

The SAGEA Bursary & Scholarships Insights 2017

Main Report



The SAGEA Bursary & Scholarships Insights 2017

The second survey of bursary and scholarship students in South Africa



Survey produced for SAGEA by:

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The South African Graduate Employers Association

Our purpose

- SAGEA is a professional body dedicated to connecting and advancing the graduate recruitment industry.
- We constantly unearth and share the insights and resources that attract and retain talent.
- We are the hub of the industry, making use of synergies, resourcefulness and insights to bring global best practice to our members, and elevate the profession.

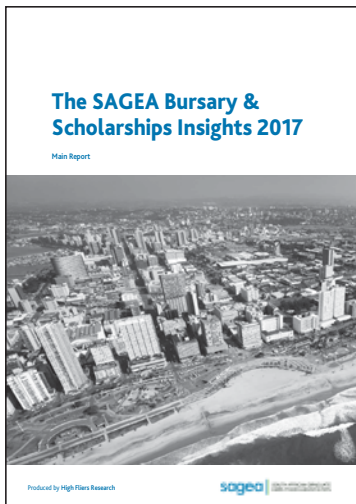
Our member benefits

- We have over 325 members, represented by the country's top talent management specialists, and they personally interact with one another at our regular events and conferences, sharing ideas and experiences.
- Our members gain access to the latest research, trends and surveys, enhancing their ability to perform at their peak.
- SAGEA raises awareness and regard for the profession, enhancing the careers of those involved in it.

Chapter 1

Introduction

Researching the Bursary & Scholarships Market



The SAGEA Bursary & Scholarships Insights 2017 is the definitive study of organisations and their bursary activities. The survey is the main source of information about bursary recruitment in South Africa and provides up-to-the-minute insights into the latest market conditions.

This report examines the quality and quantity of students on bursary programmes, as well as the selection and assessment processes used by recruiters. It also explores the challenges that organisations are facing, as well as the recruitment marketing techniques used.

The SAGEA Bursary & Scholarships Insights 2017 was carried out on behalf of SAGEA by the specialist student and graduate research company, High Fliers Research.

Survey Methodology

Research for *The SAGEA Bursary & Scholarships Insights 2017* took place from August to October 2017, using an online questionnaire. The survey contained questions about employers' recruitment activities, focusing on bursary vacancies, recruitment marketing, assessment & selection, development & retention, and challenges in the marketplace.

Each question that was presented to employers required either a single response or multiple responses. When results are analysed and presented in *The SAGEA Bursary & Scholarships Insights 2017*, multiple-response questions typically lead to bar charts which exceed a total of 100 per cent.

Participating Employers

SAGEA contacted employers to participate in *The SAGEA Bursary Survey 2017*. The online questionnaire was live from August to October 2017. A total of 68 organisations completed the questionnaire, however the main sections of this report only show the results from the 62 private and public sector organisations who offer bursaries or scholarships. The six philanthropic organisations, foundations or trusts are reported separately.

Organisations participating in this year's research include:

<i>ABSA Bank</i>	<i>Media24</i>
<i>Accenture</i>	<i>Michael & Susan Dell Foundation</i>
<i>Adams & Adams</i>	<i>MMI Holdings</i>
<i>AFGRI</i>	<i>Moshal Scholarship Program</i>
<i>Anglo American</i>	<i>Nedbank</i>
<i>Anglo American Coal</i>	<i>Nestle South Africa</i>
<i>Anglo American Platinum</i>	<i>Norton Rose Fulbright</i>
<i>Baker McKenzie</i>	<i>Old Mutual</i>
<i>BMW Group South Africa</i>	<i>Old Mutual Education Trust</i>
<i>Capitec Bank</i>	<i>Philips South Africa</i>
<i>Coronation Asset Management</i>	<i>PPS Insurance</i>
<i>Council for Scientific & Industrial Research (CSIR)</i>	<i>PSG</i>
<i>Curo Fund Services</i>	<i>Public Investment Corporation</i>
<i>Deloitte</i>	<i>PwC</i>
<i>Dimension Data</i>	<i>Rand Merchant Bank</i>
<i>Discovery</i>	<i>RCL Foods</i>
<i>Engen Petroleum Limited</i>	<i>Rural Education Access Programme</i>
<i>ENSafrica</i>	<i>SARS</i>
<i>Ericsson South Africa</i>	<i>Sasol</i>
<i>EY</i>	<i>Senwes</i>
<i>Fasken Martineau</i>	<i>Shoprite Checkers</i>
<i>FirstRand</i>	<i>South32</i>
<i>General Electric South Africa</i>	<i>Standard Bank</i>
<i>Genesis Analytics</i>	<i>Students for Better Future</i>
<i>Glencore Coal</i>	<i>Telkom SA</i>
<i>Globeleq South Africa</i>	<i>The Foschini Retail Group</i>
<i>Grant Thornton</i>	<i>Thuthuka Bursary Fund (SAICA)</i>
<i>Hatch Africa</i>	<i>Tiger Brands</i>
<i>Hogan Lovells South Africa</i>	<i>Tongaat Hulett Sugar</i>
<i>Investec Bank</i>	<i>Vodacom</i>
<i>J.P. Morgan Chase Bank</i>	<i>Webber Wentzel</i>
<i>KPMG</i>	<i>Woolworths</i>
<i>Kumba Iron Ore</i>	<i>WorleyParsons RSA</i>
<i>Mazars Cape Town</i>	<i>WSP Group Africa</i>

Chapter 2

Bursaries & Scholarships

Key Topics

- *Main reasons for offering bursaries to students.*
- *University of study.*
- *Funding of fees and accommodation.*
- *Vacation work.*
- *Sourcing bursars.*
- *Recruitment process.*
- *Managing relationships and developing bursars.*
- *Key challenges for the bursary programme.*



Introduction

The questionnaire was designed to take into account a wide range of sectors – both commercial and not-for-profit – and as a result covers an array of different topics.

The SAGEA Bursary & Scholarships Insights 2017 asked each employer to state why they had a bursary programme, who was eligible to apply and how many students they sponsored. Survey participants were questioned on the success of their marketing campaigns, as well as the techniques used to select each student. The survey detailed the level of funding provided by each organisation and any additional benefits that were provided. Finally, each employer had the opportunity to record the main challenges they were facing with their bursary programme and to document the types of skills they were particularly happy or disappointed with amongst their bursary hires.

Key Findings

The survey is based on research with 68 organisations offering bursary positions:

- The vast majority have a bursary programme in place to build their talent pipeline.
- More than half expect most of their bursars to start work with them upon graduation.
- Four-fifths provide full funding of tuition fees, while two-thirds fund full accommodation.
- Most employers were particularly satisfied with their bursars' commitment and willingness to learn.

Bursary and scholarship offerings

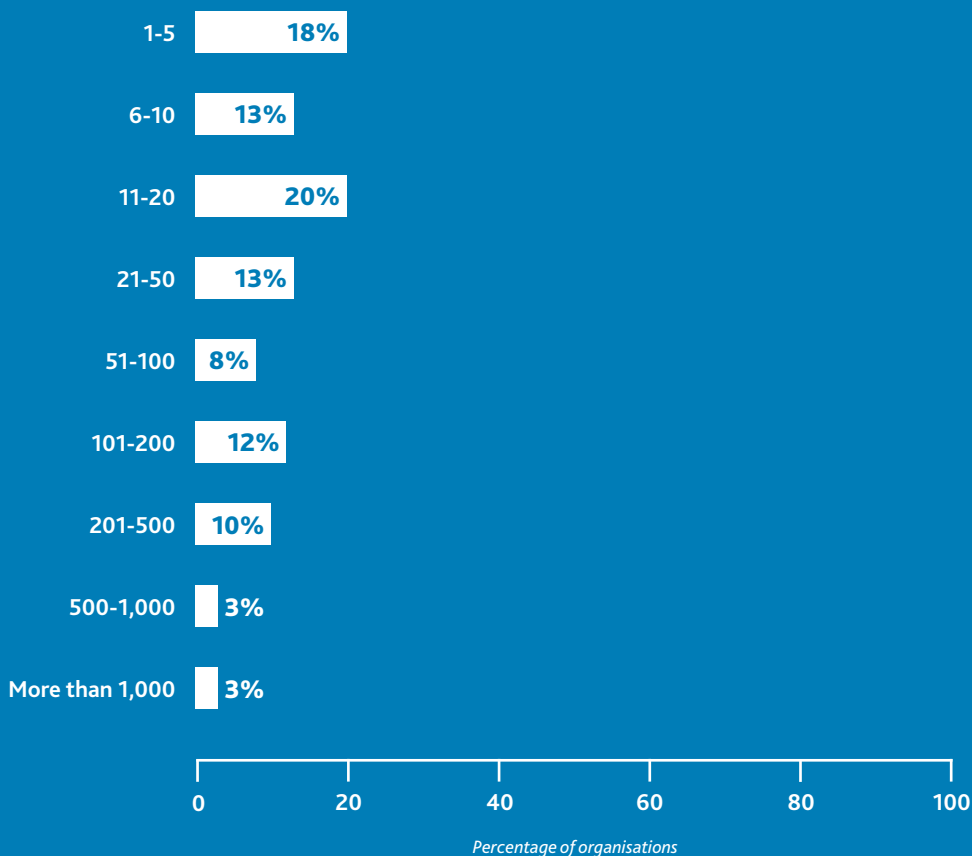
The SAGEA Bursary & Scholarships Insights 2017 asked each employer to state the main reasons why bursaries were being offered by their organisation, alongside questions regarding how many bursars or scholars each organisation has, as well as when each was offered.

Several organisations in this year’s survey had relatively few bursars or scholars – just under a fifth confirmed they had no more than five bursary or scholarship holders in 2017 (see *Chart 2.1*). A third had between six and twenty bursars or scholarship holders, while a further fifth confirmed they had up to 100 positions filled. Just under a sixth of this year’s questionnaire participants stated their organisation had more than 200 bursary or scholarship posts. The median number of positions for 2017 was 128.

Almost all of this year’s employers confirmed that one of the main reasons for providing bursaries was to build a future talent pipeline, while just over three-fifths wanted to build an equity pipeline or help meet scarce skills objectives (see *Chart 2.2*). A third of the employers in this year’s survey offered bursaries for philanthropic reasons.

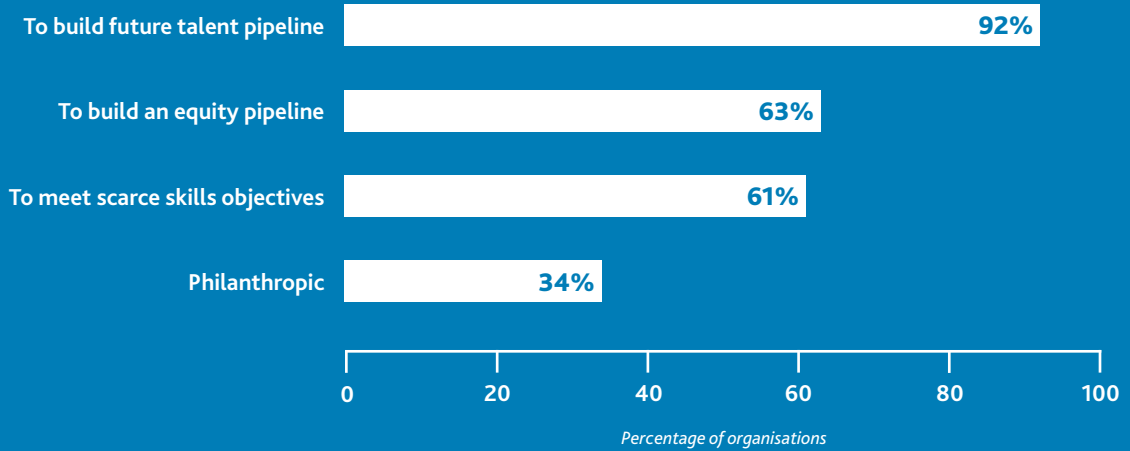
Some 64 per cent of survey participants offered bursaries to postgraduate students, while 93 per cent had positions for undergraduates (see *Chart 2.3* and *Chart 2.4*). Of those who offer opportunities to undergraduates, the majority provided them from the first or second year of study. Many who offered postgraduate bursaries were accounting firms, banks, insurance companies, investment banks or fund managers, law firms and mining organisations.

Chart 2.1 Numbers of bursary/scholarship holders



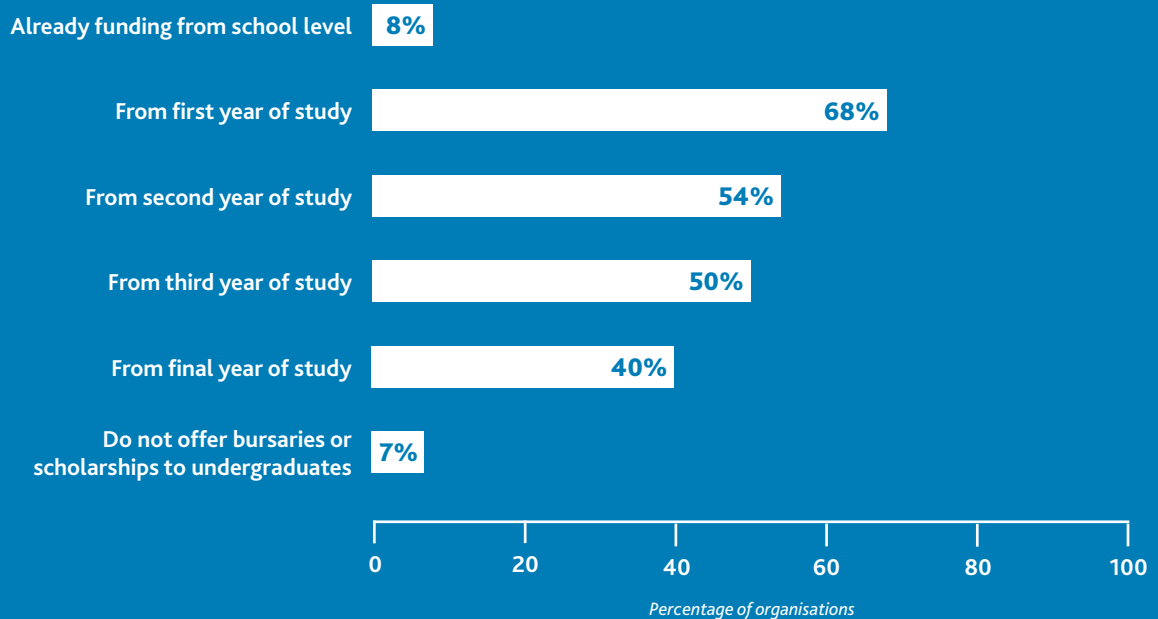
Source - High Fliers Research

Chart 2.2 Reasons why organisations offer bursaries/scholarships



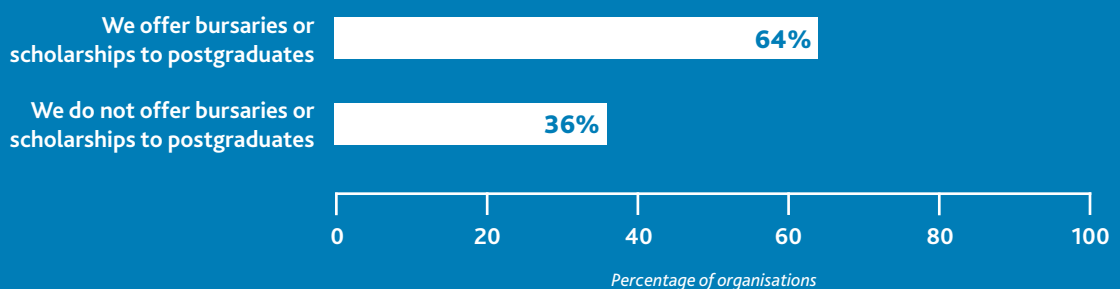
Source - High Fliers Research

Chart 2.3 Stage that bursaries/scholarships are offered



Source - High Fliers Research

Chart 2.4 Bursaries/scholarships offered to postgraduates



Source - High Fliers Research

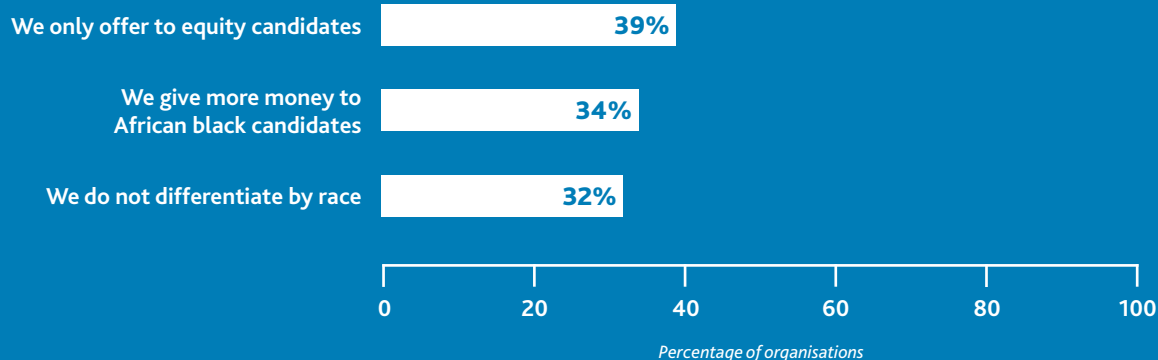
Universities and faculties

Employers were asked to state how bursaries were differentiated by race and gender, as well as confirm the faculty and university of each of their bursars. A third of organisations confirmed that they did not differentiate their bursaries by race (see *Chart 2.5*). Nearly two-fifths only offered to equity candidates, while a third provided more money to black candidates. The vast majority of employers who participated in this year’s survey do not alter their bursaries in any way based on gender (see *Chart 2.6*).

