

how to manage your  
remote recruitment  
process efficiently?



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The COVID-19 crisis has forced a large number of companies to completely review their operating methods, in particular by allowing most of their employees to work remotely. It is very likely that this mode of remote working will become widespread and have a direct impact on the ways of recruiting.

This guide is designed to help you adapt to this new work reality, and the remote recruitment process. Switching to this type of recruitment can be a big change for you and the candidates and it may seem intimidating. It requires considering new elements as well as the use of both technological and human skills. You may simply not know where to start!

This step-by-step guide will walk you through the various stages that should be considered and will suggest solutions to make your job easier.

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# pre-selection of candidates.

The pre-selection of candidates can be very time-consuming. Here is some information on tools to help you optimize your process.

## technological tools to consider for video conferencing

Choosing the right tool that is easy to use, for you and candidates, is an important element in building trust from the start. You are probably familiar with the video applications for conducting your interviews remotely, but here are some the most popular ones:

- Zoom
- Skype
- Google Hangouts
- Webex
- Microsoft Teams

We have a list of available options and their benefits if your business does not have a video solution installed at the moment and is hesitant about which one to choose. Download our guide [on how to maximize your virtual meetings](#).

## digital solutions for recruitment

Recruitment process management software solutions (also called ATS or Applicant Tracking Systems) mainly target small and medium-sized businesses have many advantages. They are even more useful in the current context where the process can take longer than usual. The software can:

- Aid with organization by centralizing of all your data
- Save time by automating manual tasks
- Secure candidate data, ensuring confidentiality and complying with data protection laws
- Allow for an unlimited number of users on the platform. Your entire HR team and even other collaborators can get involved in recruitment, share their opinions and comments on candidates.

Here are some options available on the market. Most software offers similar functionality for managing the hiring process—from posting job vacancies, to processing new employees in one system. Some of them have additional features:

- Workday Human Capital Management and SAP Success Factors HR: these two software programs also include financial management, planning and automation of professional services.
- Talentsoft: this software is a European alternative comparable to the previous two
- Nextal, Cangaroo RH and Manitou: interesting Quebec options
- Workland Atlas: this solution offers a system for monitoring and managing applications and is equipped with a pre-selection mechanism based on an intelligent algorithm.

However, the use of these software programs requires internal IT deployment as well as staff training to become familiar with their operation.

A winning solution would be to consult professionals at a placement agency who are accustomed to using these technological tools on a daily basis. Pre-selecting candidates can be very tedious, especially when you receive a large number of job applications. Entrusting your staffing process to specialists saves you time and allows you to focus on the next steps.

There's no need for panic if the opposite happens to be true and your job offer did not attract enough eligible candidates. Professional recruiters from a placement agency have access to a pool of pre-selected candidates which can greatly facilitate your task. They also have promotional tools on partner platforms with budgets that you could benefit from.

## initial contact with candidates

After selecting profiles that interest you, you will need to contact the candidates to schedule the first interview. Traditionally this is done by phone, but you can now consider using video conferencing. A video discussion enables you to gather more information than a simple phone call, especially as it relates to candidates' know-how and their agility to master new technologies. The phone, on the other hand, can cause incorrect perceptions and distort first impressions.

The pre-selection video interview also gives candidates with more atypical profiles the opportunity to clarify their candidacy by speaking directly to the recruiter and explaining their background.

Finally, this type of interview allows you to develop a more tangible bond with candidates, right from the start. However, it's important to allow for more time for these video interviews as they may turn out to be longer than simple phone calls.



# interview preparation.

When recruiting from a distance, preparing for the interview is probably the step that will require the most adaptation on your part.

## interview format and process

In recent years, traditional interviews have increasingly given way to unstructured interviews. This interview style is presented as a conversation in which interviewers and candidates participate equally, rather than a strict one-way interview.

Once you have selected an interview style, you will need to determine how it will be conducted and who will ask which questions. If several people are present, it is important to clearly define the roles of each person to avoid all participants speaking at the same time. Generally human resources will ask more general questions to candidates while the direct manager for the role will have more specific questions about past experience and acquired skills.

## questions to be asked, information to be shared

Writing down the questions you want to ask, including those that may differ from a traditional in-person interview, is an essential step in your preparation.

Here are a few questions that might be interesting:

- Tell me something about yourself that doesn't appear on your resume.
- If you wanted to know something about this job posting, what would it be?
- What are the main characteristics that you are looking for in a work colleague?
- If you could create the perfect job, what would it look like?
- What goals are you working toward right now?

Within the context of the current pandemic, candidates will not be going to offices for interviews. Think about providing as much information as possible about the work environment, the atmosphere in the office and the corporate culture. This is all the more important if you're planning to have your employees return to your workplace soon. This will allow candidates to form an idea of the work environment despite the absence of on-site visits. Transparency is imperative.

