

# HOW YOU SHOULD TWEAK YOUR SUMMER INTERNSHIP PROGRAM

LEARN FROM REAL-TIME FEEDBACK  
THIS SPRING

 COLLEGE  
RECRUITER





## WHAT TO LISTEN FOR THIS SPRING

Recruiters have been warming up summer intern candidates. There are several things they should be listening for, and communicating back, to increase your hiring success.

We've included the excellent and practical advice of Dr. Robert Shindell, President and CEO of Intern Bridge, the leading experiential education research and consulting firm.



#1

## **SINGLE MOST IMPORTANT FACTOR IN DELIVERING A GREAT INTERNSHIP**

The key that many employers miss is spending the time needed to plan more structure into the internship. When employers don't plan for sufficient structure, they end up giving their interns to-do lists. That doesn't develop the interns into the tailored workforce you need. Your internship program should be an amazing farm system for your talent.

"We have a generation of students who are told as early as first grade that real world work experience is important. Employers need to catch up."

- Dr. Shindell

+01

### CREATE A SYLLABUS

Map out what intern will do every week.

+02

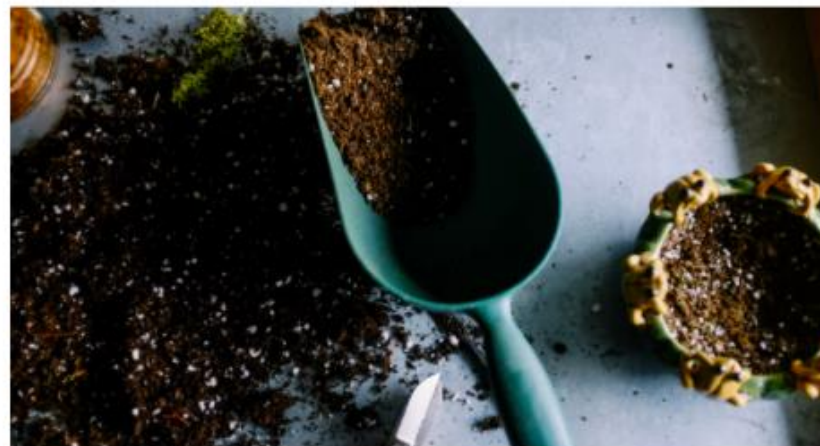
### CREATE WEEKLY GOALS

Goals need to build upon each other.

TIP

### SHOW THE SYLLABUS TO CANDIDATES

Want to really impress your candidates? Leave blank spaces in the work plan to get students talking. Ask how they would fill in the blanks with their interests and ideas.



## DO THIS BEFORE THE SUMMER

"A syllabus, or work plan, is so incredibly powerful with students today. When candidates see this, their eyes light up."

-Dr. Shindell

## RESPOND TO GEN Z'S QUESTIONS

If your recruiting team isn't already adjusting their talking points for Gen Z, start listening to how their needs have changed. Today's students are planning more for their careers, they see diversity differently, and they expect to be treated as an individual.



# LISTEN...



## THIS SPRING

TA leaders, if you haven't already tweaked the design of your internship program to fit Gen Z, listen carefully to what recruiters are hearing on the ground this spring.

## ON DIVERSITY

Gen Z is the most diverse generation America has ever seen. It's not enough to spit out talking points about your organization's employee resource groups and unconscious bias training. Gen Z candidates demand authenticity and they may not buy what you're pitching.

Students will ask, "Why don't you have any women or people of color in leadership positions?"

Empower recruiters to answer authentically from their heart, not their head.

+ "With today's students, you can't tell them, you gotta show them."

-Dr. Shindell



# LISTEN...



## THIS SPRING

If your applicants this spring are not diverse, respond to your real-time data. Consider sending recruiters to non-traditional schools, recruit more online, focus more on student clubs, community partners, professors or advisors.

## **NEW REGULATIONS FOR PAYING INTERNS: A TROJAN HORSE**

The Department of Labor's test to determine whether you must pay your interns changed in January 2018. The test is now more employer-friendly. If the primary beneficiary of the internship is the intern (that is, they benefit more than you), you don't have to pay them.

### **MANY EMPLOYERS WILL FALL FOR THIS.**

You should not. Paying your interns just became another way to compete for entry-level talent. Compared to less impressive organizations that stop paying interns, you can stand out and show candidates that you value them.



## **LISTEN...**

### **THIS SPRING**

Recruiters, learn what other organizations are paying their interns, and whether your organization has an advantage in attracting talent.

# +01

What did you love about your experience?

# +02

What did you not like at all about your experience?

# +03

How can we do it better next time?



## ASK LAST YEAR'S INTERNS

Dr. Shindell suggests asking these three questions of former interns after they've had months to reflect on their experience.





## **INTERNS WILL BE AMBASSADORS OR ADVERSARIES**

You have the control over the outcome. It's easy to turn interns into adversaries: "Don't have a work plan, give them to-do lists, don't value their input, stick them in a cubicle entering data, give them meaningless tasks, don't ask them for their feedback, basically hire students to do work that you don't want to do."

-Dr. Shindell

# COMMUNICATE

+01

Send videos about your mission and values

+02

Distribute required trainings on-demand

+03

Provide LinkedIn profiles of employees

+04

Give a questionnaire about themselves, and share results with staff.



## WHY CANDIDATES LOSE INTEREST

The biggest reason is lack of communication. The sooner interns accept and start onboarding, the more likely they will stay and have a positive experience. Once they accept the offer, send them a personalized weekly email that has a steady drip of information to prepare them.



## **LISTEN...**

### **THIS SPRING**



You should know the drop off rate of applicants and how that compares to previous years and to your competitors. Do you know why they drop off and where they go? To retain qualified applicants, respond to what recruiters are saying, and to real time data in your ATS.

## TALENT LEFT OUT OF YOUR PROCESS

"Hiring has historically been too much of a gatekeeper. That's an old school mentality that's not serving the organization well."  
-Dr. Shindell

## LISTEN...

**THIS SPRING**

Recruiters should notice and communicate about candidates who have scarce skills or who demonstrate great potential, but whose interests or experience don't fit your summer internship program. TA leaders should analyze whether it makes sense to fit that talent elsewhere.



More employers are breaking away from their short list of top five schools. Instead, they prioritize finding the best fit for their organization, and go where that talent is. The "traditional" students (18-22 year olds who graduate from a 4-year institution) is a shrinking market.

## +Care

Today's students and grads are cynical about marketing. Unless you are genuine about who you are, they won't be interested. Build authenticity by focusing on the candidate experience.

## +Customize

Tailor your message to who they are individually. Identify and understand the talent you need and speak to their unique needs. Data analytics, drip marketing and programmatic advertising make mass customization easy.

## +Growth

Young professionals will accept offers with organizations that promise them professional growth. This is one thing that students and grads desire across industries and roles.



### BRANDING

When it comes to branding students and recent grads, three things are important to build a successful employer brand.



## **SUCCEED THIS SUMMER**

By increasing communication between recruiters on the ground and TA leaders, listening and responding to real time indicators, you can stand out among talent competitors and ensure your interns feed your overall talent needs.

# HAPPY RECRUITING!

Need more or different candidates? College Recruiter is really good at helping Fortune 1,000 companies hire dozens, hundreds and even thousands of entry-level roles, including interns.

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Thank you to Dr. Robert Shindell of Intern Bridge for his excellent and practice advice.

