

textkernel

What You Need To Know About Skills- Based Hiring

Marieke Drees
Kasper Kok





Marieke Drees
Talent Acquisition Manager
Textkernel - People & Culture



Kasper Kok
Senior Product Manager
Textkernel - Product

Skills-Based Hiring: The Recruiter Perspective



Skills-based hiring is one of the **biggest trends**

Prediction 2



TALENT ACQUISITION

3. Hire for skills, not positions

The World Economic Forum's [Future of Jobs Report for 2023](#) revealed some fascinating

Skills-Based Hiring Is Gaining Ground

Employers try a new hiring approach, with mixed results.

ills.

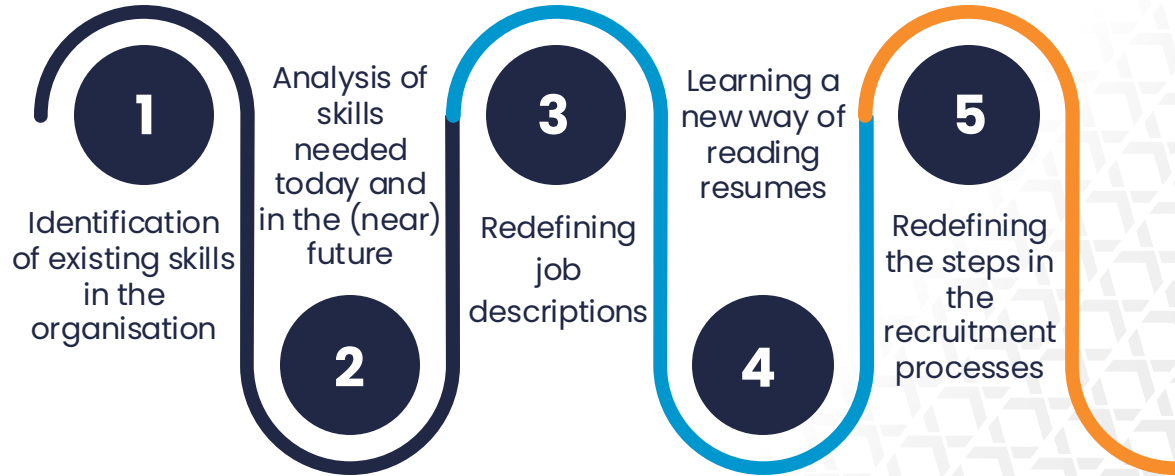
nel

Traditional vs. Skill-Based Organization

Traditional	Skill-Based
Employees are defined by their job title	Employees are recognized because of their skills set
Static job assessment	Diverse responsibilities
Predefined career path (often vertical)	Skill focused career path (often horizontal)
Personal job development budget based on current job	Personal job development budget based on skill gap
Forced focus on diversity	Natural focus on diversity

First Steps of Skill-Based Hiring

Our approach to adopt skills-based hiring



Redefining the Recruitment Process

When adopting skill-based hiring it requires you to look at the entire recruitment process and define what you want to uncover in every step from a skill perspective.



INTAKE CALL

Focus on what someone really did (results) and wants to do, talk open and honestly about the gaps you notice during screening.

Goal: discover culture fit and skills match/gap



BEHAVIOURAL INTERVIEW

Create questions that require candidates to describe past experiences where they demonstrated the skills, probe for specifics.

Goal: discover key soft skills



APTITUDE ASSESSMENT

It's key to learn about someone's ability to adopt new information and how they go about this. High learnability is crucial. Conduct an aptitude assessment to understand candidates better.

Goal: discovery learnability



SIMULATION INTERVIEW

Showcasing skills by doing a role-play, presentation or technical assignment (including an interview!). This is where you take away any of the doubts that might linger.

Goal: discover hard skills & adaptability

Why invest in your assignments?

01

Objective evaluation of required skills

02

Quality in = quality out

03

More accurate hiring

04

Enabling non-traditional candidates

Communication is Key

Marieke Drees 15:24
There is a new profile added to review (I'm very enthusiastic) 😊

Hiring Manager 15:27
Sounds promising 😊

Marieke Drees 10:36
I accepted and signed the offer! Yay! 🎉

Hiring Manager 16:31
Hi Marieke,
You mentioned that
A LOT of our debugging
At the same time, I'm ha

Hiring Manager 10:36
Nice end of year gift! 🎉

Hiring Manager 12:02
Ah ha! Awesome news 😊

Marieke Drees 16:35
I understand, she does have API experience but because she has engineers in the team usually they take care of such requests. She explained she knows her way around it and is happy to showcase it.

Hiring Manager 16:36
Alright. There's one question about that in the assignment, so let's see how that goes 😊

Marieke Drees 16:37
Yes I think the assignment hopefully shows she has the skills. I will send it her way, thanks for giving it a shot!

