

EMPLOYER SURVEY DATA JUNE 2009

Please indicate the industry you represent:

Marketing	Accounting	Finance	Insurance	Consumer Goods
3	3	12	5	5
IT	Manufacturing	Retail	Service	Non Profit
2	2	4	2	1
Government	Railway	Third Party Logistics	Agriculture	Oil and Gas Mining
1	1	1	1	1
Health, Recreation and Community	Online Media/Health	Canadian Forces	Publishing	
1	1	1	1	

For which of the following have you or will you be recruiting?

Summer Position	Professional Position	Summer and Professional Position
2	24	22

Do you find your organization is being more selective in their hiring process given the current economic situation? If yes, what is different?

- 1) No, same high standards.
- 2) Not too many differences in our business hiring needs from last year to this year. We are expecting to engage in the same type of recruitment activity on campus.
- 3) We have the same standards as we always have regarding the selection process; however, we have been cautious with the number of students we bring on from a co-op and new grad stand point.
- 4) We are finding an increase in applications. Many of these are students who normally would have gone the finance route but because of the economy, have decided to go the accounting route instead.
- 5) No.
- 6) Yes; we're re-evaluating the number of positions we're offering and targeting our efforts at universities we have had success at - therefore the competition is much stronger this year.
- 7) We are hiring less students but still targeting the same programs.
- 8) Much more. Looking for people with relevant co-op experience and sharp technical skills.
- 9) No. Our profile is very clear and we have stick to it regardless of economic times
- 10) Are selection process is the same. What is different is that we are GROWING and we need to hire more people to meet the demands of growth in our industry.
- 11) We are always looking for individuals who have the talent and skills to build their career in the finance industry.
- 12) We have not changed the number of hires on an annual basis however, there are more qualified people applying therefore competition is higher.
- 13) No
- 14) Same.
- 15) No, but the quality of candidates has improved.
- 16) Limited openings in response to our reduction in force.
- 17) No, we have always been selective in our process. Although the current economic situation has not impacted us greatly we still struggle to find good candidates because typically people don't plan to go into insurance. They find that career by accident.
- 18) Much more. Looking for people with relevant co-op experience and sharp technical skills.
- 19) We have always been selective. Important to have consistency in recruitment strategies.
- 20) Not hiring as many graduates due to budgetary constraints.
- 21) Yes, we do not have as many openings as we used to.
- 22) We continue to hire despite the economic situation.
- 23) Receiving a lot more applications for each role, so we are really able to cherry pick.

- 24) Yes, we are really looking for candidates that not only possess a passion for the industry but also the business skills necessary to be able to advance in the company.
- 25) Hiring freeze currently in-place. A lot more difficult to fill head count with external people.
- 26) Hiring of rock stars only. We are in the fortunate situation of being picky and selecting only the top candidates out there.
- 27) The recruitment process continues to be more stringent to find top talent. It is harder for resumes to pass the first test as there are so many.
- 28) No - we've always been selective, plus we have not experienced a decrease in our hiring practices so far.
- 29) Yes...looking for experience, education and more focus on work ethic.
- 30) No, we have always been very selective with our candidates.
- 31) Yes, the number of new grads hired has decreased compared to last year.
- 32) No.
- 33) Only difference is that more candidates are applying for positions, hence more weeding of resumes.
- 34) Same as always.
- 35) We are able to be more selective because there are more candidates available from which to choose.
- 36) No, I expect our organization will continue to hire at the same pace as last year.
- 37) No.
- 38) Yes, we have done very little student hiring this year.
- 39) Yes, there are more opportunities/options available with qualified/experienced individuals which eliminates much of the required training.
- 40) No difference. We just need students who have an agricultural background.
- 41) No, we are hiring more students and grads than we have in the past 10 years!
- 42) Currently we are experiencing an increase in applicants. And therefore have a better applicant pool to choose from.
- 43) We have been following our usual recruitment practices.

In the current economic situation and with the decrease in hiring, we are advising students to conduct repeated follow-up with employers as hiring situations fluctuate. Do you agree this is an effective job search strategy?

Yes	No
28	20

If you do agree to question 4, what would you consider to be a reasonable follow-up timeline?

