

RECRUITING TRENDS 1985-86

A Study of 710 Businesses, Industries,  
Governmental Agencies, and  
Educational Institutions Employing  
New College Graduates

by

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Summary of  
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Educational Institutions Employing  
New College Graduates

This is a summary of the 15th annual Recruiting Trends survey completed by Placement Services at Michigan State University. For this 1985-86 survey, a cross-section of employers from business, industry, government, and education were contacted; and responses were received from 710 organizations. The results of this survey include information regarding anticipated changes in hiring trends for new college graduates, expected starting salaries, campus recruiting activities, new recruitment techniques, and many other topics of interest to personnel directors, placement officers, career counselors, faculty, and students.

JOB OUTLOOK FOR GRADUATES OF 1985-86

During 1985-86, surveyed employers expect to hire about 1.4% more bachelor's degree graduates than they hired during 1984-85. Since last year was a good year for placement of new college graduates, the Class of 1986 can expect to have similar job opportunities. (Page 14)

For minorities, quotas are expected to increase 6.4%, and for women graduates, 4.7%. MBA and master's graduates can expect almost no increases in quotas (+0.1%), and doctoral candidates can expect a decrease of 1.0%.

Demand for Various Academic Majors

Supporting the expectation that demand for new bachelor's degree graduates will only increase slightly this year is the report that demand for almost every academic major will show minimal gains. (Pages 15-16)

These include: electrical engineering (3.9%); computer science (3.8%); mechanical engineering (3.4%); industrial engineering (3.0%); accounting (2.7%); marketing/sales (2.7%); education (1.9%); hotel, restaurant, and institutional management (1.8%); chemical engineering (1.8%); general business administration (1.5%); metallurgy and materials science (1.5%); chemistry (1.4%); and civil engineering (1.3%).

Very slight increases in demand are expected for: personnel administration (0.9%); retailing (0.8%); liberal arts/arts and letters (0.6%); physics (0.6%); social sciences (0.6%); financial administration (0.5%); mathematics (0.5%); telecommunication (0.4%); human ecology/home economics (0.4%); natural resources (0.3%); advertising (0.3%); communications (0.2%); journalism (0.2%); and geology (0.1%).

No change in the job market is expected for agriculture (0.0%).

From these data, it should be evident again that a slight overall increase in the job market is expected during 1985-86.

#### Hiring Trends by Employer Category

Varying hiring trends are expected this year among different types of organizations. According to employers responding to this survey, the greatest increases are expected for bachelor's degree graduates in food, beverage processing, and restaurants (19.0%); accounting (18.6%); construction and building materials manufacturers (11.5%); and service and volunteer organizations (10.8%). (Pages 17-18)

Those organizations expecting moderate increases in the job market will include merchandising and retail services (5.1%); educational institutions (4.6%); automotive and mechanical equipment (4.5%); agribusiness (4.2%); governmental administration (3.2%); electronics and instruments (2.8%); hospitals and health services (1.6%); printing, publishing and information services (1.4%); hotels, motels, resorts and recreation services (1.3%); diversified conglomerates (1.2%); and tire and rubber products (1.0%).

Communication, radio, TV, and newspapers (0.0%); and chemicals, drugs, and allied products (0.2%) are expected to remain about the same or increase very slightly.

Those organizations with declining job markets include electrical machinery and equipment-computers (-0.3%); banking, finance and insurance (-0.7%); military services (-1.0%); public utilities including transportation (-1.0%); metals and metal products (-4.2%); research and consulting services (-5.8%); glass, paper, packaging, and allied products (-13.0%); and petroleum and allied products (-17.0%).

#### Hiring Quotas

The total hiring quota for new college graduates this year (1985-86) among 619 reporting organizations expecting to hire is 67,347. This is an increase of 2.0% over the actual hires of 66,012 reported by these organizations for last year (1984-85). (Pages 10-11)

No new college graduates were hired during 1984-85 by 69 of 710 organizations responding to this year's survey. This year (1985-86), 72 of those same organizations expect to hire no new college graduates. This compares to 80 of 658 organizations who hired none in 1983-84.

### Employers Responding to This Survey

Employers of all sizes and all types were included in this survey. Responses for the 1985-86 Recruiting Trends survey were received from 710 employers representing businesses, industries, governmental agencies, and educational institutions throughout the United States. Of the respondents, 78.5% were businesses and industries, 16.3% educational institutions, and 5.2% governmental agencies and military services. (Pages 1-3)

Organizations with 10,000 or more employees were represented by 11.3% of the respondents, those with five to ten thousand employees were 8.6% of the respondents, and organizations with a thousand to five thousand employees represented 28.9% of the respondents.

Organizations with five hundred to a thousand employees were represented by 15.5% of the respondents, those with 100 to 499 employees by 24.5% of the respondents, and those with one to ninety-nine employees were represented by 11.3% of the respondents.

### Changes in Salaried Employees Last Year

Since changes in numbers of salaried employees working for surveyed employers can be a good indication of hiring intentions, employers were questioned regarding salaried employees working for their organizations last year. (Pages 4-6)

Surveyed employers reported a net increase of 1.7% in numbers of salaried employees last year. This compares to an increase of 1.5% in 1983-84 and a decrease of 1.4% during 1982-83. During the last two year, surveyed employers have increased the numbers of salaried employees working for their organizations by very slight amounts, after appreciably cutting their salaried payrolls during 1982-83.

Organizations with significant increases in salaried employees last year included accounting (9.3%); food, beverage processing, and restaurants (6.4%); aerospace and components (4.7%); hospitals and health services (4.5%); printing, publishing, and informational services (4.3%); construction and building materials manufacturers (3.2%); electronics and instruments (3.3%); research and consulting services (3.1%); merchandising and retail services (2.9%); service and volunteer organizations (2.5%); governmental administration (2.3%) metals and metal products (2.2%); and military services (2.0%).

Moderate increases were experienced by the following organizations: chemicals, drugs, and allied products (1.9%); educational institutions (1.6%); banking, finance, and insurance (1.2%); hotels, motels, resorts and recreation services (0.9%); and petroleum and allied products (0.1%).

Decreases in salaried employees occurred in electrical machinery and equipment (-5.9%); glass, paper, packaging, and allied products (-5.0%); tire and rubber products (-4.0%); diversified conglomerates (-3.1%); automotive and mechanical equipment (-1.6%); agribusiness (-1.2%); and public utilities including transportation (-0.9%).

### Anticipated Changes in Salaried Employees in 1985-86

During 1985-86, a moderate increase of 2.8% is expected in numbers of salaried employees working for surveyed employers. This compares to an expected increase of 3.5% last year (1984-85). These data suggest that a very cautious growth can be expected in numbers of salaried employees during 1985-86. (Pages 7-9)

Anticipating the greatest increases in salaried employees are hotels, motels, resorts and recreation facilities (11.4%); food, beverage processing, and restaurants (10.3%); communication-radio, TV, and newspapers (10.0%). These are followed closely by accounting (9.0%); service and volunteer organizations (8.5%); hospitals and health services (5.8%); merchandising and retail services (5.1%); banking, finance, and insurance (4.6%); electronics and instruments (4.4%); aerospace and components (4.3%); tire and rubber products (4.0%); research and consulting services (3.7%); construction and building materials manufacturing (3.4%); and military services (3.0%).

Moderate increases in salaried employees are anticipated in chemicals, drugs, and allied products (2.0%); educational institutions (1.7%); metals and metal products (1.5%); printing, publishing, and information services (1.4%); governmental administration (1.2%); and agribusiness (0.6%).

Those expecting no increases or even declines in salaried employees are public utilities including transportation (-0.1%); glass, paper, packaging, and allied products (-0.9%); diversified conglomerates (-1.6%); automotive and mechanical equipment (-1.9%); petroleum and allied products (-2.2%); and electrical machinery and equipment-computers (-4.3%).

### Percentage of Graduates Accepting Job Offers

Although numbers of new college graduates hired by surveyed employers are an excellent measure of past job market trends, percent of job offers accepted are another. Of the new technical college graduates recruited during 1984-85 by surveyed employers, 59.7% accepted offers of employment. This compares to an acceptance rate of 59.0% in 1983-84 and 60.1% in 1982-83. If this change in rate is significant at all, it indicates a slight improvement in the recruitment techniques of employers, because a slightly higher percentage of technical graduates interviewed on campuses are accepting job offers or fewer job offers are being received by each student, so they have fewer choices. (Page 12)

Offers of employment to non-technical college graduates were accepted at the rate of 68.2% during 1984-85. This compares to an acceptance rate of 68.5% in 1983-84 and 65.3% in 1982-83. While a very slight increase in the acceptance rate was noted between 1982-83 and 1983-84, perhaps suggesting a slight erosion in the job market for non-technical graduates, no significant change was reported between the 1983-84 and 1984-85 job markets for non-technical graduates. (Page 13)

### Changes in Numbers of Interviewing Schedules

According to employers responding to this survey, a very slight increase in numbers of interview schedules is expected on college campuses (+2.6%) this year; and approximately 2.8% more campuses will be visited by these employers. With hiring

quotas increasing by 1.4% and campus interviewing increasing 2.6%, it is evident that employers are continuing their program of selectivity when recruiting on college campuses this year. (Pages 19-22)

The greatest increases in interview schedules can be expected from the following organizations: service and volunteer organizations (+31.3%); food, beverage processing, and restaurants (+18.9%); construction and building materials manufacturers (+13.0%); and educational institutions (+12.8%).

Moderate increases can be expected from accounting (+8.8%); research and consulting services (+7.6%); hotels, motels, resorts and recreation facilities (+6.5%); governmental administration (+5.6%); agribusiness (+3.8%); printing, publishing, and information services (+3.3%); electronics and instruments (+2.9%); aerospace and components (+2.5%); hospitals and health services (+2.4%); merchandising and retail services (+2.2%); communication--radio, TV, and newspapers (+2.0%); and banking finance, and insurance (+0.6%).

No change in numbers of campus interview schedules is expected for military organizations (0.0%).

Those organizations expecting declines in interview schedules will include the following: public utilities including transportation (-0.8%); tire and rubber products (-2.0%); metals and metal products (-2.9%); automotive and mechanical equipment (-7.7%); chemicals, drugs, and allied products (-6.5%); glass, paper, packaging, and allied products (-11.0%); diversified conglomerates (-15.0%); electrical machinery and equipment (-16.0%); and petroleum and allied products (-31.0%).

Of those organizations surveyed this year, 72 do not expect to interview on any college campuses.

#### Starting Salary Offers

Starting salary offers will increase by an average of 1.8% for bachelor's degree graduates, according to employers responding to this survey. For women and minorities, average increases of 3.1% and 3.2%, respectively, are expected. At the MBA/master's level, increases of 2.7% are anticipated, and for doctoral degree graduates, 2.2%. (Page 23)

None of these starting salary increases are expected to equal last year's increases of 3.7% for bachelor's graduates, 3.3% for MBA/master's graduates, and 2.9% for doctoral degree recipients.

Highest among anticipated salary increases for graduates this year are computer science majors (2.6%), electrical engineers (2.5%), mechanical engineers (2.3%), accounting (2.1%), marketing/sales (2.1%), education (2.0%), chemical engineers (2.0%), and industrial engineers (2.0%). (Pages 26-27)

Those majors with anticipated increases in the moderate range are: general business administration (1.9%); mathematics (1.9%); financial administration (1.8%); civil engineering (1.8%); liberal arts/arts and letters (1.8%); chemistry (1.8%); physics (1.8%); personnel administration (1.6%); metallurgy and materials science (1.6%); retailing (1.6%); social sciences (1.6%); geology (1.5%); hotel, restaurant, and institutional management (1.4%); communications (1.4%); journalism (1.4%); human ecology/home economics (1.4%); and advertising (1.3%).



Starting salaries for agriculture (0.8%) and natural resources (0.7%) majors are expected to increase less than 1.0%.

Again this year, the highest starting salaries are expected for electrical engineers (\$29,187), mechanical engineers (\$28,971), chemical engineers (\$28,739), and computer science majors (\$27,775). Other top starting salaries include industrial engineers (\$26,817), civil engineers (\$24,761), and physics majors (\$24,370). (Page 28)

Next on the list of starting salaries are financial administration majors (\$20,803), accountants (\$20,338), chemistry (\$19,679), general business administration (\$19,589), marketing/sales (\$19,284), and mathematics (\$19,014). These are followed by social science majors (\$18,324), communications (\$17,923), agriculture (\$17,841), advertising (\$17,832), personnel administration (\$17,727), telecommunications (\$17,473), liberal arts/ arts and letters (\$17,358), and geology (\$17,185).

Education majors/teachers (\$16,903), journalism (\$16,207), natural resources (\$15,709), retailing/merchandising (\$15,898), and human ecology/home economics (\$15,635) complete the list.

The average starting salary (all disciplines) for bachelor's degree graduates is expected to be \$21,601, for MBA/master's, \$26,010, and for doctorates, \$30,011.

Several employer categories are expecting to offer starting salary increases of 4.0% or greater to the 1985-86 graduating class. These include: merchandising and related services (retailing industries) (+4.5%); educational institutions (+4.3%); hotels, motels, resorts, and recreation facilities (+4.2%); aerospace and components (+4.1%); accounting (+4.0%); military (+4.0%); and tire and rubber products (+4.0%). (Pages 24-25)

Starting salary increases in the range of 3.0% to 3.9% include: food, beverage processing, and restaurants (+3.5%); diversified conglomerates (+3.5%); research and/or consulting services (+3.5%); construction and building materials manufacturing (+3.2%); and automotive and mechanical equipment (+3.1%).

Increases of 2.0% to 2.9% are anticipated for: service or volunteer organizations (+2.9%); public utilities, including transportation (+2.8%); hospitals and health services (+2.8%); banking, finance, and insurance (+2.7%); governmental administration (+2.6%); electronics and instruments (+2.3%); chemical, drugs and allied products (+2.3%); and petroleum and allied products (+2.2%).

Increases of 1.9% or less are expected from: metals and metal products (+1.9%); printing, publishing and information services (+1.4%); electrical machinery and equipment-computers (+1.3%); agribusiness (+1.3%); glass, paper, and packaging, and allied products (+1.0%); and communications-radio, television, and newspapers (0.0%).

#### Factors Considered When Calculating Starting Salary Offers

According to employers responding to this survey, previous part-time work experiences and high demand academic majors "sometimes" influence employer decisions when calculating starting salary offers. Other factors considered by employers are high grade point averages, prior military experiences, and quality of the college granting an individual's degree. (Page 29)

### List Career Objectives on Resumes

Surveyed employers felt that entry-level candidates should state career objectives on their resumes. About 92% of the employers agreed with this recommendation. (Page 29)

### Job Availability by Geographical Region

The greatest availability of jobs for new college graduates during 1985-86 will be in the southwestern region of the United States, according to employers responding to this survey. The southeastern and southcentral regions were rated next best on the employers' list of geographical areas for jobs. For the last two years, these regions have been ranked near this same order. (Page 30)

The best geographical regions for jobs in order of availability are expected to be: southwest, southeast, southcentral, northeast, northcentral, and northwest, according to surveyed employers.

### Best Sources of New College Graduates

When prospective employers are seeking new college graduates, certain sources are more productive than others. For both graduating students planning their job campaigns and employers wanting to hire new graduates, this knowledge is very helpful. (Page 31-32)

According to employers responding to this survey, 45.9% of their new hires were obtained from on-campus interviewing, 11.5% from write-ins, 10.5% from want ads, 10.1% from job listings sent to placement offices, 8.4% from current employee referrals, and 7.0% from walk-ins.

Percentages obtained from other sources are: high demand academic major programs (4.5%), internship programs (4.4%), cooperative education programs (4.2%), summer employment programs (4.1%), referrals from college faculty and staff (3.7%), part-time employment programs (3.3%), unsolicited referrals from placement offices (2.6%), minority career programs (2.2%), job listings with employment agencies (2.4%), referrals from campus organizations (1.7%), and women's career programs (1.1%).

### Grade Point Averages Are Considered

Employers responding to this survey indicated that over 70% of their new hires had grade point averages of 3.0 or better. The remaining employers, however, reported that their new hires had grade point averages of less than 3.0.

In recent years, it seems that grade point averages have become the main measuring stick for selecting candidates. And as data from this report indicate, most graduating students with high grade point averages are hired by prospective employers who conduct campus interviews.

### Other Predictors of Job Success

When considering new college graduates for employment in their organizations, surveyed employers identify the most important predictors of job success as an ability to accept responsibility, communications abilities, maturity, motivational abilities, perseverance, speaking abilities, staying power and stability, organizational abilities when speaking, self-pride, and neatness. (Pages 34-35)

Receiving ratings of "medium" importance were team management skills, an example for others, competitive abilities, ability to go along with the organization, tactical and strategic planning skills, entrepreneurial spirit, physical fitness, ability to depend on other people, and the ability to work in close quarters.

Ratings of "low" importance were given to budgeting abilities, interest in family life, and good looks and youthfulness according to employers.

### Screening Methods Used by Employers

When screening applicants for employment in their organizations, the surveyed employers indicated that personal interviews and resumes or summaries of work experiences were "always" used. (Page 36)

Other screening methods "almost always" used were: degree levels attained, reference checks, years of education, transcript checks, and grade point averages.

Used "sometimes" were: physical examinations and medical histories. "Seldom" used were ratings from training programs, blood tests, interviews with company doctors or nurses, ability/aptitude tests, pre-employment screenings for drugs, and job tryouts.

The surveyed employers "never" use assessment center analyses or comprehensive bio-inventories.

### Reference Checking Procedures

Before graduating students are hired by most organizations, references from past employers and former supervisors are "almost always" checked. "Sometimes" checked are references from faculty members, personal references, and those from business associates. "Never" checked are references from clergy. (Page 37)

References are "almost always" checked verbally through telephone calls. "Sometimes" used to check references are written inquiries. "Seldom" used are police record checks or credit bureau checks. "Never" used are personal visits to references. Of the surveyed employers, 24 indicated that their organizations do not check any references before hiring new college graduates. (Page 37)

In the opinions of employers, candidates should generally list their references on resumes. Of those employers surveyed, 72% indicated that references should be listed while only 28% of the surveyed employers indicated that they should "seldom" or "never" be listed. (Page 38)

### Describing Today's College Student

When describing today's college students, employers say that they are "almost always" career-oriented, friendly and pleasant, optimistic about their individual futures, interested in material success, competitive, and diverse in lifestyles and backgrounds. (Page 39)

College students are "sometimes" concerned with personal development, moderate in political attitudes, pragmatic, idealistic, liberal in social attitudes, self-concerned and me-oriented, disenchanted with politics, and weak in basic skills.

"Seldom" are college students pessimistic about the future of their country.

### Prescreening Methods of Employers

Of the surveyed employers, 67.6% indicate that their organizations will pre-screen on college campuses where pre-screening is permitted. Last year, 69.2% of the surveyed employers expected to pre-screen. This slight decrease in percentage is statistically insignificant, so little or no change is expected in numbers of organizations pre-screening on college campuses this year. (Page 40)

Those factors considered most important to prospective employers when pre-screening candidates for initial campus interviews (those receiving ratings of "extremely high" or "high" importance) were: academic major, degree levels attained, major grade point average, previous work experiences, expected date of graduation, overall grade point average, and locational preferences.

Next on the employers' list of important factors (those with ratings of "medium" importance) were: stated career goals and college organizations and activities.

### Closed Schedules Arranged By Employers

Of the employers surveyed, 35.7% indicated that closed schedules were requested on college campuses last year. This compares to 36.9% who requested closed schedules in 1983-84, a slight decrease, but not statistically significant. (Page 41)

During 1985-86, the surveyed employers expect to arrange about 1.7% more closed schedules. This increase is somewhat smaller than last year's increase of 4.7% more than 1983-84. (Page 41)

At colleges and universities where closed schedules are not permitted, surveyed employers expect to reduce their interviewing schedules by about 3.2%. In the words of surveyed employers, they will visit campuses where they receive the services they desire. (Page 41)

### Hiring Efficiency

According to surveyed employers, 15.1% percent of the new college graduates interviewed last year (1984-85) by their organizations were hired. During 1983-84, 13.3% of those interviewed on campuses were hired. Thus employers are edging ever so slightly toward more efficient recruitment procedures. (Page 42)

### Employers Interviewing Without Prospects of Jobs Available

According to the surveyed organizations, 63 employers (9.7%) visited college campuses last year and interviewed graduating students when their organizations expected no openings. (Page 43)

### Choosing Colleges to Drop From the Recruiting Schedule

When dropping a college or university from their recruiting schedule, the surveyed employers reported that the following factors "almost always" influenced their decisions: a poor impression of students based on previous recruiting experiences and the organization's previous record of hires from the institution. "Sometimes" influencing their decisions were student indifference to previous recruiting efforts, reputation of the school, and a poor college placement center. (Page 43)

### Signed Contracts Required by Some Employers

Over 53% of the surveyed employers thought that new college graduates should "never" be required to sign a contract stating that they would reimburse a specified amount to the employing organization if they left within a designated time period. Another 15% said that this should "seldom" be required, while 18% suggested that a contract should "sometimes" be required. Another 7% agreed "almost always" and 7% "always" with this reimbursement policy. (Page 44)

When questioned about the ethics of this practice, employers' responses were similar to those reported in the above inquiry. "Never" believing this practice was ethical were 42% of the respondents, 16% "seldom," 23% "sometimes," 9% "almost always," and 9% "always."

Of the respondents, 42 organizations (6.2%) were expecting to implement this policy within the next year or two. The other 638 organizations (93.8%) did not anticipate this policy change. (Page 44)

When commenting on signed contracts for new hires, one employer made an interesting analogy: Would an employer sign a contract to pay a specified amount to any new hire if the employer found reasons to terminate that individual within a designated time period? If not, then why should a new hire sign such a contract? This is an interesting point.

Many employers require new hires to reimburse their organizations for any relocation expenses if the individual terminates within a year or other designated time period. After that time, there is no obligation.

Another recruiter suggested that employers take full responsibility for making good selections. If recruiters are properly trained to prescreen, interview, and match student qualifications with appropriate positions, then the risk of losing an employee should be minimal.

From another employer's perspective, a new employee who is displeased with an organization's training program or cannot continue employment with an organization for any reason should be terminated immediately without penalty. This employer would prefer a resignation to having an employee remain on the job for a "designated time period" because they were under contract, thus being unproductive, wasting training time, and perhaps using work time to search for new employment.

