



## TRANSCRIPT

### **NACE Town Hall: COVID-19 Update April 2: Internships, Recruiting, and Early Career**

**Date: 04/02/2020**

**Time: 1:30 - 3:00 p.m. E.D.T**

>> Shawn: Hello, everyone who is joining us. We'll get started in just about a minute or two. You should be able to hear us and see us. We cannot hear or see you. But you can type your questions in the Q & A box at the bottom of the screen.

>> Meridith: In today's session will be recorded and you'll have access to it within 24 hours. So if you have to leave early on anything, you will have access to everything.

>> Meridith: We would like to welcome you to the NACE town hall. We are happy you're here. It is my pleasure to introduce Shawn VanDerziel, executive director of NACE.

>> Shawn: Hi, everybody. Welcome to our town hall. This is the second of our town hall series. And we have several more planned for the coming weeks. We are in an unprecedented time with, with what's happening in the world. And we want to provide you with timely updates about how various folks are handling the scenarios around them. And so today, we have an expert panel of talent acquisition professionals who are in the middle of working through all of the issues that we all are concerned about and particularly those issues around internships, early talent, and the acquisition of the college educated. So we're going to go through those issues today. Before we dive into the panel, though, we thought we would ground you in some research that NACE has done most recently. Many of you participated in this research which was part of our quick poll series. That quick poll series, the most recent one ended on March the 31<sup>st</sup>. And as we know, the last few weeks of March, things were moving really fast. And things were truly changing. But I want to provide you with where things left off

with that poll. And what we found out was from about 400 of our respondent employers and about a thousand of our colleagues who re-- colleges who responded to the survey, that 83% of those employers were adjusting their work environments and moving to work at home. As we know, probably just even over the last three days that has changed yet again. And that number is probably closer to the 100% mark based upon what's happening across the nation. We also found out that 65% of those employers had adjusted their spring recruiting plans. So that's vitally important to the work that you all do. And of that, close to 16% had already eliminated their plans for recruiting for spring altogether. And the vast majority of firms, 74%, had, said that they would be continuing their summer internships. Now, again, things have changed quite a bit over the last few days here. Of that, 11% reported that they weren't quite sure what they were going to be doing. And 5% had already decided to cancel their plans for the summer with interns. 2% had reported that they were already shortening the length of internships or reducing the number of interns altogether. There was a quick question, guys, 60 or 16%, and that was 16% had eliminated their plans to recruit this spring. So hopefully, that gives us a little bit of background to go off of with our panel. Again, as we know, things are changing moment-by-moment, day-by-day, and our actual panelists will give us more insight into what their firms are doing and what they are hearing out in the field. Those results are posted on the NACE web -- [www.naceweb.org](http://www.naceweb.org) website. If you go to the coronavirus updates, which is, there's a tile on the main page of [www.naceweb.org](http://www.naceweb.org), it will, there is a link to the quick poll results. So I hope you'll all go there. Additionally, we just launched our next quick poll with many more detail questions that we would love to hear from you all, both the employer and college side. It is vital important to all of us. We are benchmarking to get as many people as possible to answer the surveys. We really hope you will look in your inbox to find that poll and to help us navigate as we move forward. So with -- no further ado I would like to turn things over to David Ong. David is from Maximus corporation, and he's going to be the, the moderator for today's panel. So David, it's all yours.

>> David: Thank you, Shawn. I appreciate that. Thanks to all of our panelists to agree their time. I

know everybody is in pretty crazy mode these days. I would like to start off by asking our panelists how the pandemic has actually impacted the recruiting strategies at their perspective firms at least in the short-term. Maybe we can start out with Kayla.

>> Kayla: Wonderful, thank you so much, Dave, and thank you, everybody for joining the panel today.

I will start first by setting a little bit of context for those who know who SAS Institute Inc. is, or maybe some of you do not. We are a data analysts' organization, based outside of Raleigh, North Carolina. And we do quite a bit of student recruiting, both for internships as well as for entry level. Usually about 400 a year. So that should set a little bit of context as to what I'm about to share. Our recruitment strategy has significantly changed, obviously because of COVID-19. But I think we're all here on this webinar for a reason. And that we want answers. And I think one of the things that makes us feel okay is that we are all in this together. And honestly, I'm not sure that there is a perfect answer for unprecedented circumstance that we're working through right now. I will say we're having to pivot. We're having to be nimble. We're having to take a step back and look at our open positions and make sure the ones that we do have available are going to make sense for us moving forward from a recruitment standpoint. We're having to be adaptable. Immediately, we to switch all of our recruitment a virtual method of delivery in terms of interviews. We have a customer of Internet video technology that we had to implement to our recruiters and enable a 40-plus person recruitment team on how to conduct virtual interviews and our internal hiring managers as well. I think one thing, many of you on the line might be from more of a career services than an employer standpoint, but a lot of what the recruiting strategy is driven by is our revenue and where we see our business opportunities in the future, that's our companies kind of determine where to invest from open positions. Right now, so much of that's so uncertain, everything is changing day-by-day in everything that we're doing. So you know, not just speaking on behalf of SAS Institute Inc., but most employers, it's really right now, we're very heads down trying to predict what the future's going to look like, I don't think any of us have that crystal ball. In taking a look at the Q & A coming through that point that we started. The one thing on

