



Win-winternship course

Module 3. Success factors to effective recruitment

VIP@work

vocational internship placements

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INTRODUCTION



By now you know why you should hire an intern. You also have an idea about the design of your internship programme and how you are going to resource this programme. But how do you recruit the best interns?

This module will take you through the several stages of the recruitment process. It starts with finding the students who are looking for an internship and guides you through the evaluation of the application. The next step is conducting interviews with the most promising applicants and finally the selection process of YOUR intern.

LEARNING OBJECTIVES

- Understand why it's important to put effort in marketing of your internship
- Know different ways to market your internship
- Be able to choose the relevant marketing tool for promoting your internship
- Be able to properly review the motivational letters and resumes
- Be able to conduct interviews effectively
- Be able to select the final candidate for the vacancy

MARKET YOUR INTERNSHIP

Large companies often don't have problems finding suitable students for filling an internship vacancy. At these companies, serious time is invested in the search for suitable interns. They are convinced of the advantages of internships and they are willing to invest time and money in visibility for these target groups. For example, they maintain close contact with educational institutes, sponsor events, have time and money to use social media channels and even can have employees who are primary involved in internship policy.

SMEs are in that perspective simply quite 'invisible' for students who are looking for a fun and interesting internship. They don't have the resources to invest heavily in being visible as intern employer. So, how do you, as an SME, get in the light of the students?

MARKET YOUR INTERNSHIP

You can think of multiple ways of reaching students who are looking for an internship.

- **Websites for side job and internship vacancies**
- **Student employment agencies**
- **Educational institutes**
- **Use your own network**

WEBSITES FOR SIDE JOB AND INTERNSHIP VACANCIES

Nowadays almost everyone is active online. For example, 81 percent of the Dutch own a smartphone. Even 95% of the youngsters possess a smartphone. So where better to find the potential interns than online.

There are a lot websites giving the possibility to post your vacancy. Students are looking for internships on these websites and can reply via that website. The costs differ per website: sometimes you pay a fixed amount whether you find a suitable intern or not and some offer 'no cure, no pay'. In the next slides you will find some websites you can use to market your vacancy.

Note: this might not be the 'cheapest' way of finding interns.

WEBSITES FOR SIDE JOB AND INTERNSHIP VACANCIES



Studentjob is an international jobboard to find internships Europe-wide. They have websites in multiple countries.

They have in total almost 6 million signups, amongst which 20.000 have registered in the last 31 days. (information of 29th of November 2018, for up-to-date international online network, check out the [website](#))

€ - fixed fee (ranging from €99 – 198 for 30 days) or no cure no pay (pay €15 per CV)

STUDENTJOB.NL



STUDENTJOB.AT



STUDENTJOB.BE



STUDENTJOB.CO.UK



STUDENTJOB.DE



STUDENTJOB.ES



STUDENTJOB.FR



STUDENTJOB.SE

WEBSITES FOR SIDE JOB AND INTERNSHIP VACANCIES

The logo for Stagemarkt.nl, featuring the text "STAGEMARKT.nl" in white on a black rectangular background. The ".nl" is in a smaller font size and includes a small globe icon.

Stagemarkt.nl is a platform, offered by SBB (Stichting Beroepsonderwijs en Bedrijfsleven) where employers can offer their intern or apprenticeship positions. SBB is the official body in the Netherlands which advises, accredits and coaches work placement companies. They also develop and maintain the qualification structure and provide research and information on the labour market, work placement and efficiency of VET-programmes.

At this point you can find on this website almost 230,000 internplaces and almost 146,000 apprenticeship vacancies in the Netherlands.

€ - free

WEBSITES FOR SIDE JOB AND INTERNSHIP VACANCIES



Stageplaza.nl claims to be the largest database with almost 400.000 profiles of interns in the Netherlands. The interns are coming from all kind of education. Stageplaza.nl offers personal support with the recruitment of an intern too.

