GUIDE

TALENT ACQUISITION IN THE POST-PANDEMIC WORLD OF WORK

HR experts expect employers and employees to experience a new world of work rather than business as usual once the lethal pandemic abates. A strong workplace will be one that innovates and adapts in the face of COVID-19 and beyond.

Remote work was on the rise before the COVID-19 outbreak. Whether your organization was previously accustomed to remote work or remote hiring, now is the time for conversations about what the future will look like. This pandemic has pushed recruiters, HR professionals and managers outside of their comfort zone. Approaches previously dismissed as unworkable have been challenged by government directives. Now with demonstrable proof that more jobs can be done remotely, there is expanded opportunity to leverage a much wider pool to find better-quality candidates, especially for hard-to-fill positions. This shift is going to change the hiring landscape significantly.

🌐 *See* [COVID-19 Ushers in New Outlook on Hiring Remote Workers](#).

Until the COVID-19 pandemic diminishes, offices are likely to remain closed, hiring freezes are likely to stay in place, and more layoffs are likely to occur. But once the pandemic eases and the business world tries to create a new normal, the need will be to ramp up staffing—quickly and prudently.

🌐 *See* [When Businesses Reopen, Be Ready to Hire Fast](#).

A strong workplace will be one that innovates and adapts in the face of COVID-19 and beyond. SHRM provides key insights and resources to equip you to maintain and build upon your current workforce in the post-COVID-19 environment.

IN THIS GUIDE

- Be Ready for Workforce Planning in the New Reality
- Examine Roles and Job Descriptions
- Mix Up Recruitment Methods/Enhance Recruitment Technology
- Expand Lines of Communication for Onboarding and Beyond
- Utilize New Remote Techniques for Background Screening
- Identify the Security Risks of a Remote Workforce

SECTION 1

Be Ready for Workforce Planning in the New Reality

As your organization considers how to move forward, it's necessary to map out what's on the horizon. HR should start by asking questions:

- Did our customer profile change?
- Is buying behavior different? Is that change lasting or temporary?
- Did any of our key strategies change?
- How will the business be impacted over the next six months? Twelve months? Twenty-four months?
- What skills are needed to meet our goals, and how does current staff meet that need?

Gather information and categorize your findings in a way that makes sense for talent acquisition. Estimate what types of positions, people and competencies will be needed in the future to help the organization address talent gaps and then align necessary resources. Forecasting, while it can be a science and an art, is an excellent opportunity to think about talent acquisition, the ramp-up time and resource cost to meet the business need.

See:
- [Practicing the Discipline of Workforce Planning](#)
- [How HR Can Support Businesses Amid Coronavirus Uncertainty](#)
- [CHROs Plan for an Abundant Talent Market Post-COVID](#)
- [Workforce Planning Will Help You Understand the Needs of Your Organization](#)
- [COVID-19 Continuity Planning: Identify Critical Tasks, Broaden Tech Use](#)
- [Build a Succession Plan to Ensure Business Continuity](#)
- [Finding a business continuity plan template](#)
- [SHRM & IOE Release Return to Work Guide](#)

  SHRM Professional Development:
- [Workforce Planning: The Future of Work](#)
- [Virtual Workforce Planning: Strategies to Support Organizational Needs](#)
- [Change Management: Leading Successful Transformations](#)
- [(COMING SOON) Digital HR: The Key to Organizational Transformation](#)

SECTION 2

Examine Roles and Job Descriptions

Now is the time to mindfully review your job descriptions. Solicit feedback from managers, department leaders and current employees about job duties in their present and future states and requirements that may have changed since the job descriptions were last written.

See:
- [Perform Job Analysis](#)
- [How to Develop a Job Description](#)
- [Job Descriptions: Developing & Using](#)
- [Sample Job Descriptions](#)
- [SHRM Job Description Manager](#)
- [Managing Employer Brand During the COVID-19 Outbreak](#)

Mix Up Recruitment Methods/Enhance Recruitment Technology

As more companies have recently initiated remote work for at least some staff, virtual interactions have begun taking the place of in-person job interviews.

