

recruiting t r e n d s 1994-95

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



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RECRUITING TRENDS 1994-95

A Study of 545 Businesses, Industries, and Governmental Agencies Employing New College Graduates

Overall Job Market for Class of 1994-95

A modest improvement in job opportunities is predicted for new college graduates of 1994-95. For the second consecutive year, surveyed employers optimistically anticipated a slight improvement in hiring intentions. During the previous four years, demand for new college graduates had declined.

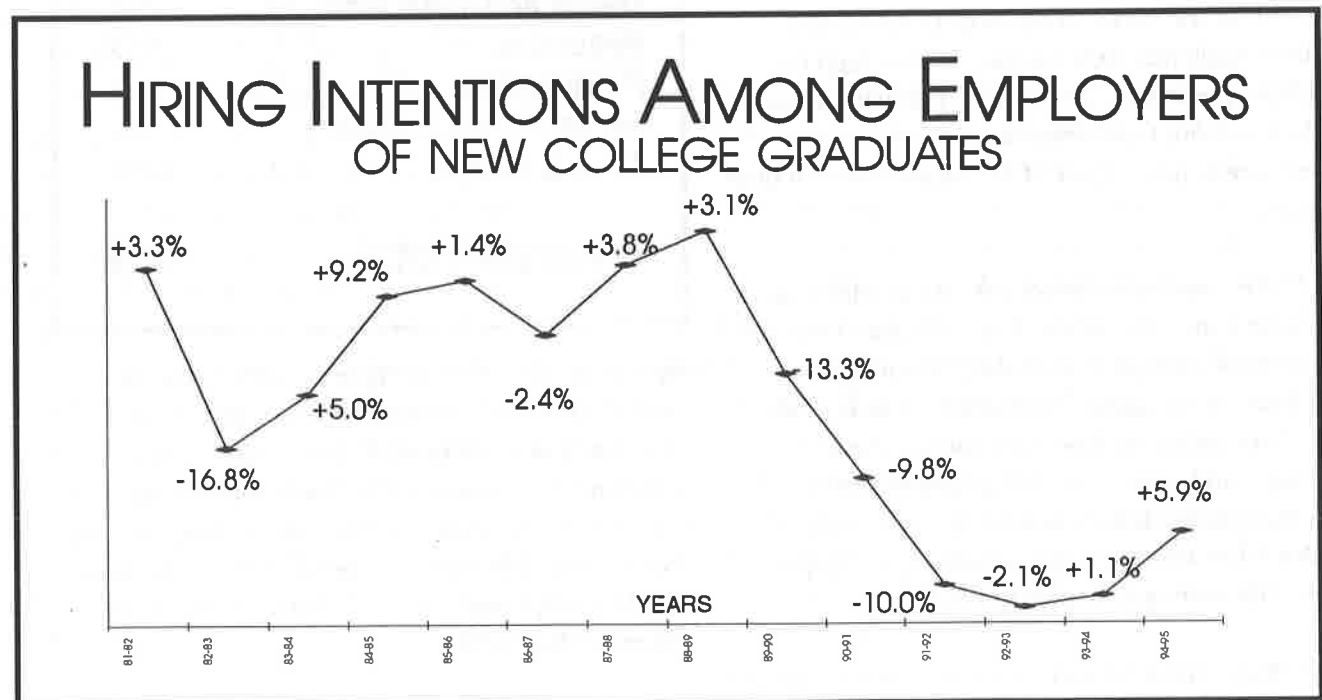
Although new graduates of 1994-95 will face a persisting tight job market, an increase of 5.9% is projected by 545 employers reporting hiring intentions for 1994-95. This increase combined with the slight progress reported last year (1.1%) is respectable in comparison with the more than 30% decline in job opportunities experienced by new

college graduates from 1988-89 to 1992-93.

An increase of 8.4% is expected this year by businesses and industrial organizations, and a decrease of 6.9% is forecast for governmental agencies. So, the overall job market for new college graduates is calculated to increase by 5.9% for 1994-95.

Hiring Intentions Among Employers of New College Graduates

Uncertainty about the overall economy (sluggish and delicate) is creating skepticism among business, industry, and government employers. Doubts continue about economic expansion occurring anytime soon; thus employers are poised to



Geographical Locations of Corporate Headquarters

Responses were received from each geographical region of the United States. The city and state of the corporate headquarters for each organization were used for classification of an organization into a particular geographical region, although many multinational corporations had salaried personnel located all over the nation and in many foreign countries.

The number of responses received from each geographical region of the United States is indicated below:

Northeast (*Maine, Massachusetts, Connecticut, Delaware, Pennsylvania, New York, Maryland, etc.*) —121

Southeast (*Florida, Georgia, Virginia, North Carolina, South Carolina, Tennessee, etc.*) —48

Northcentral (*Michigan, Indiana, Minnesota, Wisconsin, Illinois, Ohio, Iowa, Nebraska, etc.*) —261

Southcentral (*Texas, Oklahoma, Arkansas, Kansas, Missouri, Louisiana, etc.*) —56

Northwest (*Alaska, Washington, Oregon, Idaho, Montana, Wyoming, etc.*) —16

Southwest (*California, Nevada, Hawaii, New Mexico, Arizona, Colorado, etc.*) —42

Sizes of Organizations Responding

Represented among organizations responding to this year's survey were employers with fewer than 100 total salaried employees (excluding clerical and laborer staff) to organizations with more than 10,000 salaried employees on their payrolls. Organizations with 100 to 499 employees represented 25.9% of the respondents; those with

1,000 to 4,999 employees represented 20.9% of the respondents; and organizations employing 1 to 99 personnel represented 19.3% of the respondents. Organizations with 500 to 999 employees were represented by 13.8% of the respondents; those with 10,000 or more employees were 9.9% of the respondents; and organizations employing 5,000 to 9,999 personnel represented 5.5% of the employers replying to this year's survey.

Current Employment Among Surveyed Organizations (Total Salaried Employees)

Employed by organizations responding to this year's *Recruiting Trends* survey were 2,298,406 total salaried employees (excluding clerical and laborer staff). The total salaried employees in surveyed organizations represented approximately 4.1% of all salaried employees on the payrolls of all business, industry, and government agencies in the United States. According to the U.S. Department of Labor, approximately 56,619,000 salaried employees were working for businesses, industries, and government agencies throughout the United States in 1994.

Expected Employment Trend for Salaried Employees next year (1995-96)

At this time next year (1995-96), approximately 2,276,525 salaried employees are expected on the payrolls of surveyed organizations. This represents an expected decrease of 1.0% in salaried personnel employed by surveyed organizations. Evidently employers of new college graduates are continuing to downsize, reengineer, and reorganize their personnel staffing.

