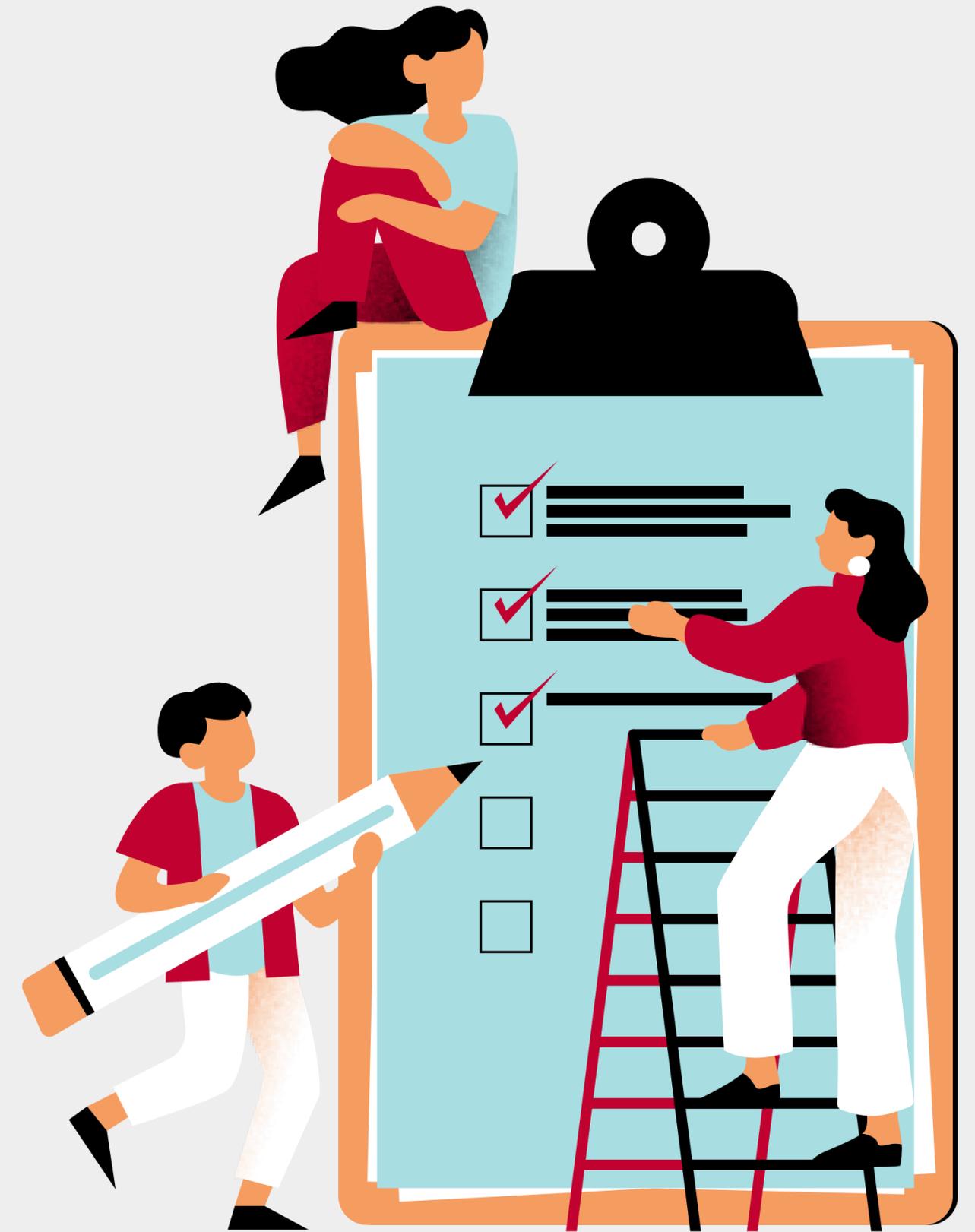


Beyond the ATS

RECRUITING FOR HUMAN
SKILLS IN A KEYWORD WORLD



NOVEMBER 2025
ROUNDTABLE SESSIONS

Topics of Discussion

- **Identify** the human skills that define workforce readiness today and in 2030
- **Reimagine** job descriptions, screening criteria, and interview prompts to surface these core capabilities
- **Integrate** assessments and structured evaluations
- **Partner** to ensure technology amplifies, rather than limits, human insight
- **Evolve** your recruiting strategy to balance data, AI, automation, and human discernment in smarter, future-focused ways



