

2017 ERC/NOCHE Intern & Recent Graduate Pay Rates & Practices Survey

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Table of Contents

About ERC & NOCHE	3
Overview & Key Findings	4
Employment Practices	6
Benefits of Interns & Recent Graduates	84
Intern Pay Rates	86
Recent Graduate Pay	97
Respondent Demographics	99
Participating Organizations	100

About ERC

ERC is Northeast Ohio's largest organization dedicated to HR and workplace programs, practices, training and consulting. ERC membership provides employers access to an incredible amount of information, expertise, and cost savings that supports the attraction, retention, and development of great employees. We also host the nationally recognized NorthCoast 99 program and sponsor the ERC Health insurance program. For more information about ERC, please visit www.yourERC.com.



About NOCHE

NOCHE (www.noche.org) serves as the backbone organization to engage higher education, business, industry, community leaders and others in a strategic collective that improves educational outcomes for all northeast Ohio citizens, focuses on degrees that have value in the marketplace, and fuels innovation and regional socioeconomic growth. NOCHE's signature regional internship program, NEO Talent Exchange (www.noche.org/NEOTalentExchange), connects students, employers and internship opportunities in collaboration with the region's colleges and universities.



Our Collaboration

Recognizing that interns and new graduates are critical to developing a pipeline of talent for Northeast Ohio, ERC and NOCHE have once again collaborated on a survey to gather information from Northeast Ohio employers about their intern and recent graduate employment practices. The findings of this survey will provide Northeast Ohio employers and other regional stakeholders with important information and best practices to help better develop, attract, and retain new talent to stimulate long-term growth and success for our region.

Overview

ERC and NOCHE collaborated to gather information from Northeast Ohio employers about their internship and recent graduate employment and pay practices. Local organizations were invited to complete the survey between February 14 and March 24, 2017. The survey, published in May of 2017, reports data from 103 organizations regarding their internship practices and pay rates. Internship practices data is reported by organizational size and industry. Internship pay rate data is reported for 10 positions and broken out by non-manufacturing and manufacturing industries (other breakouts are not reported due to insufficient data). Recent graduate starting salaries are reported for 11 types of college degrees. Please note that some data contained in this report may not equal 100% due to rounding of decimals and the ability to select multiple response options.

Key Findings

- Two-thirds (66%) of employers surveyed have a structured/formal internship program, with non-manufacturing organizations, being the most likely to have a formal program (81%) compared to other industries.
 - Among those organizations who do not have a structured/formal internship program, challenges with staff resources is the most commonly cited reason for why they do not have a program (57%).
- About half (52%) of all surveyed employers do not plan on making any changes to the size of their internship program in 2017. Only 6% of the sample intends to reduce or eliminate the size of their program. Most commonly, organizations hire between 1 and 3 interns each year (40%).
- Sixty-two percent of employers have hired or plan on hiring new college graduates this year. Seventy-two percent of the new college graduates hired in the past 12 months have been from Northeast Ohio based colleges/universities.
- Non-traditional students (25 years of age or older) have been hired as interns at 39% of organizations, while international students have been hired at 29% of organizations. High school students are employed in some capacity by 37% of organizations.
- There are a variety of reasons why employers hire interns. When asked to think of their primary reasons, the top three reasons have remained consistent year over year: #1 to develop a local talent pipeline (71%), #2 to assist with special project work (58%), and #3 to increase exposure at local colleges and universities (50%).
- Although interns typically do not receive the traditional benefits that a full employee would except in special circumstances (i.e. health insurance) employers do pay for or allow intern(s) to attend their organization's social events (32%) and/or networking (25%) events as a benefit.

2017 ERC/NOCHE Intern & Recent Graduate Pay Rates & Practices Survey

- Posting jobs on college/university career center websites (65%) is the most common way of recruiting interns.
- When it comes to recruiting new college graduates, 60% of all surveyed employers create job postings on college/university career center websites.
- Business and Engineering are the two areas of study most important to employers when recruiting interns (56% and 39% of all organizations, respectively).
- Over half of all organizations use the following criteria when hiring interns: academic major (68%), professionalism (68%), interpersonal and communication skills (64%), work ethic (64%), academic year (55%), and career goals (51%). Similarly, the most commonly used criteria to hire new college graduates include academic major (65%), professionalism (64%), work ethic (64%), and interpersonal/communication skills (62%). Also high on the list for new graduates, (but not as relevant to interns) are work experience (62%) and Prior internship/co-op experience (59%).
- Of those employers giving performance evaluations to interns, 70% assess an intern's ability and willingness to learn and develop, 68% assess an intern's attitude, and 68% assess their productivity/efficiency on the job.
- Across all three industries and all five organizational sizes, hourly wage is the most common pay structure used for interns, with 82% of all organizations paying their interns on an hourly basis.
- Organizations hire interns from 4-year colleges/universities much more commonly than 2-year colleges and for-profit colleges.
- Eighty-three percent of all organizations hire new college graduates for entry-level positions, while 19% hire them for mid-level/non-supervisory positions.
 - On average, 41% of organizations' entry-level positions come from new graduates.
 - Of those new college graduates hired in 2016 and so far in 2017, 46% had interned previously with their employer.
 - Only 16% of all surveyed employers offer management in training programs to new graduates.
- To continue engaging interns after the conclusion of the internship, 60% of participating employers keep in contact with them via direct communications, such as social media, LinkedIn, etc.
- At well over 80% of organizations, employers subsequently made offers of full-time employment to former interns.
 - If they did not offer employment to any or some of their interns it was most likely due to a lack of open positions, at 41% of all organizations. In only 17% of cases, a job offer was not made following the internship due to poor performance.

Employment Practices

Organizations with structured/formal internship programs

Figure 1 | All breakouts

	Percent
All Organizations	66%
Industry	
Manufacturing	55%
Non-Manufacturing	81%
Non-Profit	53%
Organizational Size	
1-50	47%
51-200	68%
201-500	67%
Over 500	67%

Reasons organizations do not have structured/formal internship programs

Figure 1a | All breakouts

All Organizations	
Staff resource challenges	57%
Time commitment	34%
Financial resource challenges	31%
Other	14%
Don't see the value	6%
Prior unsuccessful program	6%

Figure 1b | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Financial resource challenges	40%	33%	33%
Staff resource challenges	47%	83%	56%
Time commitment	33%	33%	44%
Don't see the value	7%	0%	11%
Prior unsuccessful program	7%	0%	0%
Other	20%	17%	0%

Figure 1c | Organizational size

	1-50	51-200	201-500	Over 500
Financial resource challenges	38%	42%	29%	33%
Staff resource challenges	63%	50%	57%	67%
Time commitment	25%	25%	43%	100%
Don't see the value	0%	0%	29%	0%
Prior unsuccessful program	13%	0%	0%	0%
Other	0%	25%	14%	0%

Other reasons organizations do not have structured/internship programs:

- New company, have not had time to start the program yet.
- Never thought we should have one
- Not enough positions
- In process- program has not been formalized
- Too young of a firm, currently exploring the possibility to have one next summer.

