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Informed Rejection: A Theoretical Framework for Transparent Recruitment and Structured Feedback

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ABSTRACT

The study addresses key challenges in India's recruitment landscape. These include vague job advertisements. The absence of structured feedback is also a problem. 73% of applicants do not receive any response, which is called ghosting. These issues undermine fairness and trust. This is particularly seen in the private and academic sectors. A transparent recruitment model is proposed to address this. The model is based on systems theory, equity theory and social exchange theory. It lays down clear evaluation criteria. The criteria include weightings, such as academics -40%, technical skills -35%, communication -25%. It also lays down sub-categorization and rejection thresholds. Testing methods for each component are also included. The model ensures that every applicant receives a response within a week. The feedback will be specific and actionable. It is tailored to the cultural context of India. The model was operationalized using the Design Science Research (DSR) methodology and validated through sample job advertisements across sectors like IT, engineering, finance, marketing, and academia. Comparative analysis shows the model's superiority over current Indian practices, which lack clarity, testing specificity, and feedback. The propose framework significantly enhances candidate experience, transparency, and trust. Furthermore, realworld rejection scenarios illustrate how the model provides either threshold-based or performance based feedback, encouraging candidates' future development with tailored suggestions and learning resources. Overall, the study offers a scalable, equitable, and culturally sensitive recruitment solution, aimed at professionalizing hiring processes in India and reducing ambiguity and disengagement in job applications..

Keywords: *recruitment transparency, candidate feedback, informed rejection, hiring framework, job advertisement, weightage framework, automation, ghosting.*

1. INTRODUCTION

India's recruitment landscape faces significant challenges, including indistinct job advertisements, a lack of structured feedback, and ghosting. About 73% of candidates receive no response postapplication (Media India, 2025). These issues are aggravated by a high application ratio per vacancy (ManpowerGroup, 2021), undermining candidate trust and professional growth, particularly in private-sector and academic hiring, where structured criteria are crucial. Existing advertisements often lack clear evaluation criteria (Times of India,

2025), and the Feedback being provided is generic, failing to support candidate development (HR Katha, 2021).

This study proposes a conceptual model to enhance transparency in recruitment through:

Defined weightages (e.g., Academics -20%, requisite Skills -60%, Soft Skills-20%).

Sub-categorisations (e.g., graduation-30%, Coding language-10%, interpersonal communication —30%).

Explicit thresholds (e.g., 265% graduation, requisite experience- 25 years).

Clear testing methods (e.g., teaching demo, research presentation).

Detailed feedback (e.g., "62% in graduation, threshold 65%" or "outperformed by 10 candidates").

The model aims to address ghosting, improve fairness, and foster trust, aligning with India's high-context culture (HR Katha, 2021). Using Design Science Research (DSR), we developed artefacts—job advertisements, a flowchart, and a tech

prototype— and evaluated them against existing practices. The study focuses on private sector and academic hiring but includes sample advertisements for other sectors (e.g., IT, Marketing) to demonstrate generalizability.

2. LITERATURE REVIEW

The importance of recruitment transparency lies in the trust and aspiration of candidates. Recruiters in India ghost applicants and give ambiguous criteria due to the high volume of applications. (ManpowerGroup, 2021; Times of India, 2025). Given the diversity of India's labour market, cultural sensitivity—including sympathetic and multilingual communication— is essential. (HR Katha, 2021).

Existing recruitment systems often rely on Applicant Tracking Systems (ATS) but lack structured feedback mechanisms. Hiring in the private sector requires exacting standards. However, advertisements rarely specify weightages or thresholds, and there is infrequent or little feedback, which contributes to a 73% ghosting rate. Past research regarding transparent recruitment for India does not offer an elaborate model considering weightages, thresholds, feedback, and integration.

This study addresses these gaps by proposing a model grounded in Systems Theory (process optimisation), Equity Theory (fairness), and Social Exchange Theory (trust), tailored to India's recruitment challenges.

Theoretical Framework

The framework combines three theories to justify the proposed model's reliance on transparency and feedback.

Systems Theory

Advertising, screening, and feedback are the inputs, processes, and outputs of the recruitment process, according to systems theory. This system is optimized by the model using feedback loops and explicit criteria, and it is automated to scale for large volumes. (ManpowerGroup, 2021).

Equity Theory

Candidates, just like any other people, seek fairness as proposed in equity theory by comparing inputs (qualifications) to outcomes (feedback). Transparent weightages (e.g., Academics 60%) and detailed feedback (e.g., "62% post-graduation") ensure fairness, reducing ghosting.

Social Exchange Theory

Social Exchange Theory focuses on trust built through reciprocal exchanges. Offering feedback (for example, "publish in X journals") builds trust and motivates future participation even when faced with critical responses, which is key in employment.

Within this context, the model strengthens the recruitment systems' efficiency, impartiality, and trust in India.

Conceptual Framework

The conceptual framework operationalises the theoretical framework into a transparent recruitment model. It comprises the following:

Evaluation Criteria and Weightages

Academics (x% of the Total Weightage)

- Sub-Categorisations:

    O Graduation (a%): Degree in Computer Science, IT, or related field.

