

vervoe

The Hirers Guide to Skill-Based Screening

The ~~future~~ new reality of recruitment



Table of Contents

Navigating the Talent Maze: The Hirer's Guide to Skill-Based Screening 3

Embracing Skill-Based Screening: A New Approach to Hiring 7

Step 1. Assess Your Current Hiring Processes 9

Remote Employee Value Proposition 9

Reach further 12

Step 2. Implementation and Execution 13

Here are the top reasons you should consider skills-based hiring 18

Step 3. Monitoring and Optimization 19

Data-Driven Decision-Making 20

Continuous Improvement 21

Legal and Ethical Considerations 21

Communication with Stakeholders 21

Pilot Programs 40

Step 4. Review your application and assessment process 24

Comparing the tools 27

Video calls 28

Pre-recorded interviews 29

Chat-bots 30

Psychometric testing 31

Skills assessments 32

Step 5. Decide who to hire 34

Step 6. Onboard your new employee 37

Tips from experts like you 38

Things to consider 39

Step 7. Retain your talent 40

Benefits 43

Out of office; gone global 45

Ready to go remote? 46

Appendices

Appendix A: EVP template 48

Appendix B: Where to advertise for remote roles 52

Appendix C: Remote skills list 54

Appendix D: Job ad template 57

Appendix E: Remote Benefits checklist 62

Appendix F: Remote onboarding checklist 65

See Vervoe in action 71



Navigating the Talent Maze: The Hirer's Guide to Skill-Based Screening

Introduction

Welcome to the new frontier of hiring, where the rulebook is being rewritten, and the spotlight is shifting from traditional markers like CVs to the real currency of capability - skills. In this guide, we'll embark on a journey through the evolving landscape of talent acquisition, exploring the seismic shift toward skill-based screening. This change is not a mere trend but a strategic response to the evolving needs of the job market. Picture a hiring process where qualifications take a back seat, and the focus is on what a candidate can bring to the table in terms of skills.

Forbes, a trusted source in the business realm, reports a notable surge in the adoption of skills-based hiring, citing a [21% increase in job postings on LinkedIn that highlight skills and responsibilities instead of qualifications](#). This statistic isn't just a number; it's a profound indicator of a paradigm shift in the hiring landscape.

In addition, a report from the World Economic Forum highlights that [50% of all employees will need reskilling by 2025](#), emphasizing the urgency for a skills-centric approach. This isn't just about being efficient; it's about future-proofing your workforce.

Almost a third of organisations (31%) are deploying technology to inventory skills, but a slightly larger percentage (38%) have not yet tested skills based hiring. The majority of organisations (63%) cite creating a skills inventory as the greatest barrier to skills-based hiring.

Source: Gartner August 2023 Stats
Source: Gartner Labor Market Insights

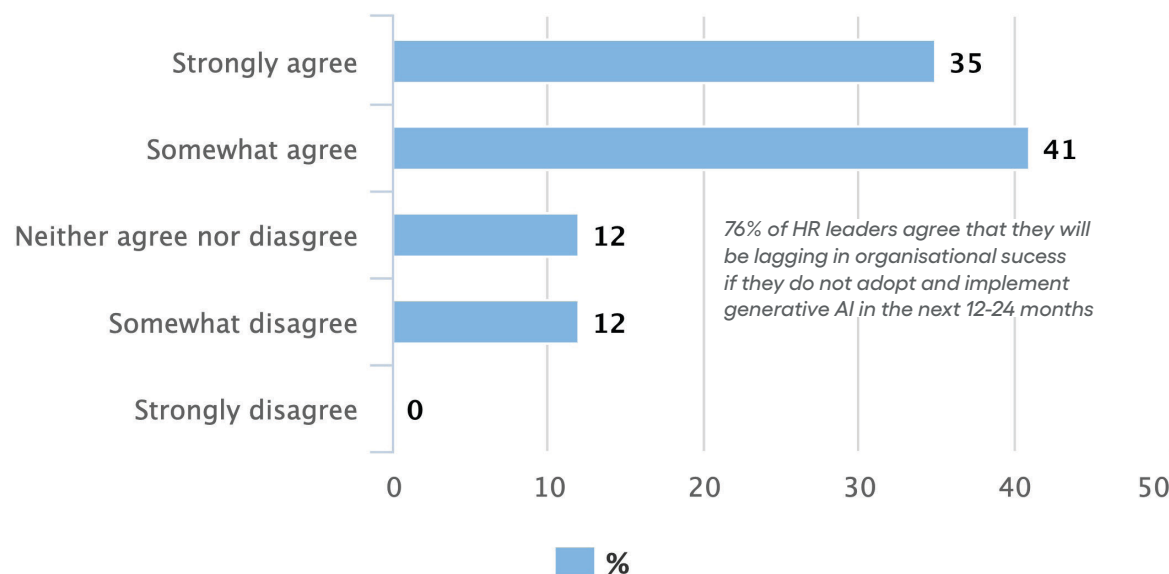


So, why the buzz around skills? Let's break it down. Gartner, the maestros of research and advisory, shed light on the efficiency gains associated with skill-based screening. It's like upgrading from a clunky old system to a sleek, high-speed machine. Organizations that have embraced this approach are experiencing a significant reduction in the time it takes to find the right fit. This isn't just about being fast; it's about being smart and focused.

Skills, unlike traditional credentials, are dynamic and versatile. They're not confined to a degree or a job title. They're a blend of formal education, self-driven learning, and hands-on experience. By making skills the focal point, employers are looking beyond the surface and seeking candidates with a diverse set of abilities ready to tackle the challenges of a modern workplace.

Beyond the technical jargon, the move towards skill-based screening is also a win for diversity and inclusion. It's like opening up the hiring process to a broader pool of talent, recognizing that skills are the true measure of potential. This shift signifies a departure from the conventional methods that might have excluded individuals with unconventional paths but who possess the skills necessary for the job

HR Leaders see organisations lagging without AI



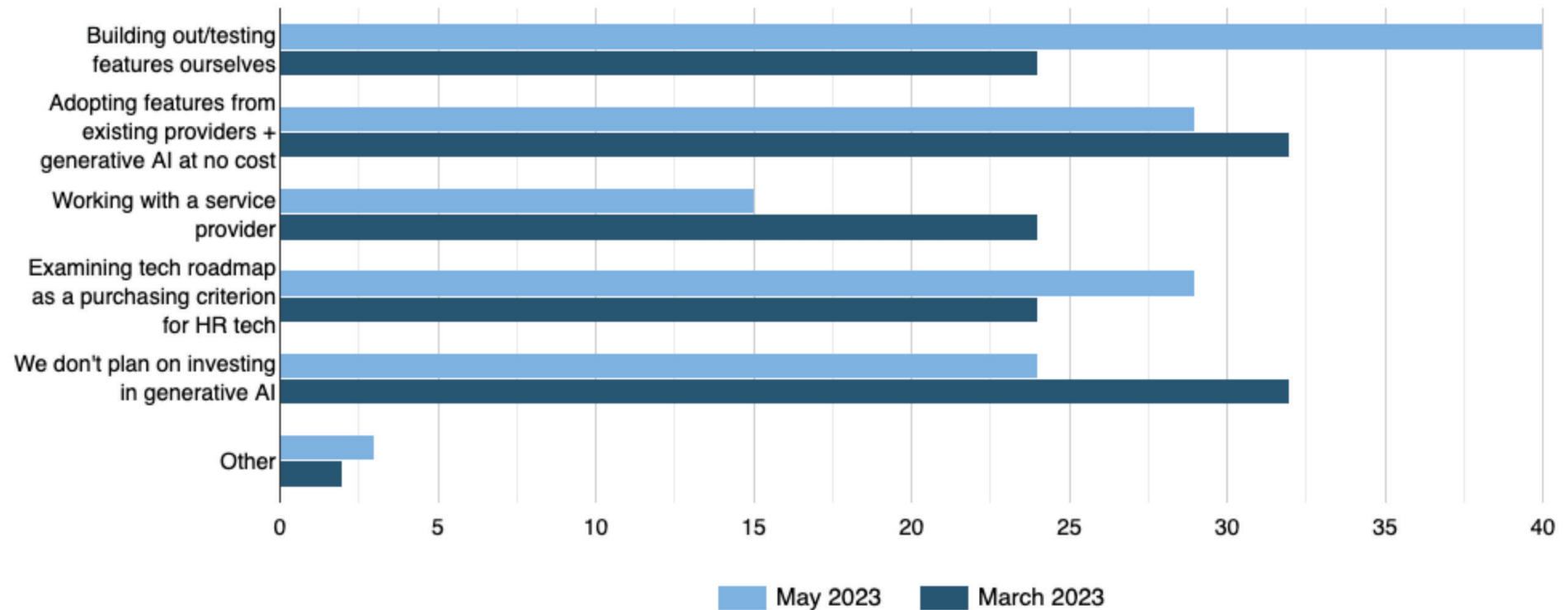
n=74, May 2023

Question: Please indicate to what extent you agree with the following statements. I believe that if my organization doesn't adopt and implement Generative AI in next 12-24 months, we will be lagging in organizational success compared to those organizations that do adopt and implement Generative AI.