## checklist for recruiters and candidates

A video conference interview can be more stressful than a face-to-face interview, for both recruiters and candidates, as they may not be comfortable in front of a camera.

Here is a checklist to help you alleviate stress and prepare ahead:

### recruiters:

- Reduce candidates' discomfort by preparing a checklist with information including: how to use the platform, instructions to download the application and connect to the video interview, list of technical requirements for the application to work properly, video interview tips to help them get comfortable, notes on the interview process itself (people present, time and duration, emergency contact)
- Choose a quiet place for the interview
- Familiarize yourself with the video conferencing platform
- Test technological equipment before the interview begins
- Review the questions to ask and the interview process
- Adopt a professional approach

### candidates:

- Carefully review the interview checklist
- Familiarize yourself with the video conferencing platform
- Test technological equipment prior to the interview
- Obtain as much information about the company as possible
- Analyze the job description and highlight your corresponding experience and skills
- Prepare questions to ask
- Choose a quiet location for the interview
- Adopt a professional approach



# virtual interview.

Recruiters need time to adapt to virtual interviews. Here are some tips to make your transition to this new recruitment method easier. You can read our full article on [how to conduct an effective virtual interview](#) for more information.

## differences to consider

Beyond the technological aspect, the main difference between an in-person and remote interview is that it's more difficult to analyze candidates' non-verbal cues, especially when making contact (their handshake) and during conversations.

It's also more difficult to get a sense of the person's energy, to get an idea of the potential synergy with the team, and to assess specific skills such as adaptability.

With the right approach you can overcome these challenges.

## making video recruitment easy

Some video interview solutions can predictively analyze candidate responses. Candidates are assessed using an algorithm, based on several thousand character traits. HireVue, HireIQ, EasyRecrue or VideoBio, and BubbleHR are good examples.

However, nothing replaces the expertise of seasoned professionals who have interviewed hundreds of video candidates since the start of the pandemic and are able to identify main personality traits. It may also be necessary to schedule another virtual interview to validate your choice when in doubt.

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# tests and skill assessment.

## tools for assessing technical skills

Whether it's to validate the use of certain computer software (Word, Excel, Powerpoint), check linguistic knowledge, or assess management skills, there are several tools available, such as online platforms and specialized software that are designed to test specific skill sets.

For example, Zmartests is a platform that allows you to test the office automation skills (Microsoft Office software, typing speed and accuracy) and language skills of candidates from their homes.

## tools for evaluating soft skills

Problem-solving, self-confidence, emotional intelligence and stress management are some examples of human skills that are difficult to analyze by simply reading a resume.

There are several recruitment tests available on the market that allow you to analyze the soft skills candidates possess:

- psychotechnical tests for logical skills
- personality tests for professional behaviour
- cognitive skills tests for knowledge acquisition mechanisms.

The results of these tests will help you validate aspects of the candidate's personality and assess the potential synergy within the company and your team.

Interpreto offers a series of psychometric tests and automated reports developed in partnership with the Institute for Psychological Research.

## simulations and case studies

During certain recruitment processes, it's necessary to organize simulations with other members of the team. For the moment, these scenarios cannot be done in person, but you can always consider including certain people from the team in the video interviews to assess the synergy with the candidates.

The presentation of a business case (lasting approximately 30 minutes) is also a good way to assess analytical skills to identify a problem and find suitable solutions. It also gives you an idea of candidates' verbal skills and their ability to give presentations.

# references and background checks.

Even if you have a good understanding of the candidates you interviewed, it's important to validate your opinion with former employers before offering them a job. And for certain positions, background checks must be performed. You must inform applicants of this step and obtain their consent before proceeding to the reference and background check.

You have two options to perform the checks. The first option is to check the references yourself. In this case, you will have to contact the references and obtain the necessary details to ensure that all information aligns. Your second option is to request the services of an external company specialized in this field. This will obviously save you time but comes with a cost.



# onboarding.

Once the references and background have been checked and validated, your choice is now made. The successful candidate has just signed their contract and is ready to join your company. We are all aware of the importance of the first impression when we start a new job and the need for a warm welcome to feel properly integrated into a new team. This is even more relevant when recruiting from a distance. In this case, a personalized approach corresponding to your values, your industry, but also the personality of the new employee is necessary. While some new employees feel perfectly comfortable joining a team entirely at a distance, others will need to be supported through the transition. Here are some tips to facilitate [the onboarding of new employees remotely](#).

If you want to discuss the specific needs of your company in terms of recruitment or if you have additional questions, our team is happy to guide you.

## about randstad

Randstad is the global leader in the HR services industry. We support people and organizations in realizing their true potential by combining the power of today's technology with our passion for people. We call it Human Forward.