NAI Global
Campus Recruitment
Best Practices

Create audience profiles to better understand target graduates and how to source them

TNI

Conduct research

Develop a holistic understanding of the needs, preferences, and interests of key student groups for each target role.

Gather information on:

- Where talent is located (schools, programs).
- What they look for in employers (e.g. salary expectations).
- How they prefer to communicate (e.g. social media).

See the audience profile template for all categories.

Use a variety of sources:

- **Job description:** Use educational requirements (e.g. Computer Science major) to help you research schools with the programs you need.
- **Market research:** Use government statistics and research reports from consultancies to gather demographic information and student characteristics.
- **Focus groups:** Conduct focus groups with recently hired new graduates in target roles to understand why and how they joined your organization.
- **Schools:** See school websites for data on student demographics.

Create an audience profile

Use the *New Graduate Audience Profile Template* to capture key findings from your research that inform key program design decisions, such as:

- Selecting schools with the talent you're looking for.
- Developing sourcing methods based on students' communication preferences.
- Customizing brand messaging to resonate with what students are looking for.
- Tailoring the candidate experience.

Select schools to partner with based on job descriptions and audience profiles

Partner with a selection of schools to become a well-known employer to a large number of target candidates. Schools can provide you with insights and resources to target your sourcing, build your brand, and engage with students.

Create school selection criteria

Customize the key school selection criteria below for your organization (e.g. if your organization has a limited budget, select schools with no partnership fees).

Organizational Needs

- Identify schools with a large number of qualified students in the location of target roles or with new graduates who are willing to relocate.
- Diversify your sources for talent. Use research to inform school selection, not just hiring managers' opinions.
- Don't choose schools solely based on their reputation (e.g. "core schools," "Ivy league," "top tier"). Prestigious schools often have less diverse student populations, and students from these schools are more likely to leave (Rivera, 2015).

School Resources Offered

- Look for schools that offer assistance in finding students, assessing candidates, and tailoring brand.

Budget

- Some schools charge partnerships fees or event costs. Keep your budget in mind and do your research.

Select schools

Select one to ten schools based on your audience profile and selection criteria to target resources and maximize impact.

Select schools not because they're the best school but because they're the right school for what you need.

- The right talent can be found at any school, not just the top-rated schools.
- Focusing on the top schools limits diversity, including diversity of thought.
- Competition is high at top schools. Avoid this by choosing schools that most closely meet your needs and offer strong partnership.

TNI Consulting Insight

Organizations often select schools based on their reputation, historic relationship, or alumni status. Doing so not only creates more competition but also results in a less diverse talent pool. Instead, select schools based on their ability to match your recruitment needs.

Leverage best practices when building school partnerships

Partnerships are about giving and getting. Having a healthy relationship with the schools you're sourcing from will help drive the success of your recruitment program. Keep in mind that they also want their students to be hired.

1 Initiate the relationship

- Start with school career services or employer/corporate relations centers.
  - A healthy relationship often leads to more relationships across the campus.
- Provide schools with information about your roles. Use their knowledge to target the right sources of talent (e.g. identify programs where writing skills are developed).

2 Build the relationship

- Listen to what your school partner can offer you and what they need.
- Understand and follow the schools' process.
  - Some schools follow a formal process with fee schedules and strict timelines.
  - If they don't have a process, communicate your objectives and work together to identify opportunities to achieve them.

3 Maintain the relationship

- Give feedback. Career service centers look for areas of improvement with their services.
- Communicate and don't keep your partner in the dark when it comes to changes.

Ask how you can give back:

- Hosting events provides a valuable opportunity for you to give back to the school.
- Offer to run skill building or learning engagement events to help you build your brand.
- Many schools appreciate and allow employers to host events such as lunch & learns, resume review sessions, or mentoring opportunities.

Tip These practices aren't limited to career centers. Look for opportunities to develop valuable relationships directly with student groups and academic programs.

