Building Better Partnerships

A look at how career service offices can utilize NACE recruiting literature

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National Association of Colleges and Employers

PROFESSIONAL STANDARDS FOR UNIVERSITY RELATIONS AND RECRUITING 2013

Road Map

- Discuss connection between recruiters' and career services offices' strategic plans
- Consider multi-tiered strategy approach
- Examine the "funnel"
- Laundry list of activities
- Connect to strategic metrics
- Wrap up

Strategic Plans

Recruiter

- Align strategies with company objectives
- Design and budget marketing campaign
- Determine event participation levels
- Sourcing plan-hire students
- Define r-ships
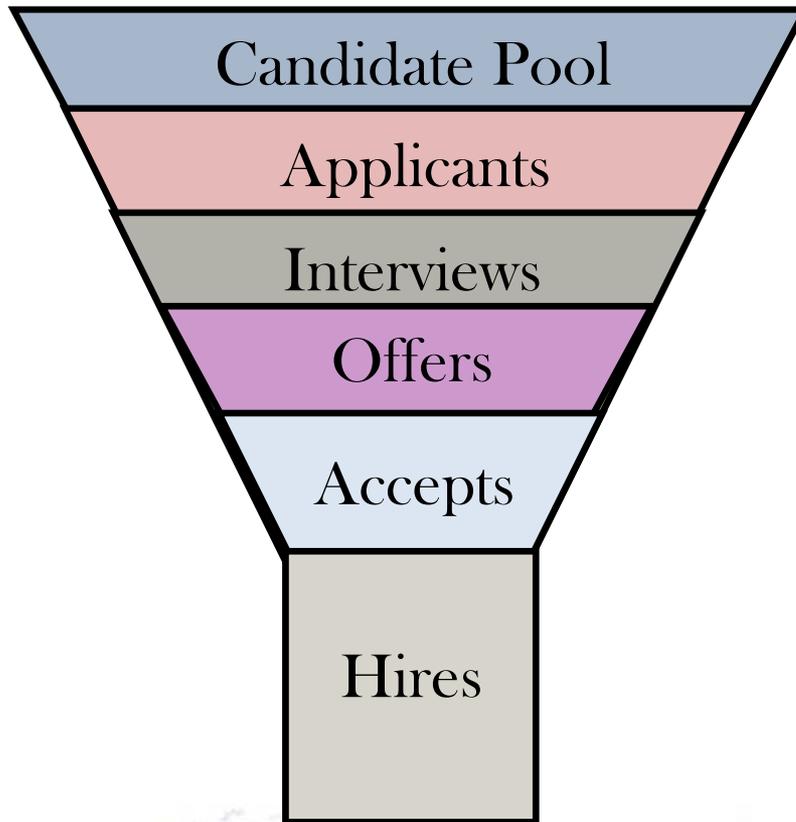
Career Service Office

