Hello!

DIGITAL SKILLS AGENCY

SFIA ACCREDITED PARTNER

rcsa / LEADING IN THE WORLD OF WORK
CORPORATE MEMBER

SFIA TRAINING PROVIDER

AGILE PEOPLE

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DIGITAL SKILLS AGENCY

BEING HUMAN IN A DIGITAL WORLD

Today

- Current hiring challenges
- What works for us
- 3 success stories in the face of challenge
  - Executive Assistant
  - Head of Engineering
  - Solution Architect
- Tools & resources
- Q&A

Challenges Today

What's challenging for you in recruitment at the moment?

- **Candidates hard to deal with/response overload**
- **Numerous applications, questionable quality**
- **Too few applications, low market talent pool**
- **Not seeing the talent I need for my jobs**
- **Recruitment process is long/unwieldy**
- **Regretting hires – wrong decisions**
- **Reviewing/processing applications**
- **IT technical interviewing is tough**
- **Salary expectations mismatch**
- **Takes too long to hire**
- **General interview skills**
- **Something else?**
- **Actually, everything!**

Our Approach

We Do:

Quality above all

Mastery of IT technical interviews

EVP centric campaigns showcasing client

Robust evidence based methodology

Client success approach

Strong decision making methods

Expert advisory and support to clients

Active onboarding

Realistic job preview

First 90 days coaching

We Don't Do:

Sales focused recruitment

Making our clients do the work

Post and pray

Cede control to AI inappropriately

Ghost candidates

Forcing situations

Lazy selection

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Our Approach

Quality above all

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Case study
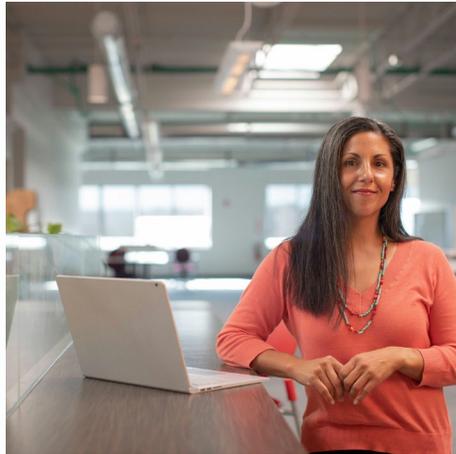
Hollyford Tech

MAHANA - CEO
Seeking Executive Assistant

OLLIE - CTO
Seeking Head of Engineering

JUN – Head of Architecture
Seeking Solution Architect

NB: Hollyford Technologies, its team and its candidates are fictional examples, although based on real scenarios

Case study

Hollyford Tech

- Mapping + geographic software applications

- 315 staff across 3 countries

- 10 years in operation

- Lean times
  - Tight global economy
  - Budgets cut
  - Recent restructurings, lost several team members
  - Pressure to do more with less

