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Remote Recruitment and
Onboarding

Wendy Hiley 10th November 2020

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Wendy Hiley, Talent Attraction and Engagement Business Partner at APD


I am an HR Generalist, specialising in Talent Acquisition.

My experience in HR and recruitment comes from 10 years at global blue-chip company, RB to APD, an SME tech company.

I have recruited high volume roles, senior management and highly technical specialist roles.



Part of the APD HR team, my recent focus has been on the early stage of the employee journey - recruitment and onboarding. This year we have increased our headcount by nearly 30%. The expansion of our highly technical teams coincided with the pandemic.



Remote Recruitment

HOW DO WE DO IT?

The process is the same as the face-to-face version, we just use technology to meet people.

- Advertising
- Applications
- Recruiter screening
- Tech test (if relevant)
- Hiring manager review
- 1st stage video interviews
- Final video interview
- Offer


I conducted 100+ telephone and video interviews since lockdown.

The process is the same as usual, we just use tech to connect us instead of using a meeting room.

Still to consider, relevant, legal and measurable questions, diversity, unconscious bias. Who is interviewing, the stages, presentations etc

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Video interviewing



Why do it?


- Continuity of recruitment – no need to stop due to lock down
- Everyone is safe
- Convenient for managers
- Convenient for interviewees
- Presentations can still be shared on screen
- No travel expenses
- No meeting room bookings!

- There is no need to let the lockdown put a stop on hiring, we have so much technology to assist us, why not use it? Our products serve the emergency services so there was no way we could stop our work.
- Using video technology there is no risk of spreading germs, even if someone has to self isolate they could still attend an interview.
- Applicants don't need to book a day off work, they can easily book an hour in their lunch break. No trains to catch or cars to drive, Reducing carbon emissions, save costs.
- Presentations can still go ahead. No meeting rooms getting double booked
- You need to consider who will do it, 2 people interviewing is better than one as you get 2 views and you can share the note taking.

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Consider the candidate experience

- Manage expectations
- Offer support
- Consider your surroundings, don't consider theirs
- Have your camera on
- Expect a hiccup
- Be kind



- **Manage expectations.** Face to face or by video, you should always strive to give a great candidate experience (as you would a customer). You are an advocate of your brand, even if they don't get the job, treat them well and they will recommend your company to their friends, they might even come back in the future with more experience and knowledge and become a great member of your team. **What you don't want is the flip side, a bad experience and your brand being slated on social media.**
- **Offer support.** Let the candidate know in advance the tech you will be using (Teams, Zoom etc) for the interview so they can get to know it and have a practice. They may not have access to a laptop, discuss options with them. In the current climate they may have limitations – offer support. Give instructions on the invite.
- **Consider your surroundings and don't judge theirs.** They might not have a professional looking office, their set up might be on a desk on the landing or at the kitchen table, don't judge. It doesn't mean they won't be a great member of your team.
- **Have your camera is on,** consider what it would be like to have an interview with a blank screen. If that is not possible ensure the 2nd person has their camera on (India band width issue)
- **Expect a hiccup.** 'You're on mute' must be the most used saying of 2020! It might

be their first time on a video interview. The candidate might have children at home (or you might). How many times have you been on a call when your amazon delivery arrives? These things happen, don't let an interruption cloud your judgement. I always let candidates know from the start that it's ok if there is an interruption, I am in the same boat, deal with it and then move on. (emergency spider incident)

- **Be Kind** -Do your intros at the start, explain the process. Share pics of the office if appropriate. Above show your human side, be understanding, it will be a much better experience overall if the candidate knows you understand and accept these unusual circumstances we are in. You will get much more from a candidate if they are put at ease.



What are your experiences on video recruitment? Does any of what I have said spark any thoughts on how you can get cracking with building your teams?


The next section is all about remote onboarding.

Hooray!
You've got a new
starter joining the
team



You have got through the remote
interviewing, now how to onboard them
remotely.....

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Preboarding

Process

- Keep warm
- IT inductions and set up
- HR / Company overview
- Manager and departmental induction
- Social integration

- **Keep warm** - Some people will have a 3 month notice period, they may get counter offered by their employer or another company, it is important to keep the warm during that notice period – have a call with them, invite them to meet the team (virtually), drop them a message or email.

