

HEALTH WEALTH CAREER

# REDEFINING YOUR CAMPUS RECRUITMENT STRATEGY FOR 2019



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# INTRODUCTION

Day-one hiring is an important indicator of recruitment pattern in campuses as it accounts for 50-60 per cent of job offers with the rest made during the next six months of the academic year.

Mercer | Mettl has been working on campus hiring programs with India's leading corporates since the past eight years. Our campus assessments have helped filter a large pool of candidates, increased reach to more campuses in lesser time and ensured an improved turnaround time. The journey has been an immense source of learning, thus enabling us to improve our process over time. Based on our experience of empowering organizations, we have come up with this 6-step guide which collates all the learnings to build an ideal campus recruitment program.



Hire Right  
Talent



Offer Competitive  
Compensation



Retain Them

with minimal operational hassle while maintaining high productivity and high efficiency.



# 1.

## BUILD CAMPUS INTELLIGENCE

Before starting with the onboarding, it is critical to have a clear vision in mind. Often organizations overlook the most vital part of campus placement, i.e., building intelligence before approaching colleges. Effective planning is the first step in developing a robust campus recruitment strategy. Conducting a campus placement drive is not as fancy as it sounds. From shortlisting the top institutes, assessing and selecting skilled candidates to offering them competitive salary packages and further engaging them till onboarding, campus hiring comes with different set of challenges which can be resolved if companies structure their hiring process.

### WHERE TO LOOK FOR

Every organization wants brilliant minds who would take them to the next level. Companies looking for experts in their field may not necessarily need to visit Tier 1 campuses. Students excelling in a niche area can be found in a Tier 2 campus as well. But, how to figure out which campus to visit? This can be done by building intelligence over time. The bridge which connects campuses and organizations are subject matter experts who have experience in conducting campus drives in the past. Look for partners who can help you in targeting the right set of campuses based on year-on-year built intelligence.

### WHOM TO HIRE

Genuine skills and competencies of individuals may not be completely assessed through interview alone. This may at times, leave scope for the candidate to be a misfit. However, to zero-in-on the best match, scientific tools like assessments help you track the right candidate for a job role. Additionally, the data-backed insights give clarity and credibility to decision making.

### WHAT TO OFFER

Pay packages are all about managing expectations of candidates while taking into consideration the company's budget. High drop off rates may lower the morale of organizations. But knowing what to offer to keep candidates from joining competitors, it becomes crucial to provide a competitive package to meet your long-term vision. Understanding the market trend and best practices can work as a milestone in evaluating new hires.

#### WHERE TO LOOK FOR

#### WHOM TO HIRE

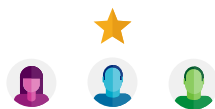
#### WHAT TO OFFER

## ONE-STOP SOLUTION

A partner that helps you:



Shortlist Top  
Campuses



Identify Hi-Potential  
Candidates



Foresee On-Job  
Performance



Offer Competitive  
Salaries



## Create Campus Competency Heat Map

Competency heat maps represent how campuses score on competencies prevalent in the industry. They are a useful piece of information that aids employers to select the right colleges based on their competency framework. In this kind of analysis, competencies are mapped based on a college's overall students' performance in the assessment. Accordingly, campuses are rated as low, moderate, high and very high. It is a sophisticated approach where external performance indicators are identified at an early stage.

CAMPUS	RESULT ORIENTATION	MARKET INSIGHT	CUSTOMER FOCUS	FOSTERING RELATIONSHIPS	LEADING PEOPLE	EMOTIONAL STABILITY
AIMS HE	69	75	86	63	75	74
Bharathdishan	75	74	81	67	76	79
BIMM_Pune	76	83	83	76	82	83
Birla Institute Bhu	79	89	86	83	91	87
Birla Institute Noida	82	83	88	75	87	82
FORE	80	69	80	76	81	78
GIM_Goa	62	69	81	59	69	72
IFIM	83	79	89	70	80	79
IIFT	66	64	85	75	73	51
IIM Nagpur	82	77	85	69	82	78
IIM Raipur	72	73	85	67	76	75
IIM Ranchi	80	75	88	71	80	79
IIM Rohtak	78	74	86	71	81	76
IIM Bhub	73	78	88	72	84	81
IIM Kol	76	69	89	61	75	75
Indira Group of Institutes_Pune	76	85	83	78	84	84
ISB_Hyd	77	76	86	76	80	78
Jaipuria	68	75	82	70	80	80

