

HIRE GLOBALLY

A Manifesto for Junior Mobility

Part 2: Tools and Tactics for Success

Targeted at In-House Recruiters, HR Professionals and
Top Management in mid-sized and large companies





Most companies hire junior staff only locally or nationally. They miss out on a vast pool of highly qualified workers.

Your next great developer, marketer or salesperson could be anywhere in the world right now, willing to relocate to your country.



In part 1

of the Hire Globally series (available [here*](#)), we gave you a few good reasons why cultivating a global hiring habit is worth your time. You can use it when you have to convince sceptical voices in your organisation or have doubts yourself.

*alternatively, go to benivo.com/hire-globally



In part 2

we give you the tools and tactics you need to make hiring globally a natural part of your recruiting process.

NOTE: We are writing this guide with the presumption that the main audience are companies based in the UK. However, the lessons apply to any company that is currently too focused on their national talent market, whichever it may be.



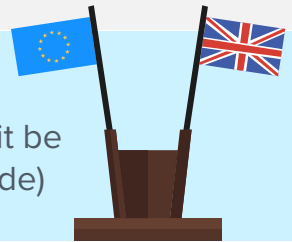
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Introduction

ALRIGHT!

You're all fired up and good to go and expand your hiring across the EU, Brexit be damned. (If you need some extra firing up, read [Part 1](#) of the Hire Globally guide)

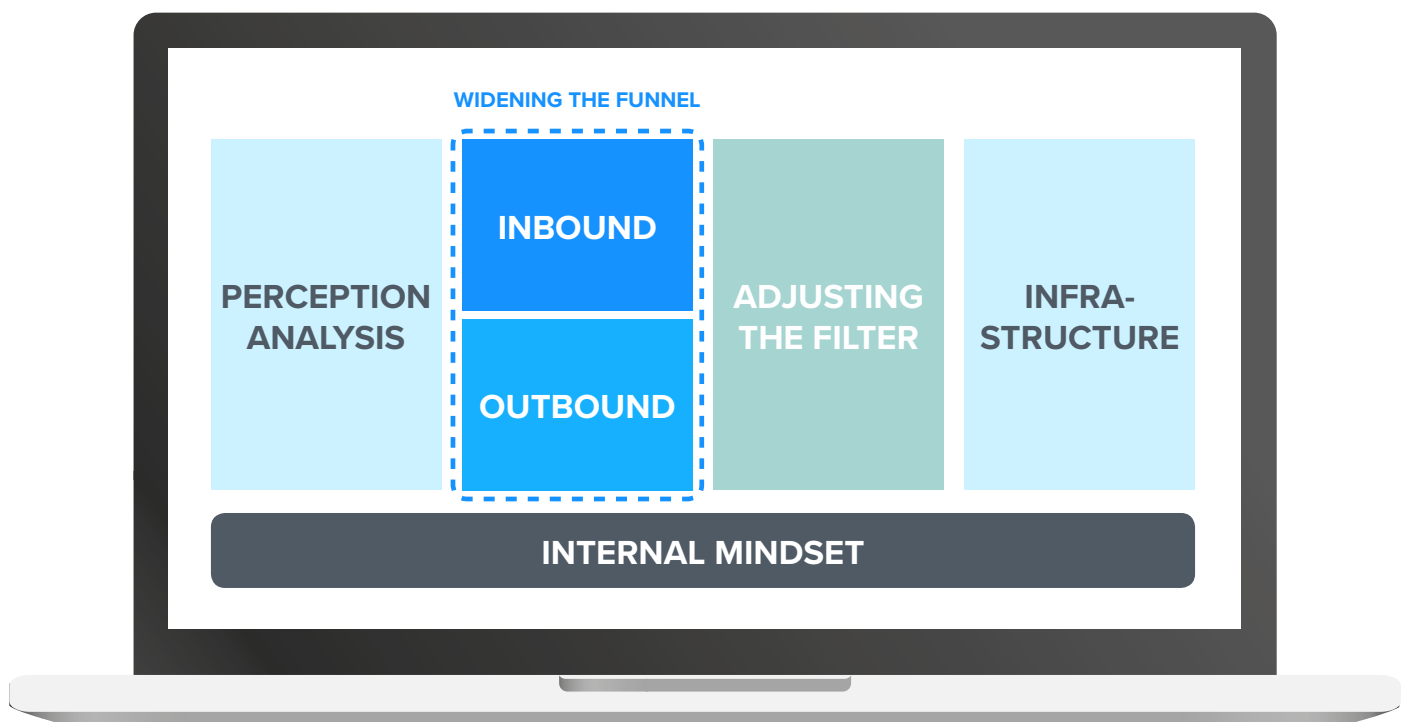


Before we get started, just one word of caution: This will be more cumbersome and more expensive than hiring locally. Because it is a transformative effort which involves your brand as an employer, this isn't something you can just turn on from one month to the next. Instead, it will be a

gradual process with constant opportunities for improvement.

But as with any meaningful effort, this too will reward you with a better and more diverse workforce. And that's what matters in the end.

In this white paper, we will discuss the following areas, all of which are important to move towards an international hiring practice:



You will need to...

1. ...change minds inside the company
2. ...understand how your stakeholders (employees & potential candidates) perceive you in terms of international hiring fitness
3. ...widen your funnel - getting more candidates from abroad. This includes inbound (catering to those who visit your career website) and outbound measures (liaising with job platforms and universities, placing job ads etc)
4. ...adjust your filter by accounting for cultural differences
5. ...smoothen the onboarding process of new employees from abroad

It's a lot of ground we'll be covering.

We don't expect anyone to follow all of these suggestions. Instead, consider them a long laundry list of measures, each of which will contribute in a small way to improve your international hiring practice. Which of them you choose will depend on your company's enthusiasm for the subject, your budget and the degree of autonomy in your position.

Before you start - answer these questions



1. Which roles will you do this for?

In some roles, a “good enough” approach may indeed be good enough. Trying to source an admin assistant from all over Europe may not be a battle worth picking. Rare skills like sales or software engineering where even a 10% performance advantage can yield disproportionate results are better suited for a pan-European or even global search.