O Intermediate (b%): 10+2 or equivalent in Science stream.

O Certifications (c%): Relevant certifications (e.g., AWS, Java).

- Thresholds for Rejection:

o Graduation: Below 60% aggregate score not accepted.

o Intermediate: Below 60% aggregate score not accepted.

o Certifications: No relevant certifications not accepted for senior roles.

- Testing Methods:
- Verification of academic transcripts and degree certificates.

    O Submission of certification credentials via the HRIS portal.

- Weightage Rationale: Academic performance ensures foundational knowledge critical for technical roles.

Technological Skills (Y % of the Total Weightage)

- Sub-Categorisations:

O Programming (d%): Proficiency in Python, Java, or JavaScript.

o Tools (e%): Experience with tools like Git, Docker, or Jenkins.

O Domain Knowledge (f%): Understanding of web development frameworks (e.g., Django, Spring).

- Thresholds for Rejection:

o Programming: Below 2 years of relevant coding experience not accepted.

o Tools: No experience with version control (e.g., Git) not accepted.

O Domain Knowledge: Lack of familiarity with at least one web framework is not accepted.

- Testing Methods:
- Online coding test (e.g., LeetCode) to assess programming skills.
- Technical interview to evaluate tool usage and domain knowledge.
- Weightage Rationale: Technical expertise is essential for developing robust software solutions.

3. Communication (z% Total Weightage)

- Sub-Categorisations:
- Verbal (g%): Clarity and fluency in expressing technical concepts.
- Non-Verbal (h%): Confidence, eye contact, and body language during interviews.
- Written (i%): Ability to write clear documentation or emails.
- Thresholds for Rejection:

o Verbal: A score below 7/10 in the interview communication score is not accepted.

o Non-Verbal: A score below 7/10 in the interview presentation score is not accepted.

o Written: Below 7/10 in the written test score is not accepted.

- Testing Methods:
- Mock interviews to assess verbal and non-verbal skills.

O Written test (e.g., drafting a technical proposal) to evaluate writing skills.

Weightage Rationale: Effective communication ensures collaboration and client interaction, critical in team-based projects.

Feedback Commitment: All applicants will receive detailed feedback within one week of the application outcome via our HRIS portal or mobile app. Feedback will include:

- Specific Rejection Reasons: E.g., "Your graduation score of 58% did not meet the 60% threshold" or "Five candidates outperformed you in the coding test."
- Actionable Suggestions: E.g., "Complete a Python certification on Coursera to strengthen programming skills" or "Practice public speaking to improve non-verbal communication."

Resources: Links to relevant training programs (e.g., Coursera, LinkedIn Learning). Feedback will be delivered empathetically, respecting India's cultural context, to support your professional growth.

Table-2 Categorisation, Sub-categorisation and Feedback Sample Chart

Methodology:

The model is developed and evaluated in this study using a Design Science Research (DSR) methodology, which involves creating artefacts to address transparency issues.

Problem Identification

A literature review (Section 2) identified gaps in transparency and feedback, driven by high volumes (ManpowerGroup, 2021) and ghosting (Media India, 2025).

Artefact Design and Development

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The following artefacts were developed:

Sample Recruitment Advertisements with Proposed Framework:

IT: Software Developer at TechTrend Innovations

Location: Bengaluru, India

Application Deadline: June 15, 2025

Position Type: Full-Time

Company Overview: TechTrend Innovations is a leading IT firm committed to transparent recruitment and candidate development in India's competitive tech landscape.

Job Description: Develop and maintain web applications using Python and JavaScript. Collaborate with crossfunctional teams to deliver innovative solutions.

Evaluation Criteria and Weightages:

- **Academics (40%):**

- Graduation (20%): B. Tech/B.E. in Computer Science (threshold: 260%). o Intermediate (15%): 10+2 in Science (threshold: 260%).

- Certifications (5%): E.g., AWS, Java (threshold: 21 relevant certification). O Testing: Transcript verification, certification submission via HRIS. ● Technical Skills (35%):

○ Programming (20%): Python/JavaScript (threshold: 22 years experience). ○ Tools (10%): Git, Docker (threshold: Git experience required).

- Domain Knowledge (5%): Web frameworks like Django (threshold: 21 framework). O Testing: HackerRank coding test, technical interview. ● Communication (25%):

○ Verbal (10%): Clarity in technical discussions (threshold: 27/10). ○ Non-Verbal (10%): Confidence, eye contact (threshold: 27/10). O Written (5%): Documentation skills (threshold: 27/10).

- Testing: Mock interviews, written test (technical proposal).

Feedback Commitment: You will receive the outcome feedback at your email within one week of the application, including reasons (e.g., "58% in graduation, threshold 60%" or "outperformed by 5 candidates in coding") and suggestions (e.g., "Complete Coursera Python course").

Engineering: Civil Engineer at BuildStrong Infra

Location: Mumbai, India

Application Deadline: June 20, 2025

Position Type: Full-Time

Company Overview: BuildStrong Infra is a premier infrastructure firm dedicated to transparent hiring and professional growth.

Job Description: Design and oversee construction projects, ensuring structural integrity and compliance with regulations.