everybody's minds are internship programs. How are we shifting our internship program within our organization? I will kind of speak broadly. Based on research, I have been doing called with other employers, it seems like most employers are taking one of three stances. They are either choosing to turn their intern program virtual and doing an assessment of their workforce and hiring needs to make sure that any of the internships have been hired the work can be done remotely. That is option one. Option two what I'm seeing is internships getting canceled. You know, maybe some programs, including SAS Institute Inc., it is a seven-figure line item in our budget. So we're having to look at expenses. Companies are making that decision. The third piece I have seen shift of a strategy from an internship program is pushing out start dates. Unfortunately, we are still operating in this gray area, we don't know when some of these bans will be lifted in terms of working remotely. So none of us have a perfect answer. I think that's one of the things we're trying to work through as employers. What is going to be our next step? How do we effectively communicate internally within our teams and externally as well with our students? Our strategies completely shifting and changing day-by-day, hour-by-hour, as we're all going through, getting the updates from our government that is shifting day-by-day and hour-by-hour. So, to answer the question, a lot of virtual, obviously, taking place. A lot of assessments of our business needs and trying to predict the best that we can, what the future's going to look like. And really have to pivot and get creative what makes sense for intern programs. I will end by saying for our specific intern program at SAS Institute Inc. We are going virtual. And SAS Institute Inc. is not a very big environment for work from home culture in general. We have a beautiful, sprawling campus and most people do come into the office. So there's a lot of change management involved in this, from interns and hiring managers. We're spending a lot of time right now understanding what that is going to look like. We are also making sure that any internship that does go virtual, that we are making sure that the students have valuable work. And, you know, still working through our communication plan internally and externally on that, but that is the initial stance that we are planning to take. Here in the future.

>> David: Great. Thank you very much, Kayla. And pivot to Seldric at JPMorgan Chase to talk about the challenges.

>> Seldric: Okay. Thanks, Dave, Seldric Blocker. Hi, everyone. So good to have you on the phones and participating today. So I'm with JPMorgan Chase. And so hopefully, you're familiar with us. But we are a financial services firm. One of the world's largest financial services firm. So we're experiencing everything that everyone else is experiencing. Kayla mentioned a lot of things that we're having to think through as an industry. It's, it's really interesting. It's unique. It is presenting a lot of challenges and presenting a lot of different opportunities. So a lot of what we're thinking through is going to be determined by where we are. So we're kind of a little bit at the mercies of the pandemic. We're a little bit at the mercy of the local government and different municipalities. And then we're also a little bit at the mercy of what does the intern want to do? What makes sense for their family and what are their hearing at home? So we are exploring all options. Trying to learn every day what this new environment looks like. How we pivot. Some things we have started to do already from a recruitment standpoint. So we already use a virtual interviewing platform. We host a lot of different webinars. And we host a lot of different targeted discussions virtually, so some of that work has already begun with our recruitment process. We did make the decision to campus a number of on campus or in office activities for everyone's safety for the months of March and the month of April. But we're also trying to figure out once we figure out what the course is or the direction for the intern program, we also need to start thinking through the intern program for 2021. And so lots of conversations taking place. Lots of things happening. Exploring all options. But we also know that we, within financial services, we typically do, use the spring time of the year, so now, is when we would be on campus to start marketing opportunities for the 2021 internship program. And so I know we'll speak a little bit later about some of the things, of how we can partner with our friends and colleagues in the university relations and college career services standpoint. But some information we're having to figure out because we are all dependent upon what the academic school year is going to look like. How does that take into, or how

do we take that into consideration? We are exploring all options like everyone else. And trying to figure out what's the best course so that we can have the best experience for everyone involved. We're a global organization. We have interns across the globe. There are a lot of things we're thinking through as it relates to those individuals and their experiences, so on and so forth. So I'll end there, saying very similar. We're just thinking through everything, but want to make sure that we in thinking through everything, we are taking in everyone's perspective that being our, our friends at colleges and universities, our interns, their families and all of the things that everyone is going through.

>> David: Thanks, Seldric. It sounds like one of the things that is becoming quite obvious, there is an enormous amount of change management taking place in the university relations team. Bruce, can you walk through the strategies that you're having to employ at The Travelers Companies these days.

