



Public Service Commission
of Canada

Commission de la fonction publique
du Canada

Canada

Modernizing Student Recruitment

Presentation to: *Chief Information Officer Council - Digital Talent Sub Committee (CIOC-DT) / Conseil des dirigeants principaux de l'information - Sous-comité des talents Numériques (CDPI-TN)*



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Overview

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Student Recruitment Diagnostic Recap



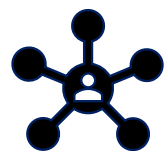
- While student recruitment continues to be **an important and much appreciated means to recruit talent and renew the public service (PS)**, there is broad recognition that it has **fallen behind modern practices, approaches, and tools**.



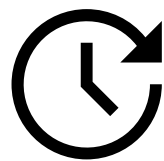
- **Departments and agencies have a strong desire for change.**



- Current programs not meeting certain needs, resulting in **increasing risk of non-compliance and work-arounds**; in addition, programs not meeting student expectations, **increasing risk of not being able to attract in-demand talent**.



- **Marketplace continues to be more competitive** (87% of Canadian employers believe campus recruiting will be even more competitive in the future - 2023 Campus Recruitment Outlook Report) **due to aging workforce** (1 in 5 are 55+), etc.



- As we modernize, there will be an **opportunity for the PSC to take a larger leadership role in public service recruitment** by providing more centralized support in areas like branding, promotion, and providing focused support to departments seeking in-demand talent, etc.

Consultations

To ensure recommendations are informed by quantitative and qualitative data and continual user feedback

Students	Hiring Managers	PS Executives	Academic Representatives	Audits, Evaluations, Surveys	Other
<ul style="list-style-type: none">• Ongoing Student Working Group with 25+ students.• Ongoing collaboration with GCStudents Network.• Ad-Hoc consultations with 50+ PS students.	<ul style="list-style-type: none">• Ongoing Hiring Manager Working Group with 20+ HM.• Ad-hoc consultations with 100+ HM.	<ul style="list-style-type: none">• Concept Partners – DG-level• Tiger Team – Director-level.• Over 65 consultations with Executives and Senior Executives.	<ul style="list-style-type: none">• Ongoing collaboration with CEWIL representatives.• Ad-hoc consultations with CO-OP coordinators.	<ul style="list-style-type: none">• 30+ previous audits, evaluations that all include their own thorough consultations (incl. recent IPSOS report).	<ul style="list-style-type: none">• Consultation with 10+ PS HR Innovators.• Consultations with Provincial/Territorial Public Services.• Ad-Hoc consultations with 25+ change leaders.• Consultations with Australia and UK Civil Service, with additional research on jurisdictional best practices.

Working groups are representative of all regions, language profiles, departments/agencies, EE groups.

Future State of Student Recruitment

Vision

An inviting and intuitive recruitment experience for **students and hiring managers** that is inclusive, fair, and user-centric.



Mission

Create, iterate, and implement **an equitable and inclusive student recruitment experience** that is agile enough to **adapt to the changing needs of students and hiring managers**.



Strategic Objectives

- ✓ A public service student recruitment process that is seen as a **model for DEI**.
- ✓ **Student recruitment leveraged as key source of renewal for the Public Service.**
- ✓ **Manager's needs are met.**
- ✓ Students find meaningful work that **enriches their academic programs, develops their skills and enhances employability.**
- ✓ PSC more strategic through understanding of shifting PS needs and marketplace trends.



Area of Focus 1: Improving the User Experience for Students and Hiring Managers

Only 29% of students strongly agree that it's easy to get information about student employment program/process – SES 2022.

Only 1 in 3 hiring managers were satisfied with the information provided by the PSC about their programs and inventories – IPSOS 2022.

Ultimate Vision:

- One-stop shop online portal that includes the following functionalities (see annex for more):
- Students submit one profile to be considered for all eligible opportunities;
- Community-based online forum for students and employers to connect;
- Inventory control measures are built in, to ensure students are eligible and available;
- Self-serve, customized inventory access for hiring managers that allow for precise search & filter capability so they can access & review students that match their hiring needs. (i.e., by EE, location, student availability, field of study, etc.).

Area of Focus 2: Redesigning program

*60% of responding departments and agencies indicated that they want more flexibility when recruiting first-time FSWEF students –
2021 Horizontal Audit of Student Hiring under the FSWEF.*

Ultimate Vision:

- Increased student hiring options for managers, to better meet their needs, especially in priority areas.
- Increased flexibility for the PSC to respond more quickly to changing needs/priorities.
 - Ongoing dialogue with OCHRO as they explore how to ensure student programs are more flexible and agile in meeting the changing needs of hiring managers and students.
- Incorporating more Work Integrated Learning (WIL – Internships, Apprenticeships, etc.), RAP, and career streams into the student portal.
- Help reduce ‘legwork’ in CO-OP hiring processes (e.g., supports for managers in understanding breadth of Co-Op opportunities beyond the NCR).