Organizations planning to make modifications to internship programs in 2017

Figure 2 | All organizations

All Organizations	
Maintain number of interns	52%
Increase number of interns	28%
Have not hired interns	14%
Reduce number of interns	5%
Eliminate all interns	1%

Figure 2a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Increase number of interns	24%	26%	47%
Maintain number of interns	58%	61%	26%
Reduce number of interns	0%	6%	5%
Eliminate all interns	0%	0%	0%
Have not hired interns	18%	6%	21%

Figure 2b | Organizational size

	1-50	51-200	201-500	Over 500
Increase number of interns	20%	39%	19%	33%
Maintain number of interns	33%	47%	67%	67%
Reduce number of interns	13%	0%	5%	0%
Eliminate all interns	0%	0%	0%	0%
Have not hired interns	33%	13%	10%	0%

Organizations in the process of hiring or planning to hire new college graduates in 2017

Figure 3 | All breakouts

	Percent
All Organizations	64%
Industry	
Manufacturing	56%
Non-Manufacturing	74%
Non-Profit	47%
Organizational Size	
1-50	40%
51-200	59%
201-500	76%
Over 500	67%

Average percent of new college graduates hired into your organization in the past 12 months who graduated from colleges/universities in Northeast Ohio

Figure 4 | All breakouts

	Average
All Organizations	72%
Industry	
Manufacturing	68%
Non-Manufacturing	72%
Non-Profit	76%
Organizational Size	
1-50	62%
51-200	77%
201-500	70%
Over 500	66%

Number of interns typically employed by an organization each year

Figure 5 | All organizations

All Organizations	
1 – 3 interns	40%
4 – 6 interns	19%
7 – 10 interns	11%
More than 10 interns	15%
Have not hired interns	16%

Figure 5a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
1 – 3 interns	48%	47%	17%
4 – 6 interns	24%	23%	11%
7 – 10 interns	3%	17%	17%
More than 10 interns	3%	7%	28%
Have not hired interns	21%	7%	28%

Figure 5b | Organizational size

	1-50	51-200	201-500	Over 500
1 – 3 interns	50%	47%	35%	11%
4 – 6 interns	7%	18%	35%	22%
7 – 10 interns	7%	11%	10%	22%
More than 10 interns	0%	8%	5%	44%
Have not hired interns	36%	16%	15%	0%

Time of year during which organizations hire interns

Figure 6 | All organizations

All Organizations	
Summer	77%
Fall semester	58%
Spring Semester	53%
Other	16%

Figure 6a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Summer	79%	68%	84%
Fall semester	58%	35%	58%
Spring Semester	58%	55%	58%
Other	21%	6%	21%

Figure 6b | Organizational size

	1-50	51-200	201-500	Over 500
Summer	73%	76%	76%	78%
Fall semester	33%	50%	52%	67%
Spring Semester	33%	63%	57%	67%
Other	13%	11%	29%	11%

“Other” times of the year organizations hire interns:

- Various/ No specified time
- Throughout the year
- All times
- Throughout the year
- Any time of the year based on need
- As positions are available
- Throughout the year
- January
- Depends on need
- We hire interns based on a business need, so all year round we could be looking to fill internship positions.
- Year round but we host a summer program that pays about 3500 youth
- For special projects
- All year, our internship positions are based on a business need. Whenever there is a business need is when we post internship positions, so we could have a business need for an intern position at any point during the year.
- Paid in summer, non-paid throughout the year
- Varies based on need and college programs
- Vocational Interns as needed for Machining and Welding

Organizations that have hired non-traditional* students as interns

Figure 7 | All breakouts

	Percent
All Organizations	39%
Industry	
Manufacturing	22%
Non-Manufacturing	43%
Non-Profit	61%
Organizational Size	
1-50	21%
51-200	36%
201-500	43%
Over 500	67%

**Note: a non-traditional student is defined as a student age 25 or older*

Organizations that have hired international students

Figure 8 | All breakouts

	Percent
All Organizations	29%
Industry	
Manufacturing	26%
Non-Manufacturing	23%
Non-Profit	42%
Organizational Size	
1-50	29%
51-200	25%
201-500	29%
Over 500	44%

Reasons organizations that have never hired international students have not done so

Figure 9 | All organizations

All Organizations	
Sponsorship issues	42%
Immigration issues	11%
Cultural issues	3%
Language issues	7%
Other	31%

Figure 9a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Sponsorship issues	52%	39%	18%
Immigration issues	13%	4%	9%
Cultural issues	0%	4%	9%
Language issues	0%	13%	9%
Other	17%	43%	45%

Figure 9b | Organizational size

	1-50	51-200	201-500	Over 500
Sponsorship issues	20%	44%	47%	40%
Immigration issues	0%	15%	7%	0%
Cultural issues	0%	7%	0%	0%
Language issues	0%	15%	0%	0%
Other	50%	33%	33%	0%

“Other” reasons organizations have never hired international students as interns:

- None have applied
- None applied
- These candidates have been less qualified
- Financial constraints
- We use employee referrals first and haven't received any international students.
- None have applied
- We have considered international students but they have not met qualifications
- Have not had any apply that were international
- Hasn't come up
- Government Contracts
- None in program to date
- They have not applied
- Haven't had the opportunity based on qualifications and talent
- No interest
- Tries to hire VISTAS
- Just haven't really thought about it
- Just the structure of the internship....but, not opposed to it...
- Haven't had any that met our requirements
- Limited number of internships
- Not evaluated at this time
- The opportunity has never arisen

Organizations that employ high school students in any capacity

Figure 10 | All breakouts

	Percent
All Organizations	37%
Industry	
Manufacturing	39%
Non-Manufacturing	20%
Non-Profit	44%
Organizational Size	
1-50	21%
51-200	32%
201-500	35%
Over 500	56%

Types of positions and/or job duties assigned to high school students

- Work study program
- Assembly on occasion- Part Time summer help
- We have a 3-week program for high school graduates interesting in college engineering programs.
- Summer office help (i.e. scanning and filing).
- Seasonal Employees
- Intern Opportunities
- Clerical support
- Summer help in our service department in our Cleveland office.
- We partner with Trinity High School
- From local vocational schools
- St. Martin de Porres
- Internships

Types of positions and/or job duties assigned to high school students (*continued*)

- Dishwashers, Bussers, Servers, Restaurant Host(ess), Housekeeping room cleaner, Laundry Attendant, Pool attendant, Food Expediter/Runner.
- Production – CNC
- In intern-like positions
- Mentorship/internships. Must be 18
- CEVEC students have class here. They are not employees, but they help out and learn about businesses here. 100% guided by a teacher with help from some partners in the business
- Occasionally an employee's child, age 16 or older, working part time
- Administrative internships
- Seasonal Helpers (simple building maintenance, cleaning, simple assembly, filing, etc.)
- Part-time summer office assistant
- Interns
- In support of a work experience program through St. Martin de Porres High School
- Senior projects
- They must be 17 years of age or older, they must be enrolled in an educational program (associates, bachelor's, master's, trade/technical).
- As long as they are over 18 they can be employed
- Help with assembly-line type projects
- Partnership with St. Martin De Porres High School
- File clerk and scanning
- They must be 17 years of age or older, and it specifically during the summer time.
- Interns
- Special high school internship programs
- Research Interns
- Summer help
- Part time
- Copying, scanning, filing and other miscellaneous duties if able.

Primary reasons organizations use interns

Figure 11 | All organizations

	All Organizations
To develop a local talent pipeline	71%
To assist with special project work	58%
To increase exposure at local colleges and universities	50%
To test potential employees before hiring them	49%
To solicit creative/innovative input	37%
To obtain affordable workforce support	33%
To improve retention of new college graduates in Northeast Ohio	30%
To provide administrative support	28%
To develop supervisory skills of your existing employees	18%
To increase exposure at colleges/universities outside of Northeast Ohio	17%
To develop a talent pipeline from outside of Northeast Ohio	17%
Do not currently hire interns	13%
Other	6%

Figure 11a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
To obtain affordable workforce support	30%	39%	21%
To provide administrative support	27%	26%	37%
To improve retention of new college graduates in Northeast Ohio	18%	39%	32%
To increase exposure at local colleges and universities	48%	55%	37%
To develop a local talent pipeline	67%	84%	47%
To assist with special project work	52%	45%	79%
To test potential employees before hiring them	39%	61%	37%
To solicit creative/innovative input	36%	16%	58%
To develop supervisory skills of your existing employees	9%	23%	21%
To increase exposure at colleges/universities outside of Northeast Ohio	21%	10%	16%
To develop a talent pipeline from outside of Northeast Ohio	12%	3%	32%
Do not currently hire interns	15%	3%	32%
Other	0%	13%	5%

