

# 2018

## MBA CSEA FALL RECRUITER BENCHMARKING REPORT



MBA Career Services  
& Employer Alliance

### Executive Summary



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**MBA Career Services  
& Employer Alliance**

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The 2018 MBA CSEA Fall Recruiter Benchmarking Survey was compiled, tabulated and analyzed by Industry Insights ([www.industryinsights.com](http://www.industryinsights.com)), an independent professional research and analytics firm that specializes in conducting operating surveys, compensation studies, market assessment surveys, customer satisfaction research, educational programs and other forms of customized research for associations.

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**DISCLAIMER**

*The statistical information contained in this report is believed to be representative of the individuals responding to the survey. All reasonable efforts were taken by Industry Insights, Inc. to assure data comparability within the limitations of reporting procedures. However, the data used in this report are not necessarily based on audited data and the statistical validity of any given number varies depending upon sample sizes and the amount of consistency among responses for that particular figure. Industry Insights and MBA CSEA, therefore, make no representations or warranties with respect to the results of this study and shall not be liable to clients or anyone else for any information inaccuracies, or errors or omissions in contents, regardless of the cause of such inaccuracy, error or omission. In no event shall Industry Insights and/or MBA CSEA be liable for any consequential damages.*

# GENERAL RECRUITMENT

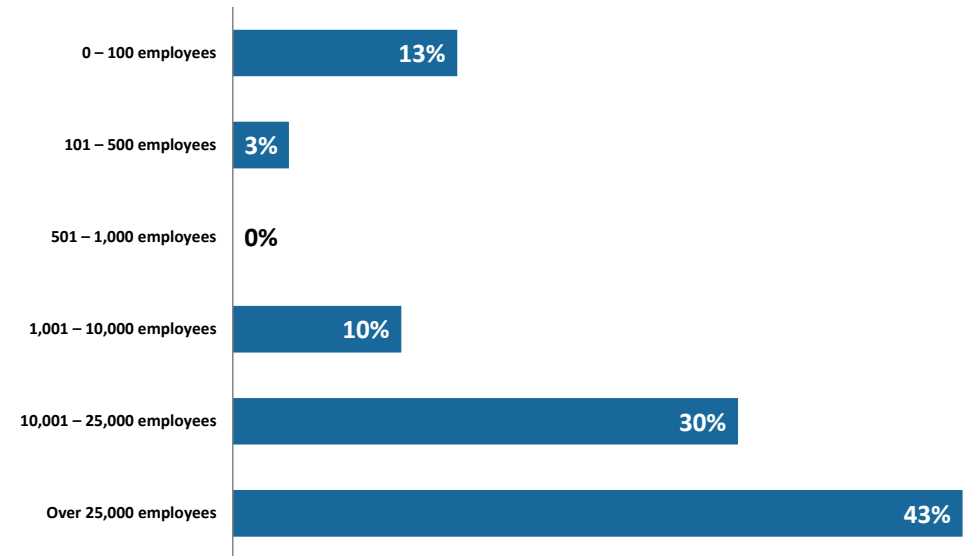
The typical\* respondent to this year's Recruiter Benchmarking Survey had two years of experience in their current role and three years of experience in MBA recruiting.

The company profile for respondents to the *MBA CSEA Fall 2018 Recruiter Benchmarking Survey* was significantly different than the company profile of those who participated in the *2016 MBA Recruiting Benchmarking Survey*. In the previous survey, 86% of the respondents worked for a company with over 25,000 employees. The remaining 14% of respondents to the 2016 survey were from companies with 500 to 1,000 employees (7%) and 1,000 to 10,000 employees (7%).

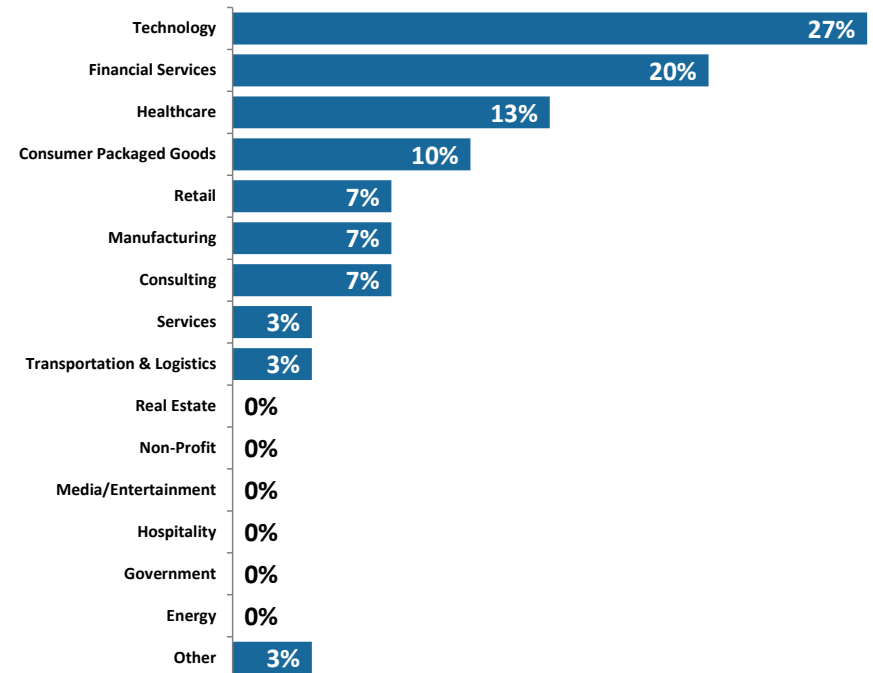
This year's report represents a sample where 43% of recruiters are employed by companies with over 25,000 workers. The second most commonly reported company size (30%) was for organizations with 10,001 to 25,000 employees. This was followed by companies with 0-100 employees at 13% of respondents.

