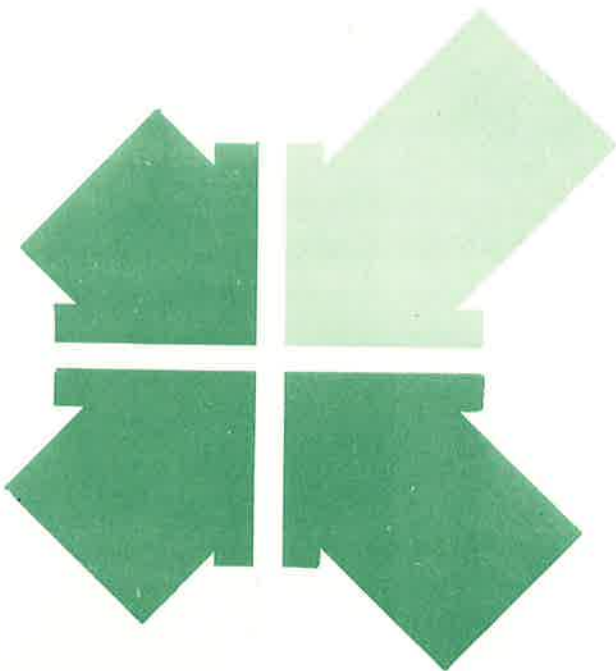


RECRUITING TRENDS SURVEY

1973-74

A Study of 431 Businesses, Industries, Governmental Agencies  
and Educational Institutions Employing New College Graduates



John D. Shingleton  
Director of Placement

L. Patrick Scheetz  
Assistant Director of Placement

MICHIGAN STATE UNIVERSITY  
East Lansing, Michigan 48824



## INTRODUCTION

When the data was being collected for this study in early November, the overall employment picture for 1973-74 new college graduates appeared to be brighter and more optimistic than it had been in any year since 1970. The 431 employers from business, industry, government and education who responded to the survey contributed strong evidence for such optimism. For the most part, these employers indicated there would be an increase in the hiring of new college graduates. They also expected salaries to increase on the average of four to five percent.

Today, the optimism generated by this survey has not been diminished by planned cutbacks in hiring to the extent that might be expected, except in automotive and related industries. Recruiting activity continues with an ambivalence that all is not as well as it might have been. The Energy Crisis has imposed a mammoth question mark on the whole college employment picture. A paradox exists wherein business, as recently as November, was bullish in terms of hiring more people based on growth expansion of facilities and general economic conditions. Now many businessmen feel the future is too uncertain to take such optimistic steps as envisioned a few months ago. Thus we are currently in a state of limbo. Everyone seems to be biding his time waiting for further indications of what direction to go. As of December 15, 1973, of the 1,900 employer schedules planned for this school year at Michigan State University, only four had been cancelled due to the Energy Crisis. The total evidence at this moment indicates that employers across the nation will continue their recruiting efforts with the hope that future signals will be "go". The months of February and March will tell us which way the pendulum will swing.

In the survey, employers continued to emphasize the need for technical and applied skills when hiring new college graduates. The academic majors for business and industry are in shortest supply. Accounting, Mechanical Engineering, Electrical Engineering, Business Administration, Industrial Engineering, Finance, Chemical Engineering, Marketing and Civil Engineering are in this category. Research/Consulting, Advertising/Public Relations and the Printing/Publishing industries are not expected to increase their hiring significantly. However, Finance/Banking-Accounting, Hospitality Industry/Hotels, Merchandising and Health Services are anticipating good to excellent opportunities in the short and long runs. After plateauing for several years, Elementary and Secondary Education and Utilities are beginning to show a slight increase in demand for college graduates.

This study is not limited to supply and demand of college graduates but is geared toward analyzing trends in the employment of college graduates. Among other things it deals with are hiring practices, mobility of college graduates and methods of measuring candidates' employment potential.

Survey data collected prior to November 15, 1973.

This report compiled and completed December 15, 1973.

SELECTED QUESTIONS ABOUT THE JOB MARKET

The following questions were taken from the College Graduate Recruiting Trends Questionnaire.

WHICH THREE DISCIPLINES WILL BE IN GREATEST AND LEAST DEMAND IN YOUR ORGANIZATION THIS YEAR; i.e., ACCOUNTING, SOCIAL SCIENCE, INDUSTRIAL ARTS, CHEMICAL ENGINEERING, etc.?

<u>Majors in Greatest Demand</u>		<u>Majors in Least Demand</u>	
Major	Response	Major	Response
Accounting	133	Social Science	132
Mechanical Engr.	107	Liberal Arts	79
Electrical Engr.	70	English	38
Business Admin.	57	Education	27
Industrial Engr.	40	Elementary Educ.	25
Industrial Arts	35	Social Studies	23
Finance	35	Fine Arts	18
Chemical Engr.	35	Sciences	15
Marketing	34	Psychology	14
Civil Engr.	28	Language	11
Math	26	Physical Educ.	10
General Business	26		
Computer Science	18		
Engineering	18		
Business Management	18		
Chemistry	17		
Economics	15		
Hotel/Restaurant Mgt.	15		
Special Education	13		
Vocational Education	13		
Science	13		
Liberal Arts	11		

COMPARED TO THE LAST THREE YEARS, DO YOU ANTICIPATE THE HIRING OF NEW COLLEGE GRADUATES TO INCREASE (+), DECREASE (-), OR REMAIN THE SAME IN YOUR ORGANIZATION FOR NEXT YEAR?

