

— 2023 —
NAI Global.
LEADERSHIP SUMMIT

NAI Global's Campus Recruiting and Internship-In-A-Box Programs

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HIGH IMPACT TRAINING & CONSULTING



Agenda

- Global Workforce Business-In-A-Box Series
- College Recruitment Program Overview
- Creating an Internship Program Overview
- 6 Steps to Hire, Coach and Lead an Intern
- What's Next





What do you think?

What kinds of tools and resources would you like to see delivered that would help you establish your own college recruiting and internship program?

Global Workforce Business-In-A-Box Series

Campus Recruitment and Internship Platform

Campus Recruiting

How to establish a targeted college recruitment program within your firm

Micro-Internship

Small project-based or introduction to the industry internship opportunity

Short-Term Internship

3 Month internship program that provides skill and development training for interns

Long-Term Internship

6 to 12 Month internship opportunity to learn the business over a period of time.

International Internship

2 Year Internship program with a practical roadmap to training new potential brokers this skills and business long-term.

Global Workforce Business-In-A-Box Series incorporates best practices, resources, tools and templates to build and grow your business



Campus Recruitment Overview

Effectively engaging and targeting the right talent at college campuses the create a pipeline of candidates for your CRE Firm.

Recruiting new graduates can help address critical organizational needs

Organizations need talent, new skills, and diversity...

...and targeting graduates can meet these needs

Talent	<p>#1 Executives report attracting and retaining talent as their top internal concern. (Conference Board, 2021)</p>	<p>40.2% of students are enrolled in tertiary degrees worldwide in 2021. (The World Bank, 2021)</p>
New skills	<p>50% Half of employees will need reskilling by 2025. (World Economic Forum, 2020)</p>	<p>Graduates demonstrate higher logical reasoning skills and empathy than senior managers in talent assessments.</p>
Diversity to grow and innovate	<p>+ Organizations with pro-diversity policies have higher future innovation, growth, cash flow, and governance.</p>	<p>44% of undergraduate students self-identify as a member of a visible minority group. (CAUT, 2019)</p>

Graduates approach the labor market differently, which requires customized recruitment



What they look for in employers

The top two things new graduates look for is “people and culture fit” and “growth potential” – students want to know what it’s like to work at your organization and whether they can grow there (Harvard Business Review).

- Tailored brand messaging improves how an organization resonates with target audiences.



What their schedules look like

Since students are still in school, recruiting takes place over a longer time period (e.g. eight months), which requires more planning.

- The best time to recruit students is in the fall of their senior year (iCIMS).



How they engage with employers

Students from different programs or backgrounds often engage differently with employers. Organizations need to understand how target groups prefer to communicate and tailor sourcing methods accordingly.

- IBM found that computer science students prefer to speak with current employees, while business students like to talk to executives (TNI Consulting’s interview).



How they demonstrate their skills

With minimal work experience, many students may not know the best way to look for jobs. For example, they may not know how to highlight skills developed through schoolwork or volunteering.

- To assess students’ skills and onboard and prepare them for work, organizations need to use different methods.

TNI Consulting Insight

With students’ busy academic schedules and limited job search experience, post-and-pray is even less effective in campus recruitment than in traditional recruitment. Don’t wait for new graduates to approach you – go to them. Recruiting the right talent will require researching the best ways to reach your target audience.

Schools and employers want similar things:

School Objective

Get students jobs to raise the school's reputation and attract more top students.

Employer Objective

Fill jobs with students to meet the organization's talent needs.

Relationships are key to making the most of the resources that school career centers offer

Schools offer a variety of resources, including:

- Guidance on the best academic programs for target roles.
- Assessment tools.
- Space to host events or conduct interviews.
- Recommendations on the most effective methods and times to engage students.
- Recommendations on brand messaging to resonate with students.
- Data on student demographics.
- Connections to student clubs and organizations.

But to fully take advantage of these resources, organizations need to build strong relationships with schools. A give-and-take partnership approach is crucial to successful campus recruitment.