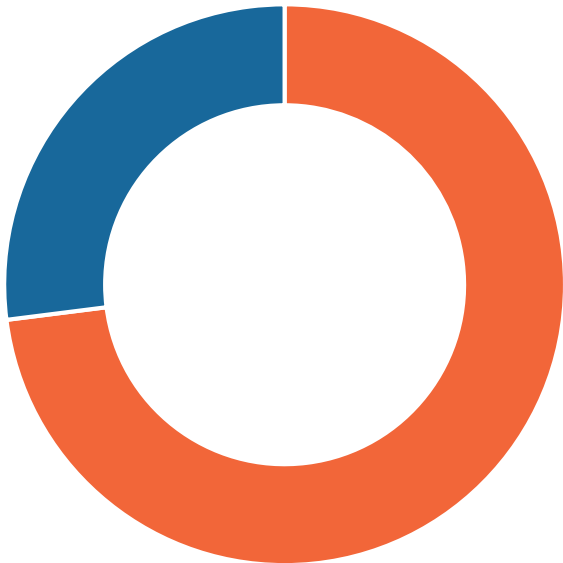
The *MBA CSEA Fall 2018 Recruiter Benchmarking Report* is also representative of recruiters from a different industry make-up compared to the report based off the *2016 MBA Recruiting Benchmarking Survey*. Technology went from being tied as the third most common industry in 2016 at 14% of respondents to the most common at 27% this year. In the 2016 report, the industry represented the most was consulting at 29% of respondents. In this year's report, consulting represents just under 7%.

## Company Size



## Industry



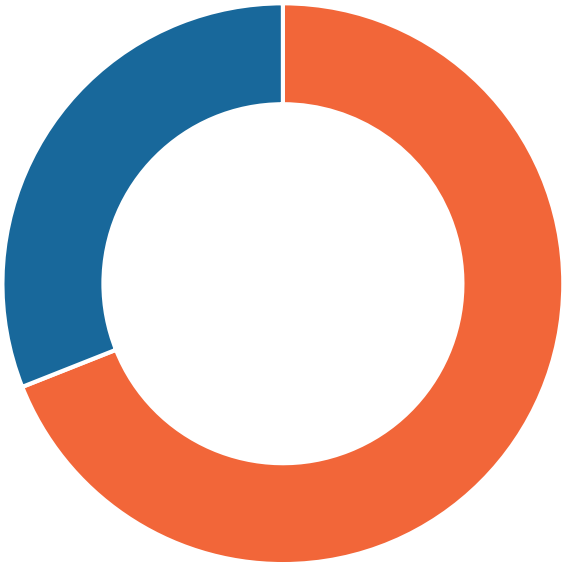


**Does your organization have a formal MBA recruiting program for internships?**

Yes **73%**  
No **27%**

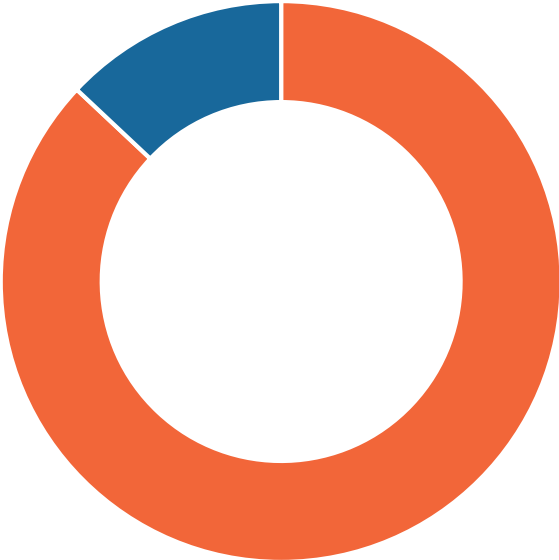
The number of organizations with a formal MBA recruiting program for internships and/or full-time roles decreased from just under 90% in 2016 to slightly more than 75% in 2018.

The average recruiting team in 2018 had 11 Full-Time Equivalent (FTE) employees and the typical team had 25% of their members dedicated to recruiting MBAs. A team size of 1 FTE to 40 FTEs were reported in this year’s study compared to a range of 2 to 100 in 2016’s study.



