# Virtual Talent Acquisition Webinar FAQ

For more information, visit McLean & Company’s [website](https://hr.mcleanco.com) and book a call with one of our analysts or download our research toolkit [*Adapt the Talent Acquisition Process to a Virtual Environment*](https://hr.mcleanco.com/research/ss/adapt-the-talent-acquisition-process-to-a-virtual-environment).

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| **Question** | **Answer** |
| Do you have any advice on training hiring teams for virtual recruiting?  | The type of training and resources you provide to hiring teams will depend on which activities have changed, their familiarity with the technology used, and their role in the process. Some training that is helpful to provide includes: * Training on **technology/systems** used. Run training sessions for hiring teams on any solutions implemented, including videoconferencing technology for virtual interviews. If hiring teams use this technology in their regular roles, you can provide simple instructions, user guides, and access to troubleshooting information to reference as needed.
* Training on the **virtual TA process and activities.** Provide training for hiring teams on their role in the hiring process (e.g. sourcing, interviewing). Include a refresher on structured interviewing, the do’s and don’ts, and focus on any changes to their role. For those not involved in interviews regularly, TA may need to run refresher sessions at a regular cadence or make reference materials available. See McLean & Company’s customizable training deck[*Equip Managers to Recruit Quality Staff*](https://hr.mcleanco.com/research/ss/equip-managers-to-recruit-quality-staff)*.*
* **Virtual solution testing.** Provide opportunities for hiring teams to practice using the technology prior to virtual interviews. This enables them to build comfort with the technology and the virtual interview format and ask questions before meeting with the candidate. Ensure responsibilities are assigned before interviews and have a plan for troubleshooting additional IT issues that may arise. See Info-Tech Research Group’s [*Prepare for Virtual Interviews Infographic*](https://hr.mcleanco.com/download/65759)*.*
* Lastly, see McLean & Company’s [*Interview Guide*](https://hr.mcleanco.com/research/hr-interview-guide-template) for a place to record and score structured competency-based interviews.
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| What do you recommend doing if we are relying on virtual solutions short term and will be returning to in-person hiring activities post-pandemic?  | If you are only relying on virtual solutions during the pandemic, it’s even more critical to leverage existing tools or free tools vendors have made available during the pandemic (e.g. free versions of videoconferencing tools). To do this, inventory existing tools and technology used across the organization with IT to identify if any would suffice. For example, can the organization’s internal collaboration tool be used for virtual interviewing? Can non-members of the organization attend meetings as guests? Do all internal TA stakeholders have access to the tool? Additionally, you will need to prioritize the most urgent activities to address that are critical to hiring outcomes. You may choose to address critical challenges only – for example, interviews are a critical step in the hiring process, so hiring teams conduct virtual interviews using existing videoconferencing tools during the pandemic only. Non-critical activities can be de-prioritized as the shift is not long term and the activities are not crucial to hiring outcomes. For example, work-site tours to see the office and meet the team.  |
| Do you have to track new TA metrics after implementing virtual solutions to measure their impact? | General TA metrics relating to process efficiency, quality of hire, and candidate experience will be impacted by virtual solutions. As a result, these metrics will still be relevant to track after virtual solutions are implemented. For example, if a process efficiency goal were to increase the offer acceptance rate through a faster TA process, track the change in average time to hire and external offer acceptance rates after the virtual solution is implemented.However, you may also want to introduce new metrics if: * They are relevant to the new solution.
* They were not previously tracked due to not having the technology in place.
* They are relevant to the impact of new solutions.

For example, a priority to improve quality of hire through tech-enabled sourcing or screening is only relevant once this technology is in place. To measure the impact of the technology solution on quality of hire, you can track the percentage of new hires with satisfactory first performance ratings or the first-year involuntary turnover rates.McLean & Company has a comprehensive [*HR Metrics Library*](https://hr.mcleanco.com/research/hr-metrics-library) that highlights TA metrics that are valuable to track. However, it is critical to not only track these metrics, but also evaluate them with a regular cadence. Review metrics to determine if targets have been met and identify where practices have fallen short of expectations and potential improvements are required. This may also require contacting vendors to troubleshoot concerns or discontinue use.  |
| Do you have any tips on vendor selection?  | McLean & Company has an extensive number of resources on our website to help with the selection process, including: * [*Select a Human Resources Information System*](https://hr.mcleanco.com/research/ss/select-a-human-resources-information-system)to select an HRIS. It includes requirements gathering, request for proposals (RFPs), and vendor communication templates. This research may also be adapted for other HR software.
* [*ATS Business Requirements Tool*](https://hr.mcleanco.com/research/ats-business-requirements-tool)to review and document business requirements.
* [SoftwareReviews’](https://www.softwarereviews.com/) Data Quadrant reports, Product Scorecards, and Emotional Footprint reports to evaluate vendors’ functionality, user experience, and implementation (e.g. cost and timelines). [Reports](https://hr.mcleanco.com/research/ss/increase-knowledge-of-hr-technology-offerings) include [*Recruiting*](https://hr.mcleanco.com/research/ss/increase-knowledge-of-hr-technology-offerings) (ATS), [*HRIS/HCM*](https://hr.mcleanco.com/research/human-capital-management-data-quadrant-report-e3d53b10-68c7-4e4e-b395-0fa510084f97), [*Reference Checking*](https://hr.mcleanco.com/research/reference-checking-data-quadrant-report), pre-hire testing, CRM, [videoconferencing](https://hr.mcleanco.com/research/web-conferencing-data-quadrant-report), and [virtual assistants and chatbots](https://hr.mcleanco.com/research/virtual-assistants-chatbots-data-quadrant-report).
* The appendix of the [*Adapt the Talent Acquisition Process to a Virtual Environment*](https://hr.mcleanco.com/research/ss/adapt-the-talent-acquisition-process-to-a-virtual-environment)storyboard has a non-exhaustive list of technology vendors for each stage of the TA process.

