

HOW TO HIRE REMOTELY:

Equipping your company with effective remote-hiring technology and processes

Introduction



Amid a government-enforced lockdown, companies that are still recruiting are having to adapt and shift talent acquisition and hiring procedures online. The Covid-19 pandemic has accelerated the adoption of cloud-based software, video interviewing, remote onboarding and working from

home, and companies large and small are having to be agile while redesigning processes to keep up with both the ferocious pace of change, and candidate sentiment.

Businesses that want to continue to grow and attract the best talent are using this shift as an opportunity; the crisis has shown employers, employees, candidates and new starters that it is possible to recruit or land a new job remotely, undertake a successful program of onboarding, and work effectively from home, meaning it's increasingly likely that flexible and remote working will become an expectation rather than a benefit going forwards. And, fortunately, the technology exists to make this transition smooth.

Job seekers already search for jobs almost exclusively online. While head-hunters are well-rehearsed at using the internet to identify, engage, and bring passive candidates to the hiring table. Going remote gives HR and talent professionals the chance to further tune

their candidate sourcing techniques and toolkits to ensure they attract the attention of the best job seekers, utilise the best specialist recruiters, and pinpoint the right candidates.

Meanwhile video is helping companies quickly scale their candidate screening process, while AI is making it possible to part, or fully-automate it, allowing HR teams to expand their candidate sourcing scope comfortable in the knowledge they're only sending the top talent through to the interview and assessment stages of their process where video, again, can play a key role.

Companies that harness this technology and make the transition quickly to remote hiring will benefit not only from having access to a broader pool of talent, but enjoy a stronger

“Video is helping companies quickly scale their candidate screening process, while AI is making it possible to part or fully-automate it.”

employer brand as they're able to leverage technology to deliver a better candidate experience within a heavily congested candidate market as the UK emerges and recovers from the Covid-19 pandemic.

Indeed, having a recruitment tech stack that encompasses tools to organise both recruitment suppliers and candidates will lead to a more streamlined, efficient and elastic recruiting approach that has the additional benefit of being able to scale quickly while keeping fixed costs low, courtesy of smaller, more nimble internal teams.

This crisis, then, while challenging for Boards, HR Directors and senior talent professionals on a number of levels, represents a rare opportunity for companies to arm their business with a flexible and scalable recruiting process that will not only help it navigate the current climate, but thrive in the new normal.

A handwritten signature in black ink, appearing to read 'Simon Swan', with a long horizontal line extending to the right.

Simon Swan, Founder & CEO of Hiring Hub

“ This crisis represents a rare opportunity for in-house talent teams to arm their company with a flexible and scalable recruiting process that will not only help it navigate the current climate, but thrive in the new normal. ”

Reorientation of the hiring process

While companies in Britain have experienced the immediate effects of coronavirus they're now forced to accept and adapt to the long-tail impact within an ever-changing macro environment influenced by three core factors:

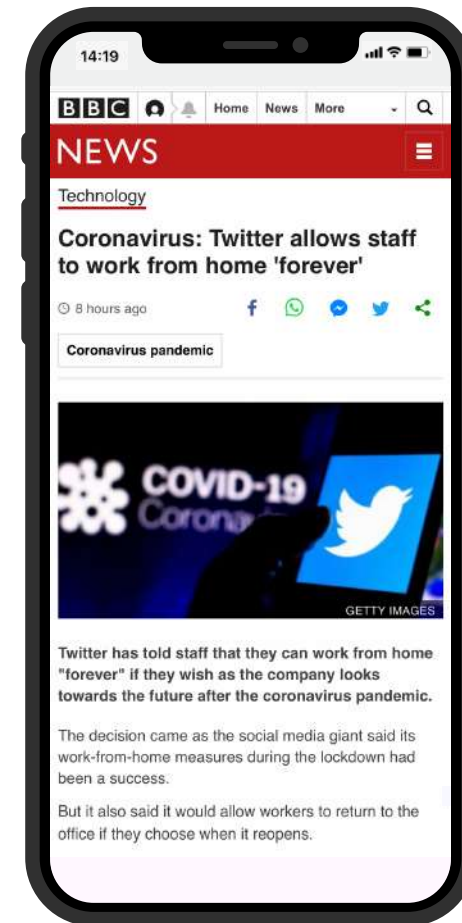
1. The virus itself; how it behaves before a vaccine is discovered
2. Government advice and legislation
3. The economical buoyancy of the markets they operate in

Business processes were upended and overhauled overnight, with face-to-face meetings – the traditional backbone of a recruiting process – likely to be significantly reduced in the mid-term as the UK is phased out of lockdown.

This seismic shift, whether temporary or not, begets many questions for HR and talent acquisition teams compelled to navigate a fundamental reorientation of their hiring processes and toolbox:

- How do you digitalise traditional human touch points?
- How do you identify and manage suppliers remotely?
- How do you "meet" and assess candidates virtually
- How do you onboard new employees into a remote team?
- How do you reposition your employer brand in the new normal?

