

**Written Testimony before the Select Committee on the Modernization of Congress, United States
House of Representatives
“Professionalizing & Enriching the Congressional Internship and Fellowship Experience”**

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Good afternoon Chairman Kilmer, Vice Chairman Timmons and other members of the Select Committee. Thank you for inviting me to testify at this hearing on “Professionalizing & Enriching the Congressional Internship and Fellowship Experience.” I appreciate the Select Committee’s focus in the areas of attracting interns as part of the Hill’s long-term efforts to improve staff recruitment, retention and diversity. I am honored to have this opportunity to share with you PwC’s holistic approach to our internship program.

My name is Rod Adams and I am the US and Mexico Talent Acquisition and Onboarding Leader for PwC with over 25 years of experience and expertise in designing and implementing human resource processes and strategies across the candidate/employee lifecycle.

Throughout my career, I have been passionate about building a diverse and inclusive workforce, leveraging digital tools and disruptive strategies to create authentic, long-lasting relationships with key talent. At PwC, we strongly believe that inclusive teams composed of people with different cultural backgrounds, perspectives, and experiences help us live our purpose. A diverse workforce allows us to solve important business problems and build trust in society, and our commitment to recruiting diverse talent helps us to achieve this goal. There’s simply no way to get around the findings that we do a better job of solving problems when we bring a diverse team and perspectives to the table. All the things we do to differentiate ourselves are further improved as a diverse workforce — the imperative here is twofold: it’s the right thing to do, and it drives bottom line results.

My team at PwC is responsible for hiring more than 13,000 full-time professionals and interns annually. Of those, we hire approximately 5,000 interns for three different types of internships based on grade level:

- **Sophomores & Juniors | Start Internship** is PwC’s diversity summer internship experience, uniquely designed for high-performing college sophomores/rising juniors who self-identify as members of traditionally underrepresented groups, individuals with disabilities and veterans. Selected students for this internship will learn about the professional services industry. They also have the opportunity to develop professional and technical skills necessary for success in the business world by leveraging their data analytics skills to solve important problems as a part of our Skills for Society program, which provides pro bono work for not-for-profit organizations. Last summer, we collaborated with FIRST Robotics to analyze their volunteer data and provide key insights. Projects like these help fulfill our purpose and build key skills in teaming, analytics, storytelling and data visualization.
- **Junior & Seniors in a 5 year program | Advance Internship** is our summer internship program that provides interns with the digital skills and business foundation they need to develop, whether they choose to pursue a career at PwC or elsewhere. Interns have always been an essential part of developing our firm’s long-term talent pipeline and this experience establishes the foundation for a full-time job offer following graduation. Approximately 70% of our entry level associates are former interns.

- **MBA** | Some of our Advance interns are MBA students. These interns typically come with some prior work experience and because of that, they are able to take on more responsibility as an intern. Most of our MBA interns are in our Advisory consulting practice.
- **Student Development Programs** | During our recruiting process, any candidates interested in getting to know more about PwC, and having PwC know more about them, can use several Student Development Programs that introduce recruits to the professional services industry, while giving them the opportunity to expand their leadership skills, build relationships and strengthen their technical capabilities. We provide exceptional training to hone their skills, coaching, flexibility and opportunities for growth and mobility.

Our workforce and the make-up of the United States is changing. It's important for new joiners to the workforce — such as interns and recent graduates — to be aware of these changes and come equipped for success in this changing environment.

Over the past few years, PwC has been transitioning to increased virtual recruiting. Today, all interviews are conducted virtually (both first and second round interviews), and we continue to host more virtual connectivity events as well. This approach allowed us to transition quickly to the realities presented by COVID-19. PwC has been on a multi-year journey to augment digitally-enabled work arrangements and has invested \$3 billion in digital and technology in order to support our team of people who have long been dispersed across our U.S. and Mexico offices and client sites. We didn't do this in anticipation of a crisis, but rather to continue to invest in our people's experience.

We are now looking at how we take the best of both the in-person and virtual recruiting worlds as we shape our recruiting strategy moving forward. Relationships are important and some require in-person time on top of virtual connection points. We don't want to lose sight of the in-person dynamic that is appealing to college students.

We're now seeing those dividends pay off as we continue to recruit and interview fully virtually, and as we transition our summer programs, like the internship program, to a virtual experience. We are confident that the digital skills we provide to our summer intern class will help set them for long-term success.

Digital tools are helping PwC recruiters build a footprint at a greater number of schools, as well as enabling recruiters to spend more 1 on 1 time with students from underrepresented sources who may need additional support or coaching. This is greatly impacting our ability to build out and recruit from a more diverse talent pipeline. We look for talent from more than 600 colleges and universities across the United States, which includes 35 Historically Black Colleges and Universities as well as 41 Hispanic-Serving Institutions.

Handshake is one of the tools that has had the greatest impact, enabling us to scale our digital outreach and help students stay up to date on jobs and virtual events, and helps create connections with alumni, employees, and recruiters.

Once interns join PwC, they participate in both in-person and virtual training designed to develop their leadership and technical skills. Our Leadership Development Experience supports leaders of the future through in-the-moment coaching and real-time development. Just as an athlete receives coaching after making a play, so too do the professionals at PwC.

Interns also shadow Partners, Principals and employees in addition to experiencing client assignments. By working directly with engagement teams, interns are able to experience PwC's commitment to client service and gain valuable insight into the professional services industry.

To further build relationships across the PwC team, we provide a variety of networking activities to allow our interns to build their network and experience the PwC Culture. Our internship experience continues to evolve year after year to meet the needs of our clients and our future talent.

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