Area of Focus 3: Enhancing how we attract and recruit diverse talent

Self-declared women, Persons with Disabilities, and visible minority applicants steadily increased while Indigenous applicants did not increase at a similar rate – ([PSRS Report, 2020-21, tabs 35-37](#)).

Ultimate Vision:

- PSC take more leadership role in promotion of PS Recruitment and career streams.
- Recruitment program seen as a model for DEI.
- Students can intuitively understand career opportunities available to them (move away from FSWEPP brand).
- Reduce duplication of effort among departments and agencies.
- More effective matching rates and alignment between studies/interest and opportunities they apply for.

Area of Focus 4:

Being more strategic and future oriented

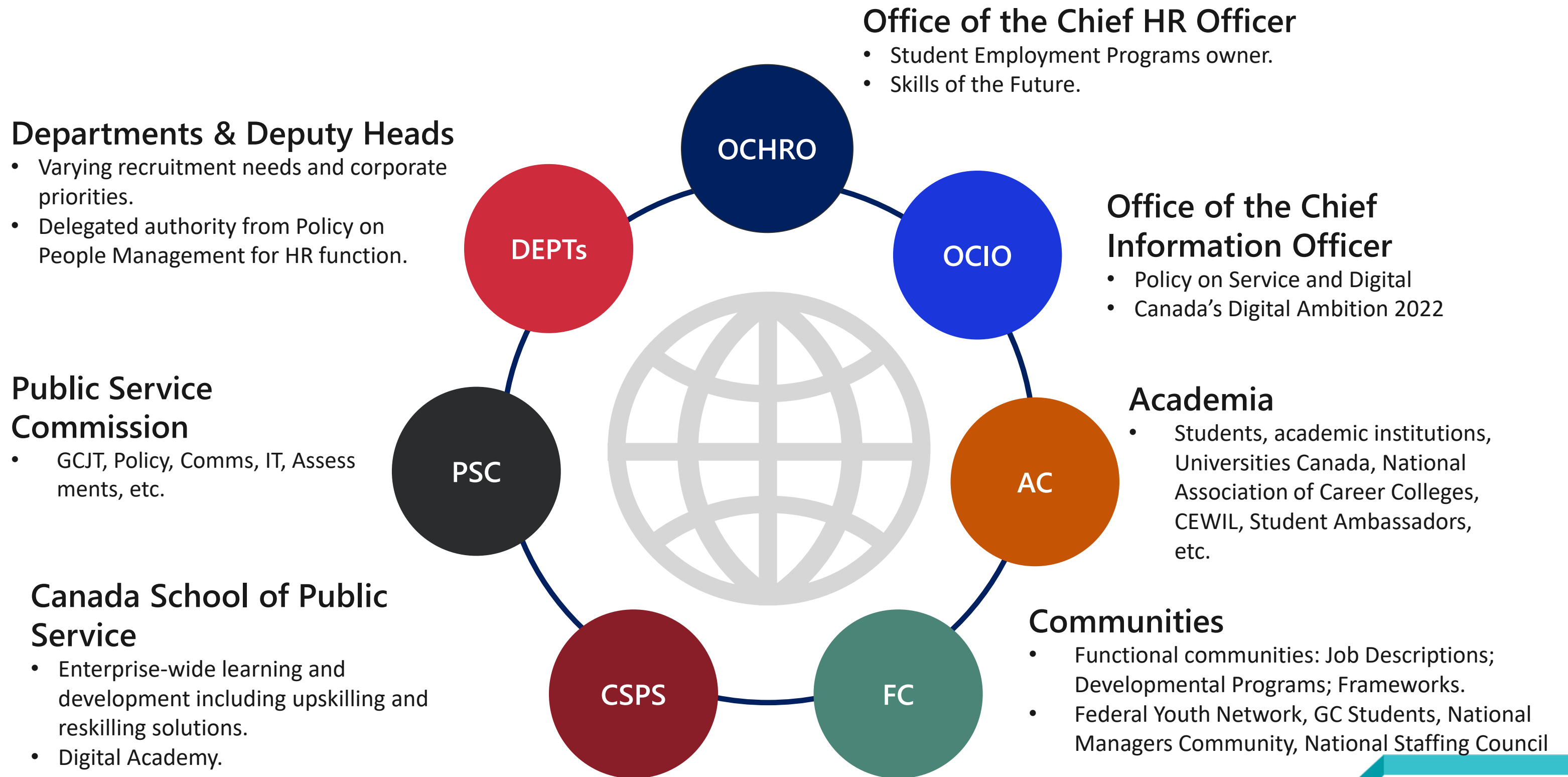
"Skills mismatch: gap between what employers demand vs. what education provides. 7/10 people are currently in jobs where the future of their career, profession, or industry is uncertain." – Pearson and Nesta

