

IMPROVING HIRING EFFICIENCY WITH HIGHLY PREDICTIVE APPLICANT SCREENING QUESTIONS

Keith Hulen



WHO IS THIS KEITH GUY?



- 23+ years of sales, operations and leadership experience
 - Hardware, software, SaaS, and services
 - Various industries & sizes (SMB to F100)
 - Domestically and globally
 - Worked at 6 startups
- 2x CEO
- Currently the Co-Founder of SmartRank
- Hired hundreds of people over 2 decades
- Love to travel, learn, and anything sports-related
- 1 wife, 1 dog, 2 kids



CURRENT SCREENING PROBLEMS



SCREENING ABOVE THE SURFACE

Actual Résumé

Actual Job Description

Full-stack Software Engineer

Full-stack software engineer with experience in JavaScript/JS frameworks and server side architecture, in based programming and the implementation of Object-oriented programming. Self-motivated and possession of strong skills in critical thinking/problem solving, with an interest in how things work in unison, that helps when working with both server side and client-side languages, allowing myself to gain a better understanding and to experiment with different methods/solutions to solve complex problems. Skills to see the big picture in terms of people, places, and needs, without compromising small details when working in a fast-paced environment, as well as collaborate/communicate well with others as a team to meet deadlines.

TECHNICAL SKILLS

Languages: Ruby, JavaScript, Typescript, HTML, CSS, SASS, NodeJs, Python
Frameworks: Rails, Express, React, NextJS, Redux, ActiveRecord, JSON, SQL/PostgreSQL, MongoDB
Methodologies: Object-oriented programming (OO), Test-Driven Development, REST Apis, MVC, DRY, Scrum/Agile, Testing/Debugging, NPM, Git, Browser developer tools, Structural Exterior design, Autocomplete, Scripting language

TECHNICAL PROJECTS

Chatter - Github | **MongoDB, Express, ReactJs, NodeJS (M.E.R.N) Material UI**
Users are able to search and join/leave rooms, create rooms, view members, send/edit/delete messages

- Used **socket.io** for real time, for all changes across all users(c.r.u.d messages, online activity, leave/join rooms).
- See visibility of user when they are online & when they log off to signal other users who are online & login/signup auth
- Be able to edit messages and delete messages from only the current user who deleted it
- Implementation of react hooks for efficiency and quicker rendering

Take A Trip - Github | **Dem** | **Ruby, Rails, Redux, Express, TargetApi, WeatherApi, Antd, Material UI**
Users are able to plan trips, but by searching for various things to do around their location, and may also add other users to join in on the trip to plan out more ideas

- Used Redux as a way to save state and to be accessible across different pages of the app allowing less conflict and creating a single source of truth
- Used different APIs to be able to gather data from various locations to make a more dynamic website, as well as an API to gather data on the weather for the user's location
- Able to utilize frameworks to style/design the frontend and give more functionality towards the website
- Used only functional components to be able to better understand hooks and being able to implement them

Shoptastic - Github | **Dem** | **Ruby, Rails, Redux, TargetApi, GoogleApi, React Bootstrap, Semantic UI**
E-commerce website where users can search by categories for various items and be able to purchase them, edit their cart and view store locations

- Used an API to gather different sets of products based on a users choice making it more dynamic
- Able to use Google Maps API to lookup store locations as well as a users input for locations in their area
- Used a React Bootstrap and Semantic UI frameworks to design website
- Create different route pages for a more dynamic website

EXPERIENCE

CrouchJump Remote/Houston, Texas 10/2020 - Present
Full-Stack Web Developer (P.E.R.N.)

- Assist team to develop and implement modular components, with typescript features, keeping codebase DRY
- Work with redux tool-kit to handle global state for ease of access of data between components
- Build api endpoints/tables to proficiently query data to be served to the client
- Collaborate with team to discuss best practices to increase productivity and efficiency in an agile environment

Watson Grinding & Manufacturing Houston, Texas 03/2017 - 02/2020
Abrasive Blaster/HVOF Operator

- Maximizing workflow and production by preparing parts by masking and blasting so that it may be ready to be applied with a coating
- Set up parts and write programs for which the robot may complete by recording sizes and dimensions, apply carbide coating, make sure gun is running smoothly by adjusting gas levels and repairing the gun parts for better performance, prolonging the life of hardware therefore saving and reducing company cost
- Good troubleshooting skills, ability to multitask, and good time management, consequently improving manufacturing

EDUCATION

Fiatiron School Houston, Texas 03/2020 - 06/2020
Full Stack Software Development, Ruby on Rails and JavaScript program

Maybe Creek HighSchool Houston, Texas 06/2016
High School Diploma

What does "familiarity with" or "knowledge of" or "experience in" mean?



What do these words mean?

Average time to scan a résumé: **6 seconds**

Full Stack Rails Software Developer - Mesa, AZ Apollo16 Apply

Responsibilities:

- Perform research, design, development and maintenance of web application written in **Ruby on Rails**
- Design and development of the Web UI application within the **Rails framework**
- Work with stakeholders to provide estimates for development effort
- Actively participate in project design and planning meetings
- Solve business-critical problems using various tools (debugging, performance/benchmark testing, etc.) and build new tools (or on top of existing tools) when the need arises

Knowledge, Skills, and Abilities:

- 3 - 5 years of working experience with **Ruby/Rails and Rails**
- Strong working knowledge / experience with web app UI development (HTML, CSS, SASS, ERB, Bootstrap, Plain old Javascript)
- Strong working knowledge / experience with UI wireframe mockups
- Strong communication skills
- Strong background in writing software tests (Unit, Integration, Acceptance, etc.)
- Familiarity with Benchmarking & Perform Profiling of **Rails UI** application; improving application performance / scalability
- Experience with the following tools used during development: Git, Github, Slack, Asana
- Knowledge of cloud platforms, such as AWS S3, AWS Redshift, AWS EC2, Heroku
- Computer science or software development degree or equivalent work experience
- Experience working with Docker, Linux and CLI tools experiences is a plus

Our Stack:

- Ruby on Rails** platform application
- Ruby code for libraries - Ruby gems
- Plain old Javascript
- ERB Templating
- Bootstrap CSS Framework
- SASS
- Sidekiq
- PostgreSQL
- Snowflake, Amazon Redshift, Google Big Query
- Docker
- AWS S3 / Lambda



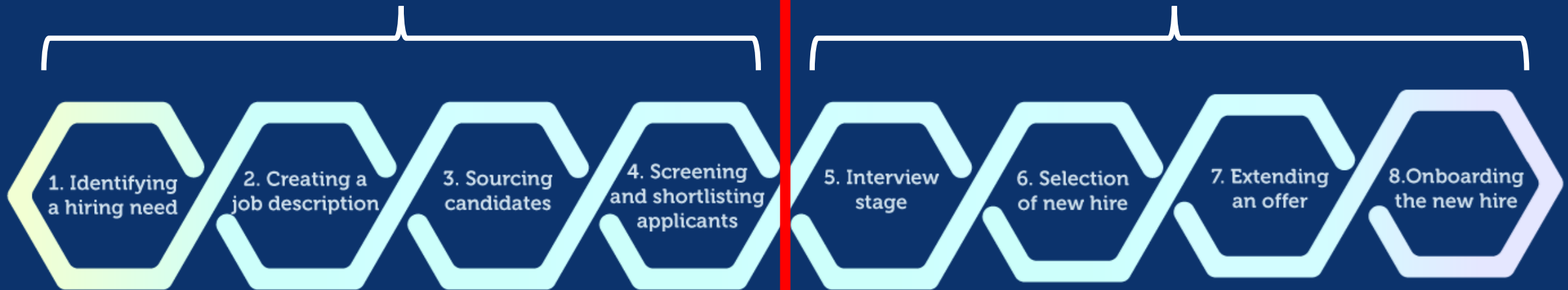
ROOT CAUSE IS SURFACE-LEVEL INFORMATION



IT ALL STARTS WITH IDENTIFYING SPECIFIC QUALIFICATIONS

If you don't get this part correct...

...then good luck with this part!



If you don't INVEST your time here...

...then you will WASTE more of your time here!



**HOW DO WE FIX THESE
PROBLEMS?**



HIGH-LEVEL SOLUTION

What level would you rate your proficiency using Microsoft Excel?

a. Beginner - open files, navigate the menu bar, input data, save files, access help	0 points
b. Basic - all of the items listed in the beginner level above, manage workbooks & worksheets, formatting, printing, basic formulas, basic functions (e.g. SUM, COUNT, AVERAGE, etc.), charts, sorting, filtering, basic shortcuts	2 points
c. Intermediate - all of the items listed in the basic level above, intermediate functions (e.g. VLOOKUP, IFS, CONCATENATE, etc.) go to special, pivot tables, named range, drop down list (e.g. data validation), conditional formatting, idea button, quick analysis tool	3 points
d. Advanced - all of the items listed in the intermediate level above, advanced formulas (e.g. combining functions), VBA, power query, power pivot	4 points

Hiring managers define EXACTLY what they need through multiple-choice / multi-select Q&A

Score every answer

The smartphone screen shows the Apollo22 logo at the top. Below it, the title 'AWS Cloud Architect' is displayed. The progress indicator shows 'Step 1 of 8' and 'Question 4 of 18'. The question is titled 'Questions' and is marked as 'Required'. The instruction reads: 'Please select any of the following architect certifications that you currently hold. Please **select ALL** that apply.' There are four selection options: 'AWS Certified Solutions Architect' (checked), 'The Open Group Certified Architect (Open CA)', 'Google Professional Cloud Architect' (checked), and 'None, I do not have any of the certifications listed'. Navigation buttons for 'Previous' and 'Next' are at the bottom. Copyright © 2023 Apollo22 is visible at the very bottom.

Automate the delivery of the Q&A

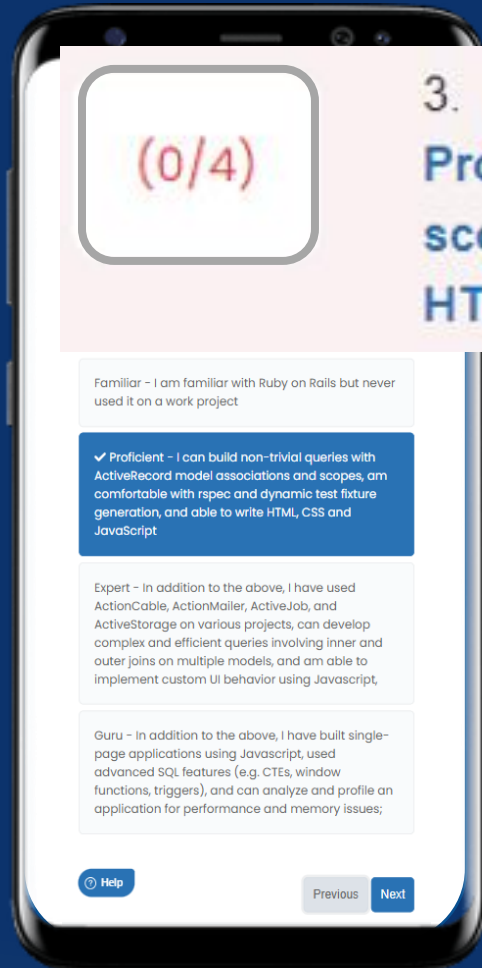
The desktop monitor shows a table of applicants. The title is 'Applicants 1 - 50 of 103'. There are filter buttons for 'Filters', 'Select All', 'Custom Email', and 'Recommend For Other'. The table has columns for Rank, Match, Applicant, and Stage. The 'Rank' and 'Match' columns are highlighted with red boxes. The data rows are as follows:

Rank	Match	Applicant	Stage
1	97%	Candidate #JA-171	Loved
1	97%	Candidate #LR-22	Contacted
3	91%	Candidate #BJ-690	Contacted
4	89%	Candidate #JK-261	Applied

Automate the scoring, stack-ranking, and filtering of every applicant



MUST SCREEN BELOW THE SURFACE



(0/4)

3. Which of the following best describes your level of proficiency with Ruby on Rails?

Proficient - I can build non-trivial queries with ActiveRecord model associations and scopes, am comfortable with rspec and dynamic test fixture generation, and able to write HTML, CSS and JavaScript

Familiar - I am familiar with Ruby on Rails but never used it on a work project

✓ Proficient - I can build non-trivial queries with ActiveRecord model associations and scopes, am comfortable with rspec and dynamic test fixture generation, and able to write HTML, CSS and JavaScript

Expert - In addition to the above, I have used ActionCable, ActionMailer, ActiveJob, and ActiveStorage on various projects, can develop complex and efficient queries involving inner and outer joins on multiple models, and am able to implement custom UI behavior using Javascript,

Guru - In addition to the above, I have built single-page applications using Javascript, used advanced SQL features (e.g. CTEs, window functions, triggers), and can analyze and profile an application for performance and memory issues;

Help

Previous

Next



(2/4)

Familiar - I am familiar with Ruby on Rails but never used it on a work project

Expert - In addition to the above, I have used ActionCable, ActionMailer, ActiveJob, and ActiveStorage on various projects, can develop complex and efficient queries involving inner and outer joins on multiple models, and am able to implement custom UI behavior using Javascript,

(4/4)

Guru - In addition to the above, I have built single-page applications using Javascript, used advanced SQL features (e.g. CTEs, window functions, triggers), and can analyze and profile an application for performance and memory issues;



SCREENING FOR THE CORRECT QUALIFICATIONS

This is not it!

REQUIRED QUALIFICATIONS

- 7 years of experience in a software developer or equivalent role; DevOps role with project management experience highly preferred
- Proficiency in working with Git workflows
- Excellent understanding of scripting languages such as Bash Scripting, Python, Go, etc.
- Experience with creating CI/CD pipelines with GitHub, Jenkins, etc.
- Good understanding of various DevOps tools, open-source technologies, cloud-based services, and automation tools
- Working knowledge of databases and SQL preferred
- Excellent coordination, communication, and problem-solving skills
- Ability to take initiatives and work with a collaborative spirit

- What qualifications are must-haves for candidates? (e.g. X technical skills, experience with Y projects, Z certification or license)
- What would be some nice-to-have skills for candidates and why? (e.g. experience in retail, familiarity with X programming language)
- Is it necessary for candidates to have industry experience for this role? Why or why not?
- What software should your new hire be proficient in?

1. What are the primary responsibilities of this Python software developer role?
2. Are there any specific projects the new hire will be working on immediately?
3. What programming frameworks and technologies are currently in use that the candidate should be familiar with? (e.g., Django, Flask, Pandas)
4. Is this position more focused on backend, frontend, or full-stack development?

This is it!

Which of the following best describes your level of proficiency with Python?