Expecting increases of 10% or greater in salaried employees during the current year (1994-95) were metals and metal products; merchandising

Categories of Employers Responding

Most categories of businesses, industries, and governmental agencies were well-represented in the replies received. A complete list of organizations responding to this year's survey is contained in an appendix of this report. The number of responses received from each category of employers is indicated below:

Accounting	14	Glass, Packaging, and Allied Products	8
Aerospace and Component	16	Government Administration including military	53
Agribusiness	5	Hospitals and Health Care Services	29
Automotive and Mechanical Equipment	20	Hotels, Motels, Restaurants, and Recreational Facilities	15
Banking, Finance, and Insurance	54	Lumber, Wood Products, and Furniture Manufacturers	7
Chemicals, Drugs, and Allied Products	25	Merchandising and Retailing	31
Communications and Telecommunications (including telephones, newspapers, magazines, radio and television)	18	Metals and Metal Products	18
Construction and Building Contractors	15	Petroleum and Allied Products	18
Diversified Conglomerates	4	Public Utilities (including transportation)	34
Electronics, Computers, and Electrical Equipment Manufacturers	53	Social Services, Religious, and Volunteer Organizations	17
Engineering, Research, Consulting, and Other Professional Services	57	Textiles, Home Furnishings, and Apparel Manufacturers	2
Food and Beverage Processing	18	Tire, Rubber, and Allied Products	4

and retailing; and banking, finance, and insurance.

Increases of 5% to 10% were expected by accounting firms (8.0%); hotels, motels, restaurants, and recreational facilities (7.5%); and construction and building contractors (7.5%). Increases of 1% to 5% were expected by tire, rubber, and allied products (4.1%); public utilities including transportation (3.6%); diversified conglomerates (2.4%); food and beverage processing (2.2%); social service, religious, and volunteer organizations (2.2%); automotive and mechanical equipment (1.3%); hospitals and health care services (1.0%); chemicals, drugs, and allied products (0.8%); electronics, computers, and electrical equipment manufacturers (0.4%); and communications and telecommunications including telephones, newspapers, magazines, radio, and TV (0.3%).

No change in number of employees is expected

by lumber, wood products, and furniture manufacturers.

Decreases in salaried employees were expected by engineering, research, consulting, and other professional services (-0.6%); petroleum and allied products (-1.5%); aerospace and components (-1.6%); agribusiness (-3.0%); glass, packaging, and allied products (-9.2%); and governmental administration and military including federal, state, and local agencies (-32.6%).

Size of organizations were expected to have an influence on number of employees in surveyed organizations. Increases in employees were expected by employers with 100 to 499 employees (36.5%); organizations with 1,000 to 4,999 employees (17.2%); organizations with 1 to 99 employees (4.1%); employers with 5,000 to 9,999 employees (0.7%); and employers with 500 to 999 employees (0.2%).

Decreases in payrolls were expected by employers with 10,000 or more employees (-4.7%).

Different geographical locations also reported varying expectations in personnel employed: southwestern region (8.6%), northcentral region (6.9%), and southcentral region (0.7%). Decreases were expected by employers in the following regions: northeastern region (-6.3%), northwestern region (-6.6%), and southeastern region (-14.6%).

Contract/Temporary Employees

Contract and temporary personnel (full-time equivalents) totaled 27,624 of 597,671 total salaried employees (excluding clerical and laborer staff) employed by 243 surveyed employers reporting data. Contract and temporary personnel represented 4.6% of the current salaried employees on the payrolls of these organizations.

A year earlier, in 1992-93, 4.3% of the salaried employees on the payrolls of surveyed organizations were contract and temporary personnel. Assuming the samples for these two surveys (1993-94 and 1994-95) were similar, then these data suggest an increase of 0.3% in contract and temporary personnel.

Salaried Employees Laid Off

Within the last year (1993-94), 44,606 salaried employees were laid off by 250 surveyed organizations reporting data for this question. This represented 5.0% of the 828,237 salaried employees on the payrolls of these organizations in 1993-94. Layoffs in 1992-93 represented 7.8% of the salaried employees on the payrolls of surveyed organizations. If these samples were comparable, then layoffs in surveyed organizations have decreased by 2.8%.

Employer categories with the greatest percentages of layoffs were electronics, computers, and electrical equipment manufacturers (27.8%);

diversified conglomerates (11.1%); aerospace and components (8.3%); metals and metal products (6.7%); and petroleum and allied products (5.5%),

Layoffs of less than 5% were reported by construction and building contractors (3.0%); engineering, research, consulting, and other professional services (2.5%); communications and telecommunications including telephones, newspapers, magazines, radio, and TV (2.3%); food and beverage processing (1.5%); tire, rubber, and allied products (1.4%); governmental administration and military including federal, state, and local agencies (1.3%); glass, packaging, and allied products (1.2%); banking, finance, and insurance (1.2%); public utilities including transportation (0.9%); chemicals, drugs, and allied products (0.8%); hotels, motels, restaurants, and recreational facilities (0.6%); social service, religious, and volunteer organizations (0.4%); merchandising and retailing (0.3%); and hospitals and health care services (0.2%).

No layoffs of salaried employees were reported by agribusiness; automotive and mechanical equipment; accounting firms; and lumber, wood products, and furniture manufacturers.

Layoffs varied by size of organization too:

- employers with 10,000 or more employees (6.4%);
- employers with 500 to 999 employees (4.0%);
- organizations with 1 to 99 employees (4.0%);
- employers with 100 to 499 employees (3.8%);
- organizations with 1,000 to 4,999 employees (1.8%);
- and employers with 5,000 to 9,999 employees (1.0%).

Retirements Among Salaried Employees

Salaried employees retiring last year (1993-94) from surveyed organizations totaled 8,679 full-time equivalent staff. On the payrolls of 163 employers reporting retirement data were 362,044 full-time

salaried staff. So retirements represented 2.4% of the salaried workforce employed by these organizations. Retirements represented 3.9% of the salaried employees on the payrolls of surveyed organizations in 1992-93

Minority Hiring Results

Among the 18,245 new college graduates hired by surveyed organization last year (1993-94) were 2,954 minorities (Black/ African-American, Hispanic, Spanish/ American, Asian/ Pacific Islanders, or American Indians). For this analysis, 184 of the surveyed employers reported data. Hence, minorities represented 16.2% of the new hires in surveyed organizations for 1993-94. The previous year (1992-93), minorities represented 26.2% of the new hires.

Percentages of minorities among new hires varied considerably for various employer categories. Employer categories with minority hiring at the 40-50% range included diversified conglomerates (44.4%); communications and telecommunications including telephones, newspapers, magazines, radio, and TV (43.7%); and tire, rubber, and allied products (42.9%).

Employer categories with percentages of minority hiring at the 20-40% range included public utilities including transportation (33.5%); hospitals and health care services (30.7%); aerospace and components (30.6%); chemicals, drugs, and allied products (29.6%); electronics, computers, and electrical equipment manufacturers (26.8%); glass, packaging, and allied products (25.6%); lumber, wood products, and furniture manufacturers (23.4%); automotive and mechanical equipment (23.1%); petroleum and allied products (21.7%); merchandising and retailing (21.5%); and hotels, motels, restaurants, and recreational facilities (21.3%).

Fewer than 20% of the new hires in the following employer categories were minorities: construction and building contractors (19.4%); banking,

finance, and insurance (18.0%); accounting firms (15.5%); food and beverage processing (14.8%); social service, religious, and volunteer organizations (12.3%); governmental administration and military including federal, state, and local agencies (12.2%); engineering, research, consulting, and other professional services (9.0%); metals and metal products (5.0%); and agribusiness (2.0%).

New Hires from Cooperative Education, Internships, and/or Practicum Positions

Hired by surveyed organizations during 1993-94 were 8,611 new college graduates who had career-related preprofessional experiences (cooperative education, internship, and/or practicum positions) before they were hired. Reporting data were 169 organizations that hired 14,825 new college graduates. This represented 58.1% of the new hires in these surveyed organizations during 1993-94. The preprofessional experiences of these new hires were **not necessarily** with the surveyed organizations.