Understand the variety of resources schools can offer your organization

Educational institutions vary from technical schools to universities. Familiarize yourself with the variety of resources and services schools can offer you.

Common resources schools can offer:

Data

Schools can provide data on things such as student demographics and analysis of what days and times most students are available.

Advice

Employer relations staff can provide guidance on which programs are the best to target, which events are more effective, what brand messaging resonates, etc.

Tools

Many schools offer candidate assessment tools.

Space

You can often book rooms on campus to hold events or conduct interviews at little to no cost.

Job listings/platforms

Most schools have an online job board only accessible by their students. In addition, many schools use platforms like Handshake to connect students with employers.

Connections

With a good relationship, many school staff are willing to introduce you to student clubs and organizations.

Tailor employer brand messaging to target audiences

Audience Profile
Based on your audience profile, identify this key information and use it to inform your messaging:

- What they look for in employers.
- What social networks they use.
- What they would enjoy the most about the target role.

TNI Consulting Insight
Students are looking for a realistic picture of what it's like to work at your organization. Be authentic and transparent. Helping new graduates to imagine themselves at your organization will increase connection with your employer brand.

Employee value proposition

- Your organization's EVP is the value it provides to employees.
- Document your existing EVP, or if you don't have one, contact TNI Consulting to help you *Uncover the Employee Value Proposition*.

	Statement
Rewards	
Environment	
Opportunity	
Organization	

Overarching EVP Statement

Employer brand

- Your employer brand is how you communicate your EVP. Work with Marketing and gather employee stories to provide an authentic picture of your organization.
- If you already have messaging, tailor it based on the audience profile.
- If you don't have messaging, create it based on the audience profile and your EVP.

Messaging	Channel	Medium

Marketing plan

Create a plan for how you'll get your brand out there. Identify:

- Who communicates it.
- When it will be communicated and how often.
- How success will be measured.

Select and customize the sourcing methods you will use to engage talent

Sourcing methods are ways to find new graduates. Use your audience profile to better understand your market and to identify different ways to source and connect with the talent.

Use your audience profiles to inform the selection and customization of sourcing methods.

Know the best ways to engage with targeted student groups by using this key information:

- Where they spend their spare time.
- What social networks and platforms they use.
- What they find helpful in their job search.
- What career events they do and don't like.
- What student clubs or organizations they're a part of – these students often already have a clear interest in your industry.
- What they would enjoy the most about the target role.

Audience Profile
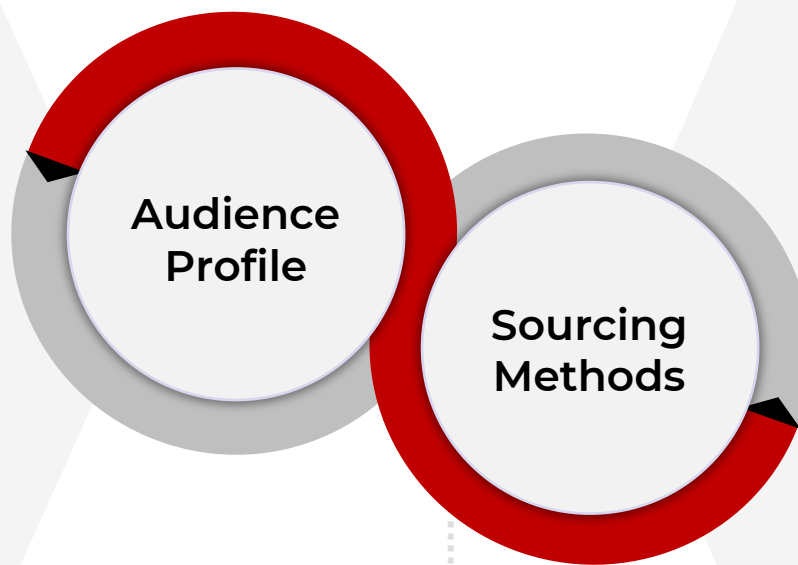
Sourcing Methods

Select sourcing methods based on the audience profile, as well as methods that:

- The audience would find valuable.
  - E.g. Hackathons provide practical experience, and computer science students find them more valuable for their time.
- Showcase your organization's employer brand, culture, and the target role and team/department new graduates would be a part of. Involve current employees.
- Are bite-sized. Instead of one long event, consider planning a "career week" with a variety of short events that target different audiences.

