גיוס על פי התאמה בין האדם למיומנות: שילוב של ראיונות התנהגותיים מובנים וסינון מבוסס טכנולוגיה

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תקציר

הטרנספורמציה הדינמית של עולם העבודה המודרני, המונעת על ידי התקדמות טכנולוגית, שינויים דמוגרפיים וציפיות חברתיות מתפתחות, הביאה לבחינה מחודשת של אסטרטגיות הגיוס. מאמר זה עוסק בצורך של ארגונים לארגן את אסטרטגיות ניהול גיוס הכישרונות שלהם לדרישות כוח העבודה העתידי. על סמך דוחות אחרונים של ארגונים כגון הפורום הכלכלי העולמי וביין ושות' (Bain & Company), אנו מזהים את המניעים העיקריים ואת העקרונות שעומדים בבסיס אסטרטגיות גיוס יעילות עבור עולם העבודה המתפתח. המאמר מדגיש את הופעתה של מהפכת מיומנויות, שבה מיומנויות מסוימות הופכות לחיוניות כגון למידה מתמשכת, אוריינות דיגיטלית, אמפתיה ויכולות בינאישיות נוספות. בהקשר זה, מושג חדש של התאמה בין אדם-מיומנות (Person-skill fit) מקבל תפקיד מרכזי. התאמה בין אדם-מיומנות מסמנת את מגוון הכישורים של אדם עם המיומנויות הספציפיות הנדרשות לתפקיד ומשתלבת עם מושגים ידועים כמו התאמה בין אדם-תפקיד (Person-job fit) והתאמה בין אדם-ארגון (Person-organization fit). המאמר תומך בשימוש במתודולוגית הריאיון ההתנהגותי המובנה עלמנת לשפר את תהליך הגיוס. ראיונות התנהגותיים, כאשר הם מתבצעים בפורמט מובנה, מציעים אמצעי אובייקטיבי ועקבי יותר להערכת מועמדים. בנוסף, המאמר בוחן שילוב טכנולוגיות בשיטות הגיוס, תוך הדגשת היתרונות של כלים המונעים על ידי בינה מלאכותית (AI) ועיבוד שפה טבעי (NLP) בהערכת מיומנויות המועמדים. בעוד שטכנולוגיה מציעה יעילות משמעותית בגיוס, המאמר קורא לשמירה על סטנדרטים אתיים, שקיפות וחוויית מועמד חיובית ככל שארגונים מאמצים גישות מונעות טכנולוגיה. לסיכום, סקירה זו מספקת לאנשי מקצוע בתחום ניהול משאבי אנוש המלצות ותובנות כדי להתאים את עצמם לנוף הגיוס המשתנה ולקדם את מטרותיהם בעידן הדיגיטלי. סביבת העבודה המודרנית מחייבת גישה הוליסטית לגיוס המשלבת טכנולוגיה, ראיון אנושי מובנה למועמדים– ואת המושג המתפתח של התאמת אדם-מיומנות (Person- skill fit). ארגונים שיאמצו תובנות אלו יחזקו את אסטרטגיות הגיוס שלהם כגישה מאוזנת ומהימנה, המשלבת יכולות אנושיות עם קידמה טכנולוגיות.

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Assessing Person–Skill Fit in Hiring: Integrating Structured Behavioral Interviews and Technology-Based Screening

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Abstract

The dynamic transformation of the modern work landscape, driven by technological advancements, demographic shifts, and evolving societal expectations, has prompted a critical reevaluation of recruitment strategies. This paper draws from recent reports by organizations such as the World Economic Forum and Bain & Company to identify key drivers and principles that underpin effective recruitment strategies for the evolving world of work. It identifies the concept of "person–skill fit" as a multidimensional construct encompassing the alignment between an individual's skill set and the specific competencies required for a job role. Further, it argues for a joint approach to assessing person–skill fit, using a combination of structured behavioral interviews and automatic screening based on artificial intelligence (AI) and natural language processing (NLP). A balanced approach, integrating human judgment and technological capabilities, is essential to identify, attract, and retain candidates well-suited to their roles and equipped to contribute meaningfully to their development and the organization's success.

Introduction

The work landscape is undergoing a rapid and transformative shift, driven by technological advancements, changing demographics, and evolving societal expectations. This metamorphosis has underscored the need for organizations to revamp their recruitment strategies to better identify individuals who can effectively and efficiently navigate the dynamic new world of work. For example, the World Economic Forum's 2023 report (Link) highlights the influence of automation and technological disruptions in fundamentally reshaping skill requirements across diverse roles. Similarly, a recent Bain & Company report (Link) advocates a balanced approach that enhances human capabilities alongside technology, emphasizing the importance of identifying candidates adept at combining technology and human-centric attributes.

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In this context, there is an evident need for effective recruitment strategies that both address current skill requirements and anticipate future workforce demands. For example, the Boston Consulting Group's 2022 report emphasizes the importance of agility, adaptability, and continuous learning in workforce cultivation (Link). They argue that for effective recruitment, firms should focus on hiring individuals with a growth mindset.

