

CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



Introduction:

The world of recruiting is constantly evolving. Recruitment strategies often change due to advances in technology, changes in access to campuses, the emergence of new data that informs decisions, etc. Therefore, it is important for companies to stay up to date on contemporary recruiting practices and strategies. The report below analyzes two companies in the Consumer-Packaged Goods (CPG) industry. Specifically highlighted are these companies' campus recruitment strategies.

Company A:

Takeaway Insights:

- Representatives from company A typically visit schools in person based on the school's historical connection with the company, the prestige of school, the curriculum of school aligning with the business, the interests of students, and the way that employees from certain schools perform at the company.
- Talent Acquisition and business units at Company A take a hybrid approach to determining which schools to visit. Collaboration between Talent Acquisition and Business units is critical for success. This collaboration also depends on what type of roles the company is looking to fill – certain roles require targeted recruiting to specific programs.
- Company A casts a wide net when it comes to posting job ads on campuses online because they would like to consider applications from many candidates.
- Certain roles, such as sales, are geotargeted – that is, if the role is tied to a specific location, Company A tries to fill this role from colleges that match this location.
- Company A targets specific program and universities for certain roles such as Health Technology positions.

Company B:

Takeaway Insights:

- Recruiting managers at Company B own individual business units (e.g. Supply Chain, Marketing, etc.) and work together with these business unit to decide which schools to attend – a hybrid model.
- The majority of recruiting efforts take place in the Fall; the goal for Company B is to have the bulk of recruiting finished by Thanksgiving – any gaps in roles still in place after Thanksgiving are filled during Spring recruitment.

- Company B has set criteria for the schools at which they choose to post job advertisements and attend in person. The criteria outline is as follows: a) years of performance and retention data from Company B employees who attended the school; b) the curriculum of the school and its alignment with company goals; c) the prestige of school; the school's historical relationship with the company; d) location of the school.
- Data is the center point of the recruiting effort at Company B. Retention and performance data of employees at Company B is tied to their schools and used to inform future campus recruitment strategy.
- Company B posts job advertisements at many schools, with a "the more the merrier" philosophy.
- Company B representatives attend 30 schools annually in person and post job advertisements at 100 schools.
- Company B tries to recruit from a diversity and inclusion standpoint and keeps this in mind when choosing schools. They operate from the assumption that not everyone can attend a prestigious school. So, at times it is useful to go to smaller liberal arts colleges to achieve diversity and inclusion initiatives.
- Representatives from company B typically attend schools in person if they are located in the Midwest (near the company), if the performance and retention data from that school is strong in employees at the company, if a longstanding relationship is held and if they can fill multiple roles by recruiting at a school (versatility of school).
- Company B is trying to move away from the "alma mater model" (i.e., simply going to schools because the company employs many alumni from that school). This is a concern due to unconscious bias and its counterproductive effect on diversity and inclusion initiatives.

Conclusion:

In conclusion, we can draw many similarities between Companies A and B. Both companies take a hybrid approach when it comes to deciding which schools to attend, meaning the recruitment specialists align with the business units to develop this strategy. Both also have common criteria for attending schools, such as reputation of the school, curriculum offered, performance of employees who have gone to a particular school, and geotargeting candidates.