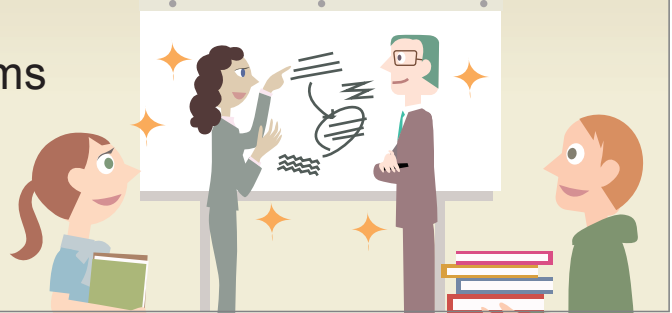


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Deloitte's Internship Programs Aim for Early Connection with Promising Talent



One of the Big 4 accounting firms Deloitte strives to identify and secure bright students early in the academic career through their internship programs. Diane Borhani, Director of Talent Best Practices and Innovation, and Kelly Brastrom, Early Identification Program Manager, shared the background of their internship programs with us.

Multiple Programs are Available for Students at Different Stages

We have a program called Early Identification Program to determine students who are a cultural fit and capable in our working environment long term. Under this, we have prepared several programs they can participate in from when they enter the university until they graduate (see Table below).

With freshmen, we focus more on relationship building than internship type of activities. We take a step further for sophomores and beyond, we offer opportunities in the internal client service areas. By junior and senior years students have taken enough business and engineering technology classes, so this is when they get true, hands-on business experience. In many of the business we often have the same interns more than once.

Examples of Deloitte’s Internship Programs Designed to Engage Students at Different Stages of Academic Career

Name of Program	Year(s)	Description
Alternative Spring Break	Freshman, Sophomore, Junior	During spring break, students participate in community service for causes that Deloitte supports. They also have an opportunity to meet Deloitte’s professionals.
Discovery Internship	Sophomore	Focus on learning the work of a professional services organization. Students spend 8 weeks and experience up to two business units.
Internal Services Internship	Sophomore, Junior	Work in Internal Services that support Deloitte’s business such as Marketing, Technology, and Records Management.
Client Service Internship	Sophomore, Junior, Senior	An opportunity that most closely resembles the real work of full time professionals. Students are exposed to client services.

Table was created based on the information on Deloitte’s homepage: <http://www2.deloitte.com/us/en/pages/careers/articles/join-deloitte-undergraduate-degree-opportunities.html>

Diverse Talents are Recruited from Three Hundred Target Schools

We hire 95 percent of our interns from our targeted universities. We visit over 300 campuses, because the depth and breadth of our businesses require us to bring in various types of niche students. People think of us as an auditing and tax services company, but our fastest growing business unit is consulting. So we need a different mix of talent than the other Big 4.

Majority of our interns are still accounting, finance and mathematics majors. They will always be central to our recruitment efforts. However, we have a dramatic increase in demands for technology students. Technology is embedded in all of our business solution, so candidates from the IT field has become fundamental to our recruiting activity. We have many graduate students as interns too. Consulting business accepts MBA and other Master’s students.

Provide Quality Work Experience

Most students participate in the summer internship, but we also have a lot of interns in winter which is the busiest season for the auditing and tax services industry. Internships are typically eight to ten weeks long.

We try to give them the greatest exposure as possible to the work they would do as permanent employees, while not putting our client relationships at risk. It is extremely important that their experiences are meaningful and that they get a clear insight into what the profession will provide them.

All Interns Around the Country Gather for a Three-Day Conference

Interns get intense learning opportunities at Deloitte. One of our unique attributes is Deloitte University. It is located outside of Dallas, and we host a three-day conference for prospective leaders. We take thousands of interns there. We do not know too many other companies that have conferences for this many interns at a learning facility¹. We make a huge investment in talent development and we do not only want to talk to them about it but want them to be exposed to it. Not all the interns become our permanent employees, however we believe this is a valuable upfront investment. In fact, there are very few that come out of this experience that are not really excited about Deloitte.

The conference is also a fun event that encourage socialization among the participants. It is a great opportunity for interns to experience our corporate culture.

Relationship Building is the Key to Conversion

In order to support interns to have a very solid experience, we have counselors for interns. Interns are also provided with a mentor, who can be a confidant, someone interns can speak to and ask questions. We have some social functions where interns go out with counselors and others to help them get to know each other.

There are other types of social events that include people from outside Deloitte as well as inside. We have all kinds of sport teams too. Social activities are embedded in our culture. We believe in work-life balance. If we want interns to accept a full time offer, it is imperative that interns enjoy working with their teammates and managers.

Current Focus is to Engage Interns Earlier in Their Academic Career

What we are trying to figure out at the moment is how to engage with younger interns. Because of our business model, we are not exactly sure what we can ask freshmen and sophomores to work on, as they do not have much expertise yet. However, the trend is that students are making career decision earlier. Some companies are creative around bringing those students in. We are seeking a productive way. This is our biggest challenge.

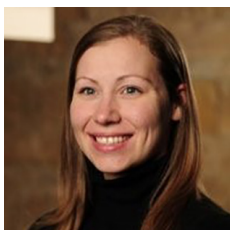
(Interview = CareerXroads)

Diane Borhani Director of Talent Best Practices and Innovation, Deloitte



For over seven years, Diane led a recruiting team of 200+ members for campus recruiting for the US Deloitte firms. She assumed the current position in February 2013. She provides strategic, forward thinking solutions and practices that will enable Deloitte to establish and maintain a leadership position in the talent market place.

Kelly Brastrom Early Identification Program Manager, Deloitte



Since Kelly joined Deloitte in 2007, she has been responsible for campus recruiting efforts within Consulting. She became an Early Identification Program Manager in September 2014.

This column has been posted to the website of Recruit Works Institute.

Notes:

1. Deloitte University hosts several conferences which freshmen through seniors are qualified to attend. Students do not have to be interning at Deloitte, but all Deloitte interns are invited for free of charge.