- Opportunities to grow
  - Lots of room for market expansion
  - Focusing on product innovation to enable sales
  - Desire to go public in a few years' time
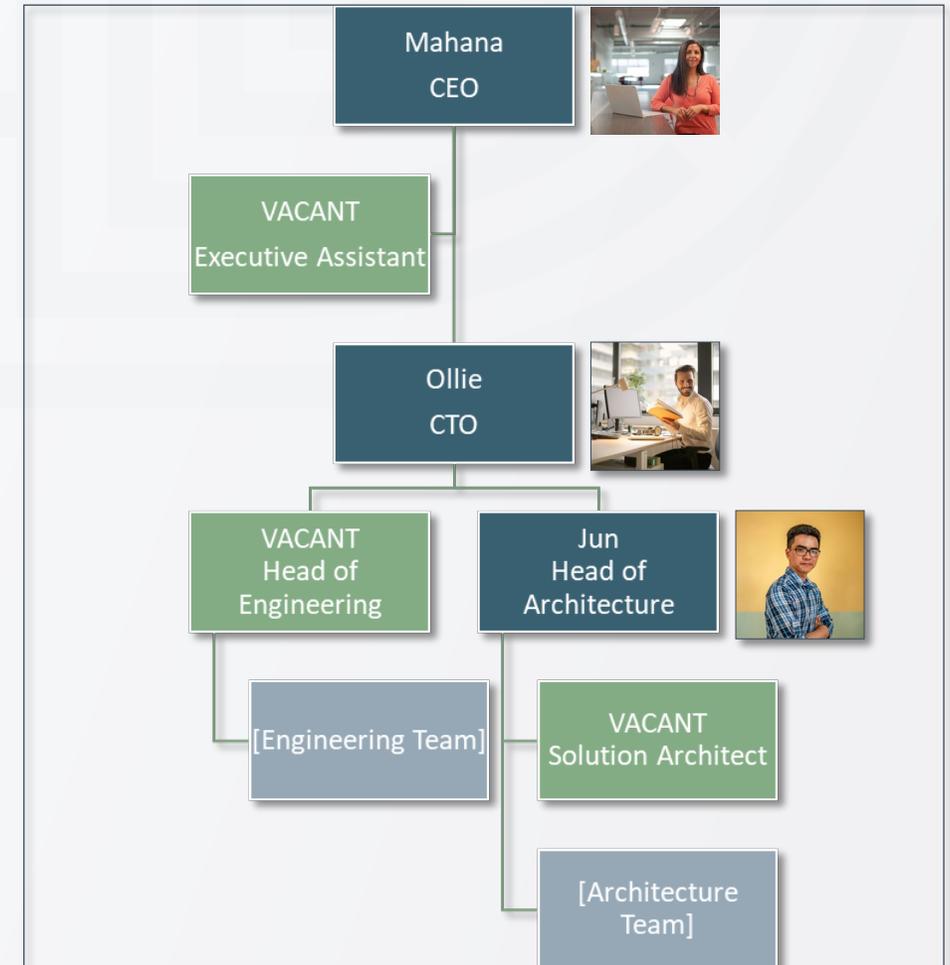
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Case study
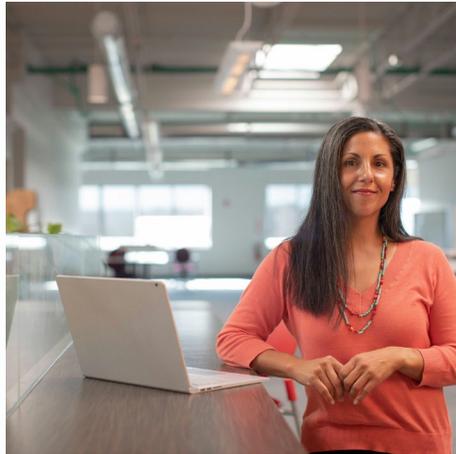
Hollyford Tech

MAHANA - CEO
Seeking Executive Assistant

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Story 1: Executive Assistant
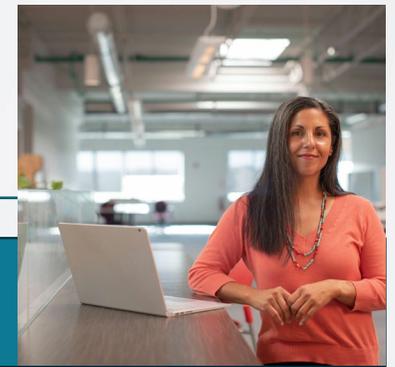
Background

| Situation	Our Brief	Initial Impressions
50% shareholder, fully immersed in the business	'Business Assistant' role	Trust issues!
Working 24/7	More than secretarial	High standards – high MPS, smart, switched on, expects others to keep up
'Gotten away with' not having an EA till now (how?)	Trust critical – Mahana's right hand so she can focus on true priorities	Mahana very hard to please
Facing facts – needs time back, must prioritise	Business nous – when to 'handle it' and when to inform	Doesn't like to delegate
Something has to give!	Relationship crucial	Nice person, positive leadership, kind personality, fosters great culture
	Wants full time	
	Flexible + remote + travel	

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Story 1: Executive Assistant
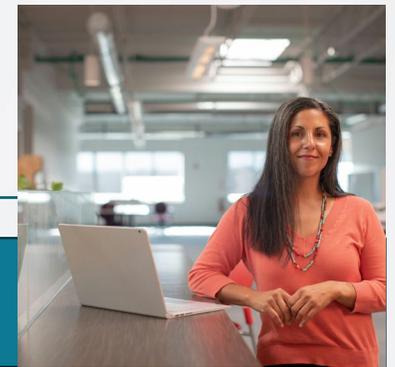
Challenges	Initial Challenges	In-Flight Challenges	Our Approach

