

This survey explores your firm's experience of recruitment over the last year. Please answer this survey as accurately as possible. We recognise that some of your answers may be approximate or estimates. This is fine. If you don't know the answer to a particular question and are unable to make an estimate, please skip it.

Depending on how much information you have to hand you may find that you need to talk to some other people in your firm before you fill it in. We would recommend you look through the PDF or use a Word document to collate the information. If you have all of the information to hand it will take you between 15-45 minutes to complete the survey.

No organisation will be identified in the results.

Data collected through this survey will be analysed for ISE research publications, blogs and articles and provided in an aggregate way in response to member and stakeholder queries. The raw data will be stored securely and only be available to ISE staff.

Any queries about the survey or wider research please contact research@ise.org.uk

Q1 Do you agree to participate in the ISE annual recruitment survey 2020?

Yes

No

About you and your firm

Q2 Name

Q3 Email

Q4 Employer

Q5 What is the main sector that your organisation operates in?

- Built Environment
- Charity and public sector
- Digital and IT
- Energy, Engineering & Industry
- Finance and professional services
- Health and pharmaceuticals
- Legal
- Retail and FMCG

Q6 How many people does your organisation employ (approximately)?

- 1-10 employees
- 11-50 employees
- 51-250 employees
- 251-1000 employees
- 1001-10,000 employees
- 10,000 + employees

The recruitment team

Q7 How many people (FTEs) are employed in your recruitment team or function (excluding contractors)?

Q8 Approximately what was your total budget for entry-level recruitment (graduates + apprentices and school leavers) during the 2019/2020 recruitment season?

Graduates

Q9 Do you recruit graduates?

Yes

No

Q10 Approximately how many applications did you receive for graduate roles...

In 2018/2019

In 2019/2020

Q11 Approximately how many graduates...

Did you recruit in 2018/
2019

Did you recruit in 2019/
2020

Do you plan to recruit in
2020/2021

Q12 Did the number of graduates that you planned to hire during 2019/2020 change due to Covid-19?

We increased our numbers

We recruited in line with our original plans

We reduced our numbers

Q13 Approximately how many graduates were recruited to work in the following regions or parts of the world (in the 2019/2020 season)

London

South East

South West

East of England

East Midlands

West Midlands

North West

Yorkshire and
Humberside

North East

Scotland

Wales

Northern Ireland	<input type="text"/>
Europe	<input type="text"/>
Rest of the world	<input type="text"/>

Q14 What roles did you recruit graduates for during the 2019/2020 recruitment season? [Tick all that apply]

- We recruit to a general (non-role specific) programme
- Accountancy and audit
- Advertising, marketing, PR and media
- Built environment
- Consultancy
- Design and creative
- Engineering
- Financial management
- General business and administration
- General management
- Health, medical and social care
- Human resources (HR) and recruitment
- Investment banking
- IT (programming and development)
- IT (general)
- Legal
- Sales, customer management and business development
- Science and research
- Skilled trades
- Teaching, training and other educational roles
- Technical and analytical roles
- Other

If you answered 'other' please provide more detail

Q15 Are there any roles that you found it difficult to recruit graduates for during the most recent recruitment season?

- Accountancy and audit
- Advertising, marketing, PR and media
- Built environment
- Consultancy
- Design and creative
- Engineering
- Financial management
- General business and administration
- General management
- Health, medical and social care
- Human resources (HR) and recruitment
- Investment banking
- IT (programming and development)
- IT (general)
- Legal
- Sales, customer management and business development
- Science and research
- Skilled trades
- Teaching, training and other educational roles
- Technical and analytical roles
- Other

If you answered 'other' please provide more detail

Q16 Why do you find it difficult to recruit to some graduate roles? [Tick all that apply]

- Too much competition from other employers
- Not enough people interested in doing this type of job
- Poor terms and conditions (e.g. pay) offered for post
- Low number of applicants with the required skills
- Low number of applicants with the required attitude, motivation or personality
- Low number of applicants generally
- Lack of work experience the company demands
- Lack of qualifications the company demands
- Poor career progression / lack of prospects
- Remote location/poor public transport
- No particular reason
- Don't know
- Other

If you answered 'other' please provide more detail

Q17 Are you able to recruit the quality of graduates you want (in terms of them having the skills, knowledge and behaviours that your business needs)?