TYPE OF GRADUATE	HIRING PRACTICES											
	DECREASE					Remain. Same	INCREASE					
	51%-100%	26%-50%	11%-25%	1%-10%	No % Given		No % Given	1%-10%	11%-25%	26%-50%	51%-100%	
All new college hires	3	3	2	7	31	98	89	48	26	19	16	
Male hires	1	2	4	10	44	99	69	43	21	16	5	
Female hires	0	1	1	3	31	77	110	57	18	11	6	
Minority hires	0	0	0	0	25	80	117	76	22	16	11	
Bachelor degree hires	0	2	2	4	29	113	85	35	22	10	7	
Master degree hires	1	5	6	3	52	125	48	26	8	6	2	
Doctoral degree hires	10	0	0	6	65	146	20	15	1	0	2	

Comment: In addition to indicating an increase in demand for college graduates, the above chart seems to indicate that most employers still have special programs emphasizing the employment of minorities and females. Compared to other years, the greatest increase by degree level was for Bachelor Degree candidates. The area that seemed to be suffering the most by degree level was the Doctoral Degree graduate where there was a substantial decrease indicated.

ON THE AVERAGE, ARE EMPLOYEES STAYING WITH YOUR ORGANIZATION FOR LONGER PERIODS OF TIME THAN THEY WERE FIVE YEARS AGO?

<u>Yes</u>	<u>No</u>	<u>Same</u>
252	97	46

Comment: It appeared that there was not as much mobility for recent job hires of college graduates as there was in the late "60's". This was probably due to the eroded bargaining positions of employees due to the economic conditions since 1970.

WHEN RECRUITING WILL YOU: ACTIVELY SEARCH OUT AND HIRE MINORITY CANDIDATES, CONSIDER MINORITY CANDIDATES ON THE SAME BASIS AS ALL OTHER PROSPECTIVE EMPLOYEES, OR AVOID HIRING MINORITY CANDIDATES?

<u>Category</u>	<u>Number of Responses</u>
Consider all candidates on the same basis as all other prospective employees	236
Actively search out and hire minority candidates	212
(Actively search out and consider minority candidates on same basis as all other prospective employees -- combined 1 & 2)	7
Avoid hiring minority candidates	4

Comment: Implicit in this was the fact that most of the companies had special programs to hire minority employees.

WHEN RECRUITING WILL YOU: ACTIVELY SEARCH OUT AND HIRE WOMEN CANDIDATES, CONSIDER ALL CANDIDATES ON THE SAME BASIS, OR AVOID HIRING WOMEN CANDIDATES?

<u>Category</u>	<u>Number of Responses</u>
Consider all candidates on the same basis	263
Actively search out and hire women candidates	170
(Actively search out and consider women candidates on the same basis as all other prospective employees -- combined 1 & 2)	4
Avoid hiring women candidates	6

Comment: It appeared that in spite of the comments in the press, special programs designed to hire women had not yet reached the level that had been evidenced in hiring minority employees. However, special programs for hiring women were increasing very rapidly and over half of the employers currently had special programs.

APPROXIMATELY WHAT IS THE PERCENTAGE OF COLLEGE GRADUATES WHO ARE UNDEREMPLOYED (PERFORMING WORK THAT IS SUBSTANTIALLY BELOW THEIR DEGREE AND COMPETENCE LEVELS) THIS YEAR IN YOUR ORGANIZATION?

<u>Percentage</u>	<u>Number of Responses</u>
0-1%	166
1-10%	135
11% and up	29
Unknown	62

Comment: Employers obviously felt that there were not as many underemployed people in their organizations as employees felt were underemployed (based on feedback in placement offices).

WHAT SHOULD COLLEGES AND UNIVERSITIES DO TO SOLVE THE CURRENT OVERSUPPLY OF COLLEGE GRADUATES?

<u>Answers</u>	<u>Number of Responses</u>
More students should be encouraged to complete technical or skills training rather than work towards a four-year degree.	265
University standards should be raised.	97
Students should be encouraged to work after high school before entering college.	74
University enrollments should be restricted.	21
Government should provide special projects to employ unemployed college graduates.	11
Other suggestions:	
Co-op programs	28
Better (earlier) counselling	17
Educate for specific career/vocation	9
Broader disciplines (emphasize minors)	6
More realistic counselling (teach work ethic, supply and demand principle)	5
Military experience	4
More attuned instructors (guest speakers from industry)	3
Stop students from continuing in oversupplied areas	3
Better interview preparation	2
De-emphasize graduate schools	2
Make university departments aware of this survey	1

Comment: Employers continued to emphasize the need for technical and trade skills when hiring college graduates and felt that universities continue the traditional educational philosophies of earlier years. It was interesting that none of the employers suggested more dialogue between universities and business.

