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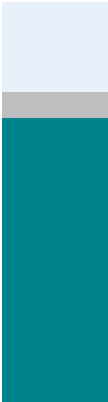
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# Job Outlook 2014



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## ABOUT THE *JOB OUTLOOK 2014* SURVEY

The *Job Outlook 2014* survey is a forecast of hiring intentions of employers as they relate to graduates of the Class of 2013-14. Each year, the National Association of Colleges and Employers (NACE) surveys its employer members about their hiring plans and other employment-related issues in order to project the market for new college graduates for the current class and to assess a variety of conditions that may influence that market.

From August 5, 2013, through September 13, 2013, data was collected for the *Job Outlook 2014* survey. A total of 208 surveys were returned—a 19.8 percent response rate.

Of those responding, 16.8 percent of respondents were from the West, 23.6 percent were from the Northeast, 27.9 percent were from the Southeast, and 29.3 percent were from the Midwest. The remaining 2.4 percent of respondents were located outside of the United States. For a list of respondents by industry and size, and a partial list of organizations that supplied data for this report, see page 43.

*Totals throughout the report may not equal 100 percent due to rounding.*

NACE expects to provide a formal update of job market information once more in the 2013-14 academic year: The *Job Outlook 2014 Spring Update* survey (data collected in February – March) will give NACE members a final update on hiring for 2013-14 graduates. Results will be available in early April 2014.

### Please Note: A Change in This Year's Report

In the past, NACE employer members indicated their new college hire numbers from the previous year and forecast hires for the upcoming recruiting year, offering insight to the overall job market for new college graduates. While prior years' Job Outlook surveys did not separate U.S. and international hires, this year, for the first time, employers were asked to distinguish college hires from 2012-13 and 2013-14 in the following four areas:

1. U.S. students for U.S. operations;
2. International students for U.S. operations;
3. U.S. students for operations outside of the United States; and,
4. International students for operations outside of the United States.

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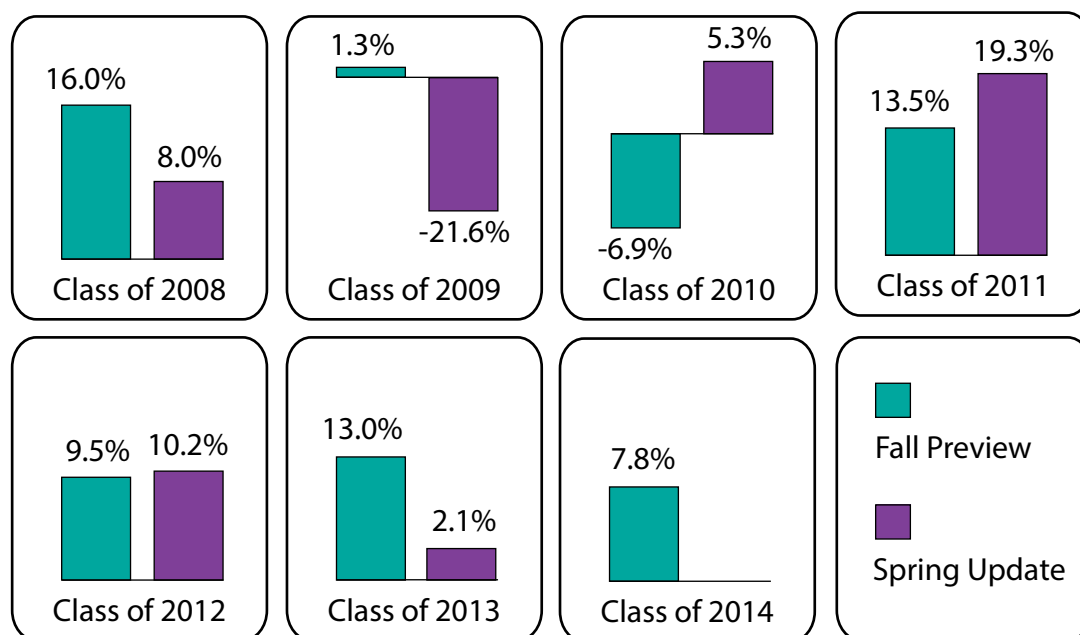
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## U.S. COLLEGE HIRING TO INCREASE 7.8 PERCENT

After slow job growth and a disappointing, flat job market last spring, employers are contemplating hiring new grads from the Class of 2014 with increasing optimism. Employers plan to hire 7.8 percent more new college graduates from the Class of 2014 for their U.S. operations than they did from the Class of 2013. (See Figure 1.) Of total survey respondents, more than one-quarter indicated that they recruit new college graduates for positions outside of the United States. Further, all-told, employers responding to the *Job Outlook 2014* survey report that they will hire 12 percent more U.S. and international graduates for U.S. and international positions in 2013-14 than they did in 2012-13.

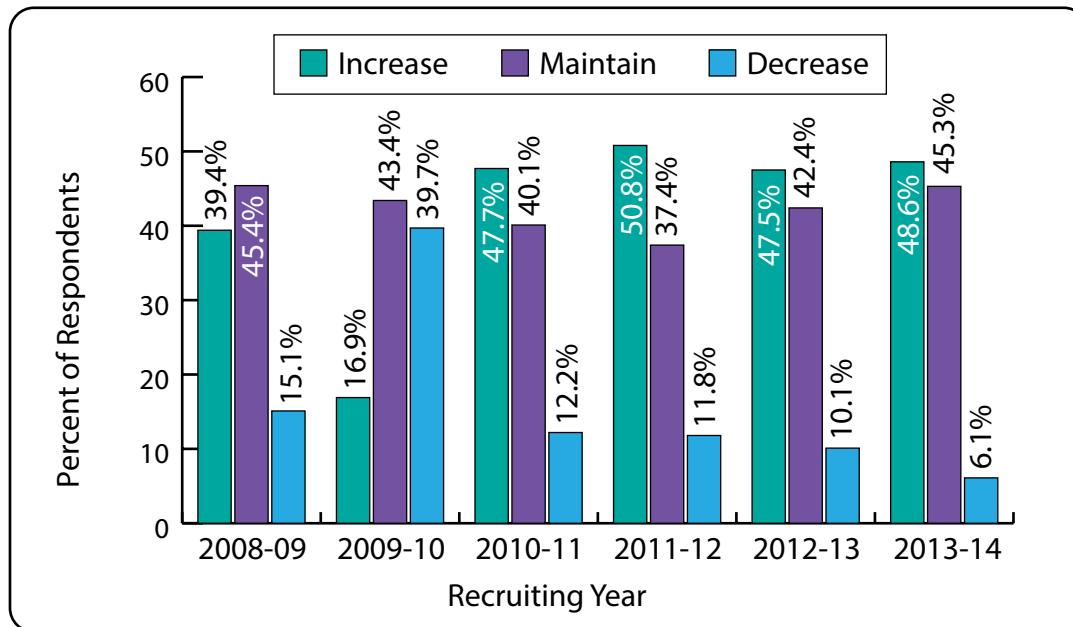
Employers with plans to increase their individual college hire numbers have increased slightly from 47.5 percent for the Class of 2013 to 48.6 percent for the Class of 2014. In addition, the group of respondents that project a decrease in total hires has dropped to a new low, with just 6.1 percent having plans to decrease their college hire numbers. (See Figure 2.)

Figure 1: Job Outlook hiring projections, 2008-2014\*



\*Class of 2014 is the hiring projection for U.S. locations only. Prior years' projections are shown for informational purposes only, and should not be compared to this year's projection.

Figure 2: Employers' hiring expectations



The key factors for the increase in hiring numbers, more than half of employers indicated, were larger business needs and/or company growth. An additional 20 percent mentioned a focus on building their talent pipelines by hiring more entry-level positions. Another nearly 15 percent reported an aging work force and anticipated retirements was creating the need for new college hires.

Most respondents who offered reasons for maintaining the number of new college hires had similar stories. Some noted that they are experiencing stable growth, so their college hiring numbers will stay the same. Others indicated that they are maintaining their college hires due to the dictate of business needs.

For the few organizations decreasing their college hiring numbers, the reasons were not all discouraging. While some mentioned declines in business, more than one-third of the group reported that they had hired an abundance of new graduates in 2013, so they don't need as many new grad in this cycle.



### Available vs. Unfilled Positions for New College Graduates

In spite of the flat job market and the worry 2013 grads expressed about getting a job in their field, some available jobs went begging. While employers forecast an average 171 positions available at their organizations, an average of eight positions remained unfilled at each firm. (See Figure 3.)

Not only has the number of available positions increased, but the total number of unfilled positions has also increased, with employers reporting an average of three more unfilled positions per employer.

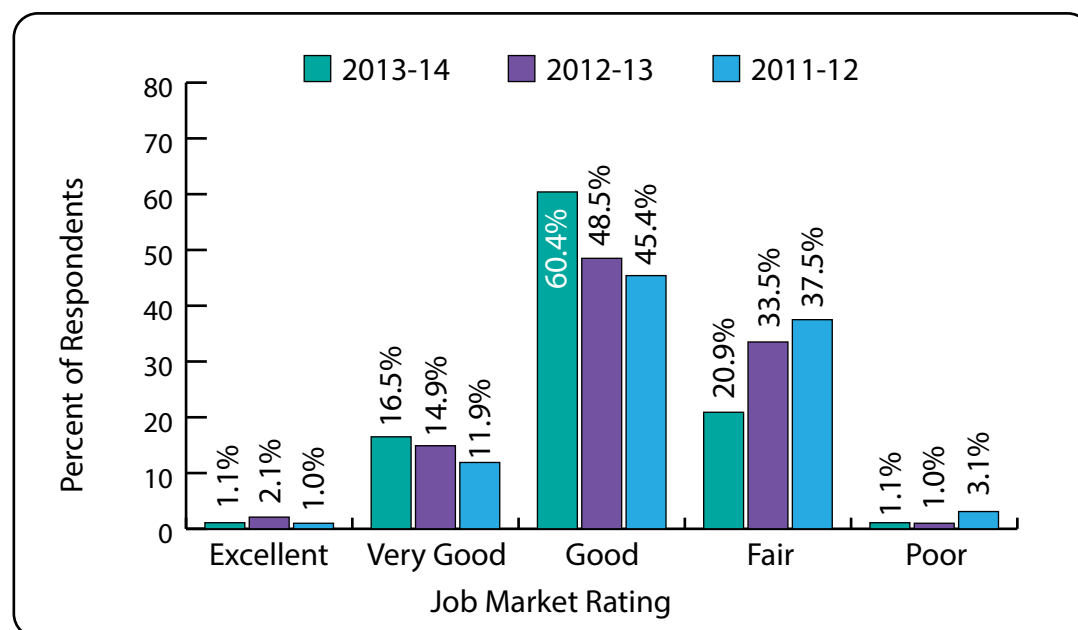
Figure 3: Available vs. unfilled positions for 2012-13, 2011-2012, and 2010-11 graduates

Recruiting Year	Total Number of Available Positions	Average Number of Available Positions	Total Number of Unfilled Positions	Average Number of Unfilled Positions	Percent of Unfilled to Available Positions
2012-13	24,834	171	1,126	8	4.5%
2011-12	24,854	152	855	5	3.4%
2010-11	24,356	148	1,172	7	4.8%

### Job Market Ratings

In general, employers rate the overall job market for the Class of 2014 as “good.” (See Figure 4.)

