Business and people priorities toolkit for the 'new normal'

Post pandemic (Covid-19)

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BUSINESS PROCESSES

11. **Work function** (changes to policies & processes)
12. **Productivity**
13. **Technology adoption & change management**

People Strategy Toolkit

Talent attraction

Talent development

Employee engagement

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Well-being
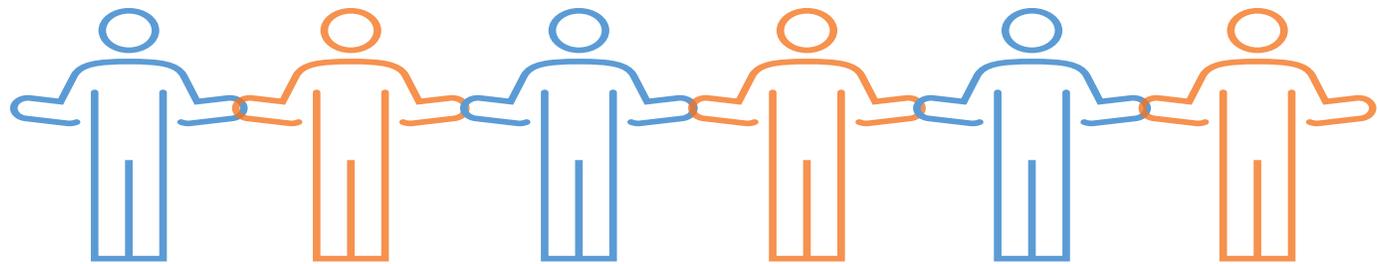
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01 Analyze

Review the learni

Talent Attraction Toolkit

Talent Attraction

In the world after Covid-19 as we emerge through the crisis

COVID-19 has changed not only how people work but has permanently shifted the global economy towards e-commerce, given rise to increasing number of gig workers globally and rising number of employees working remotely in future.

HR Leaders will need to guide the business through these change and help them adapt to the new ways.

This toolkit includes the following material:

Overview of how talent attraction has changed during Covid19

Key talent attraction theme's during & post Covid19

Guiding questions & tips for practical application

Purpose & Benefits

This toolkit is targeted at business leaders and HR leaders alike, as they prepare for the new normal post pandemic.

We recognise that most businesses will be fighting hard focusing on immediate priorities as they battle through a pandemic and the resultant economic turbulence. As a result, they may not be able to pause, look ahead and plan for future.

This toolkit is a ready reckoner that will enable HR practitioners to diagnose and solve organisational challenges across various dimensions including strategic and operational people priorities.

Changes to Talent attraction strategy

1. Video interviews and virtual interview process

- Adopt free or paid video interviewing or conferencing tools to conduct interview
- Virtual interview might be more efficient for interviewers or companies

2. Location is no longer a limitation

- Covid-19 force companies to transform digitally
- The search for candidate no longer limit by geography
- Companies have access to bigger talent pool globally

3. Company has to market themselves to candidates

- Gone are the days where company has the bargaining power
- Company has to establish positive employer branding and employee value proposition to attract talents
- Recruiters are utilizing technology and various social platforms to reach their target talents.
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4. Physical perks are no longer main attraction to talents

- Physical perks like stocked pantry or sleeping pods in office do not really attract talents anymore especially if they are working remotely.
- Talents are watching out for company culture and values within the team.
- Companies has to focus on company culture and practices and emphasize on the values to be adhere by employees.

5. Professionals are re-considering on their purpose

- The long period of remote working got professionals thinking on their purpose of the work, the impact and the value it brings to the society or even to family or themselves.
- Experts foresee there will be many professionals changing career tracks or shift their life priorities

6. Employer branding and reputation will be the crucial element of hiring

- Employer branding and reputation is very important to attract talents.
- Candidates are well informed by professional networks and social media platforms.
- Things that company has done for employees during and after crisis will be remembered by employees or potential employees in the long run.

Talent attraction themes during & post Covid

Restrictions on travel and gathering alongside continually changing polices and advisories have changed the way company's hire.

Three key themes have emerged.

1. **Brand Value:** Now that company onsite perks are no longer a key differentiator, brand value becomes ever more important.

