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The 2026 Recruitment Playbook

Introduction

In today’s fast-paced, tech-driven economy, artificial intelligence (AI) is revolutionizing recruitment and talent management. As AI continues to reshape industries, its impact on staffing and recruitment is undeniable. Traditional hiring processes are being transformed into more efficient, data-driven models. For organizations to stay competitive, it is crucial to rethink how they attract, engage, and retain top talent.

The rapid advancements in AI are making recruitment more dynamic and data-driven. By automating repetitive tasks such as sourcing candidates, screening resumes, and scheduling interviews, AI allows HR teams to focus on building relationships and strategic decision-making. Predictive analytics powered by AI can now forecast candidate performance and retention rates with greater accuracy, offering organizations a competitive advantage.

AI-driven tools are also improving efficiency, enhancing candidate experiences, and transforming workforce management strategies. Beyond hiring, AI extends to onboarding, employee engagement, and retention. Innovations like chatbots, automated onboarding platforms, and real-time performance analytics enable HR teams to prioritize strategic initiatives while maintaining a smooth talent management process.

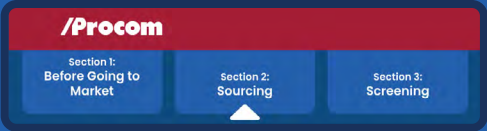
In the past two years, our professional recruitment team has gathered valuable insights from thousands of hiring engagements. We’ve distilled these insights into **The 2026 Recruitment Playbook**, a comprehensive step-by-step guide that offers practical strategies for sourcing, screening, selecting, onboarding, and retaining talent in the modern workforce. Backed by the latest market trends, this guide equips HR leaders with innovative approaches to navigate the complexities of recruitment while leveraging advanced technologies like AI.

For businesses to succeed in this era of hybrid and flexible work, adapting to AI-driven innovations is essential. This playbook serves as a roadmap for organizations looking to harness AI’s full potential, creating smarter, more inclusive, and future-ready recruitment strategies.

How to Use This Recruitment Playbook

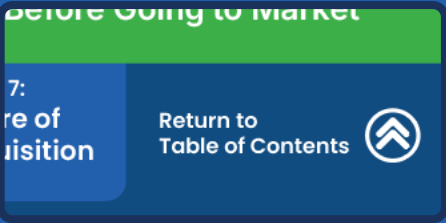
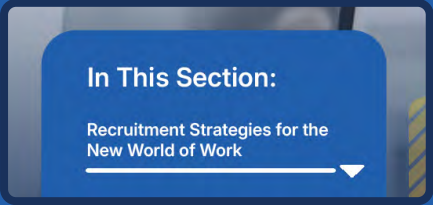
This comprehensive Recruitment Playbook is designed to cover all essential aspects of the recruitment process. While it can be read from start to finish, you can also navigate it efficiently by following these tips to access the sections most relevant to you:

Table of Contents: Your main navigation tool. Find the page numbers for each section and click on any title to jump directly to that part of the playbook.



Quick Navigation Bar: Located at the top of every page, this bar allows you to move quickly to the start of any section.

Section Title Pages: Each section includes a summary of its major subsections. Click on any subsection to navigate straight to that specific page.



Return to Table of Contents: Anytime you need to go back, click “Return to Table of Contents” at the top right of the Quick Navigation bar.

This Playbook can be downloaded or accessed in your browser. If you choose to view it online, be sure to bookmark the URL for easy future reference.

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1 BEFORE GOING TO MARKET: WHAT YOU NEED TO KNOW

In This Section:

Recruitment Strategies for the New World of Work



Diversity, Equity, Inclusion and Accessibility in Recruiting



Who to Involve in the Recruitment Process and Why



Understanding the Difference Between a Traditional Employee and a Contingent Worker





Recruitment Strategies for the New World of Work

The rise and widespread adaptation of large language models (LLMs) and artificial intelligence (AI) have dramatically altered the talent acquisition landscape, prompting organizations worldwide to rethink their recruitment processes to stay competitive in the Race for Talent. As the world of work continues to evolve, recruitment strategies must evolve alongside it. With increasing reliance on new technologies, shifting work models, and changing candidate expectations, recruitment strategies need to emphasize flexibility, inclusivity, and innovation. This section outlines key recruitment strategies and their benefits for creating a talent-centric program.

Strategy: AI-POWERED RECRUITMENT

Exploring the impact of artificial intelligence in recruitment

In today's competitive talent landscape, leveraging AI is essential for staying ahead. AI-driven recruitment extends beyond task automation, employing machine learning algorithms to analyze large data sets, optimize hiring processes, and enable informed decision-making.

By streamlining and enhancing each stage of the hiring cycle, AI delivers key benefits, including:

- Reducing bias
- Improving candidate matching
- Enhancing screening efficiency
- Personalizing candidate experience
- Boosting time and cost savings



AI equips recruitment teams with a competitive edge by refining processes and enabling smarter decisions. The five key areas where AI has the greatest impact include:

- 1. Sourcing Efficiency:** AI tools identify qualified candidates from broad talent pools quickly, improving accuracy and reducing sourcing time.
- 2. Screening Automation:** AI-driven platforms evaluate candidate profiles, ranking them by skills, qualifications, and experience to accelerate the screening process.
- 3. Candidate Matching:** Machine learning algorithms enhance role alignment by analyzing patterns for better matches based on qualifications and cultural fit.
- 4. Bias Mitigation:** AI minimizes unconscious bias by focusing solely on skills and data, promoting a fairer recruitment process.
- 5. Predictive Analytics:** AI delivers insights into candidate success and retention rates, enabling more strategic hiring decisions.



Strategy: DATA-DRIVEN RECRUITMENT

Deep dive into the power of data-driven recruiting

In a candidate-driven market, being data-driven is a competitive necessity. Organizations must define what it means to be data-driven, identify key metrics, and leverage insights to optimize recruitment strategies. Data-driven recruitment uses statistics collected during hiring cycles to address inefficiencies, biases, and untapped opportunities while achieving cost and time savings.

Benefits of Data-Driven Recruitment

Data-driven recruitment empowers organizations to make informed hiring decisions by:

- › Understanding hiring trends and candidate behaviors
- › Identifying high-performing recruitment channels
- › Optimizing strategies in real time
- › Enhancing overall efficiency and outcomes

Key Data-Driven Recruitment Strategies

Predictive Analytics

Analyze past recruitment data to forecast candidate success and retention rates. Metrics such as job performance, turnover rates, and hiring patterns feed predictive models, improving the quality of hires and retention.

Real-Time Analytics

Monitor job posting performance, interview outcomes, and candidate assessments in real time to optimize tactics dynamically.

Candidate Experience Analysis

Gather and analyze candidate and recruiter feedback to enhance the overall hiring process, ensuring a positive journey for applicants.

Organizations leveraging data-driven strategies can allocate resources more effectively, streamline hiring processes, and optimize candidate experience, ensuring long-term success in a competitive talent market.





Key Metrics to Measure

Tracking the right metrics enables organizations to optimize talent acquisition strategies and investments.

The six major metrics to monitor include:



1. Cost

Recruiting involves significant expenses, but organizations can reduce costs by monitoring:

- › **Compensation:** Salaries, benefits, and incentives offered to candidates.
- › **Cost to acquire:** Expenses associated with advertising, sourcing, and screening candidates.
- › **Cost to retain:** Investments in employee development and retention initiatives.



2. Quality

Measuring recruitment quality ensures a successful program. This involves assessing three main categories:

- › **Operations metrics**
- › **Vendor services**
- › **Engagement services**

Contingent Workforce Program

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

Operations metrics

Monitoring recruitment processes helps identify trends and bottlenecks. Key metrics include:

- › Job descriptions and submission rates.
- › Number of applicants and acceptance rates.
- › Placed talent vs. rejected candidates.
- › Time from job order to role filled.
- › Candidate self-elimination and conversion rates.
- › Retention rates and new hire attrition rates.





Vendor services

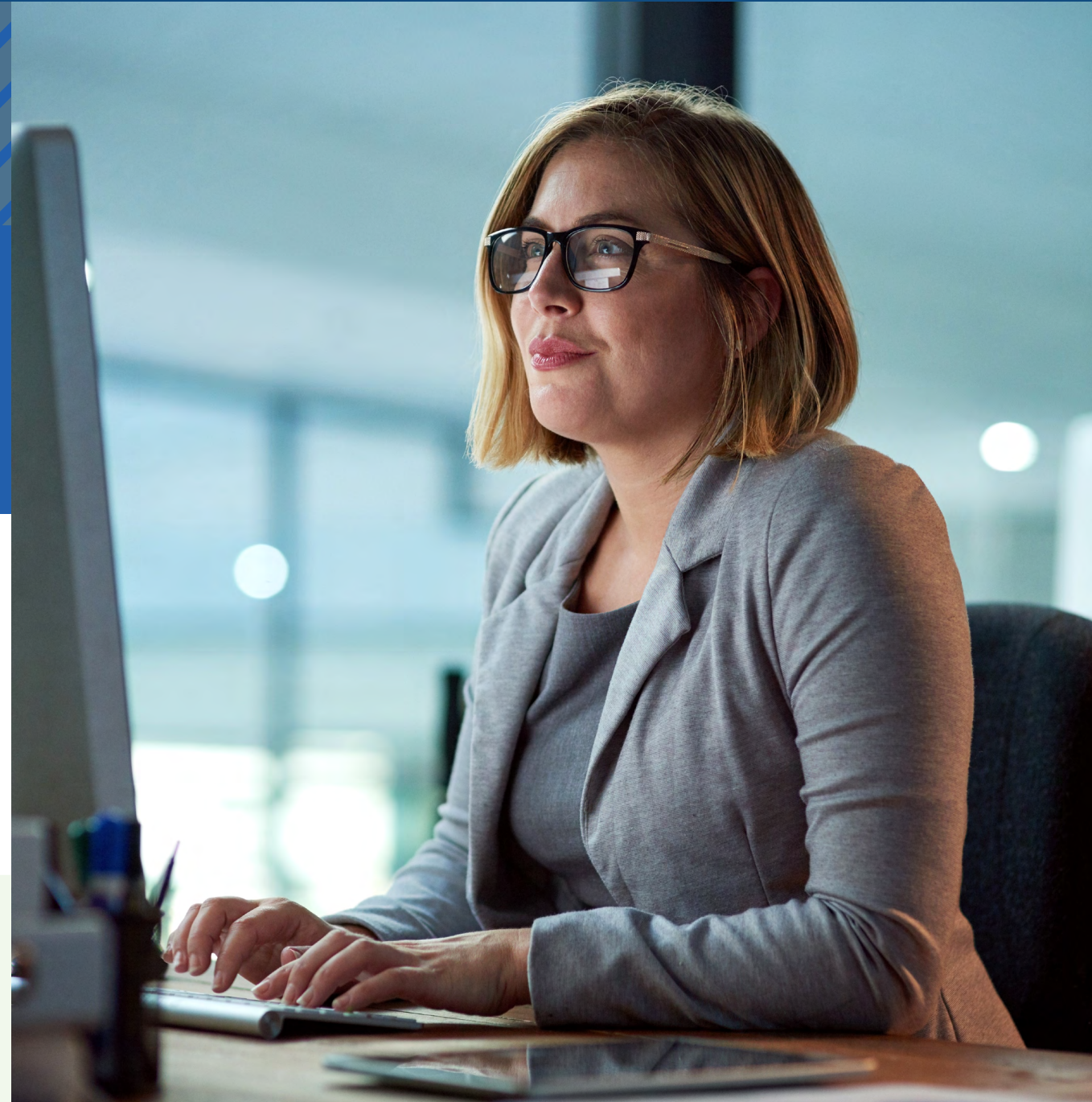
External vendors play a significant role in recruitment. Evaluating their performance includes tracking:

- › Requisition inquiries and responsiveness.
- › Time to first submittal and fill rate.
- › Resume-to-job and resume-to-interview ratios.
- › Background checks and document completion rates.
- › Rate card adherence and audit results.

Engagement services

Measuring engagement quality involves:

- › Manager satisfaction scores.
- › Contract extensions and early terminations.
- › Worker evaluations and redeployment ratios.
- › On-time and on-budget assignment completions.
- › Diversity and 360-degree feedback.





3. Efficiency

Efficiency metrics assess the speed, accuracy, and success of recruitment efforts. Areas to evaluate include:

- › **Time-to-Fill:** How quickly roles are filled.
- › **Response Times:** Speed of approvals and submittal responses.
- › **Onboarding/Offboarding Processes:** Efficiency in integrating and exiting employees.
- › **Worker Evaluations:** Frequency and timeliness of performance reviews.



4. Risk

Mitigating risks in recruitment, especially for contingent workforces, ensures compliance and avoids penalties. Key metrics include:

- › Worker misclassification
- › Legislative compliance and counterparty risk
- › Code of Conduct adherence
- › Criminal behavior and financial irregularities
- › Co-employment issues



5. Satisfaction surveys

Satisfaction metrics gauge the experience of all stakeholders, including:

- › Hiring manager satisfaction
- › Supplier satisfaction
- › Talent satisfaction





6. Time to hire

Time-to-hire measures how quickly positions are filled, helping organizations remain competitive.

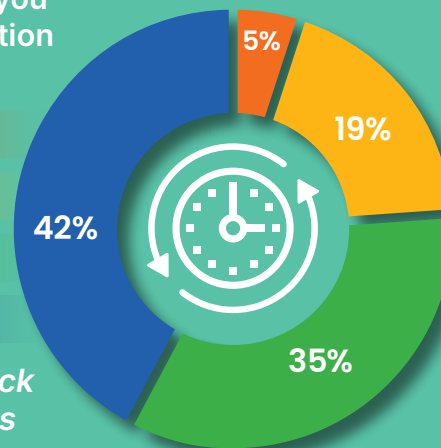
Meeting or exceeding these expectations enhances candidate trust and satisfaction.