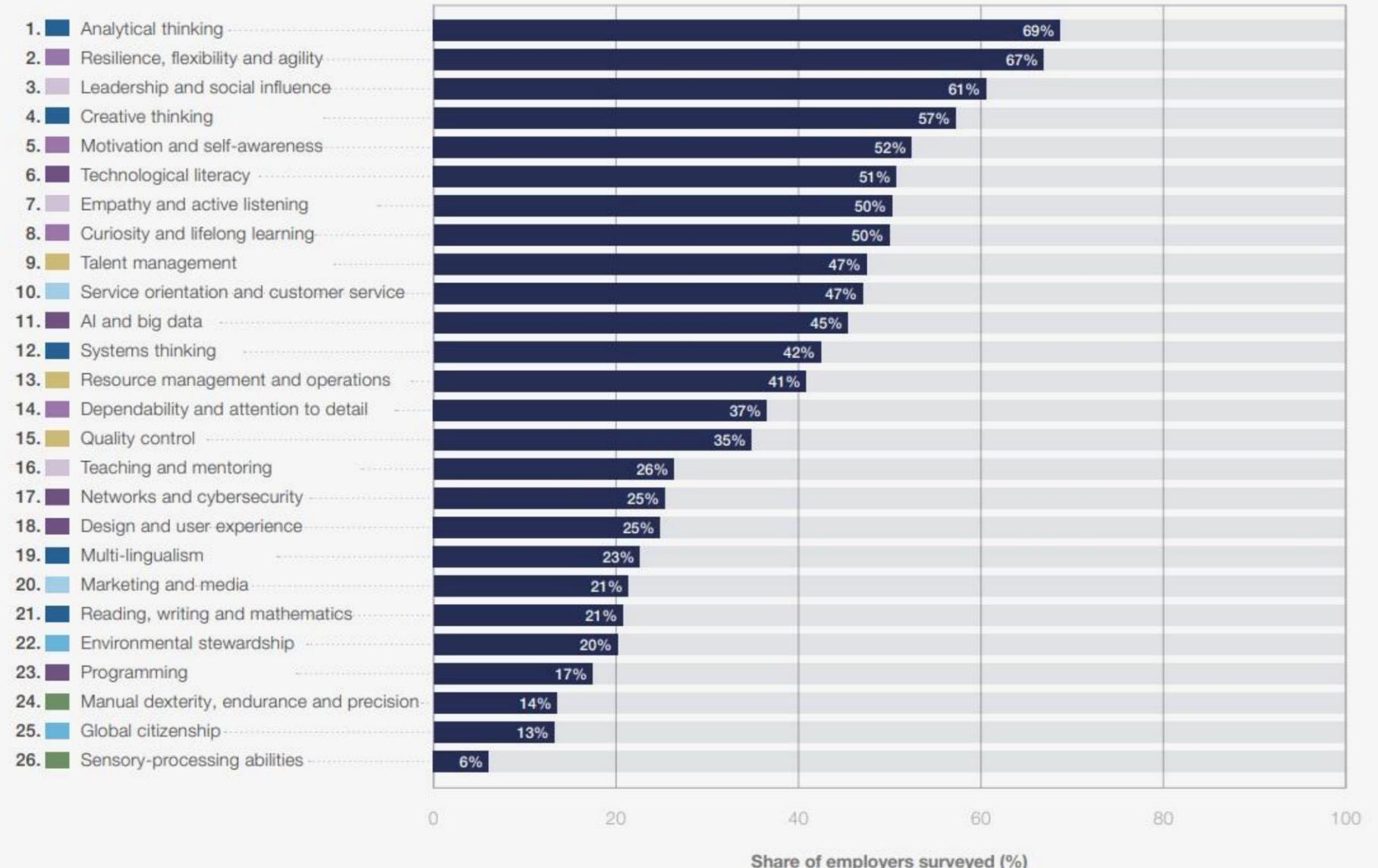
Roundtable Reflection

Think about a star employee at your organization.

