

# Putting “Talent” back into “Talent Acquisition”:

a relationship-based approach to emerging talent recruiting

# UR Leaders Summit

December 7-8, 2023 | San Diego

## Speakers



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Recruiting & Programs  
BILL

# UR Leaders Summit

December 7-8, 2023 | San Diego

## Agenda



**The value of high-touch recruiting for emerging talent**



**Case Study: A closer look at the Internship Connection Program (ICP)**



**Maximizing ROI for high-touch recruiting programs**

# About CodePath

We started in 2013 as a technical training company that upskilled senior engineers and onboarded new engineers for Silicon Valley's top tech companies. In 2017, we became **CodePath.org**, with a mission to create the most diverse generation of engineers, CTOs, and founders.



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20,000+

CS students taught to date

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9,200+

CS students admitted to our courses in 2023

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4,500+

Black, Latinx and Indigenous CS students taught in 2023

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500+

US colleges & universities with students who took a CodePath course

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115+

US colleges & universities with an active CodePath student leadership community

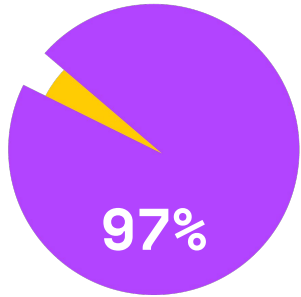
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65+

Corporate partners supporting, training, and hiring CodePath students

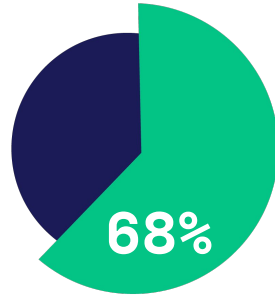
# Technology has transformed recruiting for the better

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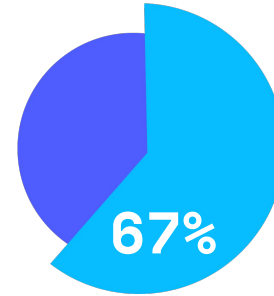
of HR leaders planning to increase their investment in recruiting technology.

(UKG)



of recruiters indicate hopeful and/or optimism towards AI in recruiting.

(LinkedIn)

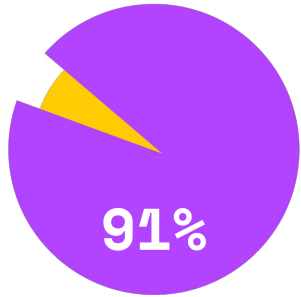


of businesses have successfully interviewed, hired and onboarded completely virtually.

(Cielo)

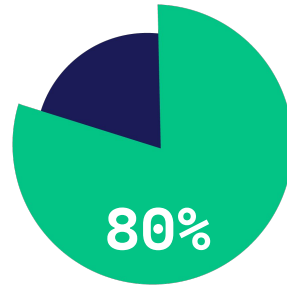
# Yet candidates still value the “human” touch

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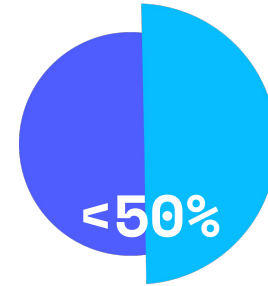
of employers used direct, on-campus channels to recruit the Class of '22.

(NACE)



of students are more likely to decline or renegotiate an offer if they didn't feel a genuine connection.

(NACE & SRG)



of students said they felt employers “made it seem they were interested in me,” dropping ~40% from 2016.

(NACE & SRG)

# The value of high-touch recruiting for emerging talent



## Gen Z candidates prefer personal, direct outreach to mass communication

- Students ranked mass communication such as social media posts and job board emails as the least valuable compared to personal, direct outreach.
- Students consistently rank personal connections (alumni, family etc.) and non-TA employees as more trustworthy recruiting sources than talent teams and career fairs.