- Almost always
- Often
- Sometimes
- Seldom
- Never

Q18 What are your minimum entry requirements for graduates? [Tick all that apply]

- No minimum entry requirements
- 2:1 degree
- 2:2 degree
- Specific subject degree
- Relevant work experience
- Minimum UCAS tariff or A level grades
- Postgraduate degree
- Other

If you answered 'other' please provide more detail

Q19 What proportion (%) of your graduate positions did you fill in 2019/2020?

Q20 What proportion (%) of the offers you made to graduates in 2019 were... [This should sum to 100%]?

Accepted

Rejected

Reneged

Deferred

Other

Q21 What proportion (%) of your 2019 graduate programme will be/have been enrolled on an apprenticeship? (e.g. enrolled on a level six or seven apprenticeship in management or accountancy).

Q22 What is the average annual starting salary for a graduate in your firm?

Q23 Do you pay a different average annual starting salary for graduates depending on the region in which they are based?

Yes

No, we only employ graduates in one region

No, we do not vary our starting salary by region

Q24 What is the average annual starting salary for a graduate in your firm in the following regions and parts of the world?

London

South East

South West

East of England

East Midlands

West Midlands

North West

Yorkshire and
Humberside

North East

Scotland

Wales

Northern Ireland

Europe

Rest of the world

Non-graduate entry-level hires

This section asks you about your non-graduate hires. This includes all non-graduate hires who you consider to be entry-level. This includes school and college leavers but may also include other kinds of entry-level hire e.g. new hires starting on an apprenticeship programme.

Q25 Do you recruit non-graduate entry-level hires?

- Yes
 No

Q26 Approximately how many applications did you receive for entry-level non-graduate roles...

In 2018/2019

In 2019/2020

Q27 Approximately how many entry-level non-graduates...

Did you recruit in 2018/
2019

Did you recruit in 2019/
2020

Do you plan to recruit in
2020/2021

Q28 Did the number of non-graduates that you planned to hire during 2019/2020 change due to Covid-19?

- We increase our numbers
 We recruited in line with our original plans
 We reduced our numbers

Q29 Approximately how many entry-level non-graduates were recruited to work in the following regions or parts of the world (in the 2019/2020 season)

London

South East

South West

East of England

East Midlands

West Midlands

North West

Yorkshire and
Humberside

North East	
Scotland	
Wales	
Northern Ireland	
Europe	
Rest of the world	

Q30 What roles did you recruit entry-level non-graduates for during the 2019/2020 recruitment season? [Tick all that apply]

- We recruit to a general (non-role specific) programme
- Accountancy and audit
- Advertising, marketing, PR and media
- Built environment
- Consultancy
- Design and creative
- Engineering
- Financial management
- General business and administration
- General management
- Health, medical and social care
- Human resources (HR) and recruitment
- Investment banking
- IT (programming and development)
- IT (general)
- Legal
- Sales, customer management and business development
- Science and research
- Skilled trades
- Teaching, training and other educational roles
- Technical and analytical roles
- Other

If you answered 'other' please provide more detail

Q31 Are there any roles that you found it difficult to recruit entry-level non-graduates for during the 2019/2020 recruitment season?

- Accountancy and audit
- Advertising, marketing, PR and media
- Built environment
- Consultancy
- Design and creative
- Engineering
- Financial management
- General business and administration
- General management
- Health, medical and social care
- Human resources (HR) and recruitment
- Investment banking
- IT (programming and development)
- IT (general)
- Legal
- Sales, customer management and business development
- Science and research
- Skilled trades
- Teaching, training and other educational roles
- Technical and analytical roles
- Other

If you answered 'other' please provide more detail

Q32 Why do you find it difficult to recruit to some entry-level non-graduate roles? [Tick all that apply]

- Too much competition from other employers
- Not enough people interested in doing this type of job
- Poor terms and conditions (e.g. pay) offered for post
- Low number of applicants with the required skills
- Low number of applicants with the required attitude, motivation or personality
- Low number of applicants generally
- Lack of work experience the company demands
- Lack of qualifications the company demands
- Poor career progression / lack of prospects
- Remote location/poor public transport
- No particular reason
- Don't know
- Other

If you answered 'other' please provide more detail

Q33 Are you able to recruit the quality of entry-level non-graduates you want (in terms of them having the skills, knowledge and behaviours that your business needs)?

- Almost always
- Often
- Sometimes
- Seldom
- Never

Q34 What proportion (%) of your entry-level non-graduate positions did you fill in 2019/2020?