Evaluation Criteria and Weightages:

- Academics (45%):

- Graduation (25%): B.E./B.Tech in Civil Engineering (threshold: 265%). o Intermediate (15%): 10+2 in Science (threshold: 260%).

- Certifications (5%): E.g., AutoCAD, PMP (threshold: 21 relevant certification). o Testing: Transcript verification, certification submission. ● Technical Skills (35%):

O Design Skills (20%): Structural analysis (threshold: 22 years experience). o Tools (10%): AutoCAD, STAAD.Pro (threshold: AutoCAD proficiency). o Project Management (5%): Planning/scheduling (threshold: 21 project). O Testing: Design simulation test, technical interview.

● Communication (20%):

○ Verbal (10%): Client presentations (threshold: 27/10).

o Non-Verbal (5%): Professional demeanour (threshold: 27/10). o Written (5%): Report writing (threshold: 27/10).

O Testing: Mock presentations, written test (project report).

Feedback Commitment: You will receive the outcome feedback at your email within one week of the application, e.g., "63% in graduation, threshold 65%" or "outperformed by 4 candidates in design test," with suggestions like "Enrol in AutoCAD course."

Accountant at FinCorp Solutions

Location: Delhi, India

Application Deadline: June 18, 2025

Position Type: Full-Time

Company Overview: FinCorp Solutions is a leading financial services firm promoting transparency in hiring.

Job Description: Manage financial records, prepare tax returns, and ensure compliance with accounting standards.

Evaluation Criteria and Weightages:

- Academics (50%):

- Graduation (30%): B.Com/M.Com (threshold: 260%). o Intermediate (15%): 10+2 in Commerce (threshold: 260%).

- Certifications (5%): E.g., CA, CPA (threshold: 21 relevant certification). O Testing: Transcript verification, certification submission. ● Technical Skills (30%):

- Accounting (15%): Tally, QuickBooks (threshold: 22 years experience). o Taxation (10%): GST, income tax (threshold: 21 year experience).

O Auditing (5%): Financial audits (threshold: 21 audit project). O Testing: Accounting software test, tax case study.

- Communication (20%):

o Verbal (10%): Client interactions (threshold: 27/10).

o Non-Verbal (5%): Professional conduct (threshold: 27/10). o Written (5%): Financial reports (threshold: 27/10).

- Testing: Mock client meetings, written test (report drafting).

Feedback Commitment: You will receive the outcome feedback at your email within one week of the application, e.g., "58% in graduation, threshold 60%" or "outperformed by 6 candidates in tax case study," with suggestions like "Pursue CA intermediate course."

Marketing: Digital Marketing Specialist at BrandBuzz Agency

Location: Hyderabad, India

Application Deadline: June 22, 2025

Position Type: Full-Time

Company Overview: BrandBuzz Agency is a dynamic marketing firm committed to transparent recruitment.

Job Description: Develop and execute digital marketing campaigns, including SEO, social media, and content strategies.

Evaluation Criteria and Weightages:

- Academics (30%):

- Graduation (20%): BBA/MBA in Marketing (threshold: 260%). o Intermediate (5%): 10+2 any stream (threshold: 255%).

- Certifications (5%): E.g., Google Ads, HubSpot (threshold: 21 certification). o Testing: Transcript verification, certification submission. ● Technical Skills (40%):

- Digital Tools (20%): Google Analytics, SEMrush (threshold: 21 year experience).

o Campaign Management (15%): SEO/SMM campaigns (threshold: 21 campaign). o Content Creation (5%): Blog/video content (threshold: 21 sample). O Testing: Analytics case study, campaign pitch.

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- Communication (30%):

o Verbal (15%): Client pitches (threshold: 28/10).

o Non-Verbal (10%): Presentation skills (threshold: 28/10). O Written (5%): Ad copywriting (threshold: 28/10). o Testing: Mock pitch, written test (ad copy).

Feedback Commitment: You will receive the outcome feedback at your email within one week of the application, e.g., "57% in graduation, threshold 60%" or "outperformed by 5 candidates in campaign pitch," with suggestions like "Complete Google Ads certification."

Academics: Assistant Professor at Elite University

Location: Chennai, India

Application Deadline: June 25, 2025

Position Type: Full-Time

Company Overview: Elite University is a premier institution fostering transparent academic hiring.

Job Description: Teach undergraduate courses, conduct research, and contribute to academic administration.

Evaluation Criteria and Weightages:

- Academics (60%):

- Post-Graduation (30%): M.A./M.Sc./Ph.D. (threshold: 265%). o Graduation (20%): B.A./B.Sc. (threshold: 260%).

0 Certifications (10%): E.g., NET, SET (threshold: NET/SET qualified). o Testing: Transcript verification, NET/SET certificate submission. • Research Skills (20%):

o Publications (10%): Peer-reviewed papers (threshold: 22 publications). o Research Proposal (5%): Originality (threshold: 27/10).

o Teaching Experience (5%): Classroom teaching (threshold: 21 year). O Testing: Research presentation, teaching demo.

o Communication (20%):

o Verbal (10%): Lecture delivery (threshold: 28/10).

o Non-Verbal (5%): Classroom presence (threshold: 28/10).

