

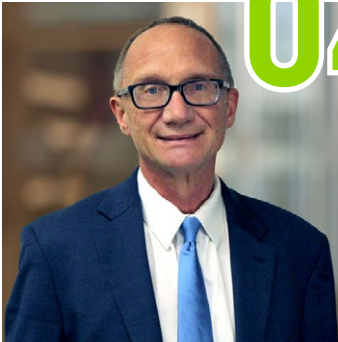
PEOPLES

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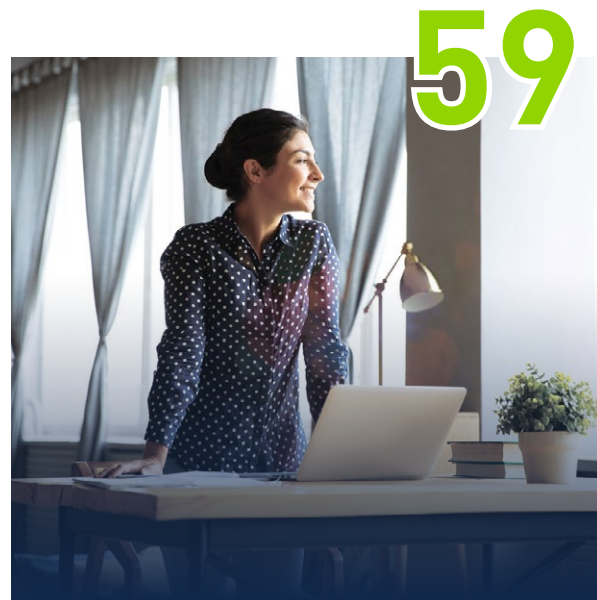
A Global Look at the Role of HR

PEOPLESCOUT  
**NEXT**

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# WELCOME



In March, when we decided to dedicate our Q2 issue to topics relevant to COVID-19, the pandemic was at the forefront of our minds. Its effect on the health and safety of our families and loved ones, the ways the virus is reshaping the way that we work and live, and the economic impact being experienced in our communities was – and continues to be – truly unprecedented.

As I sit down to write this letter today, COVID-19 continues to affect the world, but we have another topic that also demands our attention. We are mourning the tragic deaths of Rayshard Brooks, George Floyd, Breonna Taylor, Ahmaud Arbery and so many others who have come before and confronting what their deaths demonstrate about racism. The anguish being expressed in communities across the United States and around the world is profound, and the peaceful protests that are taking place are powerful symbols of that.

At PeopleScout and the broader TrueBlue organization, we stand together with the Black community and all allies in the battle against systemic racism and injustice, and we are committed to continuing to strive for true equality.

As we confront the ongoing impact that systemic racism has on our society, we are beginning with reflection across our own organization. We have just completed a series of forums designed to foster open and honest conversations about racism through which employees have bravely shared their experiences and thoughts on what we can do as individuals and collectively.

Looking toward the future, we are committed to learning, listening and taking action to ensure that PeopleScout and TrueBlue are a force for good in the fight for equality. An encouraging sign that this fight is growing stronger is the landmark ruling by the Supreme Court that protects LGBTQ+ workers from job discrimination. This has long been part of our Code of Conduct, and we are proud to celebrate this victory and Pride Month with the LGBTQ+ community.

While we double down on our commitment to diversity and inclusion, we also continue to partner with our clients to support them as we together

face the new “normal” brought about by the coronavirus. To that end, the content in this issue focuses on three key concepts: Now: How to Be There for Employees During Times of Crisis; The New Normal: Adapting to a New Way of Working; and The Next Normal: Looking Ahead.

In this issue I share my philosophy on leading through crisis, and you’ll also hear from several of our internal leaders and experts on key topics, like transitioning to a virtual hiring solution, keeping employees engaged during a crisis and the importance of business continuity planning. We also explore how the pandemic will have a permanent effect on the talent acquisition industry, as well as explore technology tools – like texting and video interviewing – that take on even greater importance as social distancing has become the norm.

In follow-up to this issue, we will continue to explore the ways that COVID-19 is reshaping the workforce. We will also be developing content for our next issue on how we can combat systemic racism in the workplace and support true equality for all people.

Thank you for being a part of the PeopleScout community. Please feel free to contact me or your PeopleScout partner directly at any time to share your feedback on *NEXT*, discuss how we can best support you throughout the COVID-19 crisis, or have a candid conversation about our commitment to diversity and inclusion. Please take good care of yourselves, your loved ones and one another.

From Now to Next,



Chip Holmes  
PeopleScout Interim President

YOUR GLOBAL  
TALENT PARTNER FROM  
**NOW** **TO**  
**NEXT**





# NOW

## HOW TO SUPPORT EMPLOYEES DURING TIMES OF CHANGE

### IN THIS SECTION:

#### **08 | Leading Through Crisis**

We're All in This Together

#### **12 | Keeping Employees Engaged During a Crisis**

A Q&A with Andrea Brogger

#### **15 | Tips for Managing Virtual Employees**

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#### **18 | Unsung: Greater Manchester Nurses**

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# LEADING THROUGH CRISIS



By **CHIP HOLMES**  
PeopleScout Interim President

Leaders have a great responsibility to inspire and motivate teams to work toward a common purpose in good times and in bad. And, in times of uncertainty, the importance of leadership is further elevated.

As organizations across the globe face the unprecedented challenges brought on by the outbreak of COVID-19, our leadership team at PeopleScout is starting first and foremost by leading with compassion and empathy. While each of us is experiencing the pandemic differently, we are all in this together in the uncertainty and fear we face.

## LEAD BY PUTTING PEOPLE FIRST

Now, more than ever, people must come first. Good leaders focus on what their teams need to be successful. Right now, needs have shifted in dramatic ways, as has the definition of success. As leaders, we need to empathize with those needs and quickly adjust how we respond.

In the case of COVID-19 or a similar public health crisis, it's important to be intentional about putting people first in two main ways:

1. Provide leadership that safeguards people. Because COVID-19 threatens the basic human need for safety, this is the most obvious and immediate need and, as such, it requires decisive leadership. Quick action is necessary to keep employees and clients safe and to keep business running during an extreme crisis. Even when we don't yet have all the facts or understand the long-term outcome, we must make the best decisions possible given what is known about the situation.
2. Lead with empathy. As a leader addressing a rapidly unfolding crisis, it can certainly be difficult to remember to do this deliberately. But, by endeavoring to understand the variety of ways people are experiencing a crisis – both directly and indirectly – one can more effectively communicate and lead.

These are unprecedented times, and people are facing tremendous fear. Fear for their health and the health of their loved ones. Fear of the unknown. Fear of the economic impact. Fear because their job – in the case of first and second responders – puts them at elevated risk.

This fear is further magnified by new stresses that we are all facing in different ways in day-to-day life. To be effective, you must seek to understand the variety of unique fears and stresses being experienced, and provide the necessary leadership to best meet people where they are.





### ASPIRE TO THE PHILOSOPHY OF SERVANT LEADERSHIP

Through servant leadership, the good of the team and understanding the experience of the team is always central. Consequently, grounding yourself on those tenets is important and helpful when facing any crisis – especially one of this magnitude.

As we consider leadership through crisis, there are several servant leadership principals that are highly applicable, such as:

- Seeking to understand by listening
- Being aware of people's feelings
- Striving to empathize

In our organization, we have some incredibly talented leaders. Some of the best decisions I make are because I listen to those who may have a different viewpoint, instead of believing my way is always right.

As we face this unprecedented situation, where uncertainty reigns, it is our responsibility as leaders to lead by example and with integrity, humility and an unwavering commitment

to treat people the right way. This is essential because, during a crisis, it is easy to allow emotions and the need for rapid decision-making to distract from the necessity of putting people first.

## COMMUNICATING DURING CRISIS

Access to information for employees is critical during a crisis, and even if you think you're communicating enough, you probably aren't.

In times of uncertainty and instability, the quality of the message is paramount. Employees will be hyper-focused on every message you share, and need to know you are being transparent and authentic. They need to trust you are telling them what you know, as well as what you don't know, and that you are sharing honest information on the decisions being made and actions being taken.

Sometimes, we are afraid to be transparent, which can cause us to lose the trust of our people. Balance can also be difficult during a crisis, so we must stay focused on being honest, yet optimistic. We need to believe we will get through this – without minimizing the pain in the journey.

It's also important for leaders to be visible. Given the scale of the crisis, it can be easy to go into bunker mode as you and the crisis team home in on the response and the most pressing concerns. While that focus is critical to business stability and keeping people safe, it is also important that leaders are visible to their teams and the broader organization.

This is because the lack of visibility of key leaders and any perceived silence on topics that are creating stress in the business breeds rumors and anxiety. So, it's critical to get out there and avoid the tendency toward introverted leadership that naturally arises in times of crisis.

## TEAM LEADERSHIP DURING CRISIS

As a leader, you must be highly engaged in the response, but you must also empower your teams to make decisions quickly by making it clear that you support them and that they won't be second-guessed. Just a few select leaders would not have the capacity nor the expertise to manage all aspects of the crisis response, so it's important to give your teams the ability to make decisions independently.

As we've seen with the pace of the COVID-19 crisis, the situation is evolving quickly, so it's essential to create a crisis management function that can keep up. Cross-functional teams should be created with members from across the organization to address the evolving situation from a variety of perspectives.

As we manage through COVID-19, our crisis leadership team is meeting daily to ensure we are acting quickly and responsibly. That team isn't dependent on me; they will meet and take action even if I'm not available, and they know I trust their judgment and respect their decisions. That said, I make a concerted effort to be present because it allows me to be informed and provide input in real-time.

## PERSONAL LEADERSHIP DURING CRISIS

From a personal leadership style, leaders must balance optimism with realistic thinking and act based on a realistic assessment of how the crisis will unfold. Meanwhile, take care not to give in to doomsday thinking – which is easy to do in this cycle of bad news and scary headlines.

Conversely, it is also important for leaders not to take an overly optimistic stance. My goal through COVID-19 and other crisis situations is to provide informed optimism in order to avoid eroding trust and future back-peddling.

Self-management is also critical during a prolonged crisis. If you don't maintain your health, balance and perspective, you can't be level-headed and exercise good judgment. Although it would be easy to skip in favor of one more call or email, I prioritize taking a break for my 7 p.m. walks with my eight-pound JackChi dog to relax and process the events of the day.

Another important trait to focus on is resilience. The resilience you demonstrate and your daily intent to be your best self through crisis will motivate others to do the same – to believe in your leadership and stay engaged even when things are difficult. It is our role as leaders to provide level-headed, calm leadership that enables employees to have confidence that we are taking the most thoughtful approach possible given the situation. This will allow them to be their best selves through adversity.

## LOOKING BEYOND THE CRISIS

While this can be difficult – especially in the case of a public crisis that threatens employee safety – you must look for and examine the long-term opportunities that are created by the change.

The world will change permanently as a result of COVID-19, and those who harness innovative, long-term thinking through the crisis will find new ways to operate and create solutions to meet new client needs. This sort of thinking will allow you to identify opportunities to optimize how you operate, communicate, manage and deliver services, as well as create ways to be more responsive, scalable and flexible.

It will be through effective leadership that these opportunities will be identified and acted upon, rather than allowing the crisis at hand to blind you from them. Even in a terrible situation like this, I do believe we will find silver linings. As a leader, intentionally looking for those silver linings helps maintain balanced and informed optimism and good long-term decision-making.

# KEEPING EMPLOYEES ENGAGED DURING A CRISIS

A Q&A with **ANDREA BROGGER**  
Leader of Global Talent & Culture

By **NICOLE FUQUA**  
Trend Writer

*As organizations around the globe confront the challenges presented by the COVID-19 outbreak, even the most seasoned talent leaders find themselves in uncharted territory. In this Talking Talent series, our experts here at PeopleScout address the issues that are most pressing during this uncertain time.*

*Andrea Brogger is TrueBlue's leader of the global human resources team. As such she is responsible for the overall HR strategy at PeopleScout, PeopleManagement and PeopleReady, including leadership development, diversity and inclusion, employee development, training and much more. Andrea has more than 17 years of human resources experience and has changed the function, culture and impact of HR across TrueBlue to support its business goals and strategies, as well as the needs and aspirations of its 5,000 employees around the globe. Andrea is passionate about talent management, engagement and development programs that ensure we have the right talent in the right roles at the right time. She holds a master's degree in Business Administration, as well as an executive master's degree in Human Resources Management from Cornell University.*

*Andrea shared her insights on how to keep employees engaged when things are difficult from her home in Las Vegas.*



## WHY ARE ENGAGEMENT STRATEGIES SO IMPORTANT RIGHT NOW?

In our current environment, we're seeing a record number of people working from home, which seemed to happen almost overnight. And, when people are working from home, they may start to feel disconnected or a little bit out of the loop. We've all heard the old adage, "out of sight, out of mind," which can be a very real concern for people who work from home or who work in satellite offices. This feeling of isolation can also affect engagement, which directly affects productivity.

