2013 Campus Recruitment Report
Educator Summary

Paul Smith & Matt Lam

Table of Contents

Acknowledgements

The Canadian Association of Career Educators and Employers (CACEE) has produced the Campus Recruitment and Benchmark Survey Report (or something similar) since 2007. From 2008 – 2011 we contracted with our colleagues at the National Association of Colleges and Employers (NACE), of Bethlehem, PA to produce the Report. Based on the model developed by NACE, the Report has been produced by CACEE staff and members since 2012.

This year, we hired a Research Assistant, Matthew Lam, to renew our correspondence, collect the data, and take the lead in writing this Report. I want to thank Matthew for the great work he did for us.

Another change this year is the introduction of Summary Reports for Recruiters, Educators and Students.

I would like to express my appreciation to the members of the Campus Recruiting and Benchmark Report Working Group who provided survey review and editorial support:
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Introduction

We at CACEE are excited to be offering this Educator Summary of our Annual Campus Recruitment Report. Although we have been conducting the Survey since 2008, this is the first time we have produced an Educator Summary. The genesis of the Report comes from recruiter demand for a benchmark study that would allow them to compare their hiring practices and outcomes against aggregate data.

Since the first Report, Educators realized that the data being provided to Employers might be useful on campus as well. We have heard this expressed interest and are pleased to provide this Educator Summary. It is similar to the 2013 Recruiter Summary, but with context geared towards educators. We hope you find it useful and interesting.

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Executive Summary

The CACEE Campus Recruitment and Benchmark Survey – 2013 is a compilation of information regarding the new graduate and work-integrated learning recruitment practices of employers across Canada. The survey details the level of full-time and co-op/internship recruitment hiring that occurred in the regions of Canada during 2012-13 and the average salaries new graduates received upon entering the workforce. It also estimates the level of hiring and the anticipated change in starting salary levels for the 2013-14 recruiting season. Finally, the survey establishes a number of benchmarks for recruiting practices ranging from the branding activities that Canadian employers take on in order to make themselves known and attractive to potential graduating employees to developing an estimated cost per hire for filling the positions these new graduate recruits will take on.

The survey was conducted on-line from June 25, 2013 to July 31, 2013 and was open by invitation to employers throughout Canada. In total, 920 employers responded to the survey.

This Educators Summary is intended to be an easy-to-use reference document containing information that educators will find interesting and may wish to share with their students. Those interested in an in-depth analysis of the Campus Recruitment environment may visit the CACEE website to access the full Report or request a copy from Pauls@cacee.com.

Major Findings

The following are the major findings to be found in the body of the report:

- **Job Offers per Respondent:** The average number of offers per respondent in 2012-13 fell to 9, a 25% decline from the 2011-12 average of 12, which also declined from the 2010-11 average of 16.

- **Employment Sector Sizes:** The employment sectors in Canada ordered in size, from largest to smallest, are:
  - Service Sector
  - Banking / Finance
  - Public Sector
  - Retail Trade
  - Resource Extraction
  - Telecommunications
  - Arts / Entertainment / Recreation

- **Hiring Percentage by Regions:** Ontario continues to be the dominant region in new graduate recruitment with 36% of hires. The Prairies constituted the next largest source of new graduate recruitment with just over 20%.

- **Employers Most Valued Skillsets in Applicants:** There was a great consistency again in this report for the skills that employers valued most in applicants.
  - Communication Skills (verbal)
  - Teamwork Skills (works well with others)
  - Analytical Skills
  - Strong Work Ethic
  - Problem-Solving Skills

- **Employers Most Valued Pre-screening Criteria:** Employers valued work integrated learning (Co-op, Internship, Service Learning) and co-curricular involvement (Clubs, Societies, Varsity Sports) above academic performance.

- **Competition was the most frequent cause of rejected offers:** Candidates pursued by multiple employers, but able to join only one, accounted for nearly 50% of rejected offers.

- **Unfilled Vacancies by Job Title:** Sales positions showed the greatest number of unfilled vacancies (2 positions per employer). Other positions showing high numbers of unfilled vacancies included Health Services, General Management, and Engineering.

- **University New Graduate Salaries:** The average wage for university new graduate recruits in Canada for 2013 was $52,793 up from the 2012 average of $51,014.

- **Signing Bonuses:** The percentage of employers who offered signing bonuses increased from 5.9% of employers last year to 9.7% this year.

- **Job Offer Acceptance Rates:** The average acceptance rate for offers to new graduate recruits was approximately 83.63%, similar to overall acceptance rates in 2012 and 2011.

- **Number of Target Schools Employers Recruited from:** The average number of schools where employers recruited for campus hires in Canada for 2012-13:
    - New Graduate Recruits
        - Attend Career/Job Fairs: 2.51 schools
        - Hosted Information Sessions: 1.58 schools
        - Posted Jobs: 4.65 schools
    - Work-Integrated Learning Recruits
        - Attend Career/Job Fairs: 1.78 schools
        - Hosted Information Sessions: 1.29 schools
        - Posted Jobs: 3.93 schools

- **Branding Activity Trends:** The level of branding activity for 2013-14 is expected to increase slightly.

- **Most Effective Marketing Activities:** The top three most effective marketing activities rated by employers were: Student Referral programs, Information Sessions, and Job Posting Websites.

- **Cost per Hire Estimates:** The average cost per hire for the 2012-13 recruiting season was $9,791, a drop from $13,236 in 2012.

Recruitment 2012-13

In this first section of the Educator Summary, you will find information describing the methods and tools used by Canadian employers as they hired new talent from colleges and universities in 2012-13. The Report compares activity across sectors, regions, and in some cases, individual employers. This first section offers a comprehensive overview of the nature and volume of campus recruiting activity related to the Class of 2013.

This is valuable information for career educators looking to understand how campus recruiting happens in Canada and want to share this information with students and peers.

Benchmarks

This information provides a valuable benchmark for educators who are curious to compare the nature and volume of activity on their campus to the average activity happening across the country.

For example, you might identify a sector that is not particularly active on your campus, but which is generally active elsewhere, thereby demonstrating an industry or sector that merits an investment of development time and resources.

Or

Recruitment at your campus may seem to be less active than the national profile, but you may find that your entire region is less active, meaning that a resolution of the issue may require interventions beyond the scope of any single campus.

Job Offers by Employer

The labour market for the Class of 2013 continues to struggle, echoing the collapse of 2008. On average, employers offered fewer positions to the Class of 2013 than they did for the Class of 2012. The number of offers per respondent in 2012-13 fell to 9, a 25% decline from the 2011-12 average of 12, which also declined from the 2011-11 average of 16.

It is important to note, however, that the number of respondents has also been climbing, introducing the possibility that the declining average number of offers may be linked to the growing participation in the survey of smaller organizations.

Table 1 Offers per Employer

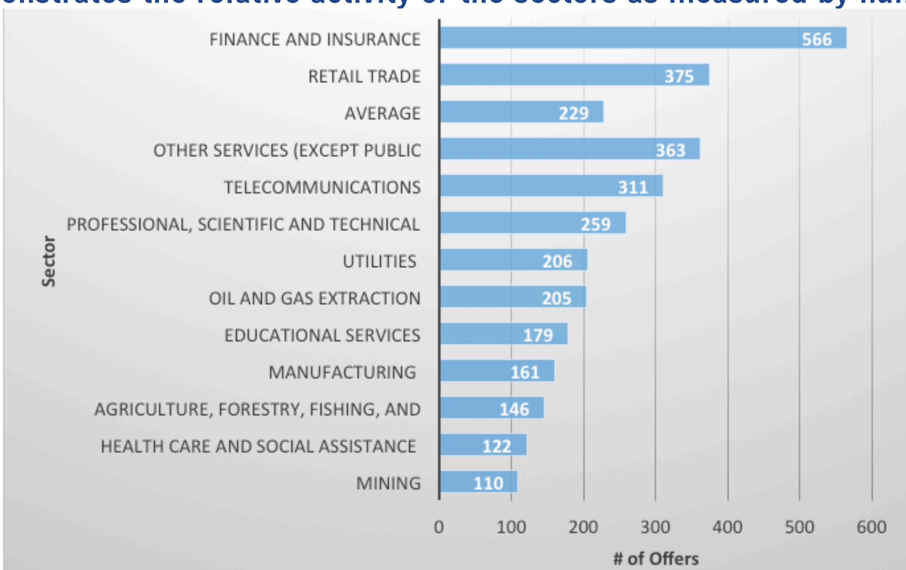
# of Offers per Employer	Survey Year	# of Respondents
16	2010-11	324
12	2011-12	450
9	2012-13	920

Recruitment by Sector

This section addresses the nature of new graduate hiring by sector. Canada's Campus Recruiting environment is dominated by a handful of sectors which are well-known to Canadians because of their profile and influence in other arenas. There is significant variance between sectors in Canada, with the most active sectors hiring 500% more than the least active. Activity may be affected by a number of factors:

- Size of Sector
- Size of companies in the sector
- Strength of the economy
- Strength of the sector within the economy

Figure 1 demonstrates the relative activity of the sectors as measured by number of offers.