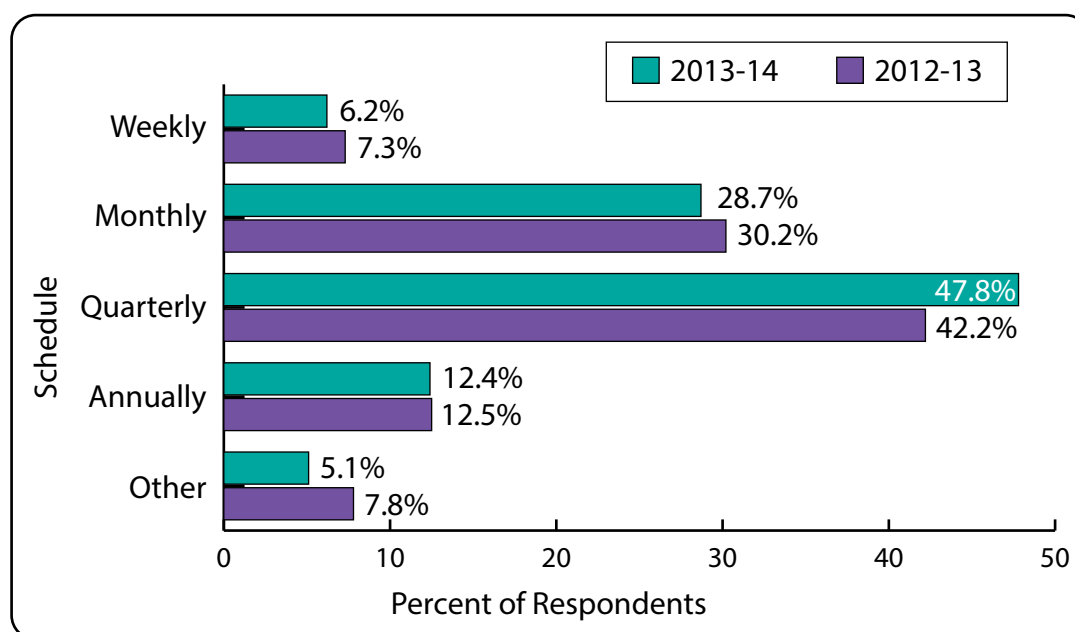
Figure 4: Employers rate the job market for 2013-14 graduates



Respondents giving “very good” ratings are up from 14.9 percent for the Class of 2013 to 16.5 percent for the Class of 2014. And, the group giving less positive or “fair” ratings has dropped from 33.5 percent for 2013 grads to just over 20 percent for 2014 grads.

The highest and lowest ratings of “poor” and “excellent” show very little change over the past few years; they have fluctuated less than 2 percent.

**Figure 5: Employers’ plans to reassess hiring needs**



With a more stable college job market, it appears that employers don't need to keep as close of an eye on their college hiring needs as they did in the past. (See Figure 5.) Nearly half of respondents to this survey report that they will reassess their college hiring needs on a quarterly basis, up from 42.2 percent who had similar plans for reassessing hiring needs in the 2013 survey.

Overall, employers continue to prefer the fall season for recruiting. (See Figure 6.)

While the percentage of organizations recruiting in the fall has fallen from 68 to 62 percent, 14.4 percent of respondents have plans to conduct 75 percent of their recruiting in the fall, with the remaining 25 percent to be conducted in the spring 2014.

**Figure 6: Percentage of college recruiting conducted in fall vs. spring, 2010-2014**

Job Outlook Survey Year	Fall	Spring
2014	62%	38%
2013	68%	32%
2012	65%	35%
2011	64%	36%
2010	60%	40%



Of recruiters who plan to be on campus recruiting in spring 2014, more than 40 percent have firm plans in place; just over 30 percent indicated that they have tentative plans in place for spring. (See Figure 7.) The percentage of respondents who are unsure of their spring recruiting plans has dropped from 15.5 percent among 2013 respondents, to just over 10 percent among 2014 respondents.

**Figure 7: Spring 2014 recruiting plans**

Recruiting Plans	Spring 2014	Spring 2013
Firm recruiting plans	42.9%	37.6%
Tentative plans in place	30.3%	27.3%
All recruiting in Fall	13.7%	18.6%
Unsure	10.3%	15.5%
Not hiring	2.9%	1.0%

### Recruiting Methods

While half of employers say they are using recruiting technology in general, and almost that many are tapping social networks to recruit the Class of 2014, career fairs—face-to-face time for graduating students and employers—is growing in use again.

In 2012, 41.7 percent of employers said they would use career fairs as a recruitment method. That percentage dropped to 34.8 percent in 2013 just as use of technology and social networks were rising among employers. For the Class of 2014, however, technology as a recruiting method has dropped from 57.3 percent for the Class of 2013 to 50.9 percent for the Class of 2014; in addition, use of social networks has dropped by about 10 percentage points, from 59.6 percent to 48.5 percent. At the same time, attending more career fairs has become more important.

**Figure 8: Change in recruiting methods, 2010-2014, by percent of respondents**

Change	% of 2014 Respondents	% of 2013 Respondents	% of 2012 Respondents	% of 2011 Respondents	% of 2010 Respondents
Using more technology in general	50.9%	57.3%	57.1%	41.1%	23.9%
Using more social networks	48.5%	59.6%	58.3%	42.6%	13.7%
Attending more career fairs	38.2%	34.8%	41.7%	33.5%	14.2%
Change in branding	33.3%	39.3%	42.3%	28.4%	2.5%
Attending fewer career fairs	23.6%	24.7%	27.4%	28.9%	27.9%
More travel	21.8%	21.3%	18.3%	19.3%	20.3%
Less travel	18.2%	21.9%	22.3%	15.2%	0.0%
Other	14.5%	18.5%	13.1%	18.3%	—

## Hiring by Industry

Looking strictly at the U.S. industry hiring projections, nearly all industries represented are planning increases to college hiring. Only miscellaneous manufacturers and finance, insurance, and real estate employers are reporting overall decreases in hiring. (See Figure 9.)

In the case of miscellaneous manufacturers, the individual responses provide a better picture. Of the 21 respondents in this sector, only four are reporting decreases, with two employers planning decreases greater than 50 percent, skewing the overall decrease in hiring. Nine of the 21 respondents are maintaining their hiring numbers, and eight respondents are increasing their numbers.

While the 2.8 percent decrease in hiring for finance, insurance, and real estate employers gives a negative outlook, this sector shows the largest numbers actual hires in 2013 of 3,440 and, in 2014, projected hires of 3,342. In addition, more than half of the individual respondents in this sector are increasing their numbers, and 20 percent are maintaining their numbers. The remaining 25 percent are planning to decrease hiring, with two respondents reducing their numbers significantly—one by 47 percent and the other by 67 percent. One of the two respondents reported that they hired enough graduates from the Class of 2013 to handle current needs.

(Note: Industry projections for the Class of 2014 graduates should be examined with caution as some sectors contain a small number of respondents. Only industries with five or more respondents are listed. Additionally, due to the small number of respondents in some industries, overall percentages may be easily skewed by one or two respondents.)

Figure 9: Total change in hiring, by industry\*

Industry	# of 2014 Projected Hires	# of 2013 Actual Hires	% Change	# of Respondents
Oil & Gas Extraction	1,098	654	67.8%	5
Utilities	376	226	66.4%	6
Construction	471	431	9.3%	7
Food & Beverage Mfg.	370	295	25.4%	6
Chemical (Pharmaceutical) Mfg.	2,301	2,234	3.0%	14
Computer & Electronics Mfg.	1,093	1,045	4.6%	11
Motor Vehicle Mfg.	877	680	28.9%	7
Misc. Mfg.	995	1,133	-12.2%	21
Retail Trade	1,223	1,096	11.6%	9
Transportation	1,450	1,409	2.9%	5
Finance, Insurance, & Real Estate	3,342	3,440	-2.8%	20
Management Consulting	1,384	1,054	31.3%	9
Misc. Prof. Services	803	723	11.1%	7

\*Hiring projections are for U.S. locations only. (Only industries with 5 or more respondents are represented here.)