>> Bruce: Yes, David, happy to. Bruce Soltys, The Travelers Companies, we are based in Hartford, Connecticut. We have a 450-person internship program planned for this summer. About 25 different locations throughout the entire U.S. So you know, this is to your point, a crash course in change management, I would say, Kayla you talked a little bit about that. From a SAS Institute Inc. perspective. But undoubtedly -- undoubtedly, warp speed change management, and a lot of folks are thinking about the change management you need to take when you are talking about shifting work, work from in-person to virtual. But a lot of the change management before you get to that component is, you know, can our business absorb or what is the work that our business is going to, you know, have based on this. There are the industries hit much harder and faster than others. So that is certainly an element of it. Once you move past that and make the decision, okay we are shifting to a virtual model. I think the biggest change management strategy that we've seen is getting that, getting that buy-in from senior leadership. So a lot of the conversations in and around what the options are for us right now, because we haven't made a decision. We do plan to make one in the middle of April. From a change management perspective, we've presented the case to our senior leaders to say, if we have to go down

this path from a virtual work standpoint, the main question is, can this work be done virtually? I think a lot of managers are not comfortable with the notion of interns doing the work virtually because they are so new to the organization. And it's easy to gravitate towards that conversation. But who really tried to focus them on let's not talk about comfort level, but can the work be done virtually? A lot of the change management that is going to have to happen is internal to our own organization. I think the students are used to operating in this virtual, digital world. They have been forced into it during this semester of work. And you know, is so a lot of our change management strategies are very much internal, introspective facing. And as we come to decisions, we're making sure that the senior leaders are bought in. They understand why. And they can communicate that message down to their organizations and support, you know, the decisions that we make, if we end up going virtually. So, that's what we have seen from a change management perspective at this point.

>> David: Thank you, Bruce. Javon, would you like to add something to that as well, what we're seeing at Danaher Corporation?

>> Javon: Yeah, absolutely. So hi, everyone. Javon Rahmann with Danaher Corporation. We're a science and technology company in health, space, medical devices, water quality, water purification, packaging. So for us with this change to, to a virtual, it has been tough, right? We're not going on campus anymore. We're not doing the campus events and site interviews. However, we're still looking to fill all these roles. The early career kind of programs that we recruit for are a kind of protected group. So we're still ensuring that demand is filled. So you know, we're ensuring that we're meeting weekly with the university recruiting team. Ensuring that we have this pipeline for whatever roles are still needed. Ensuring that any kind of countermeasures that are needed to be in place, we are escalating those to the proper stakeholders and ensure that the roadblocks are mitigated. We're taking all of the steps to make sure that we're still supporting the businesses with early technical talent. And ensuring that, again, the businesses are moving forward.

>> David: Great. Thanks, Javon. To the folks that are actually on the call, just to let you know, we

are monitoring all of your questions in the chatroom right now. A few of these are topics that are actually going to be reviewed in the next question or so. But we are trying to keep our portion of it down to the about 2:30 and then actually move to your questions. So please take note. The next question that we have for our panelists, that we're seeing a lot of transformation of processes practices for the interns and new hires coming to these organizations. Can you walk through how you are actually approaching certain topics such as communicating with internal teams, which we talked about a little bit. I think a lot of folks are asking questions how we are going to be onboarding interns and new hires. Then we also want to talk about what type of engagement strategies are working with interns and new hires. I thought maybe we would start off with Bruce, if that would be okay.

>> Bruce: Sure. So here at The Travelers Companies, you know, again we have not made a final decision. We're mulling over a number of different options. That being said, the first time our internal teams and internal new hires hear from us won't be when we make that decision. We have sent out two or three communications since the pandemic sort of has escalated throughout the month of March to let folks know where we are at in our decision-making process. Each message has given them a date on when we plan to check in next. Each message talks about how we're handling our current staff. Each message talks about some of the things that or options that we are discussing internally about what may be part of our final intern program. So we've tried to be very transparent from the very beginning. Letting both our internal teams as well as the interns and new hires know where we are at. Right? Our program really quicks off that first week of June. And the first message I think we sent out was the day before it was declared, I think it was declared, I don't know, I forget the dates, time is lost on me right now. [ Laughter ] But it was that second week of March. We sent out another note last week. And again, letting them know what our timeline is. And I think there is a lot of hesitancy from organizations to send out a note or communicate anything until they have a final, final, final plan in place. But I think that, I think there's a downside to that, personally. And I would, I would communicate and be as transparent as possible with just what some of you are, your internal