- a. Beginner: you have a basic understanding of Python syntax and can perform simple programming tasks such as printing statements, basic arithmetic operations, and simple data structures. You can have specific experience with the following tasks: writing simple functions, using conditional statements and loops, working with basic data types such as strings and numbers, and reading and writing data to files 0 points
- b. Intermediate: you have a good understanding of Python and can perform more complex programming tasks involving more advanced data structures and algorithms. You can have specific experience with the following tasks: working with lists, dictionaries, and tuples, implementing sorting and searching algorithms, using object-oriented programming concepts such as classes and inheritance, and working with external libraries such as NumPy and Pandas 1 point
- c. Advanced: you have a deep understanding of Python and can perform complex programming tasks involving advanced data manipulation, machine learning, and web development. You can have specific experience with the following tasks: working with complex data structures such as sets and graphs, implementing advanced machine learning algorithms using libraries such as Scikit-learn, building web applications using Flask or Django, and implementing database interactions using SQL and ORMs 3 points
- d. Expert: you have a mastery of Python and can design and optimize complex software applications. You can have specific experience with the following tasks: designing scalable software architectures, implementing multithreading and multiprocessing, working with distributed systems using frameworks such as Apache Spark, and optimizing software performance using profiling and debugging tools. You can also mentor and teach others about Python best practices and advanced concepts 5 points

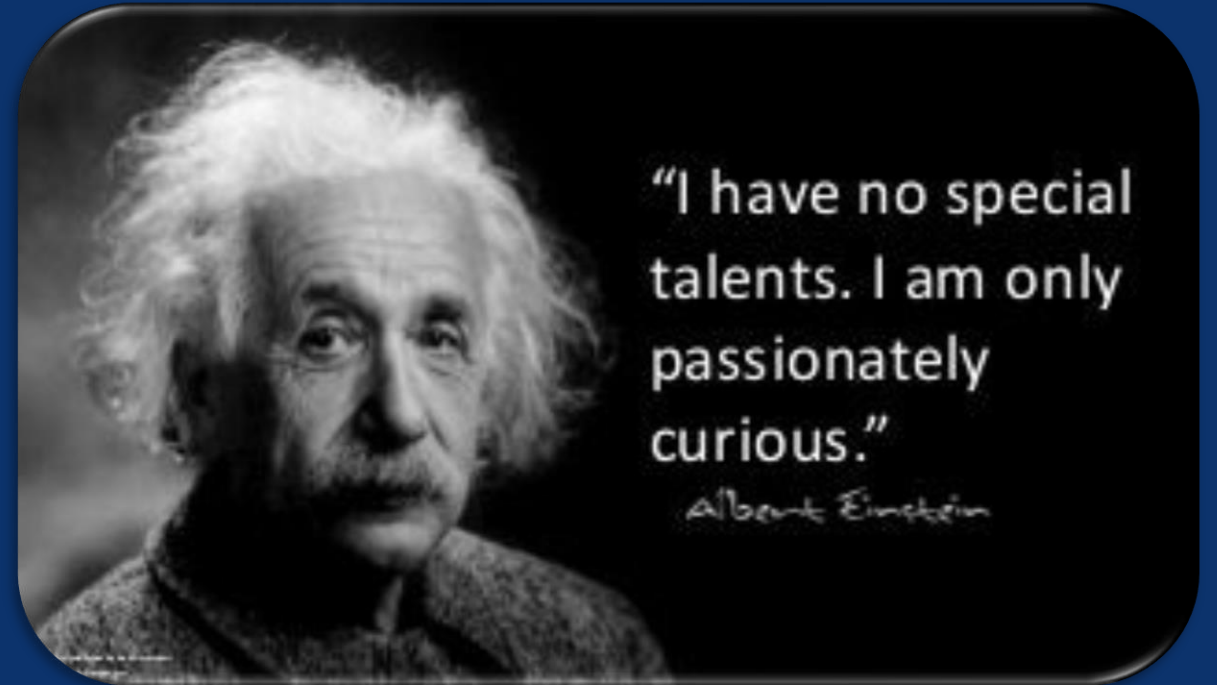


GOOD vs. BAD QUESTIONS



GENERAL RULES FOR QUESTIONS

- Identify “screening” vs. “interview” questions
- No “Yes”/”No”
- The more specific, the better
- Define ambiguous words
- Give definitions (i.e.,)
- Give examples (e.g.,)
- Create full-spectrum answers so any applicant can answer
- Try to have different types of questions: years of experience, proficiency, tools, etc.



SPECIFIC WORDING

- Define ambiguous phrases such as “experience with” “knowledge of” “familiar with” etc.
- Define ambiguous words, for example, what does “enterprise sales” mean to you?
- Give specific definitions
- Give specific examples

General Wording Question	Specific Wording Question
How many years of experience do you have in enterprise sales?	How many years of experience do you have in full cycle B2B enterprise sales (<u>i.e.</u> , you were personally responsible for conducting your own prospecting, discovery, demos, objection handling, negotiating and closing)?

General Wording Answers	Specific Wording Answers
a. drain snake	a. Using a motorized drain snake to clear sewer drains
b. <u>drain pipe</u>	b. Replace drain/water pipe (PVS, cast iron, copper, black pipe)
c. <u>sloan</u> valve	c. Ability to diagnose and repair Sloan Valve toilets/urinals (e.g., disassembling to the stem, diagnose automated toilet head, etc.)
d. toilets	d. Replacing toilets
e. None	e. None- I do not have hands-on experience with any of the tasks listed



TRY NOT TO USE “YES” / “NO”

- Almost no reason to use “Yes” and “No” type questions
- Yes/No questions create low signal
- Figure out how to reverse engineer the question to be more specific. Instead of “Are you...?” use “Which of the following....?”
- Give specific definitions
- Give specific examples

Not Recommended	Recommended
<p>Question: Are you proficient in Excel?</p> <p>Answer: A. Yes B. No</p> <p><i>*Note: Words like proficient, efficient, “experience in” in a question all leave room for applicant interpretation. When creating a question, try and be as specific as possible in what you are looking for in a candidate.</i></p>	<p>Question: Which of the following best describes your level of proficiency as it relates to using Excel?</p> <p>Answer:</p> <ul style="list-style-type: none">A. Beginner - open files, navigate the menu bar, input data, save files, access helpB. Basic - all of the items listed in the beginner level plus: manage workbooks & worksheets, formatting, printing, basic formulas, basic functions (e.g. SUM, COUNT, AVERAGE, etc.), charts, sorting, filtering, basic shortcutsC. Intermediate - all of the items listed above plus intermediate functions (e.g. VLOOKUP, IFS, CONCATENATE, etc.) go to special, pivot tables, named range, drop down list (e.g. data validation), conditional formatting, idea button, quick analysis toolD. Advanced - all of the items listed above plus advanced formulas (e.g. combining functions), VBA, power query, power pivot
<p>Question: Do you have experience working as a Scrum Master?</p> <p>Answer: A. Yes B. No</p> <p><i>*Note: If years of experience is important to the role, make the questions and answers reflect the requirements appropriately</i></p>	<p>Question: How many years of experience do you have playing the Scrum Master role for a software development team that was diligently applying Scrum principles, practices, and theory?</p> <p>Answer:</p> <ul style="list-style-type: none">A. Zero - I have never played the Scrum Master role at a company I have worked atB. 1 - 2 yearsC. 3 - 4 yearsD. 5 - 7 yearsE. 8+ years



DON'T USE AMBIGUOUS LANGUAGE

- Try to avoid 1 or 2 word answers
- Ask yourself “what is an applicant going to think when they read this?”
- Figure out how to reverse engineer the question or answer options to be more specific
- Give specific definitions
- Give specific examples

Question:

What is your level of proficiency with JavaScript?

Answer:

- A. Beginner
- B. Intermediate
- C. Expert

**Note: For a technical role, it is a good idea to have a technical based questions to ensure your candidate has the appropriate skill set for the position.*

Question:

What sequence of numbers will this Javascript code print to the console? `for (var i = 0; i < 4; i++) { setTimeout(function () { console.log(i); }, 100 * (4-i)); }`

Answer:

- A. 1 2 3 4
- B. 4 3 2 1
- C. 1 1 1 1
- D. 4 4 4 4

Which of the following best describes your level of proficiency in programming JavaScript?

- a. Familiar - I am familiar with Javascript but have never used it on a work project 1 point
- b. Proficient - I can implement basic behaviors like toggling element visibility, form validation, generating AJAX requests, handling responses and updating multiple elements in the DOM 2 points
- c. Expert - In addition to the above, I can implement advanced behaviors like drag & drop, multi-select, and DOM element interactions based on state changes 3 points
- d. Guru - I can teach all of the above and async/await, promises, prototypical inheritance, closures, hoisting, and variable scoping 0 points




GIVE FULL-SPECTRUM ANSWERS

- What is the minimum and maximum possible answer?
- Make sure answers in the middle don't overlap. For example, "1-2 years" and then "2-3 years" ...which option do they choose if they have "2 years experience"?
- Keep in mind you get all types applying for roles
- Use "other" when creating multi-select questions and decide if you want to give points to that answer or not

<p>Question: How many years of experience do you have performing live software demonstrations in front of customers?</p> <p>Answer: A. 1 - 2 B. 2 - 4 C. 4 - 7</p> <p><i>*Note: Years of experience is a great question, but make sure every candidate can provide an answer, and don't overlap answers (e.g., 1 - 2 and then 2 -3...if they have 2 years, which answer would they select?)*</i></p>	<p>Question: How many years of experience do you have performing live software demonstrations in front of customers?</p> <p>Answer: A. None - I have never performed live software demonstrations in front of customers B. Less than 1 year C. 1 - 2 years D. 3 - 5 years E. 6 - 10 years F. 11+ years</p>
--	--

Which of the following Java-based technologies have you used on at least two projects? Please [select ALL](#) that apply.

a. JDBC	1 point
b. Spring	1 point
c. JAVA Persistence API	1 point
d. Play	1 point
e. Other Java-based technologies	0 points
f. None, I do not have experience with any Java-based technologies	



USE DIFFERENT QUESTION TYPES

- Try to mix up the questions to cover multiple areas such as skills, knowledge, experience, etc.
- Years of experience?
- Recency of experience?
- Level of proficiency?
- Tools worked with for X years?
- Technical knowledge?
- Education/Certifications?

Full Stack Rails Software Developer

Given the following HTML and CSS and Javascript:

```
<button id="more-btn" class="toggle-btn">Show More</button>
<div id="additional-info" class="hidden">Some additional info</div>
<style>
  .hidden { display: none }
  .shown { display: block; !important; }
</style>
<script>
  more-btn.addEventListener("click", function() { ... });
</script>
```

Assuming this is a "pure Javascript" (i.e. no libraries) app, what function body would allow clicking the button to show and hide the div?

How many Production Rails projects (business internal or public) have you worked on in the last three years?

How many years of project experience do you have developing with Ruby on Rails?

How many years of working experience do you have using Bootstrap CSS?

Maintaining a unit test suite has a cost, but the big return on investment comes in the form of:

The cost of refactoring to simplify code pays back in the form of

What sequence of numbers will this Javascript code print to the console?

```
for (var i = 0; i < 4; i++) {
  setTimeout(function () { console.log(i); }, 100 * (4-i));
}
```




QUALIFICATION QUESTION TYPES




QUALIFICATION QUESTION TYPES

- Education
- Licensure & Certifications
- Job Requirements
- Years of Experience
- Tools and/or Processes
- Proficiency
- Skills Assessment
- Situational

What is the highest level of education you have attained?

a. I do not have a high school diploma or GED	
b. High school diploma or GED	1 point
c. Associates Degree	2 points
d. Bachelor's Degree	3 points
e. Master's Degree or higher	4 points

Which of the following registrations or certifications do you currently have? Please select ALL that apply.

a. Registered Medical Assistant (RMA) through AMT, NCCT, or NHA	3 points
b. Certified Medical Assistant (CAN) through AAMA	3 points
c. Cardiopulmonary Resuscitation (CPR)	1 point
d. None, I do not have any of the listed registrations or certifications	




EDUCATION

- Minimum education?
- Ideal education?
- Highest level?
- Field of study?
- Are there true “knock-outs” here?
- Explain what will happen with a “knock-out”
- No Yes/No questions
- Answer options should cover all potential scenarios

What is the highest level of education you have attained?

- | | |
|---|---|
| a. I do not have a high school diploma or GED |  |
| b. High school diploma or GED | 1 point |
| c. Associates Degree | 2 points |
| d. Bachelor's Degree | 3 points |
| e. Master's Degree or higher | 4 points |

Which field of study do you currently hold a bachelor's Degree in?

- | | |
|---|---|
| a. Electrical Engineering | 1 point |
| b. Mechanical Engineering | 1 point |
| c. Computer Engineering | 1 point |
| d. I have a Bachelor's Degree but not one that is listed. | 0 points |
| e. I do not have a Bachelor's degree. |  |



LICENSURE & CERTIFICATIONS

- Required certifications?
- Preferred certifications?
- Are there true “knock-outs” here?
- Explain what will happen with a “knock-out”
- No Yes/No questions
- Answer options should cover all potential scenarios

Which of the following certifications do you currently hold? Please **select ALL** that apply: 7%

a. CPA - Certified Public Accountant	2 points
b. CMA - Certified Management Accountant	2 points
c. CFA - Certified Financial Analyst	1 point
d. Other accounting and/or finance related certifications (e.g., CGMA, Certified Internal Auditor, Certified Fraud Examiner, APM, APS, ARS, etc.)	1 point
e. I have not obtained any accounting and/or finance related certifications	0 points

Which of the following SQL related certifications do you currently have? Please **select ALL** that apply.

a. IBM Certified Database Administrator – DB2	1 point
b. Microsoft SQL Server database certifications (any available)	1 point
c. Oracle MySQL certification (MySQL Database Administration or MySQL Developer)	1 point
d. Oracle Database 12c Administrator (OCA, OCP, OCM, Maximum Availability Certified Master)	1 point
e. SAP Certified Technology Associate – SAP HANA	1 point
f. I have other SQL related certifications	1 point
g. I do not currently have any SQL related certifications	0 points



JOB REQUIREMENTS (e.g., travel, salary, etc.)

- More specific the better
- Parenthesis (i.e., and e.g.,) are your friends
- Are there true “knock-outs” here? Don’t need to KO!
- Almost never any Yes/No questions
- Answer options should cover all potential applicants

What percent of the time are you willing and able to travel consistently week-after-week throughout the entire year?

a. Zero, I am not willing and/or able to travel	0 points
b. Up to 25%	1 point
c. 26% - 50%	2 points
d. 51% - 75%	3 points
e. 76% - 100%	3 points

What is your minimum salary range expectation for this role as described in the job description (this does not include bonuses or any other forms of compensation)?

a. \$80,000 - \$90,000 / year	4 points
b. \$91,000 - \$100,000 / year	2 points
c. \$101,000 - \$110,000 / year	0 points
d. \$111,000 - \$120,000 / year	0 points
e. \$121,000+ / year	0 points




YEARS OF EXPERIENCE

- These questions identify the specific experience that the applicants have
- Usually, the first question to be created
- More specific the better
- Parenthesis (i.e., and e.g.,) are your friends
- Are there true “knock-outs” here?
- No Yes/No questions
- Answer options should cover all potential scenarios

How many years of experience do you have directly selling SaaS (Software as a Service) solutions, in a full-cycle (i.e., conducting your own prospecting, discovery, live demos, objection handling, negotiating, and closing) to Enterprise (Fortune 1000) companies in a B2B (business-to-business) environment?

- | | |
|---|---|
| a. Zero, I have never sold SaaS solutions to Enterprise companies in a B2B environment as defined in the question |  |
| b. Less than 2 years | 1 point |
| c. 2 - 4 years | 2 points |
| d. 5 - 7 years | 4 points |
| e. 8+ Years | 4 points |

How many years of on-the-job experience do you have developing and maintaining an AWS environment?

- | | |
|--|---|
| a. None - I have never developed and maintained an AWS environment |  |
| b. Less than 1 year | 0 points |
| c. 1 - 3 years | 1 point |
| d. 4 - 6 years | 3 points |
| e. 7+ years | 5 points |



PROFICIENCY

- Identifies specific level of expertise in a particular area
- Excellent for separating applicants
- Provide levels, definitions, and examples
- More specific the better
- Parenthesis (i.e., and e.g.,) are your friends
- Are there true “knock-outs” here?
- No Yes/No questions

Which of the following best describes your level of proficiency with Ruby on Rails?

