

Employer Handbook

2011 / 2012

www.degroote.mcmaster.ca



Centre for Business Career Development

DeGroote
SCHOOL OF BUSINESS



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1.0 THE CENTRE FOR BUSINESS CAREER DEVELOPMENT

1.1 Introduction

DeGroot Employer Partner,

Recruit @ DeGroot! Today's business leaders demand the best MBA and Commerce graduates – young professionals who can execute effectively, work collaboratively, and communicate with influence – all packaged with strong technical skills. Our high quality academic programs, supported by DeGroot's foundational principle of experiential learning, prepare graduates to perform beyond employer expectations.

DeGroot School of Business – Ron Joyce Centre

In September 2010, the DeGroot School of Business opened the Ron Joyce Centre in Burlington. Located on the South Service Road between Appleby and Walkers Lines, the Centre is home to DeGroot's MBA and Executive Education programs. This development was a major step for the business school. The expansion has enable DeGroot to build on the School's already established programs and develop new offerings to meet the needs of the marketplace and contribute to the development of skilled and passionate leaders.

In addition to graduate, summer and full-time immediate employment, our business school offers two premier experiential learning programs – at the undergraduate and graduate levels. With two sites, we recommend that your recruitment activities take place for each program in the following locations:

1. Commerce Internship Program - *Hamilton*
2. MBA Co-op Program - *Burlington*

If you are posting a position that targets more than one program, as the employer you will have the choice where to host your on-campus activities. CBCD may provide recommendations based upon prior recruitment outcomes and room availability. A shuttle service will be available for all students to and from both campuses; however, event times may need to be adjusted to accommodate the arrival of these students.

The Centre for Business Career Development will work with you to gain access to the best that business programs offer. With offices at each of the Hamilton and Burlington locations, our dedicated teams will assist in finding the right people for your jobs. The relationship management-based service delivery model will support your industry specific needs and our dedicated employer experience teams will ensure that your job posting and interview process is managed seamlessly.

Our services are offered cost-free and can include:

- Job postings on McMaster University's online recruitment job posting system
- One-on-one strategic planning with a Relationship Manager
- Online resume access and review
- On-campus interviews in Hamilton and/or Burlington, including lunch and refreshments
- Support for on-campus recruitment events

This Employer Handbook will equip you with information regarding DeGroot's key dates, recruitment guidelines and details about our online recruitment process for all programs including:

- Graduate Recruitment
- Summer Recruitment
- Full-time Immediate Recruitment
- MBA Co-op
- Commerce Internship

For our MBA Co-op and Commerce Internship employers, we have also included work term guidelines to help you maximize the experiential learning process.

Please read the enclosed information. The team at the Centre for Business Career Development is happy to answer any of your questions and is available to support your recruitment needs. We look forward to strengthening our partnership with you as, together, we can create the future of our global business community.

Regards,

Jennifer

Jennifer McCleary, MBA
Director, Centre for Business Career Development
Ron Joyce Centre - DeGroot School of Business, McMaster University

1.2 Recruitment Programs

At the DeGroot School of Business, the Centre for Business Career Development (CBCD) facilitates two distinct recruitment programs to fulfill your specific hiring needs.

- i. On-Campus Recruitment (Graduate, Summer, Full-time Immediate)
- ii. Experiential Learning (Commerce Internship, MBA Co-op)

i. On-Campus Recruitment (Graduate, Summer, Full-time Immediate)

Our On-Campus Recruitment process is committed to developing strategic partnerships by meeting recruitment needs on several levels. You can post positions and receive support from CBCD for **graduate, summer, part-time and full-time immediate** opportunities.

To Participate in On-Campus Recruitment (Graduate, Summer, Full-time Immediate)

Follow the OSCARplus guidelines in **Section 3.1** or submit your job posting to bizplace@mcmaster.ca. Our Associate, Recruitment Programs will arrange job posting details and coordinate on-campus interviews at your request.

For more information about our on-campus interview facilities see **Section 2.2** or to host a Company Information Session refer to **Section 2.3**

ii. Experiential Learning

a) MBA Co-op On-Campus Recruitment

For over three decades, DeGroot has been delivering MBA graduates that are market ready, willing and able to roll up their sleeves, solve problems and become innovative leaders of the business community. This success is in large part due to the strong employer partnerships we have across Canada – allowing our students to select from a breadth of industries to gain the know-how and can-do attitude, enhancing their MBA Co-op program experience.

Students participating in the MBA Co-op program combine four academic terms with an accumulated 12 months' work experience. Students complete three 4-month work terms throughout their program.

First Work Term	Second Work Term	Third Work Term
January to April	September to December	May to August

Depending upon the needs of the employer, required work experience may be completed in segments longer than four months (subject to required curriculum sequencing). MBA students come from a variety of undergraduate backgrounds including sciences, arts and engineering, and represent both experienced professionals and new graduates. MBA Co-op students are ideally suited for special projects, but work terms can also support short-term leaves and ongoing operational responsibilities, as needed by the hiring organization.

To Participate in the MBA Co-op Program:

Each MBA Co-op recruitment cycle has two phases. Phase One consists of a job posting period, followed by an allocated interview period and a Rank and Match process. During Rank and Match, employers numerically rank all candidates based upon suitability for the position. Students then rank the employer opportunities and a calculated match takes place. Employers and students not matched in Phase One, continue into Phase Two, where recruitment follows an interview/offer framework.