conversations are looking like. Let them know how your current staff are being handled. The responses we have gotten from internals and upcoming hires, are thank you so much for thinking of us, we really appreciate the insight. We really haven't gotten a lot of questions tacked on. We tried to be methodical and thorough in that communication. Don't be afraid to start reaching out and let them know where you are in your process and when they can hear from you. A simple communication like that is really go a long way. As far as the onboarding piece, there are several ailments to the onboarding piece. There is 19 paperwork. There is, you know, we are a company that drug tests. Right? So you have to have changes to that policy, because people can't leave their house to go to labs. So we consulted with our employee relation partners, legal partners, etc. We are seeing on background checks courts are closed. You have to understand what that does to your background check process. We have been in close communication with our supply chain and technology teams. I have seen numbers about 65 to 70% decrease in computer equipment being available because of it emanating in China. So what impact does that have on your supply chain? Show that when you have all these folks starting, will they have the right equipment? So all of these things are coming into play. It is a definite partnership with not only the tech and the supply chain, the legal teams, also, with our training organization. Our learning and development team. Obviously, a lot of the in-person classes that they have typically have the responsibility of teaching are canceled. So we have leveraged some of their capacity to help us with the virtual onboarding. So definitely make use of the partnerships within your existing organization that may have some time because other things have moved on their plate.

>> David: Great.

>> Sure. I manage our global programs. So support our full-time, and our recruiting efforts to fill those. Our full-time programs we have 150 program associates. For our intern program about 75 per year. So as far as just to Bruce's point, transparency is just paramount, a lot of uncertainty, letting them know. One of the things we have done having a group meeting and having all of our intern and

program associates, each separate program together in this group meeting and say, hey. We're going to keep you guys up-to-date with all things we know, with this, with COVID-19 happening. With the state of the businesses are. It is also just a chance to keep them engaged in terms of, right? A lot of these students have options. I know, ghosting is a thing with these program associates. So we also use the platform to create this sense of community before even they start there full-time or internship. So one of our operating companies or business, and have the test for coronavirus be approved by the FDA. Selling those types of wins. Another business was able to create a key component for the test as well. Highlighting and touting those successes is something we're doing to continue to engage them. But again, just letting them know what the plan is. What the, you know, some uncertainties we have. But we are thinking of them. And letting them know what will happen next. And again, to elaborate on Bruce, you know, again, a lot of the in-person options might not be happening. So training, compliant training where you have X amount of days to take all of these tests related to the tests, to the learnings. Or do a -- more kind of stretched out training that's just condensed to a couple hours per day where they can all come together as a cohort and go through those types of training. So we're playing with the different options to engage the associates, helping them develop and supporting businesses.

>> David: Thank you, Javon. To all of the panelists one of the questions coming up on the chat board, is obviously the organizations in our panelists are forward-thinking, they know what they are doing in this space and actually contacting candidates and having some type of communication with them. Do you have any advice for a student that has not heard from their respective organization from whom they have accepted an offer, either as an intern or full-time hire? Is there a best way to actually approach their employer? What kinds of advice would you give those students?

>> Seldric: I can start. This is Seldric with JPMorgan Chase. I would say just reach out to their recruiter? Their point of contact. If that doesn't work, you know, career services, I'm sure, has some connectivity with the university relations team or the campus recruiting team at that particular company.

I know I have gotten some personal emails from students that I have met along the way, that asked, hey, how are things going? How are you holding up? The more we can humanize the process the better. I let them know, I'm in my apartment, and cooking a lot more than I used to. I'm doing things a little differently. And we haven't figured everything out yet for the internship program. But you should be hearing something soon. If you want to chat, just let me know. I think that is fine. If there is a beauty in all of this, is that we're all going through the together. It is not industry-specific or person-specific. So I don't we don't have, some of the roles of the hierarchies that might once may have been in place, they are just not in place anymore. I think the more we can open up those communications. Most companies have proactively reached out to their interns and say, hey. This is what we're thinking we don't have everything figured out. No, go ahead, I think that is a great segue.

>> Kayla: Well, Seldric, I think you hit the nail on the head. I really do think this is where we need your help for those on the phone for career services. You know, those on the line, we do have some plans in place and, you know, again, there is no perfect answer here. But what we could really use your help on is educating students about the time that we're in and having them kind of understand the bigger picture of where we're all at. I think everybody that is in university recruiting at a corporation and at a company is in university recruiting because they love work withing with student and there is nothing more painful than companies have to make about taking back offers and canceling internships. That's personally really challenges for the university recruiters and those that know this will have an impact on the life of the student. So where we could use their help, if a student hasn't heard back, you know, obviously guiding them to the career services, to the point that Seldric, about reaching out to a recruiter. That's a fantastic direction. And also, think, too, helping, you helping them ease their anxiety as well a little bit and helping them understand the situation. And kind of the why behind of what's taking place. And it's the number one thing that's on their mind, absolutely. Because the internship is quickly approaching. But sometimes within companies it does take a little while for you to completely pivot and get the decisions you need from your executive team. Especially when your executives are on the

front lines and trying to figure out how the business will move forward from a revenue standpoint, just from a total direction standpoint. And thinking about their current employees. Right now, they might have some immediate priorities that they are focused on right now and while, you know, everybody on the call today, again from a panelist's standpoint, this is their number one priority, I don't want to speak behalf on all of the panelists. But one thing that I struggled with is 100% it is my priority, but for the executive, it might not be their number one priority right now. So with that we might need a lot of patience and grace, and understand if you don't have an answer it is not because you're not on the minds of the company, but they might be working through other priorities at the current moment. That's easier said than done. I have spoken to so many university recruiters and leaders in university recruiting in the past week are struggling, because they want to provide students an answer. And internally it is challenging to make it happen with everything that is happening where organizations right now.