December 29th, 2023

👍 1 🧐

1

Challenges to Implementation

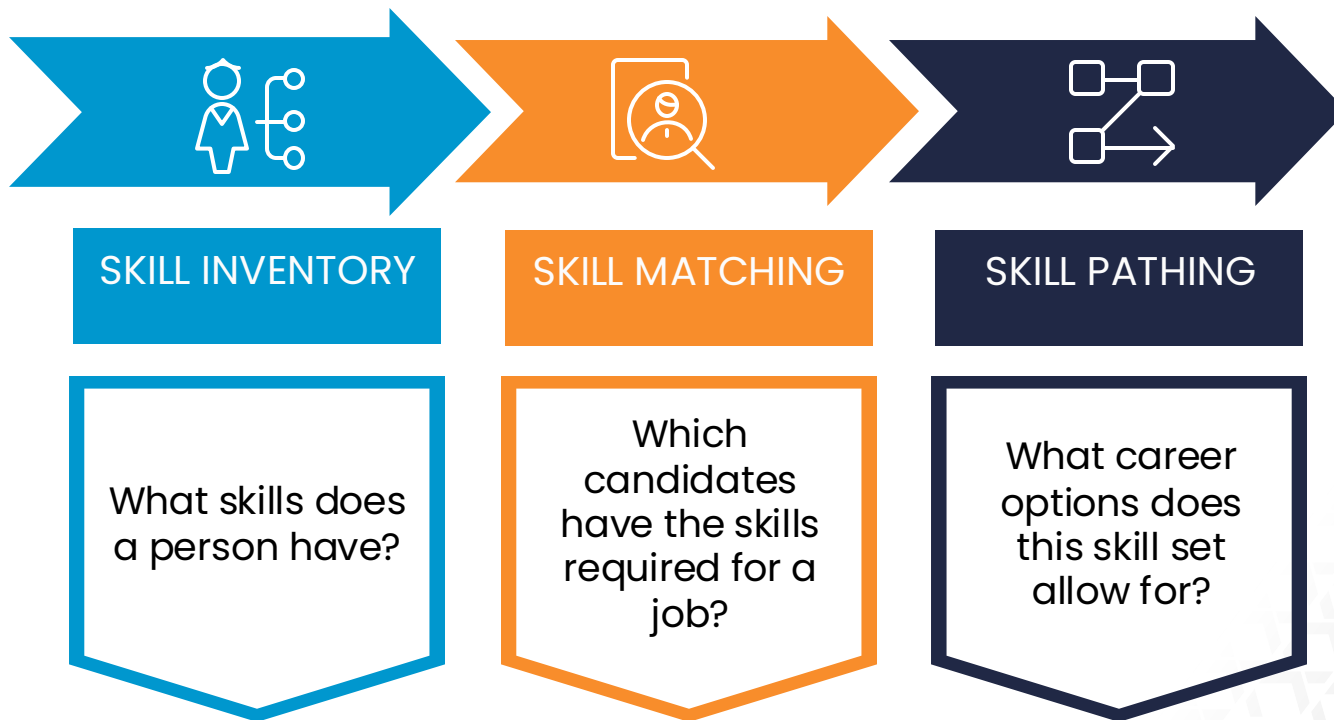
Common reasons why hiring managers are opposed to skill-based hiring

Pressure for quick hires	Time constraints	Bias towards credentials	Lack of understanding	Inadequate tools
<p>Everyone wants a hire yesterday. Hiring managers might feel it's not the time to experiment.</p> <p>› regretted hires costs a lot of time and money.</p>	<p>Skill-based hiring can require more effort to develop assessments and conduct thorough evaluations.</p> <p>› once you have the framework you're set!</p>	<p>Bias towards degrees or previous job titles is common, hiring managers feel more confident.</p> <p>› harmful for diversity.</p>	<p>Without proper training hiring managers can feel unsure about how to assess candidates.</p> <p>› organise a kick-off and interview training sessions.</p>	<p>Without tools skills-based hiring can be difficult.</p> <p>› check options for assessment tools and technology to support skill-based hiring.</p>

