



YOUR POST HIRE STRATEGY

ADDRESS

143 High Street
Henley in Arden
Warwickshire
B95 5BD, UK

EMAIL

mike@meyrickconsulting.com

TELEPHONE

+44 (0) 1564 795575
+44 (0) 7793 526078



TABLE OF CONTENTS

- Introduction
- Significant rise in virtual recruitment
- Example of successful strategy
- Massive change required at speed
- The digital pivot
- Virtual recruitment is the norm
- Nurture
- A new role
- A leap of faith
- Candidates don't move lightly
- Point of contact
- A struggle
- Teams trick
- The fundamentals
- 2021 challenges
- Post hire strategy graph
- Contact details

RECRUITMENT IS A LONG AND INCREASINGLY COMPLEX PROCESS

It has many stages but interestingly, there is much less written about the post-hire aspect of onboarding a successful candidate.

Therefore, I might suggest that if you are reading this, you are probably interested in improving the post-hire process. Or perhaps, even initiating an appropriate package to protect your hire and company investment.

The pandemic and its ongoing repercussions compromised some talent acquisition teams. In addition, it increased demands on others. The effects have been very uneven. It also proved to be an historic change agent as virtual recruiting and onboarding a remote workforce became the norm for many.



2020's adversities will certainly inform talent acquisition trends in 2021. More companies will:

- Adopt virtual recruiting technologies
- Shift talent attraction efforts to remote candidates
- Consider internal talent pools
- Focus on diversity, equality and inclusion

The most effective recruiters will take the opportunity to add new skills, adapt as needed and show their value to the organization.



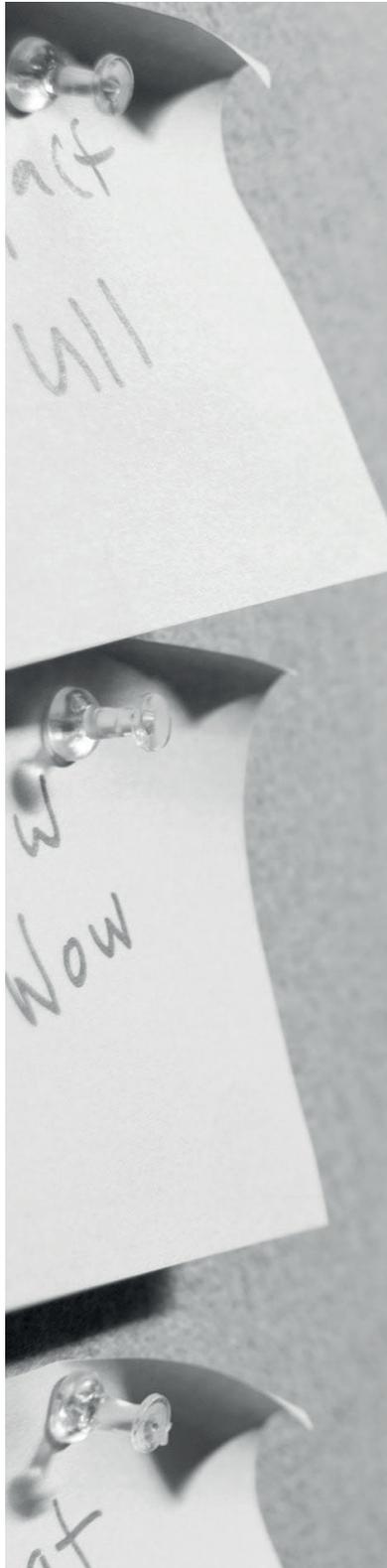
PERSONALLY, DURING THE PANDEMIC I SAW A SIGNIFICANT RISE IN VIRTUAL RECRUITMENT

The Food and Ingredients industry found, fairly quickly that they were the niche that was most likely to benefit from the changes wrought by Covid.

However, that did not mean they were working solely using legacy systems. Many companies found that although they were extraordinarily busy their markets may have changed almost overnight.



