

EARLY TALENT INSIGHTS

Home to over 12,000 students, the Ted Rogers School of Management at Toronto Metropolitan University is Canada's leading diverse, entrepreneurial business school centered in an urban learning environment.

Each month, we survey students at the Ted Rogers School to deliver timely and relevant insights to Canadian organizations. Our goal is to help you better understand the early talent workforce, enabling you to refine your recruitment and retention strategies accordingly.

This issue of *Early Talent Insights* offers employers specific ways to create a more positive, lasting impression on students.

April 2026

What Students Value During the Recruitment Process

STUDENT POLL

What's one key action an employer can take during the hiring process to leave a lasting, positive impact?



1,509

No. Responses*



12

No. Bachelor of Commerce Programs
(representing 5 Schools)

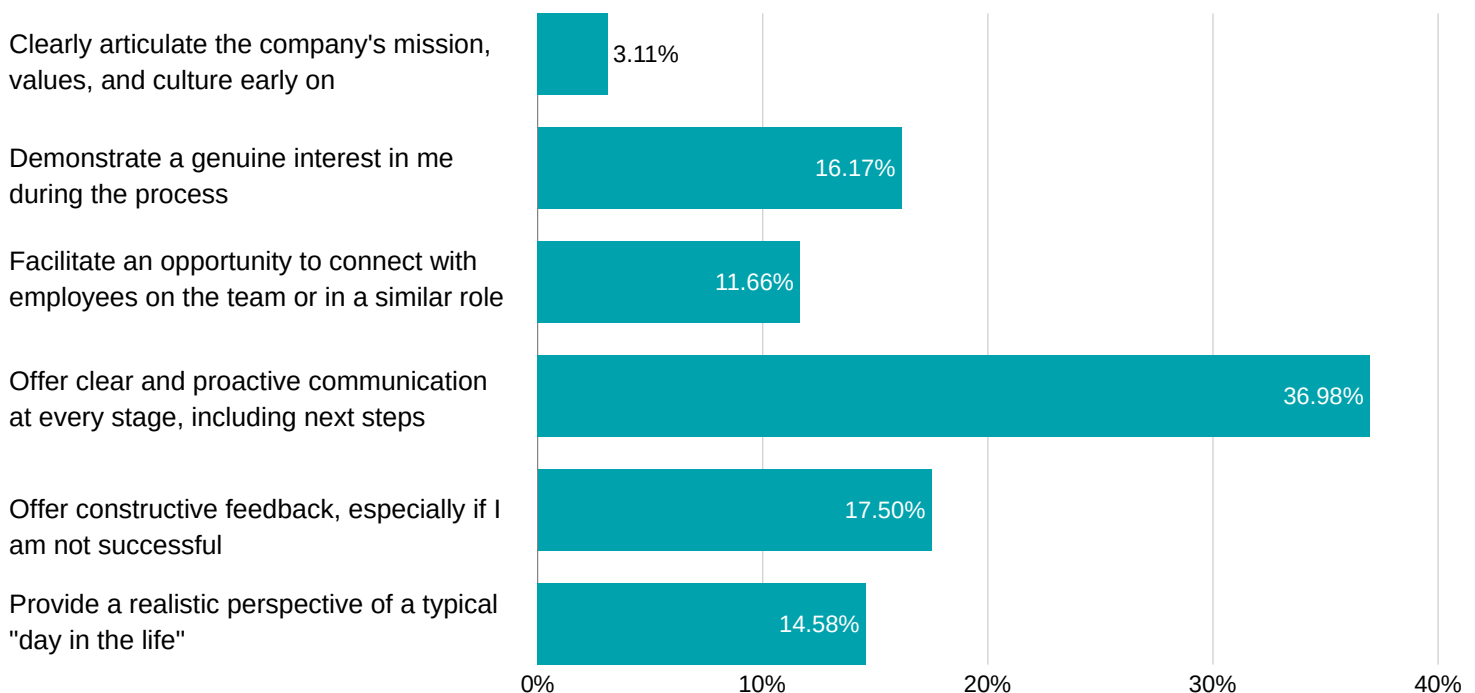


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Years of Study

Summary of Student Responses

We analyzed 1,509 student responses to the student poll described above. The key findings are summarized below.



Student Responses by Year of Study

We then broke down the student responses by their year of study.

