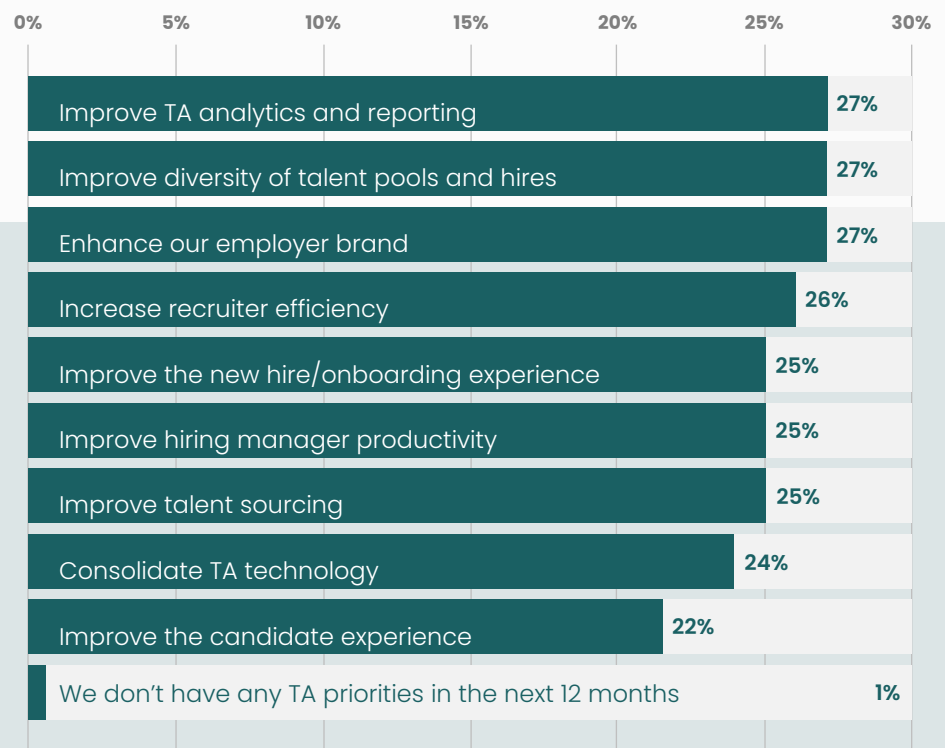
However, in France, regardless of employee count, more CHROs overwhelmingly reported spending more time on TA now, with 73% of those at the smallest organizations.

### TA is the new concierge: The evolving role of recruiting

It's not just the CHRO/head of HR role that's evolving. Ninety percent of respondents said

they see the role of the recruiter morphing into a strategic talent advisor to the business. Of this, almost half (47%) said they see this happening right now, while just over 2 in 5 (44%) said they see this happening in the future. In the U.K. and France, 91% of CHROs see the role of the recruiter morphing into a strategic talent advisor to the business.

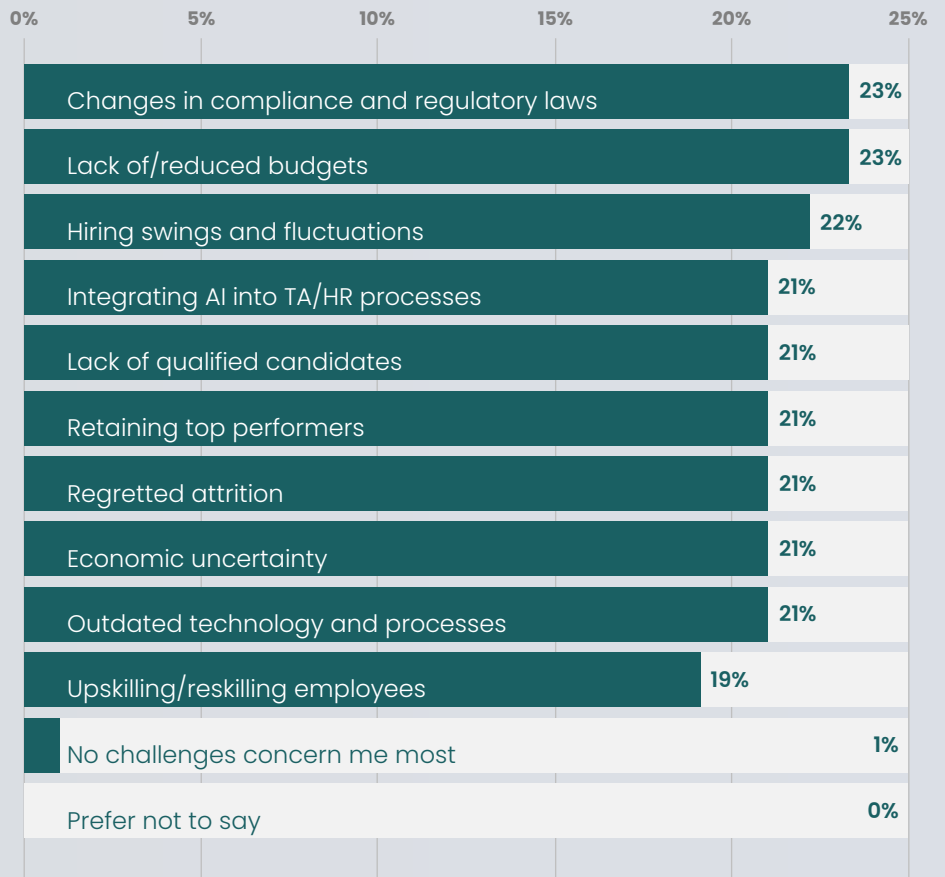
## What are your talent acquisition priorities in the next 12 months?



