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# Skills-Based Hiring for a New Work Era

IBM's Wendy Wick shares her thoughts on the talent industry's biggest challenges and how both technology and policy can support skills-based hiring.

## **Biggest challenges right now**

- Vetting Al-generated content and the data used to train it for bias
- The pace of change and managing expectations of instant turnarounds

#### Biggest challenge over the next decade

Figuring out hybrid work and its impact on work-life balance, productivity, in-person collaboration, innovation, creativity, and career development

# Ways to support marginalized groups

- Promote internal mobility by sourcing talent from your existing employee base.
- Review job descriptions to ensure they're free of bias and jargon.
- Diversify where jobs are posted. Programmatic advertising is a good option.



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### Ways AI can support recruiting

- Prompting candidates to give more information about a skill or work experience to improve their application and inform them about next steps
- Helping hiring managers ask the right questions to validate a candidate's skill set and reduce bias at the same time
- Managing routine administrative tasks for recruiters, like scheduling meetings and flagging roles they have trouble filling
- Turning analytics into actionable insights—for example, to address high turnover rates

For decisions that carry significant ethical, strategic, or personal weight, human judgment is crucial and should not be replaced.

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