“BEATING THE FEARS OF SOCIAL RECRUITMENT ONE MILLENNIAL AT A TIME”

THE RECRUITER’S GUIDE TO NEW AGE RECRUITING
HAVE NO FEAR, 
THE HR PROS ARE HERE

Within just this past year, there has been a 60% increase in mobile data usage. Internet is in its prime and any business would be but a fool to not accommodate to these fluctuations. Who’s using all this data the most? Millennials. Who’s climbing the professional ladder? Millennials.

With three generations in the workforce, Millennials hold the spot for the largest candidate pool as they obtain degrees and throw their grad hats to the sky. If your business hasn’t done so yet, now is the time to take action and learn the ways of social recruiting in order to effectively reach these fast-pace audiences.

Social recruiting is fresh and innovative, but it’s certainly not impossible. With this guide, we’ll familiarize you with the Millennial talent pool, how to contact them, how to onboard them, how to keep them engaged, and what kind of characteristics (good and bad) to keep your eyes peeled for. Soon enough, your middle name will be “Millennial Recruiting Pro.”
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4 CONSIDERATIONS FOR RECRUITING THE COLLEGE KIDS
It’s almost that time of year again, the time when a fresh batch of college grads enter the professional workforce. These new recruits come to organizations as completely moldable, tech savvy, learning sponges that are ready and willing to hear what you have to offer. They bring energy, innovation and - perhaps best of all - are more than willing to take the grunt work that experienced workers have outgrown. These workforce newbies come with a lot of benefits, but recruiters need to tweak their methods just slightly to nab these team players.

#1 CUT ‘EM SOME SLACK

Recruiters need to realize that for many of these youngsters, this may be their first stab at creating a professional resume, application for a job that doesn’t involve using Windex and probably even their first interview for which showing up with a severe hangover would be a deal breaker. Take it easy on these guys, professionalism is learned.

92% OF RECRUITERS USE OR PLAN TO USE SOCIAL MEDIA AS A RECRUITMENT TOOL.
While it's true social media has become an indispensable recruiting medium, some recruiters have gotten carried away with using it as an assessment tool. I'm not saying you should ignore the fact that the applicant’s LinkedIn picture comes with a red Solo cup, but recruiters could be a little less judgmental when it comes to social media-based candidate assessments. For instance, 54% of recruiters had a negative reaction to grammar and spelling mistakes.

Don’t get carried away with using social media as an assessment tool to screen candidates.

#2 FOCUS ON STRENGTHS, NOT MAJORS

Unless we’re talking about non-negotiable experience and hard skills (which can, by the way, be taught), we all agreed a while ago that your degree doesn’t necessarily dictate the direction of your professional career. How many of us are in the career field of our major today? Major aside; focus your assessments on basic skills, such as problem solving, critical thinking, learning and writing.
“There is a creeping consumerism invading universities today, and part of that phenomenon is that both recruiters and students are focusing on majors instead of passions. For every student who chooses marketing when they would have been more interested in English, we all lose a more engaged student. That student could easily have been taught business writing once he or she had mastered poetics. My thesis is that the jingle writer who has studied poetics may be a better marketing writer than one who has studied psychographics. Some of them certainly will be.”

- Donald Asher, International Speaker on Higher Education and Career Planning.

#3 LEAD WITH YOUR CULTURE

If you don't want your new graduate hires to become part of a job-hopping statistic, you better get crystal clear about your company values and culture. As it stands, 70% of Gen Y hires leave their jobs within two years. Turnover is full of high upfront and hidden costs. Be honest about expectations from the job description on, instead of paying the price of turnover not too far down the road. Beyond that, a healthy culture is an attractive culture to every generation.
#4 GET FLEXIBLE

51% of Millennial workers admit when job hunting, they look for companies who offer job flexibility. Go ahead; let that one sink in. One of the strongest attraction factors you can offer college grads is something as simple as offering more flexibility in your workplace.

Flexibility is a core Gen Y need. They don’t live to work; they work to live. They want an employer that values their time just as much as their work. Beyond using flexibility as a graduate attraction method, you should focus on offering flexibility and a clear path for graduates to earn that privilege. While not every company can offer a full on telecommuting plan, there are ways to ensure that your workers have the tools and plans they need to have some options when it comes to their schedule.

Well, that’s it. It’s not hard, it’s not costly and it certainly isn’t without benefit to slightly modify traditional recruiting practices to land the attention of this ever-replenishing talent pool. Additionally, each of these tips for Millennial attraction are also applicable to everyday recruiting. While errors in an application matter, they shouldn’t be a deal breaker. While hard skills are required, don’t overlook the core competencies of a strong candidate. Now get out there and recruit some cost-effective, energized graduate candidates!
5 NEED TO KNOW
FACTS ABOUT MILLENNIAL CANDIDATES
Millennials... They are still a bit of a paradox for HR pros and company leadership. Born shortly between the denim jacket phase of the 80s and Michael Jordan’s last championship title with the Chicago Bulls, they are ready for employment - and quite frankly, they are the next in line. While the label has some negativity embedded in it, there are facts HR pros need to know about Millennials.

