

# Hiring Remotely? Here's How



JUSTWORKS.

# Remote Control: Recruiting, Hiring, and Managing Your Startup's Distributed Workforce

Managing remote workers has never been more essential in today's workplace.



As telecommuters grow in the workforce and companies place greater importance on distributing their teams, it's essential to understand recruitment, hiring, and effective management of workers outside your office.

As a result, it's also essential to know the compliance and legalities of hiring such employees.

Discussing the modern workplace in a rare 2013 interview, Miami Real Estate billionaire Wilbur Ross stated that “the internet has changed the meaning of location.” And just last year, Forbes declared: “Telecommuting is the future of work.”

“The internet has changed the **meaning of location.**”

Wilbur Ross

“Telecommuting is the future of work.” - Forbes

Workers list a wide range of reasons for working remotely. Some cite safety concerns or the additional time and resources required for daily commuting. More cite the surging real estate prices in the metro areas with the best potential for employment.

While the reasons may vary, telecommuting is a fact of life, business, and especially the world of startups. Thus, the core elements of remote management has never been more essential.

## Recruiting The Right Remote Worker

**When it comes to researching the right candidate, there's a lot of overlap between the commuting world and the remote.**

LinkedIn and Google are good places to start, but a more thorough search is essential before an interview.

Yoskovitz is the Vice President of product at VarageSale, an award-winning startup geared toward organizing local commerce. While scanning resumes, Yoskovitz says he looks for social media presence, foreign work experience, an interest in personal projects, and creativity.

"This is pretty obvious, but generally you want to stay away from people who have worked exclusively at large corporations," says Yoskovitz. "They're just not likely to have the right mindset or interest in working at a startup."

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Yoskovitz, VarageSale

### 3 Tips For Remote Recruiting



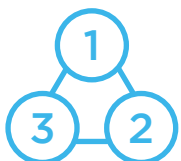
#### Choose Experience (Obviously)

A candidate with remote experience has a better understanding of what it takes to work and communicate away from a workplace, and requires less of an adjustment than a new remote worker.



#### Look for Creativity

Since a candidate won't be part of your immediate office environment, their creative energy and ability to adapt in different work situations is essential. Looking for signs of creativity (different work experiences, side projects) is a good screening process to weed out those accustomed to single tasks and a traditional office setting.



#### Have a rigorous process

No single set of rules applies to every startup, so put in the extra time to find the right person. Never settle.



# Ask The Right Interview Questions

Interviewing is the final stage of the screening process before this person goes from job candidate to your coworker.

## Be sure to ask the right questions.

### 1 Discuss your previous remote working experiences

Get a feel for how well they know the remote world of work, of if they just have experience with email and teleconferencing.

### 2 Determine the pros and cons of remote work

A smart worker will be able to identify, acknowledge, and discuss both the perks and challenging aspects of a remote workplace.

### 3 Identify how the candidate would stay involved

Likewise, a good remote worker will know the natural barriers that come with telecommuting. What is their plan to stay involved?

A candidate's talents, competency, and approach to working with others are all important things to observe while interviewing, as well as how they will remotely interact with co-workers.

"In addition to gauging job-related competencies and cultural fit, it's also critical to dig into communications style," said Isaac Oates, CEO of Justworks. "How do they use email? How are they on the phone? Or on Skype? Or Slack?"

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Isaac Oates, CEO of Justworks

A former Army Ranger and Etsy VP, Oates added that hiring a remote worker doesn't always have to mean a remote interview. In fact, it makes the face-to-face meeting an essential part of the hiring process.

"Meeting a candidate in person prior to offering them a job is still very important" Oates added. "Even if you are hiring them for a remote position, it is hard to compare a remote interview to an in-person meeting, where you can easily read body language, tone-of-voice, and things you wouldn't see otherwise."

# Infiltration

**Once the candidate has passed the screening process, infiltrating them into your workforce is the next step.**

This can mean more work since the new hire simply won't be interacting with coworkers around the office.

"Making each employee feel like they're part of the circle is essential to a functioning workplace," said Oates. "There are great collaboration tools to make this possible. Classic tools like conference and video calls are good, but more modern technologies like whiteboarding software and distributed screen sharing."

