

Unlock your potential with Seven N Half's proven strategies for success. Let's learn and elevate our recruitment skills!



By now, you must have learnt –

- ✓ **Basics of Recruitment** and the Key Responsibilities of a Recruitment Company.
- ✓ Various **Sourcing tools/platforms/techniques** to find out Resumes/Candidate Profiles
- ✓ **Candidate Calling** – Reaching out to the prospective suitable candidates.
- ✓ The ATS (**employAstar**) – Updating the Daily Calling Tracker (DCT), Adding relevant profiles to the respective Jobs, and moving the respective candidatures from stage to stage in tandem with the progress.
- ✓ **Submissions** to the stakeholders – The SNH Way
- ✓ **Coordination** – Coordinating with your candidates at different stages of their process.
- ✓ **Hand-Holding** – Handholding your candidates throughout their journey with us until and a little post their onboarding with the client.

As they say, **LEARNING IS A NEVER-ENDING PROCESS**, hence in this learning, we will dive deep into some of the above-mentioned and also cover areas other than these as you may have questions (which will excite me the most) and also will try and bring up different perspectives from the ones who are already creating wonders at SNH.

By completing this with utmost attention, enthusiasm and interaction we will learn the SNH Way (Which would certainly also bring a positive approach to your personal and professional lives as well)

We will only be able to proceed after I have had Questions, Questions, and Questions from you all to understand your takeaways from the previous learnings and even for revisions if required.



## We will have comprehensive learnings on:

- **Reviewing** the Job Specification
- **Clarifying** Any Ambiguities
- **Understanding** the Clients' Company Culture and Values
- **Identifying** Target Candidate Profile
- Developing a **Recruitment Strategy**
- **Sourcing Methodologies with Logical Thinking** – The correct usage of different tools/platforms, Search String techniques (Boolean and Simple Search), Talent Mapping and Analysis – We will be using different Analogies for this from our day-to-day life.
- **Candidate Connection/Communication.**
- **Submissions** to the stakeholders with capturing the relevant and crucial information to outstand the candidate profiles.
- **Compensation Detailing and Alignment.**
- **Interview Preparation** with the Candidates.
- **Candidate Coordination** & Handholding



Now the question here would be, why are we learning what the Key Responsibilities of the Leads are? Correct?

## **For 2 Important reasons:**

1. Firstly – This is important so that you know what efforts/contributions you can provide to support them in their key responsibilities so that they can focus on areas demanding their attention (There's a lot they do throughout the day – Managing Clients and Managing the team and supporting the management – Basically, they are the captains who help navigate the ship towards the harbour)
2. Secondly – You are the crew members at the moment who are on the path of becoming the captains.

## **The Leads in a nutshell do (but are not limited to):**

### **Client Coordination**

- Getting more and more roles from the clients (HR and Hiring Managers), Understanding and Supporting the client in their hiring needs, and partnering with them to successfully identify and onboarding candidate/s.
- Provide them with Data Intelligence in terms of Talent Mapping, and evolving trends in the Recruitment Space and also help modify the hiring needs in tandem with the availability of the talent pool

**Cont'd...**



## Internal Team Coordination:

- They handhold you, and help you understand the demands of the role and the client's preferences and the desired candidatures.
- Guide/Coach/Mentor you to perform exceptionally well, hit your goals and ultimately ensure you get your rewards and keep you motivated for every assignment.
- Monitor and Track your performance.
- They also support their fellow leaders with their assignments in times of need and extend a helping hand in achieving the holistic goal of “The SNH”.
- They support the management in aligning the goals and needs and accordingly plan the business objectives by empowering them with the Data Reports, their analysis, the problem statements, and probable solutions.
- They also support their team members in their personal space as well, by counselling, accommodating, and treating them with compassion in times of pressing situations God forbid if any.

So, as I mentioned earlier – If we put in our efforts and contribution in the perfect direction believe me 90% of their internal stakeholder management is taken care of and they have the bandwidth to focus on external (Client) stakeholder management in the stipulated time frame.

**AFTER ALL EVERYONE DESERVES THE WORK-LIFE BALANCE... HAI NA???**



Knowing your clients, their company values, their Dos & Don'ts and competition benchmarking is of utmost importance

## **Research - It's the way of life now, Google!**

Visit their Company Website thoroughly, even if they are one of the most well-known organisations in the Nation or Globally, visit the website. There is much that we are not aware of, and we need to know them in and out.

Google Latest News/Developments about them

**Different tools** – Use **Google**, Use **Chat GPT**, Use **Professional Networking Sites**, etc to do competition benchmarking.

## **Types of Competition Benchmarking:**

- Business Competition
- Employee Strength
- Consumer/Customer – Types & Volumes of their Consumers/Users/Customers
- Office Locations
- Cultural Benchmarking

**Colleagues and Coaches** – Your colleagues who have been working on the Client roles for quite some time and of course your coaches (Leads) who may have a better understanding. And also their likes and dislikes, dos and don'ts will be covered here.

**Confirm/Verify** – Please prepare a document of your knowingness of the client and discuss it with your coaches to confirm your understanding and to get the correct understanding if required. This will cover important aspects and derive the USPs of the client while speaking with the candidates to motivate them for opportunities.

### **Negative Findings (Extremely Important)**

You will certainly come across some negative findings/news/updates regarding the client. Please verify the same with your coaches as they will be the ones who can comment on the sanity of the information and help you overcome any rebuttals, positively and politely, you may face while speaking with the candidates.



## Comprehending/Understanding/Reviewing the Job Descriptions or Job Specifications

Carefully read through the job specification provided by the client. Understand the role, responsibilities, required qualifications, skills, and experience.

As a first step, you should do a Google Search by the role name to get a layman's understanding of what the role involves. This will help you understand the JD well and also bring up questions to be asked to your coaches. Imbibe the Job Description in you so much that you don't need to keep on reading it again and again. You would be speaking to a lot of candidates while working on one single role.

## Important points to be noted down before commencing work on the Job Description (JD)

- ✓ **Key Deliverables** the candidate must be doing currently.
- ✓ **Education Criteria**
- ✓ **Compensation Budget** – The budget is the maximum CTC (Compensation) the client is willing to offer to the selected candidates. This information will give you an understanding of what range of current compensations the candidates should be at currently.
- ✓ **Experience Range** – The total experience required, and the relevant (Matching) experience required.
- ✓ **Skillsets** – Required for the role.
- ✓ **Target Industry/Companies** – Many times the clients provide the industry and names of the companies they want the candidates from. If they don't you anyway have them from your research (Know Your Client!)
- ✓ **Job Location** – The location where the Job role will be based.



## **Clarify Any Ambiguities**

Clarify any doubts/queries that may arise after you have read the JD thoroughly and take down the important information from it such as target industry, target companies,

## **Know your Client!**

We learned this and did some exercises as well in our previous sessions, this takeaway will always be handy with you.



