

CRISIS 2020

Ten Things HR, Recruiting, and Employer Brand Can Do

This is Me



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exaqueo.com/COVID19



Programming Notes

- This deck will be made available via exaqueo right after this call
- Email any questions you have to our team via crisisresponse@exaqueo.com.
- Email admin@exaqueo.com to be added to our weekly COVID 19 best.

It's APRIL 9, 2020. Here are the must reads I'm recommending this week:

// Immediate Help //

- We're taking your crisis questions. [Email us](mailto:crisisresponse@exaqueo.com) anything you need: crisisresponse@exaqueo.com
- Communications templates for candidates, employees and recruiters. [How can we help you now?](#)

// Events and Education //

- April 14-15: Recruiting Marathon - global, virtual event with leaders sharing COVID-19 advice and insight. [Register now](#).
- What are recruiting leaders doing? [Recaps](#) of the weekly conversations. (Career X Roads)
- Your employer brand and candidate experience in a crisis: [download the slides](#).

// Data That Matters //

- [80% of brands](#) plan to cut spending this year (AdAge)
- [1.4 to 3.5 million workers](#) could re-enter the workforce safely (The Washington Post)
- [55% of organizations](#) have not added a COVID-19 messaging to their careers site (exaqueo)
- [Are nearly 40%](#) of restaurants and hourly businesses closed? (The New York Times)

// HR and Talent Challenges //

- [Compelled to return to work](#) only to die from COVID-19? (New York Times)
- You probably need help with [recruitment marketing and culture content](#) (Stories Inc.)
- How to adapt your [college intern programs](#) (College Recruiter)
- Should we [force parents](#) to work? (exaqueo)
- Do you have a long game? [Reimagining a 'new normal'](#) (McKinsey)

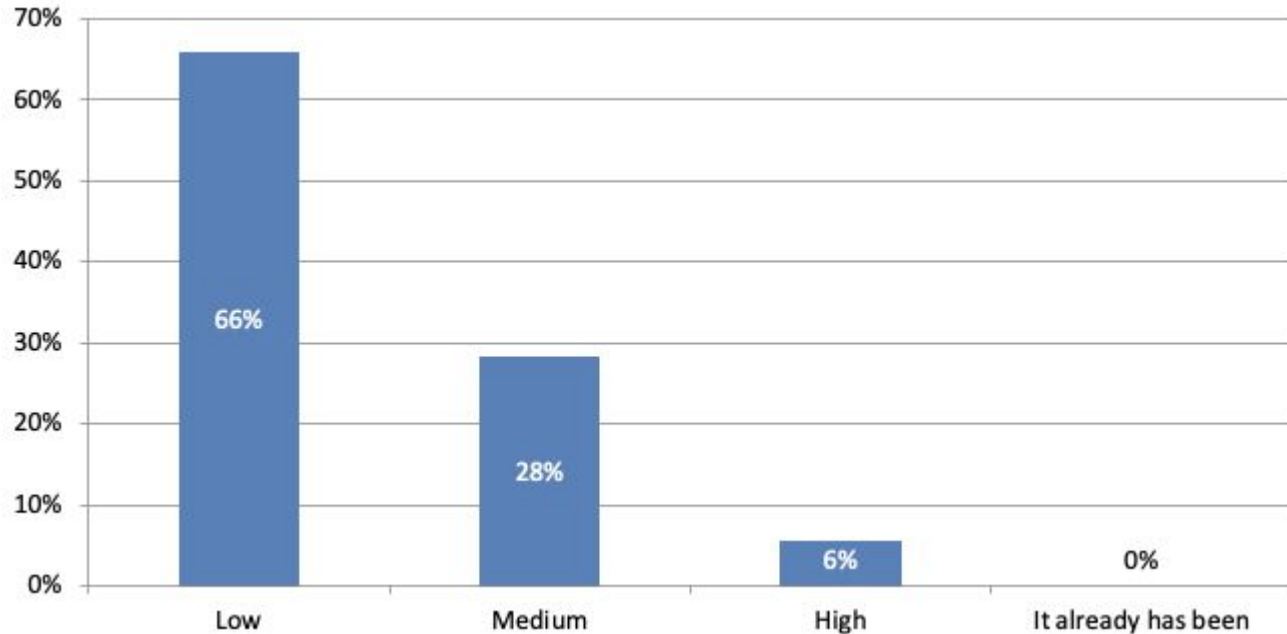


Five for the Fire
Five for the Future

1. **Get real:** be honest about what could happen.

