



# 2010 Recruiting Benchmarks Survey

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## KEY FINDINGS

The National Association of Colleges and Employers conducted its annual survey of employer members from June 15, 2010 to August 15, 2010, to benchmark data relevant to college recruiting. From a base of 861 employers holding organizational membership, there were 268 responses for a response rate of 31 percent.

Following are some of the major findings of the 2010 survey:

### **The Scope of College Recruiting**

- Globalization in college recruiting is, at this point, a relatively specialized aspect of the overall recruiting scene.
  - The firms that participate in this specialized aspect of college recruiting can be identified by the relative concentration of global recruiting among specific industries, locations, and the size of companies.

- The profile of global recruiters would first of all include the largest employers. Companies with more than 20,000 employees are the most likely to engage in global college recruiting. Slightly more than 32 percent of the firms in this size category recruit internationally for both U.S. and foreign operations. This compares with just under 4 percent of small businesses (companies with 500 or fewer employees).
- There is a distinct regional flavor to the firms that report recruiting college graduates outside of the United States.
  - Firms from the Far West are far more likely to be involved in international recruiting than the firms in any other part of the country. Nearly 38 percent of firms from the Far West report international college recruiting efforts. By comparison, the region with the next heaviest concentration of international recruiters, the Southwest, includes less than 25 percent of their respondents that have recruiting efforts outside of the United States.

#### **New College Hires As Percent of Entry-Level Hires**

- Overall, employers reported that, on average, 49.5 percent of their entry-level hires for 2009-2010 were new college graduates. This is a sharp increase from the 41.5 percent reported in the 2009 survey and continues a decade-long trend where employers responding to the survey are placing a greater emphasis in their overall employment recruiting on new college hires.
- There are some considerable variations among industry sectors when it comes to depending on new college graduates for overall new hires.
  - Several industry categories report hiring more than 50 percent of their new employees from the ranks of new college graduates. These industries include: accounting services (61.7 percent); government (55.7 percent); oil and gas exploration (56 percent); and education, health, and welfare services (52 percent). By contrast, there are the industries where less than 30 percent of new hires come from the ranks of new college graduates: recreation and hospitality (27.5 percent); information (25.4 percent); miscellaneous professional services (22.7 percent); and utilities (19.8 percent).

#### **Offers**

- There was considerable variation in offer rates across industry categories.
  - A number of industries had average offer rates that exceeded 40 percent, matching rates more consistent with stronger college labor markets. These sectors included construction, pharmaceutical/chemical manufacturing, transportation, accounting services, and management consulting.

- On the other hand, there were several industries that exhibited significantly low offer rates indicating a high degree of selectivity in their recruitment process or a process that used an initially very wide net. These industries are oil and gas extraction, utilities, finance, and engineering services.

### **Diversity Recruiting**

- Diversity recruiting efforts are successful in terms of African-American and Hispanic-American candidates.
- The one area where diversity recruiting efforts do not seem to be successful is in the hiring of new female graduates.
  - Firms with diversity recruiting efforts hire a smaller percentage of female new graduates than are either available in the population overall or are hired by firms without diversity recruiting efforts.
  - Thirty-four percent of new college hires by firms that have diversity recruiting efforts were females. By comparison, approximately 41 percent of new college hires by firms without diversity efforts were female, and the overall base of graduates was 57 percent female.

### **Branding Techniques**

- Two techniques saw substantial increases in the percent of respondents employing those techniques. These were social networking, which grew from 35.2 percent in 2009 to 47.8 percent in 2010, and advertising in student job publications, which increased to 43.2 percent in 2010 from its usage rate of 35.6 percent in 2009.
- Three other techniques saw substantial declines in the percent of firms employing the technique. They were supporting the activities/events of student organizations, which declined from 80.2 percent to 75.1 percent; advertising on a campus web site, which dropped from 70.6 percent to 60 percent; and the use of DVDs, which declined from 22.4 percent to just 12.8 percent of 2010 respondents.
- The most widely used techniques are generally perceived as the most effective in communicating the company's brand to potential employees. Attendance at career fairs is the highest rated technique in terms of effectiveness, scoring a 3.85 on a 5-point scale (5=extremely effective). It is followed closely by building relationships with key faculty (3.83).
- Although it was the biggest mover in terms of usage, social networking is still one of the lowest rated in terms of effectiveness scoring only 2.87 on the 5-point scale.