To capitalise on the time, you need to have a Smart approach to searching for the right set of candidates. To channelise this you need to rationalize your thought process while working on the mandate.

**Target Industry & Companies** – Since you would have already “Known Your Client”, you will have the competition benchmarking and hence the list of target industries and companies would be handy. Also, while reviewing and understanding the JD and post verifying the same with the coaches, you would have the list ready with you.

### **Target Location:**

Now, depending on the location of the role, and the budget of the role you can understand from which current locations you need to get the candidates.

Say for example, if the budget for the role is up to 10 lacs and the Job location is Mumbai, so would it be a wise decision for a person to relocate to Mumbai from a location which has a lower cost of living than Mumbai?

To do this, we need to think rationally, what is the candidate's current compensation, and how much the candidate would be saving after covering his expenses. Would a move to Mumbai at 10 lacs allow saving more? Would the candidate have an advancement in the quality of life? The Answer here is “NO”.

Hence, we must understand from which locations we should target candidates and for which roles (Higher budgets, higher brand value, high opportunity value) we should target candidates who will have to relocate.

Now there is a catch here.... Depending on professional and personal choices some candidates would be happy to take such a move – This we will cover while we work on a few actual roles (dated ones). However, it is imperative to check why is the candidate ready to relocate, and what is the possibility of relocation in all aspects? Do we have family confirmation, the kids' school situation, etc.?

**Target Education and Experience** – This is simple and self-explanatory (any deviations will be informed to you from time to time) [Click to View the List of Tier 1 & Tier 2 MBA and Engineering Colleges/Institutes in India AY 23-24](#)

## **Target Compensation** –

The target compensation is different from the Budget of the role. This compensation is the range the candidates should be currently at.

Usually, companies give a hike of 20-30% depending on various factors (now this information also will be given to you from time to time), for example, for a role with a budget of 30 Lacs what is the maximum currently salary we can look at so that a 30% hike falls within the budget of the role?

Answer - \_\_\_\_\_

Hence the current salary of the candidate should not be more than \_\_\_\_\_

Now we learnt what should be the maximum current salary, so what should be the minimum current salary we should be looking at????

Again, to identify this we need to rationalize our thoughts. Now **I would like your attention to the next slide pls!**

## For example, (Shopping Experience)

You are willing to pay a maximum of 30,000 Rs. to buy a dress for yourself to attend a wedding function in your family.

Now understand, the reason you have a budget of 30,000 Rs. is because you want the best dress, you want to look the best, and for that, you need to have a premium quality dress.

Now, you go to a mall/shopping centre and

**Scenario 1** - Visit the H&M Showroom first.

Now there, the salesperson reaches out to you, and you tell him that you are looking for a dress for a wedding function with certain specifications like colour, make of the dress, material, etc. and are willing to spend up to 30,000 Rs. for it.

Now if the salesperson shows you dresses with the price range of 5000, 10,000, or 15,000 – What would be your perception about the inventory of the store and understanding of your requirement by the salesperson?

**Scenario 2** - As the next step, you will walk out of the showroom and go to the Zara Showroom

Now here the salesperson starts showing you dresses in the price range of 20k, 25k, 28k, etc. What would be your perception about the inventory of the store and the understanding of the salesperson of your requirements?

Isn't it obvious that you would buy one of the dresses which suits most of your requirements?

## Outcome:

### Scenario 1 – Dissatisfaction

Despite your willingness to spend 30,000 Rs. for a dress, the showroom gave you cheaper options it was perceived that the Showroom did not have the Inventory suiting your requirements and hence you would not go back to the showroom ever when you would want to buy similar budgeted clothes next time.

You would also not likely recommend anyone to go and shop there. Isn't it?

### Scenario 2 – Satisfaction

You are a happy and satisfied customer of Zara and would most certainly go back to them and would also recommend others to go shop at Zara.

**In the above-mentioned example, you are the “Client”, the shopping mall is the “Various Recruitment Agencies”, H&M and Zara are two of the “Recruitment Agencies” and we at SNH by far have been the “Zara for our clients” whom they will come back again and again and also recommend us to other companies.**

Hence here, since the client is willing to pay a salary of up to 30 Lacs which means the kind of candidates they are desiring have to be with worthy from worthy companies, and is not expecting us to save on his compensation by getting him candidates with lower salaries, so shouldn't we approach candidates whose minimum salary is 18 lacs (This way even a 30% hike will fall within the budget of 30 Lacs)?

This should be our first approach, once we have exhausted this approach, we will go further down to a minimum salary of 15 Lacs but not below that.

Again, you can discuss this with your coaches from time to time, but before you approach them, you should have exhausted the options of candidates with 18 lacs and 15 lacs salaries minimum.

So, with the same rationale, relating to the different budgets of the role, you will have to benchmark the minimum compensation.



## Develop a Recruitment Strategy:

After having understood the role its requirements and the target pool, it's time we commence our Sourcing activities.

Determine the best approach for sourcing candidates. This may include utilising job boards, and professional networking sites by Direct Sourcing, Job Posting, Mass Mailing, In-Mails, Talent Mapping

You will be guided time and again by the Leads while you go to discuss your understanding of the role and the target pool.

## Tools/Platforms at your disposal:

1. Naukri – CV Sourcing, Mass Mailing, Job Posting & Talent Mapping (Naukri Talent Pulse).
2. LinkedIn - CV Sourcing, Mass Mailing, Job Posting & Talent Mapping.
3. Monster - CV Sourcing, Mass Mailing, Job Posting.
4. IIM Jobs – Job Posting.
5. Signal Hire –Candidate Contact Details.
6. Rocket Reach - Candidate Contact Details.
7. Lusha
8. Zoominfo
9. employAstar – Internal Database



## Techniques to Source Candidates

You must have learned in your previous sessions ways to source Profiles or Naukri.com and LinkedIn.com

Below are the 12 types of Search Options available on the Job Portals which are essential for you:

1. **Keyword Search:** Recruiters can search for candidate profiles by entering specific keywords related to skills, job titles, qualifications, or experiences.

- Single Keyword
- Multiple Keywords
- Boolean Search

Note: We will be only covering the Boolean Keyword Search in this module comprehensively.

2. Location-Based Search
3. Industry or Sector Search
4. Experience Level Search
5. Skill-Based Search
6. Education Level Search
7. Salary Range Search
8. Employment Status Search
9. Certification Search
10. Language Proficiency Search



A Boolean keyword search is a method of searching for information within a database or search engine using a set of operators to define relationships between keywords. The search employs Boolean logic, which involves logical operators such as "AND," "OR," and "NOT" to specify the relationship between search terms.