You don't need a well-known consumer brand

World's Most Attractive Employers (Universum, 2020)

Google	Procter & Gamble	Nestlé
Apple	The Coca-Cola Company	HSBC
Microsoft	Louis Vuitton Moët Hennessy	Toyota
Amazon	Sony	Barclays
Deloitte	Bank of America	Intel
Goldman Sachs	IKEA	Volkswagen Group
EY	IBM	Dell
PwC	Bain & Company	Grant Thornton
J.P. Morgan	Johnson & Johnson	Samsung
L'Oréal Group	Unilever	Huawei
McKinsey & Co.	Daimler/Mercedes-Benz	Ford Motor Company
KPMG	Accenture	AB InBev
Nike	H&M	Credit Suisse
The Boston Consulting Group (BCG)	Deutsche Bank	UBS
Morgan Stanley	PepsiCo	General Motors
BMW Group	Facebook	Heineken
Adidas	Citi	

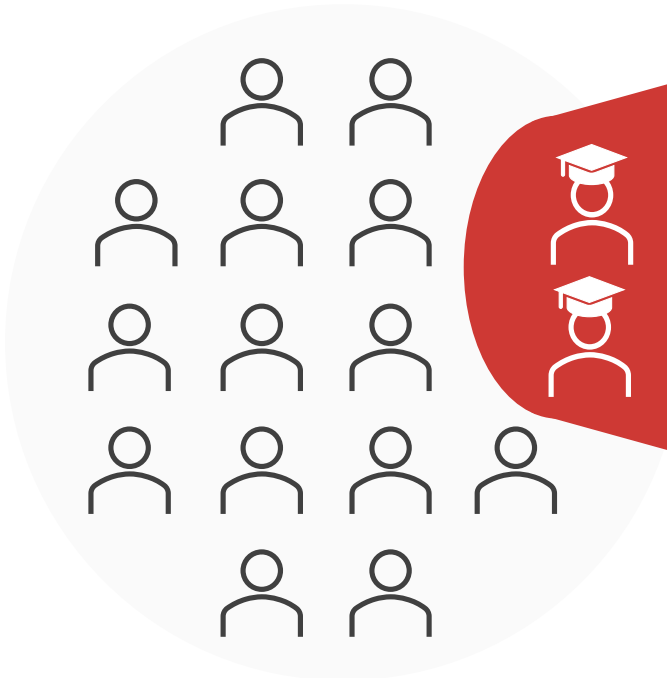
Sure, many of the top companies aren't surprising – Google, Apple, etc. However, it's interesting that other companies with well-known products, such as McDonald's and Honda, are *not* on the list. Meanwhile, students chose some companies with products and services they have likely never used before, such as Bain & Company and Accenture.

This suggests that many of these organizations have made themselves known to students through targeted employer branding efforts and that others can do the same.

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Organizations can build a stronger graduate employer brand by ensuring that messaging reaches and resonates with target students.

Effective campus recruitment requires a tailored approach



Support organizational needs.



Understand target new graduates.



Tailor sourcing, messaging, and TA processes.



Partner with schools.

TNI Consulting Insight

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



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Creating an Internship Program Overview

Internship programs are essential for strong talent pipelines and retention

What are internships?

- **Fixed employment opportunities** (e.g. student internship, co-op, returnship) focused on providing emerging talent with relevant **experience and professional development** through the completion of **meaningful work** in line with **organizational objectives**.
- Provide the organization with an opportunity to **assess new talent, bring in fresh perspectives, address skills gaps, and promote the employer brand**.

Internship programs provide a direct pipeline to full-time hires

68%

of interns receive a full-time offer

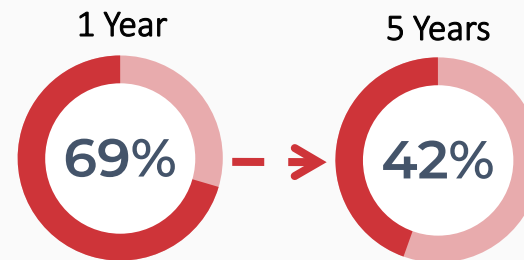
82%

of interns accept those offers

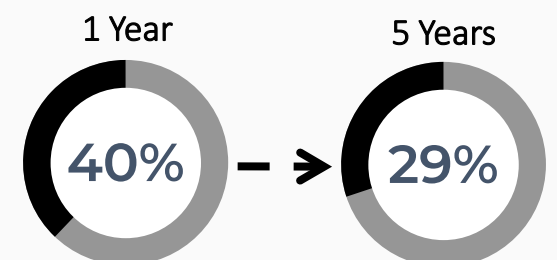
55%

of interns are converted to full-time annually

Employees with internship experience are more likely to stay with the organization



Retention of employees with **internal** internship experience



Retention of employees with **no** internship experience (NACE, 2020)

Create a Solid Foundation for Your Internship Program

Internship programs focused on developing future talent require significant planning, coordination, and resources to be successful.