O Written (5%): Research abstracts (threshold: 28/10). O Testing: Mock lecture, written test (abstract).

Feedback Commitment: You will receive the outcome feedback at your email within one week of the application, e.g., "62% in post-graduation, threshold 65%" or "outperformed by 3 candidates in teaching demo," with suggestions like "Publish in Scopus-indexed journals."

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Stage	Reason for Rejection	Count	Sub-Categories	Threshold
Stage 1: Initial Shortlisting (Total Rejected: 40)				
	Did not meet academic criteria	20	10 - Post-graduation5 - Graduation3 - Intermediate2 Matriculation	Minimum: 60% in each academic level
	Did not meet experience criteria	10	5 - Less than required years5 Experience not HR-relevant	Minimum: 2 years relevant HR experience
	Lacked relevant certification	10		At least 1 recognised HR certification (e.g., SHRM, HRCI)
Stage 2: Software-Based Assessment — Aptitude & Technical Test				
	Did not meet coding/aptitude threshold	10		Aptitude 60%, Coding 50%
	Outperformed by other candidates	40		Top 30% based on test scores
Stage 3: HR Interview Round				
	Did not meet core HR competency benchmarks	5	1 - Verbal communication1 - Cultural/gender sensitivity2 Interpersonal1 - Written communication	Minimum rating: 3 out of 5 in each competency
	Outperformed by other candidates	30		Top 30% based on composite interview score
Stage 4: Situational Judgment Exercise (SJE)				

	Did not perform adequately in:	5	2 - Behavioral Response Simulation3 - Candidate Handling Simulation	Minimum: "Meets Expectations" in both exercises
	Outperformed by other candidates	25		Top 30% based on SJE scores
Stage 5: Background & Reference Check				
Stage	Reason for Rejection	Count	Sub-Categories	Threshold
	Negative feedback from the previous employer	1		No serious negative feedback
	Outperformed by other candidates	10		Top 25% in cumulative score
Stage 6: Final Fitment & Managerial Review				
	Outperformed in the overall fitment review	25		Final fitment rating 3.5/5; top 15-20% overall

Sample Threshold Framework:

Sample Rejection Feedback:

The framework specifies weightages, sub-categorisations, thresholds, and testing methods, delivering feedback explicitly within a specified time in an empathetic, culturally sensitive manner (HR Katha, 2021). Feedback is provided for six roles—Data Analyst, Litigation Drafter, Legal Secretary, Assistant Accountant, Recruitment Acquisition Specialist, and Public Relations Manager—each with two scenarios: one candidate rej ected for not meeting a threshold and another for being outperformed by other candidates in specific components. The feedback supports candidate development and is deliverable.

l. Data Analyst

Weightages: Technical Skills (50%), Analytical Skills (30%), Communication (20%).

Sub-Categorisations: Programming (25%), Data Tools (25%), Problem-Solving (20%), Presentation (10%).

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Stage	Reason for Rejection	Count	Sub-Categories	Threshold
	Negative feedback from the previous employer	1		No serious negative feedback
	Outperformed by other candidates	10		Top 25% in cumulative score
Stage 6: Final Fitment & Managerial Review				
	Outperformed in the overall fitment review	25		Final fitment rating 3.5/5; top 15-20% overall

Thresholds: 275% in Technical Skills, 23 years' experience, Python proficiency. Testing Methods: Coding test, case study, presentation.

Scenario 1: Threshold Not Met

Recipient: XYZ

Date: DD-MM-YY

Dear xyz,

Thank you for applying for the Data Analyst position at TechCorp India. We appreciate your effort and time in the application process. After careful evaluation, we regret to inform you that we cannot proceed with your application due to not meeting the Technical Skills threshold.

Evaluation Details:

- Technical Skills (50%):

- Programming (25%): Scored 65% on the Python coding test, below the threshold of 275%. o Data Tools (25%): Not evaluated, as the programming threshold was not met.

- Analytical Skills (30%): Not evaluated. ● Communication (20%): Not evaluated.

Best regards,

ABC

HR Manager, TechCorp India

Scenario 2: Outperformed by Others

Recipient: XYZ

Date: DD-MM-YY

Dear xyz,

Thank you for your application for the Data Analyst position at TechCorp India. We value your participation in the coding test, case study, and presentation. After a thorough review, we regret to inform you that we are unable to proceed, as four candidates outperformed you in the Analytical and Communication components.

Evaluation Details:

- Technical Skills (50%, Score: 42/50): O Programming (25%): 85% (21/25).

- Data Tools (25%): 84% (21/25, Excel, Tableau).

- Analytical Skills (30%, Score: 18/30):

O Problem-Solving (20%): Scored 5/10 on case study, below top four (average 8/10). Your solution lacked depth in statistical

analysis. o Experience (10%): 8/10, met threshold. ● Communication (20%, Score: 12/20):

- Presentation (10%): Scored 4/10, below top four (average 7/10). Your delivery needed clearer data visualization.

- Written (10%): 8/10.

- Overall Score: 72/100 (Top four averaged 80/100).