Review of Prominent Sectors

Campus Recruitment in Canada is dominated by employers who represent a limited number of industry sectors that are also dominant performers in the overall Canadian economy. The sectors are listed below, alongside the average number of job offers per employer, and the percentage of total respondent job offers made by the sector.

Table 2 Prominent Recruiting Sectors

Sector	Average # of offers / Employer	% of Total Offers
Service (Comprised of two sectors)	Other Services - 10 offers Professional, scientific and technical services – 5 offers	20%
Finance and Insurance	24 offers	18%
Public Sector (Comprised of three Sectors)	Educational Services – 10 offers Health Care / Social – 7 offers Public Administration – 4 offers	12%
Retail	8 offers	12%
Resource Extraction	Oil and Gas – 21 offers Mining – 4 offers	11%
Telecommunications	35	10%

Recruitment by Region

In order to create data sets large enough to allow meaningful comparisons between and across regional data, we have grouped respondents by region.

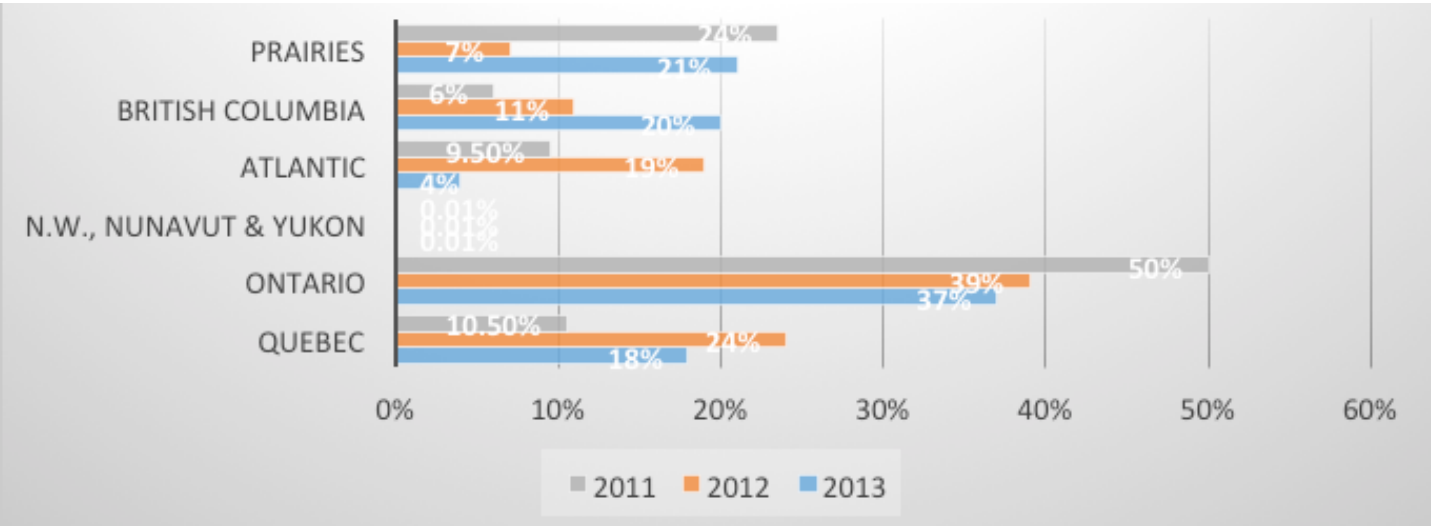


Figure 2 Percent of New Grad Hires by Region

Notable:

- Ontario remains the most active region for campus recruiting.
- The percentage of hires for 2013 in the Prairies returned to levels seen in 2011.
- British Columbia hiring percentages continued to grow from previous years, reaching to 20% of the total hires by region in 2013.
- Atlantic hiring percentages to drop to 4% in 2013.

Recruitment by Company Size

Company size is another important indicator that speaks to the nature of campus recruitment in this country. Larger employers offer more positions, which is unsurprising.

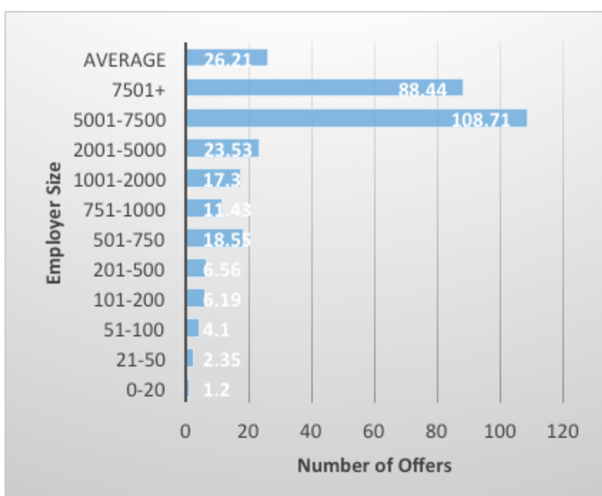


Figure 3 Average # of Offers by Company Size

Notable:

- It is not the largest employers (7501+ employees) who offered the most jobs per company, but the second largest (5001 – 7500 employees).

Candidate Profiles

What do recruiters seek in new graduates? This section examines the tools and techniques employers use when recruiting and selecting candidates. Educators will value this data for the insight it provides on what recruiters are looking for in preferred candidates and their selection process. Experienced career educators will find much of what follows to be self-evident, merely reinforcing notions that are accepted as common knowledge by practitioners. The fact that the findings are based on direct recruiter feedback, however, makes them powerful as motivators toward positive change in applicant behaviour.

Preferred Skill

Respondents were given a list of 20 skills/qualities and asked to rate each one on a scale of 1 to 5, with 1 representing a skill/quality the respondent felt was extremely important in a new graduate job candidate and 5 representing a skill/quality that was not very important. Figure 4 illustrates the relative importance of these skills based on their overall scores.

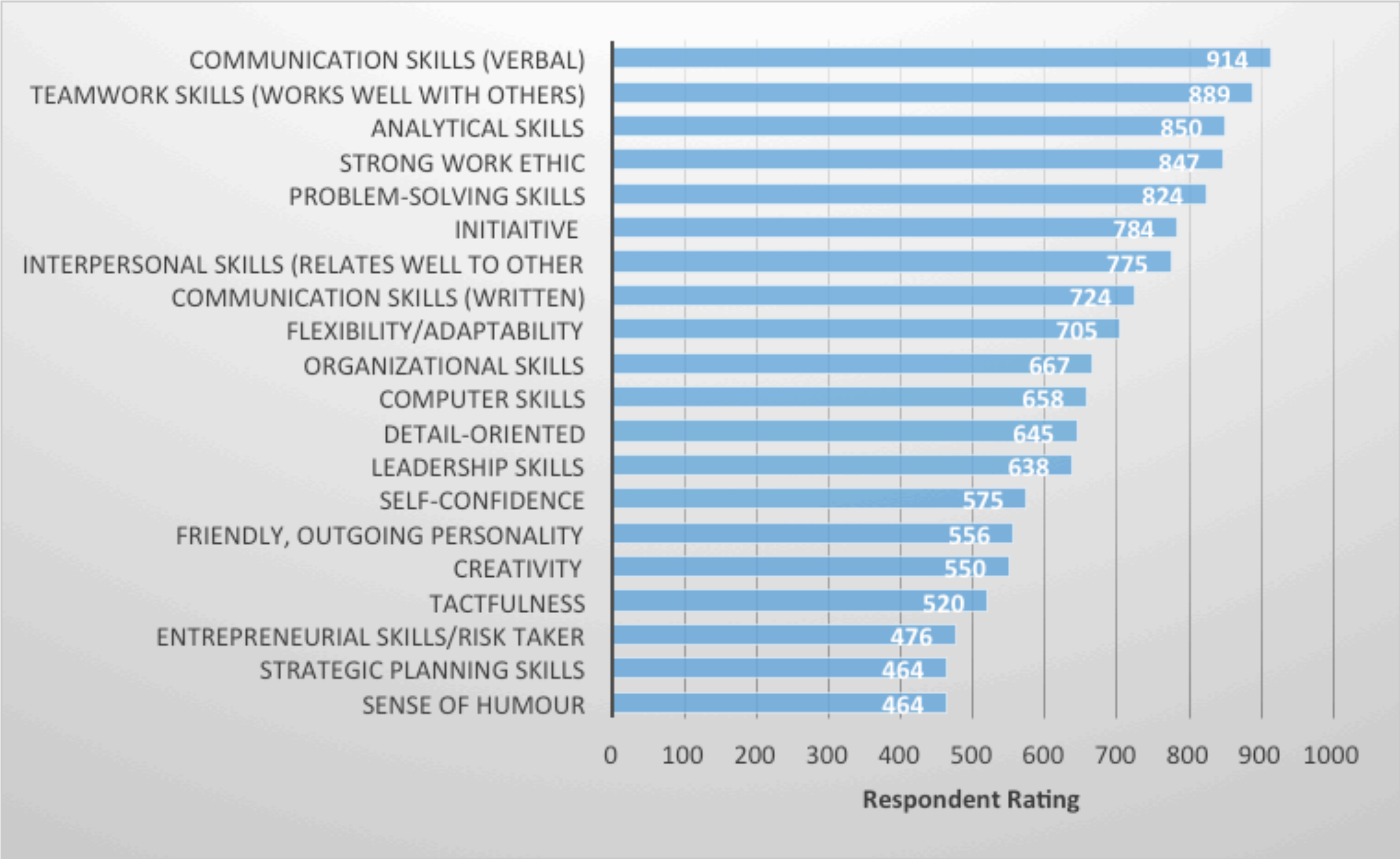


Figure 4 Skills Preferred by Employers

We compared the 2013 responses to those we received in 2012 and 2011, and the result is shown below in Table 3. We have compared the top five skills preferred by Canadian employers, and the bottom five skills as well. Although in a different order, the skills recur consistently.