These are some of the challenges, and indeed opportunities, we aim to address within this ebook.



The key stages to hiring remotely

Key to creating an effective remote hiring process is understanding the stages within it and having a clear, documented plan for each step. The key stages of a remote hiring process are:

- Candidate Sourcing
- Candidate Screening
- Interviewing & assessment
- Negotiation
- Onboarding

This guide contains information on each stage, and sheds light on how HR teams can leverage technology to create an effective remote hiring process.



Candidate sourcing

How do you attract and engage talent, virtually?

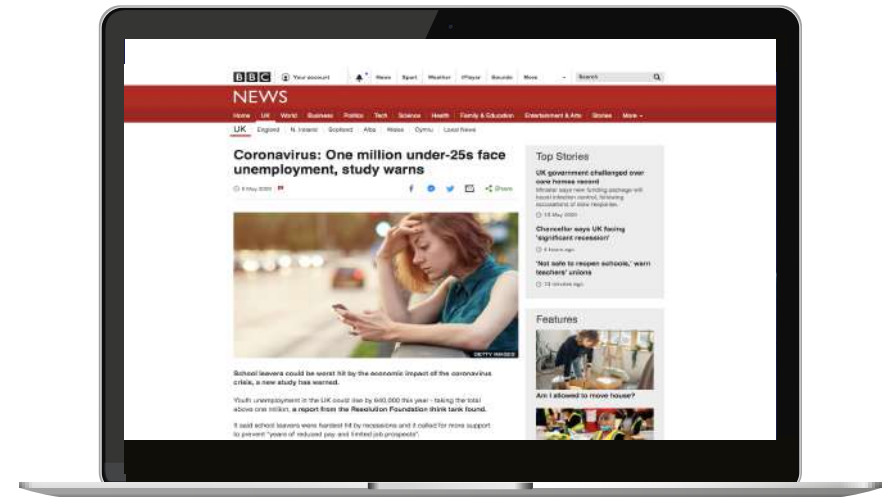
Candidate sourcing is unlikely to be significantly affected by the remote-only hiring world. Most HR and talent professionals already use virtual methods and tools like job boards, social media and recruiter marketplaces to source candidates. From a technology perspective, here's the main channels to consider when sourcing candidates online:

- Job boards and job board aggregators
- Social media advertising and social search
- Programmatic advertising
- Temp/freelancer labour marketplaces
- Specialist recruiter marketplaces

However, while the way in which companies find talent won't alter dramatically, don't be fooled into resting on your laurels thinking nothing has changed. Here's a few considerations to bear in mind:

1. Unemployment is much higher meaning there's more job seekers searching for fewer jobs, particularly in lower-skilled or entry-level positions, making effective and efficient candidate screening a must to deliver a unified candidate experience and protect your employer brand.

2. Experienced hires (£30k-£150k) are valuing job security more than anything right now, and also nervous of moving to join a new remote team or project when the status quo simply feels more comfortable, preventing them from looking for new opportunities and making it harder for head-hunters to persuade top talent to move
3. It's not just about matching a candidate's skills with the role anymore, it's about matching their skills with the role in the current climate. You need to find candidates who can perform to the same standard when working remotely; and ways to assess this (confidence, flexibility, etc)



Targeted sourcing

Utilising the right tool for a specific search

It's good news then: the fundamental technology exists, it's just a matter of harnessing it. Job boards, job board aggregators, social media and recruitment marketplaces can all help businesses uncover the talent they need, when they need it.

“ Getting the right channel mix when utilising these platforms is essential, as no platform is created equal and some are far more specialised than others. ”

However, getting the right channel mix when utilising these platforms is essential, as no platform is created equal and some are far more specialised than others. See the table (right) for an overview of example platforms, while on the following pages we'll examine their core adoption purposes, strengths and weaknesses.

TECHNOLOGY	EXAMPLES (links)
Job boards	Monster, Total Jobs, CV Library, Reed.co.uk
Job board aggregators	Indeed, Adzuna, Advertise-a-job
Social media	LinkedIn, Facebook, Twitter, AngelList
Freelancer marketplaces	Yuno Juno, Twine, Upwork
Direct-to-candidate marketplaces	Lantum, Hired
Temporary labour marketplaces	Broadstone, Job&talent, Toptal, Tempo
Recruitment agency marketplaces	Hiring Hub, Bounty Jobs (US), Talentory, Scout

