



# A guide to attracting talent beyond borders



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## Introduction: The rise of borderless working

The world of work has changed in many ways over the last few years, as businesses adapt to employee wants and needs. One of the biggest changes has been the fact that geography no longer defines where and how people work.

This has led to the trend of **borderless working**. It's something that previously may have been seen as problematic or even impossible, but is now growing in popularity.

But hold on a minute. What exactly do we mean by borderless working?

Allow us to provide a short definition.

***Borderless working is the practice of hiring remote staff based outside of a company's main country of operations.***

So, you may have offices in the UK, Australia and South Africa – but if you've got remote workers in, say, Poland and Singapore, then you're one of many who are on the borderless working journey.



## The business benefits of borderless

Recently, we surveyed over 500 businesses across the UK, to get an idea of how this trend has grown and will continue to do so. Here's a couple of the standout stats:

- ▶ **51% have increased borderless working since March 2020**
- ▶ **62% plan to increase it in the next 12 months**

We did the same thing in Australia too, and the results were pretty similar!

- ▶ **52% have increased borderless working since March 2020**
- ▶ **69% plan to increase it in the next 12 months**

Why the shift towards this new way of working? Well, for starters, it reflects the growing expectation from employees for more freedom and a better work/life balance.

It also brings many benefits for businesses

themselves. In that same survey, we asked employers what their top motivations were for adopting borderless working.

- ▶ **35% said they wanted to access a wider talent pool**
- ▶ **32% said they wanted to build a more diverse workforce**
- ▶ **29% said they wanted to build a global workforce**

And when we asked the same question to employers Down Under?

- ▶ **29% wanted to create a more attractive proposition for existing employees**
- ▶ **28% wanted to access a wider talent pool**
- ▶ **27% said they wanted to build a more diverse workforce**



Clearly, the big attraction of borderless working is... **attraction**. At a time when many markets are seeing skills shortages, and candidates hold a lot of the cards, it makes absolute sense for businesses to look beyond their borders when hiring. Plus, the last couple of years have shown that productivity can remain high even when people aren't in the same location – so employers don't have the same mistrust of hiring remotely that they might have had pre-pandemic.

### **New working world, same old challenges**

However – there is still a bit of a fly in the ointment. You see, the challenges businesses have around attracting talent are still there. In fact, they've now multiplied.

Looking beyond borders does expand your candidate pool – but you still need to appeal to these candidates. You still need to find a way to get their attention and convince them to join. You still need to make sure they're a good fit for your company.

And all this needs to be done while you're potentially thousands of miles away from the people you're hiring.

This is why Perkbox and Workable have come together to produce this guide. We have different specialisms – Perkbox is a global benefits and rewards platform, while Workable is a global talent acquisition software.

But both of us have a deep experience in knowing what makes employees tick, and how best to attract them on a global scale. Our best practice tips, coupled with real-world data, can help you build a talent attraction strategy fit for a borderless working world.



## Chapter One: Showcasing your employer brand

Think about your employer branding efforts in a similar way to storytelling – you have to let people know what you do, what you stand for and what it's like to work for you, in a way that's honest and engaging. If you can, work closely with your marketing team to develop your employer brand, as candidate attraction shares some of the same principles as customer attraction.

But how can you get this to transcend borders?



### The shop window

Firstly, it's important that your HR teams and business leaders are open to learning about what employees want all over the world. Research relevant trends and listen to thought leaders on employee issues. Develop a network of employer brand managers, journalists, academics and more to help inform your thinking.

Treat anything external facing as your shop window – job ads, social media pages, careers websites.

There are three ways you can show off your brand in your 'shop window':

### Consider location, location, location

One of the core tenets of a successful business is 'location, location, location' You want to go to where the job candidates hang out. For example, a big part of your talent pool may contain Millennials and Generation Z, and this is only going to grow. These groups are generally very active on social media platforms like Instagram, TikTok and LinkedIn, so why not use them to showcase what life working for you is like?



There are also niche job boards that cater specifically to who you want to attract to your open roles. There are job boards for **tech workers, teachers**, and even **construction workers**, for instance. And when it comes to hiring across borders – different places have their own niche job sites specifically for that geographic region.