Only 64% feel that their student job provided them with valuable skills needed for future employment. – SES 2022

Ultimate Vision:

- PSC more strategic through understanding of shifting PS needs and marketplace trends
- PSC to play more active role in supporting managers (e.g., in understanding what skillsets students can bring to the table, in highlighting importance of accommodations, meaningful work, onboarding, etc.)

Given complexity and numerous dependencies, ongoing collaborations and consultations are required



Discussion



Annexes

Ultimate Vision – One-Stop Portal

Students

- ✓ Apply once to be considered for all eligible opportunities.
- ✓ Can upload and amend at any time, CV and other pertinent documents (ex. Proof of education, recommendation letters).
- ✓ Pertinent documents stored and available to all hiring managers (HM).
- ✓ Option to indicate preference for a specific dept/agency.
- ✓ Ability to interact with other students and HM.
- ✓ Can add a status to their profile such as “actively looking” or “currently employed but open to opportunities”.
- ✓ Ability to update expected graduation date.
- ✓ System to recognize graduation date and prompt student for transfer to a ‘bridgeable’ inventory.

Hiring Managers

- ✓ One-stop shop.
 - ✓ DEI lens.
 - ✓ Mobile friendly.
 - ✓ Interactive (i.e., enabled via chat bot).
 - ✓ Intuitive platform with search function capability using key words.
 - ✓ Empowered by AI and modern tech.
 - ✓ Ability to link social media (LinkedIn, etc.).
 - ✓ Both HM and students can include an elevator pitch.
 - ✓ Read-receipts on notifications and messages.
 - ✓ Prompted and phased feedback.
 - ✓ Accessibility passports.
- ✓ Self-serve, direct access to inventory.
 - ✓ Can search based on various criteria such as career stream, EE, location, students' availability, field of study, etc.
 - ✓ Can refer students from recruitment events to apply, and then efficiently hire them.
 - ✓ Can communicate directly with students and other HM via platform.
 - ✓ Can see availability status of students.
 - ✓ Hiring managers able to view live student dashboard with data analytics – departmental and individual breakdowns.

Career Streams

- Long term vision: Students have the option of applying to:
 - General stream to be randomly selected based on their profile information, or;
 - Specific career streams (i.e. Clerical/Administrative, Digital, Policy, Communications, etc.)
- Components could include:
 - Targeted recruitment: Actively recruit students with backgrounds in computer science, information technology, data analytics, cybersecurity, and other technology related fields.
 - Career trajectories: Using employee data to showcase a variety of career path options.
 - Specialized training: Entry-level training in areas such as digital transformation, cyber security, etc.
 - Mentorships or Community-Building: Provide student participants with a sense of community by facilitating connections, mentorships, and collaborative opportunities. Enable students to share expériences, exchange knowledge, and network with other IT professionals.

Why Career Streams?

- Career streams offer students a **clear understanding** of potential career paths within the Government of Canada. This helps applicants make informed decisions about their education and future career goals.
- Better **alignment of skills and interests** as students are enabled to choose pathways that align with their skills, interests, and career aspirations.
- Foster an inclusive **sense of community and belonging** among student participants.
- Ensure the GC is a **competitive and attractive employer** in competitive fields.

Example of Specific Streams (to help meet in-demand/priority areas)

(just for illustration purposes)



Digital



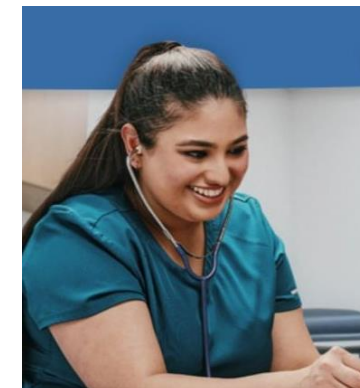
STEM opportunities
for Indigenous
students

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Cybersecurity

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Nurses

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Data

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Student Guides

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Examples of General Streams incorporating Work Integrated Learning (WIL) opportunities

(just for illustration purposes)



Diversity Internships

Short-term (2-4 weeks) internships for students of diverse backgrounds to learn more about a career in the Federal Public Service.



Public Service Jobs (ie, FSWEF)

We are always recruiting and have a wide range of opportunities available at any given time...



Public Service Apprenticeships

An apprenticeship puts students in a paid position while allowing them to study for professional accreditation.