Organizations leveraging data-driven strategies can allocate resources more effectively, streamline hiring processes, and optimize candidate experience, ensuring long-term success in a competitive talent market.

How long after your first interview do you expect to hear back from the organization regarding the next steps? ¹

1. Same day: 5%
2. Within 24 hrs: 19%
3. Within 48 hrs: 34%
4. Within the week: 42%

59% of candidates expect to hear back from an organization within 48 hours of an initial interview.



Strategy: STAYING FLEXIBLE

Remote work went from emergency solution to standard practice during the pandemic, but that trend has been shifting. Many organizations, especially in the finance sector, are now moving back toward in-office or hybrid models.

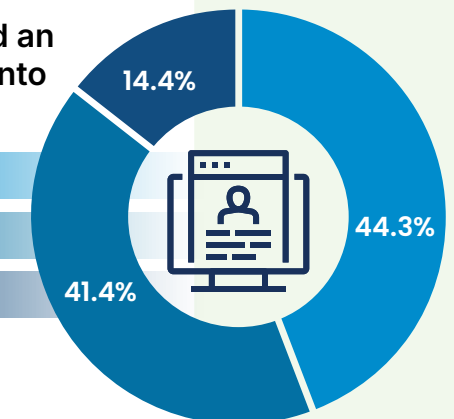
That said, flexibility is still a major priority for job seekers. More than half of workers (52%) prefer to work remotely, while 39% want to be in the office at least part of the week.² In the case of IT work, and especially for contingent workers, talent and skills should come first. By hiring remote, hiring managers can access the highly specialized talent they need, regardless of their location.

Maximizing the Talent Pool

Offering a flexible work model is now a key differentiator in recruiting and retention. In a late-2024 survey, 14.4% of workers said they would leave their jobs if their employer required a fully in-office schedule of five days or more per week. Therefore, to attract and retain top talent, a balance is recommended, giving them the flexibility to work how and where they work best.

Response if your employer announced an RTO requiring all employees to come into work 5+ days/week from Jan 2025? ³

1. Comply: 44.3%
2. Start looking for a new job: 41.4%
3. Quit: 14.4%





Essential Remote Recruitment Strategies

Virtual Collaboration Tools

Tools like **Zoom**, **Microsoft Teams**, and **Slack** help evaluate remote candidates' communication and collaboration skills.

AI in Remote Interviews

Platforms like **HireVue** and **Spark Hire** provide insights into candidates' remote work readiness by analyzing their interaction styles, problem-solving abilities, and technical skills.

Asynchronous Screening

Allows candidates to respond to interviews at their convenience, accommodating different time zones.

Benefits of Remote Recruitment

- › Access to a broader global talent pool
- › Easier scheduling of interviews
- › Diversity of perspectives in the talent market
- › Retaining relocated talent
- › Increased productivity
- › Cost savings compared to in-office talent



Understanding the Difference Between Remote Work and Work-From-Anywhere



34% of knowledge workers believe remote work means working from anywhere in the world—not just from the comfort of their own home or a nearby office. ⁴

Though these models differ, the terms remote work, work from anywhere and work from home are often used interchangeably. Understanding the distinction is imperative for two reasons:

1

Clear Communication: When sourcing talent, it's vital to clearly communicate the specific model of remote work to avoid misunderstandings about how and where work is done once a candidate is onboarded. This clarity is crucial for retention.

2

Legal and Tax Implications: Unanticipated employment tax issues, residency concerns, and other legal hurdles may arise when a worker is performing their job from a location different from the company's main office.



Remote Work or Work from Home

Remote workers and workers who “work from home” typically remain in the same city, province or state but do not need to come into the office daily.



Work-from-Anywhere

While similar to remote work, work-from-anywhere allows employees to work from anywhere globally—regardless of the company’s office location. Though this model is attractive to talent, it may not be feasible for every organization due to legal considerations.



By 2027, remote work is projected to account for 30% of the global workforce. ⁵

If talent moves to a lower-cost location in a work-from-anywhere model, most still expect to receive the same pay rate, despite the change in living costs. The data suggests that talent views compensation as a reflection of performance and value, not geographical location.

The Risks and Rewards of a Remote Workforce

While the risks of managing a remote workforce are inherent, some considerations are particularly prevalent depending on the work model.



Top considerations for a remote workforce

- › Fraud prevention
- › Cybersecurity regulations abroad
- › Tax liabilities
- › Employment law compliance

Operational Challenges:

- › Demonstrating employer value proposition and company culture
- › Providing hardware and equipment



Top considerations for work-from-anywhere

- › Residency issues
- › International tax liabilities
- › Cyber security regulation abroad
- › Fraud prevention

Operational Challenges:

- › Connectivity, accessibility, and security
- › Health & Safety
- › Process control
- › Hardware and equipment

76% of knowledge workers believe it is ‘Important or very important’ for the employers to provide better hardware and equipment, and 75% believe better security policies should be in place. ⁶



Employers must balance protecting their interests with fostering a trusting and valued remote work environment.



Top considerations for a hybrid workforce

- › Residency issues
 - › Tax liabilities
 - › Cybersecurity regulations
 - › Fraud prevention
- Operational Challenges:**
- › Connectivity, accessibility, and security
 - › Health & Safety compliance
 - › Process control
 - › Hardware and equipment provisioning

As remote and hybrid work models become increasingly common, it's crucial for organizations to remain strategic and transparent in their communication with remote workers. Clear onboarding processes, coupled with a focus on engagement and talent experience, will be key to ensuring success in a remote workforce environment.



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 incorporate these into their total benefits package. The shift to the New Work World has made this clear:



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

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

When communicating culture during the recruiting process, it's important to be granular. Keep in mind:

Management style in a remote work model

- › What platforms is the organization currently using to foster communication, both 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?

Recruiting with culture in mind has become a top priority for organizations. A strong cultural fit is crucial for both employee satisfaction and retention. AI and data-driven insights now help companies assess cultural fit more objectively, reducing turnover and improving team cohesion. New strategies for cultural alignment are reshaping the recruitment process, including:

Cultural Fit Assessments

AI tools analyze data from employee behavior and performance metrics to create a profile of candidates most likely to thrive in the company culture. These assessments often evaluate a candidate's values, communication style, and collaboration skills.

Diversity and Inclusion (D&I)

AI and data-driven tools are helping organizations ensure that their recruitment process is inclusive, assessing how candidates from diverse backgrounds can contribute to a diverse, high-performing team.

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



Workplace culture is complex, shaped by a combination of values, beliefs, 'norms,' objects, and technologies. It outlines the behaviors and attitudes employers desire from their workers. A strong culture keeps talent connected and should be leveraged as a key 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 modifications or clear communication about the transition. Instead, think about the goal of the initiative and get creative.

Engaging Talent Through Culture Starts From the Very Beginning

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

Demonstrate culture in your job postings by:

- ▶ Highlighting what makes your organization unique
- ▶ Showcasing what makes your organization credible
- ▶ Describing what makes your organization the best place to work
- ▶ Identifying competitive differentiators
- ▶ Using video and links to social media platforms



Culture in the Interview Process

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

During the interview phase, hiring managers and recruiters should give candidates the opportunity to interview the organization. Be prepared to answer questions about how the organization’s culture has been adapted 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, hiring managers and recruiters should include potential peers in the interview process.



Strategy: EMPLOYEE VALUE PROPOSITION (EVP)

Leveraging the Employee Value Proposition

As organizations redefine company culture, the Employee Value Proposition (EVP) is emerging as a critical differentiator.

EVP represents an organization’s brand for potential candidates. It encapsulates the promise of what it’s like to work there and outlines what employees can expect in return for their skills. It reflects how talent will feel, be recognized, and experience the organization’s values.

Key Considerations for Crafting an EVP

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



The Evolving Importance of EVP in Recruitment

In today's competitive labor market, EVP has become even more vital. Modern recruitment requires companies to go beyond salary and benefits to provide a holistic experience. EVP now plays a critical role in:

1. *Attracting Top Talent:*

A clear and authentic EVP resonates with candidates, making them more likely to apply.

2. *Retaining Employees:*

By delivering on EVP promises, organizations build loyalty and reduce turnover.

3. *Boosting Employer Branding:*

A well-crafted EVP enhances the organization's reputation, making it a more desirable workplace.

4. *Supporting Diversity and Inclusion:*

Tailored EVPs create an inclusive environment by addressing the diverse needs of employees.

Rather than replacing company culture, the EVP should amplify it. Think of your company as the product and the EVP as its marketing.

"So, what's in it for me?"

How to Infuse EVP Into Your Recruitment Process

1. Infusing Evp Throughout the Recruiting Cycle with Compelling Reasons

Compelling reasons are similar to company benefits. Employers must leverage incentives to promote the opportunity effectively. Job postings should highlight, at a minimum, three compelling reasons to engage candidates. These selling points can include:

- › Disruption
- › Purpose
- › Culture
- › Organizational growth
- › Voice
- › Life/work balance

Further details on incorporating compelling reasons into successful job postings can be found in the Sourcing section of this guide.



2. Repurposing Internal Feedback to Prepare for EVP-Based Questions During the Interview Process

It's essential for Hiring Managers and Recruiters to be prepared to answer questions about the organization's EVP during interviews. By incorporating compelling reasons and a strong EVP, you can help sell the candidate on the organization—not just the role.

To effectively deliver a strong EVP to future talent, organizations should identify the wants and needs of current employees. This can be done through surveys or focus groups. Consider asking current employees:

- › What do you enjoy most about working here?
- › Do you feel adequately supported in your career development to achieve your objectives?
- › Does our perks and benefits package meet your needs?
- › Are there additional benefits you would like to see offered?
- › Are you satisfied with your current role?

Remember: An interview is a conversation, not an interrogation. Allow pauses so candidates can reflect and ask questions.



- AI's Role in Enhancing EVP

AI is transforming how EVPs are created and delivered, enabling personalization and data-driven decision-making. Tools like sentiment analysis and predictive modeling help identify employee preferences and tailor EVP components to meet the needs of both individuals and groups. AI platforms such as Peakon and Qualtrics enable organizations to gather real-time feedback on EVP effectiveness, allowing for continuous improvements.

3. Infusing EVP into the Offer

In the New Work Landscape, organizations can no longer defer the compensation conversation until the third interview. It's important to share details about the total rewards package in the job posting and continue the discussion at every stage.





Recruiting in the Digital-First World

The digital-first world has significantly changed how talent wants to work, driving recruitment tactics to evolve. Here's an overview of how technology, especially mobile recruiting, social media tools, and AI, is reshaping the recruitment process:



Mobile Recruitment

UI/UX design is crucial, but responsive design for mobile is essential. Optimizing job descriptions for mobile involves:

- Simple, visually stimulating layouts.
- Engaging, benefits-focused writing.
- Using headers, white space, and bold fonts for better readability and impact.



Mobile Messaging – A No-Go for Many

Despite the rise of social media and messaging apps, 94% of candidates do not want to be contacted via text message about job opportunities. While SMS and iMessaging are quicker, they should be reserved for candidates with an established relationship with the recruiter.



Video Recruiting

Tools like Zoom, HireVue, and VidCruiter streamline the interview process, offering faster, more flexible cycles. Video assessments also help reveal candidates' personalities, providing a richer view of potential hires.



Chatbots for Engagement

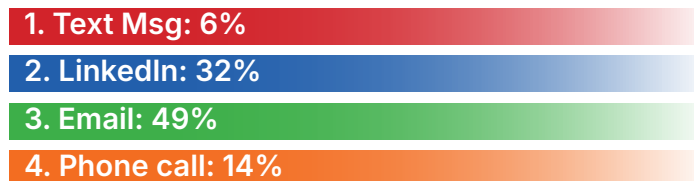
AI-driven chatbots like Mya and Olivia engage candidates from the application stage, answering questions and guiding them through the hiring process. These tools reduce drop-off rates and enhance the overall candidate experience.



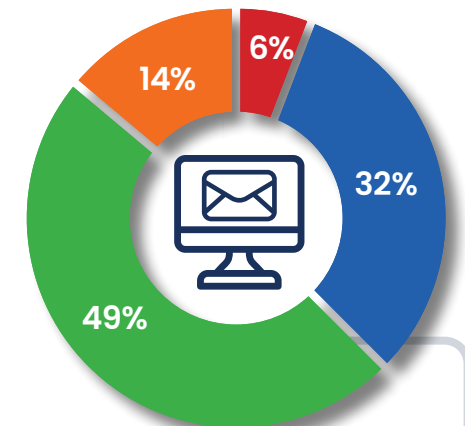
Digital Job Fairs & Webinars

Virtual job fairs and webinars open up the possibility of reaching a global talent pool, removing the geographic constraints of traditional hiring events.

How do you prefer to be contacted by a recruiter for new job opportunities that match your skillset and experience? ⁷



Even with the rise of other communication methods, email is still the top choice for job seekers, proving it's not quite "dead" yet.





Recruiting and AI

As the world of AI tools and platforms rapidly advances, it may feel impossible to keep up with the changes and capabilities they bring. However, recruiters are already using AI to help them source, evaluate, and hire candidates.

What started as a tool for speeding up repetitive tasks has evolved into a strategic advantage, helping employers hire faster, cast a wider net for talent, and improve candidate experience at scale. It's helping them:

Accelerating Candidate Sourcing

AI tools now scan online profiles, talent databases, and job boards to identify candidates who match role requirements, even if they may not be actively applying. This helps recruiters discover qualified passive candidates sooner and expand the talent pool beyond traditional job boards. It can also help them map transferable skills across adjacent roles or industries.