For many interns, this is their **first professional role**. Interns **require clear performance expectations and regular feedback** to support their professional development.

However, only...

64% of interns report that they received the **necessary training and development** for their role.

65% of interns report that they had **clearly defined performance expectations**.

Therefore, it is unsurprising that only...



46% of **interns** report being engaged in their work

Internship programs require significant time and money. Programs that lack structure and oversight provide limited return on investment and can:

- Become a burden for current employees.
- Result in a negative intern experience.
- Damage the employer brand.
- Limit the conversion of intern talent to permanent employees.

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Don't use interns to fill holes. A well-constructed program provides more value and meaning than a patchwork approach.

Creating an intentional program maximizes the benefit of internships

Benefits to the organization

Addresses future skills gaps: It is estimated that **40% of employees will require reskilling to meet future job needs**, with analytical thinking and innovation, problem solving, and creativity among the top skills required for 2025 (World Economic Forum, 2020). Internship programs provide an opportunity for organizations to **leverage intern talent** to address future skills gaps and support current employees' skill development through reverse mentoring.

Supports organizational objectives: Interns provide necessary project support, allowing current **employees to focus on strategic objectives**.

Creates brand ambassadors: **80% of interns** talk about their job in a positive light with friends and family.

Supports the diversity of the talent pipeline: **82% of employers** are prioritizing DEI in their future recruitment strategies (NACE, 2019). Internships are the **start of the talent pipeline** and provide an opportunity to directly impact the diversity of future talent pools.



Benefits to interns

Soft skills development: Internship programs provide an opportunity for emerging talent to develop critical skills. Students with previous intern experience rate themselves **higher in soft skills including professionalism, critical thinking, leadership, and teamwork**, compared to students with no internship experience (NACE, 2019).

Meaningful work: Internships are **no longer focused on menial tasks**. In fact, the majority of interns' time is spent on higher-level tasks, including problem solving and project management (NACE).

Professional capital: Internship programs provide an opportunity for emerging talent to build their portfolios and social networks, which can be **leveraged for future employability**.



Internship programs can be big or small – the size of the program will depend on organizational needs and capacity. But keep in mind, a solid foundation is key to creating a strong, scalable program!

A structured internship program leverages new talent and supports organizational objectives

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A well-thought-through, structured internship program expands the talent pipeline and supports organizational goals through meaningful work that benefits both interns and the organization.



Learn about different internship formats

“**Internship**” is an umbrella term that includes a range of time-bound employment opportunities that provide meaningful, real-world experience and professional development.

Internships **vary in length, timing, and application** depending on the resources available, program purpose, and the intern audience. They can also vary by format and be in-person or remote. For example:



Tip

Internships don’t just target students. Intern audiences also include new grads and early-career professionals, individuals pursuing a mid-career change, and those returning to work after an extended absence from the workforce.

General Internship	Student Internship/Co-op	Returnship	Externship	Micro-internship
Integrative workplace learning opportunities focused on practical skill development to supplement formal training. Applies to a range of intern audiences and is the most common format.	Associated with educational institutions/programs and follows academic timelines. Includes either a single work term (i.e. student internship) or multiple work terms with the same employer (i.e. co-op).	Practical opportunities provided to experienced individuals after an extended absence from the workforce (e.g. parental leave) as an opportunity to demonstrate skills and abilities and assess fit. Often associated with a new career path.	Brief experiential learning opportunities (e.g. 1 day, 1 week) that support the development of professional skills and industry-specific knowledge (e.g. job shadowing). Often affiliated with educational institutions or programs.	Small project-based internships that provide an opportunity for interns to build relationships with employers and demonstrate skills and abilities.