As this ecosystem evolves, traditional recruitment methods are proving inadequate, prompting the need for a paradigm shift that can incorporate values, adaptability, and human-centered attributes alongside skill compatibility. Just what this new paradigm should look like is not obvious. Yet it is becoming clear that technology by itself offers only a partial solution. While new technologies are transformative, they cannot entirely supplant the nuanced judgments that arise through in-person interactions, encompassing as they do intuition, creativity, and empathy. Rather, what we need is a synergy between the strengths of technology and human capabilities, one that recognizes the essential interplay between these two forces.

Prioritizing Human Skills in the Digital Era

Automation, digitization, and artificial intelligence (AI) are together reshaping skill requirements across industries, generating a skills revolution with implications for learning and work. Certain skills are becoming obsolete, while new ones are emerging as critical. For example, as McKinsey & Company noted in a recent report ("[The Skills Revolution and the Future of Learning and Earning](#)"), social and emotional skills such as leadership and managing others are not easily replicated by machines.

Yet a significant gap still exists between the skills individuals possess and the skills demanded by the current job market. This skill mismatch contributes to both unemployment and underemployment. Another recent report, [The LinkedIn - Most In-Demand Hard and Soft Skills](#) (2023), highlights the most sought-after skills in the job market, based on the evolving demands of various industries and roles:

- **Hard skills**, such as those related to technology, data analysis, and digital proficiency, are in high demand. These skills include cloud computing, artificial intelligence, data analytics, programming languages, and cybersecurity.

- **Soft skills** continue to be crucial. Such skills as creativity, communication, and collaboration top the list; but emotional intelligence, adaptability, and problem-solving are also highlighted as vital skills.

- **Hybrid skills** combine technical expertise with interpersonal abilities. Professionals with a blend of hard and soft skills are highly valued.

- **Remote work skills.** The rise of remote work has elevated the importance of such skills as time management, remote collaboration, and digital communication.
- **Continuous learning.** The evolving job market demands a commitment to continuous learning. Professionals are expected to upskill and reskill to stay relevant.

Skills-based hiring has become a strategic practice, aligning candidates' diverse proficiencies with the intricate requirements of contemporary roles. This approach is exemplified by the [McKinsey and Company Sample Skills Taxonomy](), which defines three categories of skills:

- **Classic skills** are those considered essential for success in most roles, regardless of industry or function. They include customer and result orientation, flexibility, way of working, and collaboration.

- **Digital citizenship skills** are essential for success in the digital workplace. They include basic software and hardware competency, digital transformation, cybersecurity awareness, data literacy, and information management.

- **Specialist skills** include 5–10 skills specific to particular roles and functions. They may vary depending on the organization and industry.

As the world of work continues to evolve, skills-based hiring will become increasingly important for organizations that want to remain competitive regardless of size or industry. This approach is also beneficial for candidates, as it helps them to identify and develop the skills they need to be successful in their desired jobs and careers. A skills-based hiring approach can also give job applicants a better understanding of the skills that employers are looking for, which can help them target their job search more effectively.

Person–Skill Fit

Person–skill fit is a new multidimensional construct encompassing the alignment between an individual's diverse skill set and the specific competencies crucial for excelling in a given job role (Chalutz-Ben Gal, 2023). In this paradigm, the "person" embodies an individual's unique attributes, while "skill" embraces an array of proficiencies ranging from technical prowess to soft skills, problem-solving abilities, and an innate capacity for perpetual learning (Chalutz-Ben Gal, 2023).

Person–skill fit is a novel addition to the existing concepts of person–job, and person–organization fit. Person–job fit refers to the compatibility between an individual's skills, attributes, and characteristics, and the requirements of a specific job role within an organization. It assesses how well an individual's qualifications match the tasks, responsibilities, and

qualifications associated with a particular job (Cai et al., 2018). Person–organization fit refers to the alignment between an individual's personal values, beliefs, and work-related preferences, and the culture, values, and goals of an organization (Chalutz-Ben Gal, 2020). It evaluates the degree to which an individual's attitudes and values are in harmony with the organizational culture and with its overall mission and objectives.

In today's evolving working environment, where skills transcend mere technical know-how, the notion of person–skill fit seems likely to gain prominence in both research and practice. In the context of recruitment, the concept of person–skill fit calls for close collaboration between human resources (HR) and other organizational departments, not only to pinpoint crucial skills needed for particular roles but also to help identify the intersection between candidates' attributes and the evolving demands of job responsibilities (Chalutz-Ben Gal, 2023). Here, I contend that a combination of structured behavioral interviewing and new technology-based recruitment practices offers the best means to operationalize the person–skill fit approach.