CONSIDERING PRODUCTIVENESS, FINANCES, AVAILABILITY, AND OTHER FACTORS, DO YOU PREFER TO HIRE: NEW COLLEGE GRADUATES, COLLEGE GRADUATES WITH SOME EXPERIENCE WITH ANOTHER ORGANIZATION, OR A MIXTURE OF BOTH?

<u>Answers</u>	<u>Number of Responses</u>
Prefer new college graduates	116
Prefer college graduates with some experience with another organization	91
Prefer a mixture of new college graduates and experienced graduates	249

<u>Ratios in Percentages</u>	<u>Number of Responses</u>
New Grads/Experienced	
90/10	7
80/20	23
75/25	1
70/30	13
66/33	11
60/40	14
50/50	54
40/60	7
33/66	3
30/70	15
25/75	7
20/80	6
10/90	1
0/100	2

Comment: It was obvious that employers still preferred to hire the fresh college graduate over the experienced person given a choice. This indicated that most employers preferred to train their own people rather than have them trained by others. In interpreting the responses to this question, it should be remembered that most employers preferred part-time or summer employment in conjunction with a college degree in hiring the new college graduate, however, the desired personnel policy seemed to be a blend of fresh graduates and experienced employees.



WHAT ARE THE THREE OR FOUR MOST IMPORTANT FACTORS CONSIDERED WHEN YOU HIRE NEW COLLEGE GRADUATES?

MOST IMPORTANT FACTORS CONSIDERED WHEN HIRING NEW COLLEGE GRADUATES

FACTORS	LEVELS OF IMPORTANCE				IMPORTANCE NOT SPECIFIED
	MOST IMPORTANT 1	2	3	LEAST IMPORTANT 4	
Personality	111	71	66	34	22
Knowledge of subject material	90	89	65	48	8
Previous work related experience	67	81	41	43	16
Knowledge of work expectancy	57	50	38	27	9
Grades	57	89	65	48	8
Innovative ideas	47	55	32	26	14
Recommendations from former employers	43	44	22	22	8
Suitable appearance	33	55	32	32	8
Part-time and/or summer work experience	26	44	37	24	5
Appropriate establishment views and life style	24	32	23	30	7
Willingness to take extra assignments	24	50	26	22	8
Recommendations from professors	22	44	44	38	4
Whether the candidate is minority or female	9	33	19	43	1
Publications	3	8	10	56	0
Other factors mentioned:					
Leadership, character, maturity					25
Eagerness, motivation, ambition					19
Attitudes toward people					10
Student teaching report					10
Ability to communicate					7
Degree, fitness for specific position					6
Background activities					6
Written test					5
Intelligence					4
Feeling toward children, students					4
Flexibility					2
Knowledge of schools, industry					2
Personal interview					1
Problem solving ability					1
Belief in the work ethic					1

Comment: This was a most interesting question, and it indicated very well what employers consider to be the most important factor in hiring college graduates. It should be kept in mind that the above factors were important assuming the person had the minimum qualifications to handle the job.

WHAT ARE THE THREE OR FOUR FACTORS WHICH MOST OFTEN CAUSE  
YOU NOT TO HIRE CERTAIN CANDIDATES?

<u>Factors</u>	<u>Number of Responses</u>
Lack of goals and motivation	277
Poor communications	217
Lack of aggressiveness	216
Lack of proper academic background	188
Inappropriate appearance, viewpoints and/or life styles	181
Unrealistic expectations of the organization	177
Poor grades	151
Lack of work experience	113
Candidate's locational preferences	90
Overly aggressive	83
Former drug use	64
Other Factors Mentioned:	
Immaturity, lack of leadership	5
Personality, personal interview	5
Student Teaching Report	4
Indecisiveness	3
Failing on written exam	1
Failing physical requirements	1
Poor recommendations	1
Arrest record	1
Negative attitude	1

Comment: This study seemed to emphasize that the individual still made the difference. Personality traits were the main reason a person was hired or was not hired.

DO UNGRADED COURSES (PASS-FAIL) HELP OR HINDER A CANDIDATE'S  
EMPLOYMENT POSSIBILITIES WITH YOUR ORGANIZATION?

<u>Help</u>	<u>Hinder</u>	<u>Neither</u>	<u>No Opinion</u>
20	232	53	26

<u>In What Ways?</u>	<u>Number of Responses</u>
There is no real measure of achievement without grades.	68
Grades are important indicators of achievement in major areas.	14
Screening in the company is based on grades.	13
Grades don't matter if it is a non-major course.	11
Students won't work to potential without grades.	10
Importance of grades depends on subject matter.	7
Knowledge retained is what is important.	5
Employer has no experience with ungraded courses.	3
Students from ungraded backgrounds are more willing to accept change.	2
With students who are ungraded, we assume the worst.	1
The ungraded system doesn't establish the individual's academic relationship among peers.	1

Comment: Employers still believed that pass-fail grades were not the way to accurately measure a person's achievements while in college and that such grades hindered them in the employment process. Sixty-eight employers stated that the pass-fail grades were no real measure of achievement while thirteen stated that they screened candidates based on grades. Fourteen stated that they considered grades as important indicators of achievement in specific areas. Employers prefer grades over the pass-fail system of measuring student achievement.