## WHICH ENGAGEMENT STRATEGIES ARE MOST IMPORTANT FOR TODAY'S CHALLENGES?

There are a few simple things we can all do to help

keep the lines of communication open, as well as keep our teams productive and closely aligned with one another. When we think about communication in this new working environment, it's important to share your preferences and styles with your team. Do you prefer email, Skype, Yammer, phone calls, texting? Let your team know your preference and be sure you're asking them about theirs.

In a situation like we're all facing right now, priorities and areas of focus may shift daily – or even hourly – so regular calls can help you address those items with your team. When you do communicate with your team, be sure you're also taking their feedback into consideration. Along the same lines, make sure you're scheduling regular meetings both individually and as a group. This





can help make sure everyone stays up to speed on what's going on within the organization.

It's also important to set aside time in your agenda to foster opportunities for small talk with your team. Encourage your teams to chat with one another, share photos and suggest tips they've uncovered for successfully working from home. Maybe they've discovered a fun, new way to keep their kids engaged who are also stuck at home. All these things can go a long way in keeping your teams engaged and connected with you, with one another and with the company.

### HOW CAN YOU HELP EMPLOYEES MANAGE THE STRESS AND ANXIETY THEY MAY BE FEELING DURING THIS DIFFICULT TIME?

So much uncertainty both inside and outside of our work lives right now can cause people to feel uneasy about what they do and don't know. It's

important to remember that these feelings are completely normal, and it's up to us as leaders to stay connected with our teams and talk openly with them about these anxieties.

However, in the absence of information, it's human nature for people to fill in the blanks or to make their own assumptions – which isn't productive for them or for the organization. We owe it to our teams to be open, honest and consistent. There's nothing wrong with telling your team that you don't have all the answers or aren't able to share all of the information at this time. The communication and open dialogue they have with you will help reassure them and maintain the trust they have in you.

### CRISIS COMMUNICATION DO'S & DON'TS

#### Do

- **Focus on what you and your team are in control of.** While there's a lot that might feel uncertain right now, there are many things we

can control. Focus there, as well as on your routines, and stay positive.

- **Share your own concerns.** When you do, you validate how other people are feeling by sharing your own vulnerability. Listen to what others are sharing and be empathetic.
- **Stay in constant contact with your team.** When in doubt, overcommunicate. Your team will appreciate regular check-ins and knowing that their leader cares.
- **Take care of yourself.** When working from home, it can be easy to put in a lot of extra hours and skip breaks or even meals. Instead, model self-care behavior and encourage your team to follow suit.

#### Don't

- **Don't let uncertainty affect you and your team's ability to get work done.**
- **Don't dwell on it.** It's important to acknowledge how people are feeling, but try not to get stuck at the negative.
- **Don't be afraid to try new things with your team.** Experiment and find out what works for you and your team. Maybe you want to take a virtual lunch break with your team via video chat to make sure you're all stepping away and getting the breaks you need. This can be a fun way to break up the day, as well as stay connected with your team.

### WHAT ADVICE DO YOU HAVE FOR TEAMS THAT ARE TRANSITIONING TO WORKING FROM HOME FOR THE FIRST TIME?

Remember that you're part of a team and you're not the only one feeling this way. Many of us are working from home with spouses, children or others around due to various closures. Be sensitive to the fact that there may be distractions and noises outside of people's control. Recognize that we're all adapting to a new normal, and ensure that your team knows what their priorities are and what they're accountable for.

I'd also advise that you reach out and stay connected to your teams. When working from home, I find the days go by so quickly that the week is often over before I know it!

So, to make sure I'm not missing out on quality connections with my team, I make sure I'm scheduling one-on-ones and team meetings. I set reminders to help make sure I'm checking in with my team on a more casual and friendly basis.

### WE KNOW NOT EVERYBODY IS ABLE TO WORK FROM HOME, AND THERE ARE SOME PEOPLE WHO NEED TO BE IN OFFICES, ESSENTIALLY BY THEMSELVES. HOW CAN YOU SUPPORT THOSE PEOPLE?

As we all work through some significant changes right now, it's always important to put ourselves in someone else's shoes and to be human. If I was in a nearly empty office without my usual support system, I think I would feel lonely, anxious and vulnerable. I'd probably wonder why other people had the opportunity to work from home and I didn't. I might ask myself, why am I more or less important?

When somebody is feeling this way, the power of recognition and appreciation can really come into play. So, make sure you're taking the time to thank those team members for their support. Let them know you appreciate that you can count on them to help keep normal business operations going. Your appreciation is really going to hit home with them if you tie their role back to the goals of the organization and remind them why they are so important. Recognition and appreciation are always critical, especially during tough times. Don't underestimate the power of gratitude.

# TIPS FOR MANAGING VIRTUAL EMPLOYEES



By **JASMINE PATEL**  
Trend Writer

While it may have seemed like a fleeting trend at one time, virtual and remote work have proved in recent years that they're far from temporary. Today that is truer than ever, as companies across the globe have shifted to remote work strategies to keep employees and clients safe during COVID-19.

Companies and leaders around the world have enacted work-from-home protocols, many of which are lasting longer than initially expected. And, while some regions have begun to slowly reopen economies and return to offices, many organizations will have to manage remote workers for the foreseeable future. If you're managing virtual employees, here are some helpful tips on ways to promote engagement and business continuity during this challenging time.

## SYSTEM ACCESS & EQUIPMENT

If you don't have the right technology in place, working virtually is not possible. So, ensure each person on your team has the equipment necessary to work effectively at home. Make sure your teams are also equipped with the applications they'll need to work from home, such as messaging apps like Skype or Slack or video conferencing software like Zoom or GoToMeeting.

Additionally, ensure that everyone working from home is clear on your organization or your team's preferred methods to stay in contact. If employees have any questions or issues related to access and equipment, be sure that your IT and support teams are prepared to deal with what could be a greater demand during this time.

## COMMUNICATION

Meanwhile, when managing virtual employees, ensure your communication is effective and consistent. Set guidelines for how your team should communicate with you, each other, and those who they support inside or outside your business.

It's also important to continue holding any meetings that you would have held prior to the switch to remote work. This includes both one-on-ones with direct reports, as well as ongoing team meetings.

**During the meetings, it may be helpful to discuss the following:**

- How are the tools you use as a team working for virtual workers? Are you handicapped by poor audio on Skype or do you struggle using any tools the team uses?
- How could I better support you while you are working remotely?



Specifically, use a mix of structured and informal communication methods. For example, blend structured communication approaches – such as weekly check-ins via phone or video chat – with informal, real-time communication methods, such as Skype, Yammer, Teams, Google Hangouts, Slack, etc.

Structured communications ensure that there is dedicated time to discuss the ongoing needs of direct reports. This can include the need for time off or modified schedules during this time when things are changing day-to-day and employee health is paramount. Conversely, informal, real-time communication methods can address immediate needs, like updates on tasks and deadlines.

**When working remote:**

- Consider using video for one-on-one check-ins and coaching – especially if your team is used to meeting face-to-face.
- Encourage camaraderie through team communication. Remote workers may miss the opportunity to interact with teammates on a regular basis.

Keep your virtual employees informed about your business, the current situation related to both COVID-19 and the work-from-home policy, or other issues that may affect them during this time. At the same time, continue recognizing anniversaries, birthdays and team wins, especially if working remotely might become a long-term plan.



## EXPECTATIONS & ACCOUNTABILITY

While your team is working virtually, it's critical to establish clear expectations and accountability for each person. For example, let your team know that everyone should be available on Skype (or your preferred messaging platform) during their regular work schedule. Depending on the role, you could also request that each person posts an away message on Skype when they are taking their breaks.

### Other ways to set clear guidelines around virtual work expectations include opportunities to:

- Encourage employees to create a dedicated workspace in their home that will maximize productivity and ensure professionalism (free from noise and distractions).
- Set expectations with your team on how you would like to review work and when, such as on a conference call or Skype, by a specific due date, etc.
- Track work output by focusing on goals, not activity. Determine how you will measure ongoing productivity and provide feedback during your virtual one-on-one sessions.
- Schedule regular check-ins to gauge progress. Many teams may find daily stand-ups – also known as daily scrums or huddles – are essential for productivity, transparency and collaboration. And, they also hold everyone accountable for their daily tasks and ongoing projects.
- Ask hourly employees to continue to take lunches and breaks, just like they would in the office.

Finally, be understanding that employees are navigating a new way of working, schedule and routine. For instance, many employees have children at home, spouses or roommates could also be working from home, or an employee could have pets that are not used to having their owners at home or on the phone during the day.

## TIPS FOR EMPLOYEES WORKING FROM HOME



### Location Matters

Try to find a spot in your home that you can designate as your workspace to set boundaries. Treat your home office the same way you would your actual office, and discourage interruptions or intrusions to the best of your ability.



### Talk to Me

Communicate more than ever. Discuss your performance with your manager and ensure you're clear on their expectations of you during this time. Consider trying out video communications – remember that social interactions play a significant role in combating feelings of isolation and loneliness.



### Plan Ahead

Take a few minutes at the end of each day to plan your priorities for the next day to help you stay on top of your schedule. In addition, when working from home, it's important to have clear guidelines on when to work and when to call it a day in order to help maintain work-life balance.



### Break it Up

When you're working from home, breaks are just as important as they are when you're in the office. If possible and safe to do so, try to leave the house, talk a walk or get fresh air at least once during your workday.



### Get Connected

Check in with your manager, team and others a couple of times a week, if not more. In addition, using video chat or screen-sharing functionality can help team members feel more engaged while working virtually.

# UNsung: GREATER MANCHESTER NURSES



By **JOHN QUIRK**  
Client Partner

In 2019, PeopleScout won the Recruitment Marketing Awards (RMAs) Grand Prix Prize, which recognizes excellence in recruitment marketing and talent management, for our creative approach to recruiting nurses in Greater Manchester.

Recruitment for nursing has been in crisis, hit hard by negative press, ideological attacks and funding cuts. Across Greater Manchester, hospitals were recruiting from each other, creating a costly merry-go-round that made the problem even worse.

To respond to these challenges, PeopleScout created an inspirational video to attract nursing re-joiners, trainees and candidates from outside the local area. The video also featured lyrics from legendary local artists, creating an emotional, powerful and unexpected story. The results of the video included more than 344,000 views on YouTube; 51,138 visits to the campaign site and, most important, 1,582 candidates demonstrated engagement with the Greater Manchester National Health Service (NHS) and universities.

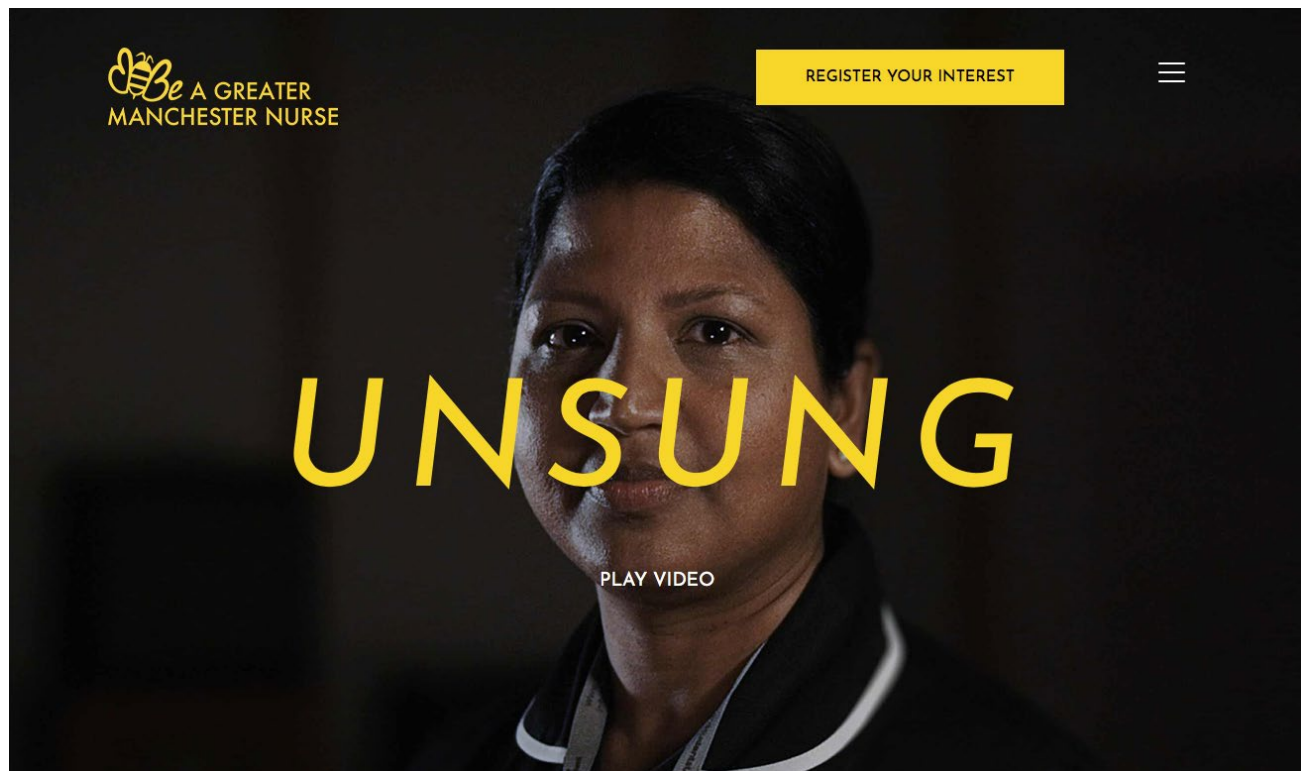
## THE CHALLENGE

More than 16 NHS trusts, universities and care providers came together as part of the Greater Manchester Health & Social Care Partnership to launch a single, joint recruitment campaign. They needed something that would inspire nurses who had left the NHS, people who were considering training to be a nurse, and qualified nurses who worked outside of Greater Manchester.