AN EXCELLENT EXAMPLE OF A SUCCESSFUL PIVOTING STRATEGY WAS UK BASED WALKERS CRISPS



After the now infamous press conference by Boris Johnson asking every pub, café, restaurant, swimming pool, gym and any other space for social gathering on the 23rd March the market for single bags of crisps snapped shut. People would still want crisps, however but they'd need to purchase them differently.

During lockdown a packet of crisps represented a link to the outside world and the old normal! In fact, 63 million in-packet snacks were bought in just one week. Yet, during lockdown they weren't going to be available with a pint, or meal deal, in a vending machine, petrol station or alongside a takeaway coffee.

The only significant outlet left was the supermarket multi-bag. The race was on to ensure production was switched to cope with unprecedented demand.

Bearing in mind an additional £1 billion was spent in just one week, in the early days of the lockdown, the pressure to keep up with demand was all consuming. Volumes expected only at Christmas were being experienced on a daily basis.

Walkers were needing to produce around 1,350,000 more multi bag packs every 24 hours with a full lorry leaving the factory every five minutes, compared to every six minutes usually. That equates to around an additional 48 trucks on the road every day. Before Covid, multi packs represented only 30-40% of Walkers' business but now represents a staggering 90%.



MASSIVE CHANGE WAS REQUIRED AT SPEED.



How do you manage the same volume but in a different format? Normally Walkers make a standard box by putting single crisp packets straight out of machine into a box. Of course, the multi pack is more complex and this has necessitated a reconfiguration of conveyors and control logic to enable packets to move to multi pack machines. In addition, the need to have a factory firing on all cylinders at all times has never been more critical. The machines are examples of precision engineering with slicing-frying, flavouring, packing as just a few examples. With engineers unable to visit site new technology was required to undertake emergency repairs fast.

During lockdown faced with faulty potato fryer the potential to lose up to 20000 bags of crisps every hour was very real. A new headset with camera attached allows engineers and suppliers to see exactly what an operative can see. In this particular instance Walkers were able to connect the supplier in Seattle with people in Walkers' Dallas office, the Netherlands and Leicester to solve the problem. Three headsets have been delivered in a short space of time and has proved to be a game changer. It means anyone can see and motor the pace of production up close. Therefore, it's very easy to see 28 machines delivering 85 bags of 24 packets of crisps per minute moving up a conveyor belt.

THIS IS AN EXAMPLE OF THE DIGITAL PIVOT GOING ON WITHIN THE FOOD AND INGREDIENTS SECTOR



Recruitment has needed to keep up with these changes. Social distancing and a stop on air travel meant that suddenly the stream of face-to-face candidates dried up overnight. Inevitably virtual hiring quickly took advantage of the various technological solutions.

What would have been seen as an anathema just six months before Covid, suddenly became the norm.

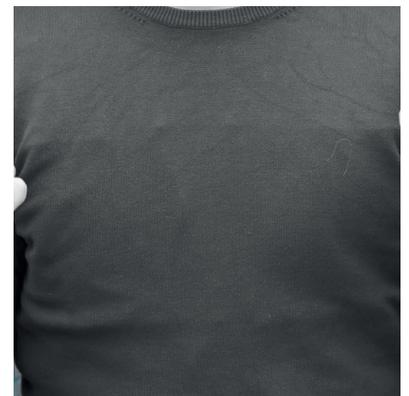
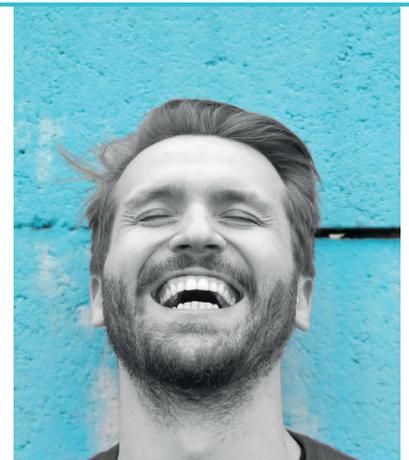
AS VIRTUAL RECRUITMENT BECOMES THE NORM, SHOULD WE CONSIDER HYBRID WORKFORCES AND STAFF NURTURE?

As onsite hybrid workforces as well as remote employees become a fact of life, we think that hiring process combining virtual and in-person processes will become the norm. We have definitely noticed cost and time savings which companies will be loath to relinquish.