Most employers confirmed that they offered bursaries to students from commerce or engineering faculties (see *Chart 2.7*). Two-fifths provided opportunities to computer science or IT students, while a quarter went to the law faculty or the natural or physical sciences departments. Very few provided bursaries for those studying courses in creative arts, education, architecture or society and culture.

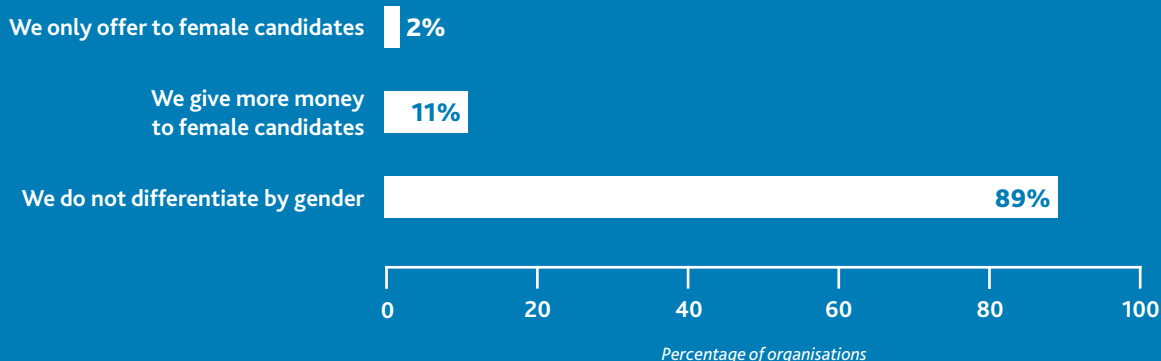
Together, employers in this year’s survey provided more than 6,000 bursaries in 2017. Half of these places were given to students studying at one of three institutions: the University of Cape Town; the University of Witwatersrand; the University of Pretoria (see *Table 2.8*). Over 250 bursaries were also provided at each of four other universities including Stellenbosch University, the University of KwaZulu-Natal, the University of Johannesburg and North-West University. These seven universities accounted for more than three-quarters of the bursaries available from this year’s survey participants.

Chart 2.5 Bursaries/Scholarships differentiation by race



Source - High Fliers Research

Chart 2.6 Bursaries/Scholarships differentiation by gender



Source - High Fliers Research

Chart 2.7 Faculties that bursaries/scholarships are offered to

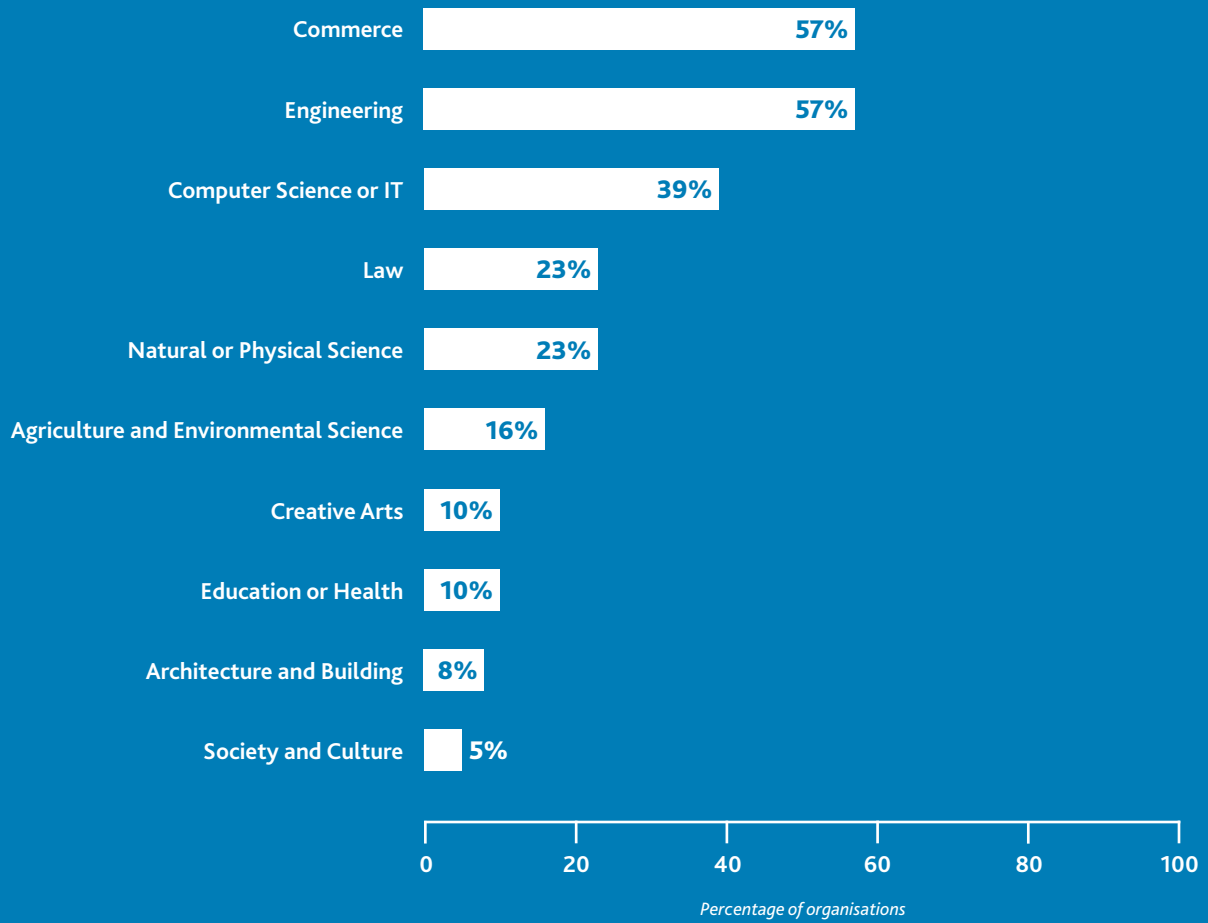


Table 2.8 Number of funded students at each university in 2017

	Number of bursars		Number of bursars
University of Cape Town	1138	University of Limpopo	46
University of the Witwatersrand	959	Central University of Technology	45
University of Pretoria	955	Vaal University of Technology	38
Stellenbosch University	497	University of Fort Hare	30
University of KwaZulu-Natal	468	Sefuka Makgotho Health Science University	19
University of Johannesburg	393	Mangosuthu University of Technology	9
North-West University	287	Monash University	9
University of South Africa	235	Pearson Institute / CTI Education Group	9
University of the Free State	222	Varsity College	8
Nelson Mandela University	208	Walter Sisulu University	8
University of the Western Cape	136	Sol Plaatje University	3
Rhodes University	107	University of Zululand	3
Cape Peninsula University of Technology	106	Vega School of Brand Leadership	2
Tshwane University of Technology	76	University of Mpumalanga	1
Durban University of Technology	61	CIDA	-
University of Venda	48	TSIBA	-

Source - High Fliers Research

Funding and employment

Each participant in *The SAGEA Bursary & Scholarship Insights 2017* was asked what type of funding they provided to bursars and what happens to bursars upon graduation.

Some 29 per cent of employers expected all of their bursars to start work with them upon graduation (see *Chart 2.10*). A further 15 per cent thought that over three-quarters would join them. Nearly a fifth of employers did not expect any bursars to gain employment at their organisation – these employers were not solely linked to one industry area, but were most likely to be within accounting, professional services, law or financial services.

Most employers did not expect all their bursars to start with them as graduates, however very few stated that they would help these candidates find other employment, with just over a quarter providing this facility to their bursars (see *Chart 2.12*).

Four-fifths of employers stated they provided full funding of tuition fees for their bursars (see *Chart 2.13*). Relatively few employers – just eight per cent – confirmed that they differentiate their funding levels depending on which degree was being pursued by the candidate.

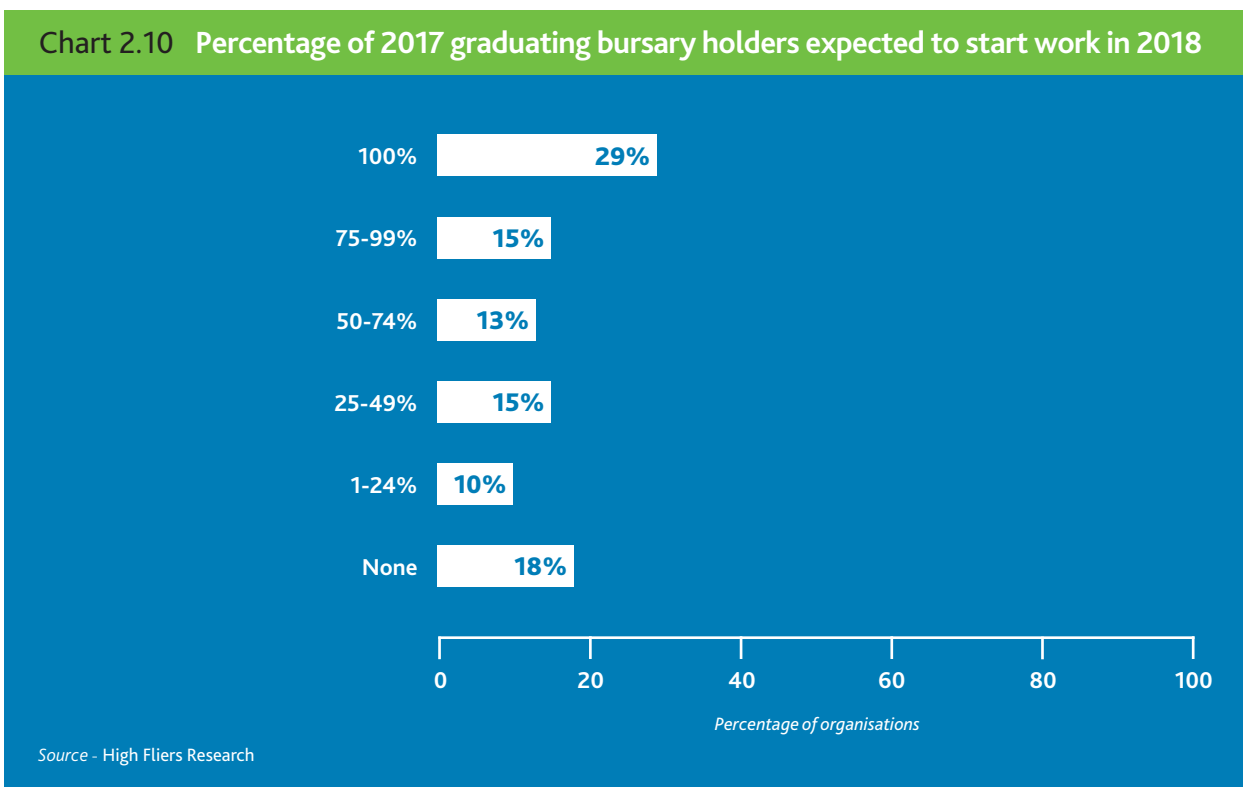
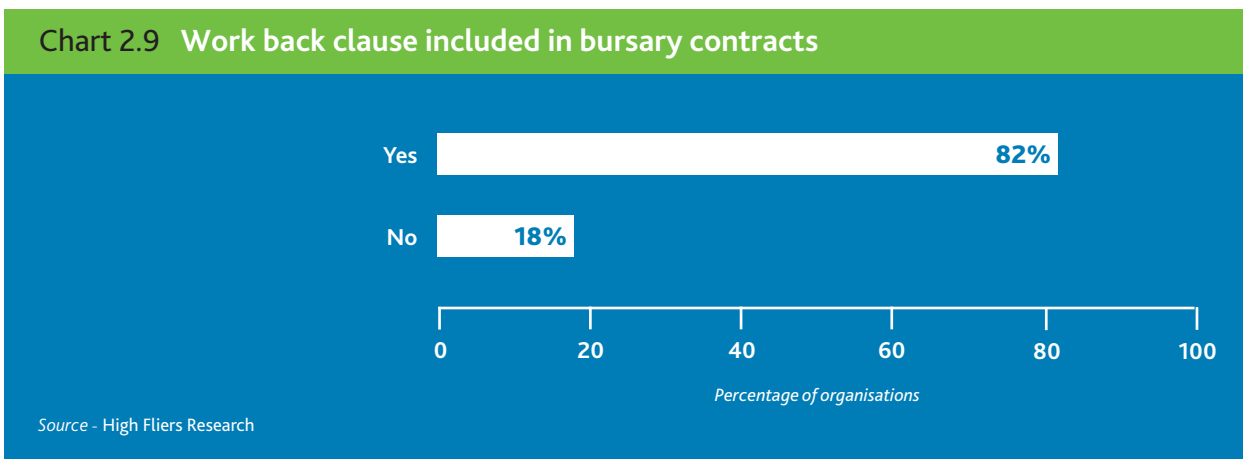
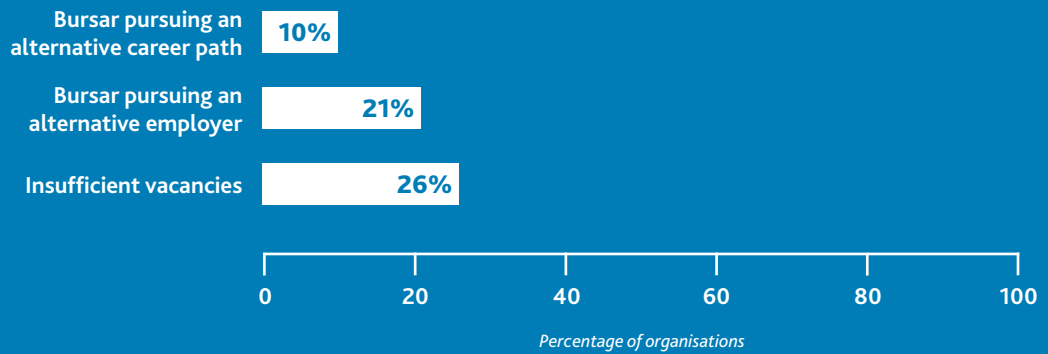
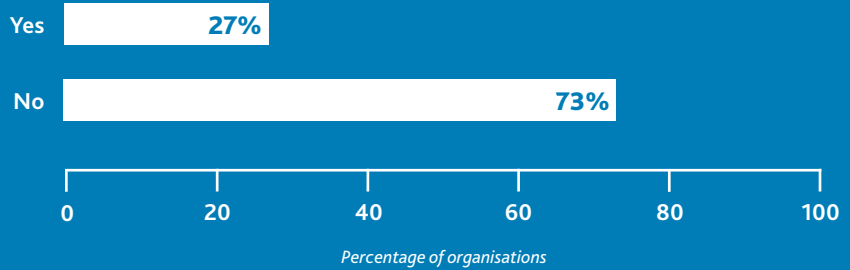


