

SOP for the Talent Acquisition Team @ Innoventes

Audience: TA team @ Innoventes

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SOP for Recruitment of Candidates @ Innoventes

This SOP discusses the recruitment process flow @ Innoventes, right from how a recruitment request comes in until the onboarding of a candidate.

Audience: TA team @ Innoventes

Additionally, the SOP also explains the **continuous sourcing** process deployed throughout the year, use of checklists to maintain consistency across the team.

1. Continuous Sourcing

1.1.1 Employee Referrals and Internal Database

- Maintain a database of Innoventes alumni, previously shortlisted candidates, and those who declined offers.
- Actively encourage employee referrals through an incentivized program.
- Offer internships, final year projects for top ranking students from Tier2, 3 colleges and universities and absorb them into the workforce after assessing them through their on-the-job performance.

1.1.2 Headhunting and External Sourcing

- Source candidates from **LinkedIn, Indeed, Shine, Monster, Instahyre, TimesJobs, Freshersworld**, and industry-specific platforms such as **HackerRank, Mercer, and iMocha**.
- Rank sourcing channels based on candidate quality and job fit.
- Engage with HR professional networks and collaborate with **recruitment agencies and smaller IT firms** for subcontracting.
- Utilize **AI-driven resume sourcing tools** like **Instahyre and Turing** to enhance candidate discovery.

1.1.3 Continuous Empanelment of Agencies and Technical Evaluators

- Continuously select agencies and technical evaluators.
- Keep an updated list of evaluators who assess candidates for a fee

2. Continuous Networking

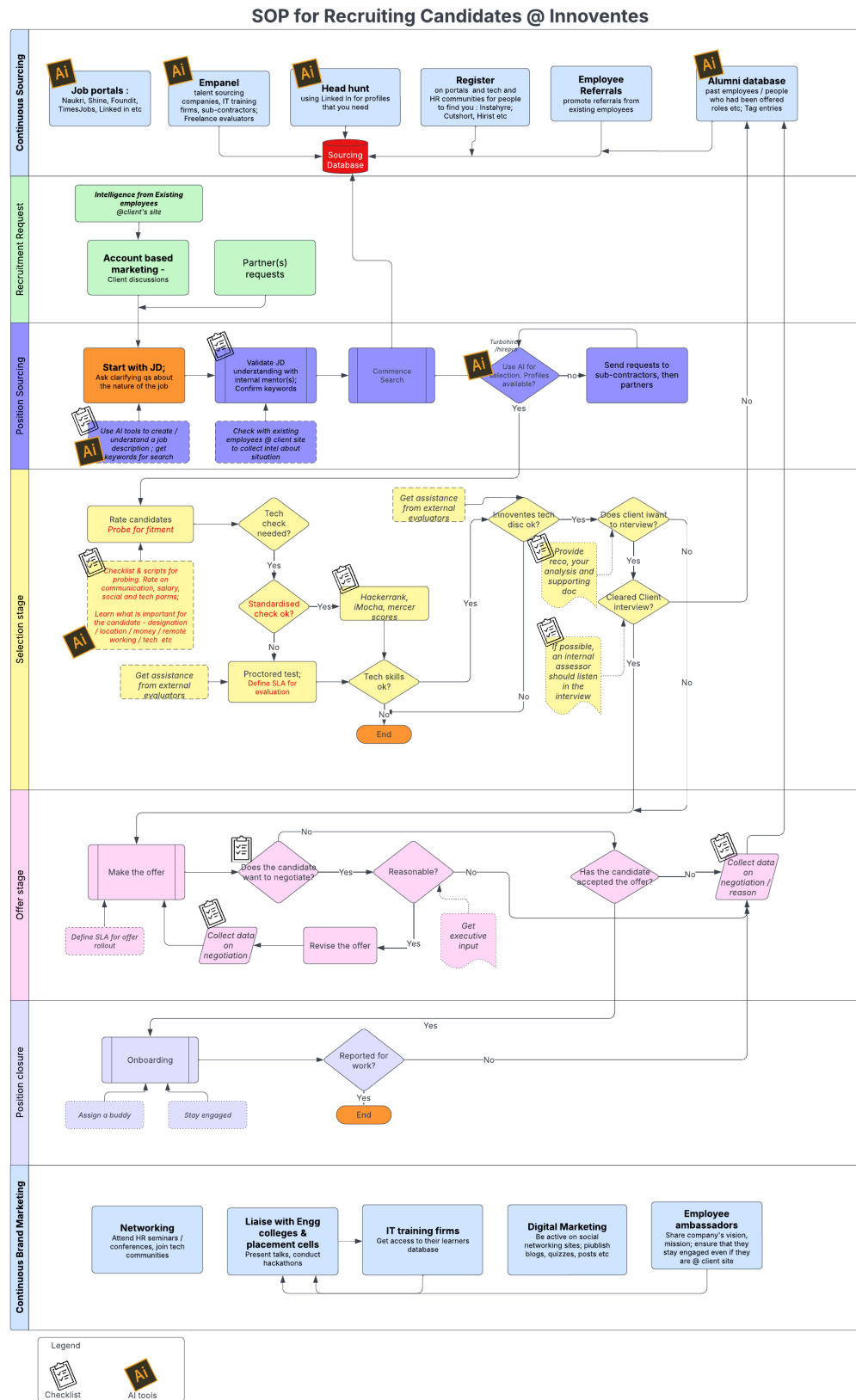
- Attend industry events and HR forums.

