



Talent acquisition's response to COVID-19 and beyond

EY

Building a better working world

With the recent COVID-19 crisis, many organizations are experiencing shifts in their demand and supply of talent. The impact has challenged how talent acquisition staffs engage candidates and influence their experience. This requires virtual and remote technology enablement to make the most of limited capacity in your resources.

Leverage technology for virtual interviews

- ▶ Deploy new technology to engage candidates through virtual interviews. Take advantage of a variety of tools to deploy virtual interviews (e.g., HireVue, Zoom)
- ▶ Present clear, concise instructions to hiring managers and candidates in advance of the interview to avoid common technical issues
- ▶ Make candidates feel valued by being transparent, creating open communication channels and keeping them informed on next steps

Maintain positive engagement with candidates and new joiners

- ▶ Develop a communication strategy to maintain positive engagement with candidates affected by a hiring freeze in order to reactivate that channel as soon as hiring resumes
- ▶ Refocus attention on candidates in the pipeline whose recruiting experience will be negatively impacted
- ▶ Encourage hiring managers to do something special for any new joiners whose onboarding experience has been disrupted by a fully remote experience
- ▶ Challenge the organization to consider which roles in the future are ideal to establish as remote opportunities to expand your talent options
- ▶ Create success profiles that assess readiness for work-from-home scenarios
- ▶ Establish infrastructure that supports the work-from-home options long-term for the success of the employee and the organization

Utilize increased capacity of talent acquisition resources

- ▶ Consider developing a talent exchange network to lease or move staff to other organizations locally to rapidly redeploy headcount capacity, hire for short-term needs and increase brand
- ▶ Refresh the former talent pool in the ATS to find strong candidates (silver- and bronze-medalist) if you are experiencing an increase in hiring needs
- ▶ Reverse-engineer your recruiters to stand up an in-house outplacement service to increase likelihood of boomerang employees, promote connectivity and increase company ratings on social media channels like Glassdoor
- ▶ Stand up a listening lab and social monitoring team and include additional resources from communications and marketing who may have additional capacity
- ▶ Monitor and measure how recruiting KPIs have changed as a result of COVID-19, including cost per hire, time to hire, and candidate hiring manager experience