

# **Graduate Outlook 2013**

**The Report of the Graduate Outlook Survey:  
Employers' Perspectives on Graduate Recruitment**



# Acknowledgements

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# Introduction

Welcome to *Graduate Outlook 2013*, Graduate Careers Australia's annual report on graduate recruitment practices and trends in Australasia. Now in its ninth year, the Graduate Outlook Survey (GOS) examines the current perspectives of graduate recruiters to present a focused and meaningful overview of the graduate recruitment labour market. The GOS is undertaken to obtain an indication of the outlook for graduate recruitment; an objective which takes on additional relevance as a result of the Global Financial Crisis (GFC) of 2008-09 and its ongoing impact.

This year's report continues the examination of graduate intake numbers, as well as recruiters' perceptions of the calibre of their candidates and their retention strategies. Current graduate recruitment practices are examined in detail, including promotional techniques, recruitment through additional channels such as undergraduate programs and employee referrals, and the recruitment of international graduates. Some of these areas have been investigated every year since the inception of this series, allowing for the examination of graduate recruitment trends over the last nine years.

The 2013 GOS also explores new territories of interest including outstanding and undesirable aspects of graduates' applications, as well as the role of graduates' social media profiles and their influence in the recruitment decision-making process.

A section of this report includes key findings from GCA's 2013 Graduate Opportunities Survey of over 1500 graduates subscribed to the Graduate Opportunities online directory<sup>1</sup>. The comparisons (which can be found in the 'Graduate Attributes' section) provide new insights into the gaps between employer and graduate perceptions.

Once more in 2013, we have also produced six industry-specific reports that focus on specific data for the Government, Defence and Health; Construction, Mining and Engineering; Accounting and Finance; Legal and Professional Services; Manufacturing; and Communication, Technology and Utilities industries. These industry reports<sup>2</sup> are a succinct version of key findings from this report, and focus on graduate recruitment trends, graduate program promotion methods, and factors influencing graduate attrition and retention.

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<sup>1</sup> For more information, visit [www.graduateopportunities.com](http://www.graduateopportunities.com).

<sup>2</sup> See <http://www.graduatecareers.com.au/research/surveys/graduateoutlooksurvey/> for access to *Graduate Outlook 2013* industry reports.

# Graduate Recruitment Trends

*“...Since the GFC the amount of projects and regular work we receive and have an opportunity to tender for has significantly reduced, consequently we sometimes struggle to keep our existing employees busy and productive. In fact in most of our business departments the number of staff has slowly reduced (through natural attrition), and those people have not been replaced. Our industry seems extremely ‘cut throat’, with the margins on the bulk of the work we now undertake being very slim. On low margin work we simply can't afford to employ and train graduates, and don't see this situation changing in the short to medium term - hence why our graduate recruitment this year will likely be zero...”*

This chapter explores how various aspects of graduate recruitment have changed over time. Some aspects are new to *Graduate Outlook 2013*, while others have been probed in each Graduate Outlook Survey since its inception in 2005. This has resulted in a rich and detailed nine-year time series, which encompasses both the Australian economic boom of the mid 2000s and the Global Financial Crisis of 2008-09 and its lasting impact. Based on the feedback of more than 460 graduate employers across a range of industries, the GOS has attempted to highlight and understand the extent of this impact on graduate recruitment in 2013 and whether any such impact is likely to continue into the future.

## Graduate Recruitment 2008 - 2013

The economic climate at the end of 2012 foreshadowed a decline in demand for graduate labour, and indeed, the demand for graduate labour has remained substantially low (see Figure 1).

- In 2013, the proportion of participating employers who *did not recruit any graduates* as part of their 2013 graduate intake was 19.3 per cent (an increase of 6.8 percentage points from 2012, and the highest recorded figure for this category since the introduction of the survey in 2005).
- Correspondingly, the proportion of employers who recruited between one and 20 graduates decreased by 7.6 percentage points (57.8 per cent in 2013, down from 65.4 per cent in 2012).
- The proportion of employers who recruited more than 20 graduates as part of their 2013 graduate intake increased marginally from 22.2 per cent to 23.0 per cent between 2012 and 2013. However, this is still much lower than previously seen.

Figure 1 presents a distribution of the number of graduates recruited by participating employers as part of the graduate intake for the years ranging from 2008 to 2013. In examining total graduate intake figures between 2008 and 2013, the proportion of employers;

- Not recruiting any graduates has increased by 14.7 percentage points (from 4.6 per cent in 2008, to 19.3 per cent in 2013).
- Recruiting between one and 20 graduates has remained largely stable (from 58.8 per cent in 2008, to 57.8 per cent in 2013).
- Recruiting more than 20 graduates has slipped by 13.6 percentage points over the five-year time series (from 36.6 per cent in 2008, to 23.0 per cent in 2013).

Overall, these figures suggest a shift in recruiting behaviours, with organisations downsizing the number of graduates they recruit each year.



Figure 1: Graduate intake for 2008 - 2013 (%)<sup>1</sup>

<sup>1</sup> Figures might not add exactly to 100.0 due to rounding.

When examining total graduate intake figures according to broad industry groupings (hereafter referred to as *industries*) in 2013:

- Of participating employers from Communication/Technology/Utilities industries, 30.8 per cent did not recruit any graduates for their 2013 intake.
- Employers from the Accounting/Finance industries were the least likely to not to employ graduates in 2013 (11.9 per cent).
- One quarter of participating employers from Manufacturing industries reported that they also did not recruit any graduates for their 2013 intake, followed by 20.9 per cent of employers from Legal/Professional Services.
- The highest proportion of participating employers to recruit between one and 20 graduates for their 2013 intake were from the Manufacturing industries (75.0 per cent).
- The second highest proportion of employers to recruit between one and 20 graduates was Accounting/Finance, at 61.9 per cent.
- Almost one-third (30.0 per cent) of participating employers from Government/Defence/Health sectors indicated that they employed more than 20 graduates as part of their 2013 graduate intake. Incidentally, this was the highest percentage for this numerical band across all industries.

Figure 2 presents graduate intake figures in 2013, examined by industries.

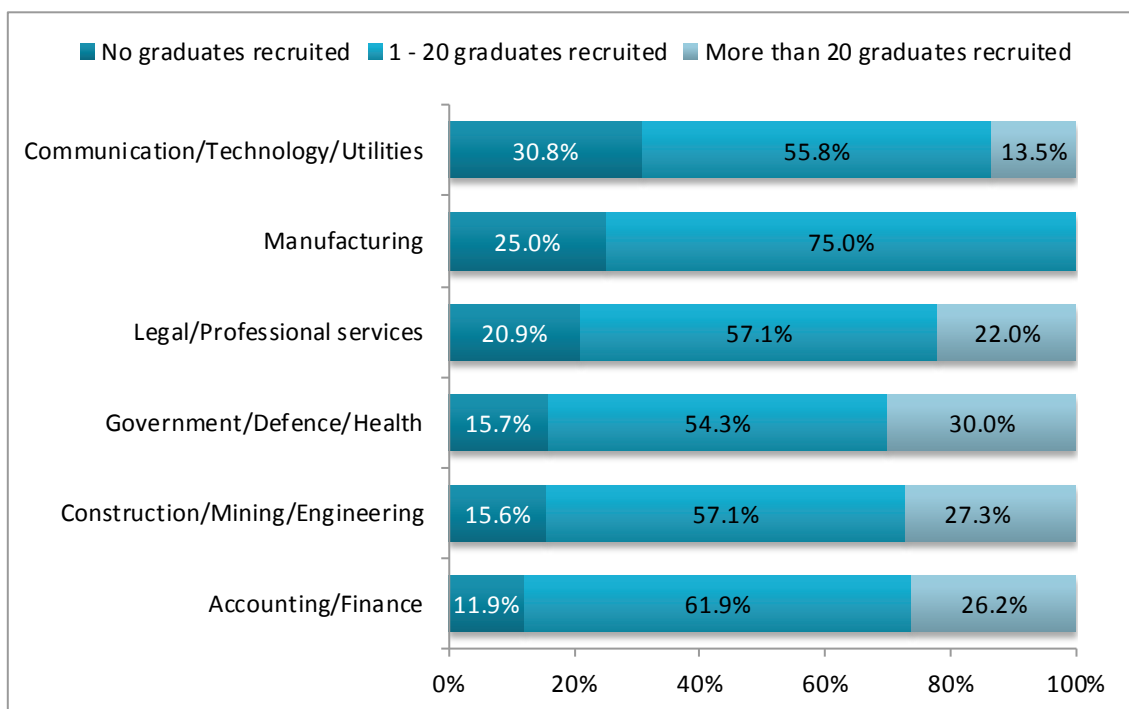
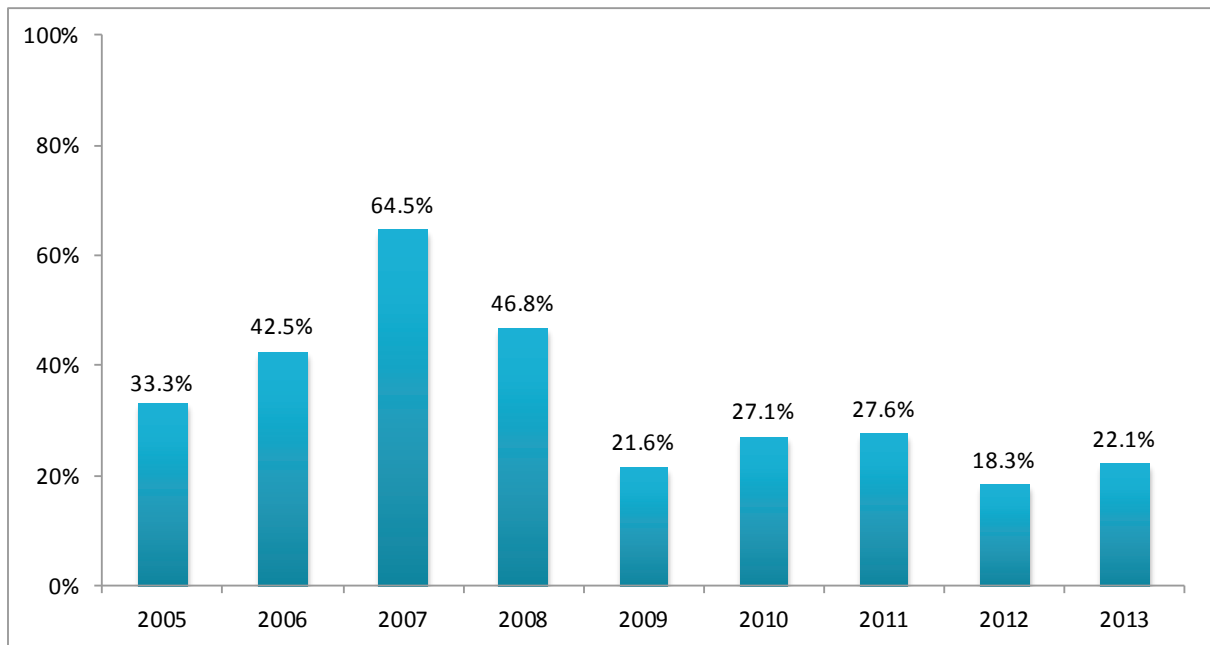


Figure 2: Graduate intake for 2013, by industry (%)<sup>1</sup>

<sup>1</sup> Figures might not add exactly to 100.0 due to rounding.



A little more than one-fifth of graduate employers surveyed (22.1 per cent) indicated that they would have employed a higher number of graduates in 2013 if more appropriate graduates had been available (see Figure 3). This figure presents a similar finding to that recorded during the GFC in 2009 (21.6 per cent), and further reflects the current cautious economic climate. Encouragingly, the 2013 figure represents a marginal increase from 2012.

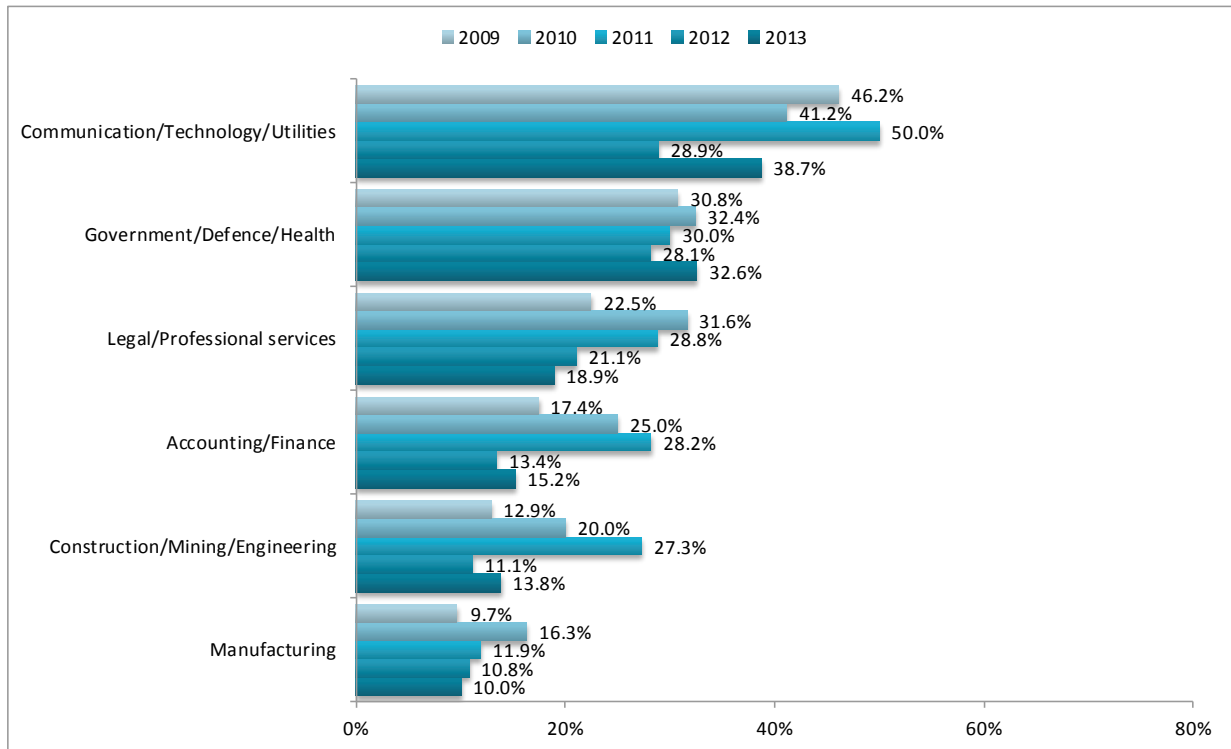


**Figure 3: Proportion of employers who would have recruited more graduates if a higher number of appropriate candidates had been available, 2005 - 2013 (%)**

There are some notable differences regarding the proportion of employers who would have recruited more suitable graduates had they been available, when examined within industries and compared with equivalent figures from *Graduate Outlook 2012* (see Figure 4).

- The two industries which recorded the largest proportion of employers who indicated that they would have employed more graduates had more appropriate candidates been available in 2013 were Communication/Technology/Utilities and Government/Defence/Health (38.7 per cent and 32.6 per cent, respectively).

- Conversely, the Construction/Mining/Engineering (13.8 per cent) and Manufacturing (10.0 per cent) industries were the least likely to have employers who would have recruited more graduates in 2013. This finding is somewhat logical, considering that these industries have been highly exposed to the GFC and subsequent economic downturn.
- The Communication/Technology/Utilities industries reported an increase of 9.8 percentage points between 2012 and 2013, indicating they would have employed more graduates had more appropriate candidates been available.



**Figure 4: Proportion of employers who would have recruited more graduates had a higher number of appropriate candidates been available, by industry, 2009 - 2013 (%)**

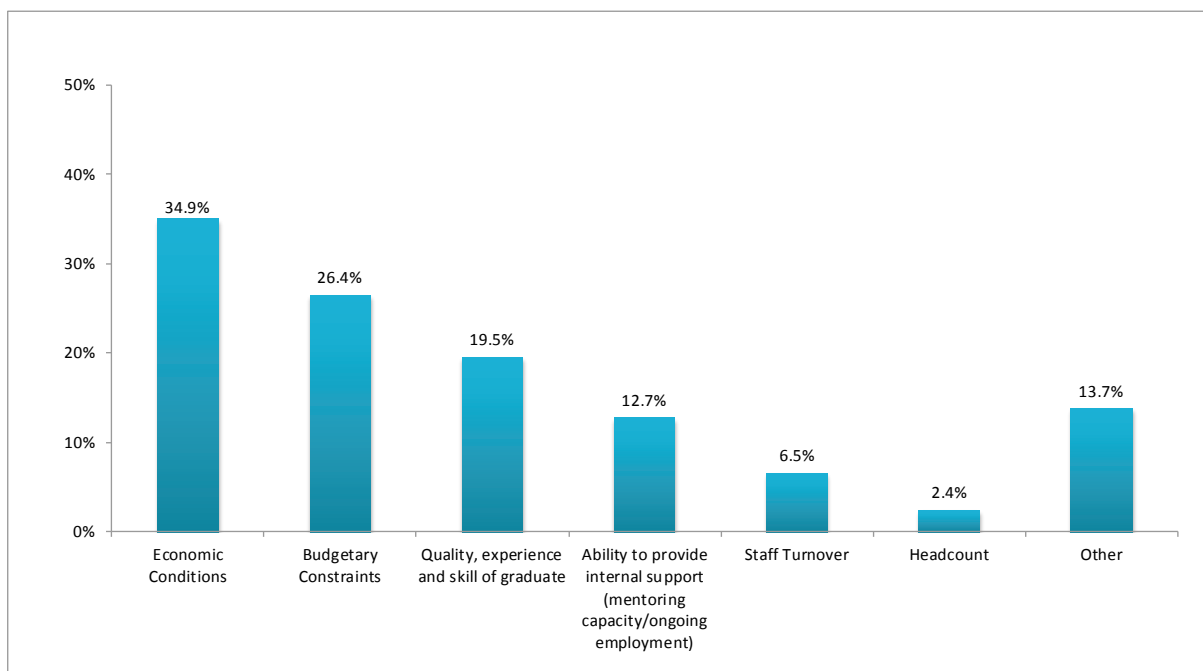
## Key Issues Affecting Graduate Recruitment

*“The key issue we have had is securing quality candidates. This has been primarily due to the non-alignment of student supply and timing of our demand for graduates. As a result we don't get high quality applicants...”*

For the second consecutive year, in 2013 we asked employers to identify the key issues that affect the total number of graduates they plan to recruit in that calendar year.

In analysing the text responses, six key themes emerged as new issues affecting the total number of graduates that participating employers planned to recruit (see Figure 5). The six themes included ‘Quality, experience and skill of graduate’ and ‘Headcount’<sup>1</sup> – themes that did not emerge in the same data in 2012.