Post a Job: Follow the OSCARplus Guidelines outlined in **Section 3.1** or email your job posting to mbacoop@mcmaster.ca. Our Associate, Recruitment Programs will arrange job posting details and coordinate on-campus interviews at your request.

Rank & Match: Familiarize yourself with our Rank & Match process in **Section 3.2**

b) Commerce Internship On-Campus Recruitment

Students participating in the Commerce Internship Program have successfully completed their third year of Commerce studies and are available for 12 or 16-month paid work assignments commencing each year in May, or 8 to 12-months beginning in September. They are prepared to manage assignments in Accounting, Human Resources, Operations, Finance, Information Systems, Marketing/Sales and General Business Administration.

The recruitment process for Internship students begins each year in December and continues through June.

To Participate in the Commerce Internship Program:

The Commerce Internship recruitment process has two phases. Phase One consists of a job posting period, followed by an allocated interview period and a Rank and Match process. During Rank and Match, employers numerically rank all candidates based upon suitability for the position. Students then rank the employer opportunities and a calculated match takes place. Employers and students not matched in Phase One, continue into Phase Two, where recruitment follows an interview/offer framework.

1) Post a Job: Follow the OSCARplus Guidelines outlined in **Section 3.1** or email your job posting to cip@mcmaster.ca. Our Associate, Recruitment Programs will arrange job posting details and coordinate on-campus interviews at your request.

2) Rank & Match: Familiarize yourself with our Rank & Match process in **Section 3.2**

The Difference between Co-op and Internship

Category	MBA Co-op	Commerce Internship
Level of Study	Graduate	Undergraduate
Length of Work Term	4 – 12 months	8 - 16 months
Number of Work Terms	Three	One
Program Prerequisite	Required	Voluntary
Compensation	Paid or Voluntary	Paid
Annual Program Enrollment	100-120	150-200

1.3 Ethical Recruitment Guidelines

As a member of the Canadian Association of Career Educators and Employers (CACEE), the Centre for Business Career Development complies with the [CACEE Guidelines for Ethical Recruitment](#). All job postings and on-campus recruitment activities supported by the Centre for Business Career Development must comply with the [Ontario Employment Standards](#) and the [Ontario Human Rights Commission](#) and relevant legislation.

Refer to these websites for more information:

- CACEE Guidelines for Ethical Recruitment: <http://www.cacee.com/recruitment.html> (or see Appendix 5.1)
- Ontario Employment Standards: <http://www.labour.gov.on.ca/index.html>
- Ontario Human Rights Commission: <http://www.ohrc.on.ca/en>
- Canadian Association for Internship Programs: <http://www.cafip.ca/>

1.4 Key Recruitment Dates for 2011 / 2012

On-Campus Recruitment (Graduate & Summer)

In December of each year, there are up to 100 MBA Co-op graduates available for full-time employment. In May, 30 - 60 MBA full-time and 400 - 450 Commerce graduates are available for full-time employment.

Summer Recruitment	Graduate Recruitment	Full-time Immediate Recruitment (Alumni)
September - June	September - July	Year Round

Commerce Internship Program

The recruitment process for Commerce Internship students begins each year in December (through to May).

E-invite to employers for posting	Mid November, 2011
Job Posting Begin	Wednesday, December 14, 2011
Interview Period	Thursday, January 26 - Thursday, February 16, 2012
Employer Rankings Due	Tuesday, February 21, 2012
Results/Match	Monday, February 27, 2012
Phase 2 Begins	Friday, March 2, 2012
Work Terms Begin	May or September 2012

MBA Co-op Program

There are three distinct recruitment cycles that determine a student's MBA Co-op experience.

2011 / 2012	January – April 2012 (First Work Term)	May – August 2012 (Third Work Term)	September – December 2011 (Second Work Term)
E-invite to employers for posting	Mid-August 2011	Mid-December 2011	Mid-April 2011
Job Postings Begin	September 21	January 9	May 9
Interview Period (Phase 1 Rank/Match)	October 11 – October 20	January 23 – February 2	May 30 – June 9
Employer Rankings Due	October 21	February 3	June 10
Results/Match	October 26	February 8	June 15
Phase 2 (Interview/Offer)	November 2	February 14	June 21
Work Terms Begin	January 2012	May 2012	September 2011

Note: All recruitment dates are tentative. Any changes will be posted on the DeGroote website.

2.0 WHY RECRUIT @ DEGROOTE?

2.1 CBCD Supports Your Recruitment Needs

The Centre for Business Career Development has established a seamless process to provide support for all phases of your recruitment process at no cost to your organization.

To assist you in achieving success in your hiring initiatives, CBCD will:

- Provide students with career coaching, personal and professional development workshops and resources to enhance each student's ongoing employability skills.
- Assist your organization through all aspects of the recruitment process – from posting the job and scheduling interviews to informing students of employment offers.
- Monitor work term experiences with our Relationship Managers conducting on-site visits to ensure the performance expectations and DeGroot standards are met (Co-op & Internship only).
- Execute an extensive communications strategy to access and update both MBA and Commerce students including emails, newsletters, posters, plasma screen advertising, and free posting with our online job board, OSCARplus.
- Increase on-campus presence by coordinating company information sessions, linking your organization to our student clubs, and informing you about opportunities to participate in McMaster's annual Career Fair, Mock Interview Night and other on-campus recruitment events.

