**Excellence in Innovation - Student Engagement**

**RBC Campus**

Program Objectives
For us, campus recruitment is about complete student career development; from one on one traditional career advice to innovative social branding sessions, to supportive peer mentorship long after orientation is over. Our commitment to making our program the very best is at the heart of our culture – so much so, that we chose “Bringing out the best in you” to be the essence of our new brand. Need proof? Just ask the 1896 young people we hired last year as a result of our hard work and dedication. We did it all for them – and now that we know they’re happy – we’re happy!

Program Design

We designed our program with the following principles in mind:

1. Offer our interns the best possible support to ensure their short- and long-term success with RBC
2. Engage students in the external market with world-class outreach tactics to attract the best and brightest to RBC

With a keen eye to make our program inclusive, accessible, and cutting edge, we leveraged all resources at our disposal to create the best student experience possible. Tapping into everything from Senior-level executives, to RBC’s wide network of employee engagement programs, to social media, we left no stone unturned.

Creativity & Innovation

To be bold and high impact in our Campus efforts, we first had to acknowledge our recruitment pillars as they apply to students:

Strength and Scope - RBC is successful and growing. As a leading global player in financial services, we have the reputation, reach and scope to offer bigger challenges and broader opportunities than our competition, as well as a secure base for career development. Yet for all our size, this is a business where students can make a difference.

Challenging Work - Students crave interesting, innovative work, and this is a great place to start. Whether it’s early contact with clients, exposure to big deals or involvement with breakthrough technology, we make sure that students will be doing work that matters in the world.

Learning and Growth - RBC offers a rich learning environment combining high-quality experience, world-class learning tools and supportive leaders. A matrix organization means there are exciting opportunities to build skills and experience in different parts of the business.

Dynamic Teamwork – RBC’ers go out of their way to provide support, encouragement and advice to one another; students get a warm welcome when they join, and a strong sense of belonging. We take great pride in knowing that it’s our people that make this a great place to work.

Reward and Recognition - Responsibility comes early at RBC and we believe in giving credit where it’s due, from a simple thank you for a job well done, to programs that reward high performance.

Ethical Enterprise - Ethical Enterprise means trying to do the right thing in the work we do for our clients, in our respect for each other and for the value we add to our communities.

Our campus engagement initiatives reach far and wide. They’re innovative, creative, and offer our students the best experience possible.

For interns who have already joined RBC, here are some of the most unique components of our program:

Official Information Sessions – We hold a compelling official welcome orientation session, mid-term event and end-of-term celebration with inspiring keynote speakers – campus alumni, veteran employees and Olympic Athletes – you name it – we got it! High profile speakers inspire our students and demonstrate our on-going commitment to getting them access to top resources.

Networking Opportunities - When interns join RBC, they become part of a close-knit group through our Student Partner Program. They receive weekly newsletters, meet interns from across RBC at bi-weekly social events, and have the opportunity for personal mentorship from our more experienced interns and grads who volunteer as mentors. But that’s not all. Every single event that we host for our students has a networking focus. In these early stages of career building, the more information the better and we are here to help!

Fun competitions – We give our interns an opportunity to show off their competitive spirit in our series of exclusive, fun competitions:

The Summer Student Adventure – This is an annual student scavenger hunt across Toronto. Hundreds of RBC summer students compete against each other in teams to foster team spirit and healthy competition. Check out our video on TalentEgg! <http://bit.ly/1uT4TJl>

Innovation Day – This competition challenges students to provide an innovative solution to a global issue facing RBC. Hosted by RBC Campus Recruitment and the Applied Innovation group, this annual event gives students the opportunity to hear from RBC Executives in a formal panel discussion and engage with their peers during a hands-on, interactive challenge. Winners get to present their solution to RBC executives, giving them great exposure and a significant boost to their confidence.

End of Term Celebration – Our end of term celebration allows RBC students to have fun and appreciate all the work they have done throughout the term. This team-based event is intended to show how innovative students can be while having fun with the campus team! Winning teams enjoy prepaid Visa cards and more importantly, bragging rights!

Student Partner Program – Our student program aims to foster an environment of support and resources for interns across the organization. Acting as mentors and guides to new-to-RBC interns, second year interns provide support and information, attend bi-weekly social events to spread the word, and partner with the Campus Recruitment team to ensure new interns have the best experience possible. Social events include Raptors games, after work socials, and more. Who would have thought working at a bank could be so much fun! In 2014 we hired 42 mentors.

Social Networking – RBC has its own large-scale social network, RBC Connect which is available only to RBC employees. In the spirit of Facebook, students can connect, ask questions, and interact with one another. They can share pictures, engage with their managers, and connect with recruitment on any questions or comments they may have. What a great way to stay connected with new friends and network with individuals that could be your next manager!

