



SHL.

The Graduate Recruitment Guide:

Unlock Generation-Z's diverse potential
with meaningful graduate recruitment



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2020-2021 the unprecedented change

The global pandemic has accelerated the need to recruit digitally – a recent NACE survey found that 93% of organizations are now hiring students remotely. But there is more to converting the best graduates than simply adopting virtual tools. It also requires delivering a differentiated, rewarding digital experience for every candidate.

Generation Z are digitally native and highly inclusive. They expect a meaningful recruitment process that:

- *Is clear and transparent*
- *Gives them a deep insight into your employer culture*
- *Delivers tangible personal value at the end of the process*

At the very least, they expect to be given the fairest opportunity to shine using technology they are familiar with in their everyday lives.





Organizations now also face constant uncertainty. To deal with this, building cognitive diversity and fulfilling the potential of the workforce – particularly Generation Z employees – is critical. But this requires more than just assessing traditional competencies. It means identifying graduates with the potential to overcome the waves of ongoing changes.



It's time to deliver meaningful recruitment experiences that unlock graduates' diverse potential.

The Graduate Recruitment Guide

With years of experience assessing graduates throughout the world and with dedicated research into what makes them tick, SHL identified the key stages of maximizing the success of graduate recruiting:

- 1** Deliver meaningful virtual experiences that help every candidate showcase their best
- 2** Adopt fair, professional and virtual assessments to evaluate what matters for the role
- 3** Use data-driven insights to unlock the diverse potential of graduates

Let's look at each stage in more detail.



Deliver meaningful recruitment experiences, virtually

The first stage is to use technology to give graduates what they expect from the recruitment process - an optimized, value-driven personal experience.



69% of candidates who had a negative experience in the recruitment process would 'rarely' or 'never' apply again.¹

Standard assessment workflow

- 1 **Static** – Every candidate experiences the same workflow
- 2 **One-way** – Focus is only on knowing more about the graduates
- 3 **Impersonal** – Standard feedback i.e. pdf reports shared with every graduate



Meaningful virtual recruitment journey

- 1 **Optimized** – Test different variants of the assessment experience to deliver one that delights every graduate
- 2 **A value exchange** – Make it easy for graduates to learn about your organization – values, experiences of past recruits, job role and why they should join you
- 3 **Highly personal** – Provide personalized, actionable feedback to every graduate and reduce resentment, as well as energize selected ones prior to joining you

The more meaningful the journey, the more likely graduates will engage with your brand

¹ www.hrtechnologist.com/articles/recruitment-marketing/heres-the-candidate-experience-checklist-you-need-in-2020/

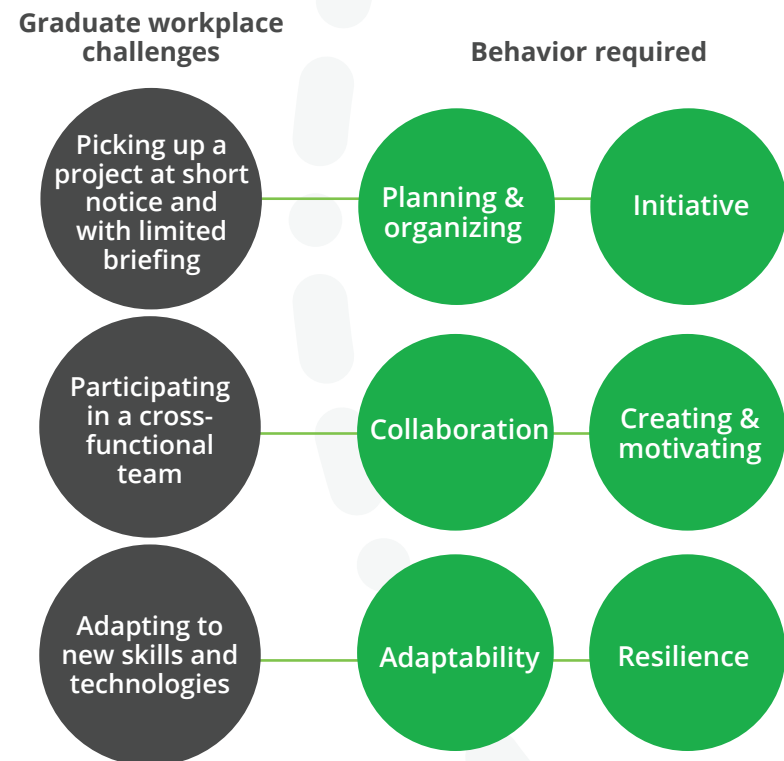
Adopt fair, professional and virtual assessments to evaluate what matters

The second stage is to make sure the assessment experience resembles the kind of tasks they would do in role – after all, they will expect nothing less.

