

Collegiate Employment Research Institute

Moving Up or Moving Out of the Company? Factors that Influence the Firing of New College Hires

By Phil Gardner

In the early 1990's faculty at Johnson and Wales University performed a quick study on the behaviors or shortcomings that were likely to get a new college hire fired. Their top five reasons which included failure to take the initiative, failure to follow instructions, being late to work or with assignments, poor communication abilities, and ineffectiveness in a team, were widely cited and are frequently still used in talks to students. During the past decade the world of work has certainly changed.

Our question was whether the original five reasons for firing a recent college hire still rang true.

The table to the right lists the top ten reasons employers gave for having to discipline a new college hire. Also provided is the frequency each behavior led to disciplinary action.

Reasons for discipline	Occurrence: Fairly Often (%)
Lack of work ethic/commitment	52
Unethical behavior	46
Failure to follow instructions	41
Ineffective in teams	41
Failure to take initiative	26
Missing assignments/deadlines	33
Unable to communicate effectively -- verbally	32
Inappropriate use of technology	34
Being late for work	28
Unable to communicate effectively -- writing	28

why we focus on following instructions in this course

why we focus on meeting deadlines in this course