Q35 What proportion (%) of the offers you made to entry-level non-graduates in 2019/2020 were... [This should sum to 100%]?

Accepted	<input type="text"/>
Rejected	<input type="text"/>
Reneged	<input type="text"/>
Deferred	<input type="text"/>
Other	<input type="text"/>

Q36 What proportion (%) of your 2019 non-graduate entry-level hires are/will be enrolled on an apprenticeship?

Q37 What is the average annual starting salary for a non-graduate entry-level hire in your firm?

Q38 Do you pay a different average annual starting salary for non-graduates depending on the region in which they are based?

- Yes
- No, we only employ graduates in one region
- No, we do not vary our starting salary by region

Q39 What is the average annual starting salary for an entry-level non-graduate in your firm in the following regions and parts of the world?

London	<input type="text"/>
South East	<input type="text"/>
South West	<input type="text"/>
East of England	<input type="text"/>
East Midlands	<input type="text"/>
West Midlands	<input type="text"/>
North West	<input type="text"/>
Yorkshire and Humberside	<input type="text"/>
North East	<input type="text"/>
Scotland	<input type="text"/>
Wales	<input type="text"/>
Northern Ireland	<input type="text"/>
Europe	<input type="text"/>
Rest of the world	<input type="text"/>

Interns and placement students

This section asks you about your interns and placement students.

We define 'interns' as short term (less than six months), temporary hires (e.g. students that you recruit for a summer vacation).

We define 'placement students' as longer term (typically six months to a year) temporary hires (e.g. students who work for you as part of a sandwich degree, year in industry or gap year).

Q40 Do you recruit interns or placement students?

Yes

No

Q41 Approximately how many applications did you receive for internships...

In 2018/2019

In 2019/2020

Q42 Approximately how many applications did you receive for placements...

In 2018/2019

In 2019/2020

Q43 Approximately how many interns...

Did you recruit in 2018/
2019

Did you recruit in 2019/
2020

Do you plan to recruit in
2020/2021

Q44 Approximately how many placement students...

Did you recruit in 2018/
2019

Did you recruit in 2019/
2020

Do you plan to recruit in
2020/2021

Q45 Did the number of interns and placement students that you planned to hire during 2019/2020 change due to Covid-19?

We increased our numbers

We recruited in line with our original plans

We reduced our numbers

Q46 What is the average annual starting salary for an intern or placements student in your firm?
[Give as an annual equivalent salary]

Q47 What proportion (%) of your former interns or placement students did you recruit into graduate jobs during the 2019/2020 season?

International recruitment

Q48 What proportion of the student hires you recruited in 2019/2020 were international (not British citizens)?

Q49 In 2019/2020 did you sponsor any international students for tier 2 visas?

- Yes
- No
- Don't know

Q50 Will the number of international students that you recruit will change next year?

- We will recruit less international students
- We will recruit about the same number of international students
- We will recruit more international students
- Don't know

Apprenticeship programmes

This section asks you for information about your firms apprenticeship programmes.

Q51 What proportion (%) of your apprenticeship levy are you currently spending?

Q52 Do you employ apprentices/run apprenticeship programmes within your firm?

Yes

No

Q53 How many of your existing staff (already employed) started an apprenticeship during the 2019/2020 season?

Q54 What proportion (%) of the apprenticeships started in the last year at your firm were at the following levels (these should sum to 100%)

Intermediate (level 2)

Advanced (level 3)

Higher (level 4)

Higher (level 5)

Degree (level 6)

Masters degree (level 7)

Attraction and marketing

Q55 When did you run your 2019/2020 graduate recruitment campaign?

	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep
Opened campaign	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Made the most offers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Closed campaign	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q56 When did you run your 2019/2020 non-graduate recruitment campaign?

