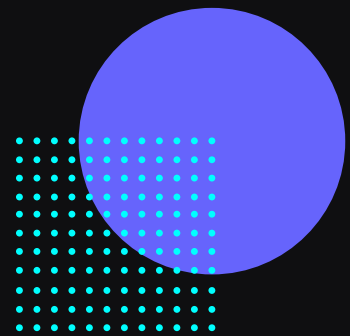
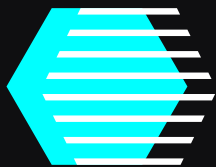


The Employee Journey in 2021



Recruitment, Onboarding and
Talent Management trends



Made by:



UNIT4

Introduction

This year we saw a lot of change and transformation happen in the world of work. Every employee and leader, no matter which industry or wherever located, needed to adapt fast to the 'new normal'. Entire workforces were asked to work remotely, some sectors needed to apply a hiring freeze, while others flourished.

In this e-guide, Recrutee, Appical and Unit4 discuss the changing landscape of the complete employee journey: from recruitment, to onboarding and talent management. What are the must-know trends to look out for in 2021? What can HR do to ensure the company is future-proof? How can HR anticipate future challenges?

If there are two things we know for sure is that remote work is here to stay, and the way we find candidates, nurture, and guide them through each stage of the remote hiring process will need to be a priority for recruitment professionals. In this guide, Recrutee will discuss why the focus for 2021 needs to be on the remote candidate experience, and offer steps on how to achieve this successfully.

Most HR processes and leadership needed rapid adjustments to ensure a digital workplace that supports organizations and employees. How does this affect the way organizations are onboarding new hires and will onboard them in the future?

Appical will discuss a big trend in pre- and onboarding new employees: the acceleration of digital onboarding. What are the benefits of digitizing the onboarding process and how do you do it without losing human connection?

Before the pandemic, HR was very specialised. Performance, wages and perks, learning, people happiness or training specialists were some of the roles and projects going on in HR. We can all agree that every project serves an essential purpose in the organisation, but the question is: Are these projects aligned with the current business situation? Based on predictions and a research we conducted with 100 organisations, HR will have to rethink its structure and activities. Unit4 will discuss what the trends are for HR in 2021 and how HR can move towards distributed talent management for better performance, greater engagement and increased wellbeing.

We hope to inspire you to create a future-proof employee journey. **This content piece is part of the virtual event What's Next in HR? on the 10th of December 2020.**

[Sign up here](#)

See you there!

Recrutee, Appical & Unit4

Recruitee:

Providing a great remote candidate experience

As companies worldwide adapt to working from home restrictions, recruiters and talent acquisition teams are quickly adapting to an all-virtual world.

With the right tools, many hiring process elements are easy to move online; for example, face-to-face meetings have become video interviews, and online assessment tools can help evaluate candidates' skills. But one part of the hiring process that is still proving to be a challenge for recruiters is providing a top candidate experience.

Fewer in-person interviews and meetings mean that greater communication, employer branding, and transparency matter more than ever. At the same time, candidates have never wanted to feel valued or heard as they do now. Many are facing stress and anxiety over the challenges that the Coronavirus situation has brought.

So, with remote work here to stay, we'll be examining how you can make candidate engagement a key focus for your hiring efforts in 2021.

What is the candidate experience?

Your candidate experience includes everything from your job descriptions and advertising to the job offer and salary negotiation.

Each touchpoint provides an opportunity for you to either make a positive impression or destroy trust in the company.

If you offer a great candidate experience, it will build the candidates' confidence in you and a desire to join the team.

If the journey is sloppy or inefficient, not only could you miss out on top talent, but you could also damage your employer brand and garner a lot of negative publicity in the process.

The candidate experience is evolving - here's how to keep up

There are a few ways you can adapt your approach to remote recruitment while maintaining great communication and employer branding.