- Over one-third (34.9 per cent) of participating employers indicated that ‘Economic conditions’ was the key issue which affected the total number of graduates they recruited in 2013. This was followed by 26.4 per cent of participating employers indicating that ‘Budgetary conditions’ was the key issue which affected the total number of graduates recruited.
- The third most prevalent issue to affect the total number of graduates recruited was ‘Quality, experience and skill of graduate’, with 19.5 per cent of participating employers indicating its impact.
- ‘Ability to provide internal support (etc.)’ (12.7 per cent), ‘Staff turnover’ (6.5 per cent), and ‘Headcount’ (2.4 per cent), were also indicated to be issues affecting the total number of graduates recruited.
- Some of the more common open-text responses in the ‘Other’ category (13.7 per cent) related to issues concerning visa status of international applicants and graduates not wanting to relocate to regional/remote areas for employment. However, none of these issues were common enough to separate into a new category.



**Figure 5: Key issues that affect total number of graduates recruited in a given year (%)<sup>2</sup>**

<sup>1</sup> ‘Headcount’ refers to the number of staff members present in a given organisation.

<sup>2</sup> Please note that because employers could nominate more than one key issue, the percentages in this figure may not add up to 100 per cent.

Table 1 ranks the key issues affecting the total number of graduates recruited by industry. Caution should be exercised when interpreting these data as some figures were based on a small number of responses.

- ‘Economic conditions’ was the most important issue affecting the total number of graduates recruited, across all industries.
- Accounting/Finance and Legal/Professional services industries ranked ‘Quality, experience and skill of graduate’ to be the second most important issue affecting the number of graduates they recruit.
- Interestingly, Accounting/Finance was least affected by ‘Ability to provide internal support (etc.)’ ranking seventh overall. However, Government/Defence/Health industries ranked this to be the third most important issue affecting the number of graduates they recruit.

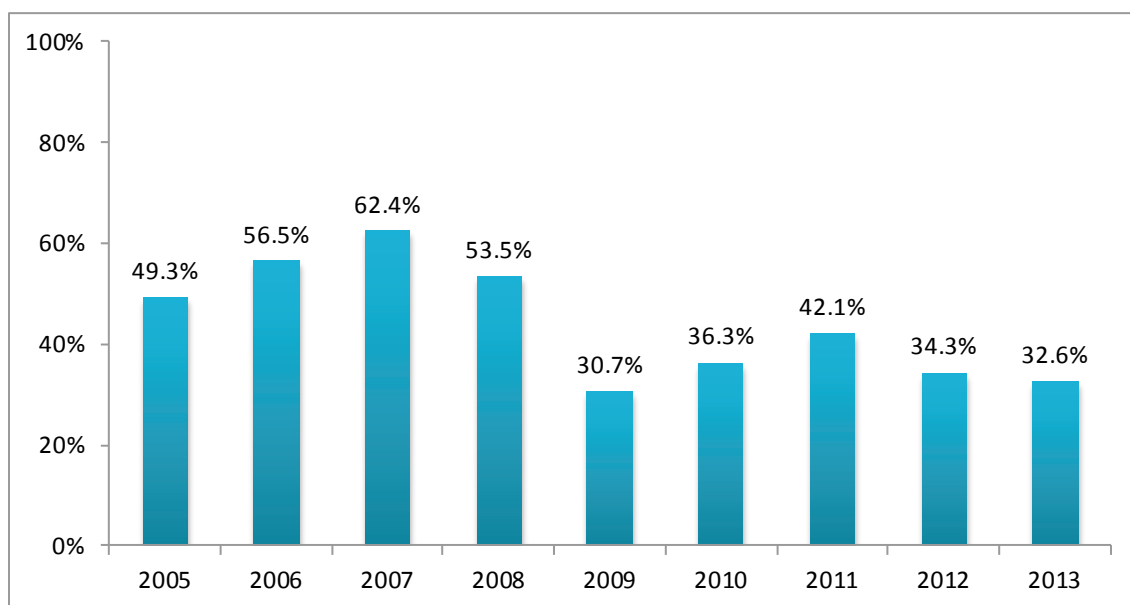
**Table 1: Key issues that affect the total number of graduates recruited each year by industry, 2013 (Rank)<sup>1</sup>**

Key issues that currently affect the total number of graduates recruited each year	G/D/H	C/M/E	A/F	L/PS	M	C/T/U
Economic Conditions	1	1	1	1	1	1
Budgetary Constraints	2	2	3	3	2	2
Quality, experience and skill of graduate	5	3	2	2	3	3
Ability to provide internal support (mentoring capacity/ongoing employment)	3	4	7	4	5	5
Staff Turnover	5	6	5	6	6	7
Headcount	7	7	6	7	6	6
Other	4	5	4	5	3	4

<sup>1</sup> G/D/H = Government/Defence/Health, C/M/E = Construction/Mining/Engineering, A/F = Accounting/Finance, L/PS = Legal/Professional Services, M = Manufacturing, C/T/U = Communication/Technology/Utilities.

## Graduate Skills Shortages

Since 2005, participating employers have been asked to indicate whether they had difficulty sourcing/recruiting graduates from a particular discipline area(s). As shown in Figure 6, 32.6 per cent of graduate employers indicated that they did in 2013. This is marginally lower than the 34.3 per cent of employers who reported discipline shortages in 2012. From 2011 onwards, there appears to be a similar downward trend to that which emerged between the years of 2007 and 2009.



**Figure 6: Proportion of employers who had difficulty sourcing graduates, 2005 - 2013 (%)**

Employers who indicated that they had difficulty sourcing graduates were also asked to identify the particular discipline area(s) of concern (see Figure 7). Please note that because employers could nominate more than one discipline area, the percentages in this figure may not add up to 100 per cent. Caution should be exercised when interpreting these data as some figures were based on a small number of responses.

- Of all participating employers that indicated they had difficulty sourcing enough graduates, 29.2 per cent claimed Information Technology graduates were the most difficult to source in 2013.
- The field which exhibited the most notable increase in demand between 2012 and 2013 was Business and Economics. Over a quarter (26.4 per cent) of participating employers indicated that they had difficulty sourcing graduates from this particular discipline area in 2013, an 18.9 percentage point increase in demand relative to 2012.
- Health/Social Sciences and Resource Engineering/Earth Sciences disciplines emerged to be in high demand in 2013 (with, respectively, 18.1 per cent and 15.3 per cent of employers reporting difficulties in recruiting these graduates).
- Other discipline areas which experienced an increase in demand in 2013 were Mathematics/Statistics (5.5 percentage points) and Accounting (4.1 percentage points).

- Comparatively, demand for graduates from Other Engineering industries and Sciences (excluding Earth Sciences) industries experienced an overall decline (of 7.6 percentage points and 2.3 percentage points, respectively) between 2012 and 2013.
- In 2007, of the organisations that indicated they had trouble sourcing graduates from particular disciplines, approximately 40 per cent claimed Engineering<sup>1</sup> graduates were the most difficult to source. Of note is the shift in demand away from Engineering graduates, due in part to the subsiding mining boom, and towards graduates within the Business/Economics discipline areas.

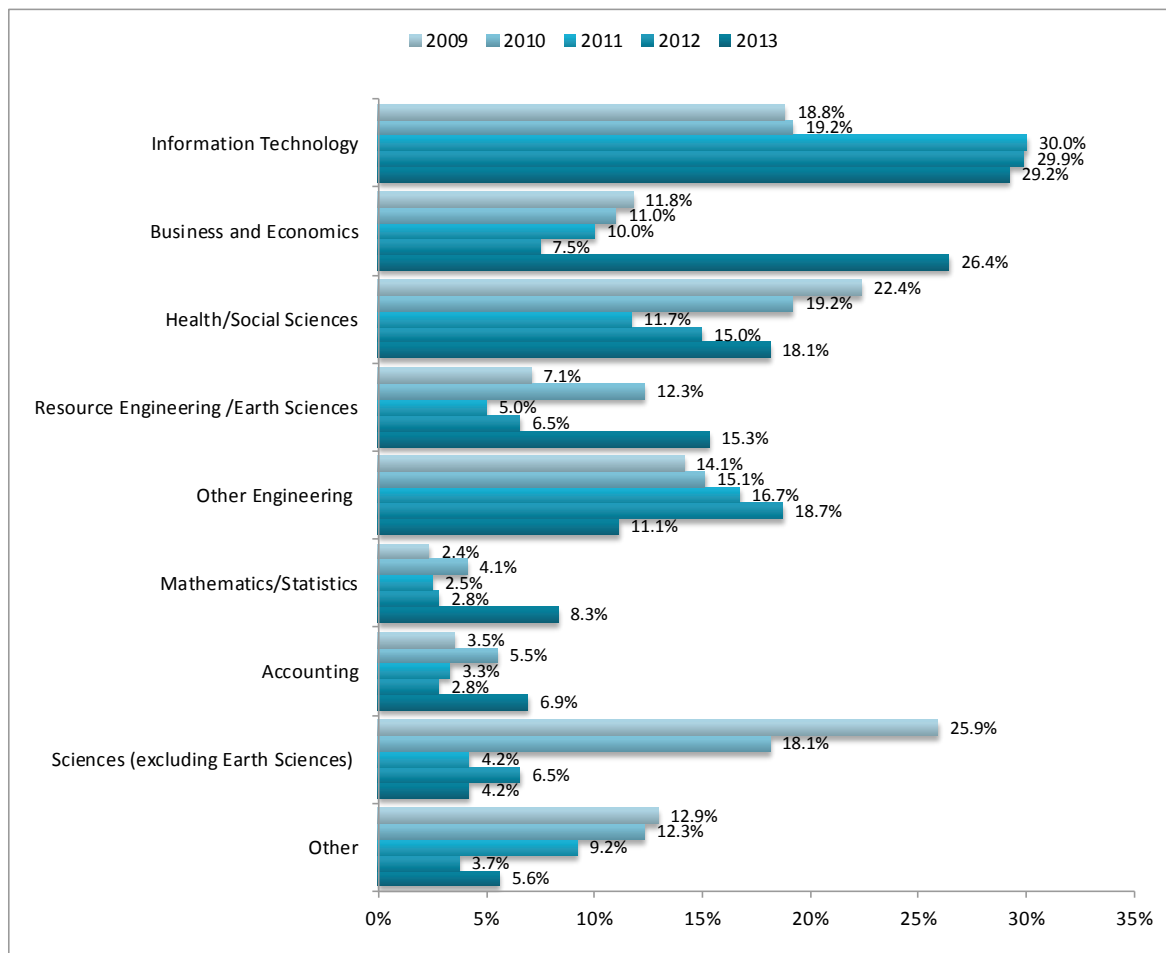


Figure 7: Proportion of employers who had difficulty sourcing graduates, by discipline area, 2009 - 2013 (%)

<sup>1</sup> GCA, 2007. *Graduate Outlook 2007*. Melbourne: Graduate Careers Australia [pg 14]

## Addressing Graduate Skills Shortages

*“We have reviewed our strategy and we are using a more targeted approach. Stronger partnering with targeted Universities and Societies, sponsoring functions and guest speaker opportunities. We have also organised a second recruitment intake for 2014...”*

As part of the investigation into graduate skills shortages, graduate employers who experienced difficulty sourcing graduates from particular discipline area(s) were asked how they subsequently addressed this issue in their 2013 graduate recruitment campaign. A number of notable strategies to address the shortages emerged, and are presented in Table 2. Note that column percentages will not add to 100 per cent, as employers were able to indicate multiple strategies.

- Of the graduate employers who indicated they experienced candidate shortages, 37.1 per cent ‘Approached university student societies/career services and attended careers fairs’ in a bid to address these shortages.
- The second most common approach noted across all industries was to ‘Re-advertise the position/use a recruiter agency/social media/referrals’ (35.5 per cent), followed by ‘Send targeted emails/targeted marketing’ (17.7 per cent).
- Unlike in 2012 where the most common method to address the discipline shortage across all industries was to not address the shortages at all, in 2013 this method was ranked as the fourth most common approach overall. However, caution should be exercised when interpreting these data as some figures were based on a small number of responses (n <10, see Table 2).

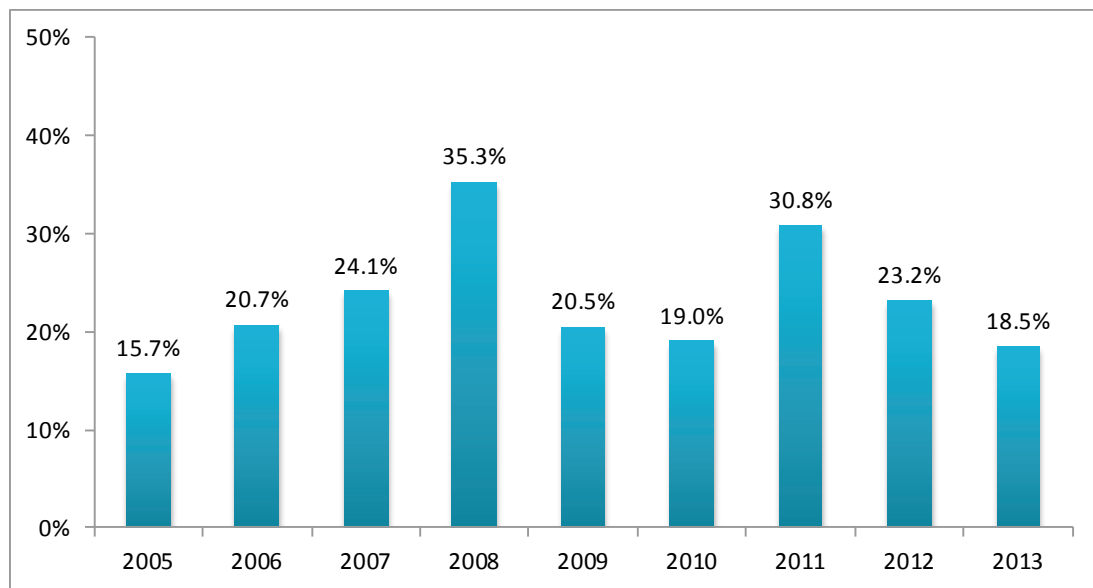
**Table 2: How employers attempted to address shortages of appropriate candidates, 2013 (% , n)**

Methods to address discipline shortages in 2013	%	n
Approached uni student societies/ career services and attended careers fairs	37.1%	23
Re-advertised Position, used recruiter agency, social media, referrals	35.5%	22
Sent targeted emails/ targeted marketing	17.7%	11
Did not address shortages	11.3%	7
Re-assessed recruitment strategy	6.5%	4
Recruited from overseas	6.5%	4
Other	11.3%	7

## Recruitment of International Graduates

Figure 8 presents a nine-year time series of employers indicating recruitment of international graduates since 2005.

- The proportion of participating employers who indicated that they recruited international graduates in 2013 fell from 23.2 per cent to 18.5 per cent (the second lowest figure recorded since survey inception).
- Since 2005, international graduate recruitment levels have remained around 20 per cent (excepting in 2008 and 2011 where the figures were over 30 per cent).

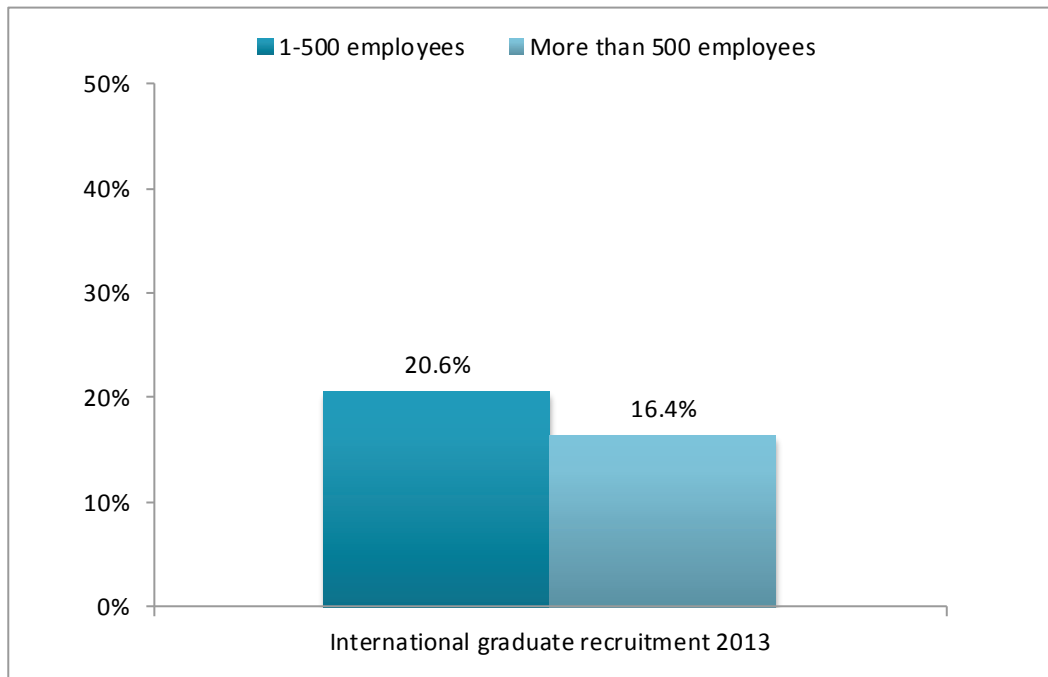


**Figure 8: Proportion of employers who recruited international graduates, 2005 - 2013 (%)**



Figure 9 presents the distribution of employers who recruited international graduates according to organisation size.

- Of those employers belonging to smaller organisations, 20.6 per cent indicated that they recruited international graduates in 2013.
- Comparatively, larger organisations indicated that they recruited a smaller proportion of international graduates than their smaller counterparts in 2013 (16.4 per cent).



**Figure 9: Proportion of employers who recruited international graduates, by organisation size, 2013 (%)**

## Why Organisations Choose Not to Recruit International Graduates

When asked why the recruitment of international graduates was not a component of their 2013 graduate recruitment campaigns, participating employers were invited to select from a list of categories, the responses to which are outlined in Table 3, by industry.

- Table 3 shows that over 80 per cent of participating employers in Accounting/Finance industries indicated the main reason they did not employ international graduates was that the 'Candidate must be a citizen or permanent resident of Australia'.
- This was also the most common reason given by employers in all other industries, with employers from Manufacturing industries the least likely to have this as a prerequisite (36.4 per cent).
- The next most common reason across all groups was that there were 'Enough suitable local candidates'.

**Table 3: Why employers did not recruit international graduates, by industry, 2013 (%)<sup>1,2,3</sup>**

Reasons why employer did not recruit international graduates	G/D/H	C/M/E	A/F	L/PS	M	C/T/U
Candidates must be Australian citizens or permanent residents	67.6%	63.0%	85.7%	50.9%	36.4%	46.4%
We had enough suitable local candidates	18.9%	26.1%	14.3%	36.8%	27.3%	21.4%
No applications were received from international students	8.1%	4.3%	0.0%	7.0%	36.4%	17.9%
We had concerns about the retention of international candidates	0.0%	2.2%	0.0%	3.5%	0.0%	14.3%
We found visa/cost requirements of recruiting international candidates prohibitive	2.7%	4.3%	0.0%	1.8%	0.0%	0.0%
Other	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%

<sup>1</sup> G/D/H = Government/Defence/Health, C/M/E = Construction/Mining/Engineering, A/F = Accounting/Finance, L/PS = Legal/Professional Services, M = Manufacturing, C/T/U = Communication/Technology/Utilities.