What makes them exceptional?

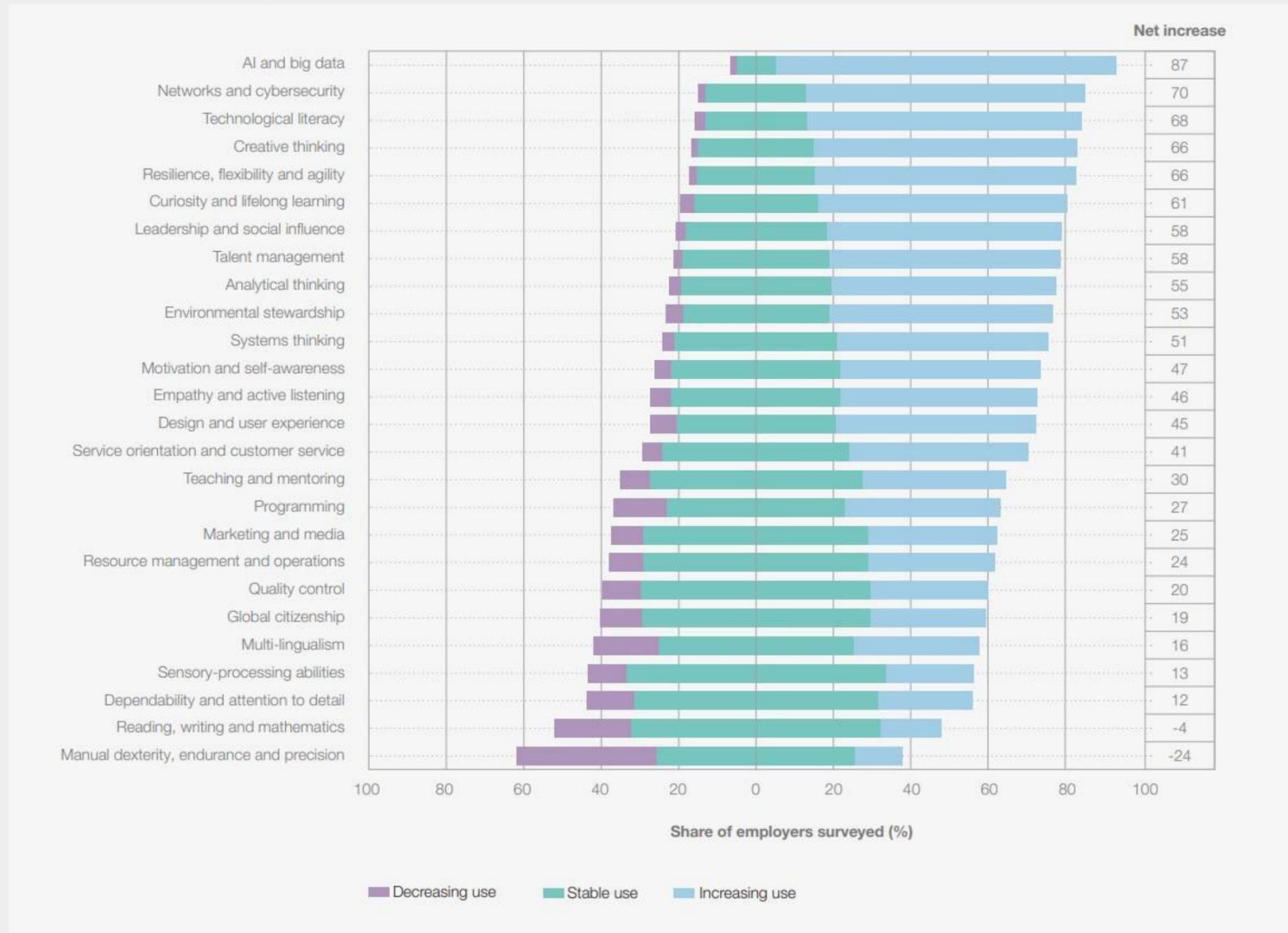
Core Skills | 2025

69% Analytical Thinking
 67% Resilience, Flexibility, and Agility
 61% Leadership and Social Influence
 57% Creative Thinking
 52% Motivation and Self-Awareness