### Think of it as marketing

There's a reason why movie marketing budgets make up such **a huge portion of an overall movie budget** – it's not only about distributing, but also appealing to the right audiences. If it's an awesome action movie, they'll market it as such. If they've got Brad Pitt, they'll shout that one to the moon. Why? Because those are the appealing factors about that movie.

Likewise, think about why a candidate would want to work for \*you\*. Is it the very cool product? Is it the impressive compensation or career path? Is it the fact that you fly everyone to Greece every year for an all-company retreat? And remember, some elements of a job may have more appeal in one part of the world than another – for example, **UK workers love getting back that extra time** as a result of not needing to commute in remote work.

Giving a 'behind the scenes' look at your business always goes down well. People might be applying for remote roles but they want to know about the culture, so giving them a glimpse positions you as an open and authentic company.

Market your company's strengths as an employer. If you've got it, flaunt it!

### Include pertinent information

Much like how recruiters sift through hundreds of resumes in one sitting, candidates sift through numerous job descriptions every week. You want them to stop at yours and say, "Now this is a company I want to work for!" Again, know your market: consider what appeals to specific populations. For example, our studies have shown that **salary is more important** to US workers while **connecting with colleagues** is more valued in the UK.

After all, there are other shop windows out there. You want candidates – and more so, the right candidates – to stop at yours and say, ***"This store looks pretty cool. I'm going in!"***



## Engage existing employees

Existing employees are the ones who offer the most reliable insight into what working for you is actually like.

The numbers speak for themselves – not only can your talent pool increase by 10 times through employee referrals<sup>1</sup>, but candidates who are referred by current employees move much more quickly through the recruitment pipeline, and are more likely to stay longer in their new role.

Use testimonials and video interviews to get them telling the right stories about you as an employer. Try and use a diverse mix of people – if you already have employees in different countries, try and get at least one from each country to show your global nature. If not, then make sure your messaging emphasizes the fact that you're looking to expand your workforce.

Make sure you're actively promoting your Corporate Social Responsibility work as well, in a tactful way. Show you're serious about it and don't just see it as a box to be ticked.

For some companies, it may feel strange to talk about your charity work on social media or in your candidate packs, but it's something candidates want to know about. In a similar vein, if you allow people to take Volunteer Days, make sure you mention this in job ads.

### **Diversity, Equality and Inclusion (DEI)**

is also something many candidates now take into account. It's not uncommon for it to be brought up during an interview – they may ask about your commitments as a company, or any initiatives you've put in place. Get on the front foot if you can and talk about them as part of your general communications, for example, on your website and careers page and in your social media activity.



1. LinkedIn: The ultimate list of hiring statistics

## Chapter Two: Perfecting the package

Catching the attention of candidates through your employer brand is one thing, but ultimately your compensation package will determine whether they actively want to work for you. This is made up of multiple components. We'll touch on a few in this chapter.

### Borderless salaries

Let's start with salary. It's important that you do some real research, and speak to recruitment experts, before you go ahead and decide on the salary for a role. There's a school of thought that hiring abroad enables you to offer a lower salary – think about the growth in outsourcing to places like Asia and South America over the last 30 years. This may be the case, but it's important you have some hard data to support a lower salary. Things have changed across the globe over the last couple of years, so make sure you have the latest figures available on competitive salaries in the region where you're hiring.

You should also keep in mind that the rise of remote working allows people to move countries for lifestyle or family

reasons, but they may still have different expectations when it comes to salary.

Let's take the example of someone who's moved from the UK to India. If applying for a remote job at a UK company, they may still expect to be paid the UK market rate. Don't automatically assume that hiring abroad is an opportunity to save money.

### Borderless benefits

As well as offering the right salaries, you need to build a strong benefits package. Over the last few years, this has become a key differentiator for candidates, with some studies showing that:

▶ **69% of employees say a better benefits package would make them choose one company over another<sup>2</sup>**

▶ **60% of employees report that benefits and perks are a major factor in considering whether to accept a job offer<sup>3</sup>**

In addition, the rising cost of living means employees are looking at benefits as a way to make their money go further. Examples

2. Employee Benefits: Statistics showing the importance of employee benefits

3. Harvard Business Review: The most desirable employee benefits



include healthcare benefits which help them reduce the cost of treatments and check-ups, or shopping discounts which help them save on day-to-day items.