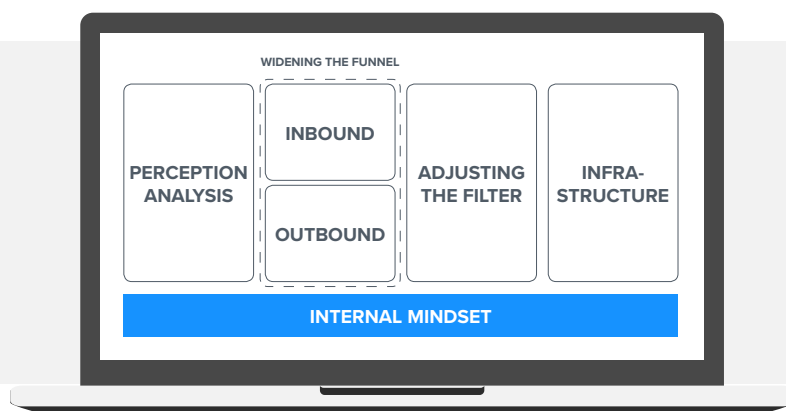
2. For the roles you will hire globally for: How long are you able to wait?

a. On average, a local candidate is ready to start earlier than someone who has to transplant their whole life to a new country. The need for the best possible person must be balanced with the need for someone starting work in time. Of course, this must not end up serving as a pretext for always hiring locally because the need seems always too urgent to wait for an expat finishing their

move. Plan ahead so that your hiring doesn't become a constant exercise in urgency and corner-cutting.

b. In a few cases, however, you may conclude that you can't wait for the perfect candidate. You will then modify your search from “the best possible person for the role” to “the best possible person for the role who is able to start by date X”. In some of these cases, you will conclude that the urgency is too high to hire globally. The decision will be on a case by case basis.

Internal Mindset



If you're not doing it yet, hiring internationally will require a mindset shift inside your organisation. This could be as quick as a nod from your boss after they read [Part 1](#) of the Hire Globally Series and the approval of a budget for this purpose.

Or it could be as arduous a journey can get. You may have to engage in a variety of Game of Thronesque influencing, alliance building and favour trading. Hopefully you won't have to feed anyone to a dragon.

We will not elaborate on soft power here. Every company is different in how new projects get approved and to what extent politics are part of the game. But we can at least give you the most important rational arguments you need, so you have them handy and can send them to colleagues who disagree with you.

6 reasons to expand junior hiring EU-wide

1. People are the most important asset we have, so we should always aim to get the best possible

In the knowledge economy, most companies' single biggest expense is payroll. This fact alone should be the strongest reminder of the need to optimise this cost area.

There are two main ways of optimising the staff intake process:

1. Get more people into the hiring funnel
2. Refine the process of finding the best person

One of the most efficient ways of widening the intake is to start fishing in the pond that is just outside our borders. 3.6 times more

people are available in the rest of the EU when compared to the UK. (7.2x the pool of population, 50% willingness to relocate). In other words: By staying in the UK, you are limiting yourself to 22% of the catchment area you can address.

2. "Good enough" isn't good enough.

There could be the temptation to say that domestic hiring for junior roles isn't a problem and that you always have enough good candidates in your home market. What's the likelihood that the best possible candidate for a role will be in the 22% of the candidate pool you're fishing in? Well, it's probably somewhere around... 22%.

A "good enough" attitude is acceptable in cases of emergency - when you have to fill a vacancy urgently. But it's a mediocre strategy to pursue in the long term.

3. Our current geographic limitation is not a product of rational choice

There are two extremes in geographic reach of graduate recruiting: Active recruiting at one single university, and hiring across all universities in the world.

Somewhere on this spectrum, there is an optimum in terms of cost and benefit. This optimum is different for every company. Most companies, however, end up on the narrow end of the spectrum (e.g. recruiting only nationally). Not based on a conscious, rational cost/benefit analysis, but because of the familiarity and convenience of defaulting to geographic limitations.

This, given the high quality of European education and the ease with which EU citizens can start working in the UK (despite Brexit) strongly suggests that **not** hiring across the EU is a lost opportunity.

4. Immigrants are a self-selecting group of the best

Immigrants tend to be more “hungry” and eager to prove themselves than the locals. Isn't the economic success of the USA in the 19th and 20th century mainly founded on its open borders? Immigrants are disproportionately more represented among founders (40% of the largest US companies were founded by immigrants or their children). There is a certain magical ingredient among those who are willing to leave everything behind and seek success abroad.

5. Hiring internationally grows diversity

By hiring from abroad, you grow the language pool; you gain an understanding of cultural differences between countries which helps your customer communication; your habits

will get constructively challenged; and, not least, having an international workforce is, itself, a key driver in attracting more international applicants. (Most people, when they move country, want to work in a team that includes foreigners who are more likely to empathise with the experience of being an immigrant.).

This is particularly important for junior roles. At senior levels, job competence usually triggers sufficient social integration and older people usually have established circles of friends and a family. Younger people have a stronger need to belong and to identify with their colleagues. A culturally too homogenous junior workforce can be a liability in this regard.

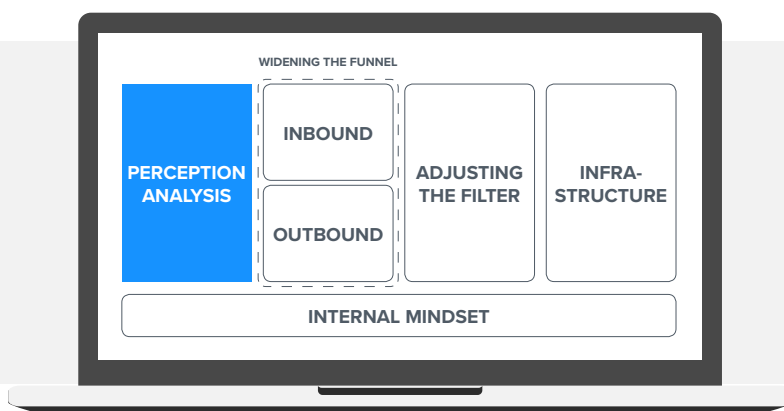
6. Brexit is not a good enough reason for a moratorium on international hiring

Even with a hard Brexit looming, we think that it's unlikely that in 2019, a university graduate who has come legally to the UK in the previous two years and is working in a white collar job will be required to leave the country, without their employer being able to do anything about it. Call us optimists, but we simply don't believe that this is a realistic scenario.

