

CRISIS 2020

# **PEOPLE AT THE CENTER: How to Manage Your Talent Acquisition Role and Function In a Time of Crisis**

# Meet Your Presenters



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Individual  
Members**



Building a better  
working world



The *WALT DISNEY* Company



Southern Company



**Kimberly-Clark**



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# Learn More About ATAP

# Programming Notes

- This session and deck will be recorded and made available via ATAP and exaqueo
- Please ask questions via the Q&A button of the Zoom app; a Q&A session is set at the end of the webinar
- Are you a current member? Do you know someone who should be? Please visit [atapglobal.org](https://atapglobal.org) and join or renew and share about ATAP today!



Total Confirmed

214,894

Confirmed Cases by  
Country/Region/Sovereignty

81,102 China

35,713 Italy

17,361 Iran

13,910 Spain

12,327 Germany

9,052 France

8,413 Korea, South

7,769 US

3,028 Switzerland

2,642 United Kingdom

2,056 Netherlands

1,646 Austria

1,550 Norway

Country/Region/Sove...

Last Updated at (M/D/YYYY)  
3/18/2020, 3:33:03 PM



Cumulative Confirmed Cases

Active Cases

156

countries/regions

Lancet Inf Dis Article: [Here](#). Mobile Version: [Here](#). Visualization: JHU CSSE. Automation Support:  
Esri Living Atlas team and JHU APL.  
Data sources: WHO, CDC, ECDC, NHC and DXY and local media reports. Read more in this  
[blog](#). [Contact US](#). [FAQ](#).

Total Deaths

8,732

3,122 deaths  
Hubei China

2,978 deaths  
Italy

1,135 deaths  
Iran

623 deaths  
Spain

148 deaths  
France France

84 deaths  
Korea, South

71 deaths  
United Kingdom United Kingdom

Total

83

56,927 re  
Hubei Chi

5,389 rec  
Iran

4,025 rec  
Italy

1,540 rec  
Korea, So

1,313 rec  
Guangdon

1,250 rec  
Henan Ch

1,216 rec  
Zhejiang



Mainland China

Other Lo

Total Recovered

Actual

Logarithmic

Daily Cases



# Key Questions



# What are we hearing the most?

1. How do I manage basic processes?
2. What should I do with candidates?
3. How can I stay engaged and prove value?
4. What will this mean for talent acquisition?

# What We Can Learn

# Lessons From Crisis Managers

- Don't panic too quickly
- Counter misinformation quickly
- Check valid health and news sources 1-3x a day
- Remain proactive in communications
- Look out for new threats
- Have both an **escalation** plan (if things get worse) and a **de-escalation** plan (for when things settle down)



**People at the Center**

## ORGANIZATION

1. Recruiters
2. Hiring Managers
3. Partners



## CANDIDATES

4. Passive
5. Keep Warm
6. Pipeline
7. Offered

# Prioritizing Audiences for Action

## WORKFORCE

8. Current Employees/Contractors
9. New Hires
10. Furloughed/Laid-off Employees

## ORGANIZATION

1. Recruiters
2. Hiring Managers
3. Partners ●



**STEP 1:**  
**START WITH**  
**THE BUSINESS**

# GET ORGANIZATION INTEL

Determine how your key stakeholders are doing and what their priorities are.

## Recruiters

- 1) How are you feeling?
- 2) What is your requisition load like?
- 3) What do you need the most?
- 4) What are you currently communicating to candidates?
- 5) What are you worried about the most now and long-term?

## Hiring Managers

- 1) How are you feeling?
- 2) How many open positions are you actively hiring for (if any)?
- 3) What hiring will continue?
- 4) What positions were frozen with candidates mid-process?
- 5) Have you been communicating with candidates? How?
- 6) What do you most need?

## Partners (Agencies, RPO)

- 1) How are you feeling?
- 2) What are you hearing from candidates?
- 3) What are you currently communicating to them?
- 4) How are you advising them to proceed in their job searches?
- 5) What do you need the most from us?