## Prioritize connecting with talent from underrepresented groups

- Research shows organizations are, surprisingly, less likely to pursue minority and female candidates through open application, fearing that they would be too hard to hire.

LIVE POLL

Does your company engage  
in high-touch, emerging  
talent recruiting programs  
**in addition to internships?**

Join at [slido.com](https://slido.com): **#4147261**







# The Challenge



BILL's competes with the biggest names in the industry for top technical talent, yet often finds itself in second place as a smaller, B2B brand.

How can BILL increase the number of **qualified, diverse tech talent** in its recruiting pipelines AND assert its competitiveness as an employer among Gen Z students?

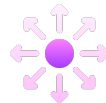
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**Brand Awareness:** candidates are unfamiliar with the brand and do not interact with their products day-to-day. It's challenging to address this issue without the budgets and resources of larger organizations.



**Candidate Conversion:** conversion rate for internships is less than ideal as qualified candidates drop-off last minute for more lucrative opportunities.

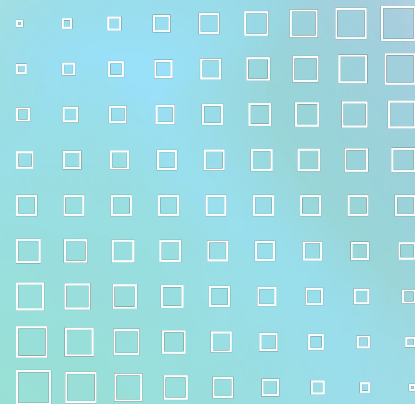


**Candidate Diversity:** the aforementioned issues are more pronounced with candidates from underrepresented backgrounds. Many candidates from this group are also less prepared than their peers to pass through the interview and assessment process.



## Relationship-based recruiting

A closer look at the Internship Connection Program (ICP)



LIVE POLL

What is **the biggest constraint** for your team to engage in high-touch emerging talent recruiting programs?

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# Emerging Talent Challenges



Graduating seniors with paid internship offers receive **2X job offers** than those who don't.

However, **Black and Latino/a** students are **the least likely** to have a paid internship before graduation.

Underrepresented students experience additional challenges due to **lack of guidance, experience and connections.**

# Employer Challenges



**80% of companies** with an internship program use it to recruit full-time talent.

Yet **female, Black, Latino/a, and first-generation students are noticeably underrepresented** in paid internship programs regardless of industries.

Lack of diversity in the internship pipeline can have long-term implications, as internal interns are **32% more likely to be retained** than new hires who lack internship experience at the one and five year marks.

# CodePath's Solution

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A 10-week intensive preparing **Black, Latino/a, and Indigenous (BLI)** rising juniors for their **first technical internship** through weekly professional development workshops, coaching, professional skills assignments and mentorship.

## Core skills developed:



Strengthening application materials



Building a Dynamic LinkedIn profile



Behavioral interviewing



Technical interviewing



Managing impostor syndrome



Salary and negotiation skills

# Program Highlights



## TARGETED INSTRUCTION

Combination of **career-readiness training led by employers** and technical upskilling led by CodePath.



## HIGH-TOUCH EXPERIENCE

Employers spend **up to 1 hr/week** across 10 weeks to create a cohesive, high-touch experience with minimal time commitment.