2.2 On-Campus Interview Facilities

The Centre for Business Career Development has a number of dedicated interview rooms to facilitate on-campus interviewing. In order to ensure the best service to employers and that students have a reasonable amount of time to manage their academic and interview schedules, we request that all first round interviews are conducted on-campus at either our Hamilton or Burlington location. We will also invite your recruiters to lunch on-campus with one of our Relationship Managers. Our facilities can accommodate telephone interviews for companies not in geographic proximity, or video conferencing services at the employer's request (additional fees apply). After first-round interviews, many organizations host subsequent interviews on-site at their location and we can assist you to contact second round candidates through e-mail at your request.

* At this time, due to student-funded budgeting model, we regret that we cannot reimburse employers for parking expenses.

2.3 Company Information Sessions

The Centre for Business Career Development assists employers that would like to host a Company Information Session targeting graduating students from the MBA and/or Commerce programs. Hosting a Company Information Session is an excellent way to profile your organization at McMaster, inform students of upcoming job opportunities and network with potential future employees.

Many of our Company Information Sessions take place at the beginning of each academic term (September and January). Sessions typically run in the evening from 5:30 –7:30 p.m. to accommodate class schedules. Due to the volume of events in September and January, there are occasions when multiple companies from different industry sectors will host an event on the same evening.

CBCD will facilitate your Company Information Session with:

- Reservation of venue and audio-visual equipment on-campus
- Referral to catering services
- Free advertising of your event through multiple communication channels
- Online RSVP system for students
- Integration of your session with the job posting and on-campus interview schedules
- Advice on best practices for hosting an on-campus event
- CBCD representation at each session to ensure event success

Please note: While CBCD’s logistical and administrative services to organize a Company Information Session is free of charge, there are costs associated with room reservation, catering and audio-visual equipment rental that are charged directly to the organization.

For more information on how your company can host a Company Information Session or participate in other career development initiatives, please contact the Specialist, Communications and Events at (905) 525-9140 ext. 27756.

2.4 Employer Benefits

Hiring a DeGroote student provides employers an effective way to meet their human resource needs while maximizing both financial and intangible benefits. Some of these benefits are:

Benefit	On-Campus Recruitment	MBA Co-op Program	Commerce Internship Program
Enhanced on-campus presence and great public relations for your organization.	✓	✓	✓
Employers benefit in meeting the competitive standards through the academic excellence and quality provided by DeGroote students.	✓	✓	✓
Organizations have the opportunity to contribute to the development and growth of future business professionals.	✓	✓	✓
Students are carefully selected through a rigorous screening process as part of admissions.		✓	
Eligibility for a refundable tax credit of up to 25% of wage-related expenses (max. \$3,000) for each qualifying 4-month period (Ontario companies only).		✓	✓
An opportunity to evaluate the performance of potential full-time employees in the workplace before hiring full-time.		✓	✓
Satisfying short-term human resources requirements by providing well-qualified professionals to meet seasonal demands and to complete special projects for which re-allocation of regular employees or full-time hiring is not feasible.		✓	✓
Qualified applicants are available year round.	✓	✓	

2.5 The Cost to Recruit

There are no administration fees charged to employers that post employment opportunities with the Centre for Business Career Development; however salaries are the sole responsibility of the employer.

Each organization sets its own salaries based on several factors including:

- internal wage structure
- market competition
- student qualifications

To assist you in determining an appropriate salary, CBCD can provide you with average salary stats of our Co-op and Internship Students.

** Refer to Appendix 5.2 for our MBA Co-op and Commerce Internship Salary Statistics.*

2.6 Vacation Pay, Statutory Holidays, Overtime and Benefits

Under the terms of the Ontario Employment Standards Act (ESA) employers are required to:

- provide 4% vacation pay or time off in lieu during the work term
- afford overtime of a minimum of 1.5 times the regular rate of pay after 44 hours of consecutive work each week or time off in lieu while the student is employed
- consider time off with holiday pay for Ontario's eight public holidays (or your respective province)

Outside of Ontario, employer must refer to municipal legislation for respective employment standards.

Organizations are not required to provide benefits for students. Health insurance coverage of all students remains in effect while they are on Co-op, Internship or during summer employment.

2.7 Co-operative Education Tax Credit (Co-op and Internship only)

In return for investing in the future of a DeGroot School of Business student, the Ontario government provides eligible Ontario-based employers with a tax credit of a rate up to 25% of wage-related expenses (maximum \$3,000) for each four months of employment.

The co-operative education tax credit helps to create employment opportunities by providing employers operating unincorporated businesses with a refundable tax credit for hiring post-secondary education students.

For more information, visit the Ontario Ministry of Finance website: <http://www.rev.gov.on.ca/english/credit/cetc/>

3.0 THE RECRUITMENT PROCESS

McMaster and DeGroot are proud to announce the launch of our new and improved online career website, OSCARplus! Our revamped, user-friendly portal is a centralized system that allows recruiters to post jobs, register to attend career events, and access all of the services and activities available to promote your on-campus presence. Online Student Career and Recruitment Plus (OSCARplus) is located at www.oscarplusmcmaster.ca.

