Winning at Virtual Interviews
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Agenda

- **Define**
- **Implementation**
- **Virtual Interviewing**
- **The Right Fit**
- **Stay Connected**

Agenda

Define
Implementation
Virtual Interviewing
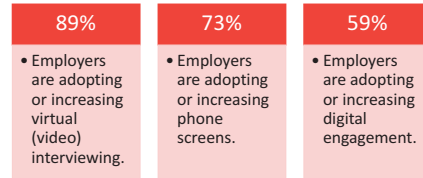The Right Fit
Stay Connected

What is the campus recruiting industry telling us about moving to virtual interviewing?

- Universities / Colleges surveyed by NACE:
  - **55%** are staying on schedule but **moving to an all virtual format for their recruiting events**
- On Campus Interviewing is considered a "recruiting event" and is typically done at the schools campus' and career centers.
- Universities / Colleges are expecting most employers to move to a virtual interviewing format and will support accordingly.

What is the campus recruiting industry telling us about moving to virtual interviewing?

89%	73%	59%
• Employers are adopting or increasing virtual (video) interviewing.	• Employers are adopting or increasing phone screens.	• Employers are adopting or increasing digital engagement.

Employers will be able to connect and interview **meaningfully and authentically** with students regardless of where they live, allowing campus recruiters to tap into qualified talent beyond their core schools.

Has your company considered virtual interviewing for the fall 2020 CR season?

- A Gartner, Inc. poll of 334 HR leaders found that **86% of organizations are incorporating new virtual technology to interview candidates** due to the COVID-19 pandemic.(Gartner, 4/2020)
- **Virtual interviewing may become the new standard** for recruiting leaders and candidates long after social distancing guidelines are lifted.
- The most successful organizations **provide candidates with the same level of information and feeling of connection with the organization as they would have with an in-person interview** or onboarding experience."

What is Virtual Interviewing?

- A virtual interview is an interview that takes place remotely, sometimes over the phone, but often using technology like video conferencing and other online communication platforms.
- Live (2 Way) vs. Pre-Recorded (1 Way)

?

Does Virtual Interviewing Work?

	Pros	Cons
Live 2 - Way Interviewing	• Save time and money • Structured Interviewing • Work better as a hiring team • Great for limited office space • Evaluate body language and communication skills • Best for mocking an in person interview	• Relying on technology • Miss out on creating "real relationships" with candidates • Connectivity issues • Candidate experience can be negative
Pre- Recorded 1 - Way Interviewing	• Save time and money • Reduce interview scheduling stress • Larger candidate pool • Less pressure on candidates • Agnostic approach to schools • Best for approaching a large candidate pool	• Relying on technology • Connectivity issues • Harder to read visual cues • Loss of fairness to prejudice • No direct interaction, dehumanizing the recruiting process

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Why does A-LIGN use virtual interviewing?

- Ability to recruit with an agnostic approach
- Learn more about candidates in less time
- Screen candidates faster than ever before
- Standardize the interviewing process
- Improve recruiter and hiring manager collaboration
- Eliminate scheduling challenges
- Review interviews anytime, anywhere (pre-recorded)
- Only invest time and effort into the best candidates
- Avoid bad in-person interviews

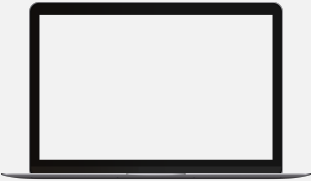## Scheduling Campus Interviews: The Facts

- Average time to-hire across all industries is **3-4 weeks**.
- On average, recruiters are spending **⅔ of their overall hiring time** on the interview process.
- 67% of respondents say it takes between **30 minutes and 2 hours** to schedule a single interview.
- 56% of companies have a **dedicated person on their recruiting team** who is responsible for scheduling interviews.
- Recruiters' **#1 interview scheduling challenge** is finding a time that works for everyone.
- 60% of recruiters say that they **regularly lose candidates** before they're able to schedule an interview.

Scheduling Campus Interviews: Virtual Solutions

- Connectivity
- Availability of interviewers
- Reduce complexity
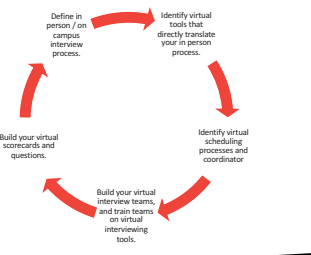- Keep candidates
- Accountability

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What is Virtual Interviewing?

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Building Your Virtual Interview Plan

- What is your in person or OCI process?
- How will you interview virtually?
- How do you schedule candidate?
- Who will schedule candidates?
- Who are your interviewers?
- How will you translate your interview strategy to a virtual scorecard?