However, the strength of your benefits package isn't enough. It needs to be one that works uniformly on a truly global level. Remember, you want employees in all countries to feel valued, and candidates to look at your benefits package and appreciate its fairness across borders.

Again, partners can help you here. It's unlikely you'll know what lands well in each country, and the process of finding a local vendor for every country is the type of admin you could well do without! But partnering up with companies that have a global reach and benefits catalogue can eliminate a lot of the work for you. Speak to as many providers as possible and ask them about the size of their catalogue, as well as how much this has grown by in the last 12 months. This will give you an idea of whether they can scale up with you.

**Choice** is another key element here. The days of offering a one-size-fits-all benefits offering are long gone. Everyone has their own individual lifestyle, so it's important they can choose things which

are meaningful to them. For example, life insurance may be the priority for some people, while others may value things like gym memberships and eating out.

A holistic, varied and global benefits offering will go a long way towards covering everybody's needs. Also, it shows potential candidates that even as their lifestyle changes, you can provide for them.

### Wide-ranging rewards

Many employees see benefits and rewards as two sides of the same coin. Employers often agree – think about how many job ads you see that talk about the rewards on offer, such as bonuses or company trips.

Just as you need to ensure your benefits appeal to a borderless workforce, the same applies to rewards. There's no point boasting about how your top performers each month get a bottle of expensive champagne, when you're recruiting in countries where alcohol is frowned upon.

Take a look at your rewards process. How global is it? It's probably difficult for you to know what people in different countries want, so use technology to help you. For example, Perkbox

offers a world-first **global tool** which gives employees the power to choose their own rewards, wherever they are. This removes inconsistencies in gifting and ensures everyone will get rewards they find meaningful.

Similarly, do you offer end-of-year bonuses? Work out how you'll apply this on a global level – will you choose an amount and convert it into individual currencies? Will you base it on individual, team or company-wide performance? If you calculate as a percentage of income, how do you factor in location-based salary discrepancies? And finally, consider how bonuses are taxed in different countries.

### **A comprehensive care package, regardless of country**

Another important part of the employee package is your **wellbeing offering**. With remote work meaning less physical facetime between employer and employee, candidates want to know you can still fulfil your duty of care. That's why you should look at digital tools that allow you to look after your people, even if they're on the other side of the world.

Again, remember to provide choice and



variety. Wellbeing is a very personal thing – everyone will have their own individual challenges and goals. Some might want to get fitter, others might want to give up smoking. Some may be dealing with anxiety issues, whereas others could be looking for ways to deal with burnout. Everybody is different, so a wide range of things is key.

There's lots of different resources out there which can support remote employees. For example, you could give access to online fitness classes and counselling sessions, or mental wellbeing apps. By offering a variety of options, you're giving each employee the tools to take control of their personal wellbeing. They can then use the ones they feel work best for them – whenever, wherever.





## Chapter Three: Sourcing those hard-to-find candidates

In these high-pressure times where candidates seem to be at a premium, finding the perfect new hire can be a daunting task. Even when your company's not growing or adding to payroll, you're still being called on to fill gaps in teams and backfill recently vacated roles – both of which are happening more often these days.

This is actually where it makes even more sense to hire across borders so you can expand your available talent pool. Still, you're going to run into challenges here and there when discovering new candidates, whether they're in your area or elsewhere.

Here are some ways you can get around that:



### Identify local talent hubs – and engage them directly

According to stats4, if you're hiring in tech, then Vietnam, Singapore and Poland are your best bets for recruiting great tech talent. If you're a company in the United States or in the UK, how do you even start

looking for candidates in those countries? First things first, go to local job boards – in your business operating language, of course – and promote your openings there.

Another option is to get “boots on the ground” in that country – hire a recruiter in that country, and task them with the job of sourcing and attracting tech talent in their area. Once those candidates are delivered, then your hiring team takes over.