## GOALS:

- Create a campaign identity to attract nurses to Greater Manchester
- All collateral to be representative of all nursing environments, not just your typical hospital setting
- Video to be the focal point to raise awareness with a campaign site for candidates to find out more



## CONCEPT

Given the scale of the task, the video had to hit every note in exactly the right way. It needed to be powerful and passionate, but also unexpected. It needed to grab attention outside the NHS to amplify the message. It had to capture the spirit of Manchester, and inspire people to stay there.

Consequently, we decided to bring the emotions, dramas, triumphs and tragedies experienced by Manchester nurses to the forefront – to lay bare a profession that so often goes unsung.

## UNSUNG VIDEO

We created a script that celebrated the nurses of Greater Manchester, entirely composed from the lyrics of Greater Manchester bands - Oasis to New Order, The Stone Roses to Everything Everything. The nurses of Manchester themselves performed the piece.

Working with famous artists allowed us to create something unique and emotional.

Click [HERE](#) to watch the video.

The Final Script
UNSUNG

This is a call, a call to all Doves

If we take a stand, we shall not fall The Stone Roses

They came one by one  
There was never any warning Everything Everything

Broken heads in hospital beds The 1975

We're hanging by a thread  
But still we gotta try New Order

One man's in is another's out The Stone Roses

Worrying that she might stop breathing  
On and on we sift through alphabets of life Badly Drawn Boy

Seen the devil a couple of times  
Stared death in the face Bury Malone

But where there's life there's gotta be hope  
And where there's a will, there's a way The Stone Roses

When there's someone there till the light Lina Stansfield

I'll stay awake to make sure that you never break Pale Waves

Not thin, broken or frail, we are your mast and sail  
You will prevail, you will prevail... Canter Sempier

It feels like we've weathered the storm  
Without having the privilege of calm Badly Drawn Boy

Wake up, wake up to see  
It's a sign that what will be, will be Doves

Got the whole world in our hands  
Come on, take a chance to start anew Beady Eye

And we're away to be where there's life Oasis

You and me could never hide Badly Drawn Boy

So throw those curtains wide  
It's looking like a beautiful day Elbow

[www.greatermanchesternurses.co.uk](http://www.greatermanchesternurses.co.uk)
Be A GREATER MANCHESTER NURSE





## GREATER MANCHESTER IDENTITY

To support the campaign video and collateral, we created a bold, yet warm-hearted identity that could be used across any channel or future project. The tagline “Be a Greater Manchester Nurse” utilized the city’s timeless logo, the Manchester bee.

What’s more, the video required a destination site for nurses to find out more, and the site needed to be informative for each of our three audiences: existing nurses, returners and those looking to train to be a nurse. Also, with more than 16 partners across various areas of Greater Manchester, we created a map of the different boroughs to showcase the organizations when selecting an area. Finally, talking head films are also featured on the site, providing an honest and authentic view to nursing in Greater Manchester.

The video and website were supported by a media campaign in the first phase to drive awareness.

## Student Films & Collateral

Following the success of the first phase, the four universities commissioned an additional video and supporting collateral. The main aim was to dispel myths around the student loan versus the bursary, with student finance being a main factor for students withdrawing applications to study.

### VIEW THE FILMS

- **You Can Afford To Study**
- **Study Nursing In Greater Manchester**

These were also supported with the creation of a leaflet and will be used at Open Day events and engaging with schools and colleges.

### VIEW THE WEBSITE

[www.greatermanchesternurses.co.uk](http://www.greatermanchesternurses.co.uk)





## THE RESULTS

### UNSUNG VIDEO

**344,000+**  
views on YouTube

**51,138**  
visits to the campaign site

**1,582**  
candidates engaged with the  
Greater Manchester NHS and  
universities.

### STUDENT FILMS

**337,078**  
views of the video on loans

**362,925**  
views of the video on studying nursing  
in Greater Manchester



Advocacy for the campaign came from a wide range of influential supporters, not least of whom included the nurses themselves, the musicians of Manchester and the mayor of Greater Manchester, Andy Burnham.

**Be A GREATER  
MANCHESTER NURSE**





# NEW

## THE NEW NORMAL: ADAPTING TO A NEW WAY OF WORKING

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# KEEPING CANDIDATES & EMPLOYEES SAFE WITH A VIRTUAL HIRING SOLUTION

A Q&A with **ALLISON BRIGDEN**

Global Leader of Affinix Client Success & Strategy

By **NICOLE FUQUA**

Trend Writer

*Despite the challenges due to the pandemic, it's critical for many organizations to keep their talent acquisition functions moving, and to keep employees and candidates safe, that means turning to virtual solutions. To help talent leaders with this transition, we created a Talking Talent series with our experts here at PeopleScout to cover the issues that are most pressing during this uncertain time.*

*This profile shares insights from PeopleScout Global Leader of Affinix Client Success and Strategy, Allison Brigden, on transitioning to a virtual talent acquisition solution. Allison leads the Affinix Client Success Team and PeopleScout's strategic technology partnerships.*

*Allison shared her insights about virtual hiring solutions from her home in Chicago.*



## MANY ORGANIZATIONS THAT PROVIDE ESSENTIAL GOODS AND SERVICES NEED TO KEEP HIRING, AND IT'S IMPORTANT TO KEEP BOTH EMPLOYEES AND CANDIDATES SAFE DURING THE PROCESS. WHAT'S THE BEST WAY TO DO THIS?

The best way to do that is to continue your recruiting process, but to do so virtually. Recruiting has undergone a digital transformation and practically, all of the recruiting steps can be handled virtually. By moving to this type of process, you can provide access to jobs in a completely safe environment without contact for either the employer or the job-seeker. Of course, candidates have been able to apply online for a long time and recruiters can review resumes online, but most interviews have continued to be done in person.

Nowadays, interviews can be done virtually through technology tools that allow you to have a live, two-way video chat or a pre-recorded video that

the candidate can complete on their timeline and at their convenience. Later, the audio or video recording can be reviewed by both the recruiter and the hiring manager.

This technology can also easily support a process that can be fully virtual from the time candidates apply and through the offer and onboarding. Although this technology has been available for a while, it hasn't been fully adopted. However, this is an opportune time for us to use the available technology.

In particular, a virtual hiring solution allows us to put health and safety first, but also provides access to jobs for those who need one during this challenging time. There's also been a huge spike in jobs for remote workers, and a virtual hiring solution is directly aligned to that remote work environment, as well, so it's a very good time to introduce that and transition to a virtual process for your recruiting.

## SO, WHAT DOES A VIRTUAL TALENT ACQUISITION SOLUTION LOOK LIKE?

A virtual hiring solution leverages technology, but it can also have a highly personal touch. By using technologies to their full advantage, recruiters will have more time to spend with applicants. On the flip side, technology also allows applicants to engage with multiple interviewers. You can even have a panel interview with multiple different interviewers to connect with a candidate at the same time.

Meanwhile, strive to make your virtual conversations feel more personal; just because you're leveraging technology doesn't mean you have to lose that personal touch as part of the process.

**To further answer this question, a virtual hiring solution should involve the following components:**

1. First, have an easy application that can be completed on a mobile phone. It should feel like an online shopping experience and should only take four to eight minutes. There should also be an immediate next step, so the applicant can drive the process.
2. The next step could be a text exchange in which you ask questions about the interview schedule or the requirements of the job. Or, it can be a video exchange or a candidate-friendly assessment process. All of this can be done on the candidate's mobile phone.
3. Another important component of a virtual hiring solution is giving candidates the ability to drive the process forward. For instance, with automated self-scheduling, the candidate can see the available interview times and select one for themselves, either via text or via an online web experience. This also allows candidates to keep the process moving – whether it's a phone interview with a recruiter or a live video interview.

The offer and post-offer process can also be done virtually. This has been done by phone for a long time, but now there are also more options for a personalized and engaging onboarding experience – which can be especially helpful right now when people are feeling a little bit isolated or disconnected.

As an example, after someone has accepted an offer, send a welcome video to their phone or preferred device. Use this opportunity to welcome them and tell them what to expect on their first day.

Moreover, the entire virtual hiring process can be fully branded to elevate your employer brand and the connection you have with applicants. These are the components you'd want to have in place while building your virtual process.

In summary, a virtual hiring solution can be very safe while still being highly effective. It doesn't require contact, but it also gives you that chance to connect with potential new employees and provide a personalized experience.



## CAN YOU TELL ME SOME OF THE SHORT- AND LONG-TERM BENEFITS THAT PEOPLE WOULD SEE WITH A VIRTUAL HIRING SOLUTION?

Things are changing quickly. It's very important to remember that we're all in this together and, as such, we need to be understanding and flexible as things develop. PeopleScout can definitely help with both short-term benefits for the job-seeker, as well as long-term benefits for the company.

Short-term benefits are fairly clear. The virtual interview and scheduling process provides a completely safe, no-contact method to further the recruiting process, which is a clear short-term benefit. Another short-term benefit is speed-to-hire. We typically see a reduction of four to eight days in the time it takes to fill a job.

By providing a more automated, applicant-driven process, you can enhance the candidate experience and acquire better talent faster.

Virtual interviews and automated scheduling are also long-term benefits because companies will see improvements in their business outcomes as people reach productivity faster. A few additional benefits include reducing travel costs for interviews (if you would normally have candidates travel in for an interview) and a lower overall cost-per-hire.

Plus, once you have a virtual process in place, you don't need to return to previous hiring practices; you can continue the virtual process and reap the same benefits.

Giving candidates more control in the process – whether that be the option to record an on-demand video or audio interview, or scheduling an interview themselves – puts them in a position of controlling the process, which is a great improvement in the candidate experience. If you implement this virtual process today, you'll see these short- and long-term benefits that you can carry forward as the future unfolds.

## HOW DO YOU TRANSITION TO OR IMPLEMENT A VIRTUAL HIRING SOLUTION?

The good news here is that this transition is a light lift. Most likely, a large part of an employer's process is already virtual. Everyone can apply online. Recruiters can work online to interact with the systems already in place.

Mostly, you just need to focus on the steps that are traditionally face-to-face, like the interview itself or some parts of the onboarding process. You probably don't need to overhaul the whole application and hiring process; rather, you can just introduce this virtual interviewing and scheduling component. Also, if you're working with a provider – like a recruitment process outsourcing partner – they can actually handle much of that transition for you. Even if you have an in-house team, it's not a very difficult transition to make.

The biggest challenge will be the adoption and training. Employers should focus their efforts on helping hiring managers understand the process and share the short- and long-term benefits so that they can drive adoption within their organization.



**FOR A LOT OF ORGANIZATIONS, HIRING FACE-TO-FACE MAY BE DEEPLY INGRAINED INTO THE CULTURE. HOW CAN YOU MAKE VIRTUAL INTERVIEWING WORK IN A WAY THAT STILL FEELS AUTHENTIC AND PERSONAL FOR BOTH THE HIRING MANAGER AND THE CANDIDATE?**

A big part of this is comfort level. And, the only way to truly get comfortable with something is to start using it. So, the comfort level will increase for everyone involved as they continue to use the technology. This is true for candidates, too. The first time they do an interview like this, they might have increased nervousness. But, there are things you can do to make it the best experience possible, as well as to make it feel authentic and personal.

Even though this is a virtual interview, as a recruiter, you want to be prepared so that you have meaningful questions to ask. Make sure you have pertinent information about the job and that you've reviewed the resumes so you're not going in cold.

For employers, I also recommend testing your connections and making sure everything looks and sounds good. Then, once the video interview begins, reinforce your employer brand by letting the candidate know unique things about your company culture that may appeal to them. Displaying your company culture is especially important during the virtual hiring process, as candidates do not have the opportunity to visit you onsite.

Beyond displaying your company culture and employer brand, also make sure you ask the right questions during the interview to better understand a candidate's experience and competencies. Likewise it's also important to communicate openly and authentically about the role and your expectations.

After the interview is done, it's important to provide some sort of feedback to the candidate and let them know what the next step is in the process. Whether or not a candidate is moving forward, provide them that information in a timely way so they're not left wondering and end up feeling disconnected from your brand.

# BEST PRACTICES FOR USING VIRTUAL TALENT SOLUTIONS



By **CARTER MCHUGH**  
Vice President of Technology

Great companies have been investing heavily in modernizing their technology infrastructure by enlisting the help of major cloud computing platforms, like Amazon with its AWS offering, Microsoft with its Azure offering and Google with its Google cloud platform. These companies are experts in providing secure, always-on and – most important – managed infrastructure and platform services. Through automation, these services seamlessly support elastic demand, meaning they can rapidly scale up when they're required to due to extra usage and they can also scale back down when they're not as heavily utilized.