**Does your organization have a formal MBA recruiting program for full-time roles?**

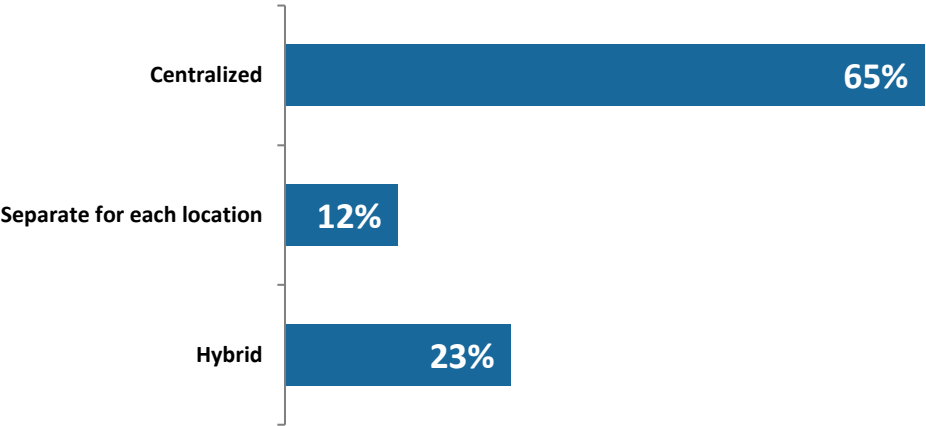
Yes **69%**  
No **31%**



Does your organization have locations in multiple geographies?

Yes 87%  
No 13%

If yes, is your MBA recruiting centralized or separate for each location?



For the companies that operate in multiple geographical locations, the percentage of respondents recruiting solely at the location level slightly decreased from 15% to 12% between 2016 and 2018, respectively. Most of the shift in recruiting structure came from companies reporting use of the hybrid method. Recruiting at a centralized location fell 20 percentage points to represent the practices of 65% of respondents. It appears that the company headquarters and individual branches have begun to work more closely with one another. Zero percent of respondents reported hybrid recruiting practices through the previous questionnaire while 23% reported hybrid practices this year. The increase in hybrid recruiting could be caused by one or multiple factors ranging from cost to better understating locational work culture and needs. Understanding this shift is a potential area of focus in future studies.

# GENERAL RECRUITMENT

On-campus job postings through individual schools shifted from being a sourcing method utilized by 100% of respondents in the previous survey to being utilized by 93% in this year's survey. Even though the method saw a decrease in use, it remains the most widely used source for MBA hiring. Word of mouth sourcing saw the greatest uptick from the *MBA CSEA Fall 2018 Recruiter Benchmarking Survey*. Nearly 57% percent of respondents indicated sourcing through word of mouth which is about 21 percentage points higher than in the previous survey.

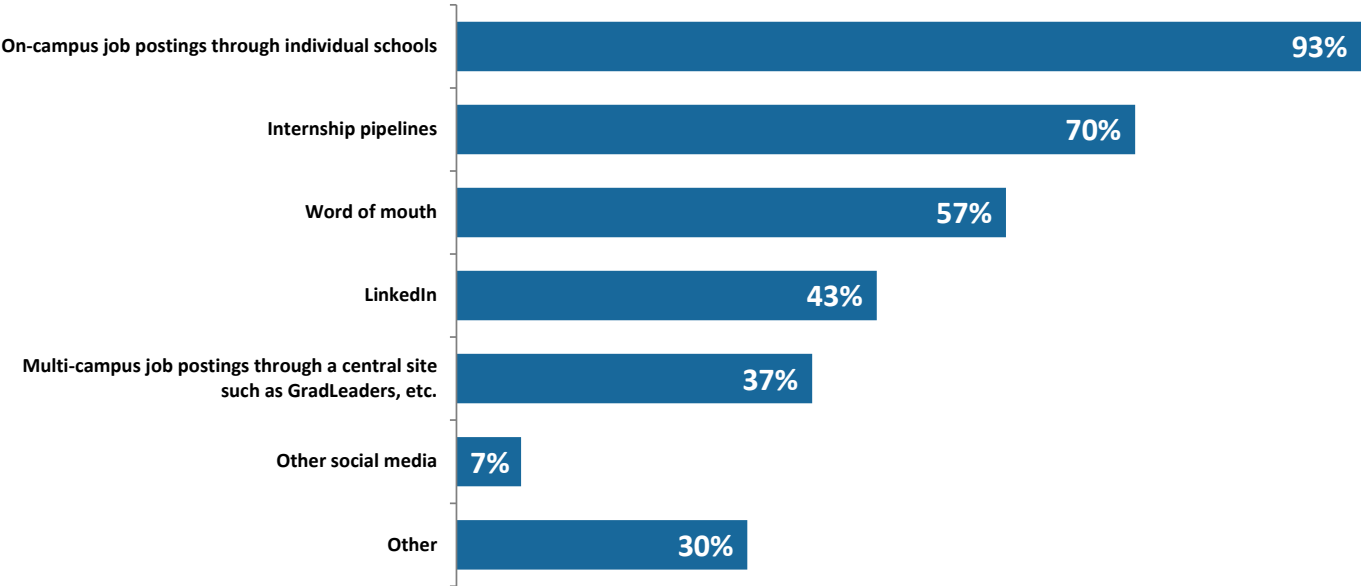
When companies use social media to recruit, it is a collaborative effort between the corporate marketing and recruiting teams in 44% of companies. This is very similar to what was reported in 2016 (42%). When it is not a collaborative effort, the recruiting team is responsible for driving the social media campaign 31% of the time. Over the past two years, the responsibility has begun to move away from the recruiting team. Two years ago, 42% of companies had their recruiting team driving recruiting over social media. Social media responsibilities will need to be monitored further to see if this becomes a trend.