Therefore, expect more virtual job interviews even when in-person operations resume. Automation, at least during the initial recruitment stages will also increase and in person touchpoints may well decrease accordingly. This will mean that hiring times can be accelerated as well as managing social distancing rules wherever possible or desirable.

Also, because virtual interviews will allow recruitment across geographic boundaries then diversity should improve and also the search for talent can be much wider. These benefits demonstrate that virtual recruitment has proved to be an integral part of talent acquisition in 2021 and beyond.

However, there are specific considerations alongside new considerations in the hiring and post hire scenarios that demand attention and new strategies.



NURTURE HAS BECOME MORE IMPORTANT WITHIN RECRUITMENT PROCESSES



However, as much as Microsoft Teams and Zoom have come to our rescue and enabled workers globally to communicate and continue there has been a profound impact on the interview process, the recruitment decision-making and approaches to post-hire care.

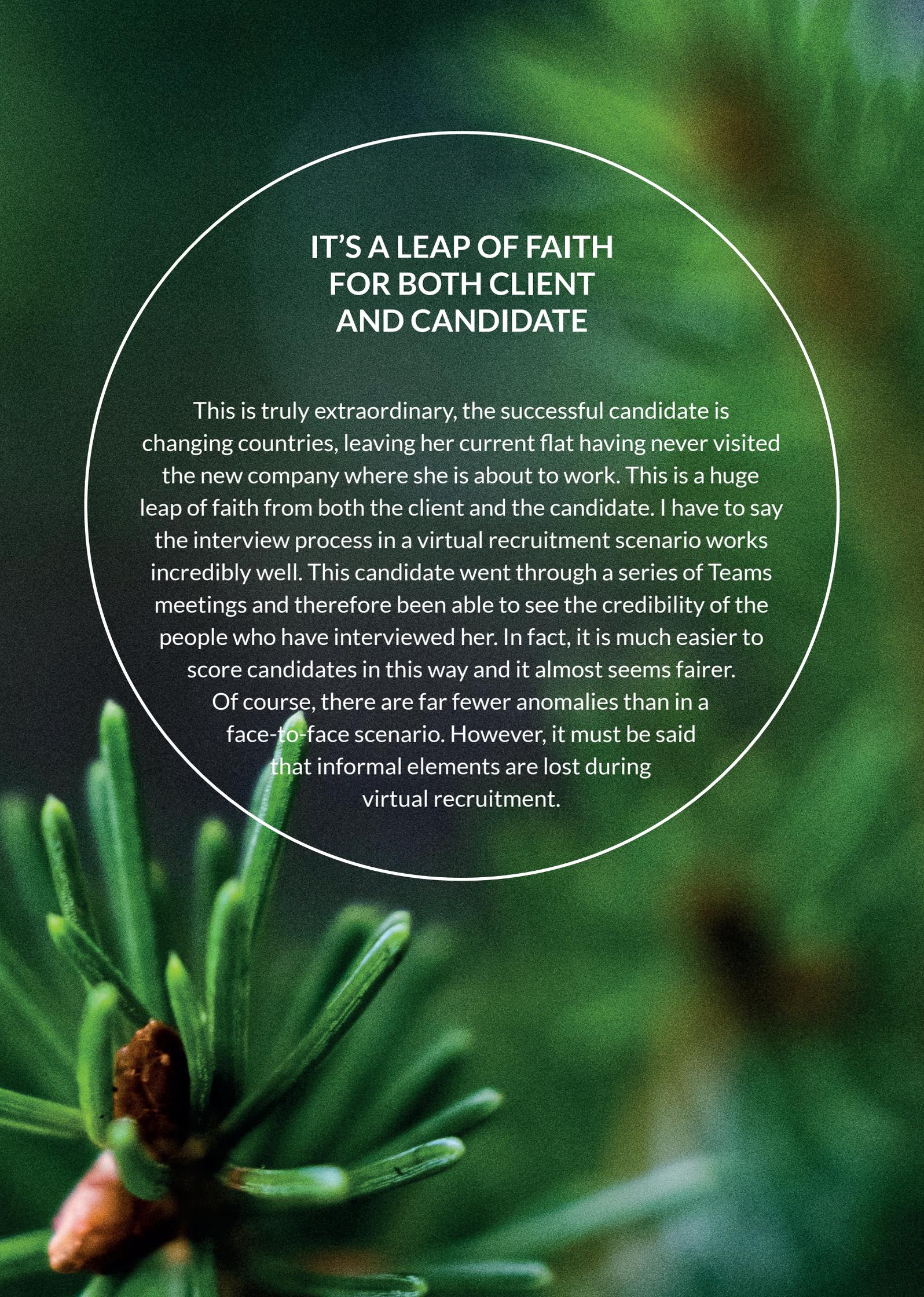
As an executive recruiter in this space, I have seen a complete shift in the way the hiring process is undertaken and have been heavily involved in looking after candidates. This is a long relationship and begins when I find them and continues right the way through to the first three months in their new role and beyond.