Our Campus program is not only focused on creating the best possible experience for our in-bank interns, but also on attracting top talent from our partner campuses. Through more innovative and engaging initiatives, we successfully broadened our reach to the external market in 2014.

Before we could build our programs, however, we went straight to the source to do some research: we asked students what they wanted. They told us, we listened, and we delivered. On Campus they wanted more personal, tailored advice. They said they wanted an accessible, supportive recruitment team available through social media. Finally, they wanted insights from actual experts and executive leaders to help them navigate their career journey. With this in mind, we put together a selection of innovative tactics to attract more top-tier students to RBC.
Senior Leader Chat Series – We went straight to the top to get our senior executives in front of students. Zabeen Hirjii, Chief HR Officer, Katie Taylor, Chair of the Board, Janice Fukakusa, CAO and CEO, and Dave McKay, President and CEO spoke with students right on campus. We also continued our Interactive LinkedIn Chat series – started in 2013 – that included 53 more expert RBC employees engaging directly with our student candidates.

Student Ambassador Program – We want students to feel supported on campus year-round, not just during recruiting season. On-campus RBC Brand Ambassadors are always on-site at their campuses hosting events and connecting with other students and faculty to inspire them to explore the RBC brand. Last year we were wide spread with 21 Ambassadors across 15 different schools.

High Profile Social Media Presence – Students are now digital natives. To engage them, we had to connect with them on their own terms: we had to be friendly, knowledgeable, accessible, and supportive. We continued to build our social network with our dedicated Campus Twitter channel, @RBC4Students. This year we increased our followers over 72%, and we’ve tweeted over 38,801 times – an increase of over 14,000 tweets, sharing additional information about student careers from 11 of the friendliest individual Campus Recruiters. Our goal on Twitter was to encourage conversation and engagement while showing a little bit of personality. Each recruiter handle is personalized to reflect the recruiter him- or herself, and the programs they support. This approach helps our audience quickly locate the expert to connect with (and we love connecting!). We smashed through our @RBC4Students milestones of 3000 and 4000 followers and have now surpassed 5000 followers! This has also increased our Twitterwonk Social Authority score to 51 an increase of 13 points from 2014 – proof of our on-going success in social student engagement. Not bad for a year’s work! A little competition is always healthy, and we’re proud to say we’ve steadily gained more followers than our campus peers on Bay Street. Maybe most importantly, we wanted to show that we’re fun, have a sense of humour and really get along with each other. Through social media we can act as a living digital example of our culture.

TalentEgg Partnership – We partnered with the leading student-focused job board in Canada, TalentEgg, to share career opportunities and advice. Some of our most successful tactics include creating an original video of the RBC Summer Student Adventure and sponsoring Diversity, Banking, and Aboriginal Weeks. These events and sponsorships extended our student reach resulting in 307,757 total views on our TalentEgg employer page!

LinkedIn – We hosted a summer and a winter series of interactive chats via LinkedIn to bring our experts directly to students. We wanted to provide an open forum for students to learn more about RBC, understand potential career paths, and gain insight into best practices to strengthen future applications. While we have an active Campus Recruitment group, we felt it was important to innovate beyond standard LinkedIn features like jobs, groups, and employee profiles. This year, 53 professionals answered 197 questions in 12 chats. With our group members now surpassing 8,350 members and with an additional 14,737 that have connected directly with our campus recruiter for career assistance - we are confident that we are building a strong LinkedIn Brand!

YouTube Videos – We continue to post fun YouTube videos to show students that while we work hard, we also we don’t take ourselves too seriously. We want to demonstrate that they can work in a corporate environment and still have fun! We also partnered with the RBC “Bank to School” video series, which follows the activities of an RBC executive as he returns to school. Funny, awkward and very watchable, the series has been extremely popular with students. In total, we now have 8 YouTube videos which have collectively received over 960,000 views!

Time4U – Personalized career advice is at the heart of this initiative. Answering students’ calls for 1-on-1 time, we created a program for personalized career advice. Our friendly team visited 17 campuses to impart their wisdom on a variety of hot topics from CV’s to personal brand, online profiles, program information, and anything else students wanted to learn about. This is truly their time to ask us anything that’s on their mind!

RBCBrandU – A complement to our Time4U career-focused sessions, RBCBrandU are sessions designed to help students build their personal online brand specifically. Innovative and actionable, we delivered 26 sessions to over a thousand students, helping them successfully navigate the social job search world. This initiative is above and beyond just working for RBC, and helps students holistically understand how to build and leverage their brand for success.

