#2020Strong

Global Campus Recruiting Trends for the New Reality

Cappfinity & **LINDSEY POLLAK**
MULTIGENERATIONAL WORKPLACE EXPERT

Agenda

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I. #2020Strong Project Overview

The Team

Nicky Garcea is the co-founder and Chief Customer Officer at Cappfinity. She is an IO Psychologist who has been designing and delivering strengths and essential skills products for the last two decades. She has led on several industry award-winning solutions that have been recognized for innovation, diversity and the promotion of social mobility.

Lucy Zucker is the Head of Client Success, Asia Pacific at Cappfinity. Prior to opening the APAC Office, she led the Product and Advisory Team at Gartner, where she supported HR strategy at over 250 ANZ Midsized Companies and produced research in Diversity & Inclusion, Recruitment, the Future of Work, and Leadership in Higher Education.

Jeannie Liakaris is the Head of Client Success, Americas for Cappfinity. Most recently she served as Assistant Dean of Career Development at NYUSPS where she built an award-winning center scaling access to career development education and co-created a virtual internship course bridging professional, academic and career development goals.

Lindsey Pollak is a *New York Times* bestselling author of three books and one of the world's leading experts on today's multigenerational workplace. She was recently named on the 2020 Thinkers50 Radar List of global management thinkers, whose work is shaping the future of how organizations are managed and led.

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Project Goals

1

Explore the campus recruiting landscape in this unique time by learning from the collective wisdom of organizations across industries and regions

2

Identify the opportunities to strengthen recruitment practices and candidate outcomes now and into the future

3

Recommend solutions to improve the employment fate of the Class of 2020

Methodology

Research conducted in May, June and July 2020

50 people interviewed across:

- Financial Services
- Professional Services
- Law
- Insurance
- Technology
- Retail
- Professional Associations

6 countries: Australia, Hong Kong, Singapore, South Africa, UK, US

120+ hours of interviewing and content analysis

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3 Critical Themes

II. Three Key Themes and Interview Verbatims

Theme #1
Crisis Drives Innovation and Inclusion

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1. Crisis Drives Innovation and Inclusion

More virtual recruiting may benefit large employers' diversity and inclusion efforts – and create more diverse recruiting opportunities for students:

- *"This gives us the opportunity I've been yearning for to have a more inclusive top of the funnel."*

- *"Increased virtual recruiting will create an avenue for companies that don't have large teams and can't go to every campus."*

- *APAC: "I've noticed over the past six months, more candidates are more comfortable disclosing a disability. We've never had that before. They'll tell us they need extra time or support or coaching. There's not as much stigma as before. There's been a massive shift since the bushfires and Covid-19. Everyone has come together as a community and is more empathetic. We've created a safer environment to speak up if candidates are not okay and need support."*

- *"We've seen success in intentional programs for diverse students. We do our best to pull that population out and make sure they are served and having an equitable experience."*

1. Crisis Drives Innovation and Inclusion

Many organizations are applying lessons learned in the Global Financial Crisis:

- *"We learned our lesson that a hiring freeze after the Global Financial Crisis had a negative impact for years to come."*

- *"Whenever we've stopped hiring, it has killed our programs five years later. We don't have trained talent in the marketplace and we don't have the bench in place for important positions."*

- *"My worry for students is – there is evidence this happened in the financial crash – they assume the labor market is dead and nobody is recruiting, so they just totally disengage. Fifty percent of UK entry-level employers didn't fill all their vacancies in 2009! They weren't getting people to apply to those jobs. It won't be easy for students this year and next year, but it might be better than they think."*

1. Crisis Drives Innovation and Inclusion

Recruiters see this is an opportunity to win over talent:

- *"We know some people rescinded offers and cancelled programs and there is talent out there right now. Opportunistically, if I can get really great talent because someone else was short-sighted and stopped hiring, I will!"*

- *"There is a network of employers to support students. I'm in touch with other recruiters to see what companies are actually rescinding offers and not going to hire. Then I can refocus on getting their students. One recruiter from another company told me all of their offers were being rescinded, so she is sending them to us."*

Theme #2
Culture, Empathy and Mental Health are Critical

2. Culture, Empathy and Mental Health are Critical

There is increased focus on training managers to onboard new hires to their jobs and to the culture of their organization:

- *"We have a keen focus on making sure that our managers are prepared with resources to onboard new hires and making sure the new hires get assimilated. We are placing a lot of emphasis on the importance of BELONGING. This is far beyond a new employee's tech needs. How can we make sure we are creating a culture that welcomes them in, even though we are not together in person? This is a very hot topic."*

There is also a fear of overpromising:

- *"My fear is when this crisis is over, the 'new normal' will not be reflective of what that virtual cohort has come to expect. I'm worried we will go so overboard that we will not be able to continue that. If we don't continue to show up in that way, will they be disappointed? It's the thing I am most worried about."*

2. Culture, Empathy and Mental Health are Critical

Empathy is high for the Class of 2020. Concerns are emerging for the Class of 2021 and beyond:

