The Universum business

Universum helps companies improve their performance through more successful recruitment and retention by ensuring improvements to their Employer Brand.

We help employers:

**Know**
Their image, audience and competitors

**Decide**
Desired brand position

**Plan**
Their communication activities

**Act**
By reaching the talent market through our communication solutions
Product portfolio

Universum’s employer branding model™

**Understand**
- Research
- Employer Value Proposition

**Decide**
- Communication Strategy

**Plan**
- Communication Solutions

**Act**

**UNIVERSUM**
Employer Brand Research

**National Student Surveys**
- 5 continents
- 33 countries
- 1,800 educational institutions
- Over 350,000 respondents

**National Professional Surveys**
- 10 countries
- Over 100,000 respondents

**UNIVERSUM**
Consulting

- University audits
- Brand tracking and evaluation
- Employer Value Proposition development
- Communication strategy development
- Communication materials testing
- Custom research

**UNIVERSUM**
Communication Solutions

**Print**
*Unique for every country

**Web**
*Unique for every country
Universum annually surveys over 350,000 students and 100,000 professionals worldwide through our standardized research. In addition we conduct research in several other countries through our consulting projects. The group head office is located in Stockholm and the regional head offices are located in Philadelphia (America), Cologne (Europe) and Shanghai (Asia).
Content

1. Methodology & comparison groups
2. Students’ profile
3. Career services experience
4. Employer attractiveness
5. Students’ career preferences
6. The Drivers of Employer Attractiveness
Methodology & comparison groups

University of Miami
All students
**Methodology**

**Field period:**
December 2010 - March 2011

**No. of educational institutions:**
360

**Data collection:**
Approximately 95% of data collection was conducted via an online survey, additional paper surveys were collected at some key campuses. The online link was distributed primarily via university contacts (career centres and the educational institutions), the Universum Panel and different local partners.

**Weighting:**
In our data collection we set targets by main field of study and educational institution. In order to provide our clients with reliable data in each market and to get the questions distributions as close as possible to the actual population distribution, we use weighting based on population frequencies of the target groups.

**Target group:**
University students from all educational years.
Comparison groups analysed in this report

Group 1:

*Base of the group:* University of Miami  
*Number of respondents:* 492

Group 2:

*Base of the group:* Private peer institutions  
*Number of respondents:* 4,386
University of Miami
All students
Students’ profile

Topics:
- Age & Gender
- Academic performance
- Educational institutions
- Areas of study
- Personality profiles

Think about:
- Which students are within your primary target groups?
- How do the groups differ from each other?
- Consider how your target group is distributed against the personality profiles. Can you use this insight to guide your Employer Branding activities?
Age, gender & academic performance

**Age:**
- University of Miami: 20.5
- Private peer institutions: 20.0

**Gender:**
- University of Miami:
  - Female: 70%
  - Male: 30%
- Private peer institutions:
  - Female: 64%
  - Male: 36%

**Average GPA**
- University of Miami: 3.50
- Private peer institutions: 3.47

**Survey Questions:**
- What is your year of birth?
- What is your gender?
- What is your cumulative GPA?
Personality profiles

Over the last few years it has become more important to understand the personality profiles of the talent that you recruit. Cultural fit is also becoming increasingly important to both employees and employers.

Universum has developed personality profiles based on the Drivers of Employer Attractiveness and what students perceive as important in their career.

- **Idealist**: The Idealist prioritizes the soft values when choosing an employer and wants to work for an employer that has high ethical standards and offers a friendly work environment.

- **Careerist**: The Careerist chooses prestigious and well-known employers that are known to only recruit the best and finds it important that others know how well he/she is doing.

- **Harmonizer**: The Harmonizer has a strong need for a sense of purpose and chooses a career path and employer with the goal of finding secure employment and good work/life balance.

- **Explorer**: The Explorer always seeks challenges, wants a job with a variety of assignments and responsibilities and is not afraid of changing area, industry or location.

- **Hunter**: What's worth doing is worth doing for money. The Hunter looks for an employer with a competitive base salary, stock options, and good prospects for high future earnings.

- **Entrepreneur**: The Entrepreneur never considers the possibility of failure, but sees it as a necessary part of being successful, a learning experience.