2. **Agility:** The world is changing everyday. Recruitment strategies need to be agile, swift and flexible.

3. **Integrated Technology and Human Experience:** For the foreseeable future a lot of the interviews and assessment centers may have to be virtual. But it is important to manage the "employee experience" through a careful balance of technology and human touch.

Brand Value

Agility

Integrated Technology & Human Experience
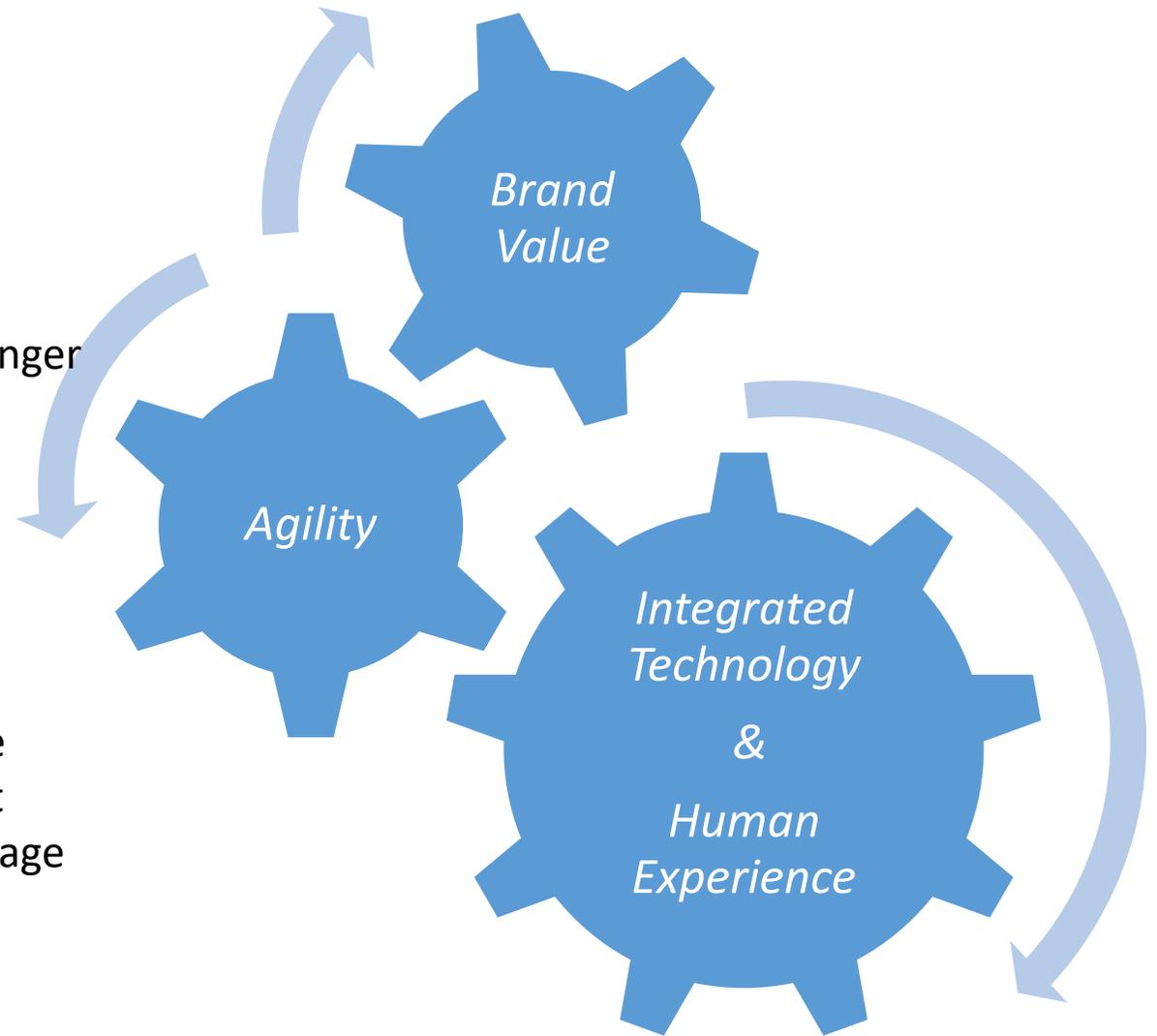
How can companies be agile in their talent attraction strategy & processes

➢ **Move away from a 'rules and planning-based' approach** toward a simpler and faster model driven by feedback from participants and one that can respond to changing talent requirements of the company swiftly.