	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep
Opened campaign	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Made the most offers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Closed campaign	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q57 Do you have recruitment targets or benchmarks relating to particular diversity strands? [Tick all that apply]

- No
- Disability
- Gender reassignment
- Neurodiversity
- Race
- Religion and belief
- Sex
- Sexual orientation
- Socio-economic background
- Other

If you answered 'other' please provide more detail

Q58 What attraction and marketing activities did you use in 2019/2020? [Tick all that apply]

- Campus rep/ambassadors
- Careers fairs (face-to-face)
- Careers fairs (virtual)
- Company website
- Contributing to the curriculum
- External job boards
- Giving talks and workshops
- Insight/open days
- Managing your presence on ratings sites e.g. Glassdoor or Rate My Placement
- Outsourced recruitment to a specialist recruitment company
- Printed materials
- Social media marketing
- Supporting student societies and events
- Targeted emails to students
- Used an apprenticeship training provider to do the recruitment
- Via your existing staff
- Visits to schools and colleges
- Visits to universities
- Other

If you answered 'other' please provide more detail

Q59 What attraction and marketing activities did you find most effective in generating applications from candidates in 2019/2020? [Tick up to three options]

- Campus rep/ambassadors
- Careers fairs (face-to-face)
- Careers fairs (virtual)
- Company website
- Contributing to the curriculum
- External job boards
- Giving talks and workshops
- Insight/open days
- Managing your presence on ratings sites e.g. Glassdoor or Rate My Placement
- Outsourced recruitment to a specialist recruitment company
- Printed materials
- Social media marketing
- Supporting student societies and events
- Targeted emails to students
- Used an apprenticeship training provider to do the recruitment
- Via your existing staff
- Visits to schools and colleges
- Visits to universities
- Other

If you answered 'other' please provide more detail

Q60 Has Covid-19 stopped you using any of the following attraction and marketing activities? [Tick all that apply]

- Campus rep/ambassadors
- Careers fairs (face-to-face)
- Careers fairs (virtual)
- Company website
- Contributing to the curriculum
- External job boards
- Giving talks and workshops
- Insight/open days
- Managing your presence on ratings sites e.g. Glassdoor or Rate My Placement
- Outsourced recruitment to a specialist recruitment company
- Printed materials
- Social media marketing
- Supporting student societies and events
- Targeted emails to students
- Used an apprenticeship training provider to do the recruitment
- Via your existing staff
- Visits to schools and colleges
- Visits to universities
- Other

If you answered 'other' please provide more detail

Q61 How many educational institutions did you visit or work with during 2019/2020?

Schools and sixth forms

Further education colleges

Universities

Other

If you answered 'other' please provide more detail

Q62 In 2019/2020 what approaches to your student attraction and marketing did you take to maximise diversity? [Tick all that apply]

- We didn't make any changes
- Delivered more activities in schools
- Changed the universities visited
- Commissioned a specialist agency to improve the diversity of our attraction and marketing.
- Ensured diverse campus representatives
- Ran outreach events
- Tailored marketing materials/methods
- Targeted particular groups
- Used targeted social media advertising
- Worked with advocacy groups or student societies
- Increased the number of apprentices that we were recruiting
- Other

If you answered 'other' please provide more detail

Recruitment and selection

Q63 What overall methodology underpins yours selection and assessment approach as... [tick all that apply]

- Competency based
- Strengths based
- Values based
- Technical
- Other

If you answered 'other' please provide more detail

Q64 What selection and assessment activities did you use in 2019/2020? [Tick all that apply]

- Assessment centres [face-to-face]
- Assessment centres [online]
- Case studies
- CV screening
- Data analysis exercises
- Email inbox exercises
- Interviews (face-to-face)
- Interviews (telephone)
- Interviews (online with an interviewer)
- Interviews (automated)
- Gamified assessments
- Group presentations
- Psychometric tests
- Role play activities
- Skills tests
- Virtual reality assessments
- Other

If you answered 'other' please provide more detail

Q65 What selection and assessment activities did you find to be most effective in the first stage of your process to narrow the field? [Tick up to three]

- Assessment centres [face-to-face]
- Assessment centres [online]
- Case studies
- CV screening
- Data analysis exercises
- Email inbox exercises
- Interviews (face-to-face)
- Interviews (telephone)
- Interviews (online with an interviewer)
- Interviews (automated)
- Gamified assessments
- Group presentations
- Psychometric tests
- Role play activities
- Skills tests
- Virtual reality assessments
- Other

If you answered 'other' please provide more detail

Q66 What selection and assessment activities did you find to be most effective for making your final decision about who to hire? [Tick up to three]

- Assessment centres [face-to-face]
- Assessment centres [online]
- Case studies
- CV screening
- Data analysis exercises
- Email inbox exercises
- Interviews (face-to-face)
- Interviews (telephone)
- Interviews (online with an interviewer)
- Interviews (automated)
- Gamified assessments
- Group presentations
- Psychometric tests
- Role play activities
- Skills tests
- Virtual reality assessments
- Other