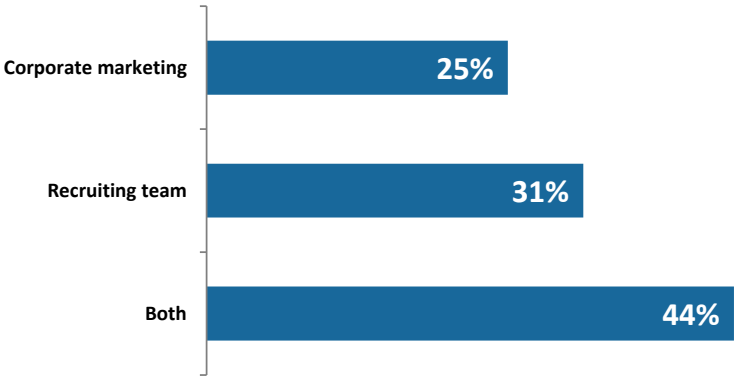
Do you use social media to recruit?

Yes 55%  
No 45%

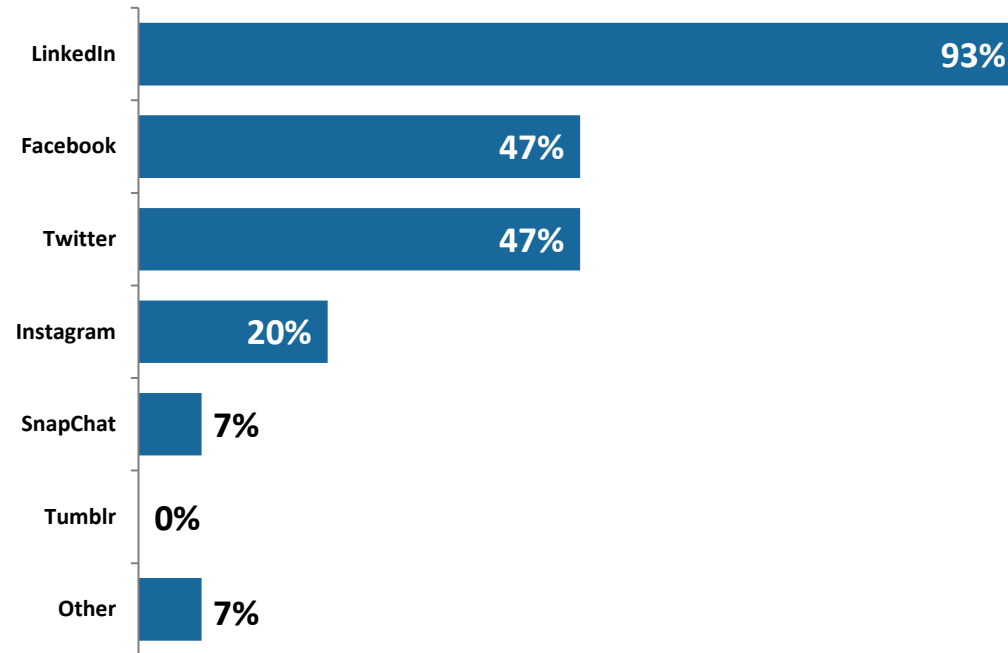
Sourcing of MBA Hires

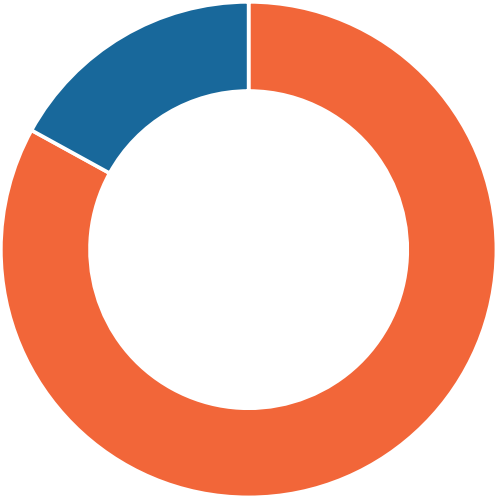


If you use social media to recruit, is it driven by corporate marketing or your recruiting team?