In just a matter of weeks, the world shifted rapidly to fully digitalizing their work requirements, resulting in increased network bandwidth, processing and data storage requirements. Without these managed computing services, companies would be understaffed and lack both the data center equipment and the automated operations necessary to handle such a rapid increase.

## THE CAUSE OF OUTAGES

Almost everyone can recall times when they've sat down to stream their favorite show or movie and it's interrupted or they see a little circle spinning. Much of that is due to high network congestion or just an overload of too many people trying to access the service at once. Essentially, as good as these cloud computing platforms are in their ability to provide this highly available, scalable virtual infrastructure

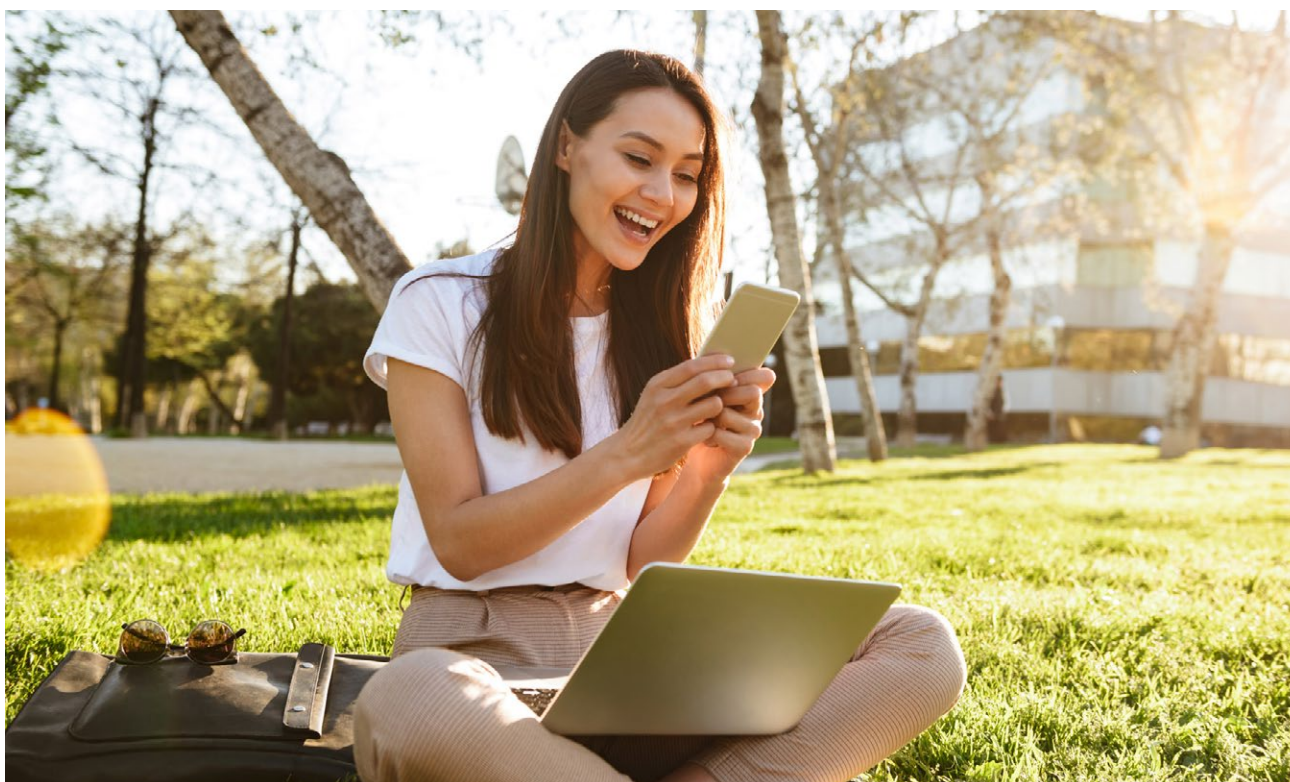
and these great application services, it isn't totally magic.

Somewhere, physical computers, networks and digital storage still exist and, in a lot of cases, people are working very hard to make all of this possible. So, when too many of these resources are requested all at the same time, they all compete for that same available physical resource. Some services have to wait their turn to get processed, which causes degradation and digital disruptions. Sometimes, that can result in a lot of end-user frustration and companies work very hard to avoid this. But, again, it's not easy to avoid in a situation like we're facing today with such a rapid shift into the fully digital experience.

## BEST PRACTICES FOR AVOIDING OUTAGES

Right now, people are staying home and practicing social distancing to help flatten the curve to mitigate overwhelming our critical medical equipment and personnel during the COVID-19 crisis. A similar pattern applies to peak digital technology load used during the workday.

For example, think about when you use a high-definition video for a live interview, especially with multiple participants. Imagine you have a hiring manager and several members of a team and they're all connecting on their webcams with a candidate and trying to complete a live interview. Now, consider that many organizations across the world are all doing this during the peak business



hours between 10 a.m. and 4 p.m. All of this combined can really overwhelm those services.

**Good ways for talent acquisition teams to work around this include opportunities to:**

- **Reduce or shift live interview schedules with candidates.** In addition to having live interview capabilities, most digital interviewing technologies offer on-demand interview capabilities. This allows hiring managers to pre-record themselves asking interview questions and share them via a link to an applicant, who can then choose to record their answers at a time and place that is convenient to them. This can ease the burden of having to do everything live, and candidates can complete an interview without the risk of real-time disruption due to service degradation or unavailability.
- **Use text- or voice-only interviews.** This can be especially useful for initial screening interviews.

Once you've narrowed down your candidate slate to just a few finalists, conduct interviews via live video to help reduce the peak usage load for some of these technologies.

It's also important for companies and teams to ensure that the digital technologies they're using employ best practices, including data security and consent. When you're using these tools with your team and candidates, make sure you're getting their informed consent to participate in the interviews and recordings using the technology.

### **THIS WILL BE THE NEW NORMAL**

As with any new technology there are always people who are early adopters and those who are more hesitant. What's unique in this crisis is that companies that may have been slower to embrace some of the new talent acquisition technologies now have no choice but to adopt them very rapidly – which can really push them out of their comfort



zone. Previously, they may have felt that using a video technology wouldn't allow them to deeply connect with their applicant, or perhaps they feared embarrassment if the technology failed during an interview. Certainly, those were all legitimate concerns, but they were also rapidly removed during this crisis.

And, as companies have been forced to embrace these new technologies, they're now becoming more comfortable with this new normal. They'll soon start to realize that they may have been trying to get many candidates to interview in-person who may not have been good fits for the organization; in this case, a video interview could have saved time and resources. They'll also see that younger generations, who are comfortable with technology, may actually be seeking out and appreciate the ability to interact with technology-enabled companies and talent acquisition teams that allow them to set their own interview schedules.

Once this crisis passes, we'll definitely see permanent changes to many talent acquisition team processes, and the technologies they've been using lately will continue long term. What's more, many teams will likely be increasing the use of these technologies, really designing their processes and candidate engagement around virtual solutions.

## LOOK BEYOND DIGITAL INTERVIEWING TECHNOLOGY

The hiring process goes two ways – candidates are just as interested to learn if the role, company, people and culture are a good fit for them as the hiring manager is trying to figure out if the candidate is a good fit for the job. On-site team interviews and guided facilities tours have traditionally been a really important part of the final interview stages so the candidate and hiring manager can really find out whether this is the right place for them and if this is the right candidate for the team.

Seeing how teams and companies work has always been critical for candidates looking to picture themselves in a role and make the final decision on whether to accept or decline an offer. With the potential for remote work to increase as teams are more distributed than ever across the globe, some forward-thinking companies are looking ahead to digital onboarding tools. These tools bring together team videos, leadership interviews, daily work instructions, examples of people in the role doing the work and, in some cases, use augmented or virtual reality scenarios that can create a simulated work environment for a candidate.

All of these things go a tremendously long way in engaging the best candidates with a modern, consumer-like experience. Digital solutions also have the benefit of streamlining these talent acquisition processes, so it benefits both candidates and talent acquisition teams.

## OUR PEOPLESCOUT SOLUTION

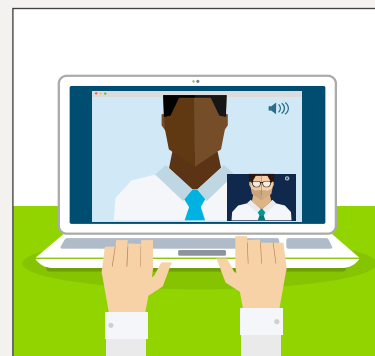
Here at PeopleScout, our proprietary tool, Affinix™ talent technology, and the technology partners we use are all designed with cloud computing services. So, we've been able to respond very quickly and ensure that our clients can manage this sudden shift away from traditional, face-to-face interviewing into digital interviewing and virtual hiring throughout their talent acquisition process.

We are truly living in extraordinary times, and companies all over the globe are reacting quickly and responding to the changes COVID-19 has brought to the workforce. Companies have implemented impressive capabilities to enable their workforce, help their employees and continue to find the best talent they can to run their businesses.

# VIDEO INTERVIEWING: A GUIDE FOR CANDIDATES

As employers work to keep their own employees and job candidates safe during the COVID-19 pandemic, many are turning to video interviews. Some are live, like a video call, while others allow you to record your answers on your own time. These interviews can be intimidating if you've never done one before. However, they are a great opportunity to showcase your skills and abilities to potential employers.

**Whether your interview is live or you're recording responses, follow these simple tips to ensure your success:**



## TREAT YOUR VIDEO INTERVIEW LIKE AN IN-PERSON INTERVIEW

Recruiters and hiring managers treat video interviews exactly like an in-person interview. You should do the same. Present yourself and prepare exactly how you would for an in-person interview. Do research on the organization. Dress how you would for a traditional interview.

## SET UP YOUR SHOT

Because you will be at home for your interview, make sure your surroundings aren't distracting. Ensure you're in a tidy, sterile location. A common area of the house, preferably with a wall as the backdrop, is optimal. Avoid bedrooms, bathrooms and kitchens.

Before you start your video interview, make sure you have the camera placed so the video only shows you from the chest up. This will put the focus on you and what you're saying. Additionally, make sure the lighting is good. For instance, if there is a light or window behind you, it will be difficult for the interviewer to see your face. Consider sitting facing a light or window so the interviewer can see you clearly.

## TEST YOUR EQUIPMENT & PRACTICE TALKING TO A CAMERA

Make sure your camera and microphone are working, and that your voice comes through and your video looks clear and professional.

It is also a good idea to practice talking into a camera. It can be stressful and uncomfortable the first time you try, but it will get easier with practice. Consider a video call with a friend or family member or run through some practice questions on your own.

When it comes time for your interview, log in early so you have a chance to get comfortable with the interface and make sure everything looks good and works well.

## LOOK YOUR BEST & BE CONFIDENT!

When you sit down for your interview, pay attention to your posture. Sit up straight, pull your shoulders back and hold your head up high. You will radiate confidence, and your interviewer will notice.

Look directly at the camera. It can be tempting to look at the interviewer or watch yourself, but try your best to talk to the camera. If it helps, consider dragging or moving the video window close to your camera. By looking into the camera, you give the appearance of looking the interviewer directly in their eyes.

Finally, smile! Smiling is contagious and shows warmth, social awareness and confidence. Everyone is coping with the effects of the COVID-19 pandemic. Remember that things will get better.

# TEXTING TALENT: DRIVING ENGAGEMENT & CANDIDATE COMMUNICATION



By **ALLISON BRIDGEN**  
Global Leader of Affinix Client Success & Strategy

In light of the workforce disruptions caused by the outbreak of COVID-19, talent leaders are quickly adapting and transforming their organization's talent function to match our present reality.

The current crisis gives talent leaders the opportunity to assess and fine-tune recruiting practices in a way that will keep both candidates and recruiters safe while better positioning their organization for future working conditions.

Technologies such as text messaging tools built for recruiters offer enormous opportunities to improve recruiter efficiency and time-to-hire, as well as build stronger relationships with candidates. What's more, when paired with a virtual hiring solution, text messaging is a safer alternative to traditional recruiting.

Before you implement a texting solution, you need a solid understanding of use cases and best practices that can help ensure success and mitigate risk. In this article, I will outline the case for texting and share best practices for leveraging texting in your recruiting program.

## THE CASE FOR TEXT RECRUITMENT

Recruiters and talent leaders understand that good recruiting begins and ends with building strong relationships with candidates. So, why add yet another communications channel to the recruiting mix?

The answer is simple: Times keep changing, and so do the ways we communicate. As that happens,

the effectiveness of tried-and-true methods also changes as demographics and preferences shift.

**Texting is Straightforward:** Text messages are typically short and to the point, which makes them easier to read and respond to than email messages. Texting also carries with it an expectation of informality, which makes it easier to communicate. For example, saying "yes" instead of "Yes." is totally acceptable via a text exchange.