€ - fixed fee



Appli is an internship app which works quite similar as Tinder. As student you find employers, you swipe them to the right if you like them and if you're a match you can chat with the employer about your assignment and see if you're really a match.

€ - 50 Euros excluding VAT to post a search

WEBSITES FOR SIDE JOB AND INTERNSHIP VACANCIES

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STAGEMARKT.nl

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WEBSITES FOR SIDE JOB AND INTERNSHIP VACANCIES

If you're interested in an international intern, there are also websites where you can post vacancies for internationals. An example is globalplacement.com, with contacts all over the world.



- globalplacement.com has great contacts all over the world and a very effective network. If you're interested in an international intern, you can post your vacancy on this website.
- € - no cure no pay or fixed fee (€149 for 3 months visibility)

STUDENT EMPLOYMENT AGENCIES



Besides online marketing of your vacancy, you can also visit the local employment agency to see if they have a network in the internship area. Not all employment agencies offer this possibility, but others do. You can just look on the internet to see if there are any employment agencies in the area offering the possibility to post internship vacancies.

You can ask the employment agency to find a suitable intern and you will hire the recommended intern. Whether (s)he is perfect for the job, will turn out later. Costs are relatively high, because of the mediation costs of the employment agency.

EDUCATIONAL INSTITUTES

Often educational institutes arrange the internships themselves too. If that's the case, you can send your vacancy to the school. Especially when you would like to have a 'permanent' intern, schools are often open for collaboration.

For example, in the North of the Netherlands the VET school Friesland College has three collaboration types with organisations:

- 1) Companies and organisations merely function as intern employer
- 2) Companies and organisations function as intern employer and have agreements with the VET school about retraining and in-service training
- 3) A official collaboration agreement. The companies have the same vision as the VET school and work closely together to integrate company training and VET.

Contact the local VET institute to inform about the possibilities in your region.

USE YOUR OWN NETWORK

One other option to market your vacancy is to exploit your own network. Often you see that the chance of finding the right match is higher by people who are found by warm contacts, instead of just cold contacts with no connection to you or your company. By hiring somebody from your network, it's likely that you already have an idea about their qualities.

- Post your vacancy on your own website and/or social media
- Ask (former) interns if they know anyone interested
- Ask colleagues in the industry if they know anyone interested

Of course, this is the cheapest option. The disadvantage is that you're quite dependent on luck, you never know whether there's somebody in your network looking for an internship like yours.

EVALUATING APPLICATIONS



Research has shown that waffled recruiters only need 6 seconds to judge a resume for a fit/no fit.

When you're a little less experienced with evaluating resumes, it's good to have a starting point. So here some tips and tricks!

TIPS FOR REVIEWING APPLICATIONS

Wait until closing date – Try to resist temptation to read detailed applications before the closing date of the vacancy. The perfect candidate for your intern vacancy can also apply just before the closing date. You don't want to focus on one person who just happened to be the first sending the application.

Gather all applications in one folder – to prevent losing applications. It can be interesting to include earlier applications for another internship in the evaluation round as well, just as open applications.

Evaluate the applications with multiple people – involving multiple people allows you to make a more clear choice. If you work together, make clear agreements about the criteria to assess.

TIPS FOR REVIEWING APPLICATIONS

Study the resumes closely – Can you draw any conclusions from his/her employment history? Be aware that a potential intern probably doesn't have much work experience yet. A conclusion could for example be that somebody is a hard worker, when he/she always had side jobs after school. Be aware that applicants may polish their CV a little. If you don't trust the information, you can screen the applicant, for example by tracing a reference.

Rank the outcomes - Divide all applicants in several categories.

- **Rejections.** You need to send them a notification that you did not select them. For them it would be very useful to include an explanation why.
- **Doubt.** You're not sure yet, need a second round.
- **Suitable candidates.** These people you will definitely invite for an interview. If this category is becoming too fat, you need to be more critical.
- **Keep it.** These candidates are not suitable for this vacancy, but might be for another one in the future.