1. Communicate to candidates about what the hiring process will look like

Be transparent with candidates about your hiring process, and explain who they will be speaking with at each stage. Provide them with in-depth information about your company, departments, the role, and the team members they'll be joining.

Keep in mind that candidates probably have many questions right now concerning the Coronavirus situation, so it might be an idea to provide updates about your company's official remote working policy on your website or include more information about it in your Q&As.

For example, at Recrutee, we explain on our Careers page that our recruitment process is held fully remotely. When a candidate applies, they automatically receive an email from us explaining the next stages of the process:

Hi Katarzyna,

Thank you for your interest in working at Recrutee!

This email confirms that your application has been submitted for the position of Quality Engineer.

Due to the pandemic of Covid-19 and its daily impact, we would like to share how our recruitment process is run in such circumstances. We do our best to ensure it is **remote-friendly** to make you feel comfortable.

Phase I: Present yourself to us!

Our recruitment team is currently reviewing applications and will carefully assess your qualifications if they might be a good fit for this role. If yes, the Recruiter will invite you for a 30-min call in order to talk about your experience and motivation, as well as your expectations towards the company and position. Part of the interview will be held in English.

Phase II: Online test

Having a positive result from the first talk, we will send you technical tasks to solve. Don't worry, we just want to check where your strengths lie, both knowledge and skill-wise. If your answers are good, there will be just one step left.

Phase III: Let's meet... online

You did it to the last stage! This time you will talk with a Leader and Specialist from QA Team. We will ask about your job experience and technological insight. Furthermore, this will be a perfect occasion to tell you more about the company and position, but also to answer all questions you might have.

Thanks again for taking the time to apply, and for your interest in working with us!

Being transparent as a company goes a long way in improving your candidates' experience and putting their minds at ease.

2. Get creative in showing off your company culture

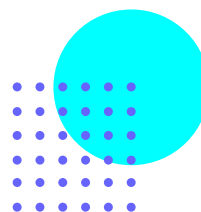
With in-person office tours and lunches off the table, it's time to get creative with how you show off your company culture. There are a number of ways to do this. You can round up any content you have on your company culture, from images, podcasts, and videos, and use them to showcase your company on social media.

You could also get employee testimonials or pictures from team events & activities, which you can post to strengthen your employer branding. Some companies have even resorted to conducting virtual office tours, or presenting online booklets about their company culture.

For a more personalized approach, why not set up a virtual lunch with the candidate and the team they'll be joining? You could send everyone a food voucher, and they can have a nice team lunch together.