➢ **Unify stakeholders and cross-cultural teams**. With location of candidate no longer a barrier it is helpful to have global talent pipelines and hiring map. Understand how the business strategy and talent needs have changed.

➢ **Continuously evaluate & adjust based on data.** Leverage data analytics, as well as manager, candidate, and employee feedback to understand success factors, bottlenecks, and pain points.

Brand Value

Agility

Integrated Technology

&

Human Experience

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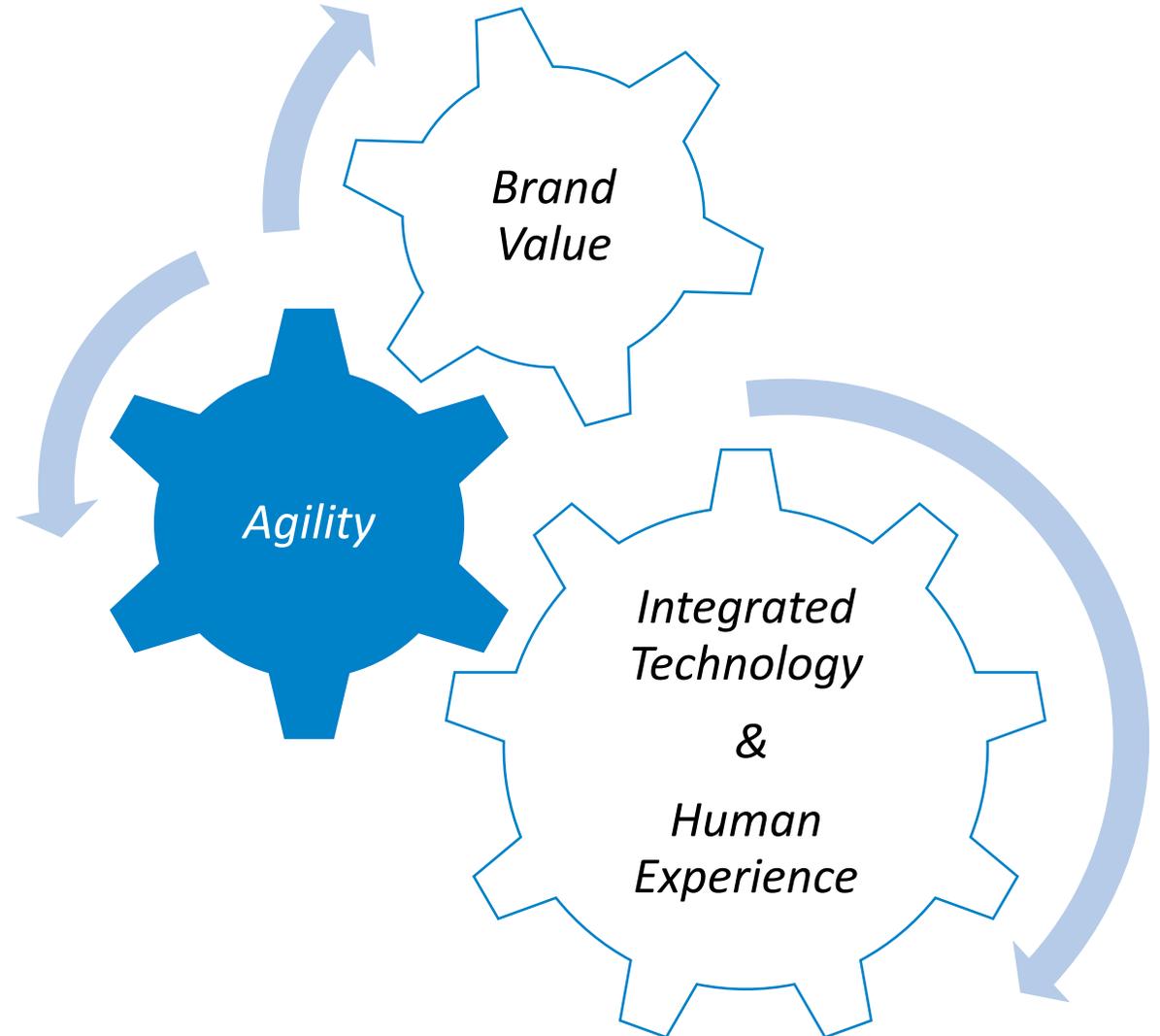
Integrated Technology & Human Experience