Also, the actual effect is more than two years away (time of writing: January 2017). This is too long a time frame to be the rabbit in the headlights.

Finally, even if hard Brexit comes, it will still be somehow possible to hire talent from abroad. There's 35k Russians living in the UK today, after all. Most of them are employed. How did they get in?

Perception Analysis



Before starting to advertise vacancies to candidates abroad, it is useful to know how current employees and external stakeholders view your company as an employer who welcomes international workers. The subsequent strategy of hiring abroad will be different for an unknown entity (who can work off a blank slate) vs a company that needs to overcome a perception of low diversity.

We recommend to conduct the following exploration:

Cursory online research

Beyond simply googling your company with a recruiting slant (“working at <company>”, “getting hired at <company>” etc), read through your reviews on glassdoor.com and Indeed.com to try to spot allegations of an unsupportive culture, lack of diversity or cultural insensitivity.

Of course, online reviews need to be taken with a big lump of salt, but they can help shape the questions you will be asking your employees and job candidates.

Check the internal data

If you don’t have the number handy yet, pull some data out of your systems: **What’s the (primary) nationality breakdown in each of your offices?** These numbers will be later useful to mention in job adverts. Zoom in on unexpected positive or negative outliers and think whether there is something these offices are doing that could be attracting or turning away international applicants.

If you can include even more diversity info into the mix (religious, racial, sexual orientation etc), even better.

Survey your own workforce

Get an idea on how your current workforce perceive your company in its ability to attract and retain international workers - **run an anonymous survey.**

An anonymous survey should ask qualitative questions (rather than asking for quantitatively scoring things “on a scale of 1-10” that you think are important). You are looking to uncover **unknown factors**, and it’s important to allow employees to freeassociate.



Ask questions such as:

If a good friend of yours who lives in another country were to tell you that he/she would be joining us and relocate to your office:

- What would be your reaction?
- What, if anything, would you be concerned about that we (the company) could do wrong in relocating and integrating the new colleague? What experiences did you (or others) have that make you say this?
- Do you think they would find a welcoming social environment?
- Which of our institutional habits and aspects of our company culture could they have a negative reaction to?

Without naming names, recall situations when someone from abroad joined your team (or another team you're familiar with).

- Would you say they integrated as well as domestic hires? If not, was it due to personality or could it have had something to do with them coming from abroad?
- Were there colleagues who behaved in a non-welcoming way? (e.g. talking in the local language in front of the new joiner who doesn't speak it)

Do you have a friend or reasonably close acquaintance among our workforce who joined us as a transplant from abroad? If yes, have they ever mentioned to you something that we could use as feedback to become better in hiring people from abroad? Anything we could be currently doing wrong?

Do you believe we have institutional habits that could make people from abroad feel not welcome enough or not have their voices heard? What could our blind spot be?

In their essence, all questions should be aimed at getting the employee into a frame of mind to recall **specific situations** that could point to bad institutional habits.

Apart from the written survey, **speak directly to employees who recently joined** your company after moving from abroad. Ask them how their experience went and what they would like to see improved. Ask if they felt welcome, both by the company as an organisation as well as by their colleagues. Are there institutional habits and aspects of company culture that they had a negative reaction to?

In both cases, written survey and 1-1 conversations, questions about past experiences are better than hypothetical scenarios. "What **would** you do if...?" tends to produce less truthful answers than "What **did** you do when...?" and "How **did** you feel when...?" (However, the fewer international employees you have the more hypothetical scenarios will be relevant).



Survey the target audience

It can take a lot of time and money to do a brand perception analysis on a wide and heterogeneous group such as “graduates across the EU” who you don’t have ready access to.

We therefore recommend that, for the time being, you only implement a simple measure that captures a few data points from your international applicants:

Every applicant entering your system receives an automated email that asks them to fill out a short survey.

To ensure you get honest answers, consider placing the survey on your website with a short URL and spelling the full URL in the body of the email to the applicant. That way, the applicant can copy and paste the short URL, and fill out the survey without residual doubts over its true anonymity.

Disclose this approach in the body of the email for the candidate’s reassurance,

together with why you are running the survey in the first place. Emphasise that the survey is 100% anonymous.

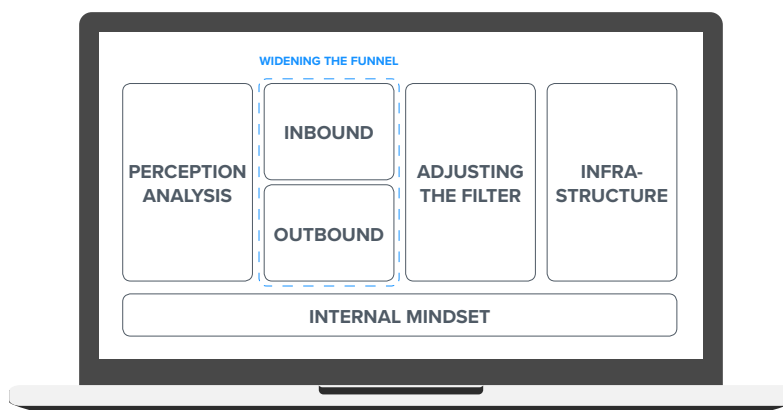
Rather than asking many broad questions (which few will take the time to fill out), the survey should **address a particular hypothesis** you may have about your brand perception. For example, if you believe that one of your locations is unattractive and deters applicants, focus the survey on this topic. If you’re concerned that you don’t have enough of an employer brand presence in a particular country, focus on that.

You can then modify the contents of the survey as soon as one hypothesis is proved or disproved. Over time, you’ll be able to **build up a collection of data points** that give you a good picture of how you’re being perceived among applicants.

If you want to conduct a broader survey and get results faster, we recommend you work with one of the organisations we list in the Outbound section or with a market research company.



Widening of the funnel - Inbound vs Outbound



What do we mean with Inbound and Outbound?

Inbound are all the structures and content you create that **capitalise on already existing interest** in your employer brand and uses this interest to **maximise relevant job applications**. Examples are working on SEO, improving your applicant-facing company blog, the wording of your job ads etc.

Outbound are those measures that you take to create **incremental interest** in your employer brand, aka **get more applicants**. This can be done through a PR campaign, placing adverts on a job board, building a partnership with a university etc.