Figure 10: Spring 2014 on-campus recruiting plans, by industry

Industry	Firm plans in place	Tentative plans	All recruiting in Fall 2013	Not hiring	Unsure	# of Respondents
Oil & Gas Extraction	33.3%	16.7%	16.7%	16.7%	16.7%	6
Utilities	33.3%	33.3%	11.1%	11.1%	11.1%	9
Construction	28.6%	14.3%	42.9%	0.0%	14.3%	7
Food & Beverage Mfg.	40.0%	20.0%	40.0%	0.0%	0.0%	5
Chemical (Pharmaceutical) Mfg.	20.0%	26.7%	40.0%	6.7%	6.7%	15
Computer & Electronics Mfg.	33.3%	46.7%	13.3%	0.0%	6.7%	15
Motor Vehicle Mfg.	16.7%	66.7%	0.0%	0.0%	16.7%	6
Misc. Mfg.	63.6%	27.3%	0.0%	4.5%	4.5%	22
Wholesale Trade	60.0%	40.0%	0.0%	0.0%	0.0%	5
Retail Trade	80.0%	10.0%	0.0%	10.0%	0.0%	10
Transportation	66.7%	16.7%	0.0%	0.0%	16.7%	6
Information	30.0%	40.0%	10.0%	0.0%	20.0%	10
Finance, Insurance, & Real Estate	45.8%	29.2%	12.5%	0.0%	12.5%	24
Engineering Services	40.0%	20.0%	20.0%	0.0%	20.0%	5
Management Consulting	20.0%	40.0%	20.0%	0.0%	20.0%	10
Misc. Prof. Services	71.4%	28.6%	0.0%	0.0%	0.0%	7

Figure 11: Job market rating, by industry

Industry	Average Rating	# of Respondents
Misc. Prof. Services	4.25	8
Information	4.10	10
Account Services	4.00	5
Retail Trade	3.90	10
Management Consulting	3.80	10
Wholesale Trade	3.40	5
Computer & Electronics Mfg.	3.37	16
Transportation	3.33	6
Utilities	3.22	9
Chemical (Pharmaceutical) Mfg.	3.20	15
Engineering Services	3.20	5
Government	3.20	5
Misc. Mfg.	3.18	22
Construction	3.14	7
Finance, Insurance, & Real Estate	3.13	24
Oil & Gas Extraction	2.83	6
Food & Beverage Mfg.	2.83	6
Motor Vehicle Mfg.	2.75	8

(\* 5-point scale, where 1=Poor, 2=Fair, 3=Good, 4=Very good, 5=Excellent)

## Hiring by Region

Hiring projections by region are positive across the board, but respondents in the Southeast are projecting the largest overall increases. (See Figure 12.) In addition to projecting the largest increase, Southeastern respondents have the largest group of respondents who plan to increase their hiring numbers. (See Figure 13.)

While hiring projections for employers in the Northeast are the smallest, respondents in this region are most interested in spring recruiting. More than three-quarters of these respondents have either firm or tentative plans in place for spring 2014 recruiting. (See Figure 14.)

And, even though the Southeastern region has the highest planned increase in hiring, they are also the only region with respondents who are unsure of hiring in the spring.

Figure 12: Total change in hiring, by region

Region	# of 2014 Projected Hires	% of 2013 Actual Hires	% Change	# of Respondents
Northeast	9,589	9,274	3.4%	34
Southeast	6,819	5,916	15.3%	44
Midwest	5,170	4,920	5.1%	46
West	1,902	1,687	12.7%	24

Figure 13: Hiring expectations by region, by percent of respondents

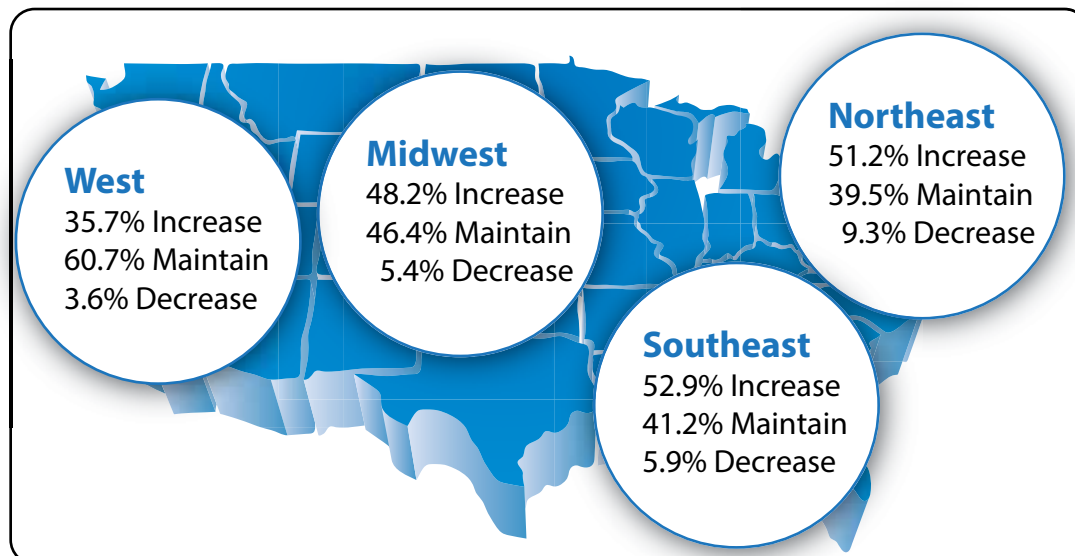


 Figure 14: Spring 2014 recruiting plans, by region

Recruiting Plans	Northeast	Southeast	Midwest	West
Firm plans in place	36.6%	49.0%	45.3%	40.7%
Tentative plans in place	39.0%	19.6%	28.3%	40.7%
All recruiting in fall	17.1%	9.8%	15.1%	7.4%
Unsure	0.0%	9.8%	0.0%	0.0%
Not hiring	7.3%	11.8%	11.3%	11.1%





## WHO'S IN DEMAND?

By degree level, bachelor's degree graduates from the Class of 2014 are most in demand by employers—98 percent of respondents say they will hire from this group. (See Figure 15.) Year-to-year comparisons show that the demand for advanced-degree graduates is fairly level, and there will be slightly fewer hiring graduates with associate degrees or professional degrees. In addition, the distribution of degrees that will be hired in 2013-14 has barely changed from the 2012-13 recruiting year.

**Figure 15: Hiring expectations, by degree level**

Degree Level	Average Percent of New College Hires in 2013-14	Number of Respondents Hiring 2013-14	Percent of Total Respondents Hiring in 2013-14	Average Percent of New College Hires in 2012-13	Number of Respondents Who Hired in 2012-13	Percent of Total Respondents Who Hired in 2012-13
Associate	2.9%	33	20.5%	3.4%	35	21.7%
Bachelor's	78.4%	159	98.8%	78.3%	159	98.8%
Master's	15.7%	129	80.1%	15.4%	128	79.5%
Doctorate	2.5%	43	26.7%	2.4%	42	26.1%
Professional (J.D., M.D., etc)	0.5%	11	6.8%	0.5%	12	7.5%

Business and technical degrees continue to surpass the other fields in the top disciplines in demand for college graduates. Business, engineering, and computer science degrees are desired at both the bachelor's and master's degree levels. (See Figure 16.) At the doctorate degree level, the same holds true, but degrees in the sciences are slightly more preferred than those in business.

**Figure 16: Top degrees in demand, by degree level and broad category**

<b>Bachelor's</b>	<b>Broad Category</b>	<b># of Respondents Who Will Hire</b>	<b>% of Total Respondents Who Will Hire Bachelor's Degree Students (n=196)</b>
	Business	150	86.2%
	Engineering	135	77.6%
	Computer & Information Sciences	110	63.2%
	Sciences	82	47.1%
	Communications	58	33.3%
	Liberal Arts	37	21.3%
	Agriculture & Natural Resources	16	9.2%
<b>Master's</b>	<b>Broad Category</b>	<b># of Respondents Who Will Hire</b>	<b>% of Total Respondents Who Will Hire Master's Degree Students (n=144)</b>
	Business	102	73.4%
	Engineering	89	64.0%
	Computer & Information Sciences	67	48.2%
		35	25.2%
<b>Doctorate</b>	<b>Broad Category</b>	<b># of Respondents Who Will Hire</b>	<b>% of Total Respondents Who Will Hire Doctoral Degree Students (n=64)</b>
	Engineering	49	75.4%
	Computer & Information Sciences	29	44.6%
	Sciences	27	41.5%
	Business	21	32.3%
	Humanities & Social Sciences	9	13.8%
	Education	3	4.6%

At the bachelor's degree level, the top three majors in demand for the Class of 2014 are the same as they were for the classes of 2012 and 2013. Finance majors top the list, with computer and information sciences and accounting following closely behind. (See Figure 17.)

**Figure 17: Top degrees in demand (bachelor's degree level)**

Major	# of Respondents Who Will Hire	% of Total Respondents Who Will Hire
Finance	114	65.1%
Computer & Information Sciences	110	62.9%
Accounting	100	57.1%
Mechanical Engineering	94	53.7%
Business Administration/ Mgmt.	92	52.6%
Electrical Engineering	84	48.0%
Computer Engineering	81	46.3%
Marketing/Marketing Mgmt.	81	46.3%
Management Information Systems	76	43.4%
Logistics/Materials Management	66	37.7%

Figures 18 through 22 show the demand for specific majors within a broad range of disciplines. Of employers that reported that they would hire business degree graduates, more than three-quarters will hire finance majors, and two-thirds will hire accounting majors. (See Figure 18.)

Employers hiring engineering graduates say they are targeting those earning degrees in mechanical or electrical engineering. (See Figure 19.)

More than 62 percent of employers planning to hire science graduates will be looking to hire math majors. (See Figure 20.) And, while just over one in five total respondents plan to hire liberal arts graduates, more than 70 percent will specifically target those earning political science degrees. (See Figure 22.) This is a shift from the 2013 survey when more than 70 percent of respondents hiring liberal arts degrees pursued graduates in psychology over the other majors.

