

# Students want inclusive recruiting

The Yale School of Management is committed to fostering a diverse, equitable, and inclusive community. We see it as part of our mission to contribute to greater representation for underrepresented groups in management, and actively seek students with a wide range of backgrounds, interests, and points of view. We aspire to build and sustain a welcoming community in which unique perspectives are heard and valued—and all students feel that they belong. This statement of inclusivity extends to how we support recruiting efforts at Yale SOM. We work hard to ensure all students feel included and encourage all organizations to share how they value diversity, equity and inclusivity in their organization.

## Some specific steps include:

### Create a Welcoming Environment

- Plan the when and where: avoid religious/cultural holidays; pick accessible platforms.
- Select inclusive and welcoming messaging and images when marketing.
- Allow for self-expression; encourage your team to share pronouns and/or how they identify to set inclusive example for students.
- Provide a variety of networking opportunities for different personality and learning styles.
- When recruiting returns to in-person, also offer event accommodations, such as elevators, an all-gender restroom, a lactation room, and menu considerations; include diverse suppliers and vendors.

### Ensure Diverse Representation in Every Recruiting Touchpoint

- Start with a diverse recruiting team.
- Include colleagues with 'visible' diverse affinities (e.g., gender,, race, ethnicity, national origin, age) and 'invisible' diversity, dimensions (e.g., sexual orientation, socioeconomic status, education, religion) – whether or not Yale SOM alumni.
- Ensure colleagues are comfortable speaking about diversity and inclusion in your organization.
- Educate colleagues on how to ensure all students are engaged, ncluding how to ask questions, encourage participation across different styles, etc.

### Advance Inclusivity at Yale SOM

- Sponsor a student club to showcase your commitment to advancing student interests and pursuits.
- Use resume databases strategically, whether trying to broaden your reach to new students, or to tailor your messages based on student interests and experiences.
- Build a recruiting strategy that incorporates an array of touchpoints and formats to connect with a variety of student learning and networking styles.
- Connect with students from the variety of Yale SOM degree programs to broaden your brand building efforts to a wider base of potential candidates.



# Students want INFORMATIVE RECRUITING

Students view recruiting as a staged process and seek different information at each stage

Stage	What to share
Get to know the organization	• Mission & values • Growth Plans • Diversity representation • Organization structure • Clients/customers • Locations • Employee Benefits • Recruiter contacts
Get to know the role	• Responsibilities and tasks • Definition of success • impact on stakeholders
Get to know the people	• How an employee succeeds • Examples of activating organizational values • Employer resource groups • DEI initiatives and goals
Get to know how to get hired	• Ideal candidate profile requirements • Application process • Interview format • Evaluation criteria

Student also have shared how they prefer to receive much of this information:

Even when given the option of in-person or virtual recruiting, less than 30% of student prefer in-person to learn about the role, the organization and the recruiting process.

More digital content to support educating students on what the role entails.

Share contact information, advise on suggested next steps, and be transparent on the type of profile the company is looking for

So many of the "webinars" or "recordings" that I attended could have been flyers. Don't make me sit through a video to learn what your staffing model is, where you're hiring, or what your interview process is like. Write that information down and send me an e-mail.

## Specific ideas for recruiters:

- Use your time connecting with students to connect and don't spend it sharing information that can be emailed.
- Create flyers and reference materials to easily share information such as organizational structure, description of different titles, levels and job qualifications, key contact information, recruiting deadlines, and interview formats.
- Share recruiting presentations in advance so students can read, learn and prepare for interactive engagements with recruiters.



# Students want interactive recruiting

## Interaction begins before any event...

Students reported that these factors most strongly influenced their decision to attend a recruiting event:

	Strongly Influenced	Somewhat Influenced	No Influence
Specific organization hosting	92%	8%	0%
Specific topic of event	74%	23%	3%
Ensuring my attendance was recognized	49%	31%	20%
I was personally invited to attend	49%	21%	29%
Understanding next steps	44%	39%	17%
Ability to network with hosts/presenters	41%	37%	21%

## Students appreciate interactivity during an event, citing these examples:



## Specific ideas for employers:

- When planning events, allow for interaction, such as movement among breakout rooms, polling/upvoting of questions, capturing attendance during the event.
- Invite students to events using the resume databases to identify targeted profiles; include in the invitation event, format, recruiter information and presentation materials.
- During the event, focus time on Q&A, small group discussions, and building rapport with students.



# Students want interpersonal recruiting

## Students prefer event formats that foster interpersonal interactions:

Small group interactions were most preferred by students, with large group events least preferred

% Students	1:1	Small Group (<5 people)	Medium Group (5-20 people)	Large Group (20+ people)
Most preferred	18%	43%	14%	25%
Second Choice	32%	30%	32%	7%
Third Choice	34%	16%	41%	9%
Least Preferred	15%	11%	14%	59%

(totals may not equal 100% due to rounding)

## Students enjoy and remember recruiting efforts that are engaging:

“I was part of a partner event that was great because it allowed for my partner to participate in the Q&A and learn more about the firm from a different point of view.”

“...Very engaging events like the case prep workshop, which felt thought through. Although it was long, they were friendly in encouraging participation from attendants, gave breaks and it felt empathetic to zoom fatigue.”

“Mixology class with ... other SOM recruits. This was a low-stakes recruiting event and it felt like we could really get to know the firm better without talking about interviews over and over again.”

“Events that involved rotating break-out room networking sessions.”

“I was personally invited with a small group of SOM students, was given a lunch voucher, and got to interact in a small group. It's where I ended up getting and accepting my internship, so that was quite memorable.”

“The HireSOM was quite unique, the virtual rooms made it stand out where I was able to network and meet several people.”

“EngageSOM... these events allowed for a casual networking experience in small groups.”

## Specific ideas for employers:

- Encourage Q&A and small group interactions.
- Provide opportunities to help during the recruiting process, such as interview preparation sessions or deep dives into the impact of the organization's work.
- Offer opportunities to connect beyond work/recruiting to get to know each other as people; consider opening with an ice breaker or an unexpected virtual background.