3. Provide feedback to unsuccessful candidates

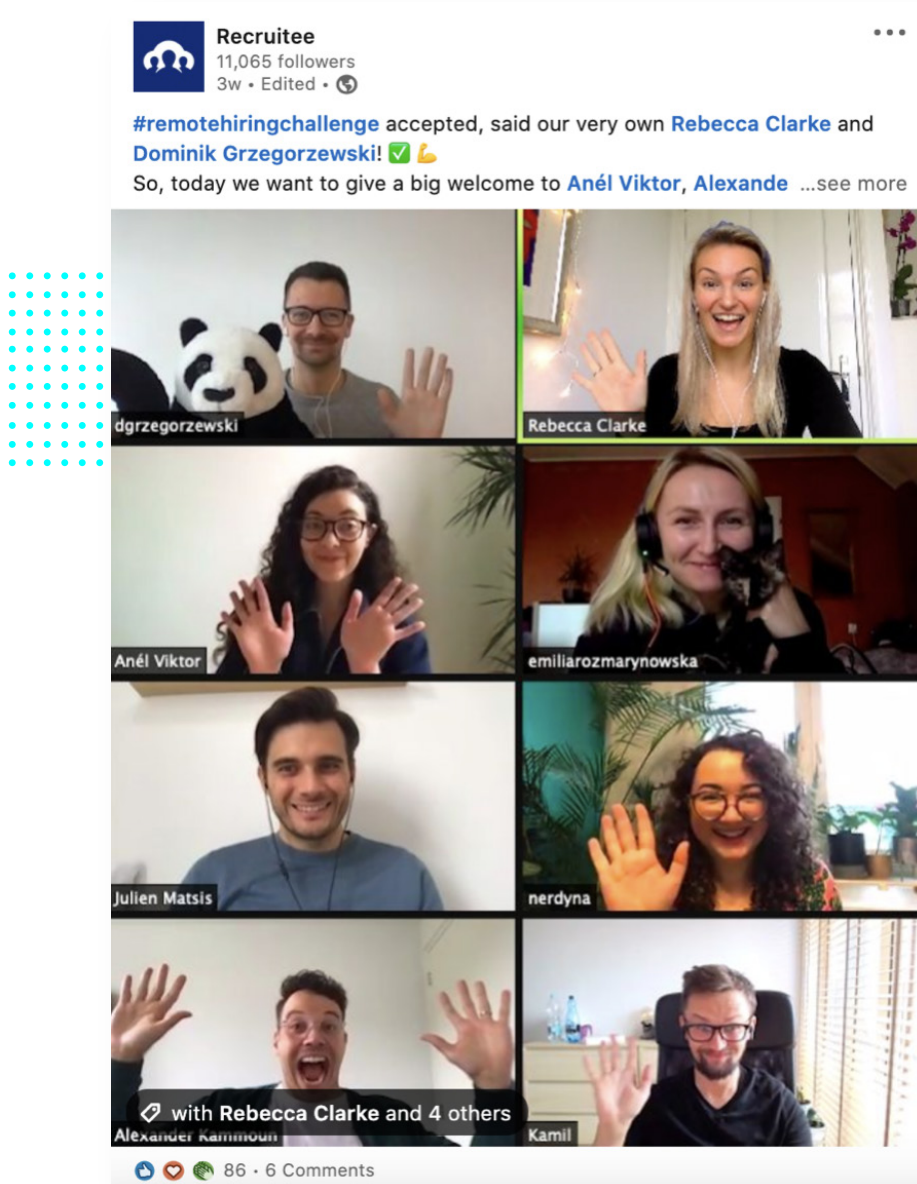
Most candidates want feedback on whether they've been offered the job or not. And every candidate deserves a great experience with your company. Make time to provide constructive feedback, whether it's giving them advice on a skill you think they need to improve or how they can do better next time. Trust us, they will appreciate you taking the time and offering something valuable from the experience.



4. Make chosen candidates feel special

You should focus on making your virtual hires feel just as welcome as your in-person hires. At Recrutee, we send personalized GIFs to all new hires to welcome them to the company. We used to create them in our offices, but now do it virtually, which we have to admit, can be just as fun!

You could also publicly celebrate your new hires by posting a picture of them on your social media. Just as you would take a headshot of them in the office, why not ask your new hires to send over a photo of themselves, either working from home, or taking up one of their favorite hobbies, and get them, or their colleagues to caption it.



Case study:

Providing a great remote candidate experience

Hotjar, a behavior analytics company, uses performance recruitment to get to know candidates better during its hiring process. As a fully remote team, Hotjar looks for candidates who are great communicators and open to learning. But with the hiring process completely online, these qualities can be difficult to assess.

Recruitee helps Hotjar in filtering candidates at early stages with features like customizable questionnaires and follow-up surveys to send to applicants.

We're crazy and obsessed with our hiring process, and Recruitee caters exactly to what we need - optimize the shortest way to the best candidates.

- David Darmanin, CEO of HotJar

The Hotjar team designs their own questionnaires to assess candidate qualities before offering interviews.

David Darmanin, CEO of Hotjar, said: "If you are employing for remote [work], you need to employ self-driven people or people who are very ambitious. Finding the right matches is essential. It starts with the survey, then we have all the email [response] automated from Recruitee. We love that."

WHAT'S NEXT IN HR?