Hiring managers can no longer resist attracting top talent simply because that talent is from a different generation, they’re now poised to be the largest generation in the workforce. How they see themselves, the world around them, and their professional paths all play a role in creating a strategic recruiting plan. So before you look at restructuring your recruiting methods, get to know your young professional counterparts first...

“Gen X and Boomer hiring managers often emphasize things that entry-level hires don’t care about, and the best candidates have other offers.”

-Anne Fisher (@ANBFISHER) Columnist & Management / Workplace Contributor for Fortune.com
MILLENIALS BELIEVE THEY ARE FRIENDLY, OPEN-MINDED, & INTELLIGENT

Out of 10 characteristics listed, Millennials surveyed in Millennials surveyed in Millennial Myths vs. Reality: How to Engage and Hire Next Gen Talent said these were the top three character traits they identify most with.

As open-mindedness and intelligence play a primary role in a Millennial candidate’s view of their potential role in the organization, key into their desire for personal and professional growth. Detail opportunities for advancement and workplace flexibility in the recruitment strategy without overlooking their more experienced Gen X or Boomer counterparts.

MILLENIALS APPRECIATE THE VALUE OF ENTREPRENEURIAL MOTIVATION

Contrary to popular belief, the majority (61%) of the 20-somethings feel that hard work is the key to success. In fact, 55% of them want to start their own business one day. Even the headstrong and stubborn attributes commonly associated with the young professionals are misunderstood. As always, the entrepreneurial itch is accompanied by an underlying need for competition. Use this to your advantage by creating fun, but very real competitions around goals no matter your department.
They are socially aware and socially motivated.

Millennials have a keen social tuning and are motivated by development of society as a whole. While generations before them may have asked about CSR initiatives, this generation demands it. Understanding this key fact will help hiring managers target their selling points to the development of the organization.

The success of the organization both financially and (more importantly) socially can make-it or break-it when your job offer rivals that of the competitor. Millennial candidates want to know the social organizations your company collaborates with whether it’s Habitat for Humanity or local social wellness initiatives. List these volunteer opportunities to not only attract young professionals but also deepen their trust in the company.

When millennials trust their leadership, they feel most engaged at work.

They want to know they can trust the organization and as the figurehead of the company, 74% say they want to be able to trust their leaders as well. Give candidates insight into the quality of any mentorship programs or company morale events (hint: if you don’t have these, now is a time to implement them).

This gives Millennials the opportunity to get to know organizational leadership. Start with managers and don’t be afraid to foster a healthy culture of idealism in your company.
Hiring managers need to be aware - perhaps above anything else - that Millennials need professional growth. They understand that hard work and dedication are involved, but they also expect to be professionally rewarded for such efforts. If the position can’t offer that, they will find it elsewhere. During the recruitment process, delineate what is required for such upward advancements. This means the hiring manager needs to know what the base requirements for the position is and what the minimum responsibilities are in order to understand what is considered above-and-beyond work.

So when it comes down to it, what does an organization do with this information? The answer: HR pros and hiring managers engage and attract accordingly. This isn’t to say that the recruitment process should be riddled with lies and hopeful falsehoods, but rather highlight the benefits of the company as seen by the Millennial audience.

Keep in mind that the generation generally sees themselves as rather intelligent and open to new ideas, so they aren’t afraid to ask questions. In order to hire and retain these young candidates however, it’s imperative that organizations give them opportunities for professional growth as they persistently crave for more knowledge and experience.
HIRE A STUDENT-ATHLETE

AND WIN BIG
Controversies at colleges like the University of North Carolina have made big headlines recently. For nearly two decades, classes were conducted that students did not have to show up for; however, they would still receive artificially inflated grades. More than 3,000 students — over half of them athletes — were enrolled in what is being called a “shadow curriculum.” Cover-up situations like these tarnish the integrity of both the student-athletes who complete their degrees the right way and the big-name schools that are academically compliant.

While cheating and special treatment do occur sometimes, most student-athletes complete their degrees knowing they will not continue to play professionally.

A vast majority of student athletes play below the Division I level. In fact, 82 percent of colleges are categorized outside of Division I. Professional athletes can come out of any division, but athletes playing in Division II and below are typically out of the spotlight. Very few are projected to sign multimillion-dollar contracts.