### Go to where the talent hangs out

Some jobs are just hard to fill, because you're looking for specific niche skills, background or experience. As mentioned above, rather than doing broad sweeps and posting your job ads on popular catch-all job sites, dig down and find those niche job boards where you can more directly engage the potential candidates you want.

Linked to the above is to go to where that talent ‘lives’. Perhaps it's not a job board, but rather, an online community or network where people of that ilk tend to hang out. Get involved – not with the specific goal of hiring, but rather becoming part

4. LinkedIn: A 2021 Guide To: Global Talent Sourcing - 5 Countries That Excel At Delivering Top Tech Talent

of that community or network yourself. When you establish a bit of “street cred” in that community, your job ads (when you post them) will get a better response.

And, of course, you can do the same in person. Not everything happens online. This can be in Meetup groups, guild gatherings, collectives / co-ops, and even job fairs. That’s where the “boots on the ground” can be very valuable.

### Focus on potential – and train them

If you’re looking for sales reps with five years of experience or managers with an education from Harvard, what do you think you’ll get? Not much of course. The same logic applies to those hard-to-fill roles. Rethink your “must haves” and “nice to haves” in a job ad, and instead focus on a candidate’s **potential** to be a star.

By potential, we mean soft skills. Are they determined? Do they have problem-solving skills? Are they quick to learn? You can also look at what they’ve done outside of their work. Perhaps they’re a marathon runner, which speaks to their tenacious commitment to completing a rigorous three-month training plan! Or maybe they’ve successfully run a writers’

collective with authors successfully being published – which speaks to their organizational and leadership skills.

And finally, you can shape new hires to become the ideal employee in the role you’re filling with a comprehensive Learning and Development (L&D) plan. In fact, those high-potential hires may be more likely to meet your ideal than a new hire who would still need to adapt their skill set to your company’s existing processes.





Not everyone may be actively looking for a new job. But some may be interested in having a conversation about a new role and will jump at the right opportunity if it's presented to them. Those are the **passive candidates**. They may not know about your opportunity – but if you reach out to them directly based on their profile, they may be interested.

Again, instead of sending out a large-scale job ad, do a little digging around in those places where your ideal candidates hang out (as above), identify those who you think are ideal fits for your open role, and reach out to them for a conversation. There's also AI technology – for instance, Workable's **AI Recruiter** – that can pull up a healthy list of potential new hires.

Some passive candidates may be lured by a higher salary. Or they're impressed with your benefits package. Maybe your company's product or service is something more aligned with what they're interested in. Or perhaps they've just gotten so comfortable in their current role that they haven't even bothered to start looking for new opportunities.

Whatever the case may be, it's worth reaching out to them. You – and they –

may be surprised at what transpires.

## Utilize your existing employees

We mentioned the importance of your own employees in the chapter on employer branding. But you should also formalize this as part of your recruiting efforts. Setting up an **employee referral program** in your business is the first step towards all that. Employees want to work with people they like – so why not encourage them to refer people they're familiar with? It's a win for everyone.

## Establish long-term sourcing

Finally, you want to build a long-term, sustainable sourcing strategy that continues even when you're not actively hiring. Finding candidates is a lot of work – you can avoid that for every new job opening by having a ready-made pipeline of potential candidates at your disposal.

There are ways in which you can do that. We've touched on most in this chapter already. First, get involved in those local talent hubs regardless of whether you're hiring or not. Make a name for yourself and your employer brand. Second, keep adding to that list of passive candidates.

And thirdly, encourage your employees to share the contacts of those who they think are ideal fits for your business.

But there's also one other thing you can do – quite often, when you do fill a role, there are going to be a handful of candidates who didn't make it to the finish line but are still great fits for your organization. Not only were (are) they clearly interested in your company, you've also evaluated them to the extent that you can possibly skip most of the evaluation the second time around.

Keep those candidates close by, and keep communicating with them. And importantly – when you've told them of your decision to hire someone else, emphasize that you'd love to keep their information handy for when another position might open up in the near future. They'll probably say yes, if they're still interested.