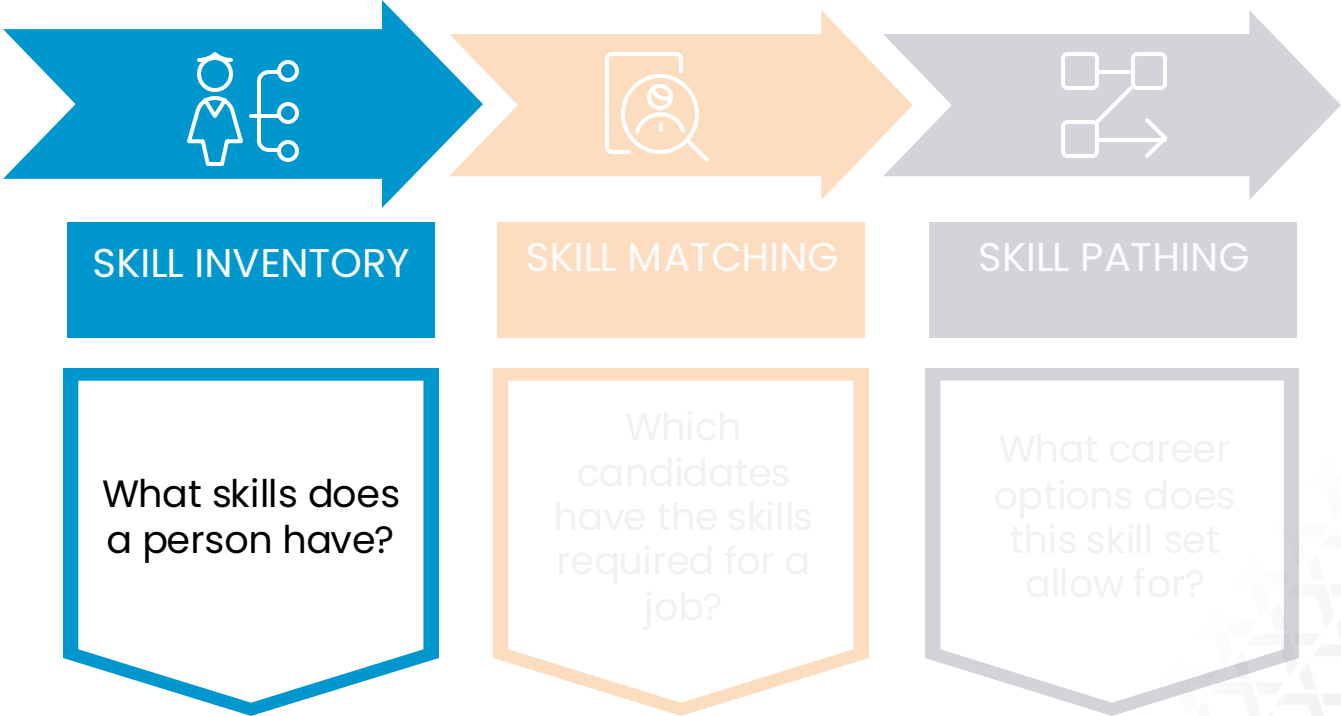
Skills Technology



Technology for Skill-Based Hiring



Scaling Skills-Based Hiring



Parsing

Personal Section



Education Section

Experience Section

Skills Section

Amanda Michaelson
Human Resources Manager

PROFILE
Human Resources Generalist with 20 years of experience assisting with and fulfilling organization staffing needs and requirements. Aiming to use my dynamic communication and organization skills to achieve your HR initiatives. Possess a BA in Human Resources management and a Professional in Human Resources certification.

DATE OF BIRTH:
09-08-1977

PLACE OF BIRTH:
Los Angeles / US

CONTACT
ADDRESS:
3176 e. 14th Street, Tempe, AZ 85433

PHONE:
478-555-0103

EMAIL:
amichaelson@textkernel.com

EDUCATION
State University, New York, BA in Human Resources Management
1996 - 2000

Mesa High School in Tempe
1992 - 1996

WORK EXPERIENCE
Avenue Inc, Los Angeles, Human Resources Generalist
2010 - present

Value Added Resellers, Recruitment Manager
2002 - 2010

Bright Recruitment, Staffing Recruiter
2000 - 2002

SKILLS
Languages: English, Spanish

Computer skills: Microsoft Office, HR, Excel

Hobbies: Gardening, Reading

Name

Education

School

Date

Work experience

Company

Professional skills

Language Skills

IT Skills

Pamela Woolley
Senior corporate communications professional with specialist in corporate brand (re)positioning strategy and implementation, alignment of international communications, external communications, and...
Over 15 years international experience at strategic and implementation level in more than 10 different countries and cultures

UK | 07796 092734 | pam@pwoolley.com

2016 - PRESENT - MULTIBANK ADVISED MATERIALS S, BRUSSELS
Global Communications officer. Responsible for the global communication function

- Building internal communication
- Preparation of internal and external communications for the president
- Realization of external communication initiatives following a major restructuring
- Facilitation of over 50 workshops (management and employee level) in over 10 European markets

2014 - 2016 - TETRA PAC WORLD, BRUSSELS
Manager. Organizational skills and Board Management
Responsible for strategy, development and implementation of the Tetra brand in Europe

