

The Re-Imagined Recruitment Playbook

A step-by-step guide to engaging and retaining talent in the New World of Work

Move beyond reactive recruitment solutions to a future ready, talent-centric approach



How to use this Playbook:

The Re-Imagined Recruitment Playbook covers all the bases, as such, it's a detailed document. While it can be read all in one sitting, here is how you can quickly and easily access the steps, strategies and processes that interest you most:

- ☐ The Table of Contents contains each section and their page numbers. Click on the section title to quickly and easily navigate to that section page.
- ☐ The top left corner of each page features the Procom "P." Click on the logo to navigate back to the Table of Contents and quickly and easily jump between sections.
- ☐ Each section is categorized by color. These colors are located at the top of each page. Use these colors to identify what section you are viewing.

This Playbook can be downloaded or viewed in your browser. If viewing online, ensure you bookmark the URL so you have the document readily available for use.

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BEFORE GOING TO MARKET: WHAT YOU NEED TO KNOW



The top 5 factors shaping the new recruitment landscape

The pandemic era forced many HR professionals around the globe to implement reactive solutions to overcome new hiring challenges. As the workforce and talent priorities continue to evolve in a labor market that's more competitive than ever, the time is now to re-imagine how and where competitive organizations acquire and retain talent.

Over the past two years, we've captured hard won lessons learned across thousands of worker hiring engagements by our team of professional recruiters and distilled them into practical ideas that you can start using immediately. The **Re-Imagined Recruitment Playbook** is a step-by-step guide to help source, screen, select, onboard and retain talent in the New World of Work.

To move towards a future ready, talent-centric approach, it's critical to note five major factors shaping the new recruitment landscape:

1. The recent economic recovery comes with the rise of a candidate driven market. As a result, business leaders are facing two particularly challenging market dynamics: an ever-changing total compensation and benefits landscape and increasing competition for top candidates.
2. Talent and employers have an evolved view on how and where work gets done, with a new focus on outcomes rather than in-office hours. As such, more and more organizations are leveraging project-based work to maintain flexibility required for both parties.
3. The pandemic has accelerated the transformation from a knowledge economy to a skills economy.
4. A tight labor market puts an increasing importance on pay transparency, Employee Value Proposition and compelling reasons when sourcing talent.
5. To remain competitive, organizations must embrace some aspects of remote, Work-from-Anywhere and hybrid work models or risk losing talent.



The shift to a skills economy from a knowledge economy accelerated during the COVID-19 pandemic. During a time when talent was reassessing what matters most in terms of life and work, the explosion of social media, influencer culture and online learning platforms augmented the way knowledge is acquired and skills are developed.

What is the skills economy?

At its foundation, the skills economy is a landscape where a worker's skill is more valuable than their formal education in the same field. Can your developer role be filled by a candidate who taught themselves code during the pandemic and can pass a screening test or do you require a candidate with formal education?

The answer may be limiting your talent pool.



79% of talent without a formal degree would still apply to a position and take an assessment to prove their skills. ^[1]



Skills are the currency of the future



How to expand your talent pool in a skills economy

Assess current workforce

- Assess the skills required to achieve the business objectives and map those skills against your current workforce. This exercise will provide insight into resources currently available for upskilling or reskilling opportunities.

Commit to upskilling and reskilling current talent

- The Great Resignation and subsequent Reshuffle has spurred competitive organizations to launch programs that reskill and upskill current talent. This strategy helps to not only retain knowledge but to also bridge the supply-demand gap by focusing on skills and ability rather than a degree.

Re-think job descriptions

- Job descriptions in many localities today must include salary details and an organization's work model. It's also important to focus on the skills required to deliver business outcomes rather than academic credentials. A well thought out job description will help create a job posting that sells your company.



Consider transferrable skills

- Transferable skills are those that workers can utilize in multiple occupations. They can be a mix of hard skills — such as coding — and soft skills — such as interpersonal communication and problem-solving.

Ensure Human Resources systems and assessment technologies are in place

- It's important to ensure the organization has the systems and resources needed to assess the skills required for the role. There are a number of assessment technologies available.

The pandemic has radically changed the talent acquisition landscape – forcing organizations around the globe to rethink and adjust the recruitment process in order to win in the Race for Talent. This section will provide you with recruitment strategies and their benefits to consider including in your program:

Strategy: DATA-DRIVEN RECRUITMENT

Deep dive into the power of data-driven recruiting

In today's candidate driven market, successful organizations must be data-driven. As such, it's essential to establish what being 'data-driven' means, and then identify the metrics to measure that will ensure a successful recruitment program.

Data-driven recruitment uses statistics and facts collected throughout hiring cycles to create or improve tactics that enhance the recruitment process.

These insights will uncover:



Key metrics to measure

It's important to get serious about leveraging recruitment data to discover what talent acquisition teams are doing **right**, what could be **improved** and where organizations should **invest**. The 6 major metrics to track include: Cost, Quality, Efficiency, Risk, Satisfaction and Time to hire:

Metrics to track include:

1. Cost

Recruiting is expensive. Organizations can meaningfully impact Direct Hire recruitment costs by monitoring the following metrics to discover where they should invest and where they can save on:



2. Quality

Typically, these objectives can be broken down and measured in three categories:





Quality: Contingent Workforce Program

NOTE: This section is used to measure the three categories of Quality as the metric relates to contingent workers.

Operations Metrics

Acquiring and managing talent can be a time-consuming yet very rewarding process. Even organizations with a strong program will benefit from tracking:

Job descriptions and submission rates

- ☐ Number of applicants
- ☐ Placed talent vs. rejected candidates
- ☐ Acceptance rates
- ☐ Number of times a job description has been re-written
- ☐ Changes made to skills and qualifications sections
- ☐ Time from job order launch to role filled and candidate starting
- ☐ Candidate self-eliminate rate
- ☐ Candidate conversion rate by sourcing platform

Supervisor or manager performance

- ☐ Time to fill
- ☐ Retention
- ☐ Time to respond to submittals
- ☐ Talent development and advancement across managers
- ☐ Manager evaluation
- ☐ New hire attrition rate

Vendor services

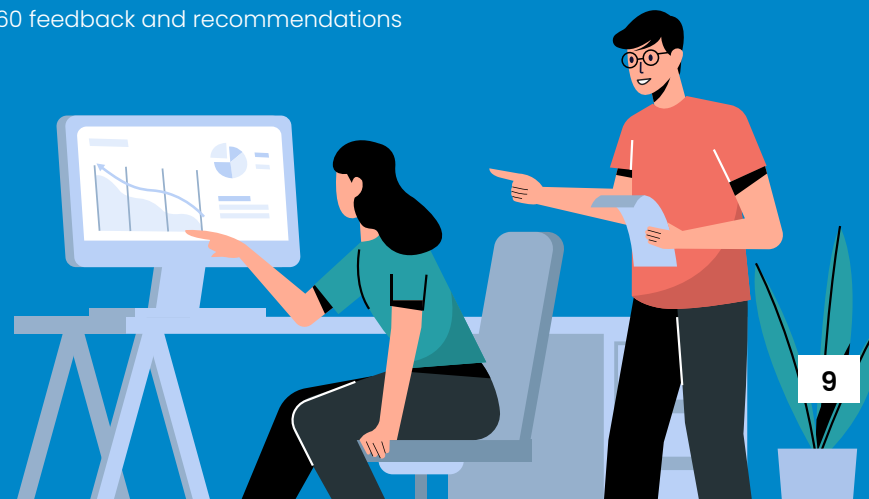
Although vendors are external to the organization, their performance should be measured and managed to drive a successful talent acquisition program. Key metrics include:

- ☐ Requisition inquiries
- ☐ Responsiveness
- ☐ Time to first submittal
- ☐ Fill rate
- ☐ Time to hire
- ☐ Resume to job opening and resume to interview rate
- ☐ Worker dis-engagement
- ☐ Percentage of candidates that complete pre-assignment documentation, background checks, drug screenings and other required documentation
- ☐ Rate card adherence
- ☐ Results of audits

Engagement services

Engagement quality can be measured by tracking things like:

- ☐ Manager satisfaction
- ☐ Percentage of completed assignments on time and on budget
- ☐ Early contract terminations
- ☐ Contract extensions
- ☐ Worker evaluations
- ☐ Diversity
- ☐ Redeployment ratios
- ☐ 360 feedback and recommendations





3. Efficiency

Hiring manager performance should be tracked to manage speed, accuracy and success rates of various processes and establish accountability for:



Time to fill



Time to respond or approve



Worker evaluations: Are they being completed? How often and how long do they take?



Onboarding and Offboarding



4. Risk

If an organization is operating a blended or contingent workforce, identifying and mitigating areas of risk in your contingent worker program is critical to avoiding the unforgiving fines and penalties of non-compliance. To keep compliant, organizations should track:

- | | |
|---|---|
| ☐ Worker misclassification | ☐ Code of Conduct |
| ☐ Criminal behavior | ☐ Financial irregularities |
| ☐ Counterparty risk | ☐ Co-employment |
| ☐ Legislative compliance | |



5. Satisfaction surveys

In today's talent market, it's important to measure:



Hiring Manager Satisfaction



Supplier Satisfaction



Talent Satisfaction



6. Time to hire

Organizations should exceed talent expectations to remain competitive

Uncovering the depth within recruitment data will identify where and how resources should be channelled to recruit more efficiently.

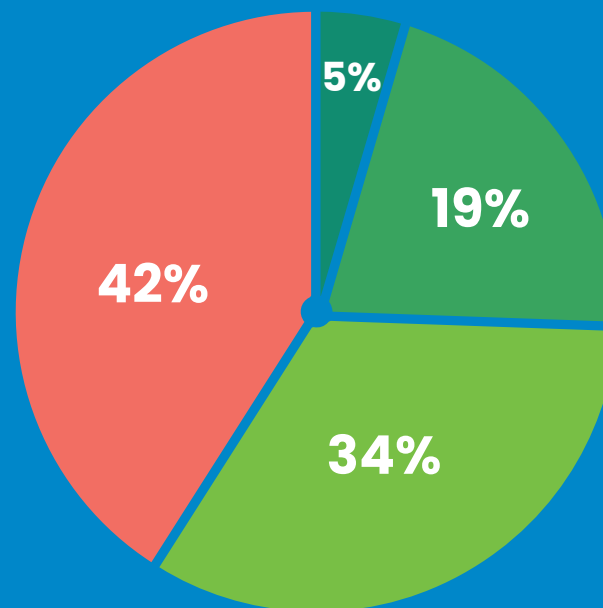


58% of candidates expect to hear back from an organization within 48 hours of an initial interview. [2]

Waiting over two days is too late when it comes to contacting talent

When over half of talent expect to be contacted about the next steps within two days of an initial interview, every day a hiring manager or recruiter waits past 48 hrs. is a lost opportunity.

How long after your first interview do you expect to hear back from the organization regarding the next steps?



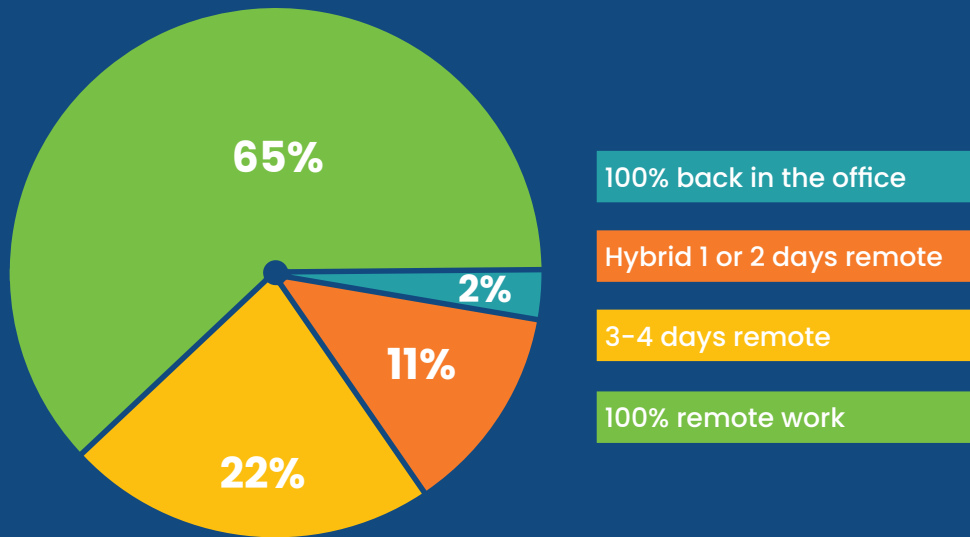
Strategy: REMOTE WORKFORCE

The cultural transition to centralized office work lasted centuries. The paradigm shift to remote and work-from-anywhere happened in just a few days. Regardless of whether organizations see this as a liability or an opportunity, **it's here to stay.**



65% of talent want to work 100% remote.

What is your preferred work model? [3]



Maximizing market share in the talent pool means embracing flexibility throughout the entire recruiting process.

DEFINE WHAT REMOTE WORK MEANS TO YOU



34% of knowledge workers believe remote work means Working-from Anywhere in the world – not just from the comfort of their own home a few blocks away from the office. [4]

Though they are different work models, the terms remote work, Work-from-Anywhere and work from home are often used interchangeably. Understanding the distinction is imperative for two reasons:

1. When sourcing talent, the remote work model must be clearly communicated so there is no misunderstanding surrounding how and where work is done once a candidate is onboarded. This step is critical to retention.
2. Unexpected employment tax problems, residency issues and other hurdles can arise when a worker is completing their job in another geographical location other than where the brick-and-mortar business resides.



UNDERSTANDING THE DISTINCTION BETWEEN TERMS



Remote work or Work from Home

Remote workers and workers who “work from home” typically remain in the same city, province or state but don’t have to come into the office Monday to Friday.



Work-from-Anywhere

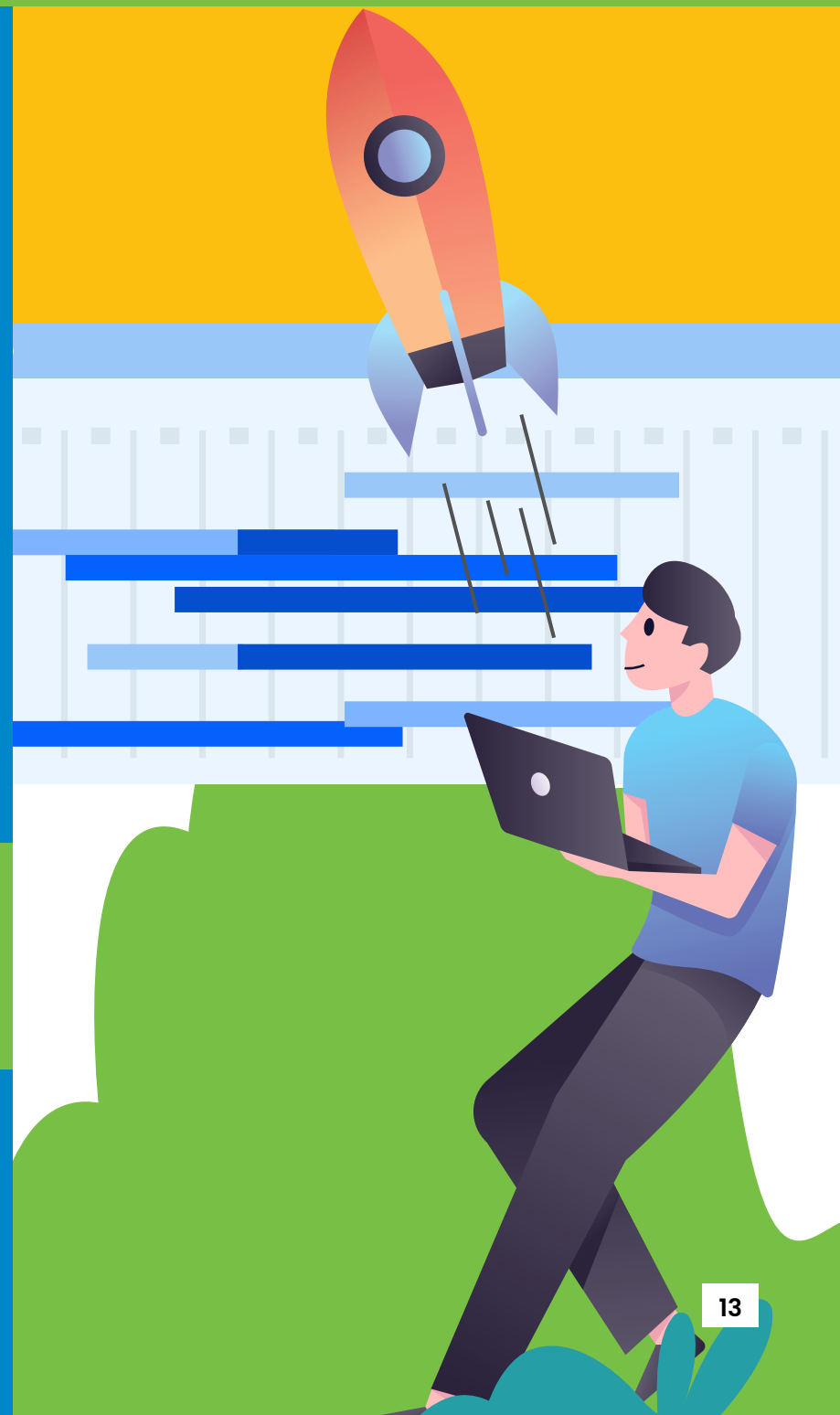
While Work-from-Anywhere is similar to remote work in that it takes place outside of an office, the significant distinction is that workers can do their job from anywhere in the world – regardless of where the brick-and-mortar office is located.

While Work-from-Anywhere is appealing to talent, it may not be an option for every organization depending on red tape around line of work and other legal considerations.