- **Leader**: The Leader looks for an employer who offers advancement, management opportunities and professional development.
This slide presents the students’ personality based on the attributes that the students chose as important within the Drivers of Employer Attractiveness. See more details in Appendix.
University of Miami
All students
SURVEY QUESTION: How often have you used your campus career services or attended event/workshops hosted by them this year?
Career services satisfaction by type of service

**Career advising**

- 5: University of Miami 25%, Private peer institutions 17%
- 4: University of Miami 32%, Private peer institutions 10%
- 3: University of Miami 21%, Private peer institutions 5%
- 2: University of Miami 5%, Private peer institutions 7%
- 1: University of Miami 3%, Private peer institutions 2%
- Not applicable: University of Miami 13%, Private peer institutions 11%

**Professional/graduate/post-graduate school advising**

- 5: University of Miami 20%, Private peer institutions 20%
- 4: University of Miami 26%, Private peer institutions 19%
- 3: University of Miami 15%, Private peer institutions 9%
- 2: University of Miami 6%, Private peer institutions 3%
- 1: University of Miami 3%, Private peer institutions 3%
- Not applicable: University of Miami 31%, Private peer institutions 28%

**Employment advising**

- 5: University of Miami 37%, Private peer institutions 30%
- 4: University of Miami 35%, Private peer institutions 31%
- 3: University of Miami 14%, Private peer institutions 19%
- 2: University of Miami 5%, Private peer institutions 7%
- 1: University of Miami 2%, Private peer institutions 2%
- Not applicable: University of Miami 7%, Private peer institutions 11%
Career services satisfaction by type of service

**Career/job fairs**

<table>
<thead>
<tr>
<th>Rating</th>
<th>University of Miami</th>
<th>Private peer institutions</th>
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</thead>
<tbody>
<tr>
<td>5</td>
<td>32%</td>
<td>30%</td>
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<tr>
<td>4</td>
<td>34%</td>
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<td>3</td>
<td>17%</td>
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<tr>
<td>Not applicable</td>
<td>10%</td>
<td>8%</td>
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</table>

**Job postings**

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<thead>
<tr>
<th>Rating</th>
<th>University of Miami</th>
<th>Private peer institutions</th>
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</thead>
<tbody>
<tr>
<td>5</td>
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</tr>
<tr>
<td>Not applicable</td>
<td>10%</td>
<td>8%</td>
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</tbody>
</table>

**Resource materials (print, video, or online)**

<table>
<thead>
<tr>
<th>Rating</th>
<th>University of Miami</th>
<th>Private peer institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
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<tr>
<td>Not applicable</td>
<td>9%</td>
<td>11%</td>
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</tbody>
</table>

SURVEY QUESTION:
Please rate how satisfied you are with the following career services at your college.
1 = Not at all satisfied, 5 = Very satisfied
Career services satisfaction by type of service

SURVEY QUESTION:
Please rate how satisfied you are with the following career services at your college.
1 = Not at all satisfied, 5 = Very satisfied

Career services website

<table>
<thead>
<tr>
<th>Satisfaction Level</th>
<th>University of Miami</th>
<th>Private peer institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>25%</td>
<td>26%</td>
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<tr>
<td>4</td>
<td>33%</td>
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<tr>
<td>3</td>
<td>17%</td>
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<td>1</td>
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<td>Not applicable</td>
<td>8%</td>
<td>12%</td>
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</table>

Employer information sessions

<table>
<thead>
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<th>University of Miami</th>
<th>Private peer institutions</th>
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</thead>
<tbody>
<tr>
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<td>3%</td>
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<tr>
<td>Not applicable</td>
<td>18%</td>
<td>17%</td>
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</table>

Workshops (resume writing, interviewing, etc.)

<table>
<thead>
<tr>
<th>Satisfaction Level</th>
<th>University of Miami</th>
<th>Private peer institutions</th>
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<tbody>
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<td>26%</td>
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<td>4</td>
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<tr>
<td>Not applicable</td>
<td>12%</td>
<td>15%</td>
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</tbody>
</table>
Overall satisfaction

SURVEY QUESTION: How would you rate the career services offered at your school?

- Poor: 2% (University of Miami), 3% (Private peer institutions)
- Fair: 11% (University of Miami), 15% (Private peer institutions)
- Good: 29% (University of Miami), 32% (Private peer institutions)
- Very good: 42% (University of Miami), 34% (Private peer institutions)
- Excellent: 16% (University of Miami), 17% (Private peer institutions)
Employer attractiveness

University of Miami
All students
Think about:

- *How do the groups differ?*
- *What actions can you implement to improve your position?*
- *Do you have to improve your visibility or focus on building a stronger Employer Brand?*
- *What are your goals for next year? Set achievable goals!*

Topics:

- Considered Employer ranking
- Ideal Employer ranking

Employer attractiveness
The Universum rankings

Full company list
(~130 employers within each main field of study)

Considered Employer ranking
(as many as applicable)

Ideal Employer ranking
(maximum 5 employers)

Below is a list of employers. Which of these employers would you consider working for?

