



# THE ASSESSMENT PROFILE OF A HIGH-PERFORMING RECRUITER

HELLO! MY NAME IS:

**YOUR NEXT  
GREAT RECRUITER**

GENERAL REASONING

ASSERTIVENESS

RULES

DETAILS

SENSITIVITY

PEOPLE

TEAM

FAKING GOOD

# REPEAT AFTER ME: LIKEABILITY ISN'T ENOUGH WHEN HIRING RECRUITERS

It's easy to get lost in the details when facilitating feedback from multiple people who have interviewed the same recruiter candidate for your company. You know the drill. You're responsible for driving the hiring process and, as a part of that, you've got to circle back around to everyone who interviewed the candidate for the recruiter role and say, "What did you think?"

All you want is concise feedback that allows you to compare and contrast what people really think about the recruiter candidate and help drive a hire/don't hire decision on that individual.

What you get all too often is information you can't use. Sally gives you a novel that resembles *War and Peace* when you ask for feedback—so long and involved that you can't really tell what her recommendation (hire or don't hire) is.

On the other hand, Mike gives you glittering generalities:

**You:** "What did you think about Allison, the candidate for the recruiter position from today?"

**Mike:** "I liked her a lot."

**You:** "Cool, what did you specifically like related to her recruiting for us?"

**Mike:** "She just was real....likeable!"

**Thanks for dropping the science there, Stephen Hawking.**

Of course, we're to blame. We've either not traditionally forced people to make tough calls or, more often, we've created elaborate webs of feedback that fail to tell us anything.

# RECRUITING IS SALES

The title "RECRUITING IS SALES" is rendered in large, bold, dark purple letters. Behind the text is a bar chart with 15 vertical bars of varying heights, colored in a gradient from light orange to dark orange. The bars generally trend upwards from left to right, with some fluctuations.

## RECRUITING IS SALES, SO AN ASSESSMENT AS PART OF YOUR PROCESS MAKE SENSE

False positives are everywhere in the hiring/recruiting world, so it makes sense that they exist inside TA/HR practices as well. That means if you hire enough recruiters, you're going to miss. A great way to reduce your false positive rate (recruiters you loved but didn't work out) is to add an assessment to the mix.

**REPEAT AFTER ME: RECRUITING IS SALES.** Keep saying it until you believe it, internalize it, and put it inside the lockbox of your deepest-held beliefs.

At Kinetix, we use a combo cognitive/behavioral assessment for all of our internal hires and provide it to our clients at no charge as well. Along the way, we've had the privilege of hiring and working with some of the best recruiters in the business. While we've learned that many types of people can be successful recruiters, the great ones have some common behavioral characteristics in common.

**SPOILER ALERT:** Great recruiters tend to look a lot like great salespeople. Read on to learn more about what we look for behaviorally in recruiter hires.

# HERE'S OUR MODEL ASSESSMENT PROFILE FOR RECRUITERS

We're giving this to you two different ways. Below you'll find our standard model assessment profile for great recruiters (presenting ranges we look for in each dimension), provided to you without comment. In the pages that follow, we provide a short description of each dimension and notes on why the range in question is important for a recruiter to have.

|                   | LOWEST<br>10% OF POPULATION | LOW<br>15% OF POPULATION | LOW-MID<br>25% OF POPULATION | HIGH-MID<br>25% OF POPULATION | HIGH<br>15% OF POPULATION | HIGHEST<br>10% OF POPULATION |
|-------------------|-----------------------------|--------------------------|------------------------------|-------------------------------|---------------------------|------------------------------|
| GENERAL REASONING |                             |                          |                              | ✓                             | ✓                         | ✓                            |
| ASSERTIVENESS     |                             |                          | ✓                            | ✓                             | ✓                         |                              |
| RULES             |                             | ✓                        | ✓                            | ✓                             |                           |                              |
| DETAILS           |                             |                          | ✓                            | ✓                             | ✓                         |                              |
| SENSITIVITY       |                             | ✓                        | ✓                            | ✓                             |                           |                              |
| PEOPLE            |                             |                          |                              | ✓                             | ✓                         | ✓                            |
| TEAM              | ✓                           | ✓                        | ✓                            |                               |                           |                              |
| FAKING GOOD       | ✓                           | ✓                        | ✓                            | ✓                             |                           |                              |

# YOU NEED DETAILS. WE FEEL YOU. THIS CHART IS FOR YOU.

The same chart, presented with a description, a range, and notes based on everything we've learned about great recruiters:



**What it means:** Measures learning speed and the ability to take in large amounts of data and make quick, accurate decisions.

