

REMOTE RECRUITMENT: SEARCH, SELECTION AND SUCCESS

A complete guide



PageExecutive

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An introduction from

Nicolas Béchu

Managing Director **Page Executive**



We are living in unprecedented times, in a world adapting to the complex human and economic realities the coronavirus outbreak created. It is important to underline that Page Executive is following all official advice and taking every precaution to ensure the health and safety of our clients, candidates and our people.

While there is uncertainty over plans for hiring, it is our belief that recruiting top talent is still the best way to future-proof and grow your business.

We recognise that the established process for recruiting, particularly face-to-face meetings, needs to adapt to the new normal. This is the moment for video technology to come to the fore.

The pivot to new communications

While this is a rapid pivot to running a recruitment process remotely, it is clear the widespread adoption of video technology will have longer-term impacts on the recruitment industry.

Skype, Zoom, and Microsoft Teams will never fully replace in-person interviewing. However, the current situation underlined some of the initial benefits they offer – speed, efficiency and safety during times of social distancing.

In this eBook, we will break down how your company can recruit remotely, explaining how you and your talent acquisition teams can source, assess and even onboard the right

talent using our technology, market data, and expert consultants.

As a global recruitment consultancy, an advantage we have is the learnings we have taken from our Asian markets, particularly China. Many markets are returning to activity, and vitally, showing incredible resilience in the face of this unprecedented global emergency.

Facing challenges as partners

At Page Executive, we are facing the challenges of the global pandemic head on – and are committed to helping you to do the same with your business.

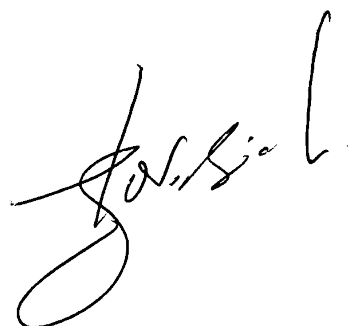
If your team or your business has urgent talent gaps that need to be filled, we have adapted our working methodology to be able to support you with whatever you need, however specific the profile may be.

Our consultants are available through their email, landline, mobile, and video to assist your recruitment needs.

You can also get in touch with us and request a call back by clicking [here](#).

Above all else, we wish you and those close to you good health in this challenging time.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nicolas Béchu', located at the bottom right of the page.



Attracting the right talent

Recruitment needs are always changing. Your talent attraction processes need to as well.

This is an unprecedented situation, and adaption and evolution are key across the entire economy. Although many companies will have contingency plans in place for such situations, there are many unknowns and professionals at all levels are learning as they go.

Of course, the situation around your hiring needs depends on several factors, including your sector, nature of your business and any demand changes in your market as a result of the pandemic.

- Some employers will not be recruiting at all in the immediate term.
- Some employers will be recruiting at relatively normal levels in the immediate term.
- Some employers, for example healthcare,

logistics and supermarket retail, will be recruiting at significantly increased levels in the immediate term.

Whatever your situation, one fundamental has not changed: attracting the right talent is crucial to your organisation's long-term success. Here are two key things to think about today:

Your company brand remains the most important factor

There are many factors that come into play when a candidate is considering a company. You need to ensure you effectively manage your 'controllables' – especially if you are looking for a business-critical hire.

Securing the right talent starts long before the offer stage of the process – it begins with your organisation's brand and reputation.

Purpose is paramount.
What is the purpose of your organisation? More importantly, what purpose would someone work towards in their role if they were hired?



Today's candidates are very proactive when it comes to thoroughly assessing the opportunities available to them. Gone are the days when salary was the prime factor that an individual would consider when looking at opportunities. More than ever, the best talent is looking for a company that will not only help them achieve their career goals, but also align with their personal values and beliefs.

This is still pertinent even at a time of global crisis.

Indeed, it may well be that for many, the lockdown has offered the chance for a period of reflection on what truly matters to them and the direction they want to take their career from here on in as a result.