Figure 11b | Organizational size

	1-50	51-200	201-500	Over 500
To obtain affordable workforce support	47%	26%	24%	44%
To provide administrative support	27%	26%	29%	44%
To improve retention of new college graduates in Northeast Ohio	20%	32%	29%	33%
To increase exposure at local colleges and universities	47%	42%	62%	44%
To develop a local talent pipeline	40%	76%	76%	67%
To assist with special project work	53%	55%	52%	67%
To test potential employees before hiring them	40%	45%	52%	56%
To solicit creative/innovative input	33%	32%	38%	33%
To develop supervisory skills of your existing employees	40%	13%	10%	11%
To increase exposure at colleges/universities outside of Northeast Ohio	13%	11%	24%	22%
To develop a talent pipeline from outside of Northeast Ohio	7%	11%	19%	22%
Do not currently hire interns	27%	16%	10%	0%
Other	0%	13%	0%	0%

Other reasons organizations use interns

- To assist in operations during our busy season
- To help during our busiest seasonal work
- To provide students real world experiences which they can apply to their education
- Expose the company & employees to students
- To spark interest in a career in the nonprofit and public sectors
- For student growth through experience

Organizations that provide interns a job description with a set of defined responsibilities

Figure 12 | All breakouts

	Percent
All Organizations	79%
Industry	
Manufacturing	83%
Non-Manufacturing	90%
Non-Profit	72%
Organizational Size	
1-50	92%
51-200	78%
201-500	80%
Over 500	100%

Types of benefits offered to interns

Figure 13 | All organizations

	All Organizations
Pay for or allow intern(s) to attend organization's social events	32%
Rewards and recognition (e.g. gift cards, peer recognition)	29%
On-site perks (i.e. cafeteria, fitness center)	29%
No benefits offered to interns	26%
Pay for or allow intern(s) to attend networking events	25%
Credit towards benefits for time worked if hired after graduation	14%
Other external training opportunities	13%
Paid holidays	12%
Subsidized parking	10%
401(k)/403(b)	8%
Other	6%
Subsidized housing	5%
Performance incentives (e.g. cash bonuses)	4%
Leaves of absence	4%
Tuition reimbursement	3%
Health insurance	3%
Pay for college credit(s)	3%
Paid sick days/time off	2%
Bus pass or gas card	2%

Figure 13a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
401(k)/403(b)	12%	10%	0%
Health insurance	3%	3%	0%
Bus pass or gas card	0%	0%	11%
Credit towards benefits for time worked if hired after graduation	15%	13%	0%
Leaves of absence	9%	3%	0%
On-site perks (i.e. cafeteria, fitness center)	21%	35%	37%
Paid holidays	24%	0%	0%
Paid sick days/time off	3%	0%	0%
Pay for or allow intern(s) to attend networking events	18%	29%	26%
Pay for or allow intern(s) to attend organization's social events	33%	35%	26%
Performance incentives (e.g. cash bonuses)	3%	6%	5%
Rewards and recognition (e.g. gift cards, peer recognition)	30%	42%	16%
Subsidized parking	3%	16%	16%
Subsidized housing	3%	3%	5%
Tuition reimbursement	9%	0%	0%
Other external training opportunities	9%	19%	16%
Pay for college credit(s)	0%	3%	5%
No benefits offered to interns	27%	29%	26%
Other	0%	10%	16%

Figure 13b | Organizational size

	1-50	51-200	201-500	Over 500
401(k)/403(b)	13%	8%	10%	0%
Health insurance	0%	0%	10%	0%
Bus pass or gas card	0%	5%	0%	0%
Credit towards benefits for time worked if hired after graduation	0%	16%	14%	0%
Leaves of absence	0%	5%	0%	22%
On-site perks (i.e. cafeteria, fitness center)	20%	32%	24%	56%
Paid holidays	0%	8%	19%	11%
Paid sick days/time off	0%	3%	0%	0%
Pay for or allow intern(s) to attend networking events	27%	24%	24%	22%
Pay for or allow intern(s) to attend organization's social events	33%	32%	38%	22%
Performance incentives (e.g. cash bonuses)	7%	3%	5%	11%
Rewards and recognition (e.g. gift cards, peer recognition)	40%	26%	33%	33%
Subsidized parking	13%	13%	5%	11%
Subsidized housing	0%	3%	5%	11%
Tuition reimbursement	0%	3%	5%	11%
Other external training opportunities	27%	16%	5%	11%
Pay for college credit(s)	0%	3%	0%	11%
No benefits offered to interns	13%	32%	33%	22%
Other	7%	5%	5%	22%

Other benefits provided to interns

- Book Stipend
- Free parking, other non-traditional benefits enjoyed by regular employees including free meals and soda, parties, social events
- The student receives college credit for completing the required hours
- Attend all internal trainings
- Membership to our organization
- Depending on the amount of hours the intern is working and the length of the intern's assignment, they can be eligible for health care benefits.

Sources used to recruit interns

Figure 14 | All organizations

	All Organizations
Job postings on college/university career center websites	65%
Job postings on college graduate/intern focused job boards or websites	62%
Internships	55%
Building relationships with college/university professors	55%
Building relationships with college/university career centers	54%
Participation in college/university job fairs	54%
Alumni contacts with college/university	51%
Faculty referrals	41%
LinkedIn	41%
Job postings on general or industry-specific job boards/websites	31%
Other referrals (i.e. employees, customers, etc.)	30%
Co-ops	29%
Facebook	25%
Vocational Schools	21%
Twitter	17%
Job postings on OhioMeansJobs or OhioMeansInternships	14%
High Schools	14%
NEOintern/NEO Talent Exchange	7%

Figure 14a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Alumni contacts with college/university	33%	74%	32%
Building relationships with college/university professors	27%	71%	58%
Co-ops	42%	23%	21%
Faculty referrals	21%	42%	37%
Internships	55%	55%	42%
Job postings on college graduate/intern focused job boards or websites	64%	65%	53%
Job postings on college/university career center websites	64%	65%	58%
Job postings on OhioMeansJobs or OhioMeansInternships	15%	6%	16%
Job postings on general or industry-specific job boards/websites	15%	35%	32%
Participation in college/university job fairs	42%	58%	47%
Building relationships with college/university career centers	45%	58%	37%
Facebook	6%	39%	32%
LinkedIn	36%	48%	21%
Twitter	3%	23%	21%
NEOintern/NEO Talent Exchange	6%	0%	5%
High Schools	12%	10%	11%
Vocational Schools	27%	10%	11%
Other referrals (employees, customers, etc.)	9%	55%	21%

Figure 14b | Organizational size

	1-50	51-200	201-500	Over 500
Alumni contacts with college/university	33%	50%	62%	33%
Building relationships with college/university professors	27%	53%	62%	56%
Co-ops	20%	32%	33%	33%
Faculty referrals	27%	37%	33%	22%
Internships	40%	58%	52%	44%
Job postings on college graduate/intern focused job boards or websites	40%	66%	67%	67%
Job postings on college/university career center websites	33%	66%	76%	67%
Job postings on OhioMeansJobs or OhioMeansInternships	0%	11%	14%	33%
Job postings on general or industry-specific job boards/websites	20%	24%	29%	44%
Participation in college/university job fairs	40%	45%	62%	56%
Building relationships with college/university career centers	27%	50%	52%	67%
Facebook	27%	26%	10%	44%
LinkedIn	27%	29%	52%	56%
Twitter	13%	13%	5%	44%
NEOintern/NEO Talent Exchange	0%	5%	5%	0%
High Schools	0%	11%	14%	22%
Vocational Schools	7%	18%	14%	33%
Other referrals (employees, customers, etc.)	20%	34%	24%	33%

Other sources used to recruit interns:

- Firm website
- Our current Interns recruiting their peers
- Word of mouth, flyers, fairs
- VISTAS
- Company website
- Friends and family