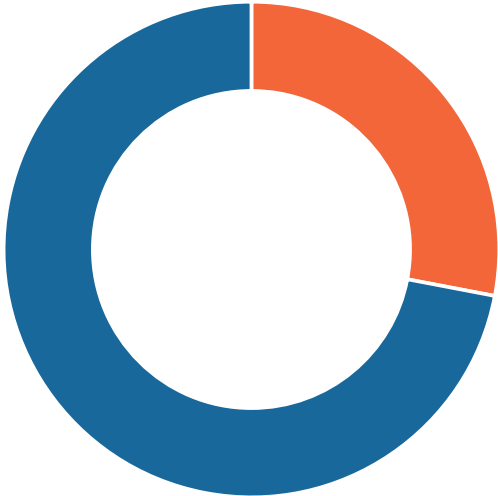
Percentage of times ranked as one of the top 3 social media platforms for recruiting





**Do you offer signing/starting bonuses for new hires?**

Yes **83%**  
No **17%**



**Does your organization sponsor work visas for new hires in the U.S.?**

Yes **28%**  
No **72%**

The typical company hired 15 full-time employees and 18 interns during the 2018 recruitment cycle. For the 2018 cycle, companies reported hiring 0 to 190 full-time workers which was similar to the range reported for the 2016 cycle (5 to 175). The range of interns hired for 2018 and 2016 was also comparable (2 to 220 and 0 to 200, respectively).

A smaller percentage of companies were offering signing/starting bonuses to the MBA recruits in 2018 than in 2016. In 2016, 93% of respondents indicated their company offered signing/starting bonuses. In this reporting cycle, 83% of companies offered the bonus to MBA hires.

Just as a smaller percentage of the sample are offering signing/starting bonuses, fewer offer a leadership development program (53% in 2018 vs. 60% in 2016). For the companies offering a leadership development program, the average length of the program is 25 months which is 11 months shorter than in 2016. Leadership development programs were reported as ranging from 3 month to 42 months in the *MBA CSEA Fall 2018 Recruiter Benchmarking Survey*. The range in program length is significantly different than what was previously reported. Program length had been reported to be between 3 months and 8 years in 2016.

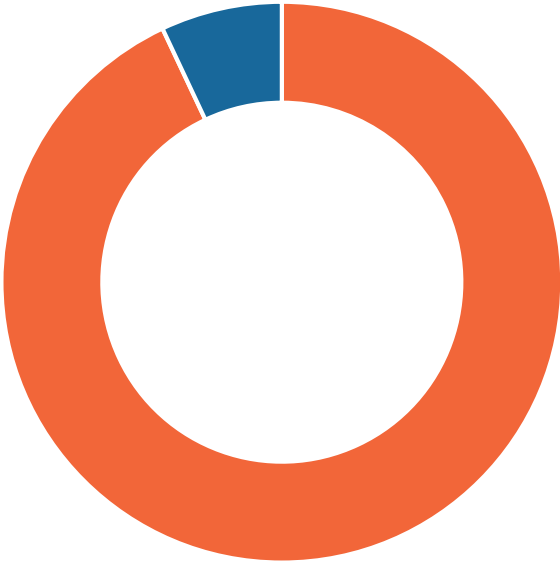


**Do you offer a leadership development program?**

Yes **53%**  
No **47%**



In the 2016 survey, 100% of respondents had a set of core business schools in which they focused all or most of their recruiting efforts. In the current survey, 7% have moved away from that model of recruiting.

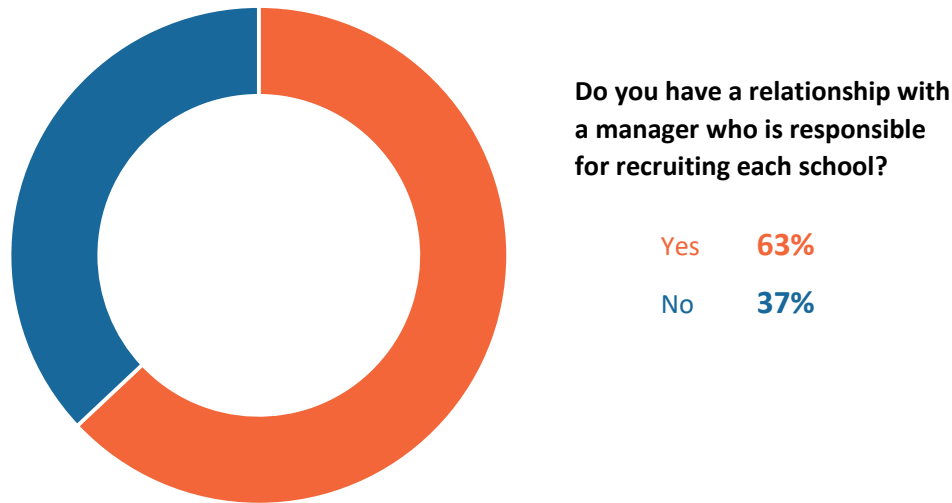


Do you have a set of core business schools in which you focus all or most of your recruiting efforts?