Select up to five

# What are the business challenges that keep you up at night?

Choose up to 3



## Top 5 challenges for U.S. CHROs

1. Changes in compliance and regulatory laws
2. Lack of/reduced budgets
3. Hiring swings and fluctuations
4. Integrating AI
5. Lack of qualified talent



## That 2 a.m. wakeup call

What keeps HR leaders up at night? When asked to choose the top 3 business challenges that concern them the most, once again, HR leaders spread their focus across many different problems with no clear issue coming out on top.

Changes in compliance and regulatory laws and reduced budgets came out slightly ahead of other challenges keeping U.S. CHROs up at night. Compliance policies, like the introduction of salary transparency laws, are creating instability in the implementation of HR strategies and operations. When asked if CHROs knew—without looking at their career sites—whether all job descriptions included a salary range, 44% claimed that their job descriptions do include a salary range, but only for roles based in states where it is mandated. Only 37% of CHROs claimed that all job postings on their organization's career site include a salary range, and 16% said they were not sure, but hoped their job descriptions included a salary range. The remaining 3% stated that salary transparency is not a top priority for their organization. Think it doesn't matter to job seekers? Four out of 10 U.S. workers would not even bother applying to a job that didn't include a salary range.

In France, integrating AI into TA and HR processes was at the top of the 2 a.m. wake up call list for almost 28% of CHROs. Almost a quarter of HR leaders in the U.K., 24% said hiring swings and fluctuations was the most pressing challenge.

# 'Leading through change' in a dynamic market



**"You can't lead through change without strong culture and engagement,"**

says iCIMS Chief People Officer Laura Cocco, whose priorities for the next 12 months don't look much different from those of many of her fellow HR execs we surveyed. Cocco leads all people functions at iCIMS, including talent acquisition, development, management, total rewards and employee engagement.

## 1. Adopting artificial intelligence

AI is transforming every aspect of our work, from how we recruit, develop and retain talent to how we optimize processes, enhance productivity and improve the employee experience. As HR leaders, it's our opportunity to understand how this will not only change the way that work gets done in our function, but also across our broader businesses as we reimagine our future workforce needs.

## 2. Workforce planning

In line with AI and a dispersed workforce, the skills that are in demand—or will be shortly—are critical and inform what is needed in a future-facing workforce plan. We need to identify the critical skills and competencies that will drive our competitive advantage and growth and then invest in developing and reskilling our employees accordingly.

## 3. Culture and engagement

Employee culture and engagement are the foundations of our success. A strong culture is fundamental to powering change and helps drive flexibility as business evolves.



My focus has shifted since the landscape has changed from two years ago when we were in the middle of the “war for talent.”



“Our talent acquisition and strategic workforce plan is largely driven by our overall talent strategy, which is strongly guided by our business strategy. We routinely engage with our business leaders to explore new commercial ventures, stay at the forefront of projected sales and revenue targets and assess our turnover and retention numbers.

By continuing to evaluate internal talent/skills, individual growth plans and readiness, we can make strategic decisions around both the investment in our people and the need to identify and hire top talent from outside the organization.

Finally, we always keep our employee experience at the forefront. We know we are at our best when our people have a great experience and become our leading brand ambassadors. Doing it right internally is our first focus, and telling that story externally naturally follows. With that, we are focused on driving our employer brand, highlighting why HireRight is a great place to work and ensuring that there is cultural alignment between our company and our candidates.”