- | | |
|--|----------|
| a. Familiar - I am familiar with Ruby on Rails but never used it on a work project | 0 points |
| b. Proficient - I can build non-trivial queries with ActiveRecord model associations and scopes, am comfortable with rspec and dynamic test fixture generation, and able to write HTML, CSS and JavaScript | 0 points |
| c. Expert - In addition to the above, I have used ActionCable, ActionMailer, ActiveJob, and ActiveStorage on various projects, can develop complex and efficient queries involving inner and outer joins on multiple models, and am able to implement custom UI behavior using Javascript, | 2 points |
| d. Guru - In addition to the above, I have built single-page applications using Javascript, used advanced SQL features (e.g. CTEs, window functions, triggers), and can analyze and profile an application for performance and memory issues; | 4 points |

What level would you rate your proficiency using Microsoft Excel?

- | | |
|---|----------|
| a. Beginner - open files, navigate the menu bar, input data, save files, access help | 0 points |
| b. Basic - all of the items listed in the beginner level above, manage workbooks & worksheets, formatting, printing, basic formulas, basic functions (e.g. SUM, COUNT, AVERAGE, etc.), charts, sorting, filtering, basic shortcuts | 2 points |
| c. Intermediate - all of the items listed in the basic level above, intermediate functions (e.g. VLOOKUP, IFS, CONCATENATE, etc.) go to special, pivot tables, named range, drop down list (e.g. data validation), conditional formatting, idea button, quick analysis tool | 3 points |
| d. Advanced - all of the items listed in the intermediate level above, advanced formulas (e.g. combining functions), VBA, power query, power pivot | 4 points |



SKILLS ASSESSMENT

- These are quick assessment questions to identify if the person “knows their stuff”
- More specific the better
- Parenthesis (i.e., and e.g.,) are your friends
- Are there true “knock-outs” here?
- No Yes/No questions

Given a database that looks like this:

```
# SELECT * from users;
name | email
-----+-----
alice | alice@gmail.com
bob   | bob@gmail.com (2 rows)

# SELECT * from user_addresses;
address | user_email
-----+-----
1 Ash Ln | alice@gmail.com
2 Box St | bob@gmail.com
```

What SQL would you use to produce this?

```
name | address
-----+-----
alice | 1 Ash Ln
bob   | 2 Box St
```

- a. `SELECT name, address FROM users, user_addresses;` 0 points
- b. `SELECT users.name, user_addresses.address FROM users, user_addresses WHERE users.email = user_addresses.email;` 1 point
- c. `SELECT users.name, user_addresses.address FROM users JOIN user_addresses on users.email = user_addresses.user_email;` 2 points
- d. `SELECT name, address FROM (SELECT * FROM users JOIN user_addresses on users.email = user_addresses.user_email) AS t;` 0 points



SITUATIONAL

- Adds an element of subjectivity to the questions
- Used to understand how they view/think
- Ask them which example most closely aligns to how they would handle situations
- Provide “good” responses for all answer options
- Are there true “knock-outs” here?
- No Yes/No questions

You have a client that says they are going to end their account with you and go to a competitor. What would be your initial reaction?

- | | |
|---|----------|
| a. Tell them that you are sorry to see them go, you hope they will come back soon, and ask if there is anything they need in their transition | 0 points |
| b. Tell them to please hold and then go get your manager to help you resolve their issues and save the client | 0 points |
| c. Ask them why they are ending their account with your company and going to a competitor | 2 points |
| d. Ask them if lowering their subscription price would help them reconsider leaving your company | 0 points |

A salesperson for one of the accounts you are the Customer Success Manager (CSM) of, calls you and tells you that one of their customers doesn't want you as their CSM anymore and is requesting a different CSM. What would you do?

- | | |
|---|----------|
| a. Immediately go talk to your manager to figure out what the next step is | 0 points |
| b. Immediately call the client to find out why they are requesting a new CSM | 1 point |
| c. Take the initiative to go ahead and switch their account to another CSM as the client requested | 0 points |
| d. Ask the salesperson to fill you in on the entire conversation from beginning to end with details, and then ask if the salesperson would mind jumping on a call with you and the client so you can help understand why they are unhappy | 2 points |



GOOD vs. BAD OUTCOMES



BAD OUTCOMES

- Bad questions = Bad outcomes
- This is usually seen in the distribution of scores for applicants
 - Many of the same scores is not good
- Causes for “Bad” questions:
 - Too few questions
 - Not specific enough
 - Yes/No questions
 - Same question types
 - Scoring is not weighted properly

4 Applicants

Filters

Rank	Match	Applicant	Stage
1	100%	Samantha (#SB-4393)	Dispositioned
1	100%	William (#WH-3796)	Dispositioned
1	100%	Paul (#PH-3704)	Dispositioned
1	100%	Kathleen (#KM-3681)	Dispositioned

Copyright © 2021 SmartRank

Questions Score: 100%

(1/1)	1. Will you now or in the future require visa sponsorship? No
(1/1)	2. Are you legally eligible to work in the United States? Yes
(1/1)	3. How many days per week are you comfortable consistently working onsite in our Greenwood Village, CO office? 4 or more days
(1/1)	4. How did you hear about us? (Referrals, please email recruiting@... and let us know.) LinkedIn



SPECIFICITY MATTERS

- The more specific, the better the outcomes
- Use (i.e. and e.g.) to provide additional specificity
- Avoid using words like the following unless they are defined further:
 - “Experience in...”
 - “Expertise with...”
 - “Understanding of...”
 - “Ability to...”
 - “Familiar with...”

QUALIFICATIONS 96%

Applicant Qualifications for This Position

I am very comfortable working civil rights investigations related to government entities. I seek to make a contribution utilizing my extensive experience.

Questions Status: complete

Questions Score: 96%

(1/1) 1. Are you legally eligible to work in the United States?
Yes

(3/3) 2. How many years of experience do you have conducting harassment and discrimination investigations?
5 or more years

(4/4) 3. How many years of experience do you have conducting harassment and discrimination investigations within an institute of higher education or K-12 school?
5 or more years

(4/4) 4. Which of the following best represents where the majority of your experience have been with regards to investigations?
Single Investigator Model - where you are responsible for conducting the entirety of the investigation

(4/4) 5. Which of the following constituents have you conducted investigations for? Please **select ALL** that apply.
Students
Staff
Faculty/Teachers
Administrators

(4/4) 6. Which of the following applies to your experience as an investigator? Please **select ALL** that apply.
Fact finding (party/witness interviews, evidence collection, summarizing statements and evidence into a written report)
Fact gathering, fact finding, and analysis (full investigation including summarizing statements and evidence, conducting an analysis of the information gathered, making determinations of the facts)
Drafting a report based on information gathered by someone else.

(5/6) 7. Which of the following industries/sector have you conducted harassment and discrimination investigations for at least one year? Please **select ALL** that apply.
Education: Higher Ed
Government Agencies (e.g., US Dept. of Education, EEOC, DOL, DOJ, etc.)
For Profit Corporations/Businesses
Private Investigator
Other industries/sectors not listed above



GOOD OUTCOMES

- Good questions = Good outcomes
- This is usually seen in the distribution of scores for applicants
 - Many different scores is a good thing
- Causes for “Good” questions:
 - 8 – 12 questions
 - Very specific questions/answers
 - Different question types
 - Proficiency questions
 - Scoring is equally distributed

Rank	Match	Applicant	Stage
1	86%	Candidate #GA-4573	Liked
2	83%	Candidate #DY-4554	Liked
3	79%	Candidate #JH-4317	Withdrawn
4	71%	Candidate #PB-4359	Applied
5	70%	Candidate #TP-4345	Passed
6	66%		
7	64%		
7	64%		
9	61%		

(4/4)	4. Which of the following best describes your level of proficiency with SQL? Guru - The above, plus I can write stored procedures and triggers, have deep understanding of locking, indexes, and query optimization
(3/7)	5. How many years of on-the-job experience do you have with Microsoft SQL Server specifically? 2-5
(2/4)	6. How many years of classroom or on-the-job experience do you have with Transact SQL programming (SQL Server, Oracle, MySQL, etc...)? 2-5
(5/5)	7. Which of the following tools do you have direct, hands-on experience writing Transact SQL code in Microsoft SQL Server? Please select ALL that apply. Stored Procedures Cursors Indexes Temp Tables Select, Insert and Update statements
(2/3)	8. What object in SQL Server Reporting Services would you use to display columns and rows of data? Please select ALL that apply. Matrix Table
(1/3)	9. To determine poor performance of SQL, what can you use? Please select ALL that apply. Execution Plans
(2/4)	10. Which components of SQL Server do you have experience with? Check ALL that apply. SQL Server Management Studio SQL Server Integration Services



GOOD OUTCOME EXAMPLE

- 136 Applicants
- 50: Knocked Out = 37%
- 21: 0% Match Score = 15%
- 23: <50% Match Score = 17%

94 (69%) of applicants do NOT Need Review

- 32: 50-72% Match Score
 - This equals 24% of the total
 - Rankings from 11-38
- 10: 76-93% Match Score
 - This equals Top 7%
 - #4 (83% score) was hired

136 Applicants

Filters

Rank	Match	Applicant	Stage
1	93%	Candidate #SM-4600	Dispositioned
2	90%	Candidate #JR-4824	Dispositioned
3	86%	Candidate #JB-5216	Dispositioned
4	83%	LAQUISHA JONES (#LJ-4929)	Hired
4	83%	Candidate #AR-4629	Dispositioned
4	83%	Candidate #AE-4589	Dispositioned
7	79%	Candidate #YR-4758	Dispositioned
7	79%	Candidate #DM-4657	Dispositioned
7	79%	Candidate #SB-4624	Dispositioned
10	76%	Candidate #CH-5193	Dispositioned
126 Lower-ranked Applicants			
11	72%	Candidate #TW-5277	Dispositioned
11	72%	Candidate #AW-5031	Dispositioned
11	72%	Candidate #CW-4969	Dispositioned

QUALIFICATIONS 10%

Applicant Qualifications for This Position

I am trustworthy, determined, on time, and a strong work ethic. I may not have the experience you are looking for but I love to learn and I have a strong work ethic.

Comments: "I may not have all the experience you are looking for but I'm a quick learner and I work hard. "



REAL EXAMPLE: BACK-END WEB ENGINEER

Top-Ranked: 8%
Lower-Ranked: 24%
Knocked Out: 43%
Incomplete: 25%



ACTUAL ABOVE THE SURFACE RESUME

Outstanding Résumé...Right?

Professional Summary

- Around 4 years of full stack development experience in all stages of the life cycle, referring to Design, Development, Implementation, and testing of web-based applications.
- Extensive knowledge and hands-on experience as a Full-Stack Java Web Developer with diversified exposure in analysis, design, development, and implementation of web-based applications.
- Full Stack Java developer with experience in the core design, development, and implementation of applications using Java, J2EE, Spring Framework, Hibernate, JPA, JSP, Struts, Servlets, PL/SQL, Web Services, NodeJS, Python, HTML, CSS, Bootstrap, JavaScript.
- Extensively used TypeScript, AJAX, JSON, and XML to link clients to server back-end applications.
- Used HTML, CSS, and JSON and performed client-side validations using JavaScript.
- Experience in designing User Interactive UI Web Pages and visually appealing User Interfaces using HTML and CSS.
- Experience working with Spring framework, Spring Core (IOC Container, Dependency Injection, AOP), Spring MVC, Spring Cloud, Spring Templates, Spring Security, Spring Boot, Spring Web Flow, and Spring Data.
- Proficient in writing SQL queries, PL/SQL stored procedures, Triggers, and creating business tables.
- Profound knowledge in managing databases using technologies like JDBC, Spring-JDBC, and Hibernate.
- Good understanding of Core Java concepts like Streams API, Time API, Functional Interfaces, Multithreading, Transaction Management, Exception Handling, Generics, and Collection API.
- Implemented Multithreading for handling multiple requests and for high performance.
- Involved in designed fully distributed system with the use of Restful API and Micro Services.
- Experienced in developing Restful Services using JAX-RS specification like Jersey and Rest Easy to implement REST based Application.
- Proficient in developing web applications using HTML5, JavaScript, JQuery along with AJAX call and customizing web features using CSS3 and Bootstrap3.

Core Qualifications

Language Java, Python, JavaScript, .NET, C#, C, PHP.	Database, Cloud & Tools SQL, MySQL, Azure DevOps, AWS, Postman.
Framework & Library NodeJS, Bootstrap, JSON, Spring boot, hibernate, JDBC, Servlets, Typescript, ReactJS.	Other UiPath, Automation Anywhere, Blue Prism, NICE, Enate, Git, Artificial Intelligence, APIs, Web Data Management, Data Mining, Machine Learning, Database Systems.
Web Technologies: Html, CSS	

Education

Master of Science, Computer Science and Engineering The University of Texas - Arlington	May 2023
Bachelor of Engineering, Computer Science and Engineering Visvesvaraya Technological University - Bengaluru, India	May 2017

Experience

- Java Full Stack developer Jan 2023 to May 2023
JPMC - TX
- Designed and documented REST/HTTP APIs, including JSON data formats and API versioning strategy.
 - Maintain J2EE Spring MVC Maven-built applications and analyze Java Restful Web Services to troubleshoot query issues.
 - Involved in creating & migrated existing business applications to Amazon cloud services (AWS) based environment and deploying applications using Amazon web services.
 - Developed and consumed Rest Services using HTTP methods such as GET, POST, PUT, and DELETE for user and account microservices.

Professional Summary

- Around 4 years of full stack development experience in all stages of the life cycle, referring to Design, Development, Implementation, and testing of web-based applications.
- Extensive knowledge and hands-on experience as a Full-Stack Java Web Developer with diversified exposure in analysis, design, development, and implementation of web-based applications.
- Full Stack Java developer with experience in the core design, development, and implementation of applications using Java, J2EE, Spring Framework, Hibernate, JPA, JSP, Struts, Servlets, PL/SQL, Web Services, NodeJS, Python, HTML, CSS, Bootstrap, JavaScript.
- Extensively used TypeScript, AJAX, JSON, and XML to link clients to server back-end applications.
- Used HTML, CSS, and JSON and performed client-side validations using JavaScript.
- Experience in designing User Interactive UI Web Pages and visually appealing User Interfaces using HTML and CSS.

Core Qualifications

Language Java, Python, JavaScript, .NET, C#, C, PHP.	Database, Cloud & Tools SQL, MySQL, Azure DevOps, AWS, Postman.
Framework & Library NodeJS, Bootstrap, JSON, Spring boot, hibernate, JDBC, Servlets, Typescript, ReactJS.	Other UiPath, Automation Anywhere, Blue Prism, NICE, Enate, Git, Artificial Intelligence, APIs, Web Data Management, Data Mining, Machine Learning, Database Systems.
Web Technologies: Html, CSS	

- Proficient in writing SQL queries, PL/SQL stored procedures, Triggers, and creating business tables.
- Profound knowledge in managing databases using technologies like JDBC, Spring-JDBC, and Hibernate.



WHAT YOU GET WHEN YOU SCREEN BELOW THE SURFACE



5. How many years of professional experience do you have building back end applications with Node.js?
Less than 1 year



6. Which answer best describes your level of experience with Node.js?
Beginner: Knowledge of fundamental concepts of Node.js and JavaScript. Basic understanding of asynchronous programming using callbacks and Promises. Familiarity with popular NPM packages. Basic experience with Express or other lightweight frameworks. Basic understanding of working with databases and performing CRUD operations. Ability to write simple API endpoints and handling requests. Awareness of security best practices and common vulnerabilities. Proficiency in using version control systems like Git. Capable of working on small tasks and features under supervision.