Monthly	Every 2-3 Weeks	Other
14	5	11

Details when other is selected:

- 1) Other (every 3 months)
- 2) Other (Quarterly)
- 3) Other (Every 2-3 months)
- 4) Other (There is ALWAYS room for an outstanding person in any company at any time. If we think there are less jobs we will attract that. Instead coach students to find those companies and opportunities that prosper in these economic times and to focus on those companies. Our company is growing and we are anxious to hire more people who actually fit our company. As a rule, polite and persistent follow up should be considered regardless of market conditions.)
- 5) Other (By e-mail - a one way reminder of the students ongoing interest)
- 6) Other (Bi-monthly)
- 7) Other(Weekly)
- 8) Other (Employer should be contacting as situations fluctuate)
- 9) Other (September 2009, January 2010 & May 2010)

- 10) Other (3-6 months)
- 11) Other (Every 6 months)

Please provide any comments regarding follow-up in the job search (questions 4 and 5)

- 1) For our line of business, we will not require candidates to continuously follow-up. Last year we filled over 6,000 positions with young adults across the country. We have always relied on the candidate to check our online job board and continuously apply to jobs that are of interest to them.
- 2) We track all potential candidates and previous hires so we are able to actively get in touch with the candidates if a position comes up. I also would suggest that the students continue to look online in case there are new opportunities posted, and then follow up with the employer.
- 3) No matter what the economic conditions, we have a hiring process once per year so we do not like to get questions year round about available jobs.
- 4) Emails preferable to phone calls.
- 5) Job selection should be treated as a "sale" ~ you may have to knock on many doors to find your opening. I admire people who show up IN PERSON with their resume. Too often people do the typical things ~ send in a resume and wait for a call. I say show up to the company and ask for an appointment to discuss the resume then book that appointment.
- 6) Request for time to speak with the hiring manager or confirm when you may expect their call.
- 7) Following up too often will annoy senior people. Once or twice at the most if the limit unless asked to follow up again. If a candidate impresses the employer, the employer is likely to get them into their hiring process. The candidate should ask when that process happens and follow up around that time. Usually September for investment banking.
- 8) As long as you had a good rapport, email follow up should be sufficient.
- 9) It's good for students to follow-up from time to time as it demonstrates their interest in the position.
- 10) If a candidate asks to follow up, then the recruiter would be able to give them a realistic timeline. However, often, lack of follow up is because the process is taking longer. We do get back to all candidates to let them know the outcome.
- 11) I say "no" in question 4 but I really mean yes and no. I suggest keeping an eye out for postings for the company and then following up.
- 12) When we recruit - we quickly determine the students that we are most interested in. If we felt things could change we would probably try to keep in touch with them.
- 13) I do & don't agree with repeatedly following up. I realize you need to be aggressive in this market; however employers can also see it as an annoyance if they are constantly being contacted by the same person, especially when the way we hire is the individual has no say in the end. It is up to a panel.
- 14) I appreciate if a student follows up; just dropping me a note without asking me to return their call. Very few students actually do this, so it's appreciated that those with a strong interest do follow up.
- 15) As we receive thousands of applications and are using standardized screening tools and interview guides, repeated follow-ups do not lead to better hiring results within our organization.
- 16) Follow up contact is always a useful tool to help let employers know that you are eager about the position. This needs to be balanced against being eager for your first job. If an organization has a hiring freeze on this needs to be respected and it would likely be better to do an informational interview with the prospective employer rather than just a follow up on whether the company will be hiring in the near future.
- 17) Following up too often will annoy senior people. Once or twice at the most if the limit unless asked to follow up again. If a candidate impresses the employer, the employer is likely to get them into their hiring process. The candidate should ask when that process happens and follow up around that time. Usually September for investment banking.(Finance)
- 18) People are very busy these days; I dislike candidates who follow up too often. A follow up about a month afterwards is ideal in my opinion.
- 19) Don't be aggressive or pushy. Approach it as an "I want to stay in touch". Be patient, it may take a while for recruiters to get back in touch.
- 20) Only if suggested by the employer that there might be that potential.
- 21) In general we don't agree with repeated follow-ups. If a candidate is the right candidate and there is a right opportunity they will be matched. When too many follow-ups occur it can be cumbersome for a recruiter to manage.