**Julie Romero,**  
Chief Human  
Resources Officer

# Transform the way you hire

icims
Create ▾
Search ▾
Report ▾
Communicate ▾
Library ▾
Admin ▾
New iCIMS

Director - Tech Sales C75 Regular Full-Time New York, New York ● OPEN ADVERTISE

[Overview](#)
[Candidates](#)
[Detail](#)
[Description](#)
[Approval](#)
[Postings](#)
[Additional Info](#)

Initial Review

6

Screening

6

21 TOTAL

Interview

40

62 TOTAL

Offer

1

24 TOTAL

Hired

0

### Candidates Needing Action

1 Day	<p><b>William Jones</b></p> <p style="font-size: 10px; background-color: #e0e0e0; padding: 2px;">Offer : Extend Offer</p> <p style="text-align: right; font-size: 10px;">ACTION ▾</p>
1 Month	<p><b>Jerome Wilkinson</b></p> <p style="font-size: 10px; background-color: #e0e0e0; padding: 2px;">Manager Review : Interview Requested</p> <p style="text-align: right; font-size: 10px;">ACTION ▾</p>
6 Days	<p><b>Aaron Miles</b></p> <p style="font-size: 10px; background-color: #e0e0e0; padding: 2px;">Manager Review : Interview Requested</p> <p style="text-align: right; font-size: 10px;">ACTION ▾</p>
4 Days	<p><b>Adrienne Decerce</b></p> <p style="font-size: 10px; background-color: #e0e0e0; padding: 2px;">Manager Review : Interview Requested</p> <p style="text-align: right; font-size: 10px;">ACTION ▾</p>
3 Days	<p><b>Amelia Kent</b></p> <p style="font-size: 10px; background-color: #e0e0e0; padding: 2px;">Manager Review : Interview Requested</p> <p style="text-align: right; font-size: 10px;">ACTION ▾</p>
5 Days	<p><b>Kristofer Crenshaw</b></p> <p style="font-size: 10px; background-color: #e0e0e0; padding: 2px;">Manager Review : Interview Requested</p> <p style="text-align: right; font-size: 10px;">ACTION ▾</p>
5 Days	<p><b>Alfred Daly</b></p> <p style="font-size: 10px; background-color: #e0e0e0; padding: 2px;">Recruiter Actions : Interview - Self Sched...</p> <p style="text-align: right; font-size: 10px;">ACTION ▾</p>
4 Days	<p><b>Maggie Pawlowski</b></p> <p style="font-size: 10px; background-color: #e0e0e0; padding: 2px;">Recruiter Actions : Interview - Self Sched...</p> <p style="text-align: right; font-size: 10px;">ACTION ▾</p>

