



## Recommendations for Digital Hiring Practices Top Ideas for Your Organization

### Top Point:

Virtual hiring practices will continue – so you've got to think about it and the best ways to include it in your organization.

### Implications:

- Get buy-in amongst leadership staff.
- Hire more HR and media staff.
- Purchase improved HR and onboarding technologies.

### Recommendations:

1. If you want to hire high-quality candidates and retain them, your organization needs to remain competitive in the digital hiring environment.
2. Fully understand your organization's brand and culture so that it can be presented to candidates accurately.
3. During virtual interviews, ask all candidates the same questions, remain professional, provide candidates with an agenda, practice, and double check your technology.
4. Look for potential, not just for experience. You want to seek out the skills, characteristics, and abilities for the future.
5. Hire for organizational fit to maintain motivation while working from home.
6. Provide resources ahead of the first day and communicate more than you would in-person.
7. Use all available technology to help onboard new hires and mimic hallway conversations and office drop-ins.



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## Recommendations for Digital Hiring Practices

### Digital Branding

#### Try out this idea:

Create a virtual tour of your office for potential candidates to view.

#### Make sure to:

- Fully understand your organization's brand so that it can be presented to candidates accurately.
- Share your mission and values, both of the organization as a whole and the specific department, with each candidate.

#### Recommendations:

1. Trust, Communication, and Leadership have Effects on Culture:
  - These factors are important in the virtual work environment to ensure that everyone is on the same page. This is especially important so that you can better communicate your culture outside of the organization.
  - Many applicants (especially in the public sector) want to join an organization that fits their values and needs.
2. Reinforce Brand and Culture:
  - Positive changes in brand or culture should be actively reinforced through communication among the team.
3. Presenting Brand and Culture:
  - Use virtual job fairs to present your brand to the job market.
  - Create promotional items on your website that discuss the work environment.



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# Recommendations for Digital Hiring Practices

## Digital Interviewing

### Top Point:

Virtual interviews are more comfortable for some candidates. Offering a virtual interview shows candidates that you care about their needs.

### Be sure to:

- Avoid automated interviews.
- Practice with your team.
- Give candidates time to respond to questions.
- Use situational-based questions.

### Recommendations:

1. Work with your team to determine what you're looking for in a candidate.
  - This should include technical skills as well as values. Use these ideas as a guide when creating interview questions.
2. Prepare the same questions and format for every interview.
  - Your surroundings should be as clean and organized as your in-person interview space would be.
  - Avoid interruptions.
  - Allowing each candidate to answer the same questions makes it easier to compare candidates.
  - Provide candidates with a breakdown of the interview structure and who will be in attendance before the interview begins.
3. Make sure your technology is working.
4. Give an alternative method of communication in case of technology failures.
5. Treat Virtual Interviews the same as in-person interviews.
  - Your surroundings should be as clean and organized as your in-person interview space would be.
  - Maintain eye contact with the camera.



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# Recommendations for Digital Hiring Practices

## Digital Hiring

### Did you know?

Having a sense of doing meaningful work has become more important during the pandemic.

### Why do digital?

- Candidates now expect some virtual work options to continue past the pandemic.
- You can increase the talent pool and diversity of candidates.
- Offering remote work can increase retention.

### Recommendations:

1. Hiring candidates using virtual technologies and practices is here to stay. Plan to use components of it in your organization to recruit and hire the best employees!
2. Use multiple methods of virtual technology and communication to leverage fast, safe, and efficient hiring in all departments.
3. Actively promote your organization:
  - Make sure that your brand is visible to candidates.
  - Expand your recruiting to include virtual hiring fairs.
4. Hire for potential, not just for experience:
  - Seek out the skills, characteristics, and abilities for the future – not just a replacement for the past employee.
  - The skills needed for success in virtual work environments include increased optimism, resiliency, and flexibility.
  - Update job descriptions.



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# Recommendations for Digital Hiring Practices Digital Candidate Evaluation

## Top Point:

Hire people for their motivations and fit with your team, job, and organization – don't hire them just for their skills.

## What is Fit?

Person-Organization fit is the congruency between an employee's values, skills, and abilities and an organization's values, environment, and resources. Having matching values leads to happier employees- virtual or in-person!

## Recommendations:

1. Review job descriptions before posting to ensure the description portrays the qualities and values needed in a candidate, especially for remote work success.
2. Assess the candidates' fit with your organization, and help candidates assess their fit with you!
  - Use behavioral interview questions
  - Look for candidates who express values that are consistent with your organization.
  - Share a link to or pdf of the team's member bios, leadership styles, preferred methods of communication, and culture.
  - Post a video about your organization's culture.
3. Reinforce cultural fit during onboarding and beyond:
  - Share videos during orientation that introduce organizational norms.
  - HR reps can contact employees semi-regularly to check-in on fit
4. Hire for fit to maintain motivation while working from home.



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## Recommendations for Digital Hiring Practices New Hire Preparations

### Tips:

- Test the technology before giving it to new staff.
- Put all required software on laptops.
- Set up email addresses before staff's first day.

### Try out this idea:

Ask recent hires what they wish they had known before their first day. Then centralize that information for new employees in an accessible digital location.

### Recommendations:

1. Make effective communication a priority.
  - Focus on clear expectations, regular feedback, and communicate more than you would in-person to ensure understanding.
  - 5 key characteristics of effective communication: frequent, transparent, part of a two-way dialogue, easy to navigate, and consistent.
2. Provide resources ahead of the first day.
  - See the tips section for ideas.
3. Make connections and introductions before the first day.
  - Consider setting up meet-and-greets with team members, virtual lunches, or video bios to initiate introductions. Always reach out to new employees in advance.
4. Maintain first-day rituals.
  - Do not skip first day festivities or rituals like having a photo taken for an ID or hosting a welcome lunch. This helps a new employee feel comfortable and welcomed.



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## Recommendations for Digital Hiring Practices Digital Onboarding

### Communicate:

Communicate through all possible channels. This will allow formal and informal communication to take place that can mimic hallway conversations and office drop-ins even though everyone is remote.

### Try out this idea:

Offer open office hours, just like college professors. New staff are likely to ask questions during this low-pressure time.

### Recommendations:

1. Utilize all available technology.
  - Take advantage of the variety of conferencing tools available, as well as email, phone calls, and chat apps.
2. Consider an onboarding portal or dashboard.
  - This helps to provide a consistent experience for new hires, ensure paperwork is digital and accessible when appropriate, and can manage applicant tracking and employee self-service.
  - Consistency and accessibility is the key.
3. Check in frequently during onboarding and set up roles, rules, and expectations.
  - Check-ins can be used to evaluate progress, ensure the onboarding process is going well, and provide an avenue for communication and feedback.



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