**Texting is Convenient:** Candidates can respond to texts whenever and wherever as they are running errands, on break at work or at home watching a movie.

**Texting Has Greater Reach:** Many hourly and elderly workers don't own or have access to a computer. As a result, they rely on their mobile devices exclusively for job searches. Texting is also more accessible for job-seekers who don't have unlimited data plans or who do not have a smart phone, making your application process more accessible to a broader population.

**Texting Builds Dialogue:** The nature of conversation is constantly evolving. That means candidates are becoming increasingly open to beginning conversations via text.

## USE CASES FOR TEXT RECRUITMENT

There are as many ways to integrate texting into your recruiting process as there are topics to communicate about. Next, we cover some of the best use cases for text recruitment.

**Automating Candidate Reengagement:** Many organizations already have a large database of candidates in their ATS. Sending automated text messages is an extremely effective way to reach out to those contacts at scale to rapidly generate interest in new positions. You can also use automation to reach out to previous employees if they have opted-in for texting. To gain that opt in, ask for consent as part of the off-boarding process for departing employees.

**Automated Updates:** Sending automated texts to candidates to confirm that their job application has been received and is under review can be a great way to keep them engaged in the process. What's more, you can set up automated messages that are triggered at each phase of the hiring process to keep candidates up to date with their status. This makes the recruiting process feel more personal and less like their application was sent down a black hole.



This is a reminder that Brittany at Evergreen Company would like to schedule an interview with you. Click <https://mtge.co/KUnXXDje> to view available times.

3:05 PM

**Automated Scheduling:** Interview coordination is ideally suited to texting. Your organization can send text links for candidate self-scheduling to streamline interviews.



Evergreen Company and Brittany Taylor have invited you to schedule an interview.

### Interview Info

Recruiter <b>Brittany Taylor</b>	Duration <b>30 Minutes</b>
Job Title <b>Call Center Representative (5.11.20)</b>	Interview Type <b>In Person</b>
Time Zone <b>Central Time (US &amp; Canada)</b>	Date & Time <b>Please click on a free time slot</b>

### Please choose a time

<

**Monday**  
May 25

>

9:00 AM

9:30 AM

10:00 AM

10:30 AM

**Enhanced Screening Capabilities:** When handling a high volume of applicants, it can be difficult for recruiters to respond quickly and individually to each candidate. But, using texts, you can qualify applicants faster with response templates and automated screening questions. Recruitment texting platforms can be programmed to send back follow-up questions, job application links or other content based on candidate responses.

This exchange is an example of not just interview scheduling, but also actual interviewing over text. At PeopleScout, we have seen clients receive an 85% response rate for this type of question-and-answer exchange, which is higher than other communication channels.



Do you have experience with CRM software and strong typing skills?  
Reply:  
1 for "Yes"  
2 for "No"

3:58 PM



**Better Interview Completion Rate:** Recruiters know that coordinating with the candidate is only half the hiring battle. But, recruiting teams can use texts to send automated interview reminders to hiring managers and colleagues so nothing slips through the cracks. Fewer missed or rescheduled interviews means a shorter time to hire.

**Field Recruiting:** Retail, hospitality and other employers with large physical footprints can also utilize text short codes to capitalize on walk-in applicants. Signage placed on doors, at the register, or elsewhere connects job seekers directly to the online job application forms and minimizes distractions for managers in the field.

SMS short codes are five- to six-digit numbers that are often paired with keywords for use in text recruiting (e.g. 'Text JOBS to 12345'). You can utilize them on signage at job events to maximize ROI.

## BEST PRACTICES FOR TEXT RECRUITMENT

While mobile phones and texting have become ubiquitous tools in everyday life, it is important to realize that communication preferences vary from individual to individual. It's also critical to recognize that the attributes that makes texting such a powerful recruiting tool – that it is direct, convenient and personal – are the same things that make observing best practices so important.

**Secure Permission from Candidates:** Text messages are governed by different laws and standards than email. Employers in the U.S. will want to consider how the Telephone Consumer Protection Act (TCPA) or similar laws such as the European Union regulations regarding electronic communications, namely the General Data Protection Regulation (GDPR), apply to different types of recruitment texting activity. Talent leaders should consult legal counsel and get comfortable with the ins and outs of the TCPA when formulating a text recruiting strategy and all related policies.

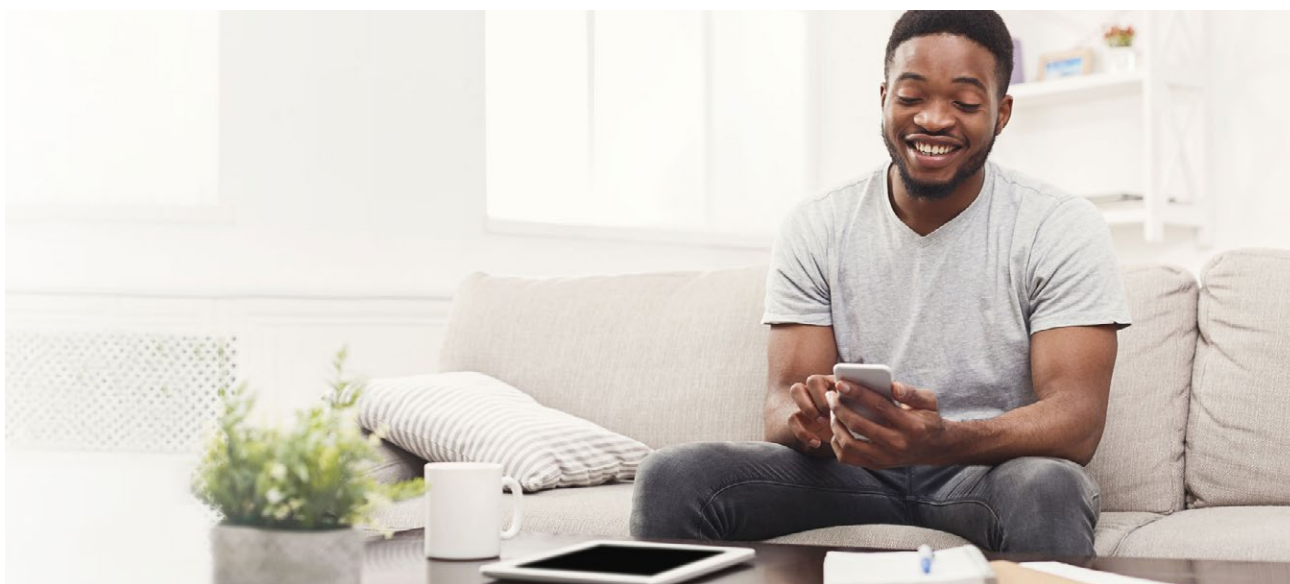
Before you text candidates, you must first obtain express consent from the candidate and it must be easy for them to opt-out of communications. As a starting point, review your organization's website and application process and add simple, clear language stating that phone numbers may be used to message applicants. The notice should be placed near the phone number entry field, rather than buried in a lengthy terms of service statement. Your privacy policy should also be updated.

**Consider Compliance Requirements:** Even if your organization does not have a text recruitment platform, chances are that some recruiters are using personal devices to communicate with candidates via text. While this may produce positive results, it places you at greater compliance risk because there is no centralized record of communications. Using personal devices, or even dedicated company devices, also makes it difficult to exercise effective oversight to ensure that organizational guidelines are followed.

Text messaging activity is increasingly likely to be included in compliance audits, so make sure your bases are covered. Follow all of the same protocols – business and legal – that you would in writing, email or telephone conversations.

**Define Messaging Guidelines for Recruiters:** Texting should be professional and consistent with your employer brand, just like any other type of communication. So, it's helpful to provide high-level guidelines to your recruiting team to ensure that everyone is on the same page about internal text messaging practices.

**Communicate Clearly with Candidates:** The best text outreach messages get straight to the point. In any initial conversations, the recruiter should answer a few key questions candidates may have to get the best possible response: Who are you and why you are reaching out?



Hi, Brittany Taylor at Evergreen Company would like you to answer some questions via text message. May we begin? Msg&data rates may apply. Test STOP to cancel or HELP for info.

4:10 PM

**What are the next steps?** Setting context and expectations up front maximizes engagement. What's more, these questions can be set up as automated responses, so recruiters may only have to step in once the initial screening questions have been asked and answered.



Hi Eric, I'm a virtual assistant for Brittany Taylor at Evergreen Company. I'm here to help you schedule an interview.

Click <https://mtge.co/KUnXXDje> or check your email to schedule a time.

4:15 PM

**Timing is Everything:** Text only during the workday, from 8 a.m. in the candidate's local time to 5 or 6 p.m. Texting a candidate during off-hours may lead them to do the same and set an expectation of a response from your team. If job-seekers

do reach out on weekends or evenings and you don't want your recruiters to engage, steer their communications back to normal business hours. For example, if you receive a text on Saturday, set up an automated response that you will follow up first thing Monday.

**Texting is Not Always Appropriate:** Some aspects of the recruiting process require a more personal touch than others. While many consider messaging "personal" and "immediate," you may want to deliver important information (such as, "You didn't get the job") or discuss sensitive topics like salary using other means such as a phone call or email depending on the situation.

## CLOSING THOUGHTS

Automation of the recruiting process is where the candidate experience is headed. As a result, it is going to free up time for your recruiters and allow them to seamlessly connect one-on-one with candidates and holding meaningful conversations.

Texting has become such a large part of modern life that embracing it can make your organization an employer of choice to top candidates in your industry.

# HOW TO SUCCESSFULLY ENGAGE WITH REMOTE WORK TEAMS



By **CHRIS GOULD**  
Client Portfolio Leader

While remote work is still relatively new for some, I've been working from a home office off and on for almost 20 years, and it's allowed me to be uniquely prepared for the new reality that COVID-19 has brought to the workforce.

I have been fortunate to work for a few companies, including PeopleScout, that were very comfortable with a virtual work environment – in some cases, almost everyone in the organization was working remotely. I also worked for several years in places where the culture was the opposite, and it would have been impossible for me to advance in my career if I was unable to physically come into the office each day. That experience really solidified what I already knew – I thrive in a remote work environment.

The experience I've had working remotely for most of my career has been an absolute blessing. It's allowed me to spend extra time with my kids, work flexible hours and form relationships with colleagues whom I would not have met if I were only working in an office.

At PeopleScout, nearly half our teams were regularly working remotely before COVID-19 social distancing protocols were put in place, and our experience managing these remote teams helped in the transition as that number increased.

In this article, I'll share how to determine whether a role should remain remote as economies reopen, highlight some best practices for engaging and managing a team of remote workers and outline the reasons why remote work is here to stay.

## WHO SHOULD REMAIN REMOTE?

During COVID-19, many roles that were not traditionally remote successfully transitioned to working virtually. However, as many regions begin to slowly reopen their economies, your organization might be faced with the decision to either extend or relax virtual work policies. As you determine whether a role should reintegrate into the office or remain remote, here are some helpful questions to consider:

### **Does your team need to be together?**

If your team works best with a lot of hands-on collaboration – like brainstorming sessions, whiteboarding and other in-person activities – staying remote might be challenging. But, if you find that it isn't truly necessary for team members to meet face-to-face each day, keeping your virtual strategy in place might be the safer option for the time being. In that case,



consider collaboration tools and team video calls to offset the face time you'd be missing if everyone were back in the office.

### **Are you prepared for remote work in the long-term?**

If your organization finds that the majority of its employees can continue working from home, be sure you have all the tools in place to successfully communicate and complete tasks. In addition, you'll also want to restructure your onboarding process to account for remote new hires. Although virtual workers can work flexible hours, make sure they understand if there are any specific hours they are required to be "online." Also, ensure everyone is aware of any time zone differences that could affect communication.

### **How will roles be most successful?**

While the transition to remote work may have been smooth for knowledge workers who primarily work from a computer, certain roles – such as client-facing or other positions where working in person is traditionally a necessity – might not have been able to shift to remote work as easily. For these positions, consider offering other benefits, perks and flexible work options where full-time virtual work isn't a viable option.

As we start returning to the office in phases, keep in mind that remote work doesn't have to be all or nothing.



**There's a spectrum when it comes to flexible work options, including:**

- Part-time telecommuting
- Weekly/monthly work-from-home days
- Sponsored co-working spaces outside of the office

**WHAT DOES A SUCCESSFUL REMOTE TEAM LOOK LIKE?**

Whether an employee is newly hired for a remote role or in an existing position that has transitioned to remote due to COVID-19, utilizing the right technology is critical. For instance, tools like Slack, Asana and Zoom can simplify employee collaboration and serve as a substitute for face-to-face interactions in a virtual environment.