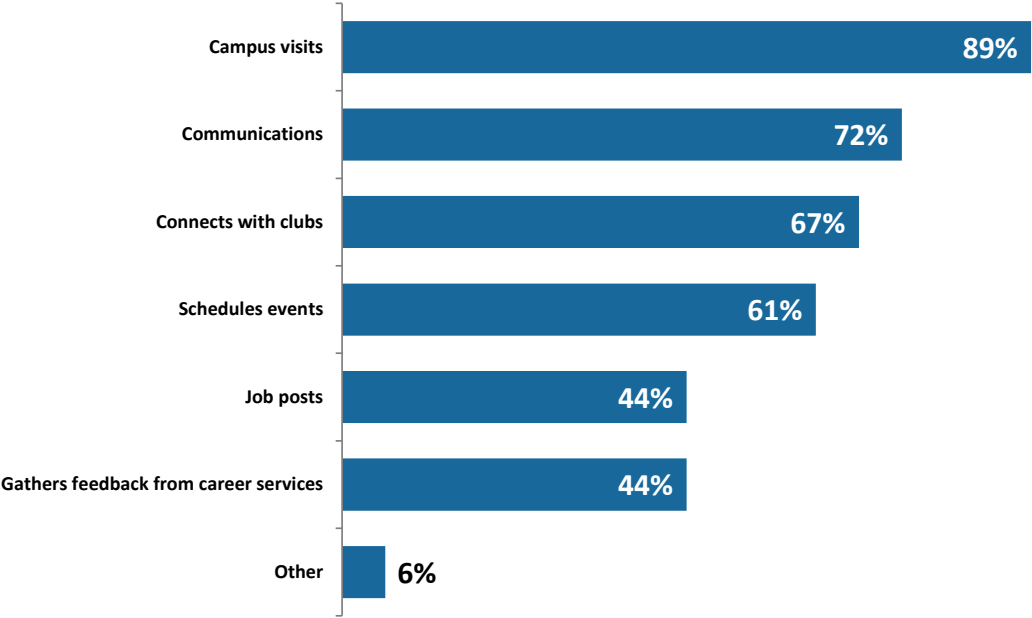
Yes 93%  
No 7%

How often is the list of schools evaluated?





If yes, what are the relationship manager’s responsibilities? (multiple responses allowed)

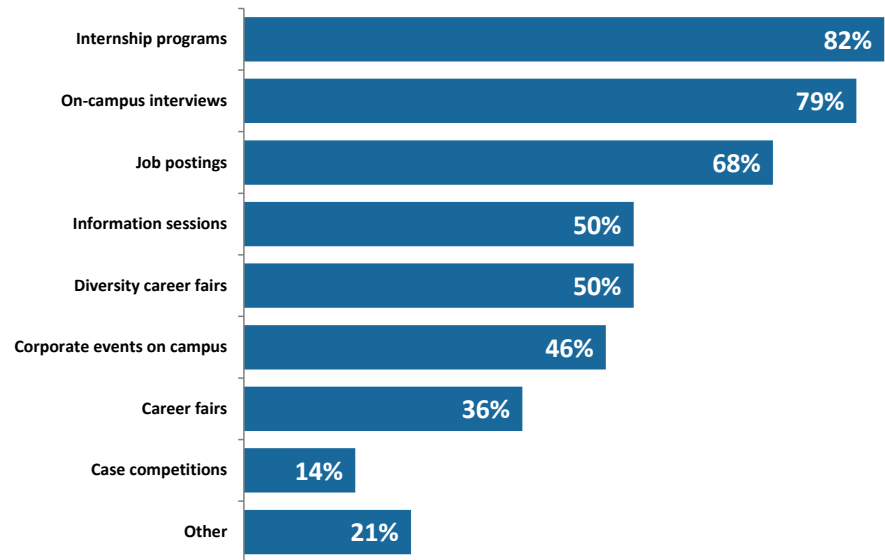


Although recruiters showed they are moving away from having a set core of schools in which they focus their efforts, the percentage of respondents who indicated they have a relationship with a manager responsible for recruiting at each school increased by 10 percentage points in 2018.