61% of workers expect the same compensation regardless of where they work. ^[5]

If talent chooses to move from their current location to another location that has a lower cost of living in a Work-from-Anywhere model, the majority will still expect the same pay rate or salary from their current employer regardless of the change in living expenses. The data suggests that talent views remuneration as a function of their performance and value, rather than a reflection of where they live.





The risks and rewards of a remote workforce

While some of these risks could be factors in any remote workforce, some considerations are more prevalent in certain models.



Top risks to consider for a remote workforce

- ☐ Fraud
- ☐ Cyber security regulation
- ☐ Tax liabilities
- ☐ Employment law
- ☐ Demonstrating Employee Value Proposition and company culture
- ☐ Providing hardware and equipment

Top risks to consider for a Work-from-Anywhere workforce

- ☐ Residency issues
- ☐ International tax liabilities
- ☐ Cyber security regulation abroad
- ☐ Fraud
- ☐ Time zones and collaboration
- ☐ Connectivity, accessibility, and security
- ☐ Demonstrating Employee Value Proposition and company culture

It's important to remain strategic and transparent in remote work models. Workers must know what they're getting into. With so many other options available, it's also essential to have a comprehensive onboarding process in place while taking steps to increase engagement and the talent experience.



Top considerations for a Hybrid workforce

- ☐ Connectivity, accessibility, and security
- ☐ Health & Safety
- ☐ Process control
- ☐ Hardware and equipment
- ☐ Fraud
- ☐ Cyber security regulation
- ☐ Tax liabilities
- ☐ Employment law
- ☐ Demonstrating Employee Value Proposition and company culture



Benefits of remote recruitment

- ☐ Access to a broader global talent pool
- ☐ Ease of scheduling interviews
- ☐ Add new perspectives to talent market through diversity
- ☐ Retain relocated talent
- ☐ Increase talent productivity
- ☐ Cost savings compared to in-office talent

While offering remote and work-from-anywhere employment has gone from optional to nearly essential, it's important for organizations to first understand their definition of 'remote' work before going to market with flexible work options.

Strategy: RECRUITING WITH CULTURE



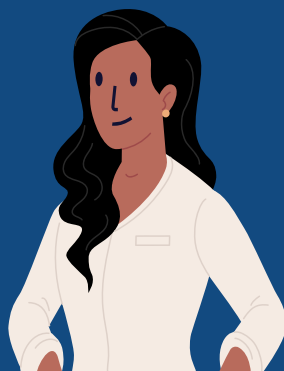
It starts by building an intentional company culture

During the in-office era, culture was king. Organizations with sought after office perks and events were able to roll this into their total benefits package. The shift to the New Work World has made this clear:

76% of knowledge workers believe it is 'Important or very important' for the organization they work with to provide better hardware and equipment, and 75% believe it to be 'important or very important' that better security policies should be in place. [6]



Employers need to work to find a balance between protecting their interests and creating an environment where remote workers feel trusted and valued.



Organic, analogue culture doesn't exist in a digital world.

Teams still need connection to foster engagement and collaboration. But organizations can't rely on it happening organically. Successful organizations in the New Work World must be intentional about creating, documenting and implementing new cultural norms. And especially so when it comes to onboarding, coaching, mentoring and communication.

- ☐ When communicating culture during the recruiting process, it's important to be granular and to keep in mind: Management style in a remote work model
- ☐ What platforms is the organization currently using to foster communication professionally and socially?
- ☐ When are workers expected to be available online?
- ☐ What is the frequency of check-ins with team members and managers? How is your organization different from your competitors?

What are your organization's new 'norms'?

- ☐ What types of people tend to be successful in the organization's remote work model?
- ☐ What DEI and health & wellness programs does the organization have?
- ☐ Is Work-from-Anywhere offered as a remote work option?





Engaging talent through culture starts from the very beginning

To effectively demonstrate culture to talent during the initial step in the recruitment process, it's critical to have a strong employer brand and make recruitment marketing a key component of the company's overall HR strategy.

Demonstrate culture in your job postings by:

- ☐ What makes the organization unique?
- ☐ What makes the organization credible?
- ☐ What makes the organization the best place to work with?
- ☐ What are the competitive differentiators?
- ☐ Use video and links to social media platforms.

It's important for the organization to also state the hiring process and decision-making timeline up front to keep candidates engaged during the process.



Don't expect the culture your organization spent years cultivating to directly translate to a remote work environment

Workplace culture can be complicated, as a multi-faceted system of values, beliefs, 'norms,' objects, and technologies that shape an organization. It outlines the behaviors and attitudes employers desire from their workers.

Regardless of how an organization perceives culture, **a strong one keeps talent connected** and should be leveraged as a primary attribute in recruitment and retention. However, the culture your organization has spent years cultivating likely won't directly translate to a remote work environment.

Companies can't simply translate in-person events to a digital format without modification or communication detailing the transition. Instead, think about the goal of the initiative and get creative.



Culture in the interview process

It's important to be intentional when talking about culture with candidates. When interviewing talent, organizations must be clear about worker expectations and managerial style. It's also important to discuss the level of connectivity remote workers are expected to maintain and what these connections consist of, i.e. daily status updates, weekly meetings or scheduled social chats.

During the interview phase of the recruitment process, give candidates the opportunity to interview your organization. Be prepared to answer questions about how the organization's workplace culture has translated to a remote work model. These responses should include specific examples of how, when, why and where the organization's culture is demonstrated.

For more tangible proof of the organization's culture, include the candidate's potential peers in the interview process.



Strategy: EVP RECRUITMENT



How to leverage the Employee Value Proposition

As organizations redefine company culture, the Employee Value Proposition is rising as a critical differentiator.

Employee Value Proposition (“EVP”) is an organization’s brand for candidates. It’s the promise of what it’s like to work at the organization and what workers can expect in exchange for their skills. An EVP is how talent can expect to feel, be recognized and experience the organization’s values. EVP should drive an organization’s culture, not replace it. If your company is the product to candidates, EVP is its marketing.

It’s important to ensure that the organization’s EVP is lived and breathed throughout the organization and all parties involved in the hiring process. Organized training should be provided to show employers and talent where they can find the organization’s EVP.

Consider the following factors (and more!) when formalizing your EVP:

Flexibility	Career Progression	DEI
Typical work hours	Promoting from within	Employee resource groups
Compensation	Leadership development	Training programs
Leave policies	Upskilling and reskilling	Social justice commitments
Health and wellness	Tuition reimbursement	Inclusivity



“So, what’s in it for me?”

Infusing EVP throughout the recruiting cycle with compelling reasons

Compelling reasons are similar to company benefits, where employers must use incentives to sell the opportunity. **A job posting should define, at a minimum, three compelling reasons to entice engagement.** These selling points can include:

- Disruption
- Purpose
- Culture
- Organizational Growth
- Voice
- Life/work Balance

More details on how to include compelling reasons in successful job postings are included in this guide’s Sourcing section.



Infusing EVP into the interview

During the interview screening process, it's important for Hiring Managers and Recruiters to be prepared to answer questions about their Employee Value Proposition. Using compelling reasons and a strong EVP will help sell the candidate to the organization – not just the role.

Repurpose internal feedback to prepare for EVP-based questions during the interview process.

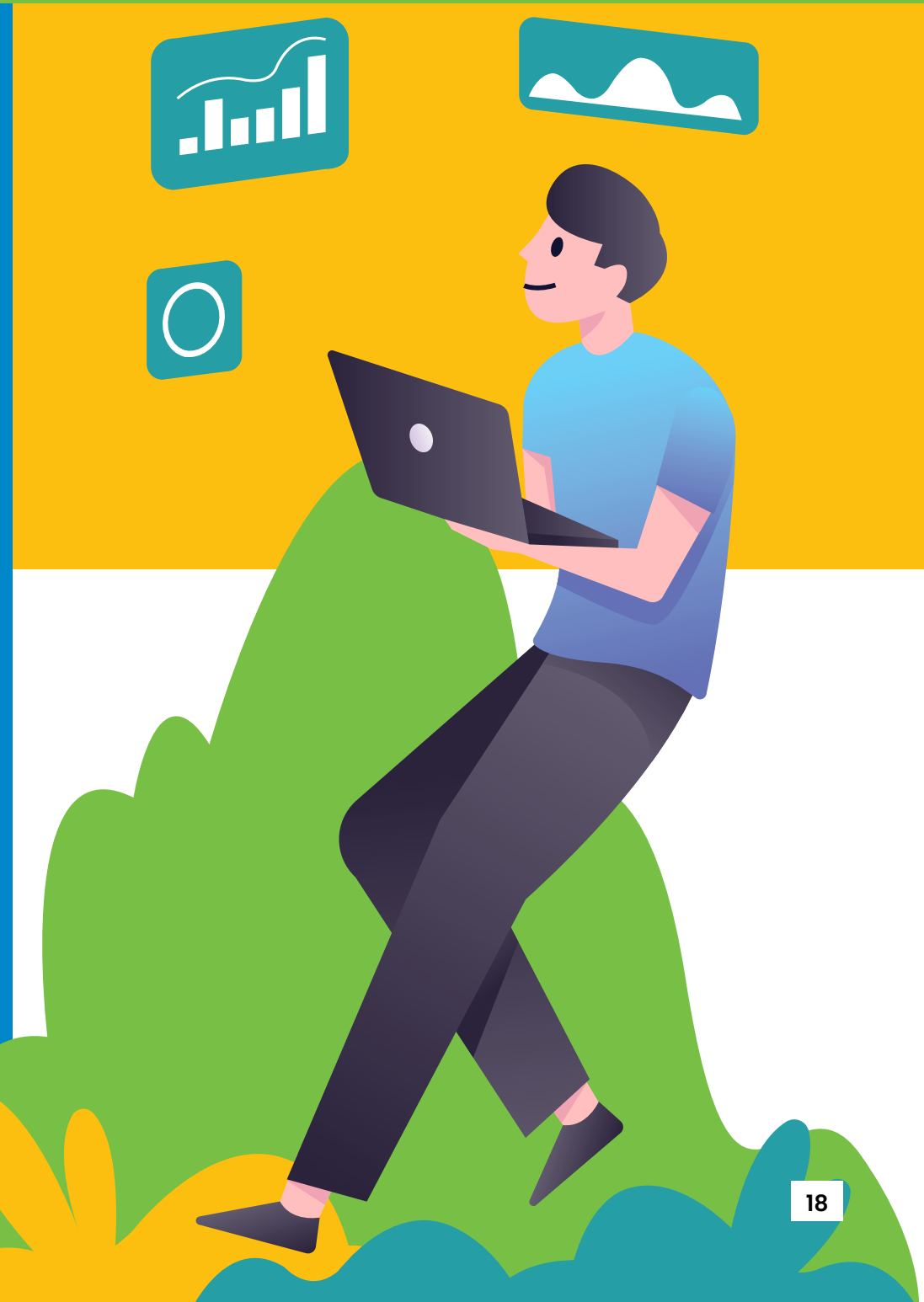
Consider asking current talent:

- ☐ What are the things that you enjoy the most while working here?
- ☐ Do you feel properly supported in your career development to accomplish your career objectives?
- ☐ Do our company perks and benefits packages satisfy your needs?
- ☐ What are other benefits that you would like to see in the company?
- ☐ Do you feel satisfied in your role?

Remember: an interview is a conversation, not an interrogation. Allow pauses to happen so candidates can reflect and have space for their questions.

Infusing EVP into the offer

Share details about the total rewards package in the job posting and continue the discussion in every conversation.



RECRUITING IN THE DIGITAL-FIRST WORLD

The way talent wants to work has changed. And recruitment tactics must evolve too by leveraging mobile recruiting, social media tools and AI technology.



Mobile recruitment

UI/UX has always been important, but responsive design is critical for mobile.



Optimizing job descriptions for mobile:

- ☐ Writing should be engaging and benefits-focused
- ☐ Use headers, white space and bold font to maximize impact
- ☐ Keep the layout simple and visually stimulating

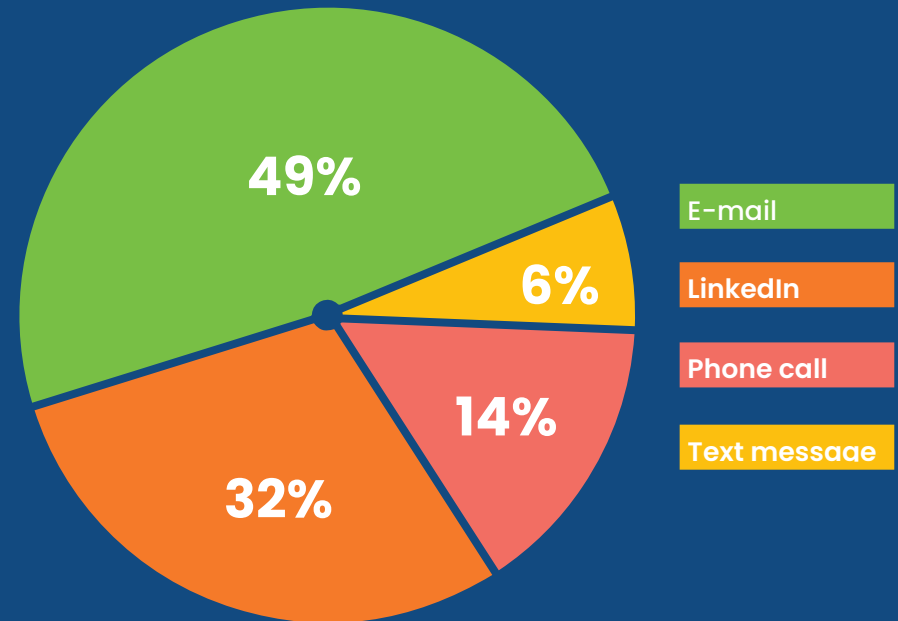


Mobile messaging – no, thanks!

While many spend hours messaging and chatting on social media platforms every day, 94% of candidates do not want to be contacted by recruiters via text message regarding new job opportunities.

Even though we think email is dead, it is still the #1 preferred way of connecting with candidates for roles. Although SMS and iMessaging will connect recruitment professionals with candidates faster, it's also a more personal avenue and should be reserved for those candidates that have already developed a relationship with their recruiter or hiring manager.

How do you prefer to be contacted by a recruiter for new job opportunities that match your skillset and experience? [\[7\]](#)



Recruiting and AI

Parsing and semantic AI technology have evolved considerably over the last decade. Still, they continue to fall short, especially when addressing the uniqueness of your talent pool.

The bottom line: Unless your candidates are submitting identical CVs, human oversight is still critical for effective recruiting – but AI tools make the process more efficient.

Diversity Equity and Inclusion should be a critical focus for organizations at each stage of the recruitment process as well as throughout the employee or contingent worker lifecycle. This section will provide recommendations for introducing a DEI framework into your recruitment program.

RECRUITING WITH DEI IN MIND

DEI is no longer a preference, it's a requirement.

The vast majority of job seekers pay attention to the state of DEI at today's organizations. In fact, GlassDoor's Diversity and Inclusion Workplace Survey finds More than 3 in 4 employees and job seekers report a diverse workforce is an important factor when evaluating companies and job offers. [8]

76% of employees and job seekers list a diverse workforce as an important factor when evaluating a job offer [9]

To establish and follow through on DEI commitments, organizations must select, track and improve DEI metrics. However, knowing where to start can be challenging.

The first step begins by understanding how diverse an organization already is – and then developing recruitment strategies to engage specific groups.



Consider voluntary and anonymous surveying

To gather this data, organizations can survey internal employees to gain an understanding of the organization's current state. Gartner Research suggests focusing on seven (7) key drivers:

- ☐ Fair treatment – Workers are recognized and rewarded.
- ☐ Integrating differences – Different opinions are valued and respected.
- ☐ Decision making- Ideas and suggestions are considered fairly.
- ☐ Psychological safety – Workers feel welcome to express their true feelings.
- ☐ Trust – Organization communicates openly and honestly with workers.
- ☐ Belonging – Workers feel cared about within the organization.
- ☐ Diversity – Managers are as diverse as the broader workforce.

Depending on the local regulatory environment, organizations may also be able to conduct voluntary and anonymous surveys on the types of candidates applying to job postings. This is another great way to understand if the DEI objectives for the hiring process are working.



Ensure your DEI commitments are available upon request

It's important to ensure that job seekers and candidates can access your organization's DEI insights, trends and data. Without this information, the organization risks losing quality and diverse talent.

While candidate experience is essential, so is ensuring that the recruitment process evaluates candidates equally and effectively.



Integrating DEI into the entire recruiting process

Conscious organizations can prioritize and demonstrate DEI throughout the recruiting cycle by:

- ☐ Use a **diverse hiring panel**. When possible, include representation from each candidate's background.
- ☐ **Be transparent**. Share as many details about each step as possible.
- ☐ **Inquire** about accommodations before each stage.
- ☐ **Be structured**. Set objective metrics to evaluate candidates and decide what questions you will ask rather than evaluating by feel, which can lead to bias.
- ☐ **Debrief neutrally**. Before recapping after an interview, review the job description criteria to maintain neutrality.
- ☐ **Communicate openly**. Share your DEI policies in your job descriptions, include the DEI committee in the hiring panel and use questions that address your values.
- ☐ **Drive the process with data**. If all backgrounds are initially represented, are they disappearing disproportionately during interviews? Consider why.
- ☐ **Include Unbiased conscience training** as necessary for internal recruiters and hiring managers.

The nature of employment has evolved as organizations and talent alike seek greater flexibility and control in the New World of Work. This section will help organizations understand the different obligations employers have to each worker type and how to identify the need for which resource.

TRADITIONAL EMPLOYEE VS. CONTINGENT WORKER



Understanding the members of your workforce in the New World of Work

For employers, the rise of project-based work, need for addressing skills gaps and the potential of cost saving opportunities has many organizations expanding their workforces.