Chart 2.11 Why graduating bursary holders are not joining employer



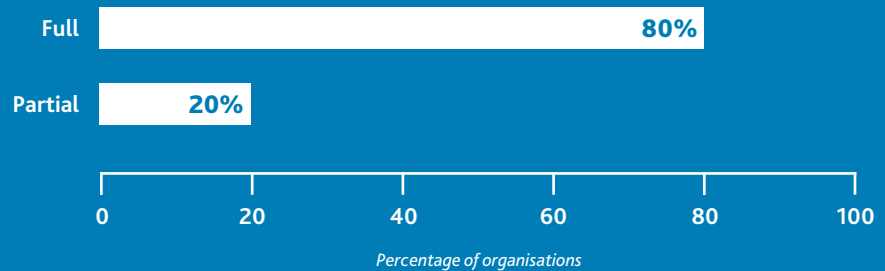
Source - High Fliers Research

Chart 2.12 Helping bursary holders find other employment



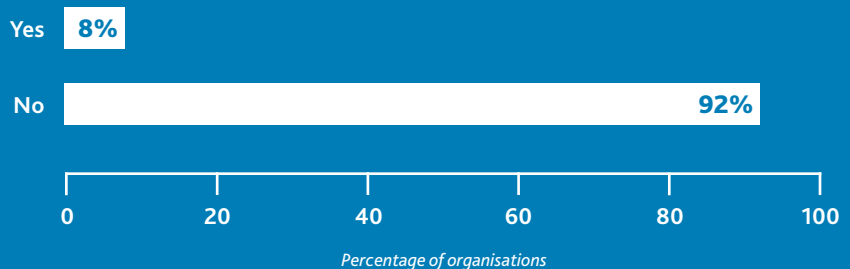
Source - High Fliers Research

Chart 2.13 Offering full or partial funding of tuition fees



Source - High Fliers Research

Chart 2.14 Differentiating between full or partial funding depending on degree



Source - High Fliers Research

Allowances

While four-fifths of employers offered full funding of tuition fees (see *Chart 2.13* on page 13), fewer organisations offered the same level of funding for accommodation – two-thirds provided full cover for the accommodation given to their bursars, while 16 per cent confirmed that it was only partially funded (see *Chart 2.15*). One in six employers confirmed they did not offer any funding for accommodation.

Relatively few employers differentiated their rental allowance by location. A sixth had a different policy in place depending on where each bursary student was studying (see *Chart 2.16*). This policy was likely used to take into consideration the different fees that were charged by different universities.

There was a wide variety of different allowances provided by each of this year’s survey participants (see *Table 2.17*). Most organisations provided an allowance for text books, while nearly two-thirds did the same for a meal allowance. However, it should be noted that many bursars also had meals paid for in residence. Around half gave a laptop allowance and similar numbers provided pocket money – an average of R6,700 – to each of their bursary holders. Very few organisations had a shuttle service or medical aid as part of their bursary allowance.

Just eight per cent of employers in this year’s survey helped with the cost of travel home for the holidays (see *Chart 2.18*). Of those employers who help with the cost of travel home for the holidays, just over half do so only once a year, while 44 per cent cover the cost of travel home for two holidays at year. (see *Chart 2.19*).

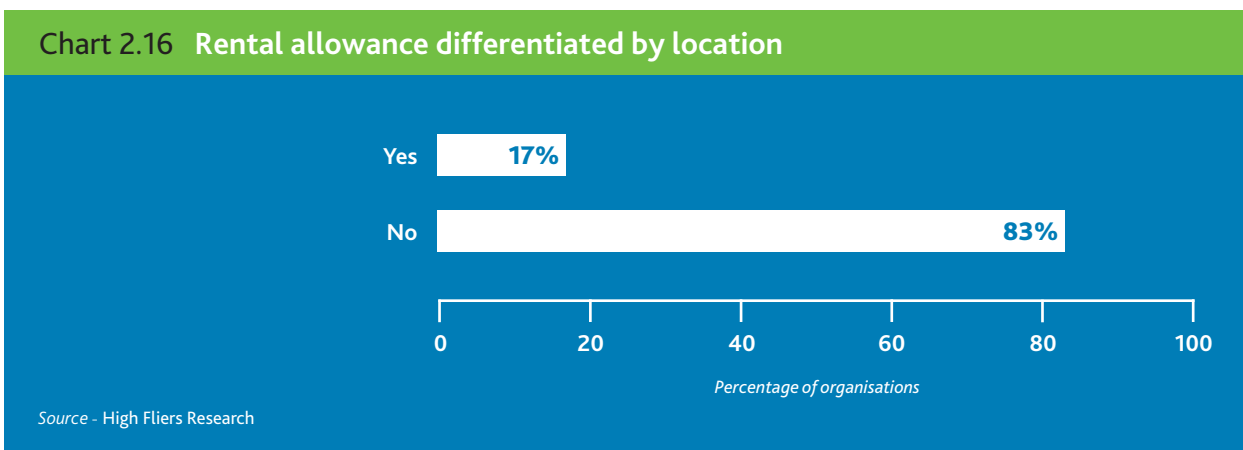
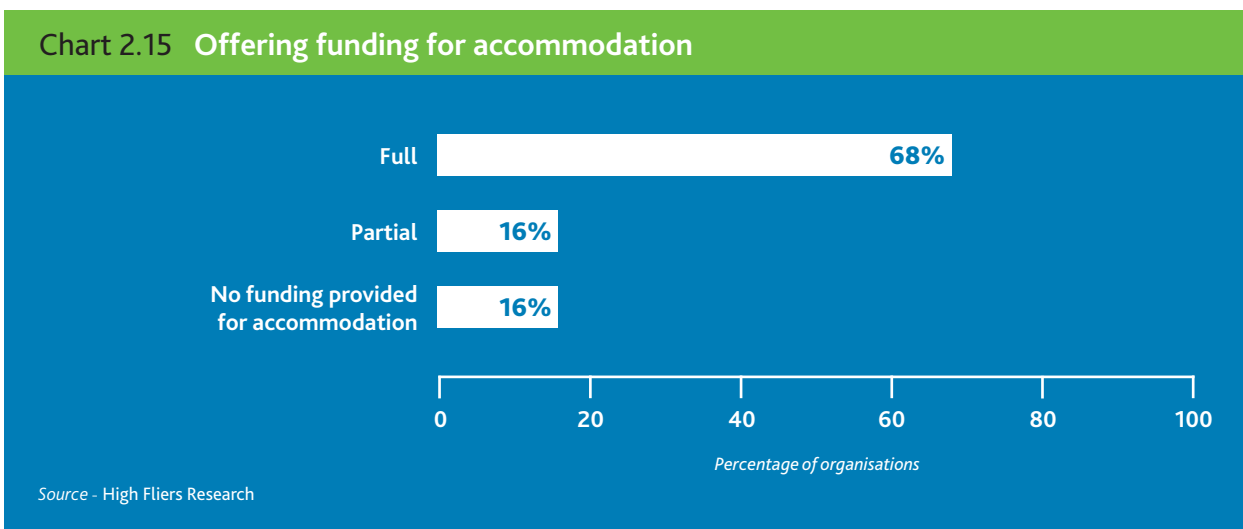
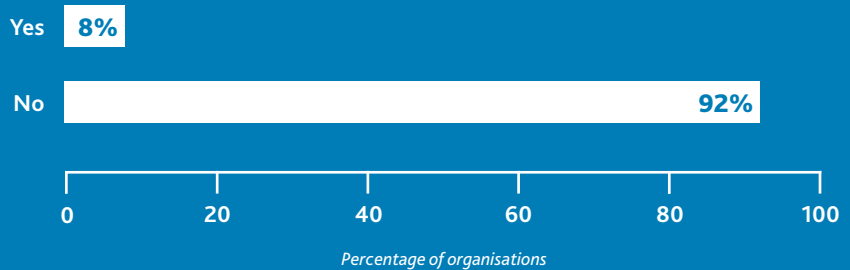


Table 2.17 Allowances provided

	Yes %	No %	Average per student
Text book allowance	89	11	R6,850
Meal allowance	64	36	R13,700
PC / laptop allowance	47	53	R12,300
Pocket money	47	53	R6,700
Meal programme in residence	46	54	R16,100
Allowance for taxi / bus	23	77	R5,250
Photocopy and internet usage	22	78	R1,700
Incentives or bonuses for good grades	19	81	R5,900
Calculator allowance	16	84	R775
Membership fees	13	87	R750
Sundries	13	87	R1,000
Excursions	11	89	R2,500
Shuttle service	6	94	not reported
Medical aid	3	97	not reported

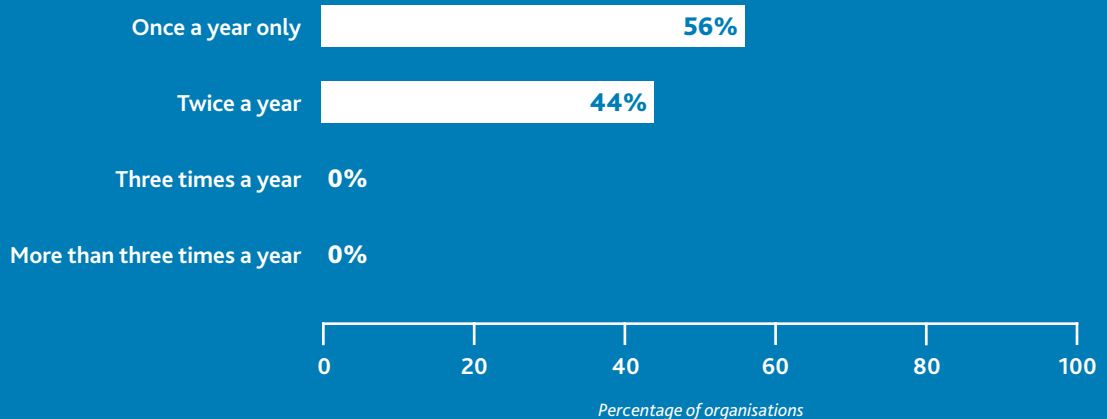
Source - High Fliers Research

Chart 2.18 Covering the cost of travel home for holidays



Source - High Fliers Research

Chart 2.19 Times per year travel home is sponsored



Source - High Fliers Research

Pass rates and candidate tracking

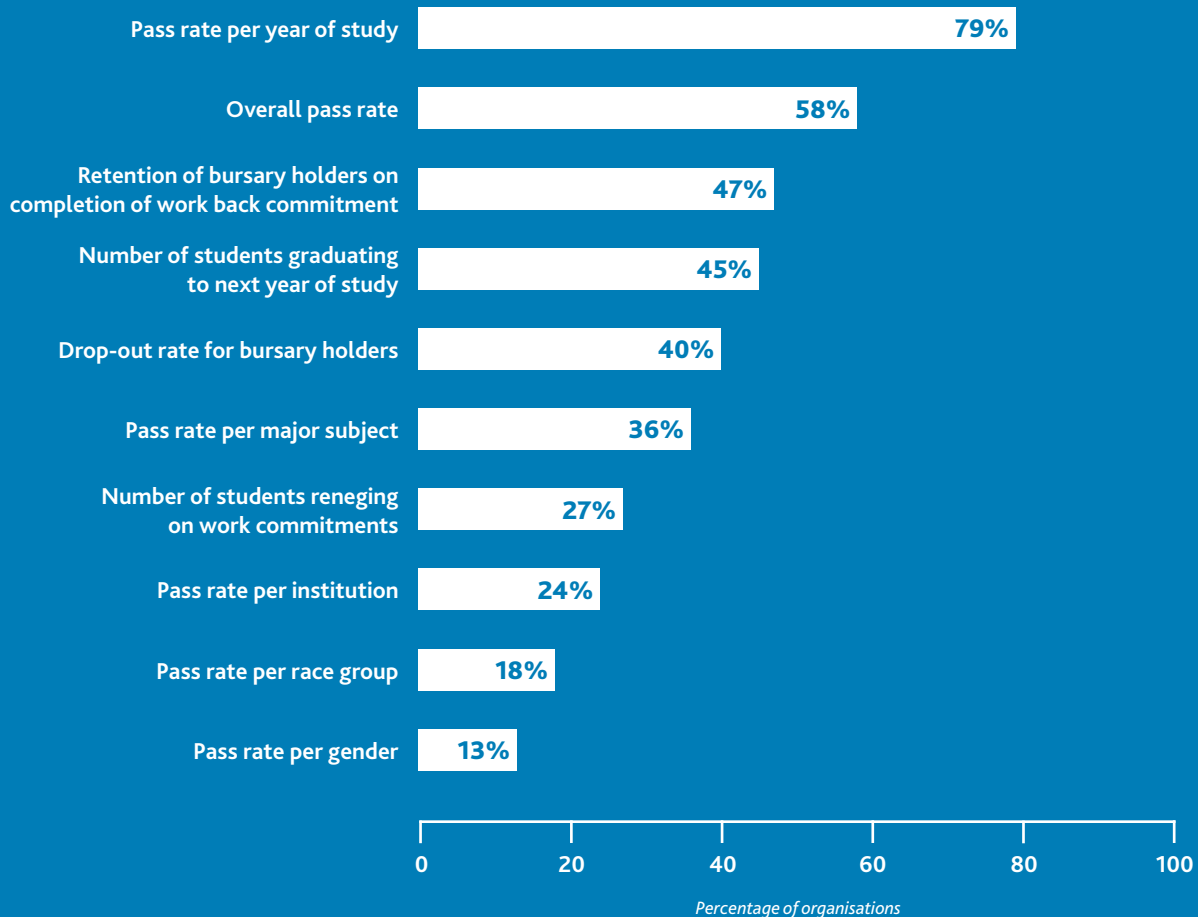
Each of the employers who took part in *The SAGEA Bursary & Scholarships Insights 2017* was asked to confirm what the overall pass rate was for their bursars with differentiation by race and gender. Survey participants were also asked to clarify what elements of the bursary programme are currently tracked by their organisation.

Four-fifths of employers confirmed that they track the pass rate per year of study (see *Chart 2.20*). Three-fifths monitor the overall pass rate while less than half are tracking retention or the number of students graduating to the next year of study. Just over a third look at the pass rate by subject, while fewer monitor it by institution, race group or gender.

Two-fifths of employers confirmed that more than 90 per cent of their cohort were passing (see *Chart 2.21*). One in six had an overall pass rate for their programme of 81%-90%, while similar numbers had around three-quarters of their bursars passing. One organisation confirmed that less than half of their bursars were passing.