Figure 18: Top business degrees in demand

Major	# of Respondents Who Will Hire	% of Total Respondents Hiring Business Degrees (n=150)
Finance	114	76.0%
Accounting	100	66.7%
Business Administration/Mgmt.	92	61.3%
Management Info Systems	76	50.7%
Marketing	81	54.0%
Economics	56	37.3%
Logistics/Materials Management	66	44.0%
International Business	27	18.0%

Figure 19: Top engineering degrees in demand

Major	# of Respondents Who Will Hire	% of Total Respondents Hiring Engineering Degrees (n=135)
Mechanical Engineering	94	69.6%
Electrical Engineering	84	62.2%
Computer Engineering	81	60.0%
Chemical Engineering	58	43.0%
Civil Engineering	44	32.6%

Figure 20: Top science degrees in demand

Major	# of Respondents Who Will Hire	% of Total Respondents Hiring Science Degrees (n=82)
Mathematics (incl. Statistics)	51	62.2%
Chemistry	34	41.5%
Physics	24	29.3%
Biology	21	25.6%
Construction Science/Management	20	24.4%
Geological & Related Sciences	10	12.2%

Figure 21: Top communications degrees in demand

Major	# of Respondents Who Will Hire	% of Total Respondents Hiring Communications Degrees (n=58)
Communications	54	93.1%
Public Relations	32	55.2%
Advertising	21	36.2%

Figure 22: Top liberal arts degrees in demand

Major	# of Respondents Who Will Hire	% of Total Respondents Hiring Liberal Arts Degrees (n=37)
Political Science	26	70.3%
Psychology	24	64.9%
English	23	62.2%
Sociology	20	54.1%
History	17	45.9%

Among responding employers, M.B.A. graduates are the highest in demand at the master's level, as they were for the Class of 2013. However, at the doctorate degree level, computer engineering graduates just topped computer and information sciences grads for the most in-demand spot in 2014. (See Figures 23 and 24.)

Figure 23: Top degrees in demand (master's degree level)

Major	# of Respondents Who Will Hire	% of Total Respondents Who Will Hire
M.B.A.	95	54.3%
Computer & Information Sciences	67	38.3%
Mechanical Engineering	59	33.7%
Computer Engineering	58	33.1%
Electrical Engineering	55	31.4%
Accounting	55	31.4%
Chemical Engineering	39	22.3%

Figure 24: Top degrees in demand (doctorate degree level)

Major	# of Respondents Who Will Hire	% of Total Respondents Who Will Hire
Computer Engineering	30	17.1%
Computer & Information Sciences	29	16.6%
Electrical Engineering	27	15.4%
Mechanical Engineering	23	13.1%
Chemical Engineering	21	12.0%
Business Administration/Mgmt.	21	12.0%

Figures 25 through 28 provide the top bachelor's degrees in demand by region.

Figure 25: Top five undergraduate majors—Northeast

Major	# of Northeast Respondents Who Will Hire	% of Northeast Respondents Who Will Hire	% of Total Respondents Who Will Hire
Finance	26	53.1%	65.1%
Accounting	25	51.0%	57.1%
Computer & Information Sciences	24	49.0%	62.9%
Marketing	23	46.9%	46.3%
Business Administration/Mgmt.	23	46.9%	52.6%

Figure 26: Top five undergraduate majors—Southeast

Major	# of Southeast Respondents Who Will Hire	% of Southeast Respondents Who Will Hire	% of Total Respondents Who Will Hire
Computer & Information Sciences	33	56.9%	62.9%
Finance	32	55.2%	65.1%
Accounting	28	48.3%	57.1%
Mechanical Engineering	25	43.1%	53.7%
Computer Engineering	24	41.4%	46.3%
Electrical Engineering	24	41.4%	48.0%



Figure 27: Top five undergraduate majors—Midwest

Major	# of Midwest Respondents Who Will Hire	% of Midwest Respondents Who Will Hire	% of Total Respondents Who Will Hire
Computer & Information Sciences	38	62.3%	62.9%
Finance	35	57.4%	65.1%
Management Information Systems	29	47.5%	43.4%
Mechanical Engineering	29	47.5%	53.7%
Accounting	28	45.9%	57.1%
Business Administration/ Management	28	45.9%	52.6%

Figure 28: Top five undergraduate majors—West

Major	# of West Respondents Who Will Hire	% of West Respondents Who Will Hire	% of Total Respondents Who Will Hire
Electrical Engineering	19	54.3%	48.0%
Finance	19	54.3%	65.1%
Accounting	17	48.6%	57.1%
Computer Engineering	16	45.7%	46.3%
Mechanical Engineering	16	45.7%	53.7%
Business Administration/ Management	15	42.9%	52.6%

Figure 29: Who's hiring by industry (bachelor's degree level)

Major	Most Interested Industries	% of Industry Respondents
Finance	Government	100%
	Finance, Insurance, & Real Estate	91%
	Retail Trade	90%
Computer & Information Sciences	Information	100%
	Misc. Prof. Services	100%
	Finance, Insurance, & Real Estate	87%
Accounting	Government	100%
	Retail Trade	80%
	Finance, Insurance, & Real Estate	78%
Business Administration/Mgmt.	Retail Trade	90%
	Finance, Insurance, & Real Estate	87%
	Government	80%
Mechanical Engineering	Motor Vehicle Manufacturing	100%
	Misc. Manufacturing	95%
	Chemical (Pharmaceutical) Mfg.	93%

Figure 30: Who's hiring by region (bachelor's degree level)

Major	Most Interested Industries	% of Respondents by Region
Finance	Midwest	57%
	Southeast	55%
	West	54%
	Northeast	53%
Computer & Information Sciences	Midwest	62%
	Southeast	57%
	Northeast	49%
	West	37%
Accounting	Northeast	51%
	West	49%
	Southeast	48%
	Midwest	46%
Mechanical Engineering	Midwest	48%
	West	46%
	Northeast	45%
	Southeast	43%
Business Administration/Mgmt.	Northeast	47%
	Midwest	46%
	West	43%
	Southeast	41%

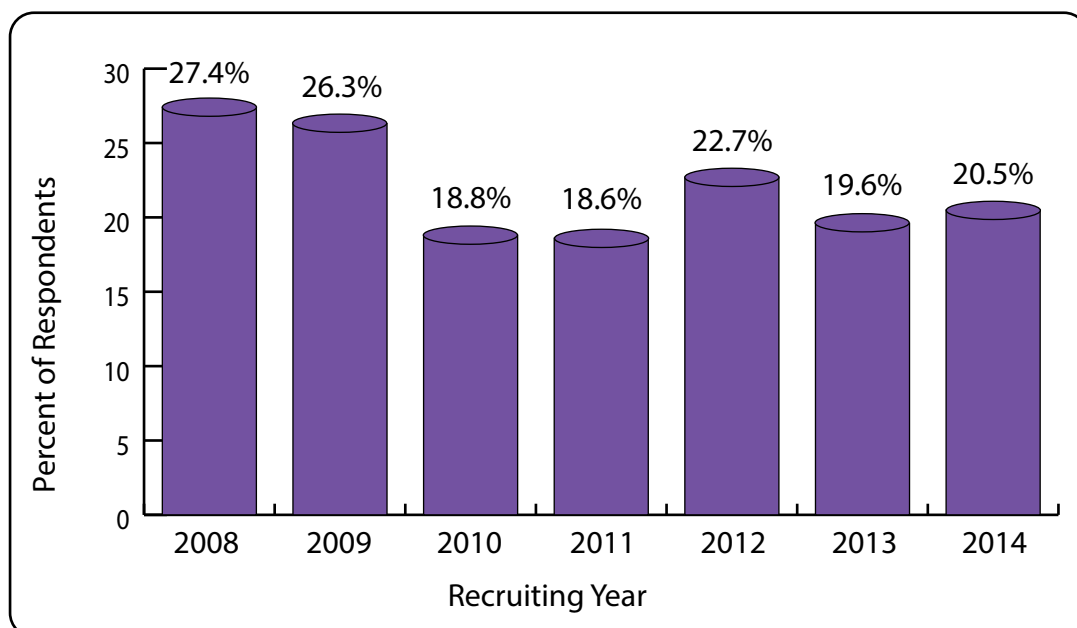
### International and Associate Degree Student Hiring

More than one-third of responding employers expressed interest in international students, and one-fifth said they expect to hire grads with associate degrees. (See Figures 31 and 32.) Like the top majors in demand at the bachelor's, master's, and doctorate levels, the top majors in demand for associate degrees and international students are in the business, engineering, and computer science fields.