10 December 2020 - 14:00 CET - virtual event



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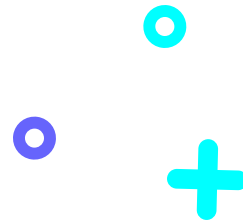
Appical: Accelerating digital onboarding

To make organizations future-proof, HR technology is no longer a 'nice to have' - it is an important driver of transformation. In the past years, HR technology was mainly introduced to automate tasks. The upcoming decade will be about going beyond functionality and re-imagine areas like people management, productivity, retention rate, and well-being, writes PossibleWorks.

A successful way to retain your employees and boost their productivity and engagement is by offering a structured onboarding process. Research by Glassdoor found that organizations with a strong onboarding process improve new hire retention by 82% and productivity by over 70%.

While some companies are still working with a paper employee handbook, we believe the digitization of onboarding will be on top of many HR agendas for next year (and the years to come). We gathered some insights and examples around onboarding and how its digitization helps organizations become future-proof and can enhance human connection during onboarding.

The benefits of digitizing the onboarding process:



- Be adaptable to the increasing remote working environment by developing a remote onboarding process
- Foster human connection with the entire workforce during a pandemic (case study: Royal Schiphol Group)
- Offer support to the entire workforce when returning back to the workspace after working remotely (reboarding)
- Make data-driven decisions to improve the onboarding process
- Integrating core HR systems to create a seamless onboarding process
- Personalize the onboarding process to the needs of employees



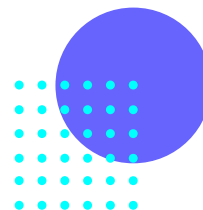
Be adaptable: develop a remote onboarding process

For many organizations, remote working is the new normal. While this trend has been catching up for the past few years, the COVID-19 situation accelerated its urgency. This sets the challenge to rethink the way of working. Research shows that almost 75% of companies plan to permanently shift to more remote work post-covid, while others will adopt a working-from-home/office hybrid workplace.

This also changes the process of onboarding new hires. When a successful candidate is recruited, the new hire may start the first day of work by logging in from home, instead of stepping into an office or workspace. Therefore, more companies will let go of traditional onboarding processes and shift towards remote, or virtual, onboarding experience.

By digitizing the onboarding program with technology, like a cloud-based onboarding tool, organizations can provide the right information and knowledge wherever the new hire is located to retain and engage them, and get them productive more quickly.

According to a poll by Gartner, 85% of organizations are already utilizing new technology to onboard employees. "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."

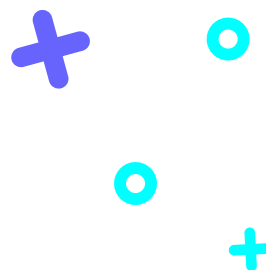


A new step in the new hire journey: reboarding

Of course, not every company will ask their employees to work from home forever. Some new hires who are onboarded virtually will start coming to the workplace once the restrictions are lifted and they are allowed to come to the workspace. This will be a completely new stage in their onboarding journey.

They will be in a whole new setting and again be the 'newbie at work'. During their remote onboarding, they acquired information about their role and the organization, but now they will need to start socially integrating themselves with their team. They would have to unlearn the remote working norms and learn the behaviors and cultural norms of the workplace, as HR Daily Advisor mentions.

However, this 'reboarding' process will not be applied to new employees. HR will need a return-to-work plan for the entire workforce: new, returning, and current — as the shift from working-from-home moves toward working back in the office after the pandemic. The fears and anxieties of all employees need to be addressed, and supporting those concerns will become part of the culture. Technology can be of great help fostering human connection during times of social distancing, and provide clarity in uncertain times, as the following case study shows.