There are certain things that make businesses stand out to top talent: culture; development; flexibility; salary and benefits packages; and reputation.

Christophe Rosset, Managing Partner Continental Europe, **Page Executive**

Is your employee value proposition (EVP) fit for purpose?

Your employee value proposition is a great way to showcase why professionals should want to join your company. Does your EVP properly identify who you are and what you do?



What is your culture?



Why do people enjoy working for you?



What can you offer in terms of training and development, flexibility, benefits?

Even if your organisation already has an EVP in place, it is sensible to review it in the current circumstances. An EVP is unique to your business and if it is a true reflection of what it is like to work in your company, even during times of crisis.

You could consider what makes your company stand out at a time of great change and reflect this. This could be how you are continuing to invest in remote training and development, how you are ensuring the business continues to operate, or how you are supporting people's wellbeing at a time of great uncertainty.

Five ways to better promote your brand

1 Have a clearly **defined mission, purpose, and set of values**

Create a brand overview to provide insights into the company values and mission. Showcase the company background and culture. If people understand your mission, purpose, and values your brand will be more appealing.

2 Share your **company journey and goals**

Clearly communicate how you are overcoming challenges and share your overall journey and goals, to promote the aims and progression of your company.

3 Mirror your **external comms internally**

Communicate clearly that the company is engaged with employees and is actively making changes to ensure people are happy and engaged in their roles.

4 Invest in **quality external contact points**

Look at the external interaction with your website, social media, job descriptions, and even the interviews your talent acquisition teams conduct. You must ensure they are all conducted in the right tone and with the right messaging – because the best talent will be doing that.

5 Promote a **clear value proposition**

Does your value proposition sell your products or services? The stronger your value proposition and the better you highlight the qualities your company offers, the more appealing your company is.

Does your company have an industry-leading candidate pack?

In the current climate, candidate packs and job descriptions need to work harder than ever to encourage the right people to apply for roles or be open for an interview with your company.

Given you will not be able to meet people face to face for the time being, it is crucial that the candidate pack tells them everything they need to know about a role and the company, leaving no room for ambiguity.

It may be the case that the same job descriptions have been in place for key roles for many years.

In this instance, it is crucial your teams review the content and tone. Even branded content created a few months ago could be in the wrong tone for the current climate.

When reading a candidate pack, people want to know:



What does the organisation **do**?

What is the **purpose and mission**?

What does the business **want to achieve and how**?

Where is the business function or company on its **journey**?

How does the role **fit** into this journey?

How is the **culture** described?

Are there **role models** in the business?



Assessing suitability and leadership style

Are you looking for the right skills and competencies?

In any executive search process, the prospective candidates on your shortlist should be thoroughly assessed against the key experience required for the leadership position and fit for the company culture. In the current climate, however, it is important to review candidate applications through a different lens. At a time of great upheaval, for both employers and individuals, it is more important than ever to pay attention to skills and competencies, as opposed to career progression.

Are your talent acquisition teams looking for the skills and competencies you need for today's reality?

Effective leadership in a crisis

During times of uncertainty and amid a global crisis, leadership becomes more important. When hiring a new senior leader into your team, it is important to recognise that across the organisation, your people will be looking to this individual for guidance and instruction on how to navigate the current crisis. Of course, the strategy and general direction of your organisation will be completely dependent on your business model and the industry you operate within, but strong leadership is fundamental to successfully navigating periods of uncertainty.

At this time, all leaders should be assessing their own leadership style and considering what they wish their leadership signature to be. When assessing an executive, consider asking the following questions:

- ? What do you stand for above all else during this time?
- ? How do you want to be remembered for your leadership?
- ? What are the values that you want to be the driving force behind your plan of action?

When considering the additional support you will need to provide, and determining what you will need to do differently, keep the following questions at the core of your decisions:

- What do you believe your colleagues and teams need from you right now?
- What will your team need to succeed in a crisis?
- What can be done now to benefit your people and the organisation in the long run?

