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2011 Recruiting Benchmarks Survey

EXECUTIVE SUMMARY

College Relations and Recruiting Departments

- Approximately 72 percent of respondents recruit for U.S. operations only.
- Companies with more than 1,000 employees are more likely to recruit globally.
- On average, 45 percent of 2010-11 entry-level hires were new college graduates.
- Overall, more than 80 percent of new college hires were bachelor's degree graduates.

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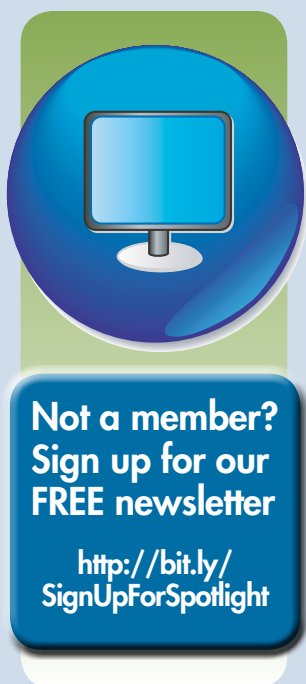
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- Nearly three-quarters of respondents reported having a formal college relations and recruiting department within their organization.
- There is a correlation between the existence of a formal college recruiting program and the size of the company. In general, the larger the organization, the more likely it is to have a formal program.
- The average number of full-time staff increased slightly from 7.7 in the 2010 survey to 8.2 among respondents to the current survey.
- Director-level positions command the highest salaries—\$118,640 on average—followed by managers (average salary: \$96,010).
- The average director salary fell 7.7 percent compared to 2010 survey results, while manager salaries rose 6.9 percent. The average salary for recruiters also rose substantially, increasing by nearly 4 percent; the overall average for coordinators increased by 1.5 percent.
- There does not appear to be a relationship between salary levels and size, region, or industry of the organization.
- The average cost-per-hire for the 2010-11 recruiting season was \$5,054, while the median cost was \$2,906. The wide difference indicates a great deal of variability in the data.
- In general, there is a correlation between cost-per-hire and size of company: The larger the organization, the lower its cost-per-hire.
- Overall, there was a tendency to increase spending on college recruiting in FY2011, matching increased hiring.
- Respondents reported increased spending on recruiting trips for FY2012.

College Recruiting Programs: What Matters Most

- Branding is the focus of the typical college recruiting program: Nearly 90 percent of respondents rated on-campus branding as very or extremely important.

- More than 90 percent of respondents use career fairs and the corporate website to brand their organizations to students.
- In terms of effectiveness, respondents rated attending career fairs and building relationships with key faculty at the top.

Recruiting: Operational Details

- Virtually all respondents recruit at traditional four-year institutions, while about 12 percent go beyond and include two-year and/or for-profit schools in their mix. However, less than 5 percent include online institutions as recruiting targets.
- When identifying schools to target, employers look at majors offered, quality of programs, recruiting experience, and school location.
- When asked, “which on-campus groups employers work with,” respondents nearly universally indicated the college career center as a useful recruiting resource on campus.
- The career center, however, is not the sole campus resource: More than 70 percent respondents indicated that they work with faculty and student organizations as well.
- On average, respondents expect to attend 28.7 career fairs in the 2011-12 recruiting season.
- For the past several years, the percentage of employers going on campus to interview prospective employees has been decreasing. At the same time, however, the percentage of new hires emanating from on-campus interviews has generally increased.
- By industry, information and accounting services appear to be the most reliant on conducting their hiring interviews on campus; these sectors hired more than 90 percent of their 2010-11 recruits through on-campus interviews.
- Nearly 50 percent of respondents use social networking as a recruiting mechanism.
- Approximately 31 percent use preemployment testing in their recruiting.



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The Hiring Process

- The average amount of time from interview to offer is 22.5 days.
- During the 2010-11 recruiting season, on average employers extended job offers to 34.8 percent of students they interviewed—up from 33.9 percent in 2009-10.
- On average, 74.3 percent of students who received offers accepted them.

Diversity Recruiting

- Nearly 71 percent of respondents reported that diversity recruiting is a part of their college recruiting program.
- There is a near linear relationship between the size of the firm and the existence of diversity considerations in the college recruiting program; the smaller the firm; the less likely it is that the college recruitment program will have a defined diversity recruitment effort.
- More than 85 percent of employers undertaking diversity recruiting target African-Americans, Hispanic-Americans, and women.
- Having a defined effort yields results: On average, organizations with defined diversity recruiting efforts hired 10.5 percent of their 2011 class hires from African-American graduates; in comparison, firms without a diversity effort hired just 4.5 percent African-Americans.