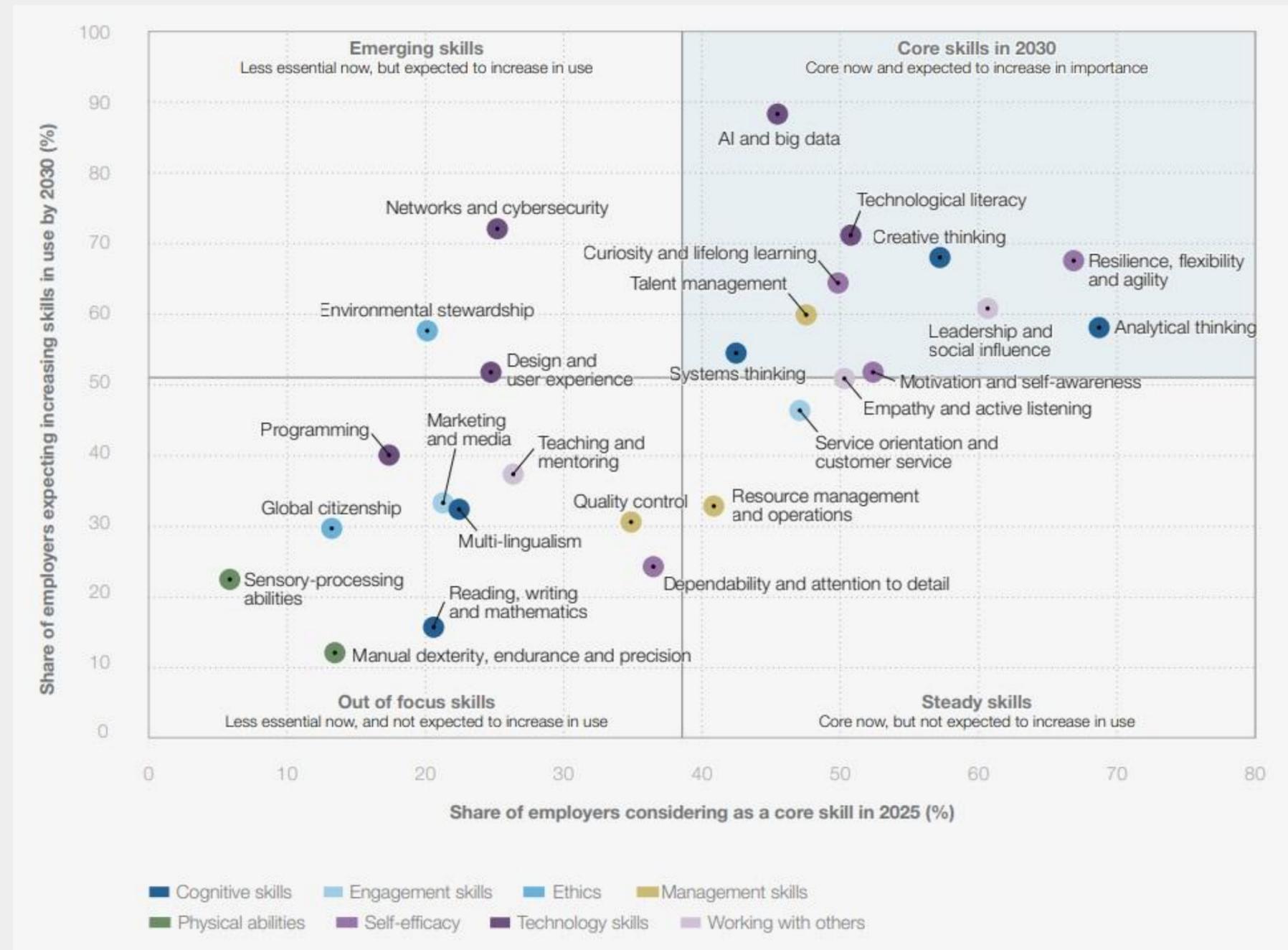
Core Skills on the Rise

- +87 | AI and Big Data
- +70 | Networks and Cybersecurity
- +68 | Technological Literacy
- +66 | Creative Thinking
- +66 | Resilience, Flexibility and Agility
- +61 | Curiosity and Lifelong Learning



