The job market for hiring college graduates is the best it’s been for more than four years. A strengthening economy — even with slow activity in the housing markets and increasing costs for energy (e.g., the significant jump in gasoline prices this summer) — employers report they expect to hire 17% more new college grads than last year or the year before (according to a survey by the National Association of Colleges and Employers – NACE). And, in the accounting profession in particular, not only are hiring plans strong, but demand for the knowledge and skills of new graduates with accounting degrees is making efforts to recruit and hire the best candidates result in some very stiff competition.

One firm that has been in the thick of that competition year-after-year is KPMG LLP; the U.S. member firm of KPMG International — one of the “Big Four” accounting firms. According to the firm, today’s college graduates are not simply looking for a job; rather, they are seeking a career that includes a variety of opportunities and experiences. KPMG has been hard at work devising ways to provide the means to reach those career aspirations. Over the past few years, the firm has taken a very proactive approach in the development of a formal mentoring program, a career-planning program called “Employee Career Architecture” and several challenging global development opportunities connected to the firm’s internship programs and professional training events.

“Our goal is to be the best Big Four accounting firm,” says Manny Fernandez, KPMG’s national managing partner of campus recruiting. “Our Campus Recruiting team does a tremendous job and we have been very successful attracting excellent college graduates to join our firm,” Fernandez says. “But, more important — from our perspective as a firm — is helping our people continue to grow and develop professionally and personally, and we’re putting a lot of effort into making that happen,” he says.

The firm’s efforts certainly seem to be gaining notice: In September 2006, BusinessWeek magazine named KPMG one of the top 50 places to launch a career. And, just a few months later, in January 2007, KPMG was named one of the Fortune 100 Best Companies to Work For and, in February 2007, the firm was ranked in the #7 spot among Training Magazine’s Top 125 Training Organizations.

A Mentoring Culture

While KPMG puts a lot of power in the hands of individuals in terms of planning a career path, most successful professionals are more than willing to recognize the help and support provided by mentors. “The importance of mentoring to one’s career cannot be overstated,” says Fernandez.

More than 8,000 employees at every level — and in every functional department of the firm — are involved in formal mentoring relationships. Mentors and “mentees” find one another through a Web-based registration site that allows individuals to provide some description of their professional background and experience as well as goals and aspirations for their career.

KPMG prides itself on its mentoring culture, with thousands of partners and employees benefiting from the mentoring experience every day. “We believe both having — and being — a mentor are key to individuals’ immediate and long-term career development and advancement,”
Employee Career Architecture

While “building a great career” begins with a solid foundation, KPMG takes a very long view in terms of offering a variety of professional experiences and opportunities to take on various roles and challenges depending on the individual’s ultimate career goals.

In early 2007, KPMG created and launched a comprehensive, Web-based career-development environment. “It’s not a ‘program’ or a one-time goal-setting application,” says Blane Ruschak, KPMG’s national director of campus recruiting. “Employee Career Architecture recognizes that high-performers – a good description of nearly all of KPMG’s population – are constantly looking ahead to the next challenge and demanding to know what it will take to move to the next level of their careers,” Ruschak says.

Employee Career Architecture – “ECA,” as it is known inside the firm – is a resource-rich environment featuring descriptions of the types of skills, experiences and capabilities needed to take on any particular role. And, a related “Build Your Career Path” tool delivers an interactive mapping capability that allows a user – at any stage of his or her career – to explore both traditional and non-traditional “next steps” on their own career path. “The ‘Build Your Career Path’ tool puts a lot of information – and decision-making power – in the hands of individual employees,” says Fernandez, “it ties in those expected skills and capabilities with future roles so the user can know exactly what formal training or experiences to aim for to

Employee Career Architecture - KPMG At A Glance

KPMG is a global network of independent professional services firms providing Audit, Tax and Advisory services to a global client base. The independent member firms of the KPMG network are affiliated with KPMG International, a Swiss cooperative. KPMG firms operate in some 750 offices in 148 countries and employ more than 113,000 people. In FY 2006, the all member firms combined achieved nearly $17 Billion in revenues.

In the U.S., KPMG LLP employs more than 20,000 people in more than 90 offices. In FY 2006, the U.S. firm earned $4.8 Billion in revenues.

Audit
KPMG’s Audit professionals help build and maintain the credibility of independent reporting for the capital markets they serve by delivering quality, rigorous audits of companies’ financial statements.
KPMG is raising the bar on audit quality, combining a rigorous audit methodology with robust audit technology, enabling the firm’s professionals to deliver consistent, high-quality audits. KPMG’s audit methodology is built around an automated tool called Vector. Vector’s advanced technology applications include, among other things, electronic work papers and peer-to-peer computing.
To further enhance the Financial Statement Audit, KPMG’s auditors integrate such technical knowledge and skill sets as tax, forensics, information risk management, and valuation. Using this multidisciplinary approach and working with senior industry-focused professionals, they can help companies develop sustainable process improvements beyond compliance.

Tax
KPMG’s Tax professionals leverage the firm’s “Big Four platform” and the firms in the global network to bring the highest-quality tax technical knowledge, an understanding of industry trends, analytical skills, and professional insights to help clients address the tax consequences of their business decisions.