<sup>2</sup> Note, caution should be exercised when interpreting these data as some figures were based on a small number of responses (n <10).

<sup>3</sup> Figures might not add exactly to 100.0 due to rounding.

# Graduate Recruitment Practices

This chapter examines the graduate recruitment practices of participating employers including the methods used to promote their graduate programs, the different criteria used to evaluate prospective candidates and an overall assessment of various aspects of their 2013 graduate recruitment campaigns.

## Promotion of Graduate Programs

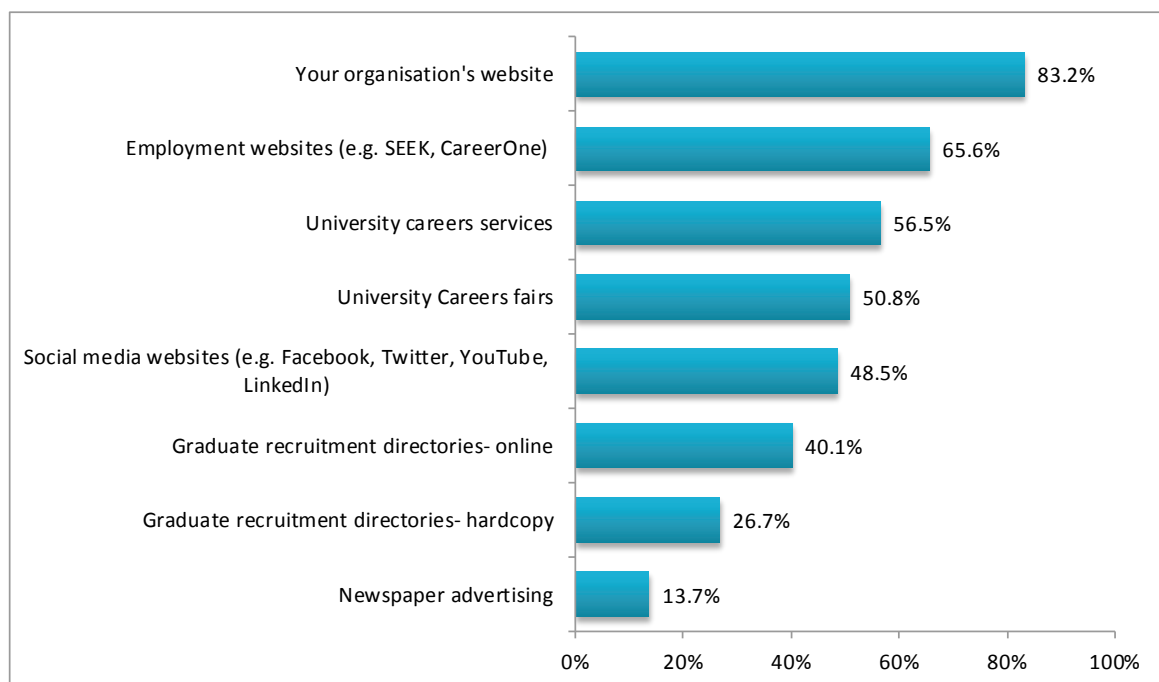
When asked about the various methods used to promote their 2013 graduate programs (refer to Figure 10):

- The vast majority of employers indicated that they utilised 'Their organisational website' (83.2 per cent). This figure represents a 14.6 percentage point increase compared with that recorded in 2012 (68.6 per cent)<sup>1</sup>.
- 'Employment websites (e.g. Seek, CareerOne)' was the second most common promotion method used in 2013, followed by 'University Careers Services' (65.6 per cent and 56.5 per cent, respectively).
- Interestingly, from 2012 to 2013, there were notable increases in the usage of 'Social media websites' (30.9 to 48.5 per cent) and 'Online graduate recruitment directories' (28.1 to 40.1 per cent) for graduate program promotion. The promotional strategies of 'Hardcopy graduate recruitment directories' and 'Newspaper advertising' were relatively stable between 2012 and 2013.

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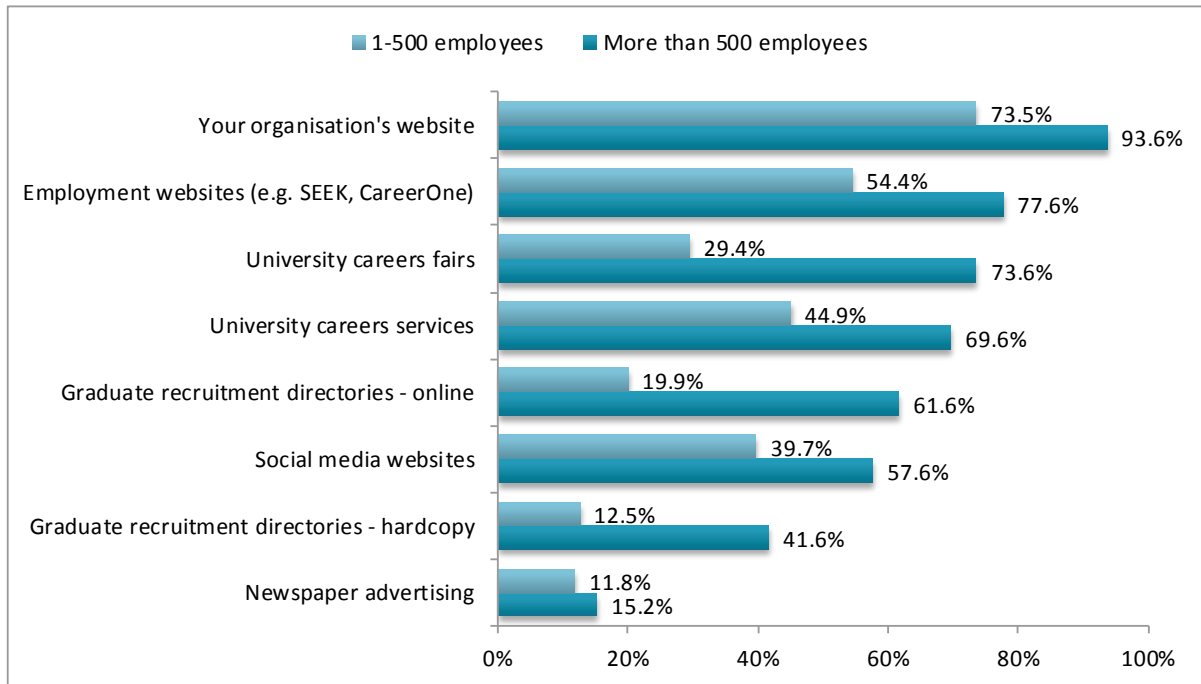
<sup>1</sup> Note that 2012 data are contained in Supplementary Figure 1 in Appendix B of this report.

These results suggest that employers are placing a greater emphasis on online and targeted promotion methods as preferred avenues for attracting prospective graduate employees.



**Figure 10: Methods used to promote graduate program, 2013 (%)**

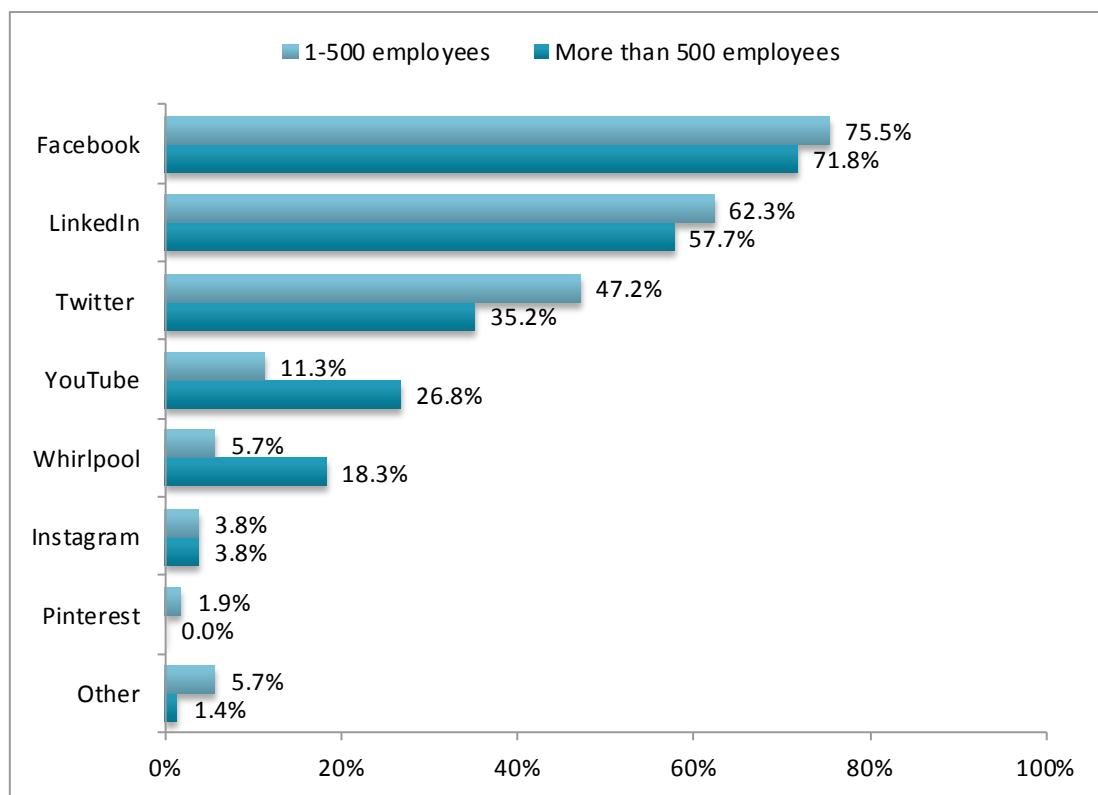
When examining promotion methods according to size of organisation, a number of notable results emerged (see Figure 11). Generally, large organisations (which tend to have larger graduate intakes and are typically better resourced than their smaller counterparts) more widely promoted their graduate programs. The largest difference observed concerned the use of 'Online' and 'Hardcopy recruitment directories' as well as 'University careers fairs', with the proportion of large organisations that selected these methods as means of promotion more than doubling the proportion of small organisations who selected these promotional methods.



**Figure 11: Methods used to promote graduate program, by organisation size, 2013 (%)**

We asked employers to indicate the social media websites they used to promote their graduate recruitment programs in 2013, the results of which are presented in Figure 12.

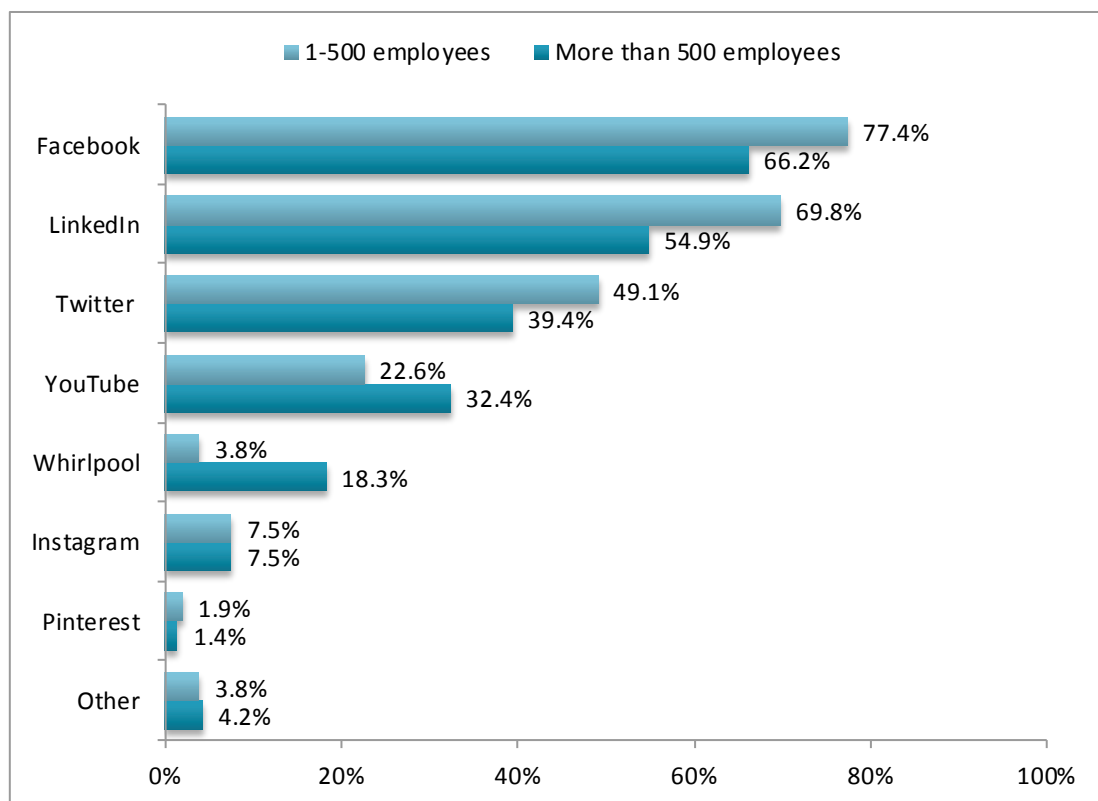
- Facebook, LinkedIn and Twitter were the three most utilised social media websites for promoting graduate recruitment programs, irrespective of organisation size in 2013.
- Smaller organisations were marginally more likely to use Facebook and LinkedIn to promote their graduate recruitment programs than their larger counterparts (75.5 per cent compared with 71.8 per cent for Facebook, and 62.3 per cent compared with 57.7 per cent for LinkedIn, respectively).
- Smaller organisations were also more likely to use Twitter to promote their graduate recruitment program (47.2 per cent compared with 35.2 per cent).
- Comparatively, larger organisations were more likely to use YouTube and Whirlpool in 2013 (26.8 per cent *cf.* 18.3 per cent).



**Figure 12: Promotion of graduate program via social media sites, by organisation size, 2013 (%)**

Similarly, we asked participating employers to indicate the social media websites that they anticipated using to promote their graduate recruitment programs for 2014. The results, examined according to organisation size, are presented in Figure 13. When comparing actual usage in 2013, to anticipated usage for 2014, a few differences emerged:

- Smaller organisations indicated a marginal increase in the usage of Facebook between 2013 and 2014 (from 75.5 per cent used in 2013 (see Figure 12) to 77.4 per cent anticipated for 2014), whereas larger organisations indicated a marginal decrease in usage of Facebook between 2013 and 2014 (from 71.8 per cent used in 2013 to 66.2 per cent anticipated for 2014).
- Similarly, a greater proportion of smaller organisations anticipated using LinkedIn as a promotional tool for 2014 (62.3 per cent used in 2013 compared with 69.8 per cent anticipated for 2014).
- Interestingly, larger organisations indicating the anticipated usage of LinkedIn for their 2014 intake decreased when compared with actual usage for 2013 (57.7 per cent used in 2013 compared with 54.9 per cent, anticipated for 2014).
- Comparatively, a higher proportion of employers expected to use both Twitter and YouTube to promote their recruitment programs in 2014. For example, when comparing actual usage of YouTube in 2013 to anticipated usage for 2014, an increase of 11.3 and 5.6 percentage points was noted for small and large organisations, respectively.



**Figure 13: Anticipated promotion of graduate program via social media sites, by organisation size, 2014 (%)**

Table 4 examines social media website usage according to industry, in 2013.

- In 2013, the usage of LinkedIn increased by a considerable margin across all industry groups when compared with 2012<sup>1</sup>, indicating that an increasing number of employers are leveraging this platform within the social media sphere for their graduate recruitment.
- The usage of Facebook fell across the majority of industries, but most notably in the Construction/Mining/Engineering, Manufacturing and Communications/Technology/Utilities industries, in which LinkedIn was the most commonly preferred social media platform.
- The Communication/Technology/Utilities industries recorded the highest usage of Twitter as a means of graduate recruitment promotion, followed by the Legal/Professional Services industry.
- Comparatively, the least used social media platforms across all industries were Instagram, Pinterest, and 'Other'. Some examples of platforms inclusive to the 'Other' category were Google+ and blogs.

**Table 4: Social media websites used, by industry, 2013 (%)<sup>2,3</sup>**

Promotion used in 2013	Government /Defence/ Health	Construction/ Mining/ Engineering	Accounting /Finance	Legal/ Professional services	Manufacturing	Communication/ Technology/ Utilities
Facebook	78.3%	59.4%	70.8%	92.9%	66.7%	66.7%
LinkedIn	43.5%	78.1%	54.2%	32.1%	100.0%	93.3%
Twitter	26.1%	37.5%	41.7%	46.4%	0.0%	60.0%
YouTube	17.4%	18.8%	20.8%	17.9%	33.3%	33.3%
Whirlpool	4.3%	25.0%	0.0%	7.1%	0.0%	33.3%
Instagram	0.0%	3.1%	0.0%	7.1%	0.0%	6.7%
Pinterest	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Other	4.3%	3.1%	4.2%	0.0%	0.0%	6.7%

<sup>1</sup> Note that 2012 data are contained in Supplementary Table 1 in Appendix B of this report.

<sup>2</sup> Note that column and row percentages will not add to 100 per cent, as employers were able to indicate multiple social media websites.

<sup>3</sup> Note that caution should be exercised when interpreting these data as some figures were based on a small number of responses (n <10).



Table 5 outlines the anticipated social media usage of employers belonging to individual industry groups. One notable observation is that the employers from Legal/Professional Services industries indicated that they were most likely to utilise Facebook to promote their recruitment programs in 2013 (92.9 per cent, see Table 4). When examining their anticipated Facebook usage for 2014, a decline is evident (78.6 per cent, see Table 5).

Beyond this, there were marginal differences when comparing actual social media usage in 2013 to anticipated social media usage for 2014 across industries. Nevertheless, the majority of participating employers across all industries were indicating similar intentions when examining anticipated social media usage for 2014 (see Table 5). The largest proportions of employers across all industry groups, with the exception of Manufacturing, intended to use Facebook to promote their graduate recruitment program in 2014. Whilst Facebook remains the number one social media platform in terms of graduate recruitment promotion, the penetration of LinkedIn is increasing across all industries.