With only 1.7 percent of college football players playing professionally, the rest join the workforce grind to make a living like everyone else. If you are breezing over college athletic experience on resumes, think again. The student-athlete can be the best hiring decision you make
Student athletes may not have a brand-name internship on their resume, but four years of college athletics is serious work experience. Dedicating time to the team, sport, and school takes sacrifice. **Players can give as much as 40+ hours a week** to their sport during the season. Time committed to the team can consist of games, practices, conditioning, lifting, rehab, treatment, meetings, meals, traveling, service, appearances, camps, youth-development, and anything else the coach puts on the schedule. The sport quickly transforms from an after-school activity into a full-time job.

The “charmed” life of a student-athlete at a big name school is very rare. All schools mandate a minimum GPA that is necessary to stay eligible, as well as a certain amount of credits to be finished each semester. The average student athlete has put in the work to make a team, is receiving only a partial scholarship, and stays loyal to the program and to the school. A four-year commitment to an institution, a group of teammates, and a coach transfer directly into a commitment to a company, coworkers, and a boss.
Dealing with a staff of coaches and a team of 30+ different personalities that you see every day — and finding a way to work together for a common goal? That takes patience, sacrifice, and extreme teamwork. Ninety-five percent of people who have ever worked on a team believe that teamwork serves a critical function in the workplace. Playing on a team and entrusting the fate of the match in others requires great confidence in the people you work with. Athletes know how to coordinate, communicate, and support one another.

Ninety-six percent of respondents said that lack of collaboration or ineffective communication is to blame for most workplace failures. Getting reprimanded after a bad play from a coach is something athletes get very used to. Plus, when done right, criticism and feedback are valued and sought after once off the field and in the workforce.

Student athletes are groomed to communicate with each other all while listening to their coach. Upon graduation, student athletes are ready to work under a boss and coordinate with co-workers.

The modern-day workforce is competitive! Graduating Millennials know the cutthroat hiring world they are about to dive right into. Only 20% of those applicants get an interview. To a student-athlete, that competition is something to thrive on. Student athletes compete all day, every day for a starting spot, for a leadership position, and for the win.
CONFIDENT CEOS

Dealing with a staff of coaches and a team of 30+ different personalities that you see every day — and finding a way to work together for a common goal? That takes patience, sacrifice, and extreme teamwork. Ninety-five percent of people who have ever worked on a team believe that teamwork serves a critical function in the workplace.

The majority of student-athletes practice and compete without public recognition and glory. When done right, student athletes emerge from their colleges as dedicated, competitive, hardworking and high-achieving workers equipped with the vital tools for the workforce. If you fly over athletic experience as resume fluff, think again: you could be passing over the candidate you need to fill and keep that spot.
RECRUITING NEW GRADS REQUIRES A DIFFERENT PROCESS
You’ve made the best of your company culture, benefits, and the best parts about working for your company. To new grads, it’s an attractive company to work for. But the entire recruiting process for these candidates is different than the norm. College graduates are inexperienced professionals, ready to start their careers.

Recruiting the best match for your company is a little more complicated than recruiting the seasoned Marketing Director down the hall. Companies are preparing for an influx of new grads, readying their recruitment teams to find and hire 8.3% more new college graduates. Companies are striving to find new grads to fill the places increasingly left vacant by older boomers and to ease the business burden created by our rapidly recovering economy.

Employers are now looking for candidates with college degrees to fill positions that once didn’t require them. About one-third of the American working population has a bachelor’s degree and most of these college-educated individuals are candidates looking for employment rather than those currently employed.

When recruiters look for these new grads, however, it’s a different recruiting process. Everything from a dedicated application process to understanding the differences in resumes. Take a look...
RECRUITING NEW GRADS REQUIRES A DIFFERENT PROCESS

LOOK IN THE RIGHT PLACES

It all starts by sourcing the new grads from their turf. The best place to start is on the college campuses where the candidates stem from. Looking to hire for a particular field when spring graduates walk to Pomp and Circumstance? You can find these candidates before they even get their cap and gown.

Why recruit recent college graduates in the first place? Even entry level positions are a commodity employers want to fill, they just need to know where to find them.

Christopher Young (@ChrisYoungR), CEO of Async Interview, said:

“They need people knowledgeable in breaking technologies; new graduates often provide that insight at the lowest cost, making it possible for their companies to invest in resources they can use in tandem with this new knowledge to strengthen and grow. Clearly, hiring on campus or offering internships to college students can provide your business with new perspectives.”

97% OF COMPANIES PLAN TO HIRE INTERNS THIS YEAR.
ENTRY-LEVEL RESUMES ARE DIFFERENT

Recent graduates don't have the experience or training that would typically fill the professional resume. While they do have some work experience, chances are that experience won't match the requirements found on a job posting. Internships and relevant coursework take precedence in resumes of recent college graduates. Internships serve as the preliminary introduction to the professional world, and college juniors and seniors are prepared to apply for them and work for these employers.