Source: Benchmark With Gartner: Persistent Talent Shortages, Sustaining DEI and Other Emerging Issues (31 May)

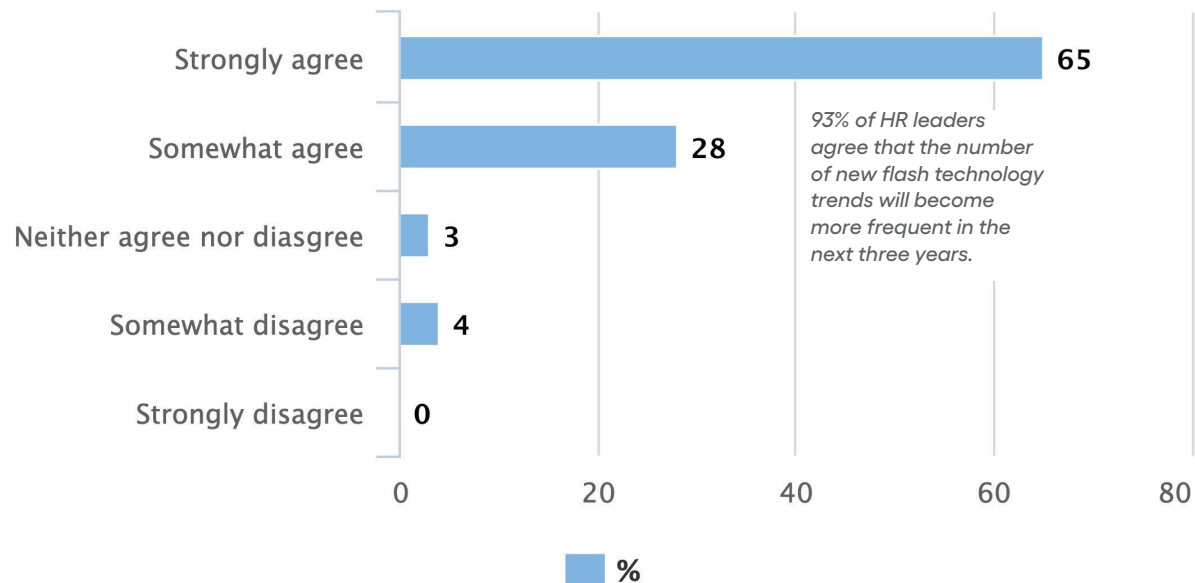


Organizations pivot to testing AI themselves



In the following sections, we'll delve deeper into the nuts and bolts of skill-based screening. We'll unravel key principles and best practices to empower hiring professionals, whether you're a seasoned veteran or a newcomer, with the tools needed to navigate this new era of talent acquisition. So, buckle up! The journey to hiring success, driven by skills, is an exciting one, and we're here to guide you through it with a friendly mix of expertise and approachability.

New tech trends expected to be more frequent



n = 74 (May 2023)

Question: Please indicate to what extent you agree with the following statements. The number of new flash technology trends (e.g., Generative AI, Metaverse, Blockchain etc.) arising will become more frequent within the next three years.

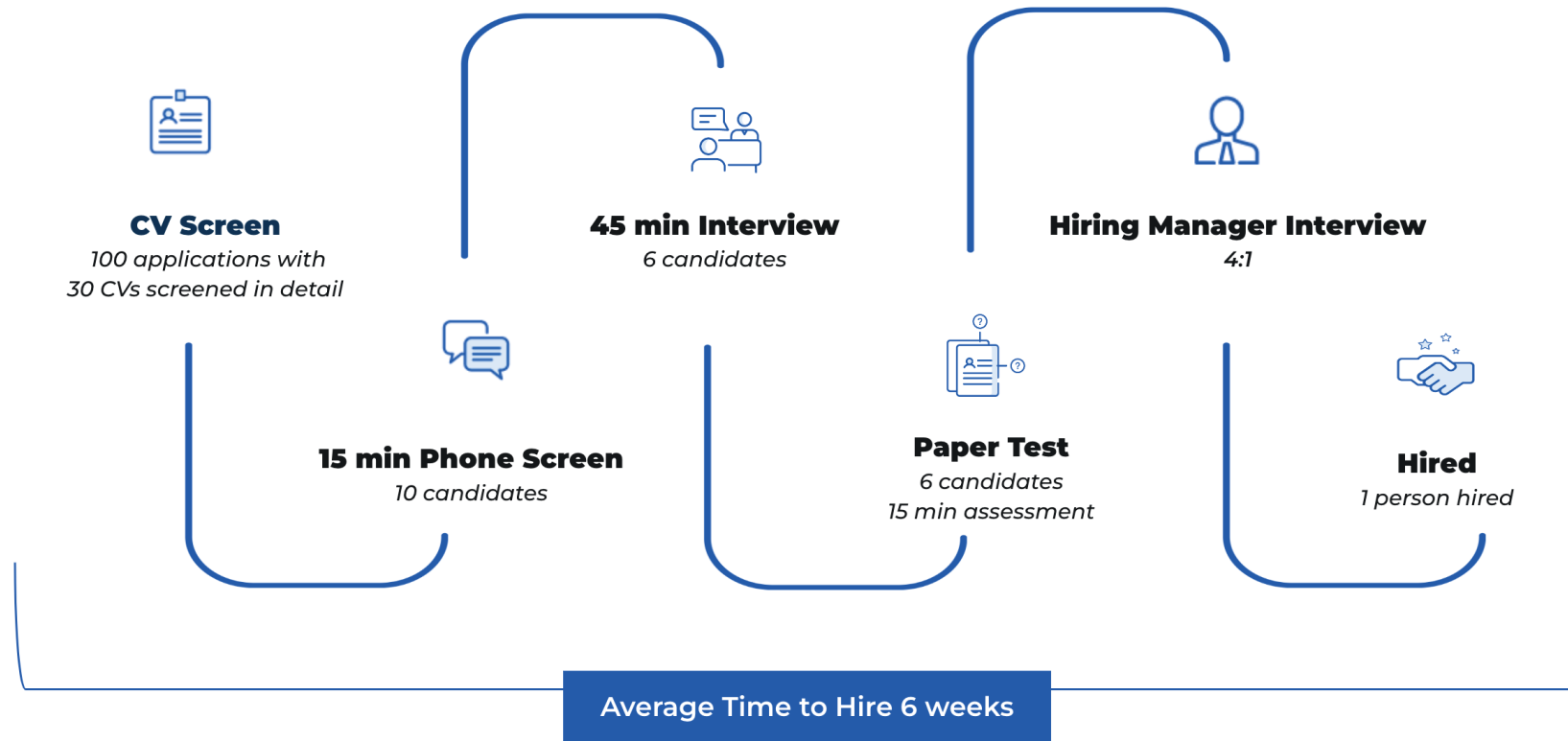
Source: **Benchmark With Gartner: Persistent Talent Shortages, Sustaining DEI and Other Emerging Issues (31 May)**



Embracing Skill-Based Screening: A New Approach to Hiring

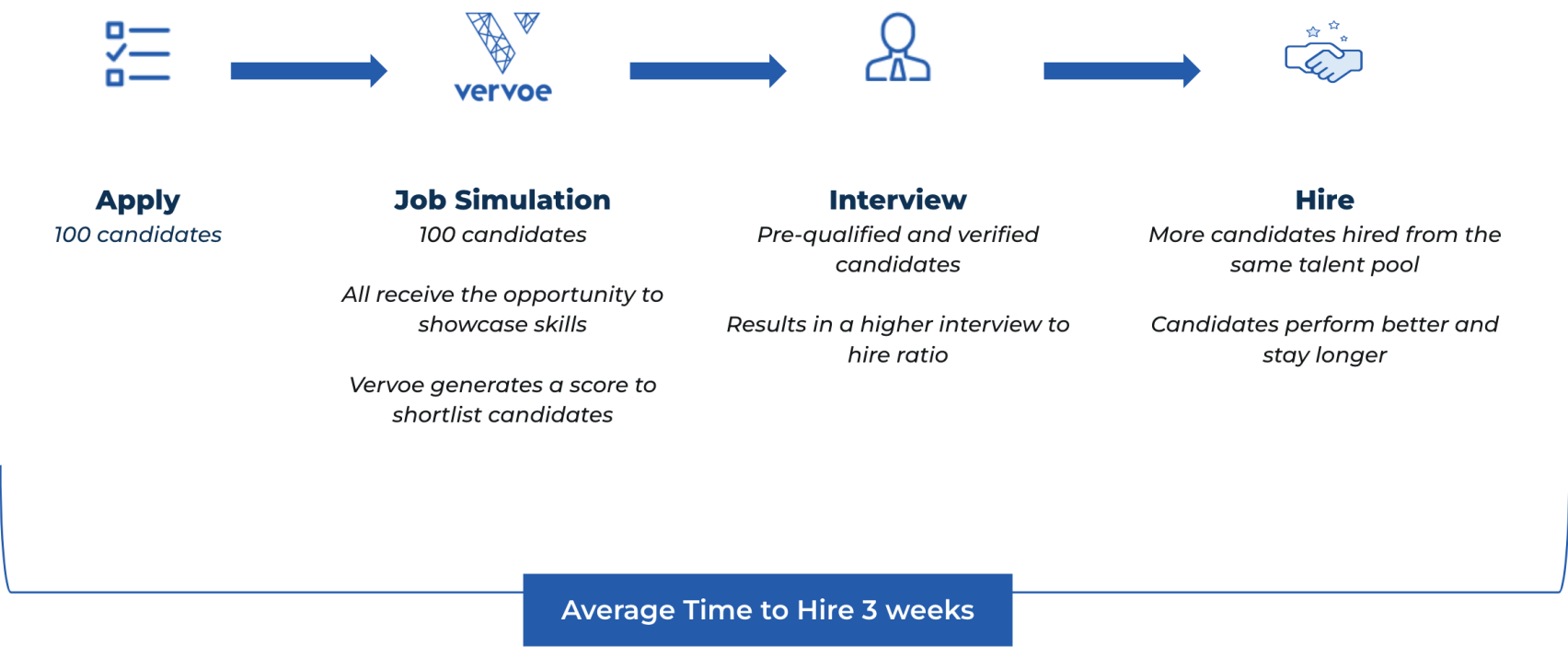
Manual Workflow

Inefficient and biased



AI Workflow

Efficient and unbiased





Step 1.