Navigating a crisis and planning for the future

Planning for sustainability is crucial. While temporary, this situation could extend for a significant period. It is important that leaders are not burning themselves, or their teams out. Reactive workloads may have placed added strains on your teams, but it is important to consider the feasibility of keeping this pace for months and take steps to reduce the added stresses where possible.

Potential candidates should have a view on how to ensure business continuity while also protecting the welfare of people, considering strategies to maintain productivity for a sustained period and planning to lead teams back to a level of normality when feasible.

While there have been major changes in both our working and personal lives, it is important to remember that these are temporary challenges. Leaders need to stay connected to the organisation's longer-term vision throughout.

To determine a candidate's overall alignment with the company vision and values, ask your candidates to identify what they believe to be the opportunities of this situation.

Perhaps the radical changes being put in place could facilitate better flexibility for your team longer-term? Or perhaps they could spark a positive initiative to reduce your carbon footprint by adopting digital processes as the norm, reducing the need for travel in the future?



Inclusive leadership and empathy

With health and safety now paramount, ongoing support and empathy for the challenges that your employees face is critical. The uncertainty surrounding the Covid-19 crisis is causing increased anxiety about the unknowns and potential longer-term implications. Considering this, diversity and inclusion need to remain at the forefront.

When considering the diversity and inclusivity of your business throughout this period, gather insight from prospective candidates on the following key areas:



How might we better leverage human talent across all lines of difference?



How can we continue to create a sense of belonging for all?



What more should be done to ensure employees wellbeing is protected throughout this period? How can we ensure that our people continue to feel supported and part of the team?

Ultimately, always review applicants on merit, matching their skills and experience with the job requirements.

As we will explore later in this guide, interviewing candidates over video is much quicker and more efficient than face to face, meaning you could potentially meet more people in a shorter space of time than before – some of whom may have not made the shortlist in the past due to not being a 100% match on paper.

It is essential to leave no stone unturned when looking for top talent.



Utilising video technology for interviewing

Has your talent team adapted its approach to communication?

One of the most fundamental shifts in the recruitment process as a result of the global health emergency is a pivot towards the utilisation of video technology to conduct interviews. At PageGroup, we have been utilising video technology such as HireVue and Hinterview, for a number of years, allowing us to assess multiple candidates for roles remotely.

However, with the Government's social distancing guidelines stating that people should avoid unnecessary in-person contact and isolate their households, there is now a need to use video interviewing for all stages of the process, whether this is one, two, or even three or more stages.

So, how do you do this successfully?



Widen your technology options

There are numerous options in the market for video calls, including Zoom, Skype, and Microsoft Teams to name but three.

Rather than adopt one platform over the other, it is worth having access to as many as possible, given that not all professionals will have access to the same platforms themselves.

If your company does not already have a preferred video technology provider, speak to your IT team as soon as possible. This is important as you will need to ensure that the platform(s) you adopt are compliant with your internal IT security and can be configured for use on your remote cloud systems.



Adapt your interviewing approach

Even the most experienced hiring manager will need to adapt their approach to interviewing when pivoting to a remote model.

Although many of the video interviewing platforms generally offer good visual and audio quality, it will never completely replicate being in the same room as someone, reacting to facial and body language cues and building rapport.

While you should be cognisant of the

limitations of video interviewing, try not to see it as too much of a barrier.

An interview should run in much the same way as it would in person, allowing you to cover off the fundamentals around assessing competencies and asking questions on experience and team fit.

Do not be afraid to incorporate an element of informal conversation, just as you would in person to break the ice and get to know a bit more about the candidate's personality.



Ask questions about remote working

One of the key questions to ask is how the candidate would feel about managing their team or department remotely for the initial period of their employment, until restrictions on social distancing have been lifted.

They may even have examples of how they have been approaching this in their current role or have experience of flexible or dynamic

working where homeworking was offered by an employer.