A NEW ROLE IS OFTEN A LEAP OF FAITH



In the past few weeks, I have been working on the recruitment of a significant R&D position based in Germany. In the past, shortlisted candidates would have been flown out to Germany to look round the company and its facilities.

As I said, this is a significant role and the thought of recruiting such a position remotely would have been inappropriate and definitely leftfield 18 months ago. However, in this case the whole interview process was completed remotely, and the candidate is now organising her move from the United Kingdom to Germany this August.



IT'S A LEAP OF FAITH FOR BOTH CLIENT AND CANDIDATE

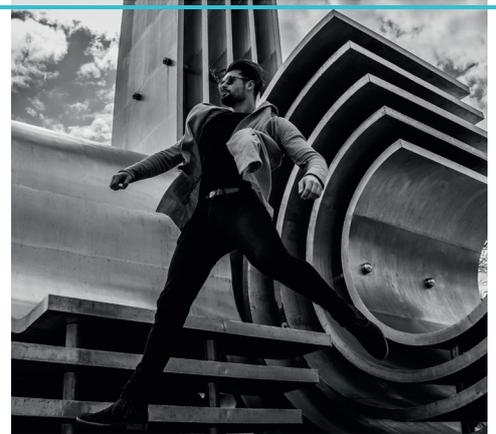
This is truly extraordinary, the successful candidate is changing countries, leaving her current flat having never visited the new company where she is about to work. This is a huge leap of faith from both the client and the candidate. I have to say the interview process in a virtual recruitment scenario works incredibly well. This candidate went through a series of Teams meetings and therefore been able to see the credibility of the people who have interviewed her. In fact, it is much easier to score candidates in this way and it almost seems fairer.

Of course, there are far fewer anomalies than in a face-to-face scenario. However, it must be said that informal elements are lost during virtual recruitment.

CANDIDATES DON'T MOVE LIGHTLY

Certainly, the opportunity needs to be commensurate with such a profound change. This particular candidate has the opportunity to take her career forward and increase her responsibility.

The company will offer a broader international perspective and a very attractive package. It is worth organisations thinking very carefully about how they are going to attract new talent, especially if people are going to move as this candidate has done.



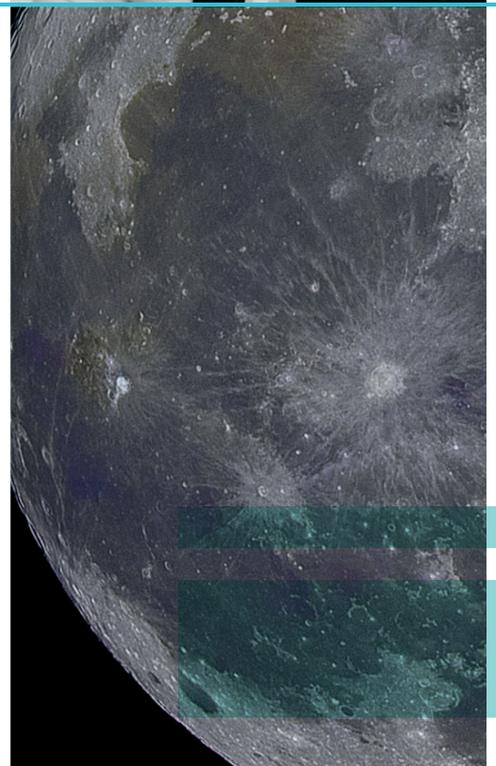
I WAS THE INITIAL POINT OF CONTACT

It was my job to convince her that the role and the company were going to give her something over and above what she is doing currently. I have noticed an element of hesitancy and uncertainty in the marketplace. If a potential candidate has a track record and credibility and no they will be paid off should there be redundancy, it's hard to leave all that behind for a new job. That means it has to be absolutely the right opportunity.