## Chapter Four: Structuring the recruitment process

Would you build a house without a blueprint? Would you operate a sales team without clear KPIs? Would you run a business without a budget?

No, of course not. The same applies to your recruitment process. It's one thing to fill roles, but it's another thing to implement a structure that's free of costly, time-consuming breakdowns – especially when you're hiring globally. Borderless hiring has its own unique risks not seen in local hiring – especially when you have numerous hiring team members and candidates scattered across different locations around the world.

This is where structure is crucial. No matter who or where your hiring team members are, you want them to follow the exact same structure as you. When hiring across borders, there's more risk of bottlenecks, missed communications, frayed ends of information, duplicate messaging, and confusion.

This is especially important in your first outreach to a candidate. Candidates have the upper hand and you're competing for them, so a strong and cohesive first impression is crucial.

A well-planned, step-by-step process that everyone can consult at any given time will lead to a better candidate experience and keep them engaged through to the job offer. Here's how you can do so.



### Set clear expectations

Success doesn't simply happen in execution – it happens in the planning stages as well. That means getting every stakeholder informed before you even post that job ad. This includes yourself, your HR colleagues, the hiring manager, other colleagues, an executive or two, and even the finance department.

Be sure that everyone understands the same information: turnaround times for

an interview, where feedback should be shared (i.e. within the applicant tracking system itself), a clear timeline (this benefits a candidate as well), and the skills / background you're ideally looking for in the "perfect candidate" – the latter which must be clearly described in the job description.

Why finance? Well, they're the ones who can work with you in setting salary expectations. The last thing you want to have is a week's delay when you've found your dream candidate and all it takes is a 10% bump in the salary to get them on board. Or a weekend wasted because they've gone for the day and it's only 1pm on Friday where you are, and you've promised to get back to the candidate by EOD.

### Maintain a single source of truth

Having different stakeholders in different locations across different time zones – and working with candidates in a multitude of locations – can make the process more complicated than a dissertation on nuclear fission. Solve this by having information for everything in one single place.

That way, no matter who you are, you have a single source of truth for all the

information you need – without having to resort to time-consuming emails, missed communications, and so on.

**Hint: to set all this up and avoid misalignment in the hiring team, get yourself a quality ATS.**

### Ensure a bias-free process

Hiring in different locations means greater risk for bias. When one culture puts greater value on teamismanship and subordination, as in Japan, and another culture prizes individual achievement and self-initiative, as in the United States, the way an interviewer perceives a candidate in an interview can lead to misconceptions about their applicability for a role.

There's not only cultural bias – there's also language bias, accent bias, name bias, and even location bias.

There are technologies to get around all of these. First, you can incorporate **anonymized screening** into the recruitment process, stripping names from applications before you can see them. You can also introduce candidate surveys to monitor the demographics of candidates as they move through the

pipeline and identify flashpoints of bias.

Likewise, there are human strategies. It's an absolute must to train your hiring team on unconscious bias. We're all susceptible to bias – but if you're more aware of your biases you'll be able to better control them.

## Prepare your interviews

Many interviews in borderless hiring will happen with multiple stakeholders operating from different locations. This can lead to all kinds of situations – so it's crucial that you prepare beforehand.

First, ensure that your interview processes are lined up beforehand and hosted in a single place (as above). Ensure everyone has their tech in place – after all, no one wants a situation where an interviewer is a few minutes late because their laptop decides to reboot right at that moment, or the video communications software isn't properly installed or updated.

The candidate's giving you 30 minutes of their time; make the most of it!

You want the candidate to be ready as well. Inform them beforehand on interview expectations, especially when a question is likely to be asked more than once in

different interviews – so that the candidate understands the purpose behind it. Ensure that they know what's needed for the interview – for example, clear lighting, a good microphone, a disruption-free background – and in the case of multiple interviewers, the names and titles of each one as they appear on the screen.

All of this information can also be included in an information booklet that you distribute to candidates so they understand what's coming up in the process.



## Take advantage of tech

Technology truly is the great enabler – **68% of all respondents in a Workable survey** said it was technology that smoothed the transition to remote work in the first place. That digital transformation is crucial in recruitment as well.