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# Management

**Managing a distributed work force is undeniably different from managing a concentrated one, mainly due to the lack of human interaction.**

While this approach was previously met with skepticism, telecommuting has risen 79% since 2005, according to a recent business story in the New York Times, making remote communication more essential than ever.

# Better Remote Communication

## Remote workers face a natural division from their office co-workers.

Therefore, the right platforms are essential for good remote communication, good work, and good business. Here's a list of platforms popular in the startup community.



### Slack

A combined messaging-archive-search function that groups everything together. A favorite of Justworks founder Isaac Oates.



### Google Hangouts

A chat/talk/video/emoji platform for two or more people. There's also a Google Hangouts app that works on any device.



### The Best Whiteboard Software

Like the recruitment process, it all depends. Does your office use PCs or Macs? Is everyone on the same computer? Try BaiBoard for Mac or Digital Whiteboard for PC.



### Screen-Sharing Software

Once again, it's all relative. What is your workforce sharing? Mac's OS X has a good program. For PC's try Remote Assistance.

More and more managers and company owners believe this is essential for both the company and the brand. Yet, overseeing telecommuters often means greater effort on the part of management.

"Managing remotely requires rigorous and disciplined communication" says Oates, who acknowledges both the importance of a widely distributed workforce and the difficulties that come with maintaining a positive work environment. "It requires a commitment from all members of the team to make it work."

**"Managing remotely requires rigorous and disciplined communication."**

Distributed teams, Oates says, should get together in person. Isolated employees should harder to maintain a constant relationship with coworkers.

When it comes to handing reviews and feedback (both positive and negative), a remote manager's job means more time and effort.

"Managers must let employees know that they're aware," said Oates. "Aware of the quality of a remote employee's work and what they're doing while at work, even remotely. Sometimes reviews should be even more thorough, especially if improvements need to be made."

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# Compliance and Legalities

**Legal compliance is a time consuming but essential component of managing a distributed work force.**

Stipulations are different, varying on state to state, and if workers are in another country.

## Hiring Inside the US



### What to know about overseeing remote employees in the States.

- 1 A manager's first task is to register with a state's Department of Labor and familiarize themselves with the state's employment requirements.
- 2 Employees are considered an employee in his or her state, not your company.
- 3 Managers must find out if you need to withhold for state disability insurance (required in California, Hawaii, New Jersey, New York, and Puerto Rico), if state or local laws exist mandating your company to provide commuter benefits, and different income tax requirements.
- 4 Various filing deadlines, tax rates, and tax changes apply.

## Hiring Outside the US



### More to remember.

- 1 Hiring outside the country is more labor intensive and can be even more beneficial for a company's brand, depending on whom you ask.
- 2 Several government agencies are involved with granting permission to workers outside of the United States. Employers must apply to the Department of Labor (DoL) for certification, then petition to the US Citizen and Immigration Services for a visa (approval by the DoL does not guarantee a visa will be issued).
- 3 Applicants themselves must establish that they are admissible to the US under provision of the Immigration and Nationality Act (INA).
- 4 You will also need to fill out federal form I-9, employment eligibility verification documentation that the IRS mandates, as well as state governments. Seek a lawyer or outside agency to assist with such time-consuming, complicated tasks.

**In conclusion, creating a distributed work force a greater investment of time and energy, but it's becoming more and more essential in today's working world.**

For a company and its brand, a dispersed work force simply reaches places a centralized one simply can't.

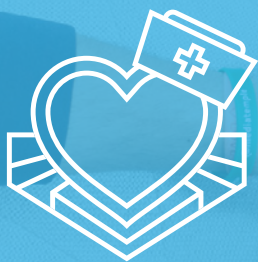
Complying with state and federal regulations is often challenging, and approximately one-third of businesses still face fines for failure to meet all filing requirements. Justworks not only takes care of all appropriate filings for you but also helps you provide healthcare for your employees.

**It's more work, but it's worth it. And Justworks can help.**

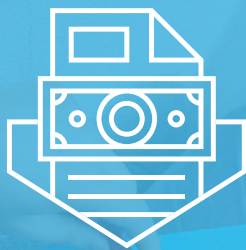
Justworks frees entrepreneurs to focus on what matters: building their business and their team. Its intuitive platform handles payroll, benefits, and compliance – all within an HR-friendly dashboard. Manage team workflow, employee documents, paid time off, and more for employees near or far.

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