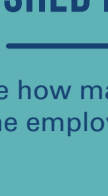


HIRING IN HARD TIMES



Downsizing or expanding your workforce due to circumstances outside of your control may seem impossible. But by embracing change and adapting quickly, you can tackle the challenge.



IDENTIFYING THE NEED

ESTABLISHED PROCEDURE

Decide how many full- or part-time employees to hire.

POSSIBLE ADAPTATION

Decide how many temps, contractors and salaried employees to hire.



Depending on your industry and the crisis, you may need to hire a lot of people quickly. Consider exploring the **contract labor pool** in addition to going through the traditional hiring process.

IN 2020
57%

of hiring managers used more temporary workers.^[1]



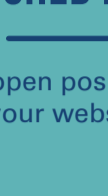
CREATING THE JOB DESCRIPTION

ESTABLISHED PROCEDURE

Build the description around required job skills.

POSSIBLE ADAPTATION

Build the description around required job skills *and* coping mechanisms.



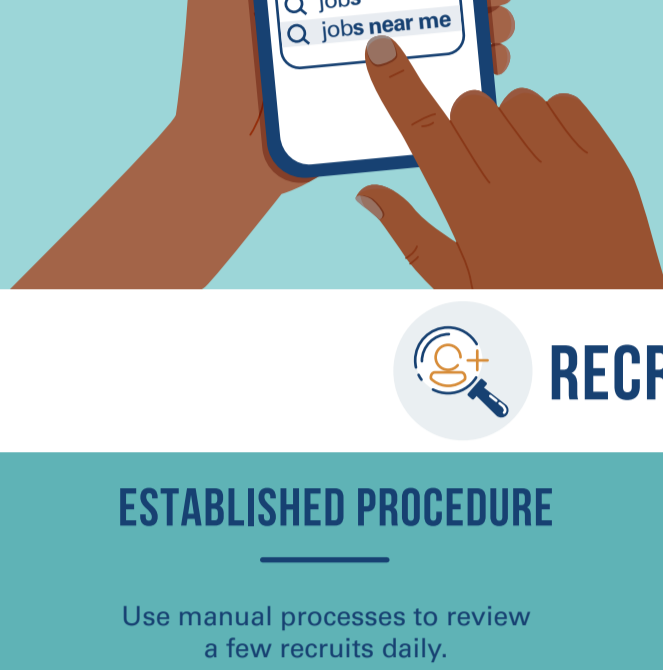
GETTING THE WORD OUT

ESTABLISHED PROCEDURE

Post open positions on your website.

POSSIBLE ADAPTATION

Post open positions on internet job boards and social media platforms.



RECRUITING

ESTABLISHED PROCEDURE

Use manual processes to review a few recruits daily.

POSSIBLE ADAPTATION

Use technology to process a major influx of interested applicants.



If the crisis you're working through drives unemployment up, be prepared to deal with a **flood of interested candidates**. Using **technology to automate your process** can allow you to do so with ease.



INTERVIEWING

ESTABLISHED PROCEDURE

Ask candidates to attend several rounds of in-person interviews.

POSSIBLE ADAPTATION

Ask candidates to attend 2-3 virtual interviews.



According to Robert Half, 57% of employers have trimmed the hiring process.^[4] **Going virtual** can help you push through roadblocks and **quickly hire** the people you need.



RESPONDING

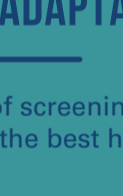
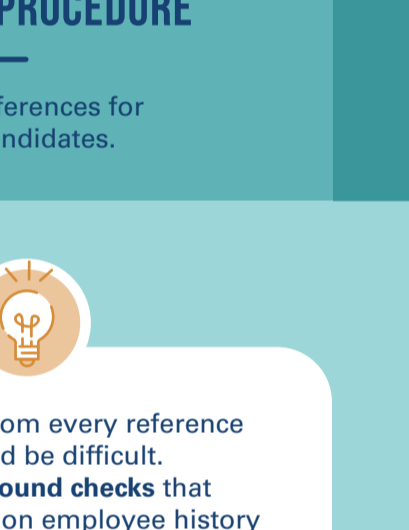
ESTABLISHED PROCEDURE

Contact candidates *after* the entire interview process is complete.

POSSIBLE ADAPTATION

Keep in touch with candidates *throughout* the process.