If you digitize all the processes in the recruitment pipeline, then you're saving yourself numerous headaches in the whole system.

Examples include

- ▶ **One-way video interviews**
- ▶ **Self-scheduling options**
- ▶ **Automated actions**
- ▶ **Online assessments**
- ▶ **Background checks**
- ▶ **E-signing job offers**

And, again, a single recruitment software can pull all of this together in one place.



## Chapter Five: Cultural alignment

One of the greatest benefits of borderless working is the ability to build a diverse workforce. As we referenced earlier on, this was one of the top three reasons businesses gave for going down the borderless route.

A diverse workforce is a stronger workforce. By having people with different experiences and mindsets coming together, you're increasing the chance of success. This is backed up by research from McKinsey & Company which shows that companies with diverse teams are likely to have greater levels of productivity and innovation<sup>5</sup>.

In addition, our survey of UK business leaders saw **42%** report an increase in productivity due to improved DEI policies, while a quarter (**25%**) said they'd seen an increase in revenue (in Australia, these figures were **33%** and **30%** respectively).



5. McKinsey: Diversity wins: How inclusion matters

### Acknowledging individuals

When hiring across borders, many of the candidates you come across will be from different backgrounds. The challenge for businesses is to tap into this – so they can make use of the advantages we mentioned earlier – while still making sure the candidate aligns with them culturally.

An important point to note here before we go any further. The phrase 'cultural fit' can be a misleading term, and a better angle to approach it with is to say you're looking for someone who'll have a positive impact on your culture.

Why the shift? Well, too often, 'cultural fit' becomes a reason for hiring managers to look for people that have the same personality as them. This has a negative impact on the business and actually stops you from finding a diverse range of talent.

What you should actually look for are people who are comfortable being themselves, but can also fit into your company ethos. And guess what? Candidates want the same thing!

## Values-driven recruitment

One of the things you should do during the recruitment process is embed your values throughout it. Make them very clear – on the job ad, your careers site and to any recruiters conducting the search for you. There used to be a school of thought that this type of thing should be saved for later on in the process, but it's much better for candidates to know about you in full up front.

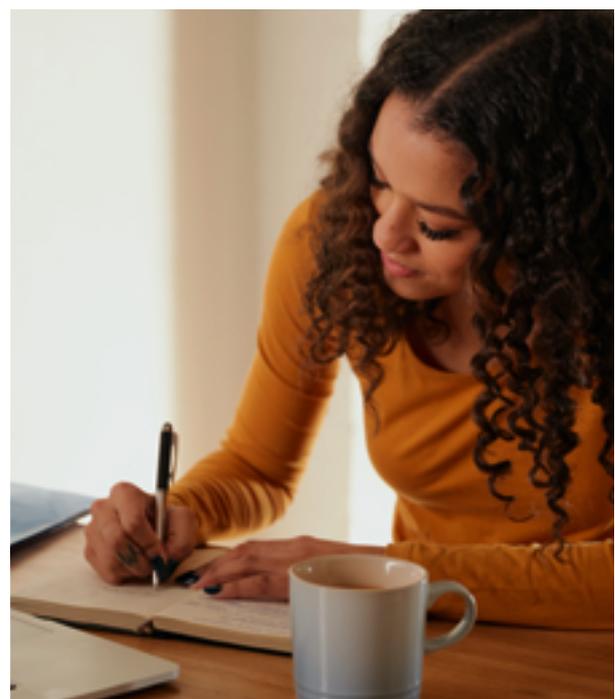
This can be carried into the interview process as well. Consider adding behavioural based questions which link to your company values. For example, if one of your values is around team spirit – why not ask a question where the candidate has to give an example of a time they showed this? It's a good way of choosing people who resonate with your ethos, without letting bias get in the way.

You can also use personality and psychometric tests to dig a little deeper. These shouldn't be used as the only basis for your decision, but can certainly provide additional insight into one's candidacy for a role. Some of the most popular ones include the Myers-Briggs

Type Indicator (MBTI) and the Big Five personality traits. These tests have the advantage of preventing potential bias, as it isn't linked to anyone's 'gut feel'. However, you need to be very clear on what you're measuring and why.