**Five
for
the
Fire**

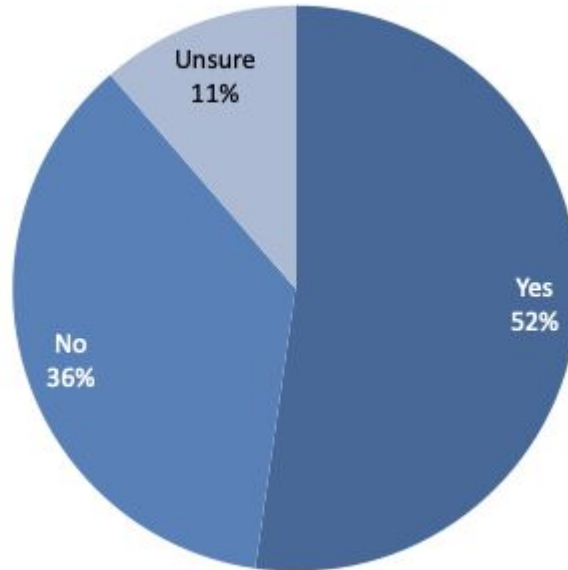
Most people feel their job will not be eliminated, but 28% feel the likelihood is medium. 6% feel the likelihood is high.



The likelihood my job will be eliminated is:

Companies' perceptions around the role of Employer Brand related to coronavirus (COVID-19) responses are divided.

My organization has considered Employer Brand as a key part of the marketing and communications response to the coronavirus (COVID-19).



Five for the Fire

1. **Get real:** be honest about what could happen.
2. **Look to the people:** determine who you need to consider.

ORGANIZATION

1. Recruiters
2. Hiring Managers
3. Partners



CANDIDATES

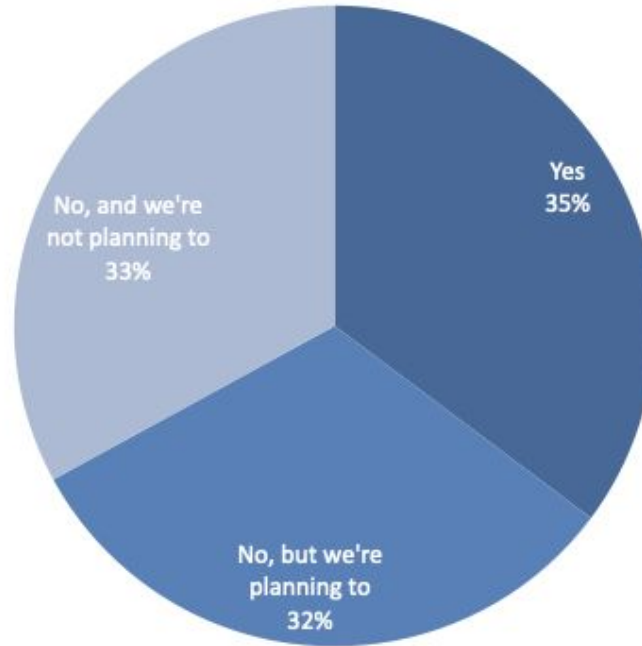
4. Passive
5. Keep Warm
6. Pipeline
7. Offered

**Look to
the
People:
who should
you prioritize?**

WORKFORCE

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

Organizations posting COVID-19 statement to their careers sites are also mixed.



My organization has added a COVID-19 statement to our careers site.