**Table 5: Anticipated social media usage, by industry, 2014 (%)<sup>1,2</sup>**

Will use promotion method in 2014	Government/ Defence/ Health	Construction/ Mining/ Engineering	Accounting /Finance	Legal/ Professional services	Manufacturing	Communication/ Technology/ Utilities
Facebook	78.3%	53.1%	79.2%	78.6%	66.7%	73.3%
LinkedIn	52.2%	62.5%	62.5%	46.4%	100.0%	86.7%
Twitter	30.4%	43.8%	45.8%	39.3%	33.3%	66.7%
YouTube	26.1%	18.8%	25.0%	28.6%	66.7%	46.7%
Whirlpool	4.3%	25.0%	0.0%	7.1%	33.3%	20.0%
Instagram	4.3%	3.1%	4.2%	7.1%	33.3%	6.7%
Pinterest	0.0%	0.0%	0.0%	0.0%	33.3%	6.7%
Other	0.0%	6.3%	8.3%	0.0%	0.0%	13.3%

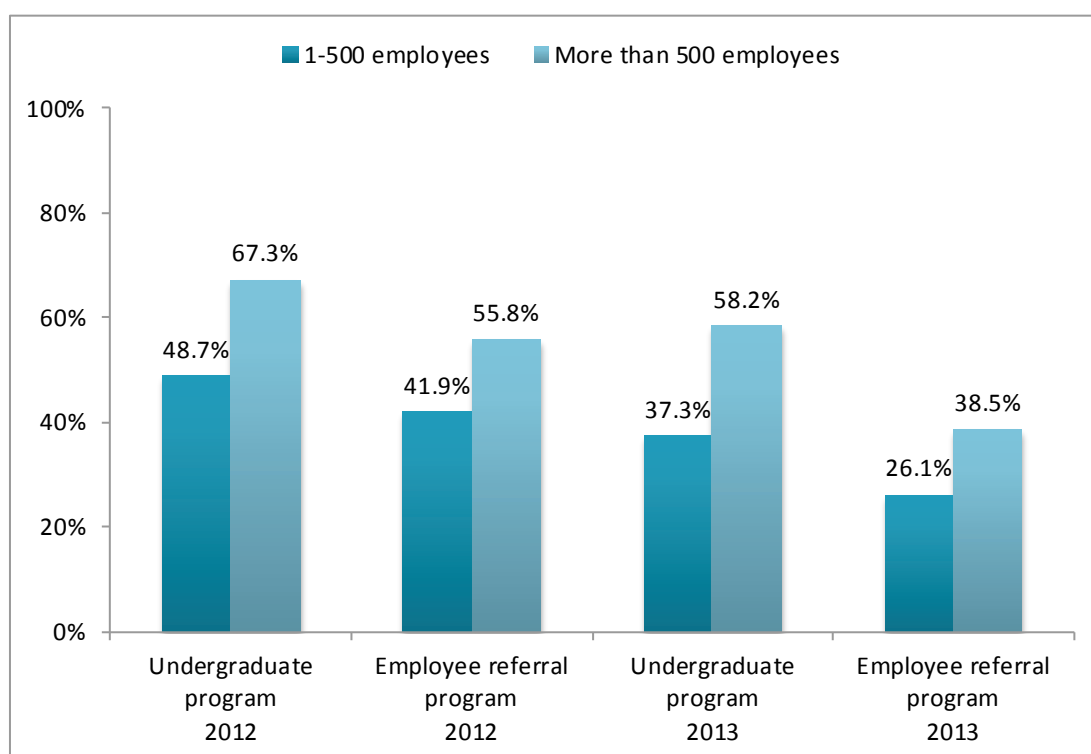
<sup>1</sup> Note that column and row percentages will not add to 100 per cent, as employers were able to indicate multiple social media websites.

<sup>2</sup> Note that caution should be exercised when interpreting these data as some figures were based on a small number of responses (n <10).

## Undergraduate and Employee Referral Programs

Undergraduate programs (including work experience placements, internships, vacation work, etc.) are a valuable way for recruiters to foster and develop graduate talent, and can be used by employers as a tool to assess candidates prior to the commencement of their formal graduate recruitment campaign. Employee referral programs, whereby employees are encouraged to recommend family members, friends or other new graduates who may be qualified for a role within the organisation, have also become increasingly popular in recent years as employers have attempted to address the graduate skills shortage. The proportions of participating employers who recruited graduates in 2012 and 2013 through undergraduate and employee referral programs are presented in Figure 14.

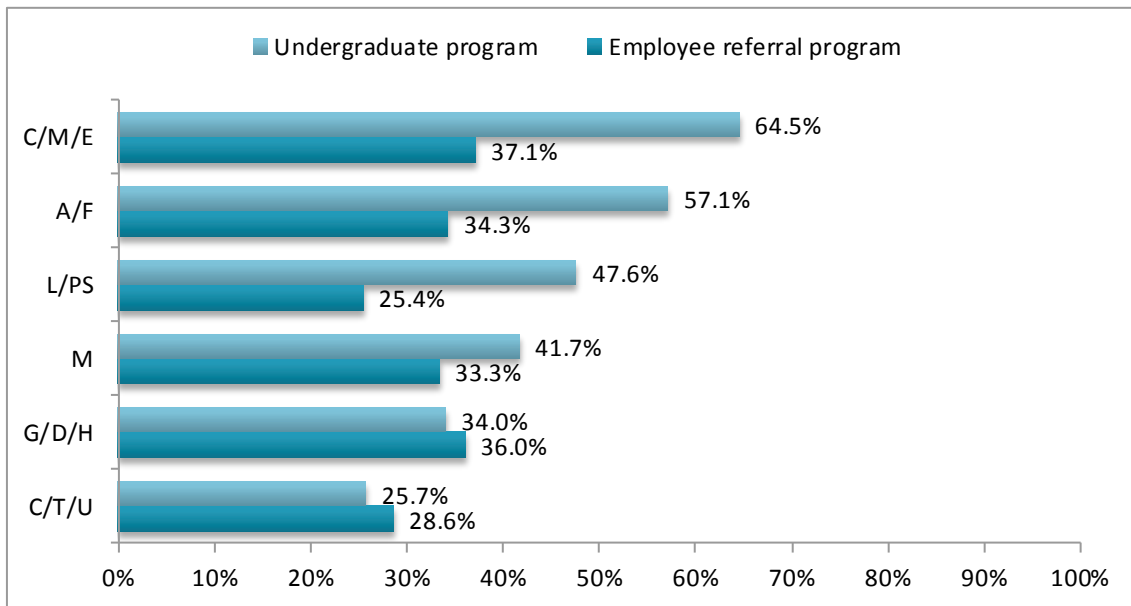
- The usage of these programs varies considerably based on the size of the organisation. As seen in Figure 14, larger organisations were more likely to use an undergraduate program or employee referral program as part of their graduate recruitment activities when compared with their smaller counterparts in both 2012 and 2013. This is understandable, considering that larger organisations are more likely to wield a broader range of resources than smaller organisations, and can subsequently afford to harness these methods of graduate recruitment more regularly.
- In 2013, the proportion of graduate employers who recruited graduates via an undergraduate or employee referral program was lower overall when compared with 2012's figures (see Figure 14).



**Figure 14: Proportion of graduate employers who recruited graduates using undergraduate or employee referral programs, by organisation size, 2012 and 2013 (%)**

We gain an insight into the extent to which each group uses these programs when we break down undergraduate and employee referral programs by industry (refer to Figure 15):

- In 2013, Construction/Mining/Engineering employers were most likely to utilise undergraduate and employee referral programs (64.5 per cent and 37.1 per cent, respectively).
- In general, across industries, employee referral programs were less likely to be used across most industries as a means for recruiting new graduates in 2013 (the exceptions being Government/Defence/Health and Communication/Technology/Utilities).

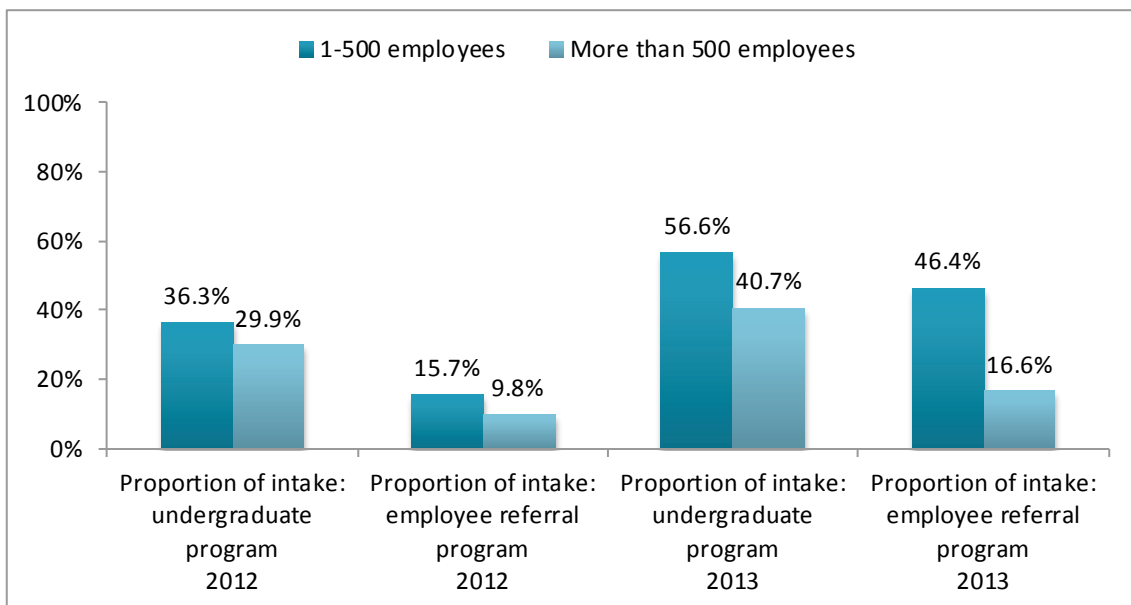


**Figure 15: Proportion of graduate employers who recruited graduates using undergraduate or employee referral programs, by industry<sup>1</sup>, 2013 (%)**

<sup>1</sup> G/D/H = Government/Defence/Health, C/M/E = Construction/Mining/Engineering, A/F = Accounting/Finance, L/PS = Legal/Professional Services, M = Manufacturing, C/T/U = Communication/Technology/Utilities.

When examining the **average proportion** of a recruiter’s total graduate intake that was recruited through undergraduate or employee referral programs, an interesting picture emerges (see Figure 16).

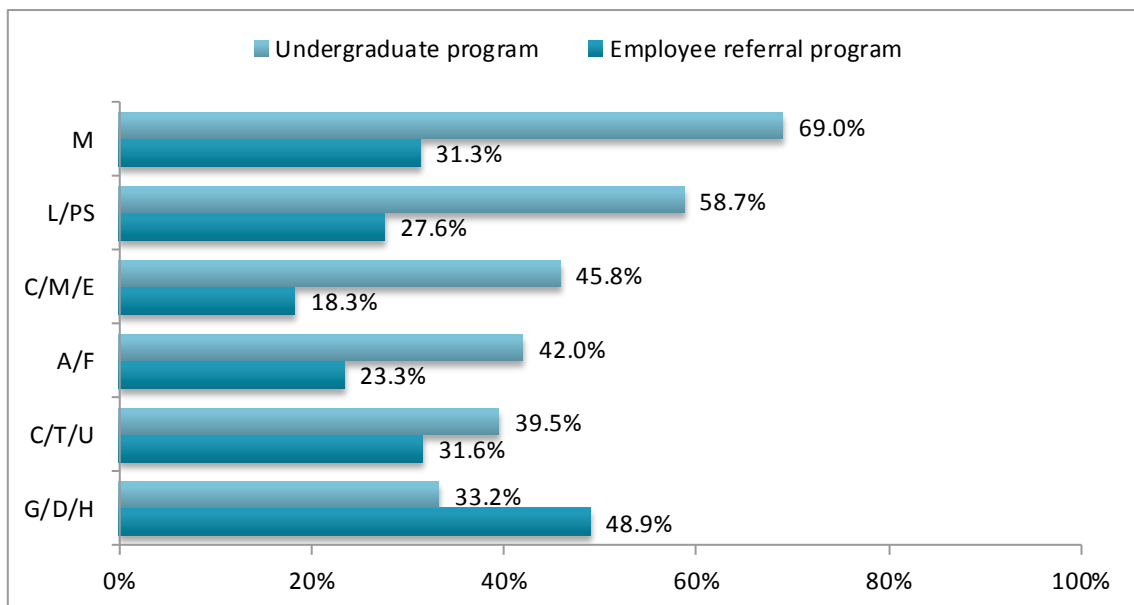
- When comparing 2012 and 2013 results, we see an overall increase in the proportion of total graduate intakes via the use of undergraduate and employee referral programs.
- In 2013, smaller organisations who used these programs recruited, on average, a larger proportion of their total graduate intake through undergraduate and employee referral programs than their larger counterparts (56.6 per cent versus 40.7 per cent, and 46.4 per cent versus 16.6 per cent, respectively).
- Furthermore, smaller organisations who recruited graduates via only an employee referral program in 2012 and 2013 reported a 30.7 percentage point increase in total proportion of graduate intake (46.4 per cent in 2013, compared with 15.7 per cent in 2012).



**Figure 16: Average proportion of total graduate intake constituted by undergraduate and employee referral programs, by organisational size, 2012 and 2013 (%)**

When examined by industry (see Figure 17):

- Employers in the Manufacturing and Legal/Professional Services industries recruited 69.0 per cent and 58.7 per cent respectively of their graduate intake through undergraduate programs.
- On average, employers in Government/Defence/Health industries recruited 48.9 per cent of their total graduate intake through employee referral programs, which was the highest out of all of the industries under examination for this recruitment method.
- Compared with other industries, employers in the Construction/Mining/Engineering industries recruited, on average, a small proportion of their total graduate intake through an employee referral program (18.3 per cent).
- Similarly, Accounting/Finance employers recruited a small proportion of their total graduate intake through employee referral programs (23.3 per cent).



**Figure 17: Average proportion of total graduate intake constituted by undergraduate and employee referral programs, by industry<sup>1</sup>, 2013 (%)**

<sup>1</sup> G/D/H = Government/Defence/Health, C/M/E = Construction/Mining/Engineering, A/F = Accounting/Finance, L/PS = Legal/Professional Services, M = Manufacturing, C/T/U = Communication/Technology/Utilities.

# Graduate Attributes

This section of *Graduate Outlook 2013* contains important information designed to assist employers and graduates in planning their recruitment strategies. Some of the areas investigated within this section entail selection criteria (most and least desired) utilised when assessing potential graduate employees, the outstanding and undesirable aspects of graduate applications, and the role of the graduate’s social media profile and its influence in the recruitment decision-making process.

## Key Selection Criteria

Participating employers were asked to nominate which three selection criteria, aside from relevant qualifications, they considered to be most important when evaluating applicants. These findings are presented in Table 6, ranked from most to least important in 2013.

- ‘Interpersonal and communication skills (written and oral)’ was the most important selection criterion in 2013, which is consistent with the findings from previous years of this survey. Numerous other studies have reached similar conclusions regarding the importance of ‘Interpersonal and communication skills’ to students’ careers (e.g. Johnson & Johnson, 1995; VUW, 2006).
- ‘Passion/Knowledge of industry/Drive/Commitment/Attitude’ was ranked by employers as the second most important selection criterion, with ‘Critical reasoning etc.’ and ‘Work experience’ third and fourth – all consistent with previous years.
- ‘Leadership skills’ and ‘Activities (including intra- and extra-curricular)’ have been consistently ranked as the two least important selection criteria since 2009.
- Regarding the remaining selection criteria, ‘Work experience’ was important to employers, ranked fifth in 2011 onwards, compared with sixth in 2009 and 2010.

**Table 6: Most important selection criteria when recruiting graduates, 2009 - 2013 (Rank)**

Selection Criteria	2009	2010	2011	2012	2013
Interpersonal and communication skills (written and oral)	1	1	1	1	1
Passion/Knowledge of industry/Drive/Commitment/Attitude	2	2	2	2	2
Critical reasoning and analytical skills/Problem solving/Lateral thinking/Technical skills	3	3	3	3	3
Calibre of academic results	4	4	4	4	4
Work experience	6	6	5	5	5
Cultural alignment / Values fit	7	5	6	6	6
Emotional intelligence (incl. self-awareness, strength of character, confidence, motivation)	8	8	8	7	7
Teamwork skills	5	7	7	8	8
Activities (incl. intra and extra curricular)	10	10	10	9	9
Leadership skills	9	9	9	10	10

When the rankings of these key selection criteria are examined within employer industries, ‘Interpersonal and communication skills (etc.)’ remained the single most frequently nominated selection criterion for all of the industry groups under examination, except for Manufacturing, which nominated ‘Critical reasoning and analytical skills/Problem solving/Lateral thinking/Technical skills’ as the most important selection criterion (refer to Table 7).

- ‘Passion/Knowledge of industry/Drive/Commitment/Attitude’ was ranked second overall to employers in all industries, apart from employers in the Accounting/Finance and Communications/Technology/Utilities industries (ranking this criterion third and first, respectively).
- ‘Critical reasoning and analytical skills (etc.)’ was ranked highest for employers in the Manufacturing industries, whereas employers from Construction/Mining/Engineering and Legal/Professional Services industries did not regard it as highly (ranked first vs. fourth).
- ‘Calibre of academic results’ was an important selection criterion for employers in Legal/Professional Services (ranked third), as well as ‘Emotional intelligence (etc.)’ and ‘Critical reasoning and analytical skills (etc.)’ (ranked equal fourth).
- ‘Work experience’ was considered to be of higher importance for employers in the Construction/Mining/Engineering industries compared with employers in the Accounting/Finance industries (ranking third vs. seventh).
- ‘Teamwork skills’ was highly regarded according to employers from the Government/Defence/Health, Construction/Mining/Engineering and Communications/Technology/Utilities industries relative to all other industries (ranked fifth vs. eighth).
- Overall, ‘Leadership skills’ was considered to be the least important selection criterion to graduate employers, with employers potentially viewing this as a skill that can be fostered within an organisation once a graduate begins in a program.

**Table 7: Most important selection criteria when recruiting graduates, by industry, 2013 (Rank)<sup>1</sup>**

Selection Criteria	G/D/H	C/M/E	A/F	L/PS	M	C/T/U	All
Interpersonal and communication skills (written and oral)	1	1	1	1	2	1	1
Passion/Knowledge of industry/Drive/Commitment/Attitude	2	2	3	2	2	1	2
Critical reasoning and analytical skills/Problem solving/Lateral thinking/Technical skills	3	4	2	4	1	3	3
Calibre of academic results	5	5	5	3	7	4	4
Work experience	5	3	7	6	5	6	5
Cultural alignment / Values fit	8	5	4	6	8	7	6
Emotional intelligence (incl. self-awareness, strength of character, confidence, motivation)	4	8	5	4	4	8	7
Teamwork skills	5	5	8	8	8	5	8
Activities (incl. intra and extra curricular)	10	9	9	8	8	8	9
Leadership skills	9	10	10	10	5	10	10

<sup>1</sup> G/D/H = Government/Defence/Health, C/M/E = Construction/Mining/Engineering, A/F = Accounting/Finance, L/PS = Legal/Professional Services, M = Manufacturing, C/T/U = Communication/Technology/Utilities.