7. Which answer best describes your level of experience with online security?
Understanding of common security vulnerabilities and best practices in web development. Familiarity with OWASP Top Ten, including issues like Cross-Site Scripting (XSS), SQL Injection, Cross-Site Request Forgery (CSRF), etc. Basic knowledge of authentication and authorization mechanisms, such as JWT, OAuth, and session management. Awareness of secure coding principles, input validation, and output encoding. Ability to use parameterized queries to prevent SQL injection attacks. Understanding of HTTPS and SSL/TLS protocols for secure communication. Basic familiarity with security-related HTTP headers (e.g., Content-Security-Policy, X-XSS-Protection, etc.). Awareness of the importance of keeping dependencies and packages up-to-date to avoid vulnerabilities.



8. Which answer best describes your level of experience with database programming?
Understanding of basic database concepts such as tables, rows, columns, and relationships. Familiarity with SQL (Structured Query Language) and the ability to write simple SELECT, INSERT, UPDATE, and DELETE queries. Proficiency in setting up and connecting to databases like MySQL, PostgreSQL, or SQLite using Node.js libraries. Knowledge of data modeling principles and designing simple database schemas. Basic understanding of indexing and its importance for optimizing query performance. Ability to handle basic CRUD (Create, Read, Update, Delete) operations in Node.js applications. Familiarity with handling database errors and implementing error handling mechanisms. Awareness of database security best practices, like parameterized queries to prevent SQL injection attacks.



9. Which answer best describes your level of experience with the software development process?
Version Control: Understanding the importance of version control systems like Git, and basic proficiency in using Git commands for code collaboration and version tracking. Code Structure: Familiarity with organizing code into functions, modules, and classes to improve readability and maintainability. Testing Fundamentals: Knowledge of the importance of testing and basic ability to write and run unit tests to verify code correctness. Bug Tracking: Awareness of the bug tracking process and basic experience in using bug tracking tools to log and track software issues. Task Management: Basic understanding of task management tools to keep track of assigned tasks and project progress. Code Review: Familiarity with code review practices and participation in code reviews to ensure code quality and identify potential issues. Documentation: Ability to write basic code comments and document code functionalities to facilitate future maintenance.

174

of 175

SmartMatch™




GENERATING QUESTIONS WITH ChatGPT / LLM

(if time permits)



WHAT IS ChatGPT?

ChatGPT is an LLM (Large Language Model) chatbot developed by OpenAI and launched on November 30, 2022.

It will pull data from across the internet, synthesize the information, and produce content that reads as if a human wrote it.

- Has an IQ of 155 (Steven Hawking and Einstein: 160, Marilyn vos Savant: 228)
- Used by 1 million people in 5 days (Facebook took 2 months, Netflix 3.5 years)
- Analyzed 570 GB of text (1.3M books, 3x Library of Congress) to learn language
- Is used to create content in virtually every discipline
- ChatGPT-4 is 10x more advanced than its predecessor, GPT-3.5



EXAMPLE QUESTION GENERATED FROM ChatGPT?

Which of the following best describes your level of proficiency and experience working with Income Statements?

a. Novice: At this level, you have a basic understanding of the components and purpose of an income statement. You can interpret a simple income statement and identify its key sections such as revenue, expenses, and net income. You can calculate basic financial metrics such as gross profit margin and net profit margin. For example, you can review an income statement and determine the company's total revenue, total expenses, and net income for a specific period. 1 point

b. Intermediate: At this level, you have a solid grasp of income statement analysis and can perform more complex calculations and comparisons. You can analyze trends in revenue and expenses over multiple periods, identify areas of improvement or concern, and make basic financial forecasts based on historical data. You can calculate and interpret profitability ratios such as return on investment (ROI) and earnings per share (EPS). For example, you can compare income statements from different years to identify changes in revenue and expenses and assess the company's overall financial performance. 2 points

c. Advanced: At this level, you possess a deep understanding of income statements and their role in financial decision-making. You can conduct comprehensive financial analysis using income statements in conjunction with other financial statements. You can perform ratio analysis to assess the company's financial health, evaluate profitability, liquidity, and solvency ratios, and benchmark the company's performance against industry standards. You can also prepare pro forma income statements for future projections and scenario analysis. For example, you can analyze an income statement to determine the company's operating efficiency, cash flow generation, and ability to meet its short-term and long-term obligations. 3 points

d. Expert: At this level, you are an authority in income statement analysis and can provide strategic insights and recommendations based on financial performance. You can perform advanced financial modeling and forecasting, conduct sensitivity analysis, and evaluate the impact of different business decisions on the income statement. You can identify key drivers of revenue and expenses, perform variance analysis, and communicate financial insights effectively to stakeholders. For example, you can analyze an income statement to identify cost-saving opportunities, optimize pricing strategies, and provide recommendations to improve profitability and financial performance. 5 points



IT'S ALL ABOUT THE PROMPT

4 levels of **Zendesk** proficiency with specific examples of understanding for each level in first person, and each level increasing in proficiency. Put these tasks inline for each level of proficiency so they are each a paragraph instead of bullets. A similar example would look like this: Which of the following best describes your level of proficiency with Ruby on Rails?

Familiar - I am familiar with Ruby on Rails but never used it on a work project

Proficient - I can build non-trivial queries with ActiveRecord model associations and scopes, am comfortable with rspec and dynamic test fixture generation, and able to write HTML, CSS and JavaScript

Expert - In addition to the above, I have used ActionCable, ActionMailer, ActiveJob, and ActiveStorage on various projects, can develop complex and efficient queries involving inner and outer joins on multiple models, and am able to implement custom UI behavior using Javascript

Guru - In addition to the above, I have built single-page applications using Javascript, used advanced SQL features (e.g. CTEs, window functions, triggers), and can analyze and profile an application for performance and memory issues



TIPS FOR PROMPTING ChatGPT

- Try to be very specific (e.g., 4 levels of proficiency in XYZ)
- Tell ChatGPT what you want the content to be (e.g., 4 answer options, with specific examples and tasks, with each answer option increasing in proficiency)
- Tell ChatGPT what person you want it to present the information in (e.g., 1st person, 3rd person, etc.)
- Tell ChatGPT how to organize the content (e.g., put answer options inline so they are each paragraphs instead of bullets)
- Provide an example so ChatGPT knows what you want the end-product to look like
- If you don't like the result, you can "Regenerate" which will create a similar response but in a slightly different format
- If you want to result to have something else, then reference the last answer ChatGPT provided
- Ask ChatGPT to write them in first or second person (e.g., "I can..." or "you can...")



BUILD ON PREVIOUS INFORMATION

Create a question and answer options that allow the user to select multiple options regarding welding certifications

Which of the following welding certifications do you current have? Please select ALL that apply.

- A) AWS Certified Welder (CW)
- B) Certified Welding Inspector (CWI)
- C) ASME Section IX Welding Qualification
- D) European Welding Engineer (EWE)
- E) OSHA Certified Welding Specialist (CWS)
- F) American Welding Society (AWS) Certified Robotic Welding Operator (CRWO)
- G) None, I do not currently have any welding certifications



Which of the following welding certifications are commonly recognized in the industry?
(Select all that apply)

- A) AWS Certified Welder (CW)
- B) Certified Welding Inspector (CWI)
- C) ASME Section IX Welding Qualification
- D) European Welding Engineer (EWE)
- E) OSHA Certified Welding Specialist (CWS)
- F) American Welding Society (AWS) Certified Robotic Welding Operator (CRWO)

KE

create a question and answer options that allow the user to select multiple options regarding accounting certifications using a similar format to the following question: Which of the following welding certifications do you current have? Please select ALL that apply.

- A) AWS Certified Welder (CW)
- B) Certified Welding Inspector (CWI)
- C) ASME Section IX Welding Qualification
- D) European Welding Engineer (EWE)
- E) None, I do not currently have any welding certifications



Which of the following accounting certifications do you currently hold? Please select ALL that apply.

- A) Certified Public Accountant (CPA)
- B) Certified Management Accountant (CMA)
- C) Chartered Financial Analyst (CFA)
- D) Certified Internal Auditor (CIA)
- E) Certified Fraud Examiner (CFE)
- F) None, I do not currently hold any accounting certifications



CAUTION WHEN USING ChatGPT?

It might not have the information



who won the super bowl in 2022?



I apologize, but I do not have access to real-time information as my knowledge cutoff date is in September 2021. To find out the winner of the Super Bowl in 2022, I recommend checking a reliable sports news website, the official NFL website, or conducting a quick online search with the specific query "Super Bowl 2022 winner." This will provide you with the most up-to-date and accurate information on the event's outcome.



CAUTION WHEN USING ChatGPT?

It might produce a “Hallucination” (i.e., generates factually incorrect or nonsensical information that may look plausible)

KE

what is the best applicant tracking system?



The best applicant tracking system (ATS) can vary depending on the specific needs and preferences of your organization. There are several highly regarded ATS options available, each with its own set of features and strengths. To determine the best ATS for your needs, you should consider factors such as the size of your company, your industry, your budget, and your specific recruitment and hiring requirements.

Here are some popular ATS options that have received positive reviews and are commonly used by organizations:

1. **Workday Recruiting:** Workday offers a comprehensive human capital management (HCM) system that includes recruiting capabilities. It's known for its user-friendly interface, scalability, and integration with other HR functions.
2. **Greenhouse:** Greenhouse is a popular ATS known for its robust reporting and analytics features. It's often favored by companies that prioritize data-driven hiring decisions.
3. **BambooHR:** BambooHR is a user-friendly HR software that includes an ATS module. It's suitable for smaller to mid-sized businesses and offers features like customizable workflows and onboarding.

4. **iCIMS:** iCIMS is an enterprise-level ATS that provides a wide range of features for recruitment and talent management. It's often chosen by large organizations with complex hiring needs.
5. **ApplicantPro:** This ATS is designed for small to mid-sized businesses and offers features like job posting, candidate tracking, and interview scheduling.
6. **Jobvite:** Jobvite is known for its social recruiting capabilities, making it a good choice for companies that prioritize leveraging social media for hiring.
7. **Taleo (Oracle Taleo Cloud Service):** Oracle Taleo is an ATS often chosen by large enterprises for its scalability and integration capabilities.
8. **SmartRecruiters:** SmartRecruiters is known for its modern and intuitive interface. It offers a wide range of recruitment marketing and hiring automation features.
9. **Workable:** Workable is a user-friendly ATS known for its ease of use and strong collaboration features for hiring teams.
10. **Newton:** Newton is a cloud-based ATS that focuses on simplicity and ease of use, making it suitable for small and medium-sized businesses.



CAUTION WHEN USING ChatGPT?

ChatGPT can produce long-winded answer options which can be especially long on a mobile-device



Below are four levels of combo-welding proficiency with specific examples of understanding for each level, presented in the first person. Each level increases in proficiency.

Level 1: Beginner - I am a beginner in combo-welding and have limited experience in this field. I have basic knowledge of welding safety practices, understanding of different types of welding equipment and tools, and familiarity with the welding process. I can perform simple tasks such as tack welding and basic joint preparations, and I am able to follow instructions for setting up welding equipment and selecting appropriate welding parameters.

Level 2: Intermediate - As an intermediate combo-welder, I have developed a solid foundation in welding techniques and practices. I can effectively operate various welding equipment, including stick, MIG, and TIG welders. I am capable of performing more complex tasks, such as welding different joint types (butt, lap, corner) and using different welding positions (flat, horizontal, vertical, overhead). I can interpret basic welding symbols, read welding blueprints, and understand welding procedures and specifications.

Level 3: Advanced - At an advanced level of combo-welding proficiency, I possess extensive knowledge and experience in various welding processes and materials. I can weld different types of metals, such as steel, aluminum, and stainless steel, using multiple welding techniques. I am skilled in performing specialized welding tasks, such as pipe welding, structural welding, and plate welding. I can interpret complex welding symbols and blueprints, and I have a thorough understanding of welding codes and standards. Additionally, I can troubleshoot and resolve welding-related issues, such as weld defects and joint fit-up challenges.

Level 4: Expert - As an expert combo-welder, I have achieved a high level of mastery in this field. I possess comprehensive knowledge of advanced welding techniques, including pulse welding, multi-pass welding, and welding in challenging positions and environments. I have expertise in specialized welding applications, such as aerospace welding or pressure vessel welding. I am proficient in interpreting and developing complex welding procedures and specifications. Furthermore, I can effectively train and mentor other welders, provide guidance on welding process optimization, and contribute to the development of innovative welding solutions.

Tip: just ask ChatGPT to use the previous answer provided but shorten the answer options to two sentences while continuing to provide specific examples



CAUTION WHEN USING ChatGPT?

ChatGPT can produce vague and ambiguous words in the description like “familiarity with” “knowledge of” like JDs that you want to stay away from

Which answer best describes your level of experience with Node.js?

a. Beginner: **Knowledge of** fundamental concepts of Node.js and JavaScript. **Basic understanding of** asynchronous programming using callbacks and Promises. **Familiarity with** popular Node.js modules and libraries. **Basic experience with** Express or other lightweight frameworks. **Basic understanding of** working with databases and performing CRUD operations. Ability to write simple API endpoints and handle basic HTTP requests. **Awareness of** security best practices and common vulnerabilities. **Proficiency in** using version control systems like Git. Capable of working on small tasks and features under the guidance of more experienced developers.

b. Intermediate: **Strong understanding of** Node.js and JavaScript concepts, including asynchronous programming with async/await. **Experience with** popular Node.js frameworks like Express, Koa, or Hapi. **Proficiency in** working with databases and using ORM/ODM libraries. Ability to design and develop RESTful APIs following best practices. Knowledge of authentication and authorization mechanisms and implementation. **Experience with** writing unit tests and conducting integration testing. **Understanding of** caching, performance optimization, and scalability. Awareness of design patterns and their application in Node.js development. **Familiarity with** containerization and CI/CD processes. Able to work independently on moderate complexity tasks and contribute to larger projects.

c. Advanced: **In-depth knowledge of** Node.js, its event-driven architecture, and advanced JavaScript concepts. **Extensive experience with** various Node.js frameworks and ability to make architectural decisions. Proficiency in working with different types of databases and designing complex data models. **Expertise in** building scalable and high-performance APIs. **Strong understanding of** security principles and experience in implementing secure practices. Skilled in debugging, profiling, and optimizing Node.js applications. **Experience with** microservices architecture and container orchestration. **Proficient in** writing comprehensive tests and implementing test-driven development. Ability to mentor and lead junior developers, conduct code reviews, and enforce best practices. **Capable of** handling complex technical challenges and making sound technical decisions. Active involvement in the Node.js community, staying updated with the latest trends and contributing to open-source projects.

Tip: just ask ChatGPT to describe the specific tasks and/or activities that the applicant is capable of doing or has done in the past



WHAT ChatGPT IS NOT?

Replacement for the Hiring Manager!

If you only use ChatGPT and don't consult the Hiring Manager, then:

- Your hiring manager can always blame you or ChatGPT (i.e., take zero accountability for the results since they weren't involved)
- ChatGPT could be wrong



TOOLS & BENEFITS



NON-HRIS/ATS TOOLS

A screenshot of the SurveyMonkey question editor interface. At the top, there are tabs for "Questions", "Responses", and "Settings", and a "Total points: 4" indicator. Below the tabs is a header "Example Questions" and a "Form description" field. The main area shows a question editor with a text input field containing "Example question.", a "Multiple choice" dropdown menu, and a list of four answer options: "Answer A", "Answer B", "Answer C", and "Answer D". Each option has a radio button and a delete "X" icon. "Answer D" is selected, indicated by a green checkmark. Below the options is a field for "Add option or add 'Other'". At the bottom, there is a "Required" toggle switch and a "Answer key (4 points)" checkbox.