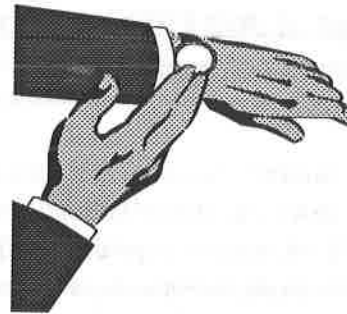
New Graduates Hired into Contract/ Temporary Positions

Among the new college graduates hired last year (1993-94) by 188 surveyed organizations were 213 contract and temporary personnel (full-time equivalents). So, new contract and temporary personnel represented 2.7% of the new hires in these surveyed organizations in 1993-94. A total of 8,010 new college graduates were hired by these organizations. The previous year (1992-93), new contract and temporary personnel represented 1.2% of the new hires.

Women Hired

Women were represented by 44.1% of the new hires in 190 surveyed organizations reporting

Time could be ticking...



One employer commented:

“In the fast-paced business environment, we often need people as rapidly as ‘yesterday.’ We don’t want to sit around waiting for entry-level candidates to decide to accept our offer of employment, so we usually have some reserve applicants in the pipeline.”

New graduates, the message is clear. Do not dawdle too long. An offer of employment could be withdrawn if a new college graduate delays beyond an employer’s limits.

to respond. Time limits varied from 1 week to 7 weeks. Employer categories permitting the most time were glass, packaging, and allied products (7.0 weeks); diversified conglomerates (6.0 weeks); governmental administration and the military including federal, state, and local agencies (5.1 weeks); merchandising and retailing (4.6 weeks); lumber, wood products, and furniture manufacturers (4.0); aerospace and components (3.8 weeks); construction and building contractors (3.5 weeks); and petroleum and allied products (3.5).

Less than two weeks were allowed by metals and metal products (1.8 weeks); public utilities including transportation (1.8 weeks); agribusiness (1.8 weeks); hotels, motels, restaurants, and recreational facilities (1.7 weeks); hospitals and health care services (1.6 weeks); tire, rubber, and allied products (1.0 week); and textiles, home furnishings, and apparel manufacturers (1.0 week).

Responses to most offers of employment from surveyed organizations were encouraged from new college graduates as soon as possible after they were extended.

Smaller organizations expected responses to offers of employment more rapidly than larger employers:

- organizations with 1 to 99 employees (1.6 weeks);
- employers with 100 to 499 employees (2.4 weeks);
- employers with 500 to 999 employees (2.9 weeks);
- organizations with 1,000 to 4,999 employees (3.0 weeks);
- employers with 5,000 to 9,999 employees (2.5 weeks)

weeks); and

- employers with 10,000 or more employees (7.1 weeks).

Several employers commented about the “best offer” games played by new college graduates, so these employers were focusing a greater share of their recruitment efforts on experienced applicants. Within a few days after interviewing experienced personnel, employers had their new hires, if experienced applicants could be found.

Frequently, the earlier an offer was extended, the longer a candidate was allowed to decide. In addition, employers tried to remain flexible, depending upon the reasons candidates were delayed in their decision-making and the employers’ interest in the candidate. Applicants who were outstanding students, in high demand academic majors, minorities, and women tended to get additional time to make their final decisions.

Exceptions were summer interns and cooperative education students who received offers by August and had until December to decide.

Campus Visits Last Year and Expected This Year

Campus visits by surveyed employers for recruiting new college graduates this year (1994-95) were expected to increase by 2.5%. Surveyed employers each visited approximately 13.7 campuses for recruiting last year (1993-94), and this year (1994-95), an average of 14.1 campuses may expect visits by the respondents.

Increases in campus visits were expected by metals and metal products (100.0%); tire, rubber, and allied products (100.0%); food and beverage processing (68.0%); hospitals and health care services (52.4%); automotive and mechanical equipment (34.6%); hotels, motels, restaurants, and recreational facilities (26.1%); governmental administration and military including federal, state,

and local agencies (23.0%); and public utilities including transportation (20.5%).

Expecting increase in campus visits of less than 12% were construction and building contractors (11.9%); diversified conglomerates (8.3%); aerospace and components (4.5%); banking, finance, and insurance (2.9%); merchandising and retailing (0.9%); and communications and telecommunications including telephones, newspapers, magazines, radio, and TV (0.7%).

No change in campus visits were expected by agribusiness; chemicals, drugs, and allied products; and social service, religious, and volunteer organizations.

Those organizations expecting to decrease campus visits were accounting firms (-0.2%); glass, packaging, and allied products (-3.2%); lumber, wood products, and furniture manufacturers (-6.0%); engineering, research, consulting, and other professional services (-11.1%); petroleum and allied products (-19.5%); electronics, computers, and electrical equipment manufacturers (-19.6%).

It is interesting to note that campus visits decreased almost directly in relationship to size of organization. Expected changes in campus visits by size of employer included:

- organizations with 1 to 99 employees (47.2%);
- employers with 100 to 499 employees (25.7%);
- organizations with 1,000 to 4,999 employees (15.2%);
- employers with 500 to 999 employees (13.1%);
- employers with 5,000 to 9,999 employees (-26.0%); and
- employers with 10,000 or more employees (-9.0%).

Values of a College Degree

When advising high school seniors and their parents on the values of getting a college degree, surveyed employers listed their main reasons. Their rationale included the following:

- A college bachelor's degree as the minimum education required to compete for many positions on today's job market;
- Higher starting salaries and greater earnings potential during an entire lifetime, on the average;
- Better career opportunities after college graduation and greater career alternatives throughout one's working years;

- Training of a college degree is required for certain professions (i.e. accounting, engineering, teaching, etc.);
- Quicker and greater advancement potential, which would be too competitive without a bachelor's degree; and
- Considerably greater job satisfaction, greater job responsibilities, and more interesting work;

According to employers, the following are developed during a college or university education:

- Independence, initiative, self-sufficiency, and socialization skills;
- Personal growth, commitment, responsibility,

ISSUES MOST IMPORTANT TO NEW COLLEGE GRADUATES

Employers were invited to list issues considered more important than pay and benefits to new college graduates interviewed by their organizations. Leading the list were:

- Opportunities for career growth and future advancement potential.
- Meaningful work and job satisfaction, including the challenges of job responsibilities.
- Assignments related to their academic major.
- Making an impact on the job.
- Diversity of job tasks.

Other factors receiving less but significant ratings of importance were:

- Security of employment and financial stability of the hiring organization
- The quality of life and balance with personal lives, including time off, vacation times, flexible schedules, hours required to work and social aspects.
- Training requirements and professional development prospects.
- Job location, geographical attractiveness and cost of living.
- The work environment, organization's culture, friendliness of employees, team-oriented atmosphere and physical security on-the-job.
- Travel requirements.

and maturity;

- Discipline and demonstrated learning abilities;
- A belief structure, strong personal self-satisfaction, and sense of accomplishment;
- An ability to think analytically, write critically, speak effectively, and negotiate when necessary;
- A tough, "stick to it" attitude and opportunities to develop and practice leadership skills;
- An excellent foundation for life, a broadened perspective, and better understanding of life on this planet;
- A competitive edge, teamwork abilities, and networking possibilities; and
- A global perspective of a diversity of peoples and new ways of thinking.