For example, if your business requires lots of close work between departments, you may want to measure someone's temperament and ability to resolve conflicts. On the other hand, if you need people to work autonomously a lot of the time, things like decisiveness and ability to think on their feet might be more important.

Tests like the ones mentioned above are used by organizations across the globe, and across sectors – from Deloitte to the US military!



## Chapter Six: Scaling this up

Remember what we said above about a standardized process? Well, scaling your efforts is where you really see the benefits. Whether you're capitalizing on a new funding round or expanding aggressively into new markets, your system should be able to support the filling of dozens – if not hundreds – of new roles at the drop of a hat.

Again, expanding your reach to talent without the restriction of borders will come into huge play here – for instance, if you want to hire 30 SDRs around the globe regardless of location, getting 500 candidates into the pipeline is the ideal scenario.



But putting those 500 through each step of the actual pipeline when your hiring team is still operating with the same capacity as when you were just backfilling and growing by one or two SDRs a month? That's where technology comes in handy. You can optimize and even automate many steps of the selection process. Let's go through them one by one.

### Screening

Screening is probably one of the time-intensive aspects of recruitment. It involves, after all, setting aside time with seemingly countless candidates so you can brief them on the job, learn a little bit about them and their aspirations, and better understand their candidacy for a real evaluation.

All the back-and-forth in finding time for both of you to connect can be a real time suck – which is why a self-scheduling tool shared with the candidate comes in incredibly handy. And when you're doing this across locations with the added burden of different time zones, self-scheduling means you just wake up in the morning and have all your screening calls already laid out in front of you.

## One-way video interviews

You can also get two birds with one stone using video interview technology. Instead of connecting with each and every candidate from the get-go, you can utilise one-way video interview technology to not only screen, but also get a head start on the face-to-face element of the process.

Remember that one-way video tech is applicable for certain roles – when hiring a salesperson, you want to see them in action with an elevator pitch response to one of your proposed sales scenarios. When hiring a developer, on the other hand, your energies are better invested in analysing their capabilities in different softwares, technologies and dev languages.

There's also the discomfort level of inviting a candidate to speak to “no one” via their webcam – which means it's uber-important to set them up for success beforehand with a quick tutorial. Personalize your own approach by including a video of yourself (or the hiring manager) asking the question.

## Interviewing

Many candidates and interviewers see the interview as the make-it-or-break-it stage of the hiring process. But it doesn't need to be that way. The purpose of the interview is the same as any other stage: to gain further insight into a candidate's qualifications and skills for a given job opening.

Maybe it's a less-formal interaction with the candidate, or maybe you're assessing how they respond in a high-pressure situation. Maybe you're looking at their soft skills and demeanour for public-facing roles, or their problem-solving / collaborations skills for a role that requires on-their-feet thinking and smooth team processes.





A best practice would be to agree as a team beforehand on a set of questions that you would ask in these interviews – so you can get more insight with fewer interviews. And as above, ensure that each interviewer documents their feedback after the interview in the ATS so that others can benefit from this information. You might even record the interview – with the candidate’s permission, of course – so that you or other hiring team members can review at a later date.

Interviews are a core part of the recruitment process; you want to get as much out of this stage as quickly as possible.

## Assessments

Another element of evaluating a candidate is to look at their skills in real-time; for instance, you want to see if a candidate can quickly complete math equations on the spot (i.e. a cashier) or write code in a specific programming language (i.e. for developers).

As above, a standardized approach is crucial for success. When using assessments, make sure that every

candidate takes the same test and has an equal opportunity for success. And at the risk of repetition, inform the candidate of the purpose of an assessment, especially if it’s personality-related.

## Compliance

Another element of scaling up efforts is compliance. You’re now working with a multitude of roles across different locations that have their own legal obligations. It’s challenging to stay on top of all the different laws in the jurisdictions where your candidates (and/or teams) are located. For instance, in the United States, the EEOC has requirements in place to prevent discrimination of workers – and part of that entails **regular reporting of employee demographics**.