DO TODAY'S COLLEGE GRADUATES MAKE BETTER OR POORER EMPLOYEES  
THAN THOSE OF FIVE YEARS AGO?

<u>Better</u>	<u>Poorer</u>	<u>Same</u>	<u>Unknown</u>
188	40	86	52

<u>In What Ways?</u>	<u>Number of Responses</u>
Better informed, well rounded	56
Academically stronger	43
More career oriented (more appreciative of their jobs)	17
More realistic	15
Clearer goals, stronger motivation	14
Better attitudes, personality, appearance	13
More mature and responsible	13
More innovative	9
More flexible, versatile	6
More competitive, assertive	6
More married Vietnam veterans	1

DID YOU RECRUIT ON COLLEGE CAMPUSES LAST YEAR?

<u>YES</u>	<u>NO</u>
313	84

DURING THE COMING RECRUITING YEAR, DO YOU PLAN TO RECRUIT:  
ON MORE COLLEGE CAMPUSES, ON FEWER COLLEGE CAMPUSES, OR ON ABOUT  
THE SAME NUMBER OF COLLEGE CAMPUSES?

<u>Answers</u>	<u>Number of Responses</u>
On more campuses	151
On fewer campuses	52
On the same number of campuses	214

Comment: On the basis of this information 36% will visit more campuses this year than last year which is a very sound indicator that recruiting was up for the year 1973-74.

WHAT FACTORS WILL INFLUENCE YOUR RECRUITMENT ON COLLEGE CAMPUSES?

<u>Factors</u>	<u>Number of Responses</u>
Previous experience on campus (previous hires and quality of students)	114
Need, turnover, position availability	100
Specific curricula available (number of graduates in required areas)	51
Academic reputation and image of school	30
Women, minorities, and total enrollment in graduating class	26
Business volume, profits, growth, budget	23
Ability (efficiency) of placement office	22
Availability of recruiters	14
Other	6

Comment: This was interesting since it indicated that employers go where they get results for their recruiting efforts. While specific curriculum is important, the number of hires from a given university was the reason employers go back. This suggested that universities could enhance their chances of employers visiting their schools with complete, sound placement programs.

## WHAT NEW RECRUITMENT PRACTICES IS YOUR ORGANIZATION USING?

<u>Practice</u>	<u>Number of Responses</u>
None	128
Better training for recruiters (higher-ups acting as recruiters)	33
Pre-screening	26
Greater emphasis on women and minorities	22
More and/or new materials (pamphlets, posters)	14
More campus interviews, use of placement services, stronger relations with campuses	13
Training programs and trial periods	12
More contact with faculty and departments	10
More advance work, informational visits	9
Decentralization, more personal contact with applicants	8
Audio-visual equipment	8
Earlier spotting and recruitment (high school, junior college)	7
Plant visits, career days	7
Centralization of hiring (pooling files)	6
Team or group interviews	6
Stronger, more aggressive presentations	4
Psychological screening, profiles	3
Use of employment agencies	3
Greater emphasis on alumni recruiting	3

## WHERE DO YOU OBTAIN MOST OF YOUR NEW COLLEGE GRADUATES?

<u>Answer</u>	<u>Number of Responses</u>
State colleges or universities	376
Private colleges or universities	96
Junior colleges	17
Trade, business, or technical institutes	12
All	4
Employment agencies	2

WHICH METHODS IN ORDER OF PREFERENCE (1 = HIGHEST TO 6 = LOWEST) SHOULD BE USED BY POTENTIAL EMPLOYEES TO INITIALLY CONTACT YOUR ORGANIZATION CONCERNING EMPLOYMENT?

## PREFERRED METHODS OF CONTACTING EMPLOYERS

<u>METHOD</u>	<u>LEVELS OF IMPORTANCE</u>						<u>IMPORTANCE NOT SPECIFIED</u>
	<u>HIGHEST</u>		3	4	<u>LOWEST</u>		
	1	2					5
Send brief individual letter and resume to personnel department	155	156	44	21	7	11	8
Campus interviews	122	43	26	38	19	20	8
Phone personnel office and request interview	38	56	66	67	56	34	4
Visit personnel office	35	46	43	56	66	74	2
Contact someone in department where employment is desired	20	23	19	25	34	85	2
Send form letter and resume to personnel department	19	64	87	49	53	67	2
Have placement offices send credentials even though specific position is not listed	11	39	64	67	62	86	1

Comment: Of the 155 employers who indicated that they preferred candidates to send brief individual letters and resumes to personnel departments, 65 were education employers.

WHAT COULD COLLEGES AND UNIVERSITIES DO TO IMPROVE THE  
QUALITY AND EMPLOYABILITY OF GRADUATING STUDENTS?