INTERVIEWS

A job interview with an intern is not very different from a job interview for a regular job. During the interview you try to assess the character, assess the capabilities and whether the intern would fit within your organization. In general, you will recognize good talent by flexibility and high motivation to bring the internship to a good end. Furthermore, it's very important to try to find out the expectations of the intern of the internship and whether this corresponds with your own expectations. If your expectations are in line, you might have found the perfect intern!

TIPS FOR JOB INTERVIEWS

Be prepared

You expect that the interviewees have prepared the job interview, but make sure that you're prepared yourselves too. Without a solid preparation, you may hire the one you liked the most, but that might not be the perfect match for your company.

Prepare **a list of requirements and capabilities** –make a distinction between soft and hard skills. Make sure that this list is measurable: this helps you in assessing the suitability of the applicant.

TIPS FOR JOB INTERVIEWS

Set candidates at ease

Since you're interviewing potential interns, it is very likely that you have somebody in your room with limited experience in doing interviews. Also more in general, people are quite nervous for job interviews.

To set them at ease, you can first start with some small talk and not start with the difficult questions. Introduce everybody present at the interview and explain why they are present.

TIPS FOR JOB INTERVIEWS

Treat candidates as clients

Just as clients, if candidates have a very bad experience at your company, they will not hold back to share their experiences. Treat everybody with respect: be on time, know who is sitting in front of you and dress appropriate.

Ask for practical examples

Answers to questions based on practical situations are the most valuable. To know how people would react in a certain situation, and 'proof' their statements.

TIPS FOR JOB INTERVIEWS

Tell about your organisation and the work atmosphere

For interns the atmosphere in a company is very important. Tell them about career opportunities too. Having an intern is the perfect way to check whether he/she would be a suitable employee.

Listen more than you talk

The more you let the interviewee talk, the better you can determine his/her qualities (and communicative skills!)

Pay attention to the questions the applicant is asking you. When the applicant is asking for information which he/she could have found on your website, you can conclude that the preparation was not that thoroughly.

TIPS FOR JOB INTERVIEWS

Make notes

You don't have to write everything down, but it can be useful for the selection process to write down the most important points. Especially when you need to decide with multiple people, it's good to have such notes.

Don't just judge on first impression

It's in our nature that we tend to quickly judge a situation or a person. Very often, that first impression is quite accurate, but also very often we are mistaken. Especially when it comes to assessing whether someone suits the team. Especially since the potential intern is probably nervous, he/she might not be their complete selves. Use the interview to find out their qualities, that's the purpose of a interview.

SELECTION PROCESS

If you take into account the earlier steps explained in this step, you now have the information you need to make a well-informed decision.

- Print out the resumes and motivational letters from the applicants
- Gather your notes and of your colleagues
- Discuss all notes and make a selection:
 - Yes
 - No
 - Doubt

SELECTION PROCESS

- All people should agree on the person to hire, so everybody has a veto (make sure that you only include the relevant people)
- If opinions differ, put all pros and cons on a list and come up with a sensible 'best option'
- If you're in doubt whether the candidate is suitable, you can **contact the intern coordinator at school**.
- **Give everybody a chance** – applying successfully is something you need to learn. A young intern probably doesn't have that much experience.

SELECTION PROCESS

- Once you have selected the most suitable candidate, you can inform him/her. A personal call is the most appropriate for this.
- Please make sure that at the same time you inform the other interviewees too, that you have chosen for somebody else. Don't forget to explain why you didn't choose him/her and (if possible) give some advice on what he/she can improve to increase his/her chance of getting another internship. Take this really seriously, since these are very important lessons for the candidates.

REMEMBER

Internships are required by school, but doing this internship at YOUR company, is their own choice!

RECAP

- It's important to make your internship visible at the target group
- You can market your internship via e.g.:
 - websites for side jobs and internships
 - student employment agencies
 - educational institutes
 - own network
- You have learned tips and tricks for the evaluation and selection of applications

VIP@work

You have now finished
module 3!



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