Table 3: Top 5 and Bottom 5 Candidate Characteristics

	2011	2012	2013
1	Communication skills (verbal)	Teamwork skills	Communication skills (verbal)
2	Analytical skills	Problem-solving skills	Teamwork skills
3	Strong work ethic	Communication skills (verbal)	Analytical skills
4	Teamwork skills	Analytical skills	Strong work ethic
5	Problem-solving skills	Strong work ethic	Problem-solving skills
16	Entrepreneurial skills / risk taker	Tactfulness	Creativity
17	Self-confidence	Entrepreneurial skills / risk taker	Tactfulness
18	Strategic planning skills	Self-confidence	Entrepreneurial skills / risk taker
19	Tactfulness	Strategic planning skills	Strategic planning skills
20	Sense of humour	Sense of humour	Sense of humour

The Top 5 characteristics align with accepted notions of the value of ‘soft skills,’ a term commonly used to describe a candidates personal attributes, such as communication style and ability to work with others. The consistency of the responses over the past three years tells us that we appear to be getting to a true picture of what recruiters value. Soft skills as an important skill set is an accepted notion that has long been promoted, particularly by the Conference Board of Canada through the Employability Skills 2000 + brochure and website. The Top 5 are no surprise.

Where this data does surprise is in the skills at the bottom of the list. Entrepreneurial Skills, Strategic Planning, and Creativity – these characteristics are usually considered to be attractive and worthy of promotion. It is hard to imagine a company CEO who would not lay claim to them, nor would we expect to see a successful entrepreneur who was not blessed with some measure of them. If the goal is an entry-level position with the type of organizations that recruit on-campus, however, they should be put aside. Campus recruiters value hard-working team players who solve problems through analysis and communication. Candidates who see themselves as creative, funny, big-picture people who aren’t afraid to take chances will want to downplay those attributes.

And while these findings seem surprising, they are logical when you consider the nature of entry-level roles within larger organizations. New grad hires are being brought in to join a team, to solve their own problems, and to work hard. They are not being brought on-board to engage in strategy or to take the company in a new direction, at least not right away. Strategic thinking, creativity, and the courage to take risks are long-term assets that will benefit the new hire and their employer. However, you have to get the job first.

Application Requirements

Respondents were asked about their selection process and what documents they require from an applicant. Figure 5 reveals the preferences and the absolute control that digital technology now exerts over paper based processes. Only 1 in 20 employers will ask for a hard copy application.

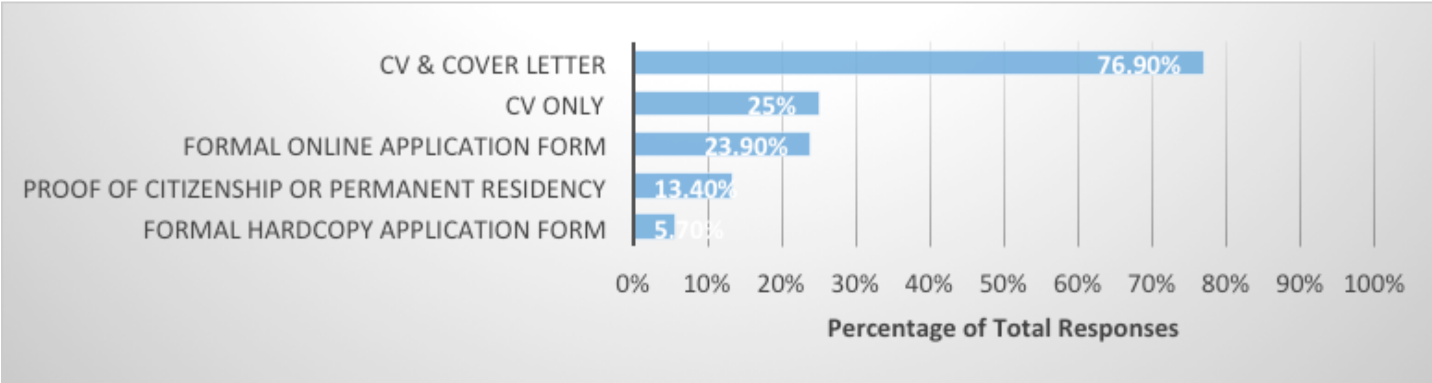


Figure 5 Candidate Submission Requirements

Notable:

- The traditional C.V. and cover letter combo is still the dominant profile, preferred over C.V. only by a ratio of approximately 3:1.
- The percentage of employers who still utilize formal hardcopy application forms remains low while a growing shift towards a formal online application form continues.
- The internationalization of Canada's workforce continues to increase from last year (10%) with nearly 14% of employers looking for proof of citizenship/permanent residency.

Selection Tools

Respondents were presented with a comprehensive set of tools used in recruitment and selection, and asked to identify which they used.

Figure 6 Recruitment and Selection Tools

Notable:
- Reference checks, assorted interviews and background checks remain prominent.
- Intensive activities such as Role-plays and Inbox exercises remain on the periphery.

Applicant Tracking Systems

Respondents were asked if their organization employed an applicant tracking system (ATS) in their recruitment campaigns. In Canada, the majority of employers (58%) do not, but in the United States, the use of this technology is practically ubiquitous among firms engaged in campus recruitment.

Quite often ATS's are adopted alongside social media recruiting campaigns using platforms such as LinkedIn. It will be interesting to monitor whether ATS use picks up and if that has an impact upon the use of social media, which appears to have plateaued in recent years (Table 6).

Table 6 Use of Applicant Tracking Systems

No. of Employees	Applicant Tracking System	
	No	Yes
	Row N %	Row N %
0-20	89%	11%
21-50	87%	13%
51-100	85%	15%
101-200	75%	25%
201-500	54%	46%
501-750	45%	55%
751-1000	62%	38%
1001-2000	33%	67%
2001-5000	35%	65%
5001-7500	40%	60%
7501+	35%	65%

Notable:
- Applicant tracking systems are the norm for larger Canadian firms with over 1,000 employees.
- Companies under 1,000 employees have still been slow in adopting the technology.

Pre-Screening Criteria

The application of selection and recruitment tools may be preceded by pre-screening criteria for evaluating an applicant's profile of their time as a student. The employer preferences expressed here are particularly important for educators and students. Figure 7 tells us that employers look first to the title of the applicant's academic credential (Bachelor of Arts, Diploma of Engineering) then to the field of study (English, Civil Engineering). Next, they seek out experiential learning – does the applicant have co-op or internship experience? This very much in line with the accepted wisdom related to recruiting practices.

It is the relative value of the other two attributes shown in Figure 7 that prompts discussion. According to the data, Canadian employers place a higher premium on co-curricular involvement than they do on academic excellence. If so, then it is important information that students should know, but educators must proceed with caution. CACEE interprets this data as saying that employers value academic excellence, but value co-curricular involvement more. Similarly, students should value both, and recognizing that they must find the right balance. Students who want to graduate and go to work should look for opportunities to be involved in co-curricular activities that will build their portfolio and experience. Not all activities are valued as highly, so choose ones that offer the opportunity to learn valuable skills, or gain applicable experience. Clubs, sports teams (varsity or intramural), campus leadership, and community service are among the most highly valued.

If the student's goal is admission to a competitive entry graduate program or professional school, they should investigate the criteria being used in the evaluation of applicants. Academic excellence will be required for admission to top tier graduate schools and should be prioritized. But even in this instance, a note of caution should be made – many high-end programs value co-curricular activity alongside in-class achievement. Again, finding the right balance will be the key.

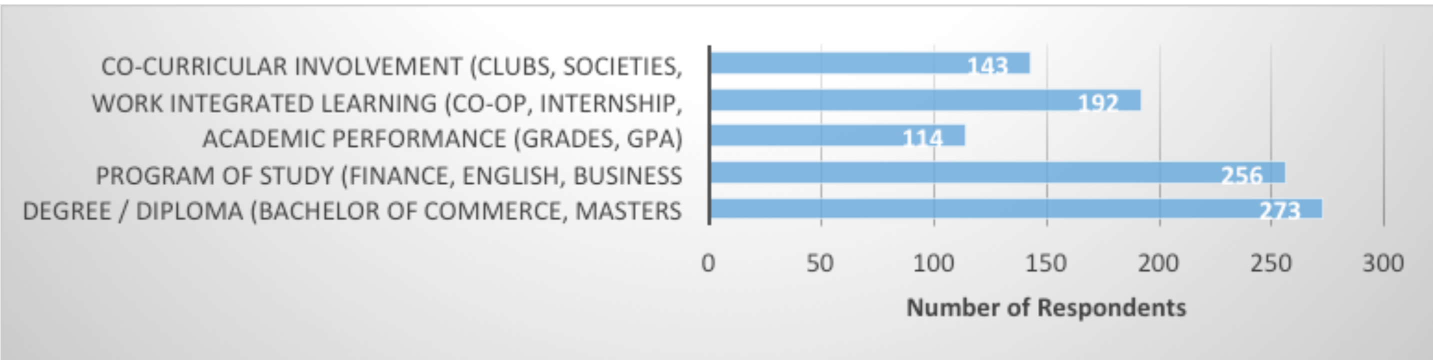


Figure 7 Pre-Screening Criteria

Notable

- Work Integrated Learning is highly valued.
- Co-curricular involvement is significantly more valued than academic excellence, a trend seen in last year's report as well.