Assess Your Current Hiring Processes

If you're looking to hire the best folks for your team, it's time to take a good look at how you're doing it now. Think about where you could add a bit of skill assessment magic into your process. Take a moment to see how well your current methods are working. Are they giving you the full picture of what candidates can bring to the table, beyond just degrees and job titles?

By figuring out where you can improve, you're setting the stage for a hiring process that focuses on the skills that really matter, helping you find the perfect fit for your team and making your hiring game stronger than ever!

Define Core Skills and Competencies

In building a stellar team, it's essential to pinpoint the core skills and competencies vital for success in each role. Work hand-in-hand with your hiring managers and team leaders to unravel these key attributes, ensuring a well-rounded understanding of the unique demands of each position. Here's a snapshot of the must-have skills:

Technical Proficiency: Mastery of specific tools, languages, or software crucial for the role.

Communication Aptitude: Strong verbal and written skills, facilitating seamless interaction within the team and with stakeholders.

Problem-Solving Skills: Ability to navigate challenges creatively and strategically.

Leadership Qualities: For managerial roles, a knack for guiding and inspiring others.

Team Collaboration: Capacity to work effectively in a collaborative environment.

Adaptability: Flexibility to navigate a dynamic work landscape.

Time Management: Efficient organization and allocation of time for tasks.

By clearly defining these core skills, you not only streamline the hiring process but also lay the foundation for assembling a team equipped with the precise attributes essential for success in your organization.

Create Skills-Based Job Description

Crafting effective job descriptions involves focusing on the specific skills and competencies essential for the role. By developing clear and concise language that communicates these expectations, you not only set the stage for a transparent hiring process but also provide candidates with a comprehensive understanding of the skills they need to showcase. This approach not only attracts individuals whose abilities align with the role but also streamlines the evaluation process, ensuring a mutual understanding of expectations and fostering an efficient hiring journey for both candidates and your team. A great reputation for a fun office culture or a diverse team.





Implications for HR Leaders

HR leaders should consider decisions around hiring process in the context of skills as well as roles. They should consider not just industry trends but local implications in their return-to-office strategies and prioritize understanding potential applications of generative AI in the workforce and HR.

*Source: Gartner August 2023 Stats
Source: Gartner Labor Market Insights*



To succeed, organizations must blend digital and human capabilities. BGC's diverse, global teams bring deep industry and functional expertise and a range of perspectives to spark change. BCG delivers solutions through leading-edge management consulting along with technology and design, corporate and digital ventures—and business purpose. BGC works in a uniquely collaborative model across the firm and throughout all levels of the client organization, generating results that allow our clients to thrive

“If we didn’t have Vervoe, what would be missing is hiring with full knowledge of someone’s technical skill set”

Victoria Collins

Senior People Development Specialist & Program Manager, Foresight Mental Health





Step 2.

Implementation and Execution

Successfully transitioning to a skills-based hiring approach necessitates strategic steps. Start by investing in cutting-edge screening tools or developing your own, ensuring they seamlessly integrate with your Applicant Tracking System (ATS). This integration is crucial for a streamlined process, allowing your team to access and interpret assessment results effortlessly. Equally important is providing comprehensive training for your hiring teams to accurately understand and leverage these tools. Remember, a candidate-friendly experience is key. Clearly communicate the assessment process, offer necessary resources, and make the journey as transparent as possible. To maintain fairness and consistency across departments, establish standardized practices and protocols. This ensures a level playing field for all candidates, contributing to a more effective and equitable skill-based screening process.

Here are the top reasons you should consider skills-based hiring:



1. Skills-based hiring guarantees you hire on merit

We all carry unconscious bias which can unfairly sway recruitment decisions. Skills-based hiring, however, ensures that you focus on a candidate's abilities — rather than their ethnicity, gender, appearance, or sexuality. Skills-based hiring can help to negate bias which can lead to improvements in company diversity.



2. Skills-based hiring predicts performance

Resumes and interviews can be misleading. The information they can provide is limited. Skills-based hiring, however, means you can predict how a candidate will perform on the job by placing them in life-like scenarios, seeing how they solve problems, and verifying they have the skills they claim they have.



3. Skills-based hiring improves retention

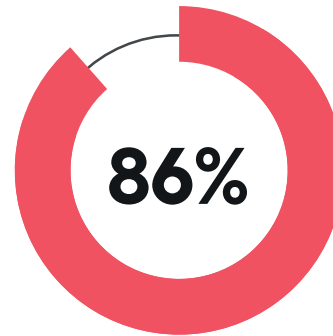
Because skills-based hiring helps you make informed decisions, you're less likely to hire the wrong person. High turnover rates cost a business a lot of money. Save yourself the headache, and get the right person for the job — the first time.

Skills-Based Screening Tools

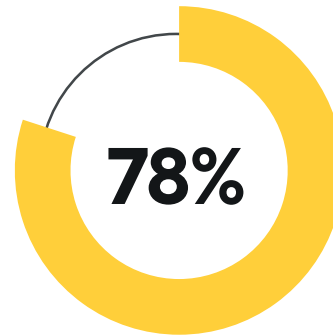
When delving into the realm of skills-based hiring, one of the key game-changers is investing in or developing skills-based screening tools. Why? Well, these tools are like the magic wands of recruitment. They let candidates strut their stuff by showcasing their abilities in a more hands-on way. Think practical assessments, simulations, or project-based evaluations – stuff that directly matches what the job requires. These tools not only bring resumes to life but also provide a real-world preview of what a candidate can bring to the table. So, if you're aiming for a hiring process that goes beyond the traditional and truly taps into the skills that matter, these tools are your secret sauce.

Integration with Applicant Tracking System (ATS)

In the realm of skills-based hiring, ensuring a seamless integration with your Applicant Tracking System (ATS) is a game-changer. Why? Well, think of it as making sure all the pieces of your hiring puzzle fit together perfectly. When your skills-based approach harmonizes with your ATS, it's like having a super-organized control center. You can effortlessly track candidate progress, dive into assessment results, and keep the entire process streamlined. This integration not only brings efficiency to your hiring game but also ensures that no talent gem goes unnoticed. So, if you're aiming for a hiring process that's not just about skills but also about keeping things organized and hassle-free, integrating with your ATS is the way to go.



86%
of hiring professionals say ATS helped them hire faster



78%
of recruiting professionals say that using an ATS has improved the quality of candidates they hire



Training for Hiring Teams

Embracing a skills-based hiring approach is a game-changer, but it's essential to ensure your team is on the same page. Providing training to your hiring teams, recruiters, and interviewers is key. It's like arming them with the tools needed to navigate this new frontier. Educate them on the ins and outs of the skills-based approach – from understanding the nuances of skills assessments to effectively interpreting the results. This training not only empowers your team to make informed decisions but also fosters a more confident and insightful approach to talent evaluation. So, if you're considering the shift to skills-based hiring, remember: a well-trained team is your secret weapon in unlocking the full potential of this transformative approach.

Candidate Experience

In the realm of skills-based hiring, creating a top-notch candidate experience is a game-changer. It's not just about finding the right skills; it's about making

the journey friendly and transparent for the candidates. Designing a candidate-friendly experience involves clear communication about the skills assessment process. Think of it as providing a roadmap – candidates should know where they're headed. Clearly articulate what the assessments entail and offer all the necessary information and resources for them to prepare effectively. This approach not only sets expectations but also demonstrates your commitment to a fair and open evaluation process. So, if you're eyeing a shift towards skills-based hiring, remember: a positive candidate experience is the golden ticket to attracting and retaining top talent.

Consistency Across Departments

When adopting a skills-based hiring approach, maintaining consistency across different departments and teams is a crucial element. Why? Think of it as ensuring everyone's on the same page, playing by the same rules. Consistency guarantees fairness and objectivity

throughout the hiring process. Whether it's the marketing team or the tech wizards, applying the skills-based approach uniformly ensures that every candidate gets a fair shot, and every team benefits from the right set of skills. So, if you're considering the shift to skills-based hiring, remember: that consistency is the glue that holds together a hiring process that's not just effective but also equitable.



Step 3.

Monitoring and Optimization

Implementing a data-driven skills-based hiring approach is a dynamic process that requires continuous monitoring and optimization. Regularly refine your processes to ensure they stay sharp and effective. Keep a keen eye on legal and ethical considerations, ensuring your practices align with industry standards and regulations. Communicate transparently with stakeholders throughout the transition, keeping them in the loop about changes and gathering valuable feedback. This iterative approach to monitoring and optimization is the key to a successful and sustainable transition to a skills-based screening system, ensuring that your hiring practices evolve with the ever-changing landscape of talent acquisition.