OUTBOUND



spreading the word about a new restaurant in town

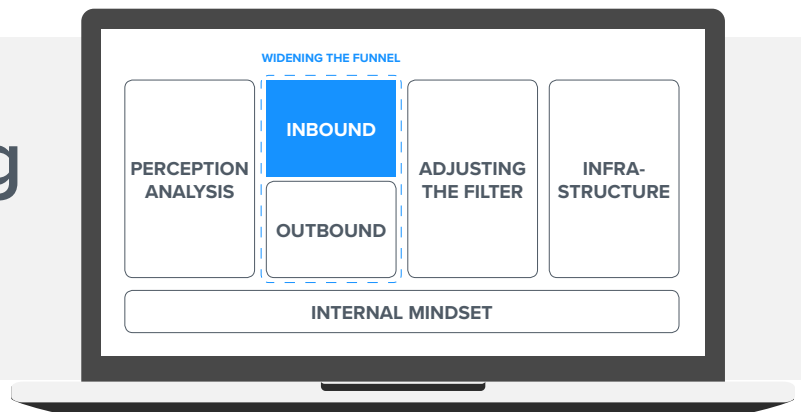
INBOUND



what the restaurant looks like to a passer-by reading the menu and looking through the window

The borders are not perfectly clearly delineated, but one distinguishing feature is that inbound can be accomplished with internal resources, whereas for outbound you always need a third party: A job board, a partner university, a newspaper, a student organisation etc.

Inbound widening of the funnel



Write interesting content on your career pages

If you have a blog (or have the chance to create one) on your career pages, publish interesting content about the company and how it is to work there.

A few ideas (some with an international bent) that help position you as a great place to work:

- Interviews with new starters from abroad and how they felt about relocating
- Advice on how to prepare for interviews (make it unique to your brand, so you stand out from the sea of generic advice online)
- Top 10 reasons (based on your internal data) why candidates get rejected at different stages of the recruitment process.
- Profile of a particular group working at your company (e.g. LGBT, veterans, disabled)
- Across different roles, what are the traits that the company is looking for in employees.
- Company culture as seen through employees' eyes. (something akin to the Zappos' culture book)
- A diversity breakdown across your company (and possibly by location): How many nationalities, how many self-declared ethnic, gender, religious, sexual etc minorities.

In particular, whichever weakness you have uncovered in the Perception Analysis, work towards changing this impression by writing about this topic.

Taking content one step further: Content Marketing

You could take this one step further and build your employer brand by providing added value to job applicants through **content marketing**. This can prove useful especially in areas where there is little tangible difference between employers. For example, large consulting or accounting firms attract very similar people, so one way to stand out to applicants would be to create useful content, eg. career advice to would-be consultants and accountants.

If you decide to do this, then SEO (Search Engine Optimisation) comes into play as well. By working on improving your ranking on Google for (in this example) career advice for young accountants, you will build brand awareness among students/graduates at a time when they are only starting to consider a career in this field. By offering them impartial advice and genuinely seeking to be useful to them (without overtly pushing them to apply for a job with your firm), you build trust which

can later, when they finally start deciding between companies to work with, become a crucial distinguishing factor between you and other companies.

Content marketing is a vast field and we can't go into it deeper here. but we encourage you to look into it (see the "Further Reading" section). After all, you are reading this guide as a result of our own (Benivo's) efforts in content marketing.

Write the content in a non-BS way

Most content on companies' career pages starts out on the peak of good intentions, but soon slips on the ridge of corporate speak, skids down the slope of sterility, and crashes into the valley of zero meaning. (And sometimes it also uses outlandish metaphors.)

This is an ignoble example we recently spotted:

Q: What was the biggest challenge in your career so far?

A: The biggest challenge that I have had to overcome was a very personal one. When I started at <company>, it was a new environment for me to learn from – one that I hadn't experienced previously. But by working hard and continually pushing myself, I realised that I had value to contribute to the business. This has greatly helped me gain the confidence to take on any new challenges that I might be faced with. **||**

If you had to summarise this paragraph, all you could say is that this person started a job, first it was tough and then it got better. There is no life in this quote, nothing that a reader can relate to. It is a perfect specimen of the kind of language that gives corporate speak its dreadful reputation.

This is not to say that all companies should use quirky and cutesie language, write blog posts about cats and knitting contests in the office. These things are sometimes their own category of BS.

Instead, be true to your brand, while staying human. Don't write and speaking like you're addressing the shareholders at the annual meeting, but emulate the tone you'd have 1 on 1 with a colleague who's on the verge of being a friend. Someone who, on the intimacy scale from 1-10 (10 is your spouse, 1 is a stranger) is a solid 5.



How about you rephrased the above paragraph thus:

Q: What was the biggest challenge in your career so far?

A: The biggest challenge I had to overcome was one of confidence. See, I came into <company> with a degree in philosophy, and all around me were people with business and engineering backgrounds. I felt like I had so little to contribute. But then there was this instant in a meeting where I applied a Kantian principle to a problem we were facing and proposed a solution (I'm not going to bore you with the details here). People really liked it, and it ended up being the intellectual foundation for what we later presented to the client. That was such an eye opening moment to me because it was something that only someone with a background in philosophy would have thought of. It gave me a great sense of accomplishment, and I approached my subsequent work with much more confidence.

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Isn't this much better?

What makes it better? It's three things:

Genuine feelings (the fact that it's a confidence issue is set out straight at the beginning), a **conversational tone** and **specificity**. The original text is so generic that it could have come from anyone who ever started a job. The second quote is specific and it allows us to follow a short story of a hero who overcame a challenge.

These days, writing in BS form is so pervasive and it's too hard (and perceived as too risky)

for most people to change. Readers have become inured to it, as well. Sometimes they resign themselves to the delusion that both they and the writer know what "mission critical delivery platform alignments" are. But subconsciously at least, they always have this dispiriting feeling of "you know this is BS, I know this is BS - why are we doing this to each other?"

We dare you to consciously resist the avalanche of corporate speak that so often sucks the life out of even the best-intentioned piece of content. In a sea of drivel, your attempt at authenticity will stand out.

This also applies to interviews you conduct for your blog. If someone is giving you BS answers, dig deeper to get to the meat of the story. If they remain in drivel land, then don't include this answer in the final product. If all they have to offer is corporate speak, abort mission altogether. It is your responsibility to shield your readers from vacuous content.