Unfilled Vacancies

Respondents were asked to detail the number of positions that remained open at the end of the recruiting season by job titles. Figure 8 shows the distribution of job titles ranked by the percentage of total unfilled slots. We have focused on the experience of the individual employer. As Figure 8 reveals, recruiters looking for Sales staff were the most frustrated, while those recruiting Actuaries and Investment Bankers were the most successful.

It would be a logical conclusion that Sales recruiters were left with most unfilled vacancies because the salary and benefit package might not be as attractive compared to others or because they were looking to recruit a larger number of candidates. In Engineering related fields, a shortage of skilled applicants must be considered.

Figure 8 Unfilled Vacancies by Employer

Notable:

- The top job titles with greatest unfilled vacancies are in
  - Electrical
  - Electronic Software Engineer/Technologist
  - Engineering
  - General Management
  - Health Services
  - Retail Sales
  - Sales (in general)

Rejected Offers

Respondents were presented with a set of reasons for applicant rejection of an offer. Figure 9 reveals those most frequently cited, with Misc. being a catch-all for reasons not on the list. Candidates pursued by multiple employers, but able to join only one, accounted for nearly 50% of rejected offers.

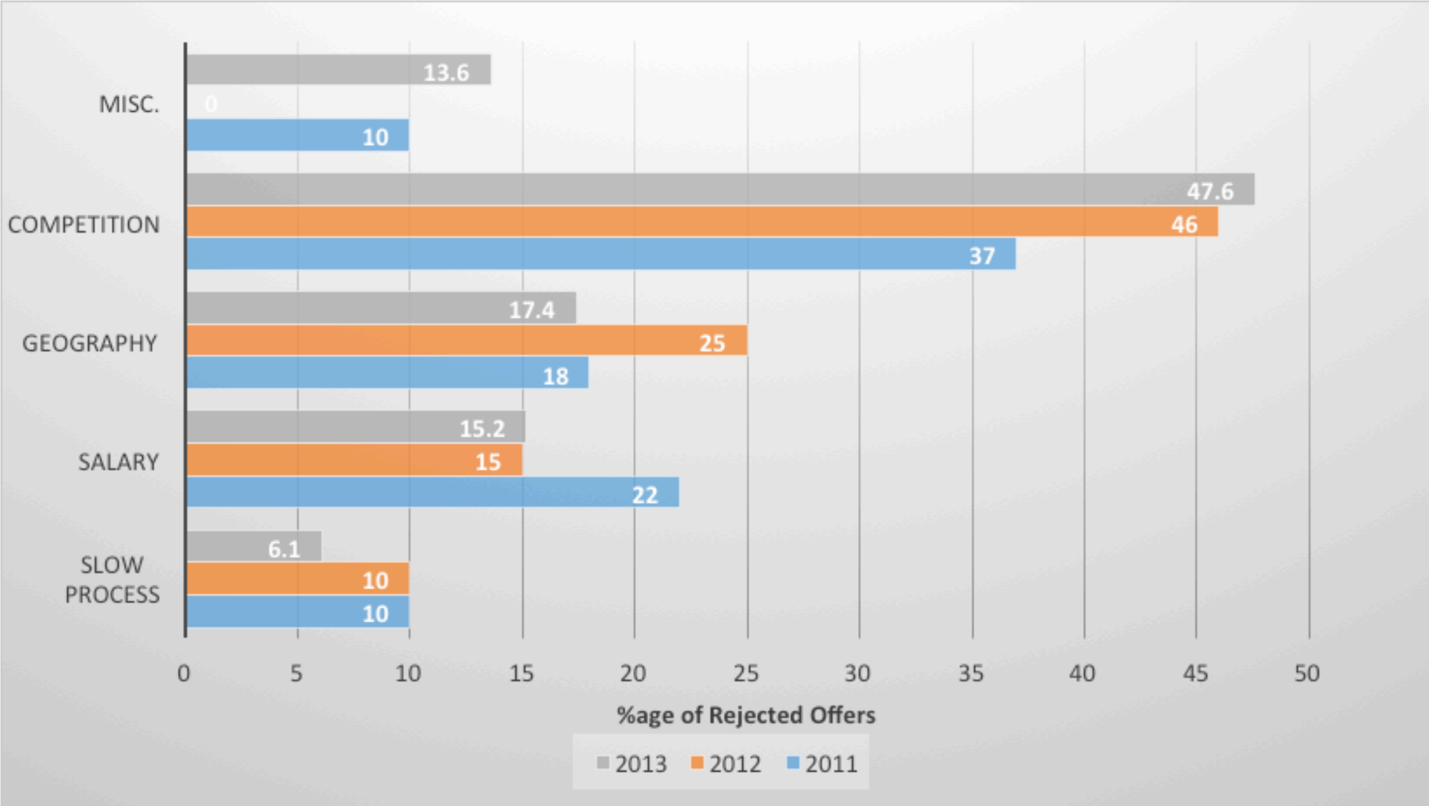


Figure 9 Rejected Offers by Reason

Notable:

- Competition was the most frequent cause of rejected offers.
- Salary does not appear to be a primary reason for rejection of offer
- Slow process was less of an issue this year

Salary and Benefits

The applicant factors that determine salary for new graduates are numerous and complex and include:

- Prospective employee's degree / diploma.
- Position being sought.
- Location of the job.

The overall picture of the college and university hiring salary scale is presented in Figure 10, showing the average salary by graduate credential. It should be noted that the figure does not have any representation for Ph.D. salaries because a sufficient number of responses was absent in this year's survey.

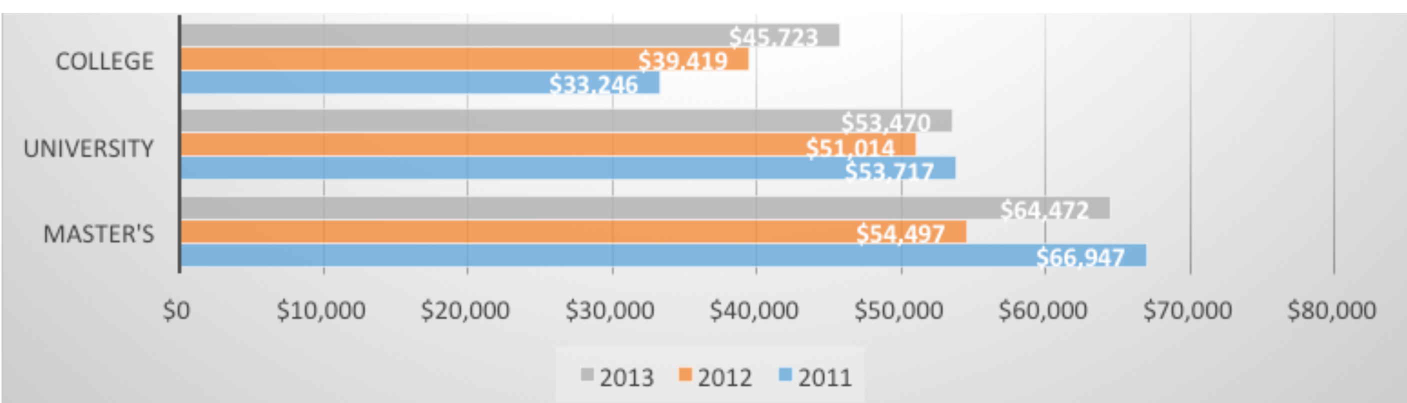


Figure 10 Average Starting Salaries by Credential

Notable:

- Average salary for university new graduates recruits in Canada in 2013 was $53,470 up from the 2012 average of $51,014 but down from the 2011 average of $53,717.
- Master's level salaries this year increased from the 2012 average of $54,947 (low figures due to sampling issues) to $64,472 this year, a figure similar to the 2011 average of $66,947.
- College grad salary increasing in value from the 2011 average of $33,246, to the 2012 average of $39,419, and finally to the current average of $45,723.
-

Educators who wish to understand the average salaries across sectors may find the information in Table 5.