Please select five employers from the list below for which you would most like to work - your five Ideal Employers.
**Considered Employer ranking**

### University of Miami

<table>
<thead>
<tr>
<th>Employer</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Google</td>
<td>1</td>
</tr>
<tr>
<td>Apple</td>
<td>2</td>
</tr>
<tr>
<td>Walt Disney Company</td>
<td>3</td>
</tr>
<tr>
<td>United Nations</td>
<td>4</td>
</tr>
<tr>
<td>Nike</td>
<td>5</td>
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<tr>
<td>The Coca-Cola Co.</td>
<td>6</td>
</tr>
<tr>
<td>Facebook</td>
<td>7</td>
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<tr>
<td>FBI</td>
<td>8</td>
</tr>
<tr>
<td>Microsoft</td>
<td>9</td>
</tr>
<tr>
<td>Johnson &amp; Johnson</td>
<td>10</td>
</tr>
<tr>
<td>Peace Corps</td>
<td>11</td>
</tr>
<tr>
<td>Sony</td>
<td>12</td>
</tr>
<tr>
<td>U.S. Department of State</td>
<td>13</td>
</tr>
<tr>
<td>Teach for America</td>
<td>14</td>
</tr>
<tr>
<td>Amazon</td>
<td>15</td>
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</tbody>
</table>

### Private peer institutions

<table>
<thead>
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<tr>
<td>J.P. Morgan</td>
<td>6</td>
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<td>United Nations</td>
<td>7</td>
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<tr>
<td>Goldman Sachs</td>
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</table>
### Ideal Employer ranking

#### University of Miami

<table>
<thead>
<tr>
<th>Employer</th>
<th>Rank 2011</th>
<th>Rank 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Google</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Walt Disney Company</td>
<td>2</td>
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<td>FBI</td>
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<td>25</td>
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<tr>
<td>U.S. Department of State</td>
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</table>

#### Private peer institutions

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<tr>
<td>U.S. Department of State</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td>Central Intelligence Agency</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Peace Corps</td>
<td>10</td>
<td>9</td>
</tr>
</tbody>
</table>

**SURVEY QUESTION:**
Please select five employers from the list below for which you would most like to work - your five Ideal Employers.
Students’ career preferences

University of Miami
All students
Students’ career preferences

Think about:

- Does your industry affect your attractiveness? Which industries are more attractive? If the industry itself is considered unattractive, maybe you should try to partner up with other employers to promote the industry.
- Which job functions are regarded as most attractive? Does this match your recruitment needs? Do you foresee any challenges when recruiting people for a particular job function?
- What are the students’ career goals? Can you provide them with the opportunity to achieve these goals? Is this communicated to the students?
- What is their expected salary? Can you meet their expectations?

Topics:

- Career goals
- Promoting work-life balance
- Preferred industries
- Preferred job functions
- Expected salary
SURVEY QUESTION:
Below is a list of nine possible career goals. Which are most important to you?

*Please select a maximum of three alternatives*
SURVEY QUESTION:
What should an employer offer to promote better work-life balance?
Please select a maximum of three alternatives

- More vacation days: 38% (University of Miami), 36% (Private peer institutions)
- Flex time: 30% (University of Miami), 31% (Private peer institutions)
- Health and Fitness facilities: 26% (University of Miami), 26% (Private peer institutions)
- Maternity leave options: 20% (University of Miami), 26% (Private peer institutions)
- Working from home: 19% (University of Miami), 23% (Private peer institutions)
- Sponsored social activities: 14% (University of Miami), 13% (Private peer institutions)
- Summer hours: 13% (University of Miami), 13% (Private peer institutions)
- Career breaks and sabbaticals: 13% (University of Miami), 14% (Private peer institutions)
- Development or study breaks: 10% (University of Miami), 13% (Private peer institutions)
- Flight benefits: 12% (University of Miami), 12% (Private peer institutions)
- Community involvement: 11% (University of Miami), 13% (Private peer institutions)
- Offers meals at work: 9% (University of Miami), 14% (Private peer institutions)
- Childcare options: 8% (University of Miami), 11% (Private peer institutions)
- On-site massage therapy: 6% (University of Miami), 5% (Private peer institutions)
- Paternity leave options: 6% (University of Miami), 5% (Private peer institutions)
**Top preferred industries (1-10)**

