

**Virtual Recruitment Guidance**  
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## Overview

Virtual interviewing, virtual onboarding and ultimately telecommuting are becoming more common in today's workforce, especially during the COVID-19 pandemic. To assist agencies in implementing virtual recruitment techniques, DHR has developed the following guide.

## Virtual Interviewing

Candidates will appreciate the ability to be considered for a position when they are unable to interview in person. Moving the interview and hiring process to virtual communication shows you care about flexibility and adaptability, which may positively impact their impression of your agency. It also gives you the opportunity to continue hiring for positions that are critical within your organization that will help you achieve your mission. Virtual interviewing may even save organizations money in travel costs.

Virtual interviewing does not have to be that different than in-person interviewing. You can still assess whether a candidate will be a good fit for your agency over videoconferencing. Here are some tips to have a successful virtual recruitment process:

**Consider which videoconferencing technology to use.** There are various applications that can be used to videoconference. Consider the pros and cons of using each, including which applications your agency already has and is familiar with, such as Microsoft Teams, Skype for Business, etc. Other popular applications include [Zoom](#) and [WebEx](#). Applications may require paid accounts for business use and agencies should consult with their IT department for their recommendations.

**Give clear instructions and communicate with the candidate.** If you will be using videoconferencing technology, make sure the applicant and the interview panel are informed about the technology. Make sure everyone participating has context about why you will be using videoconferencing for the interview. Include information about how to create an account, login, download the technology if applicable, navigate the technology, mute/unmute microphones and show/stop video, as well as what is expected in the interview. Let the applicant know what to do if there are technical difficulties, including buffering, inability to hear, video or audio issues or connectivity issues. Give them your contact information in the case they are disconnected from the videoconference.

Remember that this may be the first time the candidate has done a virtual interview and may be nervous. We want to help candidates put their best foot forward and want to ensure they know the state of Idaho cares not only about their current employees, but also about their potential employees. Take the time to answer any questions or concerns the candidate may have about virtual interviewing. We want the interview process to be as effective as possible for the candidate and the agency.

If the candidate wishes to do an interview over the phone rather than using videoconference, be flexible and allow them to do so if possible. Work with your HR team or DHR if you have any questions.

**Give clear expectations and communicate with the interview panel.** As with an in-person interview, it is important the interview panel is on the same page. Make sure all participants have the interview questions on hand. Establish a system for who will speak when, including who will ask which questions. You do not want to be wondering who will ask the next question, especially over videoconferencing. The interview panel should still be dressed professionally even though the interview is virtual. Additionally, they should be just as engaged as they would be in-person, such as appropriate body language and not checking their email or cell phone.

**Test the technology before the interviews start.** If the members of the interview panel will be videoconferencing into the interview, make sure you schedule a practice run prior to the interview with the candidates. You will want to be prepared and professional. Ensure each participant's microphone and camera work and resolve any issues prior to the interviews.

**Choose an appropriate location to set up your virtual interview.** Consider a place that is well-lit and quiet. There should be little to no background noise, if possible. You do not want to be distracted by noise or others in your webcam, and you do not want the candidate interviewing to be distracted by those things either.

**Give candidates and co-workers grace.** There may be stress and concern from the candidates that are interviewing or co-workers participating on the interview panel. There may be many issues with connecting and having a successful virtual interview. Be patient with each other and candidates. If candidates interrupt members of the interview panel, it may be because they cannot hear or did not know someone was speaking. If there is a delay in an answer, it may be because of internet issues. Do not panic if something goes wrong; try to resolve it calmly. Make sure you are considering all perspectives to offer the position to the best candidate.

**Follow up with candidates after the interview.** Remember to thank the candidate for their time and for being flexible. Inform them when you expect to be in touch with them again.

**Consider using phone interviews.** While it is preferable to conduct interviews over videoconferencing when in-person interviews are not an option, phone interviews are another option. Although the tips listed above apply to phone interviews as well, it is important to consider that you will be unable to view facial expressions and body language, so you may need to ask clarifying questions as needed.

## Virtual Onboarding

Starting a new job is stressful enough; adding in a virtual onboarding process can be even more challenging. Review these tips to ensure a smooth onboarding process. It is important to consider how the Onboarding process will set the employee up for success in their role.

**Determine how to complete new hire paperwork.** There are certain forms that will need to be completed on the employee's first couple of days. Consider which forms can be completed remotely, which may need to be mailed in, and how you will need to process the information. See the [recent news release](#) from the Department of Homeland Security regarding instructions on

completing I-9 forms. Remember to have your new employee complete a telecommuting application.

**Strategize about welcoming the new employee.** Consider how you will introduce the new employee to your team. Think about what type of equipment the employee will need and how it will be set up. Determine which new hire trainings need to be completed and how they will complete those. Consider how the new employee will be trained on their job-specific tasks. Consult with your IT department to determine how to ensure the employee receives any necessary equipment.

**Decide how you will set clear expectations for the new hire.** It is important the employee knows what is expected of them, when to ask questions, and where to find information that will help them be successful. See the [Division of Human Resources' tips](#) to managing teleworking employees (scroll to the bottom of the page).

**Establish frequent, regular check-ins with the employee.** Not only does it show that you are supportive, it allows you to address any questions or concerns in a timely manner. The employee may feel less confused or lost if they have a consistent meeting time when they know their questions will be answered. It is important to try your best to not miss or reschedule these meetings, as it can send the wrong message to the employee.

**Consider assigning a mentor to assist the new employee.** The mentor can share helpful tips and information, answer questions the employee may be reluctant to ask you (the supervisor) and strengthen the comradery of the team. It also can help the mentor feel more engaged in their work.

## Virtual Supervision

See the [Division of Human Resources' tips](#) to managing teleworking employees (scroll to the bottom of the page).