- Work with recruitment teams, technical communities, college placement cells, IT training centers
- Build relationships with **organizations undergoing layoffs** to acquire displaced talent.

3. Company Marketing and Job Advertising

- Establish a **strong employer brand** on LinkedIn, Facebook, Instagram, Twitter, and Reddit (hiring communities).
- Enhance the company profile by sharing employee testimonials to foster credibility.
- Post **technical blogs** and product engineering insights.
- Optimize **Google for Jobs** postings for better search visibility.

4. Overview of SOP for recruitment of candidates



Here's a detailed discussion of the SOP.

4.1 Validation of JD

Upon receiving a job requirement,

- **Structure the JD:** For job descriptions received verbally, use AI tools like **ChatGPT, CoPilot, or other AI tools** to create a JD. You can also use these tools to fine tune the received job description.
- **Review the JD** internally with **technical mentors**.
- For client requirements,
 - set up a meeting to understand **success criteria**.
 - Formalize requirements in a structured email.
- Standardize JD format:
 - *Clear title & responsibilities*
 - *Identify relevant keywords and specifics (on-site, remote, etc.)*
 - *Skills & experience required*
 - *Salary range (if applicable)*
 - *Company culture & perks*
 - *Application deadline & process*

You can also use AI tools to post openings to multiple job boards to get the best candidate reach.

4.2 Sourcing for the Position

Follow a ranking system for sourcing candidates.

- First, check the internal database based off the continuous sourcing activity.
- Next, post the requirement internally to employees for referrals. Encourage employee referrals with **rewards**.
- Share across various sourcing channels in the order of ranking (sub-contracting first, then recruitment agencies).

4.3 Sourcing stage

4.3.1 Screening

- Technology for Screening: **Use AI-driven resume screening tools** to automate filtering and rank candidates effectively. *Currently, Fresh Team is being used.*
- Expand keyword searches beyond standard terms (e.g., include alternatives to GitHub like Bitbucket and GitLab).
- **Integrate third-party tech evaluation tools** like **HackerRank, Mercer, and iMocha** for standardized technical assessments and AMCAT tests for language assessments.
- **Outsource proctored technical tests** to reduce internal workload and faster turn-around time.

4.3.2 Shortlisting

- Conduct **initial screening**. Check communication.

- Administer **proctored technical tests** or **standardized skill tests** (e.g., HackerRank, Mercer, iMocha), as applicable.
- Explore **outsourcing** of proctoring or AI-based evaluation.

4.3.3 Structured Interview Process - first level screening

- Candidates undergo **technical assessments** (if needed).
- Then, they proceed to **technical interviews** with internal technical teams / Third-party evaluators.
- **Recording & Feedback Mechanism:** Use tools like **Fathom** to summarize interviews for better decision-making.

4.3.4 Client Interview

- If the candidate clears internal rounds, **TA drafts a structured recommendation:**
 - Job requirements vs. candidate qualifications
 - Key reasons for selection
 - Supporting evidence (e.g., HackerRank scores, GitHub projects)
 - Utilize **GPT or CoPilot** for generating recommendation reports.
- Follow up promptly with the client to schedule the next interview. Ensure ongoing engagement with the candidate throughout the entire process.
- *You should appoint an internal TA assessor to **observe client interviews** to refine further screening for the same client.*

4.4 Offer stage

4.4.1 Making the Offer

- If the client makes an offer and the candidate accepts, proceed with onboarding.
- If the client does not make an offer, then add the candidate's profile to Innoventes' Sourcing database.