Of course, a lack of experience of home working should never be a deal-breaker when hiring a candidate, but it is important to understand how a prospective employee would approach this in their new role.

“We have recruited across borders for years facilitated by video calls. While we wouldn't normally use this process for a final stage, we are finding that our clients are needing to adjust their ways of working to keep things moving.”

Simon Nolan, Senior Partner, **Page Executive**

Top tips for video interviewing



Power, connection, and your device

It may seem obvious, but if you are using a laptop make sure that it is properly charged or plugged in throughout the interview. You do not want to get cut off in the middle of your conversation.

Laptops and desktops are preferable to tablets and mobile phones, although be aware that not all candidates have access to every type of technology – so do not be afraid to adapt to interviewing on a smaller device if need be.



Light, background, and what to wear

Try to arrange your space so that there is a good source of natural lighting. Otherwise, ensure you have strong lights overhead and slightly behind. Shadows can make you look strange and your interviewees will want to see you clearly.

A plain, light-coloured background is best. Avoid setting up in front of your feature wallpaper, bookcases, or posters. Treat the video interview

in the same way as you would a normal interview.

Do not dress down in a t-shirt and jeans just because you are not in a formal setting.

You need to look as professional and put together as you would if you were meeting face-to-face.



Distractions

You need to be away from all distractions when you sit down to conduct an interview.

Choose a quiet room somewhere and make sure that any people who are around are aware that you should not be interrupted.



Camera

Make sure your camera is set in line with your eyes. If it is too high, your interviewees will see the top of your head and if it is too low your face will be distorted.

You want them to be able to see your head and shoulders clearly, so do not sit too close or too

far from the camera.

During the interview, do not make the mistake of looking at the person on the screen. Yes, when they are speaking to you, you should be picking up on body language signals, but when you are asking questions, try looking into the camera.



Pause before speaking

Often on camera, there is a delay. Like on news broadcasts, it is a good idea to wait a few seconds before responding to a question in case there is a delay.

You do not want a situation where you accidentally end up cutting off your interviewee mid-sentence.

“ Since the Government’s social distancing measures were introduced in March, many of our clients have been adopting video tools to continue processes. With two recent candidates, a physical visit was not possible. With our help, the Talent Acquisition team organized a virtual tour through the offices and sites. The operations team went through the site with a smartphone, and showed the candidates the facilities, the environment, machinery and equipment. The candidates really appreciated this, and we all took a clear step forward in ensuring this talent for the company.

Marta Grochal,
Partner
Page Executive

“ We are working with a company where the owner has been in the business for 50 years and always needed to see candidates face to face before making a hiring decision. Now, through this Covid-19 situation, he decided to do a fully digital recruitment. We helped him organize video conferences with the candidates and we found the right person. We are now helping them start the onboarding process with the candidate: issuing logins, emails and software while they work from home. By the time the mobility restrictions are lifted, the candidate will have interacted with their core team and have a solid idea of the next steps in their leadership position from day one before ever setting foot in the office.

Gavin Cheadle,
Partner
Page Executive



Make a strong offer to secure top talent

Do your current salary and benefits packages reflect the new reality?

Once you have identified the talent you want to hire through the interview process, it is important to secure them with a strong offer. However, what comprises a great offer to one person, may not necessarily appeal to another. This makes it difficult when competing for top talent, particularly in markets that are candidate short. This is where the salary vs benefit debate often arises.

“

A strong offer that doesn't just focus on the annual base salary, but also takes into account allowances, variable pay, long term incentives and benefits can really help promote productivity of this new talent and retain them for the long term.”

Alexia Duró, Senior Partner, **Page Executive**

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Salary

It is rare for a candidate to accept an offer purely based on salary. However, if you start with an offer that is too low, you risk losing that candidate to a competitor. It is key to evaluate the candidate's skill set and experience against the market rate. Sharing the content of your offer with the consultant that you are working with can give you key insights on the market to help the offer be more likely to be accepted by the candidate.