### Time Allowed for Acceptance or Rejection of a Job Offer

The most prominent answer regarding time that should be allowed for prospective employees to accept or reject an offer was two weeks (40% responding with "always" or "almost always"). The other popular answer was one week (25% responding with "always" or "almost always"). Employers also responded that an applicant should "never" be required to accept or reject an offer immediately upon completion of the first interview. "Seldom" should candidates be required to accept or reject an offer within one day or two to five days. Employers also objected to candidates waiting until the completion of an interviewing season to make their decisions (59% responding that this should "seldom" or "never" be allowed). (Page 46)

### Should Handicappers List Disabilities

Responses from employers were quite mixed when deciding if handicappers should list their disabilities on credentials and resumes. The consensus answer was that handicaps should be listed "sometimes". Recommending that handicaps not be listed were 11% of the employers with an answer of "always" and 16% with "almost always". Responding to the contrary were 19% with the answer of "seldom" agreeing and 22% who "never" agree that handicaps not be listed. (Page 47)

When advising handicappers on application procedures to follow when approaching their organizations, the surveyed employers "almost always" recommended interviewing on campus when their organizations are recruiting. "Sometimes" recommended were (1) applications sent directly to the department where the candidate's skills and talents will be best utilized, (2) direct contact with the personnel office with an explanation of the situation, and (3) applying through usual methods and not mentioning the handicap. "Never" recommended were the suggestions that (1) individuals find handicappers in the organization and use them as a contact person and (2) applying directly to the chief executive officer of the organization and explaining the situation in detail. (Page 47)

### Factors Considered When Choosing Between Job Offers

In the opinions of employers, the most important factors considered by graduating students when choosing between several job offers were: reputation of the organization, challenging work assignment, opportunities for advancement, general reputation of the organization, competitive salary, job security, steady employment, geographical location of the job, and adequate benefits.

Factors with "medium" importance included: special demands of the position, personalities and abilities of supervisors, personalities and abilities of other workers, available graduate school nearby, talking with people who previously held the position, personnel problems within the organization, organizational structure, and physical facilities of the organization. Considered of "low" importance in the decision were other applicants for the position.

### Tuition Payments for Attending Graduate School

Tuition for attending graduate school is paid in significantly varying amounts by employers responding to this survey. It was interesting to note, however, that educational institutions (19.9%) and accounting firms (19.5%) paid the least among employers responding to this question. (Pages 49-50)

Paying over 90% of graduate school tuition were military services (100%); tire and rubber products (100%); electronics and instruments (96.3%); chemicals, drugs, and allied products (95.5%); aerospace and components (92.1%); electrical machinery and equipment (91.4%); diversified conglomerates (90.6%); and automotive and mechanical equipment (90.0%).

Providing 70% to 89% of tuition for graduate school are public utilities including transportation (86.7%); metals and metal products (82.2%); construction and building materials manufacturers (79.1%); petroleum and allied products (79.0%); research and consulting services (78.9%); banking, finance, and insurance (74.4); and glass, paper, packaging, and allied products (71.4%).

Paying less than 70% of tuition expenses were agribusiness (60.0%); governmental administration (55.1%); printing, publishing, and information services (54.3%); service and volunteer organizations (51.8%); food, beverage processing, and restaurants (48.3%); hotels, motels, resorts and recreation facilities (36.8%); hospitals and health services (32.9%); merchandising and retail services (28.5%); educational institutions (19.9%); and accounting firms (19.5%).

#### Reneging on Job Offers

Organizations responding to this year's survey indicated that over half of them (50.7%) had graduating students renege on offers of employment last year. In 340 organizations who reported renegees, a total of 1,766 cases were reported. From these data, it is evident that many graduating students are accepting employment with more than one organization or continuing to interview after accepting a job offer. (Page 51)

In the opinion of 531 organizations (77.5%) responding to this survey, it is not ethical for students to interview with other organizations after they have accepted an offer of employment. With the opposite viewpoint, 154 of the surveyed organizations (22.5%) thought it was ethical to continue to interview after accepting a job offer. (Page 52)

#### Problems Experienced by New Hires

The most serious problems employers found with graduating students after they had accepted an offer of employment with an organization are (1) individuals reneging on job offers and (2) locating adequate living accommodations for new hires. Both these problems had "medium" frequencies. (Page 52)

Those problems with "low" frequencies were: requests for renegotiation of starting salaries, educational opportunities, spouse relocation, other benefits, transportation, changes of starting dates, requests regarding recreational facilities, and loans.

The most frequent difficulty experienced by graduating students when beginning work with organizations was an expectation of premature advancement. This difficulty was only "sometimes" cited as a problem.

All other difficulties were "seldom" experienced and included: absenteeism; a strong work ethic; organization policies; routine work; transfer to new location or job; travelling when required by the job; family matters not related to the job; technical expertise required; accomplishing assigned work; understanding the job

task; satisfaction with salary offer; vacation requests exceeding standard; getting along with the boss; getting along with other employees; understanding chain of command; physical environment of the job; intelligence required for the job; common sense to perform the job; leadership abilities required on the job; and personal values versus the organization's values.

#### Characteristics of an Excellent College Relations Program

It takes certain characteristics to make a college relations and recruiting program truly outstanding, according to the surveyed employers. "Almost always" important are: communications abilities; selection of proper college relations staff; interviewing techniques; knowledge of organizational opportunities; selection of campus representatives; contacts with faculty, deans, and others; selection of schools; familiarity with academic programs; comprehensive campus visitations; knowledge of competition; a major liaison person for each college; co-op, internship, and summer employment; and a training program for recruiters. (Pages 54-55)

"Sometimes" important are: availability of student lists/resume books, special programs for minorities and women, prescreening/bird dogging strategies, promotion programs, computerized record systems, especially for large organizations, membership in professional associations (CPC, MCPA, etc.), scholarships, research by the personnel section, grants, student newspaper (contacts and advertisements), and a speaker's bureau.

All the characteristics mentioned in this question were cited as "almost always" or "sometimes" important. None of the characteristics were rated as "seldom" or "never" important.

#### Description of an Excellent Campus Interviewer

A good campus interviewer must possess certain characteristics and perform specific practices, if they expect to achieve their organization's recruiting goals, according to employers responding to this survey. "Extremely important" are the following: listening to what is said and appearing interested in the individual. (Pages 56-57)

Factors of "high" importance according to employers are: a sincere attitude, being tactful and polite, being well-organized, reviewing resumes and transcripts before the interview, giving candidates sufficient time to express themselves, being concerned with the candidate's career paths, having a good appearance, reviewing jobs available before interviewing, providing interaction without general questions, being well-organized without obvious structure, having a good sense of humor, and being an individual at the administrative or management level.

Less important, but still deserving "medium" attention, are individuals from line positions and someone with a highly structured interview format.

"Low" importance was given to the interviewer being close to the age of interviewees, of matching ethnic origins and being of the same sex as the interviewees.



### Trends in Hiring of Coop and Summer Employees

Cooperative education and summer internship experiences are expected to increase by about 2.8% in the surveyed employer organizations during 1985-86. This was a comparison with cooperative education and summer internships available in surveyed organizations during 1984-85. (Page 57)

Evidently summer employment opportunities and cooperative education positions are very good recruitment programs for full-time employment, since 46.8% of the individuals in these positions typically accept job offers with the organizations where they held such assignments. This was the report from surveyed employers. As advice to college students, they should obtain a summer internship or cooperative education position with an organization, if they can. Then their chances are almost 50% of landing a full-time job offer with that organization after graduation. (Page 58)

### Turnover Among New College Hires

According to surveyed employers, technical graduates leave surveyed organizations at the rate of 4.2% during the first year, 6.4% during the second year, and 8.4% during the third year. (Page 59)

Non-technical graduates are more likely than technical graduates to leave during the first year (5.1%) and less likely during the second (6.0%) and third years (6.9%). Possibly non-technical graduates are placed in positions that do not closely match their career interests, so they are more likely to leave the first year. Also, job opportunities are not as plentiful for non-technical graduates (compared to job availability for technical graduates), so they are less likely to leave during the second and third years. (Page 60)

### Measures of an Effective College Placement Service

In the opinions of surveyed employers, it is most important (rated as "high" importance) that effective placement services include: arranging campus interviews, advising on career planning, providing employer literature, operating career information centers, offering job campaign assistance, publishing job vacancy listings, operating programs for cooperative education and internships, providing pre-screening services, operating student employment services, providing special programs and services for summer employment, publishing salary reports, publishing supply and demand studies, holding career fairs, operating fresh graduate programs, providing workshops and courses on employment, operating credential referral services, publishing recruiting trends studies, listing and supporting part-time employment services, supporting minority recruitment programs, and providing experienced candidate/alumni referral programs. (Pages 60-61)

Moderately important (rated as "medium" important) are services for graduate school information, women's programs, distribution of placement annuals, follow-up reports, special services for handicappers and special groups, business career programs, career and job campaigning books, high school and college lectures, video tapes on careers and other job placement topics, volunteer services, government employment programs, and military options programs.

When commenting about improvements needed in placement services offered by colleges and universities, several employers suggested a continuation of current procedures. According to these employers most placement offices are always cooperative and accommodating, and they feel this genuine interest should be maintained.

However, surveyed employers indicated that colleges could better prepare students for the "real world" of employment. Too many students have unrealistic expectations for starting salaries, time frames for promotions, and where they "fit" in an organization.

Work experiences play a key role in hiring decisions and some students aren't willing to start in positions that will allow them to gain valuable experiences. They want to start at the top. Encourage students to participate in internship and other work experience programs prior to graduation. This is a growing trend and will be strongly considered when students are ready to start their careers.

A continuing effort should be exerted to bring more employers to campus. Campuses that care and take a sincere interest in their students, recruiters and employers will always be successful, according to the surveyed employers.

Which category best describes your organization, and how many SALARIED employees (excluding clerical staff) are on the payroll of your organization? Absolute frequencies are listed for each answer on the first line, percentages of totals on the second line, row percentages on the third line, and column percentages on the fourth line of each block.

Employer  
Categories

FREQUENCY PERCENT ROW PCT COL PCT	Number of Salaried Employees						TOTAL
	1-99	100-499	500-999	1000-4999	5000-9999	10,000+	
ACCOUNTING	8 1.13 33.33 10.00	11 1.55 45.83 6.32	0 0.00 0.00 0.00	3 0.42 12.50 1.46	1 0.14 4.17 1.64	1 0.14 4.17 1.25	24 3.38
AEROSPACE	0 0.00 0.00 0.00	2 0.28 10.00 1.15	2 0.28 10.00 1.82	9 1.27 45.00 4.39	2 0.28 10.00 3.28	5 0.70 25.00 6.25	20 2.82
AGRIBUSINESS	5 0.70 50.00 6.25	0 0.00 0.00 0.00	2 0.28 20.00 1.82	3 0.42 30.00 1.46	0 0.00 0.00 0.00	0 0.00 0.00 0.00	10 1.41
AUTOMOTIVE	2 0.28 8.70 2.50	8 1.13 34.78 4.60	2 0.28 8.70 1.82	7 0.99 30.43 3.41	0 0.00 0.00 0.00	4 0.56 17.39 5.00	23 3.24
BANKING FIN	7 0.99 12.07 8.75	7 0.99 12.07 4.02	15 2.11 25.86 13.64	20 2.82 34.48 9.76	4 0.56 6.90 6.56	5 0.70 8.62 6.25	58 8.17
CHEMICALS	3 0.42 8.57 3.75	4 0.56 11.43 2.30	2 0.28 5.71 1.82	6 0.85 17.14 2.93	8 1.13 22.86 13.11	12 1.69 34.29 15.00	35 4.93
COMMUNICATION	0 0.00 0.00 0.00	1 0.14 50.00 0.57	0 0.00 0.00 0.00	1 0.14 50.00 0.49	0 0.00 0.00 0.00	0 0.00 0.00 0.00	2 0.28
CONSTRUCTION	3 0.42 11.54 3.75	9 1.27 34.62 5.17	4 0.56 15.38 3.64	6 0.85 23.08 2.93	3 0.42 11.54 4.92	1 0.14 3.85 1.25	26 3.66
EDUCATION	8 1.13 6.90 10.00	36 5.07 31.03 20.69	28 3.94 24.14 25.45	35 4.93 30.17 17.07	7 0.99 6.03 11.48	2 0.28 1.72 2.50	116 16.34
TOTAL	80 11.27	174 24.51	110 15.49	205 28.87	61 8.59	80 11.27	710 100.00

(Continued)

Continued. . .

Employer  
Categories

FREQUENCY PERCENT ROW PCT COL PCT	Number of Salaried Employees						TOTAL
	1-99	100-499	500-999	1000- 4999	5000- 9999	10,000+	
ELECTR MACH	2 0.28 8.70 2.50	7 0.99 30.43 4.02	3 0.42 13.04 2.73	5 0.70 21.74 2.44	3 0.42 13.04 4.92	3 0.42 13.04 3.75	23 3.24
ELECTRONICS	5 0.70 11.63 6.25	12 1.69 27.91 6.90	4 0.56 9.30 3.64	12 1.69 27.91 5.85	2 0.28 4.65 3.28	8 1.13 18.60 10.00	43 6.06
RESTAURANTS	6 0.85 16.22 7.50	12 1.69 32.43 6.90	5 0.70 13.51 4.55	7 0.99 18.92 3.41	2 0.28 5.41 3.28	5 0.70 13.51 6.25	37 5.21
PACKAGING	0 0.00 0.00 0.00	2 0.28 25.00 1.15	1 0.14 12.50 0.91	2 0.28 25.00 0.98	2 0.28 25.00 3.28	1 0.14 12.50 1.25	8 1.13
GOVERNMENT	5 0.70 15.15 6.25	2 0.28 6.06 1.15	0 0.00 0.00 0.00	11 1.55 33.33 5.37	8 1.13 24.24 13.11	7 0.99 21.21 8.75	33 4.65
HOSPITALS	0 0.00 0.00 0.00	3 0.42 37.50 1.72	1 0.14 12.50 0.91	3 0.42 37.50 1.46	0 0.00 0.00 0.00	1 0.14 12.50 1.25	8 1.13
HOTELS MOTELS	6 0.85 42.86 7.50	3 0.42 21.43 1.72	3 0.42 21.43 2.73	1 0.14 7.14 0.49	0 0.00 0.00 0.00	1 0.14 7.14 1.25	14 1.97
MERCHANDISING	3 0.42 8.82 3.75	14 1.97 41.18 8.05	6 0.85 17.65 5.45	9 1.27 26.47 4.39	0 0.00 0.00 0.00	2 0.28 5.88 2.50	34 4.79
METALS PRODS	4 0.56 13.33 5.00	10 1.41 33.33 5.75	6 0.85 20.00 5.45	7 0.99 23.33 3.41	3 0.42 10.00 4.92	0 0.00 0.00 0.00	30 4.23
TOTAL	80 11.27	174 24.51	110 15.49	205 28.87	61 8.59	80 11.27	710 100.00

(Continued)

Continued. . .

Employer  
Categories

FREQUENCY PERCENT ROW PCT COL PCT	Number of Salaried Employees						TOTAL
	1-99	100-499	500-999	1000-4999	5000-9999	10,000+	
MILITARY	0 0.00 0.00 0.00	0 0.00 0.00 0.00	2 0.28 50.00 1.82	0 0.00 0.00 0.00	1 0.14 25.00 1.64	1 0.14 25.00 1.25	4 0.56
PETROLEUM	1 0.14 5.00 1.25	5 0.70 25.00 2.87	1 0.14 5.00 0.91	7 0.99 35.00 3.41	2 0.28 10.00 3.28	4 0.56 20.00 5.00	20 2.82
PRINTING PUBL	1 0.14 14.29 1.25	2 0.28 28.57 1.15	1 0.14 14.29 0.91	3 0.42 42.86 1.46	0 0.00 0.00 0.00	0 0.00 0.00 0.00	7 0.99
UTILITIES	3 0.42 4.55 3.75	5 0.70 7.58 2.87	12 1.69 18.18 10.91	28 3.94 42.42 13.66	10 1.41 15.15 16.39	8 1.13 12.12 10.00	66 9.30
RESEARCH	3 0.42 7.89 3.75	12 1.69 31.58 6.90	7 0.99 18.42 6.36	13 1.83 34.21 6.34	2 0.28 5.26 3.28	1 0.14 2.63 1.25	38 5.35
SERV VOL ORGS	4 0.56 36.36 5.00	3 0.42 27.27 1.72	0 0.00 0.00 0.00	4 0.56 36.36 1.95	0 0.00 0.00 0.00	0 0.00 0.00 0.00	11 1.55
TIRE RUBBER	1 0.14 50.00 1.25	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	0 0.00 0.00 0.00	1 0.14 50.00 1.25	2 0.28
CONGLOMERATES	0 0.00 0.00 0.00	4 0.56 22.22 2.30	3 0.42 16.67 2.73	3 0.42 16.67 1.46	1 0.14 5.56 1.64	7 0.99 38.89 8.75	18 2.54
TOTAL	80 11.27	174 24.51	110 15.49	205 28.87	61 8.59	80 11.27	710 100.00

Observations: Responses to the 1985-86 Recruiting Trends survey were received from 710 employers representing businesses, industries, governmental agencies, and educational institutions. Of the respondents, 78.5% were businesses and industries, 16.3% educational institutions, and 5.2% governmental agencies and military services.

Organizations with 10,000 or more employees represent 11.3% of the respondents, those with five to ten thousand employees were 8.6% of the respondents, and organizations with a thousand to five thousand employees represent 28.9% of the respondents. Organizations with five hundred to a thousand employees were represented by 15.5% of the respondents, those with 100 to 499 employees by 24.5% of the respondents, and those with one to ninety-nine employees were represented by 11.3% of the respondents.

These numbers display the diversity of employers included in this survey.

In the LAST YEAR (1984-85), what change, if any, has occurred in the number of SALARIED employees working for your organization?

CHANGE IN SALARIED EMPLOYEES LAST YEAR																TOT- AL	WEI- GHT- ED
INC. 25- 49	INC. 11- 24	INC. 9-10	INC. 7-8	INC. 5-6	INC. 3-4	INC. 1-2	SAME	DEC. 1-2	DEC. 3-4	DEC. 5-6	DEC. 7-8	DEC. 9-10	DEC. 11- 24	DEC. 25- 49	DEC. 50- 100		
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	MEAN
7	41	34	43	44	56	93	177	53	26	29	10	26	17	3	3	662	1.7

Observations: Since changes in numbers of salaried employees working for surveyed employers can be a good indication of hiring intentions, employers responding to this year's survey were questioned regarding salaried employees working for their organizations last year.

These employers reported a net increase of 1.7% in numbers of salaried employees last year. This compares to an increase of 1.5% in 1983-84 and a decrease of 1.4% during 1982-83. During the last two years, surveyed employers have increased the numbers of salaried employees working for their organizations by very slight amounts, after cutting their organizations to the bone in 1982-83.

In the LAST YEAR (1984-85), what change, if any, has occurred in the number of SALARIED employees working for your organization?

EMPLOYER CATEGORIES	CHANGE IN SALARIED EMPLOYEES LAST YEAR																				WEIGHTED
	INC. 25-49		INC. 11-24		INC. 9-10		INC. 7-8		INC. 5-6		INC. 3-4		INC. 1-2		SAME		DEC. 1-2		DEC. 3-4		TOTAL
	N		N		N		N		N		N		N		N		N		N		N
	25-49	11-24	9-10	7-8	5-6	3-4	1-2	11-24	9-10	7-8	5-6	3-4	1-2	11-24	9-10	7-8	5-6	3-4	1-2	11-24	
ACCOUNTING	1	5	3	1	5	1	2	1	1	1	1	1	1	2	2	1	1	1	1	2	22
AEROSPACE & COMPONENTS	1	3	2	2	4	2	1	2	1	1	1	1	1	1	1	1	1	1	1	1	19
AGRI-BUSINESS	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	9
AUTOMOTIVE AND MECH EQUIPMENT	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	22
BANKING, FINANCE & INSURANCE	2	5	2	2	7	4	8	16	1	4	1	1	1	1	1	1	1	1	1	1	52
CHEMICALS, DRUGS, ALLIED PROD	2	3	1	1	2	2	8	8	1	3	1	1	1	1	1	1	1	1	1	1	30
COMM (RADIO, TV, & NEWSPAPR)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2
CONSTRUCTION & BUILDING MATLS	3	3	2	2	4	1	1	4	2	1	2	1	2	1	2	1	2	1	2	1	23
EDUCATIONAL INSTITUTIONS	1	3	8	4	8	25	42	14	4	1	1	1	1	1	1	1	1	1	1	1	110
ELECTR MACH & EQUIP (COMPTR)	1	1	1	1	2	2	1	2	3	1	2	1	1	1	1	1	1	1	1	1	20
ELECTRONICS & INSTRUMENTS	2	7	2	1	3	4	3	9	3	1	1	1	1	1	1	1	1	1	1	1	41
FOOD, BEVERAGE PROC, & RESTR	1	4	2	7	1	4	6	6	3	1	1	1	1	1	1	1	1	1	1	1	36
GLASS, PKG, & ALLIED PRODUCTS	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	8
GOVERNMENTAL ADMINISTRATION	1	1	1	3	2	2	6	15	1	1	1	1	1	1	1	1	1	1	1	1	33
HOSPITALS & HEALTH SERVICES	1	1	2	2	2	1	2	1	2	1	1	1	1	1	1	1	1	1	1	1	8
HOTELS, MOTELS, RESORTS & REC	2	2	1	1	1	1	1	6	1	1	1	1	1	1	1	1	1	1	1	1	14
MERCHANDISING & RETAIL SERVS	3	2	2	2	3	4	12	1	1	1	1	1	1	1	1	1	1	1	1	1	30
METALS & METAL PRODUCTS	2	1	4	2	2	1	4	4	3	3	1	1	1	1	1	1	1	1	1	1	27
MILITARY SERVICES	1	1	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	3
PETROLEUM & ALLIED PRODUCTS	1	1	1	1	2	2	3	2	1	1	1	1	1	1	1	1	1	1	1	1	19
PRINTING, PUBL & INFO SERVICES	1	1	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	7
PUBLIC UTILITIES INCL TRANSP	1	2	2	2	3	5	15	16	7	3	5	1	1	1	1	1	1	1	1	1	63
RESEARCH & CONSULTING SERVICES	4	2	4	2	3	4	8	3	3	1	1	1	1	1	1	1	1	1	1	1	37
SERVICE & VOLUNTEER ORGANIZATNS	2	1	1	1	1	1	2	4	1	1	1	1	1	1	1	1	1	1	1	1	11
TIRE & RUBBER PRODUCTS	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
DIVERSIFIED CONGLOMERATES	1	1	1	1	1	2	2	2	4	1	1	1	1	1	1	1	1	1	1	1	16

Continued. . .

Observations: On the average, salaried employees increased by 1.7% during 1984-85 in surveyed organizations, but responses varied significantly among these employers. Some organizations gained employees while others lost.

Organizations with significant increases in salaried employees last year include accounting (9.3%); food, beverage processing, and restaurants (6.4%); aerospace and components (4.7%); hospitals and health services (4.5%); printing, publishing, and informational services (4.3%); construction and building materials manufacturers (3.2%); electronics and instruments (3.3%); research and consulting services (3.1%); merchandising and retail services (2.9%); service and volunteer organizations (2.5%); governmental administration (2.3%); metals and metal products (2.2%); and military services (2.0%).