**SURVEY QUESTION:**
In which industry would you ideally want to work when choosing your first employment after graduation?
*Please select a maximum of three alternatives*

- **Media and advertisement:** University of Miami 21%, Private peer institutions 13%
- **Educational and research institutions:** University of Miami 20%, Private peer institutions 17%
- **Public sector and Governmental Agencies:** University of Miami 17%, Private peer institutions 15%
- **Health care equipment and services:** University of Miami 15%, Private peer institutions 14%
- **Travel and leisure:** University of Miami 12%, Private peer institutions 8%
- **Law firms:** University of Miami 11%, Private peer institutions 9%
- **Financial Services:** University of Miami 12%, Private peer institutions 10%
- **Banks:** University of Miami 9%, Private peer institutions 9%
- **Fashion and accessories:** University of Miami 7%, Private peer institutions 6%
- **Business services and operational consulting:** University of Miami 10%, Private peer institutions 7%
### Top preferred industries (11-20)

<table>
<thead>
<tr>
<th>Industry</th>
<th>University of Miami</th>
<th>Private peer institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditing and Accounting</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td>Engineering and manufacturing</td>
<td>7%</td>
<td>12%</td>
</tr>
<tr>
<td>Pharmaceuticals and biotech</td>
<td>5%</td>
<td>9%</td>
</tr>
<tr>
<td>Management consulting</td>
<td>5%</td>
<td>10%</td>
</tr>
<tr>
<td>Software and computer services</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>Consumer electronics</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Aerospace and defence</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Telecommunication Services</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Industrial engineering</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Real estate</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

**SURVEY QUESTION:**
In which industry would you ideally want to work when choosing your first employment after graduation?

*Please select a maximum of three alternatives*
Preferred job functions

SURVEY QUESTION:
In which job function would you ideally want to work when choosing your first employment after graduation?
Please select a maximum of three alternatives

Marketing/communications/PR function
Research and development function
Analyst
Project Manager
Consultant
Upper management
Administrative function (e.g. HR, Purchasing, IT support)
Engineer
Finance function
Middle management
Customer service function
Sales/Key account manager
IT specialist/developer
Other

University of Miami
Private peer institutions

Graph showing percentages of preferred job functions.
SURVEY QUESTION:
What is your expected salary before taxes (excluding commission and bonus) at your first employment after graduation?

- University of Miami: $52,811
- Private peer institutions: $54,820
## Top findings - Students’ career preferences (1/2)

### University of Miami

**Top career goals:**
- To have work/life balance
- To be secure or stable in my job
- To be dedicated to a cause or to feel that I am serving a greater good

**Top industries:**
- Media and advertisement
- Educational and research institutions
- Public sector and Governmental Agencies

**Top job functions:**
- Marketing/communications/PR function
- Research and development function
- Analyst

### Private peer institutions

**Top career goals:**
- To have work/life balance
- To be competitively or intellectually challenged
- To be secure or stable in my job

**Top industries:**
- Educational and research institutions
- Public sector and Governmental Agencies
- Health care equipment and services

**Top job functions:**
- Consultant
- Analyst
- Research and development function
Top findings - Students’ career preferences (2/2)

**University of Miami**
- Top ways to promote work-life balance functions:
  - More vacation days
  - Flex time
  - Health and Fitness facilities
- Top US cities:
  - Miami
  - New York
  - Los Angeles
- Top international cities:
  - London
  - Paris
  - Madrid
- Average expected annual salary: 52,811 USD

**Private peer institutions**
- Top ways to promote work-life balance functions:
  - More vacation days
  - Flex time
  - Health and Fitness facilities
- Top US cities:
  - New York
  - Los Angeles
  - San Francisco- Bay Area
- Top international cities:
  - London
  - Paris
  - Hong Kong
- Average expected annual salary: 54,820 USD
The Drivers of Employer Attractiveness
### The Drivers of Employer Attractiveness

#### Employer Reputation & Image
- The attributes of the employer as an organization
- Attractive/exciting products and services
- Fast-growing or entrepreneurial
- Financial strength
- Good reputation
- High ethical standards
- High level of Corporate Social Responsibility
- Innovative products and services
- Inspiring top management
- Market success
- Prestige

#### Job Characteristics
- The contents and demands of the job, including the learning opportunities provided by the job
- A variety of assignments
- An attractive geographic location
- Challenging work
- Control over my working hours
- Flexible working conditions
- High level of responsibility
- Opportunities for international travel
- Opportunities for relocation abroad
- Professional training and development
- Secure employment