Data Driven Decision Making

In the realm of skill-based hiring, data becomes your trusted co-pilot. Harnessing the power of data analytics is like having a superhero sidekick, helping you assess the effectiveness of your approach. Keep an eye on key metrics – think time-to-hire, quality of hires, and candidate satisfaction – to ensure you're not just on the right track but speeding ahead. It's not just about numbers; it's about fine-tuning your process to be more efficient and ensuring everyone involved, from your team to the candidates, is happy with the journey. So, let the data be your guide, shaping a hiring process that's not just effective but a joy for everyone involved.

Leverage data analytics to assess the effectiveness of your skills-based hiring approach.

Utilize the power of data analytics as a strategic tool to evaluate and refine the efficiency of your skills-based hiring approach. By leveraging data analytics, you can delve into the intricacies of the hiring process, examining patterns, trends, and outcomes.

Keep track of key metrics such as time-to-hire, ensuring efficiency in the process.

Monitor and analyze key metrics like time-to-hire to ensure your hiring process is efficient and streamlined. Tracking the time it takes from posting a job to making an offer provides valuable

insights into the effectiveness of your recruitment strategy, helping you identify and address potential bottlenecks, optimize workflows, and enhance overall efficiency in acquiring top talent.

Evaluate the quality of hires using data insights for better decision-making.

This evaluation enables you to refine your criteria for identifying top talent, make informed adjustments to your recruitment processes, and ultimately enhance the quality of hires within your organization.

Monitor candidate satisfaction to ensure a positive experience throughout the hiring journey.

Keep a close eye on candidate satisfaction throughout the hiring process to guarantee

a positive experience. Regularly assessing how candidates perceive and engage with your hiring procedures ensures that their journey is smooth and enjoyable. By gathering feedback, addressing concerns, and making improvements based on candidate experiences, you not only create a positive impression of your organization but also enhance your employer brand. This proactive approach not only fosters a more favorable candidate experience but also contributes to attracting and retaining top-tier talent.



Continuous Improvement

Alright, let's talk about keeping things sharp in the world of skill-based hiring. It's like tuning up a car – you want everything running smoothly. So, regularly take a peek at your skills-based hiring processes. Ask your hiring teams, candidates, and anyone else involved how things are going. Get their thoughts and feedback to figure out where you can make things even better. It's not a one-time thing; it's a continuous journey of improvement. This way, you're always fine-tuning, making your hiring process more effective and enjoyable for everyone involved. Think of it as a way to make your hiring game the best it can be.

Legal and Ethical Considerations

When it comes to skill-based screening, it's essential to play by the rules. Think of it like making sure everyone has a fair shot at the game. Ensure your approach follows both legal and ethical standards.

No shortcuts here! Keep away from anything that might be considered unfair or discriminatory. It's not just about finding the right skills; it's about doing it the right way. So, as you navigate the skill-based screening landscape, make sure your practices align with employment laws and ethical guidelines, ensuring that your hiring process is not only effective but also fair and just for all.

Communication with Stakeholders

Internal Stakeholders: Engage all parties invested in the hiring process, from decision-makers to employees on the front lines.

Leadership: Clearly outline the strategic vision behind the shift, emphasizing long-term benefits such as improved talent acquisition and organizational efficiency. Address any concerns related to the impact on existing processes or team dynamics.

Employees: Ensure frontline staff comprehends the rationale for the transition, emphasizing how it aligns with the company's growth and individual career development. Address concerns related to role changes or new expectations.

HR Team: Work closely with HR teams, providing comprehensive insights into the skills-based approach. Clarify the tools and resources available to streamline their processes and highlight the positive impact on identifying top-tier talent. Address any concerns regarding potential challenges in implementation and offer ongoing support during the transition. This comprehensive engagement ensures a unified understanding and enthusiastic support across all levels of the organization.



Pilot Programs

Before going all-in on a skills-based approach, try it out with small pilot programs – think of it like a test run. See how it works on a smaller scale, get feedback from the teams and candidates involved, and then make tweaks as needed. It's like trying a new recipe before serving it to the whole party. These pilot programs let you fine-tune things, ensuring a smooth ride when you roll out the approach across the whole organization. It's all about testing the waters and making sure everything's shipshape before the big launch.

Step 4.

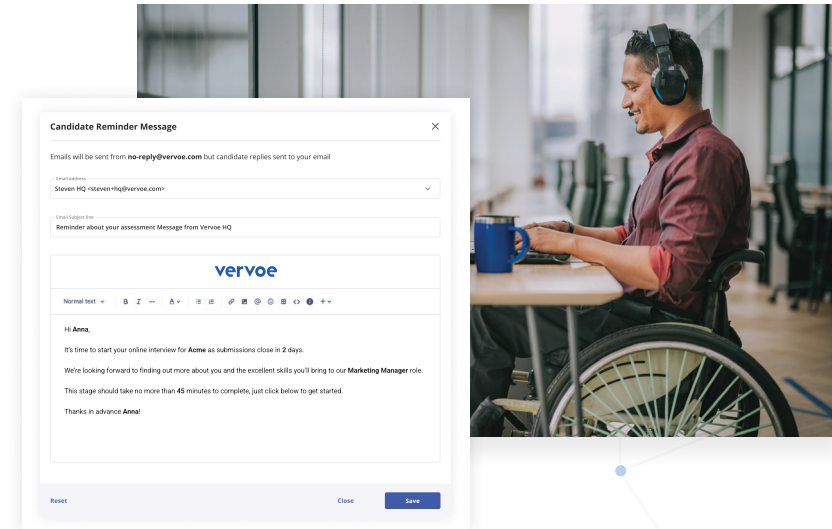
Optimizing Application and Assessment Processes

Remote roles can attract a lot of candidates — potentially more than your current application and assessment process can handle. The process should be efficient for you and for candidates. You don't need to read hundreds, or potentially thousands, of resumes. You don't need to conduct dozens of interviews. There is a range of digital tools that can be a huge help for remote recruitment. You just need to think a bit differently.



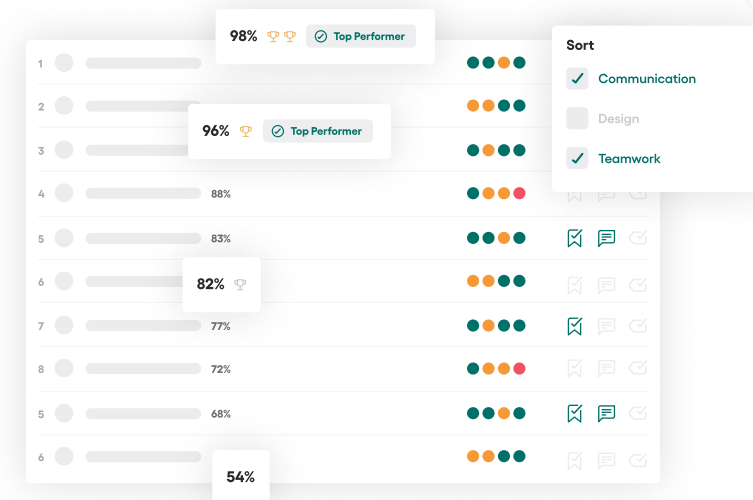
Can you communicate with candidates more efficiently?

Recruitment chat-bots such as [TalkPush](#) exist to help you do just that. Vervoe's in-app messaging is another easy way to communicate with candidates. Avoid long email chains — find digital tools that can automate or simplify communication. When it comes to interview scheduling, [Calendly](#) is a great resource.



Can you use the power of AI to help you process applications?

Think of the time it takes to read and respond to every application. Take some of the manual work out of recruitment by using AI-powered tools. Tools like Vervoe automate the application and assessment process. Embed a skills assessment within your job ad and use the power of AI to rank candidates without bias. Find out more about this in our [Hirer's Guide to Assessing Skills](#).





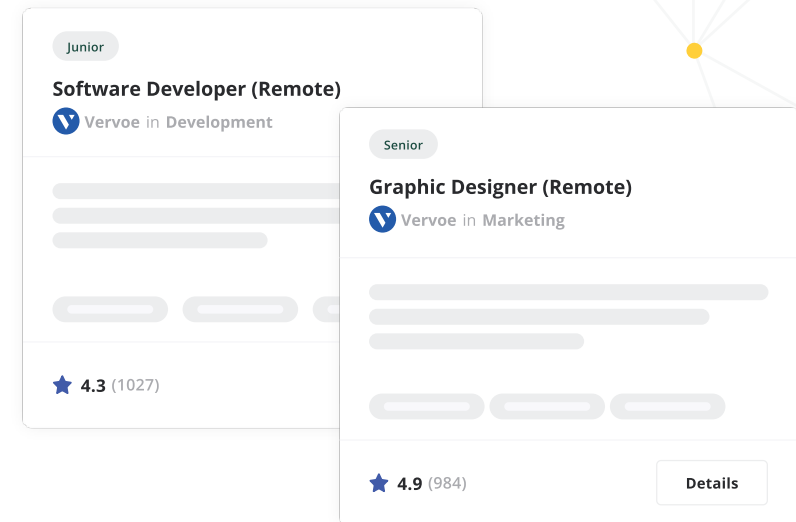
Do you need to do two rounds of interviews?