College Is Not for Everyone

Although individuals can sometimes carve out a career for themselves without formal college, few examples will be among the executive ranks of corporations and government agencies of the future, according to employers. Another example was life experiences which might prepare individuals for future careers, but they too will be exceptions, according to employers. Rather, most high school graduates *should* attend college if they are capable of performing at the higher education level. Only a few reasons were identified by employers for high school graduates not attending college:

- If they are not interested and serious about attending college and view it as a time to fool around;
- If they lack the motivation to succeed, are not willing to work hard, or lack maturity;

- If they wish to attend a trade school and become trained as an auto mechanic, carpenter, auto body repair specialist, computer repair technician, other technical occupation, or a service-oriented field;
- If they are not qualified academically;
- If they are undecided on a career path or are not focused; or
- If economic realities force them to enter the workforce directly.

Provided the high school graduates attend college, they should realize that a college degree does not guarantee a job, so this may be another reason not to attend college.

Starting Salary Averages Expected Percentage Change

Starting salary offers to new college graduates hired this year (1994-95) were expected to be 1.3% to 2.2% higher than a year earlier (1993-94). Expected starting salary increases for this year are slightly higher than a year ago. For the last two years, starting salaries increased by 0.4% to 1.6% in 1993-94 and -0.6% to 1.3% in 1992-93.

Highest among anticipated increases, above 2.0%, for this year (1994-95) were starting salaries for academic majors in computer science (2.2%); chemical engineering (2.1%); civil engineering (2.1%); mechanical engineering (2.1%); industrial engineering (2.0%); electrical engineering (2.0%); and chemistry (2.0%).

Increases below 2.0% included mathematics (1.9%); accounting (1.9%); human resources management (1.9%); social science (1.9%); physics (1.8%); liberal arts/arts and letters (1.8%); financial administration (1.8%); education (1.8%); nursing (1.8%); marketing/sales (1.7%); human ecology/home economics (1.7%); general business

The attitudes reported by employers when characterizing new graduates were not flattering. According to surveyed organizations, new graduates expect to get too much money; they don't want to spend time in an apprenticeship; they are unwilling to start at the bottom of an organization; and they regularly lack interest (i.e. described as the hunger factor).

An answer for new graduates is doing something of value for an employing organization. New graduates who are most successful in their job campaigning can understand the employers' needs and can identify themselves with solutions for the employers' problems. Adequate goals during college and a clear vision of the future were advocated. Highly recommended was preparation during college for a specific job—getting a degree in a field where jobs exist.

Better preparation for job campaigning was another solution advised by employers. Too many new graduates have poor interviewing skills, marginal resumes, and shallow career objectives. As described by surveyed employers, new graduates lack focus on what they really want to do and they lack information on what they can do. Additionally, new college graduates are not looking hard enough and are not beginning to look soon enough—as soon as the junior year in college.

More spirit, energy, and enthusiasm were suggested too. Employer complaints about new college graduates continued with poor communications skills, mediocre academic performance, lack of flexibility, not hard working, unrealistic expectations, and miscalculated job market values. An attitude of superiority was noted too.

Additionally, employers believe college graduates are receiving degrees in academic majors with low market value. Endorsed was a preferred background in common sense subjects such as mathematics, reading, composition, speech, etc. More appropriate training would be prudent, according to employers.

The economy, sluggish and delicate, is causing cost cutting, corporate downsizing, and significant transitions to automation and computerization. Shortages of jobs also mean that workers are staying longer in their current positions, including many who are staying beyond retirement age because of economic uncertainty..

Belt tightening has occurred during the last three to four years for many businesses, industrial, and government organizations. Resulting from this tightening of employee payrolls has been increased competition for available job openings requiring a college degree, fewer jobs in some arenas, and employer requirements for more prior work experience from top prospects. Compounding the situation is competition from older displaced workers. Corporate mergers and downsizing have left a large pool of experienced well-educated white-collar workers, and hence, new college graduates without practical experiences are left to lesser paying positions.

Layoffs are forcing more employees to perform bigger jobs and more work, so experienced new employees are hired to get up and running more quickly. In general, the business world has learned to operate more efficiently with fewer people.

There are not enough jobs for the number of college graduates produced, and especially decreasing numbers of jobs requiring "no experience.". More people are getting college degrees, but the educational level required for adequate job performance is not rising as rapidly as the number of new college graduates produced by colleges and universities throughout the country. So an oversupply and/or underutilization of new college graduates is the result. On today's job market, a bachelor's degree is the minimum educational level required for many positions, but even with a college degree, there is no guarantee of a job or career requiring a college degree, or any job for that matter.

An undergraduate bachelor's degree no longer

Current and Future Employment Trends Influencing Occupational Choices

Several employment trends were noted by surveyed organizations and related to occupational preparation that might be helpful to current new college graduates and future college students.

A heavier emphasis is placed on "people" skills by employers, and steady job performance is rewarded. Excellent teamwork skills, outstanding communications competencies, and strong customer relations proficiencies are needed.

Every college graduate should have computer literacy and proficiency. Clerical staff are not doing everyone's typing anymore, so skills in word processing, spreadsheets, Windows applications, and database management are extremely helpful to employers hiring new graduates.

Get practical work experiences, even if they are volunteer assignments, to get real world knowledge. Other options included cooperative education experience, internships, part-

time employment, and summer work assignments. In addition, college students should spend time in their field of preference to be sure they like it.

Since new college graduates are competing with experienced professionals, they must gain as much related work in their field of study as possible.

Foreign languages offered real advantages when employers were considering current employees for advancement opportunities. Most cited were Spanish, Chinese, and Russian. An international trade emphasis or overseas work experiences could be helpful too.

A technical background and greater specialization were preferred by employers. All new graduates should keep current with the technological advancements and automated functions in their field. Rapid, technical changes and the severe competitive situation means that all employees work harder, longer, and smarter.

But new college graduates should be generalists too. A greater willingness to accept the liberal arts approach was mentioned. Gain interpersonal skills, public speaking abilities, writing competencies, and social graces to be adequately prepared for any assignment that might arise. People with multiple talents are preferred. Be committed to lifelong learning, since training on new processes, changes, and technology will continue throughout one's work life.

Engineering and technical backgrounds, marketing, and finance majors appeared in greatest demand, according to employers.

Be prepared to start at the bottom of an organization if you are interested in working. Even graduates with top class standing will start on lower rungs of corporate ladders and be required to work their way into higher level positions by demonstrating hard work and outstanding job performance.

carries the clout it once had. Higher grade point averages, more career-related work experiences, and extensive campus leadership experiences are required to be competitive. The starting position for a new college graduate today is at a lower level within an organization than it was 5 to 10 years ago.

Preparation Essential for More Marketable College Graduates

Colleges and universities can do plenty to help students become better prepared and more marketable for life after graduation, according to surveyed employers. Among the employers' recommenda-

tions were the following:

Provide services to help students obtain job-related internships, cooperative education experiences, and other real life situations. Encourage volunteerism. A requirement for substantial hours in career-related work experiences would be an appropriate graduation expectation for a bachelor's degree, according to employers.

Direct curriculum to realistic case studies, workshops, and visits to employer facilities. Invite guest speakers to explain how a college education translates into the world of work. Get in touch with real corporate issues. More practical application instead of theory is desired by these employers.