- Advocate and advisor of the strategic alignment of communication throughout the organization
- Development of major guidelines
- Facilitation of over 50 workshops in over 10 European markets

2014 - 2016 - WOLFF OLINS, LONDON
Senior Consultant. Organizational ability

- Creation of presentation and cooperation with the Tetra customer (per 10 months, £500,000 contract)
- Working on branding issues across different countries

2014 - SUMMER - TETRA PAC WORLD, MOSCOW
Brandmark. Business Development consultant

2012 - 2014 - LONDON BUSINESS SCHOOL
MBA degree
90% 2:1 and 2:2

2011 - 2011 - UNIVERSITY OF COLCHESTER
Completed one term of Business Administration (BA) degree

2007 - 2011 - SOLENT COLLEGE, WATSFORD, UK
B.A. degree in French. Graduation with Honours
90% 2:1 and 2:1

International communication with clients in 10 countries
International Association of Business Communicators (IABC)
Member since 01/2012
Certified Communication Management Professional (CCMP) certification in 01/2016



Pamela Woolley
Communication manager

PROFESSIONAL SKILLS

Brand Management Marketing

IT SKILLS

Microsoft Office Suite Perl

LANGUAGE SKILLS

English French German

SOFT SKILLS

Creativity Proactivity

Skills Extraction
(Parser + Skills API)

Cover letter

Placeholder text for a cover letter, consisting of several lines of horizontal bars. An orange line points from the 'PROFESSIONAL SKILLS' section of the resume to a highlighted bar in the cover letter.

Project Description

Placeholder text for a project description, consisting of several lines of horizontal bars with checkmarks on the left. An orange line points from the 'Project Description' section of the resume to a highlighted bar in the project description.

Training

Placeholder text for a training section, consisting of several lines of horizontal bars. An orange line points from the 'Training' section of the resume to a highlighted bar in the training section.



