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QUIET HIRING: not just a benefit for the employer, but also a responsibility

Quiet hiring occurs when employers address a growing labor shortage not by hiring new employees but by assigning new responsibilities to existing ones.

Why is it good for the organization?

There is no need to search for and hire new employees, nor is there a need to lay off talented individuals when their job role becomes smaller in scope - they can be redeployed to perform other necessary functions within the organization. Of course, employees also benefit from this approach - they can climb the career ladder, shift their job profile, develop new skills, or expand their competencies by taking on the new responsibilities that arise.

The organization must ensure that the benefits and agreements with employees regarding additional or new functions are clearly defined, fair, and in line with the employee's expectations and needs. This will ensure both the legality and transparency of the process. Here are a few ways to do this correctly.

1

To change contract of employment:

If an employee's job functions change, it is necessary to amend the employment contract, and the employee's consent is required.

One of the drawbacks is that, in this case, there is no probationary period. The new job role may be assigned to the employee immediately (over a certain period), whether the new duties suit the employee - unlike the beginning of an employment relationship, where a probationary period of up to three months may apply.

It is also important to update the management structure and staff positions, which are normally approved by the board, but in its absence by the CEO.

Sources:
www.ilo.org
Contract Law 2020", presentation by Nina Matlovska, WNLEGS Partner, Attorney-at-Law, Head of the Labor Law Group

2

To agree on additional work:

When the employee's existing job functions remain the same and additional tasks are added without changing the employment contract, it is recommended to agree on additional work. Of course, the employee must be introduced to the new duties and agree to them.

This is suitable for tasks that do not require a full-time position.

The employee, agreeing to the new duties, can work up to 60 hours per week, with 40 hours dedicated to their primary duties and the remaining 20 hours for the new tasks. Naturally, the employer must pay for the additional hours, but not as overtime.

Both the employer and the employee may terminate this agreement by giving 5 working days' notice to each other.

We encourage employers who practice quiet hiring within their organizations to do so by ensuring a mutually agreed arrangement between the employer and the employee, while clearly defining and documenting these agreements in the most appropriate form.

3

Modify the job description:

If the employee's job functions do not change, but the work to be done does (e.g. changes in working methods or tasks), the job description can be adjusted to clarify how the employee is expected to perform their job under the new conditions.

In this case, the employee's consent is generally not required, but it is recommended to obtain it. Employee consent can ensure transparency and reduce potential dissatisfaction that may arise if the changed tasks require new skills or adaptation to a different work culture.

There is relatively little flexibility when the job description is updated, as the staff member's job description usually defines the specific nature of the job, responsibilities and functions.

BIAS IN RECRUITMENT: The Impact of the Halo and Horn Effects

In recruitment processes, clearly defined criteria such as years of experience or expertise in a specific industry are often used. However, this approach can lead to the rejection of talented candidates if we do not also evaluate their ability to acquire certain competencies and adapt to a new environment, relying solely on strictly defined criteria.

The Halo effect occurs when a single positive attribute, such as extensive experience in a particular field, leads to an overall more favorable assessment of a candidate, regardless of their other essential skills.

In contrast, **the Horn effect** can lead to the rejection of candidates simply because their experience does not align with conventional expectations, even if their competencies meet the job requirements. This bias often manifests in an excessive focus on specific work experience – for example, a professional from one industry may be deemed unsuitable for another, despite having transferable and versatile skills.

A skills-based approach is a solution that helps mitigate such biases. The World Economic Forum's report, "Putting Skills First: A Framework for Action and Impact" emphasizes that focusing on skills and competencies – such as specific educational credentials or professional experience – can significantly expand the talent pool. Analyzing data from 18 different countries, the report found that over 100 million people could be included in the global workforce if this approach were adopted.

This mindset helps eliminate the Halo and Horn effects, as candidates are evaluated based on their actual abilities rather than superficial criteria. It also allows companies to attract a more diverse talent pool, creating opportunities for individuals who may have been previously overlooked due to conventional hiring practices.

Companies that move away from rigid recruitment frameworks and focus on skills and potential not only find more suitable employees but also adapt more effectively to the rapidly changing job market. A successful employee is not necessarily the one who meets all the "standard" criteria – often, the key factors are the ability to learn, adapt, and solve emerging challenges efficiently.