More classes are needed in business ethics, proper work behavior and work environment politics. Concentrate on report and technical writing, teamwork, public speaking, critical thinking, reasoning, and other real-life subjects.

A college degree may help a new graduate get a job, but hard work is necessary to keep it. No one owes a college graduate a living or a high salary.

Stress less career advancement with college students and more teamwork and group goals, because there are fewer management layers in most organizations today.

Help college students be more specific in their career choices. Provide advice early on choosing an academic major and career options. Help college students understand the skills, abilities, and qualifications required by various positions, and alert them to the fact that they are not likely to make their fortunes in the first few years following graduation.

Be realistic in job content, money expectations, and time required for adequate job performance. Sanction commission sales, entrepreneurial ventures, and contract employment as acceptable entry-level assignments for new college graduates.

Change is constant in organizations, so college students need to understand this issue and its influences on the skills required by employers and the new graduates' abilities to adapt to new situations.

A better physical condition among new college graduates was recommended by employers. College students are not paying enough attention to their physical well-being and health issues, according to surveyed employers.

A greater visibility for the institution is important too. Career services at colleges and universities need to work more closely with local and national businesses and governmental agencies. Colleges and universities should treat businesses, industries, and government agencies as customers and adopt a customer service approach. A partnership arrangement is desired with business and government organizations to better understand the skills required for excellent job performance.

The Most Influential Factors for This Year's College Graduates

The factors that will most influence the job market for new college graduates seeking employment this year (1994-95) will be the economy, interest rates and taxes.

The uncertainty of the overall economy (very weak and unstable) is creating skepticism among business, industry, and government employers. Doubts continue about economic expansion occurring anytime soon; thus employers are poised to launch another round of restructuring, reorganization, downsizing, and reengineering. Whatever the name, the result is the same: fewer job opportunities for new college graduates.

When the economy is growing at a healthy pace, companies throughout the United States are growing, expanding, and adding new jobs, so extra new college graduates are essential. But a shaky economy causes reduced company profits, so fewer

new college graduates are demanded to maintain employment payrolls.

Recruitment Techniques Used to Identify the Best, Brightest, or Most Gifted

To identify the best, brightest, most talented, and gifted new college graduates, recruiters in surveyed organizations used several processes and techniques. Selecting the best from new graduates receiving degrees from colleges and universities each year is not an easy task, according to surveyed employers. The techniques and programs used by employers were as varied as the employers responding to this survey.

Most frequently mentioned were on-campus interviewing techniques, recommendations from faculty and student groups, prescreening procedures, cooperative education and other work programs, and scholarship programs. The employers' comprehensive list of processes and techniques included the following:

- On-campus interviewing, personal interviews, behavioral interviews, standardized interviews, evaluations of communications skills, telephone screening interviews, and questions about perspectives on life and career;
- Recommendations from college faculty, career services personnel, current employees of the organization, peer references, family, and other network sources;
- Prescreening resumes, credential files, resume books, resume databases, personal invitations to interviews, and preselection for campus interviews with selected individuals;
- Attendance at campus recruitment activities, job fairs, academic clubs, student groups, and other campus organizations;

- Checking references, past employment history, hobbies, and recording of follow-up by job applicants (i.e. calls, letters, personal visits, etc.);
- Requesting transcripts, confirming grade point averages, writing samples, portfolios, and class projects;
- Scholarship and fellowship programs, sponsoring of regional competitions, achievement award programs, and case competition programs;
- Cooperative education, summer employment, internships, externships, work-study programs, and part-time work experiences;
- Intelligence testing, personality trait testing, mechanical aptitude testing, mathematics tests, reading tests, computer knowledge tests, assessment testing, physical fitness testing, and attention to recognized caliber of a college or university in a particular academic area;
- Early offers extended to high-caliber academic achievers;
- Participation by upper levels of management with campus recruitment, team interviews, and minority recruitment staff; and
- Newspaper advertisements, direct mailings to students, college newspaper announcements, diversity advertising, brochures, and keeping the organization's visible on appropriate campuses.

Some employers refused to divulge their secrets to anyone, so they could maintain their edge on the market for the best, brightest, and most talented, but, of course, they were willing to accept any secrets they could glean from other organizations so they might improve their own organization's recruitment programs in any ways possible.

digital signal processing, etc.; and

- Hotel, restaurant, and leisure field occupations.

Job Security Anticipated This Year

Job security for new college graduates hired by surveyed organizations this year (1994-95) was described as very good (46.9%). Of the respondents, 91.3% characterized the job market for new college graduates this year in their own organizations as outstanding (24.0%), very good (46.9%), or good (20.4%). Only 8.7% of the responding organizations indicated that the job market in their own organizations would be as difficult as fair (8.2%) or poor (0.5%).

When describing the job security for new college graduates hired by other organizations this year (1994-95), other than their own, surveyed employers rated the job market slightly worse in other organizations. Of the respondents, 2.3% described the job market as outstanding, 19.4% as very good, and 53.7% as good in other organizations. Indicating that the job market in other organizations would be fair or poor were 24.6% of the employers responding.

Employers responding to this survey were firm that the "at will" doctrine has never been stronger in most organizations—the jobs obtained by new college graduates are not guaranteed. To complicate the situation, recent economic forecasts have not been as optimistic as they were a few months ago. But most surveyed employers indicated that their organizations tried to only hire when it was fairly certain that their organizations could keep the new persons employed.

Reasons New College Graduates Fail as Employees

On occasion, new college graduates self-destructed as employees in surveyed organizations. The major reasons this normally occurred, accord-

ing to respondents, were:

- Lack of drive, dedication, enthusiasm, initiative, motivation, effort, and persistence;
- A poor attitude, immaturity, impatience, and personal problems;
- Technical competencies, analytical skills, transferable knowledge, and an understanding of business;
- Poor work habits, demands of the job too difficult, hours of work too long, not a hard worker, too much travel, too theory based, and overwhelmed by intensity and work volume;
- Unrealistic expectations for an entry-level job, accepts job just to have a job, or "chemistry" not matched to the organization's;
- Career advancement expectations too high;
- Inability to work as a team player, poor supervisory skills, inability to learn people skills, and poor time management skills;
- Unethical behavior (i.e. stealing, etc.), dishonesty, absenteeism, and tardiness;
- Socialization and ability to assimilate into the organization's culture;
- Unwillingness to change and grow, inflexibility, lack of versatility, inability to learn and adapt, and unwillingness to relocate; and
- A change of career goals, uncertain life goals, or a decision to pursue something different.

Additional training from career services personnel and more accurate advice from campus recruiters might remedy some of these mistakes reported by surveyed organizations.

Changes in Skills Caused by Reengineering in Organizations

Reengineering has changed the skills needed from new college graduates hired by

surveyed organizations. Mentioned most regularly by respondents were:

- More flexibility, adaptability, ambiguity, and ability to change;
- More teamwork, group work activities, team projects, and a matrix managed environment;
- Greater independence, self-starter skills, and taking personal responsibility for getting the job done;
- More organizational skills and time management abilities;
- Higher technical skills, more diversified abilities, and a wider range of skills required;
- Greater communications skills, interpersonal abilities, customer relations, and less territorial focus;
- More project management orientation, more entrepreneurial orientation, greater process improvement concepts and total quality management (TQM) necessary, and more "thinking outside the box;"
- More lifelong learning, greater training requirements, and more cross-training; and
- Greater focus on personal computer skills caused by greater automation, increased technology and automation tools, and more emphasis on computer aided design and analysis.