UK COMPANIES CAN STRUGGLE TO FIND THE VERY BEST TALENT

Pre-Brexit when a company said they wanted the very best leadership talent in the market it was easy to access this right across Europe. However, this is no longer the case. Yet remote working has demonstrated that if a company has a legal entity in another country candidates can work from home.

This has actually opened up the candidate universe more. Therefore, it has made my job more interesting and challenging because I can search everywhere. As a consequence, I have seen a better selection of candidates and the search is not restricted to one location. It does seem that the pandemic has increased resilience and innovation in all kinds of ways. I think my role has become increasingly important because if people are slightly sceptical about changing roles my initial conversations will hopefully pique interest. I am the brand ambassador at this point and my aim, in this instance, was to convince the candidate that the prospective role was going to give her something over and above what's she currently doing.



THE WHOLE INTERVIEW PROCESS WAS COMPLETED ON TEAMS

The candidate had an initial interview with HR Global then an interview with the Director of R&D for the region. This person is very impressive and extraordinarily high profile in the industry globally.

She is incredibly well qualified, oozes personality, knowledge and warmth. I once had an hour long Zoom call with her and I was left thinking 'wow who wouldn't want to work with her?' The candidate was then interviewed by R&D and the local HR representative in Germany, alongside one of the peers with whom she would be working.

Of course, it all helped that the company is well known and extremely high calibre. However, virtual recruitment is far more streamlined and a far better use of people's time.

Yes, you lose some of the informal gleanings that happen over lunch or dinner or on walks between buildings but in the main it is extremely successful for both clients and candidates.



THE FUNDAMENTAL DIFFERENCE IS THE POST HIRE CARE

Although a company knows what a candidate is capable of doing, they don't really know them well. So, what happens in the first three months?

The initial move may well be exciting but there has to be an element of paternal responsibility to ensure that the candidate is happy.

Post hire I ensure that I make contact soon after successful candidate arrives. Then I leave it a week and call again. The reason for this is that any concerns a candidate might have, she can feed back to me and I can then articulate them back to the client as appropriate.

I can be very objective about this and it's much easier to communicate issues through a third person.

BASICALLY, IT'S ALSO VERY IMPORTANT FOR A COMPANY TO NURTURE THEIR INVESTMENT



There is a cost associated over and above money and there may be a cost to the business should a hire fail. In this particular instance the candidate will be working on sensory functions in research and development. If she should fail, there will be a cost to the business because her role will attract more clients and customers. Without her input the company may well lose out.

Also, what would the impact be to other members of staff should she leave?

They will lose direction and leadership and as a European research and development centre it may well be detrimental to her peers that are not necessarily directly working with her.



2021 AND BEYOND WILL BRING AN INTERESTING SET OF CHALLENGES

The hospitality industry has been devastated by Covid and many people within it have changed sectors. Therefore, as hospitality opens up there is a dearth of candidates to fill roles at present. In 2021 we may also face a massive influx of recruitment, what might be termed 'the great rehiring'. As we move back to a more usual way of life then companies will need to be ready in advance.

It is important to prepare for new roles coming on stream well in advance. Some senior roles take more than six months to start and the more a company can offer over and above 'a competitive package' the better. To attract the very best a company must also be an attractive proposition for candidates. Post-hire is somewhere to add value and care in addition to the usual preparations.

There is no doubt that virtual recruitment will continue to be a force. For many it has improved the whole process and is economical in use of time and resources. There may well be a hybrid workforce too where some will work remotely, and some will work on site and some might do both.

