GUIDE TO REMOTE ONBOARDING

How to Evolve Your New Hire Process For Today’s Challenges
Introduction

Today’s changes have brought about a major shift in employment: many workforces are currently remote. In fact, a recent study by global market research firm Dynata revealed that 75% of respondents are now working remotely (at least some of the time). This means that many HR leaders need to rethink their processes, including remote onboarding. Everything from collaborative learning sessions to meeting colleagues and more needs to be adjusted accordingly.

Why is a smooth remote onboarding process so important? It’s the first step in achieving long-term employee success. Research has shown that 69% of employees are more likely to stay with a company for three years if they experience great onboarding.

Switching to remote onboarding doesn’t have to be difficult. In fact, we’ve had remote teams in place for a long time. This e-book gives you a peek under the hood at how we do remote onboarding at ZipRecruiter—so you’re all set to get started.

2. SHRM.org. Don’t Underestimate the Importance of Good Onboarding; August 10, 2017
ZipRecruiter’s Formula for Remote Onboarding

When ZipRecruiter started hiring and onboarding remote teams, we first determined which elements of onboarding were the most important.

We focused our content around these four priority areas:

- **Compliance**: setting up essential tasks that were necessary for training, security, etc.
- **Clarity**: further explaining our new hires’ roles and responsibilities to them
- **Culture**: offering guidance on our company’s attitudes, beliefs, and behaviors
- **Connection**: encouraging personal relationships and collaboration

Then, we designed our plan to have these program attributes:

- **Scalable**: we had to be able to adapt it to our fast-changing and growing company
- **Replicable**: it had to provide a consistent experience for every employee
- **Sustainable**: it had to meet our business needs, even during economic uncertainty
- **Flexible**: it had to be easy to execute anytime, anywhere, by any team
The result?

ZipRecruiter established a successful sustainable remote onboarding process. Our process is made up of these three pillars:

**Pillar 1**
**Calendar of Virtual Events**
features regular activities to keep new employees consistently engaged

**Pillar 2**
**Digital Guidebook**
gives hiring managers the tools they need to empower their new employees

**Pillar 3**
**Self-Paced Learning**
includes required intranet training that employees can complete at their own pace

We’ll elaborate on these pillars in the next sections, including why we need them and how we execute them. You can use our “how-tos” as a framework for your company’s remote onboarding process.
Pillar 1
Calendar of Virtual Events

“We’ve effectively been able to engage and connect with our new hires by breaking up their first quarter into a series of formal virtual meetings and informal events.”

—Nicolette Kratochvil
ZipRecruiter Enterprise L&D Team Lead

The Challenge
When ZipRecruiter was still a fast-growing start-up, we relied on more organic, in-person ways to build connections. But with ZipRecruiter’s shift to an entirely remote workplace, we have to be more intentional with how we plan out our onboarding. Establishing personal connections and creating an online culture also needs to be embedded in our plan.

The Solution
We map out a calendar of scheduled video meetings and information sessions that span the first quarter of the onboarding period. Then, throughout the rest of the onboarding period, we provide key information weekly, but still plan learnings on relevant topics and culture-related events to keep new hires engaged and connected.
How We Do It

ZipRecruiter makes the first week consistent for all new employees.

- **Pre-start date**—We give laptops to new hires with instructions on how to set up email and the apps they’ll need to successfully work remotely.

- **Day 1**—Our HR team takes them through the essentials (i.e. wellness benefits, payroll, etc.) via video conferencing. We also set up introductory activities, like a virtual “team lunch.” To keep our new employees engaged, we host online quizzes with prizes.

- **Day 2**—Our new employees start onboarding with their direct hiring managers. (See more in our next section.)

- **Days 3 and 4**—We take our new hires through our company business model, plus give them a brief overview of how our product works and the technology behind it.

- **Day 5**—We set up a video check-in with them to address any additional questions or needs.

- **Rest of month**—We schedule “deeper dive” meetings to provide more in-depth info on our company story, how our technology works, plus product workshops. We also introduce them to employee resource groups.

- **Quarterly**—Our employees meet our senior leaders to gain company insights. As part of this, we invite them to a virtual “donuts and coffee” meeting with our CEO.
Pillar 2
Digital Guidebook

“One of the best things we’ve done is provide hiring managers with a company manual that features best practices, tips, and tools for remote onboarding. It creates consistency across the org and makes it easier on the managers.”

—Anthony Markovich
ZipRecruiter Senior Leader, L&D

The Challenge

Manager involvement is key to a new hire’s onboarding experience. And it starts on day one. In fact, for 93% of employees, trust in their direct boss is essential in staying satisfied at work. Hiring managers play a critical role in helping new employees feel more connected to a company and providing them with the right resources.

However, if hiring managers are hiring for the first time or don’t onboard regularly, they may not be familiar with how they can empower their new employee—especially remotely.

The Solution

ZipRecruiter offers a Digital Guidebook to give our hiring managers an extensive manual on how to support their new hires remotely during their first few months. This guide allows each manager to be consistent in their approach, with the option to scale it, as needed.

How We Do It

Each guidebook is customized for each department to offer new hires clarity on their individual responsibilities, plus how they can stay connected to other groups within the company to ease information sharing.

ZipRecruiter provides various touchpoints in the guidebook:

**Introductions**—Our guidebook asks managers to introduce their new hires to the team, then to stakeholders and other points of contact to do their jobs effectively.

**Guidelines**—It suggests that our managers establish team ground rules—including sharing working styles, providing feedback, determining remote work schedules, and having team members express their preferred channels of communication.

**Engagement**—It encourages managers to build a positive workplace culture with ideas like virtual happy hours, video conference trivia events, and themed dress-up days.

**Goals**—It advises managers to discuss capabilities and devise personal growth plans with new hires.

**Check-ins**—It offers suggestions for talking points for weekly remote 1:1s between new hires and managers.

**Expectations**—It helps our managers set up a 30/60/90-day plan with action items and milestones.

**Opportunities**—It reminds our managers how new hires can access online training programs for personal and professional development.
Pillar 3
Self-Paced Learning

“We know that working remotely comes with its challenges. That’s why self-paced learning is so effective for our employees. It empowers them to continue learning on a schedule and pace that work best for them.”

— Tom Odegaard
ZipRecruiter Senior HR Business Partner

The Challenge

With the rise of remote working, many employees want the flexibility to learn at their own pace. Research found that more than 89% of today’s employees want training anytime and anywhere they need to do their job. So how can we accommodate them?

The Solution

ZipRecruiter provides self-paced courses on our intranet so employees can learn when it’s most convenient for them.

How We Do It

When it comes to their key responsibilities, we know employees will be learning by doing in the first few weeks. So we don’t want to bombard them with even more training.

Therefore, we select training content that will be best delivered via an online self-paced learning platform—ideally, one that includes quizzes and tracks completion. For example, ZipRecruiter uses Docebo, a cloud-based learning management system that helps deliver corporate training anytime, anywhere. These types of platforms work best for compliance training, role-specific training, and best practices for working remotely.
We’re Here For You

ZipRecruiter’s team can help you source the right talent—and support your strategy for long-term success.

To learn how we can help you with hiring, visit:

ZipRecruiter.com/Enterprise