Recruiting Trends 2020-2021

Welcome – Today's Agenda

Welcome & Thank You
◦ Sponsor: Calvin University

Topics
◦ Adjustments to full-time hiring and early talent programs (internships)
◦ Hiring outlook
◦ Technology

Social Distancing
◦ Main Report – download at ceri.msu.edu (please encourage colleagues to download)
◦ Regional Report – for registered attendees only until December 31.
◦ State Report – for registered attendees only until December 31
◦ Presentation recording – for registered attendees only until December 31.

Questions taken at end of presentation

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Adjustments in F-T Recruiting 19-20

Suspended recruiting and withdrew positions (some rescinded offers) – 25%

Suspended recruiting or continued virtually, adjusted offers available or hired as planned – 75%

On-boarding (variety of methods)
◦ All virtual and assigned to virtual teams or supervisor
◦ Staggered groups onsite before assigning to virtual teams or locations
◦ Rotation of onsite and remote
◦ As normal – all onboarding at facilities

The Economy: some notes

Weaknesses emerging prior to COVID – really got hammered

Jobs – going, going, maybe gone

GDP – have to do the math right, first. China did it!

Trade – did you really think U.S. would purchase less? A record was set

Sectors – some examples of possible collapse
◦ Agribusiness – labor intensive (low wages, back breaking) – no migrant worker pathways; supply chain
◦ Air travel – operate on small margins (can't take advantage of low oil), expect consolidation
◦ Amusement parks – biggest parks have financial wherewithal but adjustments painful
◦ Hospitality – restaurants, hotels, cruises
◦ Higher Education – never lost so many jobs so quickly – ever!
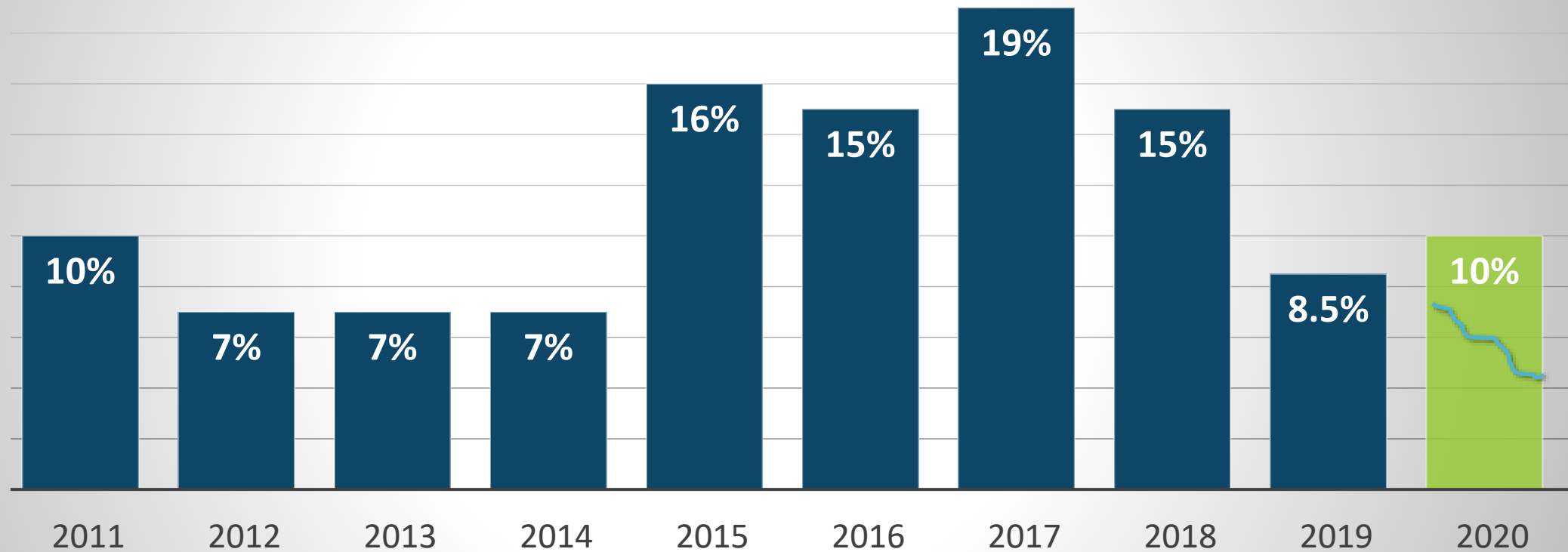
Approach to Recruiting COVID Style

Will not engage in college recruiting or delay decision until reevaluation in January/February