Smarter Screening and Matching

Instead of manually reading hundreds of résumés, recruiters are using AI-powered screening to help rank applicants based on skills, experience, and role alignment. While doing so, it can also flag top prospects early in the process and reduce bias by standardizing evaluation criteria.

This frees recruiters to focus on higher-value conversations with candidates who are most likely to advance.

Streamlined Interview Scheduling and Communication

AI-driven chat interfaces and automated messaging help speed up logistics without sacrificing candidate engagement. Recruiters can leverage AI's capabilities to help handle initial candidate Q&A and suggest interview slots based on calendar availability. Afterwards, they can use it to provide real-time updates and next steps.

The result is a smoother, more responsive candidate experience.



Personalized Outreach at Scale

AI writing tools are helping recruiters craft personalized outreach that feels human and natural. They can tailor messages to industry, skillset, or candidate motivations, increasing reply rates and long-term relationship building.

Better Workforce Insights

Beyond day-to-day hiring, AI is powering broader strategic planning by:

- Predicting hiring timelines based on role complexity
- Identifying emerging skills in demand
- Benchmarking compensation against real-time market data

For organizations, this means more informed decision-making. For candidates, it leads to better-aligned roles and faster feedback cycles.



Diversity, Equity, Inclusion and Accessibility in Recruiting

Diversity, Equity, and Inclusion (DEI) should be a core focus for organizations at every stage of the recruitment process and throughout the employee lifecycle. This section outlines strategies for introducing a DEI framework into your recruitment program.

To establish and follow through on DEI commitments, organizations must select, track, and improve DEI metrics. The first step is understanding the current state of diversity within the organization and developing strategies to engage specific groups.

Strategies for Enhancing DEI

AI-Powered Diversity Tools:

Tools like Textio and HireVue eliminate bias in job descriptions and candidate assessments by scanning for gender, age, or racial bias. They recommend changes to ensure inclusivity.

Blind Hiring:

Removing identifiable information such as names, gender, and age allows recruiters to focus purely on candidates' skills and experiences.

Diversity-Focused Recruiting Platforms:

Platforms such as Fairygodboss and PowerToFly connect companies with diverse talent pools, promoting inclusivity.

Voluntary and Anonymous Surveying:

Conduct surveys to gather data and better understand the organization's diversity landscape. needs of employees.

Recruiting with DEI in Mind

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

A significant number of job seekers pay attention to the state of DEI in organizations. According to Glassdoor's Diversity and Inclusion Workplace Survey:



76% of employees and job seekers report a diverse workforce as an important factor when evaluating job offers. ⁸

To follow through on DEI commitments, organizations must select, track, and improve DEI metrics. However, knowing where to start can be challenging. The first step is understanding the current level of diversity within your organization and then developing strategies to engage specific groups.

Consider voluntary and anonymous surveying

To gather data, organizations can survey employees to understand the current state of diversity. Gartner Research suggests focusing on seven key drivers:

1. Fair treatment – Workers are recognized and rewarded.
2. Integrating differences – Different opinions are valued and respected.
3. Decision making- Ideas and suggestions are considered fairly.
4. Psychological safety – Workers feel welcome to express their true feelings.
5. Trust – The organization communicates openly and honestly with employees.
6. Belonging – Workers feel cared about within the organization.
7. Diversity – Managers reflect the diversity of the workforce.

Depending on local regulations, organizations may also conduct voluntary and anonymous surveys of applicants to job postings. This provides insight into whether DEI objectives in the hiring process are being met.



Ensure DEI commitments are accessible upon request

Job seekers and candidates should have access to the organization's DEI insights, trends, and data. Lack of access to this information could result in the loss of quality, diverse talent. Ensuring a strong candidate experience is essential, but so is evaluating candidates equally and effectively throughout the recruitment process.

Integrating DEI throughout the entire recruiting process

As a member of the Canadian Centre for Diversity & Inclusion, we recommend conscious organizations prioritize and demonstrate DEI at every stage of the recruitment cycle:

- › **Use a Diverse Hiring Panel:** Whenever possible, include representation from various backgrounds.
- › **Be Transparent:** Share as many details as possible about each stage of the process and inquire about accommodations before each stage.
- › **Be Structured:** Set objective metrics for evaluating candidates, avoiding reliance on intuition, which can introduce bias.
- › **Debrief Neutrally:** Review job description criteria before discussing interview impressions to ensure neutrality.
- › **Communicate Openly:** Share DEI policies in job descriptions, include DEI committee members in interviews, and use questions aligned with organizational values.
- › **Drive with Data:** Monitor the interview process. If candidates from diverse backgrounds are dropping off, explore the reasons.
- › **Unbiased Conscience Training:** Provide training for recruiters and hiring managers to minimize bias.

Why DEI Matters

Organizations with more diverse teams report a 19% increase in innovation revenue. Ensuring DEI commitments are accessible to job seekers attracts and retains top talent while fostering an inclusive work environment. ⁹



Who to Involve in the Recruitment Process and Why

Finding, hiring, and retaining talent is a critical component of an organization's success. This section outlines who should be involved in recruiting traditional employees and contingent workers, with a focus on leveraging AI to enhance the process. Involving the right stakeholders ensures better alignment between hiring decisions and organizational goals.

It takes a village (and AI) to find the right fit

Whether hiring traditional employees or contingent workers, involving the right team members and leveraging AI-powered tools will improve decision-making and efficiency.

Traditionally, Human Resources manages the recruitment of traditional employees, while the Procurement Department handles the recruitment of contingent workers. However, with AI-driven tools, these departments can work more efficiently, gaining valuable insights through data-driven decisions.



72% of employees are more likely to recommend candidates from their own network. ¹⁰



To achieve Total Talent Management, where each department has full visibility into hiring processes and workforce management, the following roles should be involved:

For Contingent Workers:

Hiring Manager

- › Defines job descriptions and assesses technical expertise
- › Utilizes AI-driven tools to identify ideal candidate profiles more quickly
- › Identifies compelling reasons to attract candidates

Senior Leadership

- › Makes final decisions for senior roles or projects
- › Involved in sourcing strategy, enhanced by AI insights for better candidate matching

Lateral Team Members

- › Ensure job roles are accurately described
- › Provide testimonials for the EVP

Marketing

- › Manages employer branding and co-designs messaging strategies for recruitment opportunities

DEI Committee

- › Ensures candidates receive requested accommodations
- › Shares and Demonstrates organizational values
- › Uses AI to analyze diversity metrics and reduce unconscious bias

Staffing Agencies

- › Provide industry expertise on best practices
- › Leverage AI to broaden the pool of candidates

Procurement

- › Handles legal, risk, and accounting components
- › Manage vendors and managed service providers
- › Oversees headcount with the help of AI-powered tools that monitor workforce analytics





For Traditional Employees:

Human Resources

- › Manages and administers total rewards and benefits
- › Oversees and coordinates onboarding logistics, supported by AI-driven tools

Talent Acquisition

- › Clarifies job analysis and job descriptions with hiring managers
- › Conducts search, screening, and selection processes enhanced by AI to speed up the process and improve candidate matching
- › Manages candidate experience until onboarding

Hiring Manager

- › Defines job descriptions and assesses technical expertise
- › Utilizes AI-driven tools to quickly identify ideal candidate profiles
- › Provides compelling reasons to attract top talent

Senior Leadership

- › Acts as the final decision-maker for senior and executive roles or projects
- › Contributes to sourcing strategies, supported by AI insights for better candidate matching

Lateral Team Members

- › Ensures job roles are described accurately
- › Provides EVP and compelling reasons testimonials

Marketing

- › Develops employer branding through website, digital, and social media platforms
- › Co-designs messaging strategies for job opportunities
- › Assists in crafting the Employee Value Proposition

DEI Committee

- › Ensures candidates receive requested accommodations
- › Demonstrates and shares organizational values
- › Leverages AI to analyze diversity metrics and reduce unconscious bias

Staffing Agencies

- › Clarifies job analysis and job descriptions with hiring managers.
- › Conducts search, screening, and selection processes enhanced by AI to speed up the process and improve candidate matching.
- › Manages candidate experience until onboarding





Understanding the Difference Between a Traditional Employee and a Contingent Worker

The nature of employment continues to evolve as organizations and talent seek greater flexibility and control in the New World of Work. This section outlines the different obligations employers have to each worker type and how to identify which resource best meets organizational needs. As contingent and gig workers play an increasingly significant role in the workforce, understanding the distinctions between traditional employees and contingent workers is essential. While contingent workers offer flexibility, they come with distinct legal and financial considerations.



Traditional Employee vs. Contingent Worker

Understanding Your Workforce in the New World of Work

The rise of project-based work, the need to address skills gaps, and potential cost-saving opportunities have led many organizations to expand their workforces.



By 2050, an estimated 50% of the U.S. workforce will be made up of freelance or contingent workers. ¹¹

Operating a blended workforce that includes traditional employees, contingent workers, and technology is a competitive strategy for meeting evolving talent and business goals. However, before engaging these resources, it is crucial to understand the distinct employer obligations for each worker type.



What is a traditional employee?

A traditional employee is a full-time, permanent worker directly engaged by the company they serve. Employers are responsible for withholding, collecting, and remitting government taxes on behalf of these employees in both the United States and Canada.

Traditional employees may work on-site or remotely. They typically follow fixed schedules and are entitled to benefits such as health insurance, retirement plans, and workplace protections like workers' compensation. Their contributions foster long-term stability within the organization.

What is a contingent worker?

Contingent workers include freelancers, contractors, gig workers, consultants, and temporary talent. These non-permanent workers can operate on-site or remotely, but employers are not obligated to provide continuous work after their contracts or projects conclude.

Contingent workers offer flexibility but lack benefits such as health insurance or paid time off, making them ideal for short-term or specialized projects.

Key Differences Between Traditional Employees and Contingent Workers

Employment Type:

Traditional employees receive benefits like health insurance and retirement plans. Contingent workers are typically freelancers or contractors without such benefits.

Work Hours:

Traditional employees usually follow fixed schedules, while contingent workers enjoy greater task flexibility.

Legal Protections:

Traditional employees receive workplace protections and job security; contingent workers have fewer legal rights.

Cost Efficiency:

Contingent workers provide cost-effective solutions for fluctuating demands, while traditional employees ensure long-term engagement and stability.

Employee Engagement:

Traditional employees benefit from career growth opportunities, while contingent workers prioritize flexibility and autonomy.





Employer Obligations for Contingent Worker Types

Employer responsibilities differ depending on contingent worker classifications and sourcing methods. Below are the most common contingent worker types and their associated employer obligations in the United States and Canada.

UNITED STATES



Temporary W2 Workers

Engaged through a third-party agency, these workers are legally entitled to payroll and employment benefits from the agency. They may also qualify for legal protections like the Family Medical Leave Act, depending on the agency's headcount.



1099 Independent Contractors

These self-employed workers require proper vetting to ensure compliance with 1099 classification rules. Employers are not responsible for withholding taxes or providing benefits.

CANADA



Incorporated Contractor (INC)

These workers operate as businesses and are responsible for charging and collecting appropriate provincial and federal taxes.



Sole Proprietor (SP)

Operating as individuals, sole proprietors assume full personal liability under contract obligations. They charge and collect taxes like incorporated contractors.



Temporary Worker (T4)

Engaged on a fixed-term basis, T4 workers require employers to handle tax remittance and meet employment standards obligations, including providing Records of Employment upon assignment completion.



Partnerships

Though uncommon, partnerships involve shared revenues among partners, who are individually responsible for compliance with CRA tax reporting guidelines.





How to Decide: Contingent Worker vs. Traditional Employee

Engaging a contingent worker offers numerous benefits, including flexibility and cost-effectiveness. However, choosing between a contingent worker and a traditional employee requires a tailored approach. Consider the following factors to make an informed, 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.

With evolving recruitment practices, leveraging AI-powered tools can help organizations quickly identify qualified contingent workers for short-term projects. AI tools can also assess a candidate's soft skills, which are critical for project-based roles.



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?

Organizations can streamline timelines by engaging contingent workers, bypassing much of the onboarding required for full-time hires. Additionally, AI-powered screening tools like HireVue or XOR.ai can identify candidates who are ready to contribute immediately, significantly reducing the hiring process duration.



Demand for Services

- › Is there an indefinite need for these services?
- › Is the demand for these skills cyclical?
- › Is the demand unpredictable?

When there isn't a continuous need for a specific skill set, contingent workers offer greater flexibility while minimizing headcount. AI and predictive analytics can help forecast future skill requirements, ensuring organizations can quickly pivot to fill roles as needed.



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 bring niche expertise that addresses skill gaps in existing teams. AI tools like Pymetrics or Plum.io can identify candidates with the right cognitive abilities and soft skills to fill these gaps effectively. Organizations with an ongoing need for specialized skills should consider hiring traditional employees, as AI can help predict and address future shortages.



Cost

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

Full-time hiring is often costly and time-consuming. According to the U.S. Department of Labor, the average cost of a bad hire can reach 30% of the employee's first-year earnings.¹² AI-powered tools like HireVue help improve candidate selection, reducing the likelihood of costly hiring mistakes.

2 | SOURCING

In This Section:

Engaging Passive Talent



Job Descriptions and Job Postings



Successful Recruitment Models



Video Interviews



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Engaging Passive Talent

Passive candidates are individuals not actively seeking new job opportunities. This section offers valuable sourcing and engagement strategies for effectively recruiting passive candidates.

Finding Talent When They Are Not Actively Seeking

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

Organizations must assess their current and anticipated staffing requirements before reaching out. Conducting a workforce assessment helps identify existing and projected gaps, including necessary knowledge and skills.

Building relationships with passive candidates requires a strategic, long-term approach. This analysis aids in determining the skills and experiences needed and the type of relationships to cultivate for future positions.