For the first time in 2013, Graduate Careers Australia asked a sample of graduates, as part of the 2013 Graduate Opportunities Survey<sup>1</sup>, to nominate which three selection criteria, aside from relevant qualifications, *they* felt employers considered to be most important when evaluating applicants in their candidate pool. The purpose of this exercise was to conduct a comparison of the perspectives of graduates and employers. The results are outlined in Table 8.

- Employers and graduates both ranked ‘Interpersonal and communication skills (etc.)’ as the most important selection criterion in the recruitment process.
- The second most important selection criterion according to graduate perceptions was ‘Work experience’. This criterion ranked fifth overall according to employers.

These results suggest that there may be a misalignment between actual and perceived key selection criteria according to employers and graduates. It is important to note that while some employers may place greater emphasis on one or more of these skills and attributes when recruiting graduates, it does not mean these are the only skills they are looking for.

**Table 8: Most important selection criteria when recruiting graduates according to employers and graduate perceptions, 2013 (Rank)**

Key selection criteria	Graduate Employers	Graduate Perceptions
Interpersonal and communication skills (written and oral)	1	1
Passion/Knowledge of industry/Drive/Commitment/Attitude	2	3
Critical reasoning and analytical skills/Problem solving/Lateral thinking/Technical skills	3	4
Calibre of academic results	4	6
Work experience	5	2
Cultural alignment / Values fit	6	9
Emotional intelligence (incl. self-awareness, strength of character, confidence, motivation)	7	7
Teamwork skills	8	5
Activities (incl. intra and extra curricular)	9	10
Leadership skills	10	8

<sup>1</sup> Note a degree of caution should be exercised when interpreting these data due to differing survey methodologies. More information on the Graduate Opportunities Survey can be found at [www.graduateopportunities.com](http://www.graduateopportunities.com)



## Least Desirable Graduate Characteristics

In addition to their three most important selection criteria, participating employers were asked to indicate the characteristics they would least like to see in their 2013 candidate pool. These nine characteristics are presented in Table 9, ranked from most to least nominated in 2013.

- In 2013, the largest proportion of graduate employers identified ‘Poor attitude/lack of work ethic/approach to work’ to be the least desirable characteristic in a graduate candidate.
- ‘Lack of drive, motivation, enthusiasm and initiative’ was ranked second in terms of least desirable characteristics (ranked fourth in 2012).
- ‘Arrogance/selfishness/aggression/dominating’ was ranked third overall (also ranked third in 2012).
- ‘Lack of interpersonal and communication skills (etc.)’ slipped down to fourth rank in 2013. This represented a notable change from 2012, moving from first to fourth.
- Employers have consistently placed the least emphasis on ‘Lack of emotional intelligence, self-awareness (etc.)’ ranking at ninth position for the fifth consecutive year.

**Table 9: Least desirable characteristics when recruiting graduates, 2009 - 2013 (Rank)**

Least Desirable Characteristics	2009	2010	2011	2012	2013
Poor attitude/Lack of work ethic/Approach to work	2	2	1	2	1
Lack of drive, motivation, enthusiasm and initiative	1	3	3	4	2
Arrogance/Selfishness/Aggression/Dominating	4	4	4	3	3
Lack of interpersonal and communication skills (written, oral, listening), and leadership skills	3	1	2	1	4
Inflexibility/Inability to accept direction, challenges or change	5	5	5	7	5
Poor teamwork skills	6	7	6	5	6
Lack of commitment/High absenteeism/Lack of loyalty	8	8	8	8	7
Poor or inappropriate academic qualifications or results	7	6	7	6	8
Lack of emotional intelligence, self-awareness or self-confidence	9	9	9	9	9

Some notable differences emerged when examining the rankings of least desirable graduate characteristics by industry (see Table 10):

- ‘Poor attitude/lack of work ethic/approach to work’ was rated as the least desirable characteristic across all industries, except for Accounting/Finance and Manufacturing, which ranked it as third and fifth, respectively.
- Employers from Accounting/Finance and Manufacturing industries nominated their least desirable characteristic to be ‘Lack of drive, motivation, enthusiasm and initiative’.

**Table 10: Least desirable characteristics when recruiting graduates, by industry<sup>1</sup>, 2013 (Rank)**

Least Desirable Characteristics	G/D/H	C/M/E	A/F	L/PS	M	C/T/U	All
Poor attitude / Lack of work ethic / Approach to work	1	1	3	1	5	1	1
Lack of drive, motivation, enthusiasm and initiative	3	2	1	4	1	3	2
Arrogance / Selfishness / Aggression / Dominating	3	2	4	2	2	1	3
Lack of interpersonal & communication skills (written, oral, listening), and leadership skills	2	4	1	2	4	4	4
Inflexibility / Inability to accept direction, challenges or change	7	5	5	5	2	5	5
Poor teamwork skills	5	6	6	8	6	6	6
Lack of commitment / High absenteeism / Lack of loyalty	6	7	8	5	9	8	7
Poor or inappropriate academic qualifications or results	8	8	6	7	8	7	8
Lack of emotional intelligence, self-awareness or self-confidence	9	9	9	9	6	9	9

<sup>1</sup> G/D/H = Government/Defence/Health, C/M/E = Construction/Mining/Engineering, A/F = Accounting/Finance, L/PS = Legal/Professional Services, M = Manufacturing, C/T/U = Communication/Technology/Utilities.

When comparing graduate and graduate employer nominations of least desirable characteristics, the results (outlined in Table 11) highlight some interesting differences. Note that caution should be exercised when interpreting these differences due to differing survey methodologies.

- Overall, both graduate employers and graduates ranked ‘Poor attitude/lack of work ethic/approach to work’ as the most undesirable characteristic pertaining to a pool of potential graduate candidates.
- The second most undesirable characteristic, according to graduates, was ‘Lack of interpersonal and communication skills (etc.)’, whereas employers ranked this to be fourth overall.
- Employers were more likely to be deterred by ‘Lack of drive, motivation, enthusiasm (etc.)’ as well as ‘Arrogance/selfishness/aggression (etc.)’ characteristics.

**Table 11: Least desirable characteristics when recruiting graduates according to employers and graduate perceptions, 2013 (Rank)<sup>1</sup>**

Least Desirable Characteristics	Graduate Employers	Graduate Perceptions
Poor attitude/Lack of work ethic/Approach to work	1	1
Lack of drive, motivation, enthusiasm and initiative	2	3
Arrogance/Selfishness/Aggression/Dominating	3	4
Lack of interpersonal and communication skills (written, oral, listening), and leadership skills	4	2
Inflexibility/Inability to accept direction, challenges or change	5	7
Poor teamwork skills	6	5
Lack of commitment/High absenteeism/Lack of loyalty	7	6
Poor or inappropriate academic qualifications or results	8	8
Lack of emotional intelligence, self-awareness or self-confidence	9	9

<sup>1</sup> More information regarding the 2013 Graduate Opportunities Survey can be found at [www.graduateopportunities.com](http://www.graduateopportunities.com)

## Outstanding Aspects of a Graduate Application

*“Outstanding graduates require a combination of strong academic results along with involvement in extracurricular activities. They need to be self-starters, thrive on solving problems and have the ability to learn and be coached. They must also demonstrate career ambition and good communication skills...”*

*“Good communication skills, sound technical knowledge (for technical roles), professional attitude, constant learner, not afraid to ask questions and actually retains the knowledge, researched the company and role...”*

*“Hunger to think outside the box and build a career that is sustainable despite peer trends...”*

In 2013, a new series of questions was added to the GOS asking employers to provide their opinion, in an open-ended format<sup>1</sup>, as to the aspects that make a graduate application outstanding. During the data analysis stage of the GOS, a new code frame for this question was established by extracting recurring motifs from the open-ended verbatim responses and grouping them into separate, distinct categories. The final list is outlined in descending order in Table 12.

- ‘Passion/knowledge of industry/drive (etc.)’ was the most outstanding aspect of a graduate application according to participating employers. Almost two-thirds of employers place considerable value on these attributes of a potential graduate employee.
- A major margin between first and second rank was evident, as employers nominated ‘Calibre of academic results (etc.)’ to be the second most outstanding aspect of a graduate application behind ‘Passion/knowledge of industry/drive (etc.)’ (31.4 per cent *cf.* 60.3 per cent).
- ‘Application tailored to the position’ was a commonly nominated response, with approximately one-third of those responding to the question indicating its importance in making a graduate application outstanding. This was closely followed by ‘Interpersonal and communication skills (etc.)’ and ‘Emotional intelligence (etc.)’ (28.4 per cent and 27.0 per cent, respectively).
- Other notable aspects included, ‘Professional demeanour and integrity’, ‘Teamwork skills’, and ‘Can offer a spark to the organisation’.

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<sup>1</sup> See Questions 14 and 15 in the [2013 Graduate Outlook Survey Instrument](#).

**Table 12: Outstanding aspects of a Graduate Application, 2013 (%)<sup>1</sup>**

<b>Outstanding Graduate Application</b>	<b>2013</b>
Passion/ Knowledge of industry/ Drive/ Commitment/ Attitude/ Willingness to learn/ Enthusiasm/ Motivation	60.3%
Calibre of Academic Results (and achievements)	31.4%
Application tailored to the position	29.9%
Interpersonal & Communication Skills (written and oral)	28.4%
Emotional intelligence ( self-awareness, strength of character)	27.0%
Work Experience (relevant)	21.6%
Activities - includes both intra - and extra-curricular (community involvement)	18.1%
Technical skills/ Critical reasoning & analytical skills / Problem solving / Lateral thinking	11.8%
Cultural alignment/ Values fit	8.8%
Leadership and Entrepreneurship Skills/initiative	8.3%
Can offer a spark to the organisation	8.3%
Teamwork skills	7.4%
Professional demeanour and integrity	5.4%

Refer to Supplementary Table 2 in Appendix B for an examination of outstanding aspects of a graduate application, by industry in 2013.

<sup>1</sup> Note column percentages do not add to 100 per cent, as employers were encouraged to indicate multiple aspects.

## Undesirable Aspects of a Graduate Application

*“People who just want any old job - we want people who want our job. We also need them to be articulate and able to communicate - in code, visually and with their teammates. People who want to work completely independently or overstate their own abilities are a turn-off...”*

*“Generic and impersonal cover letter that is not addressed to the reviewer. A sell approach including why the candidate would be better than others (a sign of arrogance) and little passion for the [...] practice area beyond wanting to "get a job". A CV that is either too long with excessive detail, or too brief, or that includes irrelevant work experience and overly focused on long lists of awards that may not be relevant...”*

Similarly, graduate employers were asked to indicate the undesirable aspect(s) that they saw in some graduate applications<sup>1</sup> during their 2013 graduate recruitment campaign. Table 13 outlines the results in descending order.

- ‘Lack of interpersonal and communication skills (etc.)’ was the most undesirable aspect of a graduate application, with 48.5 per cent of employers nominating it as a negative in the application process.
- A notable observation was that an ‘Untailored/generic application’ was disliked by many employers during the application process. Almost half of participating employers (46.1 per cent) said that a lack of care in preparing and presenting an application appropriate to the position or organisation would cause an application to be viewed in a negative light.
- Similarly, a ‘Lack of passion/knowledge of industry/drive/motivation (etc.)’ was an aspect of a graduate application seen as undesirable, with 33.8 per cent of employers indicating that if a graduate fails to portray a genuine interest and passion to pursue their chosen industry of employment, recruiters would not look upon them favourably.

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<sup>1</sup> ‘Application’ refers to the full application process, from submission of application to final interview.

**Table 13: Undesirable Aspects of a Graduate Application, 2013 (%)<sup>1</sup>**

<b>Undesirable Graduate Application</b>	<b>2013</b>
Lack of interpersonal & communication skills (written, oral, listening)	48.5%
Untailored/ generic application	46.1%
Lack of passion/ knowledge of industry/ drive/ motivation/ enthusiasm/ initiative	33.8%
Poor or inappropriate academic qualifications/ results	16.7%
Lack of or irrelevant work/ extra- curricular experience	12.3%
Arrogance/ Selfishness / Aggressive /Dominating	9.8%
Unprofessional demeanour	6.4%
Lack of commitment/ High absenteeism / Lack of loyalty	5.4%
Lack of emotional intelligence, self-awareness or self-confidence	4.9%
Lack of work ethic / poor approach to work	3.9%
Poor teamwork skills	2.9%
Inflexibility / Inability to accept direction, challenges or change	2.9%
Lack of leadership skills	1.0%

Refer to Supplementary Table 3 in Appendix B for an examination of undesirable aspects of a graduate application, by industry, in 2013.

<sup>1</sup> Note column percentages do not add to 100 per cent, as employers were encouraged to indicate multiple facets.

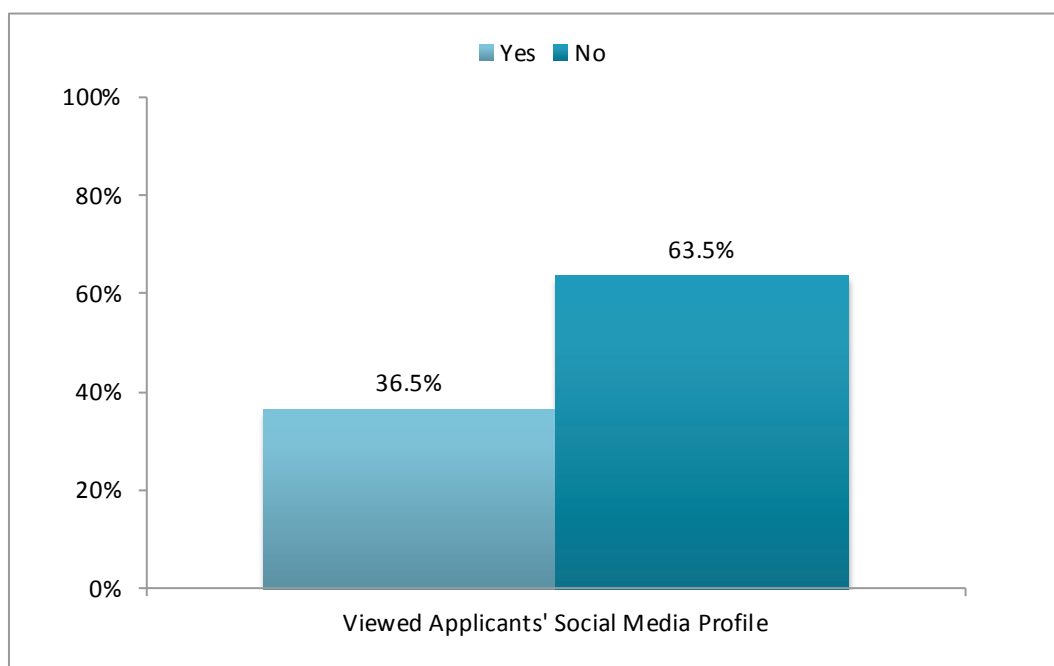
## Graduates' Social Media Profiles

*"Their social media profile is very relevant in our business so obvious mistakes would show low self-awareness. Conscientiousness is paramount in a technology driven environment where your social media profile is our advertisement..."*

Each iteration of the Graduate Outlook Survey aims to include topical content, reflective of the recruitment and graduate labour market at that point in time. Not only does this maintain a contemporary instrument, but also ensures that graduate employers can draw from this fresh material in a bid to strengthen their graduate recruitment campaigns.

The role of a graduate's social media profile in the recruitment process has become increasingly prevalent in recent years. We wanted to know whether employers looked at candidates' social media profiles as part of their recruitment campaigns, and how this influenced their final recruitment decision<sup>1</sup>. The results are outlined in Figures 18, 19 and 20.

Interestingly, 36.5 per cent of graduate employers indicated that they looked at a candidate's social media profile in 2013 (see Figure 18).



**Figure 18: Proportion of employers who looked at a candidate's social media profile, 2013 (%)**

<sup>1</sup> See Questions 16 and 17 in the [2013 Graduate Outlook Survey Instrument](#).



When analysed by industry (see Figure 19):

- Employers most likely to view a candidate’s social media profile were from the Communications/Technology/Utilities industries (63.6 per cent).
- On the other hand, viewing a candidate’s social media profile was least likely for employers belonging to the Construction/Mining/Engineering industries (22.0 per cent), followed closely by employers in the Government/Defence/Health and Accounting/Finance industries (29.4 per cent and 33.3 per cent, respectively).

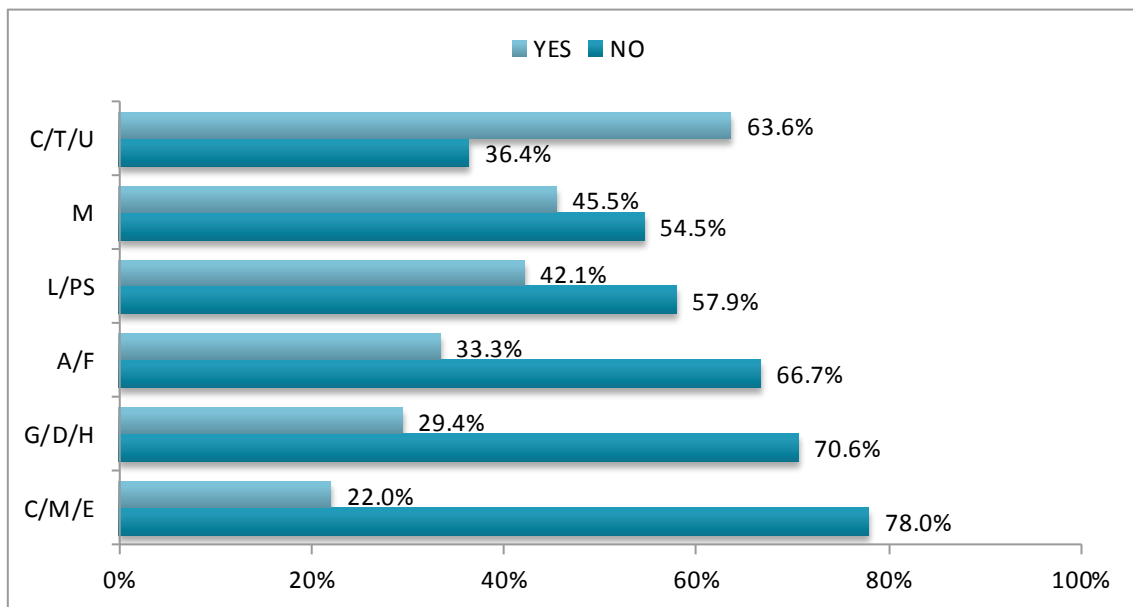


Figure 19: Proportion of employers who looked at a candidate’s social media profile, by industry<sup>1</sup>, 2013 (%)

<sup>1</sup> G/D/H = Government/Defence/Health, C/M/E = Construction/Mining/Engineering, A/F = Accounting/Finance, L/PS = Legal/Professional Services, M = Manufacturing, C/T/U = Communication/Technology/Utilities.