Signal to applicants that you are happy to help them relocate

If you only do one thing based on this guide, we recommend it's this one: Indicate your openness to applicants from anywhere and that you support their relocation.

One way of doing this is through a popup on your career pages that says something along these lines:

Hi there! Thank you for coming to our career pages.
Before you look at the vacant positions, we would like to let you know that we at <company> always want to get the best person for the job.

Even if they are based in a different city.

We can't change the location of the job - but if you are happy to move, we will support your relocation.
[Here's how.](#)
And now, happy browsing!

CLOSE

The “Here's how” would then lead to a blog post where you spell out in detail how you

support those who relocate.

Any adverts you later place on the usual job sites should encourage anyone to apply, even if they are based in another city or country.

- Ideally, this would already be in the advert's title or subtitle - e.g. “Account Manager (London; **foreign applicants welcome - we help relocate**)”.
- Further down, in the body of the advert, there should be a more detailed reference to your company policy of hiring the best people and that you support relocation, and include a link to the blog post where you speak about the details of your relocation support.

Show off your existing diversity

If you have good levels of diversity in the location of a given role, mention it in the advert in the benefit section:

- “ Work in our Manchester office with a recordbreaking level of diversity: 30% of employees from non-UK Europe and 10% from overseas ”



Ask current employees to post reviews on Glassdoor.com

Some executives we spoke to dismissed Glassdoor as a place where underperforming, disgruntled employees vent their anger. Think what you want of it, but Glassdoor has 45 million monthly visits and serves as the main go-to place for prospective candidates to learn about the company through the eyes of current and past employees. Almost half of all people in the job market read the Glassdoor reviews of the companies they consider applying to. So it matters.

Because it's very likely that negative testimonials are overrepresented on Glassdoor (it's human nature, after all), we recommend you ask your current employees to write a review provided they had a good experience - in particular those who have relocated to join your company.

As long as you don't exert any pressure on anyone in particular (e.g. no individualised messages, only mass emails), it can serve as a legitimate nudge to improve your scores and to gently reinforce a desired narrative, as long as it is based on truth.

Obviously, only do this when you **are** confident that you are doing a good job in supporting international employees in their relocation and the glassdoor reviews don't match this impression of yours.

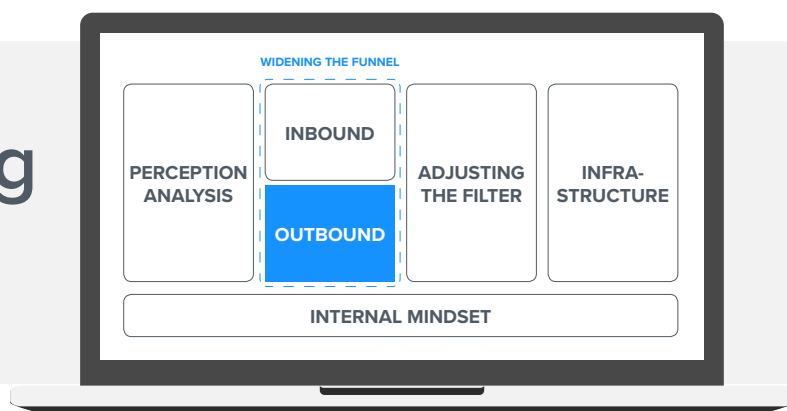
Recruit across company locations

If you work in a large company with multiple locations across Europe and beyond, build talent pools:

- Foster a sense of "one team" in the recruiting department, rather than maintaining isolated local silos. In this context, it would also help having the recruiting function report into a central Head of Recruiting rather than into local business unit leaders.
- Under this new structure, a great candidate in a given location who may not be a fit for any role in that location, should enter your company-wide recruiting system as a high potential, and be offered better fitting roles in other countries and be actively encouraged to apply for them and relocate.



Outbound widening of the funnel



Before you spend time and money on outbound activities (reaching out to students and graduates internationally), it is essential to complete some of the inbound measures we listed - especially the ones about messaging that you welcome applicants from anywhere and will support their relocation. Not doing so means you're pouring water into a leaky bucket.

Here's our list of outbound measures that will bring in new international candidates:

Advertise on pan-EU and local job platforms to the degree your budget allows

In this list, we include job sites that fulfil the following criteria:

1. They are low cost to try out. They
 - a. are free(mium) or cost less than €100 per advert
 - or
 - b. charge a success fee when the candidate gets hired.
2. They allow candidates, when they search for a job, to indicate that they are willing to relocate without having to choose a desired location first (i.e. the site is able to find location flexible candidates)
3. They have a professional look & feel.
4. They have lots of relevant traffic:
 - a. At least 50 new job adverts published in the past 24 hours, half of which are in white collar, university graduate positions
 - or
 - b. A position among the top 10,000 websites according to SimilarWeb.

These three sites meet these criteria:

- AngelList (angel.co) - This website is aimed at startups, but there is no restriction on who can advertise there. So if you can give the job description an "entrepreneurial spin" (e.g. if there is a strong element of autonomy to the role or an uncommonly high level of responsibility for a junior position), why not try to advertise there.

- Graduateland (graduateland.com) - A Denmarkbased job board that claims to have access to 450k+ graduates across Europe. It has a freemium model where a free advert is live for 10 days. The rest of the pricing is reasonable, with €660 as the most expensive option with various ways to contact graduates directly. While job searchers can't indicate their agnosticism with regards to location, they can easily add countries they want to work in and include them in a broad job search, which most other sites don't allow.

- Hired (hired.com) - Success-based (15-20% of gross salary). Worth noting: Hired.com has the reputation of being mainly used and useful for technical roles.

Some sites that didn't tick all our criteria but deserve an honourable mention:

	LOW COST	LOCATION FLEXIBLE CANDIDATES	PROFESSIONAL LOOK & FEEL	LOTS OF RELEVANT TRAFFIC
Indeed.com	✓	✗	✓	✓
Glassdoor.com	✓	✗	✓	✓
Laimoon.com*	✓	✗	✓	✗
uk.Jobrapido.com	✗	✗	✓	✓
Adzuna.co.uk	✓	✗	✓	✓
jobspotting.com	✓	✗	✓	✓
LinkedIn Limited Listings	✓	✓	✓	✗

We don't mention aggregators like Trovit and Jooble as such sites don't offer direct job postings to them, but instead aggregate other sites' job ads.