For many companies, it is common practice to have two rounds of interviews. For remote roles, this is often impractical. Scheduling and conducting two live interviews is time-consuming. Consider using pre-recorded [video interview software](#). In a recent poll by Tanda, 47% of hiring managers said they used this kind of software to save time in the recruitment process. Perhaps you could use a pre-recorded interview for one round and only select the best performing candidates for a live interview.



How can you immediately narrow down your pool of candidates?

[Skills testing](#) is the easiest way to sort through remote candidates. Skill assessments allow you to quickly determine which candidates have the right skills for the job. For remote roles, this is an excellent way to cut through hundreds of applications and find the candidates you wish to progress.



Comparing Tools for Skill-Based Screening

Recruitment technology is booming. There are so many tools available to help you recruit remotely. You need to find the combination of tools that work for your brand and your process. Let's break down some of the most popular tools and assess their effectiveness.

Video calls

Efficiency : ★★☆☆☆

Reliability : ★★☆☆☆

Ethics : ★★☆☆☆

Video calling software, from Zoom and Skype to Microsoft Teams, is one of the most prevalent remote recruitment tools. Many businesses simply replace face-to-face interviews with video calls.

Pros	Cons
Allows employers and candidates to interact directly	Research shows that interviews can be very prone to bias
Employers can replicate traditional interview questions and strategies	Time-consuming
Relatively familiar format for candidates	Difficult to schedule across time-zones
Easy to use (technology allowing)	Technology issues can derail an interview



Pre-recorded interviews

Efficiency : ★ ★ ★ ☆ ☆

Reliability : ★ ★ ★ ☆ ☆

Ethics : ★ ★ ★ ☆ ☆

Pre-recorded interviews are becoming increasingly popular and there are many ways to use them. You can determine how many questions you ask and choose whether you ask for video or audio responses.

Pros	Cons
Convenient for employer and candidate	Inflexible — only gives candidates ‘one shot’ to impress
Can use AI technology to assess responses	Does not allow for genuine two-way interaction
Can be embedded directly into the job application	Subject to bias
	Time consuming — employer has to watch every video



Chat-bots

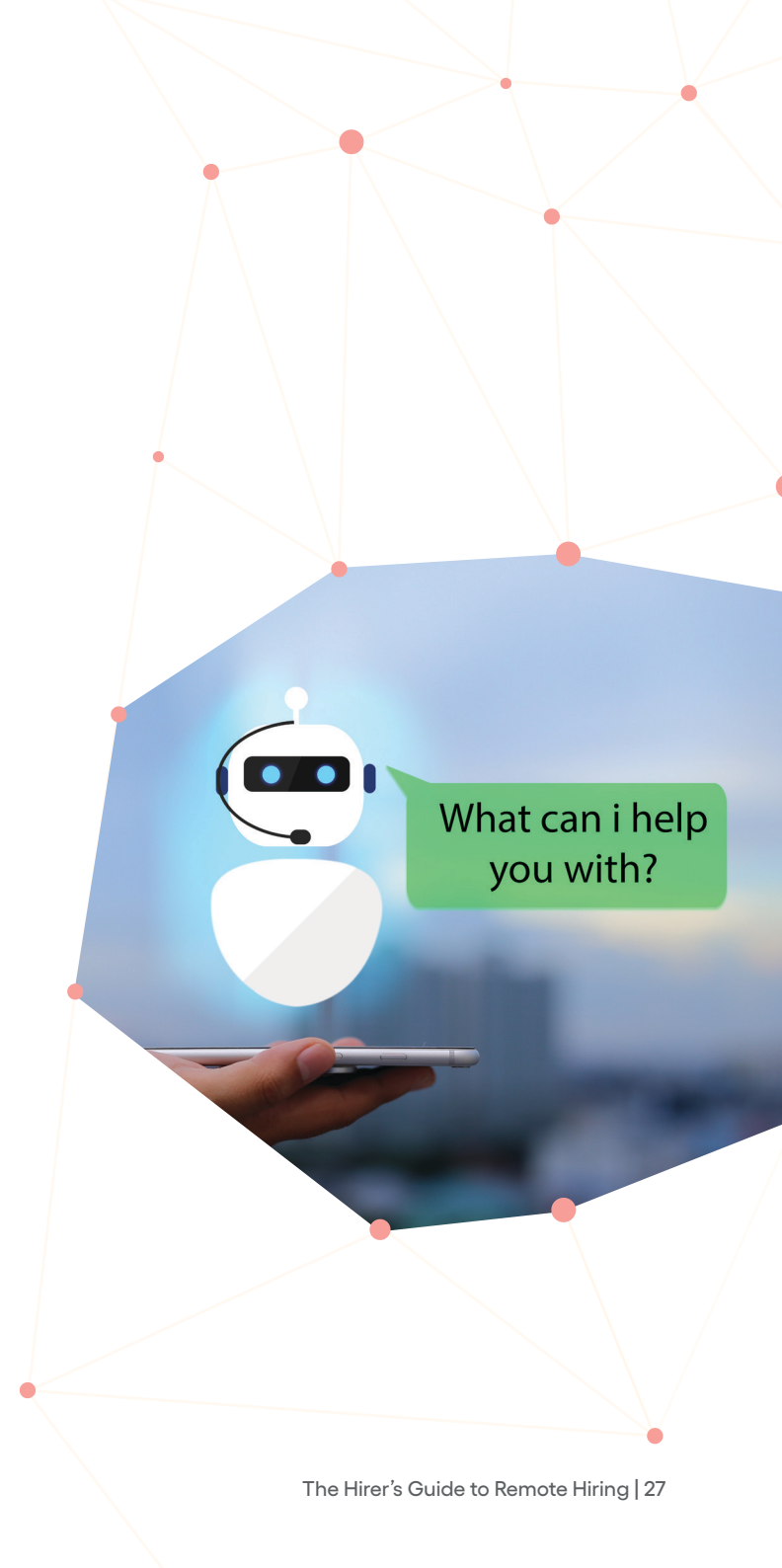
Efficiency : ★ ★ ★ ★ ★

Reliability : ★ ★ ☆ ☆ ☆

Ethics : ★ ★ ★ ★ ★

Software such as [Mya](#) and [Tars](#) automate communication with candidates. You can even conduct an entire interview via chatbot. Vervoe's own Customer Service Simulator uses a similar concept to test candidates.

Pros	Cons
Efficient — saving time and money	Impersonal — may be off-putting to candidates
Can use AI technology to assess candidate responses	Limited to relatively short form questions and responses
Simple for candidates	Questionable relevance of data. Must be set up very well to ensure candidate answers
No need to consider time zones	
Can accommodate for multiple languages	



Psychometric testing

Efficiency : ★ ★ ★ ☆ ☆

Reliability : ★ ☆ ☆ ☆ ☆

Ethics : ★ ★ ☆ ☆ ☆

Psychometric or personality testing has been around for a long time but is gaining some new attention in the era of remote recruitment. If you can't meet your candidates, surely a psychometric test can help you understand them, right?

Pros	Cons
Simple to use	Time-consuming to complete and analyze
Plenty of software available	Not predictive of on-the-job performance ¹
Relatively familiar to candidates	Doesn't account for learned skills
Can help with onboarding and training	Irrelevant to most jobs

1. Martin, The Problem with Using Personality Tests for Hiring, Harvard Business Review, 2014



Skills assessments

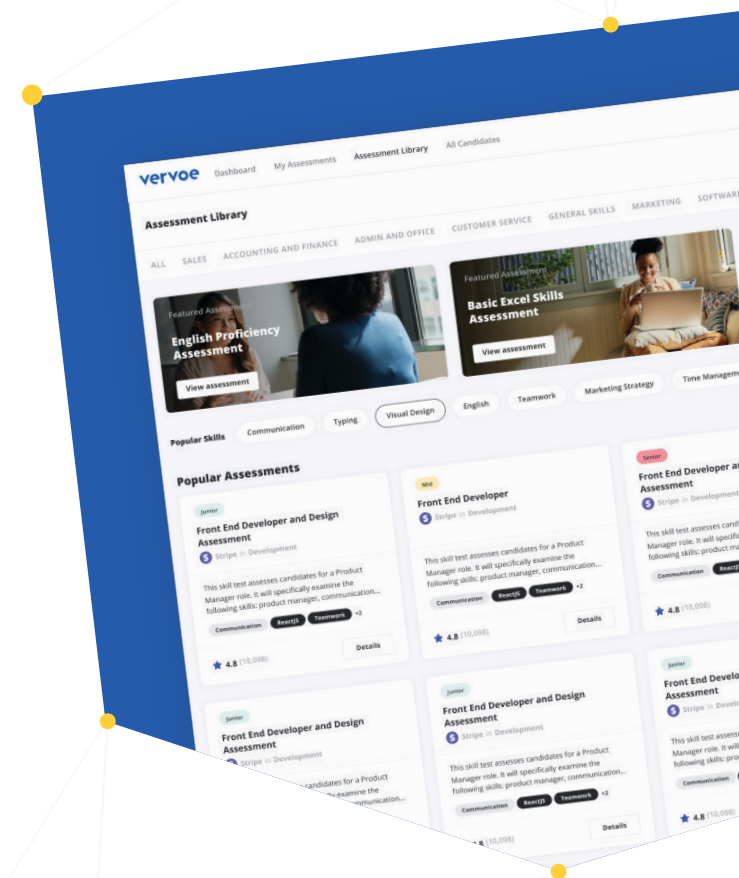
Efficiency : ★ ★ ★ ★ ★

Reliability : ★ ★ ★ ★ ★

Ethics : ★ ★ ★ ★ ☆

Skills assessments test candidates on job-specific skills and provide employers with insight as to their likely on-the-job performance.