## FOCUSED ENGAGEMENT

**Limited # of employers participate** to maximize 1:1 connection time.

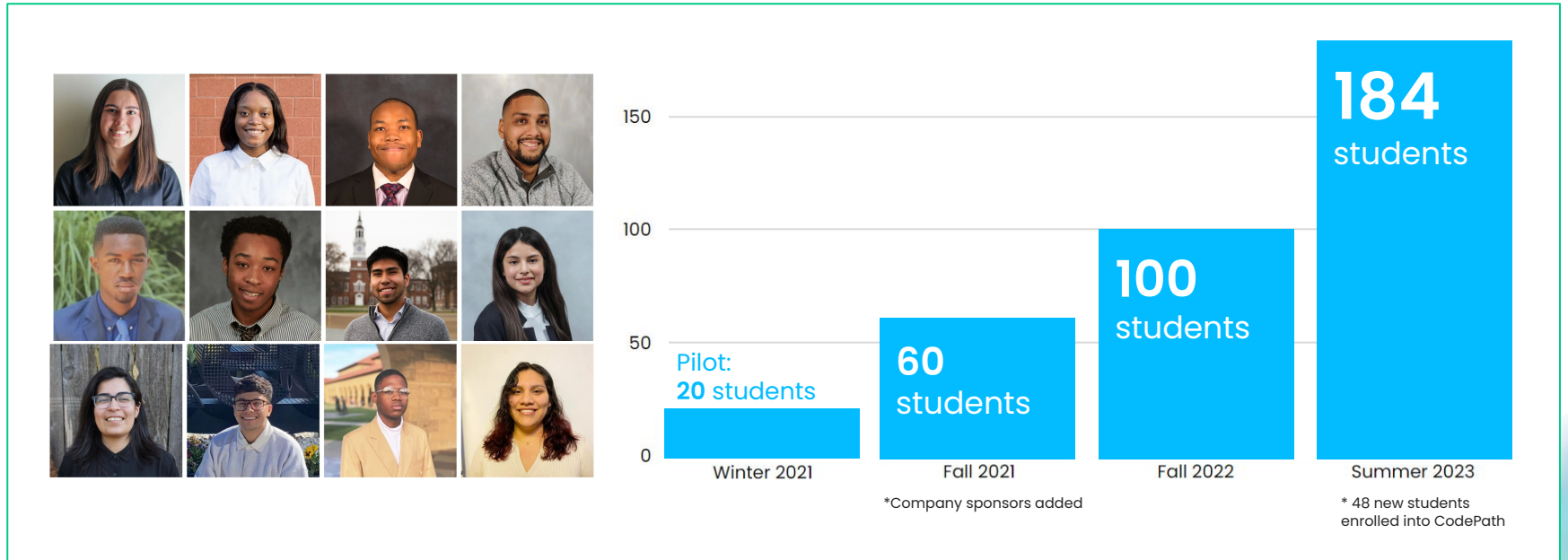


## LOWERED RISKS

Employers have no obligation to hire, but get **priority to interview** participating students.

# Growth in Student Demand

Since launching in 2021, ICP has seen exponential growth, and an **820% increase** in student participation.







# The Solution



BILL saw an opportunity to target **high-potential technical talent from underrepresented backgrounds** through the ICP program without significant staff time and budget investments.



**Providing value to candidates:** In addition to introducing its brand, products and culture, BILL hosted virtual workshops on technical interviewing to build essential skills for the recruiting process.




**Quality, high-touch engagements:** For less than an hour per week, BILL's emerging talent team members met consistently with students to answer recruiting questions and build relationships.



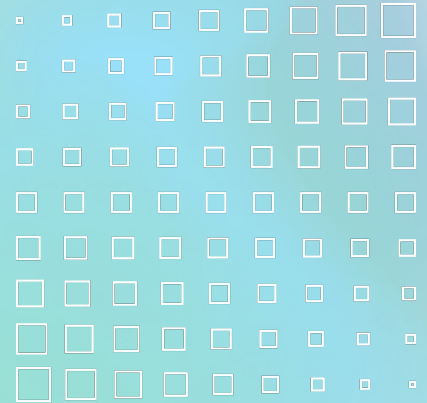
**Peer-to-peer relationship building:** BILL brought its own new-grad engineers to coach participating emerging engineers, building trust and authenticity with potential candidates AND leadership skills for its own early-career hires.





# Maximizing ROI

for high-touch  
recruiting programs



LIVE POLL

What is your team's  
**north star metric** for  
recruiting early talent?