* We are only including Laimoon.com (which has predominantly traffic in the Middle East) because it's the official partner site that trovit.co.uk redirects to. You post on Laimoon (for free), and the ad is then available on trovit (which has much wider reach).

Support your job ads through social media

Your Facebook or LinkedIn presence is an opportunity to spread the word about a position for which you want to hire internationally.

This is a good example:



Source: LinkedIn

Build partnerships with organisations that specialise in connecting ambitious students and graduates

These are organisations that access a meaningfully large group of motivated and internationally mobile students and graduates. Part of their business model is to give companies access to their network for recruitment purposes.

We are ourselves in experimentation mode and don't know yet how well these organisations perform. So before you commit resources, do request from them performance data such as

- How many pageviews do their job boards get per month?
- How many applications per job advert go through their systems?
- What is the success ratio: How many job adverts result in hires?

Importantly - even if the job advert performance isn't impressive, it could be worth considering a more brand-oriented partnership with these organisations. In this case, however, ask for specific success data they can point to with past sponsors.

In no particular order:

AIESEC (www.aiesec.org)

non-profit offering leadership development and internships to its members.

They offer companies the following services:

- Local partnerships: Internships - identifying suitable interns for 3-18 months. Main focus is business and tech; AIESEC selects and presents a short list of 3-4 candidates; Once the company selects one, AIESEC takes

care of admin and welcoming/integrating the intern in the new city. Cost: £1,300 - 1,500 per month (intern salary) + one-off £1,500 administration fee per intern.

- National / global partnerships. More premium version of the above - premium branding as the employer of choice, involvement as mentors / trainers / at conferences. Cost: an additional oneoff £1,500 per intern.
- For an additional fee, interns can be turned into full time employees - but as it puts the intern at a disadvantage vs other interns, AIESEC sometimes drops this fee.
- For further fees, AIESEC provides employer branding and runs local workshops, career fairs, a global conference and online campaigns.

Create a free account here to learn more and find contact details:

<http://aiesec.org/companies/>

IAESTE (International Association for the Exchange of Students for Technical Experience - www.iaeste.org)

Organisation providing international work experience in technical areas.

Services offered:

- Access to graduates (IAESTE alumni) through the IAESTE Career Partnerships. Advertise job vacancies to alumni for a min €2,000 donation per year. Also, you'll be expected to share career guidance through various media that IAESTE produces.
- Traineeships programme - access to 10,000 science, engineering and applied arts undergraduates and recent graduates. No fees attached, small salary to the trainee - however, IAESTE selects the candidate and you only have the right to refuse. There is only one nomination provided by IAESTE.
- You can contact them here to get involved: <http://www.iaeste.org/contact/>

BEST (Board of European Students of Technology - www.best.eu.org)

Non-profit providing collaboration between technology students.

Services offered to companies are:

- Access to newsletter subscribers (students & graduates) of 49,000 and search in CV database of 57,000. www.benivo.com 17
- Participation in events, brand presence on various media and promotion packages.
- Access to CV database, post jobs and internships.
- Types of partnership levels available (decreasing levels of access and exposure):
 - For 1 year: Corporate Partner (€11k), Career Support Partner (€6k), Supporter (€3k)
 - For 60 days: Project partner. (€2k)
 - One-off: Webinar bundle (€2k)
- Contact Ms Nagia Hanti at info.corporate@best.eu.org

JAEurope (Junior Achievement Europe - www.jaeurope.org)

Organisation providing educational programs in entrepreneurship, work readiness and financial literacy.

- Focus is on pre-university students, providing them certifications in the above areas.
- JAE don't charge companies for partnerships but these tend to be focused on mentoring rather than large-scale access to potential employees, although internships are part of the programme.
- Students who went through JA's programmes have a 5x likelihood to start a business in their lives than those who have not. They are also less likely to drop out or be unemployed, and more likely to earn higher incomes and be satisfied with

their careers. (EPRS, Youth education and entrepreneurship, 2015)

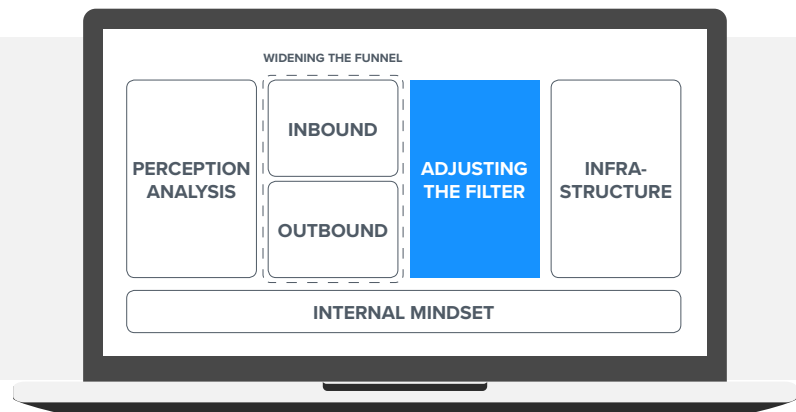
- Their data: 78% of entrepreneurship education alumni were employed directly after graduating at university, against 59% of a control group of higher education students. (JAEurope data)
- Contact Ms Vera Martinho at vera@jaeurope.org or info@jaeurope.org

Entrypark - Blind Applying (www.blindapplying.com)

Entrypark is a provider of employer branding solutions. Their Blind Applying programme allows students to apply for an internship among up to 20 companies with just one application.

- Each participating company offers one or more internships somewhere in the world. Applicants don't know which company belongs to which internship and where in the world they will end up. From the CVs shortlisted by Entrypark, the companies choose their champions, and the students learn where they will work.
- In the end, the champions blog about their internship experience, and the employers can access the complete pool of candidates for other jobs.
- More than 10,000 applicants per year. Companies like Deloitte, Bayer or General Motors use it to leverage on each other's brands and attract candidates outside their own reach.
- Intakes of newly participating companies every autumn: Contact Björn Wigeman at the Blind Applying team: bjorn.wigeman@potentialpark.com or +46-8-50002130.
- Cost start at €10,000.

Adjusting The filter



Recruiting across Europe and beyond can result in cultural misunderstandings and mismatched expectations. Every country or cultural region has its own idiosyncrasies in how people apply, dress for and behave in interviews and negotiate. As always, over-communicating is the answer.