Because compliance can be a complex process, the best practice is to ally with a partner who specializes in both local and international compliance, with presence and knowledge in the areas you’re looking to hire in. That way it’s taken care of, and it’s one less stressor off the table for you and your team.



## Conclusion

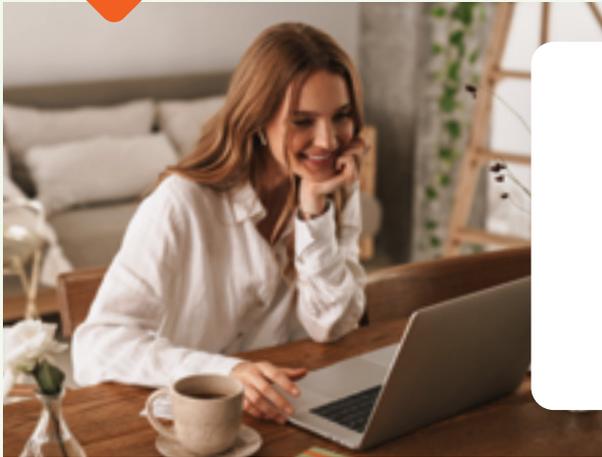
Borderless hiring is here to stay. And success is found in sync – be that between colleagues in your organization, or in strategies, policies and processes. When you're running a business without borders, you want to keep those loose ends tied up! Remote work has enabled organizations to find and retain talent all around the world, and this is a huge opportunity for you. It's important to remember that a 'business as

usual' approach isn't going to work – throw out that old playbook and start establishing new rules of engagement.

That means a finely tuned talent attraction strategy, a seamless recruitment process, and a resilient, agile system that can adapt quickly to the ever-changing business landscape.



# Key takeaways



## Showcasing your employer brand

Use marketing tactics and your own employees to give you a global reach

## Perfecting the package

Make your benefits and rewards offering personalized and localized



## Structuring the recruitment process

Communicate expectations and processes clearly across all hiring stakeholders





## Cultural alignment

Embed your values into the recruitment process

## Scaling this up

Use tech to optimize and automate



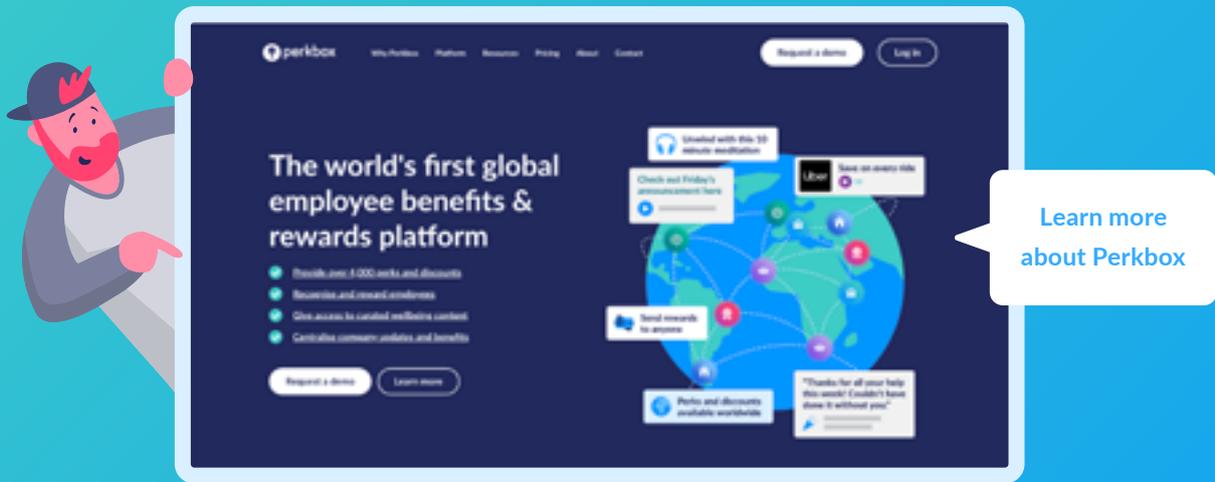
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