Moderate increases were experienced by the following organizations: chemicals, drugs, and allied products (1.9%); educational institutions (1.6%); banking, finance and insurance (1.2%); hotels, motels, resorts and recreational services (0.9%); and petroleum and allied products (0.1%).

Decreases in salaried employees occurred in electrical machinery and equipment (-5.9%); glass, paper, packaging and allied products (-5.0%); tire & rubber products (-4.0%); diversified conglomerates (-3.1%); automotive and mechanical equipment (-1.6%); agribusiness (-1.2%); and public utilities including transportation (-0.9%).



This year (1985-86), what change, if any, do you anticipate in the number of SALARIED employees working for your organization?

CHANGE IN SALARIED EMPLOYEES FOR 1985-86																TOT- AL	WEI- GHT- ED MEAN
INC. 50+	INC. 25- 49	INC. 11- 24	INC. 9-10	INC. 7-8	INC. 5-6	INC. 3-4	INC. 1-2	SAME	DEC. 1-2	DEC. 3-4	DEC. 5-6	DEC. 7-8	DEC. 9-10	DEC. 11- 24	DEC. 50- 100		
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	
3	4	29	33	20	58	68	119	222	51	24	21	5	13	4	1	675	2.8

Observations: During 1985-86, a moderate (2.8%) increase is expected in numbers of salaried employees working for surveyed employers. This compares to an expected increase of 3.5% in 1982-83, which yielded an actual increase of 1.7% last year. From these data, it is evident that a very cautious increase can be expected during 1985-86 in numbers of salaried employees.

This year (1985-86), what change, if any, do you anticipate in the number of SALARIED employees working for your organization?

CHANGE IN SALARIED EMPLOYEES FOR 1985-86																
INC. 50+	INC. 25-49	INC. 11-24	INC. 9-10	INC. 7-8	INC. 5-6	INC. 3-4	INC. 1-2	SAME 1-2	DEC. 1-2	DEC. 3-4	DEC. 5-6	DEC. 7-8	DEC. 9-10	DEC. 11-24	DEC. 50+	WEI-GHT-ED
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	MEAN
..... EMPLOYER CATEGORIES .....																
ACCOUNTING	4	5	1	4	1	1	5									21 9.0
AEROSPACE & COMPONENTS	1	2	1	2	4	3	5				1					19 4.3
AGRI-BUSINESS	1	1				2	3				2			1		10 0.6
AUTOMOTIVE AND MECH EQUIPMENT						4	1	8	2		1	1	4			21 1.9
BANKING, FINANCE & INSURANCE	1	1	4	2	6	5	13	14	2	1		1	1			51 4.6
CHEMICALS, DRUGS, ALLIED PROD		1		1	2	4	7	16	1		1					33 2.0
COMM (RADIO, TV, & NEWSPAPR)			1													1 10.0
CONSTRUCTION & BUILDING MATLS	1		1	2	3	1	6	4	2		1			1		22 3.4
EDUCATIONAL INSTITUTIONS		1	5	1	6	11	35	38	8	4			1			110 1.7
ELECTR MACH & EQUIP (COMPTR)		1	1			3	3		3	1	2			1	1	19 4.3
ELECTRONICS & INSTRUMENTS	1	2	2	3	7	4	4	13		1	4					41 4.4
FOOD, BEVERAGE PROC, & RESTR	1	4	3	2	3	5	7	6			1					33 10.3
GLASS, PKG, & ALLIED PRODUCTS						1		4	1			1				7 0.9
GOVERNMENTAL ADMINISTRATION				1	3	4	5	15	4	1						33 1.2
HOSPITALS & HEALTH SERVICES			2	2	1	1		2								8 5.8
HOTELS, MOTELS, RESORTS & REC	1	2	1			1	1	6	1	1						14 11.4
MERCHANDISING & RETAIL SERVS		4	2		2	3	6	12	1							30 5.1
METALS & METAL PRODUCTS		2		1	1	2	4	10	3	1	2	2				28 1.5
MILITARY SERVICES						2		2								4 3.0
PETROLEUM & ALLIED PRODUCTS			1				2	7	4	3			1	1		19 2.2
PRINTING, PUBL & INFO SERVICES						1	2	1	2			1				7 1.4
PUBLIC UTILITIES INCL TRANSP		1				3	3	9	28	11	3	3				64 0.1
RESEARCH & CONSULTING SERVICES		3	1	2	7	4	4	9	5	1	2					38 3.7
SERVICE & VOLUNTEER ORGANZATNS	1	1	1		2	1	1	3					1			11 8.5
TIRE & RUBBER PRODUCTS					1			1								2 4.0
DIVERSIFIED CONGLOMERATES						2	4	2	3	3	1	2				17 1.6

Continued. . .

Observations: Increases in salaried employees on payrolls of surveyed employees are expected at the rate of 2.8%, on the average, during 1985-86, but the changes in salaried employees will vary significantly from employer to employer.

Anticipating the greatest increases in salaried employees were hotels, motels, resorts and recreational facilities (11.4%); food, beverage processing, and restaurants (10.3%); and communication-radio, TV, and newspapers (10.0%). These were followed closely by accounting (9.0%); service and volunteer organizations (8.5%); hospitals and health services (5.8%); merchandising and retail services (5.1%); banking, finance and insurance (4.6%); electronics and instruments (4.4%); aerospace and components (4.3%); tire and rubber products (4.0%); research and consulting services (3.7%); construction and building materials manufacturing (3.4%); and military services (3.0%).

Moderate increases in salaried employees were anticipated in chemicals, drugs, and allied products (2.0%); educational institutions (1.7%); metals and metal products (1.5%); printing, publishing, and informational services (1.4%); governmental administration (1.2%); and agribusiness (0.6%).

Those expecting no increases or even declines in salaried employees were public utilities including transportation (-0.1%); glass, packaging and allied products (-0.9%); diversified conglomerates (-1.6%); automotive and mechanical equipment (-1.9%); petroleum and allied products (-2.2%); and electrical machinery and equipment-computers (-4.3%).

How many new college graduates were hired by your organization last year (1984-85) for professional positions?

Numbers of  
New Hires

Number of Salaried Employees

FREQUENCY ROW PCT	1-99	100-499	500-999	1000- 4999	5000- 9999	10,000+	TOTAL
NO RESPONSE	16	12	4	5	5	2	.
NONE HIRED	20 28.99	26 37.68	9 13.04	12 17.39	1 1.45	1 1.45	69
1-19	43 17.55	94 38.37	53 21.63	47 19.18	3 1.22	5 2.04	245
20-49	0 0.00	31 22.96	25 18.52	63 46.67	10 7.41	6 4.44	135
50-99	0 0.00	9 10.00	14 15.56	42 46.67	16 17.78	9 10.00	90
100-149	0 0.00	2 5.88	4 11.76	13 38.24	8 23.53	7 20.59	34
150-199	0 0.00	0 0.00	1 4.17	10 41.67	6 25.00	7 29.17	24
200-299	0 0.00	0 0.00	0 0.00	5 27.78	5 27.78	8 44.44	18
300-499	1 4.76	0 0.00	0 0.00	8 38.10	3 14.29	9 42.86	21
500-999	0 0.00	0 0.00	0 0.00	0 0.00	2 13.33	13 86.67	15
1000 OR MORE	0 0.00	0 0.00	0 0.00	0 0.00	2 13.33	13 86.67	15
TOTAL	64	162	106	200	56	78	666

Sum of New Hires = 66,012

Mean = 105

Observations: Employers responding to this year's survey hired a total of 66,012 new college graduates last year. This compares to 60,076 hired in 1983-84 by 499 employers who hired new college graduates. On the average, each of 597 employer hired 105 new college graduates last year.

No new college graduates were hired during 1984-85 by 69 of 710 organizations responding to this year's survey. This compared to 80 of 658 organizations who hired none in 1983-84.

How many new college graduates does your organization expect to hire this year (1985-86) for professional positions?

Number of  
New Hires

Number of Salaried Employees

FREQUENCY ROW PCT	1-99	100-499	500-999	1000- 4999	5000- 9999	10,000+	TOTAL
NO RESPONSE	12 .	7 .	5 .	6 .	5 .	4 .	.
NONE HIRED	26 36.11	22 30.56	9 12.50	13 18.06	1 1.39	1 1.39	72
1-19	39 16.05	101 41.56	51 20.99	48 19.75	2 0.82	2 0.82	243
20-49	2 1.37	33 22.60	26 17.81	64 43.84	14 9.59	7 4.79	146
50-99	0 0.00	8 10.00	13 16.25	37 46.25	12 15.00	10 12.50	80
100-149	0 0.00	2 5.88	5 14.71	13 38.24	6 17.65	8 23.53	34
150-199	0 0.00	1 4.17	0 0.00	6 25.00	9 37.50	8 33.33	24
200-299	0 0.00	0 0.00	1 4.55	12 54.55	3 13.64	6 27.27	22
300-499	1 5.56	0 0.00	0 0.00	4 22.22	4 22.22	9 50.00	18
500-999	0 0.00	0 0.00	0 0.00	1 5.56	3 16.67	14 77.78	18
1000 OR MORE	0 0.00	0 0.00	0 0.00	1 7.14	2 14.29	11 78.57	14
TOTAL	68	167	105	199	56	76	671

Sum of Expected New Hires = 67,347

Mean = 109

Observations: The total hiring quota for new college graduates this year among 619 organizations expecting to hire was reported as 67,347. This compares to an anticipated goal of 66,500 in 1984-85 for 514 of 658 organizations responding to last year's survey. The actual number of new hires last year for 597 of 710 organizations surveyed was 66,012. This year, 72 organizations expect to hire no new college graduates, compared to 69 who indicated no new college hires last year.

For 1984-85, what percent of your offers of employment to new TECHNICAL college graduates were accepted?

Percent  
Accepted

Number of Salaried Employees

FREQUENCY ROW PCT	1-99	100-499	500-999	1000- 4999	5000- 9999	10,000+	TOTAL
NO RESPONSE	48	89	50	70	16	17	.
NONE HIRED	9 24.32	10 27.03	2 5.41	12 32.43	0 0.00	4 10.81	37
1-9%	2 13.33	3 20.00	2 13.33	4 26.67	2 13.33	2 13.33	15
10-19%	0 0.00	0 0.00	0 0.00	3 60.00	1 20.00	1 20.00	5
20-29%	1 12.50	1 12.50	1 12.50	2 25.00	2 25.00	1 12.50	8
30-39%	0 0.00	4 18.18	6 27.27	7 31.82	3 13.64	2 9.09	22
40-49%	0 0.00	3 6.67	2 4.44	14 31.11	9 20.00	17 37.78	45
50-59%	2 3.77	6 11.32	9 16.98	15 28.30	10 18.87	11 20.75	53
60-69%	0 0.00	6 16.67	3 8.33	14 38.89	5 13.89	8 22.22	36
70-79%	2 4.00	9 18.00	6 12.00	18 36.00	7 14.00	8 16.00	50
80-89%	3 5.00	16 26.67	14 23.33	20 33.33	3 5.00	4 6.67	60
90-99%	1 2.63	7 18.42	7 18.42	18 47.37	2 5.26	3 7.89	38
100%	12 23.53	20 39.22	8 15.69	8 15.69	1 1.96	2 3.92	51
TOTAL	32	85	60	135	45	63	420

Mean = 59.7%

Observations: Although numbers of new college graduates hired by surveyed employers are an excellent measure of past job market trends, percent of job offers accepted is another. Of the new technical college graduates recruited during 1984-85 by surveyed employers, 59.7% accepted offers of employment with the surveyed employers. This compares to an acceptance rate of 59.0% in 1983-84 and 60.1% in 1982-83. If this change in rate is significant at all, it indicates a slight improvement in the recruitment techniques of employers, so a slightly higher percentage of technical graduates interviewed on campuses are accepting job offers, or each graduate is receiving fewer offers, thus lessening the rejection rate.

For 1984-85, what percent of your offers of employment to NON-TECHNICAL college graduates were accepted?

Percent Accepted

FREQUENCY ROW PCT	Number of Salaried Employees						TOTAL
	1-99	100-499	500-999	1000-4999	5000-9999	10,000+	
NO RESPONSE	47	76	38	68	20	19	
NONE HIRED	5 14.71	12 35.29	7 20.59	8 23.53	1 2.94	1 2.94	34
1-9%	1 100.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1
10-19%	0 0.00	0 0.00	0 0.00	2 50.00	1 25.00	1 25.00	4
20-29%	1 12.50	2 25.00	3 37.50	1 12.50	1 12.50	0 0.00	8
30-39%	0 0.00	4 22.22	3 16.67	4 22.22	4 22.22	3 16.67	18
40-49%	0 0.00	4 22.22	4 22.22	3 16.67	4 22.22	3 16.67	18
50-59%	5 12.20	7 17.07	5 12.20	8 19.51	5 12.20	11 26.83	41
60-69%	1 2.50	5 12.50	4 10.00	15 37.50	7 17.50	8 20.00	40
70-79%	0 0.00	5 8.33	10 16.67	25 41.67	7 11.67	13 21.67	60
80-89%	2 3.64	11 20.00	13 23.64	12 21.82	7 12.73	10 18.18	55
90-99%	4 6.56	11 18.03	9 14.75	28 45.90	3 4.92	6 9.84	61
100%	14 13.73	37 36.27	14 13.73	31 30.39	1 0.98	5 4.90	102
TOTAL	33	98	72	137	41	61	442

Mean = 68.2%

Observations: Offers of employment to non-technical college graduates were accepted at the rate of 68.2% during 1984-85. This compares to an acceptance rate of 68.5% in 1983-84 and 65.3% in 1982-83. A slight increase in the acceptance rate was noted between 1982-83 and 1983-84, indicating the slight erosion in the job market for non-technical graduates during that time. No significant change was reported between the 1983-84 and 1984-85 job markets for non-technical graduates.

This year (1985-86), what change, if any, does your organization anticipate in the hiring of new college graduates?

ANTICIPATED CHANGE IN HIRING																
INC. 25-49	INC. 50+	INC. 11-24	INC. 9-10	INC. 7-8	INC. 5-6	INC. 3-4	INC. 1-2	SAME	DEC. 1-2	DEC. 3-4	DEC. 5-6	DEC. 7-8	DEC. 9-10	DEC. 11-24	DEC. 25-49	WEI-GHT-ED
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	MEAN
71	80	75	93	44	136	230	481	7470	50	65	31	7	45	49	37	1.4
BACHELORS GRADUATES																

Observations: During 1985-86, surveyed employers expect to hire about 1.4% more bachelor's degree graduates than they hired during 1984-85. This compares to an expected increase of 9.2% last year and 5.0% in 1983-84. From these data, it is evident that this year's job market for college graduates will increase only slightly from last year's.

PERCENTAGE CHANGE IN HIRING																
INC. 25-49	INC. 50+	INC. 11-24	INC. 9-10	INC. 7-8	INC. 5-6	INC. 3-4	INC. 1-2	SAME	DEC. 1-2	DEC. 3-4	DEC. 5-6	DEC. 7-8	DEC. 9-10	DEC. 11-24	DEC. 25-49	WEI-GHT-ED
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	MEAN
12	17	20	24	6	31	33	55	308	7	2	4	1	1	4	4	4.7
17	12	23	40	11	45	43	68	255	2	3	3	1	1	4	3	6.5
7	7	4	7	4	6	24	34	284	5	4	1	1	3	1	2	0.2
4	4	2	1	3	5	9	16	297	5	1	1	1	3	2	1	1.0
TYPES OF GRADUATES																
WOMEN GRADUATES																
MINORITY GRADUATES																
MBA/MS GRADUATES																
DOCTORAL GRADUATES																

For minorities, quotas are expected to increase 6.5%, and for women graduates, 4.7%. These quotas compare to last year's increases of 10.2% and 7.7%, respectively.

MBA and master's graduates can expect almost no increases in quotas (+0.1%), and doctoral candidates can expect a decrease of 1.0%. These quotas are down from 1984-85 goals of +2.7% and +0.7%, respectively.



This year (1985-86), what change, if any, does your organization anticipate in the hiring of new college graduates? Responses are listed for each ACADEMIC MAJOR at the bachelor's degree level.

	ANTICIPATED CHANGE IN HIRING																TOT- AL	WEI- GHT- ED MEAN
	INC. 50+	INC. 25- 49	INC. 11- 24	INC. 9-10	INC. 7-8	INC. 5-6	INC. 3-4	INC. 1-2	SAME	DEC. 1-2	DEC. 3-4	DEC. 5-6	DEC. 7-8	DEC. 9-10	DEC. 11- 24	DEC. 25- 49		
	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N		
..... ACADEMIC MAJORS																		
AGRICULTURE	.	1	1	1	2	.	2	1	274	.	1	2	.	1	1	1	288	0.0
NATURAL RESOURCES	.	1	.	1	1	2	1	2	277	1	.	1	.	.	.	.	287	0.3
ACCOUNTING	9	3	6	7	3	5	16	34	290	7	2	3	2	2	6	3	398	2.7
FINANCIAL ADMIN	.	2	4	1	.	4	10	23	278	4	2	1	.	.	3	1	333	0.5
GEN BUS ADMIN	2	5	3	6	1	8	8	26	272	2	6	1	.	1	3	2	346	1.5
HOTEL REST INST MGT	3	3	3	2	.	2	4	9	251	.	.	.	.	1	1	1	280	1.8
MARKETING/SALES	4	7	5	10	5	13	17	33	250	.	2	3	1	5	3	2	360	2.7
PERSONNEL	2	3	2	.	1	3	4	29	274	2	5	1	.	2	2	2	332	0.9
ADVERTISING	.	1	.	.	.	4	2	8	282	.	.	2	.	.	.	.	299	0.3
COMMUNICATIONS	.	1	1	2	.	1	4	10	279	1	1	.	.	.	1	1	302	0.2
JOURNALISM	.	1	.	1	.	1	2	6	287	.	.	.	.	.	1	.	299	0.2
TELECOMMUNICATION	.	1	.	3	1	.	3	13	267	.	.	.	.	.	.	.	288	0.4
EDUCATION	5	1	2	1	1	7	14	32	271	3	3	.	1	.	.	2	343	1.9
CHEMICAL ENGR	6	4	2	2	.	9	10	19	261	1	3	1	.	5	3	5	331	1.8
CIVIL ENGR	3	1	3	2	2	2	9	7	268	2	3	.	.	1	2	1	306	1.3
COMPUTER SCIENCE	8	5	10	15	4	20	25	44	231	2	6	1	.	4	6	2	383	3.8
ELECTRICAL ENGR	8	12	7	11	4	16	25	31	242	3	3	4	.	4	6	5	381	3.9
INDUSTRIAL ENGR	5	6	3	4	3	5	8	20	259	2	5	2	.	1	1	.	324	3.0
MECHANICAL ENGR	8	10	6	11	5	12	19	40	247	5	6	3	.	6	8	4	390	3.4
METALLURGY MATERIALS SCIENCE	3	1	5	1	.	5	6	9	265	.	4	1	.	2	2	.	304	1.5
HUMAN ECOL/HOME ECONOMICS	.	1	2	.	.	.	1	8	269	2	.	.	1	.	.	.	284	0.4
LIBERAL ARTS/ARTS/LETTERS	.	2	3	2	2	3	5	13	274	2	4	.	.	1	.	1	312	0.6
CHEMISTRY	3	2	.	4	2	3	11	19	258	1	1	3	1	3	.	1	312	1.4
GEOLOGY	.	1	.	.	1	2	3	4	270	.	.	.	1	.	.	1	283	0.1
MATHEMATICS	.	1	2	3	2	4	8	20	268	2	5	1	.	1	.	1	318	0.5
PHYSICS	.	2	2	1	2	3	11	10	265	1	2	1	.	2	.	1	303	0.6
RETAILING	1	1	2	2	1	.	1	6	266	2	.	.	.	2	.	.	284	0.8
SOCIAL SCIENCES	1	1	1	.	1	2	1	5	275	5	1	.	.	1	.	.	294	0.6

(Continued)

Continued. . .

Observations: Although the job market for college graduates is expected to increase by 1.4% for new bachelor's degree graduates this year, the demand for individual academic majors will vary significantly.

The greatest increase in demand will be experienced by electrical engineers (3.9%); computer science majors (3.8%); mechanical engineers (3.4%); industrial engineers (3.0%); accounting (2.7%); marketing/sales (2.7%); education (1.9%); hotel, restaurant, and institutional management (1.8%); chemical engineers (1.8%); general business administration (1.5%); metallurgy and materials science (1.5%); chemistry (1.4%); and civil engineers (1.3%).

Slight increases in demand are expected for: personnel administration (0.9%); retailing (0.8%); liberal arts/arts and letters (0.6%); physics (0.6%); social sciences (0.6%); financial administration (0.5%); mathematics (0.5%); telecommunication (0.4%); human ecology/home economics (0.4%); natural resources (0.3%); advertising (0.3%); communications (0.2%); journalism (0.2%); and geology (0.1%).

No change in the job market is expected for agriculture (0.0%).

From these data, it should be evident that a slight overall increase in the job market can be expected during 1985-86.

This year (1985-86), what change, if any, does your organization anticipate in the hiring of new college graduates? Responses are listed for anticipated change by EMPLOYER CATEGORY.

