

Building an Innovative Workplace – New Strategies in Gen Y Recruitment

Executive Summary

Introduction

The purpose of this study was to uncover the elements of cutting edge, culturally competent global Gen Y recruitment strategies.

For this study, JBC collected data from 50+ multi-national companies and current academic scholars. JBC then synthesized the most cutting-edge recruitment processes to create this report. This study is unique in that it examined current practices and theory across functional areas, including HR, Diversity, Recruitment, Social Media and Global Human Rights.

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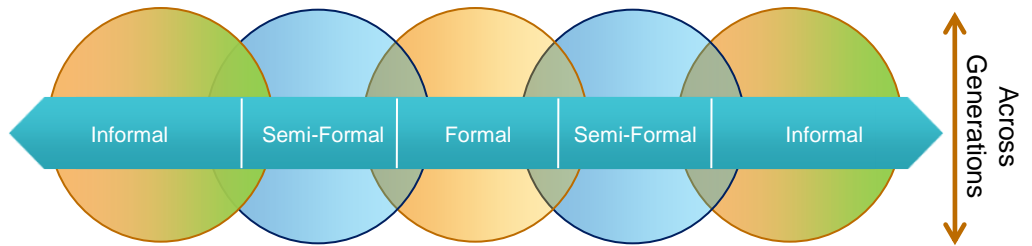
What is JBC?

JBC is in the business of transforming human potential and aligning individual performance with organizational results. We specialize in three key Practice Areas, offering Strategic Best Practices in: **Diversity + Inclusion, Leadership, and Innovation.** JBC is dedicated to **meeting client needs with practical solutions and a solid ROI.** JBC keeps its finger on the pulse of business **practices, research, and trends**, and our client service providers have years of experience across industries and use some of the most cutting-edge approaches.

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1. Recruitment Strategy – a Networked Approach

To attract a diverse talent pool, company recruitment focuses on 3 types of networks: Formal, Semi-Formal, and Informal.



Examples

Formal (Institutions)

- Existing + New University Relationships
- Language Programs + Professional Prep (More common in Asia)

Semi-Formal (Loose group affiliations)

- NGOs; Women’s Organizations
- Minority Scholarship Programs

Informal Networks (Ad hoc /New networks)

- Social Media Networks
- Local Networking Events

Integrating diversity into each network approach

Integrating Diversity

- Provide scholarship and mentoring
- Sponsor programs for minority candidates
- Develop secondary school outreach
- Choose organizations to partner with
- Provide professional opportunities for affiliated members
- Craft messaging that resonates with diverse candidates
- Reach out to virtual/open source networks

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2. Implementation – Three Steps in Global Diversity Recruitment

Step 1: Identify Top 3 Diversity Dimensions Per Region

- Align with global diversity recruitment strategy with current diversity focus dimensions: Gender, Race/Ethnicity/Nationality, LGBT, etc. This ensures a “local” approach to global diversity recruitment efforts – not US-centric.
- Choose 3 local demographic focus groups in each region – this can be regionally directed. Note: It is often easiest to select groups with existing local organizations/networks

Step 2: Find New Networks

- Explore formal, semi-formal, informal networks per region. Create a short-list for each.
- Build relationships and gain credibility in each network. This can start with a simple meet-and-greet..
- Create affiliations with diverse professional and experienced hire associations and networks.

Step 3: Where Networks Lack Diversity – Build Pipeline

- When diverse communities cannot be found in formal networks (Universities and other institutionalized programs), reach to secondary school, or lower, to build that diverse pipeline.

3. How to Tailor Recruitment for Gen Y Audience

- **Gen Y the Job Description** – Attract Gen Y candidates by expanding your organization’s view of potential talent. Gen Y experiences and background may look different from Gen X and Baby Boomers, so be sure to adjust corporate recruitment methodology accordingly!
- **Location, Location, Location** – Look in new places for talent across regions. For example, NGOs/minority organizations can act as “relationship brokers” for new candidates. Also, cast a wide net in regards to location by focusing recruitment efforts in large, medium and small cities, as well as rural areas for Gen Y talent.
- **Diversify On-Campus Recruitment** – Deploy diverse teams for recruitment presentations, workshops and career fair days. Gen Y candidates are looking for current employers that they can connect with and relate to on a deeper level.

Speaking Gen Y



Is your recruitment team fluent in “Gen Y”?

It is vital that on-the-ground recruiters can connect with and relate to a Gen Y audience

Quick Tips:

- **Communicate** through multiple, regionally appropriate, methods of communication, including email, text, phone, social networking tools – and local equivalents. Use methods that are accessible and affordable to potential candidates in that region.
- **Provide recruiters** with a social media toolkit. Make sure they have the ability to blog, chat, text, etc. with potential candidates.
- **Engage families+friends** in the recruitment process. Gen Y’ers listen to their families and friends – get everyone on board!