Out of the 75% of students that participated in an internship, 61% of them received a job offer out of the experience. So it stands to reason that recruiters look (both internally and externally) for internship experience as a substitute for professional experience on a college grad's resume.

ONE SIZE DOESN'T FIT ALL

Job requirements can fall under the false assumption that experienced professionals are the primary applicants. For entry level positions, this isn't true. So when recruiters source college candidates it can be difficult to find those that have the necessary prerequisites. There are still things your recruitment team can look for to determine who will grow into the positions that your organization has to offer. Cultural fit remains the first and foremost attribute 43% of recruiters look for.

Employers need to hire new workers as the anticipation of a round of retirements begins to flicker. In order to compensate for this, they plan to increase their new grad hires this year. They can't just go through this recruiting process as they would with the experienced professional. Corporate recruiters not only have to find these new grads in different ways, they have to evaluate their fit in different ways as well.

While cultural fit can be determined similarly, their skills and experience can't be looked at the same way simply because they don't have the same level of professional training as their seasoned counterparts.
NEED-TO-KNOW
MOBILE RECRUITMENT STATS
There is an explosion happening. Mobility has blasted its way into the world of recruitment and there is no stopping it. As a recruiter, it’s your job to know exactly how mobile is weaving throughout the hiring process. Candidates want to be able to search, apply and upload their resumes through their mobile smartphones.

If your career page can’t do that – **if your career page isn’t responsive** – then you are bound to lose up to 40% of your talent pool.

**Kevin Wheeler**, advisor and consultant in recruiting and learning explained what he typically finds when searching for jobs on a mobile phone:

“If you are like most firms, I will find a site heavy with text and hard to read on a phone screen. If I even get to the stage of applying for a job, I would find it impossible without going to your career site.”
Cell phones have come a long way since the late 80s and early 90s. Users can do just about anything on their phones. In the United States, 90% of adults have a cell phone. Moreover, 58% of American adults have a smartphone. This means that over half of the population has the ability to browse the internet on a mobile device. In fact, 63% of smartphone owners use their devices to browse the internet. 55% of candidates who do use their smartphone to job search do so because of sheer convenience.

78% of candidates would apply for a new job through their mobile device.

ONLY 13% OF COMPANIES ARE ADEQUATELY INVESTING IN MOBILE RECRUITMENT.

The Problem with Mobile Recruitment

If job seekers use their mobile devices to search for new employment opportunities so often, why haven’t so many companies optimized their recruitment? That leaves 87% of organizations that are not participating in the mobile recruitment shift.
Unfortunately, not adapting their recruitment practices can hurt them. Candidates want to be a part of an organization that is innovative and responsive to changes in global culture. Companies that cater to the 59% of candidates who use their mobile device to learn about new opportunities win the candidate competition.

It’s important to create a career page where candidates can in the very least browse job openings and employer brand information easily. Allowing candidates to apply and post resumes with their phone would be a better way to optimize the mobile recruiting process, because 52% of candidates use their mobile phones to apply for jobs.

The Corporate Mobile Readiness Report by iMomentous assesses the preparedness of the Fortune 500 in the increasingly mobile world. Ed Newman, Vice President of Strategy at iMomentous, said:

“What do companies like McDonalds, Macy’s, Dow Chemical, General Motors, AT&T, and Wal-Mart have in common? Well, aside from being some of the world’s most successful companies, with internationally recognized brands and billions in annual revenue, these are the only six companies who met all of the criteria in the third edition of the Corporate Mobile Readiness Report.”
According to the 2014 Talent Trends report, 85% of the workforce should be targeted for mobile recruitment.

Most of them don’t want to use work computers for the job search – understandably so. Cater to their needs and optimize your hiring process for mobile devices. Not only will they appreciate it, it is a good decision for your recruitment team as well.

Please consider that although job seekers are demanding a mobile experience, a mere 5% of the Fortune 500 companies currently allow jobseekers to apply to job openings from their mobile devices. Although many of the top employers are coming late to the party, mobile is in fact the future of recruiting. The faster employers upgrade and optimize, the further ahead of the competition they will be. After all, staying competitive is the name of the business game. Don’t run the risk of losing candidates because of a poor career page.

15% of candidates are currently employed, and secretly looking for new employment.
JUST TEXT YOUR MILLENNIAL CANDIDATE ALREADY!
It’s not unprofessional. It’s 2014, and it’s the way of the millennial. In fact, millennials have been deemed “the texting generation,” and for good reason:

“A generation of emailing, followed by an explosion in texting, has pushed the telephone conversation into serious decline, creating new tensions between baby boomers and millennials.”

– Ian Shapira, (@IanShapira)

While it may not be fair to say texting is creating tension among generations, there is truth to what Shapira has to say about the texting generation, and maybe other generations too: 92% of U.S. smartphone owners send an average of 111 text messages per week.