		ANTICIPATED CHANGE IN HIRING																		
	INC. 50+	INC.						INC. 1-2	SAME	DEC.						DEC. 50- 100	WEI- GHT- ED			
		25- 49	11- 24	9-10	7-8	5-6	3-4			1-2	3-4	5-6	7-8	9-10	11- 24			25- 49		
	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N		
EMPLOYER CATEGORIES																				
ACCOUNTING	2	1	2	1	.	1	.	1	8	.	.	.	1	.	.	.	18	16.6		
AEROSPACE & COMPONENTS	2	.	.	1	.	1	.	1	8	1	.	.	.	.	1	1	16	8.8		
AGRI-BUSINESS	.	.	1	.	.	.	.	.	1	2	.	.	1	.	.	.	5	4.2		
AUTOMOTIVE AND MECH EQUIPMENT	.	1	.	1	.	1	.	1	3	8	.	1	.	.	.	.	16	4.5		
BANKING, FINANCE & INSURANCE	.	.	1	4	.	.	.	1	5	30	.	2	.	.	.	.	44	-0.6		
CHEMICALS, DRUGS, ALLIED PROD	.	.	.	.	.	2	.	2	4	18	3	.	1	.	1	.	31	0.2		
COMM (RADIO, TV, & NEWSPAPR)	.	.	.	.	.	.	.	.	.	1	.	.	.	.	.	.	1	0.0		
CONSTRUCTION & BUILDING MATLS	2	1	.	1	.	1	.	.	2	12	.	.	.	.	.	1	20	10.9		
EDUCATIONAL INSTITUTIONS	4	.	1	2	1	7	11	18	44	1	.	1	.	1	.	1	93	4.6		
ELECTR MACH & EQUIP (COMPT)	1	.	.	.	.	.	.	.	.	13	.	1	.	.	.	2	17	-0.3		
ELECTRONICS & INSTRUMENTS	.	1	2	1	.	.	.	.	2	19	1	.	.	1	.	.	28	2.8		
FOOD, BEVERAGE PROC, & RESTR	3	2	1	2	.	2	1	1	13	.	1	.	.	.	.	.	26	17.5		
GLASS, PKG, & ALLIED PRODUCTS	.	.	1	.	.	.	.	.	.	4	.	.	1	.	.	.	7	-11		
GOVERNMENTAL ADMINISTRATION	.	1	1	.	2	1	1	3	20	.	.	.	.	1	.	.	30	3.2		
HOSPITALS & HEALTH SERVICES	.	.	.	.	.	.	.	2	.	3	.	.	.	.	.	.	5	1.6		
HOTELS, MOTELS, RESORTS & REC	.	1	.	.	.	2	.	1	6	.	.	.	.	.	1	.	11	1.3		
MERCHANDISING & RETAIL SERVS	.	1	4	1	1	2	.	2	17	.	.	.	.	1	.	.	30	5.0		
METALS & METAL PRODUCTS	1	.	.	2	.	1	.	.	14	.	.	.	.	.	2	1	21	-3.5		
MILITARY SERVICES	.	.	.	.	.	.	.	.	3	.	1	.	.	.	.	.	4	-1.0		
PETROLEUM & ALLIED PRODUCTS	.	1	.	1	.	.	.	.	6	.	.	.	.	.	1	2	11	-17		
PRINTING, PUBL & INFO SERVICES	.	.	.	.	.	.	.	2	1	4	.	.	.	.	.	.	7	1.4		
PUBLIC UTILITIES INCL TRANSPD	2	.	.	3	.	1	.	5	33	5	.	1	.	1	.	3	56	-1.0		
RESEARCH & CONSULTING SERVICES	1	.	1	.	.	1	1	1	19	.	2	.	.	.	.	.	3	29	-5.8	
SERVICE & VOLUNTEER ORGANZATNS	.	1	.	.	.	.	.	1	3	.	.	.	.	.	.	.	5	10.8		
TIRE & RUBBER PRODUCTS	.	.	.	.	.	.	.	1	1	.	.	.	.	.	.	.	2	1.0		
DIVERSIFIED CONGLOMERATES	1	.	.	.	.	.	.	1	8	.	.	.	1	.	1	.	13	1.2		

Continued. . .

Observations: Among different types of organizations, a diverse range of hiring trends are expected this year. According to employers responding to this survey, the greatest increases in hiring for bachelor's degree graduates will be in food, beverage processing and restaurants (19.0%); accounting (18.6%); construction and building materials (11.5%); service and volunteer organizations (10.8%).

Those organizations expecting moderate increases in the job market will include aerospace & components (8.8%); merchandising and retail services (5.1%); educational institutions (4.6%); automotive and mechanical equipment (4.5%); agribusiness (4.2%); governmental administration (3.2%); electronics and instruments (2.8%); hospitals and health services (1.6%); printing, publishing and informational services (1.4%); hotels, motels, resorts and recreational (1.3%); diversified conglomerates (1.2%); tire and rubber products (1.0%).

Expected to remain about the same or increase very slightly will be communication, radio, TV, and newspapers (0.0%); chemicals, drugs, allied products (0.2%).

Those organizations with declining job markets include electrical machinery and equipment-computers (-0.3%); banking, finance and insurance (-0.7%); military services (-1.0%); public utilities including transportation (-1.0%); metals and metal products (-4.2%); research and consulting services (-5.8%); glass, packaging, and allied products (-13.0%); petroleum and allied products (-17.0%).

What change, if any, do you anticipate in the number of INTERVIEW SCHEDULES arranged by your organization on college campuses this year (1985-86)?

CHANGE IN NO. OF INTERVIEW SCHEDULES																	TOT- AL	WEI- GHT- ED MEAN
INC. 50+	INC. 25- 49	INC. 11- 24	INC. 9-10	INC. 7-8	INC. 5-6	INC. 3-4	INC. 1-2	SAME	DEC. 1-2	DEC. 3-4	DEC. 5-6	DEC. 7-8	DEC. 9-10	DEC. 11- 24	DEC. 25- 49	DEC. 50- 100		
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	
26	8	17	37	11	37	33	36	207	14	9	8	2	18	16	29	8	516	2.6

Observations: According to employers responding to this survey, a very slight increase in numbers of interview schedules is expected on college campuses (+2.6%) this year. With hiring quotas increasing by 1.7% and campus interviewing schedules increasing 2.6%, it is evident that employers are emphasizing quality of new hires and just a few more hires when interviewing on college campuses this year.

What change, if any, do you anticipate in the number of INTERVIEW SCHEDULES arranged by your organization on college campuses this year (1985-86)? Responses are listed by EMPLOYER CATEGORY.

CHANGE IN NO. OF INTERVIEW SCHEDULES																																				
INC. 50+	INC. 25-49	INC. 11-24	INC. 9-10	INC. 7-8	INC. 5-6	INC. 3-4	INC. 1-2	SAME	DEC. 1-2	DEC. 3-4	DEC. 5-6	DEC. 7-8	DEC. 9-10	DEC. 11-24	DEC. 25-49	DEC. 50-100	TOT-AL	WEI-GHT-ED	MEAN																	
EMPLOYER CATEGORIES																																				
1		1	1	1	2			10									17	8.8																		
ACCOUNTING																																				
2		1	1			1	1	5	2		1		1	1	1	1	18	2.5																		
AEROSPACE & COMPONENTS																																				
		1						3			1						5	3.8																		
AGRI-BUSINESS																																				
			1		1		3	3	1				2				13	-7.7																		
AUTOMOTIVE AND MECH EQUIPMENT																																				
		1	3	3	1	4	7	5	12		1		2	1	1	1	42	0.6																		
BANKING, FINANCE & INSURANCE																																				
			3		1		2	11	1	1	1	1	4	3	2		30	-6.5																		
CHEMICALS, DRUGS, ALLIED PROD																																				
							1										1	2.0																		
COMM (RADIO, TV, & NEWSPAPR)																																				
3					2	3	1	4	1					2	1		17	13.0																		
CONSTRUCTION & BUILDING MATLS																																				
7	2	2	9	3	13	5	8	33			1						83	12.8																		
EDUCATIONAL INSTITUTIONS																																				
				1	1			9		1	1	1	1	1	2	2	19	-16																		
ELECTR MACH & EQUIP (COMPTR)																																				
2			3			1	1	15	2	2			1	1	2		30	2.9																		
ELECTRONICS & INSTRUMENTS																																				
4	1	2	1		2	3	1	9					1		1		25	18.9																		
FOOD, BEVERAGE PROC, & RESTR																																				
			1					3						1	1		6	-11																		
GLASS, PKG, & ALLIED PRODUCTS																																				
1			3		3	2	1	15	1	1							27	5.6																		
GOVERNMENTAL ADMINISTRATION																																				
			1				1	3									5	2.4																		
HOSPITALS & HEALTH SERVICES																																				
	2			1	1	2		4							1		11	6.5																		
HOTELS, MOTELS, RESORTS & REC																																				
		2	3	1	2	2	4	13	1						1		29	2.2																		
MERCHANDISING & RETAIL SERVS																																				
2				1			1	8	1				1		3	1	18	-2.9																		
METALS & METAL PRODUCTS																																				
								4									4	0.0																		
MILITARY SERVICES																																				
		1						4	1					1	4	2	13	-31																		
PETROLEUM & ALLIED PRODUCTS																																				
			1					2									3	3.3																		
PRINTING, PUBL & INFO SERVICES																																				
1		2	5	2		3	4	18		1	2		3	1	4		46	-0.8																		
PUBLIC UTILITIES INCL TRANSP																																				
2		1			4	3	1	12	1	1				2			27	7.6																		
RESEARCH & CONSULTING SERVICES																																				
1	1	1	1	1		1		1									6	31.3																		
SERVICE & VOLUNTEER ORGANZATNS																																				
							1										1	-2.0																		
TIRE & RUBBER PRODUCTS																																				
	1	1					3	1	1	1			2	3	1	1	13	-15																		
DIVERSIFIED CONGLOMERATES																																				

Continued. . .

Observations: Again this year, changes in numbers of interview schedules will vary according to type of organization. According to the surveyed employers, the greatest increases in interview schedules can be expected from the following organizations: service and volunteer organizations (+31.3%); food, beverage processing, and restaurants (+18.9%); construction and building materials manufacturers (+13.0%); and educational institutions (+12.8%).

Moderate increases can be expected from accounting (+8.8%); research and consulting services (+7.6%); hotels, motels, resorts and recreational facilities (+6.5%); governmental administration (+5.6%); agribusiness (+3.8%); printing, publishing, and information services (+3.3%); electronics and instruments (+2.9%); aerospace and components (+2.5%); hospitals and health services (+2.4%); merchandising and retail services (+2.2%); communication, radio, TV, and newspapers (+2.0%); and banking, finance and insurance (+0.6%).

No change in numbers of campus interview schedules is expected for military organizations (0.0%).

Those organizations expecting declines in interview schedules will include the following: public utilities including transportation (-0.8%); tire and rubber products (-2.0%); metals and metal products (-2.9%); automotive and mechanical equipment (-7.7%); chemicals, drugs, and allied products (-6.5%); glass, paper, packaging, and allied products (-11.0%); diversified conglomerates (-15.0%); electrical machinery and equipment (-16.0%); and petroleum and allied products (-31.0%);

Of those organizations surveyed this year, 72 do not expect to interview on any college campuses.

What change, if any, do you anticipate in the number of CAMPUS VISITS for recruiting by your organization this year (1985-86)?

CHANGE IN NO. OF CAMPUS VISITS																	TOT- AL	WEI- GHT- ED MEAN
INC. 50+	INC. 25- 49	INC. 11- 24	INC. 9-10	INC. 7-8	INC. 5-6	INC. 3-4	INC. 1-2	SAME	DEC. 1-2	DEC. 3-4	DEC. 5-6	DEC. 7-8	DEC. 9-10	DEC. 11- 24	DEC. 25- 49	DEC. 50- 100		
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	
28	12	18	40	8	45	33	32	218	13	11	8	5	14	19	22	14	540	2.8

Observations: Employers are expecting to conduct approximately 2.8% more campus visits this year, according to those surveyed. However, 78 organizations do not expect to visit any college campuses.



What percentage change, if any, does your organization anticipate in salary offers to 1985-86 college graduates by academic major and degree level? Listed below are anticipated changes in salary offers for various TYPES OF GRADUATES.

	ANTICIPATED CHANGES IN SALARY OFFERS														BAC- HEL- ORS GRA- DUA- TES	WEI- GHT- ED
	INC. OVER 10%	INC. 9- 10%	INC. 7-8%	INC. 5-6%	INC. 3-4%	INC. 1-2%	SAME	DEC. 1-2%	DEC. 3-4%	DEC. 5-6%	DEC. 7-8%	DEC. 9- 10%	DEC. OVER 10%	NONE HIR- ED	N	MEAN
	N	N	N	N	N	N	N	N	N	N	N	N	N	N		
BACHELORS GRADUATES	68	61	190	664	1024	718	4044	110	67	82	7	2	21	1968	9026	1.8

Observations: According to employers responding to this survey, starting salary offers will increase by an average of 1.8% for bachelor's degree graduates.

	ANTICIPATED CHANGES IN SALARY OFFERS														TOT- AL	WEI- GHT- ED
	INC. OVER 10%	INC. 9- 10%	INC. 7-8%	INC. 5-6%	INC. 3-4%	INC. 1-2%	SAME	DEC. 1-2%	DEC. 3-4%	DEC. 5-6%	DEC. 7-8%	DEC. OVER 10%	NONE HIR- ED			
	N	N	N	N	N	N	N	N	N	N	N	N	N	N		
.....TYPES OF GRADUATES																
WOMEN GRADUATES	5	14	22	106	112	61	140	5	7	4	1	1	6	484	3.1	
MINORITY GRADUATES	9	12	21	107	108	58	130	6	7	4	1	1	6	470	3.2	
MBA/MS GRADUATES	3	4	18	57	75	42	136	5	3	3	.	2	40	388	2.7	
DOCTORAL GRADUATES	1	1	10	37	54	22	148	5	2	4	.	.	65	349	2.2	

Observations: According to surveyed employers, starting salary offers for women and minorities will increase by an average of 3.1% and 3.2%, respectively. At the MBA/master's level, increases of 2.7% are anticipated, and for doctoral degree graduates, 2.2%.

(Continued)

What percentage change, if any, does your organization anticipate in salary offers to 1985-86 college graduates by academic major and degree level? Listed below are changes in salary offers for bachelor's degree graduates expected by various EMPLOYER CATEGORIES.

	ANTICIPATED CHANGES IN SALARY OFFERS														TOT- AL	WEI- GHT- ED MEAN
	INC. OVER 10%	INC. 9- 10%	INC. 7-8%	INC. 5-6%	INC. 3-4%	INC. 1-2%	SAME	DEC. 1-2%	DEC. 3-4%	DEC. 5-6%	DEC. 7-8%	DEC. OVER 10%	NONE HIR- ED			
	N	N	N	N	N	N	N	N	N	N	N	N	N			
.....EMPLOYER CATEGORIES																
ACCOUNTING	.	.	1	8	4	.	2	.	.	.	1	.	.	.	16	4.0
AEROSPACE	1	.	2	2	6	2	2	1	.	.	.	.	.	.	16	4.1
AGRIBUSINESS	.	.	.	1	1	.	.	.	.	1	.	.	.	.	3	1.3
AUTOMOTIVE	.	1	.	1	5	5	3	.	.	.	.	.	.	.	15	3.1
BANKING FIN	.	2	1	9	7	6	15	2	1	.	.	.	.	.	43	2.7
CHEMICALS	.	.	.	6	8	7	7	1	1	1	.	.	.	.	31	2.3
COMMUNICATION	.	.	.	.	.	.	1	.	.	.	.	.	.	.	1	0.0
CONSTRUCTION	.	.	.	5	4	4	4	.	.	.	.	.	.	.	17	3.2
EDUCATION	1	1	9	38	12	5	11	.	1	2	.	1	1	1	82	4.3
ELECTR MACH	.	.	1	2	2	1	7	.	.	.	.	1	.	.	14	1.3
ELECTRONICS	.	.	.	6	6	3	12	1	.	.	.	.	.	2	30	2.3
RESTAURANTS	1	.	2	7	4	3	7	1	.	.	.	.	.	.	25	3.6
PACKAGING	.	.	.	1	3	.	.	.	.	2	.	.	.	.	6	1.0
GOVERNMENT	.	.	.	6	9	4	12	.	.	.	.	.	.	.	31	2.6
HOSPITALS	.	.	.	1	2	.	2	.	.	.	.	.	.	.	5	2.8
HOTELS MOTELS	.	2	.	2	2	3	2	.	.	.	.	.	.	.	11	4.2
MERCHANDISING	3	2	2	4	4	4	6	1	.	.	.	.	.	.	26	4.5
METALS PRODS	.	.	.	4	5	.	7	.	.	.	.	1	.	.	17	1.9
MILITARY	.	.	.	1	2	1	.	.	.	.	.	.	.	.	4	4.0
PETROLEUM	.	.	1	.	4	.	6	.	.	.	.	.	.	.	11	2.2
PRINTING PUBL	.	.	.	.	2	1	4	.	.	.	.	.	.	.	7	1.4
UTILITIES	.	.	1	9	20	7	10	.	2	1	.	.	.	.	50	2.8
RESEARCH	1	.	2	4	8	2	8	.	.	.	.	.	.	.	25	3.5
SERV VOL ORGS	.	.	.	2	1	2	2	.	.	.	.	.	.	.	7	2.9
TIRE RUBBER	.	.	.	1	.	1	.	.	.	.	.	.	.	.	2	4.0
CONGLOMERATES	1	.	1	2	4	1	3	.	1	.	.	.	.	.	13	3.5

(Continued) ...

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Observations: Several employer categories are expecting to offer starting salary increases of 4.0% or greater to the 1985-86 graduating class. These include: merchandising and related services (retailing industries) (+4.5%); educational institution (+4.3%); hotels, motels, resorts, camps, recreational facilities (+4.2%); aerospace and components (+4.1%); accounting (+4.0%); military (+4.0%); and tire and rubber products (+4.0%).

Starting salary increases in the range of 3.0% to 3.9% include: restaurants (+3.6%); diversified conglomerates (+3.5%); research and/or consulting services (+3.5%); construction and building materials manufacturing (+3.2%); and automotive and mechanical equipment (+3.1%).

Increases of 2.0% to 2.9% are anticipated from: service or volunteer organizations (+2.9%); public utilities (including transportation) (+2.8%); hospitals and health services (+2.8%); banking finance and insurance (+2.7%); governmental administration (+2.6%); electronics and instruments (+2.3%); chemical, drugs and allied products (+2.3%); and petroleum and allied products (+2.2%).

Increases of 1.9% or less are expected from: metals and metal products (+1.9%); printing, publishing and informational services (+1.4%); electrical machinery and equipment (computers) (+1.3%); agribusiness (+1.3%); packaging, glass and allied products (+1.0%); and communication-radio, television, and newspapers (0.0%).

What percentage change, if any, does your organization anticipate in salary offers to 1985-86 college graduates by academic major and degree level? Listed below are anticipated changes in salary offers to bachelor's degree graduates with various ACADEMIC MAJORS.

	ANTICIPATED CHANGES IN SALARY OFFERS														TOT- AL	WEI- GHT- ED MEAN
	INC. OVER 10%	INC. 9- 10%	INC. 7-8%	INC. 5-6%	INC. 3-4%	INC. 1-2%	SAME	DEC. 1-2%	DEC. 3-4%	DEC. 5-6%	DEC. 7-8%	DEC. 9- 10%	DEC. OVER 10%	NONE HIR- ED		
	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
.....ACADEMIC MAJORS																
AGRICULTURE	2	1	2	12	17	16	154	3	1	3	.	.	2	83	296	0.8
NATURAL RESOURCES	2	.	3	9	16	13	150	3	1	2	.	1	.	85	285	0.7
ACCOUNTING	3	3	7	56	67	44	137	6	6	7	1	.	1	37	375	2.1
FINANCIAL ADMIN	2	4	2	37	42	32	135	3	3	5	.	.	2	51	318	1.8
GEN BUS ADMIN	3	5	5	41	47	38	138	6	2	5	.	.	2	44	336	1.9
HOTEL REST INST MGT	2	4	3	11	21	17	134	3	1	3	.	.	.	90	289	1.4
MARKETING/SALES	5	5	6	33	47	42	129	4	5	4	1	.	2	52	335	2.1
PERSONNEL	4	2	4	26	31	32	153	5	2	3	.	.	1	57	320	1.6
ADVERTISING	1	1	2	14	18	18	151	3	1	2	.	.	1	78	290	1.3
COMMUNICATIONS	1	2	2	13	25	21	151	3	1	2	.	.	.	73	294	1.4
JOURNALISM	1	1	2	11	23	18	149	4	1	2	.	.	.	82	294	1.4
TELECOMMUNICATION	1	.	2	11	23	21	143	3	1	2	.	.	.	79	286	1.4
EDUCATION	1	2	9	41	30	17	147	4	3	3	.	.	1	79	337	2.0
CHEMICAL ENGR	4	1	8	26	55	27	134	5	1	3	.	1	1	62	328	2.0
CIVIL ENGR	1	1	4	21	40	26	139	6	2	2	.	.	.	76	318	1.8
COMPUTER SCIENCE	4	3	14	57	69	39	126	4	4	3	1	.	2	44	370	2.6
ELECTRICAL ENGR	4	4	13	45	68	42	130	3	5	4	.	.	1	53	372	2.5
INDUSTRIAL ENGR	4	3	6	23	44	31	133	4	2	4	.	.	1	68	323	2.0
MECHANICAL ENGR	4	4	13	41	76	44	125	4	3	4	.	.	3	59	380	2.3
METALLURGY MATERIALS SCIENCE	3	.	5	17	33	18	137	4	3	2	.	.	1	79	302	1.6
HUMAN ECOL/HOME ECONOMICS	3	1	4	9	16	16	150	3	1	2	1	.	.	82	288	1.4
LIBERAL ARTS/ARTS/LETTERS	2	5	4	17	39	24	143	5	2	2	1	.	.	65	309	1.8
CHEMISTRY	2	1	7	17	38	22	140	4	1	3	.	.	.	73	308	1.8
GEOLOGY	2	.	5	12	22	12	148	3	1	2	.	.	.	80	287	1.5
MATHEMATICS	1	1	10	24	36	24	139	4	2	3	.	.	.	66	310	1.9
PHYSICS	1	1	8	16	35	20	142	3	1	2	.	.	.	72	301	1.8
RETAILING	3	3	4	9	16	18	144	4	1	2	1	.	.	85	290	1.6
SOCIAL SCIENCES	2	3	6	13	20	19	154	4	1	1	1	.	.	75	299	1.6

(Continued)

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Observations: Starting salary offers for new bachelor's degree graduates are not expected to increase this year (1985-86) as much as they did last year. Highest anticipated increases for graduates this year are expected for computer science majors (2.6%), electrical engineers (2.5%), mechanical engineers (2.3%), accounting (2.1%), marketing/sales (2.1%), education (2.0%), chemical engineers (2.0%), and industrial engineers (2.0%).

Those majors with anticipated increases in the moderate range are: general business administration (1.9%); mathematics (1.9%); financial administration (1.8%); civil engineering (1.8%); liberal arts/arts & letters (1.8%); chemistry (1.8%); physics (1.8%); personnel (1.6%); metallurgy and materials science (1.6%); retailing (1.6%); social sciences (1.6%); geology (1.5%); hotel, restaurant, and institutional management (1.4%); communications (1.4%); journalism (1.4%); telcommunication (1.4%); human ecology/home economics (1.4%); and advertising (1.3%).

Expected to increase less than 1.0% are: agriculture (0.8%) and natural resources (0.7%).