3.1 OSCARplus (Online Student Career & Recruitment Plus) Guidelines

Registration and Login:

If you have worked with any of the career centres on campus, you may already have an account set-up. Go to <https://www.oscarplusmcmaster.ca> and try to login using:

- **Username:** your complete work email address
- **Default Password:** mcmaster

A new account will go into a Pending file and will be approved by an administrator within one business day. To update your contact information, or to change your password, click on the tab *Update My Account*. If you are having trouble logging in – please contact Central Career Services, Student Success Centre (x23035/careers@mcamster.ca).

On the landing page, there are 4 areas for you to access: ***Post a Job, Events, Partnership Opportunities and MentorLinks.***

Post a Job:

You can access the job posting form several ways. Under the *My Account* tab, there are three quick link options for you to choose from. Please note that all jobs uploaded go into a pending bin and an administrator from the appropriate career centre will contact you when it is active or to collect additional information. Be sure to review the **McMaster Job Posting Policy** before you submit a position: You can also click the maroon tab *Post a Job*.

- **Post a Job** – this tab is for all full-time immediate (alumni), summer, part-time, volunteer, grad-recruitment (final-year student) positions, excluding MBA. You should also select this tab if you are hiring for an opportunity where you are targeting multiple Faculties including Business.
- **Post a Job Targeted to only Business Students:** This tab is for full-time immediate (alumni), summer, part-time, volunteer, and grad-recruitment (final-year student) positions targeting only Commerce or MBA students
- **Post an Internship/Co-op Job:** Click this tab if you are looking to post an MBA, Science, or Engineering co-op or a Commerce or Social Sciences internship opportunity.

Post a New Job: This brings up a new job posting form. Be sure to enter as much information as possible in all the fields. Required fields are marked with an '*'.

- The contact information shown will not be viewed by the student. If it is incorrect, you must change it under the *Update My Account* tab.
- **All Degrees and Disciplines:** Click *No* to target your position to a specific set of students. Clicking *Yes* will open this position to all students.
- **Targeted Degrees and Disciplines:** Choose one of the cluster degrees in the left hand box, and click *Add*, to bring it over to the right-hand box. In the second row of boxes, you can add/remove any programs/disciplines to further narrow down your target group.
- **Application Deadline:** The last date that students can view and/or apply to the posting.
- **Application Procedure:**
 - **Through OSCARplus:** Students will upload the required documents onto the system. The application packages can either be emailed to you via a pdf bundle, or you can login to the OSCARplus system and view the uploaded packages. This will be coordinated through the administrator.
 - **Hard Copy to Career Centre:** If you would like us to collect hard-copies that would be later faxed/couriered to your office

- *Employer Email/Website/Fax/Telephone:* If you would like the student to send their documents directly to you or your business, include the information in the appropriate box.
- *Application Material Required:* Click all necessary documents.
- *Interview Date:* If you have an interview date that you would like to book, please include it here. The administrator will organize the details with you.
- *Additional Application Information:* Please include any additional information you would like the students or administrators to know.
- *Submit Job Posting for Approval:* Once you have completed the form, click this button to submit the posting. It will go into the pending bin and an administrator will be in touch with you within one business day. If you submit a job form that is incomplete, it will be flagged as such and an administrator will connect with you for further information.

Repost a Job: Click here to repost a position that you had previously posted on OSCARplus. This will go in the pending bin and an administrator will be in contact with you within one business day.

My Job Postings: Click here to view all of your active jobs on the system. You will only be able to view positions that are connected to your contact name. Depending on the application procedure, you may be able to view students that have applied to your position.

Events:

This tab will provide you with a comprehensive list of on-campus recruitment events. Information and registration can be accessed by simply clicking on the appropriate event listing.

Partnership Opportunities:

This tab will provide you with a list of various ways your company can increase its on-campus presence and further enhance student engagement.

MentorLinks:

MentorLinks is an online database of career mentors available to support McMaster students and young alumni in their career exploration. As a career mentor, you have the opportunity to share expertise with students about the industry you work in, your education, career path and information on the organization you work for. This program helps facilitate the initial connection which is a positive step in helping support the student's career planning and job search efforts.

If you are unsure of how to proceed or have further questions, please feel free to contact any one of the career centres listed below:

Student Success Centre, Central Career Services

(x24799/ careers@mcmaster.ca)

Student Success Centre, MentorLinks

(26137/ fortino@mcmaster.ca)

Centre for Business Career Development, DeGroot School of Business

(x24268/ cbcd@mcmaster.ca)

Engineering Co-op & Career Services

(x 24674/ engcoop@mcmaster.ca)

Experiential Education, Faculty of Social Sciences

(x21207/ kerlong@mcmaster.ca)

Science Career & Cooperative Education

(x23657/ hiresci@mcmaster.ca)

3.2 Rank & Match Process (for Co-op & Internship)

The Rankings

How it Works:

1. Employers rank all the students they interviewed.
2. Only one student can be ranked # 1 for one position. If you have two positions, then two # 1s, two # 2s, 2 # 3s, etc.
3. The greater the number of students ranked, the greater the chance of being matched with a student. You are, however, not obligated to number rank every student. If any candidate is not suitable for your position, not a fit, do not rank, and simply indicate this by selecting "NR" next to the student name. By ranking a student with a number, you are saying that you will take that student if a match is made with your company.