>> David: Thank you, Kayla. There is a lot of chatter on the chat box. And Kayla you touched ton as well. In terms of reaching out to the schools you partner with from a recruiting standpoint. Are there any pieces of advice you can be providing to your career services partners in terms of what they can be doing in terms of working with the students? What kind of messages should be going out there? Are there any decisions that you made with collaboration with your career centers? Would love to hear those strategies as well.

>> Kayla: A really good questions, David. And the biggest one, helping students understand the current state of what is happening and why. If their internship is canceled. It is a really tough decision for the employer, that is not something they want to be doing. It is not, only a revenue decision in a lot of cases. There are so many different moving facets. Prepping students on virtual work, if you use Zoom within your career center, maybe you could run webinars how to communicate via Zoom and present yourself well on a video conference and camera. As companies are starting to look through enablement for our interns and managers. If you can get them a little bit comfortable and warm in what

it's like to work virtually, that is incredible helpful. And get creative, to answer the second part of your question, David, I have not had a question with career services in solving the problems yet, but I would love to. I would love to get creative around career services professionals, and we are meeting on a daily basis right now, just given how quickly things are changing, we are always talking about how can we help the student right now. We understand that students might have had graduation canceled. And that March Madness might have gotten canceled and the number one thing they were looking forward to in their schools. This is a really hard time for the students. How can we come together to help them? Whether it is writing blogs on what to do when their internship gets canceled. Or SAS Institute Inc. has free training that we put out into the universe that is typically thousands of dollars to complete. Maybe we can get awareness for students, there are opportunities to learn and grow without having an internship. But we do, we need help. And we need your help more than ever, how do we do what is right by the student in these circumstances. They mean a lot to us. We would not be in this career if they didn't. Last, I would say, helping to emphasize the importance of adaptability with your students. And things changing every single day, the answers might not be black and white. And that's okay. And they're building a skill right now of being adaptable in current times. I think that message, if that is through the students through you all, it would help us in what we're doing right now tremendously.

>> Just adding onto that, Kayla hit it all. We are in a forefront with this huge switch to virtual work with all of the students, I think about the help the universities can do, it is just helping them get acclimated to this idea of being in front of a computer at their home all day. And the virtual etiquette, how do you present yourself. I know, Danaher Corporation we are usually on-site, creating these products to help, help people. And so going to, to working from home, you know, this is a great opportunity for students to learn how to really take care of their schedules. Be organized, be protective. Because when you're working from home it is so easy to get caught up with kind of late. So kind of helping them, helping students become more organized and productive in their day-to-day and the etiquette with

videoconferencing and productive meetings and getting the most out of it would be a huge help for industry professionals.

>> David: Great, anybody else have a comment from the panelists before we go to some of the chatroom questions.

>> Seldric: This is different than anything we have ever seen before. So I was working around 2001, I was, you know, in, in career, in campus recruiting in 2008 during the financial crisis. This is, this is different than anything we have ever, a student, I think sometimes we can, if we're not careful there, we can have an us versus them mentality, especially around the university relations or career services and campus recruiting. And so I think what's important or what we try to do, and Kayla hit it, a lot of employers are trying to run a business, they're also trying to take care of their people. And I think, you know, some folks who have made it to go, to, to locate in different locations. Many of us have families. Folks in nursing homes. Other things. And so we want to make sure that we're thinking about all of that for our people, but also, I think the more we can partner with our career services friends and connect with students in a human way, I think the better. I know we hosted a conversation with about 71 students today why we're starting to have some initial conversations and getting them prepared for the 2021 recruitment cycle. So a lot of that work hasn't stopped. We went to provide educational opportunities, and reach out to diverse communities, and provide that touch and human connection. And we have worked with a number of colleges and universities, what is campus like now? When are students coming back? Do you know what it is going to be a like? Does that change our recruitment cycle in the fall? What advice do you have for us? So I think there are a lot of things on the table, we're all figuring it all out. But it is really important for me, at least, and managing my team, to make sure that we keep that human element to make sure that we all have loved ones that we want to care for. That helped us as a firm not lose sight of all of the things that students have to think through now and their future. Not just a black and white career trajectory, but how does their life today impact their life tomorrow. And how can we be part of that experience.

>> David: Great. Thank you, Seldric. There is a lot of chatter going on right now asking about the probability of microinternships. How viable are there? Are any of the panelists consider moving to that type of program? What are you hearing about microinternships from your peers in university relations space? Anyone that can speak to that within our panelists group?