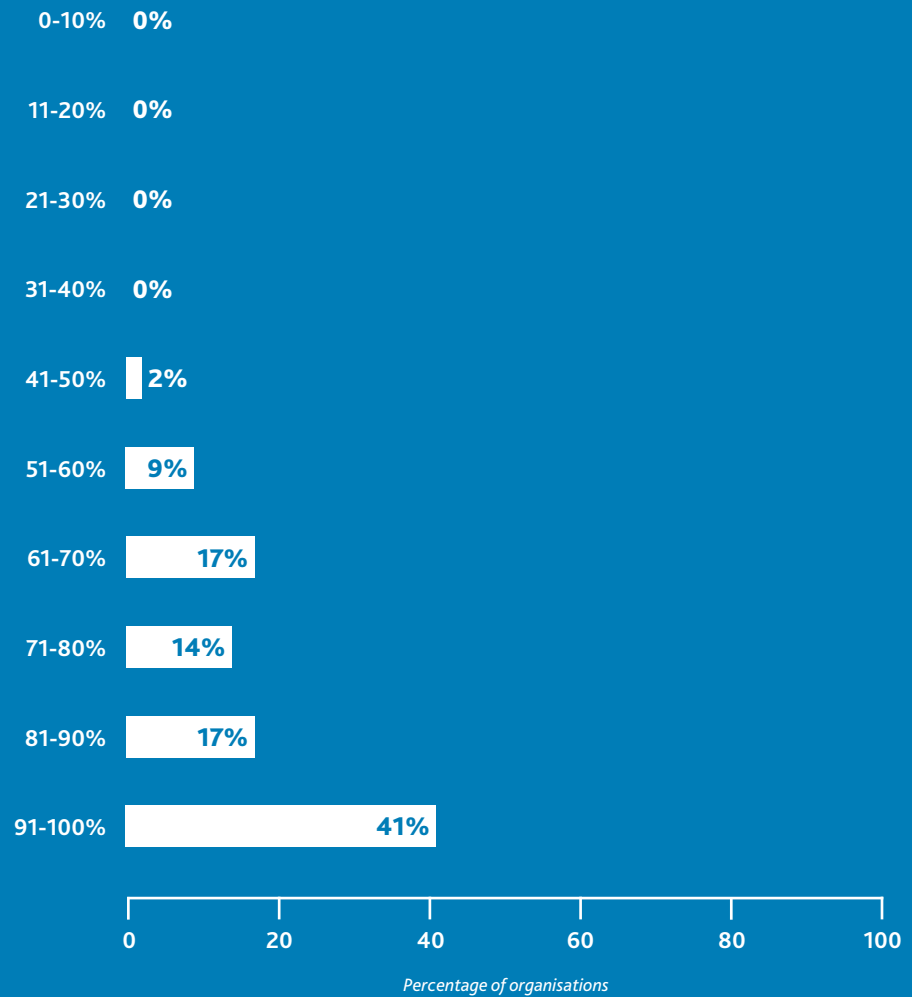
Amongst employers who were tracking pass rates by gender or race there are some noticeable differences (see *Table 2.22*). It appears that female bursars are slightly more likely to be maintaining a passing grade compared to their male counterparts. Similarly, white students are more likely to be passing each year of study when compared to their coloured, black or Indian peers. However, what is worth considering is how many students from each ethnicity are employed on the programme.

Chart 2.20 Elements that organisations track in terms of bursary programmes



Source - High Fliers Research

Chart 2.21 Overall pass rate



Source - High Fliers Research

Table 2.22 Pass rate of cohort by race group and gender

	RACE GROUP				GENDER	
	Black students %	Coloured students %	Indian students %	White students %	Male students %	Female students %
0-10%	0	11	5	3	0	0
11-20%	0	0	2	3	0	0
21-30%	2	2	0	0	0	0
31-40%	0	2	2	0	2	0
41-50%	4	0	2	3	4	4
51-60%	14	16	7	3	4	6
61-70%	14	14	19	16	19	14
71-80%	14	11	15	13	19	14
81-90%	14	7	10	16	15	23
91-100%	38	37	38	43	37	39

Source - High Fliers Research

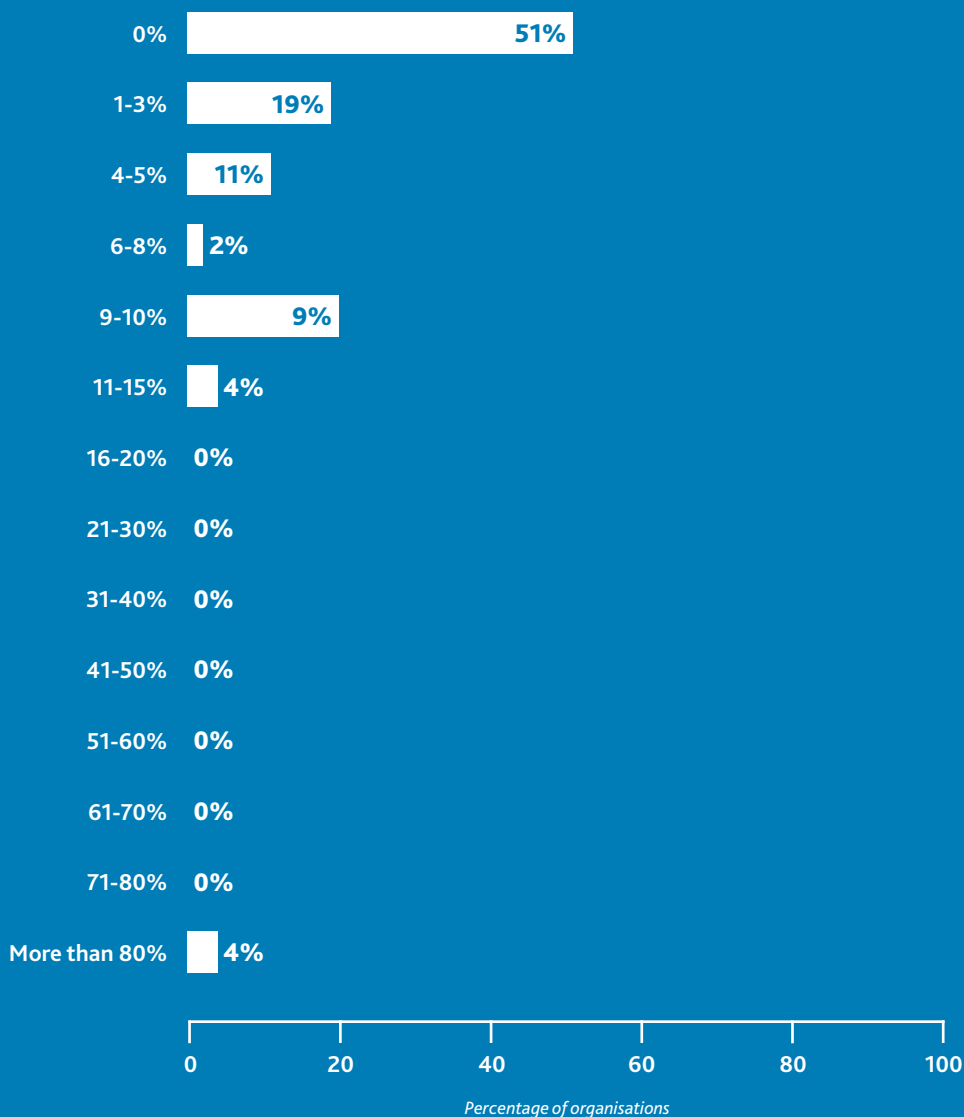
Reneges and retention

Employers were asked to confirm how many bursary graduates reneged on their work commitments and what the level of retention was on completion of any work-back commitment.

Half of the organisations did not have any of their bursars renege on their work commitment (see *Chart 2.23*). Most of the remainder had up to ten per cent reneges however two organisations had more than 80 per cent of their bursars renege on their commitments. Both employers have quite substantial programmes.

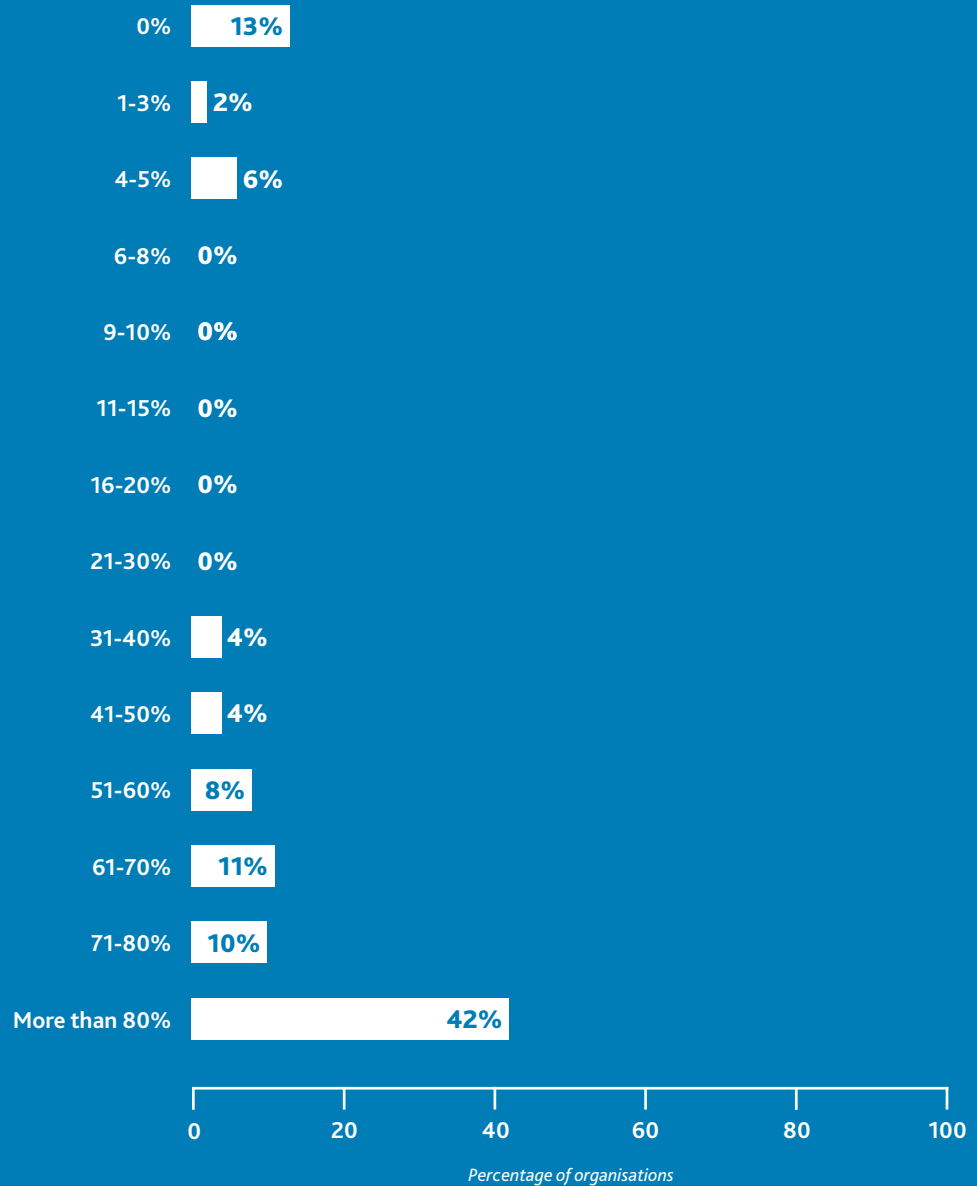
Over two-fifths of employers confirmed that more than 80 per cent of their bursary holders were retained on completion of their work back commitment (see *Chart 2.24*). A further 29 per cent retained more than half of their bursars or scholarship holders. A fifth of employers stated that they retained fewer than ten per cent of their cohort – these employers were typically within accounting, banking, legal or professional services industries. More than two-thirds were satisfied with their retention rates, however over a quarter wanted them to be better (see *Chart 2.25*).

Chart 2.23 Percentage of bursary graduates who reneged on work commitment



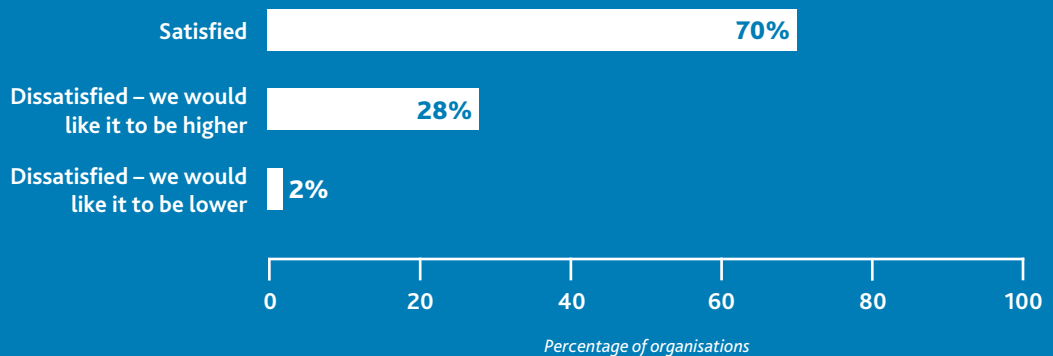
Source - High Fliers Research

Chart 2.24 Retention of bursary holders on completion of work back commitment



Source - High Fliers Research

Chart 2.25 Satisfaction with retention rate of bursary holders post work back



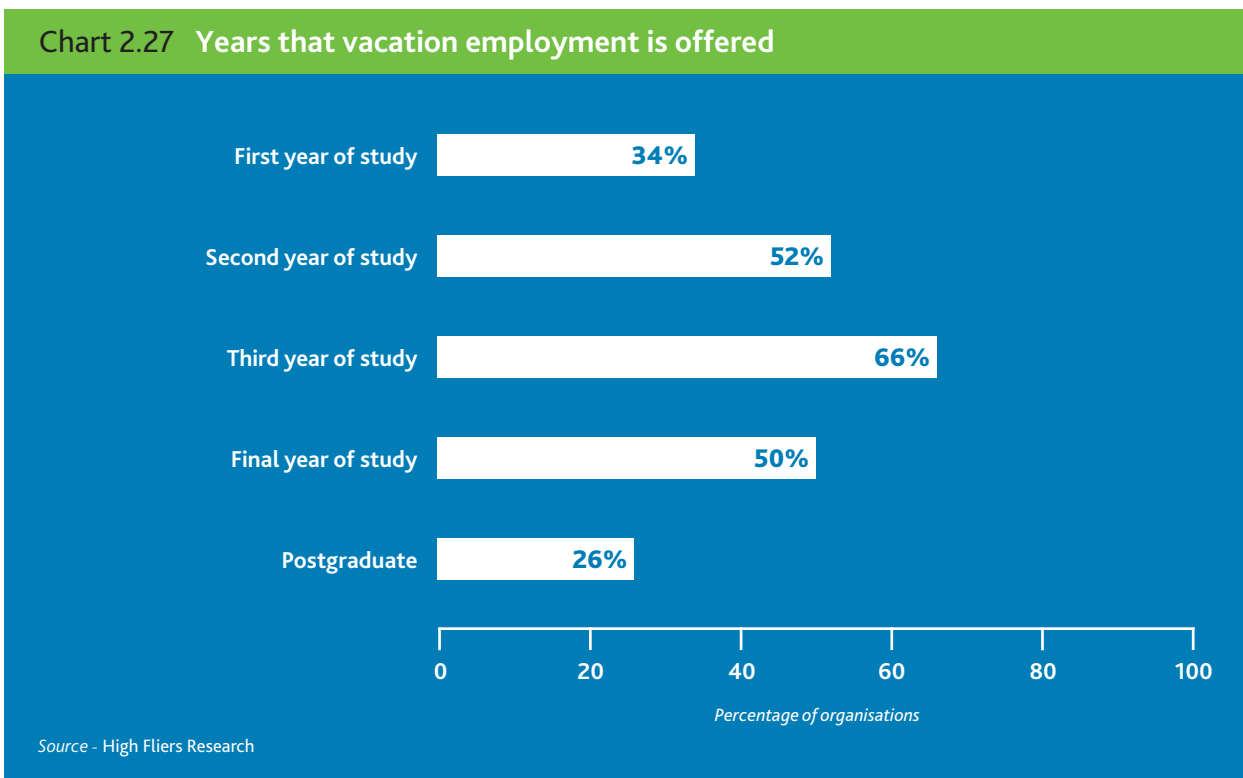
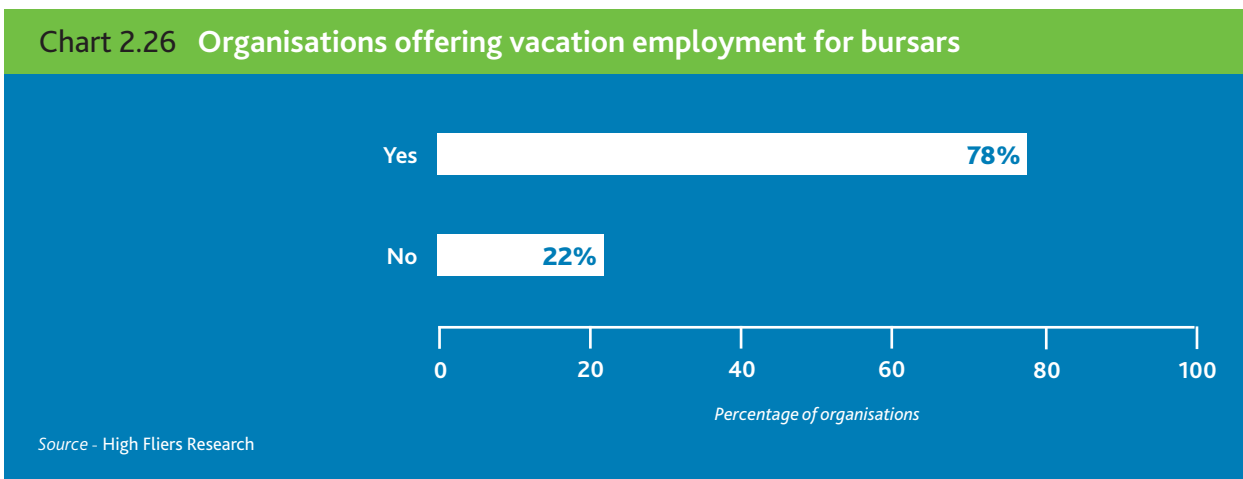
Source - High Fliers Research