Here's a brief explanation of how each Boolean operator works in a keyword search:

**AND:** This operator is used to narrow down search results by requiring that all specified keywords must be present in the search results. For example, searching for "cats AND dogs" would return only results that mention both cats and dogs.

**OR:** This operator broadens the search results by including any documents that contain at least one of the specified keywords. For example, searching for "cats OR dogs" would return results that mention either cats or dogs or both.

**AND NOT:** This operator excludes specific keywords from the search results. For example, searching for "cats NOT dogs" would return results that mention cats but do not mention dogs.

By using combinations of these operators along with keywords, users can construct complex search queries to target the information they're seeking precisely. Boolean keyword searches are commonly used in databases, search engines, and other information retrieval systems to refine and optimize search results.

Let's understand through an example in the next slide.

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## Example -1 Shopping Again!

You were supposed to buy a dress for yourself to attend a wedding function in your family.

Now, you decide to go online for shopping.

You will be overwhelmed by the number of options available. You want to find the perfect combination that matches your style and budget. Here's how Boolean keyword search would work in this scenario.

**AND** - You're looking for a dress that is both "formal" AND "floor-length." This ensures that you find an elegant gown suitable for a wedding.

**OR** - However, you're open to dresses in either "blue" OR "green" as these are the colours that complement the wedding theme. This allows for some flexibility in colour choice.

**AND NOT** - You want to avoid dresses with "sequins" as you prefer a more understated look, so you use the "AND NOT" operator to exclude any dresses that have sequin embellishments.

**NOT** - Additionally, you're not interested in purchasing a dress that is "strapless" as you prefer one with sleeves for comfort and modesty reasons. So, you use the "NOT" operator to exclude any strapless options from your search.



## Example – 2 Pizza Again!

Ordering food online with a Boolean keyword search is like customizing your meal from a vast menu of options.

You're ordering a pizza online for a group gathering, and you want to ensure everyone's tastes and dietary needs are accommodated:

**AND** - You want a pizza that includes both "pepperoni" AND "mushrooms" as toppings. This ensures that everyone gets a slice they enjoy.

**OR** - However, you're open to having either "thin crust" OR "pan crust" for the pizza base. This allows for some variety in crust preferences among your group.

**AND NOT** - One of your friends is allergic to seafood, so you use the "AND NOT" operator to exclude any pizzas that contain "fish" as a topping.

**NOT** - Additionally, you have a friend who is on a gluten-free diet, so you use the "NOT" operator to exclude any pizzas with a "gluten-containing crust" from your order.



## **Example – 3 Dating this time!**

Using Boolean keyword search on a dating app is like refining your search for a perfect match:

You're interested in meeting someone who shares your love for outdoor activities, but you have some specific preferences and deal-breakers:

**AND** - You want to find profiles that mention both "hiking" AND "camping." This helps you narrow down your search to individuals who enjoy both activities.

**OR** - Additionally, you're open to meeting someone who enjoys either "reading" OR "watching movies" as indoor activities. This broadens your search criteria to include individuals with diverse interests.

**AND NOT** - However, you're not interested in dating someone who is a smoker, so you use the "AND NOT" operator to exclude profiles that mention "smoking." This ensures that you only see profiles of non-smokers.

**NOT** - Furthermore, you have a preference for individuals who are vegetarian, so you use the "NOT" operator to exclude profiles that mention "meat-eating." This narrows down your search to individuals who share your dietary preference.



We discussed 3 different examples of the most commonly used Booleans to get a targeted search result.

I hope by going through life case examples you would have understood the Boolean Operator and its use.

Now, we will go through a few JDs and try to understand and learn the use of Boolean Operators for our day-to-day activities at work.

**Job Descriptions:** *(Click on the Roles to view the JD)*

1. [Senior Vendor Manager – VRP Telematics](#)
2. [Growth Flights – Tata Digital](#)
3. [GenAI Developers – Tata Digital](#)
4. [Business Development Manager - rStar](#)
5. [Marketing Automation - Adobe Implementation – Air India](#)
6. [Product Manager – Tata AIG](#)
7. [Product Owner – Tata Electronics](#)
8. [Operations – Life & General Insurance – Tata Fintech](#)
9. [Product Manager – Checkout – Tata Fintech](#)



## Vanilla Roles:

1. SVM - VRP Telematics - ("**Vendor Management**" OR "category management" OR "category marketing")
2. Growth Flights - TDPL - (airlines OR flight) AND (revenue OR growth)
3. GenAI Developers - TDPL - ("generative AI" OR "Gen AI" OR "GenAI" OR "Generative Artificial Intelligence")
4. Business Development - rStar - (America OR USA OR Americas OR "United States") AND ("solution selling" OR "solution sales")

## Moderate Roles:

1. Marketing Automation - Adobe Implementation – Air India - Adobe AND ("tag management" OR "Tag Manager" OR Tags OR tagging) AND implementation AND (optimization OR optimisation) AND (test OR testing)
2. Product Manager – Tata AIG - (BRD OR PRD) AND (Product AND (Analysis OR development OR management OR Owner))
3. Product Owner – TEPL - Manufacturing AND Electronics AND Solutions AND (Planning (Factory OR Production)) AND (BlueYonder OR JDA OR O9 OR Kinexis OR "Plan Visage") AND (Analytics OR Analysis OR "Problem-solving")

## Niche Roles:

1. Operations – Life & General Insurance – Tata Fintech - ((Claims OR Underwriting) AND ("Customer Service" OR "New Business")) AND ((Life AND General) AND Insurance)
2. Product Manager – Checkout – Tata Payments - Cart AND Checkout AND experience AND (OMS OR "Ordering Management" OR "Ordering Experience")



The thumb rule for Reviewing a CV is the Top-to-bottom and Bottom-to-top approach.

## There are 2 factors for evaluating a CV:

1st – **Relevance:** Review the CV for relevant information such as the Deliverables, Title/Designation, Company type, etc.

2nd – **Hygiene:** Once you have found the CV to be relevant/suitable to our requirement/role, you need to scan through the CV from the Top-to-bottom and Bottom-to-top approach.

## The hygiene of a CV depends on:

- **Gaps in Employment** – You need to scan the dates/tenure mentioned in the CV to check for any gaps/breaks in the employment. Even a 2-month gap needs to be justified/checked.
- **Stability** – You need also to check for how many years or months the candidates usually spend in each company they have worked with. Ideally, a 1.5 yrs. or 2 yrs. tenure is acceptable, however, it depends on Client to Client (this will be informed while assigning the role to you). But 1 year or less than that needs to be justified/checked.
- **Grammar** – You also need to observe for any grammatical errors in the CV and with time you will be able to gauge if it's a human error or an actual communication skills issue with the candidate or lack of attention to detail.
- **Consistency** - Check for consistent formatting throughout the document, including font styles, sizes, and bullet points.