Pamela Woolley
Communication manager

PROFESSIONAL SKILLS

Brand Management Marketing
Public Relations Content Creation

IT SKILLS

Microsoft Office Suite Perl
Google Ads

LANGUAGE SKILLS

English French German

SOFT SKILLS

Creativity Proactivity Active Listening

JOB EXPERIENCE

PR Assistant
2018 - 2020

JOB EXPERIENCE

Copywriter
2017 - 2018

JOB EXPERIENCE

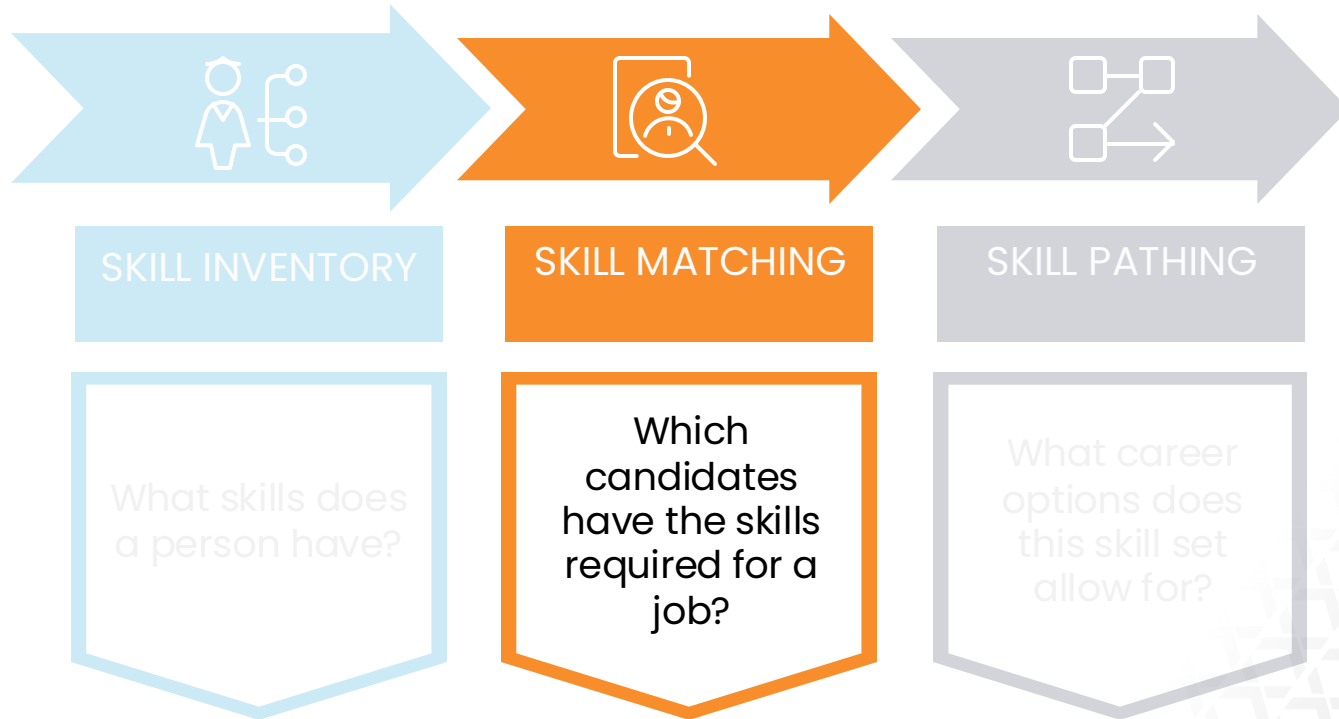
Online Marketing Adviser
2020 - 2021

JOB EXPERIENCE

Internal Consultant
2021 - 2021

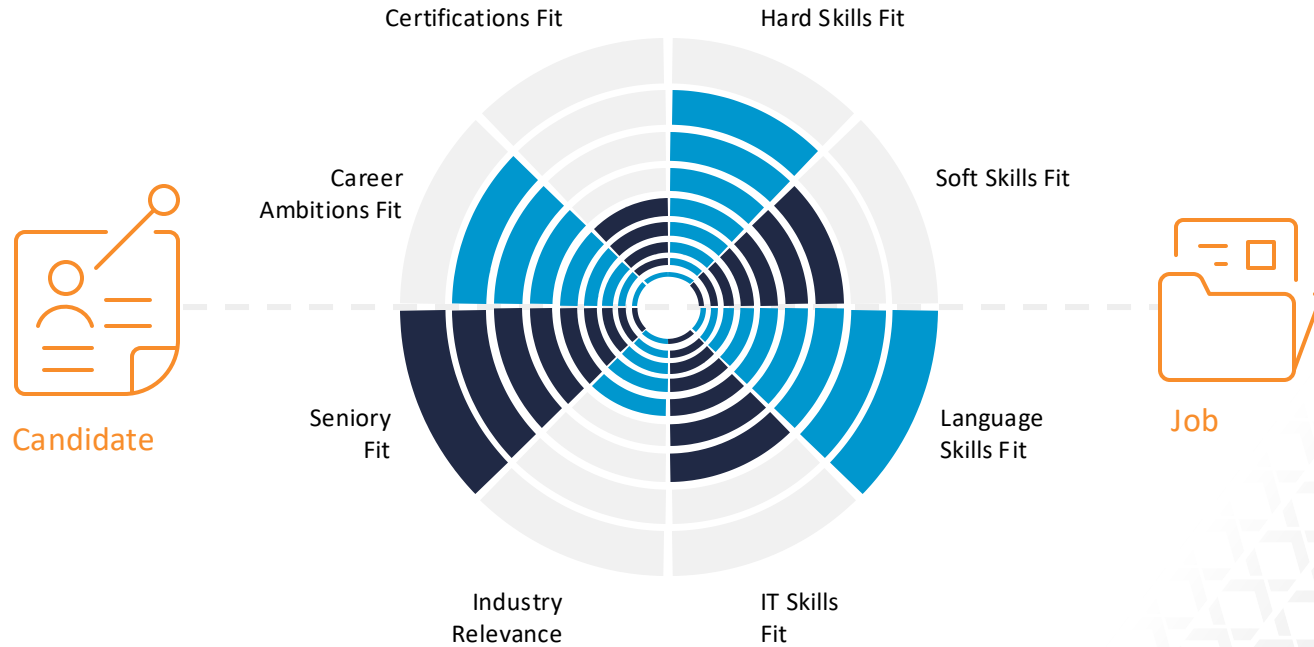
Skills Inference
(Ontology API)