Pros	Cons
A growing number of software options	Certain skills assessment platforms have a poor candidate experience
Often easy to create and use	Some skills assessment platforms can limit question types to multiple choice
Gives accurate and relevant data	
Less prone to bias than other recruitment strategies	Not all skills assessment platforms have a library of pre-made assessments hirers can use or adapt
Scalable	
If powered by AI technology, then results are easy to understand, and action	



Remote recruitment is a well-resourced area. There are constantly more tools available for HR teams and business leaders to utilize. In your recruitment pipeline, you may well use multiple tools. For example, you might use a combination of live video interviews, skills testing, chatbot communications, and a good old-fashioned phone call. If you invest in an efficient and effective remote recruitment pipeline, everyone benefits.



Step 5.

Decision-Making in the Hiring Process

Now that you've now assessed candidates using a skills assessment it's time to make a hiring decision. But how do you choose the right person for a remote role when you can't meet them for a coffee or ask them to come in for a trial? In this section, we'll take you through how to narrow down candidates and choose the right person to hire in a way that's remote friendly.



Choose someone who can actually do the job

Vervoe is powered by AI machine learning algorithms. Machine learning technology analyzes data, compares it to other sources, and then uses this information to learn patterns.

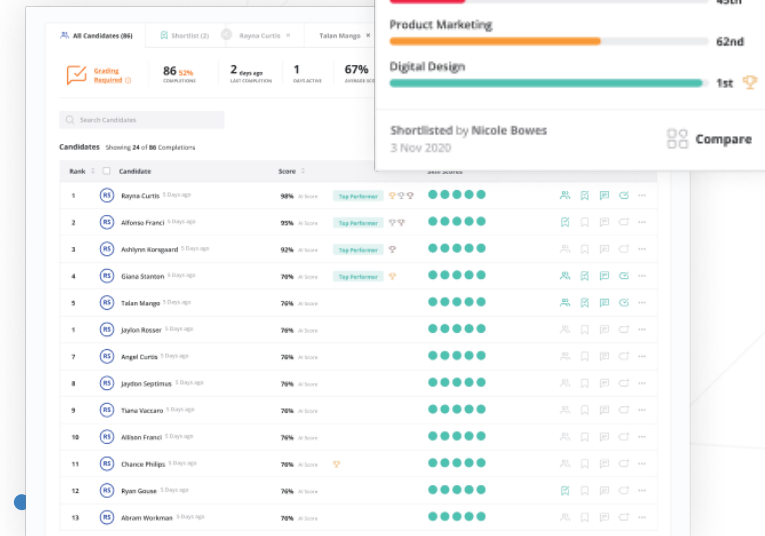
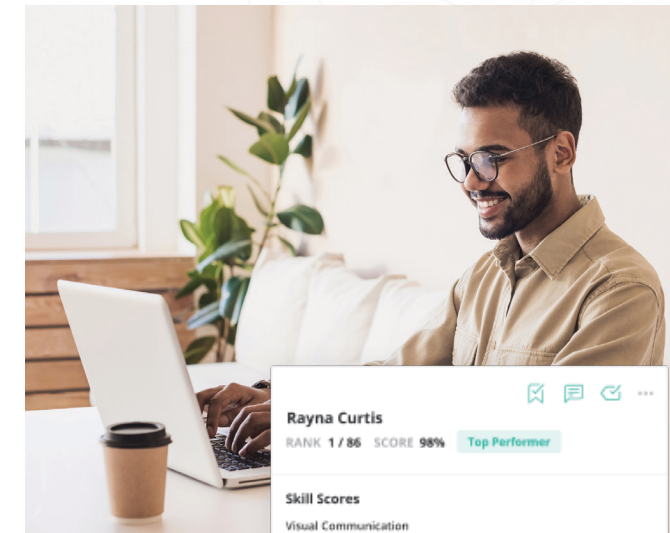
This makes your decision easy.

The results from your skills assessment will rank candidates in order of performance. Performance is based on how a candidate uses the skills assessment (time taken, number of attempts, etc) and on what their answers are. Their performance is graded according to key metrics relevant to the job description and measured against historical data from thousands of other candidates in similar roles or industries. [Learn more about how our AI modeling works.](#)



Choose someone based on merit, not bias

It's crucial to avoid bias in hiring decisions. Skill assessments are a great tool to help you avoid bias. Vervoe is at the forefront of recruitment AI and is committed to best practice ethical standards. We have designed our machine learning models to look for the right things — skills. Our AI is 'blind' to identifying candidate features and we do not use facial scanning.





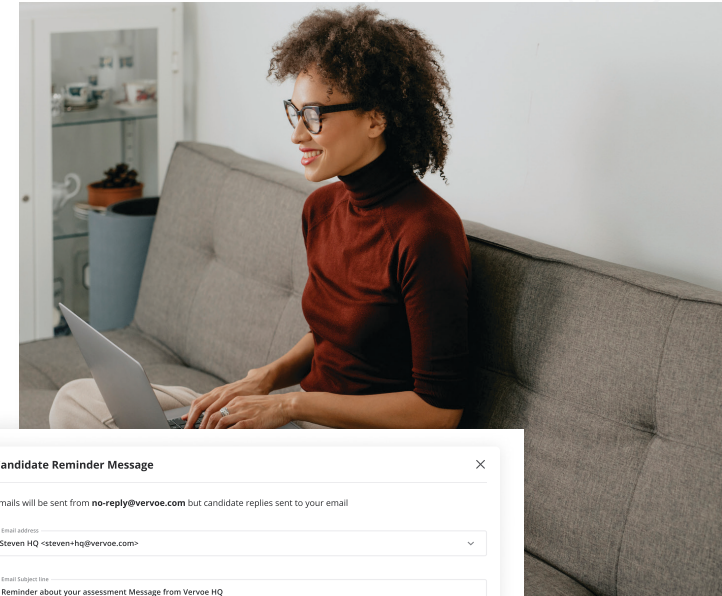
Negotiate the local market

Often, securing the right candidate requires negotiation. Unlike a face-to-face role, you could be negotiating with a remote employee who functions in a completely different economy. It's important to speak the right 'language' when it comes to negotiation. Don't assume you understand the cost of living and industry standards in another place. Do your research and stay above board. Research shows that remote employees '[will not tolerate](#)' being paid less than their office counterparts.



Tell them the good news

Consider an old-fashioned phone call, a straight-forward email, or a video message to tell your successful candidate the good news and officially offer them the job. Picking a direct mode of communication like these options can help you share your excitement at the prospect of them accepting your offer, and joining your team. And personally welcoming them to the team tells them that they're not going to be forgotten as a remote employee.



Candidate Reminder Message

✕

Emails will be sent from **no-reply@vervoe.com** but candidate replies sent to your email

Email address
Steven HQ <steven-hq@vervoe.com>

Email subject line
Reminder about your assessment Message from Vervoe HQ

vervoe

Normal text

Hi Anna,

It's time to start your online interview for **Acme** as submissions close in 2 days.

We're looking forward to finding out more about you and the excellent skills you'll bring to our **Marketing Manager** role.

This stage should take no more than 45 minutes to complete, just click below to get started.

Thanks in advance Anna!

ResetCloseSave



Step 6.

Seamless Onboarding of New Employee

Your recruitment process doesn't finish when the contract is signed. If you want to get the most out of your new remote employee, you'll need to onboard them well. What makes a great virtual onboarding experience? We asked around.

Insights from Industry Experts

“

On their first day of work, new employees and their departments receive meal delivery service gift cards from the company. New employees and their departments are able to put aside 30 minutes on their calendars to have lunch together. This gives everyone an opportunity to connect with the newest member of their team, and it grants new employees the time and opportunity to bond with those they will be working with directly.



Sara Bandurian
Operations Supervisor for Online Optimism

“

Don't sleep on checklists. First day on the job jitters are real — for hiring managers and new employees. A simple checklist sets expectations, establishes priorities, and provides hiring managers with an unspoken status update. In the age of endless Slacks and Zoom meetings, utilizing subtle asynchronous ways to communicate can feel like a treat.



Kay-Kay Clapp
Content & Communications Manager, Appcues

“

First, be clear about expectations from the get-go. Bring this up during the interview and specifically ask about any questions on remote work arrangements.

Be as flexible as you can. Maybe they have to be online between certain hours. Perhaps you're a cameras-on company at every meeting. Whatever the restrictions are, make those clear. On the rest, accommodate.



David Patterson-Cole
CEO, Moonchaser

“

Based on my good and bad experiences when moving to new jobs I have learned the three keys elements to a good onboarding.

1. Automating as much as possible
2. Providing constant communication
3. Assigning structured tasks in the first 90 days



John Elder
Director of Operations, The Business Blocks

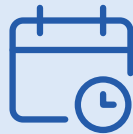


Key Considerations



What tools you use

Consider the whole range of tools at your disposal. Use them well. Asking your new recruit to sit in Zoom meetings for hours on end is not an effective or appealing onboarding experience. Use a combination of platforms and modes of communication.



