



Balancing the Ledger: *Recruitment Strategies in the Hybrid Work Era*

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Truity Partners, LLC



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- How the shift to hybrid work is transforming recruitment in finance & accounting
- Strategies to attract (and retain) top talent
- Challenges of managing hybrid teams
- How hybrid work trends are expected to shape the future of recruitment and employee satisfaction



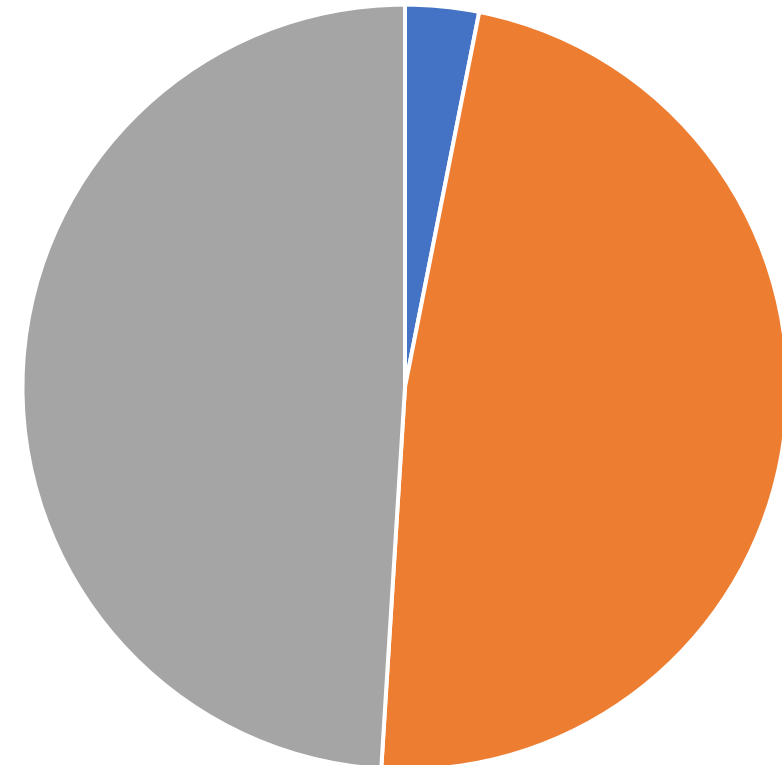
How the shift to hybrid work is transforming recruitment in finance & accounting

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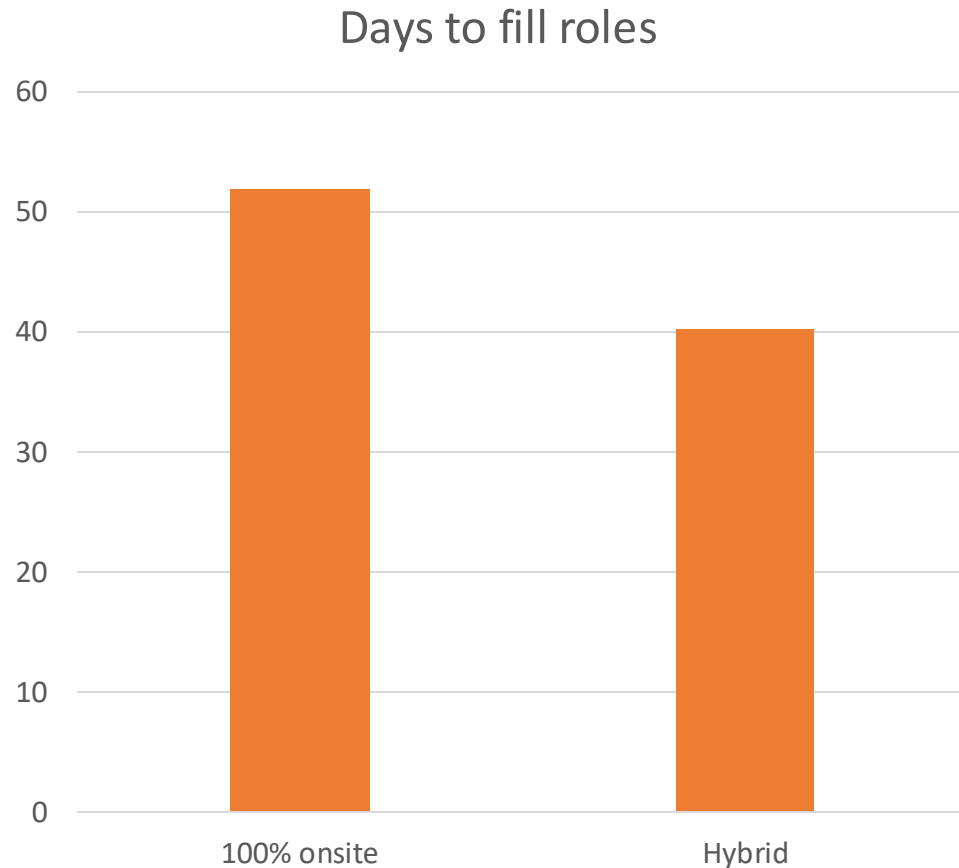
January 2024 – September 2025 Truity recruited on 1061 roles in Wisconsin