Table 5 New Graduate Salaries in 2012-13 By Sector

Position	College	University	Master's
Accounting – C.A.	*	$42,640	*
Accounting – General	$39,500	$55,586	$64,750
Actuaries	*	$52,000	*
Banking – Finance	*	$55,000	$74,666
Chemical Engineering	$49,300	$60,304	*
Civil Engineering	$50,820	$59,333	$67,416
Consulting – Management & IT	*	$55,375	$61,333
Education – Training	*	$40,000	*
Electrical, Electronic Software Engineer/ Technologist	$47,621	$60,557	$64,571
Engineering	$54,391	$55,969	$65,950
General Management	$51,333	$54,618	$64,625
Health Services	$35,000	$56,333	*
Human Resources	$41,666	$51,191	$53,666
Industrial/Mechanical Engineering	$48,850	$60,034	*
Investment Banking	*	$56,000	*
IT	$43,500	$56,620	*
Logistics	*	$49,913	*
Marketing	$40,000	$56,000	*
Purchasing/Procurement	*	$54,000	*
Research & Development	*	$43,333	*
Retail Sales/Management	*	$43,500	*
Sales	$40,000	$43,444	*

*Insufficient Data – fewer than 2 responses

Signing Bonuses

Signing bonuses have been used as an enticement to attract potential recruits where starting salary may be an insufficient motivator. The signing bonus has been used extensively in the United States, in particular to attract students with technical degree backgrounds (engineers, computer scientists). We asked respondents about their use of signing bonuses in recruiting Canadian students.

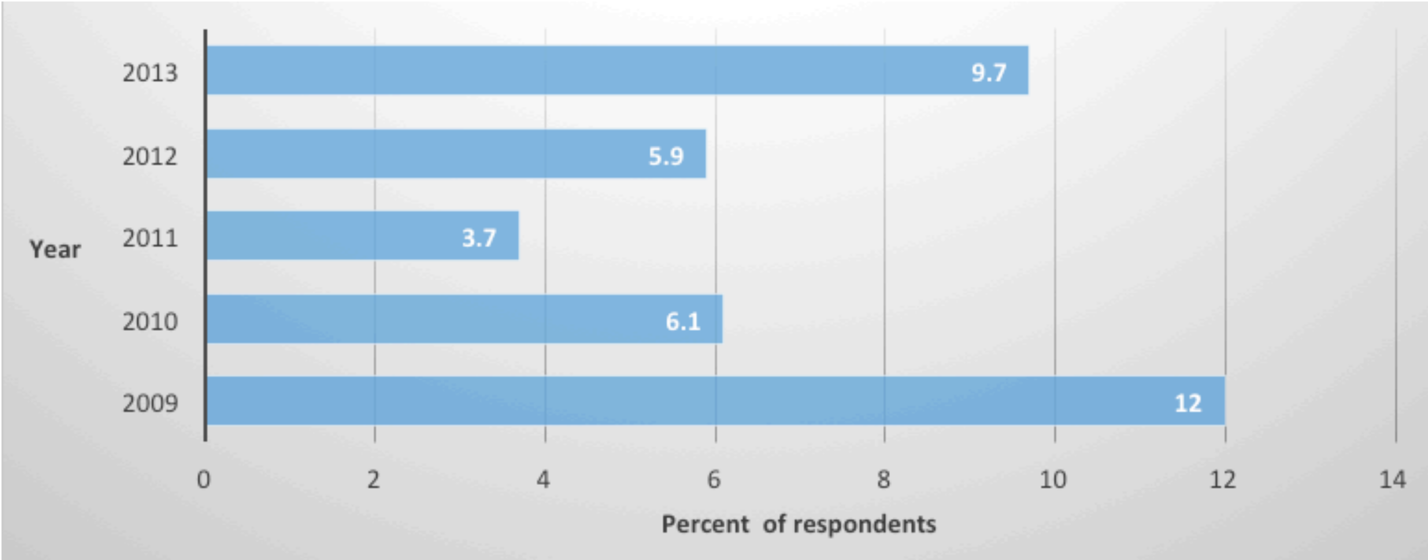


Figure 12 Percentage Offering Signing Bonuses

Notable:

- Use of signing bonuses in Canadian campus recruitment is minimal, but growing.
- After hitting a low of 3.7% usage in 2011, it has increased to 9.7% this year.
- Usage rate is still lower than 2009 rate.

Relocation Expenses

A relocation incentive is used by Canadian employers far more frequently than Signing Bonuses, but as with the signing bonus, the percent of employers offering such an inducement is still lower than it was in 2008-09. In the past year, however, an increase in employers providing relocation expenses increased to 40%, although the increase has not been uniform, across all sectors. The relative frequency with which relocation packages are offered by industry is detailed in Figure 13.

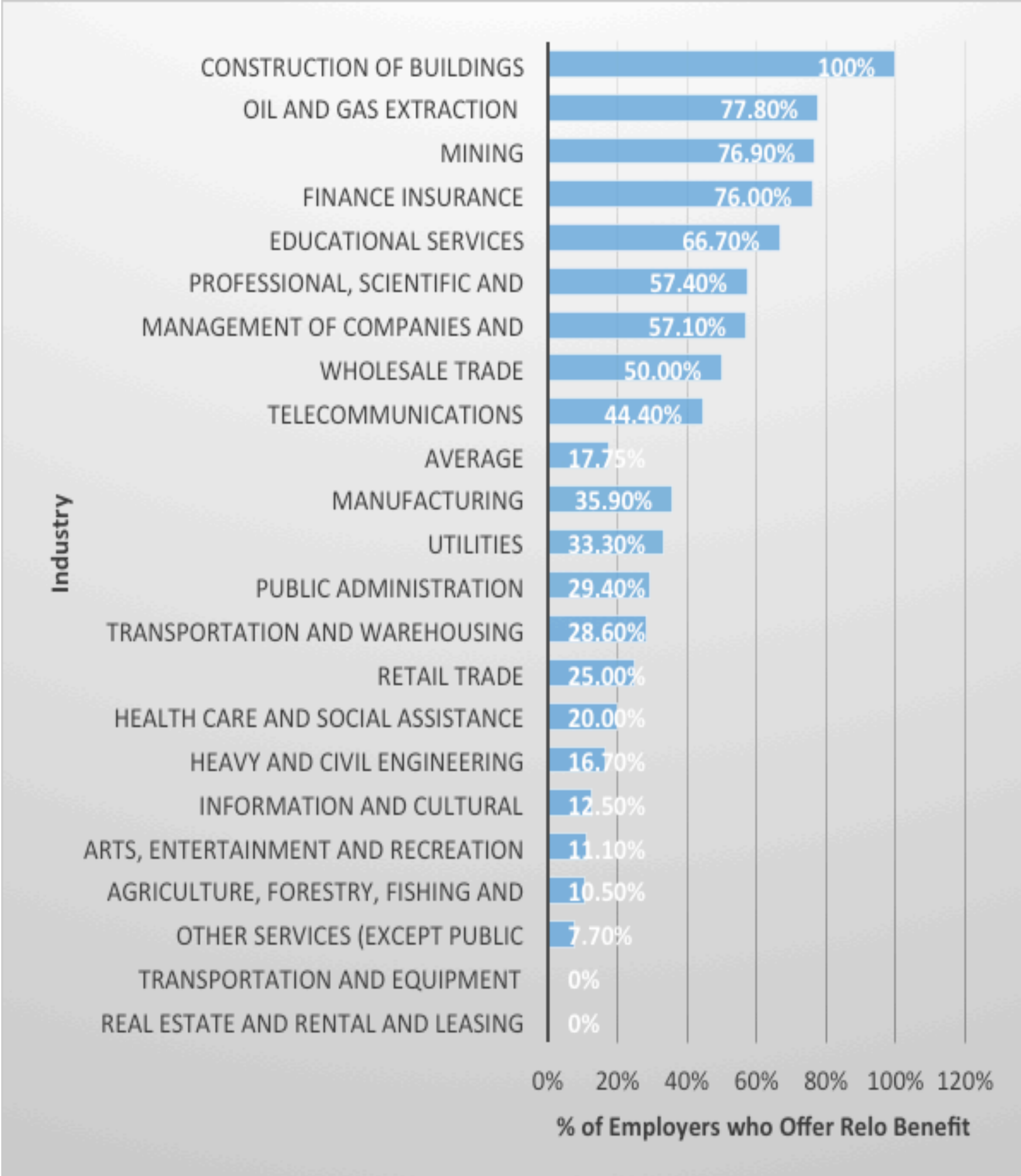


Figure 13 Relocation Expenses Offered By Sector

Notable:

- Oil and gas extraction and mining are much more likely to offer their recruits a relocation package.Employers in information and culture and retail trade are considerably less likely.
- The average rate of relocation expenses by sector is 17.7%.

Work Integrated Learning 2012-13

The final element of the market analysis of the 2012-13 recruiting season is the hiring of students participating in work integrated learning (internship co-op, summer students) programs.
In Table 6, information is provided on the number of offers from employers made to candidates with work-integrated learning experience. Employers are showing a clear preference for former interns, co-op students, and summer work term students. These three groups account for more than 90% of the total offers made to these types of candidates, and all three groups have approximately 30% of the distribution.

Table 6 Offers to Candidates with WIL Experience

Offers Made to Candidates with Work-integrated Learning Experience			
	Mean	Sum	Number of Respondents
Former Intern	1.45	380	262
Former Co-op	1.32	335	254
Former Summer Work Term	1.31	314	240
Former Volunteers	0.29	61	214
Formerly Worked with Organization	0.22	49	226

Work Integrated Wage Rates

The overall average wage rate for work-integrated hires in University degree programs in 2012-13 was $20.00, a 7% increase from last year's average of $18.61. Additionally, with the exception of research & development and retail sales/management, the hourly rates have been quite uniformly distributed within degree areas and across positions.