Feedback and Suggestions:

Your technical skills are strong. To improve problem-solving, practice case studies on Kaggle, focusing on statistical techniques. For presentations, incorporate tools like Power BI for impactful visuals. Consider our webinar on "Advanced Data Visualisation" (www.techcorp.in/hris). We invite you to reapply.

Next Steps:

Explore resources on our portal or contact hr@techcorp.in.

Best Regards

ABC

HR Manager

2. Litigation Drafter

Weightages: Legal Knowledge (50%), Writing Skills (30%), Experience (20%).

Sub-Categorisations: Case Law (25%), Drafting (25%), Clarity (20%), Court Experience (10%).

Thresholds: 280% in Legal Knowledge, 22 years' drafting experience. Testing Methods: Drafting exercise, legal quiz, interview.

Scenario 1: Threshold Not Met

Recipient: XYZ

Date: DD-MM-YY

Dear xyz,

Thank you for applying for the Litigation Drafter position at LegalEase Advocates. We appreciate your effort. Unfortunately, we cannot proceed with your application because you do not meet the Legal Knowledge threshold.

Evaluation Details:

- Legal Knowledge (50%):

O Case Law (25%): Scored 70% on the legal quiz, below the threshold of 280%. o Drafting (25%): Not evaluated.

- Writing Skills (30%): Not evaluated. ● Experience (20%): Not evaluated.

Best regards,

ABC

HR Lead, LegalEase Advocates

Scenario 2: Outperformed by Others

Recipient: XYZ

Date: DD-MM-YY

Dear xyz,

Thank you for applying for the Litigation Drafter position at LegalEase Advocates. We value your participation in the drafting exercise, legal quiz, and interview. Regrettably, we cannot proceed, as three candidates outperformed you in Writing Skills and Experience.

Evaluation Details:

- Legal Knowledge (50%, Score: 42/50): o Case Law (25%): 85% (21/25). o Drafting (25%): 84% (21/25).

- Writing Skills (30%, Score: 18/30):

O   Clarity (20%): Scored 6/10 on drafting exercise, below top three (average 8/10). Your draft needed concise arguments. o Grammar (10%): 8/10.

- Experience (20%, Score: 12/20):

    O   Court Experience (10%): Scored 4/10, below top three (average 7/10). Limited high-court exposure.

- Cases Handled (10%): 8/10.

- Overall Score: 72/100 (Top three averaged 81/100).

Feedback and Suggestions:

Your legal knowledge is solid. To improve drafting clarity, practice structuring arguments using IRAC (Issue, Rule, Application, Conclusion). Gain high-court experience through internships or pro bono work. Attend our "Legal Drafting Masterclass" (www.legalease.in/hris). We encourage reapplication.

Next Steps:

Access resources on our portal or contact hr@legalease.in.

Best regards,

ABC

HR Lead

3. Legal Secretary

Weightages: Administrative Skills (40%), Legal Knowledge (30%), Communication (30%).

Sub-Categorisations: Organisation (20%), Documentation (20%), Case Awareness (20%), Verbal (15%).

Thresholds: 270% in Administrative Skills, 21 year' experience. Testing Methods: Typing test, case summary, interview.

Scenario 1: Threshold Not Met

Recipient: XYZ

Date: DD-MM-YY

Dear xyz,

Thank you for applying for the Legal Secretary position at JusticeLaw Firm. We appreciate your time. We regret to inform you that we cannot proceed due to not meeting the Administrative Skills threshold.

Evaluation Details:

- Administrative Skills (40%):

O Organisation (20%): Scored 65% on typing/organisation test, below threshold of 270%. O Documentation (20%): Not evaluated.

- Legal Knowledge (30%): Not evaluated. ● Communication (30%): Not evaluated.

Best regards,

ABC

HR Manager, Justice Law Firm

Scenario 2: Outperformed by Others

Recipient: XYZ

Date: DD-MM-YY

Dear xyz,

Thank you for applying for the Legal Secretary position at Justice Law Firm. We value your effort in the typing test, case summary, and interview. Unfortunately, we cannot proceed, as two candidates outperformed you in Communication and Legal Knowledge.

Evaluation Details:

- Administrative Skills (40%, Score: 34/40): O Organisation (20%): 85% (17/20).

- Documentation (20%): 85% (17/20). ● Legal Knowledge (30%, Score: 18/30):

O Case Awareness (20%): Scored 6/10 on case summary, below the top two (average 8/10). Limited procedural detail.

- o Terminology (10%): 8/10.

- o Communication (30%, Score: 18/30):

- o Verbal (15%): Scored 6/10 in interview, below top two (average 8/10). Less confident delivery. O Written (15%): 8/10.

- o Overall Score: 70/100 (Top two averaged 78/100).

Feedback and Suggestions:

Your administrative skills are excellent. To enhance case awareness, study basic legal procedures via resources on our portal. For verbal communication, practice mock interviews or join Toastmasters. We invite you to reapply.

Next Steps:

Access resources at www.justicelaw.in/hris or contact hr@justicelaw.in.

Best regards,

ABC

HR Manager, Justice Law Firm

4. Assistant Accountant

Weightages: Accounting Skills (50%), Analytical Skills (30%), Communication (20%).