In this environment of changes caused by reengineering in organizations, individuals who are flexible, willing to perform many tasks, versatile, and multi-talented work best.

Employer Ratings of EEO/Affirmative Action Laws and Guidelines

A majority of the surveyed employers (83.8%) responding to this question were satisfied with current EEO/Affirmative Action laws and guidelines. Displeased were 15.0% of the respondents.

Improvements Advocated for EEO/Affirmative Action Laws and Guidelines

A few improvements were recommended by surveyed employers for federal government consideration so greater equal employment opportunity might be provided for all new college graduates. But employers were either interested in deregulation of the EEO/AA processes or proponents of additional government incentives to get protected classifications of employees into the workforce.

Almost unanimously, responding employers suggested elimination of inconsistencies (i.e. It is illegal to ask ethnic group or gender on employment applications, but EEO requires that employers obtain this information.). Also advised was simplification of the hiring processes—fewer laws and regulations.

Some complaints were registered by employers about too much government intervention, well-intentioned laws making it tough to run a business, too many laws and regulations, and not enough hiring of the best candidates for the job.

Are New Graduates Willing to Accept Any Entry-Level Position to Gain Employment?

New college graduates are generally willing to accept any entry-level position in order to gain employment within an organization, according to surveyed employers. Of the responses to this question, 42.6% strongly agreed or agreed. Strongly disagreeing or slightly disagreeing were 33.2% of the respondents.

Neutral on this question were 23.8% of the

hard work, or free enterprise were used by 52 of 385 employers (13.5%). Employers rated these tests as moderately effective (2.85).

Honesty tests and polygraph testing for measuring thievery, deceit, and integrity-related values were used by 34 of 385 employers responding (8.8%). The employer rating for these tests was low to moderately effective (2.38).

Personality tests for measuring emotional stability, ability to withstand stress, and susceptibility to hysteria, depression, paranoia, or schizophrenia were used by 39 of 385 employers (10.1%). Employers rated these tests as moderately effective (2.62).

Handwriting analysis was used by 28 of 385 employers responding (7.3%). The employer rating for these analyses was very low, near not effective at all (1.64).

Assessment centers for rating job skills were used by 38 of 385 employers (9.9%). Employers rated assessment center results as moderately effective (3.40).

Job-related tests for measuring writing skills, mathematics or computational abilities were used by 67 of 385 employers responding (17.4%). A moderate to high effectiveness rating was received by these tests (3.67).

Reference checks were reported as used by 160 of 385 employers (41.6%). A high effectiveness rating was received from surveyed employers for reference checks (3.54).

Resume validations were conducted by 99 of 385 employers responding (25.7%). A high effectiveness rating was reported for resume validation checks (3.67).

Personal interviews were reportedly used by 180 of 385 employers (46.8%). A very high, but not extremely high, effectiveness rating was received from surveyed employers for personal

interviews (4.27). Personal interviews were rated highest of any selection technique used by surveyed organizations, both the most used (46.8%) and the most effective (4.27)

Drug, Alcohol, and AIDS Testing— The Latest Statistics

Testing of new college recruits for drug use, AIDS, and alcohol levels was required by many of the surveyed organizations. Of 216 employers responding, drug testing of new hires was required by 60.6%. Included in this percentage were employers who “sometimes,” “almost always,” or “always” screened for drug use. In previous years, percentages of employers requiring drug tests included 57.9% in 1993-94, 59.1% in 1992-93, 55.2% in 1991-92, 59.3% in 1990-91, 47.0% in 1989-90, 32.0% in 1988-89, 27% in 1987-88, and 20% in 1986-87. Since 1990-91, the percentage of employers screening for drug use has remained relatively constant—near 58-59%.

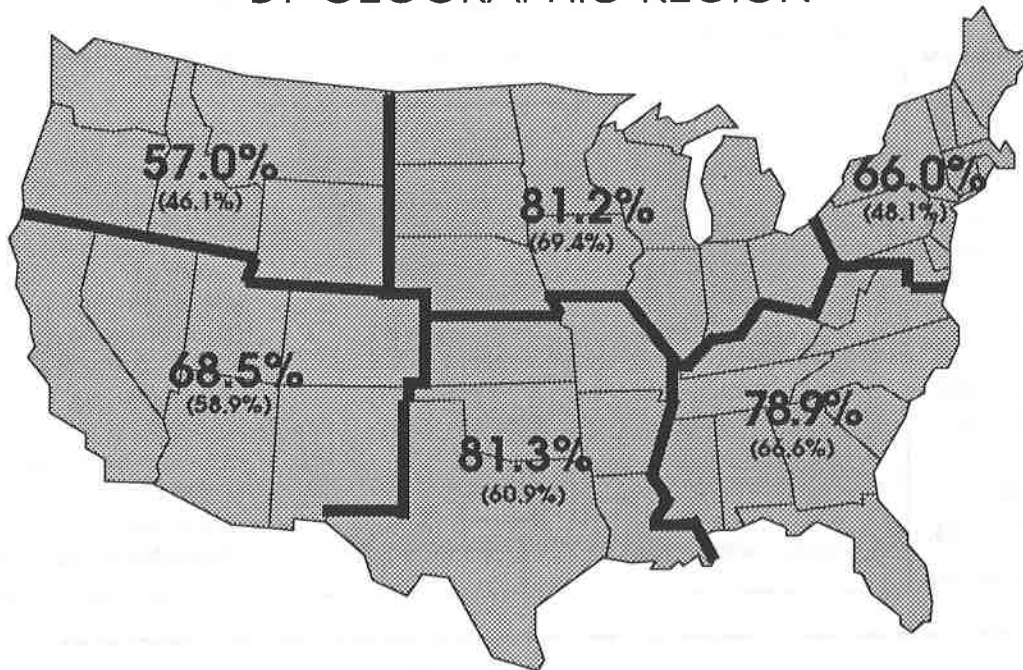
AIDS testing of new hires was required by only 6.1% of the 197 employers responding. Testing for AIDS in previous years included 5.3% in 1993-94, 6.2% in 1992-93, 2.1% in 1991-92, 5.4% in 1990-91, 4.0% in 1989-90, 3% in 1988-89, and 2% in 1987-88.

Testing for alcohol levels among new recruits was required by 24.8% of 202 employer respondents. However, alcohol is considered a drug by some employers and might not be singled out from drug testing, so this percentage may be misleading. In previous years, the percentages of employers screening for alcohol levels were 22.5% in 1993-94, 27.1% in 1992-93, 31.2% in 1991-92, 28.1% in 1990-91, 25% in 1989-90, 14% in 1988-89, and 9% in 1987-88.

Testing of new college recruits for drug use, AIDS, and alcohol levels is required by surveyed employers only after an offer of employment has been accepted.

EMPLOYMENT OPPORTUNITIES

BY GEOGRAPHIC REGION



VALUES IN PARENTHESIS REPRESENT 1993-94'S FIGURES.

BASED ON PERCENTAGE OF EMPLOYERS RETURNING EXTREMELY HIGH, HIGH OR MEDIUM JOB AVAILABILITY LEVELS.

Job Opportunities by Geographical Regions

Based upon the experiences of recruiters in surveyed organizations, the availability of employment opportunities for new college graduates were rated in each geographical region of the United States for this year (1994-95). Employer representatives were asked to give each geographical region a rating of extremely high, high, medium, low, or no availability.

