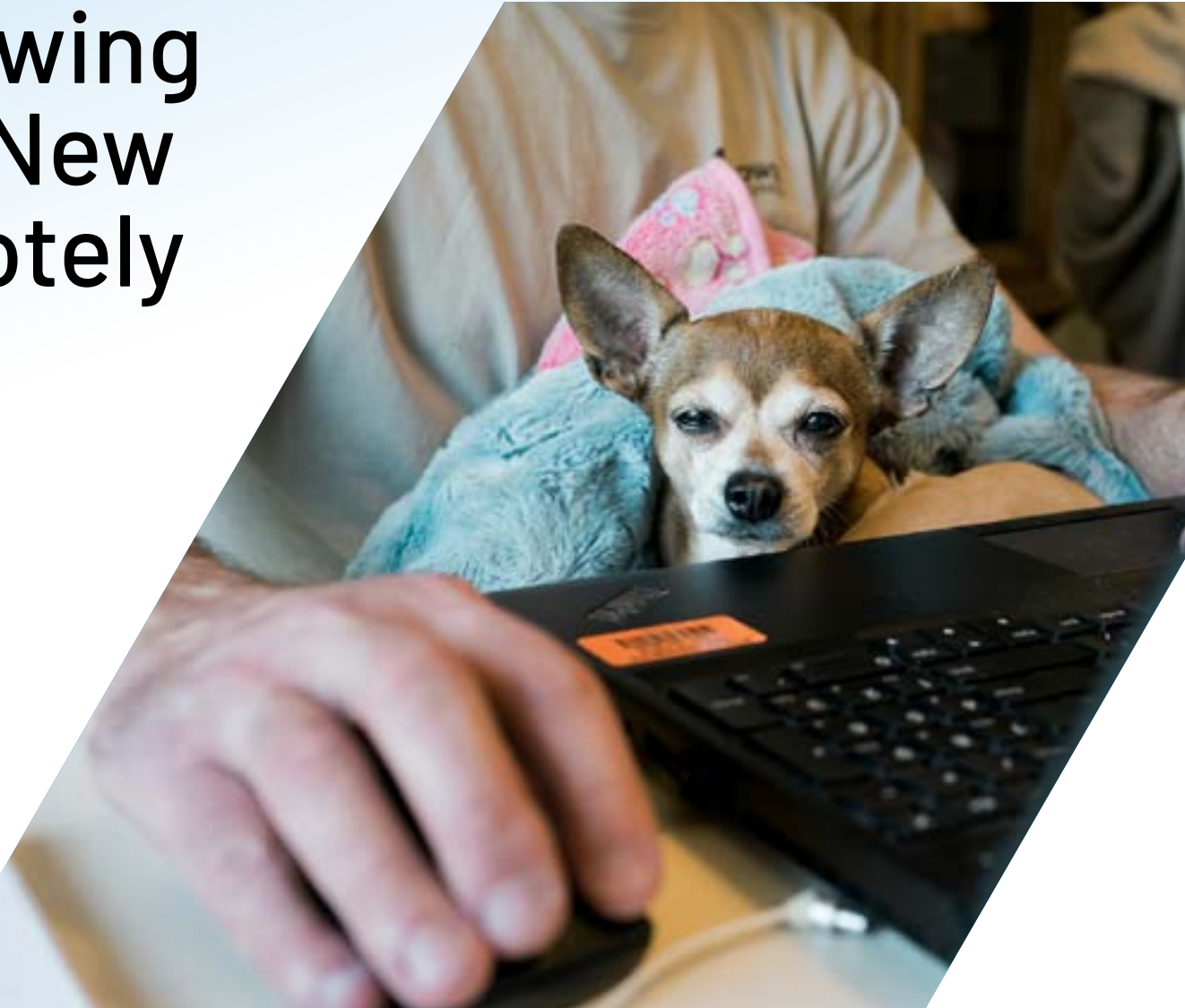


Guide to Interviewing and Onboarding New Employees Remotely

Based on Best Practice Advice Discussions
with Leading UK Businesses

Research Led by Charlie Sell, MD Arrows Group Global



Introduction

For the creation of this guide, Arrows Group Global spoke to around 100 of our UK clients about their remote onboarding and interviewing challenges. These include leading UK businesses such as Just Eat, Sky, Moonpig, JustGiving, Sony, Revolute and Virgin Media. This has been combined with best practice advice from Arrows Group Global, a leading technology recruitment business with offices in London and Amsterdam – and currently staff working remotely across both countries.