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- **Incomplete/Incorrect Information:**
  - **Tenures** - You also need to check if the CV has all the months and years mentioned in the tenures (it is okay if days are not mentioned), but the months and years have to be mentioned. If not, you will have to request the candidates to make the necessary changes and share them with you.
  - **Education Details** – The education details, like the Name of the Institute/University, Month and Year of completion and every level of education right from 10<sup>th</sup>, 12<sup>th</sup>, Graduation and Post-Graduation (if done) have to be mentioned in the CV.
  - **Contact Information** – At times it's a human error that the contact numbers are incomplete by a single digit, or the email addresses are mis-typed. You need to confirm the same with the candidates.
- **Chronological Order** - Work experience, education, and other sections should be listed in reverse chronological order, with the most recent information first. That's how the world is these days and most of us even the client/hiring manager expect this order else it's a hassle scanning through the CV.

**You should always check the LinkedIn profiles of the candidate simultaneously while reviewing the CVs, check if the tenures, the titles/designations, the companies, the education details, and also the deliverables are similar or way different.**

By following these rules/processes before calling the candidates, you will always have your questions ready which you are not to miss while discussing with the candidates.



You must have gone through the video tutorial on how to use the LinkedIn Recruiter portal and by now you must have understood the different search criteria available on the Recruiter Platform.

Now knowing when to use the LinkedIn Recruiter platform is a part of devising the Recruiting Strategy which you will discuss with your leads after reviewing the Job Descriptions and understanding the target approach.

Let us now perform some comprehensive exercises to Source, Map, and Download CSVs and also gather insights for the LinkedIn Talent Insights feature.

We will do this for 5 different roles.

First, we will use the LinkedIn Recruiter Search and then move to Talent Insights and also use them simultaneously later on.

We will extensively learn to:

1. Create Projects
2. Source Talent Pool
3. Send InMail
4. Download CSV
5. Generate Talent Insights



There are multiple components in the compensation structure of an organization. The compensation structure is usually uniform across an organization but a few components in the structure vary for different roles, levels (in terms of seniority), etc.

## Types of Components in a Compensation Structure:

1. **Fixed** components are also known as Base Components (Not Basic) or Cash Components in a few companies like Amazon.
2. **Variable** components are most commonly known as PLI (Performance Linked Incentive) PB (Performance Bonus) or even just Bonus.
3. Long Term Incentive Plans (LTIP) or PLLTB (Performance Linked Long Term Bonus)
4. **Stocks** in two forms – ESOP (Employee Stock Ownership Plan) or RSU (Restricted Stock Units)
5. **Joining Bonus** – A joining bonus, also known as a sign-on bonus or a hiring bonus, is a financial incentive offered by an employer to attract and incentivize new employees to accept a job offer and join the company. This is a one-time bonus and is always over and above the CTC.
6. **Retention Bonus** – A retention bonus is a financial incentive given to employees by their employers to encourage them to stay with the company for a specified period of time. It's typically offered as a lump sum or in instalments, and it's contingent upon the employee remaining employed with the company for the duration of the retention period.
7. **Total rewards:** This type of compensation structure takes a holistic approach to employee compensation, combining base salary, performance-based pay, benefits, and other non-monetary rewards such as training and development opportunities, flexible work arrangements, and recognition programs.



## **Fixed Component or Base Component or Cash Component**

A fixed component is the fixed amount of money paid to an employee before any additional compensation, such as bonuses, commissions, or additional benefits (over and above the CTC). It is typically shown in an annual or monthly amount and is paid to the employee regardless of their performance or the performance of the company in equated monthly salaries.

## **Variable Component (PLI or PB or Annual Bonus)**

Variable pay is a component in which an employee's salary or bonus is directly linked to their job performance, as determined by their employer. This type of pay system is often used to motivate employees to perform at their best and to reward those who are most productive and effective in their roles.

Variable pay is an effective tool for incentivizing employees to work harder, achieve better results, and contribute more to the company's bottom line.

## **ESOP / RSU Allocation and Vesting:**

**Allocation:** Employees usually don't buy the shares directly. Instead, shares are allocated to them based on various factors like salary, years of service, or job performance.

**Vesting:** Employees may not have immediate ownership of the shares allocated to them. Instead, they typically become vested in those shares over a period of time, often through a graded vesting schedule.



## Joining Bonus / Retention Bonus

A joining bonus is a one-time payment or incentive that is offered to a new employee when they join a company. The purpose of a joining bonus is to help attract top talent and to provide some immediate financial assistance to new employees as they start their new jobs. The amount of a joining bonus can vary depending on the company and the position, and it may be paid out in a lump sum or in instalments over a period of time.

A retention bonus, on the other hand, is a financial incentive that is offered to employees who have been with a company for a certain period, often to encourage them to stay with the company. Retention bonuses are typically paid out annually or at regular intervals. The goal of a retention bonus is to help companies retain their top performers and reduce employee turnover.

Both joining bonuses and retention bonuses can be effective tools for companies to attract and retain top talent.

## Additional Benefits:

The specific benefits offered by employers may vary depending on the company, industry, and location. Offering additional benefits can help companies attract and retain top talent, improve employee satisfaction and productivity, and demonstrate a commitment to employee well-being.

**Let us now look at some actual compensation documents of a few candidates and understand the compensation practically. [\(Click to View Employment Documents\)](#)**



## Compensation Detailing while speaking with a Candidate.

Information to be explored, gathered and noted in the Screen notes:

### **Question – 1: Total Compensation or CTC**

What is your current compensation?

The candidate would usually say something like, my current compensation is 80 lacs.

### **Question – 2: Split of the CTC**

How is it structured in terms of fixed and variable?

The candidate would then say – My fixed is 64 lacs and the rest is variable.

You would then confirm by saying – So I understand 64 Lacs is fixed and 16 Lacs is variable. Have I understood it correctly?

Candidate – Yes

What is the split of the fixed and variable in your CTC, in your case I understand it's 80% fixed and 20% variable. Is it a standard split in your organization?

Candidate – Yes



## **Question – 3: Variable Compensation**

Is the variable paid out Annually? and do you have any Long-Term Incentive Plan?

Candidate - It is paid out annually.

You - Thank you for clarifying this.

## **Question – 4: Joining Bonus / Retention Bonus**

Apart from the fixed and variable component, do you have any other additional payout like a Joining or Retention Bonus?

**If Yes**

## **Question – 5:**

How much is it and when does it get paid? Is it annual, or did you receive it at the time of joining?

**Candidate** - Paid during the joining –

(In that case, if the candidate hasn't completed a year, then pls specifically note it down and confirm with the candidate, that if he/she resigns within a year, how much will he have to pay back to his current organization.) The reason the amount to be asked as the JB/RB can also be paid at the time of joining or in tranches with a year and or for the tenure the RB has been granted.