Pros

- Cheap
- UI is easy

Cons

- Time intensive
- Creating Questions
- Managing Questions
- Applicant UX
- Hiring Man. UX
- Data Integration & Management



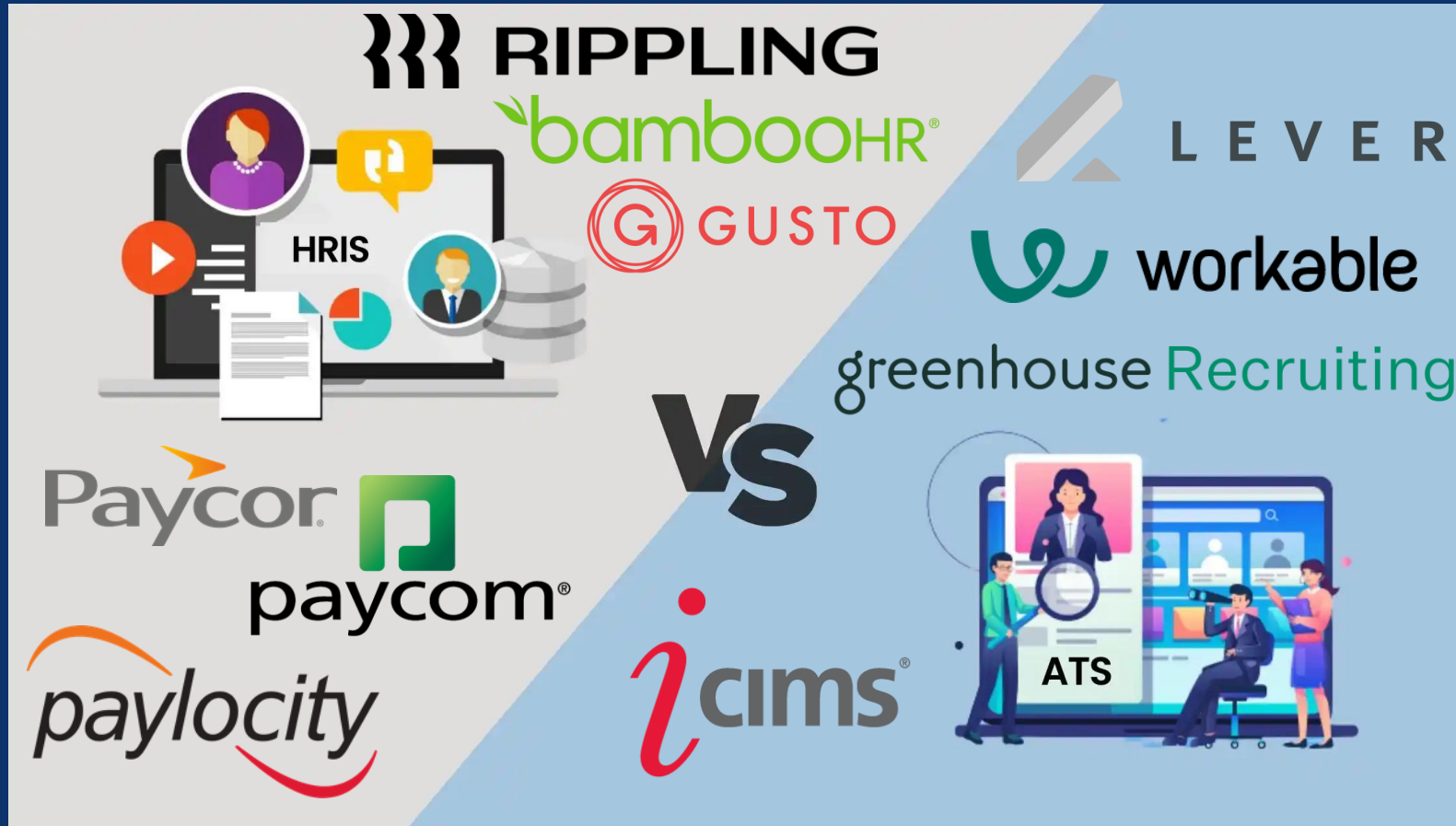
HRIS(ATS) VS STANDALONE ATS

HRIS PROS

- All in one
- Costs can be lower than point solutions

HRIS CONS

- Jack of all trades, master of none
- Won't solve the biggest hiring problems



ATS PROS

- Better than HRIS ATS modules

ATS CONS

- Haven't changed much in 25 years
- Won't solve the biggest hiring problems



LEGACY ATS/HRIS WILL NOT HELP WITH CREATING & MANAGING QUESTIONS

Challenges

- Usually only Yes/No and fill-in-the-blank questions used
- No answer score = no ranking
- Subjectively review all answers which wastes more time
- Applicant UX – more than 15 min you'll lose 50%+ of applicants
- No solution for creating very specific questions

Add Custom Question

In what cities are you available to work?

Description

Paragraph **B** *I* U [List Icons] [Link Icon] [Code Icon]

Answers

Multi Select

Checkbox Dropdown

Options

Chicago
Denver
New York City

Privacy ⓘ

Standard Private API Only

Required

Cancel Add



BEWARE THE CLAIMS OF “MATCHING” TOOLS...ESPECIALLY IF THEY ARE “AI”

Issues

All “matching” tools are NOT created equal

How match scoring works

Candidate match scoring uses artificial intelligence (AI) to compare your position's job description to a candidate's resume as soon as they apply. The match score is based on a weighted set of criteria that you can adjust for each position, and each candidate's score is displayed wherever you find their [Candidate Score](#).

Tip: Strong descriptions for strong scoring!

Match scoring is based on the job description in your position's settings, so make sure it's as relevant as possible. If you don't include a description, candidates won't be scored at all.

- Comparing JDs to résumés
- Wrong inputs = bad outcomes
- Keywords = word association...not matching
- No human or AI on the planet can tell you what someone meant when they wrote “proficiency in” or “familiarity with”



NEED A WAY TO MANAGE QUESTIONS

Organize Hiring Managers AND Roles

AWS Cloud Architect (5 hiring managers)

Jackson, Jordan - 15 Questions with Carey Howard

Johnson, Kim - 14 Questions with Thomas Pagel

McVay, Heather - 14 Questions with Todd Rimer

Reynolds, Jill - 16 Questions with Jose Martinez

Vieau, Mike - 15 Questions with Tanesha Johnson

Manage specific HM question per each role

Edit Questions

Questions: 15

[Add Questions](#) Add Questions by Tag

	Weight	
Job Requirements Which of the following commute/relocation situations best describes what you would be willing and able to do? Please select ALL that apply.	6%	Edit ...
Licenses and Certifications Which of the following board certifications do you currently (must be active) hold? Please select ALL that apply.	6%	Edit ...

Automatically bring in the correct HM/Role specific questions

Import Questions

- Apollo35**
Client 2 Questions
- Software Development**
Department 0 Questions
There are no questions tagged with department Software Development
- Hiring Manager Questions**
Janessa Lopez 15 Questions
2 questions can be upgraded to the latest versions
 Upgrade this Qualifier Also Upgrade the Hiring Manager Questions



NEED A WAY TO CREATE GOOD QUESTIONS

Provide guidance / examples for creating good questions

Proficiency Level

New Proficiency Level Question

Gauges how qualified the applicant is in a specific job-related area. Useful when the role requires a certain level of proficiency and proficiency levels can vary greatly across applicants

[Show Example](#)

Which of the following levels describes your experience with SQL?

- a. None: I have not used SQL (1 point)
- b. Beginner: I can write queries joining multiple tables with filter criteria (0 points)
- c. Intermediate: In addition to the above, I can group and use aggregate functions, use subqueries and CTEs (1 points)
- d. Expert: In addition to the above, I can write window functions, stored procedures, and triggers (2 points)
- e. Guru: In addition to the above, I have a deep understanding of table/row locking, indexes, and query optimization (3 points)

Tips

- Be as specific as possible about the qualifications the job requires
- Always include a None option
- Assign 0 points or knockout for None and increasing points with each qualifications level

Allow users to select from pre-existing questions

Found 5 **Proficiency Level** Questions matching 'python'

Showing results 1 - 5

Select All

- Which of the following best describes your level of proficiency with Python?
- Which of the following best describes your level of proficiency with C++?

Easy UI/UX for creating and scoring

Question

Which of the following best describes your level of proficiency with SQL?

Answer Options

- a. Familiar - I can write basic statements joining multiple tables with filter criteria 0 points
- b. Proficient - I can group and use aggregate functions, use subqueries and CTEs 1 points
- c. Expert - The above, plus I can use window functions 2 points
- d. Guru - The above, plus I can write stored procedures and triggers, have deep understanding of locking, indexes, and query optimization 4 points

[+ Add Answer Option](#)

If needed, use AI to help generate questions

Auto Generate Question with AI

Question Type to generate: **Proficiency Level**

What should the question be about?

Select the job description and/or notes you would like to use to generate the question:

- Use job description
- Use hiring manager notes
- Use recruiter notes

Apollo35 has 10 remaining AI-generated questions before reaching its daily limit of 10



REQUISITION & CANDIDATE DATA ANALYTICS

Requisition Data

Applicants 1 - 50 of 127

Median Time to Complete: 12 minutes 12 seconds

Filters Incomplete: 15.7% **Knocked Out: 26.8%** Lower-ranked: 49.6% Top-ranked: 7.9%

Select All

Rank	Match	Applicant
<input type="checkbox"/> 1	97%	Suneetha Sagar (#SS-215)
<input type="checkbox"/> 2	92%	Dixie Glover (#DG-794)
<input type="checkbox"/> 3	89%	Candidate #SP-750
<input type="checkbox"/> 4	87%	Helen Gargan (#HG-297)
<input type="checkbox"/> 4	87%	Bayley Castillo (#BC-589)
<input type="checkbox"/> 4	87%	Candidate #TR-313
<input type="checkbox"/> 7	84%	Candidate #EJ-112
<input type="checkbox"/> 7	84%	Latoya Byrd (#LB-1073)
<input type="checkbox"/> 7	84%	Jesus Rodriquez (#JR-1043)

Candidate Data

What is your minimum salary range expectation for this role as described in the job description (this does not include commissions, bonuses or any other forms of compensation)?

<p>a. \$181,000 - \$190,000 / year</p> <p>475 applicants who chose a. (across 4 requisitions for this position) were:</p> <ul style="list-style-type: none"> less likely to be Interviewed 	35/127 (28%)	0 points	View 35 Applicants
<p>b. \$191,000 - \$200,000 / year</p>	12/127 (9%)	1 point	View 12 Applicants
<p>c. \$201,000 - \$210,000 / year</p>	42/127 (33%)	1 point	View 42 Applicants
<p>d. \$211,000 - \$220,000 / year</p>	23/127 (18%)	2 points	View 23 Applicants
<p>e. \$221,000+ / year</p> <p>220 applicants who chose e. (across 4 requisitions for this position) were:</p> <ul style="list-style-type: none"> less likely to be Disliked 	15/127 (12%)	2 points	View 15 Applicants

Liked -0.17 **Interviewed** -0.75 **Silver Medaled** 0.0 **Hired** 0.0
Disliked -0.09 **Passed** 0.04 **Knocked Out** -0.14 **Withdrawn** 0.04

Liked 0.49 **Interviewed** 0.21 **Silver Medaled** 0.0 **Hired** 0.0
Disliked -0.76 **Passed** -0.05 **Knocked Out** 0.01 **Withdrawn** -0.03



CORRELATING SCREENING DATA TO QUALITY-OF-HIRE

SmartMatch 79%
GOOD HIRE #1
this application was auto-generated by CandidateBot version 0.1.2

(1/1) 1. Are you legally eligible to work in the United States?
Yes

(1/1) 2. Will you now or in the future require a Visa to work in the country to which you are applying?
No

(2/4) 3. Which of the following Java-based technologies have you used on at least two projects?
JDBC
Spring

(2/3) 4. The most important benefit of using getters and setters in Java is
Allowing inheritors to manage the semantics of how the property behaves

(4/4) 5. How many years of on-the-job experience do you have writing Play Framework applications?
7+ years

(5/5) 6. Which of the following levels describes your programming experience with Java?
Expert - All the above and I can architect large-scale, high-performance systems and Java NIO for non-blocking I/O. I can develop microservices and analyze and optimize code for performance and memory issues. Furthermore, I can work with the Java ecosystem.

SmartMatch 66%
GOOD HIRE #2
this application was auto-generated by CandidateBot version 0.1.2

(1/1) 1. Are you legally eligible to work in the United States?
Yes

(1/1) 2. Will you now or in the future require a Visa to work in the country to which you are applying?
No

(1/4) 3. Which of the following Java-based technologies have you used on at least two projects?
JAVA Persistence API

(3/3) 4. The most important benefit of using getters and setters in Java is
Encapsulation of behavior allowing the behavior to change easily

(2/4) 5. How many years of on-the-job experience do you have writing Play Framework applications?
1 - 3 years

(5/5) 6. Which of the following levels describes your programming experience with Java?
Expert - All the above and I can architect large-scale, high-performance systems and Java NIO for non-blocking I/O. I can develop microservices and analyze and optimize code for performance and memory issues. Furthermore, I can work with the Java ecosystem.

SmartMatch 97%
GOOD HIRE #3
this application was auto-generated by CandidateBot version 0.1.2

(1/1) 1. Are you legally eligible to work in the United States?
Yes

(1/1) 2. Will you now or in the future require a Visa to work in the country to which you are applying?
No

(4/4) 3. Which of the following Java-based technologies have you used on at least two projects?
JDBC
Spring
JAVA Persistence API
Play

(3/3) 4. The most important benefit of using getters and setters in Java is
Encapsulation of behavior allowing the behavior to change easily

(4/4) 5. How many years of on-the-job experience do you have writing Play Framework applications?
7+ years

(5/5) 6. Which of the following levels describes your programming experience with Java?
Expert - All the above and I can architect large-scale, high-performance systems and Java NIO for non-blocking I/O. I can develop microservices and analyze and optimize code for performance and memory issues. Furthermore, I can work with the Java ecosystem.

