

2011 Graduate Outlook Survey

Summary Report for Legal and Professional Services Employers

This report looks at trends in graduate recruitment for the Legal and Professional Services industries, including graduate recruitment trends, graduate skill shortages, graduate program promotion methods used, social media effectiveness, and factors influencing graduate attrition and retention. In total, 107 Legal and Professional Services employers responded to the survey.

The report provides insight into graduate recruitment activities, and suggests ways to improve retention rates and capitalise on investing in graduate employees.

What's happening in graduate recruitment?

Nearly nine in ten employers from Legal and Professional Services industries employed graduates in 2011 with a similar rate expected in 2012.

Of Legal and Professional Services employers in 2011 (see Figure 1):

- ❖ just over one in ten did not recruit any graduates
- ❖ six in ten recruited between 1 and 20 graduates
- ❖ one quarter recruited more than 20 graduates.

Again, most employers expect to recruit similar numbers of graduates in 2012.

■ No graduates recruited ■ 1 - 20 graduates recruited ■ More than 20 graduates recruited

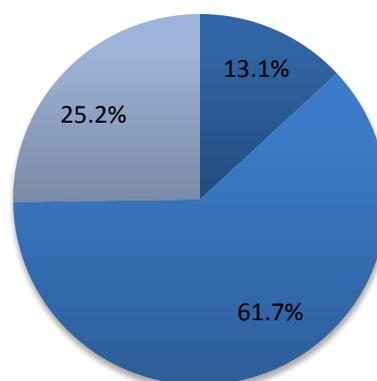


Figure 1: Graduate intake for L/PS¹, 2011

¹ Legal and Professional Services

Four in ten Legal and Professional Services employers surveyed would have recruited more graduates if appropriate candidates had been available in 2011 (see Figure 2). There has been a steady increase since the initial decline caused by the Global Financial Crisis was observed in 2009 concerning the proportion of employers who would have recruited more graduates if appropriate candidates had been available.

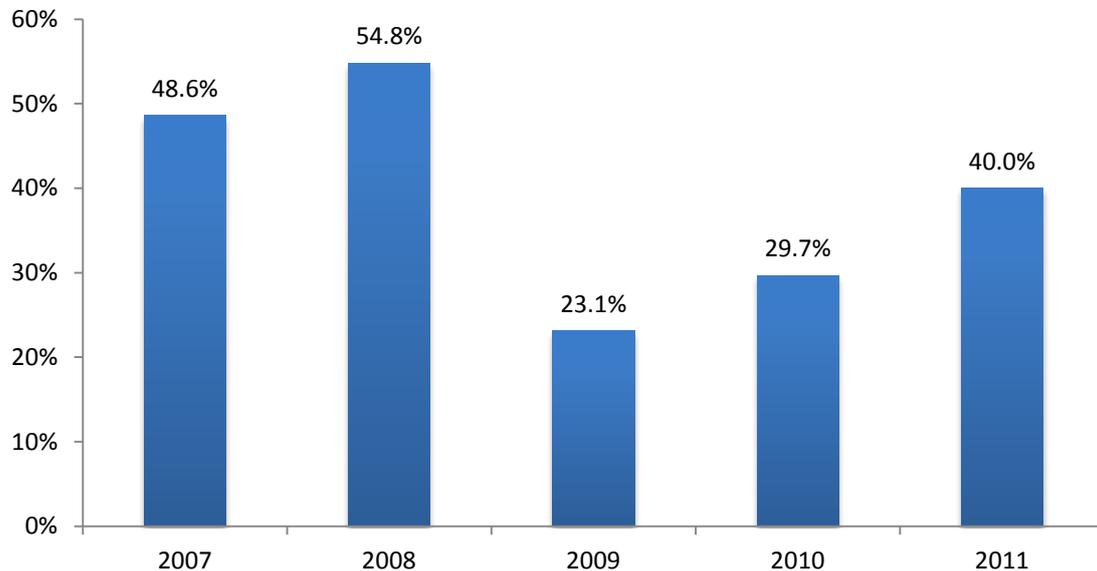


Figure 2: Proportion of L/PS² employers who would have recruited more graduates if a higher number of appropriate candidates had been available, 2007-11

How do you select graduates?

Legal and Professional Services employers were asked to rate which three selection criteria (aside from relevant qualifications) they considered to be *most* important when evaluating applicants. These are presented in Table 1, ranked from most (1) to least (10) nominated and benchmarked against all industry groups for 2011.

The top three most important selection criteria for Legal and Professional Services employers were:

1. interpersonal and communication skills (written and oral)
2. passion/knowledge of industry/drive/commitment/attitude
3. critical reasoning and analytical skills/problem solving/lateral thinking/technical skills.

The top three selection criteria for Legal and Professional Services are in-line with the top three ranked by all industry groups.

² Legal and Professional Services

Table 1: Most important selection criteria when recruiting graduates, 2011 (Rank)

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

Popular methods to promote your graduate program

When Legal and Professional Services employers were asked about the methods used to promote their 2011 graduate program (see Figure 3), the vast majority of employers, who could select more than one response option, indicated that they promoted their graduate program through:

- ❖ their **organisation's website** (75.6%)
- ❖ **university careers services** (62.8%)
- ❖ **employment website (e.g. SEEK, CareerOne)** (57.7%).