80% of U.S. organizations are planning to expand their contingent workforces in the coming years. [10]

Operating a blended workforce comprised of traditional employees, contingent workers and technology is a competitive strategy to meeting talent and business goals presented by the pandemic – Yet, before engaging these resources, it's important to understand the different employer obligations organizations have to workers once they are onboarded.



What is a traditional employee?

A traditional employee is a full-time permanent worker who has been directly engaged by the company for which they are performing the work. As a full-time employee, the company is responsible for the withholding, collecting and paying of government taxes on behalf of the individual in both the United States and Canada.

Traditional employees can work on-site or remote and are afforded benefits as provided by the employer.

What is a contingent worker?

Contingent workers can go by many different names – temporary workers, gig workers, contingent labor, consultants, freelancers, temporary talent, contractors or pre-identified contractors; yet they all refer to the same type of outsourced, non-permanent worker.

A contingent worker may work on-site or remotely, however, when their contract is at an end or the project is complete, the employer has no responsibility to provide continuous work to that worker on a permanent basis; they are not on staff.



Understanding the different employer obligations for contingent worker types

Organizations may have different payroll and legal obligations to contingent workers depending on their classification and how they are sourced to perform the work. These are the most common types of contingent workers and the associated company responsibilities:

UNITED STATES



1099 Independent Contractors

Proper vetting of these worker types is essential to ensure they are properly set up as 1099s as there is risk associated if they are not.

These contingent workers are self-employed and are not employees of an agency or the hiring organization.

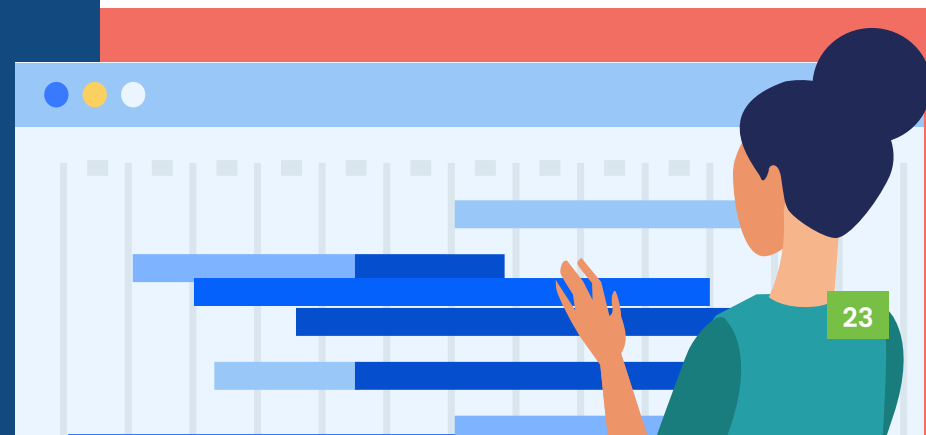
Therefore, companies are not responsible for the withholding, collecting or paying of taxes nor any other payments afforded full-time employees or Temporary W2 workers.



Temporary W2 Workers

Temporary W2 workers are engaged and employed by a third-party agency, such as a staffing agency or Master Services Providers.

Because of their employment status, they are legally entitled to payroll and employment benefits from the agency and receive legal protections, such as the Family Medical Leave Act, depending on the agency's headcount.



CANADA



INCORPORATED CONTRACTOR (INC)

Hiring an incorporated contractor is a business-to-business relationship. These contingent workers have started their own companies and have completed incorporation.

Incorporated contractors will charge and collect appropriate provincial and federal taxes.



Temporary Worker (T4)

Temporary workers are engaged on a fixed-term basis, typically defined by a written contract, by an organization. Organizations are responsible for all employment standards obligations and tax remittance requirements such as EI, CPP and income tax collection at source. Specific provincial tax obligations, such as employer health tax, also apply.

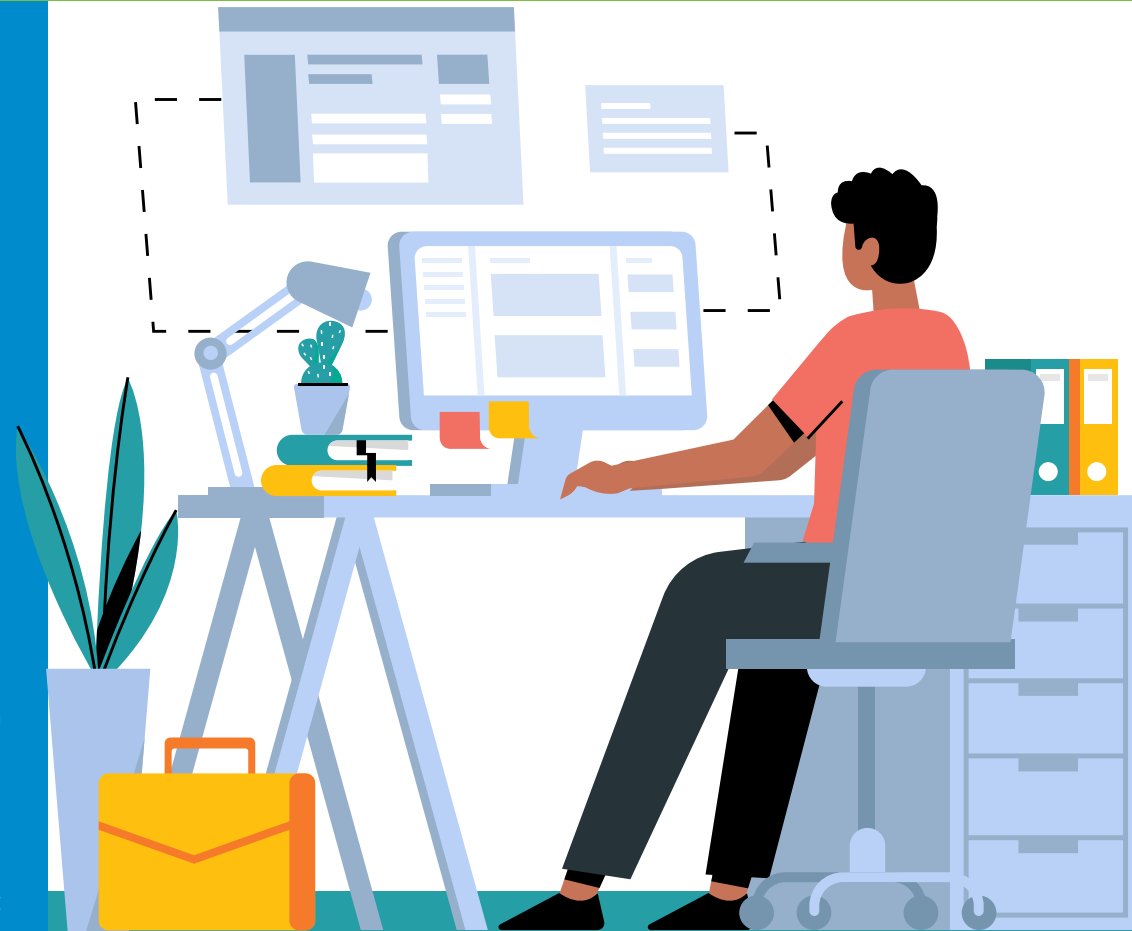
Employers must provide T4 tax forms annually to temporary workers as well as a Record of Employment when their assignment is complete.



Partnerships

Although it's not typical, contract workers may be part of a partnership – a business relationship between two or more people or companies that may even include two or more partnerships.

Revenues earned by the partnership are split according to the terms of the partnership agreement and it is the responsibility of the partners themselves to be compliant with CRA tax reporting and payment guidelines.



Sole Proprietor (SP)

Sole proprietors are contingent workers who have not incorporated and solely own their business as an individual.

Many sole proprietors operate under their personal name rather than under a business name. They will also charge and collect appropriate provincial and federal taxes.

Sole proprietors are similar to incorporated contractors, however, they have full personal liability exposure under the obligations of a contract.

HOW TO KNOW WHO TO HIRE

Identifying the need for a contingent worker vs. traditional employee

Engaging a contingent worker offers many attractive benefits for organizations, namely flexibility and access to skills. Contingent workers are highly trained individuals who you will not typically find within the traditional workforce. Traditional, full-time employees, however, can provide longevity and help keep knowledge in-house.

Hiring is not a one-size-fits-all approach.

When deciding whether to engage a contingent worker or hire a traditional employee, consider the following factors to ensure a data-driven decision:



Project scope

- ☐ Are you staffing a specific, time-limited project?
- ☐ Is there a need for ongoing work?
- ☐ Should these skills and expertise be brought in-house after the project or is it a one-time need?
- ☐ Do you want the option to extend?

Contingent workers can be engaged on an ad-hoc basis for specific scopes of work. However, the availability of preferred talent is not guaranteed.



Project start time

- ☐ How much lead time does the organization have to fill the role?
Hiring a full-time worker often takes more than a month.
- ☐ How much onboarding is required to start the project?
- ☐ Are the project dates defined?

Because organizations can bypass a significant portion of the full-time onboarding process with contingent workers, projects can be commenced with less lead time when staffed by contingent workers.





Demand for services

- ☐ Is there an indefinite need for these services?
- ☐ Is the demand for these skills cyclical in nature?
- ☐ Or is the demand unpredictable?

Unless there is a continuous demand for a specialized set of skills, contingent workers will offer organizations greater flexibility while minimizing headcount.



Specialty skills and skills gaps

- ☐ Are skills shortages causing project delays?
- ☐ Could contingent workers help upskill the organization's traditional employees?
- ☐ Are these specialized skills transferrable to other team projects?

Contingent workers offer niche skills that fill ability gaps in existing workforces. Organizations that foresee an ongoing need for a specialized skill set should consider hiring a traditional employee instead.



Cost

- ☐ What is the budget to fill this gap?
- ☐ Can the organization absorb the opportunity cost resulting from a failed hire?
- ☐ Does the talent acquisition team have the resources to source a traditional employee?

Full-time hiring can be quite costly and time-consuming. Harvard Business Review finds the average cost of a bad hire is up to 30% of the employee's first-year earnings.





SOURCING



Finding, hiring and retaining talent is a critical component of every organization's success. This section will detail who should be involved in the recruitment of traditional employees and contingent workers.

Who to involve in the recruitment process and why



It takes a village to find the right fit

Whether the goal is to hire traditional employees or contingent workers, involving the right team in your organization's recruiting cycles will improve decision making.

Traditionally, the Human Resources Department within an organization takes ownership of the recruitment process to find a traditional new employee, although the Procurement Department is often involved in engaging contingent workers.

However, to achieve Total Talent Management, where each department has full visibility into hiring processes and workforce management, the roles involved should include:

Contingent worker

☐ Hiring Manager

- ☐ Define job description and assess technical expertise.
- ☐ Identify compelling reasons.

☐ Senior leadership

- ☐ Often the final decision maker for senior and executive roles or projects.
- ☐ Involved in sourcing strategy for senior and executive roles or projects.

☐ Lateral team members

- ☐ Ensure the role is described accurately.
- ☐ Provide EVP and compelling reasons testimonials.

☐ Marketing

- ☐ Employer branding through website, digital and social media.
- ☐ Co-design selling and messaging strategy for opportunities.
- ☐ Help craft Employee Value Proposition.

☐ DEI committee

- ☐ Ensure candidates receive accommodations requested.
- ☐ Share and demonstrate organizational values.

☐ Staffing agencies

- ☐ Provide industry-wide expertise on best practices.
- ☐ Leverage network to broaden pool of candidates.
- ☐ Can handle recruitment and management responsibilities in part or in whole.

☐ Procurement

- ☐ Handle legal, classification, risk and accounting components.
- ☐ Manage vendors and managed service providers.
- ☐ Oversee headcount.

Traditional employee

☐ Talent Acquisition

- ☐ Clarify job analysis and job description with hiring manager.
- ☐ Search, screen and selection.
- ☐ Manages candidate experience until onboarding.

☐ Human Resources

- ☐ Manage and administrate total rewards and benefits.
- ☐ Oversee and coordinate logistics of onboarding.

☐ Hiring Manager

- ☐ Define job description and assess technical expertise.
- ☐ Identify compelling reasons.

☐ Senior leadership

- ☐ Often the final decision maker for senior and executive roles or projects.
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22



Organizations must re-imagine every component of the recruitment process, even those considered fundamental elements of talent acquisition. This section will help differentiate between job descriptions and job postings and help you understand why the details matter.

Job descriptions vs. Job postings: Understanding the difference



Job descriptions

A job description is an internal, private document that is an organization's first step in marketing their company and position to a future hire.

It should be as detailed as possible and include:

- ☐ Skills: both must-haves and nice-to-haves
- ☐ Desired industry experience
- ☐ Education level
- ☐ Job title
- ☐ Important company details such as culture, mission, working conditions, benefits and vaccination policy if there is one in place.
- ☐ Total compensation package

Well-written job descriptions set the tone for the performance expectations successful candidates will be expected to fulfill.

Job postings

A job posting is an external document created by an organization's hiring team or staffing agency using the job description. A job posting should be engaging and life/work focused as it may be the first time a candidate is interacting with your company's brand and Employee Value Proposition. Job postings are most effective when written with compelling reasons and supported by media such as video or links to social media platforms.



Job postings speak to what candidates want to See and Hear

It's important to engage talent with candidate-centric phrases rather than employer-centric statements.

Employer - Centric	Candidate - Centric
"The ideal candidate must the following skills"	"Are you looking for the next stage in your career?"
"We are looking for candidates who can..."	"Plenty of time for your personal life"
"Are you hardworking and dependable?"	"Have you always wanted to..."
"Must be able to pass a background check/ drug screening"	"You are the type of person who enjoys..."



Writing job postings for the New World of Work

The move to a skills economy has also altered the application and interview processes, including how job postings should be formatted. Here's what to include:

Compensation

Listing compensation in job postings may not be the norm just yet, but organizations that do reveal rate or salary range will increase efficiency and speed of hiring. When listing the compensation, however, keep the range small.

Here's why pay transparency is important in job postings:

- ❑ INCREASE EFFICIENCY: Transparency in pay, work models and an organization's overall EVP will not only increase efficiencies, but also speed up the hiring process.
- ❑ DECREASE WAGE GAP: Listing rate or salary moves your organization towards a more equitable environment for everyone, including underrepresented groups. Taking a powerful stance on the wage gap by engaging in more transparent methods of communicating salary information is a win for Diversity, Equity and Inclusion.
- ❑ DIAL INTO THE MILLENNIAL MINDSET: By 2025, 75% of the workforce will be comprised of Millennials, and an openness about finance is a deep-rooted trend among this cohort. ^[13]

Is your rate card or salary guide up to date to ensure your organization can offer competitive compensation? You may want to consult with a staffing agency to ensure fair market rates.

New York City passes 'The Pay Transparency Law'

The New York City bill requiring employers with four or more employees to include salary information in job postings for positions within the City lapsed into law on January 15, 2022. The law goes into effect on May 15, 2022. ^[11]



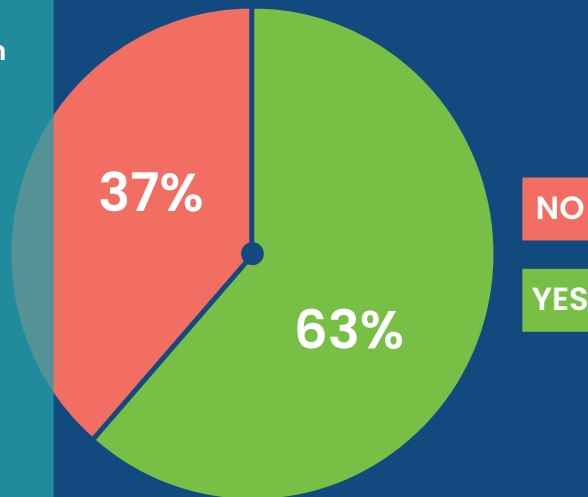
There are considerations when listing compensation in a job posting

While job boards will provide a higher ranking to job postings that list salary or rate, recent Procom data suggests 63% of knowledge workers will still apply to a role that did not disclose compensation. [14]

Would you apply to a job posting that didn't list a rate or salary?

But beware of the double edge sword of compensation in job postings

- ☐ If you do disclose the rate or salary, you may end up with candidates that are too junior expecting higher remuneration for the current skills.
- ☐ If you do not disclose the rate or salary, you may end up missing out on qualified talent who prefers the information up front.
- ☐ If you do disclose the rate, how will you deal with internal equity?



Pay transparency can help exceed expectations at the very beginning of the candidate experience.

Flexibility

Organizations must be clear about the flexibility available for each role, particularly regarding remote work, work-from-anywhere, expected hours and time zone requirements.

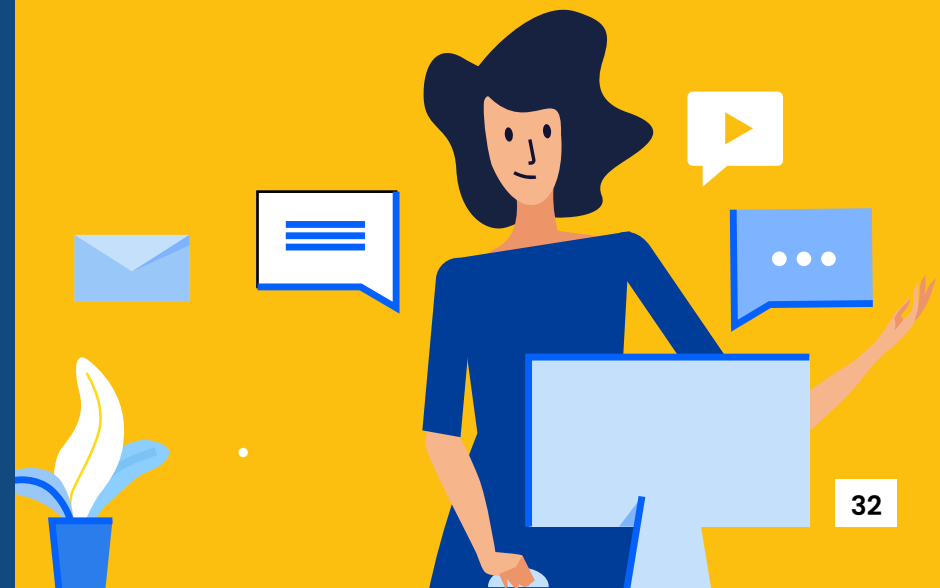
67% of knowledge workers cite 'flexibility' as "very important" when choosing one opportunity over another. [15]



Benefits summary

Organizations crafting appealing job postings must consider benefits such as:

- Stock and profit-sharing options.
- Health spending accounts.
- Medical, disability, life and pet insurance.
- Technology hardware provided, (e.g. multiple screens, mobile devices and tablets).
- Vacation allowances, personal days, sick leave and family leave.
- Flexible child and family care accommodations.
- Retirement and pension plan contribution matching.
- Professional development and tuition reimbursement.