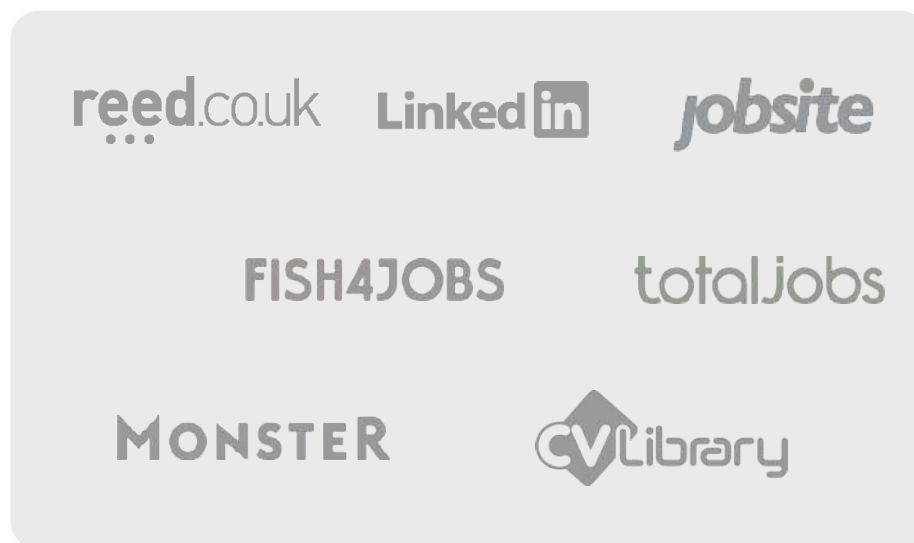
Job boards, aggregators & social media

Used predominantly for sourcing inexperienced or entry-level job seekers - although you can enjoy a degree of success with more experienced/senior roles on more professional platforms like LinkedIn – job boards and aggregators, like [Advertise a Job](#) are a no frills, relatively low cost and low effort route to volume direct applications.

But volume can be a double-edged sword, particularly in an extremely congested candidate market. In-house teams must find innovative new ways to sort the wheat from the chaff (we'll come to that in a bit), and ensure they respond to applicants quickly and with empathy in the knowledge that those candidates could also be customers; this sentiment is important for all employers but particularly pronounced in sectors like retail and call centres.

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PROS	CONS
Low cost and effort	Volume of response
Wide reach	Hard to control quality of applicant
Social media	LinkedIn, Facebook, Twitter, AngelList



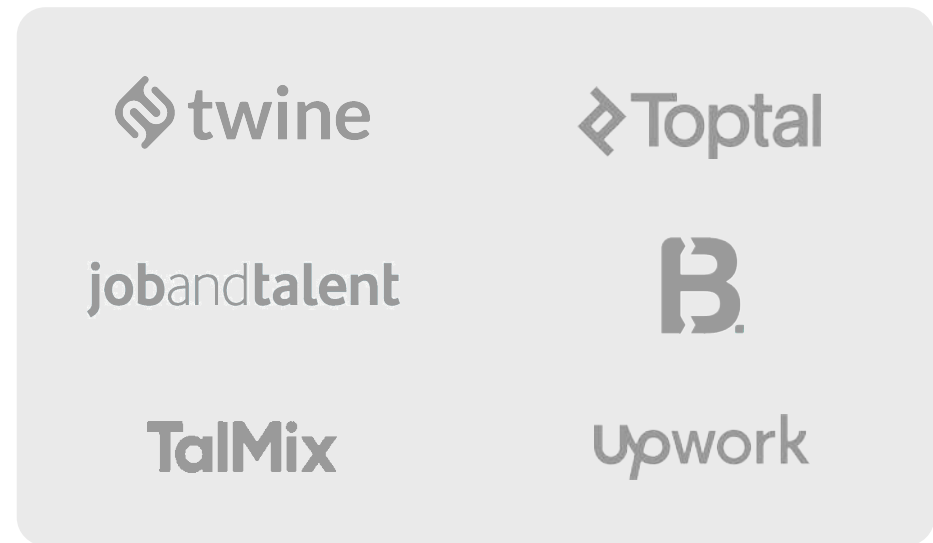
Freelancer & temp marketplaces

Using a direct-to-candidate third-party marketplace like Twine and Yuno Juno (creatives), Upwork (generic freelancers), JobandTalent (warehousing/hospitality), Toptal (developers), Broadstone (security/logistics) or Talmix (executives/consultants) can be a great way to tap into workers that actually prefer to work remotely, and are experienced in doing so.

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Connecting employers directly to a pool of on-demand talent, such platforms have been designed with flexibility and remote-working at their core, with employers able to post projects, contracts or briefs and identify applicants to fulfil them; paying for services through the platform for security while ensuring a simpler supplier onboarding and payment journey.