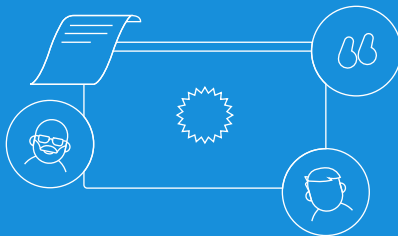
For many companies, the sudden shift to remote working brought about by COVID-19, will become an ongoing reality. While many businesses will need to tighten their belts, for most there will also be the need to find new people at some point. When this happens, there is unlikely to be the opportunity to undertake normal face-to-face recruitment practices. As a leading tech recruitment agency, Arrows Group Global have held discussions with a number of our clients on best practices around remote interviewing and onboarding. * This, together with our own experience, forms the basis for this guide.

Both the technology and so-called 'gig' industries have the benefit of a head start when it comes to managing remote working. In these sectors, the nature of job roles often means people don't need to be in a shared location to function, which can make even large-scale remote recruitment more straightforward. Remote working also has the benefits of allowing companies to create a diversity of talent

unrestricted by location and offer favoured, flexible working.

When it comes to remote recruitment, there is a certain sense of fear about how to practically do it, particularly when it comes to the interview process and onboarding new hires. This guide should allay some of those fears by offering simple advice to help get it right and attract and engage the best people.

This guide is about best practice for interviewing and onboarding remotely. However, it remains as essential as it ever has been to find the best people to attract to interview stage and beyond. Many of the companies surveyed offered advice on how they continue to attract the best candidates during lockdown.

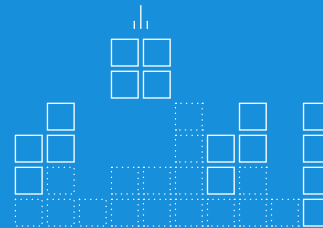


Communicate Your Brand

If you want to attract the right candidates, you need to communicate your brand strongly online:

'This is who we are, this is what we do, this is how we work, these are our values, this is who works here already'.

Share your ethos across all of your channels. Include testimonials from existing staff to demonstrate your diversity, talent and how happy people are working at your business.



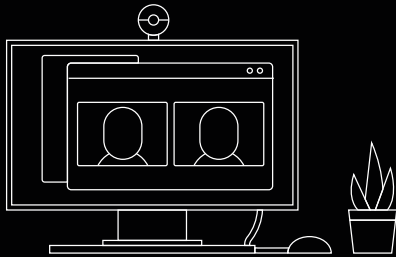
Package Up

You are competing for candidates at the sharp end of the business and you can't lure them with location, so your package has to be attractive. This means attractive financially, in terms of flexibility and with added extras like health insurance and career and personal development where relevant.

“Our brand remains one of our top priorities. We wouldn’t want to do anything to jeopardise that even in these exceptional circumstances, so we make sure the hiring packages we create remain extremely attractive”

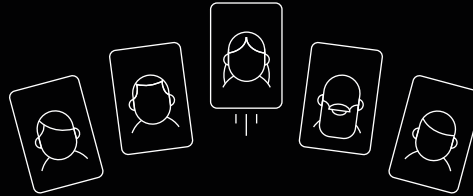
Discovery

When conducting remote interviews with potential new hires, plan the number and scheduling of interviews carefully with all key decision makers, make sure your technology is fit for purpose along with your interview methodology and be sure to still convey company culture.



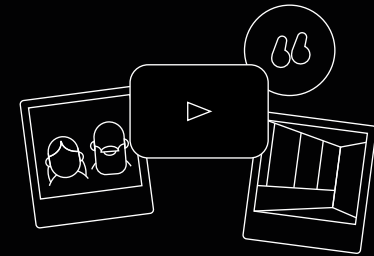
Interview Technology

Make sure the tech you use for interviewing is fit for purpose. Arrows Group has invested into a bespoke tech platform specifically designed for remote interviewing which allows screen sharing, paired programming and white boards. This has been shared with some of our active clients.



Selecting Candidates

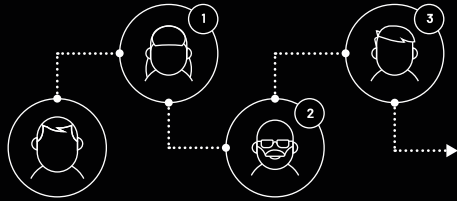
Keep the numbers of candidates you invite to interview reasonably low – as a guide, try not to interview more than five candidates per open role. Remote interviewing tends to create an even greater sense of interview fatigue than the face to face process.



Convey Culture

Candidates interviewing remotely miss out on the usual opportunity to visit your office and build an immediate impression of whether they like it and the company culture or not. Get around this by sending candidates you are interviewing video referrals from existing staff about company culture and images or videos of what the office looks like, if you have one. It's important to try to get your company culture across.

