

# IS YOUR ORGANIZATION #FUTURESTRONG?

Applying the Lessons of the Pandemic to Early Career Recruiting

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**Cappfinity**

Over the past 12 months, we conducted 80+ interviews with global talent leaders to uncover lessons learned from the Covid-19 pandemic related to the early careers market.

As businesses begin to emerge from crisis mode and enter the 'new normal', we have analysed the research findings to uncover key insights and actions that talent professionals can take to recruit, onboard and engage the best, most diverse early career talent in a changed world.

As one interviewee said, "The pandemic and rapid move to remote work forced us to be really different, new and unique. Our goal is to keep up that Covid-level of creativity moving forward."

## 80 people interviewed across:

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

**6 Countries**  
Australia | Hong Kong | Singapore | South Africa | UK | US



**150+ hours** of interviewing and content analysis



**5 key outcomes to impact your recruitment in 2021**





## Optimize Campus Recruiting

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*More than 47% of students said that virtual recruiting was more stressful than in-person recruiting at their campus*

*– Yello 2020 Virtual Campus Recruiting Student Experience Survey*

*“Executive involvement in campus recruiting makes a huge difference. That is a very positive outcome of the pandemic.”*

### **Talent professionals recommend the following #FutureStrong actions:**

- Always have a virtual ‘plan B’ for campus recruiting activities.
- Consider a ‘tiered’ model of campus involvement from ‘platinum schools’ where you invest money and recruiter travel to ‘bronze schools’ where you promote virtual career fairs.
- Use virtual career fair platforms to conduct more ‘campus-agnostic’ events that attract talent from across the US.
- Always bring both executives and diverse early career professionals, ideally from the school or college you are visiting, to campus recruiting events, virtual or in-person.
- Rethink the role of the campus recruiter from transactional and technology-driven to more relationship-development driven.
- Develop and deploy assessments that are authentic and immersive and give insight into your organization, your culture and the job the student is applying for.



## Innovate Internship and Early ID Programs

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*“We exposed interns to 3 times as many senior executive leaders and 10 times as many business functions as normal. Going forward, we want to keep this, whether we are in-person or remote.”*

### **Talent professionals recommend the following #FutureStrong actions:**

- Provide interns with more purposeful, personal exposure to your organization’s leaders, particularly in smaller group settings, virtual or in-person.
- Offer as many opportunities for one-on-one connection between interns and employees as possible, such as mentors, buddies, randomized lunches and individual coaching sessions.
- Cut back on mandatory events for interns, especially virtual ones. Give them choice in how to participate and provide interns with opportunities to plan their own social events.
- Provide interns with more developmental training on such topics as etiquette, communication, Excel and PowerPoint.



## Advance Diversity, Equity and Inclusion

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*“My first visit to a Historically Black College and University (HBCU) was in 2019, where we did a career panel and career fair. Students would come up and ask how long we had been coming to campuses like theirs.”*

### Talent professionals recommend the following #FutureStrong actions:

- Communicate a strong commitment and public DEI metrics and goals from the top of your organization, ideally the CEO.
- As a talent professional, attend your organization’s employee resource group (ERG) meetings to better understand issues and build relationships.
- Consider new recruiting positions, such as Diversity Attraction Leader and/or Diversity and Inclusion Talent Advisors.
- Partner with third parties, e.g. nonprofits, professional associations, student groups and workforce development organizations who are experts in developing students from underrepresented populations.



## Enhance Student and Early Career Wellbeing

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*65% of students report that their mental health is only fair or poor. 7 in 10 students report that their mental health has declined since the onset of the pandemic.*

*– Inside Higher Ed / College Pulse Student Voice Survey, 2021*

*“A lot of businesses are paying lip service to health and wellness. Leaders have to demonstrate the behavior they want to promote that aligns with their values and purpose. People have to feel like they have permission to take breaks and be human.”*

### Talent professionals recommend the following #FutureStrong actions:

- Ensure a senior leader is a member of any wellness or wellbeing committees or initiatives, and that leaders are modeling work/life integration (leaders need to take holidays!)
- Ask students and early career professionals how they are doing and feeling more frequently. Open the door to authentic connection.
- Designate certain times of the week (e.g. Wednesday afternoons) as ‘no-meeting zones’ to lessen opportunities for Zoom fatigue and burnout.
- Send a welcome pack to new hires to build an immediate sense of belonging and connectedness.



## Build a Sense of Belonging

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*“73% of organizations saw increases in employees reporting a sense of belonging at their organizations.”*

*– Glint/LinkedIn Employee Wellbeing Report, December 2020*

### Talent professionals recommend the following #FutureStrong actions:

- Offer ‘piggyback calls’ following company all-hands calls, town halls and anytime there is a major announcement to ensure early career professionals’ questions, concerns and needs are addressed.
- Offer open office hours to invite interns and early career professionals to come talk about anything.
- Provide interns and new employees with specific virtual backgrounds so they are easily identifiable to other employees who can welcome them.

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## Eager for more insights and actionable advice?



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- Watch our LinkedIn Live Show, **Future Strong**, every second Friday



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