Core Skills | 2030

AI and Big Data
 Technological Literacy
 Creative Thinking
 Resilience, Flexibility and Agility
 Curiosity and Lifelong Learning
 Leadership and Social Influence
 Talent Management
 Analytical Thinking
 Systems Thinking
 Motivation and Self-Awareness
 Empathy and Active Listening



Roundtable Reflection

If you had to replace your star employee...

What skills would you put in the job ad?

Job Ad | Plant Administrator

Reimagine

The Plant Administrator provides support to the facility which includes, plant recruitment activities with managers/supervisors and the HR Manager including preparation of postings, coordinating interviews, and processing the appropriate forms and paperwork required.

What skills are we recruiting for?

Responsibilities:

- Provide support to managers regarding the **initiation of processing all HR forms**
- **Participate in new employee orientation** with benefits and company orientation material
- **Interface with the HR team** to conduct research on behalf of the Plant Manager with respect to employee inquiries on HR related matters
- **Assist in EH&S processes** through administration and maintaining safety meeting minutes
- **Administer daily paper flow** for the area including organizing, filing and directing information
- Perform a variety of **typing and administrative assignments** including processing expense accounts
- **Answer incoming telephone calls and e-mail messages** and forward to the appropriate person
- Complete **special projects** and carry out daily **communications and administrative duties** as required
- **Answers general employee questions** around benefits and pension

Qualifications:

- Post-secondary education in Business Administration, Human Resource Management or related field
- Exceptional **interpersonal skills** with the ability to interact effectively at all levels
- Superior **customer service** and knowledge of a variety of **recruitment sources** is considered an asset
- Excellent **communication and organizational skills**; ability to manage multiple tasks at the same time
- Proficiency in **Word, Excel and PowerPoint** is required



Job Ad | Plant Administrator

Note from ChatGPT

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“The ad reads like a 2010s administrative posting – functional, compliant, but not inspiring or future-ready. It would attract rule-followers more than adaptive, tech-curious problem solvers.”

Core Skills

- **Analytical Thinking**
- **Resilience, Flexibility, Agility**
- **Leadership and Social Influence**
- **Creative Thinking**
- **Motivation and Self-Awareness**
- **AI and Big Data**
- **Networks and Cybersecurity**
- **Technological Literacy**
- **Curiosity and Lifelong Learning**
- **Systems Thinking**
- **Empathy and Active Listening**
- **Talent Management**

Job Ad | Plant Administrator

Reimagine

We're looking for a resourceful, people-centered Plant Administrator who **thrives on keeping operations running smoothly while bringing ideas to life.** This role is ideal for someone who **enjoys variety, embraces technology, and finds satisfaction in helping teams stay connected, organized, and informed.** You'll serve as a **vital link between plant management, HR, and employees**—balancing day-to-day administration with opportunities to improve communication, process efficiency, and employee experience.

Key Responsibilities

- Coordinate recruiting and onboarding activities, helping leaders find and welcome the right talent.
- Maintain accurate, organized data within our HR and safety systems, ensuring **information flows smoothly across teams.**
- Support employee engagement initiatives and create clear, user-friendly communication materials for plant employees.
- **Track, analyze, and summarize information** from safety meetings, employee feedback, and HR processes to help identify trends and opportunities for improvement.
- Manage day-to-day administrative tasks such as documentation, correspondence, and scheduling — **while constantly looking for smarter, more digital ways to handle them.**
- Act as a trusted resource for employees with questions about benefits, policies, and programs — **offering empathetic, clear, and solutions-oriented guidance.**