## Graduates' Social Media Profiles and their Influence

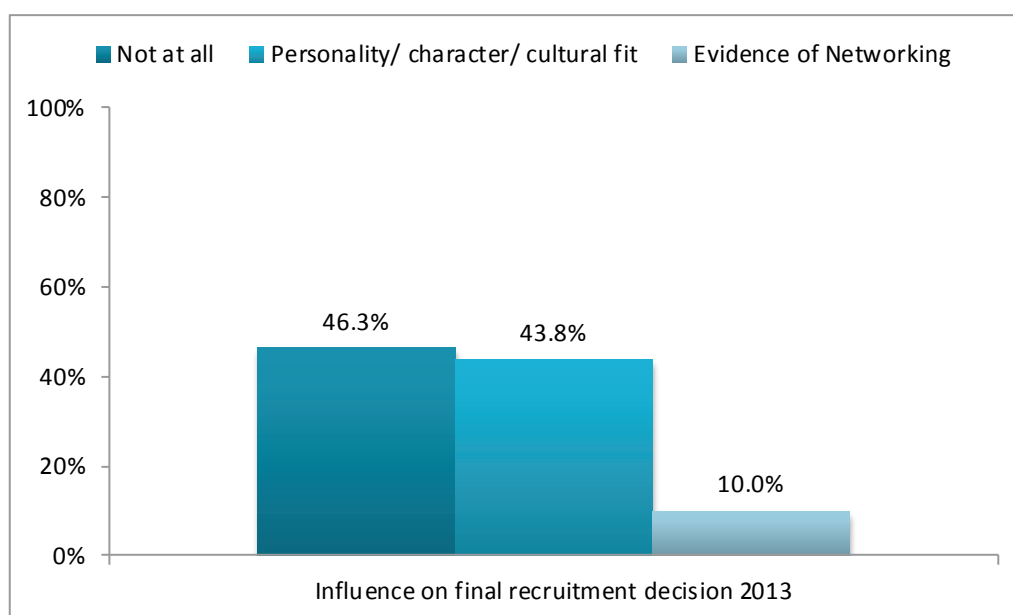
*"Shows personality and character. It is a good indicator of an individual's interests and social influences. I carefully consider these applicants..."*

*"[...] it is a contributing factor in terms of how they present themselves and to see if they are actively 'networked' in to their intended profession or area of expertise..."*

*"It provides us with an insight into their social responsibilities, awareness, and professionalism..."*

We also wanted to gain an indication of how looking at a candidate's social media profile influenced the employer's final recruitment decision. The results are outlined in Figure 20.

- Of the employers who indicated that they viewed a candidate's social media profile, 46.3 per cent indicated that it had 'No influence' on their final recruitment decision whatsoever.
- A similar figure, 43.8 per cent of participating employers, indicated that they gained insight into a candidate's 'Personality, character and cultural fit'.
- Only 10.0 per cent of employers indicated that they had gained an insight into the candidate's 'Networking skills' (n=8).



**Figure 20: The Influence of social media profile on final recruitment decision, 2013 (%)<sup>1</sup>**

<sup>1</sup> Figures might not add exactly to 100.0 due to rounding.

## Rating of 2013 Graduate Recruitment Campaign

*Graduate Outlook 2013* again invited graduate employers to rate four key aspects of their 2013 graduate recruitment campaign on a five-point quality scale<sup>1</sup> and then provide an overall rating of their 2013 graduate recruitment campaign (see Table 14).

In order to simplify the presentation of these ratings, they have been separated by year and grouped into two categories:

- Meets or exceeds average expectations: combines employers who rated an aspect as being average, above average or excellent. Essentially, this includes all employers who were **satisfied** with a particular aspect of their graduate recruitment campaign.
- Exceeds average expectations: combines employers who rated an aspect as being either above average or excellent. Essentially, this includes those who had a **strong positive reaction** to a particular aspect, considering it to be above their average expectations.
  - Since 2010, there has been a steady downward trajectory in the proportion of employers whose average expectations were exceeded in terms of the ‘Number of applications received’ and the ‘Standard of applications received’. However, in 2013, these figures reflected a slight increase.
  - In 2013, the proportion of employers whose average expectations were exceeded in terms of the ‘Number of applications received’ revealed a slight rise from 2012 (from 50.0 per cent to 53.2 per cent).
  - Also observed was the overall decrease in the proportion of employers whose average expectations were exceeded in terms of the ‘Standard of candidates seen during the selection process’ and the ‘Standard of candidates accepting a position’.
  - Overall, the majority of participating employers were generally satisfied with their respective graduate recruitment campaign in 2013 (62.4 per cent).

**Table 14: Employer ratings of their own graduate recruitment campaign, 2009 – 2013 (%)**

Aspect of graduate recruitment campaign	Meets or exceeds average expectations					Exceeds average expectations				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
Number of applications received	89.9%	91.9%	87.8%	89.8%	90.7%	58.4%	61.3%	51.2%	50.0%	53.2%
Standard of applications received	89.6%	91.1%	86.3%	86.1%	91.1%	38.2%	49.1%	44.4%	43.8%	44.3%
Standard of candidates seen during selection process	92.4%	92.3%	92.0%	92.7%	93.6%	53.5%	58.3%	59.0%	58.5%	56.2%
Standard of candidates accepting a position	94.3%	96.3%	95.8%	96.3%	94.0%	65.4%	70.3%	76.1%	75.7%	72.8%
Overall rating of graduate recruitment campaign	91.5%	94.0%	92.7%	94.8%	94.0%	55.5%	59.6%	58.2%	61.7%	62.4%

<sup>1</sup> Since 2009, a five-point scale has been used with ratings of very poor, below average, average, above average, excellent (adapted from Siegle, n.d.).

Percentages of graduate employers whose expectations were exceeded during their graduate recruitment campaign are examined by industry in Table 15:

- A greater than average proportion of employers in Construction/Mining/Engineering (62.7 per cent) and Legal/Professional Services (60.7 per cent) indicated that the 'Number of applications received' for their graduate recruitment program exceeded their average expectations. Communication/Technology/Utilities industry employers were the least likely to be highly satisfied with this aspect of their graduate recruitment campaign (34.4 per cent).
- A similar pattern was observed regarding the 'Standard of applications received,' albeit in a slightly different order. Employers in the Construction/Mining/Engineering (55.9 per cent) and Government/Defence/Health industries (52.1 per cent) were the most likely to have this aspect of their graduate recruitment campaign exceed their average expectations, while employers in the Communication/Technology/Utilities (28.1 per cent) and Manufacturing (27.3 per cent) industries were the least likely.
- Construction/Mining/Engineering employers (69.5 per cent) were most likely to have the 'Standard of candidates seen during the selection process' exceed their average expectations. On the other hand, again, employers in the Communication/Technology/Utilities industries were least likely to have this aspect exceed their average expectations (40.6 per cent).
- Regardless of industry, almost three quarters of employers indicated that the standard of candidates accepting a position exceeded their average expectations (72.8 per cent).
- Overall, almost three quarters of employers in Construction/Mining/Engineering (70.2 per cent) indicated that their graduate recruitment campaign as a whole exceeded their average expectations. Government/Defence/Health industry employers were least likely to have their graduate recruitment campaign exceed their average expectations (54.2 per cent).

**Table 15: Employer ratings of their 2013 graduate recruitment campaign, exceeds average expectations, by industry<sup>1</sup> (%)**

Aspect of graduate recruitment campaign	G/D/H	C/M/E	A/F	L/PS	M	C/T/U	All
Number of applications received	51.0%	62.7%	46.7%	60.7%	45.5%	34.4%	53.2%
Standard of applications received	52.1%	55.9%	35.5%	42.6%	27.3%	28.1%	44.3%
Standard of candidates seen during selection process	51.1%	69.5%	51.6%	60.0%	45.5%	40.6%	56.2%
Standard of candidates accepting a position	72.3%	74.1%	80.6%	72.2%	72.7%	64.5%	72.8%
Overall rating of 2013 graduate recruitment campaign	54.2%	70.2%	58.1%	62.5%	63.6%	64.5%	62.4%

<sup>1</sup> G/D/H = Government/Defence/Health, C/M/E = Construction/Mining/Engineering, A/F = Accounting/Finance, L/PS = Legal/Professional Services, M = Manufacturing, C/T/U = Communication/Technology/Utilities.

## 2013 Graduate Cohort

This section of *Graduate Outlook 2013* examines participating employers' ratings of the graduates in their 2013 candidate pool in regard to nine key employability attributes, as well as the employability skills of the graduate candidates who commenced employment with their organisation in 2013.

### Applicant Characteristics

Participating employers were asked to rate the applicants in their 2013 graduate candidate pool in regard to nine key employability attributes using a five-point quality scale<sup>1</sup>. In order to simplify the presentation of these ratings they have been grouped into two categories:

- Meets or exceeds average expectations: includes only those employers who rated a particular attribute as being in line with their average or above average expectations for their candidate pool.
- Exceeds average expectations: combines employers who rated a particular attribute as being either above average or excellent (i.e. above their average expectations for their candidate pool).

Employer ratings of these employability attributes are presented in Table 16, where they are listed in descending order of the percentage of employers who indicated that their graduate applicants met or exceeded their average expectations.

Overall, there was little difference in terms of the proportion of employers who considered that their graduate applicants at least met their average expectations, with only 10.4 percentage points separating the highest and lowest ranked attributes (i.e. 'Academic results' and 'Knowledge of [the] organisation'). Overall, the largest proportion of employers considered graduates' 'Academic results' to meet or exceed their average expectations (98.6 per cent). This characteristic was also ranked first in terms of exceeds average expectations (68.9 per cent).

- While 'Ability to work in a team' was ranked second in terms of meets or exceeds average expectations (96.7 per cent), this characteristic was only ranked sixth in terms of the proportion of employers who believed that their graduate applicants exceeded their expectations (56.1 per cent).

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<sup>1</sup> A five-point scale was used, with ratings; very poor, below average, average, above average, excellent (adapted from Siegle, n.d.).

- On the other hand, while ‘Professionalism’ was ranked fifth in terms of meets or exceeds average expectations (95.0 per cent), this characteristic was ranked second in terms of the proportion of employers who believed that the professionalism of their graduate applicants exceeded their expectations (63.3 per cent).

**Table 16: Rating of graduate applicant characteristics, 2013 (%)**

Graduate applicant characteristics	Meets or exceeds average expectations	Exceeds average expectations
	2013	2013
Academic Results	98.6%	68.9%
Ability to work in a team	96.7%	56.1%
Professionalism	95.0%	63.3%
Presentation skills	96.1%	59.4%
Communication skills - verbal	95.9%	59.3%
Level of participation in extra-curricular activities	94.7%	59.3%
Communication skills - written	93.6%	55.5%
Prior work experience	90.5%	43.3%
Knowledge of your organisation	88.2%	42.5%

When considering these findings, it is important to recognise that different employers would likely have different expectations of their graduate applicants. Hence, a graduate who exceeds the expectations of one employer may be merely in line with the expectations of another. While these findings provide a useful guide regarding the particular characteristics upon which graduate employers rate their applicants highly in comparison to those for which there is room for improvement, they should be taken as indicative only.

## Graduate Skills

In 2013, participating employers were asked to rate the employability skills of the graduates that started with their organisation in 2013. Employers were presented with a list of nine generic employability skills which can all be considered important in terms of a graduate being ‘well-rounded’ and ‘job ready’, and were asked to rate their 2013 graduates in regard to each skill using a five-point quality scale<sup>1</sup>. Again, responses have been summarised according to employers who had their average expectations met or exceeded and those who had their average expectations exceeded (see Table 17).

Examining these results over the past four years, we see that a consistently high proportion of employers found that the employability skills of their graduate recruits met or exceeded their average expectations.

- The three graduate employability skills that most frequently met or exceeded employers’ average expectations in 2013 were ‘Learning’, ‘Teamwork’, and ‘Communication’ (98.6 per cent, 98.1 per cent and 97.2 per cent, respectively).
- Amongst those skills that were still relatively highly ranked were ‘Technical skills resulting from their course’, ‘Self-management’, and ‘Planning and organising’ (94.3 per cent, 93.9 per cent and 91.1 per cent, respectively).
- The graduate employability skill that most frequently exceeded average expectations was ‘Learning’ which has been the case over the past five years.

**Table 17: Rating of graduate employability skills, 2009 - 2013 (%)**

Graduate employability skills	Meets or exceeds average expectations					Exceeds average expectations				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
Learning	97.6%	98.8%	98.9%	98.7%	98.6%	70.0%	67.1%	74.2%	72.2%	68.5%
Teamwork	97.6%	99.2%	99.3%	98.0%	98.1%	59.1%	65.3%	65.3%	69.2%	66.2%
Communication	94.3%	98.0%	96.0%	97.3%	97.2%	59.1%	65.5%	63.9%	70.3%	64.8%
Technology	98.0%	98.8%	98.9%	98.7%	96.7%	41.6%	65.4%	68.4%	69.6%	65.4%
Initiative and enterprise	95.2%	96.4%	97.4%	94.6%	96.2%	67.9%	64.1%	60.4%	59.7%	61.0%
Problem solving	93.2%	98.0%	96.3%	95.3%	95.8%	58.9%	60.5%	57.6%	61.7%	57.3%
Technical skills resulting from their course	95.2%	97.2%	94.9%	94.0%	94.3%	57.1%	53.6%	56.2%	58.1%	53.3%
Self-management	90.5%	96.4%	92.6%	92.0%	93.9%	54.4%	46.0%	47.7%	54.5%	47.7%
Planning and organising	92.8%	95.5%	93.1%	92.6%	91.1%	43.5%	47.2%	46.4%	54.8%	46.3%

<sup>1</sup> A five-point scale was used, with ratings; very poor, below average, average, above average, excellent (adapted from Siegle, n.d.).

# Graduate Retention

Since the inception of the Graduate Outlook Survey in 2005, the retention of graduate employees has been highlighted by participating employers as a major issue both presently and in the future.

This section of *Graduate Outlook 2013* begins with an investigation into the scope of graduate retention and attrition in participating organisations. This is followed by an examination of the factors which participating employers believe contribute to graduate attrition, as well as the strategies which they feel are most effective at retaining graduate employees.

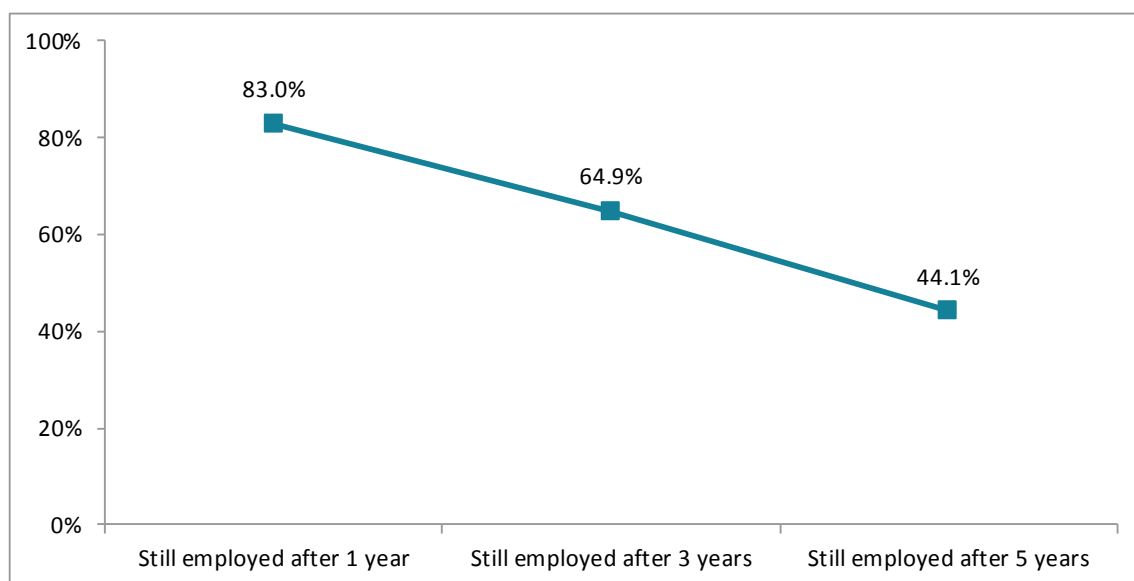
## Graduate Retention and Attrition

In order to better understand graduate attrition rates, employers were asked to indicate the proportion of their graduate cohort (i.e., the group of graduates starting with their organisation in a given year) that was still employed with their organisation at the end of one year, three years and five years. The average proportion of graduates from that cohort still employed with the organisation at each of these milestones is presented in Figure 21.

Figure 21 shows a somewhat troubling picture for graduate employers:

- That on average, 17 per cent of their graduate employees will not make it to the end of their first year, with this figure more than doubling after three years.
- By the end of the fifth year, well over 50 per cent of their starting graduate cohort will have moved on to other employment.

While some graduate attrition is inevitable, the extent of these findings can have major implications for organisations due to the time, effort and resources invested in recruiting graduate employees in the first place.

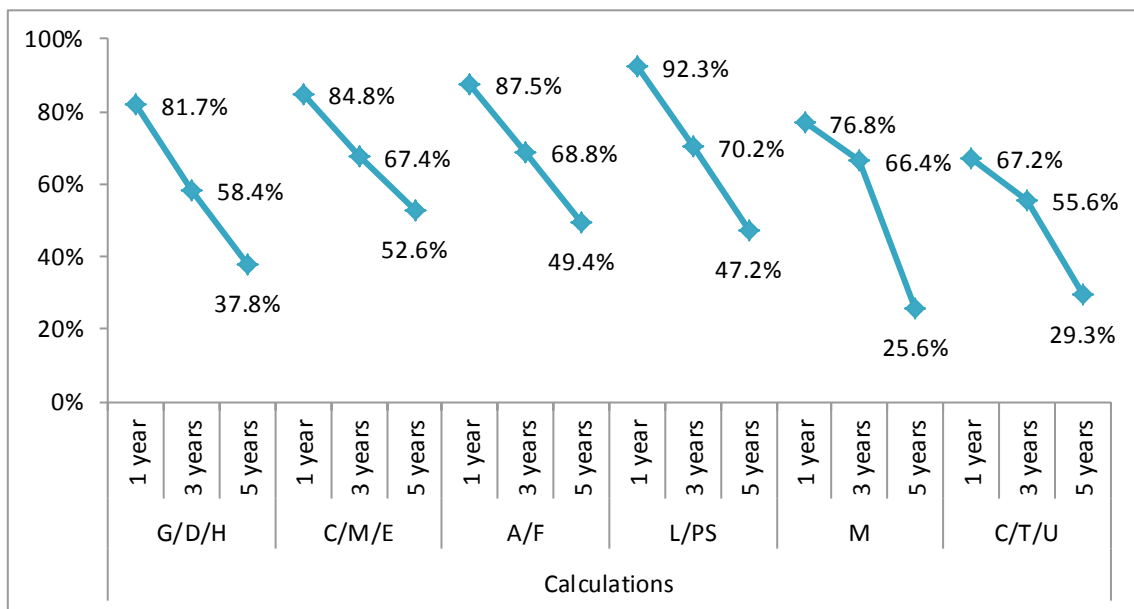


**Figure 21: Average proportion of graduate cohort still employed with the organisation at the end of one, three and five years after their commencement, 2013 (%)**



When average attrition is plotted by employer industry (refer to Figure 22), the same highly linear trend is observed for all of the industries under examination. It can also be seen that graduate attrition rates are broadly comparable across industries; however:

- At the end of the first year, employers in the Legal/Professional Services industries had experienced the lowest graduate attrition (an average of 7.7 per cent). On the other hand, employers in the Communication/Technology/Utilities industries experienced the highest average attrition in this same period (32.8 per cent).
- Employers in the Manufacturing industries exhibited the highest graduate attrition over the five-year period under examination, with an average of only 25.6 per cent of the graduate cohort still employed with the organisation at the end of five years.
- The lowest attrition rate was observed for employers in the Construction/Mining/Engineering and Accounting/Finance industries, which had an average of 52.6 per cent and 49.4 per cent of their respective graduate cohorts still employed at the end of five years.