### Job Posting

jobs
employee
jobs2
jobs3

Simplified Career Portal
connect

MANAGE POSTINGS

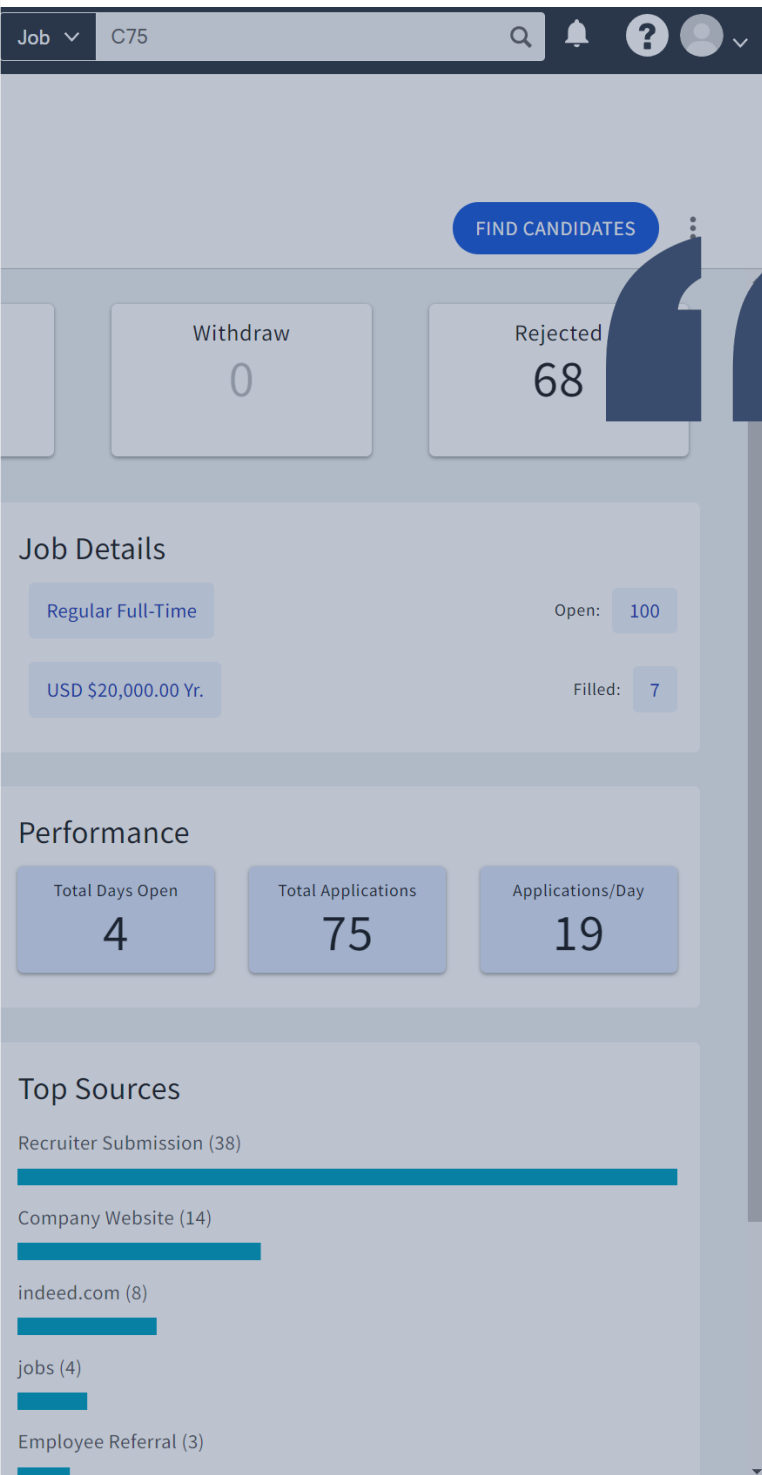
### Job Approvals

✔ Job Approved

## TECH TIP

Talent leaders need a best-in-class, end-to-end hiring platform that is intelligent, scalable, configurable and personalized. iCIMS is building an advanced, AI-native TA platform and helping customers get to value faster.

See it in action



"The latest Lighthouse talent acquisition research shows that most organizations believe their ATS is more administrative than strategic.

**Yet a modern ATS with robust features like candidate communications, internal mobility support and other critical capabilities definitely falls into the strategic column.**

That's exactly what iCIMS has developed over the last two decades. Enterprises that want a proven technology should definitely give it a look."

**Ben Eubanks,**  
Chief Research Officer  
Lighthouse Research & Advisory

# Uncertainty abounds for workers and employers alike

Following 2023's challenging job market, HR leaders have had to recalibrate their hiring approaches to accommodate continued uncertainty, while also cultivating workforces aligned with business objectives.

According to iCIMS data, these leaders are evenly divided on whether they intend to increase or decrease their recruitment of external candidates—with 42% planning to hire more external candidates in 2024 than 2023, and 41.5% planning to hire fewer. iCIMS Insights data showed that external hires in April were on par with the start of 2023, while external applications were down 3%.

But HR leaders aren't the only ones showing caution around the job market. Only 20% of workers plan to change jobs this year, according to our survey of 1,000 employed U.S. workers. Respondents cited changes in personal life or at their current company as well as the economy as top factors that would impact their decision to job hunt.

U.S. workers look to be "sheltering-in-job," according to our survey, which showed that 39% of respondents plan to be in their current

role longer than five years. For full-time employees, 31% anticipate being in their role for 5+ years while the largest portion of part-time employees (23%) selected six months to one year. In terms of ideal time in role, among FT employees, 30% said two years and 25% said one year, and for PT, 38% said one year while 23% said six months.