To help businesses achieve this, we researched almost 800 graduates over a period of two years to understand how the changing world of work has impacted their experiences.

We found that the challenges they encounter on the job can be mapped back to the competencies they need to overcome them, and thus help you better predict success and future performance.

Here is an example of three of the fourteen challenges matched to their relevant competencies:



Learn more about challenges faced by graduates and behaviors they need for today's world in our white paper – **'A new era in graduate recruitment'** at: shl.com/en/resources/a-new-era-in-graduate-recruitment

So, when it comes to finding your top graduates, it's important to measure what matters most for your business and given the pandemic, leverage technology to reach candidates wherever, they are:

Standard assessment methods

- 1 **Competencies only** – Evaluates graduate on traditional competencies irrespective of any changes in the job role over time
- 2 **Difficult to scale** – Limited reach leads to visiting the same colleges and universities every year
- 3 **Biased** – Process may be biased and not provide equal opportunity to every graduate



76% of Generation Z

professionals feel that the skills necessary in today's workforce are different from the skills needed in past generations.²

A fair and professional virtual experience

- 1 **Competencies mapped to challenges** – Evaluate graduates on their ability to effectively manage challenges encountered in early years in today's workplace
- 2 **Virtual assessments** – Scale the evaluation process with virtual tools like Video Interviews, Virtual Assessment Centres to assess graduates, wherever they are
- 3 **Fair and objective** – Use fair, highly validated assessments to objectively evaluate every graduate and give everyone a chance to shine

² www.linkedin.com/business/learning/blog/learning-and-development/gen-z-is-shaping-a-new-era-of-learning-heres-what-you-should-know

Use data-driven insights to unlock their diverse potential

The third stage is all about harnessing data to identify the best-fit graduates for your business.

From a joint study of over 2600 students across 42 countries conducted with The Adecco Group,

we found that generation Z possess distinct attributes critical to navigating constant changes and uncertainty.

Here's what makes them unique:

Key Findings

Thinking style

Gen Z graduates are strong on deductive reasoning compared to executive leadership's strength in inductive reasoning, resulting in cognitive diversity that drives new ideas and helps solve problems.

Behavioural style

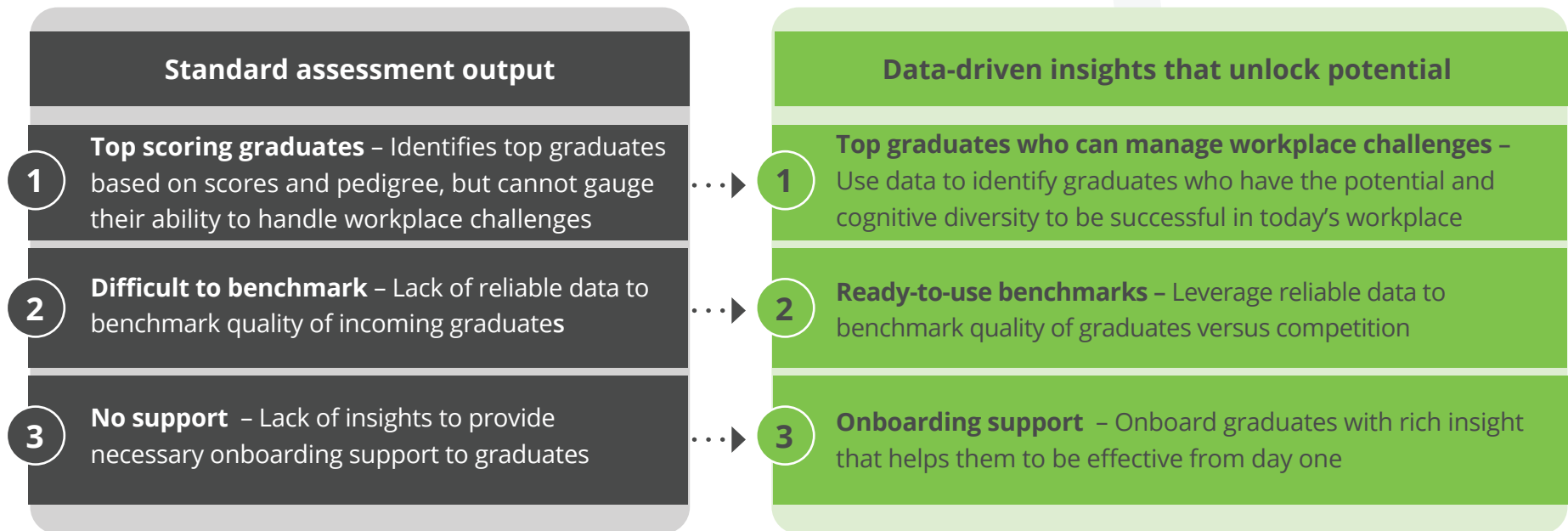
They are thorough, with a value-driven mindset and a progressive approach. But they need support to learn to manage setbacks, build resilience and deliver through others.