We recommend implementing two specific measures:

Language filter / motivation assignment

For those jobs that require solid language command, we recommend setting up an additional language filter that goes beyond a generic cover letter (which could have been pre-fabricated).

Because proficiency in English across Europe is such a hit and miss game that we don't want to leave it until the screening call to uncover the candidate's level of English.

(Btw - we now discuss English as the lingua franca of business, but of course the below also applies to any other language you screen for.)

Include a specific (max 30 minute) assignment as a requirement for the written application, so that the candidate can't just submit their CV and a generic cover letter with a few adjusted words.

Ask for a 200-300 words answer (monitor if they have adhered to the word limit!) to a

question such as:

- What are the qualities that make you particularly well suited for this position?
- What would you do in your first 90 days on the job?
- What is your biggest professional success to date and why are you proud of it?

Receiving such a short essay will give you an idea of both the candidate's substance as well as the form they put it in.

Whichever one you choose, don't ask questions that may elicit flattery (e.g. "what do you think makes <company> unique in the marketplace?"). It makes for tedious reading and invites the candidate to paraphrase your website. Instead, ask them about themselves.

As the candidate will be putting in extra time for you, it would be a nice gesture if you wrote a thank-you note to the unsuccessful applicants. If this is too much work, you may want to preemptively excuse yourself in the job advert for not responding to all applications.

This is an excellent way of removing unsuitable candidates by identifying both substance gaps and insufficient language skills. Yes, it will lead to more screening time spent per applicant, but the result will be fewer high quality applicants - which is what we want anyway.

For efficiency reasons, we recommend to always read the essay first - often, a CV can be deceptively good, because the candidate has spent so much time polishing it. In our experience, the essays are better at revealing a candidate's unsuitability.

Specify what you expect in the written application

In some countries, applicants write a longhand CV, tailored to the particular role being advertised. In other countries, candidates always include a photo on their CVs which may be against your policies.

We recommend spelling out your expectations, without relying on applicants being familiar with your national custom.

Example for a UK-based role:

"To apply, please submit

- A CV, PDF format, max 2 pages, with bullet points highlighting your key achievements in past positions / at university. We kindly ask you to not submit a picture on your CV or elsewhere.
- A short text in the body of your email (max 300 words) in which you tell us about those qualities that you believe make you a great candidate for this position.

A cover letter is not required."

Bonus points for providing details on what the remaining hiring process will look like

for successful applicants: Your recruiting process may differ from what the candidate is familiar with (for example, in many countries, doing psychometric tests is common in job interviews, while this is rare in the UK). Reduce the uncertainty by telling the candidates what they can expect.

Be mindful of cultural differences

Account for differences in technical ability - if part of your interview process is a computer-based test, ensure that your candidate is able to complete it and, if not, is comfortable saying so. Reassess what really matters to you in a candidate.

Beware of psychological tests, brain teasers and other non-standard interview techniques. Who are you comparing the candidate to? If against your domestic candidates, you might be viewing your international applicants through a biased lens that favours your own culture.



Accept differences in how people...

...apply. As long as it is diligently executed, be tolerant towards the form and focus on the substance. In some parts of Europe, cover letters are written in a very polite and formal tone, whereas in others they come handwritten and are more personal. While you are right to be adamant with applicants conforming to your standards (e.g. by answering specific questions in a set word limit), be tolerant towards cultural idiosyncrasies that may seem strange at first glance.

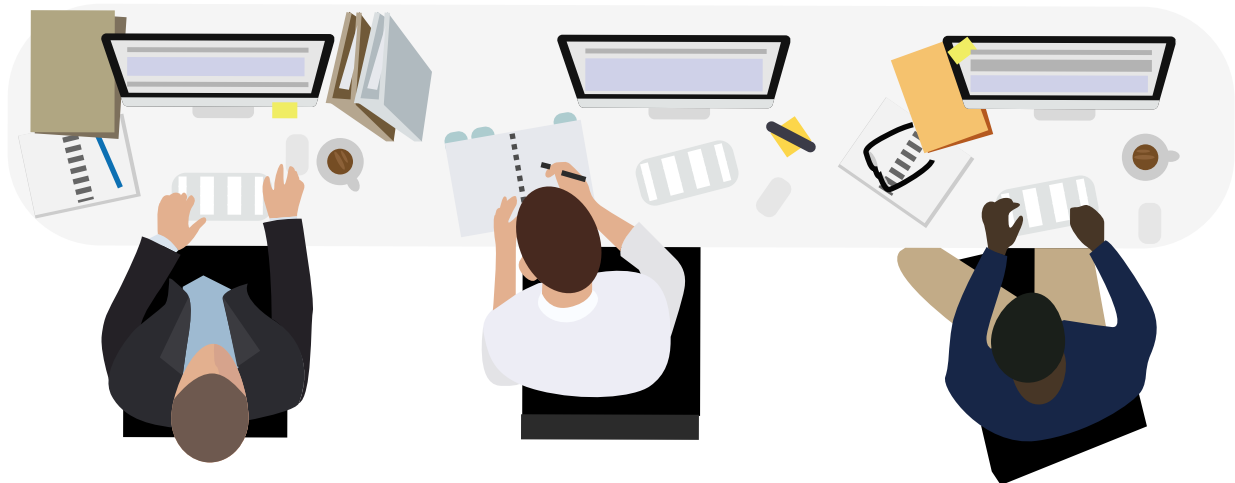
...negotiate. The UK is rather shy when it comes to negotiating compensation. In some European countries, diehard salary negotiation is normal cultural practice.