Compelling reasons

Compelling reasons demonstrate the value offered to your talent and clients. To maximize engagement, organizations should include a minimum of three compelling reasons to join the company, such as:

- ❑ **Disruption:** A revolutionary product, service, category or technology offered by the organization.
- ❑ **Purpose:** The organization's founding story and the value it offers to workers.
- ❑ **Culture:** This is particularly key to address granularly in a digital-first organization. Company growth: Include capital raises, industry expansion or recent acquisitions.
- ❑ **Voice:** How individuals can impact the critical path at the organization.
- ❑ **Life/work balance:** Describe how this extends beyond flexible work arrangements and touch on family considerations, wellness and productivity norms.



Job role requirements

Hard skills, like program languages for developer roles, are essential must haves. However, it's important to consider the education required for the role. Amid the rise of the skills economy, organizations must re-imagine the requirement list to leverage the largest talent pool. When it comes to education, Consider:

- ❑ Is a degree mandatory or simply preferred?
- ❑ How much experience would be equivalent to a particular diploma, degree or certification?
- ❑ What are the educational equivalencies in foreign countries?
- ❑ What other industries would offer equivalent experience?
- ❑ Could assessments be taken to prove competency?



Women apply to 20% fewer jobs than men – and they only apply when they are 100% qualified. A degree or education requirement on your job posting may screen out diverse talent. [16] [17]



Who to involve in the job posting process

To build successful job postings, include the following individuals:

- ❑ **Hiring managers** – Ensure the posting evolves with the department's needs. Hiring managers are also most capable of communicating the role's compelling reasons.
- ❑ **Human Resources** – Provide a 360 view of total compensation and rewards.
- ❑ **Marketing** – The marketing department is critical to crafting clickable job postings that convert candidates. Organizations should re-imagine the job posting as a product or service landing page with collateral.

In today's labor market, where the demand for talent exceeds the supply, every day counts in recruitment. Organizations with pre-pandemic time-to-hire averages of 24 – 90 days will miss out talent sourced at the top of the hiring funnel. This section will provide insights into successful recruitment models.

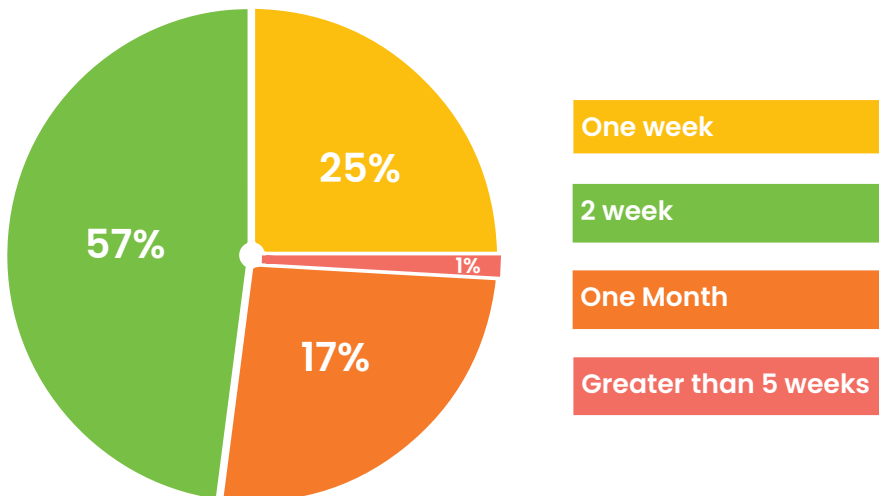
Successful Recruitment Models



Steps to take to increase speed, efficiency and quality of talent through recruitment model best practices

Successful organizations must dramatically shorten this metric by implementing strategic recruitment models, targeting as little as 14 days for entry-level and mid-level roles and 30 – 45 days for senior and executive positions.

For a full time position, what is the acceptable length of time between the initial interview and a job offer? [25]



Designing and implementing successful recruitment models

Today's candidate-driven market is incredibly competitive. Organizations that require 4+ interviews and schedule them 1 – 2 weeks out will miss out on talent.

58% of candidates expect to hear back from an organization about the next steps within 48 hrs. [18]

Recruitment models will somewhat vary by type of hire, and the exact time-to-hire will depend on several factors, such as:



Employer brand



Compensation



Competing firms

Procom's ISO 9001-2000 certified RightFit process offers proven methodologies for both traditional employees and contingent workers.

The most important factor in recruiting talent is the hiring manager's involvement. The recruitment process must be a top priority for the hiring manager.



Traditional employees



Hiring full-time permanent employees

Step 1: Understand and plan

Length: 1 – 2 business days

- ☐ Internal team to engage hiring manager to understand goals and anchor hiring as a priority.
- ☐ Uncover team structure, culture and operations.
- ☐ Select interview team and set project timeline.

Step 2: Develop position specifications

Length: 1 – 2 business days

- ☐ Review and update the hiring manager's existing job description to include updated requirements and expectations.
- ☐ Work with the hiring manager to determine compelling reasons (Refer to Sourcing section for more details on compelling reasons).
- ☐ Distill must-haves from nice-to-haves.
- ☐ Confirm and finalize top hiring criteria.
- ☐ Finalize job posting.

Step 3: Source, screen and qualify candidates

Length: 7 – 10 business days

- ☐ Job posting to go live on appropriate platforms and pipelines.
- ☐ Perform outbound outreach to source candidates not actively seeking opportunities.
- ☐ Review existing databases for potential candidates.
- ☐ Gather applications and resumes.
- ☐ Conduct first-round interviews.



Step 4: Present & Decide

Length: 1 – 2 business days

- ☐ Recruiting team to select and advance the most qualified candidates.
- ☐ Present top talent to the hiring manager.
- ☐ Conduct second-round interviews (if applicable, some roles may only need one round).
- ☐ Review internal feedback.
- ☐ Decide on a candidate.

Step 5: Background checks & onboarding

Length: Varies

- ☐ Recruiting team to conduct reference checks.
- ☐ Candidate to connect with potential peers in the organization.
- ☐ Review internal feedback.
- ☐ Make offers.
- ☐ Commence onboarding.

Contingent Workers



Hiring contingent workers

☐ Step 1: Discovery & Analysis

Length: 1 business day

- ☐ Discover hiring manager requirements.
- ☐ Gather information about interview and onboarding process.
- ☐ Confirm must-haves, nice-to-haves, craft compelling reasons.
- ☐ Create sourcing strategy and job posting.
- ☐ Find, review and conduct preliminary screening for 20 – 30 qualified candidates.

☐ Step 2: Sourcing & Qualification

Length: 3 business days

- ☐ Execute sourcing strategy.
- ☐ Qualify candidates against requirements and the hiring manager's wishes.
- ☐ Assess 4 – 6 semi-finalist candidates.

☐ Step 3: Presentation and Decision

Length: 5 business days

- ☐ Shortlist & present 2 – 3 candidates.
- ☐ Hiring manager to meet with candidates.
- ☐ Review interview feedback.
- ☐ Select a candidate.

☐ Step 4: Onboarding

Length: 5 business days

- ☐ Negotiate and execute the contract.
- ☐ Conduct background & reference checks.
- ☐ Commence onboarding & orientation.

☐ Step 5: Redeployment or Offboarding

Length: Ongoing

- ☐ Gather and review 360 feedback.
- ☐ Redeploy when possible.

If offboarding:

- ☐ Return and decommission equipment.
- ☐ Distribute any outstanding tax and legal forms needed.





How to accelerate the hiring process

Finding, hiring and retaining quality talent requires a strong strategy from end to end. Organizations that execute recruitment best practices can present an offer between 12–21 days by:

- ❑ Implementing a proven and efficient process.
- ❑ Drilling down on hiring data.
- ❑ Investing in the right tools.
- ❑ Making hiring a priority.

Have dedicated staff and tools and if not, enlist the help of a staffing agency that will make recruitment a priority.

Here's a list of recruitment best practice tips to help find the right fit faster:

Sourcing

- ❑ Don't depend on the ATS database. Diversify the candidate pipeline via sourcing channels.
- ❑ Be conscious of what skillsets and seniority are more likely to be found on different sourcing channels.
- ❑ Be intentional about where to find the right candidates (e.g., Organizations seeking to increase the number of minority candidates in their roles should build relationships with organizations that support their groups).
- ❑ Research other industries to uncover transferrable skills consistent across that sector (e.g., candidates with hospitality experience are often very successful in customer-facing roles).
- ❑ Dig into the data to discover what has been successful before. Discover which pipelines, tactics and recruiters yield the best results.



Posting and Praying is not a reasonable recruitment strategy!

Screening

- ❑ Avoid the use of auto-reply for inbound resumes. Instead, task someone to screen upon receipt.
- ❑ Implement AI tools when possible, but be conscious that this won't replace a human.
- ❑ Ensure the team is staffed appropriately to complete screening quickly and effectively.
- ❑ Communicate Employee Value Proposition and compelling reasons consistently and frequently.
- ❑ Ensure candidates get all information about the organization the interview stage. Be granular about tech stack, projects, budgets, challenges, members of the team and any other salient details.
- ❑ Share career development plan prospects openly and give concrete examples of how they have been executed in the past.
- ❑ Provide one example of how the organization has acted on company feedback.

Selection:

- ❑ Expedite the candidate consideration process by offering employee references.
- ❑ These references also speed up onboarding by building internal buy-in from the candidate's future team.
- ❑ Outline what success would look like within the first 30, 60 and 90 days.
- ❑ Ensure candidate meets with all stakeholders.

Contract negotiation and offers

- ❑ Be sure salary guide or rate card is up to date and in line with market expectations.
- ❑ Know the competition and leverage your organization's compelling reasons.
- ❑ Be prepared for counter offers.
- ❑ Be aware of the length of time between an offer and the start date – too long could lose talent!

To successfully navigate today's evolving labor market, organizations must move towards non-traditional employment models. As companies continue to leverage flexible and non-traditional labor arrangements, Direct Sourcing has become a popular and proven method for attracting talent. This section will provide an introduction to sourcing strategies to consider including in your recruitment program.

Direct Sourcing



Direct Sourcing defined

Direct Sourcing is a recruitment model where organizations fill traditional or contingent worker roles using their own resources and internal candidate pool.



Determining fit for the Direct Sourcing model

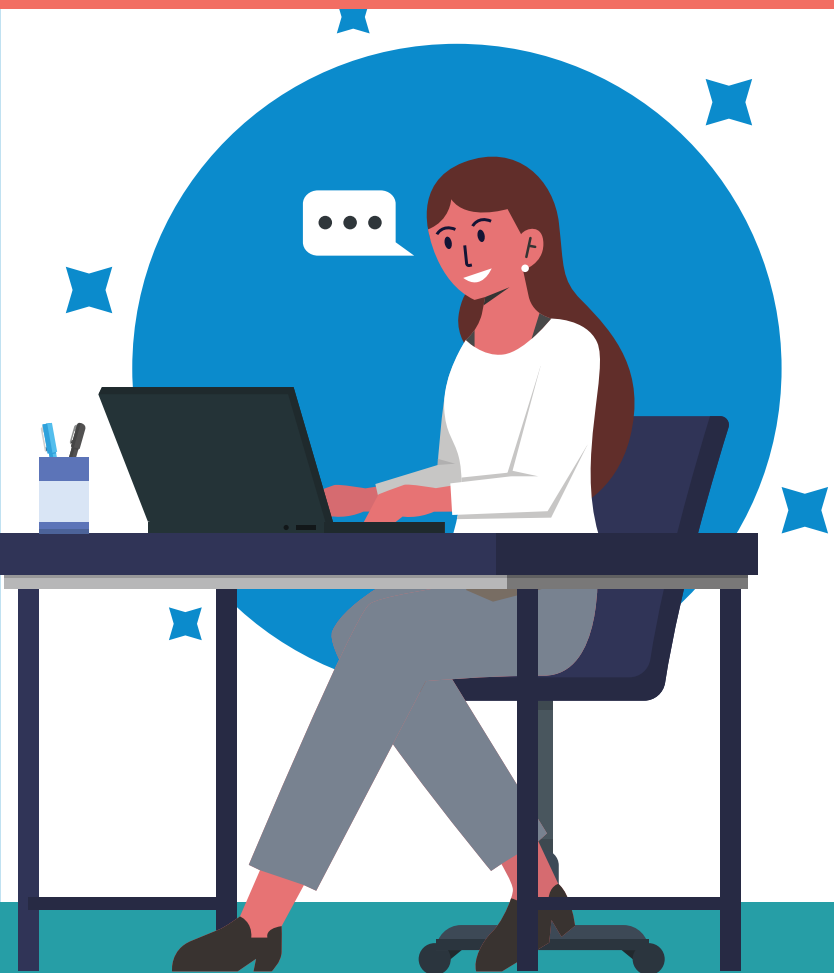
Direct Sourcing is an attractive model for many organizations. However, they can be detrimental if the company doesn't have the proper resources or processes in place.

Assess the following factors to determine whether Direct Sourcing is the right hiring model:

- ☐ **Current recruiting process:** What are the shortcomings of the organization's current model? How does the organization seek to solve them with Direct Sourcing?
- ☐ **Recruiting forecasting and workforce planning:** Are these metrics and strategies already in place?
- ☐ **Employer brand:** Is it strong enough to capitalize on without the boost of an external partner? Is a higher level of brand control required?
- ☐ **Budget:** Is the move to the Direct Sourcing model driven by a need to control costs? Is there another way to manage supplier cost efficiency?
- ☐ **Economies of scale:** Will many contingent workers be hired through the Direct Sourcing program or a few? Will they be similar in skillsets or are many diverse skillsets required?
- ☐ **Tech stack:** Is there an Applicant Tracking System in place? Will any other systems be added to augment? Does the organization pay for premium social networking accounts?



50% of talent prefer to find jobs on their own - without a staffing agency. ^[19]



Benefits of Direct Sourcing

Direct Sourcing programs offer many benefits:

- ☐ Greater control over employer branding
- ☐ Ownership of an established talent pool
- ☐ Lower costs per hire
- ☐ Faster time to hire
- ☐ Higher retention rate
- ☐ Ability to establish greater company loyalty
- ☐ Flexibility to hire on a project-by-project basis
- ☐ Greater efficiency by reducing stakeholders involved in the hiring process

Challenges to consider

Direct Sourcing is not the right fit for every organization. The main challenges to consider are:

- ☐ Cost of investing in recruiting technology such as Applicant Tracking Systems.
- ☐ Internal capacity to handle end-to-end recruiting.
- ☐ Maintaining hiring manager satisfaction.
- ☐ Ability to build candidate pipeline.
- ☐ The complexity of managing the overall candidate supply chain between Direct Sourcing and external vendors.

How to build a Direct Sourcing program

Organizations launching such a program should follow several important steps and explore numerous considerations to boost their program's success:

☐ 1. Benchmark the current stage of the organization's Talent Acquisition Program

It's essential to set, track, measure and monitor the Direct Sourcing model's targeted performance and goals. Consider:

- ☐ How well are the incumbent recruiting programs performing?
- ☐ How do hiring managers and other stakeholders feel about the programs?
- ☐ Do the current models fulfill the organization's hiring needs? What are the gaps?
- ☐ How could Direct Sourcing solve these shortcomings and gaps?

A Direct Sourcing model may not be required if it is unlikely to positively impact key recruiting process metrics such as cost of hiring, access to candidates or hiring manager satisfaction.

☐ 2. Set Explicit Goals for the Direct Sourcing program

- ☐ Benchmarking should be used to identify process gaps and discover opportunities for improvement. Once the organization's benchmarking and measurement process is completed, the data should be analyzed to identify priorities. There is no one-size-fits-all approach for this. However, companies most commonly target: **increasing access to talent and decreasing the cost of contingent workers.**

3. Determine the role of people and technology

- Resourcing the recruiting department is critical to the success of Direct Sourcing programs. Depending on budgets, goals and use cases, there are several factors to consider.

Technical factors:

- Should the organization invest in building its talent hubs and communities? Or pay to leverage existing ones?
- How should the organization invest in software systems? Is an ATS alone sufficient?
- What role will AI tools play in the recruiting process?

Human resource factors with internal recruiters:

- Are additional hires needed, or can existing staff be re-deployed?
- If new hires are required, will they be full-time or contract?
- Who will manage this team?
- How will they be onboarded into their new roles?

Human resource factors with external recruiters:

- Is there an agency or Managed Services Provider in place already? Will an RFP process be required?
- How to educate the recruitment partner on the organization's unique needs and offerings?

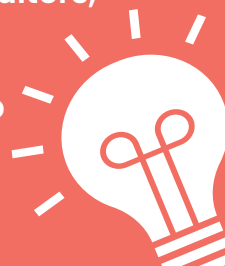
4. Evaluate the costs involved in a Direct Sourcing Program

- Depending on the outcome of the considerations in the previous step, organizations should budget for their Direct Sourcing program.