Join at [slido.com](https://slido.com/join/4147261): **#4147261**



# Employer outcomes and feedback

- 2023 participating employers report an average of **15 1:1 student meetings**
- Students report a **70% increase in knowledge of company partners**

100

Initial NPS score reported  
by employers\*

100%

Of employers are planning  
to make an offer or are  
currently interviewing at  
least one ICP student\*

100%

Of employers want to return  
as program sponsors in the  
following year\*

\* Based on employers who completed feedback survey

# Employer partners to date

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alteryx

Bentley

bill

Bloomberg

DocuSign®

 haven technologies™

LinkedIn

 Mutual of Omaha

NUTANIX

 paloalto®  
NETWORKS

Robinhood 

 Verisk

 workday®



# The Results



BILL has **participated in every single ICP cohort** as an employer partner since program launch, continuously expanding, diversifying and improving the quality of their early talent pipeline.

- ✓ ICP participants are **19% more likely to pass** initial assessments in BILL's interview process than interns from other sourcing groups.
- ✓ 5 participants have been hired as interns at BILL, and **2 ICP '21 participants now work as full-time employees**,
- ✓ **83%** of intern and full-time hires from CodePath come from underrepresented demographics, compared to **33% from other recruiting channels**.
- ✓ Talent team reports **increased interest from student candidates** for BILL's openings, as well as increased familiarity with BILL's products and services.



# Taking things further

Capitalizing on its ICP investments, BILL has take things a step further to **maximize ROI and contribute to long-term business success.**

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- ↑ FT hires and interns from ICP now **serve as BILL ambassadors**, speaking to underrepresented students at different events and programs.
- ↑ Involvement from **ERGs and engineering teams** to generate awareness and support for emerging talent recruiting in a time-efficient manner.
- ↑ **Different recs are set up for ICP students and alumni** to track long-term outcomes and success beyond emerging talent recruiting.

# Conclusion



Relationship-based, high-touch early talent programs have **a critical role to play in a digital-first, AI-led world**, especially with underrepresented populations.



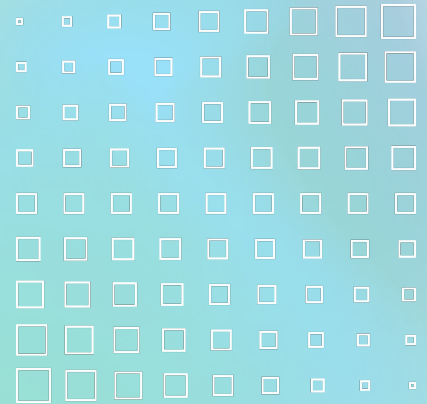
Well-designed, high-touch early talent programs can generate impressive results **without significant staff time and financial investments.**



Think creatively about maximizing the impact of your high-touch recruiting programs through **cross-functional collaboration and opportunities for long-term talent success.**



# OPEN Q&A





Learn more at  
[codepath.org/employers/internship-connection](https://codepath.org/employers/internship-connection)

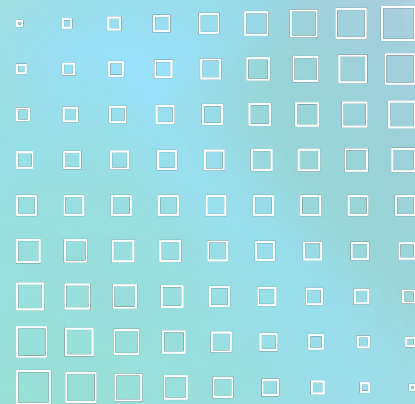


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**CODEPATH\*ORG**



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THANKS

The word "THANKS" is rendered in a bold, sans-serif font with thick white outlines. Each letter is filled with a different color: 'T' is red, 'H' is yellow, 'A' is grey, 'N' is red, 'K' is yellow, and 'S' is red. The letters are set against a solid dark blue background.

#URRx