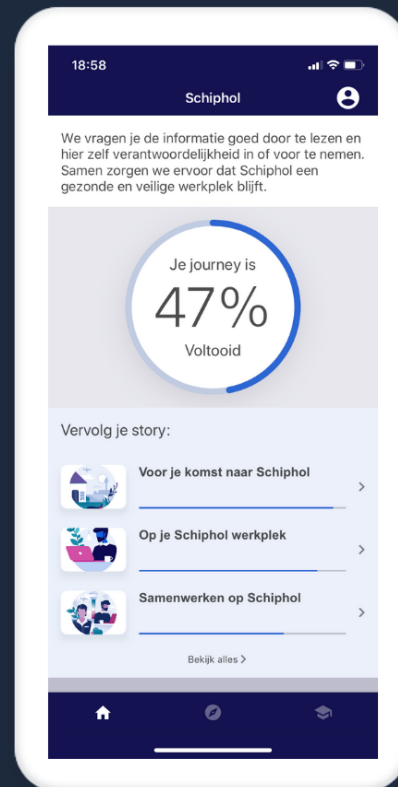


Case study:

Digital reboarding at Royal Schiphol Group

Royal Schiphol Group considers it very important that everyone at Schiphol feels safe, valued, and welcome: both passengers and employees. Even in times of COVID-19. Because of the pandemic, there was a sharp drop in air traffic, and most of the staff were asked to work from home. The organization faced a major challenge in staying connected with employees at home and how to offer easy access to information about the many changes at work to create a corona-proof working environment. For that reason, Royal Schiphol Group developed together with Appical the Check-in app, a digital reboarding platform for employees.

The app provides one central place where the staff can find all the information about what to expect when returning to the office, like stricter rules, safety measurements, and how the 'new' workplace looks like. The information is offered through interactive content in the app: from videos to checklists to quizzes. Employees can use the app to book a workplace in advance.



Employees are also asked for feedback: do the new rules work in practice and what else do they need? The continuous feedback loop that can be retrieved from Appical's platform allows Schiphol to immediately and easily adjust and improve the reboarding program.

The Schiphol Check-in app is mainly used on the mobile phone, which has the advantage that employees can use it anywhere and have access to the correct and most up-to-date information at any time. With this reboarding program, Royal Schiphol Group is working together with its employees to create a healthy and safe working environment, to ensure staff feels welcome when they come back to the office.

Make data-driven decisions

More and more HR software will become cloud-based, according to Human Resources Today. While this allows HR to access employee data in real-time and make decisions accordingly, the cloud-based self-service tools also give employees much better control over their data. This, in turn, makes it a lot easier for companies to evaluate productivity and engagement.

With onboarding technology, organizations can monitor and keep track of the onboarding process of new hires. At the same time, they can collect data to make better decisions.

How are new employees feeling during their onboarding? Do they feel well-supported? If he or she is lacking behind, is there vital information missing in the onboarding program? What tools or learning strategies can an organization apply to get them productive more quickly?

By digitizing onboarding surveys, organizations can immediately adjust and improve the onboarding process according to the needs of the employees and meet their set goals for successful onboarding. Which, in turn, will lead to improving the employees' performance and wellness.

Integrating core HR systems

You never get a second chance to make a first impression. As it happens, the first impression of what it's like to work at an organization is formed during the recruiting and onboarding process.

When using a digital onboarding tool, it allows organizations to integrate it's system with other core HR systems, such as a Single Sign-On (SSO), an Applicant Tracking System (ATS), eSigning, or a System for Cross-domain Identity Management (SCIM).

These integrations offer new hires a smooth and streamlined introduction, and therefore, help organizations to satisfy the contemporary expectations of the new, digitally-savvy workforce.

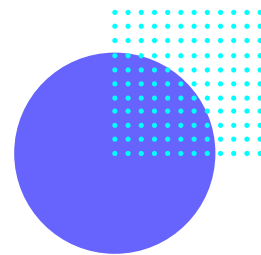
Furthermore, integrations of HR systems significantly reduce the high manual diligence required of HR in onboarding new employees.

Personalization & inclusive onboarding

This brings us to our last trend in onboarding: personalization. Tom Haak, Director of the HR Trend Institute, states that for many years, the HR sector focused heavily on standardization and a one-size-fits-all strategy, but now we are moving towards a more personalized approach that has the individual needs, wishes, and skills of each employee at its core.