What can companies do to integrate technology and human touch to create a total employee experience

➢ **Automate Tasks:** The logistics of scheduling, organizing, record-taking and reporting can be managed through online systems and require less resources

➢ **Go Virtual:** Online assessments and virtual interviews are not new. AI-driven chatbots can streamline the application process, video interviews can screen and assess candidates for their fit.

➢ **Clear Communication:** Build a clear and thoughtful communication plan with clear touch points and check ins. Customise touch points according to needs and build in regular contact.

Brand Value

Agility

Integrated Technology & Human Experience
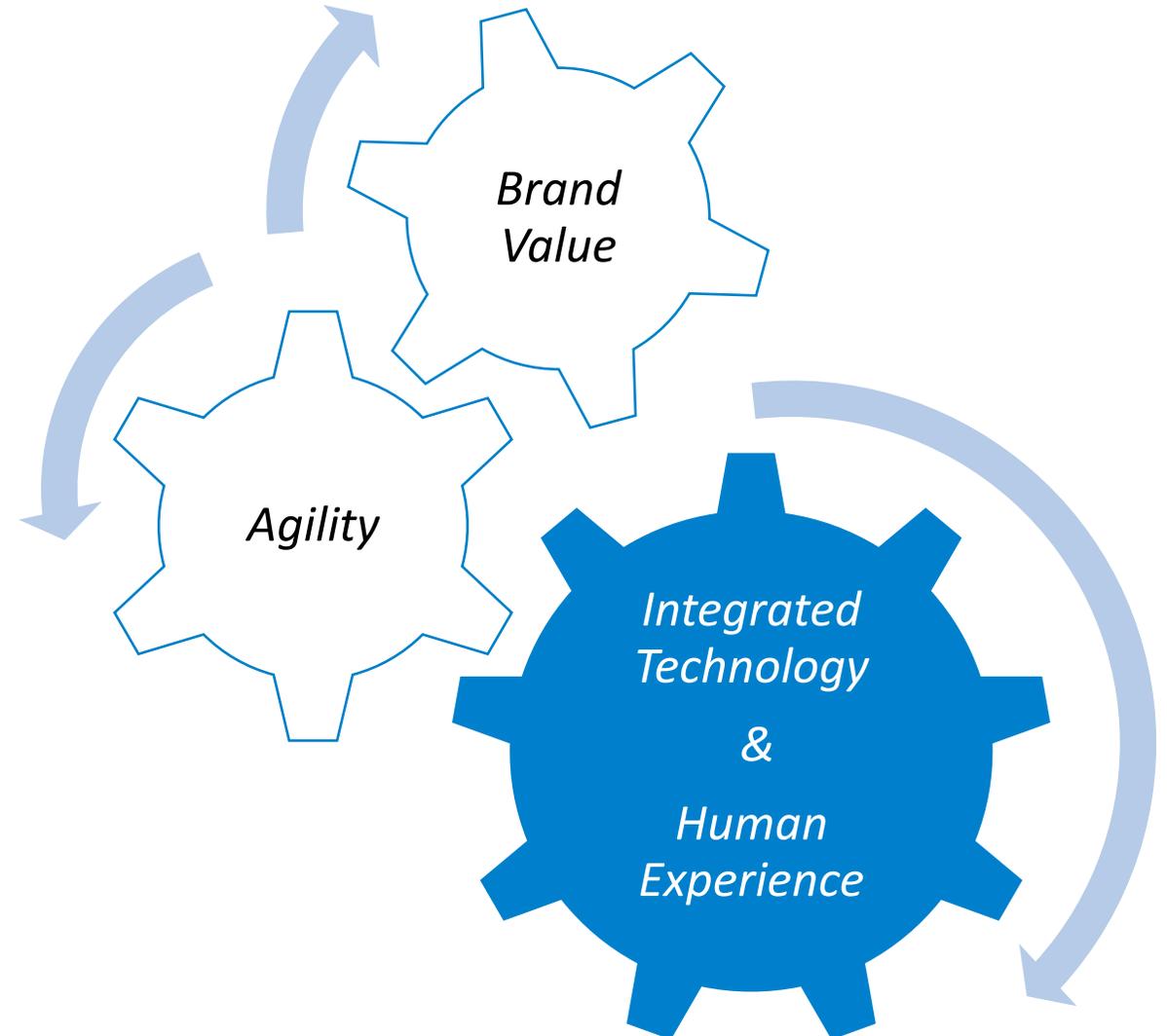
Brand Value