Scaling Skills-Based Hiring





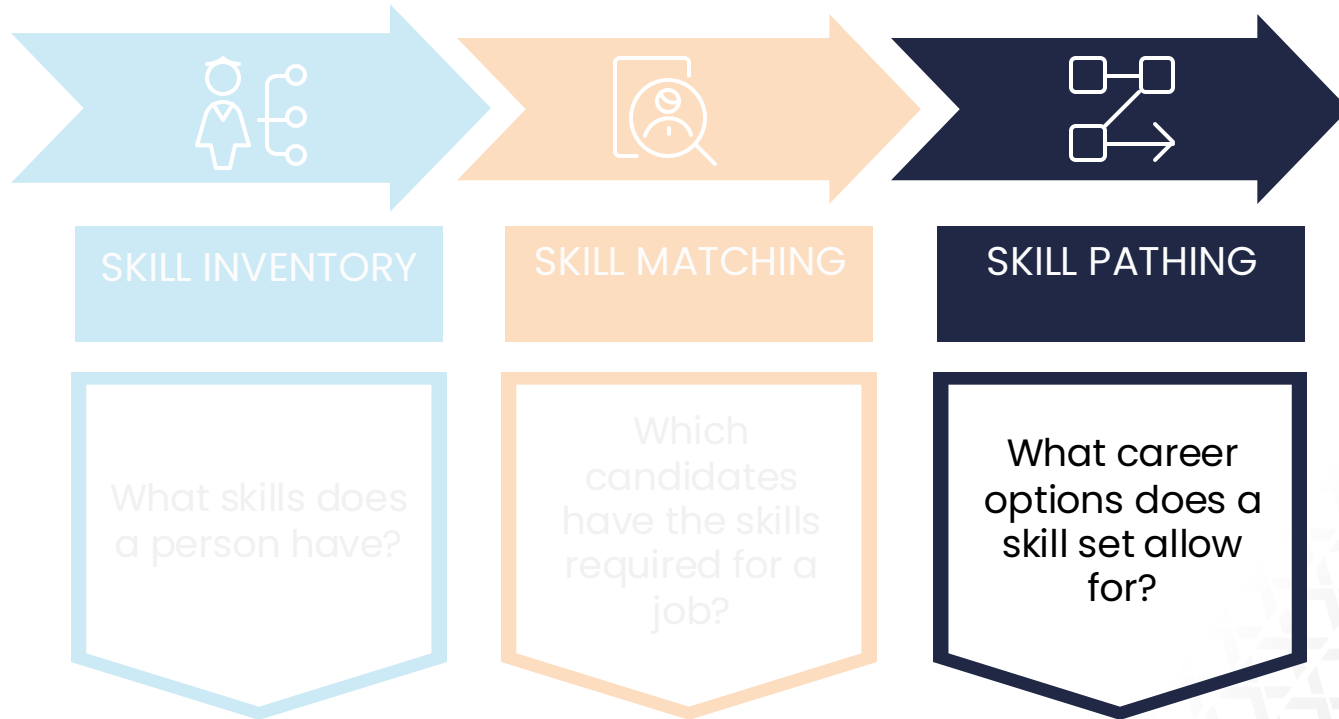
Skills Fit Analysis



Beyond 1-to-1 Skill Comparisons



Scaling Skills-Based Hiring



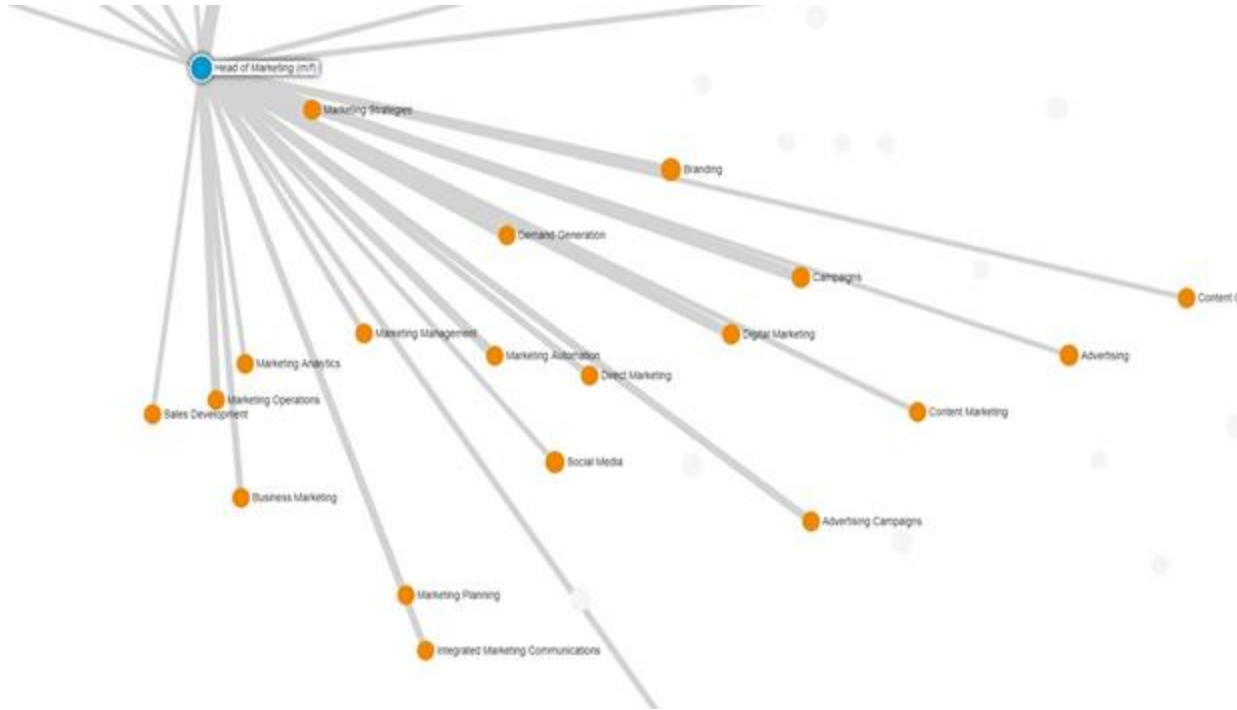
From Documents



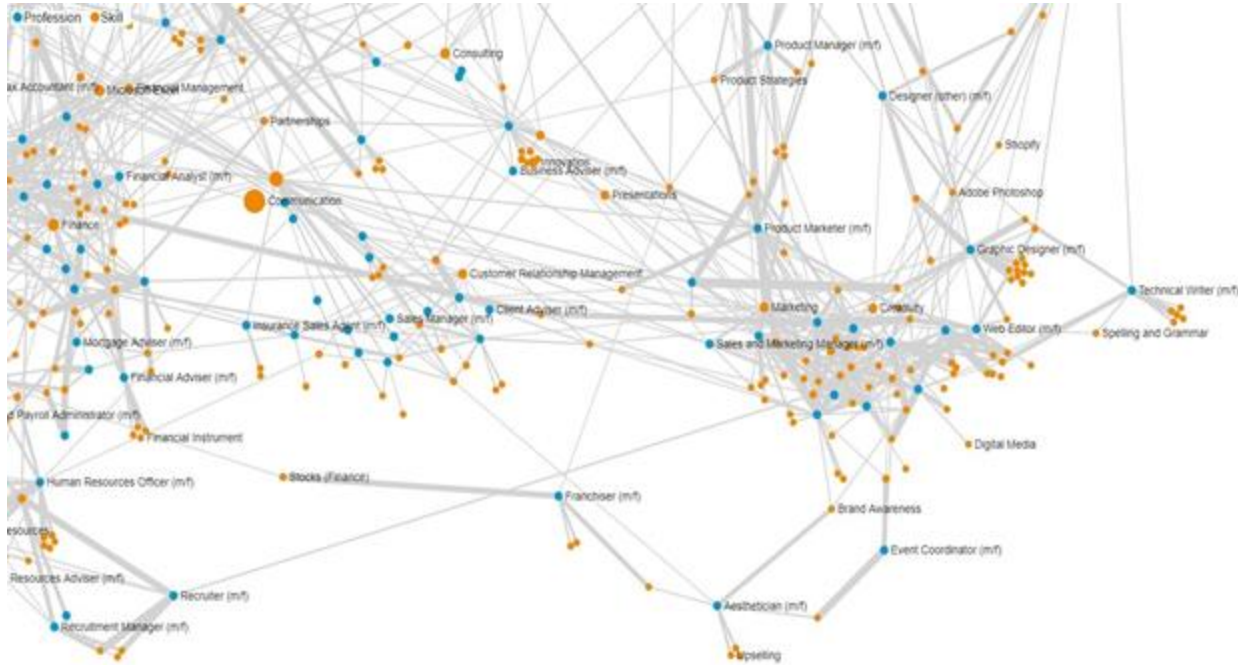
To Knowledge



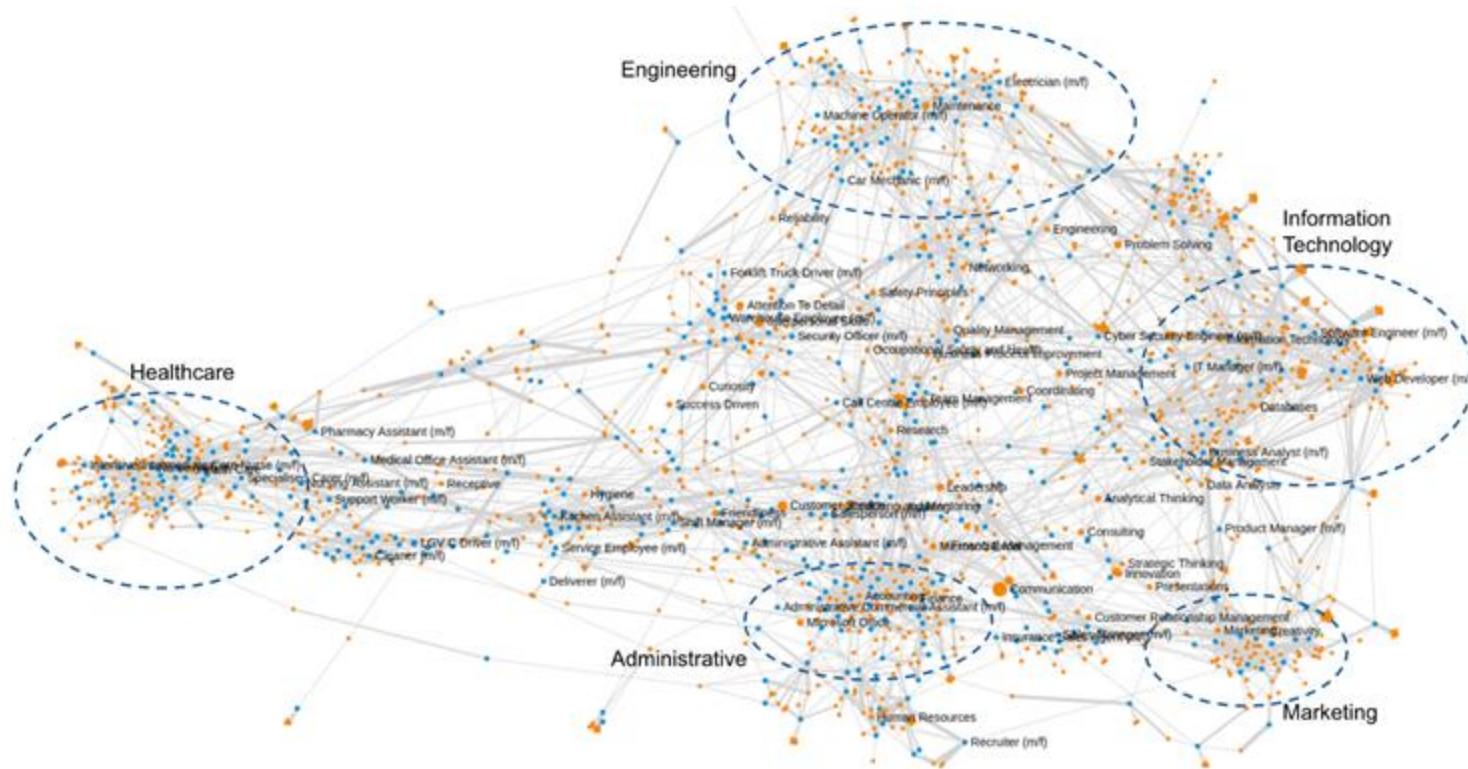
Skill Per Profession



Zoomed Out Further



The Entire Job Market as a Skills Graph



Recruiter

Applicant Tracking Systems
Behavioral interviews
Cold calling

Payroll accountant

HR admin
Workday
Salary scales

Procurement analyst

Balance sheets