>> Bruce, Dave it is Bruce, I will jump in. As folks understand and get creative, some folks are starting to condense their, their typical 10 to 12-week internship into smaller, you know, maybe one to two-week experiences that they are planning for later in the summer, when hopefully, you know, offices and are reopening and things like that. So I definitely think there are some companies I have been in touch with that are trying to figure out how they can still give an individual some sort of experience. An exposure to their company and folks down the line. This, this is in addition to any sort of, you know, virtual experience that they're also trying to provide. I also think that from a micro-- just from an internship perspective, right? The notion of internships, really, we like to get students practical work experience in projects. We look to give them opportunities for training and development. We look to give them, you know, opportunities to build their professional network. All at the same time, most likely, it being a pipeline to full-time employment. And if you'd ask questions, last year, what is your percentage of real project work, training and development, and networking? The crux of it was probably going to be this tangible project that you are working on and having to deliver. I think this year, we will probably see that flip a bit. Right? Companies might put a little bit more of an emphasis. On training and development. This almost becomes a credential or competency sort of based internship. Where they are really focused on the learning and development piece, and not so much on a person project. So the most I hear about the microinternships, the short bursts, they are taking a little bit more of a learning and development lens to them, so the student can walk away and build their resume in way that still showcases something, to you know, the employers they help to meet in the fall. So --

>> David: Great. Thank you.

>> Kayla: To add a little bit more to that. I, I do think, you know, for some companies they can really lift and shift their internship and make it virtual. I think about tech companies that, they're -- Teck Resources that are programming, they're not going to be as much challenge with that. I think where we will start to see some of these microinternships happening are in the roles you cannot lift and shift the work. That companies are having to get creative. And I've seen a couple of questions come through the chat about creativity in here, microinternships is one of them. And companies are looking for ways to make students feel whole if they do cancel. When you take a step back and look at what is a student trying to derive from an internship experience, is one, to get the pay, and maybe to make rent. That is factor number one. And two, they are hoping to learn something new, gain an experience, you know, learn about a company or an organization to get that opportunity for a pipeline into a full-time opportunity. So those are the things that by canceling an internship you're removing from the student. How can you fill those gaps? One, you can, you can create microinternships. Give them access to training. Creatively, we have talked about, you know, potentially if we were to cancel, when we were looking at different options, like a virtual event that we're already hosting for our current interns, have the external students join into some of that, and still learn about our culture and get some of that experience, even if they are not working on a specific project. I will take a step back to say in SAS Institute Inc. we are very unique? Of our internships, we are landscaping interns that help on the ground over the summer. We have a child camp, a camp for our employee's children, that the university recruiting team usually hires the camp counselors to be the counselors for the camp. And some of this work if it is not by lifted and shifting into a virtual environment. We will have to get creative. What will that experience look like? We have talked ideas around, stipend, should we supply a stipend to students. An employer this morning was giving 5 thousand dollars stipends to any internship. But I think employers owe it back to the student, to fill in the gaps. And that's really on us as employers to really work through that. Whether it be microinternships, stipends, job shadowing opportunities, events they can log into, free training. There are a lot of options out there. I have seen

a lot of creative ideas coming out of companies so far.

>> David: Great. Thank you, Kayla. I think you will see a lot of the creative strategies being marketed very heavily, once things start to return to normal. Speaking of marketing, a number of people have been asking, are there certain marketing strategies or branding activities that are rethought. Are there things on your perspective campuses you had to rethink other than the standard interviewing and going to career fairs and things like that.

>> Seldric: We are starting. We hire students from a variety of cities across the country. There is not an asset in wealth management major in any university that I have seen. So we have to do a lot of marketing. I look at marketing as education. Especially, I'm definitely have had a lot of work, or done a lot of work with a lot of diversity organizations. I'm a product of a diversity organization. And a lot of times there may be an exposure gap or least for me coming up through college and then landing an internship. So a lot of work that we have to do is just educating students on the opportunities that are available. So we definitely have had to pivot to try and figure out how do we that differently, if we're not on campus, do that into a virtual environment. Recently we were going to host hundreds of students at a particular event to do just that, that education piece. We cannot do the anymore, we have broken it up into a series and have conversations within individuals and then we also have to do that for different locations and help people understand. We have opportunities in Atlanta, and Baton Rouge, and San Diego, so on and so forth. So how do you get that message across and get people to understand there is an opportunity for you. And it doesn't matter what major you are majoring in. So we have to think through a lot of those things. And, you know, fortunately, technology isn't a place where tools are, are -- a lot easier to use, but it is an adjustment for a lot of people. And, I mean, we're managing through. But most definitely, we had to kind of rethink how do we get the word out? How do we get people interested? How do we partner with, with -- with colleges and university students, organizes on campus? Etc.