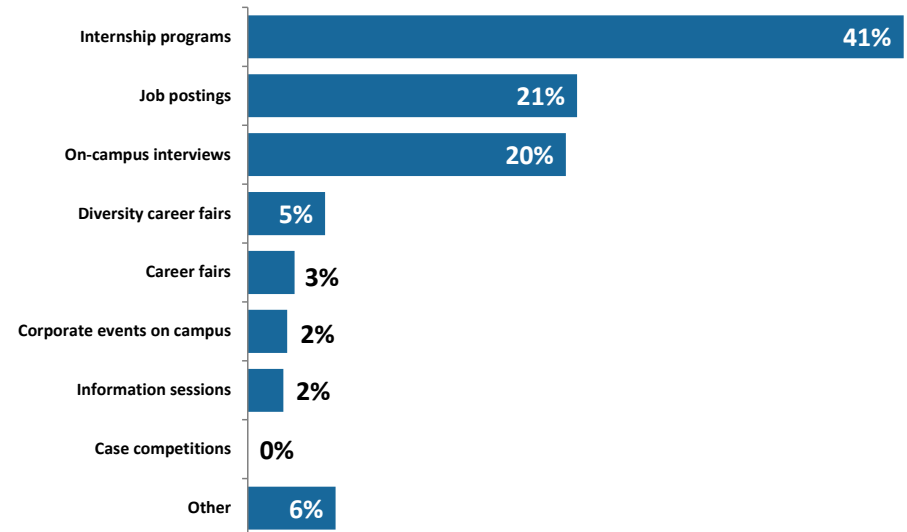
## GENERAL RECRUITMENT

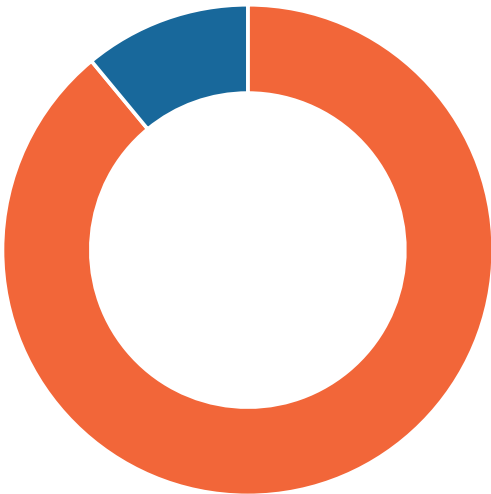
Internship programs became the method resulting in the highest percentage of hires. In the previous study, it was the method that resulted in the second highest percentage of hires. The range of hires from this method expanded from 25% to 75% in 2016 to 0% to 90% in 2018. The method which previously resulted in the largest percentage of hires, on-campus interviews, is now the method resulting in the third highest percentage of hires. On-campus interviews were responsible for an average of 20% of hires; a sharp decline from 47% in 2016. The only method that had an increase in the percentage of hires compared to the 2016 survey was job postings. The percentage of hires from job postings nearly tripled to 21%.

What are your methods of recruiting? (multiple responses allowed)



Average percentage of hires by recruiting method



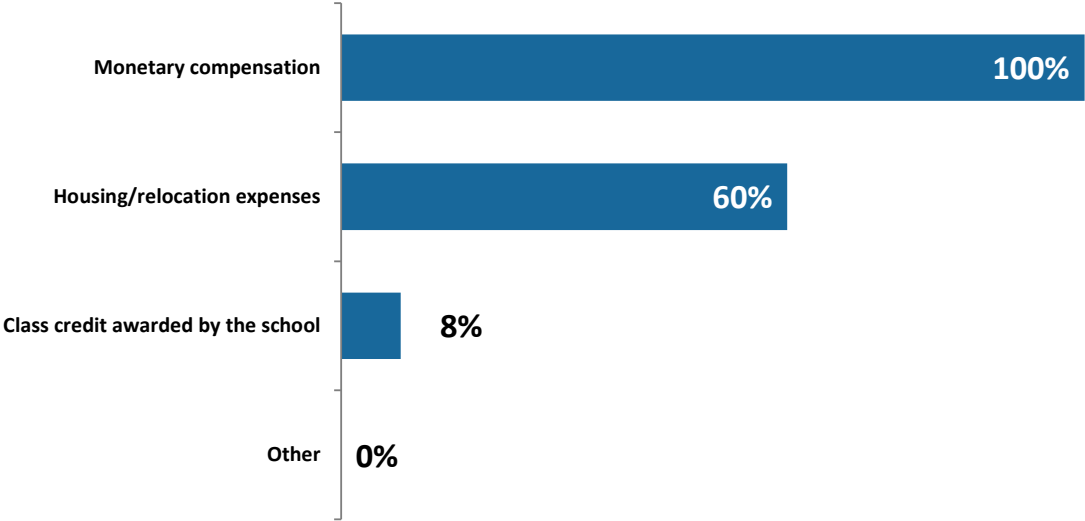


Do you have a formal internship program?