How can companies use brand value in talent attraction

- ➢ **Define & re-define your brand.** Employer brand describes an organization's reputation and popularity from internal & external stakeholder's perspective and describes the values it gives to its stakeholders. Use your brand to attract potential candidates.
- ➢ **Create a social (media) presence**. Continuously review your activities/posts in social media and have a plan to engage effectively with potential candidates.
- ➢ **Create a recruitment marketing strategy:** Like every good product, there should be a marketing strategy.
- ➢ **Go virtual**. In the absence of career fairs/job markets create virtual events (coffee sessions, fairs, day in the life of etc.) to engage with potential candidates.

Brand Value

Agility

Integrated Technology & Human Experience
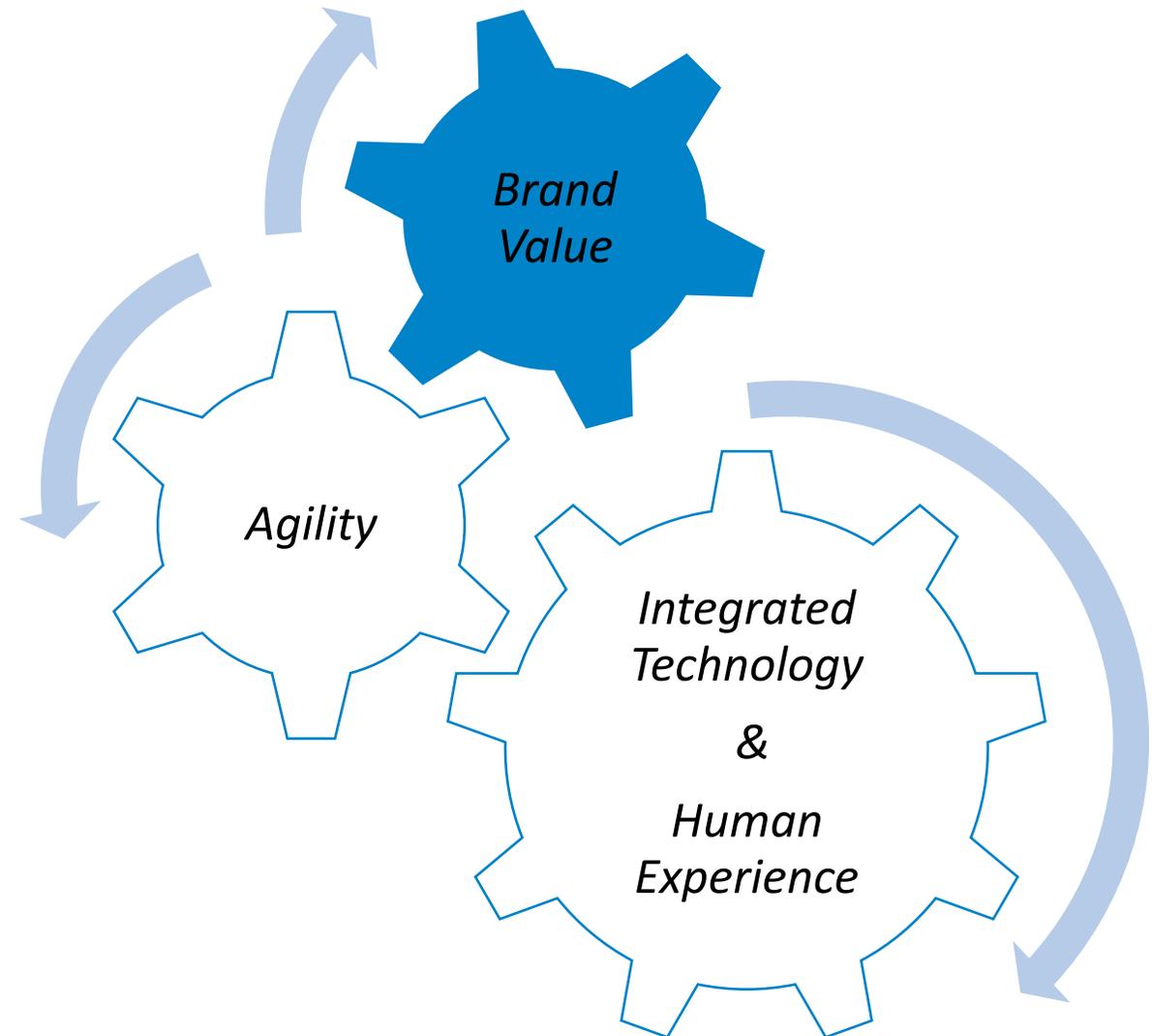
Guiding questions