There does not need to be so many in person touch points in the initial stages.

Therefore, if you choose to use those in-person moments then make the very best of them and ensure your post-hire processes are exemplary.

Virtual recruitment has been a factor in streamlining the whole process. It has enabled companies and executive recruiters to cross geographic boundaries and be more diverse and inclusive. This will inevitably have an impact on the face-to-face processes when they start up again.

Therefore, my conclusion is virtual recruitment does work but the process does not end when the person walks through the door for the first time. We need to replace the human aspects that are less evident through remote on boarding. My role is to protect your business and I would be very happy to discuss the possibility of your next recruitment round happening virtually.

YOUR POST HIRE STRATEGY

1 Consider your messaging – be empathic. Work out the type of messages that would be appropriate for each journey stage. Very messages in style, tone, information and design.

Excellent communication is essential

2 Develop virtual interviewing skills

Preparation is key. Dressed appropriately, ensure your tech is working, set up the shot, see what works effectively including optimal eye contact. Prepare a bespoke backdrop and avoid glare. Attention to sound and the structure of the interview.

3 Anticipate the kind of questions that might be asked

Preparation is key. Dressed appropriately, ensure your tech is working, set up the shot, see what works effectively including optimal eye contact.

4 Empathise with candidates in every respect

5 Listen carefully to the answers to your questions. Listening is definitely a key skill. Don't be in a hurry to ask your next question.

5 Ask questions and listen to answers

6 Make candidates feel welcome. Any Smalltalk needs to be meaningful so don't just go through the motions. Be genuinely pleased to see the candidates and prepare any cultural considerations that might be appropriate.

6 Act on concerns and take them seriously

7 Do not be dismissive about concerns such as adapting to new processes and procedures, not feeling fully integrated straight away and fitting in to what could be a very different culture.

7 Practically demonstrate support and understanding

8 Overhaul the complete onboarding process and see if it truly supports remote or hybrid workers. Is it useful, helpful, interesting, empathic, relevant or are you going through the motions? Ask candidates for their opinions and suggestions to help you improve.

8 Consider small touches like a welcome pack

9 Overhaul your complete onboarding process

9 Decide how you can personally demonstrate support. Give examples of when it's good to call or email and maybe even suggest topics or questions candidates may want to ask.

10 Personalise information don't just offer a handbook

11 Find ways to personalise handbooks. Add the candidates name and remove access or a relevant information. Make it pertinent and update your handbook regularly. Show the candidates they really matter this is very important.

12 The welcome pack doesn't need to be lavish, but a few well-chosen items will create a positive impression. Consider what might be useful for a new starter in your niche.

11 Help candidates develop their internal network

12 Go through the mechanics of LinkedIn and share appropriate strategies for increasing their business circle and contacts.

12 Understand talent metrics networks

13 Talent Metrics form an integral part of your talent management strategy. Evaluate employee performance, expenses, etc. to provide important metrics to substantiate strategic decision-making.

13 Be compassionate

14 Compassion is useful and very helpful especially when candidates are under stress learning a new job or role. Your job is to support them positively.

15 Mental health is not a tick box. Get to understand the candidate and ask questions then use the answers to help you plan or personalise a strategy.

14 Make conscious and practical efforts to improve staff mental health

15 Check in on new hires meaningfully and regularly

Checking regularly. Have different sets of questions for each stage in your communication. Talk don't just send surveys. Find candidates concerns observations, things that have worked well and report back meaningfully, so the candidates know you understand the specific situation. You can use this information to further improve your service.

Thank You

Should you wish to discuss how we are able to offer support around your key leadership requirements and, also help you attract the top performing executives across the sector, please drop me a confidential message to mike@meyrickconsulting.com. After all, a discussion can bring clarity. I look forward to speaking with you.

How to get in contact:

A. 143 High Street
Henley in Arden
Warwickshire
B95 5BD, UK

T. +44 (0) 1564 795575
M. +44 (0) 7793 526078
E. mike@meyrickconsulting.com

This document is published on a general basis for information only and no liability is accepted for errors of fact or opinion it may contain. Professional advice should always be obtained before applying the information to particular circumstances.

All images source: unsplash.com