25%

27% more likely to be from Manufacturing

33% more likely to be from PB&SS

33% more likely to be from organizations with < 100 employees

Will rely on in-house virtual technology with little interaction with campus
◦ 13%

Entirely virtual but will work closely with career centers and campus connections
◦ 44%

Work closely with campuses – attending in-person events if possible – supplement with virtual technologies
◦ 18%

Additional Adjustments

Supplement or shift to "Just In Time" hiring
- Accommodate oscillations in COVID disruptions to operations and services
- Take advantage of available experienced labor and class of 2020

Designate full-time positions as part-time
- Addresses work demands

Entice former interns, co-ops and student employees
- Kept in touch with students who have worked previously – tap into their connections and entice them back

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Plans for 2020-21

Do not plan to hire (until reevaluation) 5%

Have preliminary hiring goals/targets 27%

Have definite hiring goals/targets 27%

TBD – actively recruiting but number of hires authorized not known 37%
- 11% more likely that organizations with 100 to 4000 employees in this group
- 7% less likely that organizations with <100 employees in this group
- 33% more likely to be from Agricultural Services and Construction
- 37% less likely to be from Non-profits
- 66% are actively seeking talent through career centers

Outlook: 53% college labor market good to excellent ((39 percentage point drop)
        70% believe their industry segment is good to excellent (22 percentage point drop)
        41% -- decrease hiring at bachelor's level
        36% -- increase hiring at bachelor's level

Projected Outlook

Degree	Number of Employers	New Hires 2019-20 (avg.)	New Hires Anticipated 2020/21 (avg.)	Change from 2019/20 (%)
Associate	366	17.2	20.0	16
Bachelor	962	44.2	43.7	-1
MBA	249	19.3	15.1	-22
Master	342	18.7	17.0	-9
Total	1036	58.1	56.9	-2

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Implications: Degree Level

Associates
◦ Employers tend to be active for this degree, especially applied tech, computer science, IT, Health (as examples)
◦ Two years schools losing enrollment at wrong time
◦ Need support for students who are low income, under represented

Bachelors
◦ Overall employers have not completely deserted full time hiring for new grads
◦ Underneath the evidence is murkier – some doing better than others – K-shaped characteristics
◦ Our results not comparable to other sources --- example -- accounting

MBA
◦ Roller coaster ride most of the decade – lagged out of recession and no consistent trend
◦ Enrollments have been declining, even during the good years
◦ Going for an MBA in a down market has proven not to be a sound investment

Size: Few pulling the many

No consistent pattern – not suggested from other data points

- Report decrease in hiring
  - 100 to 499 employees
  - 1500 to 9999 employees
- Report increase in hiring
  - < 99 employees
  - 500 to 1499 employees
  - > 10,000 employees

Industry: Signs of Recovery

Sectors that look promising
- PB&SS – BUT – computer services and research carrying engineering services, marketing/PR/adv
- Accommodations – all in hotels
- Education – still adapting to new school year
- Non-profit – for those who have been able to stay open (giving to np ts way down)
- Government – until the new budgets come in

Sectors on the edge
- Retail – all in e-universe
- Manufacturing – food & beverage + chemicals, plastics carrying auto/aerospace, metals
- Health – not quite back to normal plus spikes in COVID skew allocation of resources
- Transportation – no change but air segment weak, trucking stronger

Sectors struggling
- Finance – ??? – doesn't align with other studies
- Construction – down but highly disrupted – supply chain issues

Regional Review

Some highlights

◦ 24% did not hire in 2020

◦ 22% not hiring or delaying recruiting

◦ 34% TBD

◦ 35% not hiring interns this year or decision delayed

◦ Hiring – somewhat stronger throughout the region. Associates and bachelors see gains though modest. MBA and masters down but not as severe as other regions. All size groups at the bachelors are looking good except for companies over 4000 employees – down 2%.

◦ 57% believe recruiting will return to "good days" in 2 to 3 years (13% say longer)

State of Michigan

Some highlights

◦ 73% firms and establishments with fewer than 500 employees; 18% PBSS, 17% Manufacturing, 12% Education

◦ 34% curtailed hiring or rescinded offers as a result of COVID

◦ 61% consider the college market G to Ex while 71% say their industry segment G to E

◦ 29% not hiring or delaying recruiting

◦ 37% TBD

◦ 45% where not able to have interns summer 2020; 41% may not have interns in 2021

◦ Hiring – holding together. Associates (+34%) and bachelors (+1%) see gains. MBA down 10% and masters remains unchanged. All size groups at the bachelors are looking okay with only the largest companies down slightly/

◦ 57% believe recruiting will return to "good days" in 2 to 3 years (16% say longer)

Caution is advised in using these figures as sample size is small and not generalizable.