Vacation programmes

Bursars have many different opportunities to engage with staff from their sponsoring organisation and find out more about how the employer operates. Given most of the programmes are funded over several years, it is sensible that (if possible) organisations provide their cohorts with vacation employment to help them develop their skills and increase the affiliation they feel towards their employer. Each participant in *The SAGEA Bursary & Insights 2017* was questioned about the vacation employment that they have on offer for bursars and whether or not this was a compulsory part of the programme.

Some 22 per cent of employers confirmed they do not offer vacation work to their bursars (see *Chart 2.26*). These employers come from a wide range of different industries so it appears that this is a decision taken at the organisation level as opposed to a sector-wide issue.

Vacation work experience was offered by a third of employers to students in their first year of study (see *Chart 2.27*). Most also confirmed they offered opportunities in their second, third or fourth year of study, while a quarter had vacation employment for postgraduates.



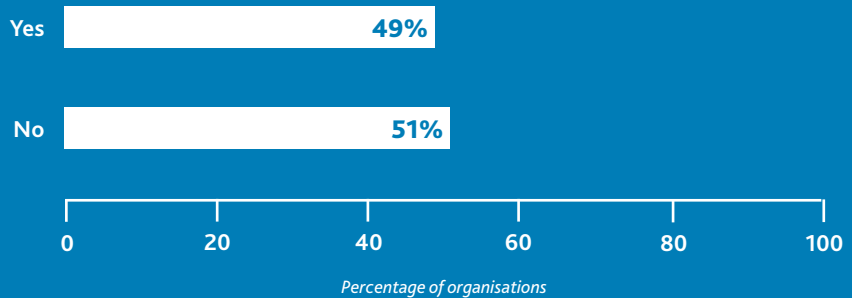
Compulsory work experience

Half of employers stated that their vacation work was a compulsory part of the bursary programme (see *Chart 2.28*).

Most mining, oil and energy companies made vacation employment compulsory as part of the bursary programme. All of the accounting and professional services firms who took part in this year's survey confirmed that any vacation work that was provided was not compulsory for their bursars, even though most of them do provide opportunities should their students want to be involved. While many law firms and engineering organisations have a compulsory element to their vacation work, this is not an industry-wide policy.

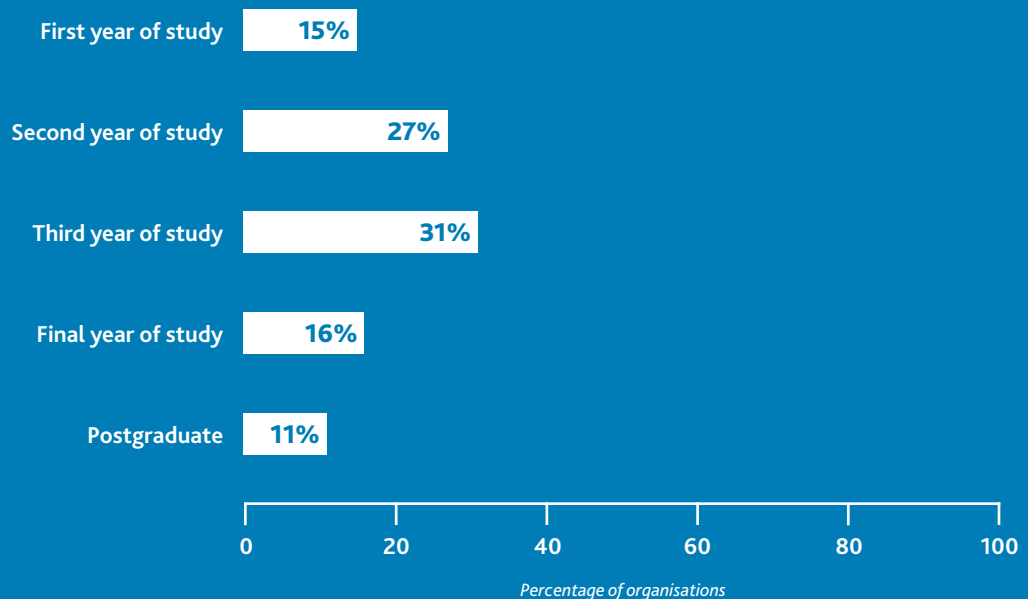
For nearly a third of employers, vacation employment was compulsory in the third year of study (see *Chart 2.29*). It was also likely to be a requirement for many in their second year at university. Several employers in this year's survey had compulsory vacation employment in multiple years, meaning that their cohort of students would have the opportunity to sample a wide array of activities and continue to develop a deeper understanding of the industry.

Chart 2.28 Vacation employment compulsory for certain years of study



Source - High Fliers Research

Chart 2.29 Years of study that vacation employment is compulsory



Source - High Fliers Research

Sourcing methods

Three-quarters of organisations who participated in *The SAGEA Bursary & Scholarships Insights 2017* confirmed that in order to apply for the programme, candidates needed to have an academic average of 65 per cent or above (see *Chart 2.30*). Seven per cent of employers allowed those who were only passing to apply for their scheme.

Most employers in this year’s survey used a variety of sourcing methods to attract bursars to their programme (see *Tables 2.31 - 2.33*). The most successful promotions were typically employers’ own websites, social media and communications on campus. Those seeking to promote opportunities at high school felt internal communication on the school campus was very effective as were school visits and employee referral programmes.

Relatively few employers used publications to help source students and very few advertised via commercial job boards to promote their bursary programmes.

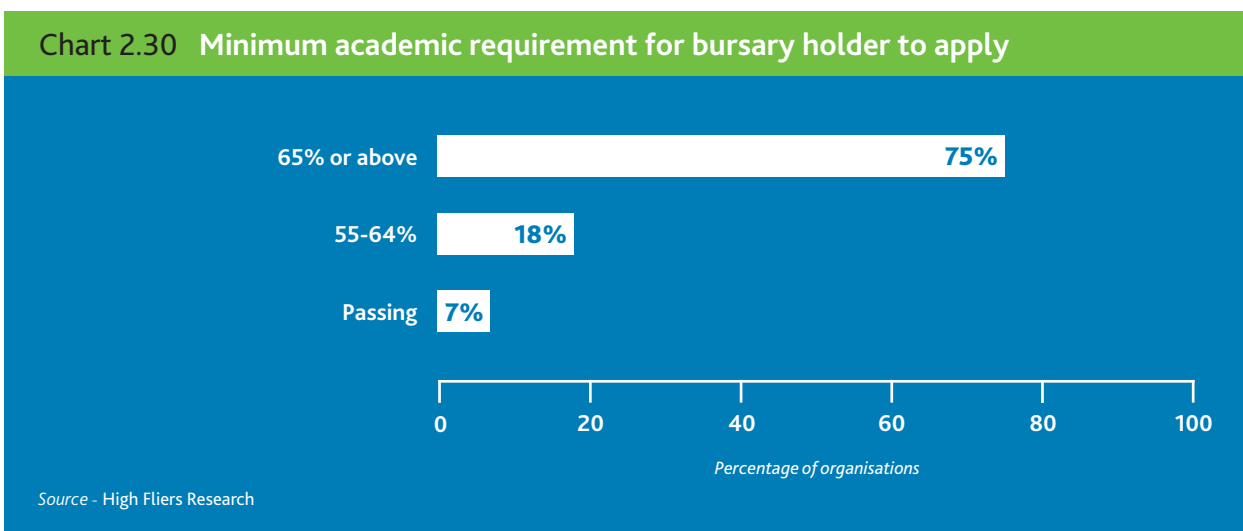


Table 2.31 Effectiveness for attracting high school bursary or scholarship applicants

	Very effective %	Quite effective %	Not very effective %	Not at all effective %	Did not use %
Company website	24	25	12	0	39
Competitions	2	5	7	2	84
Employee referral programme	25	22	2	6	45
Free merchandise	4	25	9	2	60
Internal communications on school campus	31	20	4	0	45
Newspaper adverts	11	7	9	0	73
Publications	5	5	0	0	90
Regional careers fairs	17	25	9	0	49
Schools careers fairs	17	20	9	0	54
School visits	35	15	6	2	42
Social media	25	17	4	0	54
Teacher referrals	21	19	10	0	50

Source - High Fliers Research

Table 2.32 Effectiveness for attracting undergraduate bursary or scholarship applicants

	Very effective %	Quite effective %	Not very effective %	Not at all effective %	Did not use %
Advertising on campus	15	36	5	5	38
Brand ambassadors	13	21	5	3	39
Business games	3	3	3	3	88
Campus presentations	18	21	8	0	54
Careers services job boards or portals	18	31	5	5	41
Commercial job boards	3	3	5	3	86
Company website	44	15	8	3	28
Competitions	3	5	5	0	87
Employer show cases	16	11	5	0	68
Employee referral programme	15	21	10	0	54
Free merchandise	8	15	10	8	59
Lecturer referrals	16	24	5	3	53
Publications	14	14	0	5	68
Social media	33	21	8	0	38
University career fairs	19	16	5	3	57

Source - High Fliers Research

Table 2.33 Effectiveness for attracting postgraduate bursary or scholarship applicants

	Very effective %	Quite effective %	Not very effective %	Not at all effective %	Did not use %
Advertising on campus	11	17	3	9	60
Brand ambassadors	8	8	3	3	78
Business games	3	3	0	9	86
Campus presentations	14	11	3	6	67
Careers services job boards or portals	11	25	3	6	56
Commercial job boards	3	0	0	9	88
Company website	25	17	3	6	50
Competitions	0	3	3	3	91
Employer show cases	15	3	3	3	76
Employee referral programme	19	19	0	3	58
Existing bursary holders continue to postgraduate level	17	3	3	7	69
Free merchandise	3	8	8	6	75
Lecturer referrals	19	14	3	3	61
Publications	0	5	9	5	82
Social media	18	15	3	3	62
University career fairs	16	19	3	9	53

Source - High Fliers Research

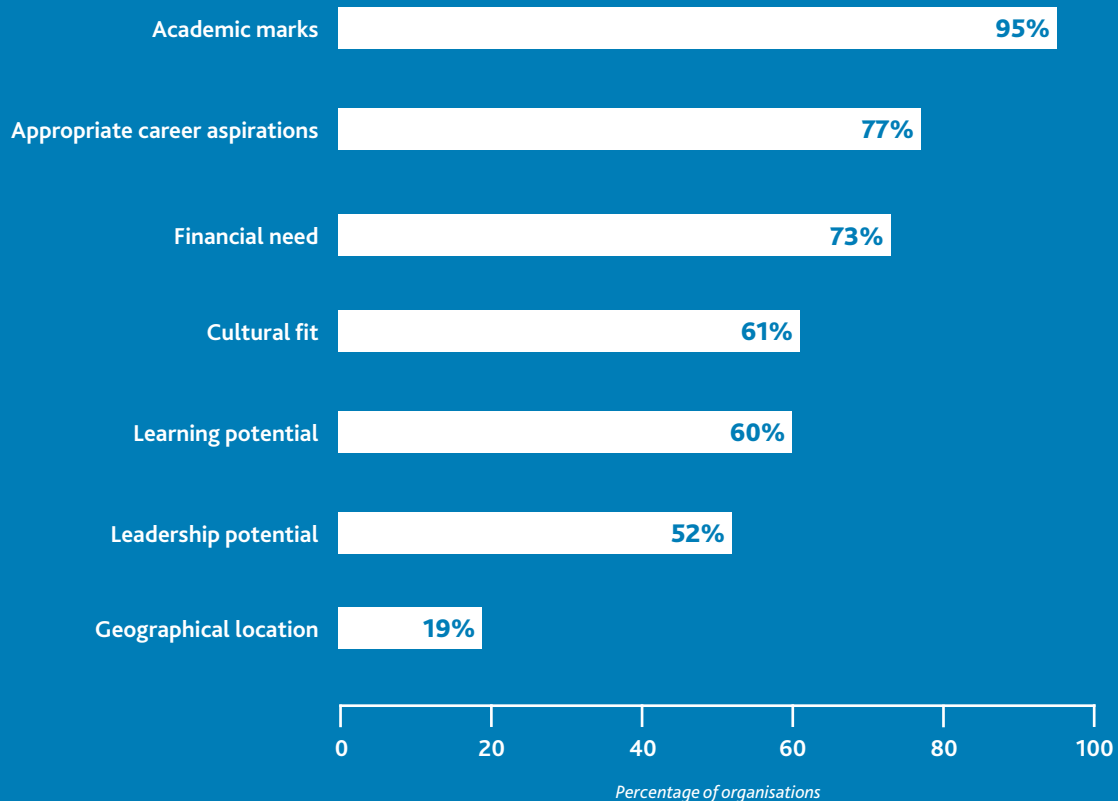
Selection and assessment

Employers who provide bursary programmes do so for a variety of reasons, ranging from philanthropy to securing a future talent pipeline (see *Chart 2.2* on page 8). As a result, there was a wide variety of differing criteria used to establish who was eligible to apply to a bursary programme and the types of selection and assessment techniques that were used to determine who received an offer. This year’s questionnaire asked each participant to record the selection criteria and methods for assessing each candidate.

The vast majority of employers used academic marks to help determine who could apply for their bursary programme (see *Chart 2.34*). Three-quarters were concerned that each applicant had the appropriate career aspirations, while similar numbers of survey participants assessed the financial need of potential bursars. Three-fifths looked at the cultural fit between the applicant and the organisation, and similar numbers were concerned with learning potential. Half considered leadership potential.

Two-thirds of employers in this year’s survey used panel interviews as part of their selection and assessment (see *Chart 2.35*). Most utilised behavioural or competency-based interviews. While just under a fifth used strengths-based interviewing, this is up from five per cent which was recorded in *The SAGRA Bursary Survey 2014*. More employers were concerned with assessing verbal reasoning compared to mathematical ability, while nearly half conducted a personality questionnaire. Half of employers confirmed they conducted reference checks as part of their assessment. Less than a third of employers in this year’s research had any form of emotional intelligence assessment within their selection process.