Passive candidates make up 70% of the global workforce. ¹³

Approaches to Sourcing and Engaging Passive Talent

AI in Sourcing: Utilize tools like SeekOut and HireEZ to aggregate data from resumes, social media profiles, and job boards. These tools enable recruiters to identify and engage potential candidates across multiple platforms effectively.

Talent Pools and Pipelines: Maintain continuous relationships with potential hires through talent pools and automated nurturing tools. These pipelines ensure a steady flow of talent for future opportunities.

Social Recruiting: Engage candidates on platforms like LinkedIn, Twitter, and Instagram, where they are most active.

Key Engagement Strategies for Passive Talent

Personalized Outreach: Use AI-driven tools like Outreach or EngageTalent to craft tailored, data-driven outreach emails that resonate with candidates' interests and status.

Employer Branding: Highlight your organization's culture, values, and growth opportunities through content marketing and social media to create an emotional connection with passive candidates.

Referral Programs: Leverage employee referral programs to tap into existing networks, allowing for more effective engagement of passive talent.

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Tips to Building Relationships with Passive Candidates

Building relationships with passive candidates requires patience and strategic engagement. When reaching out, follow these dos and don'ts:

DO

- › Recognize that building a relationship takes time and requires patience.
- › Engage with authentic, tailored emails and social media messages that provide valuable, content-rich information relevant to their expertise.
- › Understand what the individual wants to know about your organization and present a strong Employee Value Proposition (EVP).
- › Be mindful that your organization is reaching out, not the other way around.
- › Make engaging video and static content showcasing your company culture and opportunities easily accessible and shareable.
- › Present job opportunities that offer additional responsibilities or opportunities to develop new skills.
- › Maintain consistent communication through emails, social media, and networking events, sharing industry insights and relevant content to keep them informed and engaged.
- › Use CRM tools to build and maintain a database of passive candidates, tracking interactions and engagement levels to stay top of mind.
- › Share valuable content such as articles, webinars, and exclusive resources to support their professional growth, positioning yourself as a trusted advisor rather than just another recruiter.

DON'T

- › Pressure candidates to make quick decisions.
- › Send generic email blasts with job opportunities.
- › Directly compare the benefits of your organization with their current one.
- › Treat passive candidates like active job seekers; questions such as "Why do you want to work here?" can come across as intrusive.
- › Assume candidates have thoroughly researched your organization; they were not actively seeking.
- › Attempt to lure them away with an equivalent job if they are satisfied in their current role.

Building strong relationships with passive candidates takes consistent engagement and value-driven communication. Even if they are not currently seeking new opportunities, nurturing these relationships can yield significant results when they are ready to make a move.

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Where to Find Passive Candidates

To find the ideal passive candidates, focus on the platforms they use and the locations they frequent, both in-person (when possible) and online. Here are some effective sourcing strategies:

- Talent communities
- Social media networks
- Associations
- Forums and conferences
- Referrals from Current Employees, Partners, and Contractors
- Applicant Tracking Systems
- Internal Re-deployment Programs
- Company Alumni Networks
- Silver Medal Candidates (top contenders from past hiring processes)

Key Strategies for Finding Passive Candidates

LinkedIn:

The most powerful platform for sourcing passive candidates. Recruiters can use LinkedIn to search for potential hires based on job titles, skills, and experience.

Social Media:

Platforms like Twitter, GitHub, Instagram, and Facebook can be excellent channels for reaching passive candidates, particularly in fields such as tech, marketing, and design.

Talent Networks and Alumni Groups:

Engaging with professional organizations, alumni associations, and industry-specific communities can lead to high-quality passive candidate pools.

Employee Referrals:

Leverage the networks of current employees by offering incentives for referrals. Employees can connect you with top talent who might not be actively job-hunting but are open to new opportunities.



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



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Messaging Matters When Attracting Passive Candidates

When crafting marketing communications, ensure the following principles are applied:



Personalized Communication

Tailor your outreach to show genuine understanding of the candidate's background. Personalized messaging can significantly boost response rates.



Candidate Motivation

Gain insight into the individual's current role and organization. Consider the following:

- › What would motivate them to leave their current job?
- › What unique opportunities does your organization offer?
- › How should the opportunity be framed to resonate with the candidate?



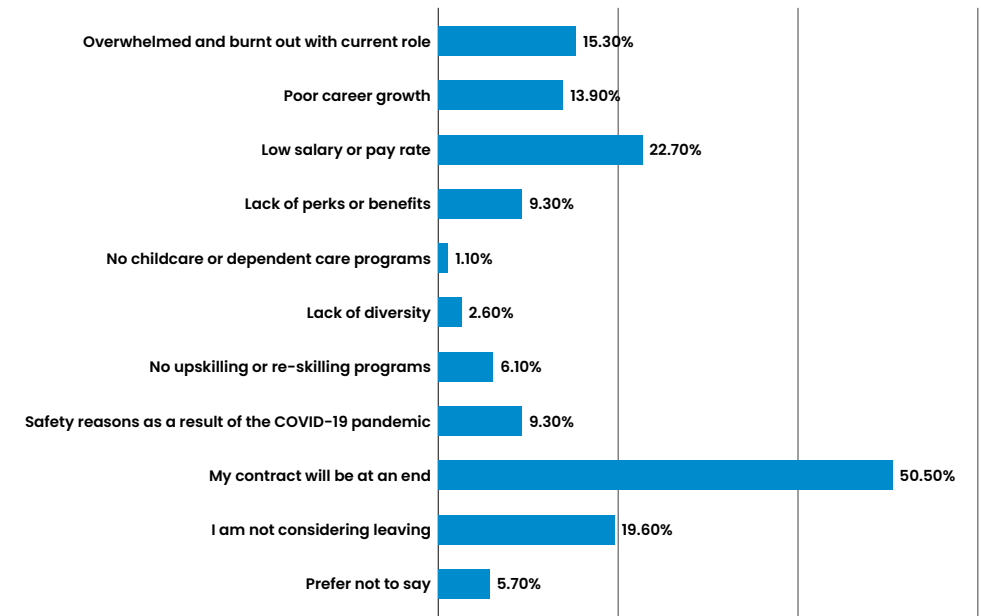
Compelling Reasons

Passive candidates are often not actively seeking a new role, but they can be persuaded to make a move. Be prepared with at least three compelling reasons why they would want to join your organization.

Up-To-Date Rate Cards and Salary Guides

Ensure your compensation packages are competitive. Be aware of market rates and be prepared to negotiate. Procom's 2023 Voice of Talent data highlights that low salary or pay rates are major motivators for leaving a role.

Why would workers leave their current organization? ¹⁴



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Social Proof

Mention shared acquaintances or mutual connections in your outreach. This can significantly improve open and response rates.

LinkedIn data shows that passive candidates are 46% more likely to accept InMail messages if they're connected to another employee at the organization. ¹⁵



Video Content

Create compelling video content that highlights the opportunity, company culture, and organizational values. Ensure these videos are easily accessible across social media platforms, the company website, and other online channels.

Qualifying Questions

Approach these conversations thoughtfully to subtly uncover what would prompt the candidate to consider leaving their current role.

Use questions like:

- ▶ What is keeping you in your current role?
- ▶ What factors would encourage you to make a move (e.g., title, salary, responsibilities, work flexibility, management style)?
- ▶ What does your ideal role look like?
- ▶ Do you have a timeline for when you'll start exploring new opportunities?

Key Qualifying Questions for Sourcing Candidates:

Experience-Based:

"Can you describe a project where you successfully led a team?" or "How have you overcome challenges in your past positions?"

Motivational:

"What is your primary motivation for considering a new job?" or "Why are you interested in our organization?"

Cultural Fit:

What type of work environment do you thrive in?" or "Can you describe a workplace culture where you've been most successful?"





Job Descriptions and Job Postings

Organizations must rethink every aspect of the recruitment process, including foundational elements of talent acquisition. This section differentiates between job descriptions and job postings and explains why their details are crucial.

Job Descriptions vs. Job Postings: Understanding the Difference



Job Descriptions

A job description is an internal document that serves as the organization's first step in marketing the company and the position to potential hires.

A well-crafted job description should be detailed and include:

- › Skills: must-haves and nice-to-haves
- › Desired industry experience
- › Education level
- › Job title
- › Important company details: Culture, mission, working conditions, benefits, and vaccination policy (if applicable).
- › Total compensation Package

Well-written job descriptions set clear expectations for the responsibilities and performance of successful candidates.



Job Postings

A job posting is an external document created by the hiring team or staffing agency based on the job description. It should be engaging and candidate-focused, as it often serves as the first interaction a potential hire has with the company's brand and Employee Value Proposition (EVP).

Engaging Job Postings:

Speak to candidates by focusing on their needs and aspirations rather than solely emphasizing employer requirements.

Employer-Centric vs. Candidate-Centric Language

Employer – Centric	Candidate - Centric
"The ideal candidate must have 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..."

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Key Elements to Include in Both Job Descriptions and Job Postings

Clear Role Overview:

Summarize the role and its significance within the organization.

Key Responsibilities:

Outline duties and expectations.

Required Skills and Qualifications:

Specify technical and soft skills, along with educational and experience-based qualifications.

Company Culture and Values:

Highlight organizational culture and values to attract aligned candidates.

Equal Opportunity Employer Statement:

Emphasize diversity, equity, inclusion, and accessibility.

Writing job postings for the New World of Work

The shift to a skills-based economy has transformed application and interview processes, including how job postings are formatted. Crafting modern job postings requires an emphasis on flexibility, transparency, and inclusivity.

Strategies for Writing Effective Job Postings

Embrace Remote and Hybrid Options:

Mention flexible working hours, remote or hybrid models, and other work-life balance benefits.

Highlight Diversity Initiatives:

Showcase commitment to diversity, equity, inclusion, and accessibility.

Be Transparent:

Clearly state salary ranges and benefits. Transparency builds trust and attracts genuinely interested candidates.

Focus on Growth and Development:

Highlight opportunities for professional growth, training, and career advancement.



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Compensation

Including compensation details in job postings is becoming increasingly important. While not yet the norm, organizations that disclose salary ranges see improved hiring efficiency.

The Importance of Pay Transparency

- 1. INCREASE EFFECIENCY:** Transparency regarding pay, work models, and EVP accelerates the hiring process.
- 2. DECREASE WAGE GAPS:** Listing compensation promotes equity and inclusion, benefiting underrepresented groups.
- 3. DIAL INTO THE MILLENNIAL MINDSET:** By 2025, Millennials will make up 75% of the workforce. Transparency aligns with their openness around financial matters. ¹⁶

Is your rate card or salary guide up to date to ensure competitive compensation? Consulting with a staffing agency can help determine fair market rates.



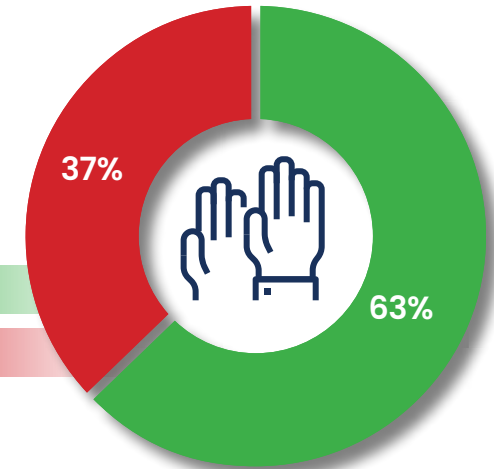
New Ontario Job Posting and Pay Transparency Requirements

Effective January 1, 2026, publicly advertised job postings must include information in the about the expected compensation or the range of expected compensation for the position. They must also include a statement disclosing the use of artificial intelligence in the publicly advertised job posting if it's used to screen, assess or select applicants for the position.¹⁷

Would you apply to a job posting that didn't list a rate or salary? ¹⁸

1. Yes: 63%

2. No: 37%



Pay transparency helps set expectations early in the hiring process, fostering trust and efficiency. However, balancing transparency with strategic considerations remains critical for success.



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

- If you disclose the rate or salary, you may attract candidates who are too junior but expect higher remuneration for their current skills.
- If you do not disclose the rate or salary, you risk missing out on qualified talent who values transparency and prefers this information upfront.
- If you disclose the rate, consider how you will address internal equity to ensure fairness within your organization.

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Organizations must clearly communicate the flexibility available for each role, particularly regarding:

- › Remote work and work-from-anywhere options.
- › Expected working hours and time zone requirements.

54% of hiring professionals believe work flexibility boosts retention, while 51% find it attracts candidates. ¹⁹



Benefits Summary

To attract top talent, organizations should emphasize a compelling benefits package in job postings. Consider including:

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



Compelling Reasons

To maximize engagement, include at least three compelling reasons why candidates should join your organization:

- › **Disruption:** Highlight revolutionary products, services, categories, or technologies.
- › **Purpose:** Share the organization's founding story and the unique value it offers employees.
- › **Culture:** Detail the workplace culture, especially crucial for digital-first organizations.
- › **Company growth:** Mention capital raises, industry expansion, or recent acquisitions.
- › **Voice:** Show how individuals can impact the organization's critical path.
- › **Life/work balance:** Go beyond flexible work arrangements to address family considerations, wellness initiatives, and productivity norms.



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Job Role Requirements

While technical skills like programming languages are essential for certain roles, organizations should re-evaluate education requirements to tap into a broader talent pool. Consider:

- › Is a degree mandatory, or is it simply preferred?
- › How much experience could substitute for a specific diploma, degree, or certification?
- › What are the educational equivalencies in foreign countries?
- › Can relevant experience from other industries provide the necessary skills?
- › Could competency be demonstrated through assessments?