Very High High Moderate

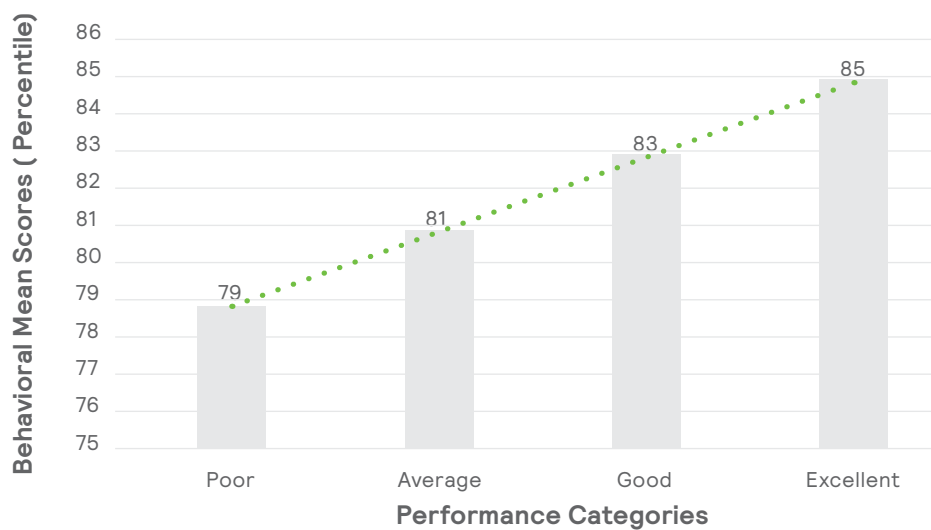
Top Campuses Jaipuria BIMM Pune Birla Institute BHU Birla Institute Noida

### Overall college performance based on students' competencies

#### Foresee On-job Performance

Predicting on-job performance is an asset for organizations. If employers are aware of how the new hires will perform in a workplace setting, hiring decisions become a lot easier. Mercer | Mettl's analysis reveals that employee performance has a high positive correlation with assessment performance, an indication of how assessments directly impact businesses. A higher mean score means high performance, indicating that a particular group of candidates would turn out to be culturally fit.