- 33 – 100% remote
- 508 – hybrid
- 520 – 100% onsite



■ 100% Remote ■ Hybrid ■ 100% On-Site

Average time to fill roles



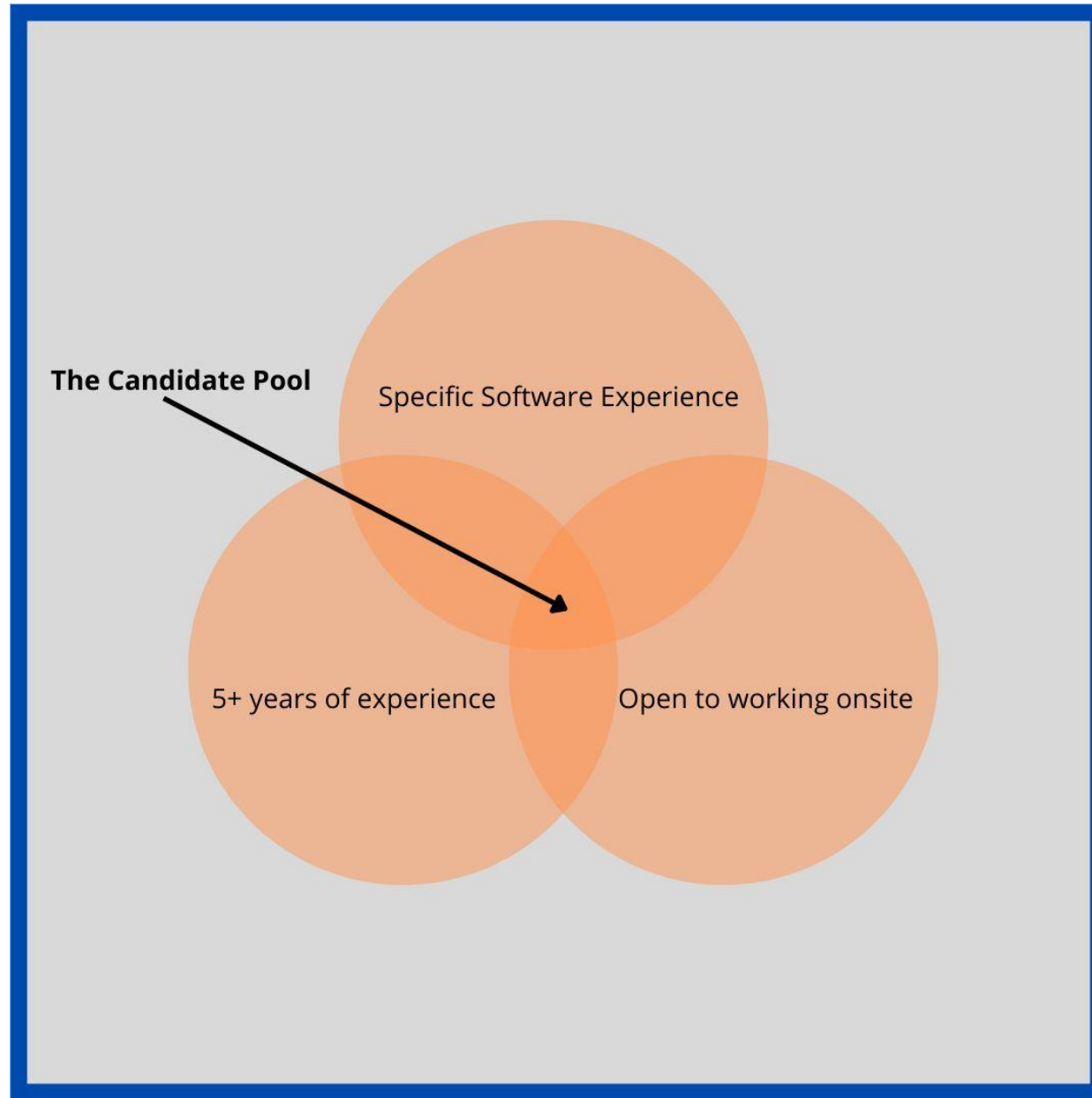
- 100% onsite – 51.9 days
- Hybrid – 40.2 days