<u>Answer</u>	<u>Number of Responses</u>
Provide more work related experiences, such as co-op, internships, etc.	270
Provide faculty members with more contact with prospective employers of their graduates	221
Require more summer and part-time work related experiences for students prior to graduation	168
Provide courses where students observe others at work in the student's chosen profession	145
Increase the standard of excellence for graduation	111
Provide more course work in major and minor academic areas	67



## EMPLOYMENT OUTLOOK BY INDUSTRY

(Please remember that this data was collected prior to the Energy Crisis and is subject to almost certain changes resulting from that situation.)

### Advertising/Public Relations

The market in advertising was expected to remain approximately the same as in 1973. It was expected that there would be a slight increase in coming years with most employers seeing a limited growth in the long run. In the short run, however, there would be an oversupply of graduates majoring in advertising in relation to positions available.

### Construction

Employment in the construction industry was expected to remain the same or increase slightly. This industry is extremely dependent upon an adequate supply of energy. Long-run employment opportunities were expected to be good to excellent. Construction in the travel home industry will be extremely poor. Salaries were expected to increase 3-4%.

### Education--Elementary and/or Secondary School Districts

The market for teachers, after being on a plateau for several years, was showing a slight improvement. Of the 70 reporting school districts, practically all of them indicated there would be few new positions created and that most hires would be replacements from normal turnover. Many of the responses indicated that more teachers could be used within the various school districts but that finances were simply not available. Very few school districts were experiencing growth in their student population. Factors that would significantly influence the hiring of new college graduates included experience and specific training of candidates and the general economic climate prevailing in the community. There was not expected to be any drastic increase in public school student enrollment with the current birthrate trends. In the long run most employers saw a gradual improvement in opportunities for teachers. Salaries for teachers will go up approximately 4-5%, regardless of the economy, since many school districts have contracts calling for increases of approximately that amount.

### Finance/Banking, Accounting, Insurance

Overall, there appeared to be a good market for marketing and finance majors, with most employers hiring more graduates this year than last. Public accounting firms and the banking industry were

WHAT ARE THE GREATEST WEAKNESSES YOU SEE IN PLACEMENT OPERATIONS FOR HELPING YOU LOCATE AND HIRE NEW EMPLOYEES?

<u>Weakness</u>	<u>Number of Responses</u>
Insufficient screening of applicants	109
Lack of counselling of students for interviews	60
Disorganized placement operations and facilities (poor staff, restricted hours, lack of parking facilities and dinner programs)	44
Lack of knowledge of the company (failure to provide literature)	40
Failure to classify applicants by qualifications and locational preferences	37
No opinion	34
Poor communication between companies, department heads, and placement offices (placement offices lack status on campuses)	32
Recruiters would like more complete information on students	28
Lack of advertising to the students about placement services	20
Poor services for alumni	17
Slow response on credential requests and applicant referrals	16
No weaknesses	15
Too big and impersonal	14
Lack of knowledge about government positions and Civil Service procedures	6
Professors don't know students or don't evaluate them honestly	5
Too much paper work with little result	4
Lack of funds for travel to distant campuses	4
Scant information on vocational students	2
Information on certification not provided	2

continuing to grow, and there appeared to be a relatively high demand in the short run and the long run for these majors. Of all the areas surveyed in this report, opportunities were best in this industry. Salaries will increase 5-6%. Special efforts were being made to emphasize female and minority recruiting, but results to date were not good. While many of the respondents indicated that their hiring was dependent upon the general economic picture, most of them indicated an increase in hiring activities.

#### Government Administration/Military

The overall picture in Federal government hiring is beginning to swing upward. There seemed to be some activity taking place for hiring in college/entry positions. Practically all state employing agencies indicated that hiring was on a limited basis for the next 12 months. Federal employing agencies indicated as much as a 10% increase in hiring for the coming year. Built-in salary increases for federal and state employers will approximate a 5-6% increase in 1973-74. The Military is able to recruit adequate numbers of officer candidates in most areas after substantial adjustments in recruiting procedures.

#### Health Services

While we had a limited response for health services, those responses indicated an excellent potential for people entering health services. There was a heavy emphasis on science disciplines, and health services were expected to expand in both the short and long run. Salary increases for 1973-74 will approximate 5-6%.

#### Hospitality Industry/Restaurant

Overall opportunities were good to excellent in the short run and practically all respondents indicated excellent opportunities in the long run. Several employers mentioned that hiring quotas were contingent on building expansion programs, and many of these programs were currently in a state of flux. In business and industry, where experience played a major role in hiring, candidates were urged to combine work with their college education. Salaries are expected to increase 5-6% in the current year. Since this data was compiled immediately prior to the energy crunch, rapid changes can be anticipated in this area.

#### Manufacturing

There will be increased demand in all areas of manufacturing but especially for engineers. The major exception is the automobile industry. Most employers indicated that demand for college graduates will hinge on general business conditions and growth. Overnight changes can be anticipated in this area. Long run manufacturing opportunities will be good. Salaries for the coming year can be expected to increase 4-5%.