Sources used to recruit college graduates

Figure 15 | All organizations

	All Organizations
Job postings on college/university career center websites	60%
Participation in college/university job fairs	54%
Alumni contacts with college/university	51%
Job postings on college graduate/intern focused job boards or websites	51%
LinkedIn	50%
Building relationships with college/university career centers	47%
Internships	46%
Building relationships with college/university professors	44%
Job postings on general or industry-specific job boards/websites	38%
Faculty referrals	31%
Other referrals (employees, customers, etc.)	27%
Vocational Schools	24%
Facebook	23%
Co-ops	21%
Job postings on OhioMeansJobs or OhioMeansInternships	18%
Twitter	17%
High Schools	9%
NEOintern/NEO Talent Exchange	4%

Figure 15a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Alumni contacts with college/university	42%	74%	16%
Building relationships with college/university professors	33%	55%	21%
Co-ops	33%	16%	11%
Faculty referrals	21%	39%	5%
Internships	39%	61%	21%
Job postings on college graduate/intern focused job boards or websites	48%	61%	32%
Job postings on college/university career center websites	58%	77%	26%
Job postings on OhioMeansJobs or OhioMeansInternships	21%	16%	16%
Job postings on general or industry-specific job boards/websites	33%	45%	21%
Participation in college/university job fairs	52%	65%	21%
Building relationships with college/university career centers	33%	61%	21%
Facebook	6%	42%	21%
LinkedIn	45%	65%	21%
Twitter	3%	19%	21%
NEOintern/NEO Talent Exchange	0%	0%	5%
High Schools	6%	6%	5%
Vocational Schools	33%	13%	11%
Other referrals (employees, customers, etc.)	9%	55%	5%

Figure 15b | Organizational size

	1-50	51-200	201-500	Over 500
Alumni contacts with college/university	40%	45%	67%	33%
Building relationships with college/university professors	33%	34%	52%	33%
Co-ops	13%	21%	24%	33%
Faculty referrals	20%	26%	29%	11%
Internships	27%	42%	57%	44%
Job postings on college graduate/intern focused job boards or websites	27%	47%	67%	56%
Job postings on college/university career center websites	40%	55%	81%	44%
Job postings on OhioMeansJobs or OhioMeansInternships	13%	13%	29%	22%
Job postings on general or industry-specific job boards/websites	20%	37%	43%	33%
Participation in college/university job fairs	40%	45%	71%	33%
Building relationships with college/university career centers	27%	42%	48%	44%
Facebook	7%	32%	14%	33%
LinkedIn	33%	45%	62%	44%
Twitter	7%	16%	5%	33%
NEOintern/NEO Talent Exchange	0%	3%	0%	0%
High Schools	0%	8%	10%	0%
Vocational Schools	7%	18%	29%	33%
Other referrals (employees, customers, etc.)	27%	26%	24%	22%

Other sources used to recruit new graduates:

- Firm website
- Word of mouth, flyers
- AmeriCorp
- Company website
- Friends and family

Majors or areas of study most important to employers when recruiting interns

Figure 16 | All organizations

All Organizations	
Business	56%
Engineering	39%
Information Technology/Computer Science	31%
Other	26%
Visual Communications/Design	23%
Liberal Arts/Humanities	11%
Public Affairs/Law	11%
Health/Human Services	11%
Social Sciences	7%
Hospitality/Culinary	5%

Figure 16a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Business	39%	58%	63%
Hospitality/Culinary	0%	3%	21%
Public Affairs/Law	0%	13%	32%
Engineering	73%	13%	21%
Information Technology/Computer Science	15%	39%	42%
Social Sciences	0%	10%	16%
Health/Human Services	0%	16%	21%
Liberal Arts/Humanities	0%	10%	37%
Visual Communications/Design	15%	23%	53%
Other	21%	23%	37%

Figure 16b | Organizational size

	1-50	51-200	201-500	Over 500
Business	53%	42%	62%	67%
Hospitality/Culinary	0%	5%	5%	22%
Public Affairs/Law	13%	13%	5%	22%
Engineering	20%	42%	48%	33%
Information Technology/Computer Science	33%	13%	48%	56%
Social Sciences	7%	5%	5%	22%
Health/Human Services	7%	5%	10%	44%
Liberal Arts/Humanities	7%	13%	14%	11%
Visual Communications/Design	40%	24%	19%	33%
Other	27%	26%	19%	33%

Other majors or areas of study most important to employers when recruiting interns

- PR/Communication/Marketing/Journalism
- Human Resources
- Accounting
- Offer wide array of field-of-study options
- Construction Management
- Special Trades
- Marketing
- Non-Profit
- Economics
- Marketing
- Social media / marketing
- Accounting (audit and tax)
- Diesel Technology
- Library Science, Popular Culture, Education, Arts Administration
- Chemistry
- Accounting, Human Resources, Polymer Science, Material Science
- Science (Environmental, Biology, Chemistry, Geology, Geography, GIS)
- Marketing, PR, Creative Writing

Other majors or areas of study (continued)

- Social Issues and Neighborhood Revitalization
- Skilled trades
- Biology, Environmental Studies, Chemistry, Geology
- Construction Management and Mining Engineering
- Health Science Background
- Communications, Marketing
- Logistics and Supply Chain
- Sales & Marketing
- Information Systems

Criteria used to hire interns

Figure 17 | All organizations

	All Organizations
Major	68%
Professionalism	68%
Interpersonal/communication skills	64%
Work ethic	64%
Academic year	55%
Work experience	51%
Career goals	47%
Coursework	46%
Projects	43%
Involvement in extra-curricular activities	43%
Prior internship/co-op experience	42%
Grade point average (GPA)	38%
Business acumen	38%
Competencies/prior learning	36%
References	35%
Location of college/university	28%
College/university attended	26%
Writing sample	17%
Assessment/testing	17%
Certifications	16%
e-Portfolios (electronic/online portfolio)	13%
Study abroad experience	6%
Other	6%

Figure 17a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Academic year	52%	58%	42%
Assessment/testing	18%	13%	16%
Business acumen	24%	58%	37%
Career goals	33%	55%	63%
Certifications	15%	10%	26%
College/university attended	24%	32%	21%
Coursework	52%	45%	47%
Grade point average (GPA)	42%	42%	16%
Prior internship/co-op experience	45%	35%	42%
Interpersonal/communication skills	55%	74%	68%
Involvement in extra-curricular activities	33%	45%	42%
Location of college/university	24%	29%	26%
Major	67%	71%	74%
Professionalism	64%	68%	74%
Projects	39%	35%	47%
References	36%	39%	37%
Study abroad experience	6%	3%	5%
Work ethic	61%	71%	58%
Work experience	55%	45%	63%
Writing sample	9%	19%	32%
e-Portfolios (electronic/online portfolio)	12%	19%	11%
Competencies/prior learning	30%	35%	53%
Other	0%	10%	11%

Figure 17b | Organizational size

	1-50	51-200	201-500	Over 500
Academic year	33%	63%	43%	56%
Assessment/testing	7%	18%	14%	22%
Business acumen	33%	37%	43%	56%
Career goals	53%	47%	48%	44%
Certifications	7%	8%	29%	33%
College/university attended	20%	29%	24%	33%
Coursework	53%	39%	57%	56%
Grade point average (GPA)	33%	34%	38%	44%
Prior internship/co-op experience	33%	42%	33%	67%
Interpersonal/communication skills	67%	58%	71%	78%
Involvement in extra-curricular activities	33%	39%	33%	67%
Location of college/university	27%	24%	33%	22%
Major	67%	71%	62%	89%
Professionalism	73%	61%	71%	78%
Projects	33%	37%	43%	56%
References	27%	32%	57%	33%
Study abroad experience	0%	5%	10%	0%
Work ethic	60%	61%	76%	56%
Work experience	60%	45%	52%	78%
Writing sample	20%	16%	19%	22%
e-Portfolios (electronic/online portfolio)	27%	11%	19%	0%
Competencies/prior learning	53%	29%	38%	44%
Other	20%	5%	0%	0%