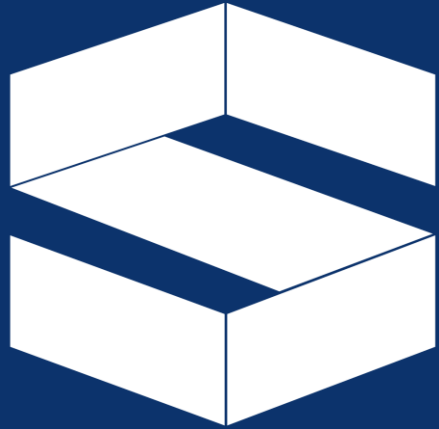


SMARTRANK SOLUTION

(if time permits)



NEXT GENERATION APPLICANT SCREENING & TRACKING



SmartRank



**HR TECH
AWARDS**

powered by lighthouse research & advisory

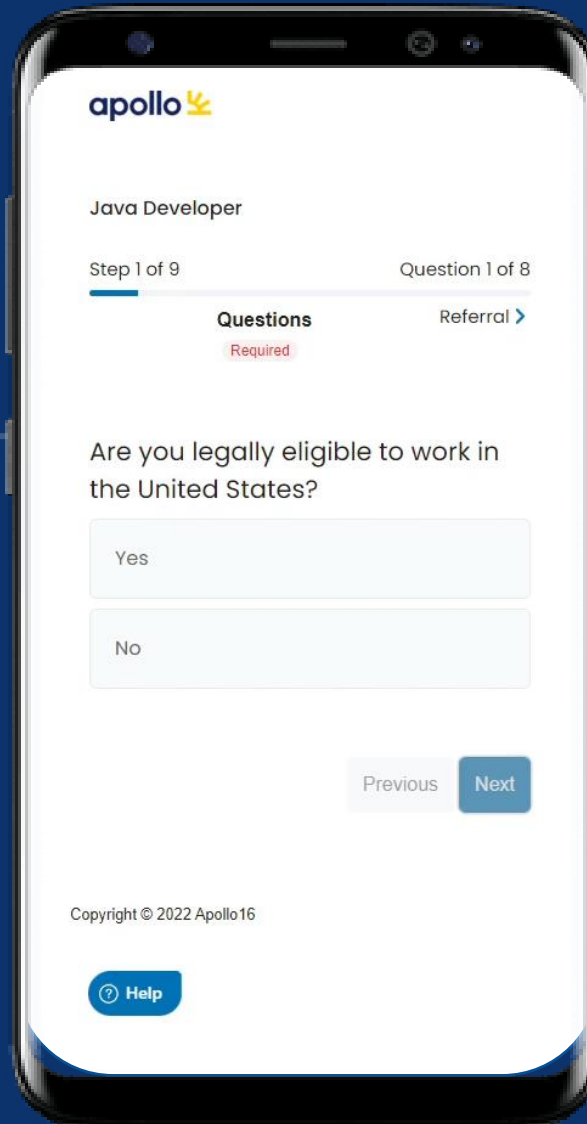
TALENT ACQUISITION

BEST INNOVATIVE OR
EMERGING TECH SOLUTION

2023



HOW DO WE GET BELOW THE SURFACE?



Applicants Answer
Highly Specific Multiple-
Choice Questions

Based on Qualifications

Tells you what YOU want
to know instead of what
the résumé wants you to
know

Mobile-First Applicant
Experience



SMARTMATCH™ & SMARTRANK®



Screening Applicants

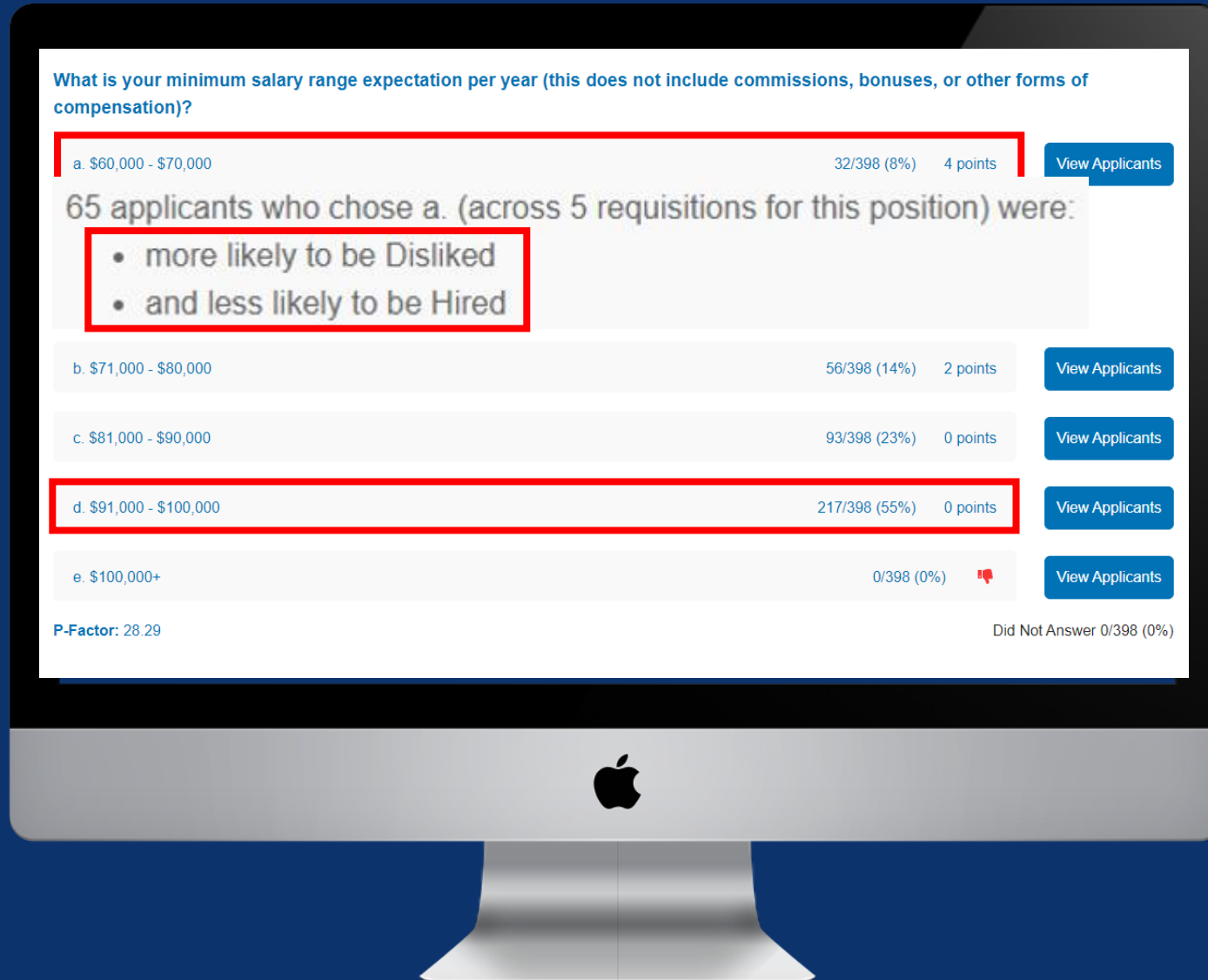
All Applicants Answer the
Same Set of Questions

Every Applicant
Receives a Match Score

Applicants Stack-Ranked
by Match Score



BELOW THE SURFACE INTELLIGENCE



Below the Surface Data
Enables Unprecedented
Insight

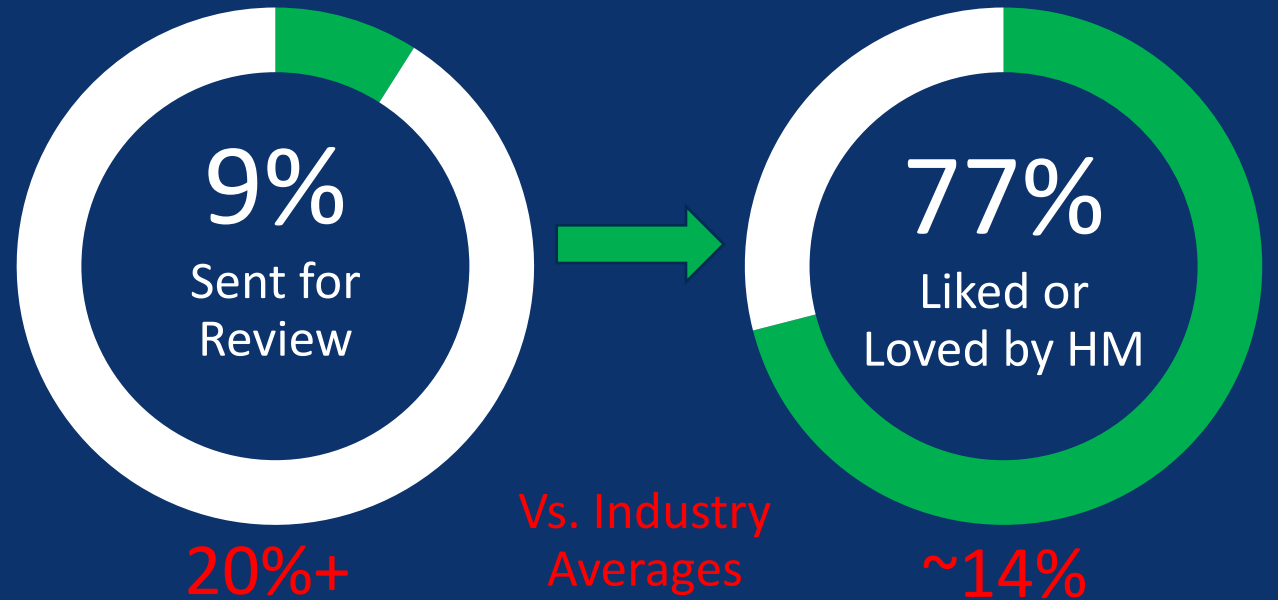
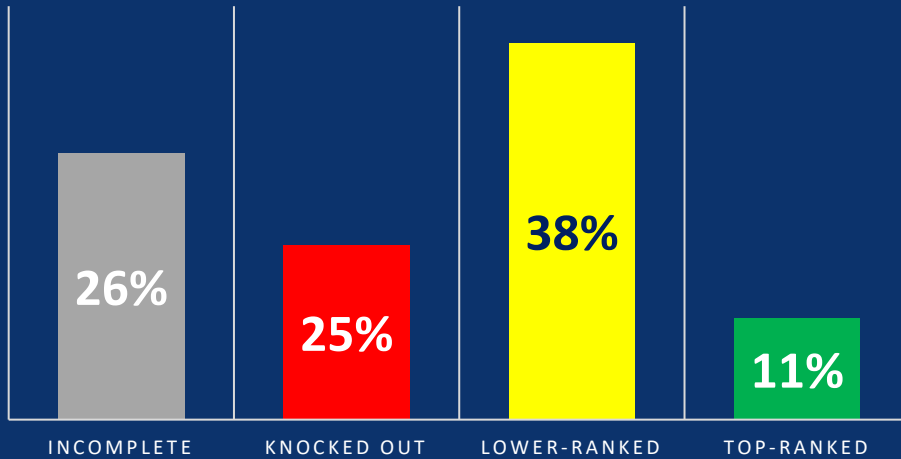
Accurately Predict
Applicant Outcomes

Better & Faster
Decision Making

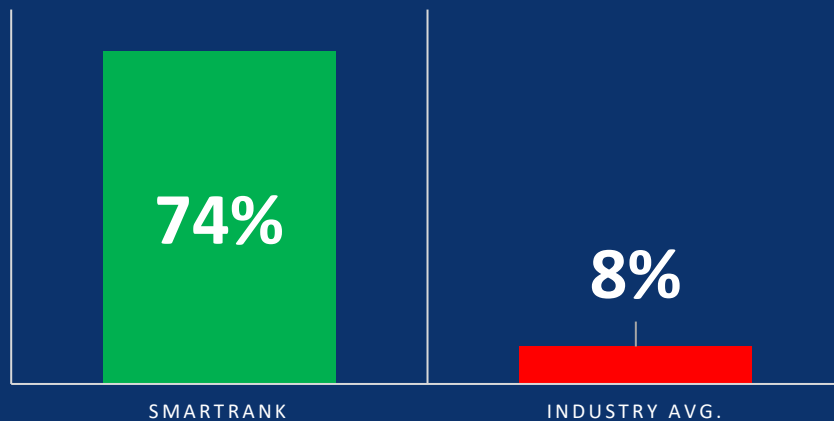


ALL CUSTOMER KPIs

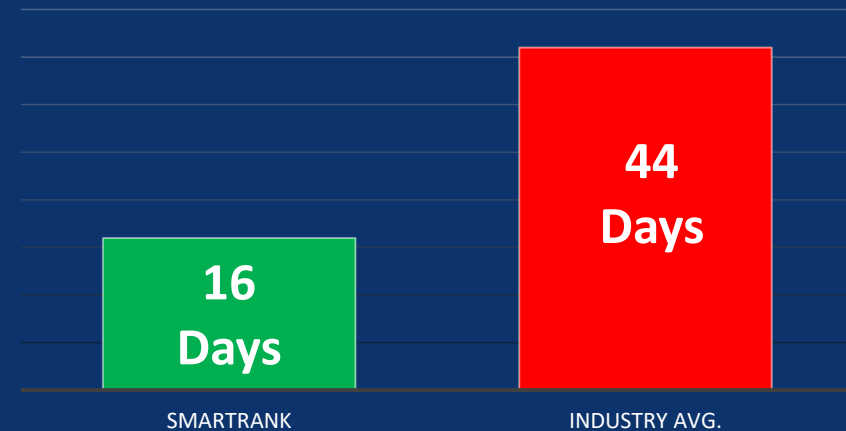
ALL APPLICATIONS



COMPLETION RATE



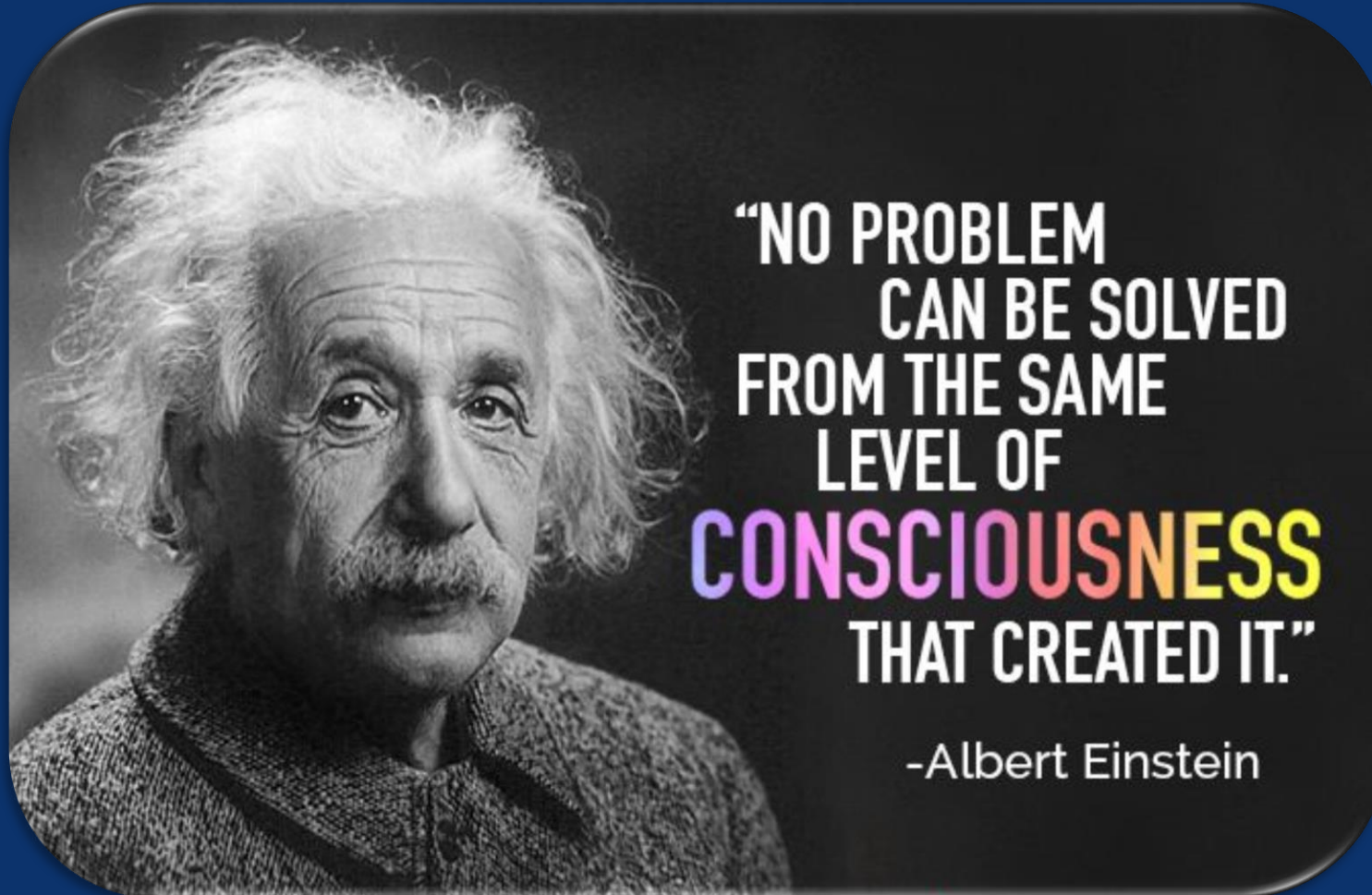
TIME-TO-HIRE



APPENDIX



MY ONLY ASK TODAY IS THAT YOU ALLOW
YOURSELF TO THINK DIFFERENTLY...OUTSIDE OF
THE BOX OF LEGACY TOOLS & PROCESSES



CREATE OR EDIT THE JOB DESCRIPTION (too vague to help the process)