Translating that to onboarding, technology makes it easier to tailor the onboarding experience for each segment or, if possible, per role, instead of a generic onboarding program. For example, with the help of a digital onboarding tool it's easier for organizations to create multiple onboarding journeys based on the department or role in which the new hire will start working. Every team has its processes, tools, and key contact persons, therefore every new hire needs different information at a different stage in their onboarding journey.

For example, is a new hire relocating from another country to work for the employer? Provide information in their onboarding program about their new country and culture, how to obtain a work permit and find housing, and how to register at the municipality. This will lead towards a more personal and inclusive onboarding process. **Are you willing and able to take the individual needs, wishes preferences, and capabilities of people into account in your onboarding process?**



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Unit4 Talent Management: Distributed Talent Management

Before the pandemic, HR was very specialised. There was often a specific team that focused on performance, one that focused on perks and wages, one on learning, happiness, etc.

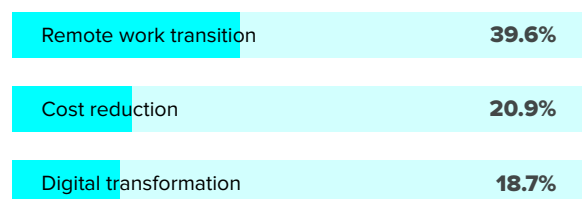
A lot of aspects of our lives are changing and HR is no different. While working in silos may have worked before, it's not the best way for HR to be productive and create as much value as possible.

What is HR focusing on and what will they focus on after Covid-19?

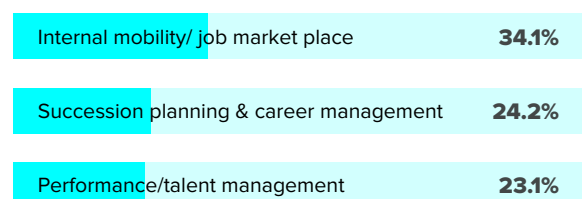
We conducted research with more than 100 CHROs on what they were focusing on before covid and what they will focus on after. During COVID-19, professionals in HR have been focusing

on how to handle the remote work transition, safeguard employee wellbeing and safety and how to embrace digital transformation.

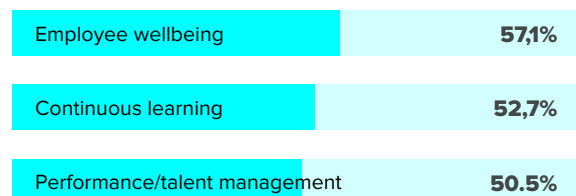
Research April 2020



What programmes were you already working on and are you **going to continue?**



What programmes weren't you working on and are you **going to start?**



What programmes were you already working on and are you **going to stop** due to the current crisis?

Amid the Covid-19 pandemic, HR leaders say their organisations are making changes with one main goal in mind: increase the speed at which they adapt their strategies and allocate their resources. Our survey findings confirm that HR started working on

optimising their programs and accelerating the digital transformation. What's more, survey findings indicate that HR will continue working on people practices because it is the only way to drive engagement and performance.

Some excerpts of how HR managers will support their leadership and managers with dealing with the new remote situation:

- Give specific tips how managers can stay connected with their employees and how they can follow up the work / progress of their employees - F.
- Learn them to support, equip and coach employees (it does not connect to Covid-19, Covid-19 is not different then any other transformation) - M.
- We appear to have lost our ability to communicate with one another. As if we're tubbing targets, outcomes and voices. I would love to see an organic approach like in nature; chop away dead woods, feed and water in order to ensure a strong growth from the roots, not the volume. That causes disease and a lack of energy in the end. - E.
- Provide a team barometer to remote check on the team's performance and wellbeing
- Support managers with remote leadership and how to manage in terms of productivity & results. - P.
- Offer guidance/training to be more empathic and to deal with this unprecedented situation. All staff were working remotely under difficult circumstances, personal lives were impacted - all this requires even more "PEOPLE" management skills. Empathy & active listening skills are crucial. - J