What are accounting professionals looking for?



- Of 8,000 candidates surveyed by Flexjobs, 60% have left or considered leaving a job due to lack of flexibility
- Flexible work arrangements 3rd most important factor when seeking new jobs after salary and work-life balance
- BDO found that 79% of their staff wanted to be able to work from home or have a hybrid model post pandemic







Strategies to attract (and retain) top talent

In 2024 these factors were most important to job seeker:



- Compensation
- Flexible work arrangements / work life balance
- Opportunities for Growth
- Job security





Compensation:

- Candidates want to see compensation ranges
 - SHRM research indicates more than 80% of U.S. Workers are more likely to consider applying for a position if they pay range is listed in the posting
- 70% of surveyed organizations shared that posting the pay range led to more applications
 - 66% saying the quality of applicants increased
- Remember to include total comp – 401k match, spell out insurance benefits, etc.

Flexible work arrangements / work-life balance



- Dig into a candidate's ideal work arrangement, work-life balance needs.
- Share how your team defines flexibility and work life balance
 - Does everyone have laptops and can employees work from home in the case of inclement weather, if they're sick, or have an appointment?
 - Share what the average number of hours look like for the team
 - Can people flex their start and end time to accommodate family commitments?
- Confirm/discuss if this accomplishes what they are looking for!

Opportunities for Growth



- Access to automation, analytics, digital transformation
- Roles that allow one to stay current with new tools
- A chance to develop management or leadership skills
- The chance to rise into more strategic roles in a growing company.



Job Security

- **Be transparent** – share current challenges and how they are being addressed
- **Highlight stability indicators** – growth, revenue, history of minimal layoffs, bonuses
- **Emphasize career development**
- **Use specific examples** – concrete details of projects, initiatives, plans for expansion





Challenges of managing hybrid teams

Important factors for managing hybrid teams



- Define roles clearly
- Set Expectations/Goals
- Promote communication
- Build trust
- Monitor performance



Important factors for managing hybrid teams



Define Roles Clearly

- Clear job descriptions
- Define accountability
- Regular check-ins and reviews
- Standardize processes

Important factors for managing hybrid teams

Set Expectations

- During the interview process be clear about expectations, reinforce during onboarding, and consistently with the entire team
- Have a clear policy for hybrid work – including working hours and availability
- Clarify if there are responsibilities that will be done in person vs remote
- Dress code!



Important factors for managing hybrid teams



Promote Communication

- When in doubt – overcommunicate!
- Communicate expectations for "core hours"
- Have norms for response times, keeping calendars updated etc.
- Establish clear channels for communication: email, Teams, calls etc.

Important factors for managing hybrid teams

Build Trust

- Transparent + consistent communication and feedback
- Promoting accountability
- Empower autonomy
- Develop connections with regular check-ins
- Ask for feedback and be adaptable
- Be intentional with in-office time



Important factors for managing hybrid teams



Monitor Performance

- Have clear KPI's outlined
- Do not wait to have conversations if there are performance issues



How hybrid trends are expected to shape the future of recruitment and employee satisfaction

Hybrid poised to be dominant model



- McKinsey reported 87% of workers would work hybrid model if offered
- Studies show that hybrid work can lead to higher job satisfaction, productivity, and retention



Factors that influence the future of hybrid



- Loss of company culture
- Proximity bias
- Management challenges
- Technology and security issues
- Employee burnout / work-life imbalance
- Unwinding it!

Conclusion



- Hybrid positions account for **50%** of the positions Truity Partners has recruited on in 2024
- Hybrid work is one of the **most important factors** for job seekers
- Managing hybrid teams requires **intentional communication and clear expectations**
- Hybrid work is poised to be the **dominant model** for the foreseeable future

Questions and Challenges?



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