

Sourcing and Recruitment Strategy that Removes Unconscious Bias and Increases Youth Inclusion

Your first step is to find and hire the right people for your internship program. Finding talent and attracting them can be a major marketing effort if you do not approach your sourcing and recruitment the right way.

As you are building your plan, consider the following:

- Define your EVPs – your employee value proposition and experience value proposition – to share what is unique about your internship with the candidates.
- Go to your target audience, rather than expecting them to come to you. Social media can be a great channel for those highly connected and on the go. You may also partner with post-secondary schools, youth organizations or charities.
- Identify and eliminate barriers to your candidate selection process. Do you really require prior experience? A resume? A behavioral interview? Maybe, but maybe not. Make changes to focus on must-have skills and behaviours for success.
- Allow for interactions to answer questions and humanize the recruitment process. Young people entering the world of work want to hear more about the experience you offer; and especially want to hear from other young people who have worked with you.
- Many young people don't have much experience. By focusing on potential and attitude, you'll expand your talent pool and offer experience to those that need it the most.
- Centralizing your hiring can ensure greater consistency and accelerate the change needed to mitigate barriers in the process. Be sure to include people managers as key stakeholders, gathering their feedback on critical skills and behaviours.

BRING YOUR INTERNSHIP TO LIFE!

Breaking the Cycle

One of the fundamental barriers in the 'no experience – no job' cycle is the desire to hire for experience.

Look past an individual's experience and ask:

- Does the individual have a growth mindset?
- Do they have strong soft skills like communication, collaboration and comfort with ambiguity?
- What is their potential?

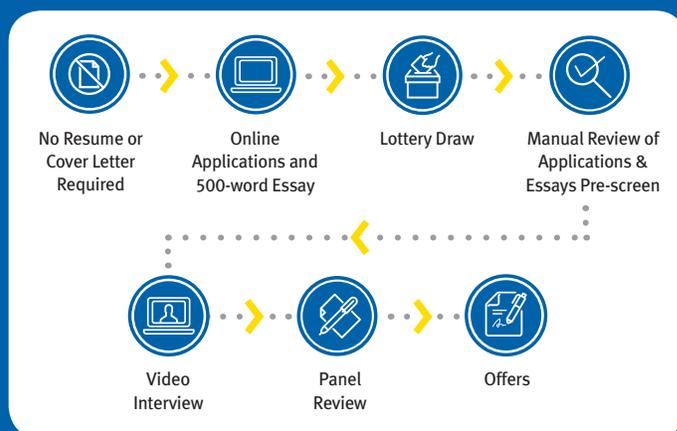
Individuals with strong soft skills who are committed to continuous improvement, innovation, problem-solving, active listening have the potential to be great contributors and accelerate to productivity faster than you expect.

WHAT WE DID

RBC Career Launch Sourcing and Recruitment Steps

Career Launch receives applications from approximately 1,500 young people annually. Applicants are asked to complete an application focused on learning from different experiences, such as volunteering. They also submit a written essay on challenges faced by young people entering the workplace. A lottery system whittles down the number of applications; after they're assessed, many are invited to complete recorded video interviews, which are reviewed by multiple recruiters. The final stage is the panel interview.

Career Launch panel interviews are different from traditional interviews; panel members observe as candidates engage in group activities designed to showcase communication, team work and comfort with ambiguity. This process allows assessment of candidates' most desired behaviours.



Excerpt from the [RBC Launching Careers Playbook – A Guide to Creating Internships](#). To download the full guide, please visit the [I Create Internship](#) module on www.rbc.com/launchingcareers.