Employers take an average of **24 DAYS** to respond to candidates.^[5]



In challenging times that may be too long. Candidates who are hedging their bets and pursuing multiple positions may hastily accept an offer that seems safe and sure, even though it's not what they want. **Communicate frequently** and **preserve candidates' confidence** in your business.



SCREENING

ESTABLISHED PROCEDURE

Rely solely on references for feedback on candidates.

POSSIBLE ADAPTATION

Use a variety of screening tools to identify the best hire.



Getting feedback from every reference during a crisis could be difficult. Conducting **background checks** that reveal information on employee history and verifications can help fill in the gaps.



CHOOSING THE RIGHT CANDIDATE

ESTABLISHED PROCEDURE

Wait until you've gathered all candidates' information, choosing the best candidate and making an offer.

POSSIBLE ADAPTATION

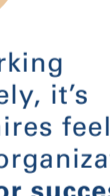
Evaluate candidates throughout the process and move quickly.



90% of organizations whose offers were rejected took one week or longer to make the offer.^[6]



It's important you move quickly, especially during a crisis. Consider using technology that keeps all the information you need to make the right choice in one constantly updated location.



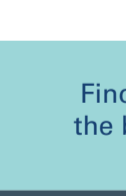
ONBOARDING

ESTABLISHED PROCEDURE

Offer a thorough, in-person orientation and onboarding process for new hires.

POSSIBLE ADAPTATION

Offer a thorough, virtual orientation and onboarding process for new hires.



Whether you're working in-person or remotely, it's important all new hires feel **connected** to your organization and are **equipped for success**.

54% of companies that invested in onboarding increased employee engagement.^[7]



HR TECHNOLOGY TRENDS

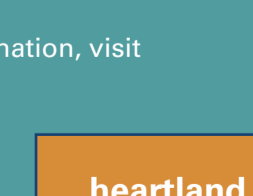
Finding, attracting and retaining great employees is the biggest issue driving HR technology decisions.^[8]



APPLICANT TRACKING AND ONBOARDING TECH CAN HELP

If you don't have an applicant tracking system yet, **now is the perfect time to invest**. This technology makes it easy to:

- **Include** screening questions on applications to create instant shortlists of suitable candidates.
- **Look** through resumes faster and weed out unqualified applicants.
- **Automate** communications to candidates.
- **Quickly** send and track offer letters and responses.
- **Create** an online onboarding hub where new hires can get all their paperwork, company documents and handbooks, and instructions on company tools and communications.



RIGHT TECHNOLOGY



RIGHT PROVIDER

During challenging times, in addition to having the right technology, it's important to ensure you work with a partner that will be there when you need them. Don't settle for anything less than a company who cares about your talent needs as much as you do.

For more information, visit

heartland.us/products/payroll/hire

[1] Robert Half, "Hiring Trends Amid COVID-19," Robert Half, roberthalf.com, Sept. 29, 2020.

[2] Cherry, Kendra, "Characteristics of Resilient People," Verywell Mind, verywellmind.com/characteristics-of-resilience, April 28, 2020.

[3] Chang, Jenny, "78 Hiring Statistics You Must Read: 2020/2021 Data Analysis & Market Share," Finances Online, financesonline.com/hiring-statistics.

[4] Robert Half, "Hiring Trends Amid COVID-19," Robert Half, roberthalf.com, Sept. 29, 2020.

[5] Indeed, "What Is the Average Response Time After an Interview?" Indeed, indeed.com/career-advice, Dec. 15, 2020.

[6] The Martec Group, "2017 Recruiter Sentiment Study with Insights from Employers and Candidates," MRI Network, mrinet-work.com/media/304094, June 2017.

[7] Hirsch, Arlene S., "Don't Underestimate the Importance of Good Onboarding," Society for Human Resource Management, shrm.org/resourcesandtools, Aug. 10, 2017.

[8] Staley, Dan and Murray, Christian, "PwC's HR Technology Survey 2020," PricewaterhouseCoopers, pwc.com/us/en/consulting.

[9] Chang, Jenny, "78 Hiring Statistics You Must Read: 2020/2021 Data Analysis & Market Share," Finances Online, financesonline.com/hiring-statistics.

[10] O'Connor, Scott W., "10 Human Resources Statistics Demonstrating Technology's Role in HR," Northeastern University, northeastern.edu/graduate/blog, March 30, 2020.

[11] Staley, Dan and Murray, Christian, "PwC's HR Technology Survey 2020," PricewaterhouseCoopers, pwc.com/us/en/consulting.