Structured Behavioral Interviewing

Interviews, the cornerstone of recruitment, are a popular means of assessing the skills of potential future personnel (Levashina et al., 2014). However, a spectrum of biases can taint the interview process, influencing how candidates are perceived and assessed (Thomas & Reimann, 2023). By embracing methodologies like structured behavioral interviews, organizations can potentially attenuate such biases and enhance the selection process (Bergelson et al., 2022). Behavioral interviews operate under the assumption that past behavior serves as one of the best predictors of future behavior (Bhargava & Assadi, 2023; Kell et al., 2017). Through behavioral interviewing, recruiters mine concrete examples from a candidate's experiences to assess their problem-solving strategies and actions, predicting future job performance based on their responses. Questions used in behavioral interviews can be used to assess particular sets of skills (Kell et al., 2017). These include:

- Communication skills: "Please talk about a time at work when you had to tell your boss something difficult or give them important feedback. How did you share this information? Tell us about the situation, what you did, and what happened as a result."

- Persuasion and negotiation skills: "Can you share a time when you had to work out a deal or find a solution with someone you were working with? Tell us about the situation, what you did, and what happened as a result."

- Teamwork skills: "Please tell us about a situation when you had to collaborate with someone you didn't particularly like or get along with. How did you communicate with that person?

Give us some context about the situation, describe how you handled it, and explain what happened as a result."

Behavioral interviews are a useful means for uncovering not only candidates' broad behavioral tendencies and cultural fit, but more specifically their problem-solving strategies, decision-making skills, and collaborative attributes. By challenging candidates with specific scenarios, recruiters can glean insights into both their technical expertise and, more importantly, how they are likely to apply their skills in real-world situations (Thomas & Reimann, 2023).

Like other interview types, behavioral questions work best when they follow a structured format, presenting all interviewees with the same standard set of questions, rather than varying the questions posed to each interviewee (Alonso & Moscoso, 2017). Such structured interviews have been found to be more valid predictors of job performance than unstructured ones, in part by ensuring consistency in candidate evaluations (Schmidt & Hunter, 1998).

All told, a combination of behavioral and structured interviewing methodologies, adeptly employed, holds the potential to attenuate biases and enhance the validity of the recruitment process (Bergelson et al., 2022; Sayers & Tomcho, 2006; Susanto et al., 2023). However, while structured behavioral interviews are highly effective, they are not immune to biases and subjectivity, and they are also quite time-consuming. The call for a paradigm shift in recruitment aligns with the implementation of innovative interviewing techniques that promote a more comprehensive understanding of candidates' skills, attributes, and potential contributions in an efficient manner.

Technology in Recruitment

The infusion of technology into recruitment practices has revolutionized how organizations scout, attract, and ultimately select candidates. By harnessing AI-driven tools, organizations can streamline the initial stages of candidate screening, while using natural language processing (NLP) to align candidate profiles with job descriptions (Hunkenschroer & Kriebitz, 2023). This technology-driven efficiency can be extended even further with the advent of video resumes and cognitive game recordings (Lavanchy et al., 2023). In this realm of enhanced selection methods, machine learning algorithms sift through multimedia data, unveiling candidates' latent skills and competencies.

Technological hiring capabilities, through the application of AI-driven tools, allow organizations to deconstruct candidate profiles, exposing the spectrum of skills and competencies that candidates bring to the table. In particular, techniques like NLP allow the nuances of candidates' skills to be parsed from their resumes, shedding light on both technical proficiencies and soft skills that might be otherwise overlooked. This approach thus enables a

comprehensive assessment of skills, ensuring a well-rounded understanding of candidates' capabilities and potential contributions (Hunkenschroer & Kriebitz, 2023).

However, while these advanced technologies confer unprecedented efficiencies, they also raise ethical concerns. Thompson (2022) outlines the ethical risks associated with algorithm-based résumé screening and video assessments, encompassing validity, privacy, transparency, and non-discrimination. Notably, technology emerges as a potential catalyst for diversity and inclusion, as AI algorithms can be trained to identify objective qualifications, mitigating subjective biases (Hunkenschroer & Luetge, 2022). Machine learning can even harness historical hiring data to illuminate patterns conducive to diversity enhancement. Yet the objectivity of algorithmic recruitment, and its potential to redress or make up for past instances of biased hiring, are only as good as the (human-supplied) data these algorithms are trained on. In embracing technology, organizations must navigate these intricate challenges to ensure impartial and unbiased recruitment and to guarantee ethical standards, transparency, and a positive candidate experience (Pan et al., 2022).

Summary and Conclusions

The changing world of work, driven by technological advancements, shifting demographics, and evolving societal expectations, requires a shift in recruitment strategies to match changing skill needs and human-centric values. I argue here that the new concept of person–skill fit offers a useful new paradigm for making recruitment processes both fairer and more efficient. This approach would benefit even further from the empirical development of a valid and reliable measurement scale for person–skill fit, which encompasses critical skills and competencies required for jobs in the new work environment.

That said, it seems clear that effective recruitment strategies must leverage technology, structured interviews, and the evolving concept of person–skill fit to thrive in the current transformative landscape. The synthesis of these themes highlights the holistic nature of modern recruitment. A balanced approach, integrating human judgment and technological capabilities, is essential to identify, attract, and retain those candidates who are well-suited to their roles and equipped to contribute meaningfully to their development and the organization's success.

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