>> David: I will chime in. One thing that we did with Danaher Corporation that seemed to resonate

pretty well. We do coffee chats and tailgates add one events. But at NBA events we had happy hour. We had our senior leaders host a happy hour for everyone 21 and up. We had a very causal, this is what we do, this is how we go about coronavirus. This is what we look for program senses for our development program, our H.R. developments program, and kind of having that causal space. Just drinking a beer, its kind of helped them put that at ease, and had that sense of engagement, while not exactly on campus, it helped to encourage the students, we are thinking about you, doing something, we want you to learn more about us. That is one thing we have done.

>> David: One comment I will also make. Because it is coming up on the chat board quite a bit. I will speak to it really quickly from personal experience, there do seem to be a lot of schools that are putting together panels very similar to what we're doing here where they are bringing together a lot of their top employers to address similar types of questions from students. So I thought maybe we should point that out. Because it is coming up quite a bit on the chat. One thing I will ask of each of the panelists on here, one quick questions, a number of folks would like to know one video recording tool that each of your organizations are doing. A quick poll, Bruce?

>> Bruce: Yeah. So we're using a combination of Skype and Zoom. If all else fails, you know, Facetime as well. So just trying to give the student the best and most stable platform, really, on their end to make sure that they have the best experience to, to put their, you know, interview foot forward.

>> Javon: We use Microsoft Team, that's our general interviewing. But contingencies, yeah, Skype or Facetiming.

>> Kayla: So prior to the COVID-19 changes, we were already a customer of HireVue video. They have two components of what you can do. You can do on demand interviewing, that students don't love, but it allows us to get a lot of great insight into the student, much more than a resume and learning about who they are and their background. We have the video recorded through HireVue, there is a live component as well. Similar to what we're doing right now. Unfortunately, HireVue has limitations how many people can be on at a time. We had to implement quickly video interviewing across the globe for

every position. We did create a global standard process using Microsoft Teams as well. So for university recruiting it is HireVue, but for all other positions it is MS teams.

>> Seldric: We use HireVue and BlueJeans as a platform, in addition, we are using Zoom as a platform. And then whatever method is necessary. If we need to do Facetime or pick up the phone with a traditional phone call without video, we will make it work, those are some of the platforms we are using.

>> David: Great, thank you, everybody. There are a number of folks just asking for general advice, knowing how discouraged students are right now with what is going on with the pandemic, and particularly those students that had offered withdrawn in the last few weeks, what advice does each panelist have for the population.

>> Kayla: I saw an amazing post on linked in this morning. Every time I'm scrolling through LinkedIn there is a post from an employer or student talking about internships being rescinded. And I'll see, if I can find the, the post Erin, maybe I will send it to you to include in the follow-up notes. There is a gentleman who wrote a post about severing the 2009 crisis and his internship got crises in the 2009 financial crisis. He is now a C.E.O. of a startup, he has opened it up. If any student internship was canceled. They created an email address, and tell us what you want to do this summer. We will review it and see if we can make it happen. There are a lot of companies and people that want to help and that are helping right now out there in the market. And the amount of help is wanting to help is just incredibly encouraging. So it's really about uncovering some of those items. Uncovering some of those opportunities for your students. That was just something I landed on through a LinkedIn post. And that is a great thing to send out to students. This Friday our team is going to be writing a blog post on what to do if your internship is canceled for interns that we plan to send out to our career services partners for you to all use as well as a nice guide and resource. There is so much out there from other university recruiting teams and companies that are passionate about this. There are things out there that you can be sharing with your students. It just might take a little bit of searching and landing on

some of it. Anything that I know of or this blog, again, I'm happy to share it with Erin to share it out, or post the in the NACE community if you are active in there as well.

>> Javon: What happened to students with a withdrawn offer. Apply to Danaher Corporation, shameless plug. But a student had their internship withdrawn. And posted on LinkedIn how disappointed they were. And they don't really have a plan. And saw at least 30 companies reach out. You look like you would be a great fit for our, our position, internship, so -- you know, please take a look at us, we would love to connect. So something like that. It was very causal. Hey. I'm disappointed this happened to me, I'm still looking for an internship please help. They got a ton of responses. That was a big win for them getting that exposure. So something to keep in mind.

>> David: Great, thank you. Seldric, any additional advice there or Bruce?

>> Seldric: I would just say, you know, I think the biggest thing in this can go across many different questions, the more we can do to keep ourselves, each other, our students, our colleagues encouraged, I think the better. You know, I think, that might be hard to think through our hard to say, but I do think, you know, I had, I got an email exchange to a candidate, or from a candidate today who just wanted to touch base. So he said, hey, I just wanted to touch base with you. Want to let you know what I'm up to this -- summer. I got an email the other day, he was not going to go with us, he had another offer. So companies are still hiring. A lot of activity still happening in the marketplace. And so while they're maybe a lot of things that companies are responding to, there are still is a lot of activity. I know the recruiters on my team are busy. And we're, we're figuring things out. But I would just -- you know, the more we can do to keep people encouraged, I think we're going to see a lot more flexibility every day there's going to be a new development. There's going to be a new opportunity that didn't exist the day before. So you know, we just got to pay attention and, and, and, and be open. And, but understand that, there's still a lot of things that are happening and remain positive.