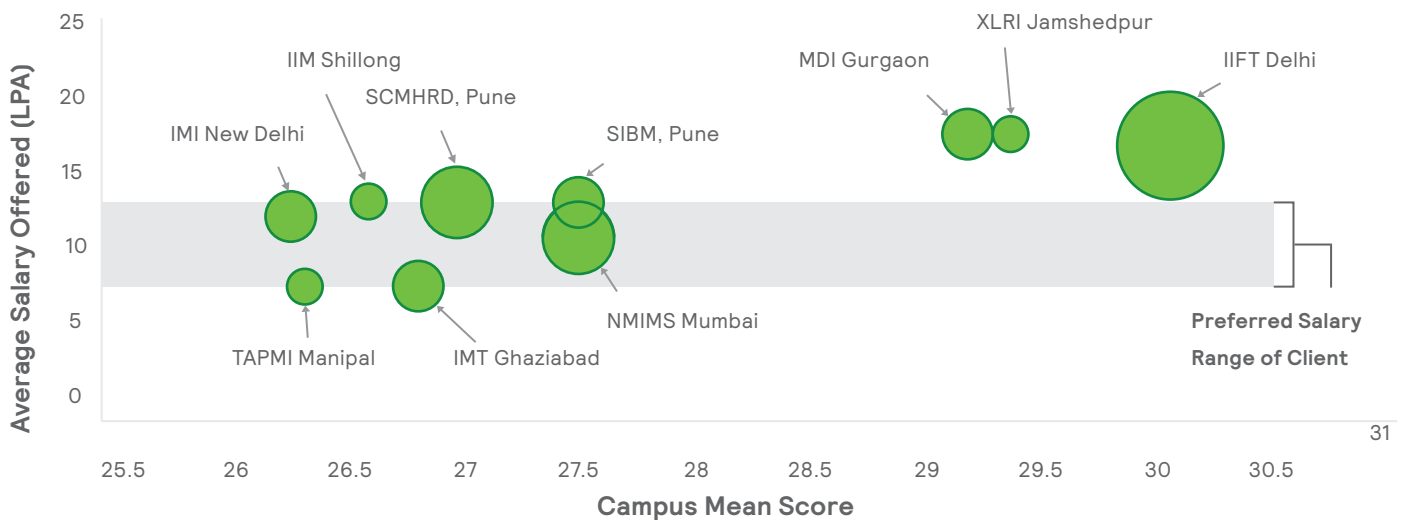




Overall candidates performance based on assessment

### Generate Campus Scorecard

Mercer | Mettl generates a scorecard based on the client’s needs. We create report cards to analyze the quality of new hires. This is done by evaluating candidates’ performance through analytical and logical thinking assessment. The report of top performing campuses gets generated by comparing the mean scores of each college. The scorecard helps organizations in making pay decisions based on their budget, the intel serves as a benchmark to assist in future hiring.



A higher mean score means a higher average salary

### Build year-on-year Intelligence

Campus hiring trends and best practices give a holistic view of best campuses, the average salaries they offer and key employers at various institutes. The trends highlight prevalent standard key figures that align with multiple regions and job roles. Since organizations compete to fetch candidates in an overcrowded job market, these benchmarks assist HRs in picking crème de la crème freshers with the right skill set.

READ OUR CAMPUS HIRING:  
SALARY & EMPLOYMENT REPORT 2018

[CLICK HERE](#)

## 2.

# BUILD RELATIONSHIP WITH CAMPUS

Campuses and students are not going to believe in a company if no information about the brand has reached their ears in the past few years. To build recognition within colleges, companies should take part in events like cultural festivals and academic contests. Conducting regular interactive sessions also helps in reaching out to the students. To keep campus the engagement efforts more focused, organizations should consider three things before approaching universities:



## CREDIBILITY

**When making a decision on where to apply for a job, 84% of job seekers say the reputation of a company as an employer is important.**

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Brand value plays a crucial role in campus placements. Campus Placement Cells (CPCs) aim to get the best industry players, while not giving a second thought to start-ups. However, if you educate them about your history, ethics and vision, it will create a positive impression on them.



## WORK CULTURE

**55% of job seekers abandon applications after reading negative reviews online, and only 45% employers ever monitor or address those reviews.**

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Work culture is the most crucial aspect of any job. Before inviting any organization for campus recruitments, campus placement cells do a thorough check of the work culture. So, it is imperative for your organization to have a friendly and thriving work environment. You can showcase your work culture by letting your employees take the podium during pre-placement conversations with faculty and CPC. A positive work environment creates a positive impact in a student's career growth.



## INNOVATION & GROWTH

**84% of executives say that innovation is important to their growth strategy.**

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Where there is innovation, there is growth. Placement cell coordinators look for areas of innovation for their students. Your company should be open to new ideas and welcome technological advancements to ensure that new hires get the best opportunities to learn and explore. To communicate your vision to respective placement cells, a presentation on previous projects, recognition and success in innovative methods can go a long way.

### 3.

## CONNECT WITH STUDENTS

After you have built a healthy relationship with the campus, the next thing in line is knowing your new hires. The best way of understanding them is to engage with them directly, identify their areas of interest, their dreams and long-term goals. As easy as it may sound, it requires efforts to seek their attention. Listed below are a few ways that Maple Holistics HR Manager Nate Masterson suggests to connect with students:

### CAPTURE THEIR INTEREST

As per Masterson, students are often bombarded with information and opportunities. Capturing their interest requires doing something different and doing things that are focused on their needs, not your own. Students appreciate the opportunity to learn from practitioners. Their professors are great, but often it all seems theoretical until they hear about the real-world applications from somebody who lives the subject daily. Consequently, expert presentations, round tables or panel discussions are regularly more impactful than a presentation about the company.