### Career Fairs

- Recruiters anticipate a slight rebound in on-campus activity this coming recruiting season. On average the number of career fairs respondents expect to attend during the 2010-2011 recruiting season will be just over 26—an increase of approximately one fair per respondent or 5 percent.

### On-Campus Interviews

- For the past several years an interesting, and somewhat perplexing, trend has developed. First, the percentage of employers that are going on campus to interview prospective recruits has been decreasing. Between 2004 and 2007, the year-to-year decline was very small but steady. In 2008, the drop off was substantial, and since then the decline has been further reinforced. In 2010, the percent of firms who conducted on-campus interviews dropped to 77.7 percent from the 80 percent figure recorded for 2009.
- The second trend appears to run counter to the first. While the percentage of companies engaging in on-campus interviewing has been steadily decreasing, the percentage of hires emanating from on-campus interviews has generally increased over these years; the trend has not been as steady, but the overall change is noticeable, especially since 2007. The results of the 2010 survey also reinforce this trend.


### Technical Applications

- There is a clear trend taking shape with respect to video interviewing. In 2008, it was the least used and perceived as the least effective technical application for college recruiting. It is now still used by a relatively small (although substantially larger) niche, and its perceived effectiveness has increased to the point where it ranks second on the list.

### Staffing

- The average number of full-time staff for all respondents reporting a formal recruiting department increased from 5.9 full-time personnel in 2009 to 7.7 in 2010. This represents a continuing trend to expand the number of individuals involved in college recruiting operations and may point to a trend that places greater emphasis on college recruiting as a critical aspect of an organization's talent acquisition strategy.

### Cost-Per-Hire

- The average cost of recruiting a new college graduate for a full-time position appears to have increased dramatically between 2009 and 2010. The average cost-per-hire reported by employers responding to this survey was \$8,947, an increase of 56.7 percent. 

## PARTICIPATING ORGANIZATIONS

A total of 268 organizations took part in the survey; however, only 205 agreed to be listed.

Actuant Corporation	Charles Schwab & Co., Inc.	Federal Deposit Insurance Corporation
Adaptive Methods	Chevron Corporation	Federal Energy Regulatory Commission
Aerospace Corp.	Chevron Phillips Chemical Company LP	Federal Management Partners, Inc
Aetna Inc.	Cisco Systems, Inc.	Federal Reserve Bank of New York
Affiliated Engineers, Inc.	Coca-Cola Enterprises	Ferguson Enterprises, Inc. - a Wolseley Company
Agilent Technologies, Inc.	Collective Brands (Payless ShoeSource)	Fidelity Investments
Air Products & Chemicals Inc.	Colorado Springs Utilities	FMC Technologies, Inc.
Alcatel-Lucent	Compass Group, The Americas Division	Freddie Mac
Amazon	comScore, Inc.	GEICO
American Electric Power	ConAgra Foods, Inc.	General Electric Company
American Woodmark Corporation	Consolidated Graphics	General Mills Inc.
Ameriprise Financial	Country Insurance and Financial Services	Genworth Financial
Amica Mutual Insurance Company	Covance Inc.	Georgia Tech Research Institute
Analog Devices, Inc.	Cree, Inc.	Global Tax Management, Inc.
Anheuser-Busch Companies, Inc.	Croda Inc.	Gorton's Inc.
Apollo Group, Inc.	Cummins, Inc.	Great Lakes Dredge & Dock Company
ARAMARK	Dallas Central Appraisal District	GreenbergFarrow
ARCADIS US Inc.	Daymon Worldwide	Hajoca Corporation
Armstrong World Industries	Devon Energy Corporation	Hazen and Sawyer P.C.
Arup & Partners	Dewberry	Herbert, Rowland & Grubic, Inc.
ATI Allegheny Ludlum	Dick's Sporting Goods	Hitachi Consulting
Baker Hughes Incorporated	Dominion Resources Services, Inc.	Honeywell International Inc.
BASF Corporation	Duff & Phelps LLC	Hormel Foods Corporation
Bechtel Plant Machinery Inc.	DuPont	Huron Consulting Group
Becton Dickinson & Company	E.J. Gallo	IBM Corporation
Bell Helicopter Textron Inc.	Eastman Chemical Company	IGT
Bentley Systems, Incorporated	Eaton Corporation	J. Ray McDermott, S.A.
Best Buy Co., Inc.	EchoStar	Johnson Lambert & Co. LLP
Boy Scouts of America	Edwards Lifesciences	Kennedy & Coe LLC
BP	Emerson Climate Technologies	L-3 Communications Integrated Systems
Burns & McDonnell Engineering Co. Inc.	Emerson Process Management - Fisher Controls Division	Lafarge North America
Cameron	Entergy Services, Inc.	Lennox International Inc.
Campbell Soup Company	Exel	
Cardinal Health	Farm Credit Bank of Texas	
CGI		
CH2M HILL		