# PRACTICAL ACTIONS

- Recruiters
  - Develop a detailed communications plan
  - Create a communications calendar
  - Create a micro-campaign with assets recruiters can use to keep candidates warm
- Hiring Managers
  - Hold virtual Hiring Manager support sessions
  - Provide weekly communication starters and updates to keep key candidates warm
  - Ask hiring managers to hold virtual information sessions
- Partners
  - Review contracts and SLAs
  - Create a Dos/Don'ts list for communications and key messages
  - Ensure they're on email lists for company status updates



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**STEP 2:**  
**ADDRESS THE**  
**‘FORGOTTEN**  
**AUDIENCE’**

# ADDRESS THE FORGOTTEN AUDIENCE

Develop a plan to identify, inform, instruct, and engage candidates at every stage.

## Passive

- 1) What current outreach is ongoing (or on autopilot, i.e. drip campaigns)?
- 2) Has there been a change in channel traffic or engagement (i.e., social media)?
- 3) What outreach or networking events have been postponed or still planned?

## Keep Warm

- 1) What applications have come in and have they been answered?
- 2) Has the careers site traffic changed?
- 3) Have candidates been communicated to?
- 4) Is there messaging for candidates on all channels?
- 5) Do recruiters know how to serve these candidates?

## Pipeline

- 1) How many candidates are in the pipeline and at what stage?
- 2) How and what has been communicated so far?
- 3) Who's communicating to the candidates?
- 4) How often is communication happening?
- 5) What are their expectations?

## Offered

- 1) Are offers frozen, rescinded, or moving forward?
- 2) How are they feeling?
- 3) Where does their offer/decision fall in priority right now?
- 4) Do they have other offers?
- 5) How long can they wait?
- 6) How long can we wait (i.e., summer intern offers)?

# PRACTICAL ACTIONS

- Passive Candidates
  - Check social media and respond every day
  - Provide guidance on internal mobility process
- Keep Warm Candidates
  - Offer 1:1 check-in sessions
  - Survey on perception of communications and brand
- Pipeline Candidates
  - Create communication templates and key messages for each phase of the pipeline (i.e., apply, interview, etc.)
  - Create a communication calendar for regular updates
  - Hold virtual information sessions
- Offered Candidates
  - Create communication templates and key messages for each phase of the pipeline (i.e., apply, interview, etc.)
  - Create a communication calendar for regular updates
  - Hold virtual information sessions
  - Be honest about the plan (or lack thereof) for group hires like summer interns

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# STEP 3: ENGAGE THE WORKFORCE

## WORKFORCE

8. Current Employees/Contractors
9. New Hires
10. Furloughed/Laid-off Employees

# ENGAGE THE WORKFORCE

Prepare and adjust resources, tools, and communications for the current state.

## Current Employees/ Contractors

- 1) How are you feeling?  
What do you need most?
- 2) What are you telling friends and family about work?
- 3) Have you referred any candidates recently?
- 4) What do you need most from us?
- 5) How do you think our organization has been handling our response?

## New Hires

- 1) How are you doing?
- 2) Do you still plan to join us?
- 3) How has your first few days/week/month been?
- 4) Has the way our brand responded to this situation changed how you feel about this organization?

## Furloughed/ Laid-off Employees

- 1) What can we do to help?
- 2) How can we stay connected?
- 3) Would you return if there was an opportunity to do so?
- 4) How do you think our organization has been handling our response?

# PRACTICAL ACTIONS

- Current Employees
  - Create communication templates for employees who have referred candidates
  - Provide guidance on internal mobility process
- New Hires
  - Plan for virtual or adapted onboarding (orientation, I-9, etc.)
  - Offer 1:1 check-in sessions
  - Survey on perception of communications and brand
- Furloughed/Laid-off Employees
  - Create an alumni communications plan
  - Provide guidelines to hiring managers on appropriate ways to stay in touch with these individuals
  - Send an email campaign with resources and the chance to stay in touch
  - Survey on perception of organization and response

# Practitioner Insight


- Shift your content strategy to be supportive, helpful, and empathetic during turbulent and uncertain times
- Before posting on social, ask yourself if you are comfortable putting your posts alongside news content
- Constantly reassess. Day-by-day. There is no playbook
- Ensure creative elements are appropriate and relevant to this new reality. (i.e., no images of people in close contact or embracing, holding hands, etc., unless it's to give care to a patient)
- Be more helpful to candidates and employees in this moment of need

# Chloé Rada

Director of Talent  
Administration,  
Technology, and  
Branding  
Sodexo

***“What I am  
doing now.”***






I'm sending out a 'Remote Work Tip of the Day' - simple, digestible messages that help us work in a different way. Yesterday, I write about the importance of rituals. I'm doing this to get some virtual engagement going and keep some level of normalcy.