### CREATE BRAND AWARENESS

Masterson believes that sponsoring a workshop on resume writing or interviewing will help students in their career pursuits. When you sponsor such an event, you not only increase attendance and theoretically improve the quality with which applicants present themselves, you also brand yourself as a company that cares about the students rather than your agenda. When trying to engage with students on campus, organizations should let the younger employees do the pitching. College students want to hear from people who are not much older than them, those who have recently been through similar experiences and know what they are going through. If you send relatable employees, these students will be more likely to stop and listen to what your company has to say.

### BUILD ENGAGEMENT

**According to Mettl's State of Hackathons 2018, around 19% organizations conduct hackathons to hire top talent.**

Hackathons are quite popular amongst fresh graduates as they give rise to the perfect opportunity for creative and technical minds to come together to build something new and exciting. Such events attract the new-age millennial who is looking for a chance to work with a dynamic organization that values innovation, collaboration, and autonomy in the workplace. Similarly, on-campus or online contests and quizzes provide a helping hand in getting student traction. Campus ambassador programs also do the trick.

Source:

1. Mettl's State of Hackathons 2018







“

Ambassadors are college students who are “influencers on campus.” Attack! Marketing describes them as a “walking and talking personification of your brand.”

-JOHN O'BRIEN

Group President,  
Around Campus

# 4.

## USE MODERN TOOLS

The increased use of data has helped organizations strategize their hiring decisions. With new-age tools collating data to produce actionable insights, prediction of hiring outcomes has become possible. Students' performance in pre-hiring assessments has a direct correlation with on-job performance as mentioned earlier. Consequently, this acts as fuel in improving the feedback loop for years to come.



Soft Skills Assessments



Job Auditions



Virtual Reality Assessments



Video Interviews

### Increased use of modern tools in recruiting top talent

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Assessment tools assist in evaluating every aspect of your candidate – be it behavior or aptitude, acquired or technical skills. The tools that help you identify, and onboard quality talent comprise of the following:



#### PSYCHOMETRIC & COGNITIVE ASSESSMENTS

Test behavior, aptitude and cultural fitment of candidates



#### CODING & ROLE-BASED TESTS

Measure a candidate's suitability for a job role



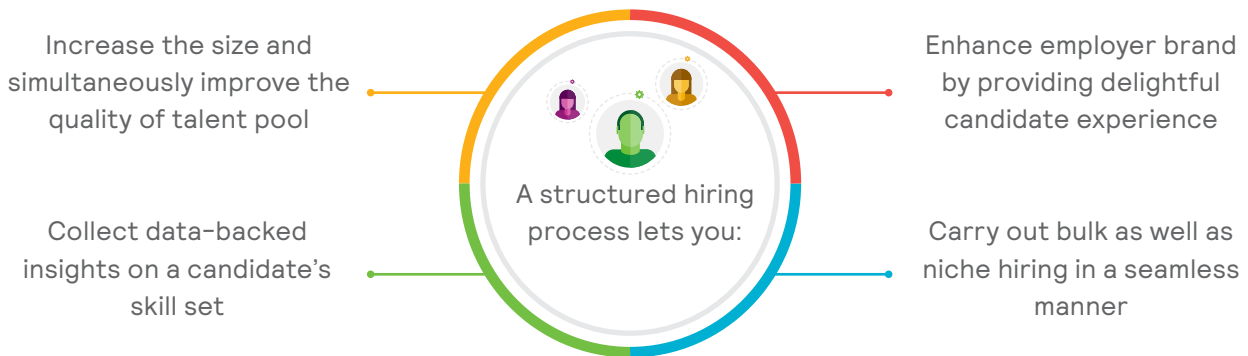
#### SIMULATORS & CASE STUDIES

Predict on-the-job performance

## 5.

# CONDUCT STRUCTURED INTERVIEWS

HRs are in dire need of a system that can be effectively used to carry out hiring with little dependence on the HR, a system that substantially improves execution and candidate experience. One way to ensure continuous improvement and non-stagnation of hiring process efficiency is through structured hiring. It is a scientific, unbiased, data-driven, cost-effective and user-friendly means to meet rapidly changing talent requirements.