Five for the Fire

1. **Get real:** be honest about what could happen.
2. **Look to the people:** determine who you need to consider.
3. **Make a plan:** sketch out what you want to do and how.



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						

Five for the Fire

1. **Get real:** be honest about what could happen.
2. **Look to the people:** determine who you need to consider.
3. **Make a plan:** sketch out what you want to do and how.
4. **Work productively:** communicate what you're doing and why.



Remote Work Discussion Guide

COVID-19
EDITION

We are in unprecedented times and facing uncertainty. What we can control is how we plan our work and adjust our priorities. Schedules may vary and our ways of working will change but we know we're being productive, engaged, committed, and resilient.

Remove **guesswork**

Schedules

[Enter information about team availability and flexibility]

Communications

[Enter information about catch-ups and methods for communicating]

Processes

[Enter Information on administrative tasks like tracking time and PTO]

Resources

[Enter Information about the availability of resources and technology]

Policies

[Add links to relevant policies regarding remote work]

Work with **meaning**

Thrive in your environment

Core Hours

I plan to be available during these hours...

Capacity

My capacity for additional work is...

My State of the Union

I'm feeling [okay, nervous, overwhelmed]...

Networking + Connecting

I plan to reach out, connect, and work with others in these ways...

Successes + Challenges

*I'm finding success in...
I'm struggling with...*

Work with **purpose**

Maintaining Continuity

I'm prioritizing these base business objectives...

- Task or project
- Task or project
- Task or project
- Task or project
- Task or project

Facing Roadblocks

I'm delayed by or waiting on...

- Task or project
- Task or project
- Task or project
- Task or project
- Task or project

Being Proactive

I'm jumping into or thinking of...

- Task or project
- Task or project
- Task or project
- Task or project
- Task or project

Coming to a Close

I'm finishing up or unable to continue with...

- Task or project
- Task or project
- Task or project
- Task or project
- Task or project

We are in unprecedented times and facing uncertainty. What we can control is how we plan our work and adjust our priorities. Schedules may vary and our ways of working will change but we know we're being productive, engaged, committed, and resilient.

Remove **guesswork**

Schedules

All team members are expected to work 40 hours a week unless otherwise agreed to.

Communications

All team members should have weekly catch-ups with managers and respond to communications within 24-48 hours.

Processes

Exempt employees do not need to track time but must enter PTO as it's used.

Resources

company.com/hr
company.com/it

Policies

company.com/policy/WFH
company.com/policy/PTO
company.com/policy/schedule

Work with **meaning**

Thrive in your environment

Core Hours

I plan to be available daily between 10am and 4pm.

Capacity

My capacity for additional work is low at this time.

My State of the Union

I'm feeling nervous about the virus and taking care of my family and also overwhelmed with my work.

Networking + Connecting

I plan to reach out, connect, and work with others in these ways: (1) schedule a virtual happy hour with my team, (2) establish morning and afternoon office hours throughout the week, and (3) continue to participate in the weekly talent acquisition team call.

Successes + Challenges

I'm finding success in connecting with others and focusing at home.

I'm struggling with prioritizing my work and delegating tasks.

Work with **purpose**

Maintaining Continuity

I'm prioritizing these base business objectives...

- Responding to candidates
- Scheduling virtual interviews

Facing Roadblocks

I'm delayed by or waiting on...

- Postings from hiring managers
- Budget approval for new tools

Being Proactive

I'm jumping into or thinking of...

- Auditing our candidate experience and finding opportunities to increase engagement
- Q3 budget

Coming to a Close

I'm finishing up or unable to continue with...

- Our annual team off-site retreat
- Rewriting our job posting boilerplate

SAMPLE

Five for the Fire

1. **Get real:** be honest about what could happen.
2. **Look to the people:** determine who you need to consider.
3. **Make a plan:** sketch out what you want to do and how.
4. **Work productively:** communicate what you're doing and why.
5. **Look to other organizations:** see what others are doing and how.

CVS Health has
immediate openings!