Student Responses by Year of Study

Response	1st	2nd	3rd	4th
Clearly articulate the company's mission, values, and culture early on	5.00%	3.77%	3.59%	2.16%
Demonstrate a genuine interest in me during the process	30.00%	16.78%	15.29%	16.37%
Facilitate an opportunity to connect with employees on the team or in a similar role	10.00%	13.01%	12.17%	10.43%
Offer clear and proactive communication at every stage, including next steps	20.00%	34.93%	36.19%	39.57%
Offer constructive feedback, especially if I am not successful	20.00%	17.81%	16.38%	18.53%
Provide a realistic perspective of a typical "day in the life"	15.00%	13.70%	16.38%	12.95%
Grand Total	100%	100%	100%	100%

Findings

- Responses were balanced across undergraduate years, with no one year of study showing a significant difference in representation in any of the response categories. This shows that students' priorities are largely the same, regardless of their year of study.
- Students across all years of study report *"Offer clear and proactive communication at every stage, including next steps"* as the top key action an employer can take to leave a lasting, positive impact during the hiring process.
- The second most reported is *"Offer constructive feedback, especially if I'm not successful"*.

Student Responses by Academic Program

When student responses were broken down by Academic Program, we still found very little difference in representation.

Student Responses by Academic Program

Response	Accounting & Finance	Business Management	Business Technology Management	Hospitality & Tourism Management	Retail Management
Clearly articulate the company's mission, values, and culture early on	4.00%	3.74%	2.38%	6.06%	5.26%
Demonstrate a genuine interest in me during the process	14.80%	17.24%	16.07%	15.15%	18.42%
Facilitate an opportunity to connect with employees on the team or in a similar role	8.80%	11.78%	12.38%	12.12%	13.16%
Offer clear and proactive communication at every stage, including next steps	38.00%	34.77%	38.21%	24.24%	34.21%
Offer constructive feedback, especially if I am not successful	19.60%	16.67%	16.79%	27.27%	18.42%
Provide a realistic perspective of a typical "day in the life"	14.80%	15.80%	14.17%	15.15%	10.53%
Grand Total	100%	100%	100%	100%	100%

Findings

- Responses were balanced across academic programs, with no one program showing a significant difference in representation in any of the response categories. This shows that students' priorities are largely the same, regardless of program.
- Students across all academic programs report *"Offer clear and proactive communication at every stage, including next steps"* as the top key action an employer can take to leave a lasting, positive impact during the hiring process.
- The second most reported is *"Offer constructive feedback, especially if I'm not successful"*.

Student Responses by Co-op Participation

Student Responses by Co-op Participation

Response	Non-Co-op	Co-op
Clearly articulate the company's mission, values, and culture early on	3.01%	3.20%
Demonstrate a genuine interest in me during the process	16.36%	16.01%
Facilitate an opportunity to connect with employees on the team or in a similar role	13.77%	9.85%
Offer clear and proactive communication at every stage, including next steps	34.72%	38.92%
Offer constructive feedback, especially if I am not successful	20.23%	15.15%
Provide a realistic perspective of a typical "day in the life"	11.91%	16.87%
Grand Total	100%	100%

Findings

- Students in both Co-op and Non-Co-op groups most often selected “*Offer clear and proactive communication at every stage, including next steps*” as the key action an employer can take to leave a lasting, positive impact during the hiring process.
- Compared to Co-op students, Non Co-op students tended to place more emphasis on “*Facilitate an opportunity to connect with employees on the team or in a similar role*” and “*Offer constructive feedback, especially if I am not successful*”.
- Compared to Co-op students, Non Co-op students tended to place less emphasis on “*Provide a realistic perspective of a typical day in the life*”.

Overall Takeaway

Students clearly value transparent, proactive communication throughout the hiring process. For Non-Co-op students, the added emphasis on connecting with employees and receiving feedback suggests they may rely more on guidance and personal interactions to navigate the process successfully.

Employers can use this insight to tailor their approach. While all students need clear communication, Non-Co-op students may benefit from more opportunities to build relationships and receive constructive feedback.

Note: These patterns were identified using chi-square analysis, which tests whether the distribution of responses differs from what would be expected by chance.

Question to Consider



Are you giving Co-op and Internship candidates a clear roadmap of your hiring process? To improve future cycles, try asking your new hires for feedback on what they liked—and what could be better—about their recruiting experience.

Contact Us

If you would like to discuss these findings in more detail or explore ways in which a Business student (Co-op and/or Internship) or new graduate can add value to your organization, please click the ‘*Connect With Us*’ button below.



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