Table 7 Intern / Co-op Wage Rates by Sector 2012-13

Position	College	University	Master's
Accounting – C.A.	$15.88	$21.40	*
Accounting – General	*	$22.97	*
Actuaries	*	$23,83	*
Banking – Finance	*	$21.13	*
Chemical Engineering	*	$23.42	*
Civil Engineering	$18.00	$22.38	*
Consulting – Management & IT	*	$21.29	$37.00
Education – Training	*	*	*
Electrical, Electronic Software Engineer/Technologist	$19.25	$21.70	*
Engineering	$17.39	$20.51	*
General Management	*	$22.20	*
Health Services	*	$17.33	*
Human Resources	$19.63	$22.45	*
Industrial/Mechanical Engineering	$17.33	$22.69	*
Investment Banking	*	$18.50	*
IT	$17.45	$23.30	*
Logistics	*	$14.67	*

Marketing	$14.33	$17.80	*
Purchasing/Procurement	*	*	*
Research & Development	*	$13.77	*
Retail Sales/Management	*	$12.50	*
Sales	$12.75	$16.14	*

Notable:

- Lowest hourly rate was $12.50 for retail sales/management for those with a university degree.
- Highest was up to $37 for a master's student in IT consulting.

Target Schools – Work Integrated Learning

The recruiting activities for work-integrated learning candidates also exhibited a linear relationship between company employee size and number of target schools where recruiting occurred. The scope of activities related to new grad recruitment was somewhat larger than the activities targeted at work-integrated learning candidates.

In 2012-13, employers engaged in graduate recruiting on campus as follows:

- Attended career/job fairs at an average of 1.78 schools
- Hosted information sessions at an average of 1.29 schools
- Posted jobs at an average of 3.93 schools

Table 8 Number of Target Schools: WIL by Company Size

No. of Employees	Target Schools: Work Integrated Learning			
	Mean			No. of Respondents
	Attend Career / Job Fair	Host Information Session	Post Jobs	
0-20	0.26	0.35	1.25	106
21-50	0.70	0.39	1.74	61
51-100	0.75	0.41	2.22	59
101-200	0.71	0.42	2.46	56
201-500	1.97	1.39	4.32	75
501-750	2.97	1.88	9.00	33
751-1000	1.89	0,89	3.53	19
1001-2000	3.06	1.09	4.45	47
2001-5000	2.41	1.80	5.80	51
5001-7500	7.89	4.00	9.39	18
7501+	4.37	5.34	9.50	35

Table 9 Number of Target Schools: WIL by Industry

Industry	Target Schools: Interns/co-ops/summer students			
	Mean			Number of respondents
	Attend Career / Job Fair	Host Information Session	Post Jobs	
Agriculture, forestry, fishing and hunting	3.14	1.28	5.00	29
Arts, entertainment and recreation	0.93	0.87	4.20	15
Construction of buildings	0.86	0.43	1.43	7
Educational services	1.00	1.15	2.62	34
Finance insurance	0.69	1.52	4.40	42
Health care and social assistance	1.22	0.61	1.78	49
Heavy and civil engineering construction	1.67	0.20	3.07	15
Information and cultural industries	0.79	0.57	1.79	14
Management of companies and enterprises	12.25	12.50	18.50	8
Manufacturing	2.90	0.38	2.92	52
Mining	3.05	1.58	5.16	19
Oil and gas extraction	5.89	4.24	11.89	19
Other services (except public administration)	0.66	0.90	3.56	61
Professional, scientific and technical services	1.46	0.85	3.12	78
Public administration	0.83	0.39	5.31	32
Real estate and rental and leasing	0.29	0.00	2.29	7
Retail trade	3.55	1.90	8.70	20
Telecommunications	3.22	1.22	7.00	9
Transportation and equipment manufacturing	2.86	1.71	3.57	7
Transportation and warehousing	0.29	0.21	1.57	14
Utilities	3.80	2.95	7.35	20
Wholesale trade	2.00	2.00	3.25	4

Projections - Campus Recruitment 2014

In order to facilitate planning for the coming year respondents were asked to project their prospective activities for the Class of 2014, paying particular attention to:

- Number of hires by region
- Number of hires for each position
- Average projected salary for each job position

Hiring Expectations by Region

The distribution of expected hires for 2014 is compared to the actual hire rates 2012 and 2013 (Figure 14). Large differences are seen in the expected hires in several regions, with high expectations for recruiting in the Prairies and with Quebec and the Atlantic Region predicting declines.

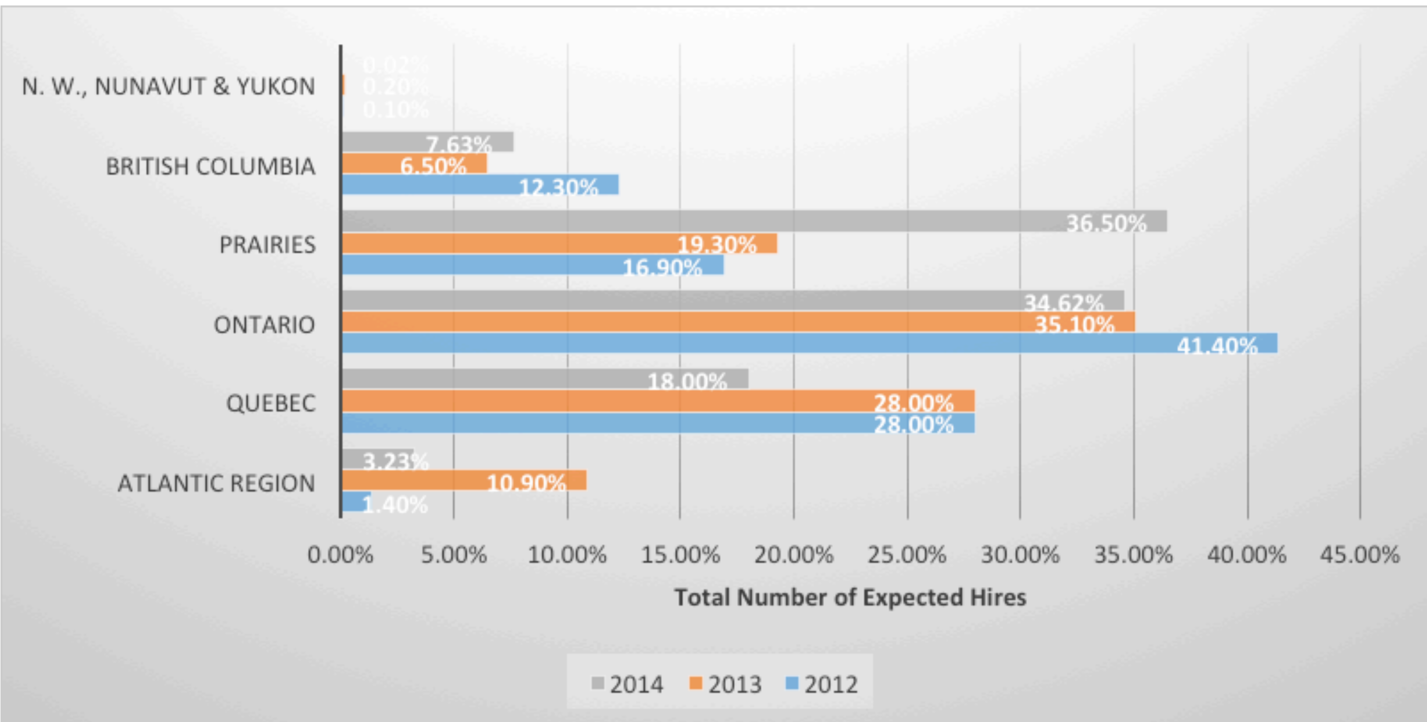


Figure 14 Expected Hires by Region

Salary for 2014

There is little indication of substantial change in starting salaries for new graduate hires in 2014. Engineering salaries are projected to continue to remain the highest; the top three positions of 2013 are also the positions in 2014 with the highest projected salaries (Chemical engineering, Electrical, Electronic Software Engineer /Technologist, and Industrial/Mechanical Engineering). Table 8 presents the projected salaries by position.

Table 8 New Graduate Salaries (by Position) for 2014

Position	College	University	Master's
Accounting – C.A.	*	$48,250	$53,000
Accounting – General	*	$51,368	*
Actuaries	*	$57,500	*
Banking – Finance	*	$46,000	*
Chemical Engineering	$40,500	$64,555	*
Civil Engineering	*	$53,928	*
Consulting – Management & IT	*	$53,833	*
Education – Training	*	*	*
Electrical, Electronic Software Engineer/ Technologist	$50,416	$64,928	*
Engineering	*	$60,466	$73,500
General Management	$47,500	$49,444	*
Health Services	$39,500	$60,000	*
Human Resources	$47,000	$56,000	*
Industrial/Mechanical Engineering	$60,000	$67,020	*
Investment Banking	*	*	*
IT	$42,875	$55,000	*
Logistics	*	*	*
Marketing	*	$49,571	*
Purchasing/Procurement	*	$57,000	*
Research & Development	*	*	*
Retail Sales/Management	*	$43,000	*
Sales	$38,750	$44,800	*

Notable:

- Overall average projected salary for university degree graduates is projected to increase from $52,807 to $54,592, a 3% increase.