Other criteria used to hire interns

- Professional, conservative appearance for guest contact positions.
- Excellent verbiage.
- Availability to work weekends and holidays.
- Recommendation from university
- Peer to peer interactions among current staff
- Determine would they like the company culture
- Technologies interested in
- Boss is only one hiring anyone or choosing volunteers
- On campus interviews
- Good fit, ability to learn

Criteria used to hire new college graduates

Figure 18 | All organizations

	All Organizations
Major	65%
Professionalism	64%
Work ethic	64%
Work experience	62%
Interpersonal/communication skills	62%
Prior internship/co-op experience	59%
Career goals	50%
References	46%
Projects	45%
Competencies/prior learning	44%
Involvement in extra-curricular activities	43%
Coursework	39%
Grade point average (GPA)	37%
Certifications	36%
College/university attended	31%
Assessment/testing	26%
Business acumen	19%
Writing sample	17%
Location of college/university	17%
e-Portfolios (electronic/online portfolio)	14%
Other	6%
Study abroad experience	3%

Figure 18a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Assessment/testing	18%	32%	21%
Business acumen	39%	61%	42%
Career goals	55%	61%	32%
Certifications	36%	42%	37%
College/university attended	36%	39%	16%
Coursework	58%	35%	21%
Grade point average (GPA)	45%	42%	5%
Prior internship/co-op experience	61%	68%	37%
Interpersonal/communication skills	61%	77%	42%
Involvement in extra-curricular activities	42%	45%	32%
Location of college/university	12%	13%	11%
Major	70%	71%	53%
Professionalism	64%	74%	47%
Projects	55%	32%	42%
References	48%	52%	42%
Study abroad experience	0%	0%	5%
Work ethic	67%	77%	37%
Work experience	70%	71%	42%
Writing sample	12%	26%	16%
e-Portfolios (electronic/online portfolio)	18%	19%	5%
Competencies/prior learning	52%	48%	32%
Other	3%	13%	0%

Figure 18b | Organizational size

	1-50	51-200	201-500	Over 500
Assessment/testing	7%	29%	33%	11%
Business acumen	33%	42%	71%	44%
Career goals	53%	39%	76%	44%
Certifications	20%	34%	52%	56%
College/university attended	20%	29%	48%	33%
Coursework	47%	32%	57%	33%
Grade point average (GPA)	27%	37%	43%	22%
Prior internship/co-op experience	47%	50%	76%	67%
Interpersonal/communication skills	60%	53%	86%	56%
Involvement in extra-curricular activities	33%	42%	43%	44%
Location of college/university	7%	11%	19%	11%
Major	60%	68%	67%	67%
Professionalism	60%	55%	86%	56%
Projects	40%	34%	62%	44%
References	40%	45%	67%	33%
Study abroad experience	0%	3%	0%	0%
Work ethic	67%	55%	86%	44%
Work experience	60%	55%	86%	56%
Writing sample	20%	16%	24%	11%
e-Portfolios (electronic/online portfolio)	20%	13%	24%	0%
Competencies/prior learning	47%	37%	67%	33%
Other	13%	8%	0%	0%

Other criteria used to hire new college graduates

- Technical aptitude (important for all new hires)
- Professional, conservative appearance for guest contact positions.
- Excellent verbiage.
- Availability to work weekends and holidays.
- Mechanical ability and interest
- Peer to peer interactions among current staff
- Determine would they like the company culture
- Technologies interested in
- We host a two-day assessment center
- Good fit, ability to learn

Criteria used to determine new college graduate salaries

Figure 19 | All organizations

All Organizations	
Work experience	29%
Prior internship/co-op experience	23%
Certifications	17%
Major	16%
Work ethic	16%
Competencies/prior learning	15%
Professionalism	13%
Other	13%
Interpersonal/communication skills	12%
Coursework	12%
Business acumen	12%
College/university attended	10%
Projects	10%
References	7%
Grade point average (GPA)	7%
Career goals	6%
Involvement in extra-curricular activities	5%
Assessment/testing	4%
e-Portfolios (electronic/online portfolio)	4%
Location of college/university	2%
Writing sample	1%
Study abroad experience	1%

Figure 19a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Assessment/testing	3%	6%	5%
Business acumen	9%	19%	11%
Career goals	9%	6%	5%
Certifications	15%	29%	16%
College/university attended	12%	13%	5%
Coursework	15%	13%	5%
Grade point average (GPA)	9%	6%	5%
Prior internship/co-op experience	27%	29%	11%
Interpersonal/communication skills	12%	19%	5%
Involvement in extra-curricular activities	6%	3%	5%
Location of college/university	3%	0%	5%
Major	21%	16%	5%
Professionalism	15%	16%	11%
Projects	18%	6%	5%
References	6%	13%	5%
Study abroad experience	0%	0%	5%
Work ethic	18%	19%	5%
Work experience	42%	29%	21%
Writing sample	0%	0%	5%
e-Portfolios (electronic/online portfolio)	3%	6%	5%
Competencies/prior learning	21%	19%	11%
Other	6%	19%	5%

Figure 19b | Organizational size

	1-50	51-200	201-500	Over 500
Assessment/testing	0%	5%	10%	0%
Business acumen	7%	11%	29%	0%
Career goals	13%	5%	10%	0%
Certifications	20%	21%	24%	11%
College/university attended	7%	11%	19%	0%
Coursework	27%	3%	19%	11%
Grade point average (GPA)	20%	5%	5%	0%
Prior internship/co-op experience	27%	18%	29%	33%
Interpersonal/communication skills	20%	8%	24%	0%
Involvement in extra-curricular activities	0%	5%	10%	0%
Location of college/university	0%	3%	5%	0%
Major	20%	13%	19%	11%
Professionalism	13%	13%	24%	0%
Projects	7%	8%	19%	11%
References	0%	11%	14%	0%
Study abroad experience	0%	3%	0%	0%
Work ethic	20%	11%	29%	0%
Work experience	33%	24%	52%	22%
Writing sample	0%	3%	0%	0%
e-Portfolios (electronic/online portfolio)	7%	5%	5%	0%
Competencies/prior learning	20%	16%	29%	0%
Other	7%	18%	5%	0%

Other criteria used to determine salaries for new college graduates

- ERC
- Based solely on Market studies for position.
- Depends on the job they are applying for.
- Professional, conservative appearance for guest contact positions.

Other criteria used to determine salaries for new college graduates (*continued*)

- Excellent verbiage.
- Availability to work weekends and holidays.
- Survey data
- Market Data - ERC Surveys
- Technology skill
- Market benchmarking
- Market data
- Market rate
- NACE, Towers Watson

Average cut-off GPAs (if GPA is used as criteria) for hiring interns

Figure 20 | All breakouts

	Average
All Organizations	2.94
Industry	
Manufacturing	3.07
Non-Manufacturing	3.04
Non-Profit	2.39
Organizational Size	
1-50	3.05
51-200	2.88
201-500	3.06
Over 500	2.69

Average cut-off GPAs (if GPA is used as criteria) for hiring new graduates

Figure 21 | All breakouts

	Average
All Organizations	2.95
Industry	
Manufacturing	3.03
Non-Manufacturing	3.05
Non-Profit	2.50
Organizational Size	
1-50	3.08
51-200	3.06
201-500	3.00
Over 500	2.50

Organization’s pay structure for interns

Figure 22| All organizations

All Organizations	
Hourly wage	82%
N/A (<i>do not have interns on staff</i>)	8%
Academic credit	6%
Do not pay interns	4%
Set stipend	4%
Annualized salary	1%
Other	1%

Figure 22a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Annualized salary	0%	3%	0%
Hourly wage	85%	87%	63%
Set stipend	0%	0%	21%
Do not pay interns	0%	0%	16%
Academic credit	6%	6%	5%
N/A (<i>do not have interns on staff</i>)	12%	0%	21%
Other	0%	0%	0%