Recruiters are open to the idea of texting candidates, and they should be. Nine out of 10 respondents in a Dialogue survey stated they mainly use texting to communicate with candidates for interviews, job vacancies, contract information, and reminders.
“The general thinking is that there’s an age divide here. A few of my friends who are active in the recruiting process at their (high-tech) companies have said that texting is totally acceptable – and considered less intrusive – for the “digital generation.”

They get decent response rates from those under 30ish. Older people, such as myself, would be put off by receiving a text from a stranger, and feel that texting is a more personal means of communication and not really OK to use for initial professional contact. Scheduling interviews via text, however, is totally acceptable (no matter the age) once a phone or email exchange has been established, but always with permission.”

– King & Bishop, Talent Acquisition and Management Consultants (@KingandBishop)

HOW RECRUITERS ARE USING SMS

- More than 78% of recruiters said that using text messages to schedule interviews is important to their company.
- More than 76% of recruiters said that using text messages to confirm interviews is also valuable.
- 80% of recruiters agree that following up with candidates via text messages after an interview is beneficial.

Opening up the line of communication with candidates via text messaging builds a unique relationship between the recruiter and candidate.
Texting is a quick and easy method of communication that allows both parties to prepare their messaging. Discussing important aspects of the hiring process (like scheduling an interview) using a method like text message builds permanence and reliability.

Phone conversations can be rushed and important information can be missed, especially when a candidate is excited upon learning they just landed an interview. Using a text message to follow up after a phone call is a great way to confirm the meeting location, time, and date.

Consider that 79 percent of smartphone owners between the ages of 18 and 44 have their phones with them 22 hours a day, and 80 percent of Millennials say they sleep with their phone next to their bed. It’s apparent that mobile communication is the best way to reach a Millennial.

The same study mentioned previously actually found that 98 percent of the recruiters’ text messages are opened, and 90 percent are replied to within three minutes. With stats like that, you’d have to be crazy to shy away from texting candidates.
Millennials aren’t just looking for a job or a career; they’re looking for a lifestyle. They want to mean something to their employers, and they want their employers to mean something to them, too. Formal methods of communication like phone conversations and emails are archaic when it comes to conversing with Millennials.

Show off your fun, easy-going company culture by opening up that line of communication through text messaging. Texting is seen as a relaxed form of communication, and if that’s the vibe you’re going for, then text away.

Nick Mouledous, Bizzuka marketing coordinator and Millennial sums it up best when describing his preferences on texting as a communication method in the workplace:

If texting is what comes naturally to Millennials (and the stats are there to prove it), then build that method of communication into your recruiting and hiring process. You’ll be glad you did.

“LET PEOPLE DO WHAT COMES NATURALLY, OR ENABLE THEM TO.”
-NICK MOULEDOUS (@NMOULEDOUS)
HOW TO BE THE
BIG RECRUITER ON CAMPUS
The US News and World Report recently released its list of the best colleges in the country. College is a stimulating place of discovery and opportunity that can have an immense impact on the rest of one's life. A campus career fair can be a stepping stone into a realized future for students and recruiters. Students learn how important these fairs are, but are recruiters maximizing their results?

If you know you will be attending a career fair in the near future, tell the world! Promoting on social media can be the fastest and most effective way to get the word out there. Forty-two percent of companies say that candidate quality has improved thanks to social recruiting. Give the students something to look forward to beforehand, and they will know exactly which booth to beeline to when the floodgates open.

1. Promote prior to the event

If you know you will be attending a career fair in the near future, tell the world! Promoting on social media can be the fastest and most effective way to get the word out there. Forty-two percent of companies say that candidate quality has improved thanks to social recruiting. Give the students something to look forward to beforehand, and they will know exactly which booth to beeline to when the floodgates open.
What is the main reason for attending? Is it for the internship program? Is it for one or two entry-level positions? Part-time work? Identifying the purpose of the trip will help focus you when trying to weed out all of the walk-ups. Set your parameters early in order to filter out the number of students that automatically do not qualify.

Students carefully choose what they wear to an interview. They want to convey how professional and put-together they are while still feeling comfortable enough to be themselves. You should put as much thought into what you wear as well! If your everyday attire is not a full formal suit, don’t wear that to a career fair. Represent the company culture through your effortless ensemble. With 89 percent of hiring failures attributed to poor cultural fit, a genuine representation through attire can be telling. Business casual is way less intimidating and far less off-putting than a full formal get-up.
A clean and well-designed booth is a must for employer brand appeal and image. Fifty-six percent of professionals rank talent brand as the most important factor when picking a job. A logo banner and tablecloth are obvious necessities, but what about the giveaways? If you have small trinket collateral, great! Neatly present it on your table, but please do not create clutter. Less is more. The main focus should be on the company and you. Don’t congest the area with starbursts, flimsy highlighters, or useless USB drives.