How to Submit Employer Rankings

Submit rankings by email to:

- cip@mcmaster.ca (for Commerce Internship Program)
- mbacoop@mcmaster.ca (for MBA Co-op Program)

Student Rankings of Employers

How it Works:

1. Students view the employer rankings online and they, in turn, rank the employers.
2. Students rank in a similar manner to employers, with only one employer position as # 1, for their first choice. All other rules remain the same. In response to student requests, they will have full disclosure of their employer rankings.
3. Employers will not be able to view student rankings.

The Match

How it Works:

1. The matching process works on the principle of "low score wins".
2. Once the employer and student rankings are entered online, the computer reads the information and adds the employer and student ranking to produce a total score for each combination.
3. The computer then performs the match, starting with the lowest score combinations, which would be a 1-1 ranking by both the employer and the student, for a total of "2". This is considered an automatic match.
4. The computer then continues to match employers with students in a sequential manner by examining total scores of three, four, etc., until all possible combinations are exhausted.

Match Results

You will be notified of the results by email or phone immediately after the match is completed.

Questions

Contact: Associate, Recruitment Programs at 905-525-9140 ext. 27759 or ext. 27592

Email: mbacoop@mcmaster.ca (for MBA Co-op Program)
cip@mcmaster.ca (for Commerce Internship Program)

4.0 ON THE JOB (CO-OP & INTERNSHIP PROGRAMS)

4.1 Offer of Employment

Once you have selected a student to be a part of your organization for the next 4 - 16 months, a formal letter of employment is required along with a job description.

The offer letter should include:

- Title of position
- Company address (include mailing address, if different)
- Monthly salary & hours of work per week
- Supervisor information including name, title, phone number and email address
- Start and end date, to be negotiated with student (must be at least 14 weeks for MBA Co-op and a minimum of 8 months for Internship)
- Attach a confidentiality agreement and/or security clearance form, if needed

The letter can be sent directly to the student. Also, send a copy of the offer letter to CBCD for the student's file and CBCD will then, in turn, provide a confirmation letter that can be used for tax credit purposes.

Note: Retracting job offers that have been formally accepted by students creates serious concern for the branding of your company and can have an impact on future recruitment cycles. If you are considering retracting an offer, please notify a Relationship Manager immediately to discuss the situation and possible solutions.

4.2 Employer Expectations & Responsibilities

To make this experience successful for you and the student, there are expectations and responsibilities we ask each employer partner to follow.

Activity	Status
Prepare and sign a formal offer of employment, along with the student, indicating the terms and conditions of employment (stated above). The student's job description should be attached to the employment contract.	<input type="checkbox"/>
Provide the student with an orientation to the workplace, including an overview of the organization, physical layout, relevant personnel, safety practices, and the duties or tasks expected during the work term.	<input type="checkbox"/>
Advise the student of all issues of confidentiality in the workplace and ensure that the student signs any required non-disclosure agreements prior to commencing work.	<input type="checkbox"/>
Supervise and guide the student during the work term to provide a welcoming and skill-developing work experience - establish goals, objectives and expectations.	<input type="checkbox"/>
Report any problems or concerns immediately to a CBCD Relationship Manager.	<input type="checkbox"/>
During the work term, it is required that each supervisor and student meet with a Relationship Manager for an on-site visit to discuss the student's progress thus far (refer to Section 4.3).	<input type="checkbox"/>
Read and sign off on the student's Work Term Report (refer to Section 4.4).	<input type="checkbox"/>
Complete a final evaluation form and discuss the results of this evaluation with the student. A copy of this evaluation must be submitted to CBCD upon completion (refer to Section 4.5).	<input type="checkbox"/>
MBA Co-op employers should follow the MBA Co-op Program Work Term Commitments timeline. (Appendix 5.3)	<input type="checkbox"/>
It is expected that employers adhere to all Employment Legislation and Human Rights Acts.	<input type="checkbox"/>

4.3 Work Site Visits

During the student's work term, a Relationship Manager from CBCD will meet with the student and his/her supervisor for an on-site work visit to ensure the term is progressing positively from a performance and "fit" perspective.

The objectives of the site visit include:

1. To understand the student's performance to date as it relates to:
 - Relationship management
 - Skill development
 - Corporate awareness
2. To understand your expectations and whether they are being met during this work term
3. To discuss new initiatives at DeGroote that may pertain to our employer partnership
4. Any other issues that the employer wishes to discuss

Note: If you encounter a problem with your Co-op/Internship student prior to this meeting, please contact a Relationship Manager to address any questions or concerns.

**For an example copy of the work site visit questions, please email cdcd@mcmaster.ca.*

4.4 Work Term Reports

MBA Co-op and Commerce Internship students are required to create and complete a Work Term Report before returning to campus. For MBA Co-op students the work term report follows a "Day in the Life" template outlining their main responsibilities and skills gained throughout their work term. Commerce Internship students are encouraged to write a reflective report about the industry or company where they have been working. Supervisors will be given a copy of the report and asked to sign off on the original, once read.