Your sourcing methods can vary:

- On campus
  - Career fair
  - Info session
- Off campus
  - Conferences
  - Networking events

TNI Consulting Insight

The purpose of campus recruitment is not to cast a wide net. Target a talent pool that meets your organization's needs and build your program around that pool.

See TNI Consulting's *Campus Recruitment Sourcing Methods Catalog* for a variety of ideas on how to engage students.

Tailor your current TA process to address the unique complexities of campus recruiting

Complexities of campus recruitment:

- Dealing with a larger candidate pool over a prolonged period can overload a TA team.
- The overall recruitment cycle tends to be longer than the traditional cycle.
- Recruiting from schools located far from the organization can impact relationship building.
- New graduates need to balance their studies with their job search, which can affect focus.

⚠ Address these complexities by keeping the following in mind as you tweak your TA process on the following slide:

Create a quick and efficient process

…to get ahead of the competition, as competitors often make offers around the same time. See TNI Consulting's *Increase the Efficiency of the Talent Acquisition Process* blueprint.

Create a "keep warm" strategy

…with tactics such as wishing students well in exam time, sending care packages, and engaging them on social media. This approach will keep potential candidates engaged throughout the year.

Tailor the candidate experience

…to meet students' unique needs. And also to address the gaps within your organization and future opportunities for business growth.

Keep students informed

…because lack of communication and feedback is the top area where graduates feel employers are failing (Korn Ferry).

Comply with school guidelines

…for TA. Each school often has its own set of guidelines around when and how you can post jobs, hold events, and make offers.

Identify the changes required in the TA process

Review your TA process against your campus recruitment needs. Map out your current TA process and use your audience profiles and selected sourcing methods to alter your TA process as needed.

Requisition

Submit requisitions early in the calendar year so they are assessed and approved for the start of campus recruitment.

- Conduct intake more efficiently by asking department leaders for requested headcount for a selection of approved role "streams."

Source

Identify and develop multiple sourcing methods to engage with target audiences.

- Identify key sourcing methods to find new graduates where they are (see slide 26).

Screen

Ensure an efficient process is in place for screening bulk applications.

- See if partner schools offer tools or resources to conduct first screenings.
- Ask applicants to submit a two-minute YouTube video on why they're a good candidate.

Interview & Assess

Modify interview and assessment methods to identify transferable skills.

