

Remote Onboarding Case Study

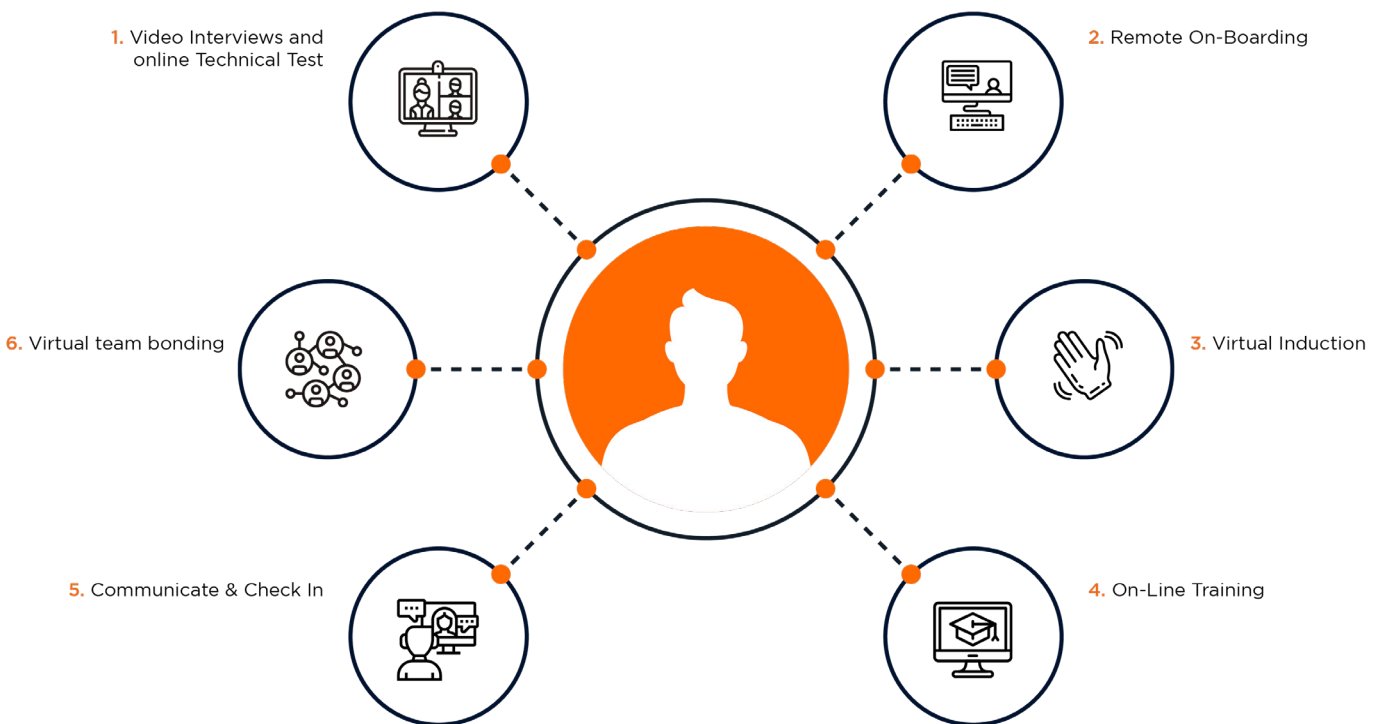
BDO Global Outsourcing Team (GOT) Belfast act as a Shared Service function, supporting the BDO in-country offices to deliver a range of outsourced payroll services on behalf of their clients globally. Since launching, the team have grown and continue to win and deliver a strong pipeline of work for the organisation.

Key to the team’s success is the quality of work produced in Belfast, driven by the exceptional talent recruited locally. Operating in an extremely competitive candidate driven market, the business recognised that their planned recruitment would need to continue, despite the challenges posed by Covid-19.

Lisa McAleer HR Manager explained how the company adapted their recruitment and onboarding process to keep the show on the road.

The Roles

Since social distancing measures were implemented BDO have recruited 4 Payroll Analysts into the GOT team, with further hires planned for April and May.



The ‘New World’ Recruitment Process

The organisation had to adapt their traditional recruitment process replacing the face to face interview and technical test with a technology led option. The recruitment team scheduled a multi-way video call to facilitate the remote interview between the candidate and Senior Managers within the GOT Belfast and Reading Offices. The technical test was also issued via a link for the candidate to complete remotely.

Remote On-Boarding

BDO completely adapted their onboarding process to accommodate remote working. The business arranged for all IT equipment and training materials to be delivered to the team members home in advance of their start date and arranged for the IT Manager to be on call to support with any queries.

To replace the face to face meetings that would normally take place with the inductees and their Counselling Manager and Buddy team member, 'welcome on board' video calls were scheduled with the new team member and their support colleagues before they were due to start.

On the first day, the business wanted to replicate the typical induction process as closely as possible, and so they set up a video call with the Counselling Manager and Buddy followed by a number virtual introductory meetings to allow the inductee to meet their key support colleagues and their wider teams. The process, that was previously fully conducted in person, quite easily translated into a remote one.

Remote Training

A typical induction process would have involved 2 weeks practical training based in both the Reading and Belfast offices. Once the initial training was completed, the new team member would then observe several client calls, before being assigned their own client portfolio. In the new way of working, the business switched the training to a virtual platform, providing online materials for the inductees to work through. The client calls were scheduled remotely, allowing the inductee to dial in and observe the call and follow up with their Buddy or mentor separately with questions.

Challenges

With any new job, it takes time to understand systems, processes and ways of working. The business recognised that, when working remotely, the inductee would not have immediate access to a mentor or buddy if they had questions and may feel overwhelmed. To address this, the business made sure to over communicate, schedule regular check ins throughout the day and give the new employee lots of opportunities to ask questions and get the support they needed.

Team Bonding

An important part of any on-boarding process is the opportunity to build relationships, connect with colleagues and 'fit in' with the team. To re-enforce this, the GOT team continued their regular Friday quiz virtually and scheduled virtual lunches and coffee breaks with their new colleagues.

Any Keepers?

The video interview process will stay. This virtual recruitment process removes quite a few restrictions that the business would face, when scheduling an interview panel across the Reading and Belfast Teams.

The enforced remote working for the entire operation has also provided an opportunity for the business to consider other options, such as flexible working patterns and working from home options. While this has not been confirmed, it may be the way forward for the team to support the changing needs of their own team and access a wider talent pool.