Campus Recruitment – Benchmarks

The third major objective of the survey is to develop benchmarks for campus recruitment among Canadian employers. This year, we collected additional data on the number of target schools from which employers recruit, incorporating:

- Number career/job fairs attended
- Information sessions hosted
- Number of campuses where positions posted
- Estimate of the overall cost per hire related to bringing a new graduate recruit on board

As Educators, this information will help you to contextualize the recruitment that is happening at your campus.

Target Schools – Grad Recruiting

Employers recruit in a variety of ways from the multitude of schools with which they have relationships. The term target schools is used to refer to the ones that employers have prioritized, and are focusing efforts and resources. Typically they number in the range of 3 – 6, depending upon employer size and budget. Employers will accept applications from students at other institutions, but these are the ones in which employers have invested time and resources.

The number of target schools has been declining in recent years, falling from 13 in 2009-10. This has been the result of two factors - budget reductions, and the growth of social recruiting, or use of social networks in the hiring of new talent.

In 2012-13, employers engaged in graduate recruiting on campus as follows:

- Attended career/job fairs at an average of 2.51 schools
- Hosted information sessions at an average of 1.58 schools
- Posted jobs at an average of 4.65 schools

The number of schools at which employers recruit is to a great degree a function of the size of the employer – larger employers have relationships with more campuses. Table 9 evidences this trend.

Table 9 Target Schools by Company Size

No. of Employees	Target Schools: New Graduates			
	Mean			No. of Respondents
	Attend Career / Job Fairs	Host Information Sessions	Post Jobs	
0-20	0.62	0.42	2.25	104
21-50	0.94	0.41	4.02	63
51-100	1.23	0.59	2.86	56
101-200	1.84	1.24	2.91	58
201-500	2.22	1.34	5.26	77
501-750	3.51	0.54	2.66	35
751-1000	2.26	1.00	4.89	19
1001-2000	4.49	2.16	5.47	49
2001-5000	3.65	2.44	4.98	52
5001-7500	8.75	4.20	16.55	20
7501+	5.45	6.76	10.01	40

Branding Activity

Employer branding activity is expected to increase in 2014. Across the spectrum, more than 25% of respondents intend to increase their activities, while fewer than 5% intend to decrease. This is a positive indication of growth in our sector, and a return toward a more vibrant campus environment.

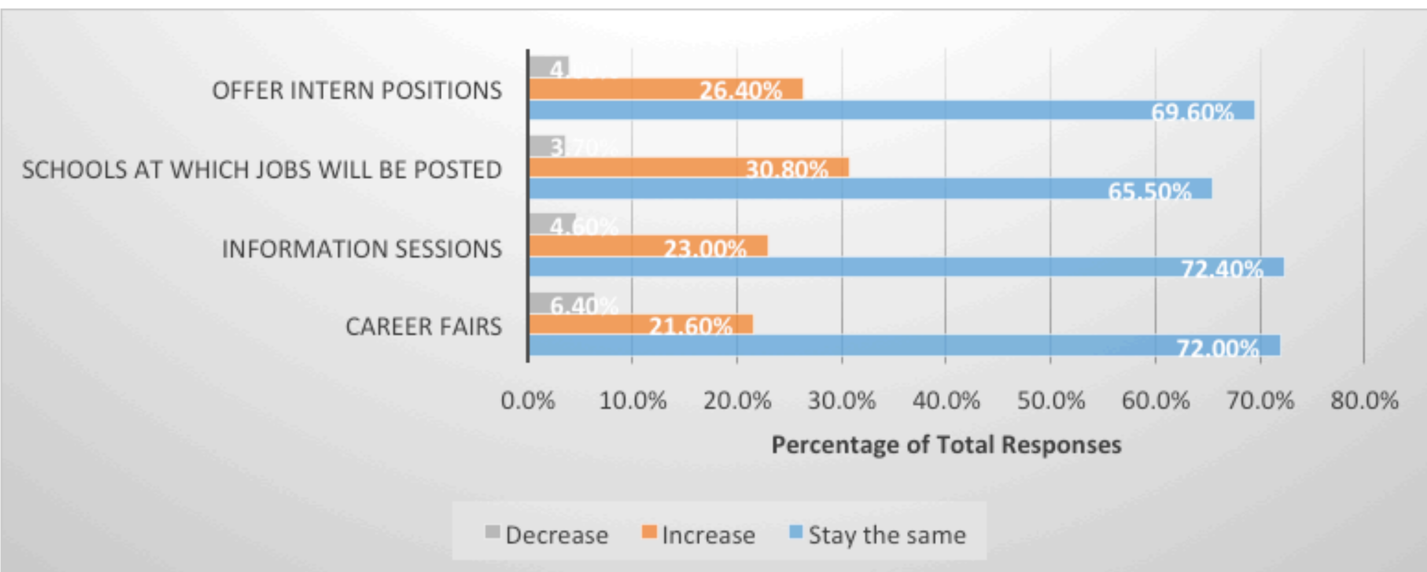


Figure 15 Change in Branding Activity

Effectiveness of Branding Activity

Respondents were asked about the branding activities they employ on campus, and their opinions of the effectiveness of those activities. Table 10 offers a comparison of employer ratings for these activities from 2011 to 2013.

Table 10: Branding Activities: Use and Effectiveness

Marketing Activities	Use			Effective		
	2011	2012	2013	2011	2012	2013
Information Sessions	51.3%	43.7%	42.9%	92.4%	92.2%	90.4%
Career/Job Fairs	55.1%	56.1%	57.9%	77.0%	80.1%	87.7%
Student Association Sponsorship	24.8%	26.2%	17.6%	66.5%	73.7%	50.3%
Career Centre Partnerships	42.4%	39.0%	41.4%	78.1%	90.2%	84.6%
Faculty Partnerships	37.2%	37.0%	34.9%	83.2%	86.9%	89.6%
Class Participation	21.2%	21.0%	21.8%	86.8%	85.0%	85.5%
Host In-house Visits/tours for Students	28.7%	19.8%	25.7%	82.9%	82.5%	84.9%
School newspapers	15.5%	12.6%	13.4%	45.2%	36.1%	52.6%
Campus Magazines	16.4%	14.7%	13.6%	43.3%	50.0%	46.8%
Student Handbooks/Yearbooks	17.5%	18.0%	11.1%	48.0%	35.3%	59.1%
Online Social Networks (i.e. Facebook)	37.1%	47.3%	45.6%	73.6%	73.9%	78.1%
Job Posting Websites	85.8%	82.9%	84.5%	91.7%	89.1%	89.8%
Student Referral Program	33.3%	24.5%	32.3%	93.7%	80.9%	90.7%

Notable:

- Information session usage continues to drop (from 51.3% in 2011 to 42.9% currently).
- Student association sponsorship also declined (26.2% to 17.6%).
- High touch activities such as Class participation and in-house visits remain on the margins.
- The use of School newspaper, campus magazines remained quite low (below 22% usage). All of the mentioned initiatives can be expensive and yield minimal returns.

A deeper analysis of the effectiveness for each of these activities can be seen in Table 11. Interestingly, most respondents describe the tools available to them as only 'somewhat effective', suggesting that there is significant room for improvement in the tools available.

Table 11 Branding Activities: Use and Effectiveness

Marketing Activities	2013 - Effectiveness			
	Very Effective	Somewhat Effective	Not very Effective	Not at all Effective
Information Sessions	38.60%	51.80%	6.00%	3.60%
Career/Job Fairs	25.30%	62.40%	11.80%	1.20%
Student Association Sponsorship	1.70%	48.60%	28.60%	5.70%
Career Centre Partnerships	33.10%	51.50%	13.40%	2.10%
Faculty Partnerships	39.80%	49.80%	10.00%	0.50%
Class Participation	37.10%	48.40%	12.90%	1.60%
Host In-house Visits/tours for Students	30.80%	54.10%	12.30%	2.70%
School newspapers	10.50%	42.10%	31.60%	15.80%
Campus Magazines	6.50%	40.30%	42.90%	10.40%
Student Handbooks/Yearbooks	9.10%	50.00%	41.00%	0.00%
Online Social Networks (i.e. Facebook)	25.80%	52.30%	19.20%	2.70%
Job Posting Websites	41.80%	48.00%	9.20%	1.00%
Student Referral Program	35.50%	55.20%	7.10%	2.20%

Notable:
- Posting jobs on websites continues with high usage (84.4%) and perceived effectiveness (41.8% Very Effective).
- Growth in the use of online social networks in branding appears to have plateaued this year, showing a small decline.
- Information Sessions showed decline once more, with fewer than 50% of employers engaged in the activity. This is likely the result of a cost / benefit analysis. Info sessions may be effective, but they are also expensive.

Cycle Time

Respondents were queried about interviewing procedures and the length of time between initial engagement of the student recruit and ultimate confirmation of an accepted position (cycle time).