#### People & Culture
- The social environment and attributes of the work place
- Has a culture that is accepting towards minorities
- Has a culture that respects my individuality
- Has a culture that supports equality between the sexes
- Has leaders who will support my development
- Offers a comfortable physical work environment
- Offers a creative and dynamic work environment
- Offers a friendly work environment
- Offers interaction with international clients and colleagues
- Recruits only the best talents
- Will enable me to have good work/life balance

#### Remuneration & Advancement Opportunities
- The monetary compensation and other benefits, now and in the future
- Clear path for advancement
- Competitive base salary
- Competitive benefits
- Good possibilities for rapid promotion
- Good prospects for high future earnings
- Good reference for future career
- Leadership opportunities
- Overtime pay/compensation
- Performance-related bonus
- Sponsorship of future education

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**PLEASE NOTE:**
The framework is developed together with professor Paula Caligiuri, Director of the Center for HR Strategy at Rutgers University. Based on specific research within HR, as well as focus groups and general communication with both our clients and students.
Think about:

- Compare your current employer brand and employer value proposition with the survey results. Are the aspects that you focus on important and attractive to students? Or are you wasting time and money communicating something that is not important to them?
- Are there attributes that are attractive to students that you can deliver on? Should these be included in your external communication?
- As in any branding effort, you need to keep in mind that the preferences and goals vary greatly amongst different sub-segments.
**SURVEY QUESTION:**
How would you rate the relative importance of these aspects when choosing your Ideal Employer?

*Please divide 100 points between the alternatives in accordance with importance*

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### The Drivers of Employer Attractiveness - Importance of each driver

<table>
<thead>
<tr>
<th>Category</th>
<th>University of Miami</th>
<th>Private peer institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer Reputation &amp; Image</td>
<td>22%</td>
<td>22%</td>
</tr>
<tr>
<td>Job Characteristics</td>
<td>27%</td>
<td>27%</td>
</tr>
<tr>
<td>People &amp; Culture</td>
<td>25%</td>
<td>26%</td>
</tr>
<tr>
<td>Remuneration &amp; Advancement Opportunities</td>
<td>27%</td>
<td>25%</td>
</tr>
</tbody>
</table>
The Drivers of Employer Attractiveness - Employer Reputation & Image

SURVEY QUESTION:
Employer Reputation & Image refers to the attributes of the employer as an organization. Which attributes do you perceive as the most attractive? 
*Please select a maximum of three alternatives*

- Good reputation: 51% (University of Miami), 49% (Private peer institutions)
- High ethical standards: 36% (University of Miami), 38% (Private peer institutions)
- Financial strength: 34% (University of Miami), 30% (Private peer institutions)
- Prestige: 29% (University of Miami), 32% (Private peer institutions)
- Attractive/exciting products and services: 26% (University of Miami), 29% (Private peer institutions)
- Innovative products and services: 26% (University of Miami), 27% (Private peer institutions)
- Market success: 23% (University of Miami), 22% (Private peer institutions)
- High level of Corporate Social Responsibility: 22% (University of Miami), 18% (Private peer institutions)
- Inspiring top management: 16% (University of Miami), 19% (Private peer institutions)
- Fast-growing or entrepreneurial: 14% (University of Miami), 14% (Private peer institutions)
The Drivers of Employer Attractiveness - Employer Reputation & Image - difference compared to 2010

**SURVEY QUESTION:**
Employer Reputation & Image refers to the attributes of the employer as an organization.
Which attributes do you perceive as the most attractive?
*Please select a maximum of three alternatives*

**PLEASE NOTE:**
This chart shows the difference between the attributes in 2011 compared to 2010. The difference is shown in per cent units.
### The Drivers of Employer Attractiveness - Job Characteristics

**Survey Question:**
Job Characteristics refers to the content and demands of the job, including the learning opportunities provided by the job. Which attributes do you perceive as the most attractive? *Please select a maximum of three alternatives.*

- Secure employment
- Professional training and development
- Challenging work
- Opportunities for international travel
- A variety of assignments
- An attractive geographic location
- Flexible working conditions
- Control over my working hours
- High level of responsibility
- Opportunities for relocation abroad