## **Question – 6: ESOP / RSU**

Do you have any stock options granted to you?

**If Yes,**

**Question – 7:** How many units have been granted to you and the total value of stocks?

Candidate – I have ESOPs worth INR 50 lacs.

Your Question – What is the vesting cycle?

Candidate – Vesting over 4 years.

Your Question – What is the vesting schedule?

Candidate – Yearly or Half yearly or Monthly.

Your Question – Yearly (Which means 25% gets vested each year?) / Half yearly (12.5% gets vested every 6 months?) / Monthly (which means 25% of stocks paid out in equated monthly vesting?)

Candidate – Shares the information – Note it down very carefully.



## CTC Expectations:

It is always mandatory to inform the candidate of the compensation structure in the organization for which you have approached him/her.

You – The compensation structure at (Client Name) is fixed and a variable paid out annually. This would be in a split of 80%-20%. They do not have any stock options. As far as JB/RB is concerned, we will have to check with them if that can be granted.

**Question 8:** So, keeping this structure in mind, what would be your expected compensation?

## Candidates' few standard responses:

- I. As per the Industry Standards (IS) or Open to discuss (OTD) - (I just hate this response 😊 )
- II. A 30% or 40% (basically, a specific percentile hike) – This would need further detailing as it should not be in a range, it has to be a specific number or a percentage. But always try and align on a number rather than a %, if they say % then please calculate the amount by adding the % to the candidates' current CTC.
- III. A specific number can be for example 20.00 L CTC or 20.00 L fixed or 20.00 L CTC plus 2.00 L JB/RB
- IV. I would like to have the first discussion to evaluate the opportunity and then decide. This gives a scope of having a detailed compensation discussion post the completion of the first interview round

## Your closing statement for Compensation Detailing:

Well, thank you so much for the detailed information. Just to confirm if my understanding is correct, your fixed compensation is \_\_\_\_\_, additionally, you have a variable compensation of \_\_\_\_\_ paid out annually.

You also have been given a JB/RB of \_\_\_\_\_ for a period of \_\_\_\_\_ year/s paid at the time of joining and if you resign within a year you will have to pay back \_\_\_\_\_.

You also have been awarded Stock options worth \_\_\_\_\_ vesting over \_\_\_\_\_ years in an Annual/Quarter/Monthly vesting schedule

You understand the compensation structure at (Client Organization) is a CTC with fixed and variable in a split of 80%-20% with no stock option plan and that we will propose to cover up the JB/RB but it's the client's discretion.

Having understood this your expected compensation is \_\_\_\_\_.



**Despite mentioning these details in the tracker, please share a detailed understanding of this in your screen notes with as many details as you have gathered.**

You are requested to capture the compensation details strictly in the below-mentioned format in your screen notes:

Compensation Details:

Current Fixed -

Current Variable -

- Last 2- or 1-year payout - If the candidate has been with us for more than a year with the current organisation.

Stock Options – This must include grant details and vesting details.

Appraisal:

- Appraisal Cycle (Last 2 or 1 year) – If the candidate has been in the current organisation for more than a year.
- Historic Appraisal (Last 2 or 1 year) – If the candidate has been in the current organisation for more than a year.

Expected CTC -



## Capturing Screen Notes while Submissions

Why do you think it is important to capture the screen notes? I am sure you must have learnt this in your previous sessions, hence, I want to know your perception of screen notes.

Please know and understand that there is a difference between a CV and Screen notes:

A CV is a comprehensive document that outlines a candidate's professional history, education, skills, achievements, and qualifications. It provides a detailed overview of a candidate's background and experience, typically including information such as employment history, educational qualifications, professional certifications, skills, and achievements.

On the other hand, screening notes are summaries of the candidate based on initial interactions you have had with them.

These are created by us to document our observations, assessments, and any additional information gathered about the candidate which is not captured in the CV.

We typically include summaries of the relevant experience and supporting information that are the most relevant for the position and hence the reason we are introducing them.

In layman's language – **CV is candidate ka नज़रिया whereas Screen Note is हमारा नज़रिया**

**Let us now have a look at an example to understand the importance of Screen Notes in the next slide** 

We go to a restaurant to enjoy a meal. The menu has a variety of dishes offered and the ingredients used in each.

## Scenario - 1:

Now, when you are placing an order, the waiter notes your order and serves you once it is ready. When you eat the meal, you find a few items very spicy, a few with very loud on certain tastes, which unfortunately is not suiting to your likes.

You would either not have the meal and leave unsatisfied from the restaurant and would never go back again.

## Scenario – 2:

Now, when you are placing an order, even though the menu has the details of ingredients in the dishes the waiter informs you if it will be spicy or not, if the portion will be enough for you or not. How much would the taste of a certain ingredient in the dish overpower the other ingredients?

Won't this additional information be helpful for you to make your choice?

Scenario -1 is Unhappiness & Dissatisfying, whereas Scenario - 2 is extremely Happy and Satisfying

In the above examples – the Menu is the **CV**; the Waiter is the **Recruiter**, the additional information by the waiter is the **Screen Notes** and the Customer is the **Client/Hiring Manager**.

Similarly, while we share the CV with the client, our Screen Notes are always helpful to the hiring manager to prefer the candidate of his/her choice as we provide information essential to the role.



There are set formats of Candidate Trackers and submissions which are religiously followed at SNH for respective clients. You may get this information from your Leads and I am sure you would have gone through the same in your previous learning sessions.

**We will now review a few Submissions to evaluate if the screen notes were captured accurately or not and also what is the difference between a poorly written screen note and a very well-written screen note**

## Candidate Management/Engagement (Follow-ups and Coordination):

What is a follow-up?

A follow-up is an additional step or activity that continues or completes a previous action.

Thumb-Rule – No candidate follow-up should be pending at any time, regardless of the role you are working on. A candidate follow-up should always be in its decisive/finally closed stage.

### Types of Candidate Follow-ups:

**Call-Back** – You had approached a candidate for a role, but the candidate it was not convenient for the candidate to speak at length, hence he asked to call back later (but seemed interested in the opportunity)

**JD Shared Awaiting Confirmation** – The candidate has asked to share the JD over an email/WhatsApp and will think over it and let us know if he/she is interested or not.

**Awaiting Updated CV** – The candidate is interested, and you've had a detailed conversation, but the CV that you have, from Naukri or any other source, is not updated and the candidate has informed you that they will send their updated CV.

**Interview Follow-ups** – Keeping track of the availability of the candidate at regular intervals when interviews/discussions are scheduled.

Cont'd...