Define in person / on campus interview process.

Identify virtual tools that directly translate your in person process.

Identify virtual scheduling processes and coordinator

Build your virtual interview teams, and train teams on virtual interviewing tools.

Build your virtual scorecards and questions.

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Invest in the Right Virtual Tools

GoToMeeting

symplicity

SPARK HIRE

Cisco webex

Google Hangouts

join me

Hire★Vue

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Slide 1

What is the typical campus recruiting "in-person" interview process?

Sourcing
- Target candidate pool
- School selection, Handshake, Simplicity, LinkedIn, Resume Books, Clubs / Organizations, Classrooms, Campus Events

Screening
- Interview #1
- Traditionally at an on campus / in person event, school or company sponsored.
- Immediate review of candidate (5 Minutes)

Qualifying
- Interview #2
- Traditionally the On Campus Interview
- Scheduled interview with candidate (30 -45 minutes)

Focused
- Interview #3
- Traditionally the Office Interview
- Scheduled office interview event, candidates travel to office. (1-2 Day event)

Final
- Final Recommendation to Hire
- Review of scorecards and candidate information in ATS
- In person debrief with key stakeholders

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Slide 2

How do we translate our in person interview process to a virtual interview process?

Sourcing
- Sourcing through School and Company Sponsored Virtual Event(s), LinkedIn, Handshake, Resume Books
- Will replace our physical on campus recruitment efforts
- Team Members: Campus Recruiters

Screening
- Phone Interview (Interview #1)
- Will replace our physical on campus recruitment efforts
- Team Members: Consultant / Sr. Consultant in region

Qualifying
- Spark Hire - Pre Recorded Questions (Interview #2)
- Will replace our "On Campus Interview" process
- Team Members: Campus Recruiters, Sr. Consultant, Associate Managers / Manager

Focused
- Zoom - Live Zoom Interview (Interview #3)
- Will replace our in person "Office Interview" process
- Team Members: Practice Leads, Sr. Managers, Assoc./Directors

Final
- Final Recommendation to Hire
- Will review Spark Hire, Zoom and ATS Scorecards utilized during virtual interview process
- Team Members: Executives

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Hiring mistakes cost 15x an employees base salary in hard costs and productivity loss.

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Slide 1

Virtual Interviewing: Selecting your Virtual Interview Teams

Interviewer	Interview
• Broad knowledge of operations • Understanding the duties of the position(s) • Enthusiasm • Good communication skills • Organizational Ability • Appropriate education, experience • Interviewing skills	• Prepare for the interview • Demonstrate an interest in each candidate • Ask questions relevant to the selection criteria of the job • Control the direction of the interview • Make decisions objectively • Record information accurately

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Slide 2

Virtual Interviewing: Selecting your Virtual Interview Teams

Expectation	Definition
Broad knowledge of operations	Knowing the function and types of career tracks that exist in your organization
Understanding the duties of entry level positions	Be able to explain the position to the candidate as well as assess their fit for the openings.
Enthusiasm	Candidates draw their perceptions almost entirely on their first encounter with a recruiter or rep. from the organization. Exhibiting enthusiasm for your company will positively influence the candidate's perception of your company.
Good Communication Skills	The listening aspect of communication skills is just as important as asking questions or selling the organization.
Organizational Ability	Ability to manage all aspects of the process. Sticking to schedules, meeting expectations, filling out interview forms / scorecard.
Appropriate Education / Experience	Prefer interviewers to have education / experience in the candidate's area.
Interviewing Skills	Ability to interview well enough to focus on job related competencies and make distinctions between candidates, who on paper, are very similar.

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Virtual Interviewing: Selecting your Virtual Interview Teams

Expectation	Definition
Prepare for the interview	Familiarize yourself with the selection criteria for open positions.
Demonstrate an interest in each candidate	Ability to demonstrate to candidates that the interviewer is genuinely interested in what they have to say.
Ask questions relevant to the selection criteria of the job.	Understand and analyze the selection criteria including experience, knowledge, ability and skills a candidate should have to perform a specific job.
Control the direction of the interview	Ability to decide when to obtain more information, move to another topic and when to move to the next interview step.
Make decisions objectively	Self-aware of personal biases and the ability to separate to draw a fair conclusion about the candidate.
Record information accurately	Track record of completing their interview scorecards and weighted interview forms.

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Be obsessed with your training until you get the results that you want.