UI Software Engineer

Knowledge, Skills, and Abilities

- 3 - 5 years of working experience with Ruby/Rails and Rails
- Strong working knowledge / experience with Web app UI development (HTML, CSS, SASS, ERB, Bootstrap, Plain old Javascript)
- Strong working knowledge / experience with UI wireframe mockups
- Strong communication skills
- Strong background in writing software tests (Unit, Integration, Acceptance, etc.)
- Familiarity with Benchmarking & Perform Profiling of a Rails UI [application](#): improving application performance / scalability
- Experience with the following tools used during development: Git, [Github](#), Slack, Asana
- Knowledge of cloud platforms, such as AWS S3, AWS Redshift, AWS EC2, Heroku
- Computer science or software development degree or equivalent work experience
- Experience working with Docker, Linux and CLI tools experiences is a plus

Our Stack

- Ruby on Rails platform application
- Ruby code for libraries - Ruby gems
- Plain old [Javascript](#)
- ERB Templating
- Bootstrap CSS Framework
- SASS
- [Sidekiq](#)
- PostgreSQL
- Snowflake, Amazon Redshift, Google Big Query
- Docker
- AWS S3 / Lambda

Senior Software Engineer

Apply

What You'll Need

Experience

- Minimum two years related experience, typical five years
- Demonstrated expertise in programming to include a solid foundation in computer science, with competencies in one or more of: data structures, algorithms, object-oriented software design, and working with cloud-based distributed systems.
- Demonstrated expertise working in modern programming languages such as Dart, JavaScript, Go, Java, Kotlin, Python, or C#
- Expertise debugging complex systems or applications
- Expertise in one or more of the following areas: Mobile computing, relational databases, database design, Google Cloud Platform, Amazon Web Services. Knowledge of HTTP and web protocols are a plus
- Experience using one or more commercial databases
- Experience building one or more of unit, integration, functional user acceptance, or contract tests
- Experience as a technical mentor preferred
- Experience leading projects or teams preferred
- Experience working in an agile development environment preferred
- Experience developing for service oriented architecture is a plus
- Experience with Docker or other container systems is a plus
- Experience with active or passive monitoring is a plus

Education:

- B.S./M.S. in CS/SE/EE/CE/related field or equivalent experience

Travel Requirements

- Up to 10% travel



INTAKE MEETING

(well intentioned but not effective)

Typical Intake Meeting Questions

- Why do you need to hire for this role?
- What's your department's function within the company?
- What's the structure of your current team and who will your new hire report to?
- Will your new hire have any direct reports?
- What are the main responsibilities that your new hire will have?
- What are the top three contributions this new hire will make to the company within their first 90 or 120 days?
- What is the relationship this role has to other lines of business within the organization?
- What qualifications are must-haves for candidates? (e.g. X technical skills, experience with Y projects, Z certification or license)
- What would be some nice-to-have skills for candidates and why? (e.g. experience in retail, familiarity with X programming language)
- Is it necessary for candidates to have industry experience for this role? Why or why not?
- What software should your new hire be proficient in?
- What are your dealbreakers and why?
- What's the salary range for this position?
- Beyond our standard employee benefits package, are there any additional perks and benefits related to this position? (e.g. sales bonus)
- What's the working schedule for this position?
- When do you ideally want your new hire to start?
- How do you plan to assess candidates during the hiring process? Will you give them a written assignment or a project?
- What's the career path for this position?



SCREENING APPLICANTS IN LEGACY ATSS

Review résumés one at a time

The screenshot shows the Greenhouse ATS interface for 'Demo Corp.' with a navigation menu including Jobs, Sourcing, Candidates, Approvals, Reports, Configure, and Integrations. A table displays 39 job requisitions with columns for job title, candidate count, change, and location. A 'My tasks' sidebar on the right lists 'Interviews Today' (0), 'Scorecards Due' (22), 'Sourcing Tasks' (30), and 'Applications to Review' (12).

Job Title	Candidates	This Week	Location
Account Executive	21	+1	New York, Dallas 37 days 1 opening
Application Developer - Full Stack (Leys-1)	41	+0	Remote, New York, London, Chicago
Application Security Engineer (150 JRR)	23	+0	New York, San Francisco 36 days 2 openings
Architect - Java server side (152-Tilis)	40	+2	
Associate Software Engineer (Hendo-147)	28	+0	
Business Associate (Kevin)	15	+0	
Business Development Representative (AN...)	11	+6	
Consultant - Business Analyst	5	+0	
Copy of Business Development Represent...	0	+0	
Director of Customer Support (ANewcomb-1...	11	+0	
Director of Marketing (Wilkinson)	34	+0	

Manage requisitions one at a time

The screenshot shows the Lever ATS interface with a 'Candidates' overview and a list of 'NEW APPLICANT' entries. The overview includes statistics: 187 ALL ACTIVE, 8 NEW APPLICANT, 90 NEW LEAD, 42 PHONE INTERVIEW, and 37 ON-SITE INTERVIEW. The candidate list includes names, companies, and dates.

Name	Company	Date
Charlie Morgan	STANFORD UNIVERSITY	2/11/14
Annett Eichelberg	BAZAARVOICE	2/11/14
Robert Lewis	FACEBOOK	2/11/14
Shen Wan	TALK SCIENCE TO ME INC.	2/10/14
Linda Epstein	CITIGROUP	2/10/14
Benjamin Brady	DELOITTE CONSULTING LLC	2/10/14
David Bazarov	YAHOO!	2/10/14

Manage applicants one at a time



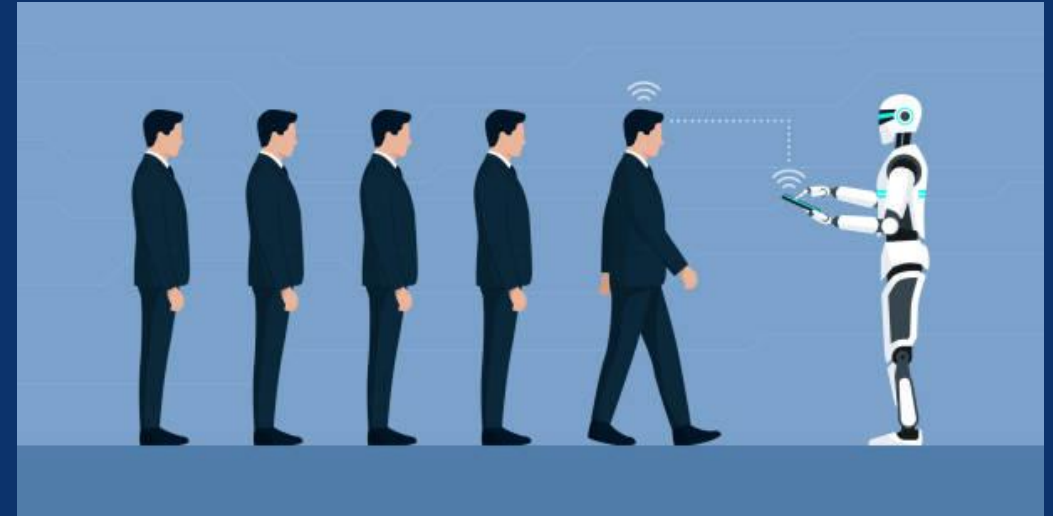
THREE HIRING MANAGER CONSIDERATIONS



IF hiring managers don't know what they need...then how on earth can you find that person?



Identifying specifics around each qualification is a very productive exercise (for EVERYONE)



Hiring managers have been conditioned to provide ambiguous language around qualifications



**HOW IS THE RECRUITING
PROCESS GOING TODAY?**



“Businesses have never done as much hiring as they do today. They’ve never spent as much money doing it. And they’ve never done a worse job of it.”



-Peter Cappelli, Professor at Wharton
Harvard Business Review



STATUS QUO RECRUITING ISN'T WORKING

What are the top factors causing burnout?



November 2022

What in the Hell Is Going on in Recruiting?



May 2022



January 2017

The résumé is dead. Here are 3 reasons why I never ask for one when hiring



March 2023

Corporate Recruiter Tenure

Number of Years	Percentages
Less than 1 year	27%
1-2 years	38%
3-4 years	12%
5-7 years	15%
8-10 years	5%
11+ years	4%

Qualified applicants — A majority of managers surveyed believe that less than half of all candidates that they interviewed were qualified" (Source: eBullpen LLC).

Resume Weaknesses: Why Resumes Are a Terrible Hiring Tool



May 2022

90% of HR leaders in tech missed key hires due to inefficient processes.



November 2022

Selection decisions are often about as accurate as a coin flip. —The Recruiting Roundtable



September 2022

75% OF AMERICANS DISSATISFIED WITH JOB-HUNTING PROCESS, TRANSPARENCY NEEDED FROM EMPLOYERS



October 2022

Most People—92%—Never Finish Online Job Applications



February 2022

Are Your Job Descriptions to Blame for Your Attrition?





January 2023



THE HIRING PROCESS IS BROKEN



 **Joseph Hare** sphr maom/hrm mha bsba • 2nd
Operations Management & Human Engagement Pro | Holistic Min...
1mo • 

Attitude is far too subjective. Set clear requirements and screen based on them. There's already so much inequity in screening and hiring.

Score based panel selection is the closest the hiring process can get to the semblance of being fair, all, just go ahead and...
 **Tito Bohrt** - Sales Mad Scientist • 2nd
Obsessed w/ Outbound Sales | Data driven GTM advice
2mo • 



The resulting performance for the hire. This I wasn't anticipating high growth in 2023, but we just got 3 clients and are about to deploy our last available SDR. This means that we need to hire THREE more SDRs soon (all 100% remote).

I have 548 resumes in our ATS, but rather than having HR go through those slowly, I rather work with people who follow my content, know our work style and are year(s) of experience.

 **Connor Libutti** • 2nd
Recruiter | Talent Acquisition Business Partner | Simplifying the Job...
3mo • 

PSA: If you have hundreds of applicants, take the role down.

Imagine getting 392 applicants for a role in under 24 hours.



Surprise! This situation. Not experience.
 **Tim Sackett**, SPHR, SCP (diet/Dew) • 1st
Not a Life Coach
1w • 

We've ignored this in our industry for far too long. #talentacquisition turnover is crazy high - I dig into this in this article! #Leadership #turnover HRD Community



Letting apply hundreds of the opportunity candidates.

Take it down applicants at



Why do tal
 **Ben Moore** • 2nd
Senior Recruiter
3d • Edited • 

After manually correcting 13 years of employment history on this application (Because WorkDay is terrible at parsing), I'm hit with this questionnaire. F month contract.

 **Chengeer Lee** • 2nd
Talent @ Caseware | Transformation Catalyst | Master your ...
2mo • 

Dear Candidates,
To everyone who applied for the Junior Software Developer role.


4:30 pm - I posted the job.
5 pm - 50 applications.
6 pm - 290 applications.
10 pm - 458 applications.
10:30 pm - I closed the job.

Here is the equation:
458 applicants x 30 min phone screen = 9.54166667 days of talking.

Sorry.
Not everyone will receive a call from me.
Not everyone will get a personalized response.
Most of you will get an automated message.

That is not an evil ATS robot.
This is me, doing my job.
This WILL be a lottery.
There is no other way around it.



 **Steve Nazarian** • 1st
I help companies do better.
4mo • 



Raymon A. • 2nd
Senior technical sourcing recruiter
8mo • 

Is anyone else filled with dread when they see Workday as the applicant tracking system on a job post?

 **Destiny Quinn**, SHRM-CP, STA, SHRL • 2nd
Head of Recruitment Operations @ Google | Data Analytics, Emplo...
2mo • Edited • 

#Recruiters! When hiring managers look at a #resume after a #recruiter fully vetted the candidate and determined they are a fit based on the hiring manager's requirements, oftentimes, if the resume doesn't look exactly how they "think" it should look, they'll try to pass on taking an #interview...based off of a piece of paper.

PRO TIP: If a hiring manager because of their resume phenomenal fit, ask the
 **Kevin Corliss** • 2nd
Product @ Deel | former CEO & founder of Roots
7mo • 

 **Kevin M.** • 2nd
AE @ ??? | The only sales rep who can quit vim
4h • 

As my job hunt comes to a close, here's what I would do differently if I started again today:

1. Skip job applications
Job applications, especially for remote roles, are insane right now. We've all seen the LinkedIn screenshots, "Join Premium to see how you compare to 1,763 applicants!"

This is real.
Talk to any recruiter and they'll tell you it's impossible to keep up with all of the job applications.

A.I. has made it so that you can apply to hundreds of apps a day with tailored resumes and cover letters. The result is we need A.I. ATS to filter through said apps.

It doesn't help that none of these apps ask for any relevant information. They'll ask for your home address (really?) but won't ask how many years of sales experience you have.

Unless you have a LEGITIMATE "in" with a company, or you're a REALLY good fit, I wouldn't bother applying via job applications.

My kids were able to apply to colleges using the Common Application. The winner in this job market will be the company that figures out how to replicate that by doing applicant tracking software the same way. Create/customize your profile, add your skills and fill out all of the age, gender, veteran status and disability status in one place ONCE, and then just hit "apply" for the position you want. Greenhouse Software and Workday seem to be the most commonly used interfaces. I can only imagine the value in the data that would get collected. There's gotta be a way...who's with me? #opentowork



SCREENING FOR THE CORRECT QUALIFICATIONS

This is not it!

Preferred Qualifications:

- 10 years of full cycle sales experience, at least 5 years in Enterprise Sales
- Management of one large key account
- Ability to strategize with a large extended team
- Experience will be evaluated based on the core competencies for the role (e.g. extracurricular leadership roles, military experience, volunteer roles, work experience, etc.)

Role Specifics

1. **What are the primary responsibilities and objectives for the Enterprise Account Executive?**
2. **Can you describe the sales cycle for your enterprise-level products or services?**
3. **What are the key industries or markets the account executive will be focusing on?**
4. **Are there specific territories or geographic regions this role will cover?**

Candidate Profile

1. **What specific sales experience is critical for this role?** (e.g., SaaS, technology, B2B)
2. **What are the must-have skills for a successful Enterprise Account Executive in your organization?**
3. **Are there any certifications or educational backgrounds you prefer?**
4. **Can you describe the ideal candidate's personality and work style?**

Team and Culture Fit

1. **How does the sales team currently operate?** (e.g., team structure, key cross-functional partnerships)

This is it!

Which of the following best describes your level of proficiency with Python?