**In addition to utilizing these communication tools, here are some additional tips for staying connected with remote workers:**

- **Set up regular phone calls.** Schedule weekly check-ins with each of your team members to see how they are doing and to stay aligned on project updates.
- **Embrace informality.** When teams are working apart from large distance, informal communication (in addition to necessary formal conversations, like meetings and conference calls) can help foster strong connections between team members. As such, consider sending team members a quick text or instant message to check in and remind them that you're available if they need anything.
- **Celebrate successes.** In an environment where it can be easy to feel secluded, remember to personally thank team members for all they do to contribute to the goals of the organization.
- **Try new ways of connecting.** It's important that your virtual team doesn't feel left out from events that may be occurring in the main office. For example, each year my team holds a virtual holiday party where we all get together for an hour or so to bring our community together and reflect on the year's successes.
- **Capitalize on face-to-face interactions.** Although travel is currently limited, when I visit a PeopleScout office or a town where a team member lives, I always make a point to try to schedule a lunch or coffee break to catch up with colleagues in-person.
- **Communicate purposefully.** Be intentional when reaching out to people. Especially while we are all facing uncertainty, stress and anxiety regarding COVID-19, be sure to remember to check in and make sure your team members are doing okay. We're all facing this incredible challenge together, and your team members should feel that their manager truly cares.

Another important engagement strategy is fostering company culture, which can be difficult to do successfully when not everyone is together in an office each day. At PeopleScout, we have our DNA culture principles that make us who we are. To ensure my team feels

connected to these culture principles, I make a point to celebrate each of their individual characteristics.

One of the beautiful things about having a virtual team is that it allows for a diverse workforce full of people with different backgrounds, talents, experiences and points of view. Each person brings something unique to the team, which continues to add value to our clients in ways that a small local team may not be able to.

### REMOTE WORK IS HERE TO STAY

Virtual work has established itself as a workplace norm, and with the challenges brought upon by the outbreak of COVID-19, it doesn't appear to be leaving anytime soon.

According to data from the Society for Human Resource Management (SHRM), organizations have increasingly offered telecommuting options in the last five years, with ad hoc telecommuting showing the greatest growth. At 69%, it's up 13% from 2015.

69%



A 2019 report by Zapier shows that two in three knowledge workers think the traditional office will be obsolete by 2030.



2/3

42%



In the next five years, 42% of remote workers plan to work remotely more frequently than they currently do, and more than half of on-site workers want to start working remotely, according to data from OWL Labs.



65%

A May 2020 LinkedIn Workforce Confidence Index shows personal optimism on working from home is 65%.



### IT'S WHAT EMPLOYEES WANT

According to SHRM, just over a quarter of organizations already offer full-time telecommuting. So, setting up a strong remote work system before the rest of the competition can help you stand out in candidates' eyes.

What's more, virtual work has benefits for both employees and employers. Employees primarily want remote work options to save money, be able to work anywhere and have more time with family. Many employees also say they're more productive at home, and this increased productivity carries over into the organization. In addition, remote work can have a positive influence on the mental health of employees, leading to a stronger company culture and overall employee experience.

### WORKING TOGETHER TOWARD REMOTE WORK SUCCESS

As you establish a plan for remote work in your organization – especially during these uncertain times – it's important to lead your teams with an abundance of understanding and grace. Continuing a successful work-from-home strategy is going to be challenging for all – for some, more than others.

Ultimately, it's important to understand that life is going to happen; doorbells may ring, dogs may bark or kids may yell down the hallway while you're on video calls. However, it is through consistent communication and purposeful engagement that you and your team will be able to navigate this new normal together.

# BUILDING A MODERN BUSINESS CONTINUITY PLAN



By **CINDY CUTAIA**  
Global Leader of Operations

With the outbreak of COVID-19 many companies have had to put their business continuity plans to the test – shedding light into areas where their plans may not have been as complete or effective as expected. Without a solid and tested business continuity plan in place, organizations may find themselves confused – which can lead to delayed response time and, in some cases, a negative impact to the services or products a business provides.

This article will outline the importance of having a business continuity plan, tips for creating a thorough plan and who should be involved in the planning process.

## THE IMPORTANCE OF HAVING A BUSINESS CONTINUITY PLAN

First, let's start with the basic definition of a business continuity plan. It can be defined as:

*A step-by-step business strategy built to be executed at a time when there is a disruption in services to protect people and assets, and have the ability to resume operations in an expedient and controlled fashion. In addition, it identifies requirements and an execution strategy related to business operations and people.*

It's important to have a thorough and complete plan because it's the only way to ensure organizations are effectively prepared for a business interruption.

A solid plan enables organizations to continue critical business processes to minimize the effects on customers and employees.

As an example, our business continuity plans at PeopleScout allow us to continue service delivery to clients in any type of adverse condition and lower the overall cost of disruption from incidents – all while ensuring we are meeting our contractual obligations. When it comes to our clients, we always make sure we have a current, tested business continuity plan in place to effectively support their business in any situation.

## WHAT SHOULD THE BUSINESS CONTINUITY PLAN LOOK LIKE?

It's important to note that "thorough and complete" does not necessarily mean "complicated" or "difficult to understand." Also, the technology used to capture the details of the plan is less important than the accessibility of the details that are included along with the plan itself.

### An effective business continuity plan should clearly define:

- What to do
- How to do it
- Who will do it
- When to do it

In addition, a business continuity plan should be easy to use and detailed enough for any team member to successfully execute.



When putting your plan together, take these components into consideration:

- Identification of the planning team
- Defined processes
- Employee/call list to reach out to
- Vital records associated with the process
- Telecom needs
- Work area recovery strategies
- Applications (software, equipment, supplies)

### WHAT STEPS SHOULD AN ORGANIZATION TAKE WHEN BUILDING THE PLAN?

While certain events cannot be planned for, the optimum scenario is to build the business continuity plan when you're not in the middle of an event or disaster. Attempting to develop real-time responses during a crisis situation is much more difficult than following a plan that was already created.

When building your plan, it's important to evaluate, identify and ask questions.

- **Evaluate your organization.** Understand unique needs based on location, technology, number of employees, processes that are completed, etc.
- **Identify key participants** to be included in the planning effort. This should include a combination of leaders and subject matter experts.
- **Ask questions!** It's in the answers to those questions that you will truly understand what is needed to build an effective plan.

After you do those three things, the basic methodology to finalize the plan includes:

**Strategic Planning Phase:** This is the phase that prepares us for the incident. It includes risk analysis (what could go wrong?), business impact analysis (what are the maximum acceptable downtimes?), requirements analysis (what do we need to recover?), and recovery options (how will we recover?).



**Tactical Planning Phase:** This phase tells us how to respond to the incident. The organization should ensure effective documentation of how to engage the recovery option when the time comes. Lay the groundwork for what you would need to do in the event that you need to execute your plan.

Consider these tips for building a thorough and complete business continuity plan:

- **Always look for opportunities to improve your plan.** The plan should be a living, breathing document that is reviewed on a regular cadence.
- **Consider hypothetical situations and plan accordingly.** If you change how you do things today, consider how it affects your business continuity strategies. Do they also need to change?
- **Ask yourself:** Is your plan detailed enough to allow junior-level team members to execute the plan if your planning team is compromised?
- **Lead tabletop exercises to discover other opportunities to improve your program and plans.** Does everyone on your team know what is expected of them during a business interruption incident?

### ADVICE FOR DEVELOPING YOUR BUSINESS CONTINUITY PLAN

When you think about developing a business continuity plan – especially for the first time – it's easy to get paralyzed when you're starting with a blank sheet of paper. But, remember that the primary objective is planning; this is what creates the ability to recover.

So, physically writing the plan or documenting specific instructions is the secondary objective. Look at your plan and ask:

- Does it clearly state what to do?
- Does it indicate how to do it?
- Does it reflect who does it?
- Does it identify when to do it?

If the answer to those four questions is yes, and you verify that to be true through the process of testing, then you're sure to have a plan that should serve you well in the event of an incident and will ensure that you are prepared for any event that may occur.



PEOPLESCOUT'S  
**TALKING  
TALENT  
COVID-19  
SERIES**

For more information on tabletop exercises and who should be involved in them, listen to this article's accompanying podcast.

**LISTEN NOW**

peoplescout  
A TRUEBLUE COMPANY

The graphic features a dark blue background. On the left, the text 'PEOPLESCOUT'S TALKING TALENT COVID-19 SERIES' is displayed in white and yellow. A yellow microphone icon is positioned to the right of the text. Below the text is the PeopleScout logo and the tagline 'A TRUEBLUE COMPANY'. On the right side, there is a call to action 'LISTEN NOW' in a yellow button. Above this button, the text 'For more information on tabletop exercises and who should be involved in them, listen to this article's accompanying podcast.' is written in white. In the bottom right corner, there are three overlapping yellow squares of different sizes.



# NEXT

## THE NEXT NORMAL: LOOKING AHEAD

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A Global Look at the Role of HR

# EFFECTIVELY LEVERAGE SOCIAL MEDIA TO IMPROVE YOUR EMPLOYER BRAND



By **VANGIE SISON**  
Leader of Affinix Global Client Success

Until about 10 years ago, simply posting a job opening to a career site like Indeed or Glassdoor may have been enough to get you the right talent to fulfill your hiring needs. That's because in economic climates where job-seekers are abundant, active candidates would search open positions, see your job posting, read the description and decide whether they wanted to apply. Often, that job posting might have been the first time a candidate engaged with or even heard of your brand.

Today, candidates can see and engage with your brand at hundreds of touchpoints before ever seeing a job posting or visiting your career page. And millions more people are looking for lasting employment now due to the pandemic. Whereas traditional in-person interviews declined, the importance of virtual hiring and an organization's online presence have drastically risen. While this may sound daunting at first, digital recruitment marketing and the rise of social media mean organizations today can spread their message and establish a strong knowledge of their employer brand with prospective candidates – often before those candidates even think about looking for a job.

Regardless of the economic climate and whether we are at the lowest unemployment rates experienced in decades or the highest, a strong social media presence is imperative to an employer's recruitment media mix. Now, more than ever, we are all tuned in to what our networks are saying, sharing and recommending online.

In fact, according to a report by LinkedIn, 72% of recruiting leaders worldwide agree that employer brand has a significant impact on hiring. Moreover Jobvite research showed that 59% of candidates followed companies on social media to gain insight into their company culture – myself included! When I was considering joining PeopleScout, social media was one of the main ways I researched what it would be like to work here.

Specifically, I kept an eye out for engaging content, interesting comments and overall employee engagement. PeopleScout's active social pages with relevant content and employees passionately sharing their work achievements were one of the deciding factors when I chose to come on board. After all, if an omnichannel recruitment marketing strategy were what I would advise to my clients, I had to work for a company that led with the best examples.

## BUILDING YOUR BRAND

When it comes down to the critical moments throughout the candidate's journey, what an employer presents online could be the deciding factor to whether a candidate joins an organization. Truly, if a candidate is debating between two employers and one has a nearly nonexistent online brand presence while the other showcases personality, culture and industry-related insights, it's clear who will win the talent.



And, it doesn't just come down to one quick, last-minute Google search. Building an established employer brand in a candidate's mind is an ongoing process. For example, say you're looking to hire a nurse, but the ideal prospect is located outside of your region. Attracting that candidate will be a huge undertaking that isn't going to happen overnight.

It's unlikely that the candidate will apply for a job at your hospital out of the blue, especially if they've never heard of you before. But, what if that candidate saw one of your Twitter posts about the "10 Things You Should Know as a New Nurse"? Or, maybe a friend sent them your Instagram post of an uplifting quote about providing patient care?

By reaching prospective candidates at multiple touchpoints throughout the hiring cycle with a consistent brand presence, you'll have a much higher likelihood of establishing a positive impression of your brand. Then, when it comes time to apply, and eventually accept a position, the persona you portray online will have a huge impact on those decisions.

But, while your ideal nurse might be active on Instagram, not all candidates will be. For instance, if you're looking for a C-level executive, you'll have better luck on LinkedIn. Conversely, if you're hiring an elementary school teacher, you might reach them best on Facebook. Determine which social media platforms make the most sense to engage your prospective candidates and focus your strategies there.

### GOING BEYOND "WE'RE HIRING"

Regardless of the platform, simply posting job openings isn't going to cut it. Instead, think about how you can best show prospects what it's truly like to work for your organization – whether that means showcasing how your people engage virtually or what life is like when you're all in the office. In addition to insightful thought leadership, share employee activities, first-person stories, and anything that shows a candidate how they can contribute and connect to your company in ways beyond their skills.

Let's look a little deeper into what makes a strong employer brand presence on each of the four largest social media channels and how you can utilize each of their unique features to your benefit.



### LINKEDIN

As the largest professional network, LinkedIn is unlike most other social media platforms. With more than 660 million registered users, almost half of whom are active on a monthly basis, it's the number one platform to reach both passive and active prospective candidates.

#### **Reach more candidates by:**

- Posting career advice
- Promoting posts to employees
- Targeting your posts
- Optimizing your company page with keywords



## INSTAGRAM

With more than 1 billion monthly active users, Instagram has seen a 43% increase in users since 2017. What's more intriguing is the fact that 90% of users follow a business on the platform – users are likely to keep up with brands and see what people are saying about them. Plus, according to Sprout Social, Instagram is the leading platform when it comes to engagement, with a median engagement of 1.6% across all industries.

What does that mean for you? Essentially, Instagram is a great way to utilize employee brand advocates and visuals to showcase company culture.