PROS	CONS
Efficient way to source experienced temp workers	Often used on a project-by-project basis not full-time hires
Briefs can be usually be turned-around quickly	Predominantly used/owned by hiring managers, not talent acquisition
Global reach of virtual/remote workers widens talent pool	Compliance, visibility and workflow management can be a challenge



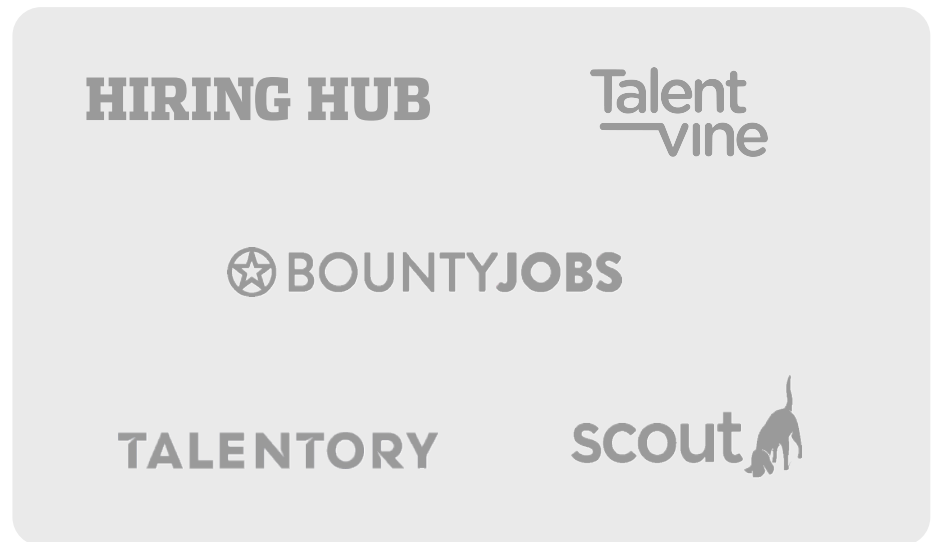
Recruiter marketplaces

For senior and experienced hires that require a candidate search, recruiter marketplaces like [Hiring Hub](#) offer a unique way to quickly scale recruitment activity without adding fixed cost and internal headcount. Pooling together hundreds of vetted, independent recruiters that work remotely, these platforms allow employers to identify specialist recruiters across geographies and widen a candidate search in minutes with minimum effort and no initial outlay.

“**Recruiter marketplaces offer a unique way to scale recruiting efforts without adding fixed cost and internal headcount.**”

While the concept of using the “crowd” to tackle tough challenges is nothing new, recruiter marketplaces are more common in the US than the UK with platforms like Bountyjobs and Scout thriving across the pond. However, adoption in Britain is growing rapidly as employers recognise the value, flexibility and effectiveness of having access to vast but curated supplychain of vetted recruiters on tap, operating under the same contract and working on fees similar to a PSL (c.15% the norm) but often proving more motivated to filling jobs.

PROS	CONS
Ability to scale recruitment activity quickly without increasing internal costs	Fees typically 15% of candidate's starting salary, so more expensive than direct sourcing
Widen a candidate search fast; time-to-hire typically <20 days	Time investment required to write a quality recruiter brief
Transparent, centralised, single-supplier contract	



Hiring Hub (UK), Bounty Jobs & Scout (US), Talentory (EU), TalentVine (AUS)

Summary

Sourcing candidates in a post Covid-19 era won't necessarily be your biggest challenge, however, thought must be taken when considering which technology platforms you use for a given candidate search, and the new dynamic of a congested talent market.

Key takeaways:

1. Higher unemployment will see large volumes of applicants searching for jobs making candidate screening an important consideration
2. Freelancer and temp marketplaces can provide not only the opportunity to tap into a global talent pool of virtual workers for project work, but also the infrastructure
3. Employed, experienced hires are becoming harder to bring to the hiring table as job security proves a primary driver; keeping recruiter fees at pre-C19 levels
4. If recruitment activity is likely to surge, or you're a small team and internal resources are constrained, a recruiter marketplace might be a good fit, affording a high-degree of flexibility, speed-to-market, and allowing you to scale recruitment activity fast without adding internal headcount.
5. It's not just about matching a candidate's skills with the role anymore, it's about matching their skills with the role in the current climate.

“If you're a small team or internal resources are constrained, a recruiter marketplace might be a good fit, allowing you to scale recruitment activity without adding internal headcount.”

Candidate screening

Tools for moving the right people through to interview

Exercising some or all of the aforementioned sourcing strategies means you should have a solid pipeline of talent to work through. Hiring remotely means there's no chance to meet candidates face-to-face, so the screening process is even more critical.

A clear strategy to ensure candidates that move through to the interview stage have the hard- and soft-skills required to perform to a high standard within a remote or semi-remote team is a must, then, particularly when HR/talent professionals and hiring managers will be dealing with an increased number of CVs post Covid-19.

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That means there'll also be an increased number of poorly matched candidates to filter out. This is where screening comes in, and it often consists of three steps:

1. Skills and aptitude tests
2. Psychometric profiling
3. Video Q&A

Rigorous candidate screening was always popular in a time when face-to-face interviews didn't always allow for teams to assess the soft skills that make the perfect employee, but in the current climate it's a vital tool. Harnessing technology to make the screening process more stringent yet efficient can take the pressure off the virtual interview process.

Skills tests

Skills tests ensure a candidate has mandatory and preferred/good-to-have qualifications. HR teams and hiring managers will benefit from using technology to streamline this process. There are several AI-tools available that automatically scan candidates' CVs for skills, leaving HR teams to choose from properly-matched candidates.