Typically, technology fees and costs range from 1 – 3% of the contractor's billable rate. Support from internal or external recruiters also comes at a cost.

When it comes to internal recruiters, organizations should be mindful when creating an appealing incentive model to attract skilled recruiters, who often opt to work on the vendor side.

The external recruiter cost model is typically a percentage markup on each hire. While this can vary, these costs are often negotiable, depending on program goals and expected volume levels.



Top sourcing channels

In the Direct Sourcing model, organizations must establish and maintain their pipelines to find top talent.

Quality candidates for various roles and seniorities can be found across any sourcing channel. However, the selection will vary depending on the medium, so organizations should tailor their pipeline objectives by platform. While it is possible to find a high-quality VP of Engineering on TikTok, it's more likely to find that candidate on LinkedIn.

Organizations should ensure they explore the following channels to find Direct Sourced workers:

☐ Employee referral programs

Referral programs encourage employees to recommend talent within their personal and professional networks.

☐ “Silver medalist” candidates

Silver medalists are runner-up or second-place candidates to the candidate who was ultimately offered a contract or role at the organization.

☐ Alumni relationship programs

Maintaining relationships with former employees offers a valuable source of talent for organizations. While the alumni themselves may not always be the right candidate, they may have referrals to offer.

☐ Previous applicants

Organizations using Applicant Tracking Systems (ATS) will maintain a digital bank of past applicants and job candidates who may have transferrable skills to other opportunities.

☐ Internal candidates

Internal candidates have already been onboarded and have significant knowledge about organizational norms and company culture – decreasing financial and time-related costs of hiring & training.

☐ External talent communities, e.g. UpWork, Unicorn Factory

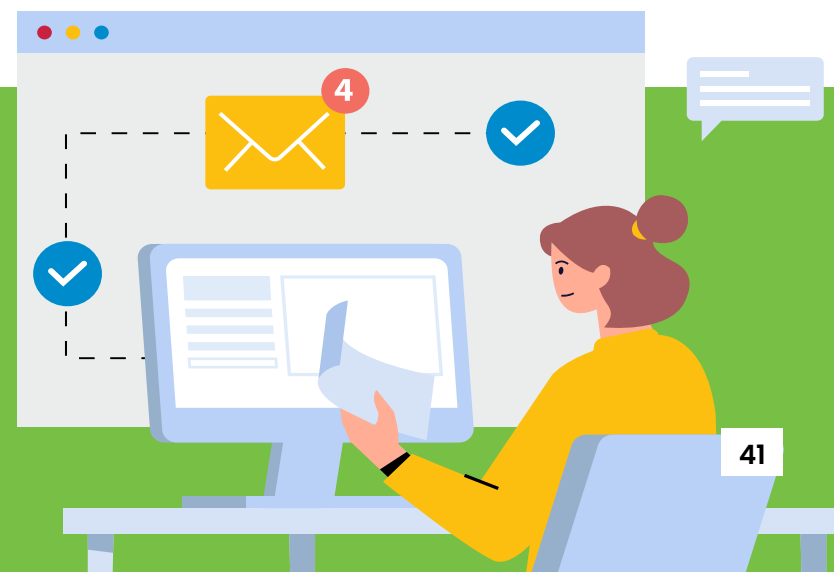
Online talent pools of contingent workers for hire are rising in popularity. Some are niche and cater to a specific skillset or end client. In comparison, others are general marketplaces that offer a wide variety of talent.

☐ Education partnerships

Profitable organizations with 10+ year hiring plans should consider investing in this sourcing channel. It's a long-term investment, but organizations that leverage it will be rewarded by taking some control of where their industry heads. By sponsoring high school robotics boot camps, summer camps and university hack-a-thons, companies not only discover tomorrow's talent today but influence and drive global technology narratives.

☐ Social networks

Organizations should personalize and tailor their communications to maximize success when reaching out to workers based on each candidate's profile.



Social media tools to use



LinkedIn

The gold standard for social media recruiting. Be conscious of cost while managing your recruiting budget.



Facebook

Minimize recruiting content on your company page but use industry groups and associations to build your candidate “dark funnel”.



Twitter

Best to keep job postings off your feed or you risk looking like a bot.



Instagram

As a highly visual platform, Instagram is a high-quality medium for organizations to demonstrate their company culture. Companies can even expand their hiring funnel with a strong use of hashtags on posts regarding job opportunities.



TikTok

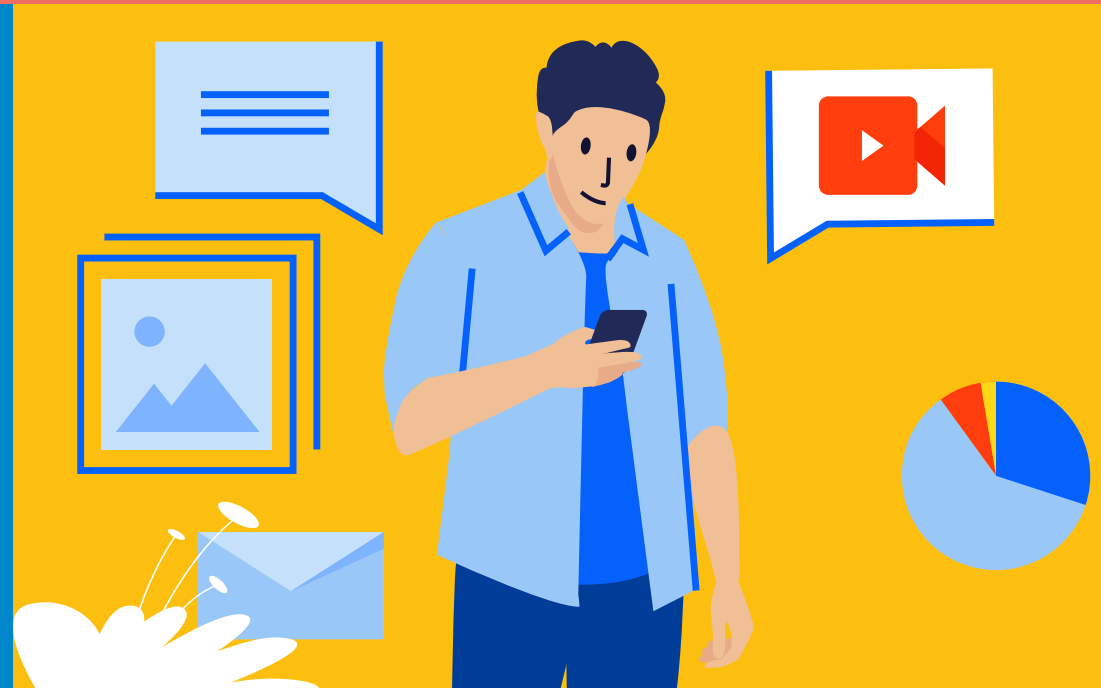
Recruiters should be encouraged to get active on TikTok, especially if they are targeting entry-level roles. And TikTok’s Ad Manager is well worth exploring.



YouTube

Demonstrate what it’s like to work for your organization on the world’s largest video platform.

Share your company’s EVP on social but don’t rely on your posts to convert candidates.



Vendor partnerships

Staffing agencies and MSPs will have the IT infrastructure, expertise and remote monitoring and management solutions in place to provide employers with complete visibility into the recruitment and management of their workforce – either in part or in full.

Partnering with a staffing agency or an MSP will provide:

- ☐ Access to expert knowledge
- ☐ Quicker access to larger talent pool
- ☐ Stronger compliance over contingent workforce
- ☐ Increased flexibility
- ☐ Improved operations
- ☐ Employer branding strategies
- ☐ Better data management and predictive analytics
- ☐ Administration and payroll
- ☐ Access to the best technology



Managed Service Provider (MSP)

A Managed Service Provider is an outsourced contingent workforce management solution that will manage the entire talent life cycle of contingent or Statement of Work (SOW) workers from acquisition to payroll.

At its most basic delivery level, a Managed Service Provider will help an organization easily streamline and manage its entire contingent workforce program by improving efficiency, controlling costs and mitigating steep fines, penalties and reputational damages associated with certain risks.

Typically, a Managed Service Provider will have programs fall into one of these models:

- ☐ **Vendor neutral:** All MSP vendors have equal opportunity to fill a position within a specific time.
- ☐ **Master vendor:** A Preferred or Master Vendor is given preference to fill a position first but must release the role to other vendors if they fail to find talent within a specific time.
- ☐ **Hybrid:** This type of model will include elements of the first two programs.



Staffing Agency

An experienced recruiting firm will provide flexibility, service differentiation and expert guidance to help its client organization navigate through the current and uncharted business environment.

When recruiting remotely, it can prove overwhelming amid the distractions that come from working from home. An experienced agency that understands your talent needs will source, screen and onboard resources for you.

As the agency is responsible for the recruiting component of the process, the administrative time and costs associated with the process are removed from your budget – saving time and money. The enhanced exposure of your opportunity through the staffing agency's resources can increase the odds that the talent you're seeking finds your role.

Staffing agencies are also aware of what talent has recently entered the market and can source that resource quickly and effectively on both a full-time or a contingent basis.



In a candidate-driven market, niche talent is often only on the market for 10 days or less. In a talent shortage, organizations must screen for reasons to hire rather than to disqualify. This section will provide best practices for resume screening.

Best practices for reviewing a resume



How to find qualified talent faster, increase hiring manager satisfaction and decrease turnover

While 7 seconds is the bare minimum that the most experienced staffing agency recruiters can spend reviewing a resume, internal recruiters should target 2 – 3 minutes.

Once an initial resume screening is completed and a summary sheet created, a hiring manager should aim for 3 – 5 minutes per resume that advances to their desk.

Qualifying resumes efficiently is underpinned by deeply understanding the role's **factors of fit** – the characteristics and qualifications of a candidate who can excel both in the role and the organization.



What to screen for: Quantitative accomplishments

To qualify candidates, it's critical to scan a resume for quantitative accomplishments – these are results orientated statements rather than role responsibilities.



Where to find quantitative accomplishments:

- ☐ Headline
- ☐ Work history section
- ☐ Awards and accomplishments



What quantitative accomplishments look like:

Percentages

- ☐ Targets achieved
"Increased website traffic via social media by X% within X days."
- ☐ Service provision
"Decreased escalations by X% within X days."
- ☐ Costs saved
"Reduced department spending by X% within first X days."

Sizes

- ☐ Portfolio
"Managed a customer base of X clients."
- ☐ Teams
"Lead a department team of X staff members"
- ☐ Project
"Managed a \$X expansion project across X location."

Locations

- ☐ Countries and cities
"Trained new employees across X countries/cities."
- ☐ Offices
"Managed regional sales teams across x offices."

Budgets

- ☐ Budget responsibility
"Led Project X with a budget of \$X, resulting in X% increase in sales."



Technical skills

Technical skills are the knowledge and abilities needed to take on mathematical, engineering, scientific or computer related duties. Does the candidate have the technical skills required to fulfill the job duties?



Qualifications and Certifications outside of post-secondary education

In the skills economy, a candidate may still be qualified for a role even without a four-year degree. Does the individual list any certifications, courses or hands on experience in the field that could provide them with the skills required to do the job? Assessments can be used to drill down on these candidates.

Resume red flags

The emergence of remote and hybrid work models as the new workplace normal has created both opportunities and obstacles for employers. One obstacle, during the talent acquisition phase in particular, became a major hurdle in 2021: The fraudulent resume.

In fact, according to CareerBuilder, 3 out of 4 hiring managers say they found fraudulent claims on a resume. [20]

While scanning resumes, recruiters and hiring managers should be on the lookout for the following red flags:

Lack of location details

- ☐ Full address or
- ☐ Locations of the organizations the candidate claims to have worked with.

Are there organizations listed that have no known brick and mortar office location before the pandemic? If the candidate is listing only remote opportunities, dig into the physical office locations of these roles or projects.

No last name

If the candidate does not list his or her last name on their resume, it could indicate that he or she does not have the skills and experience they claim, and if the full name is searched online or in an Applicant Tracking System, it would not produce the real candidate in the results.

Education details

The candidate lists an accredited university or professional designation program; however, there are no dates associated with a graduation or completion date.

Job hopping

With the rise of project-based work and the contingent workforce, it's become more common for resumes to have shorter lengths of time in one role. However, it's important for the recruiter or hiring manager to dig deeper into those dates. Did the candidate leave because the project was at its end, career progression into larger roles or did they appear to speak negatively about their managers?

Only one big client name and unknown companies

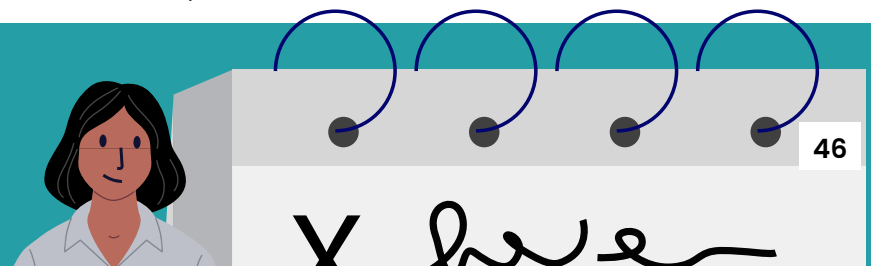
Often, fraudulent resumes will have one big brand client listed in their work experience section and then include several smaller or unknown organizations as well. This is one of the reasons why it is so important to conduct thorough reference checks before extending an offer.

Amid the rise of remote recruiting, Work-From-Anywhere employment models and misaligned demand and supply for talent, organizations must be vigilant about vetting candidates' resumes.

Lack of a LinkedIn presence

LinkedIn is the world's largest professional networking platform, and if the candidate isn't on it, there may be a reason. And one of those reasons may have to do with the fact that he or she does not want to publicly list a work history that does not exist.

Similarly, if your candidate does have a LinkedIn profile, but their work experience listed doesn't align with what's written on their resume or they lack connections from the organizations they claimed to work with – this also may indicate counterfeit claims.



Passive candidates are individuals who are not currently looking for new job opportunities. This section will provide sourcing and engagement tips to consider when recruiting passive candidates.

How to find talent when they aren't actively seeking



The first step to engaging passive candidates is understanding future staffing needs.

Before engaging passive candidates, organizations must understand their workforces' current and projected staffing needs. Conducting a staffing assessment will identify current and anticipated gaps, including knowledge and skills.

Because relationships with passive candidates must be built over time, this analysis will help determine the skills and experience that will be required and what type of relationships need to be built for future positions.



70% of the global talent community is comprised of passive candidates. [21]



When reaching out to passive talent, remember these do's and don'ts:

DO	DONT
Be aware that the relationship must be built over time.	Pressure the individual to move quickly.
Engage with authentic and tailored emails and social media messages that included content-rich information in their area of expertise.	Send blanket email blasts with job opportunities.
Understand what the individual wants to know about your organization and have a strong Employee Value Proposition.	Immediately compare the benefits of your organization over their current one.
Be aware that your organization is contacting the individual, not the other way around.	Question the individual like an active job seeker. "Why do you want to work here?" will not work with this talent.
Ensure captivating video and static content that showcases the opportunity, culture and company is readily accessible and share links after your introduction.	Expect individuals to have completed extensive research on the organization – they weren't looking for the opportunity.
Engage with job opportunities that offer additional responsibility to develop new skills.	Try to lure the individual away from their current role with a similar one.



Where to find passive candidates

To find the passive right fit, look where those candidates look and go where they go, both physically (if possible) and online. Below is a list of sourcing suggestions:

- ☐ Talent communities
- ☐ Social media networks
- ☐ Associations
- ☐ Forums and conferences
- ☐ Current employee, partner and contractor referrals
- ☐ Applicant Tracking Systems
- ☐ Internal re-deployment
- ☐ Company alumni
- ☐ Silver medal candidates



Looking for a Big Data Analyst? Target associations like the Data Science Association.



Messaging matters when attracting passive candidates

When crafting marketing or recruitment communications, ensure the following are considered:

☐ Personalized communication

Demonstrate an understanding of the individual's background in their initial outreach to increase response rates.

☐ Candidate motivation

Learn more about the individual, their current role and organization to consider:

- ☐ What would motivate this person to leave their role?
- ☐ What does our organization offer that theirs doesn't?
- ☐ How should the opportunity be framed relative to this information?

☐ passive talent

While passive talent often isn't looking for work, they can be compelled to work somewhere else. Similar to active talent, be prepared with at least three compelling reasons for why the passive candidate would want to work with the organization.



Up to date rate cards and salary guides

Ensure rate cards and salary guides are up to date – is the total compensation package your organization offering competitive? It's important to be aware of what current market rates are and be prepared to negotiate. Procom 2021 Voice of Talent data suggests low salary or pay rate is a top motivator for leaving a current role.

Social proof

Include social proof in the introduction. For example, mentioning shared acquaintances or common connections at the organization can significantly impact open and response rates.

Video content

Ensure captivating video content that showcases the opportunity, culture and company is readily accessible across social media platforms, website and other online mediums.



Qualifying questions

Approach this process with nuance to subtly explore what it would take for the candidate to leave their current role.

These questions can guide the conversation:

- ☐ What is keeping the individual at their current role?
- ☐ What would it take to make a move: title, salary, responsibility, flexibility, management style?
- ☐ What does their dream role look like?
- ☐ Does the individual have a timeframe on when they'll be actively in the market for a new role?
- ☐ What are their must-haves to make a move worthwhile?



LinkedIn states passive candidates are 46% more likely to accept InMail messages if they're connected to another employee at that organization.



SCREENING



Interviews were traditionally a game played on the organization's home court. Now, however, the playing field has been levelled. With talent driving the market, it's critical for organizations to not only screen for the right fit, but also position themselves as the right fit for candidates. This section will break down the different types of interview structures and questions organizations can leverage to demonstrate culture while screening talent.