You can structure your recruitment through:

## COMPETENCY-BASED INTERVIEWS

“The best predictor of future behaviour is past behavior.”

- MARK TWAIN

Competency-based interviews are based on the principle of prediction. In a competency-based interview, core competencies are identified for job roles that require hiring. The questions target behavioral traits that help in determining if the candidate is culturally fit. After the interview, critical incidents, decisions and actions are evaluated to find key competencies which are then built into a predictive model. That's how competency-based interviews help in predicting future performance.

## VIDEO INTERVIEWS

Live video interviews are 6X faster than phone interviews. A 5-minute live video interview is equal to a 200-question written assessment.

- RECRUITMENT TRENDS 2018

In a candidate-driven market, video interview is an innovative process of recruitment that HRs use to engage with candidates. Video interviewing eliminates transportation costs by allowing you to meet candidates virtually, anywhere, any time. It is an effective medium for recruiters to judge a candidate's soft skills and evaluate if he or she is suited for the company's work culture.

## 6.

# ENGAGE STUDENTS POST OFFER ROLL-OUT

To have a better understanding of student engagement, we interviewed experts in the field to know what it takes for organizations to make prospective candidates turn up on the first day of their jobs.

CoxInnovations President Mike Cox believes that if the company does not know why it is likely to receive an acceptance or a decline, then it hasn't done enough listening to the candidate. According to him, the company needs to share a vision with a person's career. He says, "Let them know what timelines are reasonable for getting a promotion and what that would mean for them. Help them imagine working for the company for a few years, not just what to expect on day one."

“

Recent graduates have their whole career ahead of them so organizations must go the extra mile to retain hard-to-come-by talent.

-CHRIS CHANCEY  
Founder of Amplio  
Recruiting

According to Chancey, organizations can retain top talent by:



Offering relevant training opportunities



Providing a clear path to promotion & professional growth



Giving access to workplace mentors



Paying competitive salaries

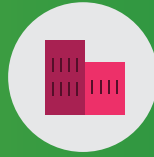
# CONCLUSION

A robust campus strategy is one which benefits organizations, colleges and young graduates. Before reaching out to colleges, corporates should already have intel on the kind of skills the campus has to offer. This knowledge acts as a building block of any recruitment strategy, enabling employers to offer the right salary package to the right candidate. When fresh graduates feel valued, they strive harder to achieve their KRAs, in turn lowering back-out and attrition rate.





# MERCER METTL'S INNOVATION IN CAMPUS RECRUITMENT



## **BUILD CAMPUS INTELLIGENCE**

Builds year-on-year intel through campus scorecard and competency heat map



## **BUILD RELATIONSHIP WITH CAMPUS**

Initiates conversation with campus, organizes pool campus and provides on-ground support during the drive



## **CONNECT WITH STUDENTS**

Conducts hackathons and contests for students



## **USE MODERN TOOL**

Gives data-backed decisions via psychometric, cognitive, technical and role-based assessments in cheat proof environment



## **CONDUCT STRUCTURED INTERVIEWS**

Supports competency-based interviews and easy to use video interview platform



## **ENGAGE STUDENTS POST OFFER ROLL-OUT**

Provides platform for training and certification before joining

## ABOUT US

Mercer | Mettl is a SaaS based assessment platform that enables organizations to create customized assessments for use across the entire employee lifecycle, beginning with pre-hiring screening and candidate skills assessment, training and development programs for employees/students, certification exams, contests and more.

TRY FOR FREE



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