The use of traditional newspaper advertising is ranked quite low in comparison to other types of promotion methods used.

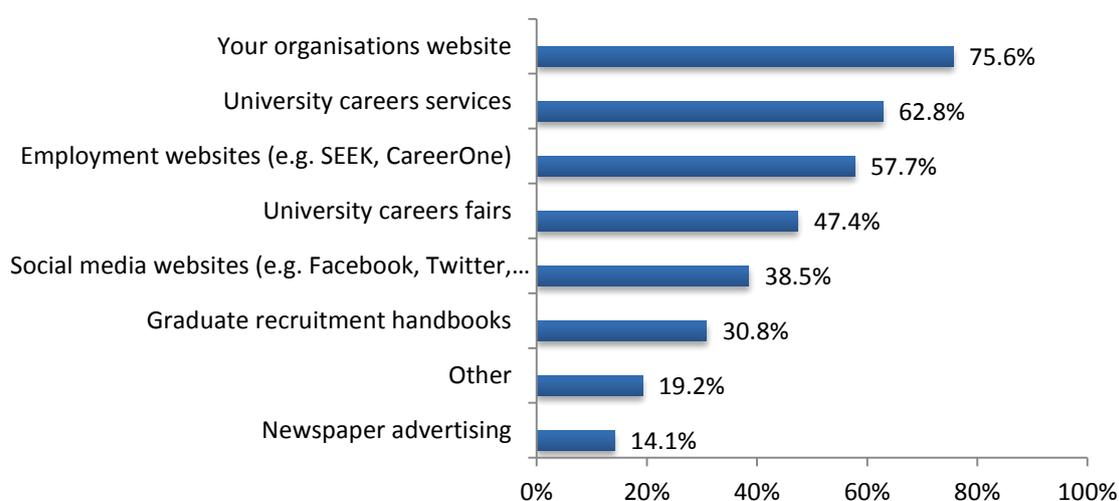


Figure 3: Methods used to promote graduate program, 2011

³ Legal and Professional Services

Effectiveness of Social Media

Social media is a relatively new way to promote graduate recruitment programs. Employers who have used social media sites to promote their graduate recruitment programs were asked to rate the effectiveness of each site used.

Legal and Professional Services employers predominantly used Facebook and Twitter (see Table 2).

Table 2: Effectiveness of social media sites, L/PS⁴ 2011

Effectiveness of social media sites	Quite/Very effective
Social media: Facebook	58.3%
Social media: Twitter	25.0%
Social media: YouTube	*
Social media: LinkedIn	*
Social media: Other	*

** denotes less than 10 cases*

Of those employers using social media:

- ❖ nearly six in ten employers found **Facebook** to be quite/very effective
- ❖ one quarter of employers found **Twitter** to be quite/very effective.

The use of YouTube, LinkedIn and Other sites were not as popular, with fewer Legal and Professional Services employers indicating they used these social media sites for recruiting graduates.

Why graduates leave an employer

Employers were asked to rate each of nine key factors that can impact on graduate attrition. These are listed in Figure 4 below in order of the proportion of employers who rated them as being either quite important or very important.

Employers from Legal and Professional Services believe the top three reasons a graduate leaves their employer are:

1. their relationship with direct manager/supervisor
2. their desire for greater professional development;
3. because they are seeking greater opportunities for advancement.

⁴ Legal and Professional Services



Figure 4: Quite/very important factors in graduate attrition, 2011

How to retain your graduates

Employers were asked to select the effectiveness of each graduate retention strategies they felt were most effective to not at all effective (see Table 3). These strategies are ranked in terms of the proportion of employers who considered them to be quite/very effective within the Legal and Professional Services industries and all industries.

Table 3: Quite/very effective graduate retention strategies, 2011 (Rank)

Graduate retention strategy, ranked	L/PS ⁵	All industry groups
Performance-based remuneration	1	9
Internal training and development activities	2	1
Mentoring scheme	3	3
Buddy system	4	6
Regular performance appraisals	5	5
Specific graduate induction program	6	4
Leadership development program for identified 'stars'	6	7
Support for external training and development	8	2
Graduate-focused social activities	9	8
Specific area for graduates on website	10	10

Legal and Professional Services employers believed that the three most effective strategies to retain graduates were:

1. performance-based remuneration
2. internal training and development activities
3. mentoring scheme.

⁵ Legal and Professional Services

It is interesting to note that performance-based remuneration is ranked first for Legal and Professional Services employers as compared to ninth for all industry groups. Also noteworthy is that less emphasis is placed on support for external training and development by Legal and Professional Services employers when compared to all industry groups.

Further Information:

The Graduate Outlook Survey is one of a number of graduate outcomes surveys conducted annually by Graduate Careers Australia (GCA).

GCA produce a number of free reports on graduate outcomes data each year, as well as offering tailored reporting and data solutions on graduate recruitment practices and trends within Australasia.

GCA is a not-for-profit organisation whose research work is largely Federal Government funded. We also produce a number of careers resources for students and graduates, including Graduate Opportunities. For more information about the valuable work we do, please contact the GCA research team on (03) 9605 3700 or research@graduatecareers.com.au or visit our website at www.graduatecareers.com.au.