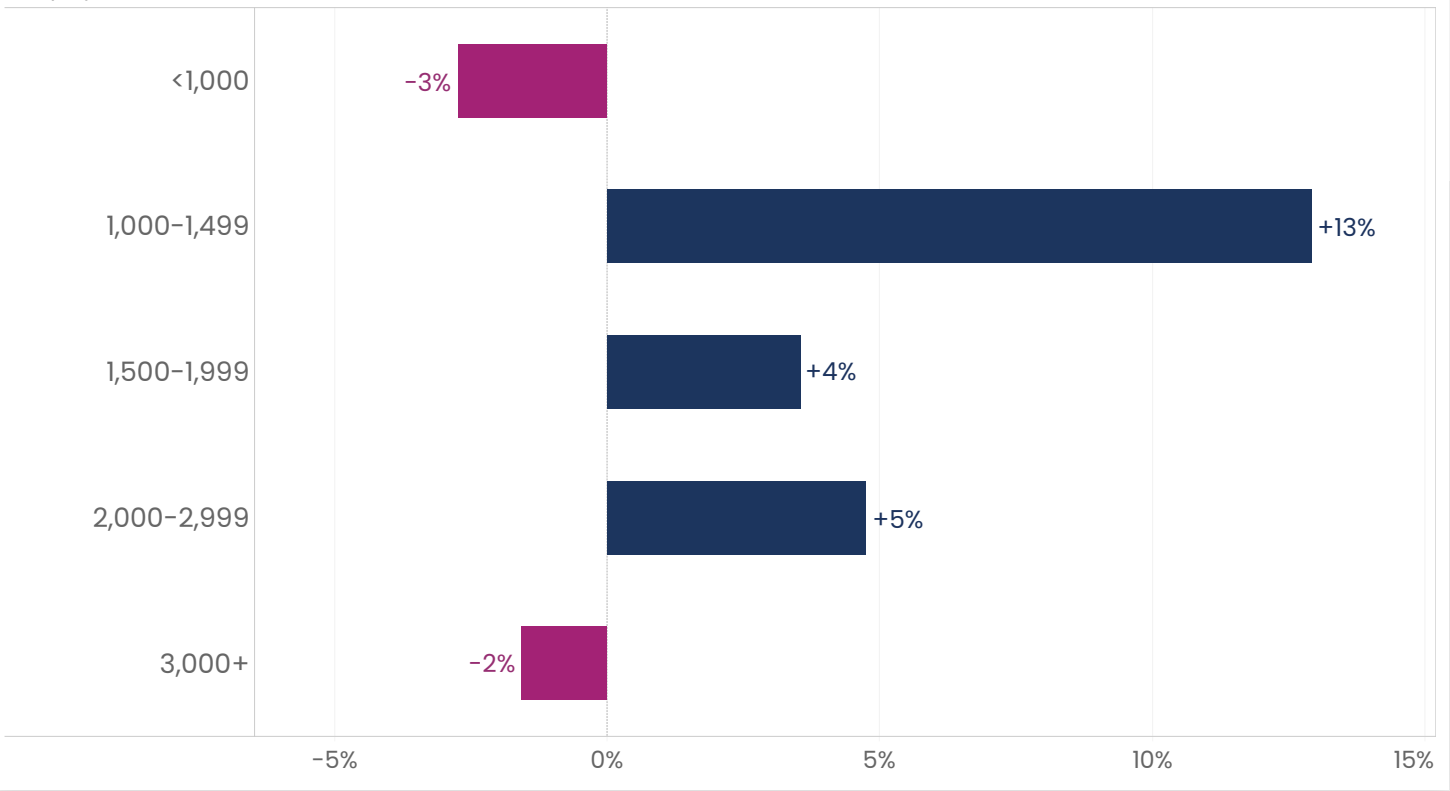
In the U.K., 47% of HR leaders plan to hire fewer external candidates than in 2023 and 37% will hire more. But in France, the opposite holds, with 62% planning to hire more and 30% fewer.

## External hires by company size

April 2023 vs. April 2024



Employee Headcount



# Retention is the new recruiting



According to our survey, HR leaders are leaning into their employee talent pool—whether through enhancing internal mobility strategies, improving L&D initiatives, or increasing employee engagement and company culture.

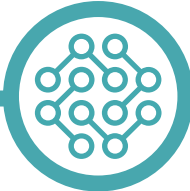
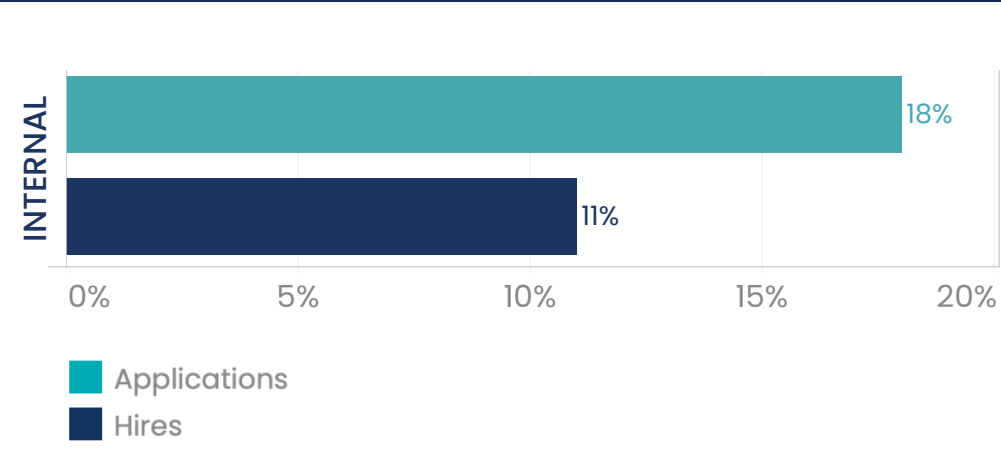
A whopping 86% of CHROs and chief people officers told us that internal mobility is a priority for their companies this year, and 37% say that they are investing in new tech to support those initiatives.