**Why our range matters:** Important because things move fast in your TA/Recruiting shop, and you likely don't have a lot of time to train beyond the first couple of weeks.



**What it means:** Measures the candidate's ability and willingness to confront things that need to be confronted.

**Why our range matters:** Whether it's a hiring manager, candidate, or you, confronting things professionally is required for recruiter success.



**What it means:** Measures whether they enjoy chaos or need rules for fluid situations they will encounter.

**Why our range matters:** Your recruiting environment is fluid and a bit of a freak show. Someone with a high rules score is probably not great for long-term satisfaction or performance.

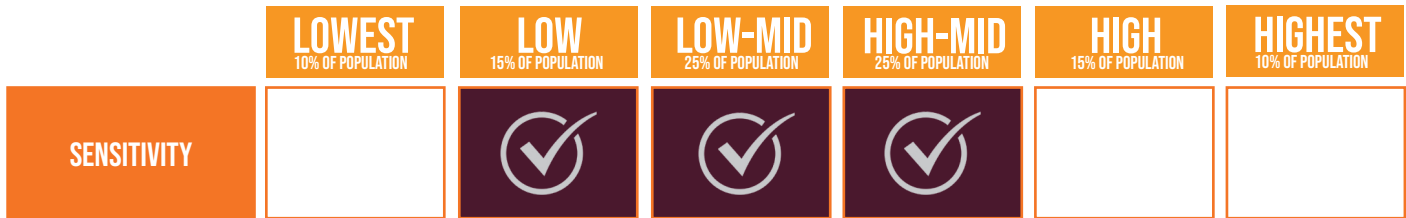


**What it means:** Measures organizational skills.

**Why our range matters:** Organized people get more done than unorganized people.

# YOU NEED DETAILS. CONTINUED.

The same chart, presented with a description, a range, and notes based on everything we've learned about great recruiters:



**What it means:** Tells you how the candidate reacts to rejection and how empathetic they are to how others feel.  
**Why our range matters:** Good recruiters are in the middle of this dimension. You don't want them to jump on a ledge when you give them feedback, but they can't be blind to how others feel.



**What it means:** Extrovert or introvert?  
**Why our range matters:** The best recruiters need human interaction to charge their batteries but not so much that they suck up the time of other team members with their need to connect.



**What it means:** Shows how a candidate wants performance feedback, recognition and rewards—as an individual or part of a team?  
**Why our range matters:** The best recruiters are driven by their personal monthly scoreboard, so they'll be low to mid in this measurement—just like a great salesperson.



**What it means:** Shows how much a candidate will admit to shortcomings or the need to work on areas of growth.  
**Why our range matters:** The best recruiters are low to mid in this area, which means they'll be coachable by you or your managers.

## OUR RECRUITER ASSESSMENT PROFILE ISN'T ABSOLUTE

As with all things hiring, the model assessment profile isn't pass/fail, it's designed to be part of a multi-pronged hiring process when looking for your next great recruiter. That said, the behavioral assessment is a must – nothing you do will prevent false positive hires more than this tool.

How do you use the assessment? Know that a great candidate on paper and in your interviews can fall outside of the ranges we offered and still be a good (or even great) hire. Here's a rule of thumb for considering recruiting candidates who fall outside the recommended ranges in one or more dimensions:

- Falls outside recommended range in 1 dimension – still likely a great hire.
- Falls outside recommended range in 2 dimensions – you still might hire, but you should dig into the dimensions hard in your interview process to have the peace of mind you need.
- Falls outside recommended range in 3 or more dimensions – Danger! Probably isn't the best hire, even if you love them as a person and they even mirrored your body language in the live interview (Just us? You didn't notice that? Ah, the psychology of hiring).

### GO DO GREAT THINGS WITH YOUR TEAM

We hope you found this breakdown from our experience hiring great recruiters at Kinetix helpful. Go build the best team in the industry, ping us with questions on this or any of our other resources related to hiring recruiters, and remember, if you need recruiting help, Kinetix is an email/text/phone call away. Call us if you need us!

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