Relatively new tools like [Jenna](#) is one example. It sorts through CVs and then ranks each candidate according to how closely they match the job specifications. [Skeeled](#) is an automated Applicant Tracking System that also sorts through candidates and offers a screened shortlist for HR and hiring teams, while [Adaface](#) is an AI-powered skills assessment platform to automate first-round tech interviews and evaluate candidates for software engineering roles.

Here's some more:

- [OMG](#) has a tool to help with sales and marketing assessment
- And [Athena](#) tests a candidate's judgement, based on the idea that good judgement is what makes people effective at their jobs

These are just a handful of the tools available for whittling a high volume of candidates down to something more manageable.

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Psychometric profiling

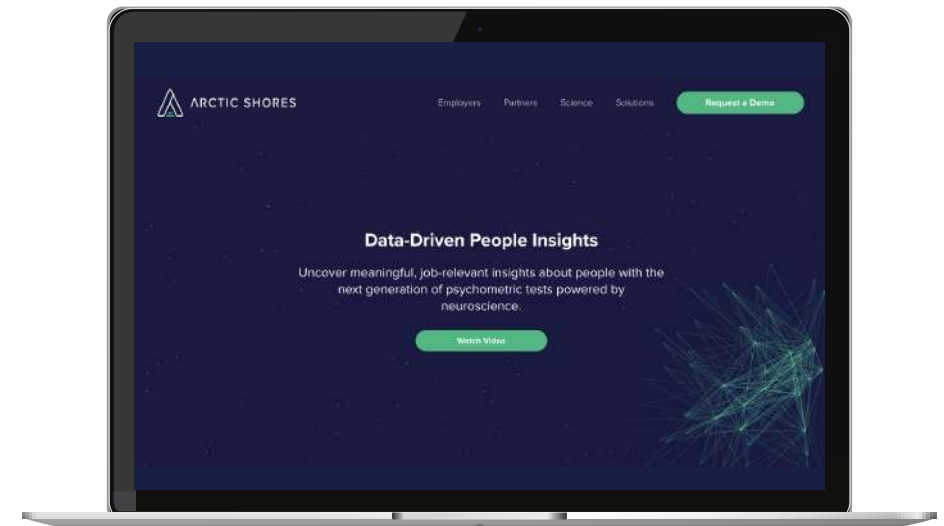
Finding candidates with the right skill set is only one part of the picture. Candidates also need to be assessed for cultural fit and other soft skills like leadership, creativity and resilience. This is especially important in this challenging time.

Psychometric testing is a valuable way to get a window into a candidate's mind and is perhaps a fairer way to judge a candidate's overall fit. These tests are now almost solely completed via digital platforms, making them perfect for a remote hiring processes.

Hiring Hub customer (disclosure!), [Arctic Shores](#), is a great example of a new era in psychometric testing, using neuroscience to help employers uncover meaningful, job-relevant insight into each candidate.

Other tools include:

- [Saberr](#) can be used to assess cultural fit
- [Berke](#) produces reports on intelligence and personality
- [Wonderlic](#) assesses motivation, personality and cognitive ability
- [HRAvatar](#) can help assess emotional intelligence



Video screening

Having tested for aptitude, skills and cultural fit we're seeing more and more firms turn to video screening platforms like [Willo](#) to undertake quickfire, pre-recorded video Q&As with applicants in a bid to narrow the field even further.

Video screening is becoming increasingly popular in sectors like graduate recruitment, but it's also gaining a foothold in the white-collar market which we predict will accelerate in the present environment, hence Hiring Hub recently partnered with Willo to provide users of its marketplace with the option of video screening.

"We have partnered with Hiring Hub as, like us, they recognise that the world is changing. We are looking at a future with more candidates than jobs, and where many businesses will move to a remote working style. With Willo, recruiters and hiring managers screen candidates on video, anywhere in the world, remotely, and most importantly at scale. Our technology enables Hiring Hub employers to see and hear from candidates whenever, and wherever they are!"

Euan Cameron

CEO & Founder at Willo

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Using video for remote interviews

Remote hiring poses a challenge for perhaps the most crucial aspect of the hiring process – the interview.