KPMG’s Tax professionals assist clients in a number of areas, including:

- Economic and Valuation Services
- Federal Tax Services
- International Corporate Services
- International Executive Services (IES)
- Mergers and Acquisitions
- State and Local Tax (SALT) Services

Advisory
KPMG’s Advisory services professionals help a wide range of organizations achieve their business objectives and mitigate risk, working to help achieve:

- Early identification and assessment of risk and control issues that affect business performance
- Informed, effective responses to existing and proposed regulatory requirements, including geographic and industry-specific issues
- Strengthened governance, reporting, and internal controls to build stakeholder trust
- Improved efficiency and effectiveness of key business processes

The marketplace has long recognized KPMG’s depth of knowledge in areas of internal control, regulatory compliance, technology, treasury, stakeholder reporting, and process improvement. With this reputation, we are positioned to deliver relevant and effective business insights and services. Our Advisory services include:

- CFO Advisory (CFOA) Services
- Financial Risk Management (FRM)
- Information Technology Advisory Services
- Internal Audit, Regulatory and Compliance Services (IARCS)
- KPMG ForensicSM
- Operations Risk Management (ORM)
- Sarbanes-Oxley Assistance Services
- Transaction Services

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be in the best position to reach for that next opportunity.”

**Internships**

KPMG’s internships are an excellent way to get a big jump on a career in audit, tax, or advisory services. Internships provide individual attention and substantive experience in a dynamic and professional environment. Through daily interaction with senior professionals, interns gain knowledge about a particular aspect of accounting, and have the chance to make contacts in that field and form relationships they can use later on in their careers.

KPMG works with some of the world’s largest and most complex clients across our Audit, Tax, and Advisory businesses. The opportunity to see and experience multiple industries and practices is one of the greatest advantages to working in a Big Four environment. International opportunities exist for professionals through KPMG International’s network of member firms, including internship and training opportunities early in one’s career.

**International Internship Exchange Program**

As part of their continuing efforts to advance the firm’s global connectivity and recognition in the marketplace as a member of a global network of firms, KPMG has developed an International Internship Exchange Program (IIEP) between the U.S. and as many as eleven other countries. The primary vehicle to support the intern exchange program is the “Global Accounts” client network. These Global Accounts are typically some of the world’s largest companies and—because their offices, manufacturing facilities, and operations are all over the world—they are usually served by a number of KPMG network member firms internationally. As part of the International Internship Exchange Program, interns work with the lead Global Account engagement team.

In July 2007, 25 KPMG summer interns traveled outside of the U.S. – to cities like London, Munich, Shanghai and Sao Paolo – to work on KPMG’s Global Accounts. In addition to KPMG’s traditional week of “national intern training” in Orlando, FL, participants in the “IIEP” also received further guidance in their host country covering
not only the technical requirements of working in a business environment with potentially different accounting principles, but also covering cultural behaviors and etiquette in preparation for working with their new engagement teams and clients.

**Building a Career**

The global economy is changing in far-reaching ways all the time, and KPMG is helping businesses around the world respond. In today’s business environment, there are few clients who do not have an international reach; from subsidiaries and businesses abroad, to sourcing materials or resources for products or services, to selling end products or services, business reaches farther than ever before. With the financial strength of global revenues totaling nearly $17 billion, and a global workforce numbering over 113,000 people, the KPMG network of member firms already enjoys a far-reaching presence throughout the world. In many large countries outside of the U.S., KPMG ranks first or second in providing professional services in those markets. “Continuing success in this arena requires that our people are well-prepared to work in the global business environment,” says Fernandez.

“From the moment you launch your career at KPMG LLP, the U.S. member firm, you can be exposed to opportunities for international training, experiences and assignments that are professionally rewarding and enable our people to build business acumen while building marketable skills,” adds Ruschak.

This fall, 100 of KPMG’s new associates – starting right out of college – will travel to Madrid, Spain, where they will be joined by another 200 of their European counterparts for training in the firm’s Audit Fundamentals. “Building networks is one of the components of our ‘Build Your Career’ philosophy,” Ruschak explains. “And, because of the global nature of the firm’s business, we encourage our people to get to know their peers in other KPMG affiliated firms – especially those who may be working on the same client in another country.”

KPMG’s Global Services Centre is a great example of individual collaboration – on a global scale. Located in northeast New Jersey, the Centre serves as KPMG’s audit and advisory methodology “think tank.” The more than 75 professionals working in the Centre – over half from KPMG affiliated firms outside of the U.S. – promote the firm’s commitment to global consistency in the delivery of high quality services to clients. Nearly all of the professionals are “on rotation” from their regular jobs or “engagements.” These professional rotations can last anywhere from three months to three years.

At any point in time, KPMG has more than 1,000 professionals on assignments outside their home countries. The firm looks for individuals with the desire to think and act globally. And this adds up to outstanding opportunities to build a career. “Our aim is to develop our people, enriching their life experiences and professional development, while at the same time delivering value to our clients and communities,” Fernandez says.