Overall ratings of at least "medium availability" were received by all regions of the United States this year (1994-95). Availability of employment opportunities anticipated for new college graduates in each geographical region of the country are provided below:

Southcentral region 81.3%

Northcentral region 81.2%
Southeastern region 78.9%
Southwestern region 68.5%
Northeastern region 66.0%
Northwestern region 57.0%

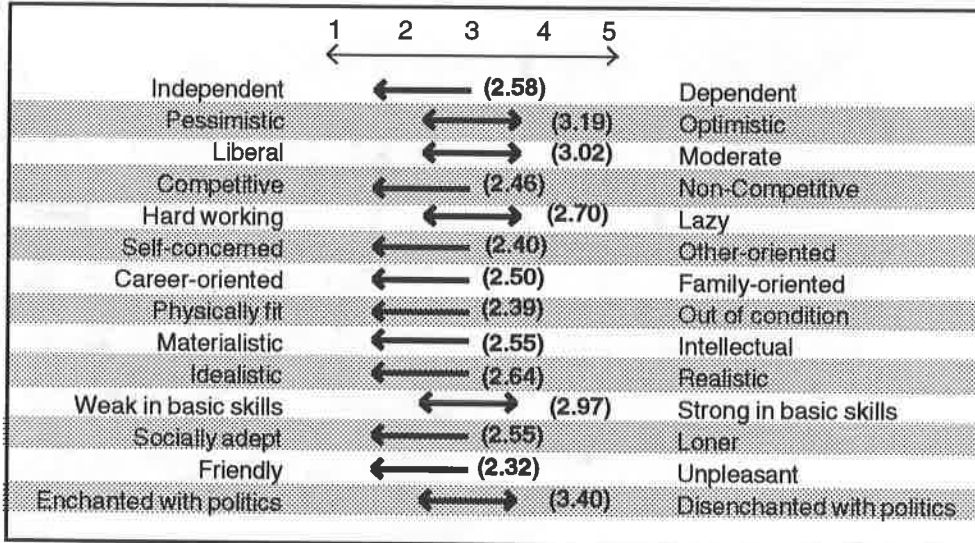
Included in these percentages are employers reporting extremely high, high, and medium job availability levels. Ratings received by all regions this year (1994-95) were higher than ratings received a year earlier (1993-94).

A year ago (1993-94), availability of employment opportunities anticipated for new college graduates in all geographical regions of the country was "medium" and the following ratings were received: northcentral (69.4%), southeastern (66.6%), southcentral (60.9%), southwestern (58.9%), northeastern (48.1%), and northwestern (46.1%).

Describing the New Breed

How would you describe today's college graduates? (Mark ONE FOR EACH of the following scales.)

This is a copy of the question posed to employers. Their responses were averaged to show the general direction of employers' perceptions. Actual average values are shown in the parenthesis.



Anecdotal data received from surveyed employers suggested:

- Relocation to the northwestern region of the country has been rising tremendously which would indicate that people are leaving the coasts; and
- Service industries are moving processing centers to lower cost areas of the country—the northcentral and southcentral regions.

A New Breed of Workforce: A Description of Today's College Graduates

A new breed of individuals is entering the workforce today compared to new college graduates of 5 to 10 years ago, according to a majority of the surveyed employers (72.4%). When describing today's college graduates, employers indicated their views on each of 14 descriptors.

Employers could vary their ratings from 1 to 5.

So a rating of 1 indicated an extremely strong rating for the factor on the left or a 5 suggested an extremely strong rating for the factor on the right.

The employers' descriptions of today's new college graduates based on these 14 factors are provided below and on an accompanying chart:

Factors Rated:	Employer Ratings
More friendly than unpleasant	2.32
More physically fit than out of condition	2.39
More self-concerned than other-oriented	2.40
More competitive than noncompetitive	2.46
More career-oriented than family-oriented	2.50
More materialistic than intellectual	2.55
More socially adept than a loner	2.55
More independent than dependent	2.58
More idealistic than realistic	2.64
Neither hard working nor lazy	2.70
Neither weak nor strong in basic skills	2.97
Neither liberal nor moderate	3.02
Neither pessimistic nor optimistic	3.19
Not enchanted, but more disenchanted with politics	3.40

Among anecdotal data received from surveyed employers, they suggested that:

- The entitled generation feels it is their right to have excellent jobs;
- This generation of college students is much more self-centered, far more interested in personal fulfillment, quality of life, and far less motivated by money and material gains;
- Today's college graduates tend not to be team players, and to be inflexible and uncooperative;
- Not as focused on career, nor as driven.

Buck Consultants
Buckeye Pipe Line Co.
Bullocks, Division of RH Macy & Co.
Burgess and Niple LTD
Burns & McDonnell
Butler Manufacturing Co.

C

C.F. Industries, Inc.
California Polytech
California Department of Conservation
Caltex Petroleum Corp.
Camp O' The Hills
Career Research Systems, Inc.
Caro Reg Mental Health
Carrols Corp.
Carter Hawley Hale
Caterpillar, Inc.
Catholic Social Services of Wayne County
CB&T Bancshares
CECO Concrete Construction
Cellular One
Centerior Energy
Cessna Aircraft
Champion International
Chem-Trend, Inc.
Chester Environmental Group
Chicago and North Western Transit
Chrysler Corp.
Chubb Group of Insurance Co.
Cigna Corp.
Cimage Corp.
Cincinnati Electrical Corp.
CIT Group
Citizens Community and Savings Bank
City of Clearwater
Clairol, Inc.
Central Illinois Public Service
Coca Cola USA
Colonial Pipeline Co.
Comerica Bank
Commerce Bank of St. Louis
Commercial Equipment Co.
Community Mental Health Board
Computer Sciences Corp.
Consolidated Edison
Consolidated Papers
Continental Bank
Convex Computer Corp.
Cook County Hospital
Cooper Industries
Coors Brewing Co.
Core Technology
Country Companies Insurance Group

County of Los Angeles
Create, Inc.
Creative Solutions
Crotched Mountain Foundation
Crowe Chizek and Co.
Crowley Maritime Corp.

D

Data General Corp.
Data Systems Network Corp.
Dayton Hudson
Dazey Corp.
Deere and Co.
Deloitte and Touche
Delta Dental Plan of California
Deltech Engineering
Dewberry and Davis
DMB&B
Dow Corning Corp.
Dresser-Rand Co.
Dunfey Hotels

E

El Dupont de Nemour
Eagle Electric Manufacturing
Earlham School of Religion
East Ohio Gas Company
Ecology and Environment, Inc.
EG&G Florida
EL Paso Natural Gas Co.
Electronic Data System
Electronic Realty
Electronics Boutique
Ellis Naeyaert Association
Empire-Detroit Steel, Armco, Inc.
Employers Mutual Companies
Envirex, Inc.
Esco Corp.
Essex Specialty Products, Inc.
Excel Corp.
Extended Systems, Inc.
Exxon Product Resource Co.
E3 Engineering

F

FAAC, Inc.
Farm Credit Services
Farmington Public Schools

Federal Home Loan Bank
Federal Mogul Corp.
Federal Reserve Bank
Federal Reserve Bank of Kansas City
Fiber Science, Inc.
Fieldcrest Cannon
Firestone Industry Products
First Chicago
First Federal Michigan
First National Supermarkets, Inc.
Flint Public Library
Florida Power Corp.
Florida Power and Light
Flexible Corp., The
FMC Corp.
Follmer Rudzewicz
Ford Credit Co.
Ford Electronics and Refrigeration
Ford Motor Co.
Ford New Holland, Inc.
Forsyth Memorial Hospital
Freeport-McMoran
Freightliner Corp.
Frequency Engineering Labs
Freudenberg Nok Gen Partnership

G

Gab Business Service
Gallup-Mc Kinley Co.
Gateway Apparel, Inc.
Gatx Capital Corp.
GE Capital Corp.
Gencorp
General Electric Co.
General Mills, Inc.
General Motors Corp.
Genrad, Inc.
Geological Survey
Geophysical System Corp.
George A. Hormel and Co.

