

# 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.

We conduct monthly polls with students at the Ted Rogers School to provide Canadian organizations with timely and relevant insights. Our goal is to help you understand the early talent labour force so you can tailor your recruitment and retention strategies accordingly.

In this issue of Early Talent Insights, we compare the perspectives of our Co-op students and their Supervisors, revealing that they generally agree on the key factors behind retention.

September 2024

## Comparing Perspectives of Co-op Students and Supervisors

In April, we asked Co-op students finishing their Winter 2024 Work Term to share what they believed was most important for retention. For fun, we also asked their immediate Supervisors the same question to see what they thought was most important to their students. Their responses are included in this report.



625  
No. Student Responses



621  
No. Supervisor Responses



280  
No. Employers Represented

### STUDENT POLL

**What is the most important factor when deciding whether to return to the same employer (for another Work Term or accepting a full-time job)?**

#### Summary of Student Responses

Response	% of Total Responses
I enjoy the type of work I'm doing and I feel I've made an impact	41.0%
There is potential for growth and career progression	24.0%
I feel supported by my Supervisor and feel they are a strong mentor	13.5%
I like the people I work with including my peers	12.5%
The pay	3.0%
I like the work format (virtual, hybrid or in-person)	3.0%
I like the company itself	2.5%
Other	0.5%
<b>Total</b>	<b>100.0%</b>

From our students' perspective, their enjoyment of the work and the perceived impact of their contributions were the primary factors influencing their desire to stay for another Work Term or accept a full-time offer with the employer. This preference was consistent across all Work Terms. However, for students nearing graduation (3rd and 4th Work Term), the 'potential for growth' became significantly more important than 'liking the people.'

#### Student Responses by Work Term, as a Percentage of Total

Response	1st Work Term	2nd Work Term	3rd Work Term	4th Work Term	5th Work Term
I enjoy the type of work I'm doing and I feel I've made an impact	40.0%	42.5%	40.0%	41.5%	100.0%
There is potential for growth and career progression	20.5%	22.0%	28.0%	27.5%	0.0%
I feel supported by my Supervisor and feel they are a strong mentor	16.5%	8.5%	13.5%	12.0%	0.0%
I like the people I work with including my peers	11.0%	21.0%	11.5%	7.5%	0.0%
The pay	2.5%	2.5%	3.0%	5.5%	0.0%
I like the work format (virtual, hybrid or in-person)	5.0%	3.5%	1.0%	4.0%	0.0%
I like the company itself	4.0%	0.0%	3.0%	1.0%	0.0%
Other	0.5%	0.0%	0.0%	1.0%	0.0%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

## SUPERVISOR POLL

**What do you think is the most important factor for students when deciding whether to return to the same employer or not (whether it be another Work Term or accepting a full-time offer)?**

Our Supervisors' responses echo those of our students, but in a more pronounced way - 84% of Supervisors felt enjoyment, fulfilment, and progression were key to retaining strong student talent (compared to 65% for students).

### Summary of Employer Responses


Response	% of Total Responses
How much they enjoy the work and the feeling that they are making an impact	55.0%
Whether they feel there is the potential to grow and progress in their career	29.0%
How much they enjoy working with their peers	6.0%
How much support they have received from you, their Supervisor	4.5%
Their perception of the company itself	2.0%
How satisfied they are with their pay rate	1.5%
They like the work format i.e. virtual, hybrid and or in-person	1.0%
Other	1.0%
<b>Total</b>	<b>100.0%</b>


Employer responses across Work Terms are fairly consistent. However, could Supervisors be underestimating the significance of their mentoring role and the influence of the students' peer group?


### Employer Responses by Work Term, as a Percentage of Total


Response	1st Work Term	2nd Work Term	3rd Work Term	4th Work Term	5th Work Term
How much they enjoy the work and the feeling that they are making an impact	54.0%	52.0%	54.5%	63.5%	50.0%
Whether they feel there is the potential to grow and progress in their career	29.0%	30.0%	30.0%	24.5%	50.0%
How much they enjoy working with their peers	4.5%	8.0%	8.0%	5.0%	0.0%
How much support they have received from you, their Supervisor	5.5%	4.5%	3.5%	3.0%	0.0%
Their perception of the company itself	2.5%	2.5%	1.5%	1.0%	0.0%
How satisfied they are with their pay rate	1.0%	2.0%	1.0%	2.0%	0.0%
They like the work format i.e. virtual, hybrid and or in-person	1.5%	1.0%	0.5%	1.0%	0.0%
Other	2.0%	0.0%	1.0%	0.0%	0.0%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

### Questions for Recruiters and Supervisors to Consider

 When designing opportunities for Co-op students, are you intentional in planning the type of work they will be involved in and clearly communicating how their contributions affect the business unit or organization?

 Are you clear in communicating to your Co-op students the opportunities that exist for them?

 How does your company foster a supportive team culture?

 Do you see the Co-op program as a pipeline for full-time talent - if so, how do you foster your connection with Co-op students, especially once they complete their Work Term?

Our Corporate Partnership team would be happy to share best practices with you as it relates to staying engaged with talent after a Work Term.

### Contact Us

If you would like access to the full data set, or wish to hire one of our students and/or graduates, please click the 'Connect With Us' button below.



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