ACADEMIC MAJORS, ESTIMATED PERCENT CHANGE  
AND ESTIMATED STARTING SALARIES 1985-86

Academic Majors Bachelor's Degrees	Estimated % Change	Estimated Starting Salary 1985-86
Electrical Engineering	2.5%	\$ 29,187
Mechanical Engineering	2.3%	28,971
Chemical Engineering	2.0%	28,739
Computer Science	2.6%	27,775
Industrial Engineering	2.0%	26,817
Civil Engineering	1.8%	24,761
Physics	1.8%	24,370
Financial Administration	1.8%	20,803
Accounting	2.1%	20,338
Chemistry	1.8%	19,679
General Business Administration	1.9%	19,589
Marketing/Sales	2.1%	19,284
Mathematics	1.9%	19,014
Social Science	1.6%	18,324
Communications	1.4%	17,923
Agriculture	0.8%	17,841
Advertising	1.3%	17,832
Personnel Administration	1.6%	17,727
Telecommunication	1.4%	17,473
Hotel, Rest, Inst. Mgmt	1.4%	17,375
Liberal Arts/Arts and Letters	1.8%	17,358
Geology	1.5%	17,185
Education	2.0%	16,903
Journalism	1.4%	16,207
Retailing	1.6%	15,898
Natural Resources	0.7%	15,709
Human Ecology/Home Economics	1.4%	15,635

Average for Different Degree Levels

Bachelor's	1.8%	21,601
Master's	2.7%	26,010
PhD	2.2%	30,011

\*Source for base starting salaries when preparing this chart: John D. Shingleton and Edwin B. Fitzpatrick, ANNUAL SALARY REPORT---1984-85. East Lansing, Michigan: Placement Services, Michigan State University, 1985.

Observations: Again this year, the highest starting salaries are expected for electrical engineers, (\$29,187), mechanical engineers (\$28,971), chemical engineers (\$28,739), computer science majors (\$27,775), and industrial engineers (\$26,817). Estimated starting salaries for other academic majors are listed above.

When calculating starting salary offers, does your organization provide extra compensation for the following factors?

	FREQUENCY OF RESPONSE												TOTAL RESPONSE	TOT- AL  MEAN
	ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER					
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN				
WHEN CALCULATING STARTING SALARY														
HIGH GRADE POINT AVERAGES	45	7	74	12	129	21	92	15	261	43	601	100	3.7	
PREVIOUS PART-TIME WORK EXPERIENCES	59	10	120	20	204	34	84	14	136	23	603	100	3.2	
PRIOR MILITARY EXPERIENCES	50	8	36	6	140	24	131	22	237	40	594	100	3.8	
QUALITY OF COLLEGE GRANTING DEGREE	30	5	64	11	137	23	96	16	271	45	598	100	3.9	
HIGH DEMAND ACADEMIC MAJOR	36	6	127	21	206	35	71	12	157	26	597	100	3.3	

Observations: According to employers responding to the survey, previous part-time work experiences and high demand academic majors "sometimes" influence their decisions when calculating starting salary offers. Sometimes considered are high grade point averages, prior military experiences, and quality of the college granting an individual's degree.

In your opinion, should entry-level candidates state career objectives on their resumes?

	FREQUENCY OF RESPONSE										TOTAL RESPONSE		TOTAL
	ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
	SHOULD CAREER OBJECTIVES BE STATED ON												
RESUMES OF NEW GRADUATES	276	45	188	31	102	17	28	5	17	3	611	100	1.9

Observations: The surveyed employers suggested that entry-level candidates should generally state career objectives on their resumes. About 92% of the employers agreed with this recommendation.

Based upon your experiences, what will be the availability of employment opportunities during 1985-86 for new college graduates in each geographical region of the United States?

	LEVELS OF JOB AVAILABILITY										TOTAL RESPONSE		TOT- AL
	EXTREMELY HIGH		HIGH		MEDIUM		LOW		NO				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
GEOGRAPHICAL REGIONS													
NORTHEAST (ME,MA,CT,NY,RI,ETC)	9	2	81	17	241	51	109	23	35	7	475	100	3.2
SOUTHEAST (FL,GA,VA,NC,SC,ETC)	22	5	140	30	203	43	73	16	32	7	470	100	2.9
NORTHCENTRAL (MI,IL,OH,WI,ETC)	12	2	53	10	249	49	173	34	24	5	511	100	3.3
SOUTHCENTRAL (TX,OK,MO,KS,ETC)	20	4	116	25	216	46	85	18	31	7	468	100	3.0
NORTHWEST (AK,WA,OR,MT,ID,ETC)	4	1	42	9	187	41	172	37	56	12	461	100	3.5
SOUTHWEST (CA,NV,HI,NM,AZ,ETC)	27	6	180	38	171	36	62	13	35	7	475	100	2.8

Observations: The greatest availability of jobs for new college graduates during 1985-86 will be in the southwestern region of the United States, according to employers responding to this survey. The southeastern and southcentral regions were considered next best on the employers' list of best geographical areas for jobs. For the last two years, these regions were rated near this same order.

The best geographical regions for jobs in order of availability are: southwest, southeast, southcentral, northeast, northcentral, and northwest, according to the surveyed employers.



What percent of new college graduates hired last year (1984-85) by your organization were from the following sources?

		PERCENTAGE OF NEW COLLEGE HIRES															TOT- AL	WEI- GHT- ED
		0%	1-2%	3-4%	5-6%	7-8%	9-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	91-100%		
SOURCES OF NEW COLLEGE GRADUATES		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	MEAN
ON-CAMPUS INTERVIEWING		97	22	8	17	5	28	27	34	28	50	38	61	61	51	46	573	45.9
JOB LISTINGS WITH PLACEMENT OFFICE		194	103	39	32	12	37	17	10	7	19	2	2	6	4	10	494	10.1
UNSOLICITED REFERRALS FROM PLACMNT		299	84	32	24	5	14	6	2	2	4		1		1		474	2.6
REFERRALS FROM CAMPUS ORGANIZATIONS		340	70	27	12	4	8	4	3	2	1	1					472	1.7
JOB LISTINGS WITH EMPLOYMENT AGENCIES		359	49	17	15	5	11	10	4	2	3			1		1	477	2.4
COLLEGE FACULTY/STAFF REFERRALS		227	121	45	33	12	31	5	3	2	3		1	1		2	486	3.7
CURRENT EMPLOYEE REFERRALS		134	110	57	52	17	53	41	21	9	10	1		1	1	3	510	8.4
MINORITY CAREER PROGRAMS		304	89	28	26	8	12	2	2	2	2			2			477	2.2
WOMENS CAREER PROGRAMS		369	50	22	12	3	3			2	1			1			463	1.1
HIGH DEMAND MAJOR PROGRAMS		342	21	19	18	1	13	7	4	3	4	4	1	1	3	4	445	4.5
COOPERATIVE EDUCATION PROGRAMS		280	76	27	29	7	26	14	6	2	2	1	5			2	477	4.2
SUMMER EMPLOYMENT		253	82	39	40	13	21	10	4	3	3	1	2	2		1	474	4.1
PART-TIME EMPLOYMENT		276	87	33	25	4	16	10	4	4	3		2			1	465	3.3
INTERNSHIP PROGRAMS		266	80	31	30	9	22	17	11	2	2		1			4	475	4.4
WALK-INS		212	75	42	54	7	37	27	9	12	9		3	3	1	1	492	7.0
WRITE-INS		119	79	54	64	10	65	62	28	19	11	5	3	1	3	3	526	11.5
RESPONSES FROM WANT ADS		214	76	26	33	10	41	34	17	9	13	3	1	5	1	13	496	10.5

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Observations: When prospective employers are seeking new college graduates, certain sources are more productive than others, according to surveyed employers. For both graduating students planning their job campaigns and employers wanting to hire new graduates, this knowledge can be helpful.

Employers reported that 45.9% of their new hires were obtained from on-campus interviewing, 11.5% from write-ins, 10.5% from want ads, 10.1% from job listings sent to placement offices, 8.4% from current employee referrals, and 7.0% from walk-ins.

Percentages obtained from other sources include: high demand academic major programs (4.5%), internship programs (4.4%), cooperative education programs (4.2%), summer employment programs (4.1%), referrals from college faculty and staff (3.7%), part-time employment programs (3.3%), unsolicited referrals from placement offices (2.6%), minority career programs (2.2%), job listings with employment agencies (2.4%), referrals from campus organizations (1.7%), and women's career programs (1.1%).

What percent of your new hires last year (1984-85) had the following grade point averages (on a 4.0 system).

	PERCENTAGE OF NEW PROFESSIONAL HIRES																WEI- GHT- ED
	0%	1-2%	3-4%	5-6%	7-8%	9-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	91-100%	TOT- AL	
	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	MEAN
GRADE POINT AVERAGES																	
3.76-4.00	69	72	47	49	14	62	49	25	5	14	3	5	6	3	4	427	13.3
3.51-3.75	50	39	41	36	28	63	74	49	25	27	5	2	5	6	5	455	18.7
3.26-3.50	30	23	16	30	14	64	91	77	45	33	11	7	4	3	4	452	23.8
3.01-3.25	38	24	13	16	6	49	80	74	48	44	22	10	6	6	12	448	28.8
2.76-3.00	63	39	18	23	11	62	75	45	33	30	14	3	6	5	5	432	21.2
2.51-2.75	114	46	30	31	19	55	33	23	10	6	2	1	2	1	3	376	10.3
2.26-2.50	199	44	26	31	9	17	8	6	2	2	.	.	.	.	.	344	3.3
2.01-2.25	266	36	13	8	2	7	1	2	.	.	1	.	.	.	.	336	1.2
2.00 OR BELOW	318	10	3	1	.	1	.	.	.	.	.	.	.	.	.	333	0.1

Observations: Employers responding to this survey indicated that over 70% of their new hires had grade point averages of 3.0 or better. Other employers, however, reported that their new hires had grade point averages of less than 3.0.

In recent years, it seems, the grade point average has become the measuring stick for success in college. Data from this report may also tell us that most graduating students with high grade point averages are hired by prospective employers who conduct campus interviews.

When considering new college graduates for employment in your organization, how important are each of the following?

	LEVELS OF IMPORTANCE												TOTAL RESPONSE	TOT- AL  MEAN
	EXTREMELY HIGH		HIGH		MEDIUM		LOW		NO IMPORTAN- CE					
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN				
FACTORS CONSIDERED IN NEW GRADUATES														
STAYING POWER AND STABILITY	160	24	318	48	146	22	31	5	7	1	662	100	2.4	
BUDGETING ABILITIES	15	2	73	11	213	33	224	35	114	18	639	100	3.5	
TEAM MANAGEMENT SKILLS	84	13	269	42	203	31	65	10	27	4	648	100	2.5	
SELF-PRIDE	96	15	377	58	154	24	13	2	8	1	648	100	2.2	
INTEREST IN FAMILY LIFE	16	2	104	16	215	33	150	23	173	26	658	100	3.5	
NEATNESS	67	10	297	46	235	36	39	6	14	2	652	100	2.4	
PHYSICAL FITNESS	17	3	160	24	306	46	117	18	59	9	659	100	3.1	
GOOD LOOKS AND YOUTHFULNESS	11	2	49	8	221	34	193	30	176	27	650	100	3.7	
SPEAKING ABILITIES	160	24	367	56	115	18	11	2	3	0	656	100	2.0	
ORGAN ABILITIES WHEN SPEAKING	139	21	360	55	127	19	22	3	6	1	654	100	2.1	
ENTREPRENEURIAL SPIRIT	53	8	162	25	227	35	131	20	68	11	641	100	3.0	
ABILITY TO GO ALONG WITH ORG.	53	8	204	31	302	46	85	13	14	2	658	100	2.7	
MATURITY	197	30	382	58	75	11	2	0	1	0	657	100	1.8	
ABILITY TO ACCEPT RESPONSIBILITY	299	45	315	48	40	6	2	0	2	0	658	100	1.6	
ABILITY TO WORK IN CLOSE QUARTERS	28	4	97	15	225	35	181	28	120	18	651	100	3.4	
ABILITY TO DEPEND ON PEOPLE	24	4	131	20	294	45	160	25	44	7	653	100	3.1	
TACTICAL AND STRATEGIC PLANNING	48	7	188	29	272	41	122	19	27	4	657	100	2.8	
AN EXAMPLE FOR OTHERS	95	14	250	38	229	35	70	11	16	2	660	100	2.5	
COMPETITIVE ABILITIES	55	8	256	39	256	39	77	12	10	2	654	100	2.6	
COMMUNICATION ABILITIES	319	48	300	45	42	6	1	0	.	.	662	100	1.6	
MOTIVATIONAL ABILITIES	250	38	309	47	85	13	8	1	2	0	654	100	1.8	
PERSEVERANCE	182	28	355	54	107	16	9	1	5	1	658	100	1.9	

(Continued) ....

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Observations: When considering new college graduates for employment in their organizations, surveyed employers believe that the most important factors include ability to accept responsibility, communication abilities, maturity, motivational abilities, perseverance, speaking abilities, staying power and stability, organizational abilities when speaking, self-pride, and neatness.

Receiving ratings of "medium" importance (2.5 to 3.4) were team management skills , an example for others, competitive abilities, ability to go along with the organization, tactical and strategic planning skills, entrepreneurial spirit, physical fitness, ability to depend on other people, and the ability to work in close quarters.

Ratings of "low" importance (3.5 to 4.4) were given to budgeting abilities , interest in family life, and good looks and youthfulness.

When screening applicants for employment in your organization, which of the following methods are used?

	FREQUENCY OF RESPONSE												TOTAL RESPONSE	TOT- AL  MEAN
	ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER					
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN				
.....SCREENING METHODS USED														
ABILITY/APTITUDE TESTS	64	10	29	4	109	16	119	18	344	52	665	100	4.0	
JOB TRYOUTS	9	1	12	2	83	13	158	24	397	60	659	100	4.4	
ASSESSMENT CENTER ANALYSES	6	1	15	2	55	9	86	13	480	75	642	100	4.6	
COMPREHENSIVE BIO-INVENTORIES	11	2	14	2	24	4	65	10	511	82	625	100	4.7	
REFERENCE CHECKS	300	45	153	23	155	23	52	8	12	2	672	100	2.0	
TRANSCRIPT CHECKS	284	42	158	24	146	22	59	9	25	4	672	100	2.1	
GRADE POINT AVERAGES	215	32	209	31	188	28	41	6	13	2	666	100	2.1	
RESUMES/SUMMARIES OF WORK EXPERIENCES	470	70	158	23	40	6	4	1	1	0	673	100	1.4	
INTERVIEWS	621	92	48	7	6	1	1	0	.	.	676	100	1.1	
RATINGS FROM TRAINING PROGRAMS	63	10	81	12	182	28	137	21	189	29	652	100	3.5	
YEARS OF EDUCATION	281	42	180	27	169	25	20	3	16	2	666	100	2.0	
DEGREE LEVELS ATTAINED	309	47	175	26	154	23	18	3	6	1	662	100	1.8	
PRE-EMPLOYMENT SCREENING FOR DRUGS	60	9	16	2	32	5	80	12	473	72	661	100	4.3	
PHYSICAL EXAMINATIONS	286	43	22	3	56	8	73	11	227	34	664	100	2.9	
BLOOD TESTS	143	22	14	2	38	6	70	11	379	59	644	100	3.8	
MEDICAL HISTORY	234	35	31	5	73	11	78	12	244	37	660	100	3.1	
INTERVIEWS W/ CO. DOCTORS/NURSES	140	22	13	2	52	8	72	11	374	57	651	100	3.8	

Observations: When screening applicants for employment in their organizations, the surveyed employers indicated that personal interviews and resumes or summaries of work experiences were "always" required.

Methods used "almost always" were degree levels attained, reference checks, years of education, transcript checks, and grade point averages.

Used "sometimes" were physical examinations and medical histories. "Seldom" used were ratings from training programs, blood tests, interviews with company doctors or nurses, ability and/or aptitude tests, pre-employment screening for drugs, and job tryouts.

The surveyed employers "never" use assessment center analyses or comprehensive bio-inventories.

Before graduating students are hired by your organization, which of the following references are checked?

	FREQUENCY OF RESPONSE										TOTAL RESPONSE		TOTAL
	ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
WHICH REFERENCES ARE CHECKED?													
FACULTY	91	13	108	16	286	42	141	21	53	8	679	100	2.9
PAST EMPLOYERS	277	41	179	26	141	21	68	10	18	3	683	100	2.1
PERSONAL REFERENCES	94	14	99	15	203	31	172	26	97	15	665	100	3.1
FORMER SUPERVISORS	179	27	198	29	198	29	69	10	31	5	675	100	2.4
BUSINESS ASSOCIATES	38	6	60	9	269	40	195	29	106	16	668	100	3.4
CLERGY	1	0	5	1	56	8	215	32	393	59	670	100	4.5

Observations: Before graduating students are hired by most organizations, references from past employers and former supervisors are "almost always" checked, according to surveyed employers, "Sometimes" checked are references from faculty members, personal references, and those from business associates. "Never" checked are references from clergy.

If your organization checks references, which of the following methods are used?

	FREQUENCY OF RESPONSE										TOTAL RESPONSE		TOTAL
	ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
METHODS USED TO CHECK REFERENCES													
VERBALLY/PHONE	189	29	256	40	169	26	25	4	9	1	648	100	2.1
WRITTEN INQUIRIES/LETTER	104	16	127	20	247	38	106	16	63	10	647	100	2.8
PERSONAL VISIT	3	0	9	1	57	9	166	26	401	63	636	100	4.5
CREDIT BUREAU CHECKS	41	7	17	3	58	9	99	16	415	66	630	100	4.3
POLICE RECORD CHECKS	78	13	15	2	91	15	129	21	295	49	608	100	3.9

Observations: References are "almost always" checked by making telephone calls. "Sometimes" used as reference checks are written inquiries and letters. "Seldom" used are police record checks or credit bureau checks. "Never" used are personal visits to references.

Of the surveyed employers, 24 indicated that their organizations do not check any references before hiring new college graduates.

In your opinion, is it advantageous for candidates to list references on the resume?

	FREQUENCY OF RESPONSE													TOTAL RESPONSE	TOT- AL
	ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER						
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN					
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN					
SHOULD REFERENCES BE LISTED?															
IS IT ADVANTAGEOUS	174	26	132	19	182	27	126	19	66	10	680	100	2.7		

Observations: In the opinion of employers, candidates should usually list references on their resumes. Of those employers surveyed, 72% indicated that references should "always" or "almost always" or "sometimes" be listed. Only 29% of the surveyed employers indicated that references should "never" be listed.



How would you describe today's college student?

	FREQUENCY OF RESPONSE												TOTAL RESPONSE	TOT- AL MEAN
	ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER					
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN				
DESCRIBE COLLEGE STUDENTS TODAY														
SELF CONCERNED AND ME-ORIENTED	7	1	169	25	409	61	81	12	1	0	667	100	2.9	
IDEALISTIC	8	1	183	28	412	63	53	8	2	0	658	100	2.8	
DISENCHANTED WITH POLITICS	5	1	62	10	393	62	162	26	13	2	635	100	3.2	
MODERATE IN POLITICAL ATTITUDES	3	0	214	33	369	57	53	8	3	0	642	100	2.7	
LIBERAL IN SOCIAL ATTITUDES	7	1	175	27	395	61	66	10	1	0	644	100	2.8	
WEAK IN BASIC SKILLS	1	0	59	9	397	60	198	30	7	1	662	100	3.2	
CAREER-ORIENTED	56	8	475	72	123	19	9	1	.	.	663	100	2.1	
COMPETITIVE	27	4	396	60	230	35	8	1	.	.	661	100	2.3	
DIVERSE IN LIFESTYLES AND BACKGROUND	64	10	313	48	243	37	35	5	1	0	656	100	2.4	
CONCERNED WITH PERSONAL DEVELOPMENT	15	2	285	44	318	49	35	5	1	0	654	100	2.6	
OPTIMISTIC ABOUT INDIVIDUAL FUTURE	38	6	479	73	134	20	4	1	.	.	655	100	2.2	
PESSIMISTIC ABOUT FUTURE OF COUNTRY	.	.	19	3	275	43	315	49	31	5	640	100	3.6	
INTERESTED IN MATERIAL SUCCESS	50	8	399	61	190	29	18	3	1	0	658	100	2.3	
FRIENDLY AND PLEASANT	43	6	513	77	105	16	2	0	.	.	663	100	2.1	
PRAGMATIC	9	1	202	31	389	60	43	7	1	0	644	100	2.7	

Observations: When describing today's college students, employers say that they are "almost always" career-oriented, friendly and pleasant, optimistic about their future, interested in material success, competitive and diverse in their lifestyles and backgrounds.

College students are "sometimes" concerned with personal development, moderate in political attitudes, pragmatic, idealistic, liberal in social attitudes, self-concerned and me-oriented, disenchanted with politics, and weak in basic skills.

"Seldom" are college students pessimistic about the future of their country.

Does your organization pre-screen at colleges and universities where pre-screening is permitted?

	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
NO RESPONSE	32			
YES	458	458	67.552	67.552
NO	220	678	32.448	100.000

Observations: Of the surveyed employers, 67.6% indicated that their organizations will pre-screen on college campuses where pre-screening is permitted. Last year, 69.2% of the surveyed employers expected to pre-screen. This slight decrease in percentage is statistically insignificant, so continuing attention will be given to pre-screening on college campuses this year.

When pre-screening candidates for initial campus interviews with your organization, how important are each of the following?

	LEVELS OF IMPORTANCE										TOTAL RESPONSE		TOTAL MEAN
	EXTREMELY HIGH		HIGH		MEDIUM		LOW		NO IMPORTANCE				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	
FACTORS CONSIDERED WHEN PRESCREENING													
ACADEMIC MAJOR	360	68	140	26	19	4	6	1	8	2	533	100	1.4
DEGREE LEVELS	173	33	224	42	98	19	25	5	9	2	529	100	2.0
STATED CAREER GOALS	45	9	255	48	181	34	39	7	8	2	528	100	2.5
OVERALL GRADE POINT AVERAGE	92	17	243	46	173	32	17	3	9	2	534	100	2.3
MAJOR GRADE POINT AVERAGE	98	19	270	52	133	25	13	2	10	2	524	100	2.2
COLLEGE ORGANIZATIONS & ACTIVITIES	51	9	190	35	226	42	57	11	15	3	539	100	2.6
PREVIOUS WORK EXPERIENCES	114	22	258	49	126	24	21	4	11	2	530	100	2.2
LOCATIONAL PREFERENCES	120	22	223	41	137	25	39	7	19	4	538	100	2.3
EXPECTED DATE OF GRADUATION	133	25	234	45	112	21	29	6	15	3	523	100	2.2
MILITARY EXPERIENCES	9	2	32	6	139	26	198	37	160	30	538	100	3.9

Observations: Those factors considered most important to prospective employers when pre-screening candidates for initial campus interviews (those receiving ratings of "extremely high" or "high" importance) were academic majors, degree levels, major grade point averages, previous work experiences, expected dates of graduation, overall grade point averages, and locational preferences.

Next on employers' lists of important factors (those with ratings of "medium" importance) were stated career goals, college organizations, and campus activities.

A rating of "low" importance was given to military experiences.

Did your organization request any closed schedules when interviewing on college campuses last year?