### Merchandizing

This was another area where substantial opportunities were available for college graduates. Most employers indicated limited to good employment opportunities and interest in hiring more college graduates in the field of retailing. Most employers were anticipating increased construction and expected further expansion in the next few years which in turn would increase employment opportunities in the long run. Salary increases were expected to be in the 3-4% area.

### Printing/Publishing

The seven respondents in printing and publishing indicated there would be practically no new hires in the coming years except for replacements. Students seeking opportunities in this field will have a difficult time. The best opportunities were for those applicants interested in sales. Two-three percent salary increases were anticipated.

### Research/Consulting

This was an area heavily dependent upon government funding, and government funding for research has been declining for several years and will continue to decline. Opportunities, therefore, were extremely limited for both short run and long run. Available opportunities were in the technical fields. Because of built-in government increases, salaries will increase approximately 5-6%.

### Transportation

The overall picture indicated limited activity in both the private and public sectors. Of the five organizations responding, all of them indicated that recruiting would be at a minimum level. It was anticipated that salaries would remain approximately the same as last year.

### Utilities

After plateauing for many years, utilities were beginning to show a slight increase, and most employers indicated an upswing in hiring new college graduates. Expansion was continuing and environmental changes were taking place--resulting in the hiring of technical personnel. Starting salaries should increase 3-4%.

CHARACTERISTICS OF RESPONDING ORGANIZATIONS

The following charts provide information about the types of organizations that participated in this survey.

CATEGORIES DESCRIBING RESPONDING ORGANIZATIONS

<u>Category</u>	<u>Number of Responses</u>
Advertising/Public Relations	3
Construction	12
Education--Elementary and/or Secondary School Districts	70
Finance/Banking/Accounting/Insurance	57
Government Administration/Military	37
Health Services	4
Hospitality Industry/Restaurants	31
Manufacturing	134
Merchandizing	43
Printing/Publishing	7
Research/Consulting	12
Transportation	5
Utilities	8
Others	
Aerospace and Components	2
Agricultural Industries	2
Chemicals/Drugs/Allied Products	1
Food and Beverage Processing	1
Petroleum and Allied Products	2
TV and Radio Broadcasting	1
Volunteer Organizations	2

### SIZE OF RESPONDING ORGANIZATIONS

<u>Number of Employees</u>	<u>Number of Responses</u>
1,000-4,999	121
10,000 or more	106
100-499	66
500-999	55
5,000-9,999	50
1-99	45

### LOCATIONS OF RESPONDING ORGANIZATIONS

<u>Locations</u>	<u>Number<sup>1</sup></u>
Midwestern United States	347
Northeastern United States	101
Southern United States	64
Western United States	61
Alaska/Hawaii	20
Nationwide	11

### TYPES OF COMMUNITIES

<u>Community Type</u>	<u>Number<sup>1</sup></u>
Metropolitan Area	215
Medium Size City	146
Suburban Area	112
Small Town or Village	62
Rural Area	21
All of Above	13

<sup>1</sup>More than one response was received from some employers.