- Amazon canceled most in-person interviews. The company set up virtual interview portals for candidates to connect with recruiters, complete necessary documents and take part in interviews via its videoconferencing software.
- Google has conducted candidate interviews in Google Hangouts or using the videoconferencing service BlueJeans.
- LinkedIn has also given job seekers the option of conducting their interviews virtually via BlueJeans.

See:
- [Job Interviews Go Virtual in Response to COVID-19](#)
- [5 Do's and Don'ts of Video Interviews](#)

Flexible work arrangements create a bigger talent pool to cast your recruiting net, giving you significant advantages and opportunities.

Hiring and selecting remote workers takes on special considerations that don't come into play when hiring people who work in the office, side-by-side with their supervisors and co-workers. These dispersed employees may work in different cities, states, countries and time zones, and all rely heavily on technology to communicate. Maximizing the advantages and minimizing the disadvantages of remote working relationships can start with how you address the interview process. For instance, having a list of ideal candidates' skills, knowledge and experience isn't enough.

Determining the best strategy to manage remote teams depends on a variety of factors: the company's business model, its culture and values, the strength of its leadership team, and the employees' needs and attributes.

See:
- [Resource Spotlight: Recruiting](#)
- [Interviewing Remote Employees: How to Measure and Manage the Unseen](#)
- [20 Unique Ideas for Finding Talent](#)
- [Career Fairs Go Virtual in Reaction to Pandemic](#)
- [Using DARQ Tech to Recruit](#)
- [Interviewing Candidates for Employment](#)

  SHRM Professional Development:
- [SHRM Talent Acquisition Specialty Credential:](#)
  When faced with a hiring decision, HR professionals and managers must consider everything they know about the applicants. But that might not be enough information to make a choice. To get more information and add objectivity to the decision-making process, many organizations use assessments. When these tools are used correctly, they're tremendously valuable. There's a level of objective assessment about a person that can be very predictive.
- [Resource Spotlight: Pre-Employment Testing](#)
- [How to Choose Hiring Assessments That Work for You](#)

Expand Lines of Communication for Onboarding and Beyond

Communication, project management programs and time-tracking programs are key remote-work technologies. A sophisticated array of technologies has emerged to meet employers' and remote employees' needs for secure, productive ways to get work done.

- Communication tools such as video and chat allow a team, regardless of location, to work together as if they're in the same office. In many cases, teams in the same city are finding it more effective to use these technologies than to go into an office.
- Project management tools help teams communicate while working more effectively on their own time and help managers handle project prioritization and documentation.
- Time-tracking tools allow companies to understand how much time various projects take, determine profitability, and pay employees and invoice clients accurately.

See:
- [Technology to Support Remote Workers Evolves](#)
- [Technology Eases Transition for New Remote Workers](#)

As more people work from home, the need to lead and present team meetings online rather than in person has also increased. Different strategies can be used to succeed in those scenarios.

- Many of us have been conditioned to hold hour-long meetings, but experts say that standard should be reconsidered with today's new reality.
- One of the most powerful tools built into videoconferencing solutions is the instant meeting. You can easily set up virtual meetings and collaboration sessions in short blocks of time as needed. There are product development teams I know who hold 15-minute videoconferences every morning. The medium can be used as flexibly as a phone call.
- Not all technology platforms are created alike. It's important to understand the differences between systems and help your team navigate available features as well.

See:
- [Virtual Presentations, Meetings Require New Approaches for Success](#)
- [Building and Leading High-Performing Remote Teams](#)

Most organizations have transitioned to remote work in response to the coronavirus pandemic, making completely virtual onboarding of new hires a necessity. But providing a superb onboarding experience virtually can be a challenge for employers doing it for the first time. With workers starting new jobs from home against the backdrop of COVID-19, more structure is needed for managers, such as manager coaching may be necessary. Video is critical to virtual onboarding. Virtual onboarding should never be a "one-and-done" video session or phone call.

- Provide a series of videos presenting step-by-step instructions for getting computers set up.
- Schedule full days of engagements so new hires don't feel neglected.

- Create a calendar conducting onboarding over multiple, interactive video sessions that provide an overview of the company and its products and services. Incorporate meetings with managers, team members, and even business leaders like the CEO.
- Create a series of short videos on induction topics, which can be sent to the new hire each day to complement virtual sessions.