The time it takes

Don't waste your new employee's time. Establish an efficient onboarding program, communicate it and stick to it. At the same time, it's important not to rush through onboarding and remember to slowly transition your employee from dependence to independence. The process can take from one week to one year, depending on the company and role.



Welcoming your new hire

Your remote employee needs to feel like part of the team. Think creatively about ways you can introduce them and encourage new working relationships. Perhaps you could ask a few people in your team to reach out personally to the new recruit and help them feel at home. Tip: avoid 'cringy' online team-building exercises.





Step 7.

Talent Retention Strategies

After all your effort in sourcing, recruiting, and onboarding your new remote hire, you'll want to make sure you keep them happy and engaged in their role. From the types of communication you use to the benefits you can offer, in this section, we'll help you identify the best retention strategies for your business.



1. Don't rely on emails

It can be difficult to interpret tone and meaning in emails. Relying on emails to communicate with remote employees often leads to miscommunication. Prioritize other forms of communication such as video conferencing, phone calls, and even voice memos.



2. Avoid Zoom fatigue

Back-to-back meetings aren't anyone's favorite thing. But, for a remote employee — meetings can be exhausting. Try not to pack your remote employee's day full of video meetings.



3. Provide regular and relevant feedback

Remote employees who receive regular feedback from their managers are 3x more engaged. Remote employees often miss out on organic feedback 'around the watercooler'. That's why it's crucial to provide regular positive feedback.



4. Balance transparency and trust

Remote employees report that they often worry about being perceived as unproductive. Because their day-to-day work goes unobserved, remote employees may be anxious to prove themselves. Anxious employees are unlikely to stay long-term. A careful management style is the way to prevent this phenomenon. Ensure your employee knows that you trust them. Don't micromanage or constantly check-in. However, processes that encourage transparency are also crucial. There are many ways of doing this, from weekly one-to-one meetings to timesheets. The key is to balance transparency and trust.



It's difficult to get a clear picture of retention rates among remote employees. On one hand, some research suggests that [remote employees are 22% happier than their office counterparts](#). [This leads to a 25% lower turnover rate](#) in companies that allow remote work. However, other research highlights the very real challenges that face remote employees. Research conducted by LinkedIn shows that [communication is the number one issue for remote employees](#). This experience alienates remote employees, decreases their job satisfaction, and may lead to higher turnover.





Employee Benefits

In creating your EVP, you will have already considered which benefits are relevant to remote employees. Be generous with these benefits if you want to ensure a good retention rate.

By offering the right incentives and working to overcome challenges your remote employees face, your top talent will stick around.

Finance

- ✓ Financial planning
- ✓ Financial rewards and bonuses
- ✓ Technology allowance
- ✓ Home office allowance
- ✓ Generous annual leave allowance
- ✓ Discounts at online retailers
- ✓ Meal vouchers
- ✓ Child care bonuses

Hours

- ✓ Nine-day fortnight
- ✓ Flexible hours

Activities

- ✓ Online social activities
- ✓ Social activities organized in various locations

Promotion

- ✓ Clear promotion routes

Holiday

- ✓ Extra birthday leave

Service

- ✓ Remote access to psychology services

Health

- ✓ Exercise and healthcare allowance

For more ideas, check out [Appendix E](#).

Going Global: Out of Office

You can expand your postcode with remote hiring. Remote employees make your business more diverse and more productive. So much has changed to accommodate for remote work, our hiring practices need to catch up.

Skills-based hiring gives you the confidence to hire remotely. Think through your current recruitment pipeline and consider how you can shape it for remote hiring. From job ad through to job offer, Vervoe is here to help you make informed remote hiring decisions.



Ready to Implement Skill-Based Screening?

If you're hiring for remote roles, your recruitment pipeline needs a refresh. Remote work has changed everything, including how we hire. Are you ready?

Our employer brand is universally applicable.

For assistance, turn to [Appendix A](#).

We have access to networks, job boards, and agencies nationally and internationally.

To think more about this, check out [Appendix B](#).

We've designed a job ad that targets remote candidates.

[Appendix D](#) should help with this.

Our application and assessment process is remote-friendly.

We have efficient methods of communicating with candidates.

Our onboarding process is designed for the needs of remote employees.

Refer to our remote on-boarding checklist in [Appendix F](#).

We have policies and processes in place to ensure good communication and management of remote employees.

We've invested in relevant employee benefits.

See [Appendix E](#) for inspiration.

Appendix A:

EVP template

An Employee Value Proposition (EVP) should speak to the genuine experience of employees, inspire their continued engagement, and, importantly, capture the attention of candidates. Your EVP doesn't need to be long or complicated. Within every good EVP are three crucial messages:

- **What is your brand's vision?**
- **How are employees involved in actioning that vision?**
- **What can your brand offer employees?**

Here are three templates to try out. Fill in the blanks, play around with the words, and use these templates to build your own EVP.

1. Here at

we believe/envision

Every member of our team contributes to this by

As you partner with us, you will experience

and grow as a

We want you to

Try starting with your company's mission statement. Then, consider how employees contribute to this and what they gain from that.

2. Working for

is like

You will get to

and

We're looking for people with

skills and

passions to help us

If you want to

come and join us.

This EVP template gets straight to the point. Why should someone come and work for you?

3. We need you because

Our aim is to

and we can't achieve it without people like you, who

and

Work somewhere with purpose. Where you are valued for

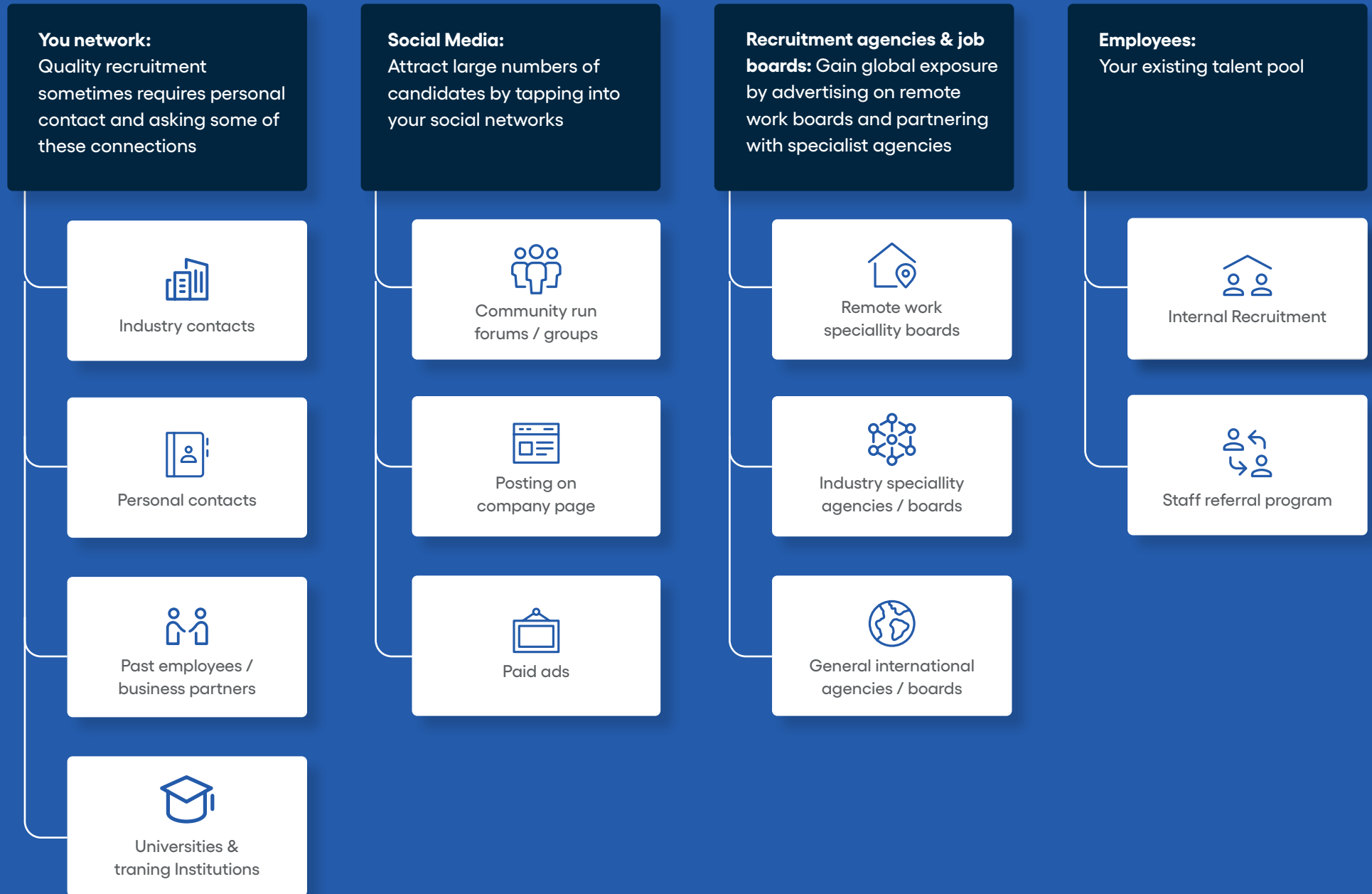
and rewarded with

Hook readers in by asking for their help. Show candidates why they are the perfect match for your company and then mention the benefits and rewards on offer.