Figure 22b | Organizational size

	1-50	51-200	201-500	Over 500
Annualized salary	7%	0%	0%	0%
Hourly wage	60%	84%	86%	89%
Set stipend	0%	5%	5%	11%
Academic credit	0%	8%	10%	0%
Do not pay interns	13%	3%	0%	0%
N/A (<i>do not have interns on staff</i>)	27%	5%	5%	11%
Other	0%	0%	0%	0%

Organizations that recruit from the following colleges for interns

Figure 23 | All breakouts

	2-year colleges (i.e. Tri-C, LCCC)	For-profit colleges (i.e. ITT-Tech, Devry University)	4-year colleges/universities
All Organizations	38%	19%	77%
Industry			
Manufacturing	39%	24%	79%
Non-Manufacturing	29%	19%	84%
Non-Profit	58%	21%	63%
Organizational Size			
1-50	47%	20%	80%
51-200	34%	16%	76%
201-500	38%	29%	81%
Over 500	56%	33%	67%

Organizations that recruit from the following colleges for recent graduates

Figure 24 | All breakouts

	2-year colleges (i.e. Tri-C, LCCC)	For-profit colleges (i.e. ITT-Tech, Devry University)	4-year colleges/universities
All Organizations	37%	22%	72%
Industry			
Manufacturing	45%	24%	76%
Non-Manufacturing	32%	23%	77%
Non-Profit	32%	21%	37%
Organizational Size			
1-50	33%	20%	60%
51-200	32%	13%	61%
201-500	52%	38%	90%
Over 500	33%	33%	56%

Academic year required for internships

Figure 25| All organizations

All Organizations	
Year 4	44%
Year 3	43%
No specific year	32%
Graduate	30%
Year 2	27%
Year 1	7%

Figure 25a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
No specific year	30%	32%	37%
Year 1	3%	10%	11%
Year 2	30%	26%	21%
Year 3	33%	55%	37%
Year 4	39%	52%	42%
Graduate	12%	48%	32%

Figure 25b | Organizational size

	1-50	51-200	201-500	Over 500
No specific year	42%	37%	36%	0%
Year 1	3%	3%	0%	0%
Year 2	9%	17%	29%	50%
Year 3	39%	37%	50%	50%
Year 4	39%	31%	43%	50%
Graduate	30%	26%	14%	50%

Job levels for which organizations typically hire new graduates

Figure 26 | All organizations

All Organizations	
Entry-Level	83%
Mid-Level/Non-Supervisory	19%
Other	1%
Supervisor	1%
Manager	0%

Figure 26a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Entry-Level	85%	90%	68%
Mid-Level/Non-Supervisory	12%	23%	26%
Supervisor	0%	0%	0%
Manager	0%	0%	0%
Other	0%	0%	5%

Figure 26b | Organizational size

	1-50	51-200	201-500	Over 500
Entry-Level	73%	79%	90%	100%
Mid-Level/Non-Supervisory	13%	24%	19%	11%
Supervisor	13%	24%	19%	11%
Manager	0%	0%	0%	0%
Other	7%	0%	0%	0%

Organizations that provide interns with the following

Figure 27 | All organizations

	All Organizations
Regular feedback and coaching	82%
An orientation within the first week of employment	78%
Formal training	64%
Access to a mentor	62%
Performance evaluation	62%

Figure 27a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
An orientation within the first week of employment	79%	84%	63%
Access to a mentor	67%	71%	47%
Formal training	58%	71%	53%
Performance evaluation	58%	65%	58%
Regular feedback and coaching	82%	90%	63%

Figure 27b | Organizational size

	1-50	51-200	201-500	Over 500
An orientation within the first week of employment	73%	76%	76%	89%
Access to a mentor	60%	61%	71%	67%
Formal training	53%	61%	67%	67%
Performance evaluation	47%	61%	67%	67%
Regular feedback and coaching	67%	84%	81%	89%

Types of training and development opportunities provided to interns

- Opportunities to be involved in high-level meetings, brainstorm, mentor program, technical training and projects that relate to that training, speakers onsite
- Generally informal and on the job training.
- Account software training and process training. Each new employee is paired up with a buddy to ease the transition.
- Each intern is assigned a 'PAL', or peer liaison as well as a manager advisor. Interns go through a 2-day HR/Intro Orientation, then 3 days of technical training.
- Mostly OTJ training, usually geared towards one project so the training scope is minimal.
- Training is offered through our Relias Training package
- Position Specific.
- Organizational training, department training, seminars, CPE etc...
- Interns receive a two week new training program, just as if they are a permanent new hire.
- Participate in webinars, staff meeting, and local workshops
- Orientation and individual coaching/mentoring.
- Departmental training specific to the function or project.
- seminars, projects, product knowledge training
- Construction related technical training by internal SME's.
- Akron's Intern Edge
- BizLibrary
- General curriculum and presentation to executive staff
- Company Orientation and Department Orientation and Training
- depends on the project they are working on.
- Provided a sr. level mentor who is committed to spending a minimum of 16 hours/week with intern. They are also provided the opportunity to participate in on-site training such as professionally written communication pieces, composing effective emails, creating win-win situations, effective project management, etc.
- Involvement in iCleveland paid by company.
- Onsite intern training - networking, professionalism, etc.
- Customer service training
- Food service training
- Computer training
- Interns first day is orientation, followed by a week of training, and several other days of department or software specific training.
- Engineers receive design training and on-the-job development
- Production CNC students receive on-the-job training to learn the machine(s) they will run

Types of training and development opportunities provided to interns (*continued*)

- Safety training
- Marketing skills (internal/external)
- Training with peers, webinars, conference calls
- Active mentor and fellow employees
- OTJ, specialized training to the job function area as needed
- One week of orientation, as well as, training on all accounting software platforms used in the firm. Follow-up training is conducted throughout the internship.
- We allow interns to participate in any training/professional development events which are offered to employees while they are interning with us. This can include anything from learning about procedures within our industry to general professional development (i.e. Microsoft office/public speaking trainings)
- One on one training, hands on training, set goals
- strength finders and training pertaining to each role
- One on one training
- HIPAA training
- For many, first time exposure to working in an office environment-professionalism, accountability, etc.
- On the job training with a designated supervisor / mentor. Meaningful projects within their area of interest and degree. Cross-departmental projects and exposure as available.
- Attendance to communication professional events, agreed trade shows, etc.
- On the job training and networking opportunities
- The first two weeks of the internship is formal and informal training on use of all of the software, soft skills training, and tax preparation training.
- We have only hired a few interns and they have shadowed a person in their field of schooling.
- 3-day orientation plus in-house training
- Professionalism in the workplace training
- Formal training plan and project exposure
- Lunch-n-learns
- Software craftsmanship sessions
- Online technology training
- One-on-one training
- Every summer we provide field trips to local organizations so they can meet the staff there and learn about other opportunities.
- Depends on the internship. Most include networking opportunities, seminars, job shadowing, etc.
- Training and access to all business processes in the company and not just their own specialized field.