Men apply for a job when they meet only 60% of the qualifications, but women apply only if they meet 100% of them. ²⁰



Who to Involve in the Job Posting Process

To create compelling and effective job postings, it's essential to involve key stakeholders:

- › **Hiring Managers:** They ensure the posting aligns with the evolving needs of their department and are best positioned to communicate the unique aspects of the role.
- › **Human Resources (HR):** HR provides a comprehensive view of total compensation and benefits, helping to highlight the full value proposition of the role.
- › **Marketing:** The marketing team plays a critical role in crafting job postings that grab attention and attract top talent. Think of the job posting as a product or service landing page, designed with persuasive collateral to engage potential candidates.



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Successful Recruitment Models

Organizations can greatly improve their recruitment timelines by implementing strategic recruitment models that emphasize flexibility, speed, and scalability. For entry-level and mid-level roles, aiming for a target of 14 days is ideal, while senior and executive positions can be expected to take between 30 and 45 days. Below are key recruitment models that have proven effective:

- ▶ **The Hybrid Recruitment Model:** Combines the strengths of internal recruiters with external agencies or platforms to increase flexibility and scale, particularly when hiring across different locations.
- ▶ **Employee-Referral Based Recruitment:** Utilizes current employees to source candidates, leading to higher-quality hires due to the trust and cultural fit that referrals inherently bring.
- ▶ **Automated Recruitment Model:** Incorporates AI-driven tools to handle repetitive tasks like resume screening, interview scheduling, and candidate ranking. This accelerates the process and minimizes bias.
- ▶ **Talent Pooling/CRM Model:** Establishes and nurtures a database of pre-qualified candidates for future roles. This enables proactive engagement with passive candidates, ensuring readiness for upcoming opportunities.
- ▶ **Data-Driven Recruitment:** Uses analytics and performance metrics to enhance recruitment channels, improving overall effectiveness and candidate engagement.

Steps to Increase Speed, Efficiency, and Quality of Talent through Recruitment Model Best Practices

Designing and Implementing Successful Recruitment Models

Recruitment models can vary based on the type of hire, and the time-to-hire will depend on various factors, including:

- ▶ Employer brand
- ▶ Compensation
- ▶ Competing firms

Procom's ISO 9001:2000-certified RightFit™ process offers proven methodologies for both traditional employees and contingent workers. Integrating AI-driven tools and talent pooling strategies can further enhance recruitment efficiency.



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.

Recruiting full-time, permanent employees requires a focus on long-term alignment with the company's culture, values, and business objectives. The process emphasizes a thorough understanding of technical requirements and long-term potential, ensuring candidates are well-suited for sustained growth within the organization.



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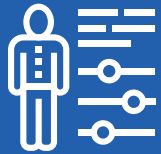
Hiring traditional employees



Step 1: Understand and Plan

Duration: 1 – 2 business days

- › Engage the hiring manager to understand goals and prioritize recruitment.
- › Uncover team structure, culture, and operations.
- › Select the interview team and set the project timeline.



Step 2: Develop Position Specifications

Duration: 1 – 2 business days

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



Step 3: Source, Screen and Qualify Candidates

Duration: 7 – 10 business days

- › Post the job on appropriate platforms and pipelines.
- › Perform outbound outreach to source candidates not actively seeking new opportunities.
- › Review existing databases for potential candidates.
- › Gather applications and resumes.
- › Conduct first-round interviews.



Step 4: Present & Decide

Duration: 1 – 2 business days

- › The recruiting team selects and advances the most qualified candidates.
- › Present top talent to the hiring manager.
- › Conduct second-round interviews (if applicable; some roles may only require one round).
- › Review internal feedback.
- › Decide on a candidate.



Step 5: Background Checks & Onboarding

Duration: Varies

- › Conduct reference checks.
- › Connect the candidate with potential peers within the organization.
- › Review internal feedback.
- › Make offers.
- › Commence onboarding.





Traditional Employees - Key Strategies for Success

- › **Focused Sourcing:** Leverage professional platforms like LinkedIn for targeted outreach to skilled candidates.
- › **In-Depth Interviews:** Assess technical expertise, cultural fit, and long-term potential.
- › **Clear Career Paths:** Offer well-defined growth trajectories to attract candidates seeking stability.
- › **Comprehensive Benefits:** Highlight competitive packages to appeal to top talent.

Hiring Contingent Workers

Hiring contingent workers—freelancers, contractors, or temporary staff—provides businesses with the flexibility to meet immediate needs and access specialized skills. This recruitment process prioritizes speed, efficiency, and quality.



Step 1: Discovery & Analysis *Duration: 1 business day*

- › Discover hiring manager requirements.
- › Gather information on interview and onboarding processes.
- › Confirm must-have and nice-to-have criteria; craft compelling reasons.
- › Develop a sourcing strategy and job posting.
- › Identify, review, and conduct preliminary screenings for 20-30 qualified candidates.



Step 2: Sourcing & Qualification *Duration: 3 business days*

- › Execute the sourcing strategy.
- › Qualify candidates based on requirements and hiring manager preferences.
- › Assess 4-6 semi-finalist candidates.



Step 3: Presentation and Decision *Duration: 5 business days*

- › Shortlist and present 2-3 candidates.
- › Facilitate interviews with the hiring manager.
- › Review interview feedback.
- › Select the final candidate.



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Step 4: Onboarding

Duration: 5 business days

- › Negotiate and execute contracts.
- › Conduct background and reference checks.
- › Begin onboarding and orientation.



Step 5: Redeployment or Offboarding

Duration: Ongoing

- › Collect and review 360 feedback.
- › Redeploy when possible.
- › If offboarding:
 - Return and decommission equipment.
 - Distribute any outstanding tax and legal forms.

Contingent Workers - Key Strategies for Success

- › **Fast-Track Hiring Process:** Leverage digital tools such as automated screening and virtual interviews to enhance efficiency.
- › **Leverage Freelance Platforms:** Utilize platforms like Upwork, Toptal, or Fiverr for specialized roles.
- › **Clear Contract Terms:** Ensure contracts clearly define duration, pay rates, and responsibilities.
- › **Contingent Workforce Strategy:** Build a reliable database of skilled workers for quick deployment.

How to Accelerate the Hiring Process

Finding, hiring and retaining quality talent requires a strong strategy throughout the recruitment process. Organizations that execute recruitment best practices can present offers within 12-21 days by:

- › Implementing efficient, proven processes, including AI tools for screening, candidate ranking, and automating repetitive tasks.
- › Analyzing hiring data for continuous improvement.
- › Investing in pre-screening platforms, such as Codility or TestGorilla, to assess candidates' skills before interviews.
- › Streamlining interviews to focus on key competencies, reducing time-to-hire.
- › Prioritizing hiring efforts and offering competitive benefits to secure talent quickly.
- › Utilizing dedicated staff and appropriate tools or partnering with a staffing agency to ensure a focused recruitment process.

Sourcing

- › Diversify the candidate pipeline beyond the ATS database.
- › Be aware of which skill sets and levels of seniority are more prevalent on specific sourcing channels.
- › Build relationships with organizations that support underrepresented groups to enhance diversity.
- › Explore other industries to identify transferable skills (e.g., candidates with hospitality experience excel in customer-facing roles).
- › Analyze past data to determine the most effective recruitment pipelines and strategies.

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Screening

- › Avoid auto-reply systems for inbound resumes; assign personnel for immediate review.
- › Implement AI tools, but recognize that human screening is essential.
- › Ensure adequate staffing for timely and effective screening.
- › Consistently communicate the company's Employee Value Proposition.
- › Provide comprehensive information about the organization during the interview process, detailing the tech stack, projects, challenges, and team dynamics.
- › Share career development plans and examples of past implementations.
- › Demonstrate the organization's responsiveness to feedback.
- › Utilize pre-screening tools to eliminate unqualified candidates quickly.



Selection

- › Expedite candidate consideration by providing employee references.
- › Use references to build buy-in within the candidate's future team, aiding in faster onboarding.
- › Clarify the onboarding period and define success metrics for the first 30, 60, and 90 days.
- › Ensure the candidate meets with all relevant stakeholders.

Contract Negotiation and Offers

- › Keep salary guides and rate cards up-to-date to meet market expectations.
- › Understand the competitive landscape and emphasize compelling reasons to join.
- › Be prepared for counteroffers.
- › Minimize the time between the offer and start date to reduce the risk of losing talent.



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Video Interviews

Remote and hybrid work models have made video interviews a staple in recruitment. The goals remain the same as in-person interviews, but the approach requires attention to detail.



Keys to a Successful Video Interview



Prepare Technology

Use reliable platforms like Zoom, Microsoft Teams, or Google Meet. Ensure accessibility for all candidates and test the internet connection and device readiness.



Structure Interviews

Employ structured questions to ensure consistency, reduce bias, and evaluate candidates on the same criteria. Assess soft skills like communication and professionalism.



Create a Consistent Process

Centralize documentation, include company policies, and provide an FAQ for interviewers.



Share Details with Candidates

Inform candidates of interviewers' names and titles and include the interview agenda. Encourage candidates to ask questions.



Consider Virtual Backgrounds

Inform candidates of interviewers' names and titles and include the interview agenda. Encourage candidates to ask questions.



Maintain Professionalism

Inform candidates of interviewers' names and titles and include the interview agenda. Encourage candidates to ask questions.



Be Aware of Bias

Inform candidates of interviewers' names and titles and include the interview agenda. Encourage candidates to ask questions.

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Red Flags of a Fraudulent Candidate

Video interviews broaden access to top talent but also present risks of candidate fraud. Watch for these warning signs:

- › The candidate's video camera is non-functional.
- › Lag between lip movement and audio.
- › Absence of photo ID during the interview.
- › No LinkedIn profile or discrepancies between the profile and resume.
- › Minimal eye contact.
- › Difficulty verifying references.
- › Typing during the interview.
- › Listening offscreen.

Additional warning signs include:

- › **Inconsistent Work History:** Unexplained gaps or frequent job changes without rationale.
- › **Overly Generic Responses:** Vague answers indicating a lack of experience.
- › **Fake Certifications or References:** Trouble verifying credentials or reaching listed references.
- › **Vague or Hollow References:** References that speak about the candidate's strengths in broad language, but avoid details that anchor those strengths in real work.
- › **Too Eager for the Job:** Candidates pressuring for immediate offers despite insufficient qualifications.



3 | Screening

In This Section:

Interview Structures and
Questions that Qualify



Identifying and Overcoming
Unconscious Bias



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Interview Structures and Questions that Qualify

While interviews flow most naturally when they feel like a conversation versus a Q&A, structure still plays an important role. Organizations need to screen for the right fit, while also positioning themselves as the right fit for candidates. Likewise, the candidate should take the interview as an opportunity to access the role and the organization for alignment to their needs and career goals. 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

Interviews should be a two-way conversation—not an interrogation. Depending on the role, the following structures can help evaluate fit effectively:



Structured Interview

A structured interview uses a set of predetermined questions, ensuring all candidates are asked the same questions in the same order.

Best suited for: Well-defined roles, critical positions, experienced interviewers.

How to conduct a structured interview:

- › Define the role clearly. Structured interviews are best for well-understood positions frequently filled.
- › Develop a list of questions aligned with 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 sequence.
- › Use the scorecard to compare candidates consistently.

Sample Qualifying Questions

- › "Tell me about a time when you solved a complex problem at work."
- › "How do you prioritize tasks when working on multiple projects?"
- › "What motivates you to perform at your best?"

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Semi-Structured Interview

A semi-structured interview includes a mix of predetermined questions and spontaneous ones, allowing for a more natural conversation.

Best suited for: Mid-level roles, quick hiring processes, intermediate interviewers.

How to conduct a semi-structured interview:

- › Review the job description, key factors for fit, and critical success factors.
- › Prepare a set of questions to guide the interview.
- › Begin with scripted questions but allow the conversation to flow naturally, incorporating follow-ups and spontaneous queries.
- › Compare findings from scripted questions across candidates.



Unstructured Interview

An unstructured interview features questions that arise spontaneously, allowing for a flexible, conversation-based approach.

Best suited for: New roles, low-risk decisions, temporary or contingent positions, experienced interviewers.

How to conduct an unstructured interview:

- › Review role requirements and critical success factors.
- › Provide an overview to the candidate.
- › Start a conversation and allow it to evolve.
- › Qualitatively compare responses across candidates.

Top Performing Formats:

Unstructured and semi-structured interviews are becoming popular among agile organizations for several reasons:

- › Promote a two-way conversation
- › Allow candidates to showcase problem-solving skills
- › Shorten hiring turnaround times
- › Support panel-style interviews
- › Use open-ended questions to highlight situational responses

Enhanced Interview Formats

- › **Panel Interviews:** Multiple interviewers reduce bias and offer varied perspectives. Ideal for roles requiring collaboration across departments.
- › **Case Study Interviews:** Candidates work through real-world scenarios, demonstrating problem-solving skills, creativity, and approach to challenges.
- › **Competency-Based Interviews:** Centered on key competencies like communication, leadership, and technical skills.
- › **Task-Specific Interviews:** Candidates complete tasks or tests mirroring job duties, best for roles needing technical or creative skills.
- › **Informal Interviews:** A relaxed interview format that encourages dialogue and reduces candidate anxiety. Suitable for roles that value innovative thinking and adaptability.

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.

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Types of Job Interview Questions

Interview questions fall into various categories to assess not only technical qualifications and past experiences but also problem-solving abilities, motivations, and cultural fit. Consider incorporating the following question types into interviews:

- › Skills-based questions
- › Behavior-based questions
- › Out-of-the-box questions
- › Situational questions
- › Competency questions
- › Motivational and cultural fit questions

Use these types of questions in interviews to qualify candidates:

Skills-Based Questions

These traditional questions evaluate a candidate's skills and experience to determine how well they align with the position. 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 questions focus on a candidate's approach to work and use past experiences to demonstrate their soft skills and problem-solving abilities. The STAR approach (Situation / Task / Action / Result) is useful here. 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 ever had to handle an angry customer? How did you resolve their complaint?