Sources:
World Economic Forum Report: "Putting Skills First: A Framework for Action and Impact"
HR Trends in 2025
This article discusses how skills-based hiring is becoming a key talent acquisition strategy, driving both rapid and long-term business growth.
Cognitive Biases
This article explores how cognitive biases affect hiring decisions, emphasizing the impact the Halo and Horn effects when candidates are evaluated based on a single trait. It also offers practical advice on how to avoid these biases.

WHICH PROFESSIONALS WERE EMPLOYERS SWEATING FOR IN 2024?

For several years now, we have been observing the labor market not only relying on external sources but also collecting and analyzing data ourselves. At the end of 2024, we rushed to evaluate the prevailing trends that could help predict the future direction of the talent market. Our analysis shows that positions in sales, IT, analytics, and marketing and communications dominated the job market. Their demand remained high throughout the past year, creating a more competitive environment among employers. However, if we look at the most popular positions in these fields (measuring popularity based on the number of active job postings each quarter), we would see that only business analysts and .NET developers saw better wage growth. Meanwhile, although sales and marketing positions were among the most sought after in the labor market, their wages cannot boast of significant increases. This may signal a trend where employers are not willing to compete with others solely by offering higher salaries and may view the wages offered for these positions as optimal, or even too high.

Trending fields	Sales	IT	Analytics	Marketing & Communication
The most popular role in the sector	Sales Representative (Middle)	.NET Developer (Mid - Senior)	Business Analyst (Middle - Senior)	Marketing Specialist (Middle)
2024 minimum average wage (gross)	2 740 €	3 532 €	2 838 €	2 355 €
2024 maximum average wage (gross)	3,744 €	5,329 €	4,020 €	2,355 €
Annual wage change	3 %	7 %	14 %	-5 %

Sales: Sales sector job positions maintained a high demand level, which may indicate that companies were actively seeking employees capable of generating additional revenue and developing the business. This often signals economic growth or at least stability. Additionally, the average minimum and maximum salaries suggest fairly competitive numbers in the market, which could indicate that companies had the resources to invest in sales, but the long-term perspective also depends on market stability.

IT: In the IT sector, the minimum and maximum average salaries show that IT specialists earned significantly more than employees in many other industries, although a slowdown in the growth rate of IT salaries was observed at the end of the previous year. Wages also varied depending on specialization, experience level, and the region of Lithuania.

Analytics: The salaries of analysts indicate that the competiveness of specialists in this field are highly valued, likely due to technical skills and the increasing importance of data analysis in business. The growing demand for these employees may suggest that companies actively invested in data analysis, optimization, and strategic decision-making. This aligns with global trends, where data-driven decisions are becoming increasingly vital for business success. It is likely that we will continue to observe high demand for these professionals this year.

Marketing & Communication: Salaries for marketing and communications specialists in 2024 were the lowest among the most popular positions. However, it is important to note that there is significant competition among specialists in this field. To earn higher salaries, one needs to gain valuable experience and specialize in specific areas (e.g., digital marketing, data analysis, SEO, etc.). The marketing and communications sector requires constant development to achieve higher wages. Those specialists who master analytical skills, AI, or specialize in digital marketing can expect higher earnings in the future.

CANDIDATE "FISHING" TRENDS OF THE PAST YEAR

Looking at the recruitment projects we conducted in 2024, we can imagine it was like fishing in various rivers, lakes, and ponds, where positions in different sectors of the labor market required different methods and strategies.

Most of the recruitments were closed with active candidates, who, like fish, ended up in our nets while searching for new opportunities. However, many candidates were passively sourced, using patience and subtle tactics, just like a fisherman waiting for the right moment when the fish would appear.

Sales, marketing, and administration were among the busiest sectors. The currents here were fast, and candidates were enthusiastic and ready to bite. Most of the recruitments in these areas were closed with active candidates, as many people working there were eagerly looking for new opportunities.

The finance sector was quieter, like the gentle curve of a river, though active searches were still dominant. However, just like a fisherman patiently waiting for the best catch, passive sourcing was also crucial in this sector. Nevertheless, it has become increasingly difficult to catch the right finance specialists, as competition has grown, and they have become more cautious.

Engineering and manufacturing were broader areas, where both active and passive methods had to be combined. In some places, active candidates, like fish, jumped into the nets with enthusiasm, but passive tactics were also necessary to catch those who were less eager to show their interest.

The IT sector was like a deep, calm lake - a place where the fish are hard to reach. Most of the recruitments here were closed passively, as IT specialists rarely actively enter our fishing nets. In this sector, more patience and time were needed to reach the right candidates. Fishing in these depths is slow, but with passive tactics, we were able to catch the best specialists.