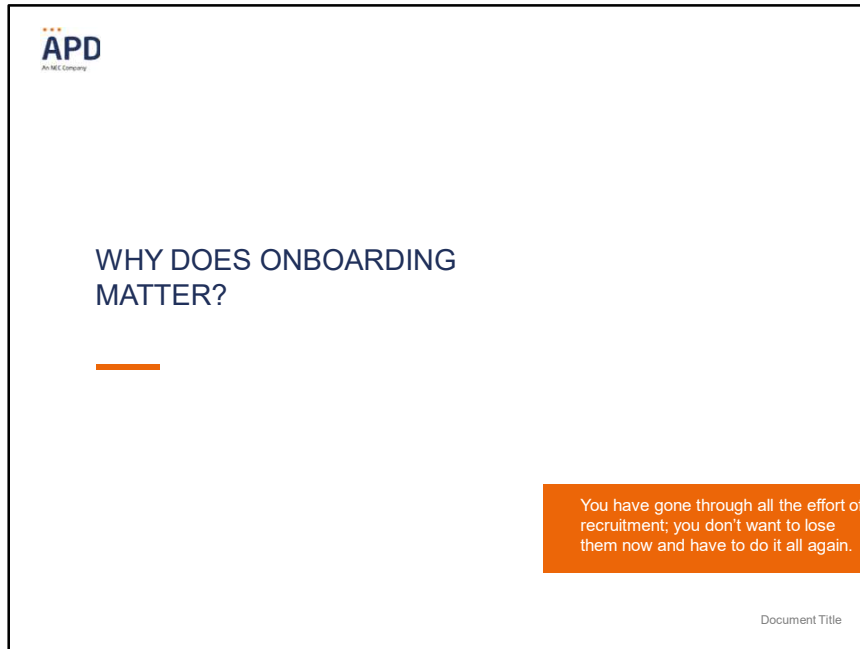
Others will be available to start straight away, either way - manage their expectations, **let them know what their first day will be like**, block time in their calendars for catch ups and getting to know their teams and other stakeholders. If there is a change in dept from what was discussed at interview – give them a call, have a chat.

- **IT inductions and set up** - Make sure you get their kit sent out to them, ready for their start day (let them know when it is due to arrive). Have the IT dept call them first. They need access to systems before they can do anything else.
- **Check list for the HR process** – for the company induction
- **Check list for the hiring manager**. Department induction. Project overview, system, objectives and goals for 1st week, month etc. introduce them to stakeholders. Book in 121s in calendars. Get it all planned before they start and keep the comms flowing.
- **Social integration** - Make sure there is time in to meet the team informally, arrange a buddy.

The APD New starter box



You don't have to spend money on merchandise, you could send a short welcome message from the team or from the manager or CEO. Let them know this is the start of something great – that they have made the right decision to join your company.



Recruitment costs money, agency fees, advertisement fees, lost productivity – hiring managers, team members, training time. On average you are looking at 6m+ to have a new starter to become fully productive. There are many estimations out there on how much on average recruitment costs, you could be looking at 1.5 x salary. Employer brand is key, we live in the world of social media. You want your employees to be an advocate for your brand, getting onboarding right from the start is key to that.

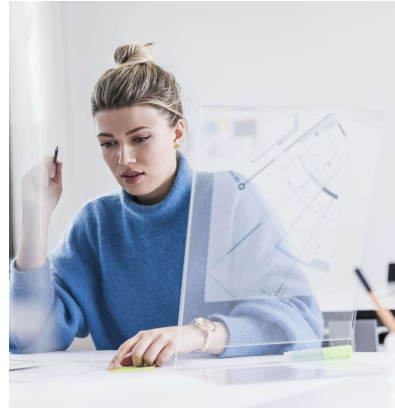
How we treat people (especially in these difficult times) will stick, you will enhance your brand image.

So make sure there is a plan for their first day, meet the right people – reception, buddy, other teams, plan for 1st month, 2,3 months. Check in with them after a month – how are things going? Did we manage expectations? Need any support? Manager relationship?