This blueprint will focus on internships as a whole. Use the key decision points throughout the blueprint to customize the program’s format based on the organization’s unique needs.

If organizational resources are limited, externships and micro-internships are a great way to obtain intern support for organizational work without having to maintain a more formalized program. Focus on **low-risk, high-impact projects** that benefit the organization and provide valuable work experience for interns.

Thank You NAI Global Member Firm Contributors

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- Deborah Harms, NAI New Mexico
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6 Steps to Recruit and Hire for Your College Internship Program

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NAI GLOBAL WORKFORCE BUSINESS-IN-A-BOX SERIES

6 Steps to Hire, Manage and Lead an Intern Through Your Internship Program



STEP 1: Select the internship program for your firm

Campus Recruiting

How to establish a targeted college recruitment program within your firm

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2 Year Internship program with a practical roadmap to training new potential brokers this skills and business long-term.

Resources/Tools: Internship Executive Briefing Summary, Internship-in-a-Box Presentation, Internship Model Options, Internship Playbook (Daily, Weekly and Phases of the Program)

STEP 2: Identify the position you'd like to fill

- Transaction Coordinator
- Appraisal Assistant
- Property Management Assistant
- Assistant Broker
- Other (Your custom position)

Resources/Tools: Internship Profile Request, 5 Job Description Templates, CRE Internship Compensation Best Practices

STEP 3: Choose Your Campus(es) and Campus Sourcing Strategies

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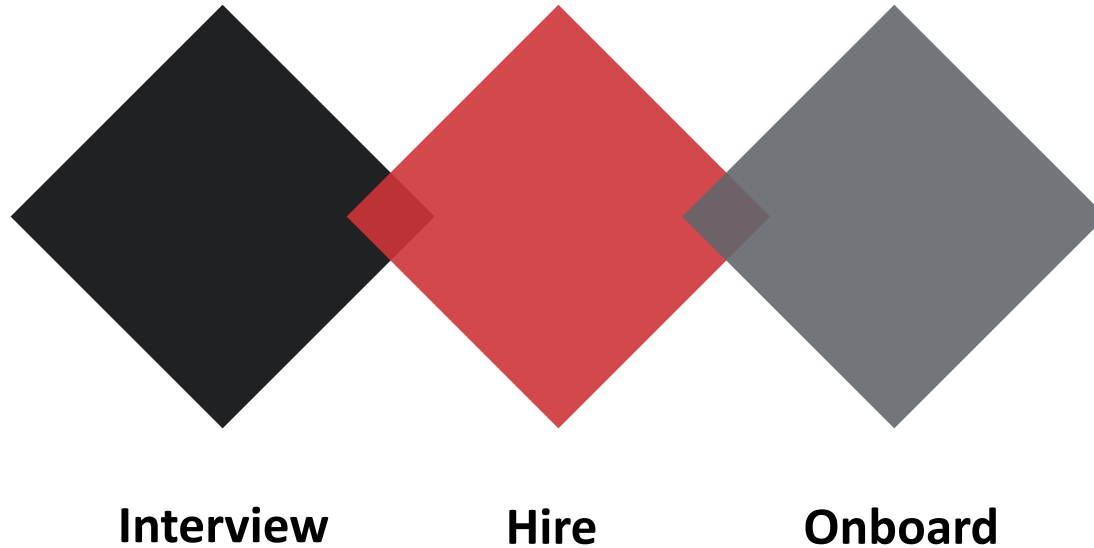
Examples:

- Campus Career Fair
- College Job Postings
- Class Presentations
- Speaker Industry Panel

Resources/Tools: Campus Recruiting Executive Briefing, Campus Recruiting-In-A-Box Overview Presentation, Campus Recruitment Best Practices, Campus Recruitment Case Studies, **Campus Sourcing Methods Guide**, Student Profile

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STEP 4: Interview, Hire and Onboard



Resources/Tools:

- Internship Talent Acquisition Process
- Job Description Templates
- Assigning a Mentor & Mentorship Best Practices