Global workforce management technology company ServiceNow already employed many remote workers before the pandemic and is accustomed to onboarding both in person and virtually. The company uses its own mobile onboarding app to help new employees complete required paperwork and make equipment requests. They have a completely digital orientation leveraging Zoom videoconferencing that includes lots of guest speakers to connect with their new hires.

LinkedIn asked its IT team to enable company-specific software and programs to be loaded remotely. When remote workers open their laptops, they can download needed software and programs just by entering the right credentials.

🌐 *See:*
- **Tips for Employee Orientation During COVID-19**
- **Virtual Onboarding of Remote Workers More Important Than Ever**
- **Managing the Employee Onboarding and Assimilation Process**
  SHRM Professional Development:
- **Managing Global and Virtual**
- **Virtual Teamwork: Meetings—Individual**
- **Leading Virtual Teams Toolkit—Individual**

SECTION 5

Utilize New Remote Techniques for Background Screening

The coronavirus crisis has upended HR workflows—and pre-employment screening is no exception. In some cases, pre-employment screenings have been put on hold because courthouses and schools are closed, blocking access to records. These delays could prompt companies with urgent hiring needs to skip the background check. That comes with the risk of negligent hiring litigation against employers.
Organizations hiring during the pandemic have new courses of action they can take. They also have the opportunity to carry forward lessons brought on by the present reality's forced shift in utilization.

- The Professional Background Screening Association (PBSA) has published a list of courts that have closed, along with any limitations or restrictions on access for those that remain open.
- Reprioritize what is most important. Some organizations are deciding to eliminate certain types of background checks. Employment and education verifications and drug screening take longer to perform, and some companies are thinking of cutting these loose to focus on criminal-history or sex-offender checks.
- Consider oral-fluid testing, where employees can swab their own mouth, and the observer can remain at a safe distance. Oral-fluid collection is also being done via video using Skype, FaceTime or Zoom with a trained observer before the test is sealed and shipped to a lab.

🌐 *See:*
- [**Resource Spotlight: Background Checks**](#)
- [**New Tech May Help Recruiters Get More Value from Academic Records**](#)

Compliance will continue to be front and center as state and local laws on pre-employment screening spread in 2020.

- Experts believe that the number of class-action lawsuits brought under the Fair Credit Reporting Act (FCRA) for technical errors will increase; more states and cities will pass ban-the-box laws, salary-history bans and marijuana-screening limitations; and federal and state regulators will direct more scrutiny toward the use of artificial intelligence (AI) in the screening process.
- The use of emerging technologies such as AI, machine learning and algorithms for screening applicants will generate more scrutiny in 2020. Illinois was the first state to pass a law—the Artificial Intelligence Video Interview Act, which took effect Jan. 1—that provides rights to job applicants if AI will be used to analyze their video interviews.

🌐 *See:*
- [**Employment Screening Challenges Intensify Due to COVID-19**](#)
- [**3 Employment Screening Trends to Know Before You Hire in 2020**](#)
- [**SHRM's Guide to Background Screening Systems**](#)
- [**Employment-Screening Options During the COVID-19 Pandemic**](#)

🔒 **SECTION 6**
Identify the Security Risks of a Remote Workforce

The COVID-19 pandemic has provided new opportunities for cybercriminals to exploit unsecured technology systems and newly remote employees. Employers need to pay extra attention to securing the technology their remote workforce is using, not only now but also going forward. These are areas to focus on to shore up remote-work cybersecurity:
- Setting up and communicating remote-work security policies.
- Securing virtual private networks (VPNs).
- Regulating personal-device use.
- Addressing authorization and authentication.
- Communicating with employees about phishing and malware campaigns tailored to the current crisis.
- Securing communication and collaboration channels.
- Providing vigilant IT support.

🌐 *See:*
- [**How to Maintain Cybersecurity for Your Remote Workers**](#)
- [**Know the Risks When Monitoring Remote Workers**](#)

  SHRM Professional Development:
- [**Cyber Security Basics—Individual**](#)