The student will submit the report to CBCD where it will be made available for other students to read and gain a student's perspective on the organization / company / role (a unique form of company promotion). The Work Term Reports are password protected and available only to respective students.

4.5 Work Term Performance Evaluations

Employers are required to complete a work term performance evaluation form for each Co-op or Internship student. This is your opportunity to reflect on how well a student performed specific tasks and identify any areas of improvement. This work term evaluation must be discussed and signed by the student upon work term completion. The completed, signed form will be placed in the students' file once received by CBCD.

**For an example copy of the work term performance evaluation, please email cbcd@mcmaster.ca.*

5.1 CACEE Guidelines



Canadian Association of Career Educators & Employers

CACEE Ethical Recruitment Guidelines

This document sets out guidelines for ethical recruitment at post-secondary educational institutions. These guidelines are intended to provide a framework for the professional relationships between employers, students, third party recruiters and career educators. The guidelines are based on industry research, have been generally agreed upon by employers and educators, and are advocated by CACEE for national implementation.

EMPLOYERS

It is the employer's responsibility to:

- Comply with all relevant federal and provincial legislation.

Information Sessions:

- When arranging information sessions, most post-secondary institutions book space on a first-come, first-served basis and it is strongly recommended that employers book early to avoid conflicts.

Guideline:

- *Information sessions should begin no earlier than the first Monday following Labour Day.*

Interviews:

- Contact the career centre well in advance to reserve interview space and provide company literature. Most post-secondary institutions book space on a first-come, first-served basis and it is strongly recommended that employers reserve space early.
- Provide accurate information on job responsibilities, compensation, benefits and contact information.
- Notify all applicants individually of their status.
- Interview for positions whose starting dates are within 12 months of the initial interview.
- Respond to all candidates within agreed-upon time frames and give reasonable notice (a minimum of 3 days is recommended) of any interview cancellations.
- Advise students of compensation for site or interview visits.

Guideline:

- *On-campus interviews should begin no earlier than the first business day in October.*

Job Offers:

- Provide a reasonable amount of time for students to respond to job offers.
- Confirm job offers and terms of employment in writing to students.
- Inform the career centre regularly of the status of your campaign.
- Honour all offers of employment.

Guideline:

- *Full-time job offers to students attracted via on-campus recruitment should have a minimum of 2 weeks for an acceptance deadline or until the first business day in November, whichever is the later.*
- *Job offers to summer students are not subject to any minimum acceptance date rules; however, it is recommended that a minimum of 1 week be provided for job offer acceptance.*

STUDENTS

It is the student's responsibility to:

- Comply with all relevant federal and provincial legislation.
- Provide accurate and appropriate information on resumes, application forms and in interviews.

Interviews:

- Prepare for the interview.
- Notify the career centre well in advance if interviews must be rescheduled or cancelled.
- Acknowledge invitations for site visits or second interviews promptly whether accepted or rejected.
- Notify employers well in advance if site visits or second interviews must be postponed or cancelled.
- Accept interview invitations (second and subsequent) only when seriously considering a position with the employer.

STUDENTS (cont'd)

Job Offers:

- Discuss offers with employers to verify terms and reach mutually acceptable responses.
- Respond to every offer whether it is to be accepted or rejected.
- Notify employers of acceptance or rejection of an offer as soon as a decision is made.
- Notify the career centre immediately upon confirmation of a job acceptance to withdraw from the recruitment process.
- Honour the acceptance of the offer as it is a contractual agreement with the employer.

CAREER EDUCATORS

It is the career educator's responsibility to:

- Comply with all relevant federal and provincial legislation.
- Provide equitable services to all students and employers.

Interviews:

- Accommodate employers' reasonable requests for job posting, information session and interview space.
- Ensure that students have reasonable time from the start of the school year to prepare for the on-campus recruitment process prior to the commencement of interviews.

Employment Preparation:

- Provide information, resources and advice to students on career planning and job search.
- Inform students of ethical recruitment practices, procedures and responsibilities.

Other:

- Follow legal and ethical guidelines in providing student information to employers.
- Bring to the attention of the parties involved any questionable recruitment practices.

THIRD PARTY RECRUITERS

Third party recruiters are agencies, organizations or individuals recruiting students for employment opportunities with other organizations.

The following guidelines for third party recruiters have been established to best meet the needs of students, employers and career educators.

- No direct referrals will be made for vacancies listed by third party recruiters without posting and/or contacting candidates with the information relating to the position.
- Third party recruiters will be asked to identify their employer clients; career educators will treat this information as confidential.
- Candidates' resumes must not be held in the files of the third party recruiter for later referral to other positions unless authorized by the candidate.

Guidelines Management:

- *When scheduling on-campus recruitment activities, both employers and career educators should respect dates of religious and cultural significance.*
- *Guidelines should be determined and managed locally.*
- *Penalties for non-compliance should be:*
 - *determined locally;*
 - *have local jurisdiction, be relative in severity to the associated infraction; and*
 - *clearly indicated to employers, well in advance of the recruitment season.*
- *In the event of an unresolved dispute between parties engaged in on-campus recruitment, CACEE members are invited to refer the matter, and any identified penalties, to the CACEE Ethics Committee for review and recommendation via the CACEE website (www.cacee.com)*

May 2007

5.2 Salary Statistics

MBA Co-op Salary Guidelines 2010 / 2011

	Range	Avg.
Work Term I (Jan - Apr 2011)	\$1,400 - \$5,883	\$3,524
Work Term II (Sept - Dec 2010)	\$1,625 - \$5,375	\$3,759
Work Term III (May - Aug 2009)	\$2,200 - \$7,500	\$3,978

Commerce Internship Salary Guidelines 2010 / 2011

	Range	Avg.
Work Term	\$2,000 - \$4,493	\$3,202

*All salaries are quoted on a monthly basis.