STEP 5: Internship Performance Management



Communicate Job Requirements

Establish Goals

Set Accountability Expectations

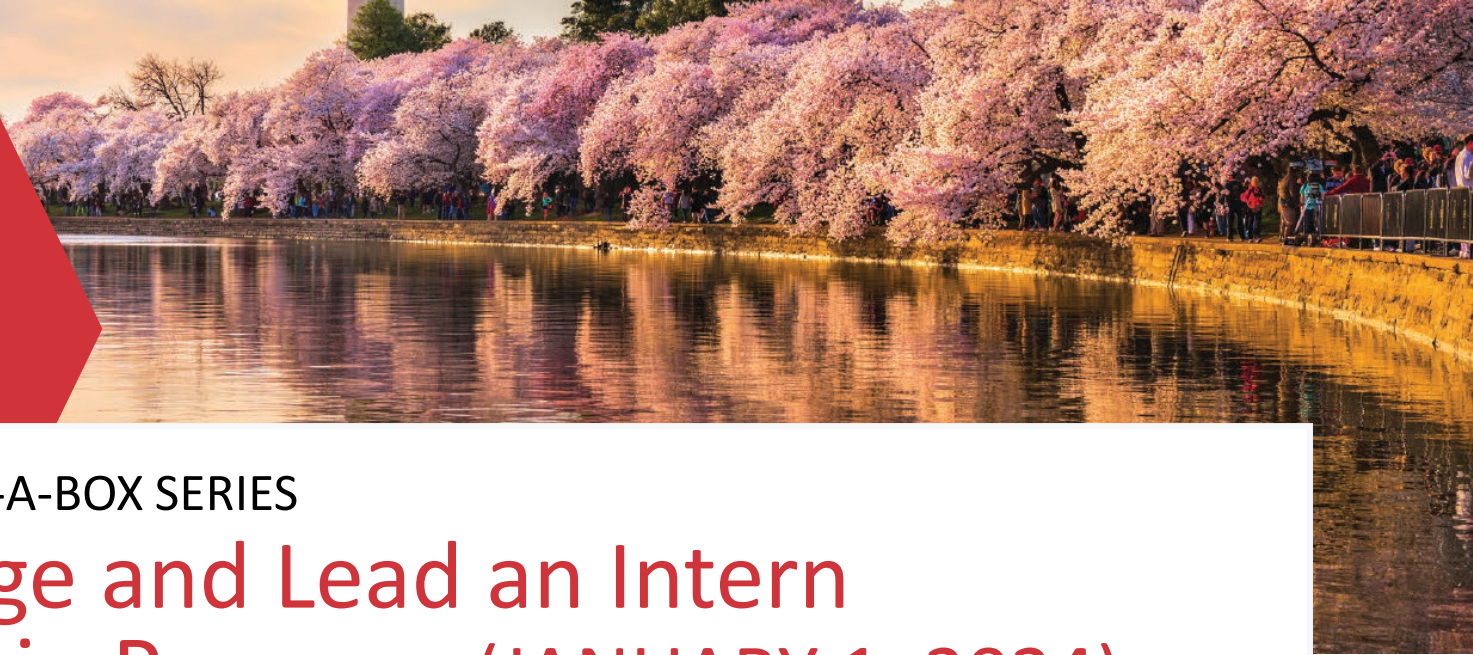
Conduct Formal/Information check-ins, goal progress, feedback

Resources/Tools: Onboarding Best Practices, Goal Management Guide, 4 Steps to Improve Poor Performance

STEP 6: Internship Experience and Completion

- Final Internship Assignment or Assessment
- **Intern exit interviews or send a feedback survey to**
- Identify the strengths and opportunity areas of the program
- Provide **reference letters**
- If applicable, **offer permanent employment**

Resources/Tools, Final Internship Performance Evaluation, Internship Evaluation and Program Feedback Survey



NAI GLOBAL WORKFORCE BUSINESS-IN-A-BOX SERIES

6 Steps to Hire, Manage and Lead an Intern Through Your Internship Program (JANUARY 1, 2024)





What's Next 2024...

Global Workforce Council

Monthly PDM and management calls that will address recruiting, interviewing, performance management, workforce program implementation, leading high-performing teams, managing a multi-generational workforce and more!

Let's Connect...

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