- Evaluating for high MPS + bus savvy
- Design: clear competency criteria, methods for evidence
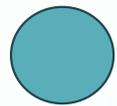
- Rapport fit with demanding individual
- Design: human attributes, 'avoid' points, methods for evidence, interaction with Mahana

- Business Assistant skillset
- Criteria: clear skills and levels defined and evaluated using SFIA
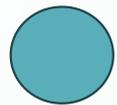
- Onboarding: enable trust + delegation
- Client/candidate support: build onboarding advisory, check-ins, coaching into the service

- Massive response: 500+ applications
- Process: skills-based screening, 'funnel' screening stages fairly, use automation for CandEx and data capture

- Fair & methodical screening & selection
- CandEx: use automation for tailored comms, selection based on evidence, Agile approach

Story 1: Executive Assistant
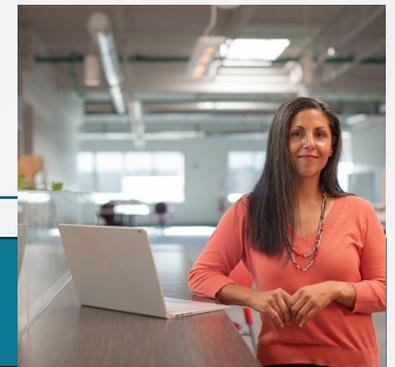
Example: Skills-Based Screening
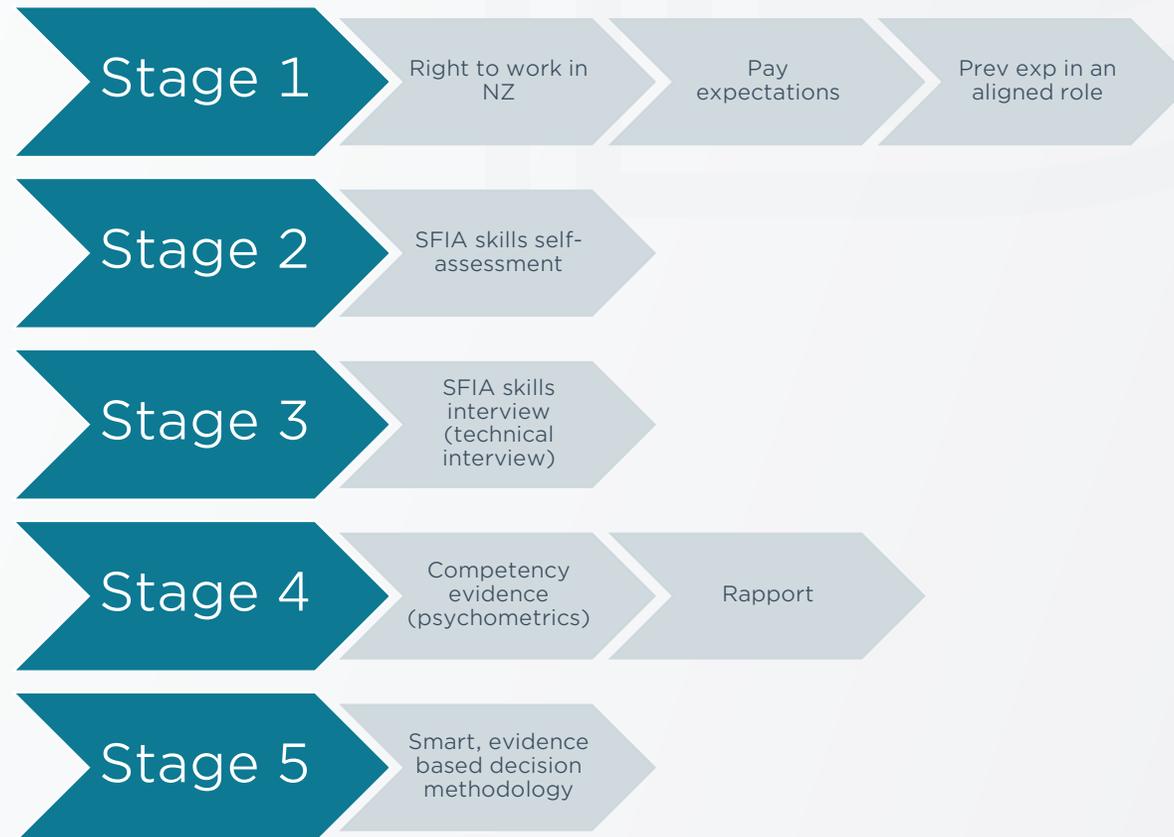
Stage 1 Right to work in NZ | Pay expectations | Prev exp in an aligned role