Job interview structures

Selecting an interview structure will dictate the planning, evaluation and delivery style used in the interview. However, not all structures are appropriate for every hiring scenario. When choosing an appropriate interview structure, it's important to consider:

- ☐ Type of role
- ☐ Interview script
- ☐ Question delivery
- ☐ Candidate scorecard
- ☐ Interviewer background

Job interviews should be a two-way conversation – not an interrogation. Depending on the role, these three main interview structures will help screen for the right fit on both sides.

Structured interview

A **structured interview** asks a particular set of **predetermined questions**. This means **all candidates** are asked the **same questions** in the **same order**.

Used for: Well-defined roles, critical positions, experienced interviewers

How to conduct a structured interview:

- ☐ Carefully define the role: structured interviews are most suitable for well-understood positions that have been filled many times before.
- ☐ Build a list of questions the interviewer will ask based on the role definition and job description.
- ☐ Create a candidate scorecard based on the job description and interview script.
- ☐ Ask candidates the same questions, in the same order, every time.
- ☐ Compare candidates consistently across the candidate scorecard.



Semi-structured interview

A **semi-structured interview** asks **only a few predetermined questions**; the remainder of the questions aren't planned in advance. This means **some questions** are **predetermined** and asked of all candidates, while **others arise spontaneously** in a two way, free-flowing conversation.

Used for: Mid-level roles, quick turnaround times, experienced/intermediate interviewer

How to conduct a semi-structured interview:

- ☐ 1. Review job description, factors of fit and critical success factors.
- ☐ 2. Prepare questions to guide the interview.
- ☐ 3. Commence the interview with scripted questions.
- ☐ 4. Allow the conversation to naturally flow across tangents, follow-up questions and spontaneous candidate questions.
- ☐ 5. Compare findings of scripted questions across candidates.

Unstructured interview

An **unstructured interview** asks **questions** that are **not prepared in advance**. In this format, **questions arise spontaneously** in a two way, free-flowing conversation. This means **different candidates** are asked **different questions**.

Use for: New roles, low-risk decisions, temporary roles, contingent workers, experienced/intermediate interviewer

How to conduct an unstructured interview:

- ☐ 1. Review the role's requirements and critical success factors.
- ☐ 2. Give an overview to the candidate.
- ☐ 3. Start a conversation with the candidate.
- ☐ 4. See where it goes.
- ☐ 5. Compare qualitatively across different candidates.

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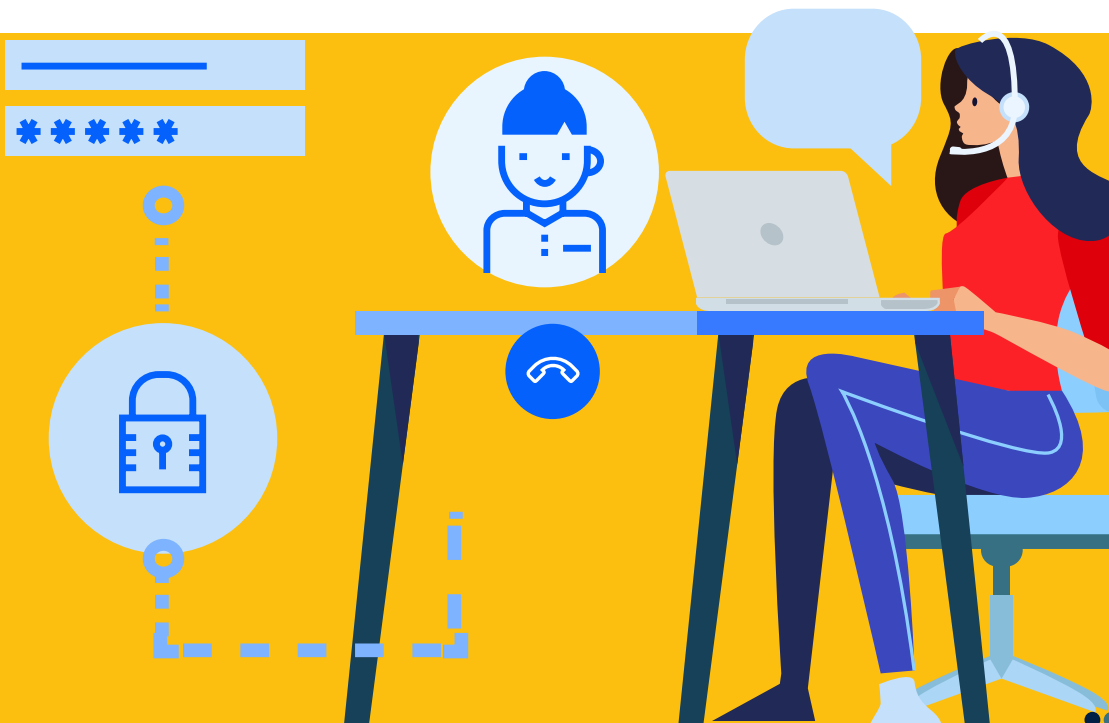


While 3-5 interviews were a previous norm in many recruiting processes, organizations should aim for 1-3 interviews maximum or risk losing talent to an organization with a faster qualification process.

Top performing formats:

Unstructured and semi-structured interviews are becoming preferred by agile organizations for several reasons. These formats:

- ☐ Promote two-way conversation.
- ☐ Allows the candidate to demonstrate problem-solving.
- ☐ Hiring turnaround times are shorter.
- ☐ More conducive to panel-style interviews.
- ☐ Open-ended questions indirectly illustrate the candidate's situational responses.



Types of job interview questions

To ensure an in-depth understanding of the candidate's ability to excel in the opportunities, interview questions should involve a mix of:



Skills-based questions



Behavior-based questions



Out-of-the-box questions

Use these types of questions in interviews to qualify candidates:

Skills-based questions

These traditional interview questions assess the candidate's skills and experience to see how their past qualifications could help them succeed at the organization's opportunity. Some examples include:

- ☐ What kind of teams have you managed before?
- ☐ What are your greatest strengths and weaknesses?
- ☐ Tell us about your experience on [x project] from conception to launch.

Behavior-based questions

These interview questions assess the candidate's approach to work, typically by inquiring about past experiences to see how they apply their soft skills to problem-solving. The **STAR approach** (Situation / Task / Action / Result) is a popular methodology for behavioral questions. Some examples include:

- ☐ Tell me about a time you handled conflict in a team you led.
- ☐ Describe a time when you implemented a new procedure to solve a problem.
- ☐ Have you had to handle an angry customer before? How did you diffuse the situation and resolve their complaint?

Out-of-the-box questions

These non-traditional interview questions are emerging as successful qualifiers, especially as organizations expand their candidate scope to include talent with adjacent rather than direct experience. These interview questions – or often tactics – demonstrate candidates' critical thinking, creativity and strategy skills. These questions often indirectly corroborate candidates' skills and behavioral responses.

Some examples include:

- ☐ Analyzing and presenting case studies.
- ☐ Solving puzzles, riddles and number games.
- ☐ Presentations: particularly for sales and marketing roles.
- ☐ Role-playing hypothetical situations the candidate would encounter on the job.

Choosing the right mix of questions

There isn't a magic formula for putting together an interview script that combines the ideal number of each question type. Finding the right mix depends on:

- ☐ Job description
- ☐ Hiring manager leadership style
- ☐ Role seniority level
- ☐ Niche skill set required



Don't forget to incorporate a minimum of 3 compelling reasons why the candidate should want to join your organization in the initial interview.

Crafting questions with additional considerations

The Great Resignation and Reshuffle, new work models, emerging return to the office strategies, and a renewed focus on DEI are helping to reshape additional questions that will help find the right fit. These considerations include:

☐ 1. Communication

Remote, Work-from-Anywhere and hybrid work models compel organizations to ensure that candidates are agile communicators that can collaborate across different platforms.

ASK: Describe a scenario where you were required to collaborate with team members both in person and participating online. How did you ensure engagement and that messages were successfully received?

☐ 2. Work Preferences

As more and more organizations are rolling out their return to office strategies and work models, it's important to discover if worker preferences are in alignment with what the organization is trying to build.

ASK: Are you willing to come into the physical office or do you prefer 100% remote work?

☐ 3. Shared values and beliefs

Today's talent care about the causes they're passionate about – and they want an employer that shares the same beliefs. This is essential to building a culture that is sustainable.

ASK: What are some causes that matter to you and how can you see this company contributing to these causes in a meaningful way?

☐ 4. DEI

As Diversity, Equity and Inclusion becomes a greater priority for workers, it's important to demonstrate that that DEI is a central focus and that the organization is looking for candidates who share the same principles. Rather than asking DEI questions, however, highlight how leadership ensures core pillars are demonstrated within the organization.



Remote, Work-from-Anywhere and hybrid work models have ensured video interviews are now a standard part of the recruitment process. While the goals of video interviews are the same as in-person interviews, there are slight differences in how to achieve them. This section will provide tips on how to perform a successful video interview.

Video interviews



Keys to a successful video interview

Candidate experience should be at the core of the modern recruiting process, and this applies more than ever in video interviews. To maximize engagement and convert more candidates, interviewers should:

☐ Create a consistent process

The Human Resources and Procurement team should provide centralized documentation to guide how video interviews will be run – including recommended platforms, company policy on video interviews and an FAQ section.

☐ Share details with candidates

Inform candidates of who will be interviewing them, their titles and how long it will last.

☐ Build an agenda

Start the meeting by sharing an agenda, confirming the timeframe set and encouraging candidates to make the interview interactive by asking their own questions.

☐ Test technology

Ensure there is a good WIFI connection and all required devices are charged.



☐ Choose a distraction-free spot

Ensure no interruptions by forewarning anyone sharing the same workplace or home.

☐ Encourage two-way interviewing

Candidates should be as invested in interviewing the hiring manager or recruiter to ensure they get a feel for the environment and do their own discovery.

☐ Hone the Employee Value Proposition pitch

EVP often spoke for itself when interviews were conducted at the office, as candidates could see it demonstrated in action. But online, the interviewer's pitch must do the heavy lifting.

☐ Consider sending a company background

Organizations should consider offering candidates a company virtual meeting background to eliminate bias and increase candidate comfort.

☐ Be professional

Ensure tabs are closed, turn off non-essential devices and dress the same as an in-person interview.

☐ Be aware of bias on video

Candidates may not own devices that are compatible with Zoom or Teams backgrounds or could be sharing living space with limited private quiet areas. Be aware of how video background and noise (out of a candidate's control) influence your perception of their ability to do the job.



Red flags of a fraudulent candidate

Video interviews broadly widen organizations' talent pools to find the best knowledge workers on the global market. But they can also open employers up to additional risk: especially candidate fraud.

To reduce the chance of getting fooled by a fraudulent candidate, interviewers should look out for these red flags:



The candidate's video camera is "broken."



There seems to be a lag between their mouth moving and the audio feed.



Photo ID isn't available while live on camera.



No LinkedIn profile or profile doesn't match experience on resume.



Minimal eye contact during the interview.



Difficulty confirming the candidate's references.



The candidate is typing during the interview.



Candidate appears to be listening offscreen.

Improving organizational diversity, equity and inclusion is a complex matter. And organizations have the tools to impact DEI in hiring by addressing unconscious bias. This section will help organizations understand unconscious bias and provide tips for identifying and overcoming unconscious bias in the recruitment process.



Diversity matters. And yet, in “The Bias Barrier”, a study conducted by Deloitte, 46% of women reported experiencing bias in the workplace. And among underrepresented racial and ethnic groups, 63% of African American respondents reported experiencing discrimination, along with 60% of Asian respondents and 48% of Hispanic respondents. [23]

Make hiring more equitable and diverse – by addressing unconscious bias



Defining unconscious bias

Unconscious or implicit bias, as defined by the Harvard Business School, is the mental processes that cause us to act in ways that reinforce stereotypes even when in our conscious mind we would deem that behavior counter to our value system. Closely related to unconscious bias is affinity bias in which people tend to gravitate towards others who look, act, and think as they do.



Common types of unconscious bias

Before addressing how unconscious bias impacts hiring – recruiters, interviewers and hiring managers should first understand which unconscious biases come into play in recruiting. While this list is not exhaustive, it includes some of the most common unconscious biases.



Affinity bias

Also known as similarity bias, affinity bias influences individuals to prefer others who have things in common – like an alma mater, hobby or appearance – rather than focusing on the candidate's skills, qualifications and experience.



Attribution bias

Attribution bias refers to the errors individuals make when assessing and interpreting how others behave. People often assume that others' positive outcomes are due to luck and their adverse outcomes are their fault. In hiring, this can lead to overlooking a candidate's earned accomplishments.



Attractiveness bias

Conventionally attractive people are often seen as more intelligent and qualified at work, whereas less conventionally attractive individuals may be seen as incompetent. A similar heuristic is associated with height. However, individuals may assume that beautiful people have only succeeded because of their appearance.



Conformity bias

Conformity bias causes individuals to take cues from others in a group setting on how they should think and behave rather than decide for themselves. This can lead to outspoken members of a hiring panel having undue influence on offer decisions.



Confirmation bias

Confirmation bias causes individuals to seek, notice and interpret information in a way that echoes their previously held beliefs and expectations. When interviewing, this could cause a hiring manager to view a candidate unfavorably if they work for the same company as a previous bad hire did.



Sexism

Sex and gender biases encompass the stereotypes held towards sex, gender identity and gender expression. Gender bias, sexual discrimination or interpretation of a candidate's masculinity or femininity may impact how hiring managers perceive an individual's fitness for a role.





Ageism

In the Deloitte study “The Bias Barrier” 58% of Baby Boomers, 48% of Generation Z, 44% of Millennials and 34% of Generational X reported experiencing discrimination based on their age. [24]



Contrast effect

The contrast effect refers to the tendency for interviewers to compare a candidate to the most recent prior candidate rather than comparing them to the entire set of other candidates. This could make a mediocre candidate look extremely qualified compared to a poor candidate they interviewed just 30 minutes earlier.



Racism

Individuals with ethnic-sounding names may be screened out quickly in the resume review process – a subset of racism known as name bias.



Halo effect

A halo effect can cause a candidate to look exceptional overall, even if they have one notably compelling characteristic and many mediocre qualities. Candidates who are alumni of a very successful organization or attended an Ivy League university may be favored over a highly skilled grad from a state school.

Overcoming unconscious bias

These are the top considerations for organizations to address unconscious bias in hiring, especially as remote recruiting becomes dominant in the New World of Work.



Write job postings with care

An organization's online job posting may be a candidate's first engagement with the company's brand – make it count. Avoid gendered terms, use inclusive language and embed a DEI statement.



Develop written position objectives

Make sure your selection criteria for the position is written down, and doesn't include any terms that could be a source of unconscious bias. Focus on the essential attributes and skills required to be successful in the job, and be careful when using rigid criteria – such as minimum educational requirements – as they too can introduce a source of unconscious bias into your hiring process.



Leverage technology tools

Modern hiring tech stacks offer many features that can help take unconscious bias out of the equation. Organizations can reduce racial discrimination by removing candidate names from resumes.



Offer a company video call background

Video interviews offer many more personal insights into candidates than traditional in-office interviews, which is not always a good thing. A standard video backdrop can obscure details about family status, age or socioeconomic class, leading to bias.



Use structured interview questions

While unstructured interview formats are rising in popularity, they don't give candidates an equal opportunity to show their skills. They can also promote affinity bias. Incorporating a set of questions that will be compared across all candidates help interviewers focus on the role's essential factors of fit.



SELECTION



Employers must be more efficient and data-driven in every aspect of the recruitment process, especially contract negotiation. In a tight labor market, cutting corners on the negotiation process is a mistake competitive organizations can't afford to make. This section will provide insights into data driven negotiation tactics to win talent.

Contract negotiations



Closing the deal – contract negotiation tactics that work

Organizations that overlook the new market dynamics at play in this step, particularly the changing compensation landscape and high competition for the best candidates, risk:

- ☐ Overpaying for the wrong candidate
- ☐ Losing the right candidates with the wrong pay
- ☐ Damage to employer brand
- ☐ Offering inequitable compensation packages, damaging DEI efforts
- ☐ Increasing time-to-hire metrics

To hire the right fit faster at a fair salary for traditional employees or fair market rates for contingent workers, employ the following negotiation tactics:



Leverage hiring data

Companies that succeed in the New World of Work are data-driven. Tracking and reviewing data in contract negotiations is critical to:

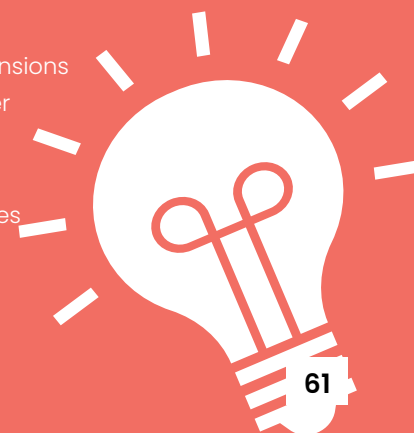
- ☐ Establish rate and salary benchmarks by role
- ☐ Compare different rates and salaries to hiring outcomes
- ☐ Stay on trend with market conditions
- ☐ Present objective offers backed by evidence
- ☐ Avoid vanity titles and job inflation
- ☐ Offering rates and salaries to unqualified candidates

To hire the right fit faster at a fair salary for traditional employees or fair market rates for contingent workers, employ the following negotiation tactics:

FOR CONTINGENT WORKERS: Maintain current rate cards. Organizations should update rate cards every 2 – 3 years at a minimum. Stay current by considering niche skills, job market conditions, evolving role categories and emerging technologies.