Out-of-the-Box Questions

These creative questions help gauge critical thinking, creativity, and strategy. They are particularly useful when evaluating candidates with adjacent experience. Examples include:

- › Analyzing and presenting case studies.
- › Solving puzzles, riddles, and number games.
- › Conducting presentations, especially for sales and marketing roles.
- › Role-playing hypothetical job scenarios

Situational Questions

These hypothetical questions reveal how candidates might handle future scenarios, providing insight into their problem-solving and decision-making processes. Examples include:

- › How would you manage a team conflict in a high-stress environment?
- › What would you do if a project deadline was moved up significantly?

Competency Questions

These questions assess a candidate's technical and professional expertise relevant to the role. Examples include:

- › What steps do you take when troubleshooting a software issue?
- › How do you maintain quality in high-pressure situations?

Motivational and Cultural Fit Questions

These questions help determine what drives a candidate and if their values align with the company's culture. Examples include:

- › What excites you about working with our company?
- › Describe a time when you contributed to a team's success.

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Choosing the Right Mix of Questions

Creating an effective interview script requires a balance of question types tailored to:

- › The job description
- › The hiring manager's leadership style
- › The seniority level of the role
- › The 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 reshaping the recruitment process. These factors influence the design of interview questions to ensure candidates align with organizational needs and culture.

These considerations include:



1. Communication

Remote, Work-from-Anywhere and hybrid work models require candidates to demonstrate agility in communication and collaboration across various platforms.

ASK: Describe a scenario where you were required to collaborate with team members both in person and online. How did you ensure engagement and effective communication??



2. Work Preferences

As more organizations roll out return-to-office strategies and work models, it's important to identify if worker preferences align with the organization's vision.

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



3. Clarity and Relevance

Questions should be clear and specific to avoid confusion, ensuring candidates understand what is being asked. Focus on job-relevant skills and experiences to assess a candidate's ability to perform effectively.

ASK: Can you describe a time when you had to quickly adapt to a change in a project's scope?



4. Avoiding Bias and Legality

Ensure questions do not unintentionally favor certain groups and comply with employment laws. Avoid personal questions about age, marital status, family planning, or anything that could be discriminatory.

ASK: How do you manage your time when juggling multiple deadlines?

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5. Shared Values and Beliefs

Today's talent values organizations that align with their personal causes and beliefs. Highlighting shared values is crucial for building a sustainable workplace culture.

ASK: What are some causes that matter to you, and how can you see this company contributing to these causes meaningfully?



6. Diversity, Equity, and Inclusion (DEI)

As DEI becomes increasingly significant for employees, organizations must demonstrate their commitment to these principles. Instead of directly asking DEI-related questions, showcase how leadership integrates DEI pillars within the organization.

Identifying and Overcoming Unconscious Bias

Improving diversity, equity, and inclusion in hiring is a complex yet critical endeavor. Addressing unconscious bias can significantly impact DEI and foster equitable hiring practices. This section provides insights into unconscious bias and practical strategies to mitigate it during recruitment.

The Impact of Bias



Diversity matters. However, in Deloitte's "The Bias Barrier" study ²¹, the following statistics reveal the prevalence of workplace bias:

- › 46% of women reported experiencing bias.
- › Among underrepresented racial and ethnic groups:
 - 63% of African American respondents experienced discrimination.
 - 60% of Asian respondents experienced discrimination.
 - 48% of Hispanic respondents experienced discrimination.

Defining Unconscious Bias

Unconscious bias can lead to unintentional discrimination in hiring. Recognizing and addressing these biases is essential for fair and objective decision-making.

Unconscious or implicit bias, as defined by the Harvard Business School, refers to mental processes that cause individuals to act in ways that reinforce stereotypes, even when such behavior contradicts their conscious values. Related to this is affinity bias, where people tend to gravitate toward others who share similar characteristics or backgrounds.



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Common Types of Unconscious Bias

To address unconscious bias in hiring, recruiters, interviewers, and hiring managers must first understand which biases may arise during recruitment. Below are some common examples:



Affinity Bias

Also known as similarity bias, affinity bias leads individuals to favor candidates with whom they share common traits—such as alma mater, hobbies, or appearance—over evaluating the candidate's actual skills, qualifications, and experience.



Attribution Bias

Attribution bias involves errors in assessing and interpreting others' behavior. People may attribute others' successes to luck and their failures to personal faults. In hiring, this can result in overlooking a candidate's genuine achievements.



Attractiveness Bias

Conventionally attractive individuals are often perceived as more intelligent and competent, while those deemed less attractive may face biases against their abilities. Height can also influence perceptions. Conversely, there may be assumptions that attractive individuals succeed solely due to their looks.



Conformity Bias

Conformity bias occurs when individuals align their opinions with those of a group rather than forming independent judgments. This can result in outspoken members of a hiring panel disproportionately influencing decisions.



Ageism

Age discrimination is widespread across generations. According to Deloitte's study *The Bias Barrier*, 58% of Baby Boomers, 48% of Generation Z, 44% of Millennials, and 34% of Generation X have reported experiencing age-based bias.²¹



Confirmation Bias

Confirmation bias causes individuals to seek, notice, and interpret information that aligns with their preconceived beliefs. In recruitment, this may lead to dismissing a candidate based on associations with a previous negative hire.



Sexism

Sex and gender biases reflect stereotypes about gender identity and expression. These biases can shape how hiring managers perceive candidates' suitability for roles based on their gender-related attributes.



Racism

Racial biases, including name bias, can lead to candidates with ethnic-sounding names being unfairly screened out during resume reviews.



Contrast Effect

The contrast effect arises when interviewers compare candidates to the most recently reviewed applicant instead of assessing them against the entire candidate pool. This could cause a mediocre candidate to seem outstanding when compared to a weaker one.



Halo Effect

The halo effect causes a candidate to appear exceptional overall due to one particularly impressive characteristic. For instance, a candidate from a prestigious university may be favored over a highly skilled graduate from a less renowned school.

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Overcoming Unconscious Bias

To minimize unconscious bias in hiring, organizations should consider the following strategies:



Write job postings with care

Craft job descriptions that avoid gendered terms and use inclusive language. Incorporate a DEI (Diversity, Equity, Inclusion) statement to set a welcoming tone.



Develop written position objectives

Document clear selection criteria focusing on essential skills and attributes for success. Avoid rigid qualifications, such as minimum education requirements, which may unintentionally introduce bias.



Leverage technology tools

Utilize hiring platforms that anonymize candidate information, such as names, to reduce racial or ethnic discrimination during initial screenings.



Standardize Video Interview Backdrops

Provide candidates with a standardized virtual background to obscure personal details like family status or socioeconomic class, minimizing potential biases.

Strategies for Bias-Free Interviews

- › **Bias Training:** Regular training on unconscious bias raises awareness and equips hiring teams with tools to mitigate bias.
- › **Standardized Interviews:** Use structured interview formats with consistent questions to ensure fair evaluation across candidates.
- › **Diverse Hiring Panels:** Involve diverse interview panels to bring varied perspectives and minimize individual biases.
- › **Blind Recruitment:** Mask identifying details, such as names or educational backgrounds, to focus solely on skills and experience.
- › **AI-Based Tools:** Employ AI systems to detect patterns of bias and suggest overlooked candidates.



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Navigating Bias in AI-Assisted Hiring

AI may be reshaping how organizations source and evaluate talent, but it's not without challenges. While these tools can dramatically increase efficiency, they also have the potential to reinforce existing biases if not monitored carefully. Because AI learns from historical data, it can inadvertently replicate inequities that already exist in the workplace.

That said, when applied responsibly, AI can also help create fairer, more inclusive hiring practices. By standardizing evaluations, detecting biased language, and widening access to diverse talent pools, AI can be a powerful force for equity.

How AI Can Help Reduce Bias:

- Objective screening: AI evaluates candidates on skills and experience rather than subjective factors like name, background, or appearance.
- Consistent evaluation: Automated systems apply the same criteria to every candidate, minimizing inconsistencies between recruiters or hiring managers.
- Broader talent reach: AI sourcing tools can surface candidates from underrepresented or nontraditional backgrounds who may have been overlooked in manual searches.
- Bias detection: Certain AI platforms can analyze job postings and recruitment data to identify biased language or inequitable hiring trends.

Steps to Mitigate AI Bias:

1. Conduct regular audits of AI tools for fairness and accuracy.
2. Use diverse, representative datasets for training models.
3. Incorporate human oversight at key decision points.
4. Ensure transparency in how AI-driven decisions are made.
5. Continuously refine algorithms to align with DEI objectives.

Use Structured Interview Questions

Bias doesn't end with algorithms. Unstructured interviews can amplify human bias — especially affinity bias, where interviewers favor candidates similar to themselves.

By implementing a standardized set of structured interview questions applied consistently to all candidates, hiring teams can stay focused on the competencies, behaviors, and attributes that matter most for success in the role.



Key Takeaway

AI isn't inherently biased, but it does reflect the data and human choices that shape it. When balanced with transparency, human judgment, and strong DEI principles, AI can actually help reduce bias and support fairer, more objective hiring outcomes

4 | SELECTION

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Performing Reference Checks



Qualifying Candidates Before Interviews



Contract Negotiation Tactics



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Performing Reference Checks

Reference checks are a vital step in the hiring process, providing essential insights into a candidate's job performance, work ethic, and cultural compatibility. This section will guide you on preparing for and conducting reference checks to confirm that the candidate is the right fit for the role.

Steps for Effective Reference Checks

1. **Contact the Right References:** Request at least three references, including former supervisors, team members, or colleagues who have closely worked with the candidate.
2. **Prepare Specific Questions:** Develop a standard set of questions that cover key aspects of the candidate's job performance and suitability for the role.
3. **Ask Open-Ended Questions:** Encourage detailed feedback to obtain qualitative insights rather than simple yes/no answers.
4. **Verify Information:** Cross-check the details provided by references with the candidate's resume or application to ensure accuracy.

Types Of Reference Checks

With remote recruitment becoming more common, reference checks play a crucial role in filling the gaps left by virtual hiring. Here are two primary types of reference checks:



Employment Verification

This step confirms employment details and ensures that the candidate's job history aligns with their resume.

Questions to ask:

- › What was the candidate's job title?
- › What were the dates of employment?
- › How many individuals reported to the candidate?



Performance Verification

This type assesses the candidate's skill set, experience, and cultural fit.

Questions to ask:

- › What types of projects did the candidate work on?
- › How well did the candidate adapt to new environments?
- › What tools and technologies did the candidate use?
- › Would the candidate be a good fit for the role we are hiring for?
- › If you had the chance, would you rehire this candidate?



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Questions to Ask

An effective reference check script should be based on a thorough understanding of the candidate's interview scorecard and the key aspects you aim to verify. However, be aware that some companies may only disclose employment dates. While it is possible to seek more information, it may not always be provided. The script should balance questions focusing on both soft and hard skills.

Soft Skill Questions

- › "How did the candidate handle teamwork, especially in a remote setting?"
- › "Can you describe their work ethic and personality?"
- › "How has the candidate's career evolved during their time at your organization?"
- › "What would be the ideal next step in their career?"
- › "How effectively did the candidate communicate across different levels of the organization?"
- › "Can you share an instance where the candidate made a mistake and how they handled it?"
- › "Would you rehire them? Why or why not?"
- › "What are the candidate's greatest strengths and areas for improvement?"

Hard Skill Questions

- › "What responsibilities did the candidate hold in their role?"
- › "How did their performance measure against the role's expectations?"
- › "What types of deadlines did they need to meet, and how did they manage them?"
- › "What key metrics were used to evaluate their performance?"
- › "What programs or tools did the candidate use in their role?"
- › "Did the candidate achieve any notable accomplishments?"

How to Verify References

To make sure that the insights you gain are credible, it's crucial to properly vet references:

- › **Request Specific References:** Ask for references directly, rather than accepting a list from the candidate.
- › **Verify Identity:** Reach out to references through LinkedIn or email to confirm their identity.
- › **Video Calls:** Conduct reference checks via video when possible for a more personal connection.
- › **Cross-Check Details:** Compare the information provided by references with the candidate's resume to identify any inconsistencies.
- › **Look for Anecdotal Details:** Ask questions that prompt responses with a level of detail that only a true reference would know.
- › **Expand Your Perspective:** Ask for referrals to other contacts within the organization for a broader view of the candidate.

Best Practices

Always obtain the candidate's permission before contacting references.

Use reference checks as an opportunity to address any concerns or doubts raised during the interview process.



Qualifying Candidates Before Interviews

Getting Better Talent to the Interview Stage by Enhancing the Qualification Process

Organizations navigating the new world of work must continuously evolve their recruiting processes to remain competitive. As the recruitment landscape transitions from a knowledge economy to a skills economy, organizations face new challenges. These include fewer inbound applications, longer job posting durations, and increased candidate attrition throughout the selection process.

Optimizing the Pre-Interview Qualification Process

Qualifying candidates before interviews ensures that only those meeting the job's minimum requirements are considered, enhancing interview efficiency and reducing bias. A comprehensive pre-interview qualification process should involve the following steps:

- **Reviewing Resumes and Applications:** Carefully screening resumes helps confirm that candidates meet the essential qualifications for the role.
- **Conducting Pre-Screening Calls:** Short conversations to assess interest, verify experience, and evaluate communication skills.
- **Utilizing Assessment Tests:** Skills and personality assessments assist in filtering candidates based on job-specific competencies.
- **Setting Clear Criteria:** Create a checklist of essential qualifications and prioritize candidates who meet these benchmarks.