...use and interpret words. Not to drag out tired clichés of British vs American English (the latter is often more popular across European countries as a second language), but especially value judgments may need to be seen with a sense of neutral detachment: One country's "not too bad" can mean "very

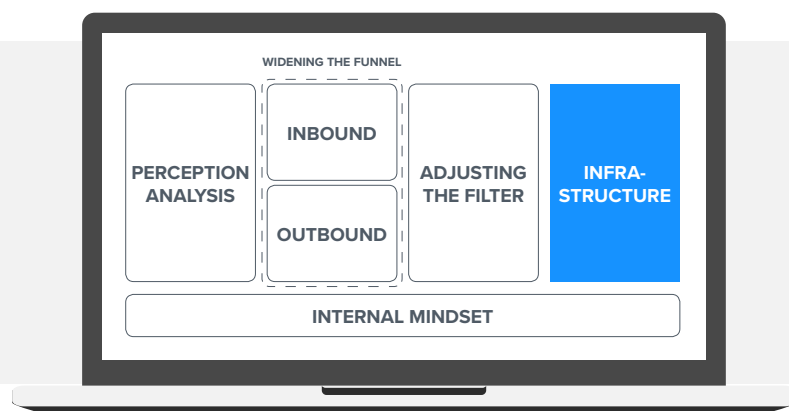
good" in another. One risk would be e.g. to mistake one candidate's apparent lack of superlatives for disinterest and therefore to discount their energy and passion for the position.

The unknown unknowns: A UK job advert may be committing various small subtle errors in the eyes of a Hungarian reader that you may not be aware of. Such errors are impossible to anticipate, e.g. the use of a key phrase, the tone of voice in your application instructions etc. You obviously can't commit the resources to investigating hiring customs in every single European country. But a good workaround to this could be to simply ask a local friend or colleague (preferably someone in the age / seniority cohort you are hiring in) if there's any problem with a job advert in the context of a particular local market.

- If you want to hit this one out of the park and to further refine your local knowledge, you can hire local recruitment consultants who will help you navigate the market. It has its cost but it dramatically accelerates your learning.



Infrastructure



An international candidate's relocation experience will influence the success of your subsequent global hiring.

It matters, therefore, how you make a new employee welcome, starting from communicating the steps in the process, helping them find suitable accommodation and run administrative errands, as well as supporting them in connecting with others in their new community.

In short, these are the key areas where you can reduce the stress of moving country for a job¹

- A comprehensive summary in one email of all the things that the new employee needs to do before starting. Ideally, it would contain a time estimate for all tasks.
- Resources to find accommodation - Not only links to the most common rental platforms, but also a "how to" manual. Even if for you it may seem obvious, a foreigner will not be familiar with how a rental process works in your country. Bonus tip: Offer temporary accommodation for the first few days.
- Checklists for administrative errands such as council tax and utilities, documents required to get a bank account, doctor registrations, mobile phone etc.
- Opportunities for new starters to socialise - organise after work drinks and challenges like "have 1-1 lunch with 10 people across the company in your first month"; provide incentives for employees to include newbies in social activities.
- A physical welcome pack that awaits the employee in their new home and includes things like a friendly welcome letter, a local

map and city guide, a simple local culinary specialty (e.g. cookies, tea sample) and a book of coupons for local businesses.

- A local / national culture primer. Not to revel in stereotypes of British stiff upper lips or German punctuality, but to distil advice to the employee that they can actually use. This is particularly important for customer facing roles. Your new employees will be grateful for useful insights on the subtleties on how the locals do business.

We expand on these areas in our blog post

Five ways to roll out the red carpet for your junior employees.

[Read more](#)

¹At this point, it would not be amiss to mention that Benivo, the author of this handy guide, is in the business of supporting junior employee relocation. We would love to hear from you! Get in touch at sales@benivo.com or call us at +44 (0)20 7043 0909.

Conclusion



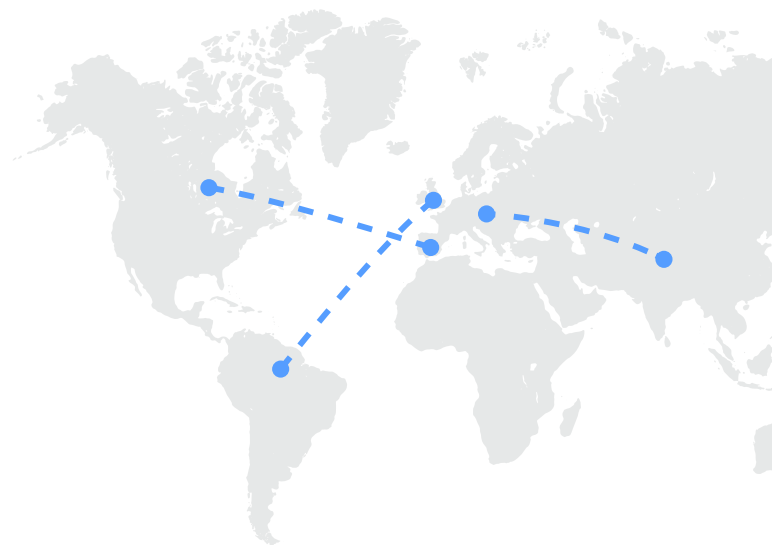
We hope that we inspired you to enrich your hiring practices with measures that will attract more international candidates.

The current global trend towards insularity and protectionism may temporarily obscure the unambiguous fact that the free flow of ideas and, with it, qualified workers across national borders is absolutely essential for a prospering economy. Companies who embed global hiring in their DNA help shine the light on this truth again.

Not only does a practice of global hiring improve a company's competitive outlook, a public commitment to it sends a message to the world that a company as well as an entire country is richer if it welcomes qualified people, wherever they come from. We at Benivo, with our 14 nationalities out of a team of 50, are confident that even after Brexit

and whichever further -exits there may be in the future, there will be opportunity to hire the best people, whether they are based in Manchester, Athens or Cape Town.

By hiring globally, we play our part in keeping the world a more open and meritocratic place.



Making every employee welcome

Moving home to start work is the #1 stress point for your new hires.
We solve it so your employees have a great experience from offer to Day 1.
Perfect for your interns, graduates and experienced hires moving from out of town.

Want to learn more? Get in touch at sales@benivo.com



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Further reading

On Content Marketing:

start here: <https://www.hubspot.com/inbound-marketing>

Books:

Joe Pulizzi: Content Marketing

Pamela Wilson: Master Content Marketing

John Jantsch: SEO for Growth

On weaning yourself off corporate jargon:

The back catalogue of Lucy Kellaway's column in the Financial Times, also available as a podcast

"Oxford Guide to Plain English" by Martin Cutts

"On Writing Well" by William Zinsser.

On uncovering unknown unknowns (to see if you have institutional blind spots when hiring internationally)

"The Mom Test" by Rob Fitzpatrick

On the Zappos culture book:

<https://www.zapposinsights.com/culture-book>



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