Chart 2.34 Criteria used for selecting potential bursary/scholarship holders



Source - High Fliers Research

Comparatively few employers ran full assessment centres as part of their bursary screening. However, if they were to run this type of final stage, they would most likely include group exercises, presentations, case studies and written exercises.

Each survey participant was asked to confirm which assessment tools, if any, were used during the selection process (see *Chart 2.36*). Very few organisations were able to submit a response to this question, however it appears for those recruiters who make use of these systems, SHL, OPQ and LP Cat were the most popular.

Table 2.35 Screening and assessment methods used

	Organisations that use method %		Organisations that use method %
<i>ABILITIES AND APTITUDES</i>		<i>INTERVIEWS</i>	
Verbal	58	Panel interviews	68
Numeric	48	Behavioural / competency based	57
Abstract	37	Telephone interviews	37
Job-specific	27	Strengths-based Interviews	18
		Digital interviews	7
<i>COGNITIVE/CONCEPTUAL ABILITIES</i>		<i>ASSESSMENT CENTRE</i>	
Problem solving Potential	44	Group exercises	15
Learning Potential	42	Presentations	15
<i>PERSONALITY</i>		Case Studies	13
Personality questionnaire	45	Written exercises	13
<i>EMOTIONAL INTELLIGENCE</i>		Skills based assessment	11
EQ	29	Simulation exercises	5
<i>REFERENCE CHECKS</i>		Role plays	5
Reference checks	50	Strengths based assessment	3

Source - High Fliers Research

Table 2.36 Screening and assessment tools used

	Organisations that use tool %		Organisations that use tool %
<i>ABILITIES AND APTITUDES</i>		<i>PROBLEM-SOLVING POTENTIAL</i>	
SHL	23	CPP	7
Psytech	7	CPA/IRIS	5
TTS	5	CNT	3
Swift	2	<i>PERSONALITY/BEHAVIOURS</i>	
<i>LEARNING POTENTIAL</i>		OPQ	13
LP Cat	10	MBTI	7
Apil	8	WAVE	3
Ravens	5	PPA	3
<i>INTEGRITY</i>		<i>EMOTIONAL INTELLIGENCE</i>	
IP	5	Eqi	7
Giotto	2		

Source - High Fliers Research

Relationship building and support

The SAGEA Bursary & Scholarships Insights 2017 asked each participating organisation to state how they maintain relationships with their bursars and what additional support is provided over and above financial assistance.

Just under three-quarters of employers in this year’s survey had regular contact with their bursars via telephone, SMS and email correspondence (see Chart 2.37). Just under half invited them to company social events, and similar numbers used their bursars as brand ambassadors on campus. Only a fifth provided training events and fewer used newsletters. A quarter of employers used social media groups to help build relationships, however it is possible that other social networks have been formed independently from the formal channels.

It is not uncommon for bursars to struggle once they reach university – more than three-fifths of organisations felt one of the main reasons was the adjustment needed going from a school to a university environment (see Chart 2.38). Half suggested that poor time management was not helping, while two-fifths believe their bursars started with poor study skills. More than a third of employers believe some of their bursars struggle due to financial stress or because the family home is not conducive to study.

Two-fifths of organisations in this year’s survey have a dedicated bursary liaison person in their team (see Chart 2.39). More than half also confirmed they provided a mentor for each bursar as additional support. Around a quarter had study skills support or extra tutoring for bursars, while a fifth specifically provided psychological support or professional counselling. A few employers had particular work readiness programmes they provided to their bursars.

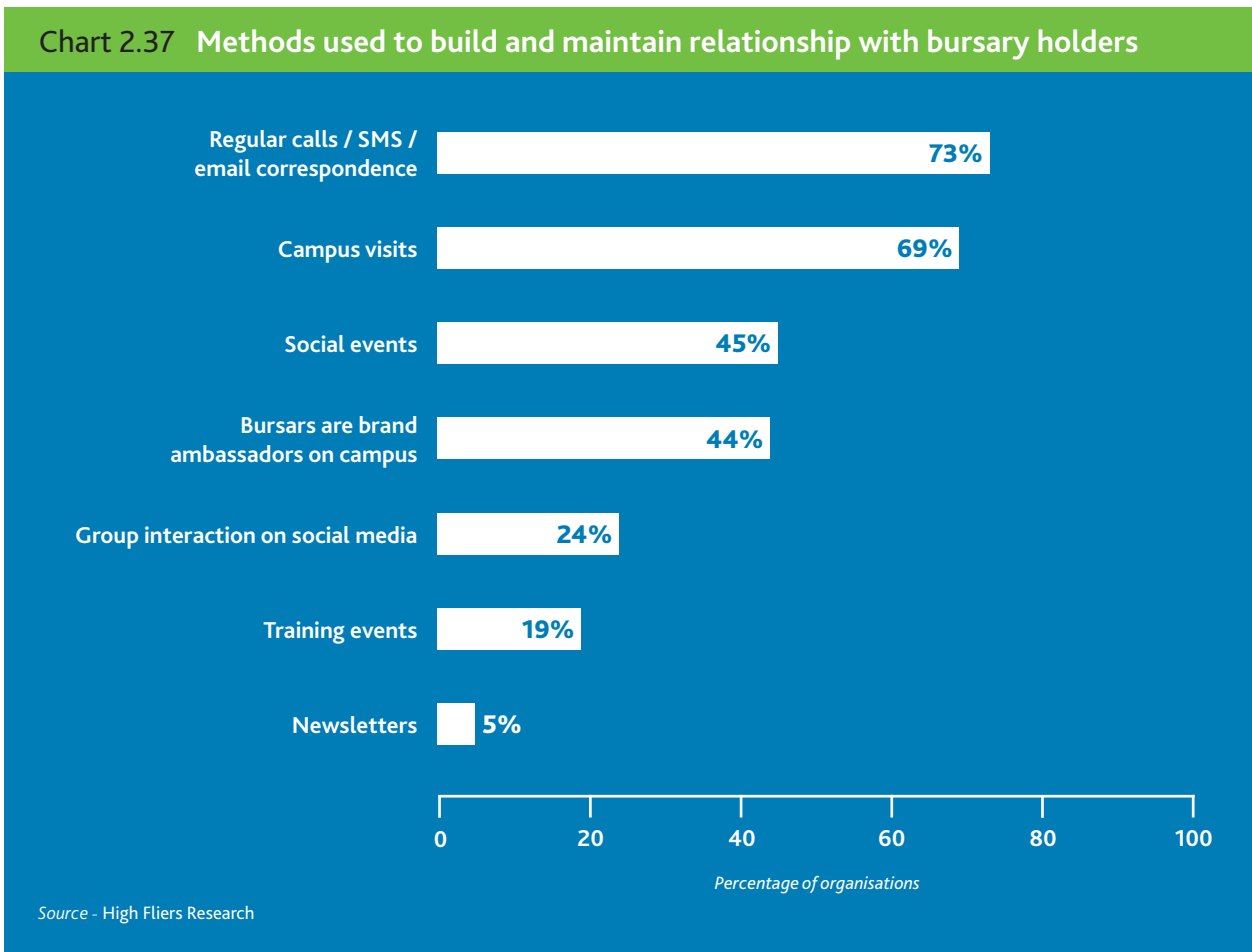
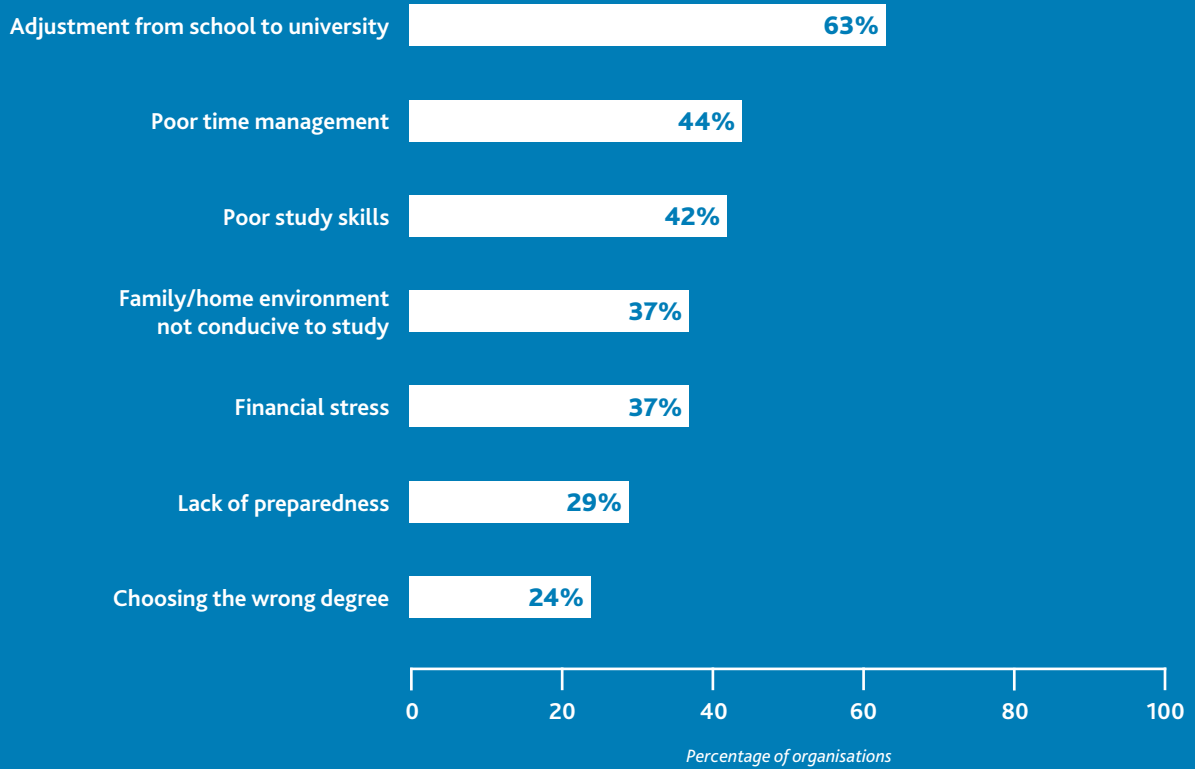
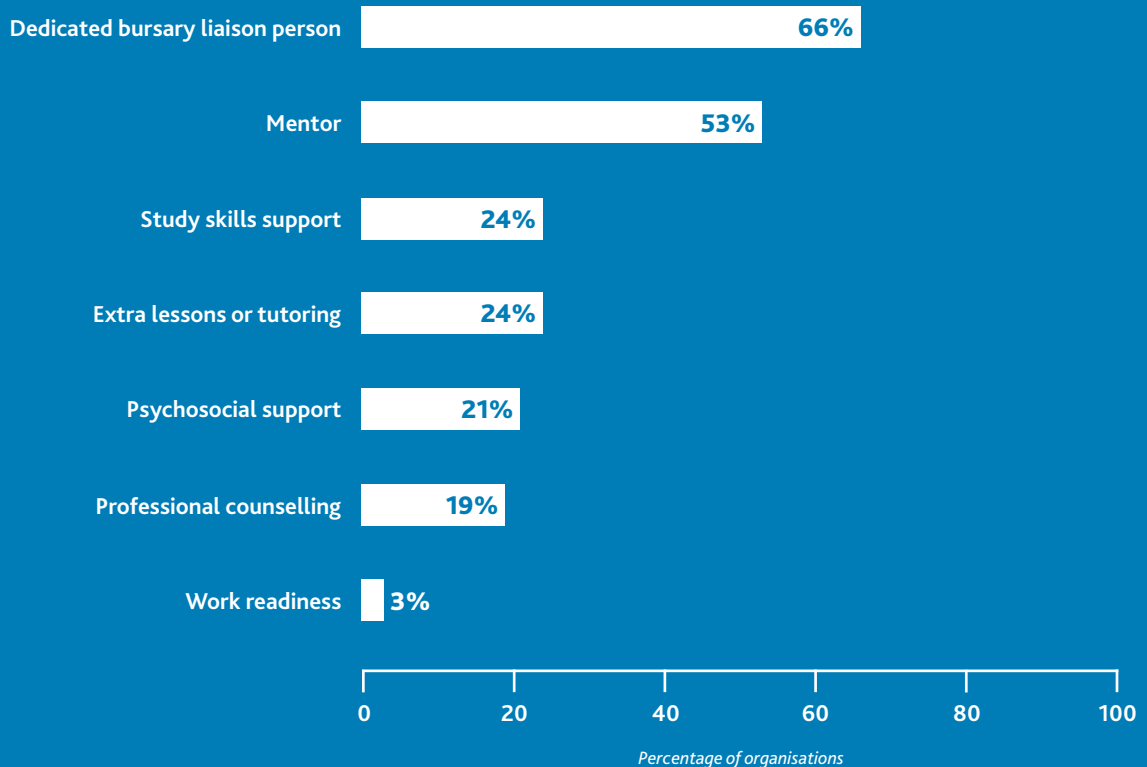


Chart 2.38 Common reasons why bursary holders struggle at university



Source - High Fliers Research

Chart 2.39 Additional support provided for bursary/scholarship holders



Source - High Fliers Research

Developing bursars

Nearly half of employers in this year’s survey confirmed that they provided a mentor for their bursars (see *Chart 2.40*). However, most mentors are not monitored by the organisation. Two-fifths of survey participants have a buddy programme for their bursars or scholars and most of these are monitored by the employer.

Two-thirds offered their bursars work experience initiatives, while 42 per cent gave their bursars an induction into the organisation whilst they were still at university (see *Chart 2.41*). Only a fifth offered in-house seminars or workshops.

The skill that most employers felt was likely to be lacking amongst the bursars that came to work for them was business acumen (see *Table 2.43*). More than two-fifths said the same regarding self awareness and interpersonal skills. A third felt their candidates should have better leadership and networking skills, while similar numbers suggested they needed to be more proactive or work on their written communication skills. At least a quarter of employers were unhappy with their bursars’ oral communication and problem solving skills.

Nearly three-quarters of employees in this year’s survey were pleased with their bursars’ willingness to learn, while three-fifths were happy with the levels of commitment displayed by their bursars and scholars (see *Table 2.43*). Nearly half felt that teamwork skills were being consistently displayed by their bursars and scholars, while a third were impressed with their flexibility. While more than a quarter of employers felt that their bursars lacked written and oral communication skills, a similar proportion confirmed they are consistently displayed amongst their cohorts. However, the apparent lack, or presence, of these skills does not appear to be related to a specific industry or business area.