Our greatest piece of advice is that the most innovative technology is not necessarily the right solution for your organization. Fight the urge to implement unnecessary solutions by evaluating the purpose they serve. Often, organizations will implement new technologies without thinking about the end user, which can significantly impact adoption rates and lead to misdirected investments. For example, a virtual simulation sounds impressive, but it might not be relevant for your talent pool and assessment requirements. |
| What additional information do you have on sourcing outreach, job boards, etc.? | Sourcing has been challenging in any environment, especially in a virtual environment, so it is important to take stock of which sourcing programs have been impacted (e.g. campus recruitment, events).Take a look at our research on [*Driving Organizational Success With Purposefully Sourced Talent*](https://hr.mcleanco.com/research/ss/drive-organizational-success-with-purposefully-sourced-talent), which includes guidance on sourcing approaches, the process, and key sourcing programs. This resource also includes key sourcing tools you can customize such as a [*Sourcing Plan Template*](https://hr.mcleanco.com/download/59892) and [*Job Ad Guide*](https://hr.mcleanco.com/download/59894).We also have additional resources on building key sourcing programs such as [*Campus Recruitment*](https://hr.mcleanco.com/research/ss/build-a-customized-campus-recruitment-program). Social media is also a key sourcing tool, especially to engage passive candidates. One example to engage candidates when in-person events aren’t happening is to host live events or Q&A sessions through the organization’s social media profiles (e.g. Instagram, Facebook). Our research on [*Social Media for HR*](https://hr.mcleanco.com/research/ss/master-social-media-for-hr) is a great resource to look at. It includes guidance on optimizing your employer brand on social media platforms and creating a direct outreach plan. It includes tools such as a [*Social Media Sourcing Guide*](https://hr.mcleanco.com/download/61106) and a template to document your [*sourcing plan*](https://hr.mcleanco.com/download/59892). For example, you can conduct Boolean searches, which is a search using specific terms (e.g. AND, OR, NOT) to represent relationships between search terms to search for specific candidate profiles. For job boards, you can use job board integration features to automate posting to a variety of sources. This can involve ATS integration features or the use of aggregators such as LinkedIn or Indeed. As well, you may decide to post to specific job boards in your sector (e.g. Idealist for non-profits) and demographic-specific job boards to reach candidates from specific diverse groups (e.g. Work180Women, DiversitySites, Indigenous Careers Job Board). Contact your existing sourcing partners (e.g. campus partners, community partners) for viable virtual alternatives. They may have shifted recruitment events and fairs online, or it may present collaboration opportunities for your organization to sponsor these events. As well, various local organizations may allow organizations to post opportunities on their websites for the communities they work with.  |
| What are your thoughts on holding virtual interviews where the candidate is not required to show their video? Is that the best way to eliminate bias? | When conducting virtual interviews, organizations should provide candidates with the option of having their video off. This is especially important during the pandemic as the line between personal and professional lives have been blurred. Work with candidates to understand their needs and make accommodations accordingly. Although providing this option may not directly eliminate biases, it will contribute to a more inclusive candidate experience. An extensive list of best practices that help eliminate biases in the TA process can be found in McLean & Company’s [*Job Aid: Diversity, Equity, and Inclusion in Talent Acquisition*](https://hr.mcleanco.com/research/job-aid-diversity-equity-and-inclusion-in-talent-acquisition)research. For example, we include information on anonymized hiring techniques, which hide demographic or identifying information (i.e. name, age, race) of candidates in screening or assessment stages of TA. This tactic effectively mitigates bias as screenings are focused on role requirements and qualifications only.  |

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