	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
NO RESPONSE	52			
YES	235	235	35.714	35.714
NO	423	658	64.286	100.000

Observations: Of the employers surveyed, 35.7% indicated that closed schedules were requested on college campuses last year. This compares to 36.9% who requested closed schedules in 1983-84, a slight decrease, but not statistically significant.

What change, if any, do you foresee in the number of closed schedules arranged by your organization on college campuses this year (1985-86)?

CHANGE IN NO. OF CLOSED SCHEDULES															TOT- AL	WEI- GHT- ED MEAN
INC. 50+	INC. 25- 49	INC. 11- 24	INC. 9-10	INC. 7-8	INC. 5-6	INC. 3-4	INC. 1-2	SAME	DEC. 5-6	DEC. 9-10	DEC. 11- 24	DEC. 25- 49	DEC. 50- 100			
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N		
11	8	12	20	7	17	10	14	479	3	5	1	2	10	599	1.7	

Observations: During 1985-86, the surveyed employers expect to arrange about 1.7% more closed schedules. This increase is somewhat smaller than last year's increase of 4.7% more than 1983-84.

At colleges and universities where closed schedules are not permitted, what change, if any, do you foresee in numbers of interview schedules held by your organization on these campuses?

CHANGE IN NO. OF SCHEDULES																TOT- AL	WEI- GHT- ED MEAN
INC. 50+	INC. 25- 49	INC. 9-10	INC. 7-8	INC. 5-6	INC. 3-4	INC. 1-2	SAME	DEC. 1-2	DEC. 3-4	DEC. 5-6	DEC. 7-8	DEC. 9-10	DEC. 11- 24	DEC. 25- 49	DEC. 50- 100		
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
1	2	3	1	3	5	7	509	8	3	8	1	12	5	5	16	589	-3.2

Observations: At colleges and universities where closed schedules are not permitted, surveyed employers expect to reduce their interviewing schedules by about 3.2%. In the words of surveyed employers, they will visit campuses where they receive the services they desire.

What percentage of new college graduates interviewed by your organization on campuses last year (1984-85) were hired?

	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
	108			
0	96	96	15.947	15.947
1	22	118	3.654	19.601
2	15	133	2.492	22.093
3	13	146	2.159	24.252
4	23	169	3.821	28.073
5	68	237	11.296	39.369
6	17	254	2.824	42.193
7	19	273	3.156	45.349
8	22	295	3.654	49.003
9	8	303	1.329	50.332
10	89	392	14.784	65.116
11	6	398	0.997	66.113
12	12	410	1.993	68.106
13	4	414	0.664	68.771
15	23	437	3.821	72.591
16	2	439	0.332	72.924
17	2	441	0.332	73.256
18	3	444	0.498	73.754
19	1	445	0.166	73.920
20	40	485	6.645	80.565
23	1	486	0.166	80.731
24	2	488	0.332	81.063
25	18	506	2.990	84.053
27	1	507	0.166	84.219
29	1	508	0.166	84.385
30	15	523	2.492	86.877
32	1	524	0.166	87.043
33	4	528	0.664	87.708
35	5	533	0.831	88.538
36	1	534	0.166	88.704
38	1	535	0.166	88.870
40	4	539	0.664	89.535
45	2	541	0.332	89.867
46	1	542	0.166	90.033
47	1	543	0.166	90.199
49	1	544	0.166	90.365
50	17	561	2.824	93.189
52	2	563	0.332	93.522
54	1	564	0.166	93.688
55	2	566	0.332	94.020
60	3	569	0.498	94.518
62	1	570	0.166	94.684
65	5	575	0.831	95.515
66	1	576	0.166	95.681
70	7	583	1.163	96.844
72	1	584	0.166	97.010
75	5	589	0.831	97.841
78	1	590	0.166	98.007
80	3	593	0.498	98.505
83	1	594	0.166	98.671
85	2	596	0.332	99.003
86	1	597	0.166	99.169
90	1	598	0.166	99.335
95	2	600	0.332	99.668
97	1	601	0.166	99.834
99	1	602	0.166	100.000

Observations: According to surveyed employers, 15.1% percent of the new college graduates interviewed last year (1984-85) were hired by their organizations. During 1983-84, 13.3% of those interviewed on campuses were hired. Thus employers are edging ever so slightly toward more efficient recruitment procedures.

Did your organization visit college campuses last year (1984-85) knowing that no openings were expected for interviews being conducted?

	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
NO RESPONSE	61			
YES	63	63	9.707	9.707

Observations: According to the surveyed organizations, 63 employers (9.7%) visited college campuses last year and interviewed graduating students when their organizations expected no openings.

Which of the following factors play a part in the decision to drop a college or university from your recruiting schedule?

	FREQUENCY OF RESPONSE										TOTAL RESPONSE		TOTAL
	ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
FACTORS IN DECISION TO DROP COLLEGES													
POOR IMPRESSION OF STUDENTS	126	20	233	37	198	32	35	6	35	6	627	100	2.4
STUDENT INDIFFERENCE TO PREVIOUS VISITS	105	17	226	36	202	32	54	9	36	6	623	100	2.5
POOR COLLEGE PLACEMENT CENTER	76	12	158	25	258	41	89	14	42	7	623	100	2.8
PREVIOUS HIRING RECORD	113	18	245	40	197	32	40	6	25	4	620	100	2.4
REPUTATION OF THE SCHOOL	86	14	189	31	227	37	83	13	34	5	619	100	2.7

Observations: When dropping a college or university from their recruiting schedules, surveyed employers reported that the following factors "almost always" influenced their decisions: a poor impression of students based on previous recruiting experiences and the organization's previous record of hires from the institution. "Sometimes" influencing their decisions were the students' indifference to previous recruiting efforts, the reputation of the school, and a poor college placement center.

Should new employees entering a training program be required to sign a contract stating that they will reimburse a specified amount to the employing organization if they leave within a designated time period?

FREQUENCY OF RESPONSE										TOTAL RESPONSE		TOT-AL
ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER				
N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
47	7	46	7	124	18	99	15	359	53	675	100	4.0

Observations: Over 53% of the surveyed employers thought that new college graduates should "never" be required to sign a contract stating that they would reimburse a specified amount to the employing organization if they left within a designated time period. Another 15% said that this should "seldom" be required, while 18% suggested that a contract should "sometimes" be required. Another 7% agreed "almost always" and 7% "always" with this reimbursement policy.

Do you believe this is an ethical practice?

FREQUENCY OF RESPONSE										TOTAL RESPONSE		TOT-AL
ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER				
N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
60	9	60	9	153	23	109	16	279	42	661	100	3.7

Observations: Responses to this question were similar to the above inquiry. "Never" believing the ethics of this practice were 42% of the respondents, 16% "seldom", 23% "sometimes", 9% "almost always", and 9% "always".

Does your organization expect to implement this policy within the next year or two?

	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
NO RESPONSE	30			
YES	42	42	6.176	6.176
NO	638	680	93.824	100.000

Observations: Of the respondents, 42 organizations (6.2%) were expecting to implement this policy within the next year or two. The other 638 organizations (93.8%) did not anticipate this policy change.

Employers were encouraged to comment regarding the proposal that new employees entering a training program be required to sign a contract stating that they would reimburse a specified amount to the employing organization if they left within a designated time period. Remarks from surveyed employers are provided below:

When we hire someone from 50 miles away or more, we pay to have this person's household goods moved to our area plus a travel allowance and 28 days of relocation. If the employee quits of his own accord in less than one year's time, he is required to reimburse the company for the cost of moving him here plus the 28 days relocation. After one year's time, he is under no obligation.

I do not believe any organization should require new employees to sign a contract stating that they will stay employed for a specified time frame, nor should employees be required to reimburse any amount.

If our recruiters do their job of prescreening, interviewing, and matching student qualifications with appropriate positions, the risk of losing an employee should be minimal. We place a tremendous amount of time on training our people for "the campus interview" and "the follow-up interview". In most cases, we are able to detect a student's sincerity for the position during the follow-up interview (home office visit). Who would want to charge an employee for a placement error? It is the responsibility of an employer to make good selections and to provide an appropriate environment and challenges for new employees.

There is always a risk of losing a new employee before he/she can become a productive member of our company. If a new employee is displeased with our training program or for any reason cannot continue employment with our company, a resignation is acceptable. We would prefer a resignation to having an employee remain on a job for a "designated time period" (because he/she is under contract) and be unproductive during that time, waste our training time, and perhaps use our work time to search for other employment.

Taking the question to the other extreme, as an employer we would not sign a contract which would pay a specified amount to an employee if we found reason to terminate that individual within a designated time period.

If relocation expenses are provided, the individual is expected to remain with the company for one year. If not, then he is expected to repay the relocation expenses to the company.

We have an employment agreement. Reimbursement of relocation expenses is requested if the employee terminates within a one year period.

After an offer of employment has been extended by an organization, how much time should be allowed for a prospective employee to accept or reject the offer?

	FREQUENCY OF RESPONSE												TOT- AL	
	ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER		ALL			
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN		
HOW MUCH TIME SHOULD BE ALLOWED?														
AT COMPLETION OF INTERVIEW	2	0	5	1	56	9	151	23	439	67	653	100	4.6	
ONE DAY	7	1	14	2	90	14	208	33	313	50	632	100	4.3	
TWO TO FIVE DAYS	36	6	83	13	182	29	155	24	182	29	638	100	3.6	
ONE WEEK	34	5	125	20	264	42	122	19	90	14	635	100	3.2	
TWO WEEKS	73	11	188	29	207	32	109	17	73	11	650	100	2.9	
AT COMPLETION OF INTERVIEWING SEASON	48	8	85	13	125	20	122	19	255	40	635	100	3.7	

Observations: The most prominent answer regarding time that should be allowed for prospective employees to accept or reject an offer was two weeks (40% responding with "always" or "almost always"). The other popular answer was one week (25% responding with "always" or "almost always"). Employers responded that an applicant should "never" be required to accept or reject an offer immediately upon completion of the first interview. "Seldom" should candidates be required to accept or reject an offer within one day or two to five days. Employers objected to candidates waiting until the completion of an interviewing season to make their decisions (responding that this should "seldom" be allowed).



Some handicapper organizations are recommending that handicaps not be listed on credentials and resumes. Do you agree?

	FREQUENCY OF RESPONSE														TOTAL RESPONSE	TOT- AL
	ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER							
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN						
	MEAN															
SHOULD HANDICAPS BE LISTED?																
EMPLOYERS RESPONSES	77	11	110	16	214	32	130	19	147	22	678	100	3.2			

Observations: Responses from employers were quite mixed when deciding if handicappers should list their disabilities on credentials and resumes. The consensus answer was that handicaps be listed "sometimes". Recommending that handicaps not be listed were 11% of the employers with an answer of "always" and 16% with "almost always". Responding to the contrary were 19% with the answer of "seldom" agreeing and 22% who "never" agree that handicaps not be listed.

When handicappers are applying to your organization for employment, which of the following strategies do you recommend:

	FREQUENCY OF RESPONSE										TOTAL RESPONSE		TOT-AL
	ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
STRATEGIES RECOMMENDED BY EMPLOYERS													
INTERVIEW ON REGULAR SCHEDULES	277	43	248	38	96	15	8	1	21	3	650	100	1.8
APPLY DIRECTLY TO DEPARTMENT	69	11	89	14	203	31	124	19	166	25	651	100	3.4
APPLY DIRECTLY TO CEO	11	2	17	3	68	11	153	24	393	61	642	100	4.4
CONTACT PERSONNEL AND EXPLAIN	142	22	145	23	247	38	65	10	45	7	644	100	2.6
APPLY THROUGH USUAL METHODS AND NO MENTI	92	14	122	19	175	27	122	19	136	21	647	100	3.1
FIND HANDICAPPER AND USE THEM AS CONTACT	10	2	20	3	259	40	174	27	185	29	648	100	3.8

Observations: When advising handicappers on application procedures to follow when approaching their organizations, the surveyed employers "almost always" recommended interviewing on campus when their organizations are recruiting. "Sometimes" recommended were (1) applications sent directly to the department where the candidate's skills and talents will be best utilized, (2) direct contact with the personnel office with an explanation of the situation, and (3) applying through usual methods and not mentioning the handicap. "Never" recommended were the suggestions that (1) individuals find handicappers in the organization and use them as a contact person and (2) applying directly to the chief executive officer of the organization and explaining the situation in detail.

When choosing between several job offers, how important, in your opinion, are the following factors to graduating students.

	LEVELS OF IMPORTANCE										TOTAL RESPONSE		TOTAL
	EXTREMELY HIGH		HIGH		MEDIUM		LOW		NO IMPORTANCE				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
FACTORS AFFECTING STUDENT DECISIONS													
REPUTATION OF THE ORGANIZATION	257	38	342	51	63	9	5	1	1	0	668	100	1.7
ADEQUATE BENEFITS	98	15	301	45	199	30	63	10	2	0	663	100	2.4
AVAIL GRADUATE SCHOOL NEARBY	26	4	213	32	315	48	106	16	3	0	663	100	2.8
CHALLENGING WORK ASSIGNMENT	262	39	346	52	55	8	2	0	.	.	665	100	1.7
COMPETITIVE SALARY	176	27	376	57	103	16	5	1	.	.	660	100	1.9
GEOGRAPHICAL LOCATION OF JOB	96	14	335	50	203	31	26	4	4	1	664	100	2.3
JOB SECURITY AND STEADY EMPLOYMENT	119	18	305	46	206	31	27	4	2	0	659	100	2.2
OPPORTUNITIES FOR ADVANCEMENT	267	40	326	49	65	10	6	1	.	.	664	100	1.7
GENERAL REPUTATION OF ORGANIZATION	212	32	377	58	61	9	4	1	.	.	654	100	1.8
SPECIAL DEMAND OF THE POSITION	38	6	264	40	313	48	38	6	3	0	656	100	2.5
PERSONALITIES AND ABILITIES OF SUPVRS	65	10	266	40	264	40	62	9	1	0	658	100	2.5
PERSONALITIES AND ABILITIES OF WORKERS	34	5	241	36	284	42	107	16	3	0	669	100	2.7
PERSONNEL PROBLEMS IN ORGANIZATION	29	4	145	22	291	44	177	27	19	3	661	100	3.0
TALKING WITH PEOPLE WHO HELD POSITION	50	8	222	33	240	36	131	20	20	3	663	100	2.8
ORGANIZATIONAL STRUCTURE	15	2	151	23	311	47	171	26	19	3	667	100	3.0
PHYSICAL FACILITIES OF ORGANIZATION	11	2	131	20	388	58	131	20	8	1	669	100	3.0
OTHER APPLICANTS FOR THE POSITION	8	1	65	10	221	34	274	42	89	14	657	100	3.6

Observations: In the opinion of employers, the most important factors considered by graduating students when choosing between several job offers are reputation of the organization, challenging work assignment, opportunities for advancement, general reputation of the organization, competitive salary, job security, steady employment, geographical location of the job, and adequate benefits.

Factors with "medium" importance include special demands of the position, personalities and abilities of supervisors, personalities and abilities of fellow workers, available graduate school nearby, talking with people who previously held the position, personnel problems in the organization, organizational structure, and physical facilities of the organization. Considered of "low" importance in the decision were other applicants for the position.

When new hires are attending graduate school while employed in your organization, what percentage of their

EMPLOYER CATEGORIES	PERCENTAGE OF TUITION PAID															TOT- AL	WEI- GHT- ED
	0%																
	1-2%	3-4%	5-6%	7-8%	9-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	91-100%			
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	MEAN
.....EMPLOYER CATEGORIES																	
ACCOUNTING	16	.	.	.	.	1	.	.	2	.	.	.	.	.	4	23	22.2
AEROSPACE & COMPONENTS	1	.	.	.	.	.	.	.	.	.	.	1	1	.	16	19	92.1
AGRIBUSINESS	4	.	.	.	.	.	.	.	.	.	.	.	.	.	6	10	60.0
AUTOMOTIVE AND MECH EQUIPMENT	1	.	.	.	.	.	.	.	.	.	.	.	3	2	15	22	90.0
BANKING, FINANCE & INSURANCE	8	.	.	.	.	.	.	1	2	3	1	9	3	27	54	75.4	
CHEMICALS, DRUGS, ALLIED PROD	.	.	.	.	.	.	.	.	.	.	.	.	7	1	25	33	95.5
COMM (RADIO, TV, & NEWSPAPR)	1	.	.	.	.	.	.	.	.	.	.	.	.	.	.	1	0.0
CONSTRUCTION & BUILDING MATLS	3	.	.	.	.	.	.	.	2	.	.	.	2	2	14	23	80.0
EDUCATIONAL INSTITUTIONS	70	2	2	.	1	5	4	3	2	3	3	2	5	.	10	112	19.6
ELECTR MACH & EQUIP (COMPTR)	.	.	.	.	.	.	.	.	.	.	1	3	1	4	14	23	91.7
ELECTRONICS & INSTRUMENTS	1	.	.	.	.	.	.	.	.	.	.	.	1	3	35	40	96.3
FOOD, BEVERAGE PROC, & RESTR	11	2	1	.	.	.	.	1	2	.	.	.	4	1	10	32	48.4
GLASS, PKG, & ALLIED PRODUCTS	1	.	.	.	.	.	.	.	.	.	.	2	3	.	2	8	72.5
GOVERNMENTAL ADMINISTRATION	7	1	.	.	.	.	2	3	2	1	.	1	2	11	30	55.1	
HOSPITALS & HEALTH SERVICES	3	.	.	.	.	.	.	1	2	.	.	.	.	.	1	7	32.9
HOTELS, MOTELS, RESORTS & REC	4	1	.	1	.	.	.	1	3	.	.	.	1	2	13	36.8	
MERCHANDISING & RETAIL SERV	18	.	1	.	.	.	.	1	4	.	.	4	.	3	31	27.5	
METALS & METAL PRODUCTS	2	.	.	.	.	.	.	1	1	1	1	5	1	16	28	82.1	
MILITARY SERVICES	.	.	.	.	.	.	.	.	.	.	.	.	.	.	3	3	100
PETROLEUM & ALLIED PRODUCTS	1	.	.	.	.	.	.	.	3	.	2	4	3	7	20	79.0	
PRINTING, PUBL & INFO SERVICES	2	.	.	.	.	.	.	.	2	.	.	1	.	2	7	54.3	
PUBLIC UTILITIES INCL TRANSP	1	.	.	.	.	.	.	1	3	1	1	18	9	29	63	86.7	
RESEARCH & CONSULTING SERVICES	5	.	.	.	.	.	.	.	2	.	1	7	1	21	37	78.9	
SERVICE & VOLUNTEER ORGANZATNS	4	.	.	.	.	.	.	.	1	1	.	1	.	4	11	51.8	
TIRE & RUBBER PRODUCTS	.	.	.	.	.	.	.	.	.	.	.	.	.	.	2	2	100
DIVERSIFIED CONGLOMERATES	.	.	.	.	.	.	.	.	2	.	.	3	1	12	18	90.6	

Continued . . .

Observations: Tuition for attending graduate school is paid in significantly varying amounts by employers responding to this survey. It was interesting to note, however, that educational institutions (19.9%) and accounting firms (19.5%) paid the least among employers responding to this question.

Paying over 90% of graduate school tuition were military services (100%); tire and rubber products (100%); electronics and instruments (96.3%); chemicals, drugs, and allied products (95.5%); aerospace and components (92.1%); electrical machinery and equipment (91.4%); diversified conglomerates (90.6%); and automotive and mechanical equipment (90.0%).

In the range of 70% to 89% of tuition for graduate school is paid by public utilities including transportation (86.7%); metals and metal products (82.2%); construction and building materials (79.1%); petroleum and allied products (79.0%); research and consulting services (78.9%); banking, finance and insurance (74.4%); and glass, packaging, and allied products (71.4%).

Paying less than 70% of tuition expenses were agribusiness (60.0%); governmental administration (55.1%); printing, publishing, and informational services (54.3%); service and volunteer organizations (51.8%); food, beverage processing, and restaurants (48.3%); hotels, motels, resorts and recreational facilities (36.8%); hospitals and health services (32.9%); merchandising and retail services (28.5%); educational institutions (19.9%); and accounting (19.5%).

#### AVERAGE OF TUITION PAID BY ALL EMPLOYERS

PERCENTAGE OF TUITION PAID															ALL EMP- LOY- ER CAT- EGO- RIES	WEI- GHT- ED
0%	1-2%	3-4%	5-6%	7-8%	9-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	91-100%	N	MEAN
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	
164	6	4	1	1	6	6	13	3	36	11	14	80	34	291	670	63.8

Observation: On the average, 63.8% of graduate school tuition is paid by surveyed employers.

Did your organization have any students renege on any offers of employment last year (1984-85)?

	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
NO RESPONSE	39			
YES	340	340	50.671	50.671
NO	331	671	49.329	100.000

Observations: Organizations responding to this year's survey indicated that over half of them (50.7%) had graduating students renege on offers of employment last year.

How many graduating students reneged on offers of employment last year?

	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	299			
0	81	81	19.708	19.708
1	104	185	25.304	45.012
2	80	265	19.465	64.477
3	39	304	9.489	73.966
4	15	319	3.650	77.616
5	32	351	7.786	85.401
6	7	358	1.703	87.105
7	2	360	0.487	87.591
8	6	366	1.460	89.051
9	2	368	0.487	89.538
10	14	382	3.406	92.944
12	2	384	0.487	93.431
14	1	385	0.243	93.674
15	6	391	1.460	95.134
16	1	392	0.243	95.377
17	1	393	0.243	95.620
19	1	394	0.243	95.864
20	2	396	0.487	96.350
25	5	401	1.217	97.567
30	3	404	0.730	98.297
35	1	405	0.243	98.540
50	1	406	0.243	98.783
52	1	407	0.243	99.027
60	1	408	0.243	99.270
79	1	409	0.243	99.513
93	1	410	0.243	99.757
99	1	411	0.243	100.000

Total Reneges: 1,766

Mean: 4.3

Observations: In 340 organizations who reported any reneges, a total of 1,766 cases were reported. From these data, it is evident that many graduating students are accepting employment with more than one organization or continuing their job searches after accepting an offer.

In your opinion, is it ethical for students to interview with other organizations after they have accepted an offer of employment?

	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
NO RESPONSE	25			
YES	154	154	22.482	22.482
NO	531	685	77.518	100.000

Observations: According to 531 of the responding organizations (77.5%), it is not ethical for students to interview with other organizations after they have accepted an offer of employment. With the opposite viewpoint, 154 of the organizations (22.5%) believed it was ethical to continue to interview after accepting a job offer.

How frequent are the following problems experienced by graduating students after they have accepted an offer of employment with your organization?