Chart 2.40 Mentor and buddy programmes

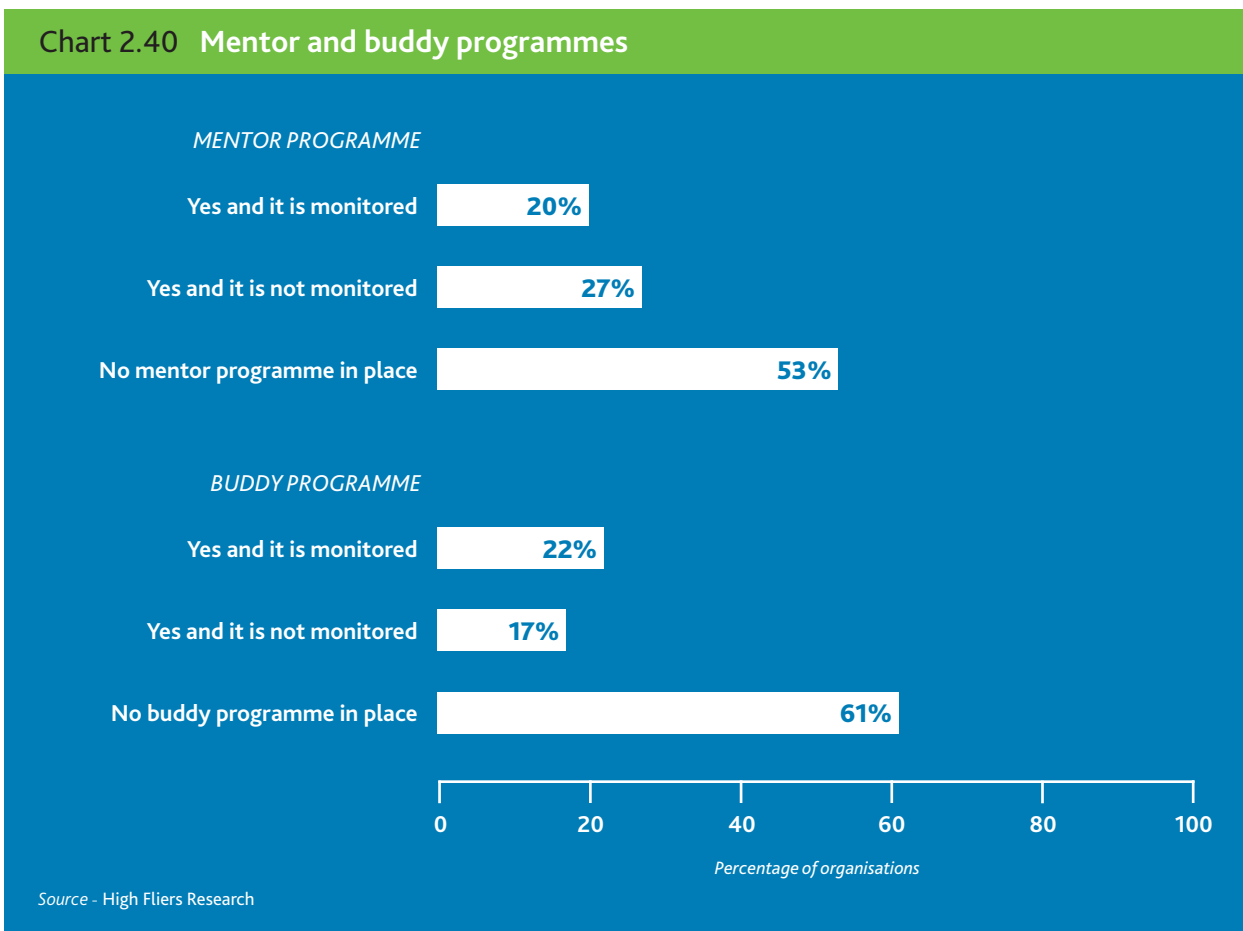
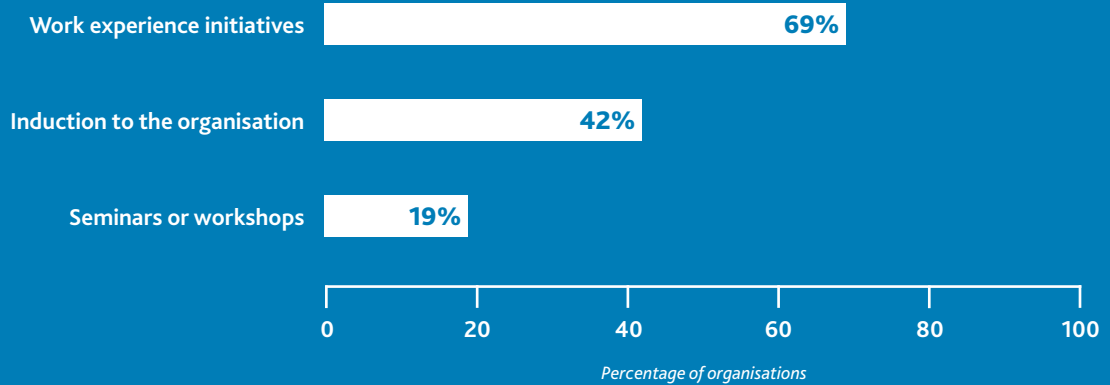
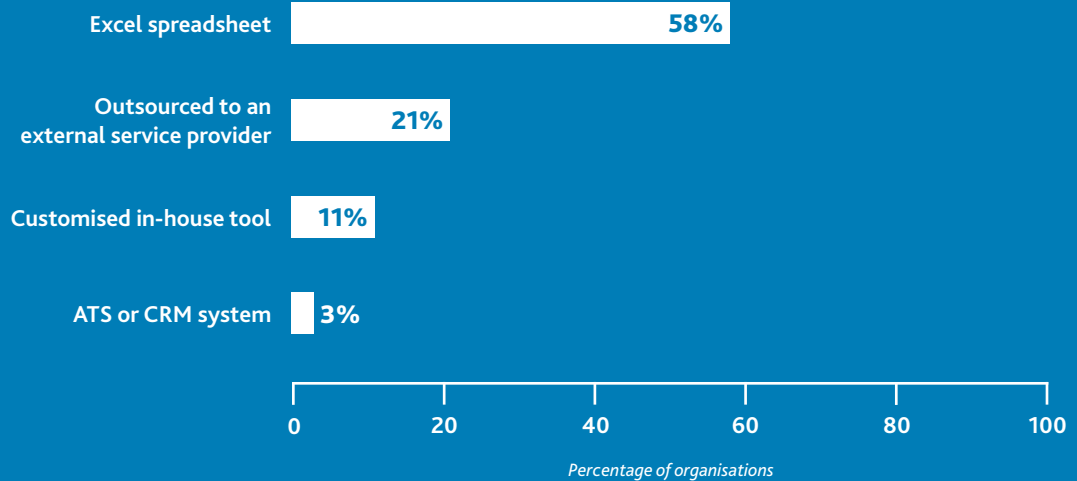


Chart 2.41 Means used to develop bursary/scholarship holders whilst at university



Source - High Fliers Research

Chart 2.42 Tools used to help manage relationships and support bursary holders



Source - High Fliers Research

Table 2.43 Skills consistently lacking and displayed in bursars joining organisations

	<i>Skill lacking</i> %	<i>Skill displayed</i> %		<i>Skill lacking</i> %	<i>Skill displayed</i> %
Business acumen	65	7	Planning action	15	3
Commitment	13	60	Proactivity	30	16
Customer orientation	15	11	Problem solving	27	29
Flexibility	5	34	Self awareness	44	19
Interpersonal skills	42	18	Self promotion	18	10
IT / computer literacy	13	31	Team working	8	48
Leadership	34	16	Oral communication	27	29
Networking	34	23	Written communication	29	31
Numeracy	2	31	Willingness to learn	5	73

Source - High Fliers Research

Bursary contracts

It is interesting to note that while 75 per cent of employers stated that students had to be achieving at least 65 per cent at university to be able to apply for a bursary (see *Chart 2.30* on page 22), less than half said they had to be maintaining this level once they had joined the bursary programme (see *Chart 2.44*). Once successfully through the selection process, two-fifths of employers confirmed that bursars only needed to be passing to be able to remain on the programme.

Should a bursary contract need to be terminated, two-fifths of employers will suspend any funding of the student for a year and then terminate if they fail again (see *Chart 2.45*). A quarter will terminate straight away and arrange a pay-back plan, while a fifth terminate and write off the investment. One in six employers confirmed they had not had to terminate a bursary contract. Should a student be terminated from their bursary contract, four-fifths of employers confirmed they had a pay-back or work back clause which had to be honoured (see *Chart 2.46*). Typically, a pay-back clause is proportional to the amount of time the student had been with their employer. While nearly a third of employers have not tried to recover monies from terminated contracts, most who do confirmed that they do not tend to have much success (see *Chart 2.47*).

Most employers felt that the best relationships with universities stemmed from helpful careers services and programmes which were aligned to their business needs (see *Chart 2.48*).

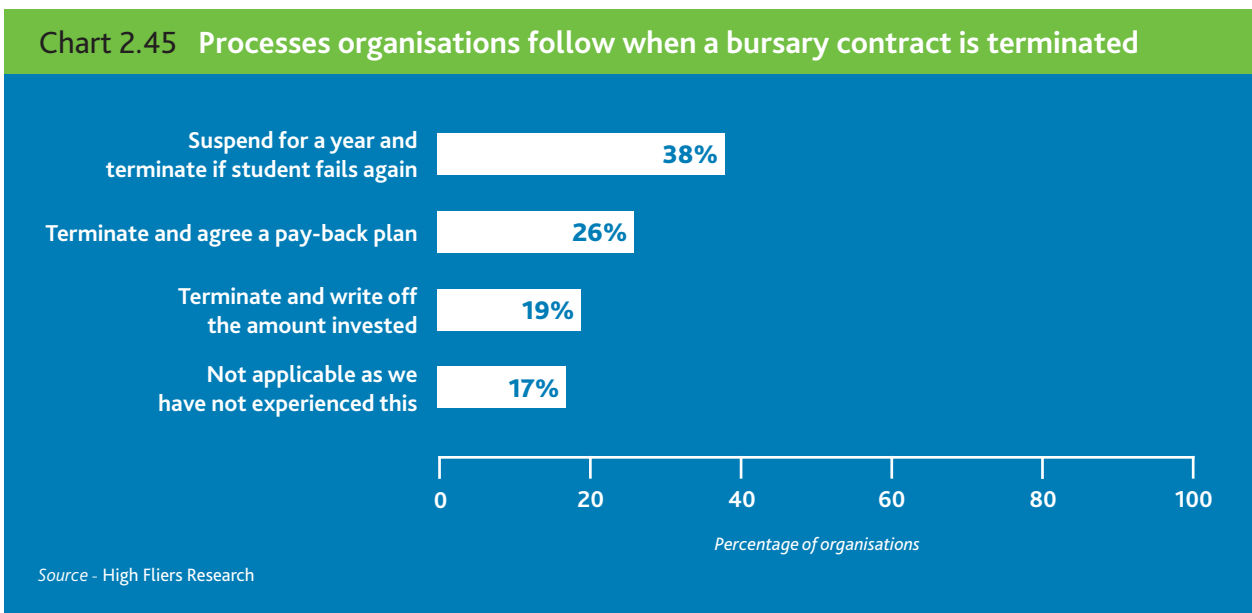
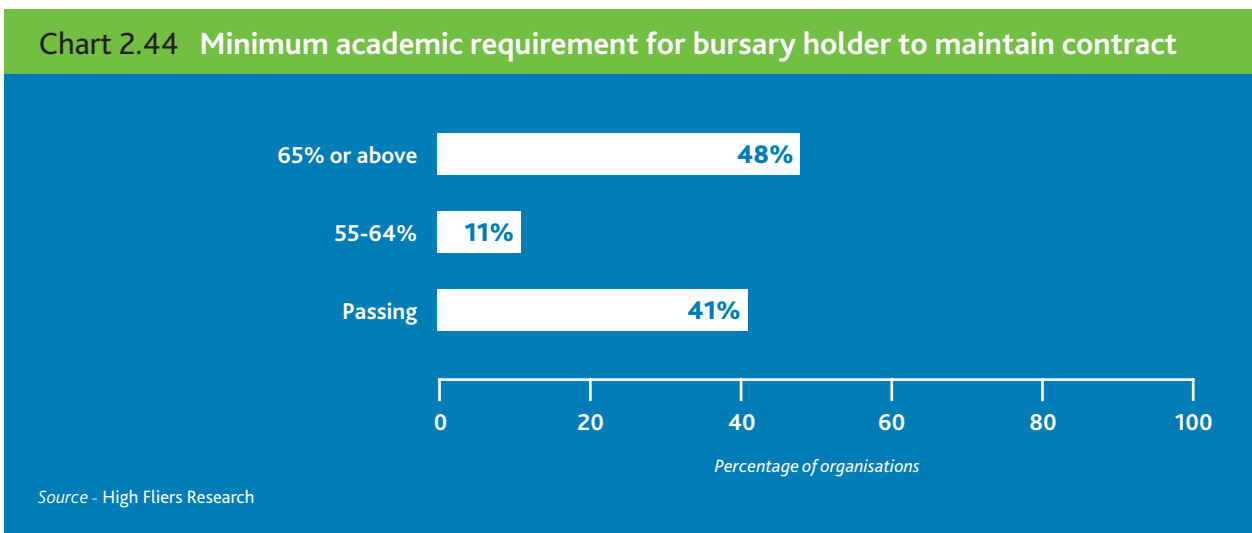
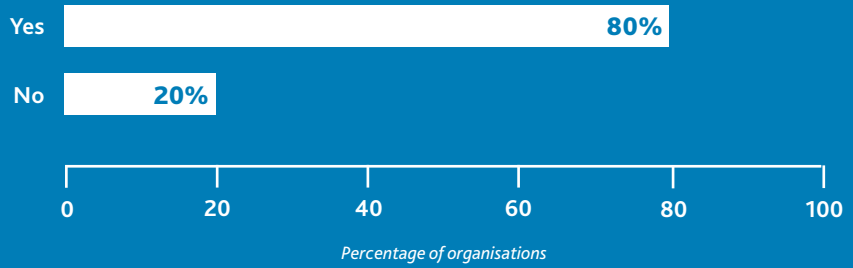
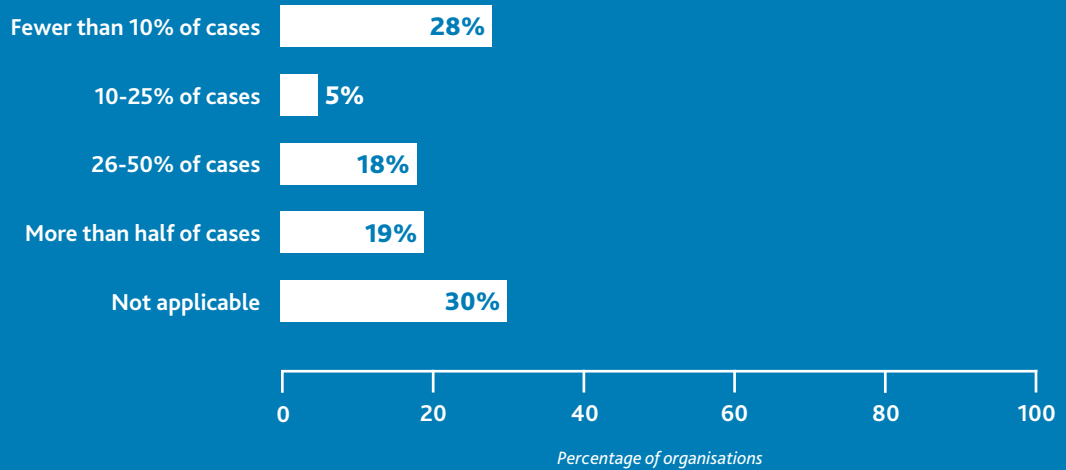