*All salaries are quoted on a monthly basis. Salaries are not included if the work term is outside Canada. The average salary for Co-op students usually depends on the number of work terms previously completed or breadth of experience brought to the role.

For more detailed employment statistics please refer to our website at:
<http://www.degroote.mcmaster.ca/recruit/statistics.html>

Should you have any questions or require further information, please do not hesitate to contact the Centre for Business Career Development at (905) 525-9140 ext. 24611 or 27759.

5.3 MBA Co-op Work Term Commitments Form

Centre for Business Career Development - MBA Co-op Program
Work Term Commitments

The Work Term is a critical piece to the DeGroote MBA experiential learning process. With your leadership, the student will gain significant knowledge of your organization, its culture, processes and your industry. The student can also gain confidence in professional standards, executive maturity and networking.

To maximize this learning process, we have prepared a guide for you. While there is some flexibility built into this checklist, we have suggested timelines for each activity. We encourage you to review this checklist throughout the Work Term. It will give you the guidelines to follow up with your student throughout the 14 to 16 weeks.

This checklist is a result of employer feedback recently presented to us. As employer partners, you are essential to DeGroote and the future of Canadian business. Please give us your comments and suggestions. We're here to improve our processes, strengthen our partnership and deliver on the DeGroote brand.

Have a productive work term!

Jennifer

Jennifer McCleary, MBA
Director, Centre for Business Career Development
Ron Joyce Centre - DeGroote School of Business, McMaster University
Phone: 905-525-9140 ext. 23939 or 20510
Email: jmcclea@mcmaster.ca

2011 / 2012 Work Term Commitments

Date	Activity	Responsibility	Follow-up
First 1 – 2 weeks	Work Term Commitments Checklist – received by employer	Student delivers to employer upon receiving email from CBCD	Questions? Contact one of CBCD's Relationship Managers
First 3 weeks of work term	Objective Setting <ul style="list-style-type: none"> Please include in the work term objectives a 2-page work term report (to be completed by the student before end of term) 	Supervisor/Student	Student required to submit completed report at end of work term
6 weeks into work term	Student Progress Report Confirmation of Site Visit <ul style="list-style-type: none"> CBCD will contact you to discuss the site visit meeting (phone or in-person options available) 	CBCD contacts the student to check-in on his/her progress CBCD / Supervisor	CBCD informs student of site visit coordinates and emails employer and student the following: <ul style="list-style-type: none"> Site Visit Forms – Student & Employer Work Term Evaluation Form
2 nd – 3 rd month	Midterm performance review Site visit with CBCD	Supervisor / Student CBCD / Supervisor / Student	CBCD completes site visits and follows up where needed
By end of work term	Final Work Term Performance <ul style="list-style-type: none"> Evaluation Discussion Completion of the Work Term Evaluation Form by both Supervisor and Student 	Supervisor / Student	Completed Work Term Evaluation Form to be mailed to CBCD by end of work term

QUESTIONS?

CONTACT THE CENTRE FOR BUSINESS CAREER DEVELOPMENT (CBCD)
AT 905-525-9140

RELATIONSHIP MANAGERS:

Jennifer Dunk	ext. 23225	dunkjc@mcmaster.ca
Jany Godard	ext. 22570	godardj@mcmaster.ca
Juliette Prouse	ext. 27300	prousei@mcmaster.ca

5.4 Directions, Parking & Accommodations for Hamilton Campus

DeGroote School of Business | 1280 Main Street West | Hamilton | Ontario | L8S 4M4

From Toronto, Oakville, Burlington (to central campus)

Take Highway 403 to the Highway 8 West Main Street exit. At the traffic lights at the top of the ramp turn left and then immediately right on Newton Avenue. Continue to King Street. Cross King Street on to Sterling Street and proceed up Sterling to the McMaster campus.

From the Niagara Peninsula

Follow the Queen Elizabeth Way over the Skyway Bridge as though going to Toronto. Take Highway 403 towards Hamilton and exit as described above in the directions for coming from Toronto.

From Kitchener/Waterloo

Take Highway 8 to the Town of Dundas. Proceed along King Street straight through the town and this will become Cootes Drive. Just after entering the City of Hamilton there is an exit on the right for the west campus of McMaster University.

From Brantford and London

From Brantford travel on Highway 403 to the Aberdeen Street exit. Proceed along Longwood Road to King Street. Turn left at King Street and go to the second traffic light. For entrance to the campus turn right onto Sterling Street and proceed along Sterling to McMaster University.

