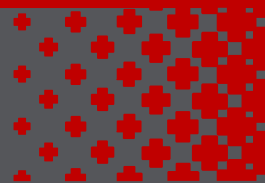




Participating Companies:

Caterpillar
CVS Health
Flowserve
IBM
JPMorgan Chase
KLA Corporation
Marathon
Medtronic
Polaris
Procter & Gamble
Shell
Stanley Black & Decker
TE Connectivity
XPO



Quick Recap

The session examined how Artificial Intelligence (AI) is reshaping campus and early career recruiting from employer and university perspectives. Discussion centered on rising applicant volume, AI use in assessments and interviews, maintaining human judgment in selection, student expectations for in-person experiences and meaningful work, and the need to build both AI fluency and foundational professional skills.

Key Takeaways

- AI is increasing application volume and making candidate screening more difficult, especially for early career roles.
- Organizations are experimenting with clearer candidate AI policies, stronger virtual proctoring, and more in-person final interviews to protect assessment integrity.
- AI can support matching and screening, but participating organizations emphasized keeping humans responsible for final hiring decisions.
- Students value job stability, flexibility, positive culture, growth opportunities, strong managers, meaningful work, and in-person connection.
- Employers see a growing need for early career talent to develop AI capabilities without losing foundational skills such as Microsoft Office proficiency and professional communication.

Procter & Gamble: Talent Acquisition (TA) Strategy

Fred Roneker, VP of Global Talent, shared updates on P&G's approach to attraction, digital employer branding, and assessment integrity.

- P&G uses multiple measures to evaluate attraction and quality of hire, including employer rankings, applicant penetration, and assessment scores.
- Digital employer branding is evolving to improve visibility through social content and optimization for AI-driven search and discovery.
- To address AI use in assessments, P&G has introduced a candidate code of conduct, is exploring new assessment tools, and has expanded virtual proctoring in some markets, particularly China.
- The company is also strongly considering moving back to in-person final interviews where practical.

Medtronic: Artificial Intelligence and Early Career Hiring

Elizabeth Diley, Global Director of Emerging Talent and Careers, described Medtronic's early career recruiting model and how automation is affecting both hiring processes and talent acquisition roles.

- Medtronic primarily hires early career talent directly into positions rather than relying heavily on rotational programs; engineering represents the largest hiring area.
- AI-enabled tools help manage an applicant pool of more than 40,000 candidates through matching and basic screening.
- Human reviewers continue to make all final hiring decisions.
- Concerns about fraud and AI-assisted applications are driving renewed interest in more traditional recruiting practices.
- Automation is changing junior recruiting roles and the internal talent pipeline for talent acquisition positions.
- Career fairs, information sessions, and other human interactions remain important despite increased automation.

Cornell Student Perspective

Anu Lyons, Director of Cornell's ILR Career Development, shared what students are seeking from employers and how they are approaching AI in the job search.

- Top student priorities include job stability, positive workplace culture, growth opportunities, strong managers, and meaningful work.
- Students continue to value in-person experiences, cohort-based programs, and structured opportunities to connect with colleagues and leaders.
- Students understand that AI skills will matter in their careers, but many are cautious about using AI during applications because of concerns about detection and data privacy.
- AI can be useful for resume formatting and interview preparation, but overreliance during interviews can undermine authentic candidate evaluation.

Cross Company Discussion

Applicant Volume, Screening, and Interview Integrity

- Participants reported higher application volumes as AI makes it easier for candidates to submit applications at scale.
- Organizations are seeing signs of candidates using AI to generate responses during virtual interviews.
- Recruiter training, explicit AI-use policies, stronger proctoring, and selective use of in-person interviews were discussed as possible responses.
- Cost and logistics remain significant barriers to returning broadly to in-person interviewing.

Professional Skills and Internship Experience

- Participants discussed gaps in foundational workplace skills, including students' preference for free tools such as Google Sheets even when employers rely on Microsoft Office.
- Universities offer Microsoft Office certification opportunities, but student uptake can be limited.
- Interns often prefer in-person work and more structured networking opportunities.
- One participant noted the difficulty remote leaders can face connecting with interns distributed across approximately 300 locations.

Implications for Early Career Recruiting

- Clarify where AI use is acceptable and where it is not throughout the recruiting process.
- Balance automation with visible human interaction, especially at career fairs, information sessions, and later-stage interviews.
- Design assessments and interviews with AI-assisted candidate behavior in mind.
- Prepare early career talent to use AI effectively while reinforcing core professional and productivity skills.
- Consider how automation changes entry-level talent acquisition roles and future internal career paths within TA.

Closing

The session concluded with a brief overview of upcoming CAHRS programming, including AI-focused webcasts, executive roundtables, and the Fall Partner Meeting.

If your company is interested in recruiting Cornell talent for your early career programs or wants to expand your recruiting footprint on campus, please reach out to our Career Development Network. For HR-specific recruiting, contact ILR Career Development at ilrcareerrecruiting@cornell.edu.



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