Stage 2 SFIA skills self-assessment

Stage 3 SFIA skills interview (technical interview)

Stage 4 Competency evidence (psychometrics) | Rapport

Stage 5 Smart, evidence based decision methodology

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Story 1: Executive Assistant
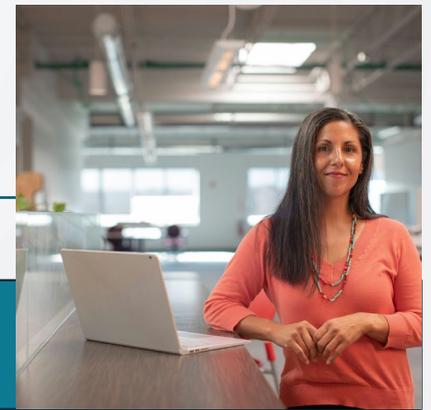
What Happened

Success!
- 500+ apps to 2 people at final interview
- **Lucia** hired
- Liked her so much flexed to part time
- Still in role – thriving
- *"She's perfect – I can't believe you found EXACTLY the right person for me!" - Mahana*

Our Tips

- Collect evidence on behavioural and human factors
- Have a good methodology for evaluating evidence and decision making
- Skills based selection criteria work
- Use good automation tools and templates for CandEx – no excuse for poor comms
- Use your tools wisely for evidence collection
- Support them post hire!
   - Client onboarding support
    - Candidate exec coaching

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Case study

Hollyford Tech

OLLIE - CTO
Seeking Head of Engineering

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Story 2: Head of Engineering

Background

Situation	Our Brief	Initial Impressions
Big CTO role – revenue + ops	Recruitment rescue – please help!	Unicorn alert!
Spinning many plates to innovate product + keep ops running	Priorities: fantastic leadership, culture, innovation, delivery, team development	Market exhausted already
Previous HoE was headhunted upwards	MUST have deep tech nous – needs to be able to get into the detail	Huge focus on quality of leadership + tech skills
Critical to hire swiftly – HoE crucial for product development	2IC role for Ollie – able to step up in time	Not a fan of his pet psychometric – not adding value
Getting it wrong = major consequences	Ollie wedded to historic psychometric	Ollie wanting to set out recruitment process…when it hasn't been working!
Trying to hire – over 3 months already – multiple agencies		Ollie really anxious, acting to control the situation

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Story 2: Head of Engineering

Challenges	Initial Challenges	In-Flight Challenges	Our Approach

● Recruitment rescue

● Advisory: New strategy and approach, expert advice to client on how to salvage

● Unicorn expected

● Partnering: Setting realistic expectations and clarifying where criteria could **truly** flex/not

● Market exhausted

● Strategy: Remarket, reapproach, reposition, consider EVP and CandEx
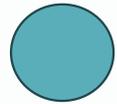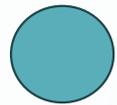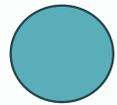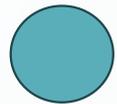
● Questionable pet psychometric

● Partnering: Challenging value, clarity on evidence collection 'why', incorporating wisely

● Re-engaging the market

● Process: Re-review of applications, re-screening + positioning with new methods, comms outreach

● Influencing change of approach

● Partnering: Being clear on the 'why' of activity, and the 'why not'! Being **on Ollie's side**

Story 2: Head of Engineering

Example: Comms Templates

| Templated | Personalised |

Thanks for your application	Invitation to re-interview & explanation	Job details	Application declined v1
Weekly update - general	Invitation to assessment	Interview briefing	Application declined v2
Assessment feedback	Interview feedback	Weekly update – final stages	Application declined v3

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Story 2: Head of Engineering

What Happened

Success!
- Re-positioned and re-engaged with market
- Re-evaluated previous talent pool for role
- **Rajesh** hired
- Ticked aspects of all the boxes but **not a unicorn**
- Knew where strengths and development areas were to give confidence in decision
- Career-making step for Rajesh – thrilled to make the leap into 'serious' leadership

Our Tips

- Be firm and evidence based in your advice but always be **on your clients' side**
- Having really strong technical skills hiring criteria means awareness of development areas and higher quality decision making
- Comms, comms comms
- Comms, comms, comms
- Position your client the way they deserve to be seen in the market!
- Focus on quality always wins
- Where possible, get it right from the start so you don't need to ask for rescue!