89% of hiring failures attributed to poor cultural fit, a genuine representation through attire can be telling.

Are you nervous? Doesn’t matter. The students are 10 times as nervous as you are. They just came from a 300-level course stressing how pivotal internships are to their futures. Many will be too intimidated or shy to initiate contact, so start building a rapport through easy questions. Inquire about their major, or ask if you could tell them about your company.
Fifty percent of career sites are not optimized for mobile and, only 20 percent of Fortune 500 companies have mobile career sites. If you want these idealistic near-graduates to believe you are the innovative company you just told them you were, your career site better be user-friendly when they log on while waiting for the inter-campus shuttle.

Fifty percent of career sites are not optimized for mobile and, only 20 percent of Fortune 500 companies have mobile career sites.

A well-received company at a career fair could have piles of potential candidates. Use this pool to reach out to ones that you have mentally tagged as strong leads. What to do after your software has scrubbed the influx of applicants, leaving you with your discards? Follow up with them too. A recent survey conducted by an CandEs reported that only 9 percent of applicants received emails notifying them they were not being considered for the job. At short, a 10-second message is transparent and proactive. It will not hurt your employer brand image as much as silence will.

Career fairs can be exciting, stressful, and fruitful. Your behavior contributes as much to the day’s success as the quality of the candidate pool does. Following these easy seven tips will guide you on your way to hiring glory at the campus career fair. Don’t you miss college?
3 THINGS TO KNOW BEFORE HIRING INTERNS
Looking to beef up your workforce for the busy weeks ahead? Need a few extra hands around the office? Want to hire a new employee using an extended evaluation process? Interns can help with all of the following, and are often a great source of entry-level labor many employers are making use of. 97% of employers responding to a 2014 poll planned to hire interns that year, and 98% of those, planned to pay them. That’s a heartening departure from years past, when some employers felt internships were a source of free labor.

Internships can be a mutually beneficial relationship for both sides: interns get experience in a field they may plan to enter in the future, and employers get employees they don’t have to pay as much (or at all), meaning they can let their top players focus on more important work. Here’s how to implement an internship program that works.

3 THINGS TO KNOW BEFORE HIRING INTERNS
LEGALLY, YOU SHOULD (PROBABLY) PAY THEM

Yes, 48% of internships are unpaid and that is perfectly legal in most states. But in practice, not paying interns can be a pain. To make an internship unpaid, you must ensure:

- **THE INTERNSHIP WORKS AS AN EDUCATIONAL SETTING AND NOT A PROFESSIONAL ONE**
- **THE INTERNSHIP BENEFITS ONLY THE INTERN, NOT YOU**
- **THE INTERN ISN’T REPLACING A FULL-TIME EMPLOYEE**
- **YOU RECEIVE NO IMMEDIATE ADVANTAGE FROM HAVING AN INTERN**
- **YOU’RE NOT USING IT AS A WAY TO TRAIN A REGULAR EMPLOYEE (I.E., YOU PROMISE THEM A JOB)**
- **YOU AND THE INTERN UNDERSTAND YOU’RE NOT GOING TO PAY THEM FOR IT AT ANY POINT IN TIME**
If any of those conditions are not met, you have to pay your intern. This means you can’t have them doing work that actually needs to get done, since that counts as you benefiting from the internship. In most cases, you’re better off paying your interns, since unpaid internships won’t benefit you in the long run and adhering to the standards can be so difficult that you may even unwittingly break the rules.

Prospective interns are also less likely to take the internship, and not just for financial reasons. Paid interns have a 63% chance to get hired after leaving college, whereas unpaid ones have a 37% chance — only 2% higher than if they hadn’t taken an internship at all. It’s tempting to not have to pay your intern, but for both you and the intern, paying them is the better choice, especially since it will help you avoid lawsuits.
The question of whether an employer should hire their interns at the end of their tenure is usually a case-by-case issue, but if you need to fill a position and the intern is working out, there’s a good chance they’ll make a great hire. After all, they already understand the office culture, they’ve proven they can do at least the entry-level tasks needed and you hired them in the first place for a reason, correct?