4.4.2 Negotiation

- **Structured salary negotiation framework** to handle counteroffers efficiently.
- If the candidate negotiates, you should discuss internally and document the negotiation criteria (for future hires). The executive team can determine if an exception is possible.
- If the candidate declines the offer, you should collect feedback to improve the recruitment process. If the offer is accepted, proceed with issuing the final offer letter.
- **Maintain an internal database of declined candidates** for future hiring opportunities.

4.5 Onboarding stage

- Until the candidate joins the client's team, you should ensure **continuous candidate engagement**.
- Ensure smooth transition with structured onboarding programs.
- Implement a **buddy system** to help new hires transition smoothly.
- Monitor onboarding effectiveness and **collect feedback** from new hires.
- Monitor early attrition trends to refine the recruitment process.

Appendix A -Checklist to commence sourcing

If the score is less than 8 in a particular step, then that step needs to be worked on before proceeding to the next one.

Step.	Checks	Scale of 1- 10
1	Is there a written job requirement? If the job requirement is received verbally, then create a JD using any of the AI tools.	
2	Is the job description complete? A complete JD has the following characteristics: Designation / Role name <ul style="list-style-type: none"> Brief description of the role Desired experience band (in years) Technical and non-technical expectations Educational qualification (if required) Prior work experience in a similar role Indicative salary Location of the role Timeline for the job search Any other specific requirements for the role that will help finetune the search 	
3	Get a confirmation from the hiring manager of the client. If it has been received from the management, get the confirmation of the JD from the management / TA team consultant.	
4	Are all keywords <i>identified</i> and <i>attached</i> to the JD for the search in the sourcing database? <i>Keywords : minimum of 10 keywords</i>	
5	Validate the keywords and the job description with a mentor / internal TA team consultant. Rinse and repeat 2 and 3 <i>Ownership is with the TA and not the TA team consultant.</i>	
6	List the sources in the order of ranking. Use a higher ranked source before you proceed with a lower ranked source. Use AI tools to search the internal database. Go to Step 8 (if required)	
7	If you are using employee incentive scheme, structure the communication that would go out. <ul style="list-style-type: none"> indicate a specific timeline mention how the prospective candidate should respond to the organization through the employee. 	
8	If Step 6 did not yield at least 10 profiles , start the search with other partners.	

Appendix B - Checklist to screen a candidate profile

If the score is less than 8 in a particular step, then that step needs to be worked on before proceeding to the next one.

If score is less than 8 in Step 6, discuss internally if you need to proceed.

Step.	Checks	Scale of 1- 10
1	Resume & Profile Validation <ul style="list-style-type: none"> Ensure the resume is up to date. Check for relevant experience, skills, and certifications. Verify the format and completeness (no missing details like contact info). Look for inconsistencies (employment gaps, overlapping roles). Validate if the candidate's experience matches JD requirements. 	
2	Eligibility Check <ul style="list-style-type: none"> Confirm candidate's availability for the role (full-time/contract, notice period). Ensure location preferences match the role (remote/on-site/hybrid). Check salary expectations against the budget. Assess work authorization (Visa status, legal eligibility to work). 	
4	Skills and technical fit <ul style="list-style-type: none"> Conduct a keyword-based resume scan (AI tools like TurboHire, HirePro). Ensure relevant tools, technologies, or domain expertise align with the JD. Look for measurable achievements (certifications, GitHub contributions, projects). 	
5	Background & online presence check <ul style="list-style-type: none"> Cross-check LinkedIn for discrepancies in work history. Check for relevant portfolio work (GitHub, personal websites, Behance, etc.). Ensure professional conduct on social media (if applicable). 	
6	Initial screening call <ul style="list-style-type: none"> Assess communication skills & professionalism. Validate career aspirations & motivations for the role. Confirm current role, responsibilities, and notice period. Clarify expected compensation & relocation preferences. 	
7	Internal Notes and Recommendations <ul style="list-style-type: none"> Log key insights into the applicant tracking system (ATS). Highlight strengths, concerns, or areas requiring further evaluation. Recommend next steps (technical test, direct interview, or rejection). 	