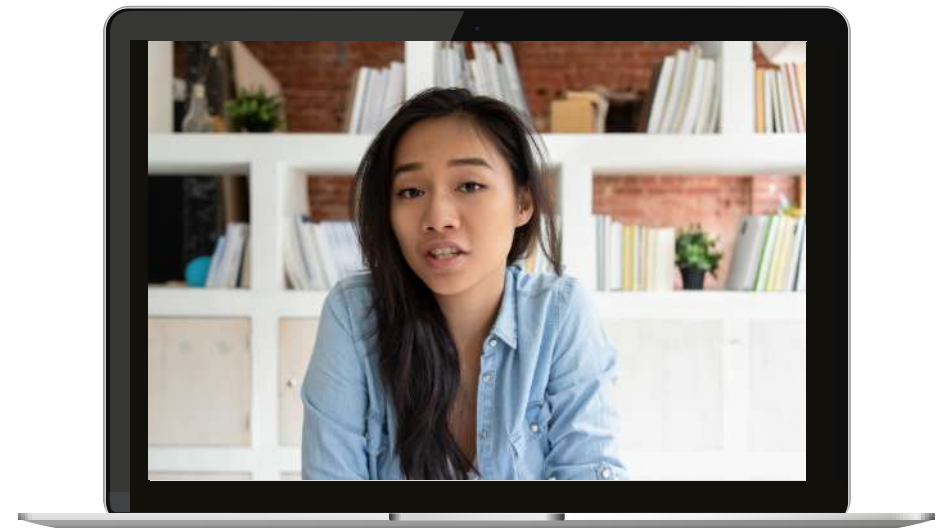
Traditionally a chance to move beyond the CV and get a sense for who the candidate is, not just what they can do, the job interview can feel a little stunted and less human over video, but advancements in technology and our increasing comfort on camera is helping to shift this, and Covid-19 – when even my mum discovered Zoom – has accelerated familiarity with video even further.

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A video interview will typically follow the same structure as an in-person interview; the main challenge centres around finding the right technology for your needs.

A core benefit of video interviewing technology should be that it allows HR and hiring teams to conduct more interviews in less time. On-demand, asynchronous video interviews allow candidates to record their answers to pre-set questions. This means that every candidate answers the same questions and the HR or hiring team only have to conduct one interview in effect. [Spark Hire](#) and [Willo](#) (again) are examples of platforms that offer this functionality.

Useful for a first round of interviews, it feels a little soulless for both parties and should only really proceed a full, two-way session, however, it can help fuel the conversation in these follow-up, second-stage interviews.



Replicating in-person interviews

Live video interview technology replicates a traditional, structured interview. To create the best experience for the candidate, focus on getting the technology and the setting right. Interviews need to be conducted in quiet, well-lit rooms with a stable internet connection. [Hinterview](#) allows you to perform live, two-way video interviews that can be recorded and shared with hiring managers and other team members afterwards.

Of course, while there are plenty of specific video interviewing platforms which have their merits including integration into core HR/talent tech systems, businesses less concerned about scaling activity can just use [Zoom](#), [Microsoft Teams](#) or similar. We've seen FaceTime and WhatsApp used even (particularly by recruiters screening candidates prior to submitting them to employers, but equally by hiring managers too).

It's sensible to follow a similar structure to an in-person interview. That means allowing enough time to ask some non-work-related questions. These are vital in assessing if the candidate is the right cultural fit for the company. And if anything this is easier when, through video, a candidate has effectively invited you into their home making the "ice-breaker" questions a little easier.

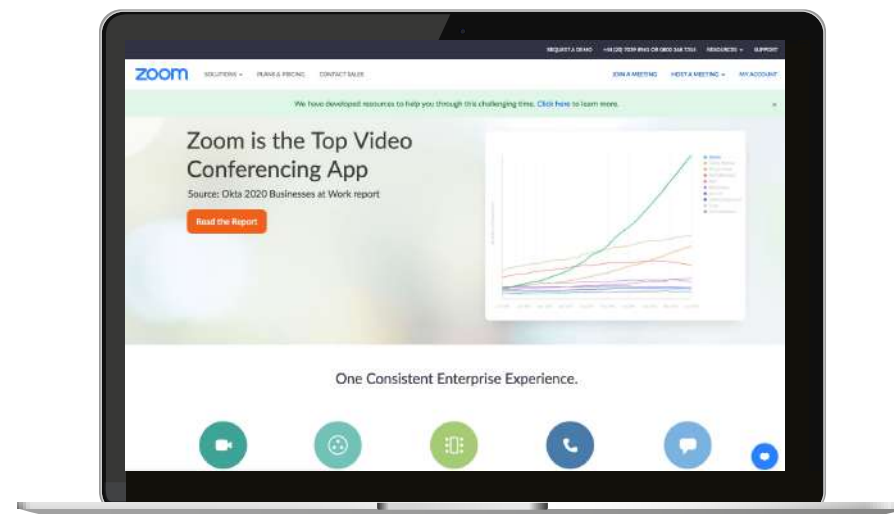
“ Create the best experience for the candidate, focus on getting the technology and the setting right. Interviews need to be conducted in quiet, well-lit rooms with a stable internet connection. ”

Video interviews are something that will continue even after workplaces have gone back to BAU. This is a chance to embrace technology that will streamline the interview process and, potentially, if you fully embrace and adopt remote working, open up your talent pool to professionals from different regions.