Employees seem to be on the same page, with 77% open to finding new jobs with their current employers. Of them, one-third would be open to a new role only with their current company. More than one-quarter of those surveyed said they wished their employers prioritized employee retention.



# Internal applications and hires

April 2023 vs. April 2024



### TECH TIP

Employees are happier and more likely to stick around when you give them an opportunity to grow into new skills and new roles. Still, employers struggle to retain talent. Why? Today's tools don't prioritize the employee experience and career journey, often relying on employees to identify their own new roles.

iCIMS Opportunity Marketplace goes beyond opportunity identification to power opportunity inspiration.

[Check it out](#)

iCIMS data reflects this internal mobility trend, which shows internal hires are up 11% and internal applications are up 18% since April 2023.

Employees are feeling the love, with over half (55%) reporting they feel that their company extends the same experience to internal candidates that it does to candidates applying from outside the company.

The focus on retention and internal mobility doesn't stop in the U.S. More than one-quarter of CHROs in the U.K. (26%) and France (27%) say it's their top priority in the next year—tied with DEI. The majority (90%) of French HR leaders say internal mobility is a priority for their organizations and 62% report it to be a bigger priority than last year. In the U.K., internal mobility is a priority for 83% of CHROs but 46% report it's smaller or on par with 2023.



# 86%

of CHROs and chief people officers say that internal mobility is a priority for their companies in 2024





“With a culture committed to employee development and internal mobility, our TA team uses its external recruitment lens to identify top talent within the organization and help grow their careers. One of our greatest strengths as a workplace is our promote-from-within culture, and with a wide range of job opportunities across business functions, Enterprise Mobility offers employees the opportunity to change careers without changing companies.”

**Shelley Roither,**  
Chief Human Resources Officer



## Remote hiring still in play, four years later

Companies are still hiring remote workers in 2024. According to the iCIMS survey, 56% of CHROs report that their companies would hire the same or a greater number of remote workers this year. Additionally, 46% of job seekers said flexible work arrangements was one of the top 3 incentives that would attract them to a company.

Out-of-state hires have remained steady since April 2023, making up, on average, about 11% of company hires. Out-of-state applications have also been steady over the last year, accounting for about 22% of applications.

How are return-to-office (RTO) mandates affecting workers? Overall, 34% surveyed said they'd experienced no notable changes. And a surprising 24% reported their company did not have an RTO plan in place.

Younger workers reported seeing the most benefits, with 60% of job seekers between 21–24 feeling that their company's RTO mandates had positively impacted their engagement, collaboration and growth. Those vibes decreased as workers grew older, with only 11% of those over 55 reporting positive impacts.



**Andrea Brogger,**  
Chief Human  
Resources Officer

How does one of the country's top insurance employers—with 9,200 team members across four countries—navigate attracting and retaining talent in an increasingly tight labor market?



According to Andrea Brogger, CHRO of AssuredPartners, the company has adopted a “thoughtful and agile approach” to hiring by implementing some key initiatives:

**Establish a robust HR team.** The introduction of the Chief Human Resources Officer role approximately 2.5 years ago marked a pivotal step in driving strategies aimed at attracting and retaining top talent. This involved developing specialized teams in recruitment, talent management and learning and development to provide targeted support to the business.

**Enhance employer branding and marketing efforts.** Collaborating closely with its marketing team, AssuredPartners has enhanced the company's external presence through job advertisements, career pages and social media channels—leading to a 45% increase in applications last year.

**Focus on inclusion.** The organization has taken proactive steps to address the industry-wide challenge of underrepresentation and inclusion through the establishment of seven employee resource groups (ERGs). With nearly 20% participation across the global organization, ERGs have been instrumental in driving representation initiatives and contributing to a 30% increase in women in leadership roles and a 9% increase in ethnically diverse individuals in leadership roles over the past year through partnerships with learning and development programs.

**Strengthen learning and development programs.** Over the past two years, AssuredPartners has launched eight tailored programs including mentor programs and elevated leader programs—catering to both existing and emerging leaders to foster internal career growth among our employees.

# AI can help drive HR decisions

According to iCIMS data, most CHROs today are focused on AI investments. They are stepping up to lead their organizations in technological change—cultivating collaboration and identifying new ways to drive HR impact.