Tips

Case studies

Guiding questions for Talent attraction strategy

1. What is the company strategy and objective?

- Understand the company strategy and objectives set by top business leaders and senior management
- Analyze if the change to strategy means talent needs have changed

2. What is the workforce the company require for future success?

- Identify talent segments critical to company success
- Identify where these key segments can be hired from

3. What are the skill gaps of the current workforce?

- Find out skills and competencies required to achieve future objectives
- Review skills and competencies of existing workforce
- Determine the skill gaps

4. Determine the areas that HR need to focus to attract target talents.

- Understand target talents, their needs and motivation before developing action plans

5. What approaches will you adopt to achieve the goals?

- After identifying talent acquisition goals and key talent required by the company, HR function should determine strategy and methods to achieve talent acquisition goals.

Tips for effective Recruitment Marketing

1. Tailor message and content to targeted talent segment

- Each target talent segment has different needs, goals and motivations
- Provide company information that targeted talent audience needs to know
- Company communication message must exhibit employee value proposition

2. Determine the marketing channel to promote your company

- Find out which communication channel that the target talent segment spend the most time
- Determine the channels that talents spend time to cultivate professional network

3. Adopt marketing mindset to gain attention from target talent

- Craft marketing messages to attract and provide information that target talent are interested to know
- Exhibit employee proposition to entice target talent to join the company

4. Attract candidates at every stage of their journey

- Actively engage candidates from the targeted talent segment regardless of their next career move
- Create a market plan or positive employer branding so that company will reserve a place of consideration if employee decides change their job.

5. Utilize technology to create positive recruitment experience

- Recruitment marketing technology and HR systems help to automate recruitment processes.
- Free up recruiter's time to complete strategic tasks
- Send out curated content and messages to candidates
- Effective tracking systems and optimized chances to find the right talent

6. Set criteria to determine marketing effectiveness

- Establish criteria and tracking metrics to find out the success rate of recruitment campaigns.
- Adjust marketing tactics to achieve desired recruitment goals

Guiding questions on Recruitment Marketing

Question 1: What are the possible information, needs and motivations for your target talents?

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Question 2: What is your company employee value proposition to convince them of a career move?

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Question 3: What are the effective platforms your target talents spend time to cultivate professional networks?

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Question 4: List 3 pointers on how would you approach passive and active jobseekers?

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Question 5: What technology tools will you need to achieve your recruitment marketing goals?

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Question 6: List down the criteria to measure marketing effectiveness for recruitment and how to measure.

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Tips for virtual interviews

1. Create a process on how to prepare for virtual interview and communicate to teammates and hiring managers

- Ensure that teammates and hiring manager understand the process, the role and questions to be asked and assess during virtual interview
- Communicate to everyone involved in the interview on documents expected to be submitted after the interview
- Provide step-by-step guide on how to use video conferencing platforms

2. Conduct a test run on the video conferencing tool before conducting the interview

- To minimize technical issues and create a positive candidate experience, a test run on the video conferencing tool is recommended
- Orientate the hiring manager to ensure that they are aware on how to use basic function
- Find a place that has adequate Wi-Fi signal to conduct interview seamlessly.
- Familiarize yourself on more advanced functions if required during interview.