## EMPLOYERS RESPONDING TO SURVEY

ACME MARKETS, INC.  
 A.C. SPARK PLUGS  
 ACTION; PEACE CORPS/VISTA  
 ADRIAN PUBLIC SCHOOLS  
 AIS CONSTRUCTION EQUIP. CORP.  
 ALLEN AND O'HARA  
 ALL-STEEL, INC.  
 ALTENA PUBLIC SCHOOLS  
 AMOCO CHEMICALS CORP.  
 AMERICAN FLETCHER NAT'L BANK  
 AMERICAN MOTORS CORP.  
 ARMY AUDIT AGENCY, E. CENTRAL DIST.  
 ARTHUR ANDERSEN & CO.  
 ARTHUR YOUNG & CO., CHICAGO  
 ARTHUR YOUNG & CO., DETROIT  
 BATTELLE COLUMBUS LABS  
 BATTLE CREEK SCHOOL DIST.  
 BEECHER SCHOOLS  
 BENTON HARBOR SCHOOLS  
 BERKLEY SCHOOL DISTRICT  
 BETHLEHEM STEEL CORP.  
 BIRMINGHAM PUBLIC SCHOOLS  
 BLACKMAN PUMP OF DOVER CORP.  
 BLOOMFIELD HILLS SCHOOLS  
 BLOOMINGDALE'S  
 BOBBY MCGEE'S CONGLOMERATION  
 BOEING COMPANY  
 BRIDGEPORT COMMUNITY SCHOOLS  
 CAMP CAVELL ON LAKE HURON  
 CAMP HOLIDAY  
 CAMP SEAGULL  
 CARGILL, INC.  
 CARRIER CORP.  
 CARSON, PIRIE, SCOTT & CO.  
 CENTER FOR NAVAL ANALYSES  
 CENTER LINE PUBLIC SCHOOLS  
 CENTRAL COMPANIES  
 CHARMIN PAPER CO.  
 CHESSIE SYSTEM  
 CHEVRON CHEMICAL CO.-ORTHO DIV.  
 CHICAGO HOUSING & URBAN DEV.  
 CITIZENS MORTGAGE CORP.  
 CLAIROL, INC.  
 CLARKSTON COMMUNITY SCHOOLS  
 COLLINS RADIO  
 COMMONWEALTH ASSOC., INC.  
 CONTINENTAL COFFEE CO.  
 CONTROL DATA CORP.  
 COOPERS & LYBRAND  
 CTS OF ELKHART  
 DAUBERT CHEMICAL CO  
 DAVERMAN ASSOC., INC  
 DEARBORN PUBLIC SCHOOLS  
 DELCO ELECTRONICS-DIV. OF GM  
 DELCO-REMY-DIV. OF GM  
 DETROIT PUBLIC SCHOOLS  
 DMH CO.  
 DUN & BRADSTREET, INC.  
 EATON CORP.  
 ELECTRONIC DATA SYSTEMS  
 ELECTRO VOICE  
 EMERY INDUSTRIES, INC.  
 ENTREKIN COMPUTER, INC.  
 EQUITABLE LIFE INSURANCE  
 ERNST & ERNST  
 ETHYL CORP.  
 E. W. BLISS  
 EX CELL O CORP.  
 FACTORY MUTUAL-ENGR. DIV.  
 FAMOUS BARR  
 FARM CREDIT BANKS OF ST. PAUL  
 FARMINGTON PUBLIC SCHOOLS  
 FEDERAL INTERMEDIATE CREDIT BANK  
 FERNDALE PUBLIC SCHOOLS  
 FIRST FINANCIAL GROUP  
 FIRST NAT'L BANK OF KALAMAZOO  
 FIRST NAT'L BANK OF S.W. MICH.  
 FISCHER & PORTER CO  
 FLINT POLICE DEPT.  
 FOGCUTTER, INC.  
 FOOTE, CONE & BELDING  
 FOREST CITY ENTERPRISES, INC.  
 FRUEHAUF CORP  
 GENERAL CABLE CORP.  
 GEORGE A. HORMEL & CO.  
 GIBSON REFRIGERATOR DIV  
 GING'S, INC.  
 GOLDNER WALSH, INC.  
 GOODYEAR TIRE & RUBBER CO.  
 GRAND BLANC COMMUNITY SCHOOLS  
 GRAND HAVEN PUBLIC SCHOOLS  
 GRAND UNION CO.  
 GRAND VALLEY NURSING HOME  
 GRANDVILLE PUBLIC SCHOOLS  
 GREENFIELD MILLS RESTAURANT  
 GROSSE POINTE PUBLIC SCHOOLS  
 HARRIS TRUST & SAVINGS  
 HEATH CO  
 HELENE CURTIS INDUSTRIES  
 HIGBEE COMPANY  
 H.J. HEINE CO.  
 HOERNER WALDORF CORP.  
 HOLIDAY INNS OF AMERICA  
 HOLLY'S, INC.  
 HOOVER COMPANY  
 HUNT WESSON FOODS  
 IBM CORP.  
 ICI AMERICA, INC.  
 INDIANA NAT'L BANK  
 INGERSOLL RAND  
 ITT  
 ITT-TELECOMMUNICATIONS DIV.  
 JACKSON PUBLIC SCHOOLS  
 JEWELL HOME SHOPPING SERVICE  
 J.K. LASSER & CO.  
 JORDAN MARSH  
 JOURNAL COMPANY  
 KAWNEER COMPANY  
 KOEHRING COMPANY  
 KROGER COMPANY  
 LAKE ORION COMMUNITY SCHOOLS  
 LAKEVIEW PUBLIC SCHOOLS  
 LAMDA CORP.  
 LANSING BOARD OF WATER & LIGHT  
 LAPEER PUBLIC SCHOOLS  
 L.D. SCHREIBER CHEESE CO., INC.  
 L'EGGS CORP  
 LIBERTY MUTUAL  
 LINCOLN PARK PUBLIC SCHOOLS  
 LINDSAY SCHAUB NEWSPAPERS  
 LORD & TAYLOR  
 LOS ALAMOS SCIENTIFIC LAB  