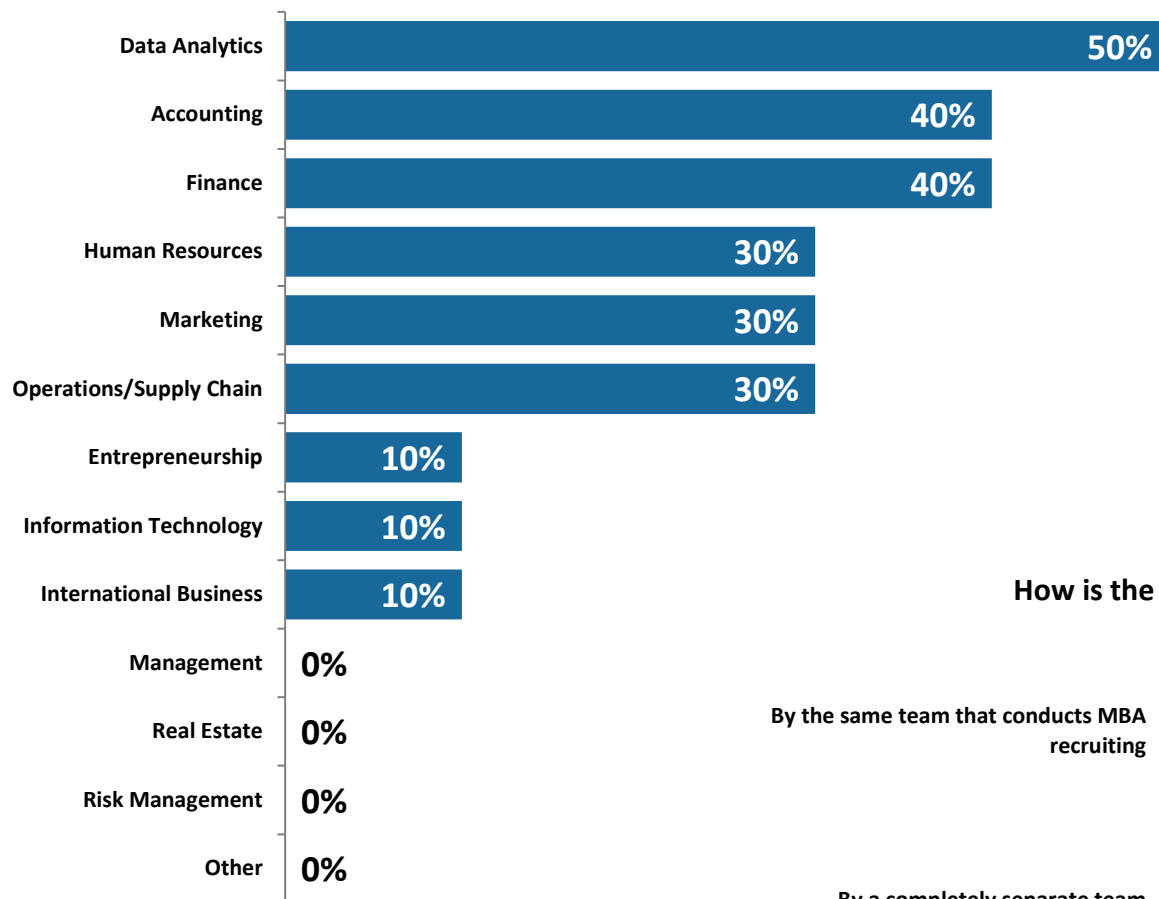
Yes 89%  
No 11%

The average respondent indicated that they hired one out of two interns for a full-time position.

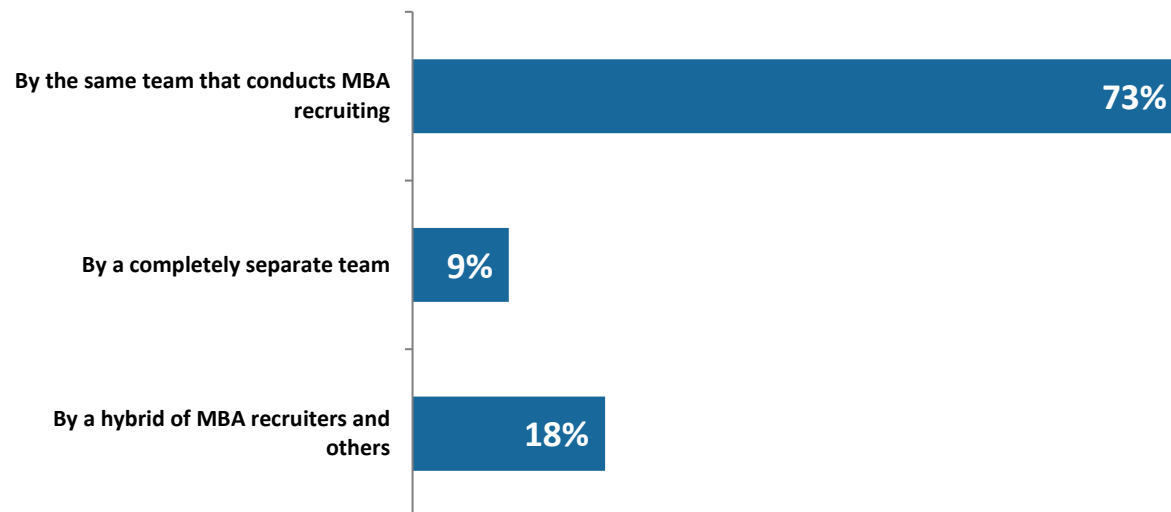
If yes, how are interns compensated? (multiple responses allowed)



## From which specialized masters programs does your company recruit?



## How is the recruiting for other masters programs managed?



## Survey Methodology and Demographics

In January 2019, MBA recruiters were sent invitations to participate in the MBA CSEA Fall 2018 Recruiter Benchmarking Survey. Once the completed responses were received by Industry Insights, computer processing was performed on all data to ensure statistical validity and to produce the results contained in this study. In all, 30 completed and usable questionnaires were received by Industry Insights. In particular, the statistical sample consists of the following:

	<b><u>Number of Reporting Institutions</u></b>
<b>All Respondents</b> .....	<b>30</b>
<b>Number of Employees</b> .....	<b>30</b>
25,000 or Less .....	17
More than 25,000 .....	13
<b>Public vs. Private</b> .....	<b>28</b>
Public .....	18
Private .....	10
<b>Size of Recruiting Team</b> .....	<b>29</b>
5 or Less .....	15
Larger than 5 .....	14
<b>Offer Leadership Program?</b> .....	<b>30</b>
Yes .....	16
No .....	14