Types of training and development opportunities provided to interns (*continued*)

- Professional Development - internally, they are exposed in all business areas where they can take initiatives, lead a project and develop professionally.
- We have to Enrichment Days where we do professional development workshops for our interns.
- Online coursework specific to projects
- Job specific training as required.
- Quality Management System training.
- Health Safety & Environmental training.
- L&L, webinars, access to industry organizations
- On the job Training
- Additional classes
- Each program differs with what is offered
- General
- In house data collection systems. Product development Testing Protocol
- in house
- On the job skill building
- On the Job Training
- job specific as well as professional growth
- On boarding - Meet execs, Specific training on projects from department managers and team leaders
- On job training and classroom style
- Presentation skills, personal empowerment
- One on One
- Training in a variety of areas within manufacturing, quality, and welding are provided as needed.
- We host a week long training in June regarding the business, the interns also go through Safety Training, there is a two day workshop on branding themselves, they are encouraged to have meeting with our leaders, and they participate in an intern report out at the end of the summer

Organizations that provide new graduates with the following

Figure 28 | All organizations

	All Organizations
Regular feedback and coaching	75%
An orientation within the first week of employment	74%
Performance evaluation	69%
Formal training	66%
Access to a mentor	49%

Figure 28a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
An orientation within the first week of employment	76%	84%	47%
Access to a mentor	52%	55%	26%
Formal training	67%	77%	32%
Performance evaluation	67%	74%	47%
Regular feedback and coaching	76%	87%	42%

Figure 28b | Organizational size

	1-50	51-200	201-500	Over 500
An orientation within the first week of employment	67%	66%	86%	78%
Access to a mentor	40%	42%	62%	44%
Formal training	67%	55%	76%	56%
Performance evaluation	47%	63%	76%	78%
Regular feedback and coaching	67%	68%	86%	67%

Types of training and development opportunities provided to new college graduates

- Onsite speakers, offsite conferences, mentor program
- Anything that is career related. Generally technical seminars for new Engineering grads.
- Account software training and process training. Each new employee is paired up with a buddy to ease the transition.
- Job Specific
- Each new hire is assigned a 'PAL', or peer liaison as well as a manager advisor. New hires go through a 3 day HR/Intro Orientation, then 5 days of technical training.
- OTJ training, E-Learnings, Training Guides, Orientations, and team oriented projects to learn from peers.
- Training is offered through our Relias Training package
- Position dependent.
- Graduates participate in a two week new hire training program and ongoing development within their department.
- Orientation
- Departmental training specific to the function.
- Construction related technical training by internal SME's.
- Public Affairs Council
- PLI
- BizLibrary
- Depends on department they're in. Potential for professional certifications to be paid for.
- Depends on their current role and career goals
- Provided a sr. level mentor who is committed to spending a minimum of 16 hours/week with intern. They are also provided the opportunity to participate in on-site training such as professionally written communication pieces, composing effective emails, creating win-win situations, effective project management, etc.
- Customer service training
- Food service training
- Computer training
- A new college grad's first day is orientation, followed meetings with their departments and several other days of department or software specific training.
- Peer mentors, webinars, conference calls, seminars
- Continuing education to include paying for advanced related degrees after six months
- OTJ, specialized training to the job function area as needed
- One week of orientation, as well as, training on all accounting software platforms used in the firm. Follow-up training is conducted during their first year of employment.
- We have a training program open to all employees which includes operations training, review of procedures, interpersonal skill training, and professional development training (such as public speaking or Microsoft office), etc.

Types of training and development opportunities provided to new college graduates (*continued*)

- Hands on Training, set goals
- Training pertaining to each role
- One on one training
- 30-60-6mo performance reviews
- BETA, our young professionals group
- Online tutorials unique to their specific job function
- Outside shadowing in our various departments
- On the job training, networking opportunities, certification and tuition reimbursement
- The first two weeks of the employment is formal and informal training on use of all of the software, soft skills training, and tax preparation training.
- They receive in the field work experience and feedback from upper management.
- 3 day orientation plus in-house training
- Professional seminars, project exposure, formal training and development plans.
- Lunch-n-learns
- Software craftsmanship sessions
- Online technology training
- One-on-one training
- Certification materials
- Conferences
- Training and access to all business processes in the company and not just their own specialized field.
- Professional Development - Happens externally through training by understanding and aligning their interest with what they are doing and contributing through our 360 performance structure. And internally, they are exposed in all business areas where they can take initiatives, lead a project and develop professionally.
- The following information is only available to new college graduates that are hired as a full-time employee and not hired into an internship position: Toastmaster's; Crucial Conversations; Tuition Assistants Program; Individual Development Plan; Coaching
- Online coursework specific to projects
- Benefits include tuition reimbursement and coaching and classes internally
- L&L, webinars, access to industry organizations
- On the job training
- Classes
- Pathways
- Educational and certification programs

Types of training and development opportunities provided to new college graduates (*continued*)

- General
- In house data collection system, Business system, Production system & procedures
- In house and possibly external seminars
- For new college graduates that are in an entry level position, we provide a Tuition Assistance Program, Computer Training classes, External Professional Development classes
- Job specific and OJT
- job specific as well as professional growth
- On boarding - Meet execs, receive 2 Day company history & Department Description Training. Training from designated department managers and team leaders.
- on job training and classroom style
- Personal empowerment, how to be an accountable employee
- Training in a variety of areas within manufacturing, quality, and welding are provided as needed

Organizations that offer management in training programs for new college graduates

Figure 29 | All breakouts

All Organizations	16%
Industry	
Manufacturing	7%
Non-Manufacturing	19%
Non-Profit	8%
Organizational Size	
1-50	0%
51-200	14%
201-500	15%
Over 500	14%

Descriptions of management in training programs offered to new college graduates

- They have the opportunity to participate in outside opportunities through Leadership Akron
- Yes, if they are on a management track, they will receive professional training (and certification) from an accredited institution.
- Our MIT program is comprised of quarterly all day training sessions with our Executive Management team. We hold 4 sessions per year, working with internal and external training resources.
- We offer soft skills training which includes some leadership training for all levels of staff including new hires.
- We have a Leadership rotational program - contributing in each team for a quarter, leading different projects, getting exposed to different business processes. Duration: 1 year or more. Post which we identify with the graduate of which team would align with his/her interests."
- As part of the ongoing professional development and advanced degree program
- If desired, we will put them on a leadership tract
- In house/On line training available. Licensing programs available & other educational initiatives
- 5 week orientation program to welcome new graduates to the work world and our environment.
- We pull our associates out of the business once every 6 months to go through different types of Leadership training, i.e. Realise 2, ELS training, Leading Change, Communication, Successful Transitions etc.

Responsibilities of interns' supervisors and mentors

Responsibilities of supervisors

Figure 30 | All organizations

	All Organizations
Assigning or managing projects	77%
Administrative tasks (signing time sheet, scheduling, etc.)	73%
Evaluating performance	77%
Training or teaching new skills	72%
Providing feedback or coaching	74%
Ensuring that the internship is a learning experience	70%
Exposing intern to subject matter experts	64%
Communication with intern's college/university	47%

Figure 30a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Administrative tasks (signing time sheet, scheduling, etc.)	73%	77%	68%
Assigning or managing projects	76%	81%	74%
Ensuring that the internship is a learning experience	70%	74%	63%
Evaluating performance	76%	84%	68%
Exposing intern to subject matter experts	64%	61%	58%
Providing feedback or coaching	70%	81%	68%
Training or teaching new skills	70%	77%	68%
Communication with intern's college/university	39%	48%	53%

Figure 30b | Organizational size

	1-50	51-200	201-500	Over 500
Administrative tasks (signing time sheet, scheduling, etc.)	27%	11%	10%	11%
Assigning or managing projects	27%	24%	29%	22%
Ensuring that the internship is a learning experience	40%	45%	52%	56%
Evaluating performance	47%	26%	29%	22%
Exposing intern to subject matter experts	40%	39%	52%	44%
Providing feedback or coaching	53%	42%	52%	67%
Training or teaching new skills	60%	37%	43%	67%
Communication with intern's college/university	7%	11%	19%	22%

Responsibilities of mentors

Figure 31 | All organizations

	All Organizations
Providing feedback or coaching	47%
Ensuring that the internship is a learning experience	47%
Exposing intern to subject matter experts	45%
Training or teaching new skills	45%
Evaluating performance	33%
Assigning or managing projects	24%
Communication with intern's college/university	16%
Administrative tasks (signing time sheet, scheduling, etc.)	13%
Other responsibilities	2%