**Post Offer** – Once the candidate is offered, you need to follow up with the candidate for but not limited to:

- **Offer Acceptance** – Make sure the candidate sends the offer acceptance with the Date of Joining
- **Offer Break-up** – Make sure you get the snapshot of the CTC break-up from the candidate and upload it on the ATS.
- **Resignation** – Check with the candidate when they are planning to resign from their current organization, whether they have resigned or not (request them to send the resignation email or snapshot of any software where they resigned). Follow-up with them to check if the resignation has been accepted or not and then ask for the resignation acceptance proof and share it with the respective lead.
- **Periodic Checks/Follow-ups** – While the candidates will be serving their notice periods, you need to periodically check with them if they are having second thoughts if they are being retained by the current organization, or if they have received another offer from any organization. Now here, you need to use your smartness to ensure we don't get any last-moment surprises of a candidate back out. If any, immediately without wasting a single moment you need to immediately inform the respective lead.
- **Onboarding** – A week before the candidate will be joining, you need to check with them if they have received the onboarding details (in case of candidates who are relocating from one city to another check if they have received their travel and accommodation details). If, not, please follow up with leads to ensure the candidate receives the onboarding email or details (like the location, time to report on the first day at work, whom to go and meet etc.)
- **Joining Confirmation** – Ensure you follow up with the candidates a day before joining, be it a Sunday or a holiday to make sure they are on track. Also, the next day (for in-person joining), please follow up accordingly if they are on their way to reach the office on time. And, once they have reached and met the concerned person, wish them luck and thank them for cooperating throughout the process and inform the respective lead of the Joining confirmation.



Candidate Coordination:

**Below are the Key Coordinations:**

- **Scheduling Interviews** – The leads will send messages to the respective team groups when they get shortlisting of candidates and interview slots. Now, that can be either way, the client gives us a few slots and we check with the candidate on their availability, or the client asks us to get a few slots from the candidates and they will check with the Interviewer on their availability. All-in-all, this will be an amicably scheduled interview/discussion. So, you need to coordinate with the candidates, and your team leaders will coordinate with the client. This will be Quadripartite coordination between the Client, the Team Lead, You and the candidate, hence requiring complete attention and promptness.
- **Candidate Communication** – You will serve as the primary point of contact for candidates, addressing their queries and concerns about the interview – Who the interviewer would be, what kind of round it would be and prepare the candidates for the interview (A separate session would be conducted for this). **Tension Mat Lo!**  
  
You would be sending out confirmation emails/msgs, follow-up emails/msgs, and status updates.
- **Documentation** – Once all the interviews are completed, the client may ask for the candidate's employment document to take it to the offer stage. In this case, you would be required to coordinate with the candidate to share the required documents. Once you have received them, you will check if all documents are available or not and scrutinize them.
- **Compensation Alignment** – We are expected to establish the current compensation numbers align the compensation expectation of the candidate and share a proper narrative with the client along with the documents – **Bohot bhaari kaam hai na???? Ghabraao mat...hum hai na!! Sikha denge.**



## Why are the DCT entries & ATS Updating important, hence mandatory

It's a 2-way street. How?

### Your Benefits:

1. This will help you track your performance.
2. This will help you understand if you are heading in the right direction, if not, then you will immediately reach out to your lead for assistance and improve your performance.
3. One of the options is the "Call-Back" option, if you enter the details correctly, this feature will give you automated reminders over an email to call your candidates. This eliminates the chance to miss speaking with candidates who have shown interest but were unavailable to speak when you approached them.
4. Apart from the automated reminders, you can proactively track the call-back candidates and act accordingly.
5. Also, it has options like location constraints, high compensation, etc. At times it happens that depending on the role and its progress, at times the client changes a few criteria like Job Location, revise the budgets, etc. In this case, you can pull out the DCT data and filter the ones that had location constraints or compensation constraints and accordingly reach them to take the process ahead. Ready-made work at hand 😊

## Organization Benefits:

1. It can track your performance and accordingly areas of improvement and also find the magnitude of your efforts, hence a Data-driven approach to analyze if you are a true SNHer or not.
2. The leads who are working with the client on the roles can any time of the day gauge the progress of the role and reach out to you for a discussion and take necessary actions by speaking with the client if the role is facing any challenges. Hence time is saved - **A stitch in time saves nine.**
3. It is also for sharing Data Intelligence with the client on various aspects of the roles and ensuring we have data-backed validation that we have worked extensively on the role and hence seek alterations in the demands of the role.

## ATS – Updates

After adding a profile to a particular job, as and when the candidature progresses, from CV Submission Sent to the Client to Profile Shortlisted by the Client to different Interview Stages right up till the offer stage you must update it real-time (It is not a rocket science, just a few clicks and few words and you are done). **Just a matter of a minute or two.**

Remember ATS is tailor-made to all your needs, shortly it will send reminders for your candidate interviews as well.

When the candidate gets selected and offered, please ensure to collect the CTC break-up from your candidates and upload it on the ATS. And fill in the correct compensation details so that the ATS calculates the exact invoicing details. Relax we will handhold you during your initial offer stages 😊



## How to find CVs on Naukri when we have the LinkedIn profile

### Example 1: Visali Vijayakumar

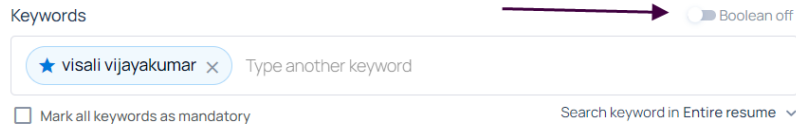
<https://www.linkedin.com/in/visali-vijayakumar-645292112/>

First Click on the Contact Info to check if they have mentioned their contact number or email address. If any of these are updated, you can use them to search the CV on Naukri.

Check if the candidate has uploaded their CV (could be a dated one) on LinkedIn. At times, you may come across quite a few candidates who have.

If, none of the above is available, then log in to Naukri and:

Paste the complete name of the candidate as exactly as mentioned on LinkedIn. This time the Boolean must be turned off.



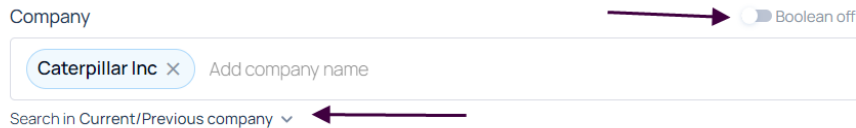
Keywords Boolean off

★ visali vijayakumar × Type another keyword

Mark all keywords as mandatory Search keyword in Entire resume ▾

[+ Add Exclude Keywords](#)

Then go to the “Employment Details” section in Naukri and enter all the companies they have worked for in their career and below the box select “Search in Current/Previous Company”.