### **Engage employees and candidates with:**

- Instagram stories
- Story highlights
- Creative grids
- Instagram Live
- Instagram TV
- Comments and direct messages



## TWITTER

Twitter has about 330 million active users worldwide, and 79% of them like to discover what's new. This fast-paced social network encourages the real-time sharing of engaging and relevant content, so post often and with timely responses to showcase your expertise.

### **Utilize:**

- Interest-based targeting
- Twitter Ads
- Twitter Polls
- Retweets with comments
- Tweet replies



## FACEBOOK

Facebook has 2.5 million monthly active users, and 66% of them say they “like” or “follow” a brand on the platform.

### **To showcase your industry expertise as well as your company culture, take advantage of:**

- Facebook Insights
- Facebook Pixel for retargeting advertising
- Page invites
- Boosting posts

## SOCIAL MEDIA AS A RECRUITMENT TOOL

By building your employer brand on social media and taking advantage of what all the different platforms have to offer, candidates should already have a good understanding of your brand and what it represents by the time they're on the job hunt. Ideally, they'll have connected with some of your posts and already have a positive feeling about your company culture.

Then, when it comes time to create a targeted recruitment campaign, your social media presence will have done some of the work for you. To capitalize on this momentum and start generating a stream of qualified candidates, a trusted talent advisor can help.

When Vodafone came to PeopleScout in the UK, they asked us to: help position Vodafone with prospective employees at key universities as a youth employer of choice; change the perception of their target audience; and promote Vodafone as a technology company.

After researching the behavior and interests of Vodafone's target audience, we learned how Gen Z and Millennials want to engage with employers (through short and succinct videos) and what values drive their decisions. We found that they want to work for companies that focus on making the world a better place, as well as promote a social and fun work environment.

This led to Generation Possible – a social media campaign that speaks to Vodafone's campus and graduate audience, as well as their desire to have a positive influence in the world. The Generation Possible campaign celebrates everyone's individuality and empowers them to speak from the heart about how to make change for the better.

#### GOAL: Improve Vodafone's reputation as an employer



Vodafone jumped **27 places** in the Times Top 100 rankings as a result of the campaign

#### GOAL: Generate 10,000 applicants

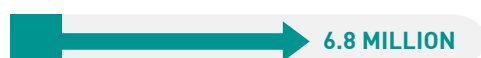


The campaign generated more than **16,000** applications

#### GOAL: Increase Instagram impressions

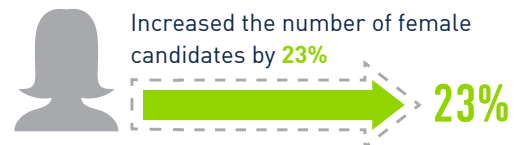


#### GOAL: Increase LinkedIn impressions



**6.8 million** impressions on organic posts

#### GOAL: Increase female applicants



#### GOAL: Deliver target hiring volume

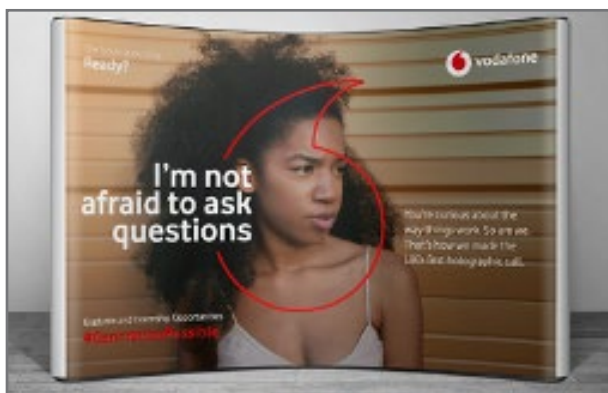
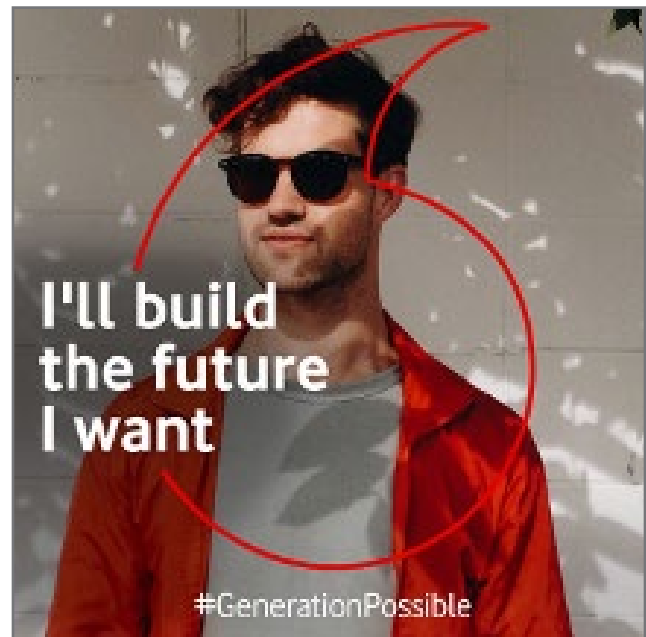
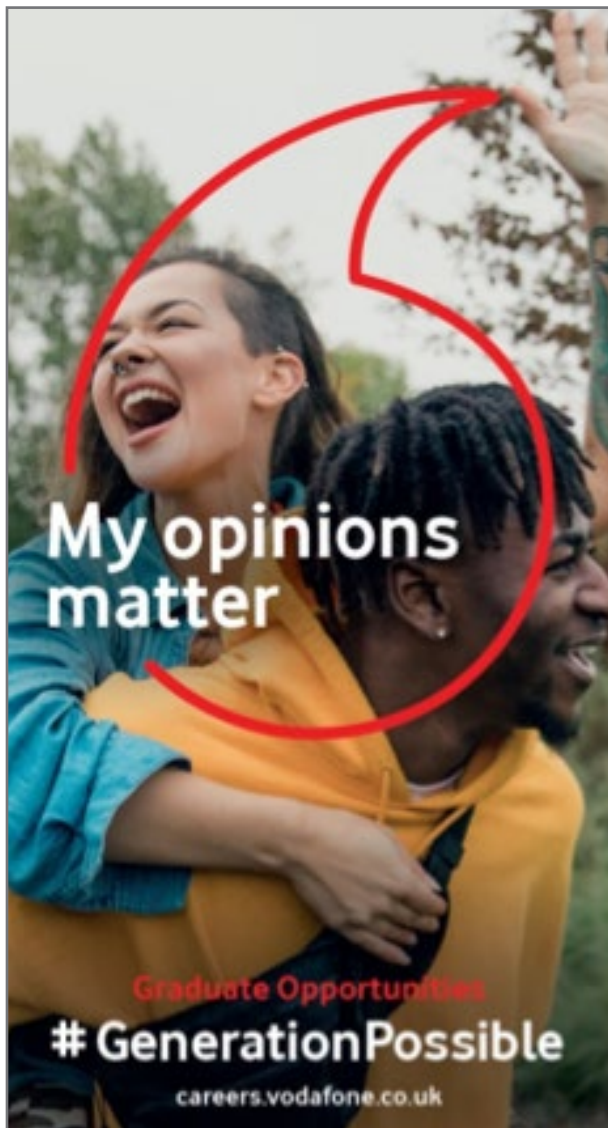


Successfully delivered a hiring volume of **150** **graduate** roles and **100** **industrial** placements and interns

#### GOAL: Generate Facebook impressions



Our Facebook paid advertising campaign produced **390,510 impressions** and **2,541 clicks** – all of which came from the audience we wanted to target. The overall Facebook campaign had **1.5 million** impressions.



Vodafone Generation Possible Campaign Creative

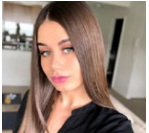




## CONCLUSION

It's no secret that candidates are going to research your organization prior to applying for any of your positions or even considering you as a potential employer. By balancing postings on job boards with social media and other touchpoints along the hiring process, you can create a well-respected online presence that accurately represents your employer brand and company culture. So, the next time a candidate researches your company, reads reviews or looks at what current employees are saying online, rest assured that a strong social media presence and strategic recruitment campaign will give you all you need to create a lasting impact in a candidate's mind.

# THE FUTURE OF GRADUATE RECRUITMENT IS DIGITAL



By **ZUZANA SEVCIK**  
Talent Acquisition Specialist

The graduate recruitment process has grown increasingly digital in the past few years, but the entire process for 2020 was held online due to the pandemic. However, the virus didn't create this change; it simply sped up a process that was already happening.

As a graduate resourcing consultant, 2020 is my fourth graduate recruitment cycle. I currently work on the Lendlease team at PeopleScout, supporting our client by sourcing bright minded graduates who will help to shape and deliver the future of the construction and property industry.

And, despite the uncertainty in the world right now, I am confident that this move to digital graduate recruitment will stick.

## GRADUATE ROLES ARE STILL IMPORTANT

Graduates are the future of every business. Lendlease has a two-year graduate program, and the people hired for those roles use that program to grow their skills and experience before moving on to other roles within the business. We have even seen some of those graduate hires grow to become senior leaders at Lendlease.

Furthermore, it is critically important to continue recruiting for graduate roles during this uncertain time. Graduates futureproof the business by bringing in diverse, new talent with different perspectives, new ideas and an understanding of current trends. By actively filling these roles, we are preparing for the future beyond COVID-19.

## BUT, THE PROCESS NEEDS TO CHANGE

Normally, the planning for a graduate recruitment cycle begins in the previous year. For 2020, we started planning in November and December of 2019. We prepare through January and February, and then the campaign goes live in March. In previous years, we would attend career fairs, flying to different universities and presenting information about Lendlease in person. Throughout the next few months, candidates would apply and interview online, and finally attend an in-person assessment center.

But, in 2020, we needed to adapt rapidly. We stuck with our normal timeframes, but moved the entire process online – career fairs and assessment centers included. Earlier this year, I attended one of the virtual career fairs.

The fair was run by a university, and nearly 1,500 students registered. We advertised on social media to get students excited to speak with Lendlease. On the day of the fair, about 300 students visited the digital booth – making it one of the most popular. I was able to present to larger groups of students at once – something that isn't possible at a traditional booth. Students also came with questions, which I was able to answer and talk with them about one-on-one.

The virtual fair I attended was held using Zoom video technology, along with the help of a third-party provider to ensure everything ran smoothly on



the day of the event. Each employer had a unique booth and logo, so students could easily identify them and talk with employer representatives. Many graduates registered to come talk with us, allowing us to target hundreds of students in just three hours without having to travel.

### BEST PRACTICES TO MAKE THE TRANSITION SMOOTH

For the process to be successful, consider the types of technology you use. For virtual career fairs, the university may already have a preferred platform. However, you will still need to consider virtual interviews and virtual assessments. At PeopleScout, we use Affinix™, our proprietary talent technology. With Affinix, we can schedule and conduct virtual interviews – live or recorded – on a candidate's own time.

Likewise, it is important to focus on communication. Graduates want to hear from you. Something as

simple as a message to check in can be powerful. Communicating with candidates, even if it means admitting you don't have all the answers, builds trust in an uncertain time.

### WE WON'T GO BACK

With the COVID-19 crisis, we are always facing new surprises. However, with graduate recruitment, the surprise was how well the process worked – even with changes taking place under a tight timeline. We had to adapt quickly, but we saw that the digital process works. Students responded well to online career fairs. We saved money by avoiding air travel and lodging. We communicated with and assessed candidates in ways that kept everyone safe. Based on our experience, 2020 won't be a one-off year in which graduate recruitment looks different than normal. It will be the first year where digital graduate recruitment is normal.

# COVID-19 & THE FUTURE OF WORK: A GLOBAL LOOK AT THE ROLE OF HR



By **NICOLE FUQUA**  
Trend Writer

*The COVID-19 pandemic profoundly disrupted the way we work. Within just weeks of the World Health Organization reporting the first cases of the novel coronavirus, COVID-19 spread around the globe. While countries and regions adopted their own strategies to battle the virus, business leaders made rapid decisions to keep their customers and employees safe and maintain essential functions.*

*Now, as parts of the world begin to open up, we're starting to see what lasting effects the virus will have on the world of work. Millions of people are still working from home and unemployment rates have increased, but every country is facing a different economic situation.*

*To learn more about the long-term effects of the virus on the workforce, we spoke with Jennifer Mattocks, PeopleScout's managing director of the Americas; Robert Peasnell, deputy managing director of the United Kingdom; and Guy Bryant-Fenn, managing director of Australia and New Zealand.*

**BEFORE THE COVID-19 CRISIS, THERE WAS TALK ABOUT THE WAY WORK WAS CHANGING – NEW CAREER PATHS AND NEW WAYS OF WORKING. CAN YOU BRIEFLY EXPLAIN WHAT THOSE TRENDS WERE?**



**Jennifer Mattocks:** We were starting to see the traditional workforce – made up of static, long-term employees with specific skills and functions – evolving to a mix of core and alternative labor. Organizations were filling gaps with freelancers, contract workers or vendors.

The next stage of that evolution is the fluid workforce. In this phase organizations strategically plan for, support and manage talent from various alternative work arrangements to meet the fluctuating needs of the business. Organizations employing that fluid workforce would look to transform the employment relationship and connect

appropriate talent with appropriate work, no matter how that talent was sourced.