“Paid interns make ideal workers — hungry to learn, eager to make a good impression and willing to perform even the most menial tasks. The relatively small amount of money employers spend on intern wages and benefits is a good investment, because it often produces future, long-term employees.”
— Michael True, Director of the Internship Center at Messiah College

Interns are hired back around half of the time and earn 10% more than other kinds of new hires. They’re consistently a great bet because you’ve already trained them to do the job, and they’ve taken the job because they have some interest in the industry, not just as a way to pay bills. If you’re on the fence about whether to hire an intern at the end of the semester, contact your local college or university administrator and ask for some recommendations on how to get started. Many have job boards and programs seeking local businesses to assist with internship credits.
If you work in a field where trade secrets are like gold (let’s say tech, for example), you need to remember that interns are just as liable to share your secrets as anyone else. To that end, you need to make non-disclosure agreements or non-compete clauses a part of their onboarding like you would with a regular employee. Alternatively, you can keep their exposure to insider information to a minimum until they are officially employed with your organization.

If you’re planning to keep an intern past the 90-day mark, then according to the Affordable Care Act, you need to provide them some form of health insurance if your company has over 50 employees. However, if you're able to meet all the requirements to make them unpaid interns, you don’t have to provide them insurance, either.

Finally, if your interns are unpaid, make sure you don’t classify them as employees, since the term comes with a **number of liabilities**.

Interns make great workers and can act as a way to source for potential long-term employees. In hiring them, however, we should consider the issues of payment, how they’ll fit into the company long-term, and all other legal issues that come with hiring someone outside of the traditional recruiting channels. If you can find a great middle ground in line with all the law, then you have a good shot at making your next great hire.
THE VALUE OF INTERNS: PAID OR UNPAID
Internships are requirements for many college degrees and a distinct pathway to new experiences when looking into new career fields. Some students are lucky to get vital work experience in their internship... others not so much. Are your interns getting more than your morning coffee?

Interns – paid or unpaid – are more than just volunteers. They sought out your company to learn the industry and prepare themselves for work after college. So in order to properly mentor these eager workers, give them something meaningful to accomplish during while they complete another degree requirement. If handled correctly, interns can be a dynamic and vibrant addition to your talent pipeline.
THE VALUE OF INTERNS: PAID OR UNPAID

NEED SOME FRESH IDEAS?

Look no further. Interns bring with them a deluge of creative ideas. New people have the potential to initiate projects and new methodologies with energy and timeliness to spare. Many are well into their junior and senior years of college – the time when much of the degree targeted classes are taught and just a year to two away from entry-level talent.

They are learning things other company team members may have forgotten under the burden of years of experience or during the daily grind, plus they can be eager to learn and quick to take direction from senior team members. Internships are designed to give college students experience; however, they can open doors for you and your team as well.

LEARNING CURVE(S)

Yes, students apply for internships in order to fill college requirements. However, they are with the organization to learn something. The best part – their supervisors can learn a thing or two as well. Interns allow leaders to perfect their managerial skills in addition to mentoring the next generation of the organization’s employees. This isn’t just a valuable opportunity for upper management but to fill the pipeline with your younger employees who have yet to manage more than your desk Ficus.
THE VALUE OF INTERNS: PAID OR UNPAID

VICTOR LIPMAN (@VICTORLIPMAN1) OF HOWLING WOLF MANAGEMENT TRAINING GAVE SOME GUIDELINES ON THE BEST PRACTICES FOR MANAGING INTERNS:

Actually give them something to do – More than errand boys (and girls), interns can give back to the organization. Assign them tasks and projects that add value to the organization but don’t expose the company to risk. Most of them are new to the professional atmosphere, so offer guidance if needed. Ultimately, make sure they feel their work contributes to the company.

Give constructive criticism – Feedback is crucial to professional development and progression of your intern team. Good and bad, constructive criticism is motivational for you and the intern as you learn how to help them move forward.

Don’t forget about the evaluation – Let your interns know how their work impacted the organization. They’ve put a number of work hours into this learning process, so respect the time spent with an evaluation. Allow them the time to give their experience and what they learned as well.
The Value of Interns: Paid or Unpaid

You’ve already got engaged workers on your hands, so why not save 76% in cost per hire?

Opportunity for Successful Recruitment

Your interns did a great job. You managed them well. Now turn them into your best asset, talent. Effectively turning your internship program into a recruitment tool is a way to lower your recruitment and onboarding costs. These individuals already know inner workings of the organization and have the training under their belt and chances are, they’re a cultural fit.

You’ve already got engaged workers on your hands, so why not save 76% in cost per hire? Convert interns from college students to full-time employees without the need for job listings, expensive advertising campaigns and tedious hiring cycles. However, it’s difficult to recruit interns to full-time positions if all they ever did was replace the binder clips. In fact, 63% of paid interns were offered full-time employment last year.

Rachelle Falls (@CorporateHRGirl), Founder & Chief Strategist of Sun Strategies said:

“Right now, this Millennial candidate wants to get to work and make a difference. They’re eager to be taught and to learn – all while putting their summer internship to good use.”
On a very basic level, internships are required for many degrees, though not all. The ultimate goal after graduation is to find a good job. So, it stands to reason that 32% of graduates who had an internship during their college career are fully employed.

