GUIDE TO RECRUITING AT YALE SOM

Inclusive
Informative
Interactive
Interpersonal

Academic year 2021-2022
Career Development Office
Yale SCHOOL OF MANAGEMENT
As you plan your recruiting strategy keep in mind:

Based on feedback from Yale SOM students, recruiting partners and career professionals, successful recruiting is:

**INCLUSIVE** throughout the process - see Yale SOM Employer Guide to Diversity, Equity, and Inclusion for actionable recommendations

**INFORMATIVE** at every step, leveraging email, web content, and flyers to make processes and contact information accessible and referable

**INTERACTIVE** to engage with students and avoid talking at students - consider sharing presentations in advance to encourage Q&A during engagements

**INTERPERSONAL** so both students and employers can get to know each other through breakout rooms, coffee chats, etc.

Students view recruiting as a staged process - they want new information and connections at each stage

<table>
<thead>
<tr>
<th>Stage</th>
<th>What to share</th>
<th>Focus Area/How to Share</th>
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<tbody>
<tr>
<td>Get to know the organization</td>
<td>- Mission &amp; values&lt;br&gt;- Growth Plans&lt;br&gt;- Diversity representation&lt;br&gt;- Organization Structure&lt;br&gt;- Clients/customers&lt;br&gt;- Locations&lt;br&gt;- Employer Benefits&lt;br&gt;- Recruiter contacts</td>
<td>Focus: <strong>INFORMATIVE</strong>&lt;br&gt;- Web content&lt;br&gt;- Videos&lt;br&gt;- Virtual office tours&lt;br&gt;- pdfs&lt;br&gt;- Other reference materials</td>
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<td>Get to know the role</td>
<td>- Responsibilities and tasks&lt;br&gt;- Definition of success&lt;br&gt;- Impact on stakeholders</td>
<td>Focus: <strong>INFORMATIVE</strong>&lt;br&gt;- Required skills&lt;br&gt;- Video Deep dives into roles&lt;br&gt;- Hiring Manager contacts</td>
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<tr>
<td>Get to know each other</td>
<td>- How employees succeed&lt;br&gt;- Examples of activating organizational values&lt;br&gt;- Employee Resource Groups&lt;br&gt;- DEI initiatives and goals</td>
<td>Focus: <strong>INFORMATIVE</strong>&lt;br&gt;- Alumni contacts&lt;br&gt;- Affinity group/ERG contacts</td>
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<td>Get to know how to get hired</td>
<td>- Ideal candidate profile requirements: skills, work authorization, etc.&lt;br&gt;- Application process&lt;br&gt;- Interview format&lt;br&gt;- Evaluation criteria</td>
<td>Focus: <strong>INFORMATIVE</strong>&lt;br&gt;- Prep materials&lt;br&gt;- Recruiter contacts</td>
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Employer guide to diversity, equity, and inclusion

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.

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 examples 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, including 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.