Liberty Mutual Insurance Company  
Life Technologies Inc.  
Lowe's Companies, Inc.  
Lutron Electronics Co. Inc.  
Lyondell Basell  
Macy's, Inc.  
Marathon Oil Corporation  
Mattress Firm  
Maxim Healthcare Services, Inc.  
McCain Foods Limited  
McKesson Corporation  
Mercer  
Messer Construction Co.  
Michelin  
Milliken & Company  
Murphy Oil USA, Inc.  
National Grid  
National Instruments  
Nationwide  
Naval Acquisition Career Center  
Naval Air Systems Command (NAVAIR) - NAVAIR - Patuxent River  
NCR Corporation  
Nestle Purina Petcare  
Newell Rubbermaid  
Newmont Mining Corporation  
Niagara Bottling, LLC  
Norfolk Southern Corp.  
Northrop Grumman Corporation  
Office of Legislative Audits  
Oregon Department of Transportation  
ParenteBeard  
Pennsylvania Transformer Technology, Inc.  
Philips  
PPG Industries, Inc.  
PPL Corporation  
PrimeSource Building Products, Inc.  
Principal Financial Group  
Procter & Gamble Co.  
Progress Energy Service Co.  
Prudential  
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QUALCOMM Incorporated  
Questar Corporation  
Rayonier Inc.  
Raytheon Company  
Rogers Corporation  
ROHM Semiconductor USA, LLC  
Roux Associates, Inc.  
Ryan & Company Inc.  
S&C Electric Co.  
Sabre Holdings  
SAP America, Inc.  
Schlumberger Oilfield Services  
Scottrade  
Sears Holdings Corporation  
Sensata Technologies  
SES AMERICOM  
Smith International, Inc.  
Starwood Hotels & Resorts Worldwide Inc.  
Stryker Corporation  
Suffolk Construction Company, Inc.  
Sunoco, Inc.  
Swagelok Companies  
SWIFT  
Tata Consultancy Services  
Tennessee Valley Authority  
Teradata Corporation  
Texas Instruments Incorporated  
The Hertz Corporation  
The LPA Group Incorporated  
The MITRE Corporation  
The New England Center for Children  
The Northern Trust Company  
The PNC Financial Services Group, Inc.  
The Royal Bank of Scotland  
The Ryland Group, Inc.  
The Schwan Food Company  
The Timken Company  
The Vanguard Group  
The Williams Companies  
Tindall Corporation  
Titan America  
Toyota Motor Manufacturing North America  
Toys "R" Us, Inc.  
Triage Consulting Group  
Turner Construction Company  
Tyson Foods, Inc.  
U.S. Comptroller of the Currency  
U.S. Department of Labor  
U.S. Department of State  
U.S. General Services Administration  
U.S. Office of Personnel Management  
U.S. Postal Service  
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For information on special reports based on the survey results, contact Ed Koc, NACE research director, ext. 164, 800.544.5272, [ekoc@nacweb.org](mailto:ekoc@nacweb.org).



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