- 22) It is a good idea for individuals to follow up however, not on a consistent basis. They should continue to keep an eye on the website for the roles they would like to apply for and not just follow up for any position. It becomes a "turn-off" when individuals become too pushy.
- 23) All available jobs are posted online therefore the best option is to monitor the careers site. If the student is in school then they should be mindful of recruitment timelines and apply accordingly (coop/new grad).
- 24) We encourage people to re-apply on our job site to any positions that they might be interested in.
- 25) I prefer to follow up with candidates selected, we get over 100 resumes daily and if each candidate followed up repeatedly it would be very frustrating and no work would get done.
- 26) All of our positions are posted online so students are welcome to check back whenever they choose. If I was speaking with them directly, bi-monthly would be more appropriate.
- 27) I try to let candidates know that we post all positions weekly on our website. This has worked well up to January of this year when we began to receive hundreds of applications for single postings and we are no longer able to respond to candidates. We cannot handle phone calls but we encourage people to check our website because ALL of our jobs are posted there and we often only post for one week.
- 28) While following up is good, we don't expect our situation to change in the coming months, or even this year. We wouldn't want to lead students on, or have them chasing something that might not end up being there.
- 29) We post all our coop positions three times a year. All grad postings go up in September and more again in January.
- 30) Follow-up via email would be preferred for me...
- 31) We are constantly amending our positions. In some circumstances it changes weekly.
- 32) Follow-up should be every couple of months as employers with vacancies will advertise on their websites and other recruitment venues. Also, it can be time consuming to respond to every email/call. We keep resumes on file for future opportunities as well as accept resumes when the position is posted.

**Do you find that you are using the internet and social media more in your recruiting strategies?
If so, how are you using it?**

- 1) Absolutely, connect with grads with immediacy and relevancy.
- 2) Yes. Our team of recruiters and campus ambassadors are more frequently using social networking sites (facebook in particular) to promote our company and our opportunities. Facebook is most beneficial when promoting our jobs to current employees, alumni and networks of our employees/alumni.
- 3) We now just do our recruiting on line; it gives us a review of the person that we might be hired by looking at their resume.
- 4) Yes, blogs, facebook, linked in, community events etc.
- 5) No.
- 6) Yes. We are conducting searches ourselves rather than using recruiting agencies.
- 7) No - The standard resume and interview process, along with meet and greets is all that is used.
- 8) No.
- 9) Yes. Through our website, we now have a recruiting video for people to see and apply online.
- 10) Yes, searching for resumes of people to contact.
- 11) Yes. We use them for job ads and resume search.
- 12) Absolutely, it is a creative way to find talented people, for instance Google, Facebook, Kijiji as well as CareerBuilder and Workopolis.
- 13) Yes, we are. We are using posting in all the universities and workopolis and Kigali.
- 14) Internet but no social media sites.
- 15) Yes.
- 16) All applications are to be received online through our online application/recruitment system.
- 17) The internet, including job sites and employee referrals are still the best source for us. We are not using social media right now.
- 18) No - The standard resume and interview process, along with meet and greets is all that is used.
- 19) No change in recruitment strategies.
- 20) Just email.
- 21) Not really although that shouldn't stop students from leveraging their creativity.
- 22) Not really - I would like to, but there is not enough time. We did update our internet site to speak more directly and openly to students.
- 23) Talent Egg Job Board, enhancing corporate website.