What Makes You Successful Here

- **Analytical Thinker** – You can see the patterns in data, paperwork, or processes and know how to simplify them.
- **Flexible & Agile** – You adapt quickly when priorities shift and enjoy learning new systems or tools.
- **Creative Problem Solver** – You don't just do the work; you look for better ways to do it.
- **Empathetic Communicator** – You listen well and communicate clearly, even when the topic is complex.
- **Tech-Curious** – You're comfortable exploring HR software, digital forms, or data dashboards to make your work more efficient.
- **Self-Motivated** – You take initiative, stay organized, and hold yourself accountable for results.

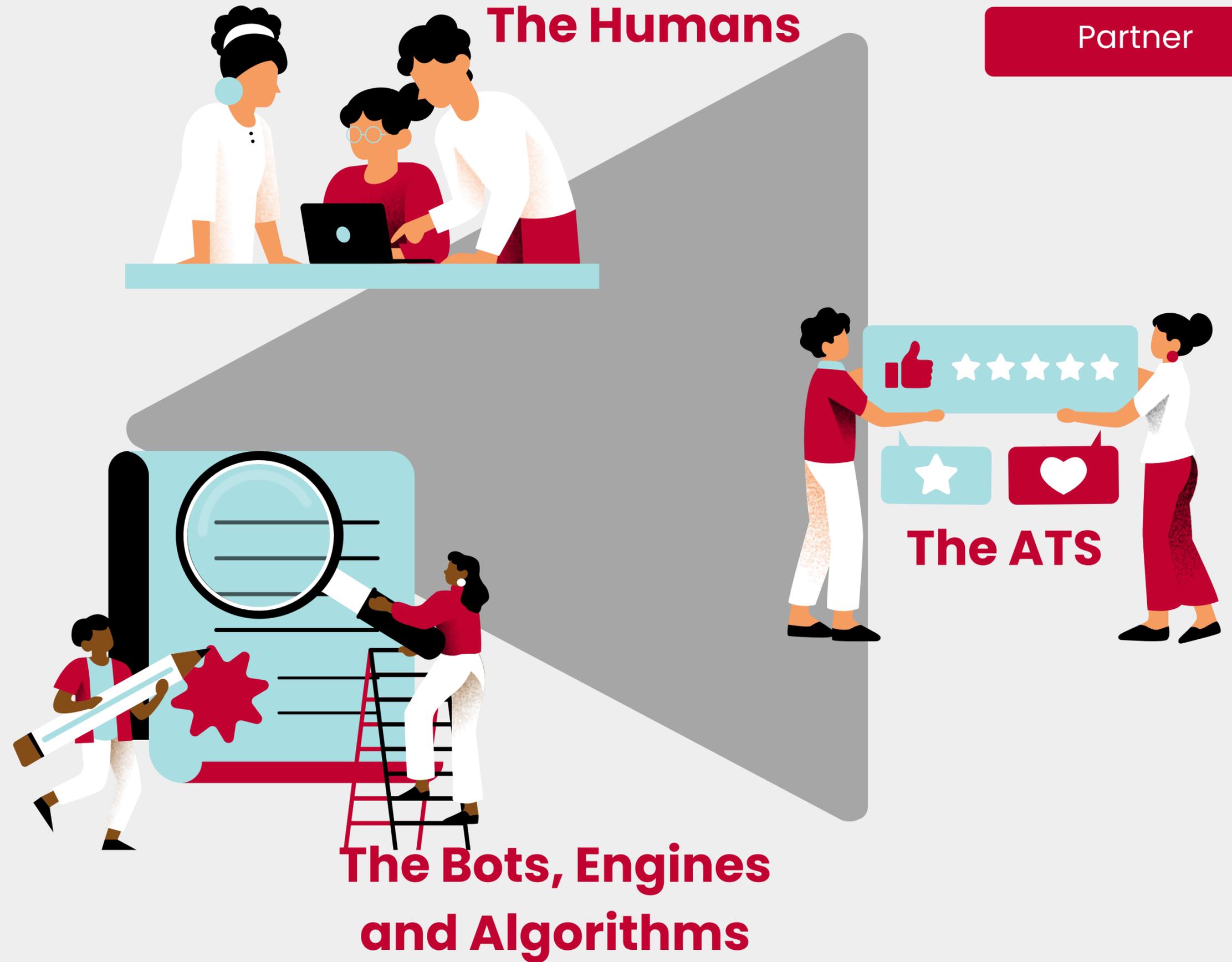
Qualifications

- Post-secondary education in Business Administration, Human Resources, or a related field.
- Experience in an administrative or HR support role.
- Strong communication and relationship-building skills across all levels of the organization.
- Proficiency in Microsoft Office; experience with HRIS, ATS, or data management tools is a plus.
- **Eagerness to learn and grow — especially as technology transforms the way we work.**

Roundtable Reflection

A good ATS helps attract, screen and score candidates...
But is it too “technically” focused?

Keyword Balance



Keywords – The Skills Amplifiers

Write for People

- Make sure your postings attract and inspire real humans.

Optimize for Search

- Use keywords and clear structure so the right people find you.

Align with Systems

- Ensure your ATS can read and score fairly—without screening out potential.

Expand Your Lens

- Balance hard-skill validation with signals of adaptability, curiosity, and learning agility.



Roundtable Reflection

We love a good vibe check...

But what does the data say?

Assessments

Turning Human Skills Into Observable Data



**Assessments
as Equalizers**



**Assessments
as Translators**



**Assessments
as Bridges**

Roundtable Reflection

What questions do we ask to uncover the capability, potential and drive behind the person?

Interview Upgrade

Reimagine

Elevating what we ask and knowing what to listen for help us uncover what's not on their resume

Craft Questions Strategically

- Start with the behavior
- Anchor it in context
- Probe for depth using follow-ups

What to Listen For

Analytical Thinking: Clarity, logical sequence, data references, reflection on cause and effect.

Resilience: Calm tone, forward focus, lack of blame.