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Case study

Hollyford Tech

JUN – Head of Architecture
Seeking Solution Architect

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Story 3: Solution Architect

Background

Situation	Our Brief	Initial Impressions
Replacement role – overseas move	Technical skill the top priority – **must** have tech skills + tools	Deep technical role – skill evaluation will be critical to success
Jun leading the charge to modernise architecture practices	Able to work on location 4 days per week	Talent attraction focus – find the people!
75% onsite role in a regional location	A quick start is a good start	EVP and role positioning likely to be a big success factor
Small talent pool, high competition		Jun very heads down, counting on us to make it happen
Team running too lean – must fill		Jun not a strong interviewer, needs quality, accessible help and advice

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Story 3: Solution Architect

Challenges	Initial Challenges	In-Flight Challenges	Our Approach

- Candidate attraction/low talent pool/high competition
- **Design:** Get position description right, get job ad right, collect all info possible on context

- EVP and positioning
- **Design:** Build EVP map and materials to share with market, build value-focused promotionals

- Skill evaluation – deep technical role
- **Process:** Use SFIA to build technical criteria, draft technical interview qs, evaluate against a defined standard, real evidence of skill

- Location challenge
- **CandEx:** Share realistic job preview early on, use as a selection tool, creative talent pool search, what makes up for location?

- Market search
- **Process:** Deep market search. Forget 'post and pray'. Headhunting, forums, groups, in person, the works. AI can be helpful here

- Amazing CandExp
- **Process:** Comms, comms comms. Tools and automation. Know when to personalise and pick up the phone!

Story 3: Solution Architect

Example: Technical Skills Interview

SFIA Skill	Question Sample	Probing Response / Evidence / Examples
Solution Architecture (ARCH) level 5	"Tell us about your role in the development of solution architectures in your most recent role"	• LEADING architecture development (not merely contributing to it) • LEADING preparation of technical plans and ensuring resources (not merely identifying + evaluating)
Stakeholder Relationship Management (RLMT) level 5	"Please talk us through your approach to working with stakeholders in the course of your work"	• IDENTIFYING comms/relationship needs of stakeholders (not merely managing issues) • TRANSLATING stakeholder engagement strategies into specific activities (not merely implementing someone else's comms plan)

Do they meet the skill criteria at level 5?

Are they at / above / below the level needed?

How fully do they meet the standard of the level?

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Story 3: Solution Architect

What Happened

Success!
- Great attraction and EVP strategy paid off
- Found a candidate with a 1-hour commute looking to stop contracting
- He declined the offer at first, but then changed his mind
- …Also found an overseas candidate who ticked all the boxes
- Both Ava and Tama hired!

Our Tips

- Proper technical hiring for tech roles is really, really important – and using the right tools and methods for it works
- EVP can make the difference in a tight talent market – but it needs to be authentic
- Realistic job preview often gives the edge in competition for talent
- Let acceptance be genuine. Never force it. Know when your advisory role is to present facts and step back.

Summary

Quality always wins

Strong criteria + candidate friendly process

Design matters

Use tailored automation

Use AI – according to its capabilities

Get it right from the start

Lean on tools that 10X your results e.g. SFIA

Realistic job preview + EVP strategy

Candidate attraction is not hard if you take the trouble!