Data-driven organizations aiming to reduce time-to-hire, enhance placement-to-hire ratios, increase hiring manager satisfaction, and lower new hire attrition should prioritize improvements in their pre-interview qualification processes and engage passive candidates effectively.



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Resumes

Qualifying Resumes in the Age of AI

Resume review has always been one of the most time-consuming stages of hiring, and often the most inconsistent. While experienced recruiters may be able to scan a resume in seconds, hiring managers still risk missing qualified candidates when dealing with tight timelines and high volumes.

AI-assisted screening helps organizations bridge that gap by automating the first pass of resume review, surfacing the strongest matches faster and validating candidate claims with data-driven accuracy.

How AI Supports Resume Validation and Screening

Qualifying candidates before interviews ensures that only those meeting the job's minimum requirements are considered, enhancing interview efficiency and reducing bias. A comprehensive pre-interview qualification process should involve the following steps:

- › **Skills-based matching:** AI tools compare resumes against job requirements to identify candidates with the strongest alignment, even if the skills are phrased differently.
- › **Keyword and context recognition:** Unlike manual screening, AI can detect relevant experience that isn't an exact keyword match, helping uncover overlooked talent.
- › **Data-backed validation:** Some platforms cross-reference resumes with public profiles, portfolios, certifications, and past work history to verify accuracy.
- › **Faster shortlisting:** AI reduces hours of manual review into minutes, allowing hiring teams to prioritize interviews instead of paperwork.

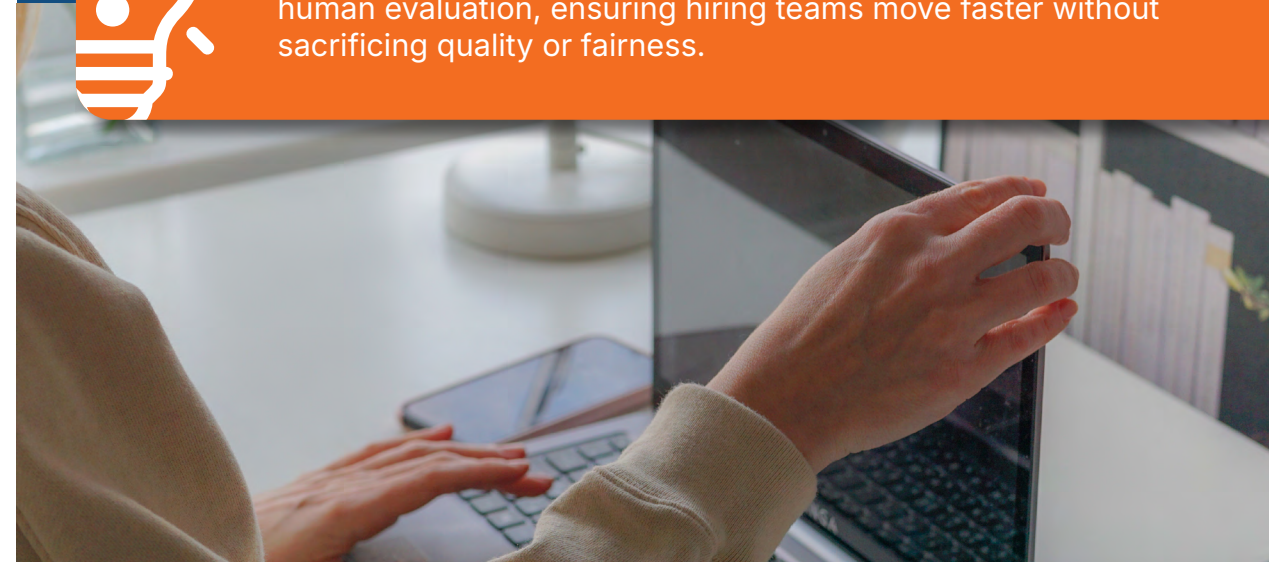
Best Practices for Using AI in Resume Screening

- › Pair AI with human judgment: AI should recommend, not replace, recruiter decision-making.
- › Define clear factors of fit (skills, experience, certifications, industry familiarity) so AI filters accurately.
- › Avoid over-filtering. Strict settings can eliminate non-traditional candidates who may still be high performers.
- › Regularly audit AI outputs to ensure qualified candidates aren't being screened out unintentionally.
- › Use AI to expand, not shrink, the talent pool; treat AI as a discovery tool, not just a gatekeeper.



Key Insights

AI can accelerate resume review, but the strongest results come from combining automated screening with thoughtful human evaluation, ensuring hiring teams move faster without sacrificing quality or fairness.



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Key Elements of an Effective Resume

- › **Contact Information:** Ensure current details, including a professional email address.
- › **Summary Statement:** A brief overview of key skills, experience, and career objectives.
- › **Work Experience:** List relevant positions in reverse chronological order, emphasizing accomplishments and quantifiable outcomes.
- › **Skills Section:** Highlight technical, interpersonal, and leadership skills that align with the position.
- › **Education and Certifications:** Include relevant degrees, certifications, and ongoing education.
- › **Design and Layout:** Ensure readability with clear headings, bullet points, and ample white space.

What to Scan When Qualifying Resumes



Geography

- › Ensure alignment with the organization's work model
- › Verify compatibility with cybersecurity policy
- › Confirm that move frequency matches market expectations



Job Descriptions

- › Scan for qualification-related keywords
- › Check for results-oriented accomplishments
- › Identify trends in start/end dates
- › Highlight noteworthy achievements
- › Verify if job titles align with required experience



Education

- › Confirm required certifications
- › Assess the credibility of educational institutions
- › Scan for qualification-related keywords



Career Summary

- › Cross-reference years of experience with job details
- › For leadership positions, evaluate managerial soft skills
- › Look for any explanations for resume anomalies





What to Look for When Qualifying Resumes

With a preliminary resume scan completed, here's where recruiting stakeholders should dig deeper to understand their candidates better:



Has the Candidate Researched the Role and Organization?

Indicators: Ensure the application is tailored to the job posting, incorporating relevant keywords, niche skills, and industry-specific details. A truly customized application shows that the candidate has thoroughly researched the role and organization, demonstrating genuine interest and engagement. Applications that feel generic or boilerplate indicate a lower level of effort and may suggest a lack of enthusiasm.



Does the Candidate Have the Required Qualifications?

Indicators: Verify whether the candidate meets the qualifications listed in the job posting, such as years of experience, education, professional designations, and certifications. Assess whether their previous job titles align with the progression expected for this role.

When reviewing resumes quickly, focus on dates and relevant keywords within both the professional experience and education sections to identify qualified candidates efficiently.



Is the Candidate's Industry Experience Relevant?

Indicators: Certain roles require specific industry experience for a candidate to adapt well technically and culturally, such as in banking, law, and finance. However, candidates from varied industries may also be a great fit for roles with transferable skills, such as customer-facing positions where hospitality experience is beneficial.



What Is the Candidate's Attention to Detail?

Indicators: Look for spelling or grammar mistakes, logical formatting, and appropriate use of headings, bullet points, white space, and bold text. Attention to detail often reflects the candidate's engagement and can lead to a quicker onboarding process.



Does the Candidate Share Results-Oriented Achievements?

Indicators: Top candidates showcase achievements with quantifiable outcomes, such as "Developed and launched X Company's flagship app, leading to a 5-star rating on the App Store and over 15,000 downloads." This contrasts with qualitative descriptions that are easier to exaggerate.



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Is the Candidate Reliable?

Indicators: Review the work experience section for significant employment gaps, frequent short-term contracts, or incomplete date ranges. Although job-hopping has become more common, a history of frequent changes may signal potential performance issues or indecisiveness. Candidates who took leave for caregiving will often explain this in their cover letter.



Is the Candidate's Location Compatible with the Organization's Work Model?

Indicators: Confirm that the candidate's location aligns with the company's work model, whether in-office, hybrid, or fully remote. Some organizations have residency restrictions due to cybersecurity, payroll, or legal requirements. For hybrid roles, ensure the candidate can reasonably commute to the office as needed.

Resume Statistics

Over 75% of hiring and HR managers report finding fraudulent claims on resumes. ²²

Common areas of misrepresentation include:

- › Skill proficiency levels, such as language or tech skills.
- › GPA claims that don't match actual performance.
- › Degrees that were not completed or were misrepresented as higher-level qualifications.
- › Employment dates used to cover gaps.
- › Portfolio items not created by the candidate.
- › Inflated job titles (e.g., claiming to be a Director when the role was a Manager).
- › References that do not align with claimed roles or never worked together.

Resume Red Flags

Recruiters and hiring managers should watch for the following issues during a resume scan:

- › Missing details, e.g. last name, company names, dates
- › Lack of career progression
- › Timeline discrepancies
- › Excessive job-hopping relative to market norms
- › Inconsistencies with LinkedIn profiles
- › Certifications from non-accredited institutions
- › Overly generic job descriptions or obvious exaggerations.
- › Unprofessional email addresses or formatting errors



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Contract Negotiation Tactics

In today's uncertain economic climate, organizations must be efficient and data-driven in every aspect of the recruitment process, particularly during contract negotiations. Cutting corners at this stage can result in costly mistakes—financially and in terms of securing the right talent. This section outlines data-driven negotiation tactics to achieve fair outcomes while maintaining fiscal responsibility.

Contract Negotiations

Closing the Deal: Proven Negotiation Tactics in a Shifting Economy

Companies that fail to adapt to evolving economic conditions risk several challenges, including:

- › Overpaying for roles that don't align with the company's financial position
- › Losing qualified candidates due to inadequate offers
- › Damaging the employer brand by failing to stay competitive
- › Undermining DEI initiatives with inequitable compensation
- › Lengthening time-to-hire, leading to increased costs and operational delays

Key Strategies for Successful Contract Negotiations

Know Your Market Value:

Understand the salary range for the role within the current market, taking into account the candidate's experience, skills, and location.

Prioritize Key Factors:

Focus not just on salary but also on benefits, work-life balance, remote work options, and growth opportunities during negotiations.

Offer Flexibility:

Be prepared to make compromises on certain terms, such as start dates or job titles, to accommodate the candidate's needs while maintaining company policies.

Use Data and Research:

Provide candidates with insights into the company's compensation structure, growth potential, and long-term career benefits.



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To secure top talent quickly while ensuring fair compensation, consider these negotiation strategies:



Leverage Hiring Data

Top-performing companies rely on data to inform their negotiation strategies. Tracking and analyzing hiring metrics is essential for:

- › Setting clear salary and rate benchmarks for each role
- › Comparing salaries with long-term hiring outcomes and retention rates
- › Monitoring market conditions and adjusting offers in line with trends
- › Presenting objective, data-backed offers that resonate with candidates
- › Avoiding inflated job titles or mismatched roles that don't align with business needs

FOR CONTINGENT WORKERS: Maintain Up-to-Date Rate Cards

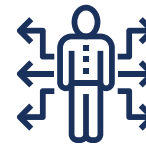
Ensure rate cards are reflective of current economic conditions by updating them every 2–3 years. Include factors like skills demand, market conditions, and emerging technologies.

- Rate card red flags:**
- › Frequent declined offers
 - › Prolonged negotiations or contract extensions
 - › Higher time-to-hire metrics
 - › An increase in counteroffers
 - › Escalating contract rates without corresponding value increases
 - › Clarify all terms and conditions in writing before finalizing rate card agreements.
 - › Compare rate cards from multiple vendors to ensure competitive pricing.



Prioritize People, Not Budgets

Effective contract negotiation requires a balance of transparency and flexibility. While budget constraints are important, the negotiation process should focus on understanding and meeting the candidate's needs and expectations. Hiring managers should invest time in learning the candidate's motivations, expected compensation, and potential areas for compromise.



Flexibility is the New Currency

In times when financial conditions may limit salary growth, flexibility has become a key bargaining chip. Procom's 2023 Voice of Talent report revealed that flexible work options were just as important as compensation, with 67% of candidates identifying it as a critical factor.²³ Offering flexible work arrangements can help bridge gaps in negotiations when salary increases are constrained.



Highlight Unique Differentiators

Compensation and flexibility are central to attracting talent, but they are not the only elements of a compelling offer. Organizations can distinguish themselves by emphasizing unique aspects of their culture, growth potential, and purpose. Including at least three of the following in job descriptions can strengthen a candidate's engagement from the outset:

- › Mission-driven culture
- › Long-term career opportunities
- › Commitment to innovation and technology
- › Strong work-life balance
- › Employee voice and recognition

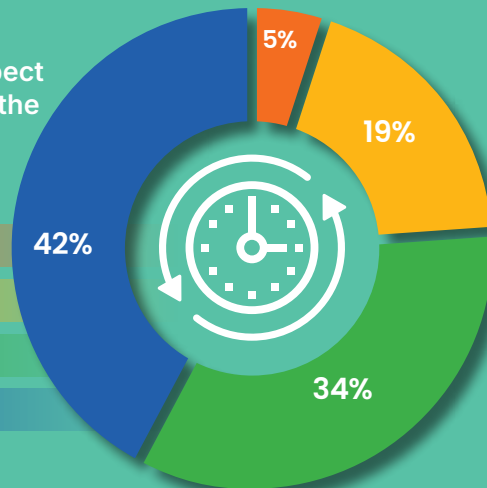


Timelines Matter

Procom data shows that 59% of candidates expect to hear back within two days after an interview.¹ In a volatile economy, it is essential to complete interviews and make offers efficiently. Aligning key stakeholders and securing approvals in advance can prevent delays.

How long after your first interview do you expect to hear back from the organization regarding the next steps?¹

1. Same day: 5%
2. Within 24. hrs: 19%
3. Within 48 hrs: 34%
4. Within the week: 42%



Stick to Negotiation Timelines

Hiring managers should clearly communicate timelines for offers and contract negotiations and adhere to them. Transparent communication is crucial for keeping candidates engaged and avoiding extended back-and-forth negotiations that can result in delays.