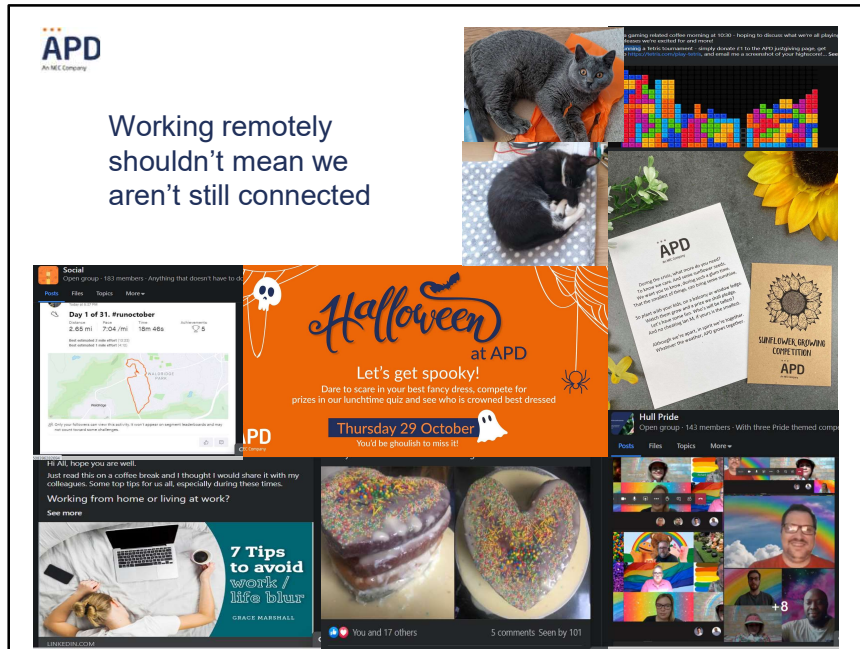
Will working remotely mean the end of friendships at work?

Encourage relationship building

People will always go the extra mile for someone they know and trust.



Working remotely means we miss out on those water cooler moments, team lunch or drinks after work. Often great ideas come from those informal chats. Social onboarding is just as important as the company induction. Make sure people are having the chance to get to know the person behind the job title, build those relationships, have time at the start of meetings to get some informal chat in, talk about the weekend, the family, the dog, whatever it is, people work for people, teams are built on trust and building relationships.



Interactions with other teams

Sunflower growing competition – our Commercial director’s idea to send out to remote workers to continue the office tradition

Quiz

Running and cycling club

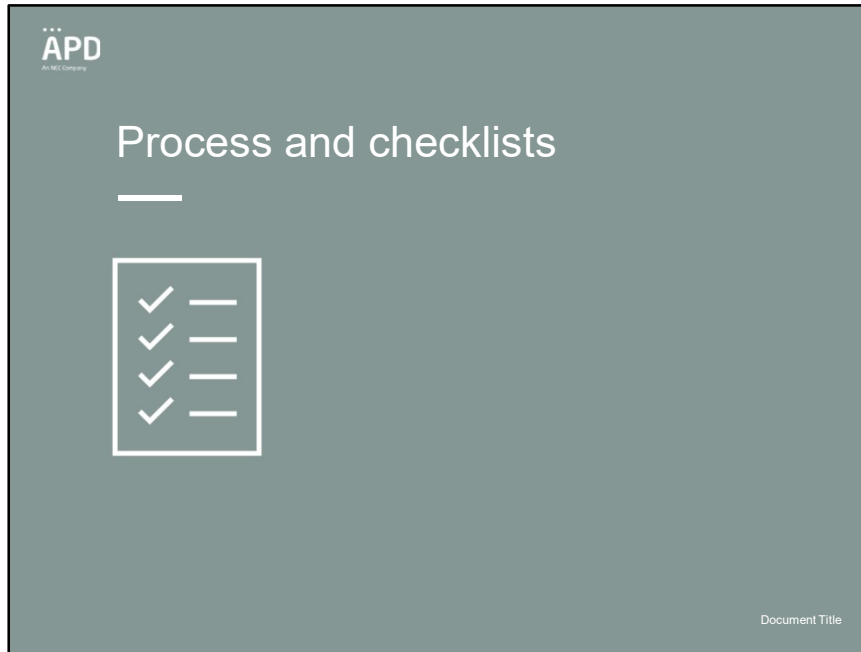
Pride – cakes baked by our MD

3pm virtual cuppa break

Charity Tetris challenge

New pets and babies

Stress management tips



So have your check lists for managers, HR and new employees. Set great processes.

Consider your applicants and new starters as your brand's customers, be kind.

In this tech focussed world it is more important than ever to be human.

Q&A





Check lists to share
121 discussions
Follow up options - recruitment and interviewing, diversity and unconscious bias