Co-ops

Fulfil your co-op placement with the public service

Indicators of Success

Diversity, Equity, Inclusion

Increase in diversity for specific EE groups & improved experiences for all EE groups

Measure the diversity of the applicant pool, hires, students retained, and student engagement. Outreach efforts i.e., Measure success of outreach efforts to diverse communities, incl. partnerships with community organizations or targeted marketing campaigns to help ensure that the program is successfully reaching a diverse audience.

User Engagement

Steady increase in portal engagement overtime.

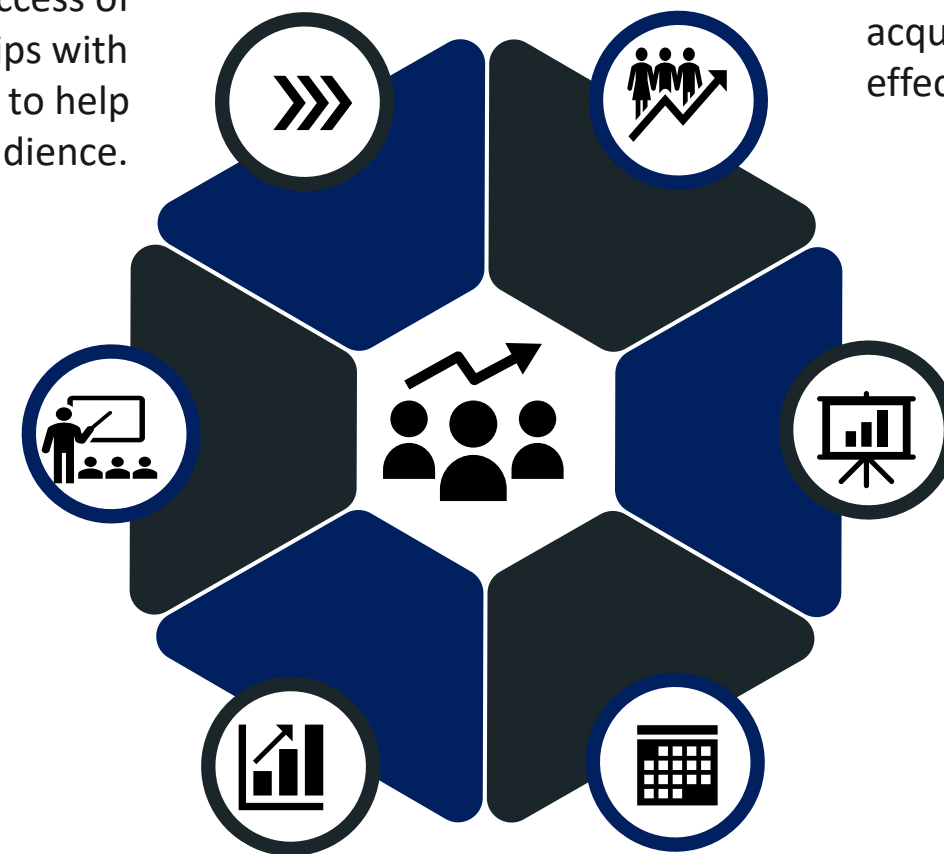
Students and hiring managers who interact with the portal, create profiles, and actively engage with features. Increasing engagement over time will indicate program effectiveness.

Program Usage Rates

Candidate matching satisfaction rates increase.

Measure the number of job searches, number of students reached out to per search, successful hires, and students bridged to meet PS workforce needs. This can be linked to feedback to better understand matching accuracy. Higher retention rates indicate that the portal is providing ongoing value to students and HM, leading to continued engagement.

Decrease in students hired as casuals / other workarounds indicates program effectiveness.



Greater Comfort with Change

To stand-down (legacy) programs/initiatives, try new ones, and continually assess value to the PS as a whole.

Skills Acquisition

Set benchmarks for meaningful work and targets to increase. Collect and measure the acquisition of relevant skills such as technical skills, soft skills, leadership skills, etc. that are aligned with the PS needs and objectives. Increasing relevant skills acquisition will indicate valuable learning opportunities and effectiveness of program (data that we can share with OCHRO).

User Feedback

User satisfaction rates consistent with industry standards. Collect and measure feedback from HM and students who use the portal to understand their levels of satisfaction, student application experience, quality of applicants HMs receive, and the overall effectiveness of the portal in meeting recruitment needs. Improving positive results will indicate an improved student program and reputation.

Time to Staff

Decrease time to staff

Establish a baseline to determine efficiency by tracking time it takes to hire a student from the time they are referred to the time they are hired. Compare baseline when interventions are implemented. Lowering time-to-staff over time will indicate effective program modernization.