We saw that idea of the fluid workforce expanding into career paths, as well. A singular line or progression in a role to higher levels of responsibilities over time was being replaced by a varied set of cross-functional experiences and with much more movement between organizations.



**Robert Peasnell:** I think some of the factors Jennifer mentioned are global, so they are relevant across our regions, as well. In the UK and Europe, if you look at the mix of work in terms of the shift from full-time, contracted hours to flexible part-time working, we've been shifting toward a more gig economy approach. It has been really marked and quite significant from an employment perspective.





**Guy Bryant-Fenn:** The Australian markets mirrored the global landscape. What we've been seeing is a workforce that's moved away from technical and skillset alignment to one that is fairly dynamic and flexible. The workforce is being viewed as more of a task-led workforce, which has led to the rise of contingent labor.

### WE'VE SEEN A MASSIVE DISRUPTION IN THE WAYS WE WORK. HOW DOES THAT CHANGE OUR PREVIOUS TRAJECTORY?

**Guy:** It doesn't necessarily change the destination, but it really expedites the journey. What we're seeing with COVID-19 over the past few months is a realization of how beneficial these practices are.

**Jennifer:** I see something similar in the Americas. COVID-19 has not only hastened that trajectory to a more virtual workforce, but it has also created the need for a flexible workforce that can nimbly fill in where it's needed.

Within the U.S., one-third of people are looking to change roles post-pandemic. COVID-19 has created a significant – but what I believe is a very temporary – hit to the employment numbers. We're seeing a short-term shift in the number of individuals seeking a new role, and that's reflective in a higher unemployment rate. However, with the move to more critical needs in certain industries – for example, logistics or healthcare – we have specific skillsets that are in even higher demand. Finding qualified workers is now exceedingly more difficult in these key segments that have specialized skillsets.

**Robert:** In EMEA (Europe, the Middle East and Africa), we're also seeing that the effect isn't homogeneous. Different sectors of the economy are responding in different ways. We are seeing increased growth in medical areas, organizations involved in distribution and certain areas of retail. If you look at the profile of the jobs in demand, that's changed significantly. Plus, we're seeing an increase, obviously, in remote and contract work.

## WHAT CHANGES FROM THIS CRISIS DO YOU THINK WILL REMAIN PERMANENT?

**Robert:** There are real differing opinions amongst the consultancy marketplace around how profound the impact will be. I think there will be certain factors that will remain permanent. Technology being a real equalizer is an absolute given. We'll also see a huge increase in video interviewing and virtual assessment centers. As organizations have learned to have less reliance on face-to-face meetings, we'll see a reduction in that kind of business travel, as well.

Another permanent change will be the role of the office. There will be more remote working, and it will be less around a standard nine-to-five and more of a flexible model. This shift could also have a really positive effect around diversity and inclusion. There's a lot of data that says the change in workplace structure will have a really big impact on women who, as you know, are much more likely than men to have to adjust their careers for family. In the UK, nearly one-third of women who took a career break after having children said they didn't want to, but rather had to due to a lack of employment flexibility. Greater flexibility will also help rebalance the portfolio of the workforce, especially at senior levels.

Finally, for a lot of organizations, their employer value proposition is under pressure, and that will continue. Organizations that have pledged to be authentic, caring and trusted are being tested. Part of what will be looked at is how they dealt with their people and whether they stay true to their value proposition.

**Jennifer:** I agree with Robert; a few of these changes are going to be more permanent. There is a lot of talk around this, but we're definitely going to see less of a return to an office environment. From an employer perspective, there's a significant cost savings from maintaining those on-site facilities.

That also has a downstream effect on how work can be accomplished. Remote work frees us from time boundaries and geographic boundaries. I think that's here to stay and, to accomplish this, we'll see the emergence and adoption of more digital workplace tools. For example, the trajectory of the adoption of Zoom and other virtual meeting tools is going to remain. We're also going to see more collaboration tools enter the market, followed by rapid adoption and evolution to ensure that they're secure and broadly used in organizations.

**Guy:** I think it's fairly obvious to say we've seen widespread adoption of remote working practices and setup of home offices, but we've also seen an increase in collaboration within organizations that are global and geographically dispersed.

In Australia, we've seen this "trench mentality," where employees are helping their organizations fight against the virus. So, there has been a greater sense of purpose and a focus on an outcome, which leads to this collaboration. I think that organizations will consider how they can use the learnings from this time in terms of company collaboration and the utilization of tools to support virtual work.

## WHAT SHOULD HR LEADERS BE THINKING ABOUT AS THEIR CONCERNS SHIFT FROM THE SHORT-TERM CRISIS TO THE LONG TERM?

**Robert:** It's interesting when you look back at recent economic history. The last economic recession was a financial crash, and the focus was very much on CFOs and their role in helping organizations to weather the storm. Now, it's much more about the people agenda. There's a real opportunity for HR leaders to step up and be much more instrumental in driving corporate strategy.

We can't wait for "when things get back to normal." We need to see this as a maybe once-in-a-lifetime opportunity to have a really good look

at the business and reframe and fundamentally restructure how we operate. HR leaders should be right at the heart of that.

Right now, it is a really great opportunity to start pipelining talent. It's a great time to reach out and start engaging with the type of talent you want to drive the future of your organization.

The other part is around looking at your employer brand and making sure that it's authentic and fit for the future and reflects not only what the organization wants to be, but also reflects what the employee base and potential employees will be looking for in a post-COVID world.

**Guy:** I agree with Robert that organizations need to think about their employer brand. What are the decisions the organization has made over this period of time? How have employees reconciled those decisions and how has that affected their employer brand?

Once you've assessed that, you also have to look at the engagement with the team. I mentioned previously that mentality of everyone fighting against a common enemy. But, what do organizations do when that has subsided?

Then, you look at the more tactical and operational elements from a resourcing perspective. We've expedited the journey that we've been on toward a task or gig economy. How are recruitment teams structured to support current and future needs? How are the systems and processes supporting and assessing for future skillsets?

**Jennifer:** I agree with both Guy and Robert that HR needs to be thinking about hiring in a way that both attracts the top talent and assesses skills and readiness for the next position – creating talent pipelines and proactively attracting talent in a measurable way; assessing where candidates may fit today or where they may need to build capability to succeed in a role in the future.

HR should be taking this time to see where they can drive efficiencies. In the long term, there is going to be a need to see where processes can be automated and where technology can be used to facilitate the process. That can include robotic processing automation, data analytics, artificial intelligence, chatbots, or virtual or on-demand interviews. HR should explore where they can move toward digital channels faster.

HR should also focus on how to further build on the use of digital tools for collaboration – staying ahead of how these tools transform the way we engage. Establishing how HR can bring that asynchronous work and a more project-based workforce together is going to be critical for organizational success. Not only should HR be thinking about how to evaluate effective use of digital tools, but they should also learn how individual work and collaboration are evolving to build on the successes they see, as well as focus efforts on filling gaps.

We've talked a lot about technology and process. However, at the heart of work is people. I'm inspired by the extent to which collaboration, digital recruitment, and talent management tools can improve our interactions and enable us to be more intentional in our actions, more reflective in our communication and more thoughtful in our reactions. At this time in history, this couldn't be more important, and I'm optimistic about the speed of change with which we will realize it for the better of all.







# OUR CONTRIBUTORS





**Allison Brigden**

**Global Leader of Affinix Client Success & Strategy**

Allison has been with PeopleScout since 1995. In her current role, Allison oversees PeopleScout's Affinix technology. Affinix is a mobile-first, cloud-based platform that creates a consumer-like candidate experience and streamlines the sourcing process. Allison has been instrumental throughout the development and rollout of Affinix. During her time with PeopleScout, she has gained a wealth of experience in implementing and managing complex RPO engagements. She also possesses a deep commitment to corporate social responsibility, with an emphasis on military veteran advocacy. Allison holds a bachelor's degree from the University of Utah.



**Cindy Cutaia**

**Global Leader of Operations**

Cindy brings more than 12 years of leadership and 20 years of industry experience in partnering with global organizations to build and deliver strategic, scalable talent acquisition solutions with a focus on operational and process excellence. In her current role, she is accountable for enabling operational effectiveness to support PeopleScout's unparalleled commitment to clients, including supporting the execution of the strategic business plan, and governance of the operational goals and priorities across finance, operations and quality, resource management, business integration, and mergers and acquisitions. Cindy's role also includes executive leadership of PeopleScout's global delivery centers in India. Cindy holds a bachelor's degree from the University of Phoenix.



**Eric Dyson**

**Trend Writer**

Eric has been a part of the PeopleScout team since 2017 as the content marketing and lead generation specialist in the Chicago headquarters. In addition to his contributions to PeopleScout *NEXT*, he also specializes in email marketing, thought leadership and digital marketing. Eric holds a bachelor's degree in literature from Valparaiso University.



**Nicole Fuqua**  
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Nicole has been a part of the PeopleScout team since 2017 as the marketing content producer in the Chicago headquarters. In addition to her contributions to PeopleScout *NEXT*, she also hosts the Talking Talent with PeopleScout podcast and webinar series. Nicole comes to the talent acquisition industry after spending five years working as a journalist at television stations across the Midwest. She holds a master's degree in journalism from Northwestern University.



**Chris Gould**  
**Client Portfolio Leader**

Chris has more than 20 years of experience in RPO, global talent acquisition leadership and consulting. He has proven success driving talent strategies and operations; building and developing global, diverse teams; and working with business leaders developing cost and availability strategies in mature and emerging markets. His global teams have been responsible for permanent and contingent hires in more than 100 countries. Chris graduated from the University of Central Missouri and currently resides in Dallas, Texas with his family.



**Chip Holmes**  
**PeopleScout Interim President**

Chip is an industry veteran with deep expertise across RPO, MSP and total workforce solutions, and an extensive background in leading and implementing complex, global talent programs. Chip has been part of PeopleScout's growth and innovation as a member of the global leadership team since 2016, with a strong focus on establishing successful client partnerships and driving continuous process improvement. Prior to joining PeopleScout, Chip held various leadership positions, including as a member of the executive team for the RPO practice of a major global HR services organization. In that position, he led client delivery and sales, and played a key role in developing significant global programs for RPO and MSP, as well as pioneering total workforce solutions. Chip is a well-respected industry leader known for his broad knowledge of the talent landscape and commitment to empowering the success of both his client partnerships and his team. Chip holds a bachelor's degree from Syracuse University.



**Carter McHugh**  
**Vice President of Technology**

Carter brings more than 22 years of experience in building world-class software solutions for businesses and consumers. As vice president of technology at PeopleScout, his passion is creating a culture of technology excellence at global scale and delighting customers with innovative software solutions that improve their people and business. Prior to joining PeopleScout, Carter held various executive technology roles at CSG International, a leading provider of enterprise revenue management and customer engagement solutions for the telecommunication industry. He holds a bachelor of science degree in computer science from the University of Illinois, Urbana-Champaign.



**Jasmine Patel**  
**Trend Writer**

Jasmine has been part of the PeopleScout team since 2019 as the marketing content coordinator in the Chicago headquarters. In addition to her contributions to PeopleScout *NEXT*, she maintains PeopleScout's internal communications and manages the company's external presence on social media. Prior to joining the talent acquisition industry, she wrote for award-winning student newspaper the *Loyola Phoenix*, in addition to her work as a designer for her university's student social justice publication, *Mosaic*. Jasmine holds a bachelor's degree in multimedia journalism from Loyola University Chicago.



**John Quirk**  
**Client Partner**

Working as a client partner at PeopleScout for the last eight years, John's role is to understand clients' resourcing challenges and utilize the passion and expertise of his colleagues to develop and deliver effective solutions. With a focus on the public sector, John gets a great deal of satisfaction by helping organizations whose primary roles as doctors, nurses or social workers are to help the most vulnerable adults and children in our society. The current crisis has amplified the outstanding work these people undertake daily, and helping to attract more people to these professions is very rewarding.



**Zuzana Sevcik**

**Talent Acquisition Specialist**

Zuzana is a PeopleScout resourcing consultant. She currently works on the Lendlease team in graduate recruitment to source bright minded graduates who will help shape and deliver the future of the construction and property industry. Zuzana has an educational background in business and HR, and successfully established and managed a start-up company. Now, Zuzana has discovered her passion for graduates and is currently working on her fourth graduate recruitment cycle.



**Vangie Sison**

**Leader of Affinix Global Client Success**

Vangie leads Affinix client success, ensuring the satisfaction and success of PeopleScout's global clients by providing strategic planning and execution of talent attraction and engagement strategies using Affinix, PeopleScout's award-winning talent management technology. Vangie's career in the talent acquisition industry began in 2002. She built her expertise in talent marketing by executing recruitment marketing strategies for some of the world's biggest brands, leveraging technology to drive the employer brand promise and engage top talent. Vangie started her career in the broadcast industry for companies like Radio One and Clear Channel Interactive (iHeartRadio). A graduate of Indiana State University, Vangie majored in marketing. She currently resides in Indianapolis.



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