George C. Marshall Center
Georgia Education Department
Georgia Transportation Department
Giddings and Lewis Electric
Gilbane Building Co.
Gilbarco, Inc.
Gold Kist, Inc.
Good Earth/General Mills
Goodyear Tire and Rubber Co.
Grain Processing Corp.
Grand Trunk Western Railroad Co.
Granite Construction Co.
Grant Thornton

Great West Life
Greater Chicago Group, Inc.
Greenhorne and Omara, Inc.
Growmark, Inc.
GTE Corp.
GTE Government Systems Corp.
Gulfstream Aerospace Corp.

H

Hach Co.
Hallmark Cards
Hannaford Brothers Co.
Harris Corp.
Harris Trust Bank
Harris-Teeter Smtk
Harza Engineering Co.
Hasselbring-Clark
Haworth, Inc.
HDR, Inc.
Heath/Zenith Data
Hendrix and Dail, Inc.
Henkel Corp.
Henrico Co., Division of Police
Herff Jones Yearbook
Hitachi Magnetics
Hobart Brothers Co.
Holy Cross Hospital
Honeywell, Inc.
Hooker Chemical and Plastic
Host International
Houston Police Department
Houston's Restaurants, Inc.
Hubbard Construction Co.
Hughes Network Systems
Hunt Petroleum Corp.
Huron Co. Mental Health
Hutchinson Technology
Hyde Athletic Industries
Hydro Group, Inc.

I

IBM Corp.
Idaho School Blind and Deaf
Ikeda Engineering
Illinois Department Transit
Illinois Nuclear Safety Department
Indiana Department Natural Resource
Indiana Michigan Power
Industrial Risk Insurer
Industrial Service Technology
Ingalls Shipbuilding
Ingersoll-Rand Co.

Inland Steel Co.
Instrument Makar, Inc.
Insurance Service Office
International Flavors
Interstate Hotels
Iowa Department Personnel
Iowa Resources
Isabella County
ITT Aerospace/Community
ITT Rayonier, Inc.

J

JH Cohn and Co.
JM Smuckers Co.
JC Penney Co., Inc.
Jackson Co. Co-op Extension
Jay Printing Co.
Jet Propulsion Lab
Joseph Ryerson and Son
Juvenile Court Services

K

K Products, Inc.
Kahns and Co.
Kansas City Power and Light
Kansas Department of Transit
Kansas Division Personnel Service
Kansas Farm Bureau
Kaufmanns Department Store
Kentucky Power Co.
Kids R Us
King 5 Television
Koch Industries
Kohl's Department Stores
KPMG Peat Marwick
Kraft Food Ingredients
Kroger Co.
Kuakini Medical Center
Kustom Signals, Inc.

L

LD Hepfer and Co.
La Seniorita Mexican Restaurant
Laboratory Safety Supply
Lafarge Corp.
Lakeshore Country Club

Lake County Juvenile Probation
Land O'Lakes
Lanier Worldwide
Lansmont Corp.
Laserplane Corp.
Lawrence Berkely Laboratory
Lazarus Department Stores
Lederle Laboratories
Life Touch National School
Lincoln Telephone Co.
Lionel Trains, Inc.
Livingston County Soil
LNR Communication Corp.
Lockheed Advanced Development Co.
Lockheed Aeronautical Systems Co.
Lockheed Aircraft Service Co.
Lockheed Corp.
Lockheed Sanders, Inc.
Logicon R & D Association
Loral Defense Systems, Arizona Division
Loral Defense Systems Division
Loral Electronic Systems
Lord Corp.
Lutron Electronics

M

Madison General Hospital
Marathon Electric
Marathon Enterprises
Marelco Power Systems, Inc.
Mars Inc.
Marsh Products
Masco Corp.
Masland Carpets
Mason and Hanger-Silas
Mason County Mental Health
Maytag Co.
McDonald and Co. Securities, Inc.
Medix, Inc.
Meier Metal Service Centers
Meijer, Inc.
Mental Health Center
Mercy Memorial Hospital
Meridian Township
Meshingomesia Country Club
Metcalf and Eddy, Inc.
Michigan Biotechnology Institute
Michigan Council on Crime
Michigan Consolidated Gas
Michigan Department of Social Services
Michigan Insurance Bureau
Michigan National Bank
Michigan Office of AUDR General
Micropolis

Midland Mutual Life
Mid-Michigan Correctional Facility
Miller Brewing Co.
Millhouse and Holaly
Millipore Product Division
Milwaukee County
Minnesota Mining Manufacturing
Mission Point Resort
Missouri Highway and Transportation
MIT Lincoln Laboratory
Molmec, Inc.
Monroe Auto Equipment
Monroe, City of
Monroe County Personnel Department
Moore Living Centers
Moore Products Co.
Moorman Manufacturing Co.
Motor Wheel Corp.
Motorola Semiconductors
MSU Contract and Grants
MSU House and Food Service
MTS Systems Corp.

N

Nabisco Foods
National Bank of Detroit
National Multiple Sclerosis
National Security Agency
Naval Air Warfare Center
Naval Facilities Engineering
Naval Ship Systems
Naval Surface Warfare Center Division
Naval Undersea Warfare Center Division
Navistar International
NBD Bancorp
NCR Corp.
New England Electric
Newell Co.
News and Sun Sentinel
New York Life Insurance
Norrell Services
Northeast Missouri University
Norton International, Inc.

O

Occidental Chemical Corp.
Ohio Casualty
Ohio Edison Co.
Oklahoma Natural Gas
Old Kent Bank Cadillac
Olofsson Corp.
Omaha Public Power District

ORO Manufacturing
Osco Drug, Inc.

P

Parish/Division of DANA
Payless Shoesource
Peace Corps
Pennsylvania Electric Co.
Peoples Gas Light Co.
Petrie Stores Corp.
Piedmont Hospital
Pittsburgh National Bank
Plante and Moran
Plastipak Packaging
Pollack Corp.
Presto Products, Inc.
Prince Corp.
Proctor and Gamble
Program Resources, Inc.
Provident Life and Accident
Prudential Financial Services

Q

Quaker Oats
Queens Medical Center
Quincy Stamping and MA

R

R.R. Donnelly
Radisson Hotel
Rand Corp.
Readers Digest Association
Region II Community Action
Richland County SD #1
Riley Consolidated
Rockcor, Inc.
Royal Maccabees Life
Russell Business Forms
Ryland Group

S

South Carolina School for Deaf
Saginaw Steering Division of General
Motors Corp.
Sandia National Laboratories
Santee Cooper

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