- 24) Yes, we have used the internet to try and get more information on candidates selected for interviews.
- 25) We post our jobs on our website, which also gets posted on Workopolis. However, I find that we receive a lot of unqualified candidates. I like being targeted with University Career Centres as you can qualify based on education background.
- 26) Networking, reaching out to candidates, finding specialized candidates.
- 27) Yes. Twitter, Facebook, LinkedIn. Learning more about people through these avenues.
- 28) Definitely. We post on internet job search sites and on professional sites. We also use passive tools like LinkedIn.
- 29) Applicant tracking systems.
- 30) We constantly use the internet and social media for recruiting as part of our strategy. We use it for both mass recruiting (when we require large volumes of applicants) and also specifically when we need to target special roles - we reach out to individuals. (Retail)
- 31) No. (Retail)
- 32) Yes. (Retail)
- 33) Yes, using LinkedIn and posting on various job boards.
- 34) Our posting procedures have not changed.
- 35) Yes, our positions are posted on the Internet.
- 36) No.
- 37) Yes, we have started using Facebook and Twitter.
- 38) Workopolis.
- 39) Yes
- 40) No, we communicate the most with the coop and career centres and notify them when our postings go up on our website.
- 41) Yes - but we always have as we are an online company.
- 42) The internet is a good introduction to our organization.
- 43) No more than usual.

If you could give a student a piece of career advice during this economic downturn, what would it be?

- 1) Don't give up, and focus on what you can offer - not what you expect to get.
- 2) Really think about what your 'key success factor' is. What makes you stand out above the rest? Compile a list of your experiences that showcase this 'key success factor' and highlight your skills in the interview. Remain confident and practice selling yourself. If you are granted an interview, make sure you practice interviewing prior to the real thing!
- 3) Be yourself, make sure you put all of your experiences on your resume no matter what they are; always do some research on the company before going into an interview.
- 4) The worst has taken place, and the economy will continue to get better going forward. It is very important during this time to make connections with various employers and other students. This can be done by co-op opportunities, attending community events sponsored by firms, finding out information from another student on how they can potentially get a position at the same company, volunteering in your career of interest, meeting a person in your industry of interest and have them be your mentor.
- 5) Think long term in your career choices.
- 6) Come well-prepared and well-versed on the company you are communicating with.
- 7) Be able to articulate strong motivation for wanting to do the position you are seeking. Practice technical skills and make sure yours stand out well above your class. Expect to walk through technical problems and be able to think through problems on your feet. Showing a logical thought process is what counts. Be confident but not cocky in interviews. Do not ramble on in interviews - keep answers concise but try to be impactful.
- 8) If the ideal job is not available, then take one that is less ideal but offers the best available opportunity for learning, and would be most applicable for transferring to the ideal job at a later date. Salary is not important for first job.
- 9) Practice mock interview skills to give behaviour descriptive answers with examples.

- 10) This is the time to work on improving your skills and qualifications, improving your resume, practice interviews, etc.
- 11) I would set up the expectation in the student's mind that what they are looking for is also looking for them; to forget about the economy and focus on instead what they can contribute to the company; and to offer if necessary to work for free for a short period of time to "prove" their worth. This is a different message that most employers will not hear and will cause the person to stand out. I once hired a university graduate who by choice did military training during the summers. Despite all of the verbal abuse he took [screaming and yelling], and despite the fact that he could leave at any time, he chose to stay. When I asked him why he did not leave he said "I knew they were trying to break my spirit, and I would not let them do that." I hired this man based on that statement alone ~ I was more concerned about his mental attitude than I was about what he "learned" at school. I hope this helps. I think you can tell I have a different viewpoint and I think I could really help you to help students.
- 12) Always follow up on your application and always request a time when you can come in for an interview. If the company did not pursue your candidacy, ask what you can improve on then work on it.
- 13) Network, Network, Network!!! Unfortunately, it is often who you know.
- 14) Be true to yourself. Get a career that you will be happy with and don't always look at salary. If you are happy with the career you have selected the salary will come eventually.
- 15) You will not be a manager right out of school and you will not make 50K per year with an undergraduate degree. You need to start at the bottom and learn the business in order to work your way up. Education is a great thing to have and is invaluable, but only a small factor in the hiring process. Nothing counts as much as experience and drive.
- 16) Keep applying to positions that you feel you are qualified for - demonstrate your knowledge of the company and your commitment to finding a position that is aligned with your interests and qualifications.
- 17) Be able to articulate strong motivation for wanting to do the position you are seeking. Practice technical skills and make sure yours stand out well above your class. Expect to walk through technical problems and be able to think through problems on your feet. Showing a logical thought process is what counts. Be confident but not cocky in interviews. Do not ramble on in interviews - keep answers concise but try to be impactful.
- 18) Prepare when you go to an interview. I find that applicants may research the company they are interviewing for but they don't have any understanding about the role they are applying for. We have recently been interviewing for entry level positions and when asked "do you know what a claims adjuster does? Or what an underwriter does", they are unable to respond.
- 19) Network.
- 20) Most companies are still looking for highly motivated and skilled employees.
- 21) Be creative. If you want the job don't continuously call pestering the person show them you want it through a creative way. Get them excited by your capability and make them want to pull you in vs. you trying to push your way in.
- 22) Go to a remote area, or commute for a few years to get the experience you need. Only take work that applies to your long term career interest and will set you above other students who took interim non-career related roles.
- 23) I would suggest rather than asking for a job, ask for the opportunity to come in and meet to discuss careers options in the industry or company, rather than asking for an interview for a job. Getting a face to face sit down is key, even if employers aren't hiring now, they likely will remember the candidate and keep them in mind for the future.
- 24) Build up their resume in all areas (skills development, relevant work experiences, extracurricular involvement, and student club leadership) to stand out from the pack.
- 25) Do whatever you can do to add relevant experience in the area that you're looking at. Even if it's volunteer or an internship, it's worth the short term pain to ensure you get where you want to go. It's very easy to be labelled based on past job experiences.