Quality always wins

Mahana
CEO

Lucia
Executive Assistant

Ollie
CTO

Rajesh
Head of Engineering

Jun
Head of Architecture

[Engineering Team]

Ava
Solution Architect

Tama
Solution Architect

[Architecture Team]
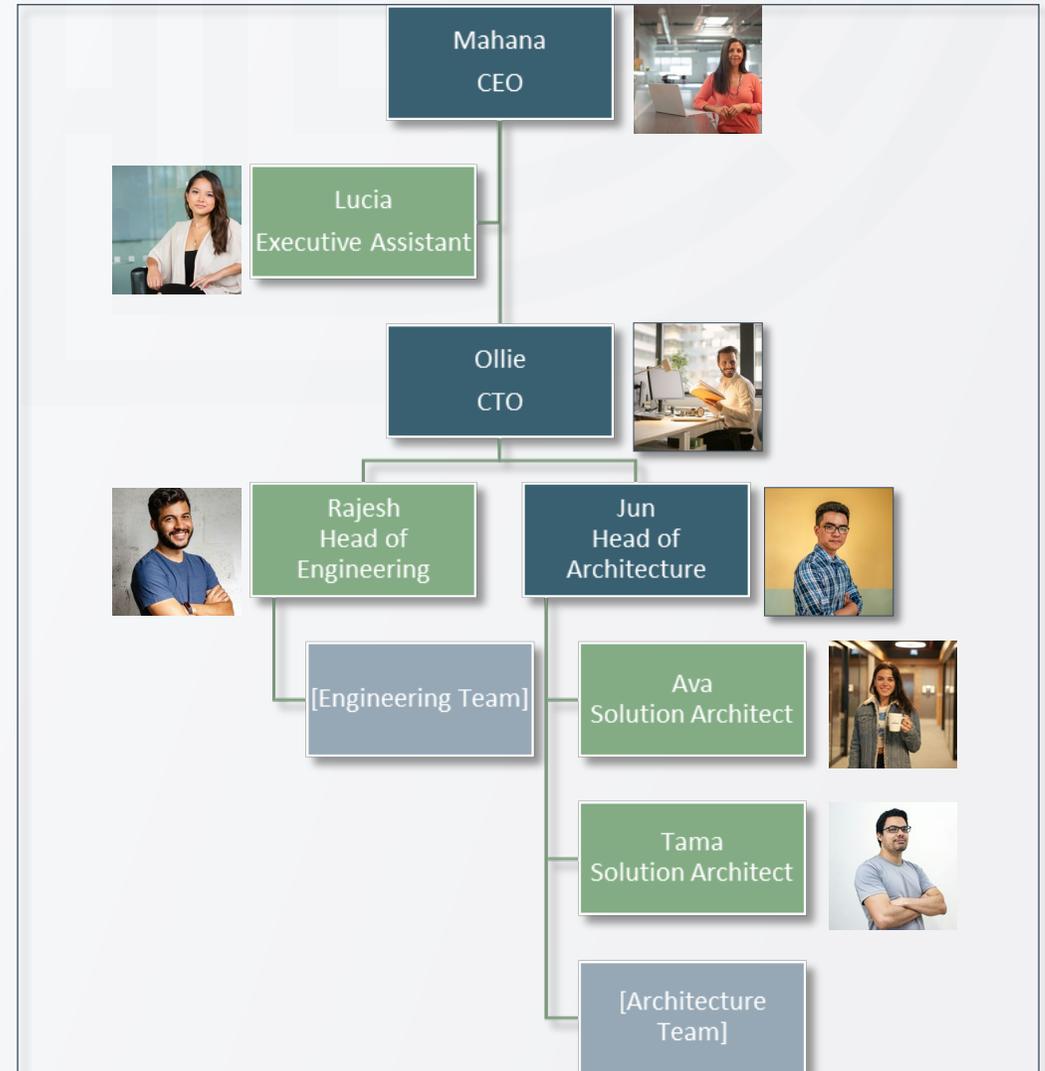
Tools & Resources

- Technical skills - SFIA
  - SFIA NZ Website
- Behavioural competencies + culture:
  - Reiss Motivation Profile
  - UCF
- ATS:
  - Jobadder
  - Greenhouse
- AI:
  - Copilot
- Automation:
  - Typeform
  - Calendly
  - TextExpander
- Writing:
  - ProWritingAid

What's Next

- Digital Skills Agency services:
  - Complete Recruitment service
  - Recruitment Support service
  - Digital badges confirming skills
  - SFIA training
- Follow us on LinkedIn
  - Quality of recruitment
  - Skills based hiring
- What can you take from today to improve quality of your own practice?

**Go for it!
We're cheering you on!**