ERP systems
Contract management

Project leader Construction

Supply chain
management
Procurement
operations
Negotiation

Facility Manager

Building codes
Property
management
Safety principles

Climate Technician

HVAC
Energy
management
Occ. Health &
Safety

Ventilation
Condensers
Ductwork

From Recruiter to Climate Technician

Key Takeaways



Skills-based recruitment benefits companies, candidates and employees



Challenges can be overcome through changes in process and mindset



Adequate technology is important to facilitate and scale skills-based hiring.

How Textkernel Supports Skill-Based Hiring

Parser

AI & deep learning based information extraction

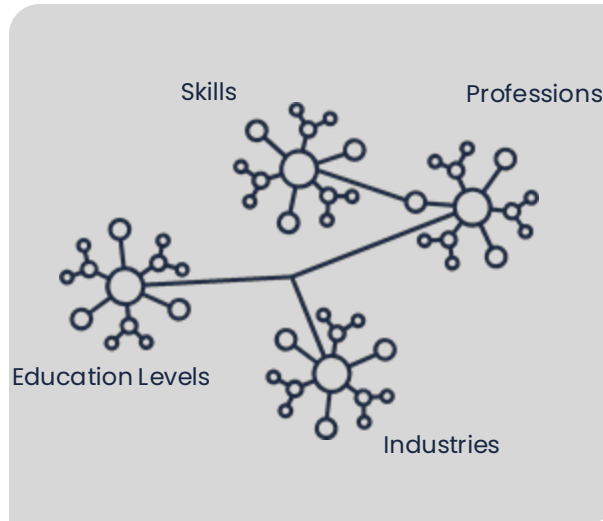


Jobs Data

Inventory & cartography of the visible job market



TK Knowledge Graph



Search & Match

Semantic search and AI-based ranking on internal and external databases



Skills Intelligence

Interact with the Profession and Skill Taxonomies & Ontology

Thank You



Connect with us to future-proof
your workforce and **embrace skill-
based practices.**



Scan to connect



Confidential and Privileged

textkernel