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Virtual Interviewing: Training and Performance Management

- **Each interviewer is required to take a virtual interview training** prior to selected as an interviewer. It should be an honor to be selected as an interviewer.
- **Unconscious bias training.** Unconscious, implicit associations or stereotypes create a problematic, non-level playing field for candidates.
- **Scorecard training.** The purpose of the campus scorecard is to translate our business plan into "role by role" outcomes and create alignment among our team.
- **Real time results.** Expectation that all interview results are in ATS within 1 hour of interview, or by EOD with executive escalation.
- **Manager feedback and recognition.** Strong and weak interview performance should be documented. Feedback to interviewers is required for future consideration.
- **Incentivized bonuses.** Bonus incentive is separate from the main performance incentive, and it will be tied directly to the interviewer performance.

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Let's acknowledge that your organization is not recruiting schools.

We are recruiting individuals.

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The Right Fit: Virtual Candidate Selection

- The **average hiring mistake costs 15x an employee's base salary** in hard costs and productivity loss.
- Stack the odds in our favor by **hiring people who have at least a 90% chance of succeeding** in the roles we define.
- **Describe the mission for the position, outcomes that must be accomplished and competencies** that fit with both the culture of the company and the role.
- One of our first points of failure in hiring is **not defining what we really want the person we hire to accomplish**.
- People who don't, fail on the job, even when they are **perfectly talented in all other respects.**

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The Scorecard

- **Scorecards are the blueprint** that links the theory of strategy to the reality of execution.
- The purpose of the campus scorecard is to translate our business plan into "role by role" outcomes and create alignment among our team. **It will unify our culture and ensure people understand our expectations.**
- The campus scorecard gives you a clear picture of what the person you seek needs to be able to accomplish.

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The Scorecard

"**The scorecards are the guardians of your culture.** They encapsulate on paper the unwritten dynamics that make your company what it is, and they ensure you think about those things with every hiring decision. That is time very well spent."
[WHO, Geoff Smart / Randy Street]

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The Scorecard: Your Hiring Blueprint

Mission → Outcomes → Competencies → Digitize Scorecard

Mission	Outcomes	Competencies	Digitize Scorecard
The mission statement is the essence of the job.	Defining what must get done in the position.	Ensuring the behavioral fit. Skills and behaviors.	A scorecard should be digitized for each
Ensure a high degree of specificity.	What one must accomplish.	Demands of the culture.	interview stage.
	3-5 Key Outcomes	Use as a checklist during interviewing.	Consistency is key.

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Part of successful hiring means having the discipline to pass on talented people who are not a fit.

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Interview #1: Screening

- Purpose: The goal is to save time by eliminating people who are inappropriate for the position as quickly as possible.
- **Virtual Location: Phone Interview**
- **Format:** Structured approach of asking the candidates all the same pre-determined screening questions. Following a common set of questions every time fosters consistency and accelerates your ability to discern differences between candidates.
- **Reporting:** ATS, Screening form

Interview #2: Qualifying

- **Purpose:** The goal is to take a deeper dive into the candidate's "career" history and do a full resume review.
- **Virtual Location: Pre-recorded video interview.**
- **Format:** Behavioral and conversational interview approach that uncovers patterns of somebody's career history.
- **Reporting:** ATS, Scorecard #1

Interview #3: Focused

- **Purpose:** The goal is to take a deeper dive into the outcomes and competencies of the scorecard.
- **Virtual Location: Live Video Interviewing**
- **Format:** Conversational talking points; skills, behaviors and will assessment.
- **Reporting:** ATS, Scorecard #2

Get Curious Approach	After the candidate answers one of the primary questions follow up questions should be "Tell me more.", "How?", "What?"

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Stay Connected: Candidate Experience

- **Myth #1: One-way video interviews are impersonal.**
- **Truth:** **Video interviews are no less personal than traditional interview methods, if you take the time to personalize them.**

Stay Connected: Candidate Experience

- **Myth #2: Video interviews keep candidates from applying.**
- **Truth:** **Video interviewing is an innovative tool that attracts equally innovative candidates.**

Stay Connected: Candidate Experience

- **Myth #3: Video interviews are more trouble than they're worth.**
- **Truth:** **They're easier than you think.**

Stay Connected: Candidate Experience

- Share your virtual hiring process with candidates.
- Provide video interviewing resources.
- Be a person, not an email address.
- Create video templates for each stage of the interview process.
- Give future co-workers a face.
- Get creative in showing your company culture throughout interview process.
- Find ways to introduce co-workers during the hiring process.
- Be social!
- Give candidate feedback.

Let's Review!

- Most companies are moving to virtual interviewing.
- Stick to the original plan.
- Virtual interviewing works.
- Invest in the right virtual interviewing tools.
- Select and train the right virtual interview teams.
- Scorecards are your blueprint for success.
- Be innovative and open to the idea of virtual interviewing.
- Stay connected to your candidates throughout the interview process.

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Thank you!

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