**Figure 22: Average proportion of graduate cohort still employed with the organisation at the end of one, three and five years after their commencement, by industry<sup>1</sup>, 2013 (%)**

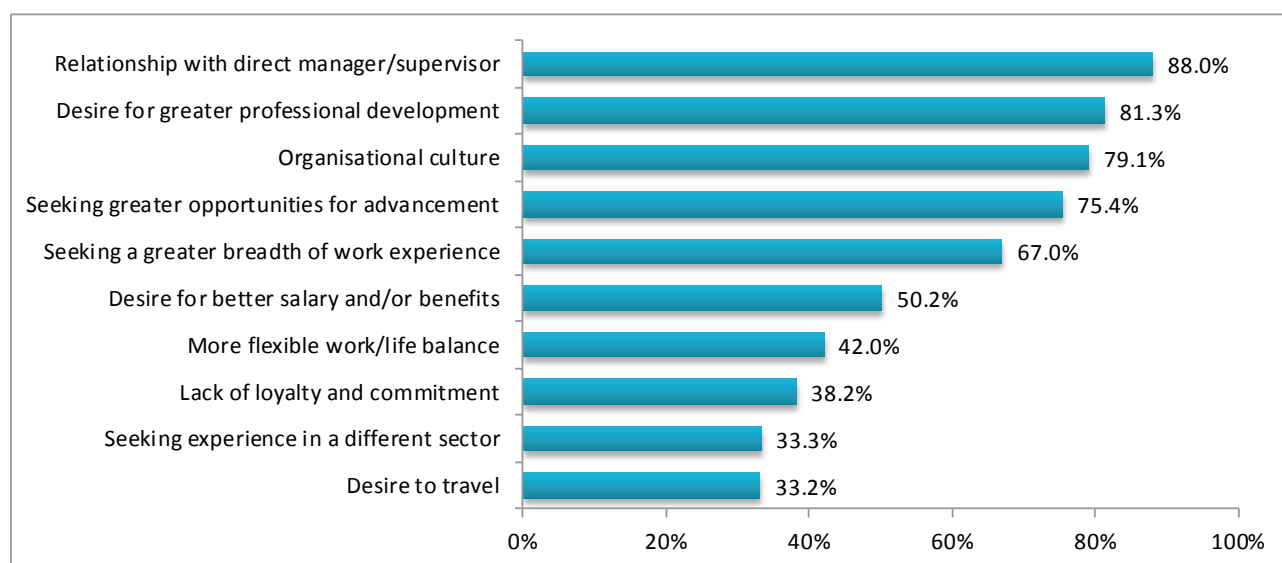
<sup>1</sup> G/D/H = Government/Defence/Health, C/M/E = Construction/Mining/Engineering, A/F = Accounting/Finance, L/PS = Legal/Professional Services, M = Manufacturing, C/T/U = Communication/Technology/Utilities.

## Factors Influencing Graduate Attrition

Participating employers were also asked to identify the factors that they believe contribute to a graduate’s decision to change employers. Employers were presented with a list of ten key factors that may affect graduate attrition and were asked to rate each on a five-point importance scale<sup>1</sup>. These attrition factors are presented in Figure 23, listed in descending order of the proportion of employers who rated them as being either quite important or very important.

- ‘Relationship with direct manager/supervisor’ was considered by the largest proportion of employers (88.0 per cent) to be a quite or very important factor in terms of a graduate’s decision to change employers.
- This was followed by a ‘Desire for greater professional development’ (81.3 per cent) and ‘Organisational culture’ (79.1 per cent).
- Approximately one-half of employers (50.2 per cent) believed that graduates were influenced by a ‘Desire for greater salary and/or benefits’.
- Deemed of lesser importance were ‘Seeking experience in a different sector’ (33.3 per cent) and ‘Desire to travel’ (33.2 per cent).

The relative rankings of these attrition factors are broadly consistent with those reported in the previous iterations of *Graduate Outlook*.



**Figure 23: Perceived important factors in graduate attrition, quite/very important, 2013 (%)**

It is encouraging for employers that graduate attrition seems to be primarily influenced by factors largely within the control of the organisation (at least according to employers surveyed as part of the 2013 GOS). Personal factors such as ‘Lack of loyalty (etc.)’ and ‘Desire to travel’ which are well beyond the capacity of the organisation to address appear to be secondary to a range of factors which are within the realm of the organisation to address.

<sup>1</sup> 2013 Importance scale: not at all important, not very important, somewhat important, quite important, very important (adapted from Siegle, n.d.).

## Graduate Retention Strategies

To better understand what employers are currently doing to encourage graduates to remain with their organisation, they were asked to rate, based on their own experiences in their organisation, the effectiveness of ten common graduate retention strategies on a five-point effectiveness scale<sup>1</sup>. These retention strategies are presented in Figure 24 in order of the proportion of graduate employers who rated them as being either quite or very effective.

- Graduate training and development strategies, such as 'Internal training and development activities' (82.8 per cent), 'Mentoring scheme' (80.8 per cent), 'Buddy system' (75.1 per cent) and 'Support for external training and development' (73.2 per cent) were considered to be effective retention strategies by the vast majority of participating employers.
- 'Performance-based remuneration' was also considered to be an effective graduate retention strategy by 62.2 per cent of employers. A similar proportion of employers (62.0 per cent) believed that 'Graduate-focused social activities' was an effective retention strategy.
- Only 36.2 per cent of employers considered 'Specific area for graduates on website' to be an effective retention strategy.

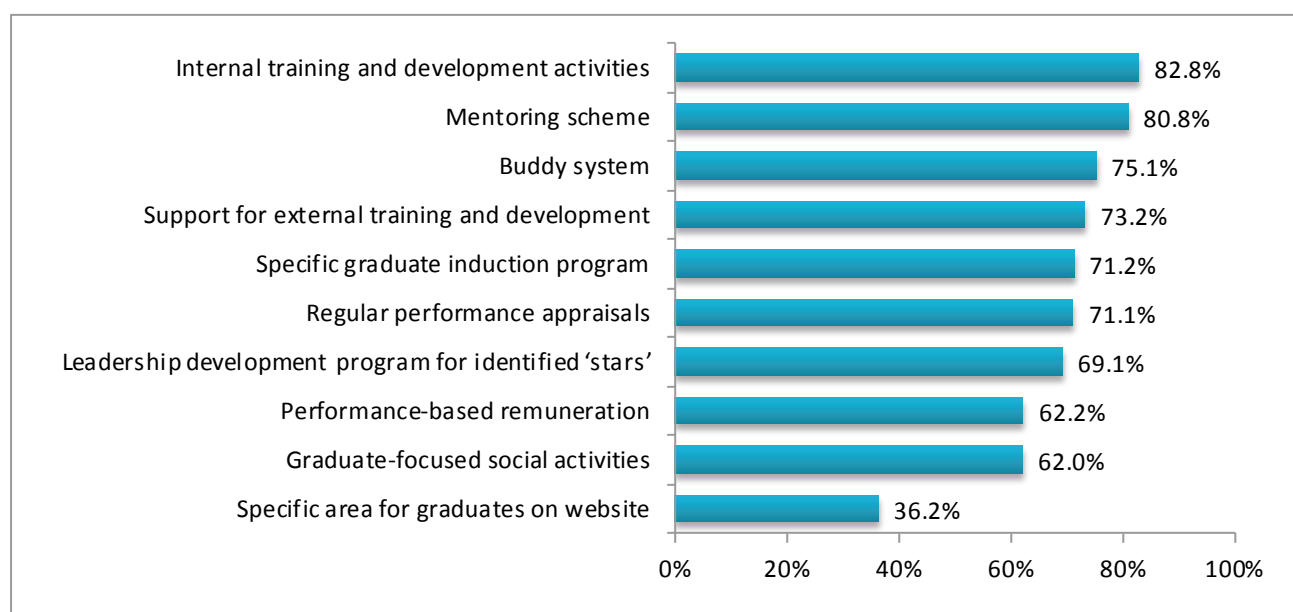


Figure 24: Effectiveness of graduate retention strategies, quite/very effective, 2013 (%)

<sup>1</sup> The 2013 effectiveness scale: not at all effective, not very effective, somewhat effective, quite effective, very effective.

Table 18 examines graduate retention strategy trends over the past five years:

- Over the past five years, there has been a decline in the proportion of employers considering 'Internal training and development activities' and 'Support for external training and development' to be effective retention strategies.
- A higher proportion of employers considered 'Mentoring scheme' to be an effective retention strategy in 2013, when compared with 2012's figures (from 78.7 per cent in 2012 to 80.8 per cent in 2013).
- Similarly was the case when considering the effectiveness of 'Buddy system' when examining yearly data (from 71.6 per cent in 2012 to 75.1 per cent in 2013).

**Table 18: Effectiveness of graduate retention strategies, quite/very effective, 2009 - 2013 (%)**

Effectiveness of graduate retention strategies	2009	2010	2011	2012	2013
Internal training and development activities	90.2%	86.7%	89.3%	86.3%	82.8%
Mentoring scheme	85.3%	84.2%	83.8%	78.7%	80.8%
Buddy system	84.6%	84.7%	82.8%	71.6%	75.1%
Support for external training and development	80.8%	81.7%	79.7%	78.8%	73.2%
Specific graduate induction program	80.1%	84.5%	81.3%	74.6%	71.2%
Regular performance appraisals	78.4%	81.1%	78.8%	78.2%	71.1%
Leadership development program for identified 'stars'	81.3%	80.9%	77.4%	65.8%	69.1%
Performance-based remuneration	72.8%	69.5%	67.7%	60.3%	62.2%
Graduate-focused social activities	64.4%	75.6%	67.2%	63.4%	62.0%
Specific area for graduates on website	43.0%	47.2%	48.6%	35.3%	36.2%

Interestingly, the industry of employer influenced the effectiveness of some of these strategies. These graduate retention strategies are presented by industry in Table 19, ranked in terms of the proportion of employers who considered them to be quite/very effective within each industry.

- As was the case overall, employers in the Government/Defence/Health, Legal/Professional Services and Manufacturing industries generally considered ‘Internal training and development activities’ to be the most effective graduate retention strategy.
- The most effective graduate retention strategy for employers in the Construction/Manufacturing/Engineering industries was ‘Mentoring scheme’.
- For employers in the Accounting/Finance industries, the most effective retention strategy was ‘Support for external training and development’.
- ‘Buddy system’ was ranked highest for employers belonging to the Communications/Technology/Utilities industries.
- As noted previously, the lowest-ranked retention strategy across all industries was ‘Specific area for graduates on website’.

A high degree of fluctuation in ranking can be noted when examining the remaining effective graduate retention strategies across industries.

**Table 19: Effective graduate retention strategies, by industry<sup>1</sup>, quite/very effective, 2013 (Rank)**

Graduate retention strategy	G/D/H	C/M/E	A/F	L/PS	M	C/T/U	All
Internal training and development activities	1	2	2	1	1	2	1
Mentoring scheme	3	1	3	2	3	3	2
Buddy system	7	4	5	3	7	1	3
Support for external training and development	2	6	1	5	8	9	4
Specific graduate induction program	4	5	7	4	6	6	5
Regular performance appraisals	6	3	4	8	2	7	6
Leadership development program for identified ‘stars’	5	7	8	6	4	5	7
Performance-based remuneration	9	9	9	7	9	4	8
Graduate-focused social activities	8	8	6	9	5	8	9
Specific area for graduates on website	10	10	10	10	10	10	10

<sup>1</sup> G/D/H = Government/Defence/Health, C/M/E = Construction/Mining/Engineering, A/F = Accounting/Finance, L/PS = Legal/Professional Services, M = Manufacturing, C/T/U = Communication/Technology/Utilities.

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## Further Reading

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## Appendix A: The Survey Method

Graduate employers from across Australia and New Zealand either contained on GCA's database, or from the seven participating higher education institutions' databases were contacted via email invitation, and subsequently invited to participate in the survey via online format. In 2013, seven higher education institutions across Australia<sup>1</sup> assisted Graduate Careers Australia in promoting the 2013 Graduate Outlook Survey to the graduate employers in their respective databases.

During August and September of 2013, a total of 484 graduate employers completed the 2013 Graduate Outlook Survey, of which 466 responses were determined to be usable. These responses were assessed as usable if the respondent had completed all questions in the first two sections of the survey instrument: *About Your Organisation* and *Your Graduate Intake*<sup>2</sup>.

Overall, 93.6 per cent of graduate employers were based in Australia, 1.1 per cent were based in New Zealand and 5.4 per cent were based in Asia.

When examining organisation type, almost two thirds of participating employers were from the private sector (64.8 per cent), 24.0 per cent were from the public/government sector and 11.2 per cent were from the not for profit sector (see Figure A).

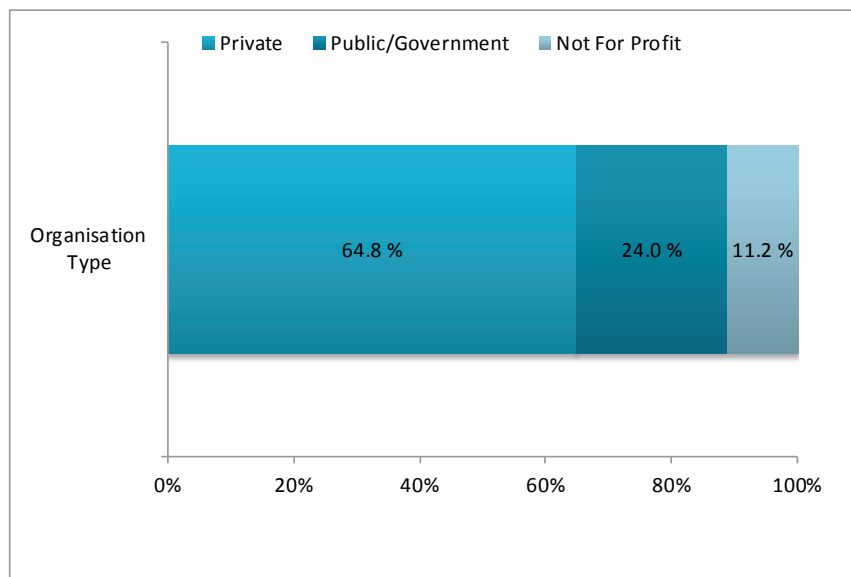
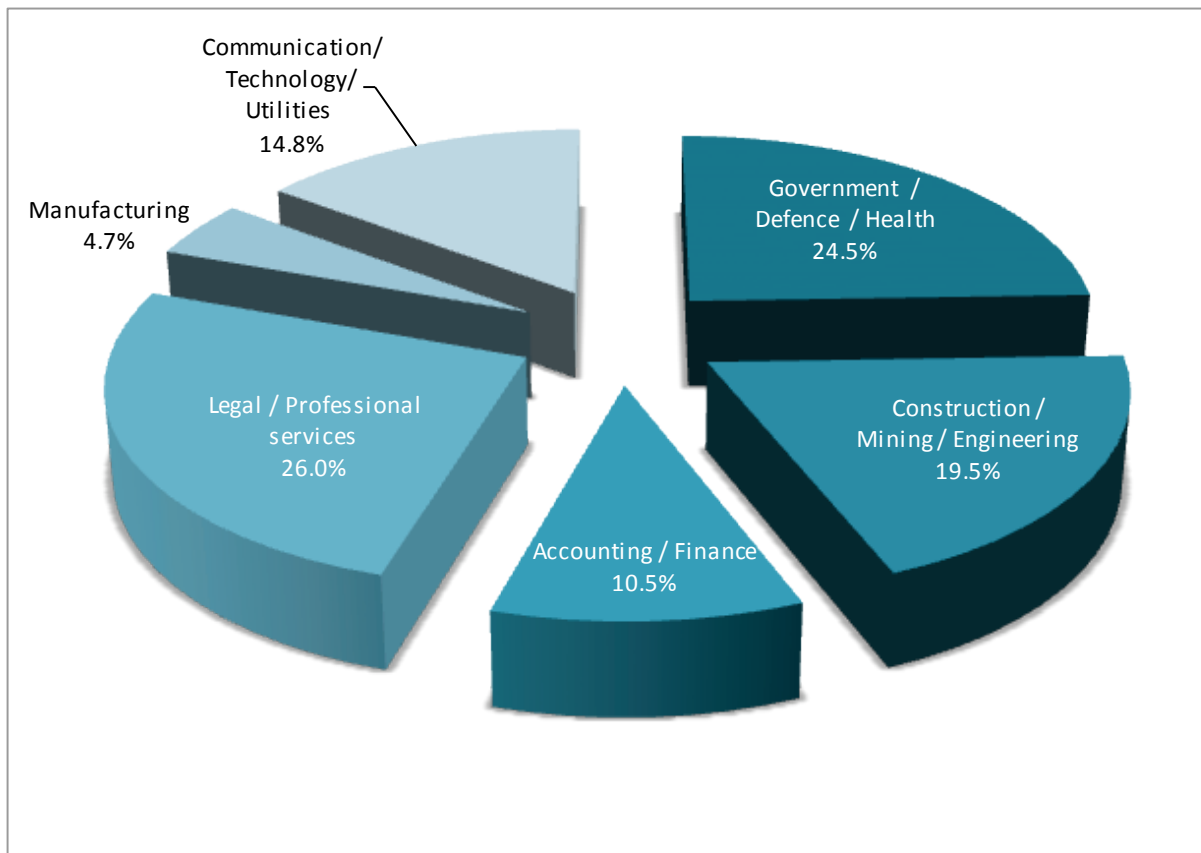


Figure A: Organisation Type of participating employers, 2013 (%)

<sup>1</sup> The assisting institutions are located in Western Australia, New South Wales, Queensland and Victoria.