- Align strategies with college objectives
- Assist students in identity development
- Raise student awareness of professional issues
- Assist students in navigating job search
- Build campus & community r-ships
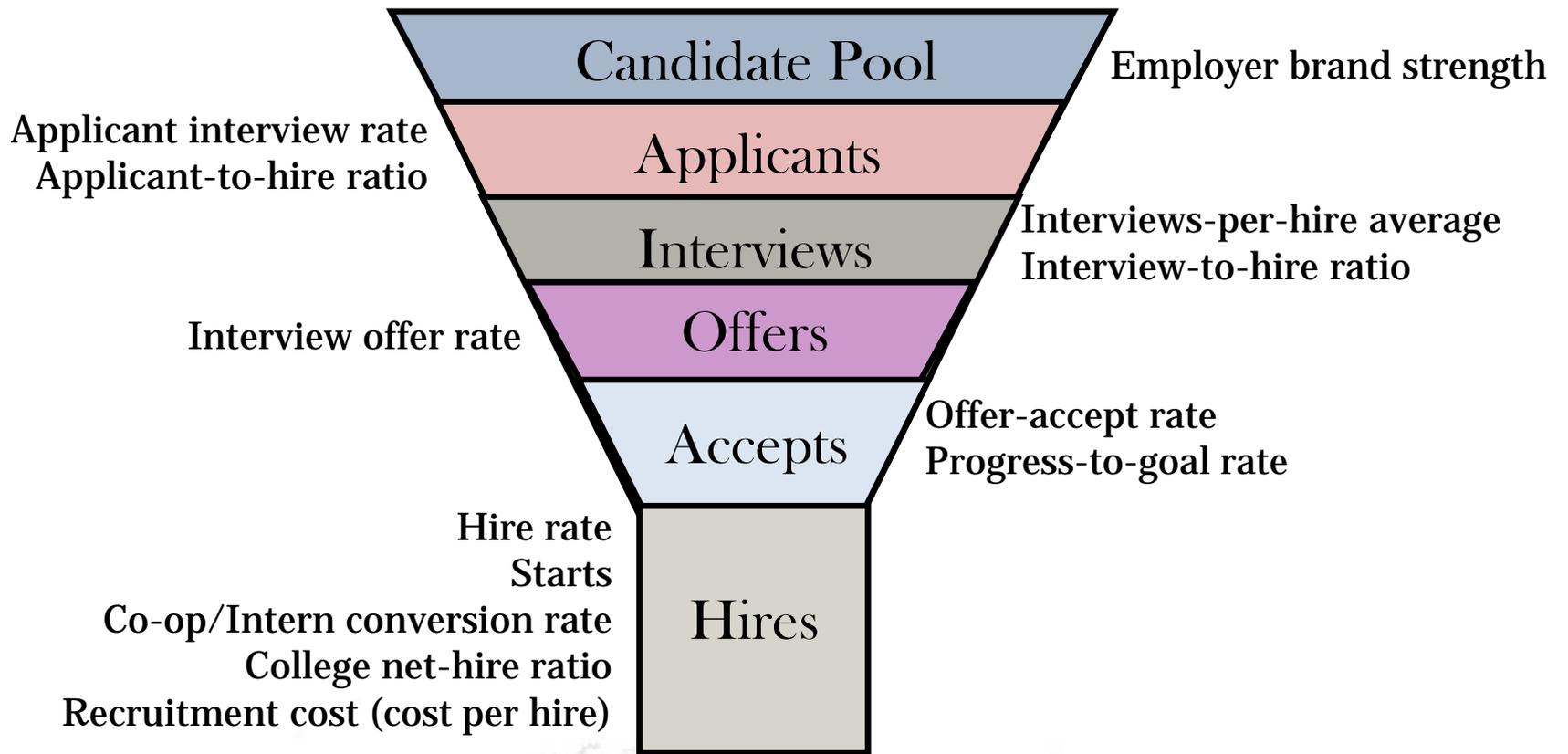
Multi-tiered Approach

Relationship Activity	Tier 1 Schools	Tier 2 Schools	Tier 3 Schools
Key Campus Executive	Campus Executive Team assigned	None	None
Campus Manager	Key individual assigned	Focus on recruiting	Focus on recruiting
Presence on Campus	Visit campus 10 -12 times per year	Visit for recruiting events	Virtual methods or as required
Recruiting Team	Large team from multiple businesses/ functions	Small team (CM and 1 to 2 recruiters)	None or as required
Recruiting Frequency	Fall/Spring recruiting every year	Recruiting reduced during lean years	As required
Promotional Budget	Larger budget, including advertising	Moderate budget	None
Organization Memberships	Funding for multiple memberships (2 to 3)	Funding for 0 to 1 memberships	None
Research or Industry-Collaboration Funding	Priority	No priority	No priority

Taken from: NACE Professional Standards for University Relations and Recruiting 2013

The Funnel

The Metrics Funnel

Candidate Pool — Employer brand strength

Applicants
Applicant interview rate
Applicant-to-hire ratio

Interviews
Interviews-per-hire average
Interview-to-hire ratio

Offers
Interview offer rate

Accepts
Offer-accept rate
Progress-to-goal rate

Hires
Hire rate
Starts
Co-op/Intern conversion rate
College net-hire ratio
Recruitment cost (cost per hire)

Quality of Hire
Recruitment satisfaction
Performance satisfaction
Promotion rate
Retention rate

Candidate Pool

Metric: Employer brand strength

- Subjective measure
- Student, faculty and staff perceptions of brand
- Ways to measure: event attendance, number of booth visits, level of campus endorsement, ease of extra-curricular involvement, survey

Applicants

Metric: Applicant interview rate

- Percentage of total applicants who proceed to interviews
- Formula = #of applicants interviewed/ # of applicants x 100
- A high number usually means that the applicant pool is strong or small
- Another way to look at this: # of campus interviewees that advance to site interviews

Metric: Applicant-to-hire ratio

- The number of applicants for each hire
- Formula = # of applicants/ # of applicants accepting an offer
- A high number usually shows interest in position
- Sorting applicants by source (fair, referral, social media etc.) can be revealing

Interviews

Metric: Interviews-per-hire avg	Metric: Interview-to-hire ratio
• Average number of interviews conducted with each hire • Formula = # of interviews w/ applicants who accepted offers/ # of offers accepted • A low number may mean stronger candidates • Compare by college, look at retention and trends	• Compares the number of applicants interviewed and offers accepted ○ fit of source with employer • Formula = # of applicants interviewed/ # of offers accepted • Low number means that this pool of candidates frequently accept offers • High numbers means either large pool of applicants or low offered and/or accepted positions

Offers

Metric: Interview offer rate

- Offers as a percentage of applicants interviewed
- Formula = # of offers/ # of applicants interviewed x 100
- College, department, and major assessments
- Shows fit between interviewees and required job skills