Solving challenges

They show strength to succeed amidst leadership challenges, especially leading change. They would thrive in an environment that provides meaningful structure and is open to sustainable change.

Learn more about today's graduates with our white paper – '**Aspiring Leaders: What Generation Z has to offer**' at: shl.com/en/resources/the-promise-of-gen-z/

Building your recruitment process on data-driven insights like these helps you to identify graduates who will drive the cognitive diversity you need in your business.



To demonstrate the importance of getting this right, consider this case study:

.....
 Gucci experienced **136%**

retail growth when it formed a Shadow Group of its younger workforce. It helped to quickly shift Gucci's marketing and designs to adapt to the changes in how people shop and gather information.³
.....

³ <https://hbr.org/2019/06/why-you-should-create-a-shadow-board-of-younger-employees>



Identify and wow top graduates with SHL

Providing a meaningful virtual recruitment journey, a fair and professional process and transforming outputs into data-driven insights might sound a challenge, but SHL's Graduate Hiring solution makes it easy.

We ensure you attract and identify the best graduates by assessing their potential, fit and readiness to thrive in today's workplace with our unrivalled science and assessment technology; all wrapped up in an experience that will delight every candidate.

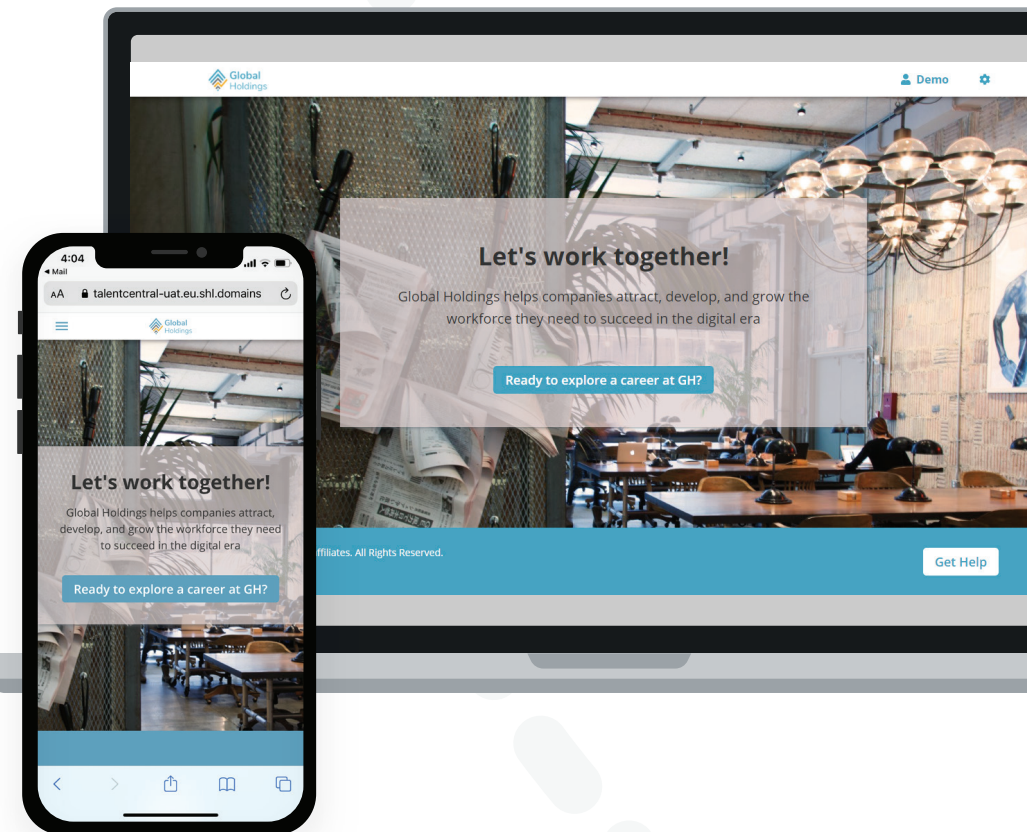
Here's how it works.