 MAIN LAFRENTZ & CO.  
 MANUFACTURERS NAT'L BANK  
 MARRIOT CORP.  
 MASSEY FERGUSON, INC.  
 MCLOUTH STEEL CORP.  
 MCNAMEE, PORTER AND SEELEY  
 MELVINDALE PUBLIC SCHOOLS  
 METHODIST HOSPITAL OF INDIANA  
 MICHIGAN CIVIL SERVICE COMM.  
 MICHIGAN CONSOLIDATED GAS CO.  
 MICHIGAN DEPT. OF EDUCATION  
 MICHIGAN DEPT. OF HOUSING DEV.  
 AUTHORITY  
 MICHIGAN VOCATIONAL REHABILITATION  
 MIDLAND-ROSS CORP.-SURFACE  
 COMBUSTION DIV.  
 MIDWEST STOCK EXCHANGE  
 MINNESOTA FABRICS, INC.  
 MOBIL OIL CORP.  
 MOFFETT TECHNICAL CENTER  
 MOORE BUSINESS FORMS, INC.  
 MORGANS RESTAURANTS, INC.  
 MORSE-CHAIN CO.  
 MOTORISTS INSURANCE CO.  
 MOTOR WHEEL CORP.  
 MT. PLEASANT PUBLIC SCHOOLS  
 MUTUAL BENEFIT LIFE  
 MUTUAL OF NEW YORK  
 NASA-LEWIS RESEARCH CENTER  
 NAT'L BANK OF DETROIT  
 NAT'L CASH REGISTER  
 NAT'L CITY BANK OF CLEVELAND  
 NAT'L HOMES CORP.  
 NAT'L MUSIC CAMP  
 NAVAL AMMUNITION DEPOT  
 NAVAL AVIONICS FACILITY  
 NAVAL UNDERWATER SYSTEMS CENTER  
 NAVAL WEAPONS CENTER  
 NEISNER BROTHERS, INC.  
 NOAA COMMISSIONED OFFICER CORPS  
 NORTHRUP CORP.  
 NORTHWESTERN MUTUAL LIFE INS.-  
 DISTRICT AGENT  
 NORTHWESTERN MUTUAL LIFE INS.-  
 GENERAL AGENT  
 NORTON COMPANY  
 OHIO DEPT. OF TRANSPORTATION  
 OHIO EDISON CO.  
 OSCAR MAYER & CO.  
 OWENS-CORNING FIBERGLASS  
 PENN MUTUAL LIFE INSURANCE  
 PENNSYLVANIA POWER & LIGHT CO.  
 PENNSYLVANIA SECURITIES CO.  
 PETER ECKRICH & SONS  
 PHEASANT RUN LODGE  
 PHILADELPHIA, CITY OF  
 PHILLIPS & ASSOC., INC.  
 PLYMOUTH COMMUNITY SCHOOLS  
 PORTAGE PUBLIC SCHOOLS  
 PRICE WATERHOUSE & CO.  
 QUALITY INNS  
 REED CITY STATE BANK  
 RELIANCE ELECTRIC  
 REPUBLIC STEEL  
 REST CO., INC.  
 RICHWINE, NEWTON & CARLTON  
 R.J. REYNOLDS TOBACCO  
 ROBAND CORP.  
 ROSEVILLE PUBLIC SCHOOLS  
 SAGA FOOD SERVICE  
 SAGINAW TOWNSHIP COMMUNITY  
 SCHOOLS  
 SALADA FOODS  
 SALUTO FOODS CORP  
 SARKES TARZIAN, INC.  
 SAULT STE. MARIE PUBLIC  
 SCHOOLS  
 SCHIPPERS, KINTNER &  
 ROBERTSON  
 SCHOLZ HOMES, INC.  
 SCOT'S INN MANAGEMENT CO.  
 SEARS, ROEBUCK & CO.  
 SHERWIN WILLIAMS CO.  
 SIGNODE CORP.  
 SKY CHEFS  
 STANDARD OIL CO. OHIO  
 STATE JOURNAL-GANNETT  
 NEWSPAPERS  
 STEELCASE, INC.  
 ST. LOUIS COUNTY POLICE DEPT.  
 STOP & SHOP, INC.  
 STRUCTURAL DYNAMICS RESEARCH  
 CENTER  
 STAUFFER CHEMICAL CO.  
 STOUFFER FOOD CORP.-  
 RESTAURANT & INN DIV.  
 SUMNEROUR & ASSOC., INC.  
 SWARTZ CREEK COMMUNITY  
 SCHOOLS  
 SWIFT & CO.  
 TEE-PAK, INC.  
 TRANSCON LINES  
 TROY PUBLIC SCHOOLS  
 UNION CARBIDE-CARBON OFFICE  
 UNION CARBIDE-CARBON DIV.  
 UNION CARBIDE-FILM PKG. DIV.  
 UNION OIL OF CALIFORNIA  
 UPJOHN COMPANY  
 US DEPT. OF AIR FORCE  
 US DEPT. OF NAVY  
 US FOOD & DRUG ADMINISTRATION  
 US GENERAL SERVICES  
 ADMINISTRATION  
 US NAVY RECRUITING STATION  
 US PATENT OFFICE  
 US WOMEN'S ARMY CORPS  
 U.S. GYPSUM  
 VAN BUREN PUBLIC SCHOOLS  
 VOUGHT MISSILES & SPACE  
 WADE TRIM & ASSOC., INC.  
 WALGREEN COMPANY  
 WALT DISNEY WORLD, CO.  
 WARNER LAMBERT  
 WARREN WOODS PUBLIC SCHOOLS  
 WASHINGTON STATE DEPT. OF  
 HIGHWAYS  
 WATERFORD TWP. SCHOOLS  
 WESTERN ELECTRIC CO.  
 WESTVACO  
 WEYERHAEUSER COMPANY  
 WHIRLPOOL CORP. EVANSVILLE  
 WILLIAM REPKE & ASSOC., INC.  
 WISCONSIN DEPT. RESOURCE DEV.  
 WYANDOTTE CHEMICAL CO.