Company Boolean off

Caterpillar Inc × Add company name

Search in Current/Previous company ▾

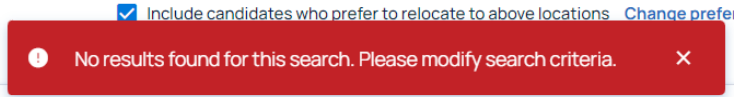
In the “Active in” options at the bottom you need to select “All resumes”

Active in - All resumes ▾

Search candidates

Hit the Search Button.

In this case, it gave me no results:



Then, I entered **only the First Name of the candidate:**

And kept all the other parameters the same in the Employer Section, Active in section and hit enter.

Keywords

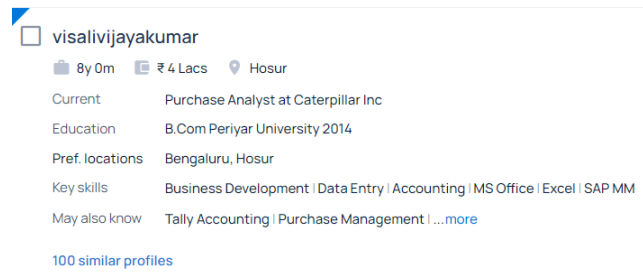
Boolean off

★ visali × Type another keyword

Mark all keywords as mandatory

Search keyword in Entire resume ▾

**BINGO!!!!**



visalivijayakumar

₹ 8y 0m ₹ 4 Lacs Hosur

Current Purchase Analyst at Caterpillar Inc

Education B.Com Periyar University 2014

Pref. locations Bengaluru, Hosur

Key skills Business Development | Data Entry | Accounting | MS Office | Excel | SAP MM

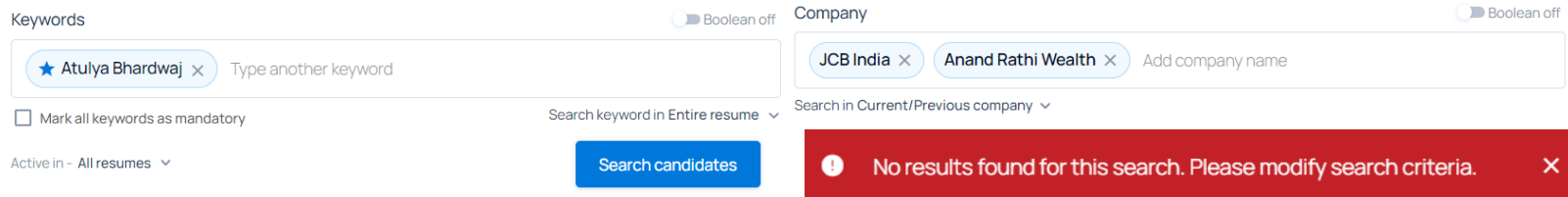
May also know Tally Accounting | Purchase Management | ...more

[100 similar profiles](#)

## Example 2 – Atulya Bhardwaj:

<https://www.linkedin.com/in/atulyabhardwaj1995/>

I followed all the steps mentioned in the first example. It gave me no results.



Keywords  Boolean off Company  Boolean off

★ Atulya Bhardwaj × Type another keyword JCB India × Anand Rathi Wealth × Add company name

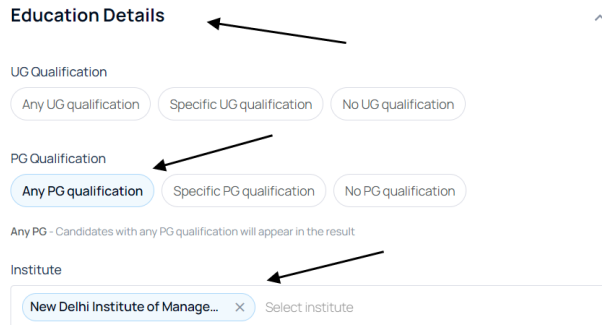
Mark all keywords as mandatory Search keyword in Entire resume ▾ Search in Current/Previous company ▾

Active in - All resumes ▾ [Search candidates](#)

**No results found for this search. Please modify search criteria.** ×

## Second Attempt:

I checked his education details on LinkedIn and entered the details in the “Education Details” section in Naukri as below. And Removed the Company Names in the Employment Section



Education Details

UG Qualification

Any UG qualification Specific UG qualification No UG qualification

PG Qualification

Any PG qualification Specific PG qualification No PG qualification

Any PG - Candidates with any PG qualification will appear in the result

Institute

New Delhi Institute of Manage... × Select institute

## Bingo!!! – I got his dated CV:



Atulya Bhardwaj

6y 0m ₹ 1.80 Lacs New Delhi

Current Civil Site Engineer at Blue Square infrastructure llp

Education MBA/PGDM New Delhi Institute of Management (NDIM) 2022  
B.Tech/B.E. U.T.U., Roorkee Institute of Technology, Roorkee 2017

Pref. locations New Delhi, Anywhere in East India

Key skills Site Execution as per Drawing | Command on AutoCAD and Stapro | Bar Bending Schedule

May also know RCC | Civil Engineering | Construction Si...more

100 similar profiles

## Very Important:

Ways to verify if I have found the correct candidate's CV and how I verified in this case.

1. The candidate has a **Picture** of self on the CV and LinkedIn – Similar
2. I viewed the CV:

**Contact Details** – Most of the candidates mentioned the Link to their LinkedIn Profile in the contact details on their CV. In his case, I was lucky as he mentioned his LinkedIn profile and I viewed the same and confirmed.



Name: **Atulya Bhardwaj**  
Date of Birth: 18<sup>th</sup> November 1995  
Contact No: 7906286419  
Email id: atulyabhardwaj4@gmail.com

LinkedIn: [linkedin.com/in/atulyabhardwaj1995](https://www.linkedin.com/in/atulyabhardwaj1995)



	Year	Degree/Qualification	University/Board/School, City	Percentage
ACADEMICS				Pursuing 3 <sup>rd</sup> Semester
	2020-2022	PGDM – Marketing and Operations & Supply Chain Management	New Delhi Institute of Management, New Delhi	1 <sup>st</sup> Year 72.94
	2013-2017	B. Tech (Civil)	Roorkee Institute of Technology, Roorkee	62.88
	2013	XII (PCM)	Vishwa Bandhu Academy (Gajraula, UP)	64.6
	2011	X	Vishwa Bandhu Academy (Gajraula, UP)	70

## Other Criteria:

The Education mentioned in the LinkedIn Profile matches the one mentioned in this CV.

Year of Completion, Degree/Qualification, University/Board/School, they are all exactly matching.

The only confusion here would be that in the CV he has mentioned Roorkee Institute of Technology, Roorkee whereas in the LinkedIn profile, it says Uttrakhand Technical University, Dehradun.