- a. Beginner: you have a basic understanding of Python syntax and can perform simple programming tasks such as printing statements, basic arithmetic operations, and simple data structures. You can have specific experience with the following tasks: writing simple functions, using conditional statements and loops, working with basic data types such as strings and numbers, and reading and writing data to files 0 points
- b. Intermediate: you have a good understanding of Python and can perform more complex programming tasks involving more advanced data structures and algorithms. You can have specific experience with the following tasks: working with lists, dictionaries, and tuples, implementing sorting and searching algorithms, using object-oriented programming concepts such as classes and inheritance, and working with external libraries such as NumPy and Pandas 1 point
- c. Advanced: you have a deep understanding of Python and can perform complex programming tasks involving advanced data manipulation, machine learning, and web development. You can have specific experience with the following tasks: working with complex data structures such as sets and graphs, implementing advanced machine learning algorithms using libraries such as Scikit-learn, building web applications using Flask or Django, and implementing database interactions using SQL and ORMs 3 points
- d. Expert: you have a mastery of Python and can design and optimize complex software applications. You can have specific experience with the following tasks: designing scalable software architectures, implementing multithreading and multiprocessing, working with distributed systems using frameworks such as Apache Spark, and optimizing software performance using profiling and debugging tools. You can also mentor and teach others about Python best practices and advanced concepts 5 points



THE PROLIFERATION OF JOB BOARDS

There are 50,000+ online job boards!

Challenges



- Too many job boards
- Too many applicants
- “Online résumés” (too vague)
- One-click apply (too easy)
- Expensive
- Time consuming
- Not good at matching...



ABOVE THE SURFACE "MATCHING" ALGORITHM

LinkedIn 9+

Top job picks for you

- RTD** ***Signing Bonus: Bus Operator Part/Full-Time
RTD · Denver, CO (On-site)
13 school alumni
- Catchafire** Volunteer: Flexible Coaching Support for United Neighborhood Centers
Catchafire · Denver, CO (Remote)
Be the first applicant to apply
+40% headcount growth over 2 years
- gpac** Survey Party Chief
gpac · Denver, CO (On-site)
Actively recruiting
+118% headcount growth over 2 years
- Visit.org** Director of Account Management (Remote)
Visit.org · United States (Remote)
Actively recruiting
+161% headcount growth over 2 years
- AGAS** AGAS Cylinder Filler
Axelon Services Corporation · Henderson, CO (On-site)
- Menzies Aviation** Aircraft Fueler - \$22.00/hour + \$50.00 Weekly for Good Attendance & United Flight Benefits
Menzies Aviation · Denver, CO (On-site)
Actively recruiting
+29% headcount growth over 2 years

See all jobs

LinkedIn 9+

Top job picks for you

- Gables Residential** Groundsperson
Gables Residential · Dallas, TX (On-site)
Be the first applicant to apply
- IDS International** Cleared Escort - TS/SCI with Poly
IDS International · Denver, CO
Be one of the first 3 applicants Easy Apply
- JINYA Ramen Bar** JINYA Ramen Bar- Buspenderson
PENN Entertainment, Inc · Black Hawk, CO (Remote)
Actively recruiting
- WayUp** UrbanSitter, Nannies Needed (P/T, F/T) Dallas-Fort Worth-Arlington, TX - Application via WayUp
WayUp · Dallas, TX (On-site)
- DENVER** Street Engagement Liaison - Department of Safety
City and County of Denver · Denver, CO (On-site)
Actively recruiting
- Wood Partners** Service Director
Wood Partners · Denver, CO (On-site)
Be the first applicant to apply
+27% headcount growth over 2 years

See all jobs

Top job picks for you

- Community Sales Director**
南宁金盛装饰设计工程有限公司 · Denver, CO (On-site)
\$58K-\$92K / year
Be first of 3 to apply
- Director Public Safety Sales - \$100-\$200k Base, \$300-500k OTE**
CyberCoders · Washington, DC (Remote)
\$100K-\$500K / year
Actively recruiting Easy Apply Fast growing
- Steamcleaner**
Wagner Equipment · Aurora, CO (On-site)
\$17-\$26 / hour
Be first to apply
- Stretch Provider**
Message Envy · Longmont, CO (On-site)
Be first to apply
- Account Director**
Worldly · Kensington, CA (Remote)
\$170K-\$180K / year
1 connection Easy Apply Fast growing
- Check In Assistance at Football Camp**
Prep Network · Denver, CO
Be first to apply Easy Apply Fast growing

See all jobs

Bus Driver?
Surveyor?
Steamcleaner?
Aircraft Fueler?
Groundsperson?
Stretch Provider?
Escort...Poly??



WHAT LINKEDIN KNOWS ABOUT ME



SmartRank



Keith Hulen
Founder, CEO of SmartRank



2x CEO
20+ years Sales & Operational Leadership
20+ years Software Experience

Experience



Founder, CEO

SmartRank · Full-time

Jun 2020 - Present · 3 yrs 4 mos
Greater Denver Area

Leonardo da Vinci wrote the first professional resume in 1482...and we are still using resumes 540 years later!!! I'd say this mechanism for screening job applicants is a bit outdated and certainly ripe for disruption. ...see more

Skills: Ruby on Rails



Ascent Geomatics Solutions

3 yrs 11 mos
Greater Denver Area

Chief Executive Officer

Jun 2019 - Jun 2020 · 1 yr 1 mo

Director of Business Development

Aug 2016 - May 2019 · 2 yrs 10 mos

At Ascent, we help companies solve business problems related to collecting, analyzing and delivering geospatially accurate data.



Vice President of Sales

LearnCore
Oct 2015 - May 2016 · 8 mos
Greater Chicago Area

LearnCore is built to improve employee performance and make companies more productive. ...see more

Skills: Ruby on Rails



Workiva

5 yrs 3 mos

Director of Field Readiness

Sep 2013 - Oct 2015 · 2 yrs 2 mos

Responsible for overseeing all training and development, communication and emerging markets as it relates to the sales team....see more

Global Account Director

Jan 2013 - Sep 2013 · 9 mos

Responsible for new client partnerships in Latin America, Japan, South Korea and Australia. Helped companies achieve their goals in relation to complex reporting such as 20-F foreign issue filings, Corporate Social Responsibility...see more

Major Account Director

Aug 2010 - Jan 2013 · 2 yrs 6 mos

Worked with US-based Fortune 100 companies in understanding their Financial Reporting challenges and providing solutions to address those challenges. Worked with both new and existing clients but primarily...see more



Mid Market Sales Manager

Citrix Online
Jul 2008 - Aug 2010 · 2 yrs 2 mos

Managed a sales team that handled the Central Region of the United States. Responsibilities include attainment of a \$4.6 Million annual revenue target.



Ricoh Americas Corp.

5 yrs 8 mos

District Manager

Jul 2006 - Aug 2007 · 1 yr 2 mos

Managed the Indianapolis District Office operations. Managed 40 employees in service, sales and administration. Responsible for entire P&L of the District. Total revenue target for FY'06 was \$8.265M. Finished FY'06 at 123% of product revenue, 114% of service revenue, 116% total revenue, and 117% of profit target.



“SKILLS” ARE ABOVE THE SURFACE

PREMIUM

How you match



You're in the top 50% of applicants based on your profile

Skills associated with the job post

Identified by LinkedIn

✓ **3 skills on your profile**
Business Development, Customer Relationship Management (CRM), and Software ...

⚠ **7 skills missing on your profile**
Enterprise Software Sales, Google Workspace, Key Account Management, Key Acc...

Additional skills among applicants

ℹ **9 skills other applicants have**
Account Management, Leadership, Sales, Sales Management, Sales Processes, Sale...

← Skills

Demonstrate skills



All

Industry Knowledge

Tools & Technologies

Interpersonal Skills

Ruby on Rails



2 experiences across SmartRank and 1 other company

Add skill



* Indicates required

Skill*

Suggested based on your profile



Ruby

Marketing Strategy

Accounting

Negotiation

Sales and Marketing

Financial Reporting

Sales Presentations

Performance Management

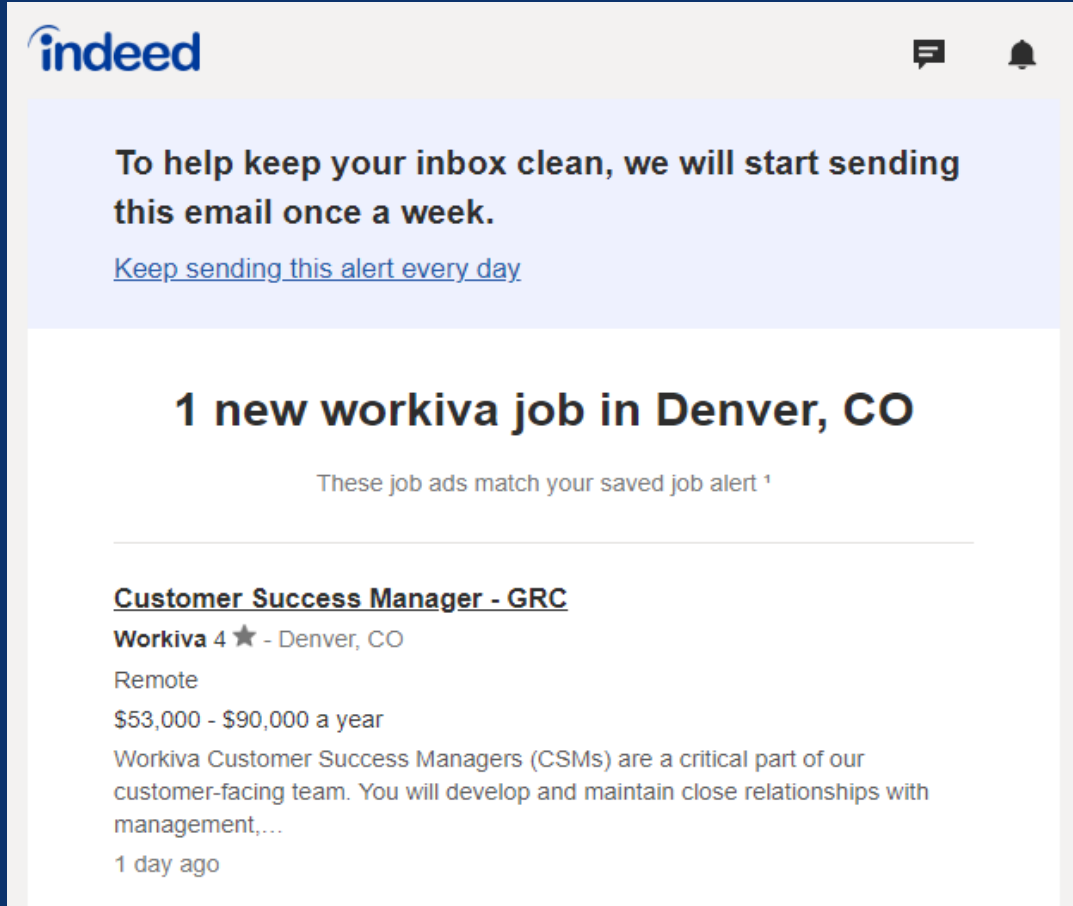
Business Strategy

Forecasting

Save



EVERYONE ELSE DOES IT THE SAME WAY



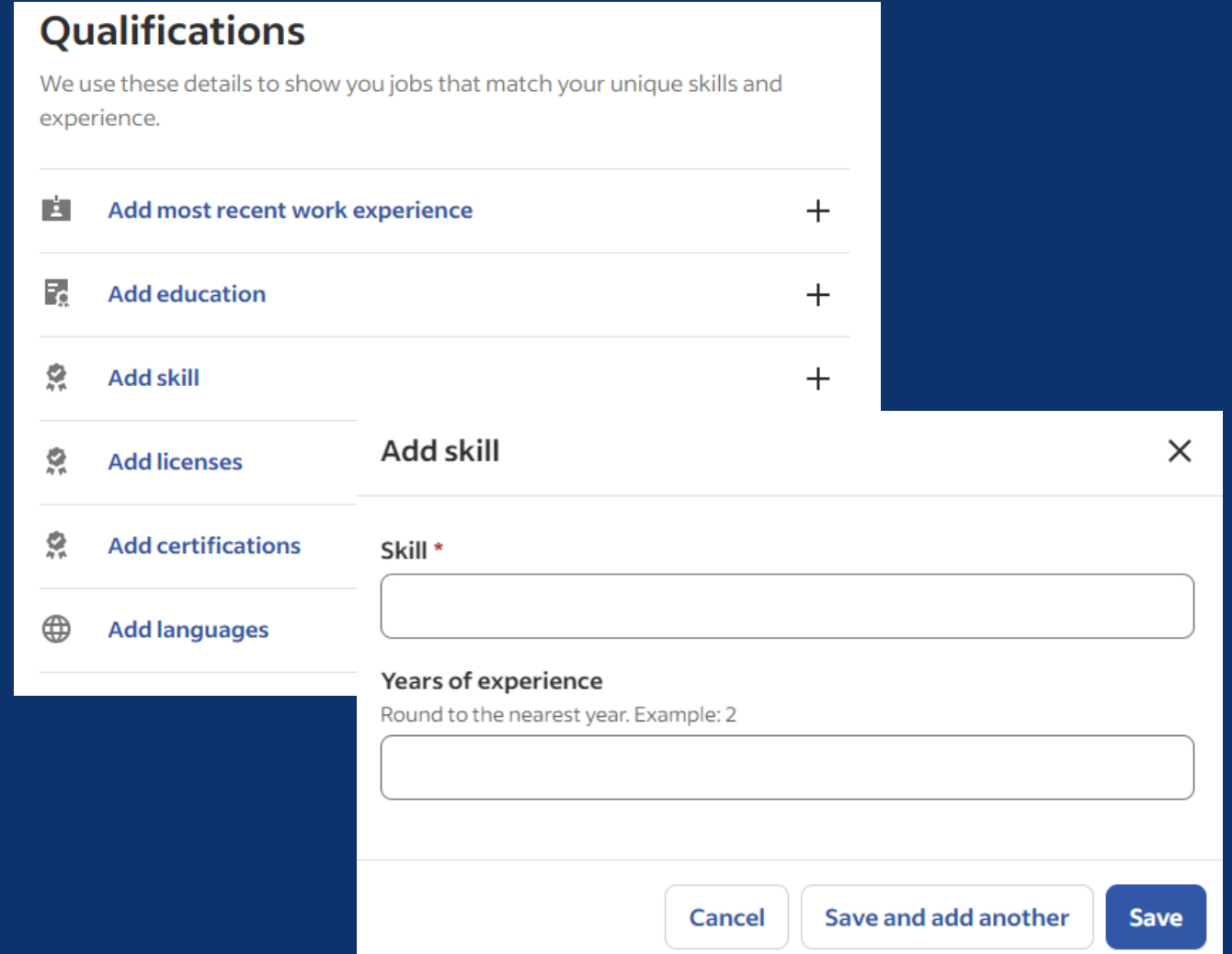
indeed

To help keep your inbox clean, we will start sending this email once a week.
[Keep sending this alert every day.](#)

1 new workiva job in Denver, CO







These job ads match your saved job alert ¹

Customer Success Manager - GRC
Workiva 4 ★ - Denver, CO
Remote
\$53,000 - \$90,000 a year
Workiva Customer Success Managers (CSMs) are a critical part of our customer-facing team. You will develop and maintain close relationships with management, ...
1 day ago



Qualifications

We use these details to show you jobs that match your unique skills and experience.

-  [Add most recent work experience](#) +
-  [Add education](#) +
-  [Add skill](#) +
-  [Add licenses](#)
-  [Add certifications](#)
-  [Add languages](#)

Add skill

Skill *

Years of experience
Round to the nearest year. Example: 2

[Cancel](#) [Save and add another](#) [Save](#)