<sup>2</sup> The first two sections of the instrument include questions on organisational profile, industry type, region of employment, organisation size, and graduate recruitment intake indicators (see [2013 Graduate Outlook Survey Instrument](#)).

The 2013 GOS industry representation<sup>1</sup> was largely representative compared to previous iterations of the survey. As such, this facilitated comparison between the 2012 and 2013 figures within this report. The broad industry groupings of participating employers in 2013 are presented in Figure B.



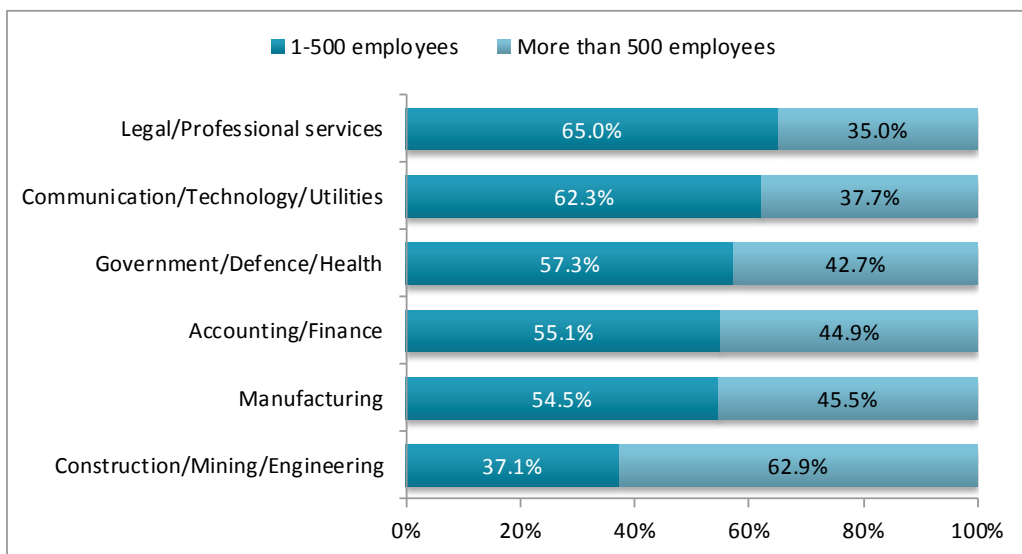
**Figure B: Industry of participating organisations, 2013 (%)**

<sup>1</sup> Refer to Appendix C for a comprehensive explanation of these broad industry groupings. These have been retained primarily for comparability with previous editions of *Graduate Outlook*.



Overall, 55.8 per cent of participating employers were from organisations with 500 or fewer employees, with the remaining 44.2 per cent of employers from organisations with more than 500 employees. As presented in Figure C, organisational size differed considerably based on industry type.

- Of those participating employers from the Legal/Professional services industries, 65.0 per cent were employed in organisations with 500 or fewer employees, and 35.0 per cent were from organisations with more than 500 employees.
- On the other hand, of those participating employers from the Construction/Mining/Engineering industries, only 37.1 per cent belonged to an organisation with 500 or fewer employees, whereas 62.9 per cent belonged to an organisation with more than 500 employees.



**Figure C: Employer Industry by organisation size, 2013 (%)**

Looking at the organisations' sphere of operation by industry, we see that over 60 per cent of participating employers from the Construction/Mining/Engineering and Manufacturing industries were from organisations that operate internationally (see Figure D). For the participating employers from the Government/Defence/Health industries, over 50 per cent were from organisations that operate regionally (i.e. only within a particular State/Territory/region).

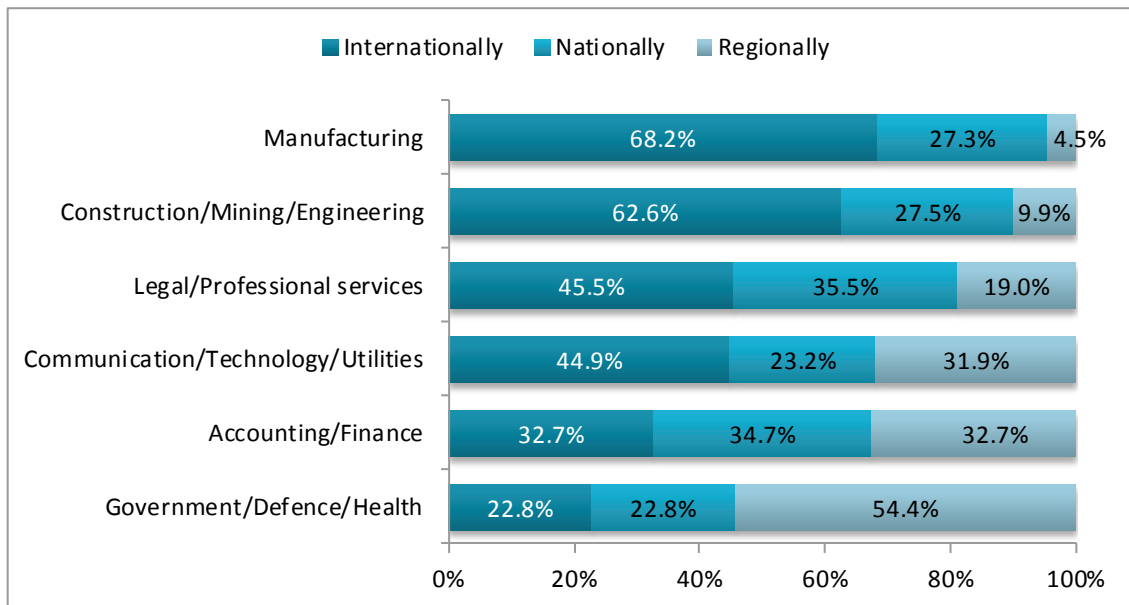
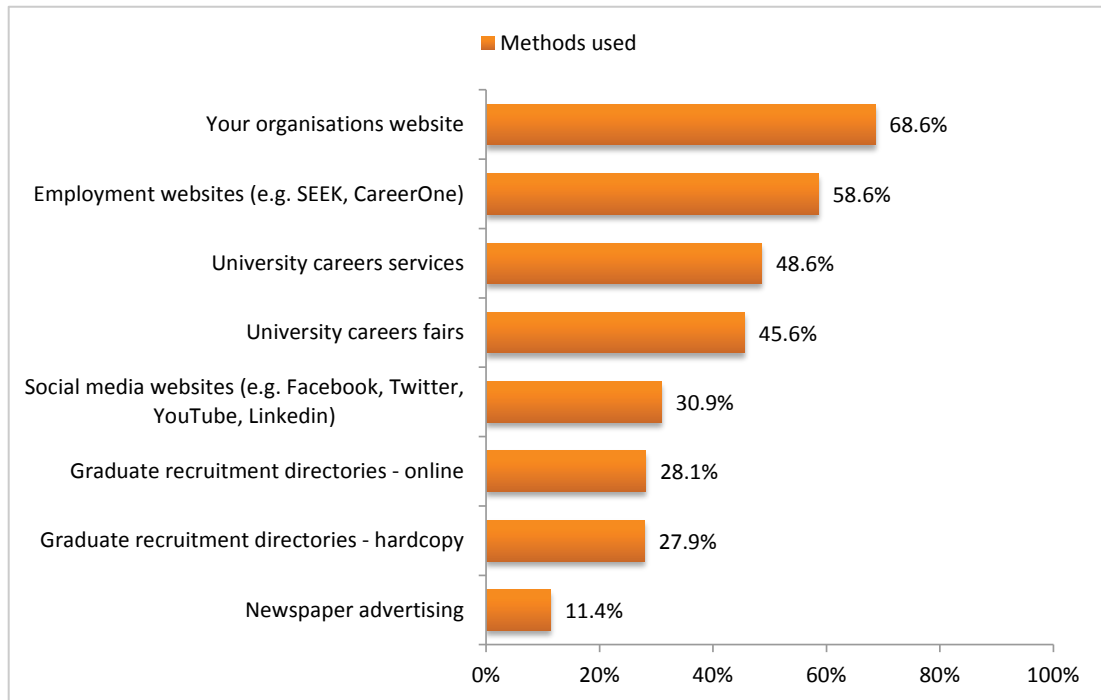


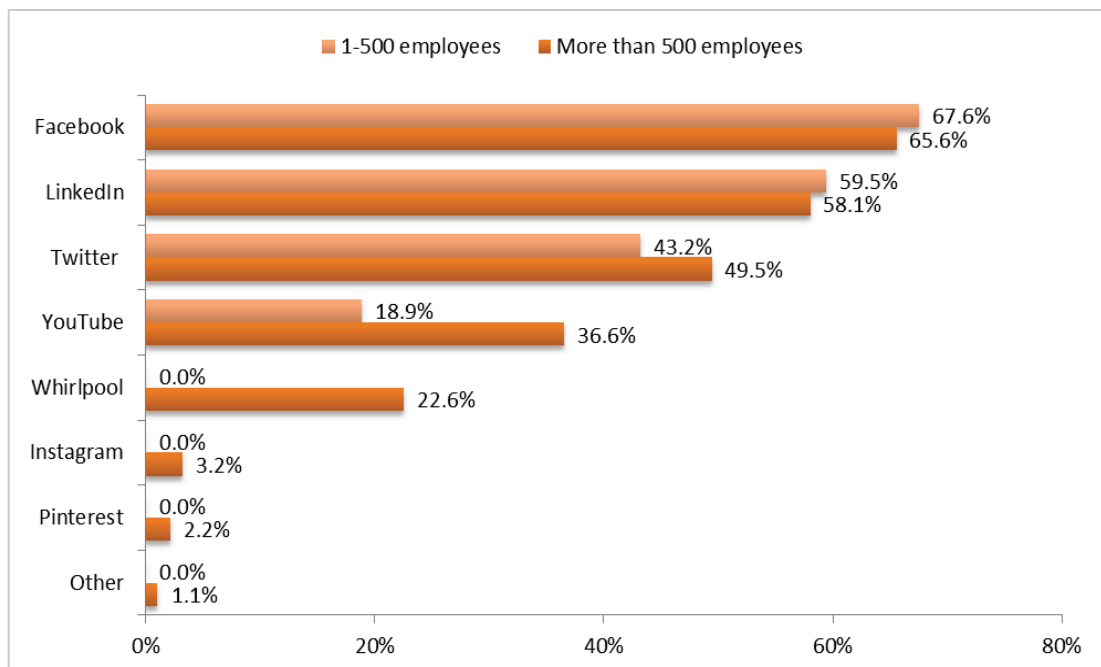
Figure D: Sphere of operation of organisation, by industry, 2013 (%)<sup>1</sup>

<sup>1</sup> Figures might not add exactly to 100.0 due to rounding.

## Appendix B: Supplementary Figures and Tables



Supplementary Figure 1: Methods used to promote graduate program, 2012 (%)<sup>1</sup>



Supplementary Figure 2: Anticipated promotion of graduate program via social media sites for 2013, by organisation size (%)<sup>1</sup>

<sup>1</sup> GCA, 2013. *Graduate Outlook 2012*. Melbourne: Graduate Careers Australia:  
<http://www.graduatecareers.com.au/research/surveys/graduateoutlooksurvey>

Supplementary Table 1: Social media websites used, by industry, 2012 (%)<sup>1,2,3,4</sup>

Promotion used in 2012	Government/ Defence/ Health	Construction/ Mining/ Engineering	Accounting /Finance related	Legal/ Professional services	Manufacturing	Communication/ Technology/ Utilities
Facebook	73.9%	61.5%	85.7%	69.4%	25.0%	66.7%
Twitter	39.1%	38.5%	33.3%	47.2%	25.0%	44.4%
YouTube	47.8%	23.1%	19.0%	25.0%	25.0%	22.2%
LinkedIn	39.1%	53.8%	47.6%	52.8%	75.0%	66.7%
Pinterest	0.0%	0.0%	0.0%	2.8%	0.0%	0.0%
Instagram	4.3%	0.0%	0.0%	5.6%	0.0%	0.0%
Whirlpool	4.3%	26.9%	9.5%	8.3%	0.0%	22.2%
Other	4.3%	0.0%	4.8%	0.0%	0.0%	0.0%

<sup>1</sup> Column percentages do not add to 100 per cent, as employers were encouraged to indicate multiple categories

<sup>2</sup> G/D/H = Government/Defence/Health, C/M/E = Construction/Mining/Engineering, A/F = Accounting/Finance, L/PS = Legal/Professional Services, M = Manufacturing, C/T/U = Communication/Technology/Utilities.

<sup>3</sup> Note that caution should be exercised when interpreting these data as some figures were based on a small number of responses (n <10).

<sup>4</sup> GCA, 2013. *Graduate Outlook 2012*. Melbourne: Graduate Careers Australia:

<http://www.graduatecareers.com.au/research/surveys/graduateoutlooksurvey>

**Supplementary Table 2: Outstanding aspects of a Graduate Application, by industry, 2013 (%)<sup>1,2,3</sup>**

Outstanding Graduate Application	G/D/H	C/M/E	A/F	L/PS	M	C/T/U	All
Passion/ Knowledge of industry/ Drive/ Commitment/ Attitude/ Willingness to learn/ Enthusiasm/ Motivation	62.2%	68.6%	52.2%	53.2%	60.0%	60.7%	60.3%
Calibre of Academic Results (and achievements)	28.9%	33.3%	30.4%	40.4%	10.0%	25.0%	31.4%
Application tailored to the position	26.7%	25.5%	30.4%	38.3%	10.0%	35.7%	29.9%
Interpersonal & Communication Skills (written and oral)	28.9%	25.5%	30.4%	36.2%	0.0%	28.6%	28.4%
Emotional intelligence ( self-awareness, strength of character)	40.0%	21.6%	30.4%	23.4%	10.0%	25.0%	27.0%
Work Experience (relevant)	8.9%	39.2%	21.7%	21.3%	20.0%	10.7%	21.6%
Activities - includes both intra - and extra-curricular (community involvement)	11.1%	29.4%	13.0%	12.8%	30.0%	17.9%	18.1%
Technical skills/ Critical reasoning & analytical skills / Problem solving / Lateral thinking	11.1%	9.8%	4.3%	14.9%	10.0%	17.9%	11.8%
Cultural alignment/ Values fit	15.6%	15.7%	0.0%	4.3%	10.0%	0.0%	8.8%
Leadership and Entrepreneurship Skills/Initiative	4.4%	11.8%	4.3%	6.4%	10.0%	14.3%	8.3%
Can offer a spark to the organisation	11.1%	5.9%	0.0%	10.6%	0.0%	14.3%	8.3%
Teamwork skills	8.9%	11.8%	13.0%	2.1%	0.0%	3.6%	7.4%
Professional demeanour and integrity	6.7%	5.9%	4.3%	4.3%	10.0%	3.6%	5.4%

**Supplementary Table 3: Undesirable aspects of a Graduate Application, by industry, 2013 (%)<sup>1,2,3</sup>**

Undesirable Graduate Application	G/D/H	C/M/E	A/F	L/PS	M	C/T/U	All
Lack of interpersonal & communication skills (written, oral, listening)	38.1%	48.0%	69.6%	56.0%	10.0%	48.3%	48.5%
Untailored/ generic application	38.1%	54.0%	60.9%	42.0%	30.0%	44.8%	46.1%
Lack of passion/ knowledge of industry/ drive/ motivation/ enthusiasm/ initiative	28.6%	38.0%	43.5%	32.0%	10.0%	37.9%	33.8%
Poor or inappropriate academic qualifications/ results	19.0%	16.0%	17.4%	24.0%	10.0%	3.4%	16.7%
Lack of or irrelevant work/ extra- curricular experience	7.1%	16.0%	0.0%	18.0%	20.0%	10.3%	12.3%
Arrogance/ Selfishness / Aggressive /Dominating	16.7%	2.0%	13.0%	6.0%	20.0%	13.8%	9.8%
Unprofessional demeanour	4.8%	8.0%	4.3%	4.0%	0.0%	13.8%	6.4%
Lack of commitment/ High absenteeism / Lack of loyalty	14.3%	8.0%	0.0%	2.0%	0.0%	0.0%	5.4%
Lack of emotional intelligence, self-awareness or self-confidence	7.1%	4.0%	13.0%	0.0%	0.0%	6.9%	4.9%
Lack of work ethic / poor approach to work	14.3%	2.0%	0.0%	2.0%	0.0%	0.0%	3.9%
Poor teamwork skills	7.1%	16.0%	0.0%	18.0%	20.0%	10.3%	12.3%
Inflexibility / Inability to accept direction, challenges or change	7.1%	0.0%	4.3%	0.0%	10.0%	3.4%	2.9%
Lack of leadership skills	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%

<sup>1</sup> Column percentages do not add to 100 per cent, as employers were encouraged to indicate multiple categories

<sup>2</sup> G/D/H = Government/Defence/Health, C/M/E = Construction/Mining/Engineering, A/F = Accounting/Finance, L/PS = Legal/Professional Services, M = Manufacturing, C/T/U = Communication/Technology/Utilities.

<sup>3</sup> Note that caution should be exercised when interpreting these data as some figures were based on a small number of responses (n <10).

## Appendix C: Broad Industry Groupings

The following table presents a classification scheme for broad industry groupings nominated by participating employers in Question 2 of the 2013 Graduate Outlook Survey<sup>1</sup>. This includes both categorised responses from the survey instrument (presented here in boldface) and open text responses. This classification scheme was developed to ensure continuity between current and previous iterations of GOS in regard to the classification of industries into broad industry groupings.

Industry	G/D/H	C/M/E	A/F	L/PS	M	C/T/U
<b>Accounting</b>			✓			
Agriculture					✓	
<b>Automotive</b>					✓	
Banking/Finance			✓			
Computer software development						✓
Consumer electronics						✓
<b>Defence</b>	✓					
Education	✓					
<b>Engineering/Construction</b>		✓				
Environmental science				✓		
Financial services			✓			
Game development						✓
<b>Government</b>	✓					
<b>Healthcare</b>	✓					
Hospitality				✓		
<b>Information Technology</b>						✓
Infrastructure asset management				✓		
<b>Legal/Professional Services</b>				✓		
<b>Manufacturing</b>					✓	
Media						✓
<b>Mining/Oil &amp; Gas Exploration</b>		✓				
Not for profit	✓					
Organisational research				✓		
Public relations				✓		
Research and development				✓		
Recruitment				✓		
Retail				✓		
<b>Sales/Marketing/Logistics</b>				✓		
Sport and recreation				✓		
Technology						✓
Tourism				✓		
Utilities						✓

G/D/H = Government/Defence/Health, C/M/E = Construction/Mining/Engineering, A/F = Accounting/Finance, L/PS = Legal/Professional Services, M = Manufacturing, C/T/U = Communication/Technology/Utilities.

<sup>1</sup> See [2013 Graduate Outlook Survey Instrument](#).

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