Order the Survey Report

Order your copy of the 2011 Recruiting Benchmarks Survey Report.

www.nacweb.org/2011_recruiting_benchmarks_survey/

The New Hire

- Current results are consistent with those posted in the 2010 survey: On average, respondents reported retaining 92 percent of their new college grad hires after one year on the job.
- Larger firms tend to have more difficulty in hanging on to their new hires, although the relationship between retention and size is not perfectly linear.
- Currently, the five-year retention rate for new grad hires is 69.2 percent.
- Approximately 44 percent of respondents reported that they feature rotation as part of their onboarding process.
- Rotational programs are clearly associated with larger companies.
- Rotational programs also tend to be more common with manufacturing companies; such programs are relatively uncommon among organizations in the service sector and government sectors. 

Methodology

The 2011 Recruiting Benchmarks Survey was conducted June 20 – August 20, 2011; 268 NACE employer member organizations, or 31 percent, took part. (See the list of participating organizations.)

Get the latest on student attitudes
The Class of 2011 Student Survey Report
www.nacweb.org/2011_student_survey/



PARTICIPATING ORGANIZATIONS

A total of 268 organizations took part in the survey; 156 agreed to be listed as participants.

Acquity Group	Chevron Phillips Chemical Company LP	FDM Group Inc.
Advanced Micro Devices, Inc.	Cisco Systems, Inc.	Federal Energy Regulatory Commission
AEGON USA, LLC	City of Bethlehem - Bethlehem Police Department	Ferguson Enterprises, Inc. - a Wolseley Company
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Albemarle Corporation	Collective Brands (Payless ShoeSource)	Freddie Mac
Allscripts	Compass Group, The Americas Division	GAP Inc.
American Airlines Inc.	comScore, Inc.	Gaylord Entertainment
American Electric Power	ConAgra Foods, Inc.	GEICO
American Income Life Insurance Company	ConocoPhillips	GlaxoSmithKline
ANH Refractories Company	Consolidated Graphics	Goodman Networks
Anheuser-Busch Companies, Inc.	Country Insurance & Financial Services	Goodrich Corporation
ARAMARK	CST of America	Great Lakes Dredge & Dock Company
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Arkansas Department of Human Services	Deere & Company	Hitachi Consulting
Army & Air Force Exchange Service	Det Norske Veritas	HNTB Companies
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Avanade Holdings LLC	Dow Corning Corporation	JCPenney Company, Inc.
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Bell Helicopter Textron Inc.	DuPont	KeyBank
Black & Veatch Corporation	Eaton Corporation	Kiewit Energy
Brady Corp.	Edward Jones	Kinze Manufacturing, Inc.
Braskem America, Inc.	Emerson Process Management - Fisher Controls Division	L-3 Communications Integrated Systems
Burns & McDonnell Engineering Co. Inc.	Entergy Services, Inc.	Lennox International Inc.
CareFirst BlueCross BlueShield	Ernst & Young LLP	Liberty Mutual Insurance Company
CGI Federal	Exel	Life Technologies Inc.
Charles Stark Draper Laboratory, Inc.		Link-Belt Construction Equipment Co.
Chevron Corporation		

Executive Summary

Lowe's Companies, Inc.	Pariveda Solutions Inc.	Standard Microsystems Corp.
Lutron Electronics Co. Inc.	Philips North America	Stryker Corporation
Lyondell Chemical Company	Phillips Plastics Corporation	Suffolk Construction Company, Inc.
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Maxim Healthcare Services, Inc.	PrimeSource Building Products, Inc.	Tennessee Valley Authority
Maximus	Procter & Gamble Co.	Teradata Corporation
McAfee, Inc.	Protiviti Inc.	Textron Inc.
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Mercer	Questar Corporation	The New England Center for Children
Michelin North America	Raytheon Company	The Northern Trust Company
Moss Adams LLP	Robert Bosch LLC	The Schwan Food Company
NASA - Johnson Space Center	Rogers Corporation	The Timken Company
National Instruments	ROHM Semiconductor USA, LLC	Tindall Corporation
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Newmont Mining Corporation	Sapient Corporation	Traylor Bros., Inc.
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Norfolk Southern Corp.	SC Global Tubular Solutions LLC	TTX Company
Northern Tier Energy	Sears Holdings Corporation	Turner Construction Company
Northrop Grumman Corporation	Sensata Technologies	U.S. Comptroller of the Currency
Ohio Auditor of State	Southern Company	VistaPrint USA, Inc.
Olympus Corporation of the Americas	Southwestern Company	W.W. Grainger, Inc.
Owens Corning	Speedway SuperAmerica LLC	ZS Associates
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The National Association of Colleges and Employers (NACE) is the leading source of information about the employment of the college educated. NACE connects more than 5,200 college career services professionals at nearly 2,000 colleges and universities nationwide, and more than 3,000 HR/staffing professionals focused on college relations and recruiting. The professional association forecasts trends in the job market; conducts research into salaries, professional benchmarks, and best practices related to college recruiting and career services; and provides members with professional development opportunities. For more information, see www.nacweb.org/membership_information/.

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