**Secure employment:**
- University of Miami: 43%
- Private peer institutions: 41%

**Professional training and development:**
- University of Miami: 41%
- Private peer institutions: 42%

**Challenging work:**
- University of Miami: 37%
- Private peer institutions: 39%

**Opportunities for international travel:**
- University of Miami: 29%
- Private peer institutions: 36%

**A variety of assignments:**
- University of Miami: 26%
- Private peer institutions: 30%

**An attractive geographic location:**
- University of Miami: 24%
- Private peer institutions: 24%

**Flexible working conditions:**
- University of Miami: 23%
- Private peer institutions: 21%

**Control over my working hours:**
- University of Miami: 21%
- Private peer institutions: 17%

**High level of responsibility:**
- University of Miami: 21%
- Private peer institutions: 23%

**Opportunities for relocation abroad:**
- University of Miami: 14%
- Private peer institutions: 13%
The Drivers of Employer Attractiveness - Job Characteristics - difference compared to 2010

SURVEY QUESTION:
Job Characteristics refers to the content and demands of the job, including the learning opportunities provided by the job.
Which attributes do you perceive as the most attractive?
Please select a maximum of three alternatives

PLEASE NOTE:
This chart shows the difference between the attributes in 2011 compared to 2010. The difference is shown in per cent units.
The Drivers of Employer Attractiveness - People & Culture

- Will enable me to have good work/life balance
- Offers a creative and dynamic work environment
- Has leaders who will support my development
- Offers a friendly work environment
- Offers interaction with international clients and colleagues
- Recruits only the best talent
- Has a culture that respects my individuality
- Offers a comfortable physical work environment
- Has a culture that supports equality between the sexes
- Has a culture that is accepting towards [underrepresented] minorities

SURVEY QUESTION:
People & Culture refers to the social environment and attributes of the work place. Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.
The Drivers of Employer Attractiveness - People & Culture - difference compared to 2010

SURVEY QUESTION:
People & Culture refers to the social environment and attributes of the work place. Which attributes do you perceive as the most attractive?
Please select a maximum of three alternatives

PLEASE NOTE:
This chart shows the difference between the attributes in 2011 compared to 2010. The difference is shown in per cent units.
The Drivers of Employer Attractiveness - Remuneration & Advancement Opportunities

SURVEY QUESTION:
Remuneration & Advancement Opportunities refer to monetary compensation and other benefits, now and in the future. Which attributes do you perceive as the most attractive?
Please select a maximum of three alternatives

- Leadership opportunities
- Good prospects for high future earnings
- Good reference for future career
- Clear path for advancement
- Sponsorship of future education
- Competitive benefits
- Competitive base salary
- Good possibilities for rapid promotion
- Performance-related bonus
- Overtime pay/compensation

University of Miami
Private peer institutions
**The Drivers of Employer Attractiveness - Remuneration & Advancement Opportunities - difference compared to 2010**

**SURVEY QUESTION:**
Remuneration & Advancement Opportunities refer to monetary compensation and other benefits, now and in the future. Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.

**PLEASE NOTE:**
- This chart shows the difference between the attributes in 2011 compared to 2010. The difference is shown in per cent units.
- Overtime pay/compensation was not on the list of alternatives for this question in 2010.
Top findings - The Drivers of Employer Attractiveness

Students were asked to rate the importance of the four Drivers of Employer Attractiveness by dividing 100 points between the drivers in accordance with how important they perceive them to be. Then they were asked to choose the three most important attributes within each driver.

<table>
<thead>
<tr>
<th>University of Miami</th>
<th>Private peer institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Top 5 - Overall most important attributes:</strong></td>
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</tr>
<tr>
<td>1. Will enable me to have good work/life balance (People &amp; Culture)</td>
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</tr>
<tr>
<td>2. Offers a creative and dynamic work environment (People &amp; Culture)</td>
<td>2. Offers a creative and dynamic work environment (People &amp; Culture)</td>
</tr>
<tr>
<td>3. Good reputation (Employer Reputation &amp; Image)</td>
<td>3. Professional training and development (Job Characteristics)</td>
</tr>
<tr>
<td>4. Leadership opportunities (Remuneration &amp; Advancement Opportunities)</td>
<td>4. Good prospects for high future earnings (Remuneration &amp; Advancement Opportunities)</td>
</tr>
<tr>
<td>5. Good prospects for high future earnings (Remuneration &amp; Advancement Opportunities)</td>
<td>5. Good reputation (Employer Reputation &amp; Image)</td>
</tr>
</tbody>
</table>

These tables show the importance of all 40 attributes in relation to how important the students think it’s driver is. This analysis gives a summarised 360 degree view of what influences employer attractiveness.