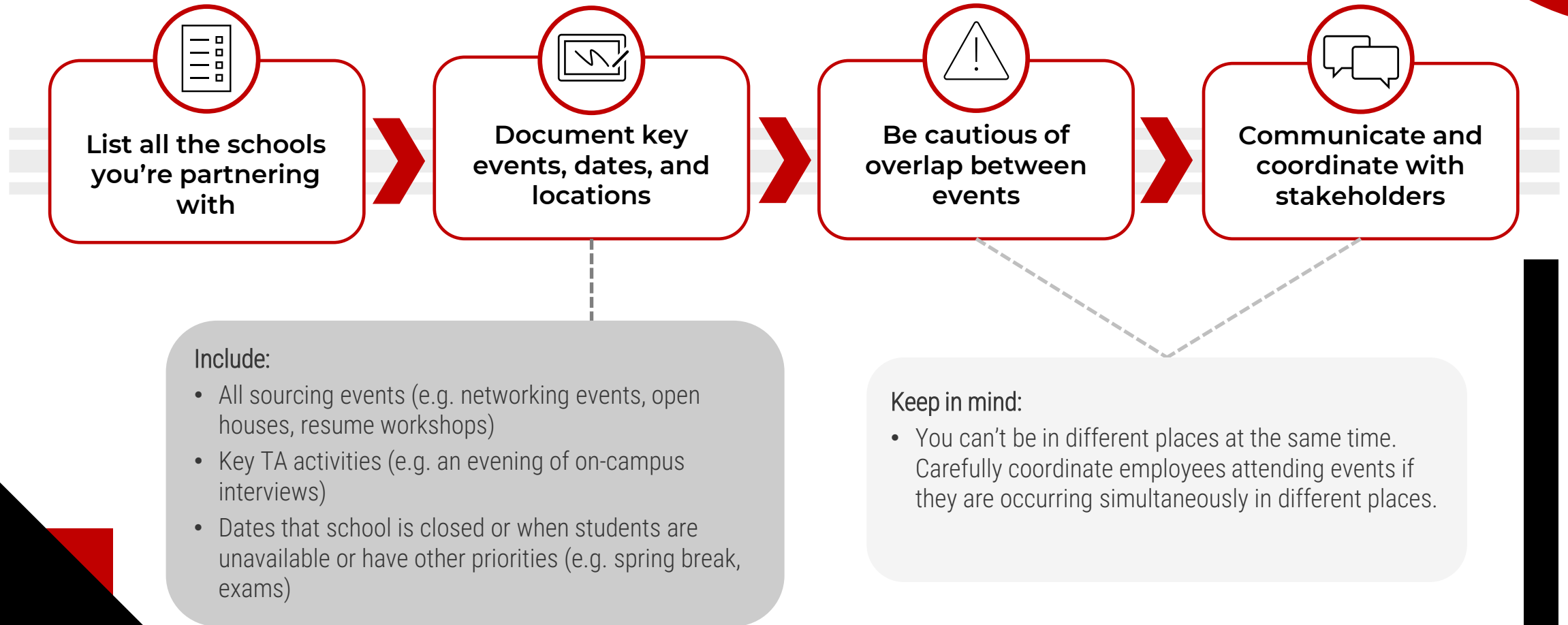- Hold an "interview night" on campus to interview a large number of students.

Offer

This will be many students' first time negotiating salary. Be transparent and inform them of your organization's process.

- Determine start dates based on graduation schedules.
- Identify the length between offer and start date.

Background Check

Develop background-check questionnaires to accommodate candidates without explicit industry experiences.

Create an annual campus recruitment calendar

List all the schools you're partnering with

Document key events, dates, and locations

Be cautious of overlap between events

Communicate and coordinate with stakeholders

Include:
- All sourcing events (e.g. networking events, open houses, resume workshops)
- Key TA activities (e.g. an evening of on-campus interviews)
- Dates that school is closed or when students are unavailable or have other priorities (e.g. spring break, exams)

Keep in mind:
- You can't be in different places at the same time. Carefully coordinate employees attending events if they are occurring simultaneously in different places.

Key insights

Insight 1

With organizations' pressing workforce needs, new graduates are a great source of talent. However, as they approach the labor market differently from experienced job seekers, organizations need a tailored approach to recruit them successfully.