Video interview dos and don'ts:

DO	DON'T
Test your tech beforehand (internet connection, camera and microphone)	Try to avoid side conversations and distractions
Set the scene to give candidates a window into your world	No checking emails on your phone under the desk!
Have a clear agenda and consider an assessment matrix	Don't interrupt. Wait for a pause in conversation to speak as video can take a second or two to keep up
Consider inviting colleagues to join	Don't forget to move the your dirty laundry from your background!
Try to make eye contact with the camera	Don't give yourself (or the candidate) a hard time if children or pets make a cameo appearance

“ This is a chance to embrace technology that will streamline the interview process and, potentially, if you fully embrace and adopt remote working, open up your talent pool to professionals from different regions.”



Negotiating a remote hire role

Negotiating a remote role is more complicated than hiring for a traditional, in-house position. Carrying out negotiations won't change dramatically; this was usually done via email and over the phone already.

However, essential negotiating tools like the specific in-house benefits you offer may no longer be (as) applicable or attractive to remote workers. To give yourself an edge, you may want to consider some fresh benefits centred around home-working that will chime with those working remotely and position you as a forward-thinking company.

You may also have to be more patient in the negotiation process. The current climate means that candidates are more concerned than ever about job security. Focus on building trust and demonstrating the longevity of the position, quality of your team and resilience – as well as strength – of your company.

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Benefit packages for remote workers

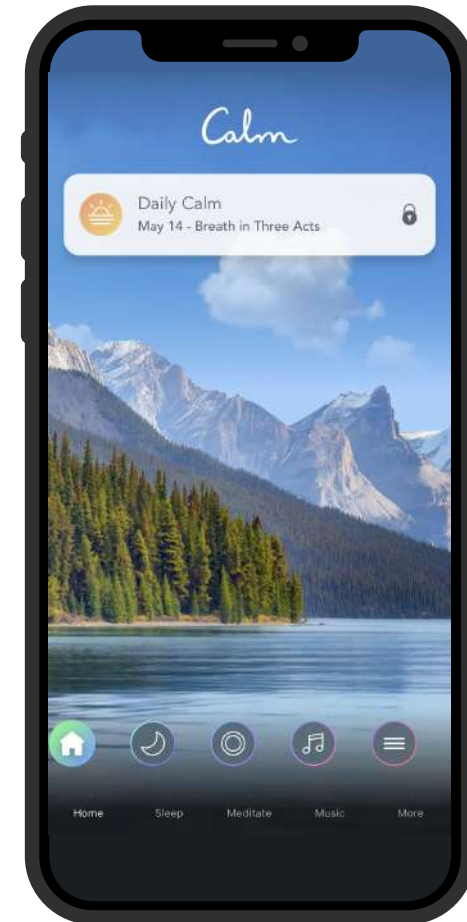
If your company's benefits are tied to a workplace, it's a worthwhile exercise to overhaul your benefits package to suit the new climate. Free breakfasts, travel vouchers and even work from home flexibility won't appeal to remote-first workers.

Benefits you could consider, include:

- Paid subscriptions for wellness apps, like [Headspace](#) or [Calm](#)
- Local gym passes through a nationwide platform like [Hussle](#)
- Productivity tools like noise cancelling headphones, printers, etc
- Vouchers for home office furniture and discounted tech
- Memberships to online learning providers, such as [LinkedIn Learning](#)
- Flexible start/finish times – work when it suits, just get the job done

If the role transitions into an in-office role, your company will also need to indicate the benefits that will be available once the position has transitioned. Prospective employees need a clear picture of what their role will look like and how they will be supported when moving back into the office.

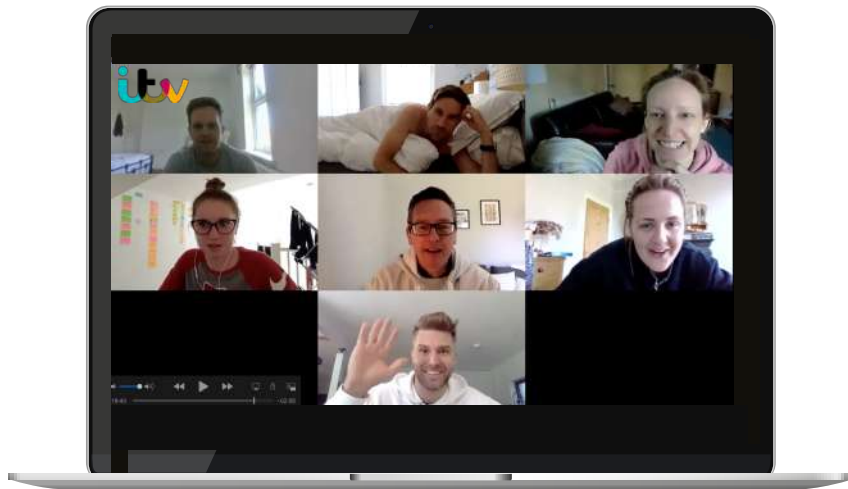
Negotiating an online hire is all about understanding the unique nature of a remote role, and tailoring your approach to end up with an attractive package for your new hire and your company.



