

# The Pipeline for Graduate Jobs: Strategy for Intake to Job Success

Dr. İzel Levi Coşkun  
CEO / Mazars Turkey

İstanbul, 23.10.2014

# Outline

- 1. Some statistics regarding Mazars Turkey in Istanbul**
- 2. Main problems encountered by HR during the recruitment process**
- 3. Performance expectations at work**
- 4. What can business schools do to help the students?**

# SOME STATISTICS - From Application to Recruitment

	2012	2013	2014*
# of applications	18,612	18,550	13,854
# of interviews conducted	604	625	410
# of interviews cancelled	357	444	511
# of recruitments	75	98	67
interviews conducted / applications	3%	3%	3%
interviews cancelled / total interviews	37%	42%	55%
recruitments / applications	0.4%	0.5%	0.5%
recruitments / total interviews	8%	9%	7%

(\* ) 9 months figures as of 2014

# SOME STATISTICS - Recruitments per School

Name of School	2012	2013	2014*	TOTAL	%
ANADOLU University	17	23	16	56	23.33
İSTANBUL University	14	18	4	36	15.00
Not Graduated yet	5	15	13	33	13.75
MARMARA University	7	8	10	25	10.42
DOKUZ EYLÜL University	1	3	4	8	3.33
BİLGİ University	4	2	1	7	2.92
Foreign Universities	3	3	1	7	2.92
BOĞAZIÇI University	1	3	1	5	2.08
Middle East Tech. Univ.	3		2	5	2.08
SAKARYA University	3	1	-	4	1.67
ULUDAĞ University	2	1	1	4	1.67
YILDIZ Tech. Univ.	1	1	2	4	1.67
OTHER Universities	14	20	12	46	18.75
<b>Total</b>	<b><u>75</u></b>	<b><u>98</u></b>	<b><u>67</u></b>	<b><u>240</u></b>	<b><u>100.00</u></b>

(\*) 9 months figures as of 2014

# SOME STATISTICS - From Internship to Full Time

## Employment

	2012	2013	2014 *	Average
% of interns employed	14%	13%	8%	11.8%

(\* ) 9 months figures as of 2014

# SOME STATISTICS - Reasons for declined applications

Reasons for declined applications	2012	2013	2014 *
	%	%	%
Profile mismatch	34.13	39.18	32.78
Technical incompetence	31.74	24.76	20.07
High salary expectation	8.98	9.75	7.69
Non-conformity of professional expectation with the position	6.19	7.02	11.71
Foreign language incompetency	4.19	3.90	6.69
Refusal of proposition	2.79	1.75	0.67
Not showing up to the 2nd interview	0.20	0.19	0.67
Other reasons	11.78	13.45	19.73
<b>Total</b>	<b><u>100.00</u></b>	<b><u>100.00</u></b>	<b><u>100.00</u></b>

(\* ) 9 months figures as of 2014

# Some Statistics – About resignations

	2012	2013	2014 *	Average
Resignation without completing 1 year / all resignations	33%	46%	12%	30%
1st job at Mazars / all resignations	7%	7%	0%	5%
<i>(*) 9 months figures as of 2014</i>				

# Top problems encountered by HR during the recruitment process

## Profile Mismatch

- 1 Negative attitudes during the interview
- 2 Not expressing himself / herself properly
- 3 Not being able to communicate future career expectations properly
- 4 Not having internship or prior working experience during school education
- 5 Changing jobs frequently within a short period of time

## Technical Incompetency

- 1 Not being able to respond to questions pertaining to the level of experience
- 2 Carelessness
- 3 Replying the questions ignoring the logic behind





# **Top problems encountered by HR during the recruitment process**

## **Non-conformity of professional expectation with the position**

- 1** Request of the candidate to work in an other position than the position applied to
- 2** Insufficient knowledge about the position applied to
- 3** Request of the candidate to move to another position after starting to work

## **Other Reasons**

- 1** Non conformity of the candidate's experience and technical knowledge with the open position
- 2** The candidate's withdrawal from the candidature despite the fact that the process was moving positively
- 3** The refusal of the candidate by the department's partner e.g. bec. of (-) references

# Performance Expectations at Work

List of major performance problems at the end of 1st year, for fresh graduates

**1** Not having sufficient information about the sector / not being able to adapt to the requirements of the sector

**2** Lack of time management skills

**3** Insufficient technical knowledge obtained at school

**4** Lack of vision towards career expectations



**5** Lack of professionalism approach, appearance, too sentimental



# What can business schools do to help the students?

- ✓ Dedicated recruitment offices at universities proper business orientation, information sharing, feedback for courses through companies
- ✓ Closer relations with business environment / sector meetings
- ✓ Case studies performed together / some courses divided practical part taught by professionals
- ✓ Courses for sustainability, leadership, time management, presentation skills, communication skills, negotiation skills etc.



# What can business schools do to help the students?

- ✓ **Special emphasis to accounting classes with real case studies**
- ✓ **Special courses for CV preparation and interview management**
- ✓ **Compulsory internship at business schools could be discussed**
- ✓ **More importance could be given to developing foreign language skills**





[www.facebook.com/mazarsdenge](http://www.facebook.com/mazarsdenge)



[www.linkedin.com/company/mazarsdenge](http://www.linkedin.com/company/mazarsdenge)

- VISIT US -

[www.mazars.com.tr](http://www.mazars.com.tr)

**Thank you**