The majority (65%) of CHROs tell us they plan to implement AI in their recruiting processes. Of these, 40% plan to do so in the next 12 months. Almost 25% aren't implementing it immediately but have a longer-term vision for adoption.

While investing and implementing new AI capabilities is one of their top priorities, integrating AI tech into TA and HR processes also ranks as one of the top challenges that's keeping HR leaders up at night. Meanwhile, nearly 30% shared that they are already using AI for recruiting.

GenAI can help alleviate burnout and support productivity with time-consuming tasks. HR leaders are using that technology to generate interview questions (33%), draft candidate communications (32%) and create job descriptions (32%).



65%

of CHROs in the U.S. plan to implement AI in recruiting, 40% of which plan to do so in the next 12 months.

29%

say they are already using AI for recruiting.

# 60%

---

of employees are unsure how critical AI will be in their job over the next year





“Technology, including AI, will only continue to increase efficiency and inform our recruitment efforts. Tech enhancements streamline several key areas of the attraction and hiring process, which allows our recruiters to do what they do best, put even greater focus into meaningful personal interaction along every step in the candidate journey.”

**Shelley Roither,**  
Chief Human Resources Officer



Employees are divided on whether AI will be a critical part of their job in the next year. Our survey showed 60% of employees are unsure how critical AI will be in their job over the next year. Less than half (39%) of employees want more AI tech investments.

European HR leaders appear similarly eager to adopt AI technology, with 69% of CHROs in the U.K. planning to implement it in their recruiting; 57% have already implemented AI into their recruiting or are planning to do so in the next 12 months. Integrating AI in TA/HR processes is one of the top business concerns that keeps these leaders awake at night, for 28% of French CHROs and 21% in the U.K.



# The CHRO—CIO download

With executives across the C-suite deeply engaged in their investment strategies for AI, now CHROs are joining the conversation. As the role of HR leader continues to evolve, so does the changing nature of the relationship between CHROs and their organizations' CIOs.

CHROs can collaborate with tech leaders to find new ways to source, support and scale skills—from suggesting specific training to expanding a skills-based working model.

How can CHROs fulfill the demands of their C-suite peers while ensuring they are meeting the needs of their workforce? Success will be contingent on all C-suite leaders finding the balance between driving AI/tech innovation and leading with a human-first mindset.



# Advice for HR leaders seeking technology change

1.

---

**Identify the business problem:** Clearly articulate the problem or inefficiency the new technology aims to solve, approaching it with a clear understanding of current processes and systems.

2.

---

**Focus on employee experience:** Highlight how the technology will enhance the overall employee experience, including onboarding, workflows and mobility.

3.

---

**Consider the impact on IT:** Understand and address the impact to the tech team and foster a collaborative approach to implementation.



**Carter Busse,**  
Chief Information Officer

# The HR–tech connection



“It is business critical to have a strong partnership between the CHRO and CIO to create an understanding of HR’s digital demands for attracting and retaining a global workforce. This ensures the HR organization is getting the technology, investments and support they need to succeed,” says iCIMS CIO Keyur Ajmera.

## 3 ways HR leaders and CIOs can work collaboratively for better outcomes

1. Create an integrated systems ecosystem to rapidly adapt to a dynamically changing macroeconomic landscape:
  - Allows CHROs to hit their key SLAs—such as hiring goals, speed to hire, reporting, analytics—in a repeatable and scalable way.
  - Produces a scalable approach to managing and developing integrations fast with low-code platforms and minimal effort.
2. Automate common workflows and align on AI policies and a compliance framework:
  - Automates workflows such as onboarding, offboarding, managing contingent workers and accelerating adoption of GenAI technologies.
  - Minimizes errors and creates a highly reliable and user-friendly setup for IT and HR teams.
3. Partner in systems selection and go-lives:
  - Ensures alignment of system strategy to a horizontal, company-wide strategy as opposed to a vertical business unit-centric strategy. This delivers operational excellence, minimizes tech debt and maximizes supportability.



**Karl  
Mosgofian,**  
Chief Information  
Officer

“Many people think what the CIO wants is the nuts and bolts of the technology. But what they really want is business value, just like the CEO. For the HR org to succeed, they need a strong partnership with the CIO. While HR tech decisions may sometimes sit with HR and in other cases with IT, most organizations have a hybrid model—and the larger the company, typically the bigger the influence IT has on the HR tech stack.

No matter the model, the CIO is always held to a certain level of responsibility and oversight for all tech. If something breaks or there are cost reductions, the broader c-suite and board is looking at the CIO.