	LEVELS OF FREQUENCY												TOTAL RESPONSE	TOT- AL  MEAN
	EXTREMELY HIGH		HIGH		MEDIUM		LOW		NO PROBLEM					
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN				
PROBLEMS EXPERIENCED BY STUDENTS														
RENEGING ON JOB OFFER	143	22	98	15	57	9	241	37	116	18	655	100	3.1	
REQUESTS FOR RENEGOTIATION OF SALARY	89	14	98	15	79	12	206	31	185	28	657	100	3.5	
LIVING ACCOMMODATIONS	12	2	96	15	227	35	227	35	89	14	651	100	3.4	
RECREATIONAL FACILITIES	5	1	19	3	150	23	314	48	163	25	651	100	3.9	
EDUCATION OPPORTUNITIES	15	2	109	17	175	27	243	37	107	16	649	100	3.5	
OTHER BENEFITS	13	2	74	11	172	27	287	44	100	15	646	100	3.6	
TRANSPORTATION	12	2	63	10	160	25	293	46	114	18	642	100	3.7	
LOANS	10	2	25	4	137	22	300	48	159	25	631	100	3.9	
CHANGE OF STARTING DATES	16	2	56	9	159	25	309	48	103	16	643	100	3.7	
SPOUSE RELOCATION	16	2	95	15	202	31	244	38	91	14	648	100	3.5	

Observations: The most serious problems experienced by graduating students after they have accepted an offer of employment with an organization are (1) individuals renegeing on job offers and (2) locating adequate living accommodations for new hires. Both these problems had "medium" frequencies among the surveyed organizations.

Those problems with "low" frequencies were requests for renegotiation of starting salaries, education opportunities, spouse relocation, other benefits, transportation, change of starting dates, recreational facilities, and loans.

How frequently do graduating students experience difficulty with the following factors when beginning work in your organization?

	FREQUENCY OF RESPONSE										TOTAL RESPONSE		TOTAL
	ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER				MEAN
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	
DIFFICULTIES EXPERIENCED BY STUDENTS													
ABSENTEEISM	.	.	3	0	85	13	514	77	63	9	665	100	4.0
WORK ETHIC	1	0	9	1	186	28	427	65	35	5	658	100	3.7
ORGANIZATION POLICIES	1	0	22	3	275	42	332	51	22	3	652	100	3.5
ROUTINE WORK	1	0	31	5	283	43	310	48	26	4	651	100	3.5
TRANSFER TO NEW LOCATION OR JOB	1	0	18	3	238	37	309	47	85	13	651	100	3.7
TRAVELLING WHEN REQUIRED BY JOB	1	0	9	1	147	23	395	61	94	15	646	100	3.9
FAMILY MATTERS NOT RELATED TO JOB	.	.	11	2	179	28	408	64	37	6	635	100	3.7
TECHNICAL EXPERTISE REQUIRED	1	0	24	4	240	37	350	54	28	4	643	100	3.6
ACCOMPLISHING ASSIGNED WORK	.	.	8	1	259	40	360	56	13	2	640	100	3.6
UNDERSTANDING THE JOB TASK	2	0	15	2	227	36	374	59	18	3	636	100	3.6
SATISFACTION WITH SALARY OFFER	4	1	28	4	199	31	364	57	48	7	643	100	3.7
VACATION REQUESTS EXCEEDING STANDARD	1	0	16	2	99	15	386	60	138	22	640	100	4.0
GETTING ALONG WITH THE BOSS	.	.	5	1	220	34	400	63	14	2	639	100	3.7
GETTING ALONG WITH OTHER EMPLOYEES	.	.	3	0	170	27	444	71	11	2	628	100	3.7
EXPECTING ADVANCEMENT PREMATURELY	5	1	66	10	342	54	181	29	38	6	632	100	3.3
UNDERSTANDING CHAIN OF COMMAND	1	0	27	4	266	42	309	49	31	5	634	100	3.5
PHYSICAL ENVIRONMENT OF THE JOB	1	0	7	1	147	23	422	67	54	9	631	100	3.8
INTELLIGENCE REQUIRED FOR JOB	.	.	6	1	96	15	469	74	59	9	630	100	3.9
COMMON SENSE TO PERFORM JOB	1	0	20	3	206	33	378	60	25	4	630	100	3.6
LEADERSHIP ABILITY REQUIRED ON JOB	1	0	19	3	284	44	318	50	17	3	639	100	3.5
PERSONAL VALUES VS ORGANS VALUES	2	0	11	2	230	36	368	58	28	4	639	100	3.6

Observations: The most frequent difficulty experienced by graduating students when beginning work in organizations was an expectation of premature advancement. This difficulty was only "sometimes" cited as a problem. All other difficulties were "seldom" experienced.

In your opinion, what makes a college relations and recruiting program truly outstanding? Rate these characteristics on whether or not they are important for an effective program.

	LEVELS OF IMPORTANCE												TOTAL RESPONSE	TOT- AL MEAN
	ALWAYS		ALMOST ALWAYS		SOMETIMES		SELDOM		NEVER					
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN				
WHAT MAKES A COLLEGE RELATIONS PROGRAM														
COLLEGE RELATIONS STAFF	262	41	288	45	81	13	5	1	3	0	639	100	1.7	
CO-OP INTERNSHIPS AND/OR SUMMER JOBS	95	15	238	38	232	37	60	9	7	1	632	100	2.4	
PRESCREENING/BIRD DOGGING	52	8	221	35	256	41	81	13	16	3	626	100	2.7	
SPEAKER BUREAU	10	2	80	13	297	48	180	29	52	8	619	100	3.3	
SCHOLARSHIPS	20	3	120	20	265	44	169	28	35	6	609	100	3.1	
GRANTS	21	3	103	17	274	45	171	28	44	7	613	100	3.2	
RESEARCH BY PERSONNEL SECTION	23	4	123	20	277	46	148	25	30	5	601	100	3.1	
TRAINING PROGRAM FOR RECRUITERS	123	20	244	40	166	27	73	12	11	2	617	100	2.4	
MAJOR LIAISON PERSON FOR EACH COLLEGE	120	19	284	46	149	24	57	9	10	2	620	100	2.3	
SPECIAL PROGRAMS FOR MINORITIES WOMEN	70	12	201	33	244	40	78	13	15	2	608	100	2.6	
PROMOTION PROGRAM	53	9	189	31	265	44	77	13	18	3	602	100	2.7	
COMPUTERIZED RECORD SYSTEM	61	10	198	33	226	37	98	16	26	4	609	100	2.7	
MEMBERSHIP IN PROFESSIONAL ASSOC	61	10	167	27	247	40	117	19	21	3	613	100	2.8	
COMPREHENSIVE CAMPUS VISITATIONS	125	20	265	43	183	30	35	6	6	1	614	100	2.2	
STUDENT NEWSPAPER	21	3	83	14	288	47	186	31	31	5	609	100	3.2	
SELECTION OF SCHOOLS	141	24	286	48	131	22	33	6	8	1	599	100	2.1	
SELECTION OF REPRESENTATIVES	192	32	264	44	117	19	27	4	4	1	604	100	2.0	
INTERVIEW TECHNIQUES	221	36	300	49	79	13	12	2	.	.	612	100	1.8	
COMMUNICATION ABILITIES	285	47	279	46	40	7	6	1	.	.	610	100	1.6	
KNOWLEDGE OF ORGANIZATIONAL OPPORT	215	36	285	47	90	15	12	2	2	0	604	100	1.8	
KNOWLEDGE OF COMPETITION	119	20	277	46	179	30	29	5	1	0	605	100	2.2	
FAMILIARITY WITH ACADEMIC PROGRAMS	135	22	298	48	158	26	24	4	1	0	616	100	2.1	
CONTACTS W/ FACULTY, DEANS, OTHERS	181	29	274	44	134	22	22	4	6	1	617	100	2.0	
AVAIL OF STUDENT LISTS/RESUME BOOKS	90	15	223	36	227	37	69	11	8	1	617	100	2.5	

(Continued) ...



Continued . . .

Observations: It takes certain characteristics to make a college relations and recruitment program truly outstanding, according to the surveyed employers. "Almost always" important are communication abilities; college relations staff; interview techniques; knowledge of organizational opportunities; selection of representatives contacts with faculty, deans, and others; selection of schools; familiarity with academic programs; comprehensive campus visitations; knowledge of competition; a major liaison person for each college; cooperative education; internship and summer jobs; and a training program for recruiters.

"Sometimes" important are availability of student lists and resume books, special programs for minorities and women, prescreening and bird dogging techniques, a promotion program, computerized record systems especially for large organizations, membership in professional associations (MCPA, CPC, etc.), scholarships, research by the personnel section, grants, student newspaper advertisements, and a speaker's bureau.

All the characteristics mentioned in this question were cited as "almost always" or "sometimes" important. None of the characteristics were rated as "seldom" or "never" important.

In your opinion, what are the important characteristics or practices of a good interviewer?

	LEVELS OF IMPORTANCE												TOTAL RESPONSE	TOT- AL
	EXTREMELY HIGH		HIGH		MEDIUM		LOW		NO IMPORTAN- CE					
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN				
CHARACTERISTICS OF A GOOD INTERVIEWER														
INDIVIDUAL AT ADMIN OR MGT LEVEL	93	14	288	43	203	31	70	11	9	1	663	100	2.4	
SAME SEX AS INTERVIEWEE	1	0	4	1	94	14	290	43	283	42	672	100	4.3	
ETHNIC ORIGIN MATCHING INTERVIEWEE	3	0	7	1	105	16	281	42	271	41	667	100	4.2	
HIGHLY STRUCTURED INTERVIEW FORMAT	25	4	87	13	229	35	270	41	50	8	661	100	3.4	
WELL ORGANIZED WITHOUT OBVIOUS STRUCTURE	170	25	356	53	108	16	33	5	6	1	673	100	2.0	
A SINCERE ATTITUDE	391	58	258	38	26	4	.	.	.	.	675	100	1.5	
CONCERNED WITH CANDIDATES CAREER PATH	240	36	358	53	68	10	4	1	.	.	670	100	1.8	
REVIEWS JOBS AVAIL BEFORE INTERVIEWING	251	37	296	44	96	14	27	4	5	1	675	100	1.9	
CLOSE TO THE AGE OF INTERVIEWEES	3	0	39	6	176	26	288	43	161	24	667	100	3.8	
REVIEWS RESUMES AND TRANSCRIPTS BEFORE	290	43	284	42	83	12	14	2	2	0	673	100	1.7	
TACTFUL AND POLITE	360	54	280	42	30	4	2	0	.	.	672	100	1.5	
LISTENS TO WHAT IS SAID	497	74	169	25	5	1	1	0	.	.	672	100	1.3	
APPEARS INTERESTED IN THE INDIVIDUAL	439	66	212	32	16	2	1	0	.	.	668	100	1.4	
INDIVIDUAL FROM LINE POSITION	39	6	146	22	268	40	170	25	44	7	667	100	3.1	
GOOD APPEARANCE	224	33	363	54	79	12	5	1	2	0	673	100	1.8	
GOOD SENSE OF HUMOR	158	24	320	48	172	26	18	3	1	0	669	100	2.1	
WELL ORGANIZED	299	45	323	49	43	6	.	.	.	.	665	100	1.6	
PROVIDES INTERACTION W/O GEN QUESTIONS	202	30	337	50	117	17	14	2	5	1	675	100	1.9	
GIVES CANDIDATES SUFFICIENT TIME	283	42	334	49	56	8	2	0	.	.	675	100	1.7	

(Continued)

Continued . . .

Observations: A good campus interviewer must possess certain characteristics and perform specific practices, if they expect to achieve their organization's recruiting goals, according to employers contacted in this survey. "Extremely important" are the following: listening to what is said and appearing interested in the individual.

Factors of "high" importance according to employers are being well-organized, a sincere attitude, being tactful and polite, reviewing resumes and transcripts before interviews, giving candidates sufficient time during the interview, being concerned with the candidate's career path, having a good appearance, reviewing jobs available before interviewing, providing interaction without general questions, being well organized without obvious structure, having a good sense of humor, and being an individual at the administrative or management level.

Less important, but still deserving "medium" attention, are an individual from a line position and having a highly structured interview format.

"Low" importance was given to being close to the age of interviewees, having an ethnic origin matching the interviewees, and being of the same sex as interviewees.

What change, if any do you anticipate in numbers of cooperative education and summer internship positions in your organization this year (1985-86) contrasted with last year's opportunities?

CHANGE IN COOP/SUMMER JOBS																	TOT- AL	WEI- GHT- ED MEAN
INC. 50+	INC. 25- 49	INC. 11- 24	INC. 9-10	INC. 7-8	INC. 5-6	INC. 3-4	INC. 1-2	SAME	DEC. 1-2	DEC. 3-4	DEC. 5-6	DEC. 7-8	DEC. 9-10	DEC. 11- 24	DEC. 25- 49	DEC. 50- 100		
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	
24	6	5	30	2	31	26	31	477	3	4	8	2	10	4	4	11	678	2.8

Observations: Cooperative education and summer internship experiences are expected to increase by about 2.8% over those available in 1984-85 in the surveyed employer organizations during 1985-86.

In your opinion, what percent of graduating students typically accept job offers with organizations where they held cooperative education positions or summer internships?

PERCENTAGE OF GRADUATING STUDENTS															TOT- AL	WEI- GHT- ED
0%	1-2%	3-4%	5-6%	7-8%	9-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	91-100%		
N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	MEAN
4	17	12	27	6	54	47	72	48	94	70	70	88	27	9	645	46.5

Observations: Evidently summer employment opportunities and cooperative education positions are very good recruitment programs for full-time employment, since 46.8% of the individuals in these positions typically accept job offers with the organizations where they held such assignments, according to reports from surveyed employers. Thus, if college students obtain a summer internship or cooperative education position with an organization, their chances are almost 50% of landing a full-time job offer with that organization.

What percentage of new college hires leave your organization?

	PERCENTAGE LEAVING YOUR ORGANIZATION															WEI- GHT- ED MEAN
	0%	1-2%	3-4%	5-6%	7-8%	9-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	91-100%	TOT- AL	
	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	
..... TYPES OF CANDIDATES																
TECH GRADS DURING 1ST YR	210	134	45	57	7	39	15	5	1	6				1	520	4.1
NON TECH GRADS DURING 1ST YR	200	133	52	66	10	53	25	12	3	4	2			1	561	5.1
TECH GRADS DURING 2ND YR	133	109	72	66	21	62	32	13	2	3		1	1	1	516	6.2
NON TECH GRADS DURING 2ND YR	115	114	88	80	28	71	30	13	4	2					545	6.0
TECH GRADS DURING 3RD YR	85	129	68	65	17	64	48	15	5	10	1	1	1	1	510	8.1
NON TECH GRADS DURING 3RD YR	88	143	81	72	22	77	32	19	4	6		1			545	6.8

Observations: The longer a new college graduate stays with an organization just after graduation, the more likely they are to leave, according to the surveyed employers. It was reported that technical graduates leave at the rate of 4.2% during the first year, 6.4% during the second year, and 8.4% during the third year.

Non-technical graduates are more likely than technical graduates to leave during the first year (5.1%) and less likely during the second (6.0%) and third years (6.9%). Possibly non-technical graduates are initially placed in positions that do not closely match their career interests, so they are more likely to leave the first year. Also, job opportunities are not as plentiful for non-technical graduates (compared to job availability for technical graduates), so they are less likely to leave during the second and third years.

In your opinion, how important are each of the following for an effective placement service?

	LEVELS OF IMPORTANCE												TOTAL RESPONSE	TOT- AL
	EXTREMELY HIGH		HIGH		MEDIUM		LOW		NO IMPORTAN- CE					
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN				
WHAT MAKES AN EFFECTIVE PLACEMENT OFFICE														
ADVISING ON CAREER PLANNING	282	42	311	46	67	10	9	1	.	.	669	100	1.7	
JOB CAMPAIGN ASSISTANCE	145	22	332	51	150	23	25	4	3	0	655	100	2.1	
PRE-SCREENING SERVICES	125	19	311	48	185	28	31	5	1	0	653	100	2.2	
ARRANGING CAMPUS INTERVIEWS	351	54	256	39	42	6	3	0	2	0	654	100	1.5	
CREDENTIAL REFERRALS	113	17	245	38	226	35	64	10	3	0	651	100	2.4	
WORKSHOPS AND COURSES IN EMPLOYMENT	116	18	261	40	214	33	54	8	6	1	651	100	2.3	
VACANCY LISTINGS	154	24	318	49	153	23	26	4	4	1	655	100	2.1	
CAREER INFORMATION CENTER	217	33	317	49	109	17	6	1	2	0	651	100	1.9	
PLACEMENT ANNUAL	74	11	230	36	262	41	68	11	12	2	646	100	2.6	
VIDEO TAPES	34	5	146	23	301	47	147	23	13	2	641	100	2.9	
BOOKS	49	8	192	30	270	43	110	17	11	2	632	100	2.8	
EMPLOYER LITERATURE	234	36	305	47	90	14	12	2	4	1	645	100	1.8	
GRADUATE SCHOOL INFORMATION	78	12	242	38	242	38	63	10	12	2	637	100	2.5	
RESEARCH	67	11	217	35	268	43	55	9	10	2	617	100	2.5	
FOLLOW-UP REPORTS	49	8	231	36	281	44	67	11	7	1	635	100	2.6	
RECRUITING TRENDS	93	15	276	44	209	33	51	8	4	1	633	100	2.4	
SALARY REPORTS	110	17	315	50	159	25	45	7	6	1	635	100	2.2	
SUPPLY/DEMAND STUDIES	98	15	296	46	187	29	51	8	8	1	640	100	2.3	
STUDENT EMPLOYMENT	135	22	264	43	169	28	32	5	9	1	609	100	2.2	
CO-OP AND INTERNSHIPS	167	26	283	45	141	22	37	6	6	1	634	100	2.1	
SUMMER EMPLOYMENT	140	22	259	41	173	28	50	8	7	1	629	100	2.2	
PART-TIME EMPLOYMENT	101	16	253	40	192	31	72	11	11	2	629	100	2.4	
CAREER FAIRS	133	21	229	37	191	31	55	9	12	2	620	100	2.3	
MINORITY PROGRAMS	125	20	233	38	165	27	77	12	17	3	617	100	2.4	
WOMEN PROGRAMS	105	17	197	33	196	32	87	14	19	3	604	100	2.5	
BUSINESS CAREER PROGRAMS	72	12	184	31	214	36	93	16	36	6	599	100	2.7	
ENGINEERING CAREER PROGRAMS	85	14	207	34	192	32	79	13	38	6	601	100	2.6	
GOVERNMENT EMPLOYMENT PROGS	32	5	118	20	230	38	140	23	79	13	599	100	3.2	
MILITARY OPTIONS PROGRAMS	22	4	98	16	215	36	169	28	92	15	596	100	3.4	
EXPERIENCED CAND PROGRAMS	92	15	262	43	179	29	71	12	10	2	614	100	2.4	

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	LEVELS OF IMPORTANCE										TOTAL RESPONSE		TOT- AL
	EXTREMELY HIGH		HIGH		MEDIUM		LOW		NO IMPORTAN- CE				
	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	N	PCTN	MEAN
WHAT MAKES AN EFFECTIVE PLACEMENT OFFICE													
FRESH GRADUATES PROGRAMS	130	21	248	40	174	28	52	8	11	2	615	100	2.3
SPECIAL SERVICES	59	10	164	28	254	44	87	15	18	3	582	100	2.7
MINORITY AND WOMEN PROGRAMS	89	14	226	37	210	34	77	12	17	3	619	100	2.5
VOLUNTEER SERVICES	22	4	98	16	312	52	135	23	32	5	599	100	3.1
HIGH SCHOOL AND COLL LECTURES	43	7	140	23	282	46	116	19	29	5	610	100	2.9
MILITARY PROGRAMS	11	2	59	10	262	43	198	33	77	13	607	100	3.4

Observations: In the opinions of the surveyed employers, it is most important (rated as "high" importance) that effective placement services provide: campus interviews, advising on career planning, employer literature, career information center, job campaign assistance, vacancy listings, co-op and internships, pre-screening services, student employment, summer employment, salary reports, supply/demand studies, career fairs, fresh graduate programs, workshops and courses on employment, credential referrals, recruiting trends, part-time employment, minority programs, and experienced candidate programs.

Moderately important (rated as "medium" important) are: graduate school information, women's programs, minority programs, placement annuals, follow-up reports, business career programs, reference books, high school and college lectures, video tapes, volunteer services, government employment programs, and military options programs.

What can colleges and universities do to improve their services to employers seeking new college graduates? Comments from employers are listed below:

At all the colleges and universities I have visited, the placement offices were always cooperative and accommodating, except for one (and I believe this was a personnel problem). Overall, placement offices have shown a sincere interest in their students and their needs.

I recruit on several university campuses and I have found that my most successful recruiting is on campuses that care. As an example, one smaller college offers as much to recruiters as to students. This placement director screens students for those who would work well with me or my company. This placement director shows a genuine interest in my objectives and takes the time to learn about my needs. The placement director of this university has also visited my city and company to further enhance his knowledge of my organization. The enthusiasm he exudes when he talks about his students is a great selling point.

The other campus where I have had success is a much larger state university. Although the placement office has shown an increased interest in retailing, they cannot know their students as well as the smaller college due to the sheer numbers of students. On this campus I consult with one of the professors who has years of knowledge and experience with placing students in our business. He not only knows his students, he knows me and my company. This type of assistance is very valuable to recruiters.

Campuses that care and take a sincere interest in their students, recruiters and company goals, in my opinion, will always be successful.

A continuing effort should be exerted to bring employers on campus for company information programs, and placement workshops should be offered to students on career alternatives and interviewing.

Colleges and universities should provide more support to their placement services in areas of need identified by their placement directors. A career search and interviewing techniques course should be a two (2) credit course required for all graduating students.

Generally, we have been pleased with the services provided at placement offices. Our reasons for selecting certain institutions over others in the past have been the availability of pre-screening in specialized curricula and the numbers of available candidates. One area that could be improved, but would be difficult, is the physical facilities of some offices. More comfortable chairs for interviewers and the candidates would be helpful. A review of the lighting within interview rooms might be another area of possible improvement.

Colleges could better prepare students for the "real world" of employment. Too many students have unrealistic expectations for starting salaries, time frames for promotions, and where they "fit" in an organization. Work experiences play a key role in hiring decisions and some students are not willing to start in a position that will allow them to gain valuable



experiences. They want to start at the top. Encourage students to participate in internships prior to graduation. This is a growing trend and will be strongly considered when students are ready to start their careers.

I feel that colleges could help more by being more realistic with their advice in terms of salary, benefits and types of companies. It would help if the major thrust was not entirely towards Fortune 500 companies. There are many small to mid-size corporations that can offer students a career and a challenge. These should be considered even though they do not always have the resources of major corporations. Also students should prepare themselves for the varied screening processes that exist today. Many companies are more involved in thorough screening than ever before, so students should be made aware of these (polygraph tests, drug screens, physical exams, mental ability tests, etc.).