Onboarding remotely

A thoughtful, seamless and educational onboarding process should immerse new starters into your company's culture and provide clarity, so they know exactly what's expected of them during the first 7, 14 and 30 days. Woven into video meetings with key members of the team and (virtual) larger gatherings to encourage socialising and collaboration, new hires need to be trained on internal tech, systems and processes to ensure a smooth ride.

(Note: before you start, make a note in your calendar to send all the necessary equipment – laptops, monitors, swag, etc – to your new hire's address a good few days before they start to give them time to setup and familiarise themselves with the tech.)



Check out a recent team Zoom call with Hiring Hub, filmed for ITV in our blog [here](#).

“A thoughtful, seamless and educational onboarding process should immerse new starters into your company's culture and provide clarity, so they know exactly what's expected of them during the first 7, 14 and 30 days.”

Use tech to replicate the social experience

A series of scheduled one-to-one and team video meetings, plus introductions on internal messaging platforms like [Slack](#) are great ways of quickly introducing new starters to the team both formally (meetings) and informally (messaging).

Their first day should be filled with opportunities to meet their new colleagues and get to know their team. [Microsoft Teams](#) and [Zoom](#) both offer stable, team-wide video meetings.

Their sponsor – it's always good if they have a single-point of contact during the first fortnight – should also make sure they're added to all relevant channels across [Skype](#), [Slack](#), [Trello](#), or any other internal messaging or collaborative software used within your team.

In addition to a scheduled, professional meetings, consider organising an after-work quiz or similar; anything so they can get to know people on a personal level.

Although much of the focus will be on your new recruit when designing a remote-onboarding framework, it's worth taking a moment to talk to, and coach your team in ways they can help and support the virtual onboarding process and provide a warm welcome.

Have documented procedures for duties and expectations

Working remotely means help can be hard to access for new starters. Most of their workflow needs to be documented, which means having written procedures available for everything from using technology, to behavioural and professional expectations.

New starters can then reference this document, which will reduce downtime and prevent any issues arising from lack of clarity around their role and responsibilities. Software, like [my recruitment+](#), [Bob](#) and can help organise this process and host a suite of information and guides. Also checkout [ProProfs](#) Knowledge base software for the latter, as that allows you to build an online employee handbook and is feature-rich.

Top tip...

Delight your new team member by sending them some flowers or a house plant to their home address with a note from their team on day three (hump day!). Try [Bloom&Wild](#).

Key takeaways

1. Streamlining the process

A congested candidate market means companies need to focus not simply on attracting candidates, but on attracting the right candidates. Utilise a mix of tech platforms, choosing the best dependent on the seniority of the role, internal team size and resources, and vacancy urgency.

2. Screening

The recent influx of job seekers onto the market means more CVs to screen. Leverage AI-technologies to automatically long-list applicants at scale, and psychometric testing plus video screening platforms to filter them further into shortlists to ensure you only send the best talent through to interview stage.

3. Interviewing

If your company isn't already using video interview technology in its hiring process, now is the time to start. Remote hiring will continue to be part of the hiring mix after the crisis has passed and all generations of candidates are feeling more comfortable with video. Investing now will ensure you can find the talent you need today, and into the future.

4. Negotiation

People teams and the broader company will need to reassess their benefits package. Many benefits are tied to a physical workplace, so it's worth considering creating a benefits package that better suits – and attracts – the remote worker.

5. Onboarding

You can use technology to apply a mirror of your in-office onboarding process for remote employees, welcoming them to the team, offering support and setting clear expectations and frameworks if you invest in the right technology and keep content up to date.

We'd love to hear your experience of hiring remotely and any lessons you've learned. To share these with your peers, please email: michelle.derungs@hiring-hub.com

About Hiring Hub

Hiring Hub is the UK's #1 recruiter marketplace. It helps over 750 employers find and work with a remote network of independent, vetted, specialist recruitment agencies. You can use it to:

- Quickly widen a candidate search
- Accelerate hiring (average time-to-hire of 19 days)
- Analyse and control company-wide recruitment spend
- Scale recruitment activity fast without scaling internal resources

To learn more about Hiring Hub, understand who uses it and why, visit [our website](#), schedule a demo [here](#) or call: 0161 300 7235.

"We're able to recruit high-calibre engineering candidates via Hiring Hub quickly. The team and customer support is excellent too. Highly recommend it.." - Lauren Burns, **BASF**

"We needed to scale our finance team quickly to keep pace with Deliveroo's rapid growth and, for that, Hiring Hub proved a really useful resource." - James Parker, **Deliveroo**

"We filled a senior digital marketing role that we'd been struggling with for weeks in just three days on Hiring Hub, which was phenomenal." - Laura Connor, **B&M Retail**

"The flexibility & speed is what's most impressive. You can post a brief in the morning, have three recruiters working on it by midday & quality candidates to review 24-hours later." - Steve Oliver, **Music Magpie**

"We've filled well over 100 vacancies using Hiring Hub. It's proven an excellent platform that complements our in-house team and PSL." - Katie Driver, **Sykes Cottages**



Hiring Hub's data and analytics dashboard for Premium users

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