Benefits

What really makes an offer stand out are the benefits highlighted in addition to the salary. Particularly if there is a comprehensive list of both core benefits and unique benefits offered. Typically, this might include dynamic and flexible working policies, rewards and recognition, risk (life, etc.) company car or allowances, retirement, health and wellness, business travel, insurance and others.

Make a great offer: Four steps

1 Summarise

Following the decision that you would like to offer the role, summarise why they have been selected as the preferred candidate. Additionally, run through the reasons the role fits the candidate's needs and why. Reinforce that your role is right for them.

2 Confirm

Once you have given a summary, confirm how the candidate is feeling about the process and the experience they have had with the company. Ensure that the reasons they want to change jobs in the first place still stand and that this role meets their needs.

3 Details

Next, run through the details of the offer including the role and responsibilities, reporting structure, and how the professional will directly contribute to the organisation's wider goals and objectives.

4 Remuneration

Finally, share the full salary and benefits package with the candidate including base salary and the monetary values of the benefits on offer. If possible, visualise this in a way that reiterates the full value rather than focusing purely on the base salary.





Adapting your onboarding to a remote process

Remote onboarding means ready to hit the (virtual) ground running



Conduct pre-boarding

This step can sometimes be missed but is ever more important when onboarding someone remotely. It all comes down to one key question: what do you want your new person to do on their first day?

A welcome email should be sent a week or two before they begin their new role to tell them just this. It should set out the itinerary for the first few weeks, day one to five, grouped into morning and afternoon.

This will give the employee a mental prep about what to expect once they commence their employment.

The email should also provide details for a point of contact, their line manager or HR, in case the new starter has any initial questions. Also, guide

them through your digital learning platform if you have one.

And, if possible, assign a work buddy or mentor to the new starter to help them through those early stages of their tenure.

Work buddies will be fundamental to new starter's support network when learning to navigate their way around their new environment, so it's worth arranging this at this stage.

Send your company handbook, or provide links to key areas of the business, preferably ones that are directly related to the role. This will help them to become immersed within the business culture, vision, and values.



Set up tech

With the pre-boarding phase complete, make sure that your new employee is set up to work remotely. If possible, let them have access to a team or an individual within IT that can offer dedicated support during the early part of the

onboarding process.

Finally, company security is a necessity, so make sure the new starter is clear with the IT policies and logs on through a secured VPN network.





Establish clear lines of communication

Leaders being onboarded remotely will be faced with a number of priorities including the need to better understand the organisation, the dynamics of different business functions, and getting to know and managing their team.

Given your new starter is unlikely to have met many of their colleagues in person, other than perhaps during the hiring process, it is essential to set up a series of video/phone calls with key people in the business in their first few

days. This will help the new starter get a better understanding of how their role fits into the wider business strategy and help them build stronger relationships.

Connectivity and communication will be crucial in onboarding leaders into a business. But striking the right balance in getting to know the business, their teams, and manage expectations in the first few weeks will be key.



Schedule regular check-ins

It is important to create clear lines of open communication and it is always good practice to check in with a new starter regularly, but this is even more pertinent when onboarding someone remotely. In fact, it may well be that these will need to be even more frequent than if you were inducting someone in a physical location with other team members present.

For the first week or so, a check-in once a day is a must, but this can be reduced over the following weeks, particularly as your new employee gets to know their colleagues and

opens further lines of communication over projects and priorities.

Reinforce your video call or phone chats with clear actions over email – this will also give you something to refer to in your next catch up.

It is also important that induction training is varied. Endless days of compliance training, for example, will not be motivating.

Ensure that your company's employee value proposition (EVP) is central to your training – and do your best to bring it to life and make it relevant to the individual.



Provide feedback on performance

Although this is a unique scenario, the probation process still performs the same function in terms of allowing both sides to decide whether the role is a good fit and that the new starter is meeting expectations.

However, you may need to temper some expectations or make allowances around certain elements of the role given the unusual remote

set up and that fact that training or shadowing can be made more difficult through being remote.