Rate card red flags

- ☐ Increasing declined offers or contract extensions
- ☐ Multiple rounds of rate negotiation per offer
- ☐ Longer time-to-hire
- ☐ Increasing counter offers
- ☐ Contract extensions with high rate increases
- ☐ High competition for sourced talent





Put people first, budget second

Contract negotiation can be a delicate dance where neither side wants to reveal its hand. Once a first offer is revealed, it anchors the negotiation to this ceiling or floor. Hiring stakeholders should first spend time probing to uncover information about the candidate's expected rate, their motivation for taking the role and what compromises they might consider.



Emphasize flexibility

Flexibility is the new high pay. Procom's 2021 Voice of Talent report found that **flexible work options were just as important as compensation for top talent, with 67% and 68% of respondents citing these factors as "very important"**.



Highlight compelling reasons

While flexible work arrangements and compensation are the most critical factors in contract negotiation, they are easily matched by competitors or incumbent employers. Organizations can highlight their compelling reasons as unique differentiating factors to engage candidates. Weave these into job descriptions from the beginning of the hiring process, including at least 3, such as:

- ☐ Disruption
- ☐ Purpose
- ☐ Culture
- ☐ Company growth
- ☐ Career growth
- ☐ Voice
- ☐ Life/work balance

If you snooze, you'll lose out on talent

Recent Procom data shows 79% of traditional talent seeking a full-time position expects the interview process to last two weeks or less. ^[25] This means it's important to be aligned internally to start and complete the interview and offer process within a two week time period. Do this by:

- ☐ Know who is going to be involved in the interview.
- ☐ Coordinate schedules with key stakeholders involved in advance.
- ☐ Ensure necessary approvals are lined up.



Stay conscious of timelines

Hiring managers should be transparent about the expected timeline for offer and contract negotiation – and then stick to them, communicating openly about any changes.



Counter-offers

Preparing for (and countering) the counter-offer

Counter-offers are proposals from a job seeker's current employer intending to persuade the candidate to stay in their current role. Even when candidates have signed new offers to leave their current employer, it may not be a done deal if they choose to accept a counter-offer.

Counter-offers may take the form of:

- ☐ More financial compensation
- ☐ Better title or increased responsibility
- ☐ Modified reporting structure
- ☐ Career path promises
- ☐ Guilt or manipulation
- ☐ False information or slander about the employee's new offer

Counter-offers often take candidates by surprise, adding chaos to the negotiation phase, despite their increasing prominence in the New Recruiting Landscape. When it comes to handling counter-offers, **an ounce of prevention is worth a pound of cure.**



Tips to preventing counter-offers

Although counter-offers happen during the contract negotiation phase, take the following steps to pre-empt them **during the screening phase** by raising some of the following questions:

- ☐ Are you actively seeking new opportunities?
- ☐ Why do you want to leave your current role?
- ☐ Were you satisfied with your last promotion and compensation increase?
- ☐ Does your organization extend counter-offers?
- ☐ How would you handle a counter-offer?



How to counter the counter-offer

Hiring managers can take a more exploratory approach to pre-empt the threat of counter-offers in a hiring process. However, organizations must be direct when they're actually on the table. Hiring managers should focus their line of inquiry on questions like:

- ☐ When did you last feel valued by your employer? What kind of recognition is crucial to you?
- ☐ Why weren't you offered a raise before giving notice?
- ☐ Was money your main reason to consider new opportunities?
- ☐ Where do you see yourself in six months? Do you see yourself in your current role two years from now?
- ☐ How close is your current job to home? What flexible arrangements do they offer?
- ☐ Are you happy with your current manager?
- ☐ Do you use your educational background and/or skills at work?
- ☐ Will this counter-offer preclude your future opportunities for bonuses or raises during the next review cycle?

Ultimately , counter-offers are short-term patches and most workers who accept them will be on the market again within the year. When a counter occurs, remind the candidate of the reasons they shared up front about why they were considering leaving. For example, having a bad boss doesn't change if you make more money.

Successful reference checks give an organization valuable insight into how a candidate will perform on the job. This section will provide information on how to prepare for and conduct reference checks to ensure the candidate being screened is the worker who is selected.

Reference checks



Types of reference checks

While references may have been seen as a formality in the former recruitment landscape, they are an important factor in helping to fill gaps that remote recruiting may leave open. Here are the different types of reference checks that can be leveraged depending on the role and organization.

- ☐ The two most common types of reference checks to use to verify candidates are Employment verification and Performance verification.

Personalized communication

- ☐ What was the candidate's job title?
- ☐ What were the dates that the candidate worked with you?
- ☐ How many individuals reported to the candidate?

Performance verification

- ☐ This type of reference check confirms that the candidate has the right skills, personality fit and experience required for the job. It's important to make sure to ask references questions that will give confirmation on the following:
 - ☐ Type of work or projects the candidate completed in his/her previous role.
 - ☐ Cultural fit for your company based on references' experience.
 - ☐ Ability to adapt to new environments.

Types of tools the candidate used to complete work or projects.

- ☐ Questions to ask references during a performance verification call include:

- ☐ Did the candidate work on XYZ project/implementation?
- ☐ What was the candidate's role in the project?
- ☐ What was the candidate's specific responsibilities in that role?
- ☐ How were the candidate's time management skills?
- ☐ Was the candidate able to effectively communicate to colleagues/managers?
- ☐ For this project, we will be updating/implementing [specific technology stacks]. Can you give a rating on the candidate's skill with this tech?
- ☐ The role we interviewed the candidate for is XYZ. Do you think they'd be a good fit for that type of work?
- ☐ What advice can you give me to successfully manage the candidate?
- ☐ If you had the opportunity, would you re-hire this candidate? Can you give a read for your answer?



Validating soft and hard skills



Questions to ask

Designing an effective reference check script stems from a clear understanding of the candidate, how they perform relative to the interview scorecard and what conclusions the interviewer hopes to verify.

However, organizations should keep in mind that many companies will **only provide dates of employment**. While interviewers can try to get more information, it may not be possible.

The script should follow a mix of both soft and hard skill questions.

☐ Soft skill questions

- ☐ How did the candidate handle teamwork in a remote setting?
- ☐ Tell me about their work ethic and personality.
- ☐ Can you describe the candidate's career growth at your organization?
- ☐ What would be the ideal next role for the candidate in their career?
- ☐ How does the candidate communicate across different levels of the organization?
- ☐ Tell me about a time the candidate made a mistake. How did they handle it?
- ☐ Would you hire them again? Why?
- ☐ What are the candidate's greatest strengths and weaknesses?

☐ Hard skill questions

- ☐ What were the candidate's responsibilities at the organization?
- ☐ How would you characterize the candidate's performance vs. the expectations of the role?
- ☐ What kind of deadlines did the candidate need to meet? How did they do this?
- ☐ What metrics was the candidate evaluated on? How did they score?
- ☐ What programs did the candidate use in their role?
- ☐ Did the candidate have any significant accomplishments at the organization?



How to verify references

While reference checks can provide valuable insights that make or break hiring decisions, all information gathered may prove fruitless if not properly vetted.

Employers should take the following steps to ensure they talk to the candidate's former boss rather than their friend.

- ☐ Initiate the request for specific references rather than accepting a list given by the candidate.
- ☐ Reach out to the references on LinkedIn or by email to verify their identity.
- ☐ Conduct the reference over video call when possible.
- ☐ Cross-reference key dates and details about projects on the resume to see if the reference's response aligns with the candidate's given background.
- ☐ Probe for anecdotal answers with a level of detail that the real reference could only provide.
- ☐ Ask to be referred to other contacts at the organization to get a bigger picture view of the candidate.

Once a candidate has advanced through qualification, screening and selection, it's tempting to move them to the offer stage immediately – However, depending on the role or organization, certain background checks may be required before an offer is extended. This section provides details on background check documents and the steps involved in the collection process.

Conducting background checks with confidence

A background check will determine whether a candidate may be unqualified for a role due to a record of poor credit history, criminal conviction, motor vehicle violations, or misrepresentation of their education or work history.

It is important to note that background checks are not required for every role – and even if a background check comes back with negative information, employers cannot withdraw an offer or withhold an offer without sufficiently connecting the risk factors to the job role.



Essential documents to collect in Canada

Varying by jurisdiction, there may be privacy restrictions around what documents organizations may request from candidates. However, these are the most common documents vetted in background checks:

- ☐ Criminal Checks
 - ☐ Canadian criminal record checks
 - ☐ Canadian, county, state and/or federal criminal record checks
 - ☐ International criminal record checks (may take up to 6 weeks depending on the jurisdiction)
- ☐ Proof of vaccination
- ☐ Employment date verification
- ☐ Credit check
- ☐ Foreign worker permits
- ☐ Education verification (degrees, diplomas and/or certifications)
- ☐ Banking forms (direct deposit, void cheque, EFT verification)
- ☐ Proof of identification (SIN, driver's license, passport, Nexus)



Additional documents to collect for contingent worker engagements include:

- ☐ Business registration forms
- ☐ Federal, state/provincial tax registration numbers
- ☐ Insurance coverage confirmation (errors & omissions, workplace safety, personal injury, liability coverage)



Essential documents to collect in the United States

- ☐ Criminal Checks
 - ☐ US criminal record checks
 - ☐ United States county, state and/or federal criminal record checks
 - ☐ International criminal record checks (may take up to 6 weeks depending on the jurisdiction)
- ☐ Proof of vaccination (if required by the customer)
- ☐ Employment date verification (if required by the customer)
- ☐ Credit check (if required by the customer)
- ☐ Foreign worker permits
- ☐ Education verification (degrees, diplomas and/or certifications) (if required by the customer)
- ☐ Banking forms (direct deposit, void check, EFT verification)
- ☐ Proof of identification (I-9 acceptable forms of identification)
- ☐ Some organizations will require employment drug testing to help ensure safety in the workplace and avoid any liability.



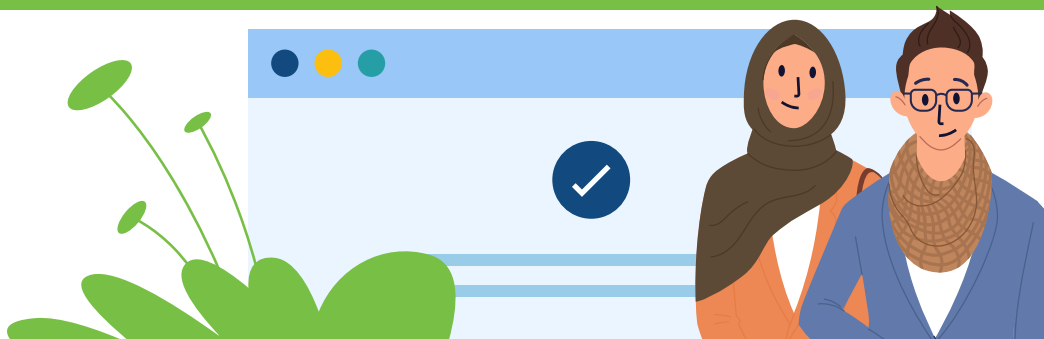
Additional documents to collect for contingent worker engagements include:

- ☐ Articles of Incorporation
- ☐ Valid Business registration
- ☐ Completed W-9
- ☐ Certificate of Insurance (COI)
 - ☐ Insurance requirements
 - ☐ \$3 million coverage
- ☐ Proof of Identity (I-9 acceptable forms of identification)

A checklist for performing background checks

Typically, the background check process follows these steps:

- ☐ Receive notification of new final-stage candidate.
- ☐ Open a work order for a new background in the organization's project management tool.
- ☐ Email candidate to confirm assignment details, e.g. permanent vs. contingent, start date (end date if contingent), pay rate/salary.
- ☐ Schedule a phone call with the candidate to discuss role assignment details and explain the background check process.
- ☐ Email the candidate or send a request through the onboarding management tech tool to request documents, permissions and consent needed to initiate the background check.
- ☐ Review documents for compliance, save to another drive if needed for redundancy.
- ☐ Schedule and conduct a video call with the candidate to verify their identity.
- ☐ Send consent forms to government agencies (criminal record checks, worker permits), credit agencies, insurance agencies, educational institutions and/or former employers
- ☐ Coordinate any biometric requirements with the candidate (some criminal record checks may require fingerprinting).
- ☐ Inform candidate and hiring manager of progress and potential delays.
- ☐ Update workforce management system as verifications are returned to the organization.
- ☐ Final review of all documents once received.
- ☐ Upload documents to the candidate's profile.
- ☐ Once all checks are complete, candidate can advance to the offer, contract and negotiation stage.





ONBOARDING





Successful onboarding immerses workers into the organization's vision, mission and core values. It effortlessly demonstrates the Employee Value Proposition promised during the hiring phase. This section will provide onboarding document checklists and tips to providing a great candidate experience.

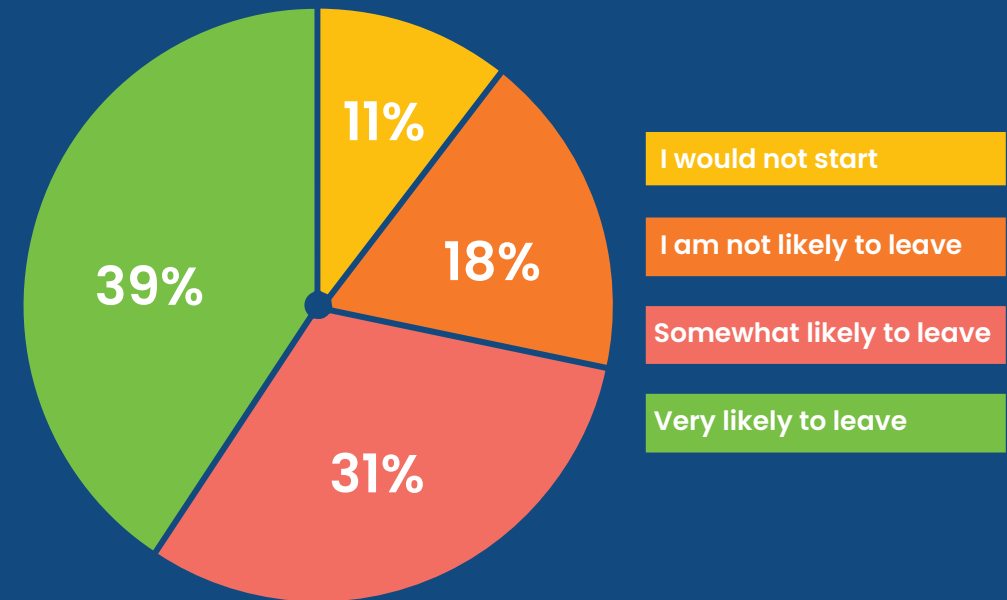
Creating a great onboarding experience

Steps involved in designing a memorable candidate experience

With remote recruiting, remote work and work-from-anywhere arrangements becoming the norm in the New World of Work, organizations must work harder than ever to be intentional about culture and candidate experience.

Onboarding moves far beyond administration.

How likely are you to leave a work engagement if your candidate onboarding experience is negative? ^[26]



Procom research finds 81% of knowledge workers say they would either not start or are very likely or somewhat likely to leave an assignment based on a poor onboarding experience.

When talent is onboarded, set up on payroll, received payment, been brought into projects, started work – and then leaves – it's a costly hiring mistake.

Recruiting is expensive and time-consuming. To avoid replacing new hires, companies must prioritize candidate experience even – and especially – once the candidate is in place in their new role.

To enhance the candidate experience throughout onboarding:



Get to know the candidate on a personal level

In today's virtual-first environment, most new hires only interact with their teams through video calls during the selection phase. Create opportunities for candidates to meet their peers before they start to build rapport and cohesion.



Tailor the experience to the candidate, even before they start

Ensure each new worker receives their preferred hardware and a personalized care package. Set up training that complements the candidate's preferred learning style.



Arrange for the onboarding team to connect with the candidate during their first week

With most onboarding taking place virtually, candidates often miss the informal opportunity to ask questions and information they need from the onboarding team.



Resolve any onboarding or integration issues within 24 hours, at most

Making new workers feel appreciated and welcome is critical during onboarding. Most candidates will feel nervous and excited about their roles. Ensuring any challenges are resolved quickly will help make them feel more comfortable.



Request feedback on the onboarding process

Onboarding is a great time for organizations to demonstrate their EVP and deliver on the compelling reasons promised during hiring. Requesting – and following through – on feedback is a great way to showcase these values.

Onboarding & document checklist



Dotting the i's and crossing the t's – what to get in place before the start date

Once screening and background checks are complete, follow these steps to ensure all required documents are in place:

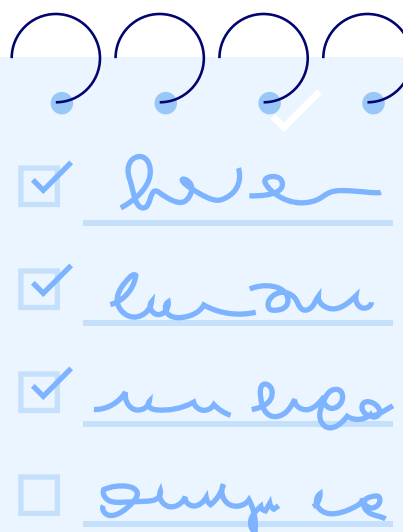
- ☐ Receive notification of new candidate to onboard.
- ☐ Create a new profile in the onboarding project management tool (e.g. Monday.com or Asana).
- ☐ Confirm all required documents are uploaded.
- ☐ Contact candidate with work details, including their start date (and end date if applicable), pay rate, information about key contacts and organizational handbook or policies.
- ☐ Request any outstanding documents from the candidate.
- ☐ Save any additional provided documents.
- ☐ Schedule a call to introduce the onboarding team to the candidate and confirm the onboarding schedule.
- ☐ Request hardware from the IT department, set up network permissions, create a company email address and send hardware to the candidate.
- ☐ Ensure all software/tools are uploaded or username/passwords are provided.
- ☐ Send an internal announcement about the candidate to the organization.
- ☐ Connect with the hiring manager to confirm any outstanding needs.
- ☐ Check in with the candidate about any onboarding questions.
- ☐ Send equipment to the candidate with a welcome gift (if applicable).
- ☐ Onboarding and integration commence.
- ☐ Collect feedback and action any outstanding items.