Michael Heller  
Founder and CEO  
iRevu





“I manage NY Hospitals. My managers are scared and their hourly employees are scared. Being someone they can speak to is important.”

Kaitlin Challis  
Recruiter  
Sodexo

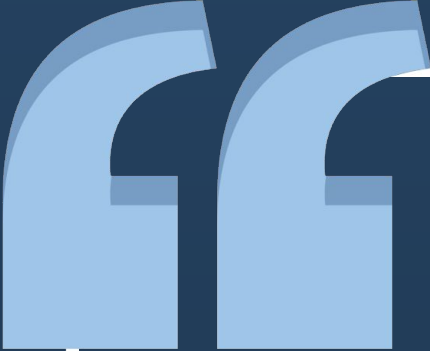


I've changed our content formula to remove any content that appears "tone deaf", skews negative and doesn't follow this "equation" I learned from Ann Handley:

*Utility X Inspiration X Empathy = Quality Content*


If it isn't Quality Content, within the lens of what's happening around the world right now, it gets scrapped! Now is not the time for brands to push their own agenda. Rather, what can that organization do to leverage their expertise and experience to help someone else?

**Alison Kruse**  
Director of Content and Social Media  
KForce



My team just went virtual for the first time, so I am keeping them engaged with online video chat meetings and Yammer postings with fun daily contests. We are also providing more communication than normal so they don't feel like they are missing something.

Cathy Henesey  
Executive Director, Talent Acquisition  
Advent Health





Humor, empathy and  
support in everything we do

BJ McGuire  
Director, Enterprise Talent Acquisition  
The Walt Disney Company

# **YOUR ACTION PLAN**

# At a Minimum

- **React Now**
  - Review autopilot messages in media buys, job boards, ATS, drip campaigns, etc.
  - Review message boards, review sites, and survey results for sentiment and insight
  - Update your careers site and ATS
  - Determine any process changes that need to happen (i.e., I-9s, orientation)
- **Align with Marketing and PR**
  - Connect with Marketing/PR to align messages, share concerns
  - Ask for immediate triage and trust to respond
  - Talk to your stakeholders to understand how they're feeling and what they need
- **Plan Regular Communications**
  - One-page key messages and communications talking points for all audiences
  - Schedule of regular touchpoints



# How to Manage Your Talent Acquisition Role and Function In a Time of Crisis

A crisis is often a defining moment. We can either falter or make it our finest hour. As a recruiter, talent acquisition leader, or employer brand professional, how you handle your role and guide your organization during this time can set the stage for your career, impact the lives of candidates and employees, and influence perceptions of your organization. This framework will help you serve key audiences during critical moments. Included are 10 top stakeholders and a starting point to develop your strategic plan.

KEY AUDIENCE: Who do we need to communicate to?	IMPORTANCE: Why do we need to communicate to them?	KEY MESSAGES: What do we want the audience to know, feel, and do?	OWNER: Who is responsible for task?	SENDER: Who delivers it?	CHANNEL: How do we deliver it?	TIMING: When to send it?
1-Recruiters						
2-Hiring Managers						
3-Partners (Agencies, RPO)						
4-Passive Candidates						
5-Keep Warm Candidates						
6-Pipeline Candidates						



# Help Yourself

- **Consider Your Colleagues**
  - Ask how they are doing
  - Ask how you can help
  - Be honest when you need help
  - Look for the ways you can work together, not the ways you can fall apart
- **Consider Your Career**
  - Stand out by doing, don't hide
  - Look for ways to make bottom line impact
  - Prove the value of being proactive versus doing nothing
- **Consider Yourself**
  - Seek information that's helpful
  - Take breaks
  - Ask for help
  - Practice self-care, if you can

# Consider the Basics

- Practice empathy, transparency, and responsiveness
- Look out for new threats
- Prioritize stakeholders
- Trust your experts
- Seek help from professionals