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Counter-Offers



Preparing for and Managing Counter-Offers

During economic downturns, candidates may even receive counter-offers after accepting a new role. Common forms of counter-offers include:

- › Salary increases
- › Revised job responsibilities or promotions
- › Changes in reporting structure
- › Emotional appeals or manipulation



Tips to Prevent Counter-Offers

To reduce the risk of counter-offers, address this possibility during early conversations. Asking targeted questions during the screening phase can provide insight into a candidate's likelihood of accepting a counter-offer:

- › Are you actively seeking new roles?
- › Why are you leaving your current employer?
- › How satisfied were you with your last promotion?
- › Does your employer often extend counter-offers?
- › How would you handle a counter-offer if presented with one?

Identify the root cause of the employee's dissatisfaction and engage in an honest conversation to address it before considering a counter-offer.



Countering the Counter-Offer

When a counter-offer arises, it's essential to refocus on the original reasons the candidate sought new opportunities. Questions that challenge the value of the counter-offer can help reaffirm their decision to move on:

- › Why weren't you offered a raise or promotion before you gave notice?
- › Will this counter-offer impact future career growth?
- › How does your current work-life balance compare to what we offer?
- › Do you anticipate the same issues arising in six months or a year?

Ultimately, most counter-offers are temporary solutions, and candidates who accept them often find themselves back on the job market within a year. Keeping conversations centered on long-term career goals and the reasons for seeking a new role can help candidates make informed decisions.



5 | ONBOARDING

In This Section:

Providing a Great Candidate Experience



Onboarding Documents:
Ensuring a Smooth Start



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Providing a Great Candidate Experience

Successful onboarding immerses new hires into the organization's vision, mission, and core values while reinforcing the Employee Value Proposition presented during the hiring process. A positive candidate experience during onboarding significantly enhances employee engagement, retention, and productivity. The first days or weeks in a new role shape the employee's perception of the company and their sense of belonging. A well-executed onboarding process ensures employees feel welcomed, supported, and ready to contribute.

This section provides onboarding checklists and actionable tips for creating an effective and memorable candidate experience.

Creating a Great Onboarding Experience Steps Involved in Designing a Memorable Candidate Experience

In today's New World of Work, with remote recruiting, remote work, and work-from-anywhere arrangements becoming the norm, organizations must be more intentional about fostering culture and crafting an excellent candidate experience.

Onboarding moves far beyond administration.

Procom's research indicates that 81% of knowledge workers are likely to either not start or leave an assignment based on a poor onboarding experience.²³

When a new hire is onboarded, set up on payroll, integrated into projects, and then leaves prematurely, it results in a costly hiring mistake. Recruiting is both expensive and time-consuming. To avoid high turnover, companies must prioritize candidate experience, especially during onboarding.

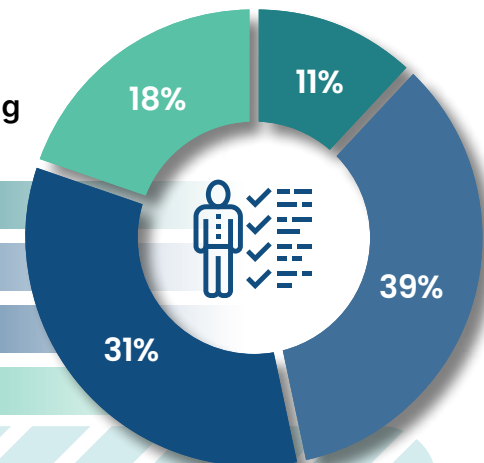
How likely are you to leave a work engagement if your candidate onboarding experience is negative?²⁴

1. I would not start. 11%

2. Very likely to leave. 39%

3. Somewhat likely to leave. 31%

4. I am not likely to leave. 18%



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Building Connections with Candidates

Giving new hires a chance to meet their future manager and team before their first day helps establish rapport and creates a sense of belonging early on. With today's mix of in-office, hybrid, and fully remote work environments, this can happen in different ways: an in-person team lunch, a virtual meet-and-greet, or even a meal delivery gift card paired with an online lunch call.



Tailor the Experience to the Candidate's Preferences

Ensure each new hire receives their preferred hardware and a personalized care package. Offer training tailored to their preferred learning style to foster immediate engagement and comfort.



Facilitate Early Team Connections

Arrange for the onboarding team to connect with the candidate during their first week. Virtual onboarding can often lack informal opportunities to ask questions or gather information. Structured connections help fill this gap.



Resolve Onboarding Issues Promptly

Address any onboarding or integration issues within 24 hours. A quick resolution demonstrates that the company values its employees and helps alleviate any first-week anxieties.



Request Feedback

Use onboarding as an opportunity to demonstrate the organization's commitment to its Employee Value Proposition. Actively request feedback on the onboarding process and implement improvements to enhance future experiences. Regular check-ins with new hires to gather insights ensure continuous refinement of onboarding practices.



Best Practices for Effective Onboarding

- › Provide access to company resources, policies, team directories, and essential tools before the first day.
- › Introduce new hires to various departments to foster inclusion and a sense of belonging.
- › Ensure all technology tools and resources are ready for immediate use, especially for remote employees.



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Onboarding Documents: Ensuring a Smooth Start

*Dotting the i's and crossing the t's:
Key steps to prepare before the start date.*

Onboarding & Document Checklist

Onboarding documents are vital for helping new hires understand their roles, responsibilities, and employment expectations. Ensuring all necessary paperwork is in place before their first day facilitates a smooth onboarding process and maintains compliance with legal and regulatory requirements.

Key Onboarding Documents:

- **Employment Contract:** Outlines terms, salary, benefits, and job responsibilities.
- **Tax Forms:** Includes necessary tax documents (e.g., W-4 for U.S. employees).
- **Non-Disclosure Agreement (NDA):** Protects sensitive company information (if applicable).
- **Benefits Enrollment Forms:** For health insurance, retirement plans, etc.
- **Company Policies:** Includes the code of conduct, harassment policies, and role-specific guidelines.
- **Emergency Contact Forms:** Ensures safety and preparedness.
- **Direct Deposit Form:** Collects banking information for payroll.

Steps to Prepare Onboarding Documents:

- 1. Receive Notification:**
Confirm receipt of a new candidate's onboarding notification.
- 2. Set Up Candidate Profile:**
Create a profile in the onboarding project management tool (e.g., Monday.com or Asana).
- 3. Verify Documents:**
Confirm all required documents are uploaded.
- 4. Contact Candidate:**
Share start date (and end date, if applicable), pay rate, key contact information, and organizational handbook or policies.
Request any outstanding documents.
- 5. Save and Organize Documents:**
Collect and securely save all additional documents.
- 6. Coordinate Onboarding Schedule:**
Schedule a call to introduce the onboarding team, confirm the schedule, and address questions.
- 7. Set Up Equipment:**
Request hardware from IT, set up network permissions, create company email addresses, and ensure all necessary software or tools are ready.
- 8. Communicate Internally:**
Announce the new hire to the organization.
- 9. Confirm with Hiring Manager:**
Verify any outstanding needs.
- 10. Check-In with Candidate:**
Address any onboarding-related questions and confirm readiness.
- 11. Welcome Package:**
Send equipment with a welcome gift (if applicable).
- 12. Onboarding Commencement:**
Begin the onboarding and integration process.
- 13. Feedback and Follow-Up:**
Collect feedback and resolve outstanding items.

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Onboarding Document Checklists



For Traditional Employees

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



For Contingent Workers in Canada:

- › Consultant contract agreement
- › Business payment information
- › Business registration details
- › Tax numbers (e.g., 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



For U.S.-Based Employees and Contractors

- › 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 cheque)
- › 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)

Additional Documents for Contingent Worker Engagements:

- › 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



Best Practices for Effective Onboarding

- › Use an online document management system for electronic form completion before the first day.
- › Ensure documents are accessible and clearly explained for compliance and ease of understanding.
- › Retain signed copies in the employee's file for future reference.

6 | RETENTION

In This Section:

When to Offer Contract Extensions
to Contingent Workers



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When to Offer Contract Extensions to Contingent Workers

To remain competitive and achieve business objectives, organizations must go beyond merely attracting new talent. Retaining, reskilling, and upskilling workers is essential—and this includes contingent workers. Retention strategies should not be limited to traditional employment models and full-time employees. This section provides insights into when to extend contingent worker contracts and offers tips for enhancing employee retention overall.

Key Considerations When Offering Contract Extensions

Performance and Fit:

High-performing contingent workers who demonstrate strong teamwork and align well with company culture may be excellent candidates for contract extensions. Regular performance reviews can help assess whether an extension benefits both the worker and the organization.

Project Continuity:

Extending the contract of a contingent worker familiar with the project can minimize disruptions, save time, and reduce costs by avoiding the learning curve required for new hires.

Company Needs:

Assess whether the worker's skills are still in demand and consider if transitioning the role into a full-time position would better meet organizational goals.

Legal and Financial Considerations:

Ensure compliance with labor laws, worker classification standards, benefits, and work hour regulations. Compare the costs of extending contracts versus hiring new talent or offering permanent roles.

Employee Preferences:

Understand the career aspirations and preferences of contingent workers. Aligning extension opportunities with their goals can increase the likelihood of their continued engagement and productivity



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When Contingent Workers Expect Contract Extensions

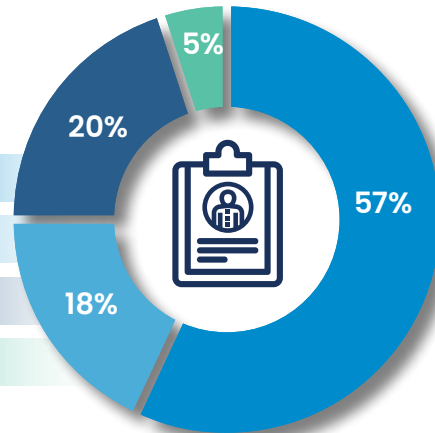


Act Early to Meet Contingent Talent Expectations

A significant 57% of contingent workers expect contract extension discussions to begin at least 60 days before the contract end date. ²⁵

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

1. Within 60 days of the end date: 57%
2. Within 45 days of the end date: 18%
3. Within 30 days of the end date: 20%
4. Within 15 days of the end date: 5%



Best Practices for Contract Extensions

- ▶ **Initiate Early Discussions:** Begin conversations about contract extensions well in advance of expiration dates to demonstrate that workers are valued and to provide them time to weigh their options.
- ▶ **Set Clear Expectations:** Clearly communicate any changes in terms, responsibilities, or compensation to ensure mutual understanding and satisfaction.
- ▶ **Stay Competitive:** Monitor market trends and industry pay rates to ensure your compensation packages for contingent workers remain attractive and competitive.





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The Future of Talent Acquisition: AI-Powered Insights for Navigating Today's Labor Market

Key AI Trends Shaping Talent Acquisition

AI in Sourcing and Screening

AI-driven tools, such as chatbots and automated resume scanners, analyze resumes, job boards, and social media to match candidates by skills and experience, significantly reducing time-to-hire.

Personalization in Candidate Experience

AI scales personalized content and communication, helping organizations stand out as employers of choice.

Unconscious Bias Reduction

By focusing on objective data, AI reduces unconscious bias, ensuring fair, merit-based evaluations that promote workplace diversity and equity.

Predictive Analytics for Decision-Making

Predictive analytics forecast a candidate's likelihood of success in specific roles, providing insights into long-term fit and reducing turnover.

Automated Candidate Engagement

AI-powered chatbots handle interactions, schedule interviews, and provide feedback, ensuring candidates stay informed and engaged throughout the process.

Key Takeaways for Organizations Facing Rapid Labor Market Shifts

In an evolving labor market where technology drives efficiency and innovation, organizations must integrate AI into their hiring strategies to stay competitive and attract top talent.

Emerging Trends in Talent Acquisition:

Speed is Key

- › **Candidate Expectations:** 59% expect feedback within two days of an interview, and 82% anticipate an offer within two weeks. ¹
- › **AI's Role:** Automation accelerates communication and decision-making, helping organizations meet these expectations.

Salary Transparency

- › **Candidate Behavior:** 37% of candidates avoid applying for jobs without listed compensation. ¹⁷
- › **AI's Role:** Advanced tools ensure competitive salary benchmarks, attracting candidates more effectively.

Flexibility is Standard, Not a Perk

- › **Work Preferences:** 65% of candidates prefer fully remote roles, while 22% favor three to four remote workdays per week. ²
- › **AI's Role:** Workforce management solutions enable flexible models while maintaining productivity and team cohesion.

Candidate Experience is Critical

- › **Retention Risks:** 39% of candidates are likely to leave due to a negative onboarding experience. ²³
- › **AI's Role:** Personalization and optimization of onboarding processes improve retention and engagement from the outset.

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Priorities for Attracting and Retaining Talent in a Technology-Driven Market:

› Flexible Work Models Backed by Intentional Culture

AI helps companies create balanced remote or hybrid environments by tracking engagement and providing insights to maintain a cohesive team culture.

› Competitive Compensation & Benefits

Organizations must design compensation and benefits packages that set them apart, considering competitive rates, flexibility, and compelling reasons to join the team during job postings, interviews, and onboarding phases.

› Efficiency in the Hiring Process

AI automates repetitive tasks, enhances sourcing, and leverages predictive analytics to identify top candidates. These innovations ensure a faster, more precise hiring process, reducing time-to-fill and minimizing the risk of losing talent to competitors.

As one of North America's leading staffing and contract workforce service providers, Procom engages with thousands of workers daily to support organizations in shaping strategies for the New World of Work.

*Contact us today for a complimentary
assessment of your recruiting strategy.*



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