Figure 31: International student hiring plans, 2008 - 2014

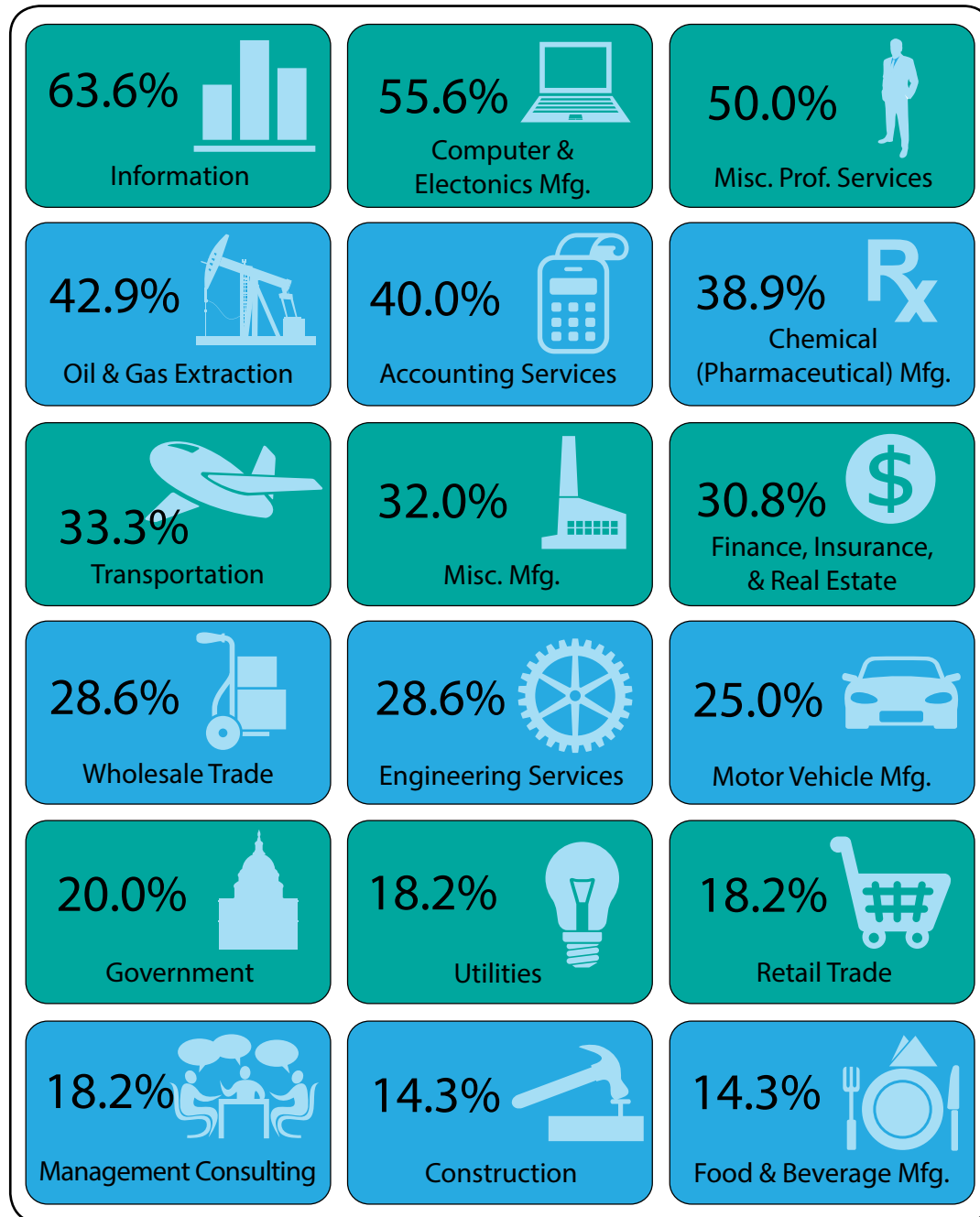


Figure 32: Associate degree student hiring, 2008 - 2014



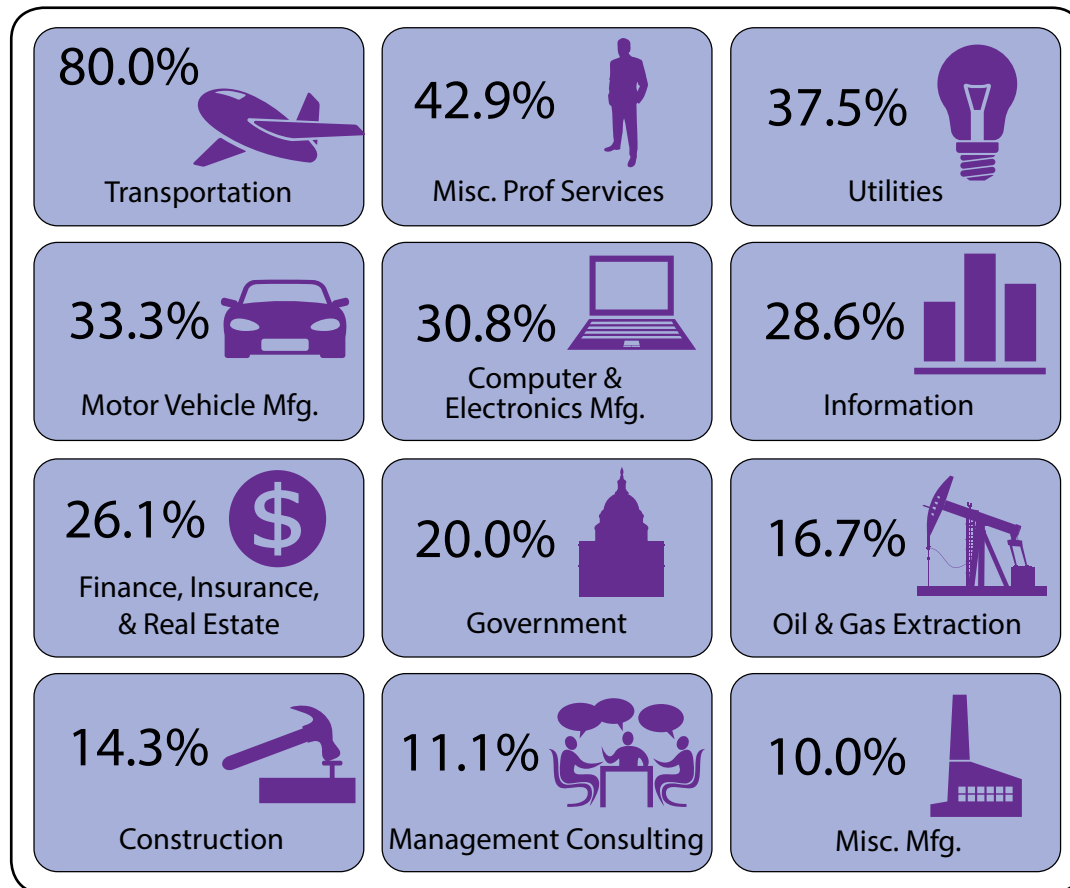
Employers in the information industry and computer and electronics manufacturing industry show a strong demand for technical majors. More than half of respondents in each of these two employment sectors reported plans to hire international graduates. (See Figure 33.)

Figure 33: International student hiring plans, by industry



Similar findings are seen in the demand for associate degree graduates. Demand for technical or engineering majors top the list. Eight in 10 transportation employers indicate plans to hire associate degree graduates. Miscellaneous professional services, utilities, and motor vehicle manufacturers also show interest in associate degree graduates, with at least one-third of respondents planning to hire them. (See Figure 34.)

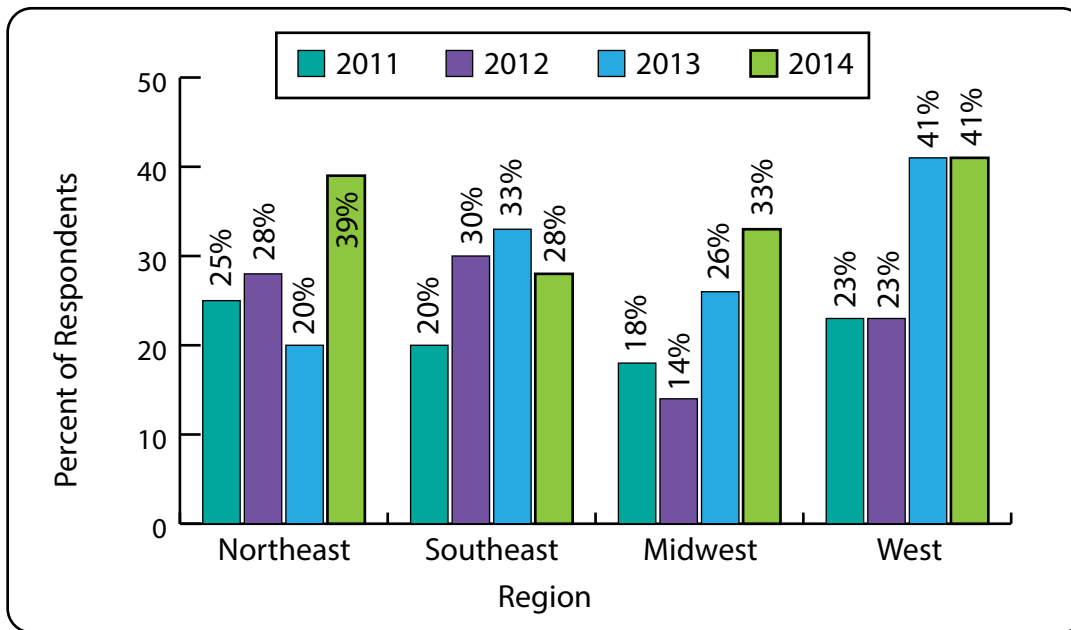
Figure 34: Associate degree student hiring, by industry





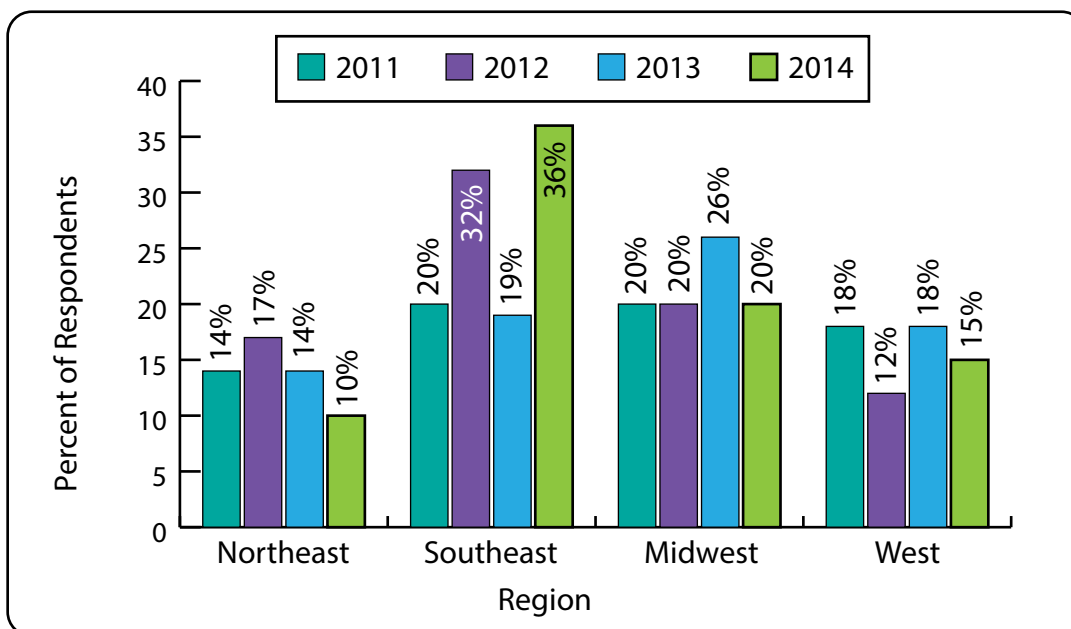
Demand for international students has increased in two of the four geographic regions. (See Figure 35.) In the Southeast, however, fewer employers have plans to hire international students from the Class of 2014, although the same number of employers in the West will hire Class of 2014 international students as they did in 2013.

Figure 35: International student hiring plans, by region



Only employers in the Southeastern region are showing more interest in hiring associate degree graduates from the Class of 2014. (See Figure 36.) In fact, the interest from Southeastern employers is at its peak for associate degree graduates compared to the classes of 2011, 2012, and 2013. Interest in associate degree graduates has slightly decreased in the Midwest and Western regions, with the interest from Northeastern employers at an all-time low.