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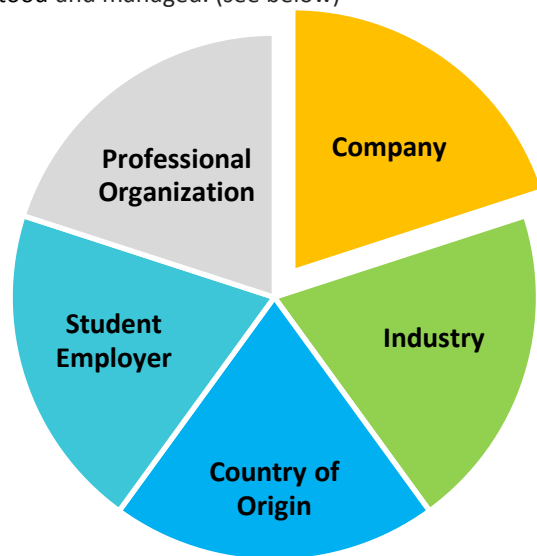
3. How to Tailor Recruitment for a Gen Y Audience (continued)

- **Modernize Follow Up Communication** – Gen Y has grown up utilizing technology as a primary means of communication. Therefore, use multiple follow-up methods of communication to stay in touch with potential candidates, including email, phone, twitter, text, and chat programs. However, it is best to keep in mind that the appropriateness of these methods vary across regions and personal preference.
- **Leverage Current Employees for New Talent** – Current Gen Y employees can have strong formal, semi-formal and informal networks. Encourage them to not only to stay connected to these networks, but also to help your company attract new diverse talent from these networks.
- **Manage All Brand Dimensions** – It is vital to know your company’s brand in a region, on all dimensions. Potential talent will evaluate a company based on multiple criteria, such as company name, industry, country of origin, and so on. Companies should be aware that perceptions can vary widely per culture and so these perceptions have to be actively understood and managed. (see below)

Brand Dimension Analysis

- **Company** (Company Name)
- **Industry** (Technology)
- **Country of Origin/HQ** (US)
- **Student Employer** (Yes/No)
- **Professional Organization** – (Portray Professional Image? Yes/No).

How are you attractive as a company on these levels? Is it “in” to be employed at a corporate, professional multi-national? Is it culturally appropriate to work while going to university?



4. JBC Recommendations for ERG Collaboration

Recommended ways to leverage the expertise of an Employee Resource Group:

- Have the ERG identify formal, semi-formal, and informal networks across global regions
- Link the ERG internally to other (global) networks and share information across networks
- Connect with external Gen Y/Young Talent ERGs and share information across companies and build expertise
- Have ERG review each point in Executive Summary Section 3 - “How to Tailor Recruitment”: Job descriptions, Locations, On-Campus Recruitment, Follow-Up Communication, and Manage All Brand Dimensions
- Develop ERG relationships with NGOs – Volunteer time and further enhance recruitment efforts
- Brand Company in “informal networks” – like social media
- Invite ERG members to on campus recruitment events to diversify team and bring the Gen Y voice

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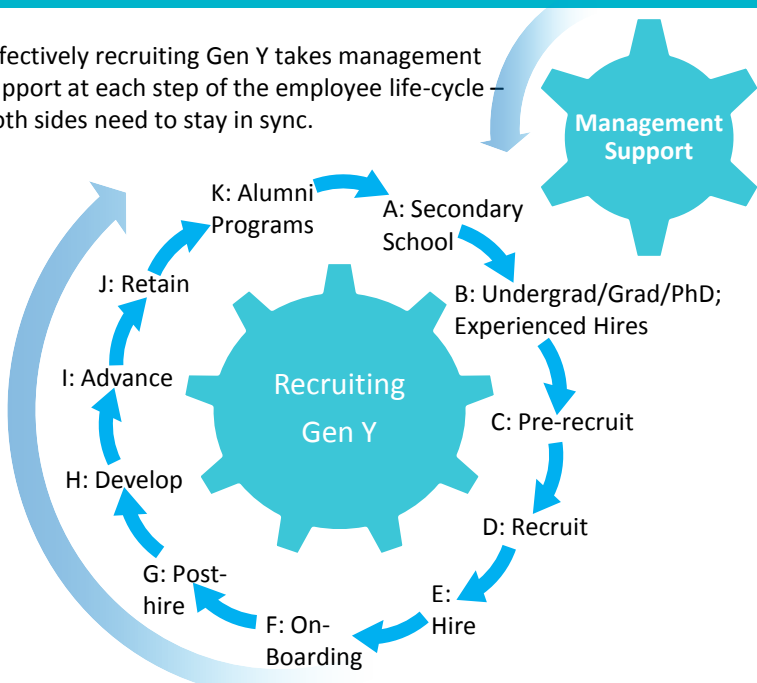
5. Case Study: Ernst & Young’s Global Approach to Talent

JBC conducted in-depth interviews with recruitment leads at Ernst & Young (EY). The company has been very effective in their global approach to recruitment of top talent and below are some of their recruitment program highlights.

- Innovative University Recruitment Program**
 EY’s Horizon University Recruitment Program targets high performing under-represented minority students. With two rounds of internships, exposing candidates to the full breadth of business, EY turned 90% into full-time hires.
- Inclusion of University Faculty + Administration**
 In 2009 and 2010, EY hosted an “Inclusiveness Roundtable.” The company invited 35 faculty from top schools to discuss successes and challenges of diversity in higher education. As a result, EY is having more regular dialogue with the academic sector and is partnering with schools around the country on issues like diversity enrollment, curriculum and “tone from the top.”
- International Recruitment Challenges & Solutions**
 Challenge: Maintaining a consistent employer brand and recruiting program across multiple countries. Solution: EY leveraged a US-run student competition around Corporate Responsibility by translating recruiting materials and having regular consultation with recruiters outside the US. Last year, the competition was successfully run in Mexico and South America.

6. Optimizing Engagement Across Employee Life-Cycle

Effectively recruiting Gen Y takes management support at each step of the employee life-cycle – both sides need to stay in sync.



Below are examples of where management can support Gen Y recruitment efforts at each life-cycle stage (see A-K in “Recruiting Gen Y” gear to the left)

	Recruitment	Management
D	Recruit	Send diverse direct reports to campuses
F	On-boarding	Develop mentor relationships
H	Develop	Recruit across firm to fill project needs