Insight 2

Evidence shows that just because new graduates lack experience, that doesn't mean they lack ability. To close the skills gap, organizations need to assess soft skills developed through non-work experiences while also training for technical skills. Help new graduates acquire key technical skills by working with schools to shape curriculum.
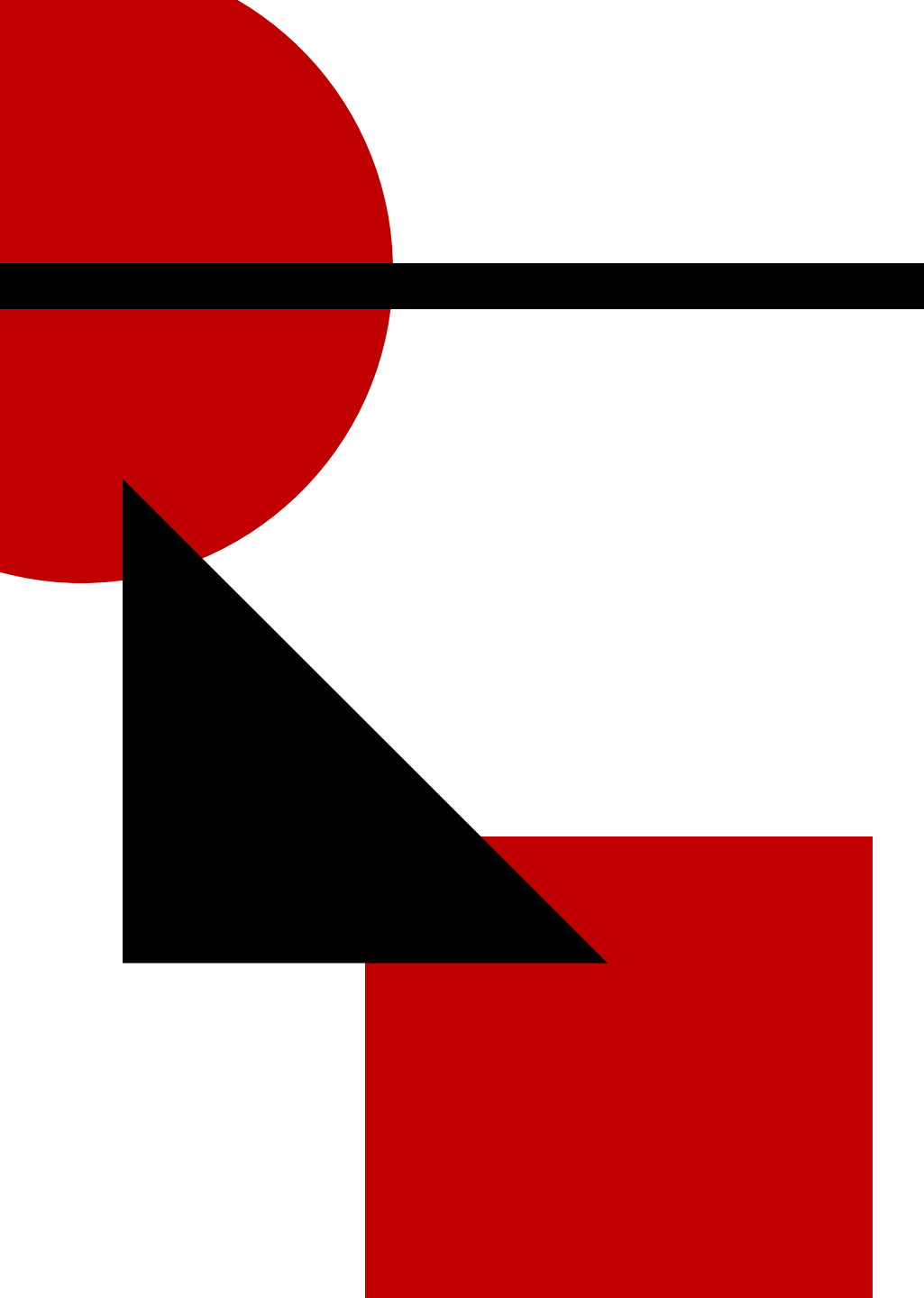
Insight 3

Organizations often select schools based on their reputation, historic relationship, or alumni status. Doing so not only creates more competition but also results in a less diverse talent pool. Instead, select schools based on their ability to match your recruitment needs

Insight 4

Students are looking for a realistic picture of what it's like to work at your organization. Be authentic and transparent. Helping new graduates to imagine themselves at your organization will increase connection with your employer brand.

Insight 5

You need to validate your investment. Campus recruitment measurement, tracking, and evaluation is often not done well, if at all. Get a process in place to assess campus recruitment effectiveness to ensure the program is achieving its goals and adding value.

Need help training or
rolling out your program?

Let's talk!

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