Sub-Categorisations: Bookkeeping (25%), Taxation (25%), Problem-Solving (20%), Report Writing (10%).

Thresholds: 275% in Accounting Skills, 22 years' experience. Testing Methods: Accounting test, case study, interview.

Scenario 1: Threshold Not Met

Recipient: XYZ

Date: DD-MM-YY

Dear xyz,

Thank you for applying for the Assistant Accountant position at FinGrow Solutions. We appreciate your effort. We regret to inform you that we cannot proceed due to not meeting the Accounting Skills threshold.

Evaluation Details:

- Accounting Skills (50%):

- Bookkeeping (25%): Scored 68% on accounting test, below threshold of 275%. o Taxation (25%): Not evaluated. ● Analytical Skills (30%): Not evaluated. ● Communication (20%): Not evaluated.

Best regards,

ABC

HR Manager, FinGrow Solutions

Scenario 2: Outperformed by Others

Recipient: XYZ

Date: DD-MM-YY

Dear xyz,

Thank you for applying for the Assistant Accountant position at FinGrow Solutions. We value your participation in the accounting test, case study, and interview. Regrettably, we cannot proceed, as three candidates outperformed you in Analytical Skills and Communication.

Evaluation Details:

- Accounting Skills (50%, Score: 42/50): O Bookkeeping (25%): 85% (21/25).

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0 Taxation (25%): (21/25).

- Analytical Skills (30%, Score: 18/30):

- Problem-Solving (20%): Scored 6/10 on case study, below top three (average 8/10). Limited GST analysis.

- Experience (10%): 8/10.

- Communication (20%, Score: 12/20):

- Report Writing (1()%): Scored 4/10, below top three (average 7/10). Reports lacked clarity. 0 Verbal (10%): 8/10.

- Overall Score: 72/100 (Top three averaged 80/100).

Feedback and Suggestions:

Your accounting skills are strong. To improve problem-solving, study GST regulations via ICAI resources. For report writing, practice concise financial summaries. Join our "Accounting Case Study Workshop" (www.fingrow.in/hris). We encourage reapplication.

Next Steps:

Access resources on our portal or contact hr@fingrow.in.

Best regards,

ABC

HR Manager, FinGrow Solutions

5. Recruitment Acquisition Specialist

Weightages: Recruitment Skills (50%), Communication (30%), Analytical Skills (20%).

Sub-Categorisations: Sourcing (25%), Interviewing (25%), Negotiation (15%), Data Analysis (10%).

Thresholds: 270% in Recruitment Skills, 22 years' HR experience. Testing Methods: Sourcing task, mock interview, case study.

Scenario 1: Threshold Not Met

Recipient: XYZ

Date: DD-MM-YY

Dear xyz,

Thank you for applying for the Recruitment Acquisition Specialist position at TalentHub India. We appreciate your effort. We regret to inform you that we cannot proceed due to not meeting the Recruitment Skills threshold.

Evaluation Details:

- Recruitment Skills (50%):

- Sourcing (25%): Scored 65% on sourcing task, below threshold of 270%. o Interviewing (25%): Not evaluated.

- Communication (30%): Not evaluated.

- Analytical Skills (20%): Not evaluated.

Best regards,

ABC

HR Director, TalentHub India

Scenario 2: Outperformed by Others

Recipient: XYZ

Date: DD-MM-YY

Dear xyz,

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Thank you for applying for the Recruitment Acquisition Specialist position at TalentHub India. We value your effort in the sourcing task, mock interview, and case study. Unfortunately, we cannot proceed, as two candidates outperformed you in Communication and Analytical Skills.

Evaluation Details:

- Recruitment Skills (50%, Score: 42/50): o Sourcing (25%): 85% (21/25).

- Interviewing (25%): 84% (21/25). • Communication (30%, Score: 18/30):

- Negotiation (15%): Scored 6/10 in mock interview, below top two (average 8/10). Less persuasive.

- Verbal (15%): 8/10.

- Analytical Skills (20%, Score: 12/20):

O Data Analysis (10%): Scored 4/10 on case study, below top two (average 7/10). Limited metrics usage.

  o Experience (10%): 8/10.

  o Overall Score: 72/100 (Top two averaged 79/100).

Feedback and Suggestions:

Your recruitment skills are impressive. To improve negotiation, practice role-playing scenarios via HR forums. For data analysis, study recruitment metrics using Excel or ATS tools. Attend our "Recruitment Analytics Webinar" (www.talenthub.in/hris). We invite reapplication.
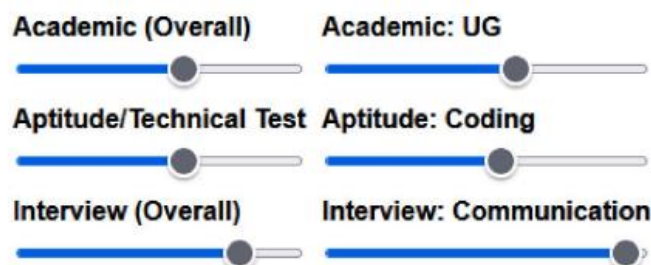
Next Steps:

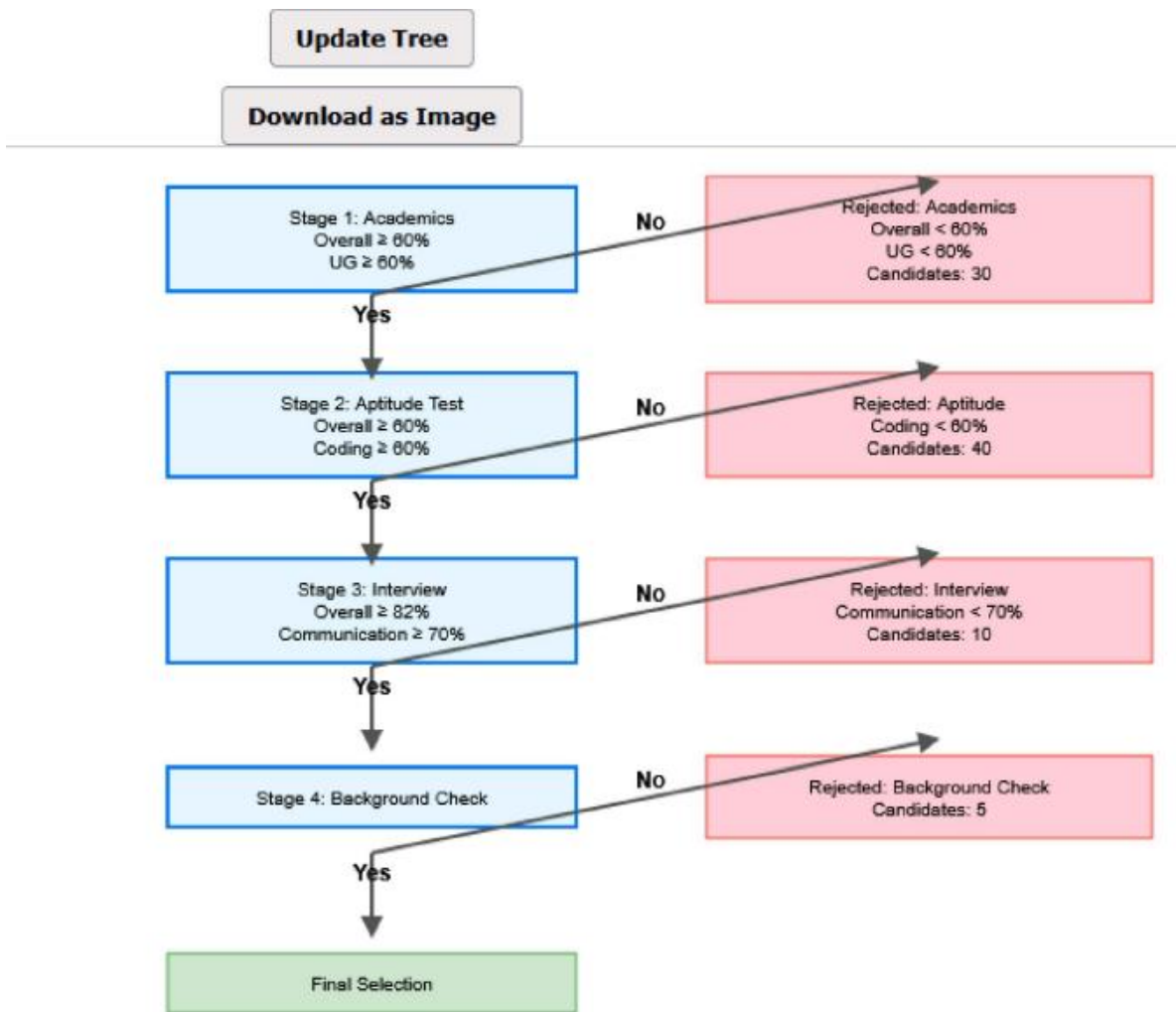Access resources on our portal or contact hr@talenthub.in.

Best regards,

ABC

HR Director, TalentHub India


HR Recruitment Officer Selection Flow Chart

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Evaluation:

Table 3: Comparison of the model's advertisements with existing Indian advertisements.

Aspect	Proposed Model	Existing Ads
Weightage Clarity	Explicit (5/5)	Vague (2/5)
Threshold Transparency	Defined (5/5)	Unspecified (1/5)
Testing Clarity	Specific (5/5)	Generic (2/5) Minimal (1/5)
Feedback Specificity	Detailed (5/5)	Limited (2/5)
Cultural Sensitivity	Multilingual (5/5)	