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Early Talent Programs: Internships, Co-ops + PP

Adjustments

◦ Did not accept any interns, rescinded offers made   ~40%

◦ Hired but reduced number we could host   27%

◦ Hired as plan, maybe even more than planned   42%

Arrangements

◦ 100% work virtual   32%

◦ 100% onsite   27%

◦ Blended rotation between onsite and remote   12%

◦ Some hosted onsite others hosted virtually   21%

Early Talent Program Outlook

Plans for 2020-21

- 10% -- definitely not hiring interns, co-ops this year

- 27% -- due to uncertainty surrounding COVID-19 will delay decision on hiring interns/co-ops until January, 2021

- 37% -- plan to hire same number of interns/co-ops as able to this past year

- 12% -- plan to increase the number of interns/co-ops compared to last year

- 8% -- plan to hire fewer interns/co-ops compared to last year

Missed a beat: virtual internships may have received a boost after initial summer experience proved positive. Actually witnessing a rise in internship/work experience for students if virtual support available.

What we learned from our virtual internship effort

Communicate! Communicate! Communicate! – clearly the most important.

Provide clear expectations for both intern and supervisor; set clear objectives; establish clear guidelines on conducting work

Set a schedule with regular touch points to check in; hold daily meetings; use Zoom to explain assignments

Insure a constant, structured workflow; need to plan out ahead as can not assign anything that just crops up

Collaborate and collaborate some more

Greater pre-planning by supervisor; helpful to assign intern a mentor in addition to supervisor

Role of Technology

Approach

◦ Will opt (prefer) to engage in college-specific events (not multi-) 62% agree

◦ Will be open to participating in multi-school events 64% agree

◦ Will utilize our own virtual platforms 29% agree

◦ Plan to recruit at more schools 30% agree (40% dis)

◦ Plan to recruit at fewer schools 25% agree (52% dis)

Tools

◦ College/university employment management systems 33%

◦ Virtual career fairs 30%

◦ LinkedIn 29%

◦ Social media (the usual) 24%

OMGoodness: Virtual Fairs

NOT SO GOOD

Absence of in-person connections

Poor technology platforms

No technology standards

Attendance at some or not all

Not enough promotion to students

Students not prepared to carry on conversations

MUCH BETTER THAN I THOUGHT

Tremendous cost savings

Better use of staff/professional time

Greater variety of students

Find qualified candidates

Improved ROI if done right

Possibilities: Virtual Internships

DISADVANTAGES

Loss of overall program experience

Loss of casual connections/conversations – cultivate relationships

Delays due to technology

Hands-on or critical experiences could not be provided

Communication issues

Time consuming supervision

ADVANTAGES

Provided safe experience

Cost savings

Student learned valuable skills

Clearer messaging

More flexible/adaptive program

More 1-to-1 with supervisor

Looking Ahead: Change or the Same

Recruiting
- Visit campuses in spring, if open 43%
- Accelerate the use of virtual recruiting strategies 58%
- Better data analytics in planning recruiting 21%

Students
- Gap year okay 68%
- On-line degrees not penalized (next couple years) 83%
- Closer look at credentials/certificates than degrees 36%

Work
- More assignments will be remote 46%

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What will stick?

Too early to tell – but there will be changes

Return to normal

The new "Blend"
◦ Balance between virtual and in-person
◦ Students have to accept that many steps of recruiting process will be virtual

Bold hopes
◦ More trust
◦ Better technologies

Importance of Relationships

Communicate! Communicate! Communicate! Virtual technologies open for more informative and timely conversion to build connections and stay informed.

Collaboration and relationships will be more valuable than ever to keep abreast of student trends, open channels to students, student organizations, and other groups, and promote (yes, promote and promote) their organizations. Expect them to be deeper and stronger.

More proactive, innovative and creative in working together.

Career centers will hold the responsibility to train, educate, coach students to prepare for and utilize virtual interfaces – from researching organizations, prepping for interviews, and seeking opportunities to engage employers in new ways.

Biggest challenge to making this happen: the **lingering doubt if career centers will put in the effort required to build and sustain these types of relationships** on a much wider scale; can they act in timely fashion.

Returning to Yesteryear!

When will recruiting return to 2019-20 levels? Not as soon as many people hope.

- 5% -- hiring has remained at 2018-2019 level – witnessed no decline
- 23% -- take about 12 months
- 38% -- take about 24 months
- 30% -- take 3 to 4 years
- 8% -- take 5 years or more

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Students – Please Listen!

Plan! Prepare! Persist!

Work Hard

Be flexible and adaptable

Be open-minded

Attitude! Attitude!

Time now for Q&A
Sharing Ideas