Remote Interviewing



OneDay™

Create a Streamlined Interview Process with Key Decision Makers

As with the usual interview process, you will have a limited number of key decision makers who need to remotely interview your candidates before any hiring decision is made. Plan your interviews so each decision maker can hold a one to one conversation. In the tech world, typically this would be one HR member, one technical interviewer and the hiring manager. Group conversations do not work very well in a remote interview situation, because of the challenges of people talking over each other.

Condense the interview process so candidates interview with each decision maker back-to-back over no more than 1.5hrs to keep up momentum. If possible, schedule interviews so decision makers speak with all candidates for a specific role across one day. Powering through will help you make a decision swiftly.

A common problem with non-linear interview techniques (i.e. interviews spaced out across several days) is 'first interviewer bias.' This means the first interviewer often ends up having a disproportionate influence on the progression of candidates – particularly if their opinion was not so positive!

Practice Good Interview Methodology

A great interview methodology will work whether you are face to face or interviewing via video. Arrows Group has a unique interview methodology called OneDay™ which condenses the hiring process into a series of single days (as above), making it nimble enough to quickly fulfil even large-scale recruiting requirements at speed. The methodology has a fantastic proven success rate, with around one in every two interviews conducted resulting in a successful hire.

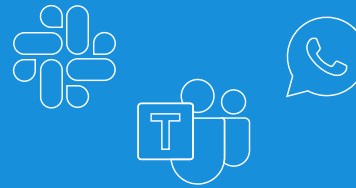
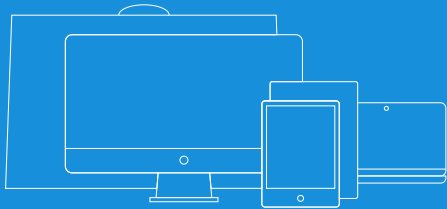
The methodology uses a blend of neuro-linguistic programming (NLP) and competency-based framework for interviews. The precise workings of this is our 'secret sauce'!

“Remote interviewing brings unique challenges, particularly when it comes to sharing whiteboards or a piece of code for paired programming tests. We have needed to be extremely confident that our technology will be robust enough for this process to work seamlessly.”



Onboarding Remotely

To bring new hires into the business as successfully and seamlessly as possible, companies need to make sure they have thought about required equipment and technology, how to make the new person feel part of the team before day one and the detailed remote onboarding process from day one onwards.



Order Up

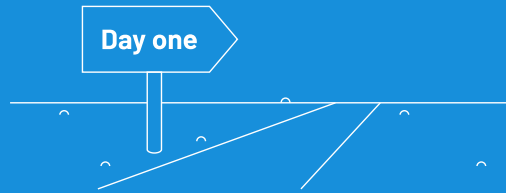
Having the right tools to keep your business moving is key. Ordering up on laptops, iPads and spare tech will help you make sure you keep everyone working as you grow. It's really important to enable new starters to start working from day one.

Engage Early

Engage your new starter with their team before they start work – remember, they won't have the opportunity to visit the office in the time between accepting a job offer and starting.

Slack, MS Teams and WhatsApp all help new starters get up to speed and you can start introducing them on these 2-4 weeks ahead of a start date. Invite them to virtual team socials, but probably don't involve them with company announcements until they've officially started.

Onboarding Remotely



Create a Great Experience from Day One

Make sure to provide all the company information they need on their first day. This could be physically sent ahead of day one as a welcome pack, or a welcome card that has a link to all the necessary documents online. These should include company rules, best practice guidelines and a handbook if you have one. On day one – or even before – make sure they have received these and talk them through it. Keep talking about company culture given the lack of physical reminder so they feel engaged with the company and values from day one.

It's crucial to make them feel part of the team straight away despite not having met their team mates face to face. Educate your current workforce / team in how important it is they send welcome notes and introduce themselves in the first day or two.



A Sense of Support and Progression

Allocate a mentor and buddy for all new joiners so they have someone to help them learn the ropes. A buddy would be on their level; a mentor would be someone more senior (but not their boss).

Within the first week or so, make sure to communicate and evidence plans for professional and personal development for each new starter, so they know where they're headed.

“Remote onboarding for us has been a real collaborative effort across different divisions that don’t traditionally work together. For example, our logistics team who are usually concerned with getting food to customers have been helping us fix the challenge of swiftly and safely delivering the necessary hardware to our new hires.”

JUST EAT

Would you like to talk more about remote recruitment, interviewing and onboarding?

Email Charlie.Sell@arrowsgroup.com