That said, it’s important that HR and TA teams recognize that the CIO can craft a solution that actually works and knows how to measure success. We’re being pressured to consolidate, save money and create efficiency, while meeting business objectives. We can help to set up the guardrails and strategically manage tech investments with you. And right now, there’s a lot of potential hype and attention around AI. Though we still have a long way to go to achieve real value, having a strong partnership will help us make the right investments while maintaining compliance.

And keep in mind that the pie chart of the CEO brain is 80% sales and 20% everything else. We’re all fighting a battle to change that pie chart. There is incredible value in the people org—and it’s on us as the tech and HR leaders to deliver and showcase that value.”

# Methodology

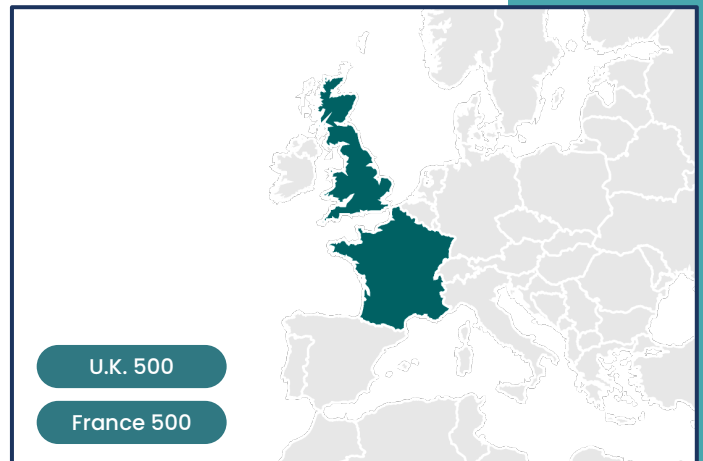
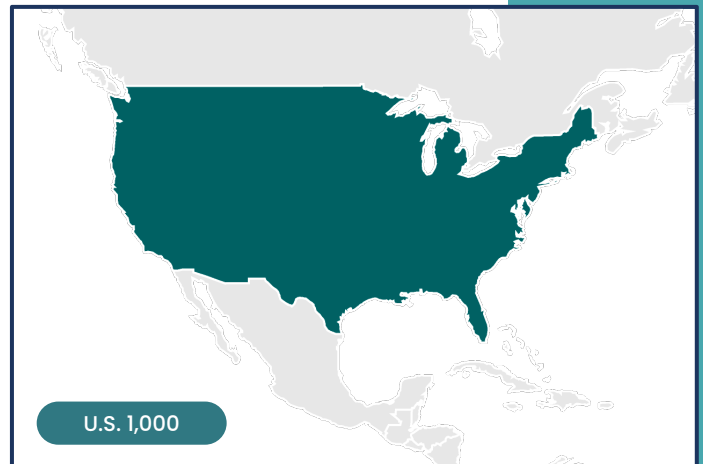
iCIMS is a leading provider of talent acquisition technology that enables organizations everywhere to build winning workforces. For over 20 years, iCIMS has been at the forefront of talent acquisition transformation. iCIMS' AI-powered hiring platform is designed to improve efficiency, cut recruiting costs and build exceptional experiences for candidates and recruiters.

The iCIMS HR leader survey was conducted by Censuswide among 2,000 chief human resource officers (CHROs) and chief people officers (CPOs) across the U.S., U.K. and France between April 11 and April 22, 2024.

The iCIMS employed adults survey was conducted by Censuswide among 1,000 employed U.S. adults, aged 21 and older, between April 15 and April 23, 2024.

iCIMS also conducted an online survey with Dynata in April 2024 of 1,000 U.S. consumers, aged 18+. Dynata utilizes a variety of sample sources such as panel, web intercept sample and specialty lists to deliver data insights that are diverse and representative.

## 2,000 CHROs and CPOs surveyed:



## About iCIMS' proprietary platform data

iCIMS Insights provides a deep understanding of the talent market through data drawn from the iCIMS platform. iCIMS' proprietary database of employer and job seeker activity includes hundreds of millions of data points across job openings, job applications and hires. iCIMS customers represent key sectors of the U.S. economy, with expansive geographic, industry and occupational representation. iCIMS' expertise and data intersect to deliver unparalleled insights, helping business and HR leaders better understand workforce trends and drive competitive advantage.

## Want more insights? Try iCIMS Insights+ and Insights Advisor

Organizations can become even more strategic with workforce data through the iCIMS Insights+ subscription quarterly service. These industry-specific reports are current and give exclusive insight into changes in the market, key reporting metrics and trends. Subscribers also gain access to invite-only opportunities, including private think tanks and community events. iCIMS Insights Advisor empowers teams with one-on-one expert guidance, bespoke analysis and competitive comparisons, data-led prescriptive intel and more.

[Learn more](#)