- 26) Practice interviewing. Many students clearly have not, and do not come across as confident, polished and well-spoken. Those that have practiced leave a lasting good impression. Be open to starting at the bottom and doing that job extremely well. Be patient with career progression - don't expect to be promoted in 6 months. Do your job extremely well and you will get noticed in due time.
- 27) Be professional, be respectful of employer's time, keep hunting - the right position will happen. Be cautious with social media and how you represent yourself.
- 28) Build a strong resume (control length - 2 pages max) and target companies and roles that are a true fit for their qualifications.
- 29) Show interest in the position.
- 30) Students need to have a vision or idea of what they would like to do, but also think beyond the traditional roles i.e. marketing. When they are invited to do an initial phone screen/interview they need to prepare for this as much as if they were attending an in person interview. If they haven't reviewed the job description or know about the company or why they even applied already the first impression has been made and it is much harder to try and correct down the road. If you unable to communicate over the phone than the recruiter would question how they would represent the company. Students need to put some thought into what might into the initial phone screen/interview.
- 31) I would recommend students reviewing their resume and ensuring all their accomplishments are listed and described, this will allow them to stand out more than others. I would also recommend students polish their interviewing skills by: - ensuring they have a breadth and depth of responses/examples - framing their responses in a STAR (situation/task, action, result) format - having solid research on the company, job, and have prepared questions to ask the interviewers.
- 32) Look at every opportunity that may present itself to you even if it is not exactly what you were looking for or in your field of choice. Every opportunity you get is a learning experience and a chance to expand your skill set.
- 33) Don't get frustrated, keep applying to jobs, but make sure you don't apply to everything, still concentrate on your field and you will get the job!
- 34) Keep applying, don't set your expectations too high (salary, starting position, etc.) and look at positions you never thought of before.
- 35) The advice I would give now is no different from what I would have given a few years back. Know your target, tailor your resume and cover letter to that target, network or volunteer to get the inside track and don't give up.
- 36) Consider our organization as an employer. We have to encourage students to apply for our positions and we know that many qualified students do not take the time to apply to our organization.
- 37) Continue to be yourself & be consistent/focused in what roles you are applying for...the rest will take care of itself.
- 38) Persistence, selling yourself, and selling what you can do for the company, not what they can do for you.
- 39) Clean up work ethics and maintain a positive attitude. The only thing your employer owes you is respect and your salary.
- 40) Follow up. Good cover letter to market your self and tell employers about you more than education(Agriculture)
- 41) Please keep your eye on our websites because we are increasing our hiring for 2010.
- 42) If they can work for free, do it. Learning and gaining experience is the best thing they can do for themselves...
- 43) We are hiring for between 8000 and 9000 positions this year. There are jobs for those that are interested.
- 44) Be sure to apply to positions which you are interested and are qualified for. Be prepared to present yourself in a professional manner at the interview as well do your homework on the company you applied for.