Onboarding traditional talent in Canada document checklist

Depending on the role and organization, the following documents may be required to onboard traditional employees before the start date:

- ☐ Profile details
- ☐ Identification (SIN, driver's license, work permit)
- ☐ Negotiated contract
- ☐ Resume
- ☐ Proof of education
- ☐ Background check results
- ☐ Banking details (e.g. direct deposit, EFT, void cheque)
- ☐ Proof of vaccination
- ☐ Non-disclosure agreement
- ☐ Code of conduct
- ☐ Acceptable use/computing policy
- ☐ Technical support acknowledgement
- ☐ Completion of mandatory training
- ☐ Any organization-specific documents





Onboarding contingent workers in Canada

Onboarding documents checklist:

Additional documents to collect for contingent worker engagements include:

- ☐ Consultant contract agreement
- ☐ Business payment information
- ☐ Business registration details
- ☐ Tax numbers (GST/HST)
- ☐ Contractor terms
- ☐ Any equivalent forms for the contractor's organization, e.g. NDA, code of conduct
- ☐ Incorporated contractors: articles of incorporation
- ☐ Contractors in partnerships: partnership agreement



Onboarding traditional talent in United States Onboarding document checklist

Additional documents to collect for contingent worker engagements include:

- ☐ Consultant contract agreement
- ☐ Business payment information
- ☐ Business registration details
- ☐ Complete W-9
- ☐ Contractor terms
- ☐ Any equivalent forms for the contractor's organization, e.g. NDA, code of conduct
- ☐ Incorporated contractors: articles of incorporation
- ☐ Contractors in partnerships: partnership agreement



Onboarding contingent workers in the United States

- ☐ Profile details
- ☐ Identification (I-9 acceptable forms of identification)
- ☐ Negotiated contract
- ☐ Resume
- ☐ Proof of education (if required by the customer)
- ☐ Background check results (if required by the customer)
- ☐ Drug Screen (if required by the customer)
- ☐ Banking details (e.g. direct deposit, EFT, void check)
- ☐ Proof of vaccination (if required by the customer)
- ☐ Non-disclosure agreement (if required by the customer)
- ☐ Code of conduct
- ☐ Acceptable use/computing policy (if required by the customer)
- ☐ Technical support acknowledgement (if required by the customer)
- ☐ Completion of mandatory training (if required by the customer)
- ☐ Any organization-specific documents (if required by the customer)





RETENTION



To remain competitive and reach business goals, organizations cannot rely on attracting new talent alone. It's critical to also retain, reskill and upskill workers - yet retention must extend past traditional employment models and full-time employees. This section will provide insights into contingent worker contract extensions and tips for traditional employee retention.

When contingent workers expect contract extensions

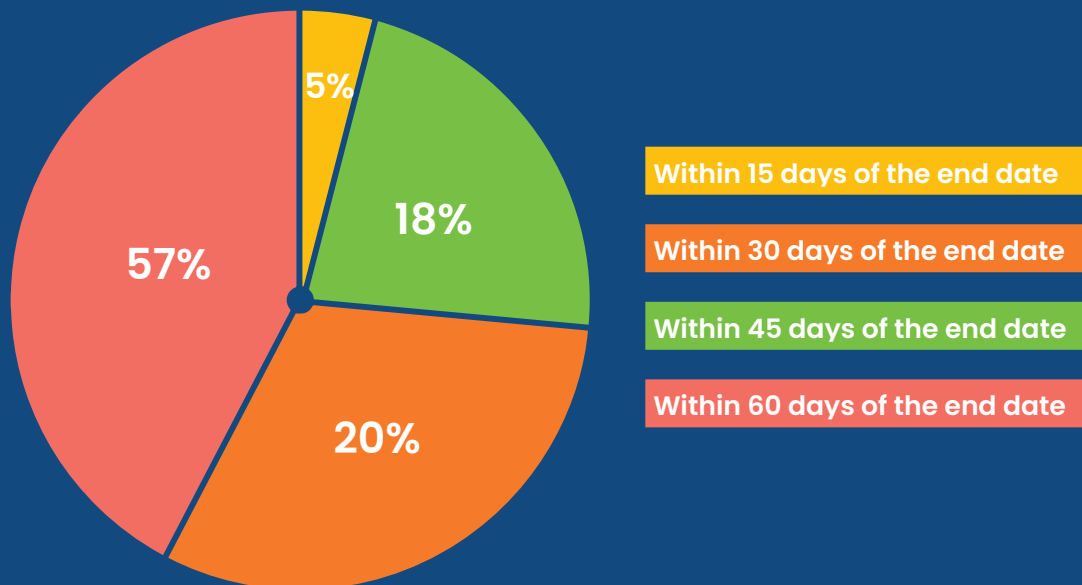


Act now to meet contingent talent expectations

57% of contingent workers expect their client organizations to begin the contract extension process 60 days before the end date. [28]



When should your current client begin the contract extension process prior to its end date?



Extending an offer to a contingent worker within 60 days of its end date will:

- ☐ Keep access to talent.
- ☐ Ensure project completion on time and budget.
- ☐ Secure hard-to-find skills.
- ☐ Keep product and technical knowledge in house.
- ☐ Increase worker satisfaction by meeting expectations.
- ☐ Ensure there is no need to go back to market and begin recruitment process.
- ☐ Enable a flexible workforce.
- ☐ Help achieve cost savings.



More than 47 million people walked away from their jobs in 2021 according to the U.S. Department of Labor. ^[28] It was a movement dubbed The Great Resignation, but recent data suggests the Great Resignation has since become the Great Reshuffle. This section will provide tips to keeping current talent from jumping ship.

The Great Resignation has become the Great Reshuffle

Research based on data drawn from an analysis of 34 million US workers who left their jobs finds they did so because of broader issues related to the culture of the company, the decision-making or priorities of management and the unpredictability of worker schedules. ^[29]



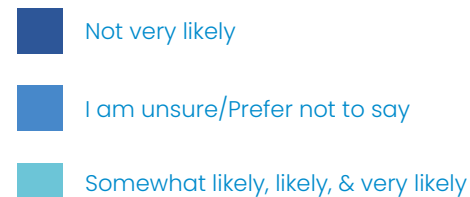
Data from Procom's 2021 Voice of Talent Report shows talent is optimistic about their careers, and they have options. Organizations must put emphasis on valuing what the best work environment must be for employees and provide clear paths for growth in order to maintain retention and risk losing valuable resources.

Talent satisfaction will drive retention, so it's critical for organizations to listen to worker priorities and expectations – because talent is willing to leave.

Voice of Talent Report ^[30]

When it comes to current employment, 52% of talent cited they are “likely” to “very likely” be looking to leave their current position with the next 12 months.

Procom's 2021 Voice of Talent Report finds pandemic burnout, poor career growth and a collective assessment of what matters most has 52% of talent inclined to leave their current positions within the next year.”



How likely is fulltime talent to leave their current organization within the next 12 months?



Tips to keeping talent in place

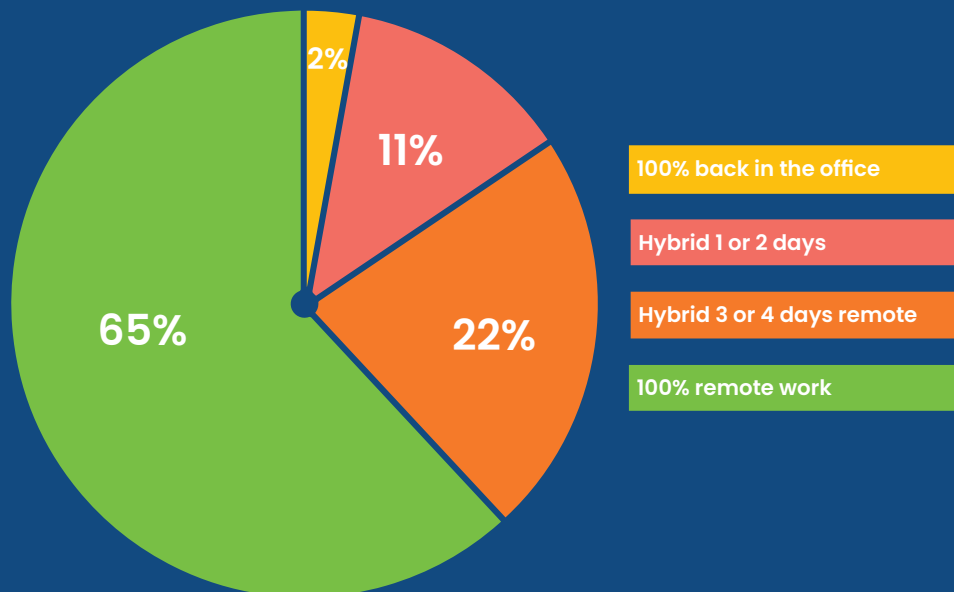


Embrace flexible work models

Talent's preferences for work have changed dramatically, with less than 2% of our recently surveyed talent still favoring a 5 day onsite work week. As such, it's important for organizations to include hybrid and remote work options in order to stay relevant as a competitive place to work.

Organizations that enact in-office policy can expect an exodus of top talent towards other companies that allow them to choose a preferred work model.

What work model do you prefer? ^[31]



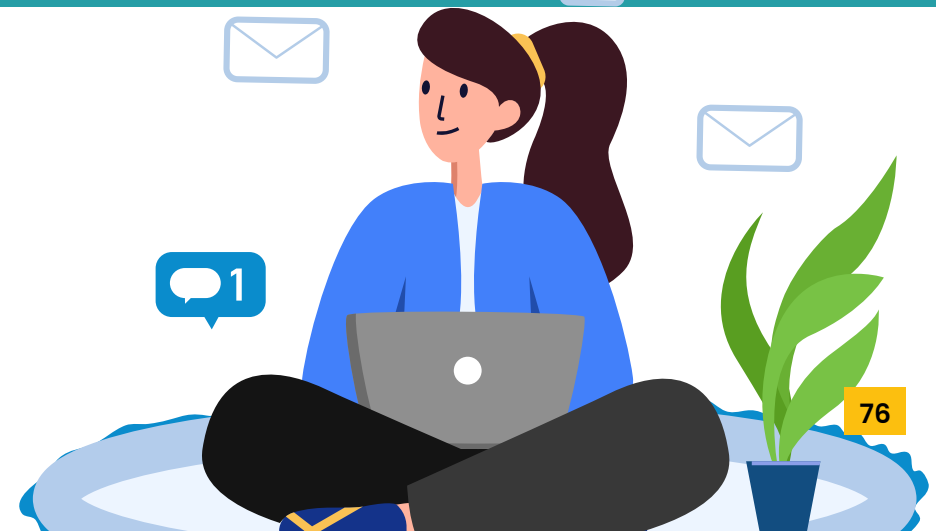
Consider Work-from-Anywhere arrangements

Remote work has been redefined and its role in retention re-imagined. While remote work used to mean working from home in the same city as your employer, the Voice of Talent report found that 34% of respondents expect it to mean **working from anywhere**. ^[32]

While offering work-from-anywhere flexibility creates additional compliance, tax and legal considerations – it should be part of any progressive organization's retention strategy. It significantly expands a company's geographic recruiting footprint and offers an attractive benefit to talent considering a big move.



Expect a fight if you think talent will take a pay cut to work-from-anywhere. 61% of workers surveyed in the Voice of Talent expect the same compensation regardless of where they work. ^[33]





Provide opportunities for growth

Today's talent isn't just looking for a new role – they're looking for a new future. Research from Harvard Business Review indicates that **68% of the global talent force is interested in retraining and learning new skills at their job.** [34]

Speak to this driver by:

- ☐ Emphasizing professional development and tuition reimbursement programs.
- ☐ Including employee references from workers who have transitioned across departments and roles.
- ☐ Offering mentorship programs.



Take a proactive approach to retention

Talent considers employee voice a top compelling reason when evaluating a new opportunity. Proactively tackling employee retention is critical to offering employees an authentic voice at the company.



Listen and be intentional about feedback

Leverage anonymous and voluntary surveys to measure employee satisfaction levels and gain an understanding of what it will take to make them stay.



In the interview process, be ready to use at least one example of when you have implemented a new process, program or policy that was created through this feedback.



Be intentional about culture

The transition to a digital-first workplace has made this clear: analog culture doesn't translate to the digital world. Organizations can't rely on putting 2019's happy hours and games nights on Zoom to fill talents' need for connection.

To ensure company culture survives and even thrives, be granular about:

- ☐ What works for the team
- ☐ What norms should be created
- ☐ How new norms will be documented



Prioritize talents' wellbeing

Organizations can't expect their teams to take care of each other and their customers if they aren't being taken care of by their leaders. Review and assess compensation packages to ensure they offer a comprehensive variety of wellness opportunities for talent, such as, but not limited to:

- ☐ Flexible work models
- ☐ Mental health coverage
- ☐ Caregiving and childcare benefits
- ☐ Employee health and wellness programs
- ☐ Post-secondary repayment assistance programs



Upskill and Reskill programs

In a skills-based economy, especially one driven by technology, training must be a part of retention. Industries are evolving faster than the number and skill-level of today's workforce. If talent can't be found the most logical alternative is to cultivate the skills needed by upskilling current talent.

Another paradigm shift lurks beneath the workforce surface: The Great Burnout. This post-pandemic trend is industry-agnostic and has talent across every sector feeling disillusioned, having trouble concentrating and providing inconsistent outputs. In order to help both traditional employees and contingent workers from experiencing the Great Burnout, it's crucial to become proactive about identification and prevention. This section will help to provide an understanding of employee burnout and offer identification and prevention tips.

Beyond burnout: How to help talent thrive

Organizations must be vigilant and proactive in addressing burnout by focusing on emotional fitness.

Like physical fitness, emotional fitness connects emotion-based factors to performance by balancing essential human needs with community, belonging and purpose. Employees feel emotional fitness at work when their employer provides them with job-related necessities, fosters their feelings of purpose and belonging, and offers personal expression and growth opportunities. People who are emotionally fit tend to be able to concentrate more, are resilient, and are effective; they can respond to circumstances without extreme anger or discomfort.

Still, even emotionally fit individuals feel stress and are susceptible to burnout when their workloads increase substantially, or other internal changes disrupt the scope of their job roles. It's essential for employers to consider workers' emotional fitness, monitor for signs of burnout, and have a strategy to address job-related fatigue.



How to identify employee burnout

Recognizing, and reversing, burnout hinges on awareness, both self-awareness and awareness of others.

Management may see burnout signs in workers that include:

- ☐ Difficulty concentrating
- ☐ Inconsistent production
- ☐ Behavioral changes toward coworkers

Is an employee who is typically prone to collaborations suddenly not available to help on projects outside of their own job role? Have you noticed an employee not turn on their camera as much during meetings who typically would have before? Are there deadlines suddenly being missed or emails going days without being answered? These could be signs of burnout.

It is essential to note that even emotionally fit individuals will burn out if their workloads are unsustainable, stress levels are elevated, or internal changes disrupt their jobs.



How to help talent move beyond burnout

It's about life/work balance

Some workers may proactively address burnout with their leaders, but the stigma around it can often prevent these important conversations. Leaders can make a meaningful impact on burnout by boosting emotional fitness through action-oriented culture changes. As the New World of Work continues to be digital-first, organizations need to be intentional about culture to keep talent engaged and recharged.

These refinements make a significant impact on emotional fitness:

☐ Adjust meeting formats

Instead of gathering around a conference table (safely), take occasional walking meetings; for those connecting with coworkers remotely, devote some digital meeting time to informal and non-work related topics.

☐ Encourage taking mental health days

Workers are often reluctant to ask for time off that isn't for an established vacation; managers should urge employees to take an occasional day off for themselves.

☐ Monitor and adjust workloads

It's crucial to retention that hiring leaders communicate workload details and performance expectations upfront, while allowing for circumstances to change. It's also essential to ensure a fair workload distribution and make workflow or staffing changes accordingly.

☐ Promote a life/work balance

Be transparent about job demands and expectations and be clear about the significance of emotional fitness; advocate or provide access to wellness activities or support or build social activities into your company culture.

☐ Solicit ideas

Ask for feedback from employees, and listen to them. This nurtures the emotional fitness aspects of belonging, purpose and individuality and binds employees to brands.



Foster emotional fitness in the workplace by:

- ☐ Providing workers with job-related necessities and tools
- ☐ Nurturing a sense of community and belonging through culture
- ☐ Offering growth opportunities
- ☐ Encouraging employees to express themselves

These tips are rooted in workplace culture. And while culture may be difficult to define, it's critical to employee retention and your organization's long-term success.





Dear clients, colleagues and fellow recruiters,

Recruiting has never been a more challenging, or more rewarding place to be. Today we confront a whirlwind of factors beyond our control, ranging from post-pandemic dynamics, The Great Resignation, The Great Reshuffle and sweeping shifts in workforce demographics and diversity.

All this has led to an incredible change in the covenant between employers and talent. Old approaches and legacy assumptions on what talent want just won't work anymore. To truly thrive in this new environment, we must rise to the occasion and develop a new approach.

In this Re-Imagined Recruitment Playbook, we've captured hard won lessons learned across thousands of knowledge worker hiring engagements by our team of professional recruiters and distilled them into practical ideas that you can start using immediately.

Navigating this new environment is not easy, but helping people find and create meaningful work is rewarding. Never has it been more achievable to build a compelling offer for talent, break away from the competition and attract the best and brightest to your organization and its purpose. If you find the information within this guide useful, we invite you to contact one of our staffing experts to start a conversation about talent acquisition and your business objectives.

Yours truly,
Kent McCrea,
Chief Operating Officer, Procom

[Contact us](#)



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