Overall, the median number of days between the initial job posting and the first candidate interviews is 20 days (extrapolated from Table 12), an increase from 15 days in 2012.

The overall median number of days from the interviews to offer is 12 days, a median value consistent with previous findings of 10.5 days in 2012, and 14 days in 2011. This pattern allows the conclusion that the range for moving from interview to offer is 10-14 days.

Lastly, for the final step in the process, the time from the offer of a job to the candidate's acceptance, the overall median number of days is approximately 3 days. Additionally, as can be seen from Table 11, a clear pattern is outlined in that the median amount of time required in each step gets progressively shorter, yet another pattern seen in previous reports.

Table 12 Number of Days from Initial Posting to Acceptance

No. of Employees	Time: Job Post - Interview		Time: Interview - Offer		Time: Offer - Accept	
	Mean	Median	Mean	Median	Mean	Median
0-20	18	15	12	10	8	3
21-50	21	15	15	14	9	3
51-100	21	17	11	10	6	5
101-200	17	15	12	10	5	2
201-500	19	15	13	10	6	2
501-750	23	19.5	16	14	4	3
751-1000	20	21	11	7.5	2	2.5
1001-2000	23	30	15	10	6	5
2001-5000	22	21	15	14	6	3
5001-7500	20	20	25	16.5	6	2.5
7501+	27	30	16	12.5	5	5

Notable:
- Average cycle time is 35 days.
- Cycle time appears to be far more a function of size than sector. Larger organizations take longer to make recruiting decisions largely due to the earlier steps of the interview process.

Interviewing

Regarding interviews, the questions focused on where the recruits were interviewed, i.e., on-campus or in-house, and if that interview location changed from the initial contact to the final interview. (See Table 13).

Table 13 Location of Initial Interview by sector

Sector	Initial Interview Location		
	On campus	In house	On-line
	Row N %	Row N %	Row N %
Agriculture, forestry, fishing and hunting	37%	70%	17%
Arts, entertainment and recreation	7%	86%	43%
Construction of buildings	11%	67%	33%
Educational services	25%	75%	25%
Finance insurance	40%	89%	7%
Health care and social assistance	10%	94%	10%
Heavy and civil engineering construction	50%	69%	13%
Information and cultural industries	17%	92%	8%
Management of companies and enterprises	71%	43%	29%
Manufacturing	28%	83%	20%
Mining	21%	68%	37%
Oil and gas extraction	69%	56%	13%
Other services (except public administration)	18%	86%	9%
Professional, scientific and technical services	33%	78%	14%
Public administration	23%	81%	19%
Real estate and rental and leasing	0%	71%	43%
Retail trade	40%	73%	13%
Telecommunications	44%	67%	0%
Transportation and equipment manufacturing	0%	86%	14%
Transportation and warehousing	8%	92%	0%
Utilities	5%	81%	29%
Wholesale Trade	33%	100%	0%

* respondents may select more than one option for their response

Notable:

- 60% of respondents preferred in-house interviews in 2011 and 2012, 73% in 2010, and 78% this year.
- Only two industry sectors preferred on-campus interviews over in house interviews: management of companies and enterprises, and the oil and gas extraction industries.
- This year, the average percentage of respondents who conducted initial interviews online reached 18%, consistent with the previous two years. The use of online initial interviews has plateaued.
- Nearly 76% of respondents reported that their final face-to-face meetings with potential employees were done in-house.

Retention

How well do Canadian firms retain their new graduate hires? To determine this benchmark, the survey requested respondents to identify the percent of new graduate hires that remained with the firm after one year of employment, after two years, and after five years. Table 14 shows retention rates by size categories.

Table 14 Graduate Hire Retention Rates (By Size)

No. of Employees	Retention: one year	Retention: two years	Retention: five years
	Mean	Mean	Mean
0-20	68.33%	60.68%	49.50%
21-50	86.50%	79.47%	75.19%
51-100	83.45%	76.00%	69.67%
101-200	92.67%	96.75%	93,25%
201-500	79.17%	72,13%	58.65%
501-750	84.75%	78.75%	71.88%
751-1000	81.00%	70.00%	61.67%
1001-2000	90.05%	85.91%	75.64%
2001-5000	89.31%	90.00%	83.18%
5001-7500	80.00%	76.00%	71.67%
7501+	94.69%	83.25%	83.07%

Notable:

- Average retention rate after one year of employment for new graduate recruits based on responses to the 2013 survey is 84.54%.
- Beyond the first year, the mean retention rate drops to 78.99% after two years and
- To 72.12% after five years.

Recruitment Model

The final benchmark section deals with the overall model or structure of the recruitment effort of employers who actively recruit on Canadian college and university campuses. The benchmarks here include:

- The formal structure of the recruitment effort within the organization
- Staffing levels that are committed to new graduate recruiting
- The use of technology by Canadian recruiters
- The cost per student hire experienced by responding employers

Based on the responses from those recruiters participating in this survey, the recruitment model is predominantly structured in a formal manner – approximately 80% of respondents reported having a formal structure, coordinated out of a centralized office within the organization.

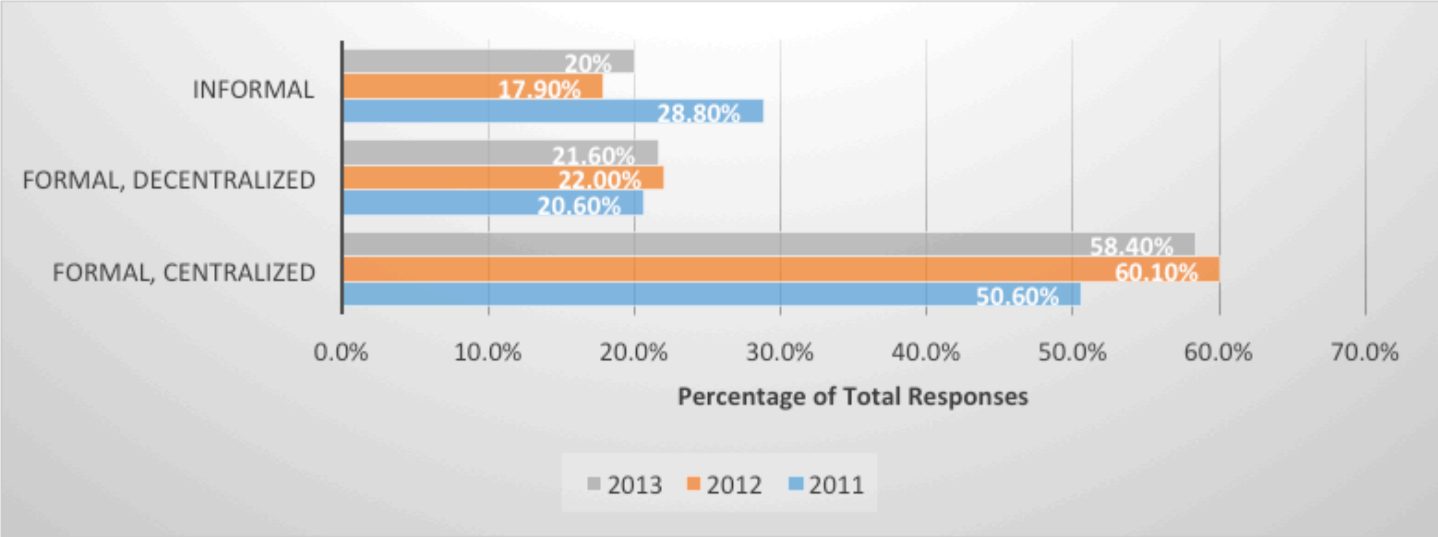


Figure 16 Recruitment Models

Cost per Hire

The final benchmark element the survey set out to measure was cost per hire. Respondents were asked to provide estimates for the total cost of the recruiting office including:

- Salaries for staff responsible for recruiting
- Costs associated with direct recruiting activity
- Dollars spent on advertising in relation to recruiting
- Relocation expenses for new graduate hires

These costs were then compiled, and they are presented below in Table 16.

Table 7 Cost per Hire Estimates

Year	Operating Cost	Recruitment Costs	Marketing Cost	Relocation Cost	Total Cost
2011	$2,166	$668	$288	$820	$3,923
2012	$3,201	$2,987	$2,634	$4,413	$13,236
2013	$2,507	$2,828	$2,051	$2,405	$9,791

Conclusion

The Campus Recruitment and benchmarking Survey has provided us with three information sets, which have been summarized herein:

- Summary of on-campus recruiting in 2013
- Projections for 2014
- Benchmark numbers related to the tools and techniques used in campus recruiting

The data collected for the 2013 Campus Recruitment and Benchmarking Report is, for the most part, remarkably consistent with the data from the previous years, despite the significant increase in respondents. This tells us that the findings we draw from the data are reliable and that the significant changes to the campus recruiting environment following the 2008 recession have stabilized. We may also conclude from the data that consistent recovery and growth has not yet materialized. For example, the average number of job offers is down overall, but is rebounding in some key sectors. Salaries for new grads should go up by approximately 3%, which is a sign of growth, but recruiter activity on campus was still trending downward in 2013, with promising signs for 2014.