- *"My fear is the Class of 2021 and the limited recruiting windows they may have because we don't know what fall is going to look like on most campuses. There is more a personal feeling of empathy about the Class of 2020 – not ending their senior year or having commencement. But I think the biggest impact is going to be on 2021."*

- *"The class of 2021 and 2022 will miss one full year of relationship building. Each level will be impacted differently. When you're a sophomore the best thing you can do is get on an employer's radar then when you're a junior you come back etc. That's what I've been thinking about."*

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2. Culture, Empathy and Mental Health are Critical

Mental health and burnout are long term concerns:

- *"In every address our senior partner has done globally during the crisis, the number one topic has been around mental health. We need to ensure that our incoming people know that we are offering mental health and well-being support."*

- *"While everyone is working from home, every single employee has to be spoken to and tracked every week. We are hyper-focused on connectivity and having empathy for people who are anxious, overworked or not near family."*

- *"Hopefully this will help them build resilience and make them more flexible and adaptable. Resilience is always what people say grads are missing when we run surveys – what companies would like them to have before they start. This situation happening in their final year of uni might naturally increase their resilience. Or, it may go the other way. Students may come in with less resilience. Hopefully they will build resilience, but think of the negative impact on mental health when you can't see a way out."*

- *"How do you help those who have been working really, really, hard over the past few months dealing with this crises who might have burnout, depression or exhaustion. Everyone will be that much more exhausted in the next several months. What does leadership look like at that point?"*

3. Technology and Humanity Must Be Integrated

Personal touch is essential:

- *"Candidates tell us the thing that makes our firm different is our people. They enjoy the interaction during the recruiting process. That's a competitive advantage. We don't want to lose that... personal connection is what gets us across the line."*

- *"I think a face-to-face part is vital. We want to meet them and create that connection because it's too impersonal online. We don't see their passion as much and don't get to know them. Face-to-face will come back, but not in as large a ways as it used to be. The face-to-face element of recruiting will probably be quite small, maybe as the final recruitment day."*

- *"It's easy to recruit for the super sexy roles that all students want. But then there are roles we have to do a lot of work to get interest in, such as working in the credit call center. Those are going to be really hard to sell if we can't be on the quad to build relationships with students and sell those jobs."*

3. Technology and Humanity Must Be Combined

Remote internships this summer were a great testing ground for building excellent virtual experiences and 'random acts of kindness'. Here are some creative examples:

- *"We asked interns what their favorite song is and built a Spotify playlist. That little thing is bringing the spark of connectivity and excitement. I wonder whether it will encourage us to be a little more human in the future."*

- *"All incoming interns have access to an app personalized to them, which says we are excited about your arrival. It gives them 'homework' to do like videos to record and other ways to stay connected with us and each other."*

- *"We are giving summer interns experiences they can record on their phones away from their computers like taking a video of your apartment as if it's MTV Cribs. We're doing virtual Iron Chef, Work-From-Home Olympics, Family Feud and Board Game Night."*

III. 10 Actionable Ideas

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10 Actionable Ideas

1. Create a Virtual Toolkit:

"We are creating a virtual manager toolkit – how many touchpoints, how to advise an intern to ask questions, etc. We are trying to be very prescriptive in the assigning and evaluating of work. We are level-setting how to build virtual relationships and providing ice breakers and activities."

2. Rhythm for Daily Connection:

"All managers are having a daily virtual morning huddle. We want to train the interns and new hires to work normal hours and level-set expectations of the work. We also want them to have facetime with someone from our company first thing every morning."

3. Mentoring Conversations at Scale:

"In the past, interns would have had one mentor with a budget to take them to lunch or coffee. For the remote internship, we've assigned every intern to four mentors at different levels, including partners. They will have at least 45-minute virtual conversations with each."

4. C-Level Insight to Client Needs:

"There are phone and video calls taking place with clients because of the crisis. Partners are placing added focus on making sure associates are on those calls."

5. Access for All:

"Everything we're doing for our intern program virtually will be recorded for playback, so they can participate at any time over four weeks that works for their situation."

10 Actionable Ideas

6. Commitment to Overcommunicating:

"We are doing company-wide town halls way more frequently. We would normally do them once or twice a year and now we're doing them every two weeks. It's good for the employees to hear directly from leadership and for the senior people to see that employees of all levels are dialled in."

7. Check in Confidentiality:

"We created a confidential survey to ask every employee: How do you feel from a well-being perspective ab out possibly returning to the office and what would make you feel more comfortable? We want to have a sense of how people feel."

8. Open Doors to Senior Leadership:

"As the global head of recruiting, I would normally go to a couple live early-ID events to meet 20 or 50 pre-intern students. But next week we're going to deliver a new virtual experience to a much larger audience to get our message out more broadly."

9. Make Learning Fun:

"We have a working prototype of a virtual board game. Candidates said it gave them a better understanding of our industry and was more fun than case studies."

10. Collaborate and Support:

"I want to team up with other companies in my industry or local area to make the virtual experience positive for students this fall. Let's come together as companies, so a student can talk to three or four companies at once or three or four industries at once. I think we have to be open-minded going into the fall and help students not be inundated by a swirling of different organizations competing for their time."

IV. Q&A

Thank you!

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