This is an entry point for many interns into the professional world all while developing connections. Paid and unpaid interns are more than volunteers, they are students learning the inner workings of the professional world.

As such, your team of interns should be doing more than getting just your morning coffee. Invite them to project meetings, give them a voice during the discussion, and see what kind of ingenuity sparks within your team. After all, hosting a robust internship program with well-developed training is an easy and inexpensive way to recruit the best and brightest for your team.
TODAY’s WORKFORCE
CARES ABOUT SOCIAL CAUSES
Millennials are overwhelmingly concerned with the environment and social causes. Noted to be the most civic-minded generation since the Greatest Generation (those born between 1910-1925), they have strong opinions on the sustainability of our societies and natural resources.

As fresh graduates enter our office doors, they are compelled to participate in activities that contribute to the preservation of our environment and closing the income gap in the workplace.

They are attracted to companies that have an indoctrinated corporate responsibility for social causes. With the heightened interest in these causes, the following statistics aren’t that astounding. The surprising factor for some Baby Boomers, however, is the sheer Millennial accountability for these hot issues in the first place.

"IF WE’RE DESTROYING OUR TREES AND DESTROYING OUR ENVIRONMENT AND HURTING ANIMALS AND HURTING ONE ANOTHER AND ALL THAT STUFF, THERE’S GOT TO BE A VERY POWERFUL ENERGY TO FIGHT THAT. I THINK WE NEED MORE LOVE IN THE WORLD. WE NEED MORE KINDNESS, MORE COMPASSION, MORE JOY, MORE LAUGHTER. I DEFINITELY WANT TO CONTRIBUTE TO THAT.”

– ELLEN DEGENERES (@THEELLENSHOW)
Millennials share our concern for environmental preservation. We are focused on creating environmental sustainability by eliminating the need for travel and reducing the mounds of paper generated during the entire hiring process. The Clinton Global Initiative University released a survey in March delineating the Millennial concern for the global community. Of those polled, education, economy, and human rights were of the utmost concern this year. 62% of respondents said they feel their generation is “better equipped to handle the greatest issues facing society.”

Furthermore, 79% said they are “optimistic about the direction of their local community.” When those entering the workforce today are the leaders of tomorrow, we’ll see increased dedication to sustainable initiatives and scalable technology.

“Business as usual is changing. While once companies saw sustainability issues as risks to be managed, many now also see sustainability as a source of innovation that drives growth and profitability.” – The Value Driver Model

Companies that use resource-saving technology have the ability to attract these young job seekers. Corporate social responsibility is a key factor in attracting and ultimately retaining Millennials. The generation as a whole has a lower turnover rate than the generations preceding them. After the recession, only 35% of Millennials changed jobs each year – a 25% decrease since 1980. The 20-somethings remain loyal to organizations that are dedicated to sustaining environmental preservation. Companies looking to attract these types of candidates should invest in a CSR program and put significant effort behind its communication and implementation.

54% of Millennials feel they’ll make a significant contribution to environmental sustainability.
Last year, Pew Research Center found that 75% of Millennial women and 57% of Millennial men said that more changes are needed to bridge the gender gap in compensation. Furthermore, 60% of Millennial women and 48% of Millennial men say that women do the same amount of work, yet still get paid less than their male counterparts. Despite the fact that there is a greater awareness now than 20 or even 30 years ago, there is still much to be done about the disparity in male to female pay in the workplace. Karen Wimbish, Director of Retail Retirement at Wells Fargo Bank, said:

“I thought that if ever there was a group that would have some parity of income, it would be this one.”

69% of Millennials believe they will make progress in closing the gender compensation gap.
Unfortunately, evidence says otherwise. Although Millennials want to create and sustain equal pay in the workplace, the Millennial man makes about 27 cents per hour more than the Millennial female. That equates to about $77,000 per year for men and $56,000 for women. This gap is slightly wider than the national average. The national average differs by industry and state; 11 states have equal pay legislation that was introduced in 2013. By implementing fair interviewing practices and committing to compensation parity within your workplace, you can make your workplace a leader in this area (and do the right thing to boot!)

Companies who foster a sense of corporate responsibility for social and natural sustainability attract fresh college graduates. Millennials, despite the uphill battle against them, strive towards an increase in technology as to reduce the use of natural resources. Because they are the most civic-minded generation since their grandparents and great-grandparents, they are interested in fixing the gender compensation gap.
CONCLUSIONS

20% of people prevent change in their lives. We like to be comfortable with knowing the outcomes, but when it comes to innovation within your company, change is bound to happen to keep up with the times.

Recruiting socially could be your next favorite recruiting tactic. Like our moms always said, “You won’t know if you don’t like it unless you try.” Mama knows best, even when it comes to recruiting for the best possible outcome.

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