# Tap the Community

- Use **#CoronavirusHR** to share and request help and resources
- **Access the exaqueo Crisis Resource Center:**  
[exaqueo.com/COVID19](https://exaqueo.com/COVID19)
- Access the **HR Community's Open Source Coronavirus Resource Guide:**  
<https://bit.ly/CoronavirusHRComms>  
*(thanks to Lars Schmidt / @Lars)*
- **Are you hiring?**  
We'll help you spread the word! Add to the Open Source document, DM @SusanLaMotte or email [admin@exaqueo.com](mailto:admin@exaqueo.com)



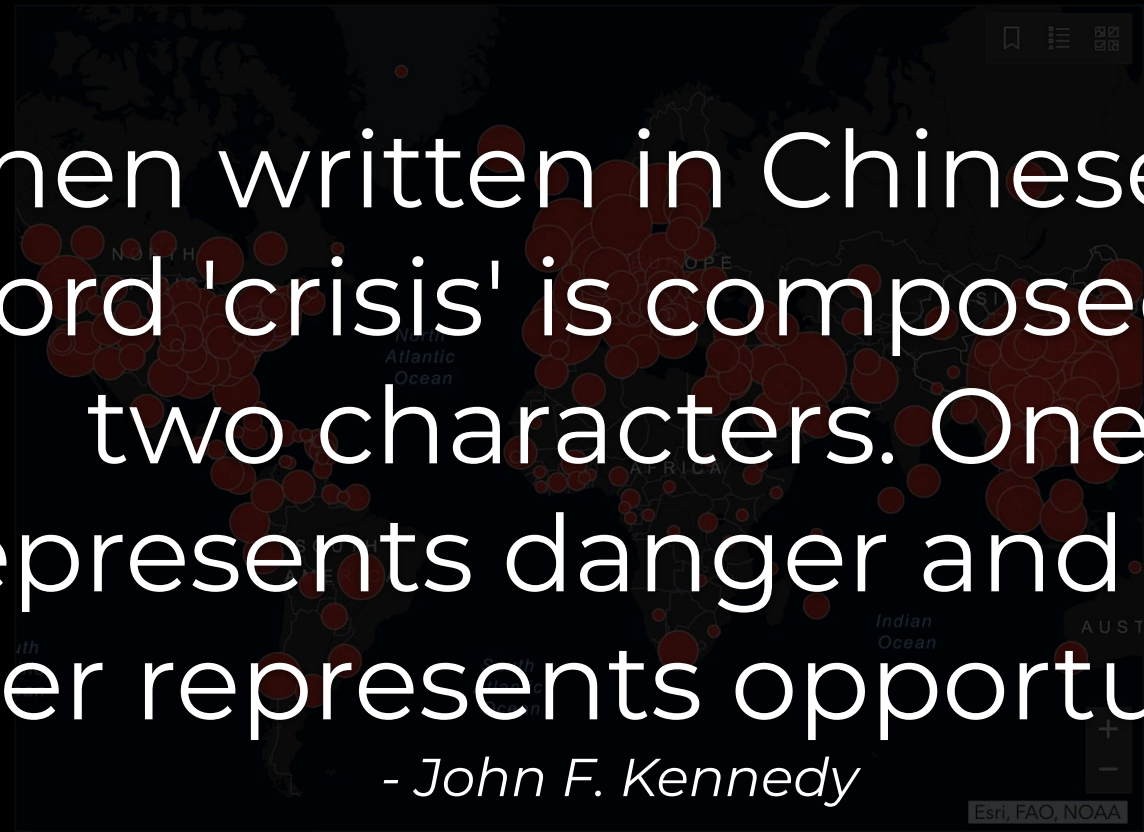
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Cumulative Confirmed Cases | Active Cases

156 countries/regions

Lancet Inf Dis Article: [Here](#). Mobile Version: [Here](#). Visualization: JHU CSSE. Automation Support: Esri Living Atlas team and JHU APL.  
Data sources: WHO, CDC, ECDC, NHC and DXY and local media reports. Read more in this [blog](#). Contact US. FAQ.

"When written in Chinese, the word 'crisis' is composed of two characters. One represents danger and the other represents opportunity."

- John F. Kennedy

Contact us for  
more information  
or for a conversation.

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