>> Kayla: Reach quick, I saw the questions coming through. The gentleman is the cofounder at level edge. LeverEdge, who requested and canceled interns to send him an email. He has a post on his

LinkedIn. Christopher -- ABKARINS. He will get a lot of requests, I think, after this. [ Laughter ]

>> David: That is awesome. I think we have time for maybe one more question before we toss it back to Shawn and the NACE staff to close. There is a lot of questions asking abilities what is it that companies are doing to prep their managers for the challenges of actually managing interns in a virtual environment? And if there is advice to the students in terms of how to work in that type of environment? Anybody?

>> Bruce: Yeah, I will start. It is Bruce, yeah, with The Travelers Companies. I would say, before we, you know, interns are our employees in that sense. Right? We have put together a host of documents right now for employees and managers for our current staff. So we are actually leveraging those, these relationships not just interns impacted by current work. But our staff as well. A lot of companies are depending on those guides and internal resources for their current staff and current managers to use. So we're using that as sort of our template. And, and foundational building blocks. We're going to build it out a little bit more with some information that might be pursuant to the first time someone has been in a corporate environment. But we're not necessarily going to recreate the wheel, information that we're dispersing to our employees and current managers of those employees would be applicable to the intern audience as well.

>> Kayla: I was on a call yesterday, time slipped away from me, too, Bruce, yesterday on the day before, but Cisco was on the call. They made the really great recommendation of reaching out to the web technology platform you use within your organization and see if they have resources that you can plug-and-play way on, it will not be managing an intern is, but best practices of using the technology, to not recreate the wheel. The companies are seeing a spike in use of their platform, and they want to be successful. They have a lot of best practices documents to pull from, too, I thought that was great advice from Cisco.

>> Javon: The same for Danaher Corporation. We have all of our information, like you have an intern coming in. You know, direct them to the SharePoint site. What you need to do for the particular action

items so you don't have to take action on. They have all of this stuff with COVID-19. And now the new intern to onboard, from the UR perspective, if we can take as much of a lift from them as possible, and put them at ease. So that's something that we have been doing, that is really helpful for the managers. Similar for the incoming interns and in coming full-time associates. Similar in vein, as I mentioned the group me, share our documents related to all of the program experience they can expect. The plan they have in place for potential virtual transitions. So just keep them aware.

>> Seldric: We are also partnering very heavily with folks that are active in super engaged within our business resource groups or there may be called employee resource groups. But, for instance, our black leadership forum, our Asian forum, women's forum, person with disabilities forum. So on and so forth, so that intern and managers have resources and it is not a one person's job to be successful throughout this whole process. We want to make sure that people get a very comprehensive, and also get a very supportive experience throughout, throughout, throughout this experience.

>> David: Any other comments from any of our panelists before we toss it back to our fearless leader, Shawn VanDerziel? Going, going. Back to you, Shawn. Thank you.

>> Shawn: Wow. Awesome, thanks, everybody. What a great panel today. We really appreciate your insight. And everyone's participation in the chat and Q & A. I realize that we were not able to get to everything. There were so many great questions and comments coming through. I'm sure the panelists would be able to happy to answer them if you want to go directly to them through LinkedIn and other sources. So I also want to encourage you, we want you to continue this dialogue, we have a number of ways to do that. Our virtual round tables are taking place, if you go to the [www.naceweb.org](http://www.naceweb.org), website, you can sign up for the virtual sessions and continue dialogue with your colleagues. They are filling up quickly. If they do completely fill up, we will schedule more. We also for four other town hall meetings coming up on specific topics. The next one is on engaging students virtually. That might be a great session to do the follow-up. We also have a session on data collection, specifically the first destinations that is the next one, is I hope you join us for that, that's

another hot topic. The last point I would like to make is the quick poll. We had amazing response to our next quick poll already. We already have 15% of our membership responding to those just after a day launch. So we're going to post those results as they come in. So we will have those up on our website tomorrow morning. You'll be able to view those right on the NACE website. And I encourage you to go to the NACE community to continue dialogue virtually. Hosted there are many resources that our members are posting, particularly around platforms that they're using. Guides that they're using. Presentations that they making. We are posting those resources on both the NACE community and through the NACE web website. So please check out those resources. And we look forward to seeing you at our next program. Be safe, be well, everybody, and thank you to our panelists today. You did an awesome job! Have a great one.

>> Thanks, everyone.

>> Take care.

>> Bye.

>> Be safe. [ Event concluded ]