TechTalks – The Technology & Operations space is highly competitive and getting the right talent in the door is critical. In partnership with our Technology and Operations team, we worked to brand them as an employer of choice for careers in technology. TechTalks are on-campus events led by an executive member of RBC’s Technology & Operations division to talk about the latest trends in technology and how RBC is maintaining a competitive edge in this ever-changing industry. This gives students real life examples of how their academic learning applies to the technology industry. It’s also an opportunity for RBC to engage in a discussion with students that are technology oriented to understand trends in the market place and what is the impact to the financial sector.

Best-in-Class Website – Students live online, so we made sure our website was the best it could possibly be. We made it better, faster, and simpler, and enjoyed a 142% increase in views since last year as a result. To bring our site to life, we added a Meet our Team section, so students can get up close and personal with our recruiters. We gave students our social media links right on the homepage, and we grouped all our programs into easy-to-find categories like Undergraduate and Advanced programs. We also added 10 success stories from our Campus Program Alumni, because we know that students want to hear from their peers, too. We went from 121,031 views in 2013 to 282,891 views in 2014, making 2014 our most engaging year ever!

RBC Next Great Innovator Challenge – The RBC Next Great Innovator Challenge® Prototyping Challenge is for students with technical skills who go to school and live in Ontario. This Annual competition requires students to develop a digital solution to a real-life business challenge. The winning team is awarded a monetary prize and an opportunity to connect with RBC executives. We know that students can bring a fresh and innovative perspective to the way we do business!

RBC Information Sessions – These innovative, intimate, PowerPoint presentation-free sessions allow students to network with employees in their field of interest, and learn about RBC as a whole. We hosted 33 sessions globally, and 14 in Canada, giving students the ability to ask their questions and get up close and personal to the people who matter most to them.

Ease of Replication

We designed all our programs with the long-term in mind. Everything from our online sessions to our recruiters’ social profiles, to the way we update our website, we built our processes for quick and easy refreshes in years to come. We have plans to continue to learn from and optimize our existing programs, and we keep our eyes out for the latest and greatest initiatives to offer our current and future student interns.

A Final Word

Our success this year is founded on a genuine interest in our current and future interns’ career development. Behind the scenes we created a global, centralized business model to support our initiatives. In front of students, we focused on a consistent and exciting presence to get the RBC brand the recognition it deserves. Our numbers tell a compelling story of success for the Campus program; we are confident our efforts are worthy of consideration for the prestigious 2015 Excellence in Innovation – Student Engagement Award.

By the Numbers

• 38,801 tweets sent by Campus Recruitment
• 22,870 combined followers across all our campus recruiters in Canada
• 8350 members in the LinkedIn Campus Recruitment group
• 282,891 views to the Campus Recruitment website homepage
• 8 YouTube videos with over 960,000 views
• Twitter Social Authority score of 51 (source: Twitterwonk, 2015)
• 53 professionals answered hundreds of questions in 12 LinkedIn Chats
• 307, 757 total impressions (views) on our TalentEgg page

And if our word isn’t enough, here’s what students have to say:

@jessicaxwu: @SchulichCDC I would love to see more interactive company event like @RBC4Students #Time4U! #SchulichSays

@Gibson03Devon: Thank you @RBC4Students for hosting the #LinkedIn chats. The answers provided were all very informative and your time is appreciated!
Twitter, 2015

@aarawji: @RBC4Students the Networking opportunities and advice/guidance from industry executives. What’s not to like? #CITC2015

@NanooAll: Today @uoft @RBC4Students Tech talk! One of the best events on campus so far! Thank you guys!

I am impressed with your (and RBC's) efforts to make 1-on-1 time with candidates. It goes a long way to promote RBC and says something positive about the company culture. Thanks again - looking forward to connecting with you again at the Out On Bay Street event next Thursday.

 Best,

Tony

 “Got accepted for a position of “IT System Analyst” at RBC and “Technical Support Student” at BlackBerry for my Winter 2015 co-op term. Going with RBC-Royal Bank of Canada. Thanks to Carlo Combate and Mairi Cote, I am excited to join a great team of RBC IT Professionals.”- PPatel, LinkedIn, 2015

@SarahRoxanaHall: Great chance to learn from #personalbrand experts @JasonJohnTweets @LinkedIn & @Melissa4RBC #RBCBrandU @coopsheridan

@ZobiaaaaQ: @RBC4Students Thank you so much! Loved the event, thank you so much fo coming and allowing students to learn more about what RBC offers! (:

**What was the budget range of this project?**

High ($10,000+)

**What was the size of the team working on this project?**

We currently have 12 Canadian team members.