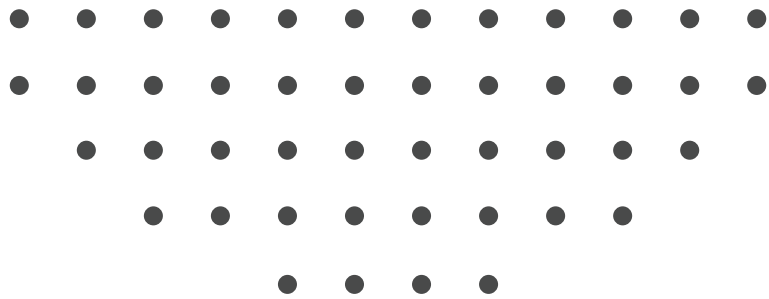


Empower every graduate to be their best with a meaningful recruitment journey

Put graduates in control from the start with an engaging virtual graduate hiring experience that immerses them in your business. Kick things off with a warm welcome from your team, share realistic job previews and then provide your candidates with the fairest virtual assessments to showcase their best.

The interactive, end-to-end, and consistent experience that makes them to choose you.

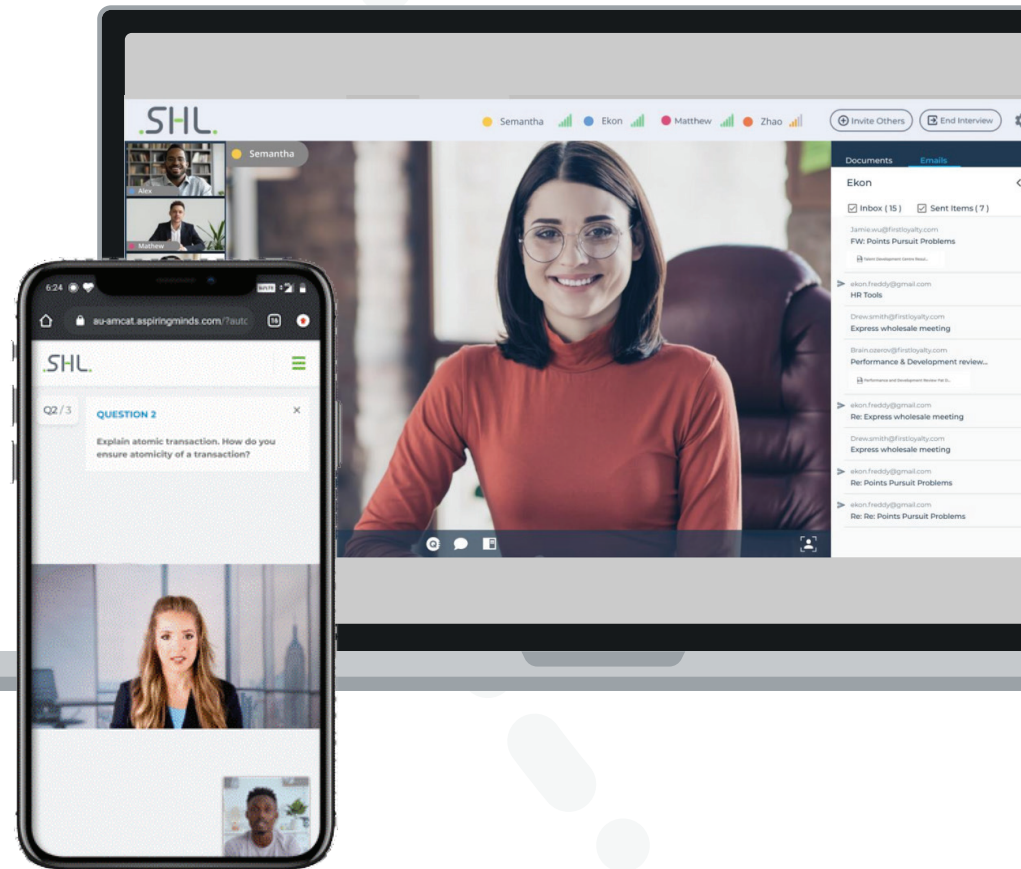




Virtually meet and assess more graduates than ever before, with no extra effort

With SHL's Smart Interview technology and Virtual Assessment Centers, you can meet and assess more graduates than ever before in just minutes and with no extra effort.

Objectively discover graduate's potential, fit, and readiness for your business with our unrivalled portfolio of assessment products. Each built with the utmost rigor and validity.



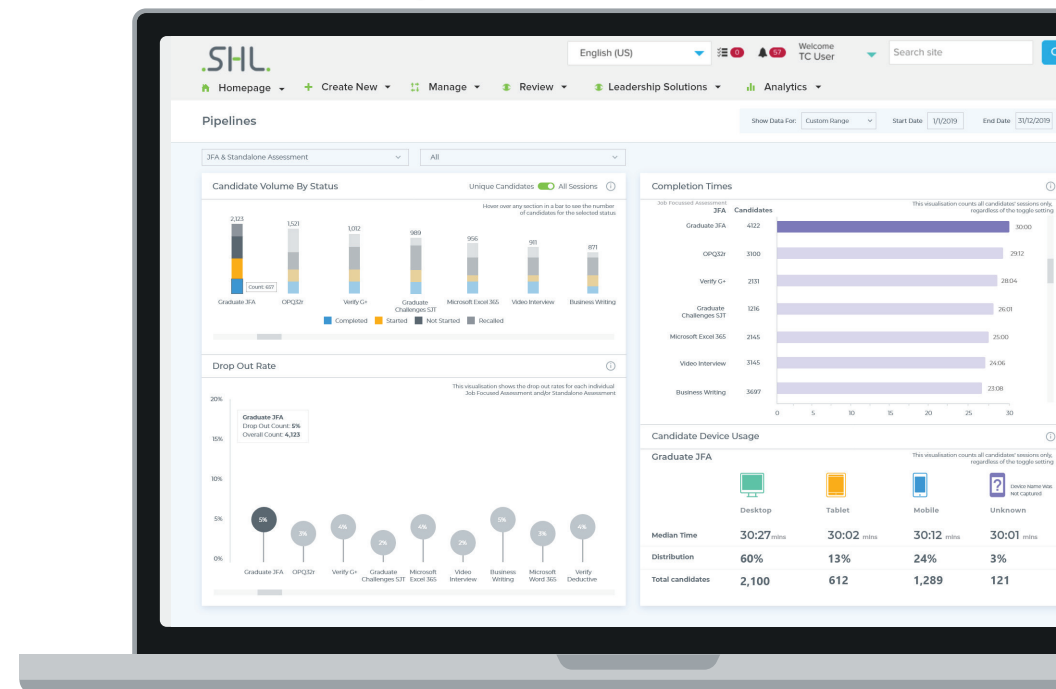
Unlock the diverse potential of Gen-Z graduates with our unrivalled science

Find the graduates with the capability to thrive in your workplace with SHL's contextual science, then boost their effectiveness in new roles with data-driven onboarding insights.

Actively monitor your graduate program(s) with timely, actionable insights, benchmark the quality of incoming talent and plan their ongoing development.

World class support to manage your graduate program(s)

Working across 150 countries, our global team of 300+ people scientists provide support in 40+ languages. With 24-hour support, they ensure the smooth implementation and adoption of your graduate program(s).



Unlock Gen-Z's diverse potential with meaningful graduate recruitment

SHL evaluates over 1.5 Million graduates worldwide every year.

When it comes to identifying and delighting high-quality, diverse graduates, we are the trusted provider.

Discover more: shl.com/graduate





shl.com

SHL brings powerful and transparent AI technology, data science, and objectivity to help companies attract, develop, and grow the workforce they need to succeed in the digital era.

We empower talent strategies to unlock the full potential of your greatest asset—people.