It is also a good idea to get feedback on the onboarding programme overall from your recruit – you can then feed any learnings back into the process when you onboard your next new starter remotely.

Why should you partner with us?

In this ever-changing business landscape, we are flexible with our approach to recruitment to best meet the needs and expectations of the evolving workforce. We provide our customers with a local and specialist service supported by a network of over 170 consultants, from 36 different countries and 20+ disciplines.

We have been changing lives for over 40 years and our access to exclusive market data drives both our own and our customers'

hiring strategies to ensure the most efficient processes. Combined with this, we utilise our established position in the market to enable access to extensive online advertising packages with a strong focus on diversity and inclusion.

We aim to build strong and lasting partnerships with our customers to help drive success across their businesses and support professionals in reaching their full potential.

Leading recruitment technology

- 1 We guarantee the visibility of our customers' vacancies, ensuring they are seen by top talent.
- 2 We ensure speed of response and the quality of candidates is second to none.
- 3 We advertise to and engage with candidates before our competition can.





Diversity and inclusion

- 1 Truly inclusive recruitment across age, gender, ethnicity, disability, faith, and LGBTQ+ is embedded in our operations.
- 2 We are industry recognised for diversity and inclusion, including the following accolades:
 - Platinum Trusted Service
 - Inclusive Companies Top 50
 - Stonewall's Top 100 Employers
 - Times Top 50 Employer for Women
 - BITC Gold Gender Benchmark

View our extensive list of diversity and inclusion achievements [here](#).

- 3 We provide specialist diversity inclusion advice and bespoke guidance to access a truly diverse talent pool.

Page assessment process

- 1 We offer a market-leading assessment process that means candidates are put through a rigorous and independent assessment programme.
- 2 Our Page assessment process boasts an extremely high success rate.
- 3 We support our customers in achieving more effective business outcomes as a result of our comprehensive analysis.



How to get in touch with us

As you and your business adapt to the realities of the global health emergency, we want to support you in any way we can. Our consultants are available through email, landline, mobile, and video to assist you in all your recruitment needs. For an initial confidential discussion, get in touch with your local Page Executive specialist for insight into how we can offer support for your function, sector, and region.

BELGIUM

5, Place du Champ de Mars
1050 Brussels
+32 25094545

Meet the BE team**CENTRAL & EASTERN
EUROPE**

QBC 4 – Am Belvedere 4,
Entrance Karl–Popper–Str. 4
1100 Wien, Austria
+43 12052050

Meet the CEE team**FRANCE**

164, avenue Achille Peretti
92200 Neuilly–sur–Seine
+33 141927070

Meet the FR team**GERMANY**

Carl–Theodor–Str. 1
40213 Düsseldorf
+49 211177220

Meet the DE team**ITALY**

Galleria Passarella 2
I–20122 Milan
+39 028068001

Meet the IT team**NETHERLANDS**

Strawinskylaan 421
1077 XX Amsterdam
+31 205789988

Meet the NL team**TURKEY**

Büyükdere Cad. Kanyon Ofis
Binası No:185 Kat: 5
34394 Levent–Istanbul
+90 2123365200

Meet the TR team**NORDICS**

Mäster Samuelsgatan 42
111 57 Stockholm
+46 854527040

POLAND

ul. Żłota 59
00–120 Warszawa
+48 223193000

Meet the PL team**SPAIN**

Paseo de la Castellana 28
28046 Madrid
+34 911318100

Plaza Europa nº 2 –4 planta 8ª
08902, Hospitalet de Llobregat
Barcelona
+34 933900612

Meet the ES team**SWITZERLAND**

Bleicherweg 10
8002 Zurich
+41 442242222
Quai de la Poste 12
1204 Genève
+41 223112448

Place Bel–Air 1
1003 Lausanne
+41 215440800

Meet the CH team

For our global presence,
please visit our website:
www.pageexecutive.com

PageExecutive

Part of PageGroup