3. Inform candidates on the required information to make them feel at ease

- Let candidates know that company is conducting interview via video conferencing system and notify the reason
- Run through details of the interview and interviewers that they will be meeting
- Provide instructions on how to access the virtual interview
- Let candidates know if there are any assessments to be expected during interview process
- Provide a contact number in case they encounter technical issues.

4. Choose a conducive place to conduct virtual interview

- Pick a quiet spot that is clean and free of distraction so that candidates can hear interviewers clearly.
- Ensure that the spot selected has adequate Wi-Fi
- Find a well-lit room so that candidates can see the interviewers clearly.

Tips for virtual interviews

5. Give a persuasive company pitch to persuade candidate company's differentiating factor to join the company

- Candidates do not have the luxury now to walk around and observe the office space or company culture
- Interviewers can prepare online materials to give a short company pitch to let candidates know more about the company. (e.g. Ppt slides or animated videos, social media post, employee testimonials)

6. Be professional, look professional

- Dress professionally
- Ensure that mobile devices are on silent mode
- Read through candidate resume and prepare interview questions beforehand
- Prepare interview assessment forms and materials to note down feedback for submission.
- Smile and maintain eye contact
- Speak clearly and respond accordingly
- Mute the microphone when others are speaking.
- Enable security function and lock meeting room once all the invited participants attend the virtual platform.

7. Be understanding and patient towards candidates

- Interviewers are advised to be more compassionate and thoughtful towards candidates
- They are facing the same issues just like any other colleagues who are working from home
- If interview is disrupted due to unforeseen circumstances, do not penalize them

8. Send a thank you note and a request for feedback

- Follow up with a thank you note to candidate for their interest in the role and giving valuable time to attend the interview
- Solicit for feedback on their interview experience and find out areas of improvement
- Let candidate know the next steps after post interview and what is the expected timeline to know the interview outcome.

Virtual interview checklist

Virtual interview preparation

- ❑ **Inform hiring managers on the interview process and flow**

- ❑ **Discuss with hiring manager on criteria to be assessed and feedback documents to be submitted after interview**

- ❑ **Send calendar invite, documents and video conferencing access link to hiring manager and candidate**

- ❑ **Send a step-by-step guide on how to use video conferencing platform to hiring manager**

- ❑ **Read through the resume and prepare interview questions**

- ❑ **Schedule a call to brief candidates of the interview process, instructions to access video conferencing systems and technical support number**

- ❑ **Prepare online materials about company culture, values and other information to brief the candidate**

- ❑ **Schedule a test run of the video conferencing platform with interviewers**

- ❑ **Select a quiet and well-lit place with adequate wifi to conduct the interview**

- ❑ **Prepare professional attire for the virtual interview**

Virtual interview checklist

During the interview

- ❑ **Dress professionally**
- ❑ **Ensure that mobile devices are on silent mode**
- ❑ **Smile and maintain eye contact**
- ❑ **Speak clearly and respond accordingly**
- ❑ **Mute the microphone when others are speaking**
- ❑ **Practice patience and understanding towards the candidates in the case of technical disruption or unforeseen circumstances**
- ❑ **Enable security functions and lock meeting room once all participants are in the virtual platform.**

- ❑ **Help candidates feel at ease through ice-breaking questions**
- ❑ **Practice active listening and note taking**
- ❑ **Ask open-ended questions or follow up questions to seek clarification**
- ❑ **Echo or paraphrase your understanding on candidate's answer**
- ❑ **Give a persuasive pitch on company's culture, values and information to candidate**
- ❑ **At the end of the interview, thank and let the candidate know when they will expect the outcome to be announced.**

Virtual interview checklist

Post-interview

- ❑ **Send candidate a thank you note for their interest in the role and valuable time to attend the interview**

- ❑ **Notify candidates the next steps and expected timeline to be notified of the interview outcome**

- ❑ **Seek candidate's feedback on what works well throughout the application and interview process**

- ❑ **Seek candidate's feedback on what did not work well throughout the application and interview process**

- ❑ **Ask candidates what are the areas or specific actions to improve to enhance the candidate experience**

- ❑ **Study, review and implement follow up action to improve candidate experience**

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