Appendix C - Probing to identify serious candidates

You should ask probing questions across different areas to assess the candidate's genuine interest, availability, and seriousness about the opportunity. Here's an indicative list of questions:

1. Interest & Motivation for Changing Jobs

- Why are you looking for a change at this point in your career?
- What are the key factors driving your decision to switch jobs?
- What do you feel is missing in your current role that you're hoping to find in this one?
- Have you actively started applying elsewhere, or is this your first serious application?
- What excites you about this specific role/company?
- Are there any concerns you have about switching jobs at this moment?

2. Job Fit & Role Expectations

- What are your top priorities when considering a new role? (e.g., work culture, compensation, career growth, work-life balance)
- What are your long-term career goals, and how does this role align with them?
- Are there specific job responsibilities or expectations that are deal-breakers for you?
- What kind of team environment do you thrive in?

3. Availability & Notice Period

- When are you available to start if selected?
- Are you currently serving a notice period? If yes, when does it end?
- Are you open to an early joining bonus or buyout option? (if applicable)
- Would you need any time off between jobs before joining?

4. Location & Work Arrangement Feasibility

- Are you comfortable with the work location? (if hybrid/on-site)
- Would you require relocation assistance if selected?
- If remote, do you have any constraints that could impact work productivity?

5. Compensation Expectations & Commitment

- What is your current CTC, and what are your expectations for this role?
- Are you open to negotiation if the offer aligns with career growth?
- Do you have any active offers in hand? If so, what are the timelines for making a decision?
- How do you compare this opportunity to others you're considering?
- Is there any specific factor that would make you decline an offer?

6. Seriousness & Risk of Dropout

- On a scale of 1-10, how committed are you to making this job switch?
- Have you discussed this move with your family or dependents? Are they supportive?
- Have you been counter-offered in the past when switching jobs? If so, how did you handle it?
- If your current employer offers a retention bonus or salary match, would you consider staying?
- If selected, do you foresee any challenges in completing the hiring process (tests, interviews, documentation)?

7. Final Commitment Check

- If we extend an offer that meets your expectations, will you be ready to sign immediately?
- What additional information do you need to make a final decision?
- Is there anything that could prevent you from joining at the agreed date?

8. Company-Specific Interest & Cultural Fit

- What do you know about our company, and what interests you the most about working here?
- Have you researched our products, services, or recent achievements?
- Why do you think you would be a good fit for our company culture?
- Have you spoken to anyone who has worked at or is currently working with us? What feedback have you received?
- We value innovation, collaboration, initiatives etc. How do you see yourself aligning with these values?
- We have a fast-paced work environment. How comfortable are you with adapting to dynamic changes and multiple priorities?
- Are you comfortable working with our tech stack, methodologies, or tools used in our company?
- What unique skills or experiences do you bring that will add value to our team?
- How do you think your previous experience will contribute to the success of our company?
- How long do you see yourself working with us if given the opportunity?

9. Process & Work Environment Expectations

- Our interview process includes [e.g., coding assessments, case studies, culture interviews]. Are you comfortable with these evaluation methods?
- We work as distributed teams. Have you worked in similar setups before?
- We encourage continuous learning and development. Would you be open to upskilling initiatives and training programs?
- Our leadership structure emphasizes open communication and hands-on management. How do you adapt to different leadership styles?



- We expect a high level of ownership and accountability in our roles. How do you approach responsibility and decision-making?

10. Long-Term Career Growth & Stability

- We invest in long-term employee growth. Are you looking for a company where you can grow over several years?
- Are you open to internal mobility if new opportunities arise within the company?
- Where do you see yourself in 2-3 years within our organization?
- If selected, how do you plan to make an immediate impact in your first six months?
- Would you be interested in leadership roles or mentoring responsibilities in the future?

11. Offer & Commitment Specifics

- If offered a position, would you require any special conditions (e.g., remote work flexibility, work-hour adjustments)?
- Would you be comfortable signing a commitment agreement if required?
- Is there any hesitation about joining our company that we can address?
- Have you had any past experiences with organizations similar to ours? How did they compare?

Appendix D - Candidate shortlisting report and recommendation to the client

Here is a format for the *Technical Candidate Recommendation Report*.