For a map of the Hamilton campus and parking information, refer to these websites:

- <http://www.mcmaster.ca/welcome/campusmap.cfm>
- <http://parking.mcmaster.ca/>

Parking:

McMaster University has introduced an automated parking system. If you are a returning employer, we recognize that you may be used to parking directly outside of the DeGroote School of Business. However, due to limited spaces, we advise that all visitors park in the Stadium (underground) Parking Lot.

How to Access the Stadium Parking Lot:

- Enter the campus from Sterling Street.
- Make a right turn upon entering the campus (past the old kiosk).
- Follow the road straight until you come to a stop sign.
- Turn left. Pass the David Braley Athletic Centre.
- Turn right onto Michell Cres. You will see a sign for Stadium Parking.
- Follow the road and turn right into the Stadium Parking lot under the football field.

Please note: The parking fee for the day is \$20.00 and may be paid at the pay station located inside the parking lot, using the ticket you received upon entry. Accepted payment methods include cash or credit card.

Accommodations:

Visitor's Inn

649 Main St. W.
Tel: 905-529-6979
visitorsinn.com

Admiral Inn

149 Dundurn St. N.
Tel: 905-529-2311
admiralinn.com

Crowne Plaza Hotel

150 King St. E.
Tel: 905-528-3451
ichotelsgroup.com

Sheraton Hamilton

116 King St W.
Tel: 905-529-5515
sheraton.com

Royal Connaught Howard Johnson Plaza Hotel

112 King St. E.
Tel: 905-546-8111
the.hojo.com

5.5 Directions, Parking & Accommodations for Burlington Campus

Ron Joyce Centre | DeGroot School of Business | 4350 South Service Road | Burlington | Ontario | L7L 5R8

From Toronto, Oakville, Burlington

Travel westbound on the QEW or Highway 407. In Burlington, take the Walkers Line exit and turn left and head south (towards Lake Ontario). At the traffic signal turn left onto Harvester Road. At the next traffic signal turn left onto South Service Road. The Ron Joyce Centre is on your right at 4350 South Service Road.

From Niagara

Head westbound on the QEW (follow the Toronto bound QEW sign). In Burlington, take the Walkers Line exit and turn right and head south (towards Lake Ontario). At the traffic signal turn left onto Harvester Road. At the next traffic signal turn left onto South Service Road. The Ron Joyce Centre is on your right at 4350 South Service Road.

From Hamilton, Brantford, London

Head eastbound on the 403. Take the QEW ramp and merge. In Burlington, take the Walkers Line exit and turn right and head south (towards Lake Ontario). At the traffic signal turn left onto Harvester Road. At the next traffic signal turn left onto South Service Road. The Ron Joyce Centre is on your right at 4350 South Service Road.

For a map to the Burlington campus, please [click here](#).

Parking:

Parking spaces are not designated for visitors or permit holders. Visitors can park in any available space. Visitors will be able to purchase parking passes at pay stations located within the parking lot at the RJC. There are two machines, one in front of the building entrance and one close to the front of the larger lot. Pay stations accept coins or credit cards.

Monday-Friday 7:30 a.m. - 4 p.m.

First hour or part \$5
Each additional hour or part \$5
Maximum per visit \$20

Monday-Friday 4 p.m. - 7:30 a.m.

Flat rate per visit \$5

Saturday/Sunday/Statutory holidays

Flat rate per visit \$5

Accommodations:

Admiral Inn

3500 Billings Court
Tel: 905-639-4780
admiralinnburlington.com

Hilton Garden Inn

975 Syscon Road
Tel: 905-631-7000
gardeninn.com

Homewood Suites by Hilton

975 Syscon Road
Tel: 905-631-8300
homewoodsuites.com

Quality Hotel

950 Walkers Line
Tel: 905-639-9290
choicehotels.ca

Holiday Inn Burlington Hotel & Conference Centre

3063 South Service Road
Tel: 905-639-4443
hiburlington.ca

5.6 Contact Us - Hamilton

Centre for Business Career Development

DeGroot School of Business, DSB 112 | McMaster University
1280 Main Street West | Hamilton | ON | L8S 4M4

Office Hours:

Monday to Friday
8:30 a.m. – 4:30 p.m.

Phone:

905-525-9140 ext. 24611

Fax:

905-521-8632

General Email:

cbcd@mcmaster.ca

On-Campus Recruitment (Grad/Summer):

bizplace@mcmaster.ca

Commerce Internship:

cip@mcmaster.ca

Staff Contacts:***Director*****Jennifer McCleary**

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Michelle Reyes

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Carla Sorowka

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ext. 24055

Employer Experience**Meghan Forbes**

Associate - Recruitment Programs
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ext. 27592

Customer Experience**Jackie Garnett / Theresa Mitchell**

Associate - Customer Experience and Administration
jgarnet@mcmaster.ca / mitchth@mcmaster.ca
ext. 24611

5.7 Contact Us - Burlington

Centre for Business Career Development

Ron Joyce Centre, RJC 333 | DeGroot School of Business | McMaster University
4350 South Service Road | Burlington | ON | L7L 5R8

Office Hours:

Monday to Friday
8:30 a.m. – 4:30 p.m.

Phone:

905-525-9140 ext. 27759

Fax:

905-634-4985

Staff Contacts:***Director*****Jennifer McCleary**

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Relationship Managers**Jennifer Dunk**

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General Email:

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On-Campus Recruitment (Grad/Summer):

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