Figure 2: Bar Chart Comparing The Model's Advertisements With Existing Practices

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3. RESULTS AND DISCUSSION:
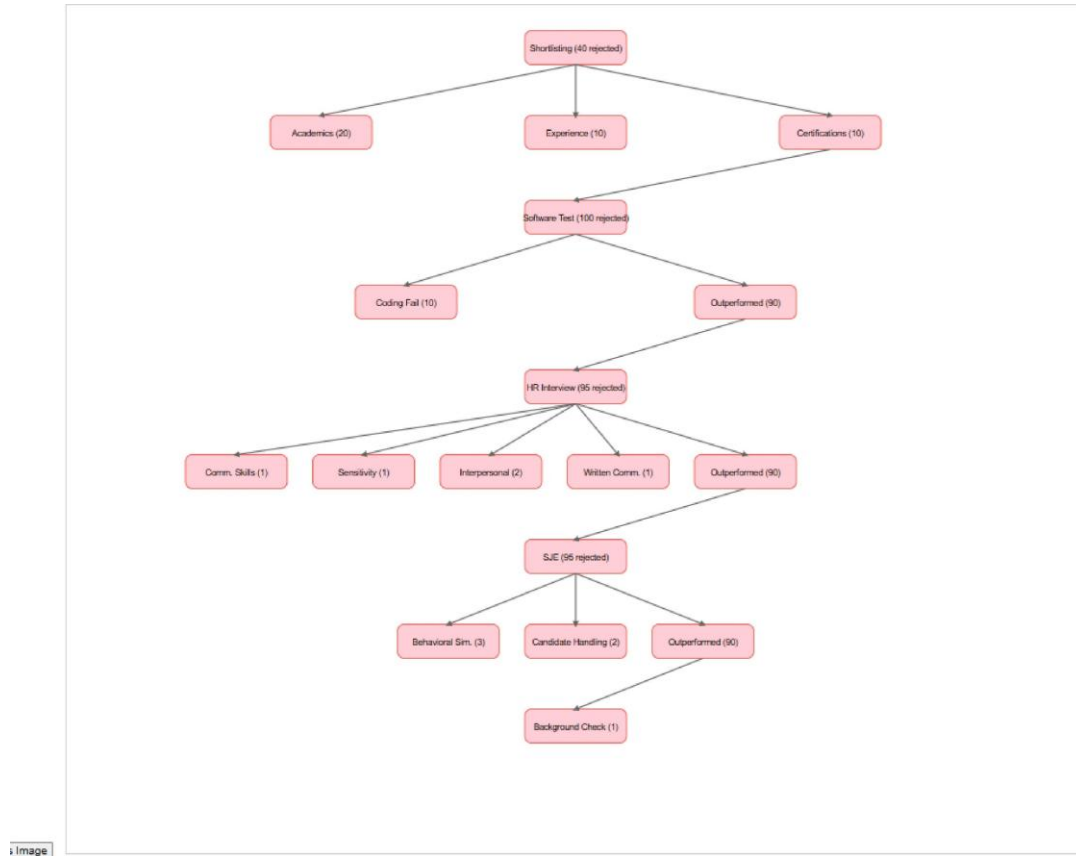
The artefacts operationalised the model effectively:

- Job Advertisements: The advertisement provided clear weightages (e.g., Academics 60%) and feedback commitments, unlike vague existing ads.

- Comparative Evaluation: The model scored 5/5 across all aspects (Table l, Figure 2), outperforming existing ads (1—2/5).

Comparison of Sample Job Advertisement with Existing Indian Advertisem

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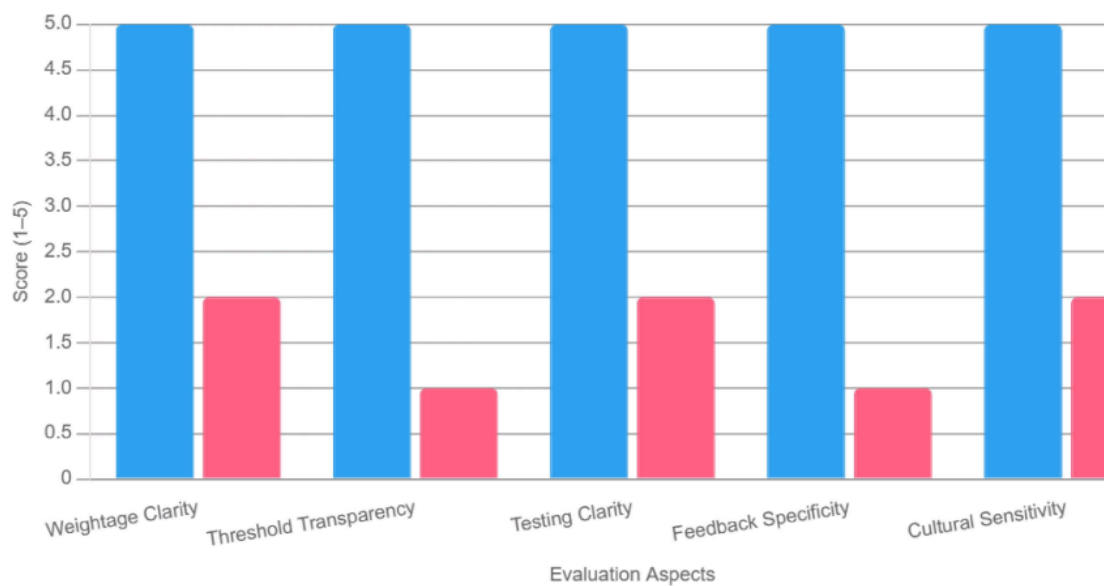
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