What we are moving towards

In a fast-speed environment, HR needs to be able to share information, so that in case something unexpected happens, the entire department is aligned and ready to take action. However, what we've seen is that **HR's activities still appear to be disconnected from the reality** of an organisation and technology by itself is not going to make this transformation happen. The new way of work demands HR to **focus on interpersonal relationships** rather than control, policies, standards, and hierarchy.

We all know that core HR activities (such as comp & ben, recruiting and coaching) are still necessary for administrative purposes. However, to respond to this volatile and flexible world, HR has to leave specialisation behind and **start working on projects**. Projects respond to the specific needs of the moment. For instance, during COVID-19, the project team should, and probably will, have been working towards a transition to remote work. This means that positions, titles and responsibilities are not as fixed as they were before.



Part of preparing the workplace for the future is to focus on what needs to be done for the business and for people's wellbeing. By creating a project team, with leaders, visionaries and very hands-on members with broad skills, HR will **develop a complete understanding of how they need to evolve and what their focus should be**.



This new "structure" will trigger more **collaborative opportunities** with managers and the board. It will open opportunities to **work agile and bring value to people and the organisation**. It is also an opportunity to step outside of the HR bubble and learn more about how the organisation is structured, how the business and finance system work and what the strategy is in the short and long term.

Case study:

Eurofins Digital Testing's HR department takes on a supporting rather than a directive role

A few months before the Covid-19 crisis, Eurofins decided that the workload for HR was too high. HR was in charge of the performance reviews where they had to talk to managers and employees and they were the ones that had to set-up trajectories, take care of payroll and all other employee administration. It felt like a heavy, unstructured process, that took up too much time.

By introducing Unit4 the general workload is now more divided between HR and the manager and employees like that their managers are doing the follow-up. Managers moved from having 2 touch points per year done HR, to talking to their teams every month. Performance management wise, employees update their objectives more often, they ask for feedback quicker and have an engagement survey adoption rate of 76%.

Employees know better what is expected of them, where they need to move towards and who can support them. HR can now also see feedback, objective and engagement data in real-time. Which allows them to ping managers quicker, and help employees faster.

HR supports employees and managers rather than impose certain structures upon them. Employees are now more in charge of their own development, which takes the pressure off HR.



Bonus:

With the Corona Crisis, they sent out **engagement surveys** with questions on topics such as wellbeing, working from home, performance, etc. This allowed Eurofins Digital Testing to know within a few days who was missing what tools to work from home and how their employees were doing.

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Recuitee is an integrated cloud-based recruitment management and applicant tracking system (ATS) designed to assist internal HR teams of all sizes in organizing and scaling their hiring process. The solution features business branding, job multi-posting, candidate sourcing, applicant tracking recruitment analyzing, and more, all on an easy-to-use platform. Recuitee is designed to help you launch your hiring, scale your practices, and lead your hiring team.

[More about Recuitee](#)



Appical is the simple and effective platform for onboarding, engaging and retaining your employees. We empower the world's best employee experiences by making it easy for you to create workflows, build employee journeys and improve connections while providing you with the data you need to make better decisions.

[More about Appical](#)

UNIT4

Unit4 Talent Management has a big impact on decision making, performance and profitability across your organization.

Together with our Human Capital Management offering, we provide one streamlined solution (point solution and 360 solution) with a single shared version of the truth for HR, payroll and finance.

All the data is safely centralized and makes it easier for you to make strategic decisions. Whereas HR can rely on a single source of truth, managers and employees can use an engaging solution.

There is no lengthy implementation period or micro customization. We use the market's best practices, we invite you to follow our vision and we promise a quick time to value. The platform works for you, not the other way around.

[More about Unit4](#)