Accepts

Metric: Offer-accept rate

- Offers accepted as a percentage of non-outstanding offers
- Formula = # of offers accepted/ # of offers not outstanding x 100
- Measures strength of offer (tangibles & intangibles) and also brand
- Strong economy can lower this metric as candidates may have more options
- 3rd parties surveys of candidates who do not accept provide useful information

Metric: Progress-to-goal rate

- Offer acceptances as a percentage of hiring goals
- Formula = # of acceptances/ total goal x 100
- Measures progress towards goals
- If not on target, recruiter should evaluate hiring process

Hires

Metric: Hire rate

- College hires as a percentage of total external hires
- Formula = # of college hires/ # of external hires
- Shows impact of campus recruiting program

Metric: Starts

- Number of college hire acceptances that actually begin work
- Formula = # of accepts who reported to work
- Important especially if a lot of time passes between acceptance and start date

Hires

Metric: Co-op/Intern conversion	Metric: College net-hire ratio
• Number of co-op/Interns who became full time employees compared to total number • Formula = # of co-op/Intern accepts/ # of co-op/Interns eligible for offers • Low number indicates a program issue	• Compares college hires to college-hire terminations • Formula = # of college hires/ # terminations • Turnover tends to be less high in 1st year compared to other years • Evaluate whether reason for termination could have been identified in hiring process

Hires

Metric: Recruitment cost (cost per hire)

- Demonstrates value of recruiting program
- Formula = campus costs/ # of hires from campus
- Includes:
  - Recruitment office expenses
  - Recruiter training and development
  - Marketing
  - Events
  - Technology costs
  - Trip costs
  - Recruiting staff salary and benefits
  - New hire costs such as relocation, training, signing bonuses

Quality of Hires

Metric: Recruitment satisfaction

- Measures new hire perceptions of process
- Look for information on branding, application and interview process, engagement, personnel

Metric: Performance satisfaction

- Measures of how well the new hire performs
- Performance evaluations
- Productivity, sales, etc.
- Comparison to recruiter's knowledge and information can be insightful

Quality of Hires

Metric: Promotion rate	Retention rate
- Demonstrates new hires readiness for additional tasks - Formula = # of hires promoted/ # of total hires x 100 - College specific information informative	- The number of new college-hires still with company after a certain period of time compared to all new hires - Formula = # of hires in X period that are still employed after Y yrs/ # of hires in X period x 100 - Shows long term benefit of recruiting program - Helpful to compare against non-recent college grad hires

Recruiting

- Employer should meet with career services, university stakeholders, key faculty members
  - Career Services is the bridge between employers and these groups
- Recruit a student ambassador from prior interns
- Look for ways to involve Alumni
- Career fairs: broad scope and small tailored events
- Career week
- Networking receptions
- Sponsor etiquette dinner
- Employer posters advertising open positions
- Advertise in campus publications or write professional development articles for them
- Co-ops, internships, experiential learning opportunities
- Career Centers: survey your employer partners to establish their needs and goals

Education

- Sponsor student organizations (Career Services should advise employers on potential target groups)
  - Invite targeted student organizations to participate in finding solutions for mock organizational issues
- Present at student organization events/meetings
- Sponsor/participate in student competitions
- Make company presentations in class
- Sponsor capstone projects and serve as project advisers
- Participate with curriculum advisory boards/councils
- Serve as a guest lecturer or panels for seminars
- Fund scholarships, fellowships, and conference attendance
- Offer job shadowing to key faculty members
- Provide in-kind donations of computers, equipment, etc.
- Review/critique individual student resumes
- Conduct resume workshops and mock interviews
- Facilitate career and professional development training, industry and/or career workshops
- Career Centers: Develop major specific resources
- Career Centers: Make student body aware of resources available in career center

Technology

- LinkedIn: Networking, the job market
- Facebook: Professional presence online, connect with organizations, industries, and groups, job market
  - https://www.facebook.com/DeloitteGradsNZ
- Twitter: Branding, networking- hash tag your way to the right candidate
- Pinterest: Unique way of branding, finding networks, reaching targets
  - http://pinterest.com/wiucareers/
- Blogs: Become authority on a subject and connect with others with similar interests
- You Tube: branding
  - http://www.youtube.com/watch?v=ncLVh9SrsPI
- Virtual Career Fairs: save travel cost and time
- Skype interviews: Save travel cost and time
- Interview software: Resource without labor cost
- Internet job boards: aggregate multiple sources of information

Connecting Activities to Metrics

- What additional metrics do we need to add for each funnel level?

- How can we partner to enhance each of these metrics?

- In what ways could sharing this information benefit both the employer and the college?

Wrap up

KEY TAKE AWAYS AND ACTION ITEMS

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