Start searching by location

Not ready?
[Click to learn more about working at
CVS Health.](#)



Takeda



Better Health, Brighter Future

Be empowered to make
a positive impact and
change lives. #HiringNow



✓ Following ***



Courtney Reun • 1st

Employer Brand Manager | Visual Storyteller | Coffee Lover ☕
4d • 🌐

Need a new background for your next Zoom meeting? ❤️ #lovedunkin
#virtualmeetings #makinitworktogether #dunkinbrandslife #dunkin



10 Dunkin' Backgrounds for Your Virtual Coffee Break

news.dunkindonuts.com



ESPIRE
dental



Five for the Fire
Five for the Future

1. **No new normal:**
because normal won't exist.

**Five
for
the
Future**



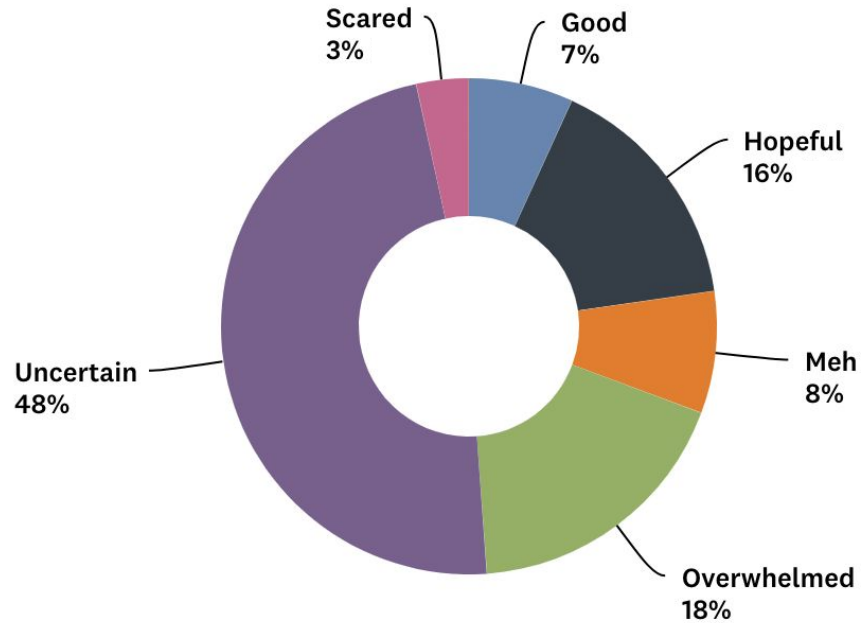
Nathan Wyburn Artist ✓

@NathanWyburnArt

1. **No new normal:**
because normal won't exist.
2. **Employees will be in charge:**
get real insight now.

**Five
for
the
Future**

What word best describes how you're feeling right now:



Five for the Future

1. **No new normal:**
because normal won't exist.
2. **Employees will be in charge:**
get real insight now.
3. **Heroes will fade:**
no capes, just work boots.

CAREERS WITH RED WING SHOE COMPANY



Five for the Future

1. **No new normal:**
because normal won't exist.
2. **Employees will be in charge:**
get real insight now.
3. **Heroes will fade:**
no capes, just work boots.
4. **The new E-Corp will emerge:**
beyond social good, employees first.



"Horrible - the place is filled to the brim with nut jobs"

Former Employee - Manager in Mountain View, Buncombe, NC

Doesn't Recommend Negative Outlook Disapproves of CEO

I worked at [redacted] full-time (More than a year)