Creative Thinking: Unconventional yet practical solutions.

Curiosity: Questions they've asked others, moments of self-driven learning.

Empathy: Language like "I noticed," "I listened," "I checked in."

Tech Literacy: Learning agility

("I watched tutorials," "I explored settings").

Motivation: Ownership ("I took it upon myself..").

Systems Thinking: Mentions of cross-department impact or workflow chain.



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ROUNDTABLE SESSIONS

Skills Match | Interview Questions

Core Skill	Purpose of Questions	Example Prompts
Analytical Thinking	Reveal how they break down problems and identify patterns	“Walk me through a time you had incomplete information but still had to make a recommendation. How did you decide what to do?”
Resilience, Flexibility & Agility	Gauge emotional steadiness, adaptability, and response to change	“What helps you stay productive when everything feels urgent?”
Leadership & Social Influence	Even non-leaders can show influence, persuasion, and initiative	“Tell me about a time you influenced a decision or improved morale, even if you weren’t the manager.”
Creative Thinking	Test originality and comfort with ambiguity	“How do you generate new ideas when the rules seem set?”
Motivation & Self-Awareness	Uncover drive, reflection, and growth orientation	“Tell me about a time you realized you needed to grow in a skill. What did you do about it?”
AI & Technological Literacy	Explore curiosity and comfort with tools	“What’s the last new tool or app you taught yourself to use? How did you approach learning it?”
Curiosity & Lifelong Learning	Look for proactive learners	“What’s something outside of your core job you’ve learned recently just because it interested you?”
Empathy & Active Listening	Assess interpersonal awareness and understanding	“Give an example of a time you helped resolve a misunderstanding at work.”
Systems Thinking	Test ability to see connections between people, processes, and outcomes	“Describe a situation where improving one process affected another area. What did you learn from that?”

Takeaways

Human skills drive long-term success: realign process to dig into those skills

Balance is everything: design ads for people, optimize them for search, and align with systems.

Use assessments and structured tools to make soft skills visible and measurable.

Use AI to help systemize, align, and identify human skills.



Thank you!



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