1. Candidate Overview

- **Candidate Name:** [Full Name]
- **Role Applied For:** [Job Title]
- **Total Experience:** [X years]
- **Current Employer & Role:** [Company Name, Designation]
- **Primary Tech Stack:** [List key programming languages, frameworks, tools]
- **Location Preference:** [Remote/On-site/Hybrid]
- **Notice Period:** [X days/weeks]

2. Key Technical Fit & Expertise

1. **Relevant Experience:** [Explain how candidate's past roles align with the job requirements]
2. **Core Technical Skills:** [List 3-5 key technical strengths relevant to the role]
3. **System Design & Architecture Knowledge:** [Mention expertise in scalable systems, microservices, etc.]
4. **DevOps & CI/CD Exposure:** [Mention experience with Docker, Kubernetes, Jenkins, etc., if applicable]
5. **Cloud & Infrastructure:** [AWS, Azure, GCP expertise if relevant]
6. **Open Source Contributions:** [GitHub, Stack Overflow, or other contributions]
7. **Performance Optimization & Problem-Solving Ability:** [Briefly mention any key improvements made in past roles]
8. **Soft Skills & Leadership:** [Communication, adaptability, mentoring ability]

1. Technical Evaluation Summary

Criteria	Description	Score (1-10)
Programming Proficiency	[Languages & frameworks expertise]	
System Design & Architecture	[Scalability, high-availability solutions]	
Problem-Solving & Algorithmic Thinking	[Performance in coding challenges, whiteboarding, etc.]	
DevOps & CI/CD Knowledge	[Infrastructure automation & deployment expertise]	
Database Management	[SQL/NoSQL knowledge & optimization techniques]	

Cloud Technologies	[AWS, GCP, Azure expertise]	
Communication & Collaboration	[Ability to articulate technical concepts]	
Overall Recommendation	[Strong/Moderate/Weak]	

Remarks

[Summary of final thoughts]

4. Supporting Evidence

- **Coding Test Scores:** [HackerRank, iMocha, Mercer, etc.]
- **GitHub/Portfolio Links:** [Provide links to relevant open-source projects or repositories]
- **LinkedIn Profile:** [Profile link]
- **Interview Performance Notes:** [Summary of technical & HR round feedback]

5. TA's recommendation

Why This Candidate Stands Out:

[Provide a concise, compelling reason why this candidate should be hired over others. Mention unique problem-solving ability, major technical contributions, leadership, or a specific scenario where they excelled.]

6. Next Steps

Recommended Action: [Move to final interview/Make an offer/etc.]

Client Feedback Required By: [Date]

Candidate Availability for Next Round: [Date & time]

Appendix E - Candidate Offer Negotiation Framework

Here is the **Candidate Offer Negotiation Framework**:

This structured framework ensures a **systematic approach** to handling candidate offer negotiations while keeping business constraints in mind.

1. Revisiting Expectations

- Understand if it's a **genuine counteroffer concern** or just negotiation.
- Ask for **candidate's priority (salary, perks, flexibility, career growth)** and tailor the offer accordingly.
- Request for **commitment assurance** before making further adjustments

2. Understanding the Candidate's Concerns

- Identify key areas of negotiation (Salary, Bonus, Benefits, Flexibility, Career Growth).
- Ask the candidate about their **primary motivation** for negotiating.
- Check for any **counteroffers** they have received.
- Assess the **criticality of the candidate** to the role/team.

3. Salary & Compensation Negotiation

- Check if a **higher base salary** is possible within budget.
- Explore offering a **signing bonus** instead of increasing base salary.
- Provide a **performance-based salary hike** review after 6-12 months.
- Adjust **variable pay structure** (higher bonuses, incentives, profit-sharing).
- Offer **stock options (ESOPs)** as a long-term incentive.

4. Benefits & Perks Negotiation

- Offer **enhanced health insurance** or wellness benefits.
- Provide **learning & development support** (certifications, training, conference participation).
- Offer **higher leave entitlements** (extra PTO, parental leave, sabbaticals).
- Adjust **relocation benefits** (travel, housing assistance, remote work setup stipend).

5. Work Flexibility & Role Adjustments

- Offer **remote/hybrid work options** (if applicable).
- Provide **role/title enhancements** (senior designation, leadership responsibilities).
- Accelerate **career progression plans** (promotion track with defined milestones).
- Allow for **customized working hours** or part-time/full-time flexibility *[if possible]*.

6. Final Offer Closure Strategy

- If the gap is small, **adjust within limits** and close the deal.
- Confirm the **final offer terms** with leadership before revising.
- Reconfirm candidate's **commitment** before making final changes.
- Clearly communicate that this is the **best and final offer** if limits are reached.
- If negotiations fail, **leave the door open** for future discussions.