Pros

few and far between, frankly, can't think of any

Cons

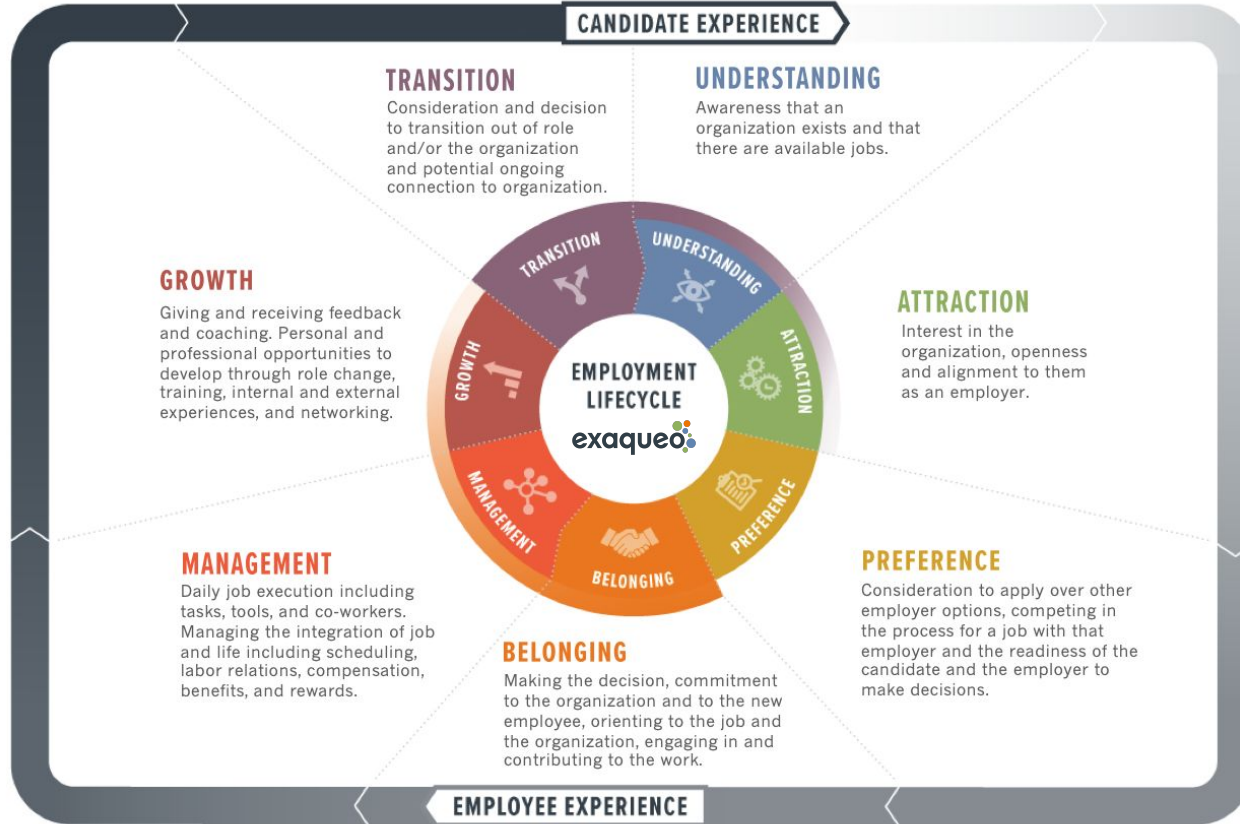
Cult-like leader and followers
Senior management just riding out vesting
Major politics - hard to get anything done
Nut jobs at the helm with little to no experience leading
Ranks filled with B players who think they are A players (umm, A players go to Google)

Five for the Future

1. **No new normal:**
because normal won't exist.
2. **Employees will be in charge:**
get real insight now.
3. **Heroes will fade:**
no capes, just work boots.
4. **The new E-Corp will emerge:**
beyond social good, employees first.
5. **Employer brand won't be an initiative:**
and start being a part of the core.

PEOPLE AT THE CORE





A solid orange circle is positioned to the left of the text box.

Thanks for listening,
how can I help?

 susan@exaqueo.com

 exaqueo.com/COVID19

 linkedin.com/in/SusanLaMotte

 Twitter.com/SusanLaMotte



APPENDIX

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

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

ORGANIZATION

1. Recruiters
2. Hiring Managers
3. Partners



CANDIDATES

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

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

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

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