For this, I just googled “Roorkee Institute of Technology, Roorkee” and got this information:

Roorkee Institute of Technology, Roorkee is an Engineering college located in Roorkee, Uttarakhand, India. It is affiliated with Uttarakhand Technical University, Dehradun and approved by AICTE.

Which means I could confidently verify that this is the same profile I am looking for.

	Year	Degree/Qualification	University/Board/School, City	Percentage
ACADEMICS				Pursuing 3 <sup>rd</sup> Semester
	2020-2022	PGDM – Marketing and Operations & Supply Chain Management	New Delhi Institute of Management, New Delhi	1 <sup>st</sup> Year 72.94
	2013-2017	B. Tech (Civil)	Roorkee Institute of Technology, Roorkee	62.88
	2013	XII (PCM)	Vishwa Bandhu Academy (Gajraula, UP)	64.6
	2011	X	Vishwa Bandhu Academy (Gajraula, UP)	70

Let us now do some random searches to practice.



## Chat GPT

How to check if a CV is relevant to the Job Description or not?

ChatGPT ke baare mein suna to hoga hi aur shayad use bhi kiya hoga... Ab thoda **JUGAAD** bhi dekh lete hai !

**Step 1** - Login to ChatGPT <https://chatgpt.com/>

**Step 2** - Create a free account using your official account or personal account.

**Step 3** - Then click on New Chat

**Step 4** - Open a Notepad or a Word file and type in the following:

Below is the Job Description:

<Copy Paste the JD here>

Can you please check if the profile is suitable for this Job Description?

<Copy Paste the Candidate's CV here>

Select the entire text (Ctrl-A then Ctrl-C)

**Step 5** - Go to the ChatGPT Chatbox paste the entire content and hit Enter!

**We will see the Output in the next slide....**



**Below is an example of one of the CVs for one of the roles – to show you how ChatGPT will give you an analysis of a CV for a Job Description**

Based on the provided job description and the profile details, here's an analysis of the suitability of the candidate for the role:

### **Purpose of the Role & Roles and Responsibilities:**

#### **Managing Key Partner Relationships:**

**Profile Match: Strong:** The candidate has extensive experience in managing strategic relationships with leading brands, which aligns well with managing key partner relationships in the digital space.

#### **Leveraging Technology and Data-Driven Insights:**

**Profile Match: Strong:** Experience as a Senior Business Analyst and in data analytics demonstrates the candidate's ability to leverage data for insights and decision-making.

#### **Strategy Development:**

**Profile Match: Strong:** The candidate has developed and executed strategies for account management and category growth, indicating strong strategic planning skills.

#### **Digital Marketing Collaboration:**

**Profile Match: Moderate:** While the candidate has collaborated with brands and executed marketing strategies, explicit collaboration with digital marketing teams is not highlighted.



## **P&L Management:**

**Profile Match: Strong:** The candidate has spearheaded P&L management initiatives, which is crucial for this role.

## **Performance Tracking and Optimization:**

**Profile Match: Strong:** The candidate has established KPIs and monitored performance, which aligns with performance tracking and optimization responsibilities.

## **Relationship Management:**

**Profile Match: Strong:** The candidate has built and maintained strong relationships with key brands, which aligns well with this responsibility.

## **Analysis, Insights, and Presentation:**

**Profile Match: Strong:** Extensive experience in data analysis and presenting insights to leadership.

## **Industry Research and Innovation:**

**Profile Match: Moderate:** The candidate has kept abreast of industry trends and has been involved in strategic growth and brand development, which implies a degree of innovation.

## **Competencies Critical for the Role:**

### **Strategic Thinking and Analytical Abilities:**

**Profile Match: Strong:** Demonstrated through strategic growth initiatives and data-driven decision-making.



## Communication, Negotiation, and Relationship-Building Skills:

**Profile Match: Strong:** Proven experience in managing relationships with top brands and negotiating key deals.

## Flexibility and Adaptability:

**Profile Match: Strong:** Experience in a fast-paced environment like Flipkart indicates adaptability.

## Team/Stakeholder Management Skills:

**Profile Match: Strong:** Has managed and mentored a team, showing strong leadership skills.

## Desired Skills and Experience:

## Educational Qualifications:

**Profile Match: Strong:** **MBA** aligns well with the required educational qualifications.

## Technical Skills and Subject Knowledge:

**Profile Match: Strong:** Experience in key account management, P&L, and digital transformation aligns perfectly.

## **Conclusion:**

The candidate's profile is highly suitable for the job description provided. They have relevant experience in strategic account management, data-driven decision-making, P&L management, and strong relationship-building skills. The only minor area for improvement could be a more explicit demonstration of collaboration with digital marketing teams, but the overall alignment with the role's requirements is strong.



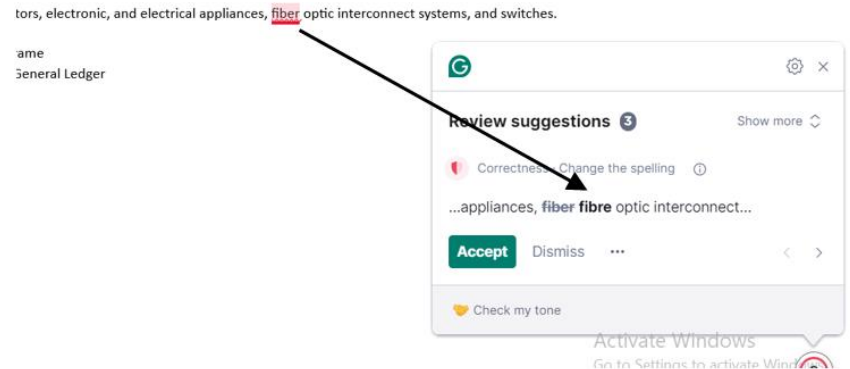
## Grammarly

Grammarly MUST be installed on your laptops and add-ins installed to Microsoft Office.

Let us first check if these prerequisites are fulfilled in your systems or not. If, not, I would be more than happy to do it right away for you.

Once this is installed and active, while drafting any email in Outlook, a Word file or any MS Office file, Grammarly will automatically populate suggestions correcting the sentence or word formation or any wrong spelling, etc. to make it grammatically correct and professional.

See the snapshot below to understand this.



We will now do some email drafting, preferably a CV submission email to understand the use and comfort/assistance of Grammarly.

## Thank you!

My heartfelt gratitude for your active participation and engagement during the training sessions.

Your enthusiasm, insightful questions, and willingness to participate truly made a difference. It was evident that you approached each session with dedication and a genuine eagerness to learn, which is truly commendable.

I sincerely hope that you found the training sessions valuable and that you were able to gain practical insights and skills that will benefit you in your journey.

While I have no doubt that you will excel in your roles, please feel free to reach out to me for any queries or support you may require while working on active roles.

Remember,

**Efforts May Fail... But Never Fail to make an Effort!!!**