Placement centers have a difficult job: satisfying the needs of thousands of students and hundreds of employers with limited resources. On the whole, placement centers do quite a good job in meeting those needs. Rather than suggest specific practices for placement centers to consider, I would like to reinforce the importance of a "customer" orientation. Placement centers provide a service to two primary groups of "customers": students and employers. The value of this service can only be judged by these customers. My recommendation is that placement centers establish ways to get feedback from these two customer groups. Student or employer advisory boards or surveys of users are two ways of getting such feedback. Specific suggestions will result from hearing what the customers think, and these surveys can be tailored to each school's unique situation.

Recruiting at highly organized and structured placement offices has always been enjoyable. However, one area for improvement would be to insure that all recruiters have a full schedule of students to interview. With the expense involved, especially for out-of-state recruiters, this would make the trip more cost effective. Otherwise, the services provided by your office are excellent.

The main thing that colleges and universities can do to enhance our recruiting program is to provide for co-op experiences. Over the past two years, we have developed an extensive outreach effort to get as many co-op students as possible for future hires. We intend to offer jobs to all co-ops who "work out" well with our different divisions. Those we cannot hire but are rated highly will be referred to other branches. We would also be interested in an enhanced alumni placement service, especially in the technical fields.

At present most colleges where we recruit are very well-equipped to handle both the employers' needs and students' needs. I feel it is important to continue a real harmonious atmosphere between the schools and employers.

Colleges and universities should encourage students to include references with their resumes. This would greatly simplify the reference checking process if a faculty member and prior employers evaluated the student in

the following areas: initiative, ability to motivate, leadership abilities, energy level, ability to accept criticism, ability to take direction, and analytical and problem solving abilities. Telephone numbers and/or addresses should be included so that we can do additional checking if necessary.

When dealing with students, placement officers should not base their advice solely on surveys and government information. Individuals in placement should visit employers and see first-hand what is happening in the "real world".

Students should be advised to select several career goals and then devise steps to achieve them. Also, all prior, career related work experiences are the most valuable aspect of a successful job search. Placement officers and employers should do whatever is possible to help students become involved in their future career areas. These students will then have distinct advantage on the job market, because they will have a very good idea of what is involved in their future career. After many years of exposure to a variety of employers, it has become evident that their major selection criteria is a strong work ethic/attitude. Fresh graduates should be aware of this!

College placements services keep themselves too isolated thereby becoming idealistic and sometimes unrealistic about the business sector. As a consequence, many students come to employers with the same attitude and are surprised, and sometimes disappointed, with reality.

EMPLOYERS RESPONDING TO THE 1985-86 SURVEY

-A-

A C Neilsen Co  
A E Staley Manufctrng  
Acme-Cleveland Corp  
Addison-Wesley Pub Schl  
Aerojet Electrosyste  
Aetna Life & Casualt  
Ail Corp Div Eaton  
Airesearch Mfg  
Alabama Power Co  
Alexander Grant & Co  
Algonac Comm Schls  
Allegheny Ludlum Steel Corp  
Allen & O'Hara Inc  
Almont Comm Schls  
Alpena Pub Schls  
Amdahl Corp  
Amer Natl Bank Trust  
Amer Natl Life Ins  
Amer Natural Res Co  
Amer Sym Orch League  
American Appraisal  
American Cyanamid Co  
American Elec Power  
American Family Ins  
American Hosp Supply  
American Motors Corp  
American Re-Insurance  
American Red Cross  
Amerisure Insurance  
Ameritrust Corp  
Ames Laboratory  
Amoco Production Co  
Anchor Hocking Corp  
Anderson Tuckey Bernhardt & Co  
Anheuser-Busch Co  
Ann Arbor Pub Schls  
Appleton Area Schl Dist  
Applied Physics Laboratory  
Applied Technology  
Argonne National Laboratory  
Arkansas Power & Light  
Armstrong Machines  
Armstrong World Ind  
Arthur Andersen & Co  
Arthur Young & Co  
ASG Industries Inc  
Ashland Oil Inc  
Atchison Topeka & Sa  
Atlanta Research Co  
Aurora Public Schls  
Austin Co The  
Austin Paper Co  
Avery International

-B-

B'Nai B'Rith Organization  
Babcock & Wilcox  
Badger Engineers Inc  
Badische Corp  
Balt Dept Pub Works  
Baltimore Gas & Electric  
Bangor Pub Schls  
Bank of Commonwealth  
Bank of Lansing  
Bank of the West  
Bank One-Dayton National  
Bankers Life Co  
Battle Creek Schls  
BDM Corp The  
Berkeley City Schl Dist  
Belden Cooper Industries  
Belk Stores Service  
Bell Helicopter Textron Inc  
Bell of Pennsylvania  
Bendix Allied Auto  
Bendix ECD  
Beneficial Mgmt Corp  
Benefits Admin  
Benton Harbor Schls  
Bessemer & Lake Erie Prod  
Betz Labs Inc  
Big Rapids Pub Schls  
Birmingham Schl Dist  
Bishop Buffets Inc  
Bloomfield Hls Schls  
Bloom Engineering Co  
Bloomfield Hills Schools  
Bloomingdales  
Blue Shield of California  
Boehringer Ingelheim  
Boise Cascade Corp  
Booker Assoc Inc  
Borg-Warner Air Cond  
Bortz Enterprises  
Boy Scouts of Amer  
BRC  
Bristol Leisenring  
Brookline Pub Schls  
Brooklyn Union Gas  
Brown Co  
Bridgeport-Spaulding  
Brown Derby Inc  
Brown & Root Inc  
Brown & Sharpe

Bullitt County Schl Dist  
Bunker Ramo Corp  
Burgess & Niple LTD  
Burroughs Corp  
Buena Vista Schls  
Burroughs Corp

-C-

Cable News Network  
C P Rail  
Caltex Petroleum Co  
CBS Technology Cntr  
Cahill-Stone Inc  
CAI  
Calcasieu Parish SB  
Camp Fowler Inc  
Capital Analysts  
Carnation Co  
Carstab  
Caterpillar Tractor Co  
Catholic Soc Servs  
CECO Corp  
Centel Corp  
Central Illinois Public Ser  
Central Maine Power  
Central Michigan Univ  
Central National Bank  
Central National Bank-Cleveland  
Central Services  
Central Soya Co Inc  
Central & SW Service  
Central Tele Util Co  
Cessna Aircraft  
Champion International Corp  
Charleston County Schl Dist  
Checkers Simon & Rosner  
Chem-Trend Inc  
Chemical Abstracts  
Chemical Bank  
Cherry Central Corp  
Chesapeake Poto Tele  
Chevron Companies  
Chicago & NW Trans  
Chittenden School District  
Christina School District  
Chrysler Corp  
Ciba-Geigy Corp  
Cigna Corporation  
Cinci Milicron Heald  
Cintas Corp  
Civilian Personnel Office  
Clarence Davids & Sons  
Clark County School District  
Clovis School District

Coldwater Community Schools  
Coll Life Insur Co  
Collins & Aikman Corp  
Collins Foods Intl  
Colt Indust-Steel Div  
Columbia Gas Dist  
Columbia Gas System  
Commodore Semiconductor  
Commonwealth Edison  
Community Unit Schl Dist  
Comptroller of Currency  
Compuserve Inc  
Computer Science Co  
Comsat Laboratories  
Congoleum Corp  
Consolidated Edison  
Consumers Power Co  
Container Sales Corp  
Continental Grain Co  
Continental Insurance Co  
Control Data Corp  
Cook Family Foods  
Coopers & Lybrand  
Core Laboratories  
Cordis Corp  
Corduroy Rubber Co  
Corning Glass Works  
Cozad City Schools  
Craig Systems  
Croswell Lex Com Schl  
Crowe Chizek & Co  
CRS Serrine Inc  
CTS of Elkhart Inc  
Cullinet Software  
Cummins Engine Co

-D-

Dade County School Systems  
Dallas Ind School District  
Dallas Police Department  
Davison Community Schls  
Dayco Corp  
Dearborn Public Schools  
Def Contract Audit  
Defense Comm Agency  
Dekalb-Pfizer Gentcs  
Denver Public Schools  
Detroit City Per Dept  
Detroit Edison Co  
Detroit Police Dept  
Devilbiss Company  
Devlieg Machine Co  
Douglas School District 51-1  
Dow Chemical USA

Dow Corning Corp  
Drackett Company  
Dravo Engineers Corp  
Duke Power Company  
Duplex Products Inc

Dupuis & Ryden P C

-E-

E I Dupont De Nemours  
Eau Claire Schl District  
Easter Seals Soc Cr  
E G & G Idaho Inc  
E & J Gallo Winery  
Eli Lilly & Co  
Ellis Naeyaert Genheimer Assoc  
Engelhard Corp  
Ensearch Explor Inc  
Environmental Research Inst  
Ernst & Whinney  
Escambia Schl Board  
Ethyl Corp  
Evansville-Vanderbur  
Excel Corporation

-F-

Fairchild Industries  
Family & Child Serv Capitol Area  
Famous-Barr Co  
Farm Credit Services  
Fed Reserve Bank New York  
Federal Highway Administration  
Federal Mogul Corp  
Federal Reserve System  
First City Natl Bank Houston  
First Hawaiian Bank  
First Natl Bank-Atlanta  
First Natl Bank-Oregon  
First of America Bank  
First Wisconsin Natl Bank  
Fisher Controls Intl  
Floating Point System  
Fluor Power Services  
Flexible Corp The  
FMC Corp  
Foleys Department Stores  
Foote Cone & Belding  
Ford Aerospace & Com  
Ford Elec & Refrigeration Corp  
Ford Motor Car Truck  
Ford Motor Company  
Foremost Insurance Co  
Formation Inc

Fort Bend ISD  
Foster Forbes Glass Division  
Frederick & Nelson  
Freightliner Corp  
Fremont Public Schools

-G-

G A Technologies Inc  
Gearhart Industries  
GE-Lighting Bus Group  
General Electric Company  
General Mills Inc  
General Motors Corp  
General Motors-Delco  
General Motors-Packard  
General Pub Util Serv Co  
General Reinsurance Corp  
General Telephone Co Florida  
General Telephone Co Illinois  
George A Hormel & Co  
Georgetown City Schl Dist  
Gilbert Commonwealth  
Gilbert Robinson Inc  
Gimbels Midwest  
Gimbels Pittsburgh  
Glenridge Properties  
Gold Kist Inc  
Goldsmiths Dept Store  
Golva School District  
Good Earth General Mills  
Goodyear Aerospace  
Goodyear Tire & Rubber  
Goulds Pumps Inc  
Grand Ledge Pub Schls  
Granite Construction Co  
Great-West Life Assr  
GTE Data Services Inc  
Guardian Industries

-H-

HBE Corporation  
HRB Singer Inc  
Hahnemann University  
Halliburton Services  
Hallmark Cards Inc  
Hancock/Dikewood Inc  
Harford County Public Schools  
Harris Corp Elec Div  
Harris Corp RF Comm  
Hartford Public Schools  
Haworth Inc  
Havi Corp  
Heath Consultants

Hendrix & Dail Inc  
Herman & Maclean PC  
Hewitt Associates  
Hewlett-Packard Co  
Higbee Company The  
Highland Park City of  
Hilshire Farm Co  
Hilton Hotels Corp  
Home Insurance Co  
Honeywell Inc  
Hoover Company  
Horton Nursery  
Host Enterprise Inc  
Howmet Turbine Corp  
Hughes Aircraft  
Hyatt Hotel Corp  
Hygrade Food Production

-I-

IBM Corp  
ICI Americas Inc  
Illinois Bell Telephone Co  
Illinois Department of Transportation  
Illinois Environmental Protection  
Illinois Farm Bureau  
Illinois Power Company  
Imed Corporation  
Inco US  
Indian River School District  
Indiana Dept Natural Resources  
Indiana Farm Bureau  
Indiana St Personnel Dept  
Industrial National Bank  
Information Intl  
Ingersoll-Rand Co  
Ingham County Co-op Ext  
Inland Container  
Inst for Paralegal Training  
Insurance Service Office  
Interlake Inc  
Intl Minerals & Chem Corp  
International Paper  
International Harvester  
Internal Revenue Service  
Internorth Inc  
Intl Res & Dev Corp  
Irish Hills GSC  
ITT Aerospace OPT DV

-J-

J A Jones Construct  
J Walter Thompson Co  
Jackson County Extension Off

Jackson Public Schools  
Jacobson Stores Inc  
Jenison Public Schools  
Jet Propulsion Laboratory  
Johnson & Johnson  
F Joseph Lamb Co

-K-

Kansas Dept of Transportation  
Kansas Div of Pers Services  
Kaufman & Broad  
Kaufmann's Dept Store  
Kellogg Company  
Kelly Services Inc  
Kelsey Hayes Co  
Kentucky Power Co  
Kent County Public Schools  
Kern High School District  
Key State Bank  
Koch Industries  
Koch Refining  
Kohl's Dept Stores  
Kurt Salmon Assoc

-L-

LNR Communications Inc  
L S Ayres & Co  
Labelle Management  
Lakewood Public Schools  
Lansing School District  
Lear Siegler Home Div  
Lettuce Entertain You  
Levy Organization The  
Liberty Mutual Insur Co  
Lincoln Laboratory  
Lincoln Telephone Co  
Long Beach Unified Schl Dist  
Loral Electronic Systems  
Los Angeles Cnty Dept Pub Wks  
Los Angeles UFSD  
Lutron Electronics  
Lyle D Hepfer & Co, P.C.

-M-

Maccabees Mutual Life  
Mackinac Hotel & Con  
Madison Metro Schl Dist  
Madison School Dist 321  
Mallory Components Group  
Management Information  
Manufac Natl Bank Detroit  
Manufac Data Systems Inc

Manufac Hanover Trust  
Marathon Oil Co  
March of Dimes  
Markem Corp  
Marriott Hotels  
Marshall Fields  
Mason & Hanger Silas Mason Co  
Mason City Comm School Dist  
Masonite Corp  
Mayo Clinic  
McAllen Indep School  
McClelland Engineers In  
McDonnell Douglas  
McGladrey Hendrickson Pullen  
McLouth Steel Corp  
Mead Corp  
Mead Johnson & Co  
Meijer Inc  
Mellon Bank East  
Memorex  
Merck & Co Inc  
Metcalf & Eddy Inc  
Metro Edison Co  
Michigan Bell Telephone Co  
Michigan Capital Girl Scout Council  
Michigan City Area Schools  
Michigan Civil Service  
Michigan Dept of Trans  
Michigan Office of Audit  
Michigan State Police  
Midland Public Schools  
Milford Public Schools  
Millard Public Schools  
Millhouse & Holaly  
Milliken & Co  
Milwaukee City of  
Milwaukee Public Schools  
Milwaukee Dept Pers  
Minnesota Mutual Life  
Minnesota Power  
Missouri Highway & Trans  
Mobile County Public Schls  
Mobile Oil Corp  
Monroe City of  
Monroe Personnel Dept  
Monsanto Company  
Moore Products Co  
Morrison Knudsen Engineers Inc  
Morton Salt Co  
Morton Thiokol Wasatch Operations  
Motor Wheel Corp  
Motorola Inc  
Mountain Bell Telephone  
Mt Fuel Supply Co  
Murphy Oil USA Inc  
Muskegon Public Schools  
Mutual of Omaha

Nabisco Brands Inc  
Nalco Chemical Co  
NARF Placement Office  
Nash Finch Company  
National Bank of Detroit  
National Blvd Bank of Chicago  
National Gypsum Company  
National Lead Co of Ohio  
National Steel Corp  
Navy Department of  
Navy Resale & Serv Support Off  
NCR Corp US Data Pro  
Neches Butane Prods  
Needham Harper Advertising  
Nevada Power Company  
Newaygo Public Schools  
Newmont Services Ltd  
Niagara Machine Tool  
Niagara Mohawk Power Co  
Nielsen Restaurant  
Norfolk City Schools  
Norfolk Southern Co  
Norfolk Southern Corp  
North American Life & Health  
Northern Illinois Gas  
Northern Telecom Inc  
Northrop Corp  
Northwest Public Schools  
Northwestern Bell  
Northwestern Mutual  
Norton Company  
Noxell Corporation

Oak Park River Forest High School  
Oakland Unif School Dist  
Oakland University  
Ohio Edison Company  
Ohio Power Company  
Old Kent Bank Trust  
Olin Corporation  
Olofsson Corp  
Omaha Public Power Dist  
Omaha Public Schools  
Omark Industries  
O Niels  
Optical Coating Lab  
Orange & Rockland Utilities  
Ore Ida Foods Inc

Ortho Pharmaceutical  
Oshkosh Area School Dist  
Oster  
Ostego Public Schools  
Owens Corning Fiberglass  
Owens Illinois Inc  
Owosso Public Schools

-P-

Pacesetter Bank & Trust  
Pacific Northwest Bell  
Pacific Western Bank  
Paradyne Corp  
Parker Chemical Company  
Parker Pen Co  
Parker Unified School Dist #27  
Peat Marwick Mitchell & Lo  
Penelec Company  
Penn Mutual Life Ins Company  
Pennsylvania Dept of Trans  
Pennsylvania Power Light Co  
Pennsylvania State University  
Peoples Gas Light Co  
Personnel Services  
Petosky Public Schools  
Petrie Stores Corp  
Pfizer Inc  
Philips Ind Inc  
Phoenix Mutual Life  
Pitney Bowes Inc  
Planning Research Co  
Plante & Moran  
Plaquemines Parish  
Polack Corp  
Polaroid Corp  
Polytech Foundation  
Ponderosa Inc  
Pontiac City School Dist  
Port Authority Trans  
PPG Industries Inc  
Pratt & Whitney Airc  
Precision Monolithics Inc  
Prestolite Motor Div  
Price Waterhouse  
Prince George City Public Schools  
Procter & Gamble  
Professional Ser Ind  
Public Service Colorado  
Public Service Electric Gas  
Public Service Indiana  
Public Service Oklahoma  
Pullen AM & Co  
Pulte Home Corp

-Q-

Quaker Oats  
Quincy Stamping & MA

-R-

Racal-Miglo Inc  
Radisson Hotel  
Ranco Inc  
Rapid City Area Schools  
Rauland  
Raymond Intl Builders  
Raytheon Co  
Raytheon ESD NJO  
RCA  
Ren Plastics  
Republic Bank Corp  
Rexham Corp  
Reynolds Metal Co  
River Valley School  
Robert Morris College  
Rochester City School District  
Rochester Community Schools  
Rocket Research Co  
Rockwell Intl  
Rodeway Inns Intl  
Rohm & Haas Company  
Rolscreen Co  
Ruby Tuesday Inc  
Russell Bus Forms  
Rust-Oleum  
Ryland Homes

-S-

Saginaw Public Schools  
Saint Marys Hospital  
San Diego Gas & Electric  
Sandia National Labs  
Sangamo Weston Inc  
Santa Fe School District  
Saudi American Bank  
Scallop Corporation  
Schippers Kintner Robinson  
Schlumberger Well Service  
Schneider Transport  
School District Number 67  
Schulze & Burch Co  
Sci Systems  
Scientific Atlanta  
Scranton School District  
SDG & E  
Seaboard Systems Railroad  
Second National Bank



Seidman & Seidman  
Seismograph Serv Corp  
S G Carlton & Company  
Shaker Heights City Schools  
Shopko Stores Inc  
Siemens-Allis  
Sikorsky Aircraft  
Siliconix  
Sky Chefs  
Smithkline Beckman  
Snap-On-Tools  
Sohigro Service Co  
Sonat Inc  
South Redford School District  
South Texas ISD  
Southeastern Michigan Gas  
Southern New Eng Telephone  
Southwest Research Institute  
Southwire Company  
Sperry Corporation  
Sperry Informatin Systems Group  
Sperry New Holland  
Spring Branch ISD  
Spring Independent Schools  
Springfield Public Schools  
SPS Technologies  
St Johns Hospital  
St Louis County Water  
Standard Federal Bank  
Standard Oil Company  
Standard Oil Company Ohio  
Stanley Consultants  
Star Market Company  
State Farm Insurance Co  
State Mutual of America  
Steelcase Inc  
Steketees  
Sterling Winthrop  
Stewart Dry Goods Co  
Stewart Warner Corp  
Stouffer Foods  
Stroh Brewery Company The  
Strouss  
Sun Banks Inc  
Sun Exploration & Production  
Sundstrand Advanced Tech Group  
Sybra Inc  
Szabo Food Service

-T-

Taco Bell  
Tacoma Public Schools  
Televideo Systems  
Telex Computer Products

Tennessee Valley Aut  
Texas American Bank  
Texas Eastern Co  
Texas Oil & Gas Corp  
Texas Utilities Service  
Thalhimer Bros Inc  
Thomas & Betts Corp  
Timken Co  
Toledo Edison  
Topeka Shawnee D-501  
Torrington Co  
Touche Ross & Co  
Town & Country Fashions  
Transition Team  
Travenol Labs Inc  
Troy School District  
Tullahoma City Schools  
Tulsa Public Schools  
Tyler Refrigeration Corp

-U-

UOP Inc  
US Army Aberdeen Proving Ground  
US Dept of Commerce  
US Dept of Energy  
US Dept of Health Education  
US Dept of HUD  
US FBI  
US General Acct Office  
US Nasa Lewis Res CE  
US Naval Weapons Sta  
US Navy Dept of  
US Social Security  
UNC Nuclear IND  
Union Electric Co  
Union Mutual Life Insurance  
Union Texas Petro Corp  
United Energy Resources  
United Methodist HSE  
United Space Boosters  
United Technologies  
United Tech Corp  
University Park  
University of Arizona  
University of Nebraska  
University of Texas at Austin  
Univac Data Proc Div  
Universal Forest Pr  
Upshur County School Dist

-V-

Valley Natl Bank  
Valmont Industries

Vermeer Manuf Co  
Vestal Laboratories  
Veterans Admin Ct of  
Vickers Incorporated  
Virginia Dept Trans  
Virginia Elec Power  
Volkswagen of America

-W-

Wachovia Bank & Trust Co  
Warren Consolidated Schools  
Washington Personnel  
Washoe County School District  
Waterford Schools  
Waukesha School District  
Waukesha Engine Division  
Wausau Insurance Co  
Weber County School District  
Westinghouse Electric Corp  
Westinghouse Furniture Systems  
Weyerhaeuser Company  
Wickes Lumber Company  
Wilcox Electric Inc  
Winkelman Stores Inc  
Wisconsin Bell  
Wisconsin Electric Power  
Wisconsin State of  
Wisconsin Telephone Co  
Wolverine Technologies  
Wright-Patterson Air Force Base  
Wyandotte Public Schools  
Wyatt Cafeterias  
Wyman-Gordon Co

-Y-

Yoplait USA

-Z-

Zelenka Evergreen Nursery