If you answered 'other' please provide more detail

Q67 Has Covid-19 stopped you using any selection and assessment activities? [Tick all that apply]

- Assessment centres [face-to-face]
- Assessment centres [online]
- Case studies
- CV screening
- Data analysis exercises
- Email inbox exercises
- Interviews (face-to-face)
- Interviews (telephone)
- Interviews (online with an interviewer)
- Interviews (automated)
- Gamified assessments
- Group presentations
- Psychometric tests
- Role play activities
- Skills tests
- Virtual reality assessments
- Other

If you answered 'other' please provide more detail

Q68 What psychometric tests do you use? [Tick all that apply]

- Do not use psychometrics
- Critical reasoning /logical reasoning
- Learning agility
- Numerical reasoning
- Personality/motivation questionnaires
- Situational judgement tests
- Spatial reasoning
- Strengths-based assessment
- Verbal reasoning
- Other

If you answered 'other' please provide more detail

Q69 In 2019/2020 what approaches did you take in your recruitment and selection approach to maximise diversity? [Tick all that apply]

- We didn't make any changes
- Analysed the outcome of previous campaigns to understand diversity
- Coached applicants during selection (digital)
- Coached applicants during selection (face-to-face)
- Commissioned a specialist agency to improve the diversity of our recruitment and selection.
- Diversity monitoring
- Engaged more diverse assessor groups
- Near-miss scheme (to take in candidates who just missed the pass mark)
- Name blind recruitment
- Offered financial support for candidates to travel to selection events
- Removed some pre-entry criteria e.g. degree classification
- Simplified or re-ordered selection stages
- Reviewed selection approach with internal staff groups
- Trained staff involved in selection in diversity and unconscious bias
- University blind recruitment
- Used contextualised screening or selection approaches
- Other

If you answered 'other' please provide more detail

The future

This section of the survey looks at how your organisation's strategy is going to develop in the future.

Q70 Do you intend to hire any new staff using the government's Kickstart programme (which subsidises the employment costs of taking on long-term unemployed young people)?

- Yes
- No
- Don't know

Q71 Over the next five years will an increasing number of your entry-level staff be based at home rather than in the office?

- More will be home based
- It will be about the same
- More will be office based
- Don't know

Q72 Which of the following strands does your organisation need to address over the next five years to ensure a diverse and representative workforce?

- None
- Disability
- Gender reassignment
- Neurodiversity
- Race
- Religion and belief
- Sex
- Sexual orientation
- Socio-economic background
- Other

If you answered 'other' please provide more detail

Q73 Which of the following skills do you think are going to become more important to your business over the next five years?

- Business-appropriate communication
- Career management
- Commercial awareness
- Data handling/data analysis
- Dealing with conflict
- Dressing appropriately
- Emotional intelligence
- Excel skills
- Interpersonal skills
- IT/digital skills
- Job-specific technical skills
- Leadership
- Listening
- Managing up
- Negotiation/influencing skills
- Numeracy
- Presentation skills
- Problem-solving
- Remote working
- Resilience
- Self-awareness
- Staying positive
- Taking responsibility
- Time management
- Teamwork
- Writing
- Other

If you answered 'other' please provide more detail

Q74 Do you anticipate that in the next five years you will find it more difficult than you currently do to recruit to any of these roles?

- Accountancy and audit
- Advertising, marketing, PR and media
- Built environment
- Consultancy
- Design and creative
- Engineering
- Financial management
- General business and administration
- General management
- Health, medical and social care
- Human resources (HR) and recruitment
- Investment banking
- IT (programming and development)
- IT (general)
- Legal
- Sales, customer management and business development
- Science and research
- Skilled trades
- Teaching, training and other educational roles
- Technical and analytical roles
- Other

If you answered 'other' please provide more detail

Q75 Do you believe that in the next five years any of the following issues will lead you to recruit less students than you otherwise would have done?

- Automation and artificial intelligence
- Brexit
- Change of government
- Covid-19
- Economic recession
- Gig economy
- Less young people (demographic dip)
- Scottish independence
- Technological changes
- Other

If you answered 'other' please provide more detail

Final thoughts

Q76 Do you have any other thoughts that you would like to share about your student recruitment?

Thank you

Thank you for participating.

We will be publishing the results of this survey on the ISE website at <https://ise.org.uk/>.