Figure 36: Associate degree student hiring, by region



## HOW EMPLOYERS VIEW CANDIDATES

Employers screening candidates by grade point average (GPA) reached an all-time high with the Class of 2013, when more than 78 percent of respondents to the *Job Outlook 2013* survey reported that they would do so. (See Figure 37.) Just over 67 percent of employers responding to the current survey plan to screen 2014 grads by GPA.

Almost 60 percent of employers will use 3.0 as their GPA cutoff; 23 percent use a cutoff that falls below that, and 19 percent have a higher cutoff. (See Figure 38.) The highest GPA cutoff—3.5—is demanded by engineering services employers; on the lower side, transportation and wholesale trade employers use a median GPA cutoff of 2.9.

Figure 37: Screen candidates by GPA, by percent of respondents

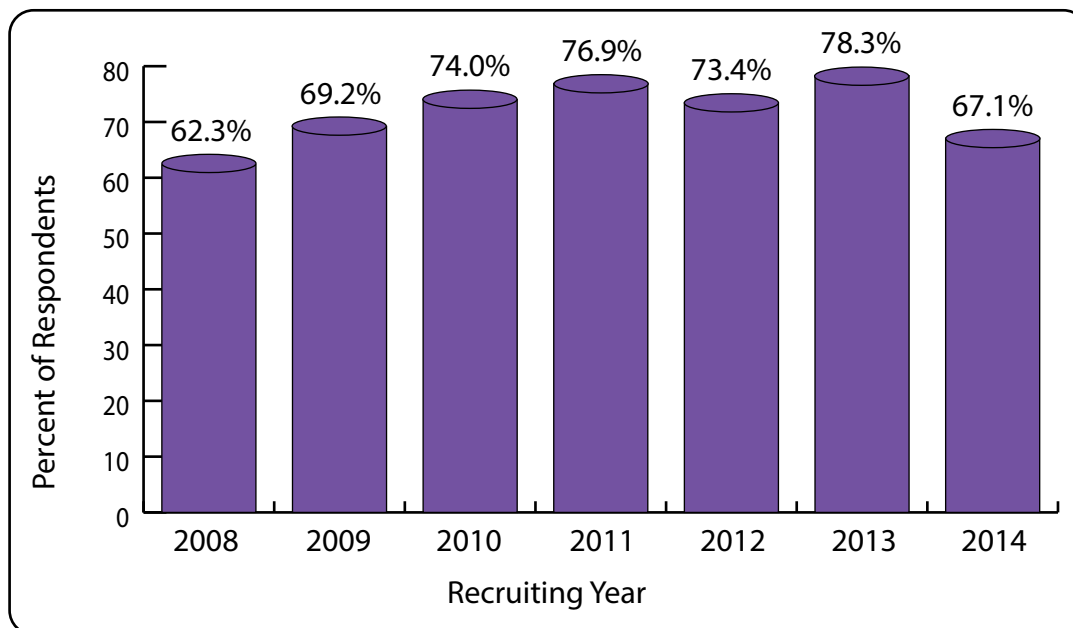


 Figure 38: Screen candidates by GPA, by industry

Industry	% of Respondents	GPA Cutoff (Reported Median)
Utilities	100.0%	3.0
Food & Beverage Mfg.	100.0%	3.0
Motor Vehicle Mfg.	100.0%	3.0
Accounting Services	100.0%	3.0
Chemical (Pharmaceutical) Mfg.	86.7%	3.0
Transportation	83.3%	2.9
Computer & Electronics Mfg.	80.0%	3.0
Management Consulting	80.0%	3.0
Information	70.0%	3.0
Finance, Insurance, & Real Estate	60.9%	3.0
Engineering Services	60.0%	3.5
Government	60.0%	3.0
Misc. Mfg.	52.4%	3.0
Retail Trade	50.0%	3.2
Misc. Professional Services	42.9%	3.0
Wholesale Trade	40.0%	2.9
Construction	28.6%	3.0
Oil & Gas Extraction	20.0%	3.0

After making the GPA cut, employers look for written communication skills on their candidates' resumes. (See Figure 39.) Leadership was the top attribute desired by employers for the Class of 2013, and now comes in a close second to written communication skills required of the Class of 2014. Analytical skills, a strong work ethic, and evidence of teamwork are also attributes that employers hope to find when screening resumes for potential new college hires.

Figure 39: Attributes employers seek on a candidate's resume



If two candidates are equally qualified, having the desired major and proof of having held a leadership position are tie-breaking elements. (See Figure 40.) In the 2013 outlook survey, the top two attributes were the same. In fact, the order of Figure 40 is identical to the order for the Class of 2013, with average influence ratings in a few categories being slightly lower this year. Foreign language fluency and experience abroad were rated “low” in the eyes of employers for the 2014 graduates.

**Figure 40: Influence of attributes**

Attribute	2014 Average Influence Rating*	2013 Average Influence Rating*
Has held leadership position	3.9	4.0
Major	3.9	4.0
High GPA (3.0 or above)	3.7	3.8
Has been involved in extracurricular activities (clubs, sports, student government, etc.)	3.5	3.6
School attended	2.9	3.1
Has done volunteer work	2.8	2.8
Is fluent in a foreign language	2.4	2.4
Has studied abroad	2.2	2.3

\*5-point scale, where 1=No influence at all, 2=Not much influence, 3=Somewhat of an influence, 4=Very much influence, and 5=Extreme influence.

Employers place teamwork at the top of the list of overall candidate skills/qualities rated as important. (See Figure 41.) Although communication skills typically tops this list (as it did for the Class of 2013), verbal communication skills dropped to third most important, tied with the ability to plan, organize, and prioritize work. Important to note, however, is that even the lowest-rated skill/quality (ability to sell or influence others), is still rated between somewhat important and very important.

It appears that employers are successfully choosing team players to fill their entry-level positions. When asked to give letter grades to their college graduate recruits, the highest grades of "A-" were in the areas of teamwork and analytical/quantitative skills. (See Figure 42.) While all of the remaining attributes received the letter grade of "B+," communication skills (both verbal and written) received lower numerical averages in terms of grading.

Figure 41: Employers rate the importance of candidate skills/qualities

Skill/Quality	Weighted Average Rating*
Ability to work in a team structure	4.55
Ability to make decisions and solve problems	4.50
Ability to plan, organize and prioritize work	4.48
Ability to verbally communicate with persons inside and outside the organization	4.48
Ability to obtain and process information	4.37
Ability to analyze quantitative data	4.25
Technical knowledge related to the job	4.01
Proficiency with computer software programs	3.94
Ability to create and/or edit written reports	3.62
Ability to sell or influence others	3.54

\*5-point scale, where 1=Not at all important; 2=Not very important; 3=Somewhat important; 4=Very important; and 5=Extremely important

Figure 42: Employers grade their average new graduate recruit on skills/attributes



NA = Numerical Average



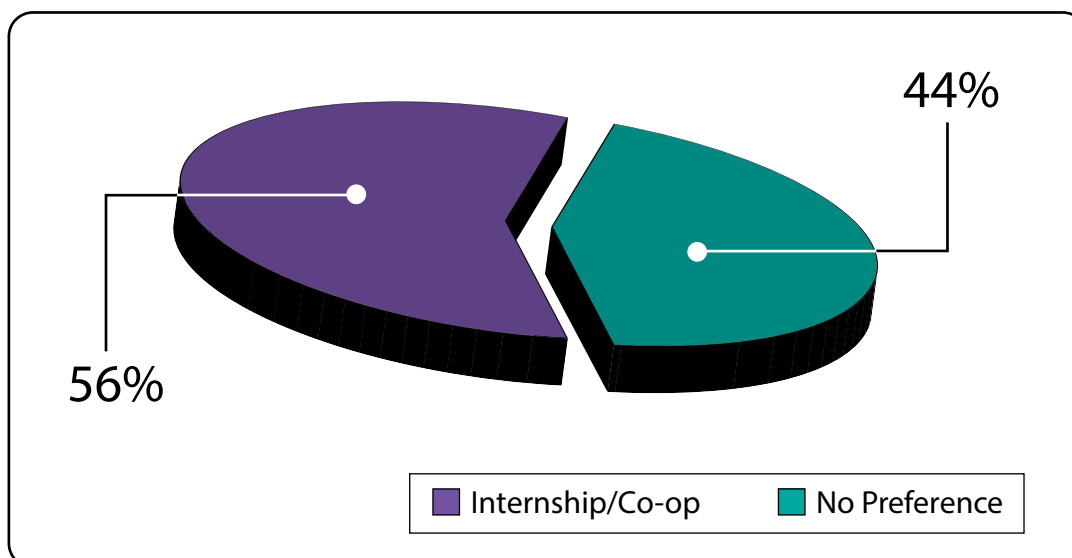
Work experience is also a key factor when evaluating new college graduates for hire. Relevant work experience is also preferred over any type of work experience, with almost three-quarters of respondents favoring relevant work experience compared to just over 20 percent who don't care if experience is relevant. (See Figure 43.) The group of respondents who don't factor work experience into their hiring decisions has dropped to an all-time low of a mere 1.1 percent of respondents to this survey, which once again emphasizes the overall importance of work experience in new graduate hiring.

Digging deeper into employers' preference for work experience, close to 60 percent of respondents favor experience gained through an internship or co-op. (See Figure 44.)

