

# Hiring In 2022: What Changed In 2021, And What To Expect In The Year Ahead

**The past two years have been anything but normal for recruitment. HR teams needed to adapt quickly in 2021 when it came to interviewing new talent and successfully onboarding them into the business. The 'great resignation' both helped and hindered teams in this regard.**

The employment market is undergoing a significant transformation, as technology continues to disrupt established ways of doing business. According to the World Economic Forum's Future of Jobs Report, more than half (54%) of all employees will require re- or upskilling by 2022. This rapid change places an even greater emphasis on companies to find and hire people with the correct set of skills.

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## **Evolve Your Interview Process**

The interview process changed over the

last 18 months with many employees being interviewed remotely and starting new jobs having never met their colleagues in person. With many more jobs available than suitable candidates, top applicants will have their pick of opportunities. That means the interviewers also need to put their best feet forward. This includes getting rid of generic interview questions such as 'where do you see yourself in the next five years?' and adapting them to better test candidates' adaptability and creativity. It's also important to ask questions that feel specific to your company.

You may be sick of video, but it's not going away anytime soon. Recruitment processes are using video tools more and more, and it is better to embrace it than be left behind. Pre-recorded interviews are a good way for multiple team members to get a feel for a candidate in the initial stages, without monopolising valuable team time interviewing someone who may not be right. This is also a good way to interview candidates in different time zones.

## **Hire With Remote-First As The Norm**

Many companies have embraced the work from home revolution but it's extremely important to understand whether individual candidates can handle the remote working world. Digital skills are crucial, especially when most contact with clients, employees, managers, or investors will be online.

Other important things to consider are home set-ups, video capabilities, internet speed, computer skills, familiarity with key software, and general computer competence. All these factors make remote workers successful, so don't be afraid to ask about their perspective on working from home and whether they have the right skill set.

## **With A Remote Mindset, Businesses Can Now Hire Stronger And Diverse Global Workforces**

As remote and hybrid work models move into the mainstream, companies are also embracing the opportunity to pursue talent regardless of geographic constraints. Bringing

teams together from an unlimited number of countries now allows businesses to access the very best people from a wider and more diverse range of backgrounds.

It means employers, who have the right digital tools and remote working mindset in place, can now hire - literally - the best candidates from across the globe, giving them a distinct competitive advantage

Evidence suggests the diversity of teams themselves makes for better business results. A report from McKinsey found that those in the top quartile for ethnic and racial diversity in management were 35% more likely to have financial returns above their industry means. And according to the Harvard Business Review, a body of research has revealed another benefit of workplace diversity: non-homogenous teams are smarter.

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### Build A Fully Remote Onboarding Process

The shift to fully remote work was a significant burden on companies in 2020, and those not wanting to be left behind again have revamped remote working and onboarding processes altogether.

Integrating a new employee into the company culture remotely is where most employers and HR teams get tripped up. As a HR leader or manager, you want a new employee to feel like they understand the team dynamics, get a sense of each person's unique personality, and grasp the elements that make your company culture special and authentic.

To make the most of this widening talent pool, companies need to continually find ways to ensure new employees feel welcome throughout the onboarding process and through company culture regardless of where they are located. One way to address this is to be more creative with your approach. Instead of just meet-and-greets, HR/compliance training, and downloads on relevant information, companies are taking it upon themselves to make sure their corporate culture shines through during the onboarding process.

This is especially important now as culture remains a top priority for employees and can be more challenging for companies to foster virtually compared to when their workforce was office-based.

### Create Content And Experiences That Are Unique To Your Company

Bringing a new joiner into a company culture is where most challenges come about. After onboarding, new employees should feel as though they are familiar with the team dynamics, get a sense of every team member's personality, and understand the elements that make a company and its culture special.

### Have The Right Tools In Place For Your New Employees

To do a job well, you need the right tools. This age-old concept is more important than ever now that we are all remote-working and onboarding remotely. Employees need the correct apps, systems, and subscriptions in place to be able to work effectively and in synchronicity with each other.

The right digital tools can streamline everything from getting paperwork signed to the onboarding experience. Handling paperwork, payroll, and other IT protocols can easily be done with the right digital tools in place like DocuSign.

Communication technology is also paramount in a remote-first workplace. Zoom or video conference tools are now the backbone of our office environment. Other tools include collaboration apps, wiki-based platforms, and project management software that allow multiple people to edit the same work. Investing in this toolkit shows your new employees that you are willing to provide everything necessary so that they can succeed in their new roles.

Adopting a remote-first approach can also help businesses explore and improve their creativity and allow old and new employees to fulfill their potential. Collaboration software should be a high priority as it helps to reflect the normal pace of internal communications and fits with the modern user experience requirement, making the employee's journey both productive and simple at the same time. This then allows teams to work together on ideation all around the world, each bringing their own unique perspective and making new employees feel immediately part of the process.

### Company Culture Is Still King In 2022

Every company is different, but all are brought to life by their people and the culture they all bring to the team. One of the key challenges that companies are facing with interviewing and onboarding is bringing an employee into that culture.

When interviewing new candidates, and particularly if they are likely to be working remotely more often than not, processes will need to be re-evaluated to help find the best possible fit, not only for the role itself but also for company culture.

One way that can help with this is to clearly set out communication processes and preferences early on. If teams primarily use Slack, Teams, or WhatsApp, make sure a new hire knows that preference. You might have tools that you only use for specific types of conversations, so make sure a new employee understands those nuances and can engage in the right way on the right platform.

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Anyone hiring for 2022 should take a strategic look at their priorities. The working climate and landscape have changed, and the most important considerations may have dramatically shifted over the past year. Hiring teams should be encouraged to continually evolve to meet these continual shifts and changes. Whether that's asking unexpected questions or having the right tools in place, you'll be surprised how much difference it makes in building the right teams for your company.



#### ALEKSANDRA SULIMKO

Chief Human Resources Officer at TheSoul Publishing

We've enlisted our creative team to design and execute onboarding videos that we can share with all new hires. Our employees tell us they love the strategy and that it helped them understand the corporate DNA of TheSoul Publishing. This video creation is a part of onboarding that feels more natural in a remote work world. It's something that makes the experience better than an office tour, directions to the kitchen, and a list of names and titles of every other person at the company, which can certainly overwhelm a new joiner. Creating videos allows a company to give new employees a "look under the hood" and understand what makes the organization special, and – as a result – remind them why they joined.

It's also important to remember that the more a company grows, the more cultural alignments need to be made. As well as onboarding new starters, TheSoul Publishing also launched a re-onboarding programme for all 2,600 employees who joined the company before 2021. This was to ensure knowledge consistency when it comes to knowing what the company culture is and how we interact with each other.