This analysis of the past year showed that successfully catching candidates depends on the sector and the choice of sourcing methods. In some areas, active sourcing was sufficient, while in others, it was necessary to combine various strategies to fill the nets and close the recruitments successfully.

THE ART OF FISHING: How to Catch the Best Talent?

To get the fish to bite your hook, you need to use the right bait and fishing strategies. Similarly, to attract active candidates, it's essential to create the right conditions. Here are some tips on how to do this:

1. Bait composition
2. Marketing flags
3. Fish's habitat
4. Bite
5. Fishing techniques
6. Fishing tools
7. Catch

Prepare the bait (clear and appealing job descriptions). Just as choosing and preparing the right bait is crucial for fishing, job postings must be carefully prepared, clearly and attractively outlining responsibilities, requirements, and benefits.

Show the beauty of your pond (highlight company culture and values). Fish are attracted to clean and nutritious waters. Similarly, candidates are looking for companies whose values align with their own. Emphasize your company's culture and values to attract like-minded professionals.

Choose the right fishing spot (use effective job posting platforms). Just as fishermen choose places rich in fish, you should post job offers on platforms where your target specialists are most likely to visit.

Offer a tasty bait (competitive salary and benefits). To attract the biggest fish, you need to offer the best bait. Be transparent about the offered salary and additional benefits so that candidates see that you value their work.

Make it easy to hook (simplify the application process). If the fishing tools are too complicated, the fish may escape. Ensure that candidates can easily and quickly apply for the job.

Follow the fishing season (post jobs at the right time). Like fishing, certain periods are more favorable for recruitment. For example, at the beginning of the year, many professionals look for new opportunities, making it a great time to post job offers.

Invest in better fishing equipment. Sometimes it's worth investing in higher-quality tools to increase your catch. For example, paid job ads can boost your offer's visibility and attract more candidates.

Source:
www.linkedin.com

EMPLOYERS' EXPERIENCES in 2024 AND EXPECTATIONS for 2025

This February, the Employment Service under the Ministry of Social Security and Labor of the Republic of Lithuania published its annual report on the employer survey "Employers' Experiences and Expectations for 2025". In this infographic, we will share some of the most interesting findings. We also encourage you to explore the full report, which provides valuable insights into labor market trends, the main challenges faced by Lithuanian employers, and the solutions implemented.

Challenges for organisations' development in 2024:

The biggest challenge for employers in developing their organizations was the shortage of staff. The increase in wages was the top rise in raw material costs posed problems for one in three employers, while the increase in the minimum monthly wage (MMW), energy costs, and declining sales affected one in four companies.

Top organisations' development challenges identified by employers in 2024 (share of employers identifying a challenge)

Staff shortage:

In 2024, the proportion of employers facing employee shortages significantly increased. The results showed that, for the first time since 2021, this figure surpassed the 80% mark, reaching as high as 83.2% – meaning that this proportion of organizations experienced a lack of employees. Notably, the challenge was particularly pronounced for companies with more than 250 employees, with 9 out of 10 such organizations identifying the lack of new staff as a significant issue.

Compared to the global talent shortage survey conducted by "ManpowerGroup" at the end of 2024, this issue was somewhat less significant for companies in Lithuania with up to 49 employees. However, companies with 50 to 249 employees in Lithuania were more likely to face talent shortages than the global average.

Share of employers experiencing staff shortages in 2024 in different sizes of enterprises and institutions

Global talent shortage by company size

The main reasons for the employer shortages, as reported by employers in Lithuania, were insufficient candidate motivation, high wage expectations, and lack of qualifications. Half of the surveyed employers mentioned these reasons, while one in three companies also cited the fact that candidates believed they did not receive a single response for any vacant position. One in five employers faced insufficient preparation of specialists. Construction companies more frequently cited a lack of managers, while manufacturing companies experienced a lack of drivers. Employers in the accommodation, catering, and healthcare sectors had more difficulty finding administrators, and companies providing accounting services struggled to find accountants.

Staff changes in 2025:

Employers do not anticipate significant changes in the number of managers in 2025. 92.8% of the surveyed companies and institutions indicated that the number of managers would remain the same in 2025. However, a quarter (25.8%) of employers expect a decrease in the number of qualified workers, while only 3.4% expect a decrease.

Share of employers planning a change in workforce in 2025 (by skill group)

Sources:
www.uzt.lt
www.manpowergroup.com

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