Chart 2.46 Pay-back clause included in bursary contracts



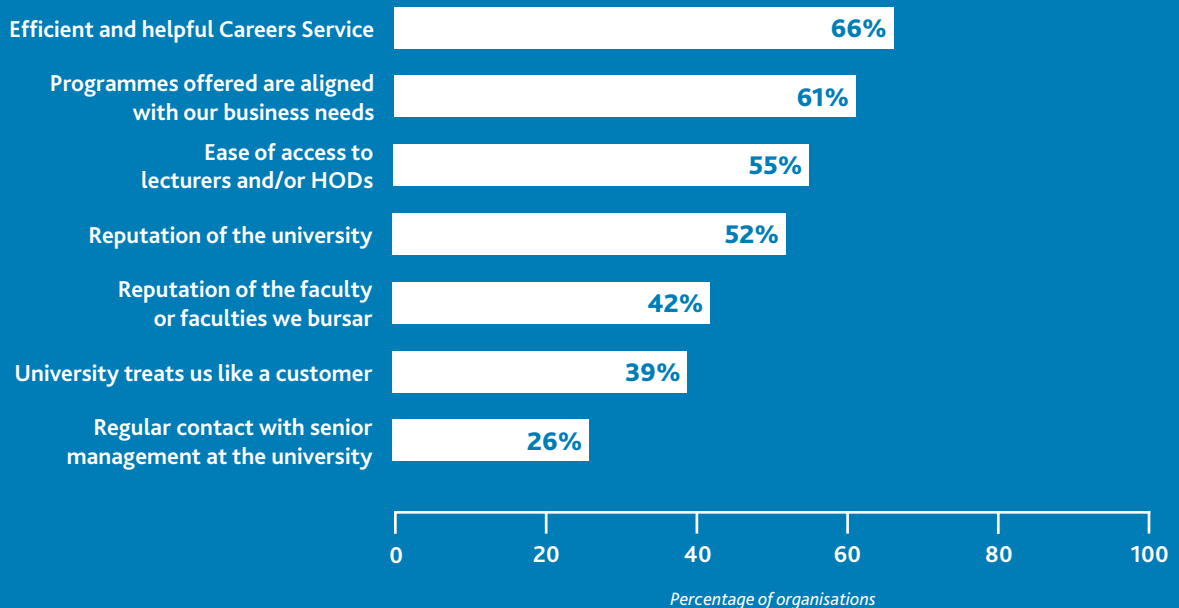
Source - High Fliers Research

Chart 2.47 How often monies have been recovered from terminated contracts



Source - High Fliers Research

Chart 2.48 Factors that contribute most towards effective relationship with unis



Source - High Fliers Research

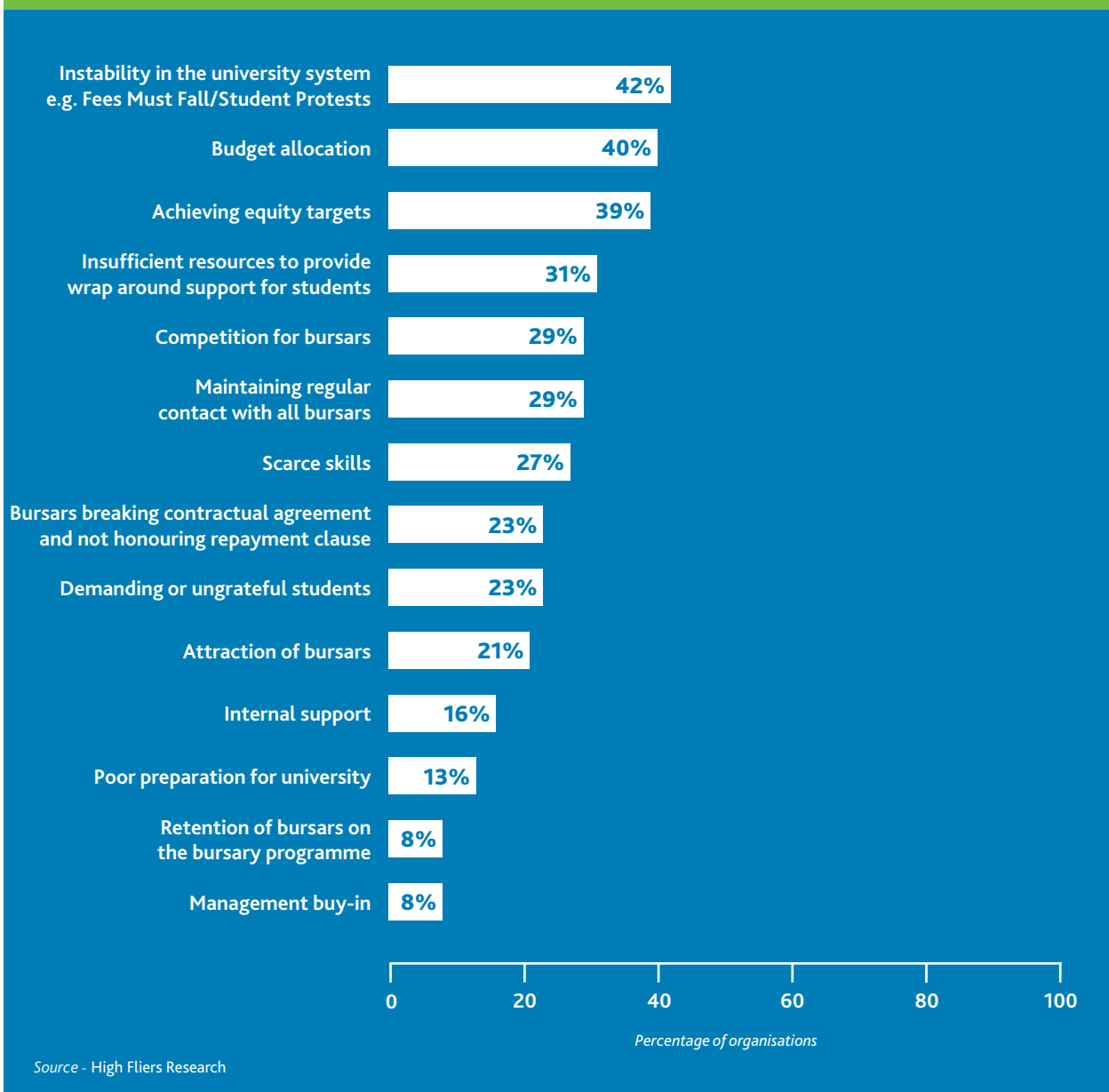
University relationships and challenges

Most employers in this year’s survey felt they had a particularly good relationship with the University of Cape Town, the University of Johannesburg, North-West University and the University of Pretoria – more than two-fifths said that these institutions offered them the best bursary and scholar relationships (see *Chart 2.50*). Other popular universities included the University of Witwatersrand and Stellenbosch University. Employers felt that these institutions offered high-calibre bursary students and plenty of opportunities to engage with them.

Universities which were not mentioned as often tended to have fewer employers who were sponsoring their students.

With regards to bursary and scholarship offerings, employers were facing a number of different challenges. More than two-fifths felt the instability in the university system was a particular concern, and similar numbers were struggling with budget allocation (see *Chart 2.49*). Achieving equity targets was a challenge for many, while nearly a third felt they had insufficient resources to

Chart 2.49 Top challenges with bursary/scholarship initiatives



provide wrap-around support for students. Some 29 per cent of employers felt the competition for good quality bursars was very high and similar numbers said they struggled to maintain regular contact with all their bursars.

Just under a quarter of employers were having difficulties with their bursars – stating that they were ungrateful or breaking their contracts. While a fifth had challenges with attracting bursars to their programme, relatively few had issues with internal support or management buy-in. Eight per cent said that they had retention issues associated with their bursary programme.

Table 2.50 Effectiveness of bursary/scholarship relationships with universities

	<i>Excellent</i> %	<i>Good</i> %	<i>Average</i> %	<i>Poor</i> %	<i>No relationship</i> %
Cape Peninsula University of Technology	8	18	8	0	66
Central University of Technology	3	17	0	0	80
CIDA	0	0	3	3	94
Durban University of Technology	5	18	10	0	67
Mangosuthu University of Technology	0	3	11	3	83
Monash University	3	8	6	3	80
Nelson Mandela University	23	26	5	5	41
North-West University	42	28	0	0	30
Pearson Institute / CTI Education Group	5	3	3	0	89
Rhodes University	23	23	5	5	44
Sefuka Makgotho Health Science University	3	0	5	0	92
Sol Plaatje University	6	0	3	0	91
Tshwane University of Technology	14	27	5	0	54
TSIBA	0	5	3	0	92
University of Cape Town	54	26	2	0	18
University of Fort Hare	5	11	5	3	76
University of Johannesburg	43	33	4	0	20
University of KwaZulu-Natal	26	26	12	3	33
University of Limpopo	13	10	3	3	71
University of Mpumalanga	0	3	6	0	91
University of Pretoria	41	33	4	0	22
University of South Africa	3	8	14	5	70
Stellenbosch University	36	38	4	2	20
University of the Free State	14	32	5	0	49
University of the Western Cape	17	29	10	2	42
University of the Witwatersrand	37	33	10	2	18
University of Venda	6	6	6	0	82
University of Zululand	9	3	3	3	82
Vaal University of Technology	5	15	13	3	64
Varsity College	6	8	0	3	83
Vega School of Brand Leadership	8	0	3	0	89
Walter Sisulu University for Technology & Science	5	0	5	0	90

Source - High Fliers Research

Appendix

Analysis by Industry

Chart A1 Number of bursary and/or scholarship holders (%)

INDUSTRY OR BUSINESS AREA	5 or fewer	6-10	11-20	21-50	51-100	More than 100
Accountancy or professional services	0	13	13	13	0	61
Banking	14	14	-	29	29	14
Engineering or industrial	-	25	25	50	-	-
FMCG	25	50	-	-	-	25
Foundation Philanthropy or Trust	-	-	-	17	-	83
Insurance	25	-	-	-	25	50
Investment bank or fund manager	25	-	50	-	-	25
IT and Telecoms	-	25	50	-	-	25
Law	50	17	17	17	-	-
Mining, oil & energy	11	-	34	11	22	22

Chart A2 Main reasons for offering bursaries or scholarships (%)

INDUSTRY OR BUSINESS AREA	Build talent pipeline	Philanthropic	Build equity pipeline	Meet scarce skills objective
Accountancy or professional services	88	25	75	50
Banking	100	43	57	71
Engineering or industrial	100	25	100	75
FMCG	100	50	50	50
Foundation Philanthropy or Trust	17	100	33	17
Insurance	100	25	50	75
Investment bank or fund manager	100	25	50	75
IT and Telecoms	100	25	50	50
Law	57	71	86	14
Mining, oil & energy	100	22	56	78

Chart A3 When bursaries or scholarships are offered to undergraduates (%)

INDUSTRY OR BUSINESS AREA	School level	1st year	2nd year	3rd year	Final year	Not offered
Accountancy or professional services	13	88	50	50	50	-
Banking	14	86	71	71	71	-
Engineering or industrial	-	50	75	50	25	-
FMCG	-	100	50	25	25	-
Foundation Philanthropy or Trust	17	67	33	17	17	-
Insurance	-	75	100	75	75	-
Investment bank or fund manager	25	50	25	25	25	50
IT and Telecoms	-	50	50	-	-	25
Law	-	14	43	71	29	-
Mining, oil & energy	-	78	78	67	44	-

Chart A4 How bursaries are differentiated (%)

INDUSTRY OR BUSINESS AREA	Not altered by race			Not altered by gender		
	Only offer to equity candidates	More for black candidates	Not altered by race	Only offer to female candidates	More for female candidates	Not altered by gender
Accountancy or professional services	13	62	25	-	-	100
Banking	57	29	-	-	-	100
Engineering or industrial	25	50	25	-	25	75
FMCG	50	75	25	0	50	50
Foundation Philanthropy or Trust	17	-	87	-	-	100
Insurance	25	50	25	-	-	100
Investment bank or fund manager	75	-	25	-	25	75
IT and Telecoms	25	50	25	25	-	75
Law	57	29	29	-	14	86
Mining, oil & energy	33	22	56	0	22	78

Chart A5 Criteria for selecting candidates (%)

INDUSTRY OR BUSINESS AREA	Academic marks	Career aspirations	Cultural fit	Financial need	Leadership potential	Learning potential
	Accountancy or professional services	100	100	63	100	63
Banking	100	71	71	71	43	57
Engineering or industrial	100	50	75	75	50	25
FMCG	75	25	25	25	25	25
Foundation Philanthropy or Trust	100	67	50	83	67	17
Insurance	100	100	50	75	50	100
Investment bank or fund manager	100	50	75	100	50	100
IT and Telecoms	100	75	-	50	25	25
Law	100	86	71	71	29	43
Mining, oil & energy	100	89	67	89	89	100

Chart A6 Minimum academic requirements (%)

INDUSTRY OR BUSINESS AREA	TO APPLY			TO STAY		
	65% or above	55%-64%	Passing	65% or above	55%-64%	Passing
Accountancy or professional services	75	25	-	24	38	38
Banking	86	14	-	71	-	29
Engineering or industrial	75	-	25	50	-	50
FMCG	25	50	25	50	-	50
Foundation Philanthropy or Trust	50	33	17	-	-	100
Insurance	100	-	-	75	25	-
Investment bank or fund manager	75	25	-	33	67	-
IT and Telecoms	75	25	-	50	-	50
Law	100	-	-	72	14	14
Mining, oil & energy	56	33	11	22	-	78

Chart A7 Tools used to manage and support bursary holders (%)

INDUSTRY OR BUSINESS AREA	Outsourced provider	Customised in-house tool	ATS or CRM system	Excel spreadsheet
Accountancy or professional services	-	20	20	80
Banking	60	20	-	40
Engineering or industrial	25	-	-	75
FMCG	33	33	-	67
Foundation Philanthropy or Trust	20	60	20	40
Insurance	-	33	-	100
Investment bank or fund manager	50	-	-	75
IT and Telecoms	50	-	-	50
Law	-	17	-	83
Mining, oil & energy	50	25	13	63

Chart A8 Measurement recorded by organisation (%)

INDUSTRY OR BUSINESS AREA	Overall pass rate	Pass rate per year of study	Pass rate per major subject	Drop out rate	Retention after work back
Accountancy or professional services	63	100	63	63	13
Banking	57	86	-	29	57
Engineering or industrial	75	75	-	25	75
FMCG	100	25	-	25	50
Foundation Philanthropy or Trust	100	50	50	83	-
Insurance	50	100	50	25	25
Investment bank or fund manager	50	75	75	25	50
IT and Telecoms	50	100	25	25	75
Law	-	71	29	-	14
Mining, oil & energy	78	67	33	67	44

Chart A9 Overall pass rate by cohort (%)

INDUSTRY OR BUSINESS AREA	Up to 60%	61%-70%	71%-80%	81%-90%	91%-100%
Accountancy or professional services	25	-	25	38	12
Banking	-	17	17	-	66
Engineering or industrial	-	25	25	25	25
FMCG	50	25	25	-	-
Foundation Philanthropy or Trust	17	17	-	50	17
Insurance	-	50	-	50	-
Investment bank or fund manager	-	25	-	25	50
IT and Telecoms	33	-	-	-	67
Law	-	43	-	-	57
Mining, oil & energy	11	-	23	33	33

Chart A10 Building and maintaining relationships (%)

INDUSTRY OR BUSINESS AREA	Bursars are brand ambassadors	Campus visits	Social media	Regular calls	Social events	Training events
Accountancy or professional services	63	88	13	63	75	25
Banking	43	71	14	100	29	29
Engineering or industrial	50	25	-	100	25	-
FMCG	-	50	50	75	-	25
Foundation Philanthropy or Trust	33	67	67	83	33	83
Insurance	25	75	75	75	25	-
Investment bank or fund manager	25	75	25	75	50	-
IT and Telecoms	-	75	50	50	50	25
Law	57	43	-	100	71	14
Mining, oil & energy	67	89	33	67	33	33

Chart A11 Additional support provided (%)

INDUSTRY OR BUSINESS AREA	Bursary liaison person	Mentor	Buddy	Tutoring	Study skills support	Psychosocial support
Accountancy or professional services	63	63	25	38	25	13
Banking	86	29	14	43	29	43
Engineering or industrial	75	75	25	-	-	-
FMCG	50	25	25	50	25	50
Foundation Philanthropy or Trust	83	67	50	50	50	67
Insurance	50	75	25	25	25	-
Investment bank or fund manager	100	75	25	50	50	25
IT and Telecoms	75	25	25	25	-	-
Law	14	57	43	-	14	-
Mining, oil & energy	78	44	22	33	56	44

Chart A12 Graduating bursars from 2017 due to start in 2018 (%)

INDUSTRY OR BUSINESS AREA	100%	75%-99%	50%-74%	25%-49%	1-24%	None
Accountancy or professional services	25	13	25	13	0	25
Banking	33	0	17	33	17	0
Engineering or industrial	25	25	50	-	-	-
FMCG	-	-	50	-	50	-
Foundation Philanthropy or Trust	-	17	-	17	-	66
Insurance	-	25	-	25	25	25
Investment bank or fund manager	100	-	-	-	-	-
IT and Telecoms	25	25	-	-	-	50
Law	29	-	14	14	-	43
Mining, oil & energy	22	33	-	33	-	11