Figure 43: Employers' hiring preferences relative to experience, by percent of respondents

Hiring Preference	2014	2013	2012	2011
I prefer to hire candidates with relevant work experience	74.1%	71.0%	73.7%	72.4%
I prefer to hire candidates with any type of work experience (doesn't matter if it's relevant or not, just some type of experience)	20.7%	19.9%	17.5%	17.6%
Work experience doesn't typically factor into my decision when hiring a new college graduate	1.1%	4.8%	4.1%	5.3%
Other	4.0%	4.3%	4.6%	4.7%

Figure 44: Employers' preference for work experience, by percent of respondents



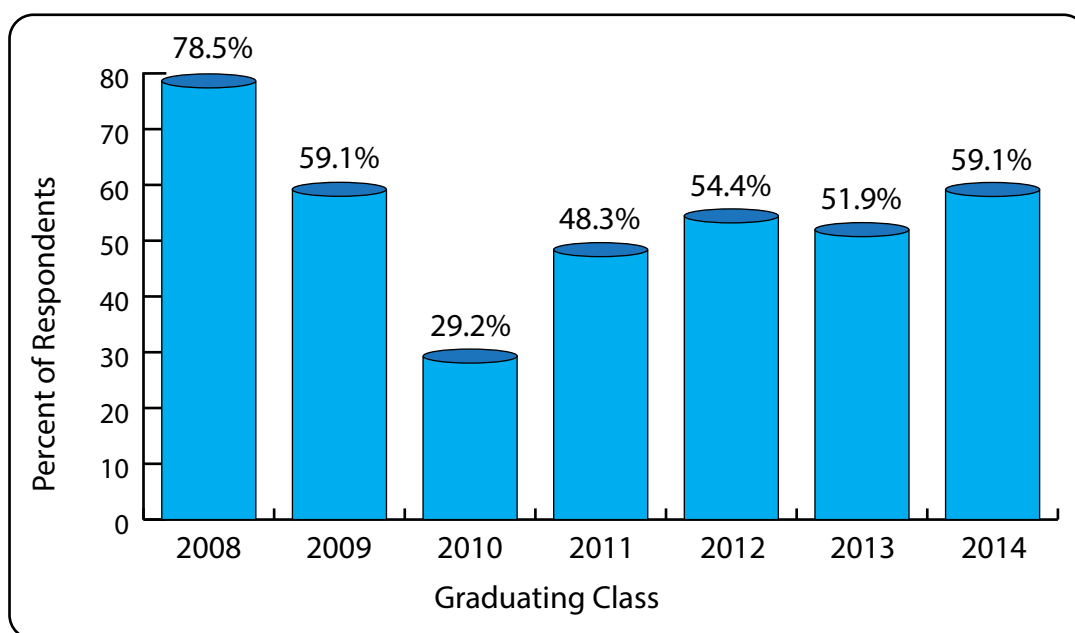
## COMPENSATION AND BENEFITS

### Starting Salaries

The percentage of employers with plans to increase starting salaries to bachelor's degree graduates has returned to its highest level since 2009. (See Figure 45.) And, not only are more respondents planning increases in starting salaries to the members of the Class of 2014, but the average increase is up to 4.3 percent compared to 3.7 percent for the Class of 2013.

The median planned increase is identical to that for 2013 grads, falling at 3 percent, although nearly 40 percent of this survey's respondents have salary increases planned in excess of 3 percent. And, while 23.5 percent of employers are planning salary increases of exactly 3 percent, a much larger group of 2013's respondents, 43 percent, were planning such an increase. These factors help to explain what's driving the overall average salary increase for bachelor's degree graduates.

Figure 45: Employers with plans to increase starting salaries to bachelor's degree graduates



For master's degree graduates, a similar group of respondents to the 2014 survey have plans to increase starting salaries as they did for members of the Class of 2013. Some 52.3 percent of respondents report that they will increase starting salaries to master's degree graduates, which is down slightly from the 53.3 percent with plans to do so for 2013 grads. The average planned increase has also dropped slightly from 4.1 percent for 2013 grads to just 3.7 percent for 2014 grads. While the

median planned increase is the same as it was for 2013 grads, at 3 percent, almost 18 percent of respondents plan a 5 percent increase for Class of 2014 master's degree graduates. The group of respondents planning a 5 percent increase for 2013 master's degree graduates was somewhat higher at 20 percent.

By industry, oil and gas extraction firms are most likely to increase salaries to bachelor's degree graduates. (See Figure 46.) Although management consulting companies, retail trade employers, and miscellaneous professional services had the brightest hiring outlook for Class of 2014 graduates, two-thirds or fewer of these employers have plans to offer higher starting salaries to new college graduate hires.

**Figure 46: Employers with plans to increase starting salaries, by industry**

Industry	# of Respondents w/ Plans to Increase Bachelor's Salaries	# of Respondents by Industry	% of Respondents by Industry
Oil & Gas Extraction	5	5	100.0%
Computer & Electronics Mfg.	9	10	90.0%
Information	4	5	80.0%
Chemical (Pharmaceutical) Mfg.	6	8	75.0%
Misc. Mfg.	11	16	68.8%
Management Consulting	4	6	66.7%
Retail Trade	5	9	55.6%
Finance, Insurance, & Real Estate	6	14	42.9%
Construction	2	5	40.0%
Misc. Prof. Services	2	6	33.3%
Government	1	5	20.0%

Salary increases for bachelor's degree graduates are also planned by employers in all four geographic regions, with the Southeast showing the most growth. (See Figure 47.) Employers in the Southeast are planning the largest average salary increases—5 percent—for newly hired 2014 graduates, compared to an average increase of just 3.1 percent planned by employers in this region for 2013 grads. The Northeastern projection has decreased from 4.2 percent in 2013 to 3.7 percent in 2014, along with the Western projection—dropping from 3.6 percent to 3.5 percent for members of the Class of 2014. The Midwestern employers show similar activity as the Western region, but their projected increase is 0.1 percent larger, going from 4.1 percent in for 2013 grads to 4.2 percent for 2014 grads.

**Figure 47: Employers with plans to increase starting salaries, by region**

Region	# of Respondents w/Plans to Increase Bachelor's Salaries	# of Respondents by Region	% of Respondents by Region	Average projects increase*
Northeast	11	24	45.8%	3.7%
Southeast	20	36	55.6%	5.0%
Midwest	23	34	67.6%	4.2%
West	12	18	66.7%	3.5%

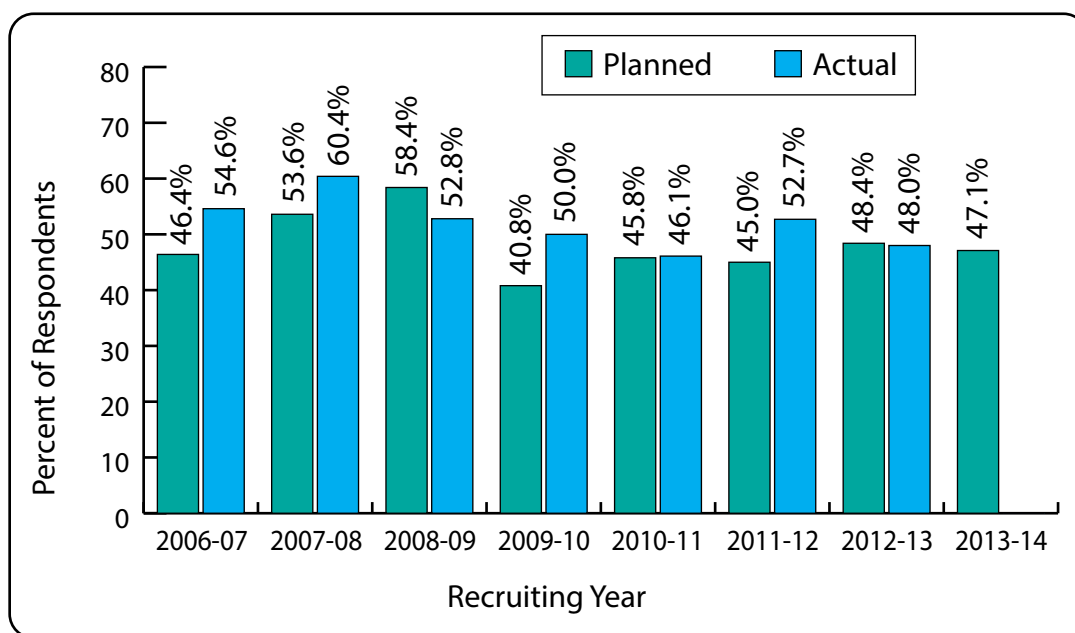
\*average calculation based only on respondents with plans to increase salaries.

### Signing Bonuses

Some 47.1 percent of employers responding to this year's survey have plans to offer signing bonuses to Class of 2014 college graduates. Among these employers, more than one-third say they will offer bonuses to selected candidates. (See Figure 48.)

How closely do employer plans for signing bonuses match reality? As Figure 48 shows, in recent years, employers have realized or exceeded their expectations for providing signing bonuses.

Figure 48: Employers offering signing bonuses



**Figure 49: Percent of employers offering signing bonuses to 2013-14 graduates, by industry**

Industry	% Offering Signing Bonuses	# of Respondents
Chemical (Pharmaceutical) Mfg.	85.7%	14
Management Consulting	70.0%	10
Transportation	50.0%	6
Utilities	50.0%	8
Retail Trade	50.0%	10
Computer & Electronics Mfg.	46.7%	15
Motor Vehicle Mfg.	42.9%	7
Misc. Prof. Services	42.9%	7
Construction	42.9%	7
Misc. Mfg.	40.0%	20
Government	40.0%	5
Engineering Services	40.0%	5
Finance, Insurance,, & Real Estate	39.1%	23
Oil & Gas Extraction	20.0%	5
Wholesale Trade	20.0%	5
Information	20.0%	10

Figure 50: Percent of employers offering signing bonuses in 2013-14, by region

Region	% Who Plan to Offer Signing Bonuses in 2013-14	% Who Planned to Offer Signing Bonuses in 2012-13
Northeast	52%	47%
Southeast	44%	47%
Midwest	46%	45%
West	48%	64%

Figure 51: Average signing bonus, by major (bachelor's degrees)\*

Major	2013-14 Average Bonus (Projected)	# of Respondents 2013-14	2012-13 Average Bonus (Projected)	# of Respondents 2012-13
Accounting	\$4,000	6	\$3,909	11
Computer Science	\$5,000	6	\$5,038	13
Engineering – not specified	\$4,658	19	\$4,250	12
Finance	\$3,500	6	\$4,000	9

\*where 5 or more data points were provided.