Appendix B:

Where to advertise for remote roles

A chart to help you think through where to share your job listing to give yourself the best chance of attracting suitable candidates. You need to pick the right channels to spread the word from job boards to social media and use specialized networks to generate positive word of mouth.





Appendix C: Remote skills list

When looking for the right remote employee, you should keep your eye out for certain skills. The following list is derived from recent research conducted by the Princeton Educational Testing Service as well as the Flexjobs-PAIRIN analysis. Look for these skills when making remote hiring decisions.

Oral communication

Can speak clearly and appropriately to everyone

Independence

Able to work by themselves, addressing issues and making decisions without supervision

Adaptability

Can remain productive and stable in the midst of change

Written communication

Can compose clear, correct, and appropriate emails, letters, reports, presentations, etc.

Problem-solving skills

Can think logically and creatively to solve problems

Empathy

Able to show understanding and compassion to others

Initiative taking

Can communicate with others, ask questions and make decisions, without being prompted

Digital literacy

Proficient in basic computer skills and able to navigate new software/hardware quickly

Assertiveness

Can articulate needs and expectations confidently

Self-motivation

Has internalized motivation and can persist with tasks without external encouragement

Time management

Makes good use of time in order to meet goals and deadlines

Compliance

Able and willing to follow another's leadership and meet expectations



Critical thinking

Forms judgments through objective analysis

Productivity

Efficient use of time and resources to complete tasks

Influential Leadership

Can motivate others positively

Stress tolerance

Shows resilience under high-pressure situations

Originality

Creative and independent thinking

Self-Assessment

The ability to reflect on and improve one's own work





Appendix D: Job ad template

When it comes to advertising, a good rule of thumb is: don't assume anything. Don't assume that a candidate knows who your company is. Don't assume they already know why they should work for you. Tell them. Your job ad must contain a few crucial pieces of information...

Your EVP

A job ad is a perfect chance to use your brand new remote-friendly EVP.

A brief description of the role

Keep it simple but accurate. You could describe a day in the life of your new employee or simply list their duties.

Job ad

Job title:

Reporting to:

Salary:

Hours:

Location: Remote

Why us?



We are looking for

What you will get

The specifics

Be sure to mention upfront that you're offering a remote role. You can even put it in the job title. It's also important to outline working hours and any other key details. You don't have to include the salary on offer. However, it might be worth considering. Only 22% of companies include their salary range in job descriptions, which means this can be a good way to stand out from the crowd.

The benefits

Refer to [Appendix E](#) and make sure your company is offering remote-friendly benefits.



Template

Company name:

Title: Remote

Type of position: Permanent | Contract | Casual | Part-time | Full-time

Hours per week: (Are hours flexible? Mention that here.)

Salary:

Location: From your home. Our company has offices in X but we're a global team. We want you to join, from right where you are.

Who we are: (Insert your EVP here. See EVP templates in [Appendix A](#))

Day to day, your work with us will look like: (Insert list of duties or brief description of the role)

Who we’re looking for:

Our team comes from a diverse range of backgrounds. We’re not looking for someone who went to a particular college or was born in a particular country. We’re looking for someone with the right skills. That person will be able to:

-
-
-
-
-
-
-

Working for us, you'll enjoy: (Insert list of benefits. If you need inspiration, check out [Appendix E](#))

We'd love to hear from you: (Insert instructions on how to apply)

Appendix E:

Remote Benefits checklist

78% of employees are more likely to stay with an employer if they have a good benefits program. So, if you want to keep your remote talent, you need to ensure your benefits are relevant for remote employees.

Flexible hours

Professional development opportunities. This should include access to online courses as well as financial support for employees to pursue opportunities in their local area.

Financial rewards and bonuses

Clear promotion routes and opportunities

Access to one-to-one career mentoring

Free financial planning services

Free family planning services

Remote access to psychology services

Online social activities —
try a virtual book club or happy hour

Technology allowance

Generous paid parental leave

Home office allowance

Generous annual leave allowance

Free access to local co-working spaces

Financial assistance for child care

Discounts at online retailers

Nine-day fortnight

Massage or beauty therapy discounts

Extra birthday leave

Meal delivery vouchers

Social activities organized in various locations

Home gym equipment



Exercise and healthcare allowance

Gym subscription —
at an international or national gym franchise

Discounts on home cleaning services

‘No meeting days’. Choose one day a week where Zoom calls are banned. Free your employees up.

Company merchandise

Subscriptions to streaming services

Tickets to local sporting matches

‘Hobby day’ — give your employees one day off to spend time on their side projects and passions

Remote alternatives to corporate events and end-of-year parties; host smaller local events, pay for your employees to have a night out, or post them a ‘party pack’ to enjoy at home.

Museum or cinema memberships

Travel allowance or holiday ‘pocket money’ bonuses

[Plant subscriptions](#) or gifted indoor plants. (Greenery increases productivity)

Paid time to volunteer for charitable causes





Appendix F:

Remote onboarding checklist

Onboarding can be a complex process, but it's important to get it right. This is especially true when it comes to remote onboarding. Follow this checklist to ensure you're prepared.

Values and history

When onboarding a new employee, you want to give them some insight into your company. What kind of business are they stepping into? For a remote employee, you need to think creatively about how to impart this information in a way that is engaging and even inspiring.

Do you have:

Videos or presentations about your company's history and values Yes No

Video /presentation name:

Is there a team member who can welcome your new hire to the team with a virtual coffee? Yes No

Name:

Role:

Time zone:



Policies and Procedures

Often, onboarding begins with the technical stuff. You have paperwork to go through and policies to communicate. There are documents to sign and sometimes training to complete. Ensure you make this process as seamless and engaging as possible for your remote employee.

Can you use a variety of platforms and modes of communication?	Yes	No
--	-----	----

Is the information presented in such a way that engages remote employees from a range of cultures and language backgrounds?	Yes	No
---	-----	----

Have you made sure your employee gets enough breaks during onboarding sessions?	Yes	No
---	-----	----

Have you made sure all onboarding work can be completed within assigned working hours?	Yes	No
--	-----	----

Does your new employee understand how and when to complete all onboarding tasks?	Yes	No
--	-----	----

Is there online support available for your employee as they complete these tasks?	Yes	No
---	-----	----

Do they know how to access this support?	Yes	No
--	-----	----

Are soft copies of all your policies and procedures available to your remote employee?	Yes	No
--	-----	----



Tools

Your new remote employee might need to learn how to use new tools. Your goal is to help employees feel confident to use their new skills independently.

Do you know which tools (software and hardware) your employee is unfamiliar or inexperienced with?	Yes	No
--	-----	----

Does your employee have access to all the tools they need?	Yes	No
--	-----	----

Does your onboarding content include explicit instructions about how to use tools that your new employee may not be familiar with?	Yes	No
--	-----	----

Do you have documents or explanatory videos to accompany each tool?	Yes	No
---	-----	----

Have you given your new employee a chance to ask any questions?	Yes	No
---	-----	----

Does your employee understand where, when, and how to access IT support?	Yes	No
--	-----	----

Have you made sure your employee's home office environment is appropriately set up?	Yes	No
---	-----	----



Duties

Onboarding is a chance for your employee to learn what their day-to-day work will look like. Make sure your remote employee has all the information and support they need.

Is your employee aware of what their responsibilities are, on a daily, weekly, monthly, and annual basis?	Yes	No
---	-----	----

Does your employee understand their KPIs and other goals?	Yes	No
---	-----	----

Does your employee understand their role in the larger organizational structure?	Yes	No
--	-----	----

Does your employee understand who they report to? Have they had the chance to meet them virtually?	Yes	No
--	-----	----

Does your employee have access to all documents and projects — current and historical?	Yes	No
--	-----	----

Are there any projects your new employee is inheriting?	Yes	No
---	-----	----

Is there enough time for proper handover?	Yes	No
---	-----	----

Has your employee been properly briefed about current goals, projects, and problems?	Yes	No
--	-----	----

Has your employee been encouraged to ask questions and seek advice from colleagues?	Yes	No
---	-----	----

Does your employee have access to a company calendar or a list of important dates/deadlines?	Yes	No
--	-----	----



Social

Don't underestimate how important the social aspect of onboarding is, especially for a remote employee. It is crucial to provide remote employees with opportunities to connect with their new colleagues in meaningful ways.

Does your employee understand the structure of your organization and their team?	Yes	No
--	-----	----

Has your employee had the chance to interact informally with their team? Organize a virtual social activity.	Yes	No
--	-----	----

Has your employee had sufficient one-to-one time with their direct manager?	Yes	No
---	-----	----

Have you given your employee background about their team, like when it formed, and the responsibilities of their teammates?	Yes	No
---	-----	----

Is there anyone from your organization located nearby your new employee?	Yes	No
--	-----	----

Have you created as many opportunities as possible for genuine conversation and connection during the remote onboarding process?	Yes	No
--	-----	----

Does your employee understand who is available to support them?	Yes	No
---	-----	----

Have you established good management practices within your team, appropriate to remote work?	Yes	No
--	-----	----

Have you provided training about remote management?	Yes	No
---	-----	----



See Vervoe in action

Learn more today at

vervoe.com/demo



Faster candidates screening



Instant AI-powered grading and marking



Increased hiring diversity



Improved candidate experience