Figure 52: Average signing bonus, by major (master's degrees)\*

Major	2013-14 Average Bonus (Projected)	# of Respondents 2013-14	2012-13 Average Bonus (Projected)	# of Respondents 2012-13
M.B.A.	\$9,550	10	\$16,583	12


\*where 5 or more data points were provided.

## Benefits

The benefits and policies that employers offer new college graduates is generally consistent from year to year and extends to the Class of 2014 graduates. This holds true for the top six benefits/policies, all having between 94 and 100 percent of respondents who had or will be offering them to new college graduates. (See Figure 53.) A few notable changes, however, can be seen in three areas—bonus/commission plans, benefits to domestic partners, and stock options.

Just over eight in 10 respondents this year have plans to offer bonus/commission plans, which is up almost 10 percent over the 69.9 percent of respondents from the 2013 survey, and from 2011-12 when 71.6 percent of respondents planned to offer bonuses/commissions.

In 2014, almost three-quarters of respondents plan to offer benefits to domestic partners.

Almost 31 percent of employers plan to offer stock options to Class of 2014 graduates, slightly more than the 28 percent of respondents hiring from the Class of 2013. The overall increase is almost 5 percent over that offered to Class of 2012 graduates—25.9 percent of employers planned to offer stock options. Although 5 percent isn't a sizable increase, it may indicate a positive trend in the offering of this particular benefit. 

**Figure 53: Benefits and policies, Class of 2014**

<b>Benefit/Policy</b>	<b>% of Respondents Who Will Offer in 2013-14</b>	<b>% of Respondents Who Offered in 2012-13</b>	<b>% of Respondents Who Offered in 2011-12</b>
Life insurance	98.9%	98.9%	100.0%
Medical insurance	98.9%	98.9%	99.0%
401(k) retirement plan	97.0%	97.8%	98.4%
Annual salary increases	96.4%	94.4%	94.0%
Dental insurance	94.7%	98.9%	98.9%
Employee assistance/counseling program	94.7%	93.9%	95.3%
Tuition reimbursement	86.0%	84.6%	84.5%
Casual dress policy	84.8%	87.6%	87.1%
Bonus/commission plans	80.1%	69.9%	71.6%
Planned social activities	78.7%	79.0%	79.0%
Frequent performance reviews (more than one per year)	74.7%	73.4%	75.4%
Benefits to domestic partners	74.5%	70.9%	67.9%
Flextime	65.5%	57.6%	63.4%
Family-friendly benefits	63.0%	64.0%	64.5%
More than two weeks vacation	58.8%	57.6%	56.5%
On-site fitness center	51.5%	51.4%	48.6%
Telecommuting	41.4%	39.2%	38.9%
Pension plan	31.9%	28.0%	40.0%
Stock options	30.7%	28.0%	25.9%
Day care facilities	10.5%	13.0%	9.8%
Company car	9.9%	7.9%	10.3%
Payback of existing student loans	4.3%	1.7%	2.2%

### UPDATES FOR THE CLASS OF 2014

The *Job Outlook 2014 Spring Update* survey (data collected in February – March) will give NACE members a final update on hiring for 2013-14 graduates. Results will be available in early April.

The first report of starting salaries for the Class of 2014 will be published in the April 2014 *Salary Survey*.



## APPENDIX

Figure 54: Respondents by size of department/business unit

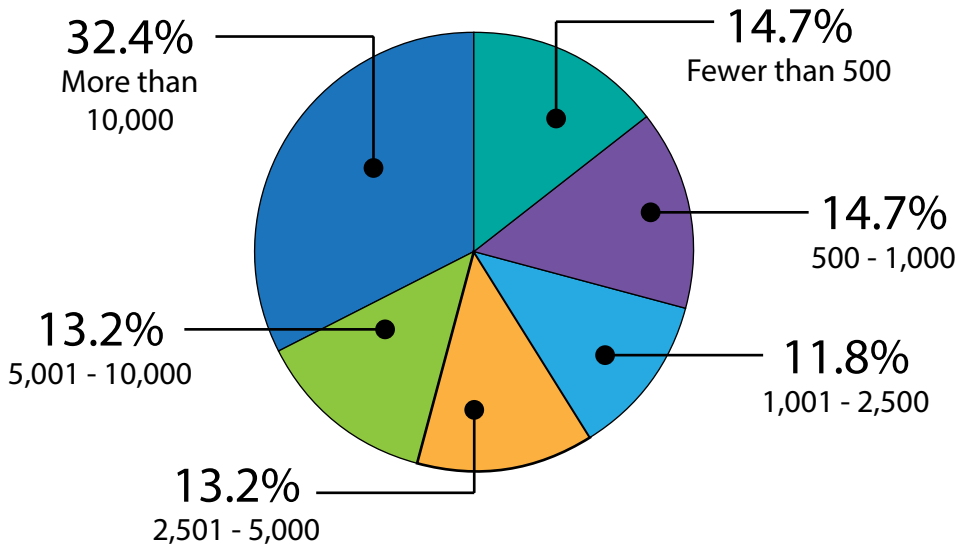


Figure 55: Respondents by industry

Industry	# of Respondents	% of Respondents
Oil & Gas Extraction	7	3.4%
Utilities	11	5.3%
Construction	7	3.4%
Food & Beverage Mfg.	7	3.4%
Chemical (Pharmaceutical) Mfg.	18	8.7%
Computer & Electronics Mfg.	18	8.7%
Motor Vehicle Mfg.	9	4.3%
Misc. Mfg.	25	12.0%
Wholesale Trade	7	3.4%
Retail Trade	11	5.3%
Transportation	6	2.9%
Messaging & Warehouse	1	0.5%
Information	11	5.3%
Finance, Insurance, & Real Estate	26	12.5%
Accounting Services	5	2.4%
Engineering Services	7	3.4%
Management Consulting	11	5.3%
Misc. Prof. Services	10	4.8%
Social Services	3	1.4%
Recreation & Hospitality	2	1.0%
Misc. Support Services	1	0.5%
Government	5	2.4%

## Participating Organizations

Below is a list of the organizations that responded to the *Job Outlook 2014* survey. (Please note: Although 208 organizations responded, the list below includes 155 organizations, as 53 organizations preferred not to be listed.)

7-Eleven, Inc.	Continental AG	Kimberly-Clark Corporation
AbbVie	COUNTRY Financial	KPMG LLP
ADP	CROSSMARK	L-3 Communications Integrated Systems
AeroVironment	Dell, Inc.	Lattice Semiconductor Corporation
AIG	Delphi Automotive Systems, LLC	Level 3 Communications
Alcatel-Lucent	Dick's Sporting Goods	Levi Strauss & Co.
AmeriHealth Mercy Family of Companies	Discover Financial Services	Liberty Mutual Insurance Company
Andersen Windows	DuPont	LSI Corporation
ArcelorMittal USA	Edward Jones	LyondellBasell Industries
Ascend Performance Materials	Ellison Surface Technologies	Macy's, Inc.
Aspen Technology Inc.	Entergy Services, Inc.	Mattress Firm
AT&T	Ericsson Inc.	Maximus
Avery Dennison Corporation	Ernst & Young LLP	Meijer, Inc.
Bank of America	Exxon Mobil Corporation	Merck & Co., Inc.
Barclays Capital	Federal Deposit Insurance Corporation	Messer Construction Co.
BASF Corporation	Federal-Mogul Corporation	Michelin North America
Brocade Communications Systems, Inc.	Ferguson Enterprises	Modern Woodmen of America
BuhlerPrince Inc.	Freeport-McMoRan Copper & Gold Inc.	Moen Incorporated
Burgess & Niple, Inc.	GAF Corporation	Monsanto Company
Burns & McDonnell Engineering Co. Inc.	Genworth Financial	Naval Acquisition Career Center
C.H. Robinson Worldwide, Inc.	Georgia Tech Research Institute	NetApp
California State Auditor	Global Tax Management, Inc.	Newfield Exploration Company
Campbell Soup Company	Gorton's Inc.	Newfield Wireless
Caterpillar Inc.	Harris Corporation	Nexen, Inc.
CGI Federal	Hecla Mining Company	Oak Ridge Associated Universities
Chevron Corporation	Huntington Ingalls Industries	Olsson Associates
Ciena Corporation	IBM Corporation	Pacific Gas and Electric Company
Colgate-Palmolive Co.	INEOS	Pariveda Solutions Inc.
Collective Brands (Payless ShoeSource)	Infineum USA L.P.	Polaris Industries, Inc.
Con Edison	Innovative Systems, Inc.	PPL Corporation
ConAgra Foods, Inc.	International Game Technology	Press Ganey Associates, Inc.
ConocoPhillips	J.B. Hunt Transport Inc.	PrimeSource Building Products, Inc.
	Kellogg Company	Printpack Inc.
		Procter & Gamble Co.

PSEG	Southern Wine & Spirits of Northern California	Tyco International Inc.
Quicken Loans	Space Systems/Loral Inc.	U.S. Comptroller of the Currency
Rackspace, US Inc.	Stryker UK Ltd	U.S. Postal Service
Renaissance Learning, Inc.	SWIFT	UGI Utilities Inc.
Riverhead Resources	Talisman Energy Inc.	Union Bank
Rosetta Resources	Teradata Corporation	United Launch Alliance
Ross Stores Inc.	Textron Inc.	Unum
Roux Associates, Inc.	The Dow Chemical Company	USS-POSCO Industries
Rural Sourcing Inc.	The J.M. Smucker Company	Verso Paper Corp.
Saint-Gobain Corporation - North America	The MathWorks Inc.	Vistaprint
SapientNitro	The Northern Trust Company	W.W. Grainger, Inc.
Sargent Aerospace & Defense	The Timken Company	Warner Robins Air Logistics Ctr.
SCA Americas	The Vanguard Group	Weaver LLP
Schlumberger Oilfield Services	The Walsh Group	WESCO International, Inc.
Seagate Technology	Thurgood Marshall College Fund	Westlake Financial
Sears Holdings Corporation	Tindall Corporation	WorleyParsons
Simpson Gumpertz & Heger Inc.	Towers Watson	Zachry
Southern California Edison Co.	Trinity Consultants Inc.	Zipcar
Southern Company	Turner Construction Company	



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