Figure 31a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Administrative tasks (signing time sheet, scheduling, etc.)	12%	13%	16%
Assigning or managing projects	24%	29%	21%
Ensuring that the internship is a learning experience	48%	55%	32%
Evaluating performance	33%	35%	16%
Exposing intern to subject matter experts	52%	58%	32%
Providing feedback or coaching	45%	58%	26%
Training or teaching new skills	45%	58%	26%
Communication with intern's college/university	6%	16%	21%
Other responsibilities	0%	3%	0%

Figure 31b | Organizational size

	1-50	51-200	201-500	Over 500
Administrative tasks (signing time sheet, scheduling, etc.)	27%	11%	10%	11%
Assigning or managing projects	27%	24%	29%	22%
Ensuring that the internship is a learning experience	40%	45%	52%	56%
Evaluating performance	47%	26%	29%	22%
Exposing intern to subject matter experts	40%	39%	52%	44%
Providing feedback or coaching	53%	42%	52%	67%
Training or teaching new skills	60%	37%	43%	67%
Communication with intern's college/university	7%	11%	19%	22%
Other responsibilities	0%	3%	0%	0%

Other mentorship responsibilities:

- Getting them settled in their work environment and building relationships with other coworkers
- Schedule final presentation to management staff

Average percent of time allotted to job duties (*intern only*)

Figure 32 | All organizations

	Average %
Other	38%
Analytical/problem solving	31%
Project coordination/management	31%
Administrative or clerical duties	27%
Communications	19%

Figure 32a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Administrative or clerical duties	27%	28%	30%
Analytical/problem solving	31%	34%	21%
Project coordination/management	34%	37%	22%
Communications	15%	19%	23%
Other	40%	42%	34%

Figure 32b | Organizational size

	1-50	51-200	201-500	Over 500
Administrative or clerical duties	34%	21%	39%	31%
Analytical/problem solving	26%	32%	33%	20%
Project coordination/management	34%	33%	26%	38%
Communications	24%	18%	15%	20%
Other	n/a	37%	43%	43%

Other intern duties:

- Varies based on type of internship
- It depends on the position, the intern's abilities, and the position.
- Production, Design, Marketing
- Our interns generally act as Project Engineers to our Project Managers and Estimators -- this can vary their responsibility greatly depending on the need of the project.
- Majority of our interns are assigned to project related work in software development or testing
- Researching and drafting of patent applications and patent and trademark related projects.
- Tax preparation and other project work
- Hands on experience
- Research, organization of materials, preparing presentations
- It depends on the intern and functional area assigned
- Learning
- Our intern's positions have a wide variety of duties and tasks that they are responsible for, and the amount of time for each duty/task can vary based on the projects they are working on.
- Training/Mentoring

Aspects of intern performance that are assessed if performance evaluations are given

Figure 33 | All organizations

All Organizations	
Ability/willingness to learn and develop	70%
Productivity/efficiency	68%
Attitude	68%
Quality of work	65%
Professionalism	65%
Communication	64%
Teamwork	64%
Dependability	63%
Problem solving	63%
Interpersonal skills	63%
Customer service	43%
Level or value of contributions	40%
Creativity/innovation	36%
Other	5%

Figure 33a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Ability/willingness to learn and develop	61%	74%	68%
Attitude	61%	74%	63%
Communication	61%	68%	58%
Creativity/innovation	39%	23%	53%
Customer service	45%	39%	53%
Dependability	61%	68%	63%
Productivity/efficiency	64%	77%	63%
Interpersonal skills	61%	61%	53%
Level or value of contributions	33%	42%	47%
Problem solving	61%	61%	63%
Professionalism	61%	68%	68%
Quality of work	64%	71%	63%
Teamwork	64%	71%	53%
Other	3%	6%	5%

Figure 33b | Organizational size

	1-50	51-200	201-500	Over 500
Ability/willingness to learn and develop	60%	61%	76%	89%
Attitude	53%	58%	76%	100%
Communication	47%	58%	71%	89%
Creativity/innovation	33%	29%	43%	56%
Customer service	40%	32%	52%	89%
Dependability	47%	58%	76%	89%
Productivity/efficiency	53%	66%	76%	89%
Interpersonal skills	40%	58%	62%	89%
Level or value of contributions	40%	37%	33%	67%
Problem solving	40%	61%	67%	89%
Professionalism	53%	63%	67%	89%
Quality of work	53%	61%	76%	89%
Teamwork	47%	58%	76%	89%
Other	0%	5%	10%	0%

Other aspects of performance assessed:

- Typically anything requested by the school.
- No formal evaluation process. It is up to each individual supervisor.
- Interns are provided with a general touch base at the beginning, middle, and end of their internship to discuss goals, expectations, and performance.
- Ethics, safety
- Safety

Average length/term of internships offered

Figure 34 | All organizations

All Organizations	
16 weeks	35%
10 weeks	32%
+1 year	15%
Other	15%
32 weeks	2%

Figure 34a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
10 weeks	12%	30%	47%
16 weeks	40%	41%	27%
32 weeks	4%	4%	0%
+1 year	32%	11%	7%
Other	12%	15%	20%

Figure 34b | Organizational size

	1-50	51-200	201-500	Over 500
10 weeks	40%	32%	12%	22%
16 weeks	40%	35%	41%	33%
32 weeks	0%	0%	12%	0%
+1 year	10%	16%	18%	33%
Other	10%	16%	18%	11%

Other lengths/terms of internships offered

- On-going if possible
- Varies for each internship.
- 14 weeks
- 12 weeks
- 12 weeks
- 2-4 weeks
- 12-14 weeks
- Varies depending on what semester they are here and what work we have. Usually 3 months in summer, 5 months during semesters
- Volunteer interns - ongoing
- It is case by case, based on the business need.
- 12 weeks
- Varies

Methods organizations use to continue to engage interns

Figure 35 | All organizations

	All Organizations
Keep in contact with intern (via direct communication, social media, LinkedIn, etc.)	60%
Offer employment (if available)	60%
Recall/re-hire over multiple terms/years	50%
Communications with intern's college/university	35%
Hold intern alumni events	2%

Figure 35a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Keep in contact with intern (via direct communication, social media, LinkedIn, etc.)	52%	74%	58%
Communications with intern's college/university	24%	52%	21%
Hold intern alumni events	0%	3%	5%
Recall/re-hire over multiple terms/years	45%	58%	47%
Offer employment (if available)	61%	74%	47%

Figure 35b | Organizational size

	1-50	51-200	201-500	Over 500
Keep in contact with intern (via direct communication, social media, LinkedIn, etc.)	53%	63%	67%	56%
Communications with intern's college/university	20%	39%	38%	22%
Hold intern alumni events	0%	3%	0%	11%
Recall/re-hire over multiple terms/years	27%	55%	52%	67%
Offer employment (if available)	33%	68%	67%	78%

Organizations that offered interns *full-time* employment

Figure 36 | All organizations

	All Organizations
Offered to some intern(s)	62%
Offered to all intern(s)	24%
Not offered to any intern(s)	19%

Figure 36a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Offered to all intern(s)	15%	40%	17%
Offered to some intern(s)	60%	71%	40%
Not offered to any intern(s)	21%	11%	25%

Figure 36b | Organizational size

	1-50	51-200	201-500	Over 500
Offered to all intern(s)	0%	20%	38%	40%
Offered to some intern(s)	22%	67%	79%	57%
Not offered to any intern(s)	13%	33%	13%	0%

Organizations that offered interns *part-time* employment

Figure 37 | All organizations

	All Organizations
Offered to all intern(s)	16%
Offered to some intern(s)	14%
Not offered to any intern(s)	14%

Figure 37a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Offered to all intern(s)	23%	0%	0%
Offered to some intern(s)	15%	8%	30%
Not offered to any intern(s)	21%	0%	13%

Figure 37b | Organizational size

	1-50	51-200	201-500	Over 500
Offered to all intern(s)	17%	10%	13%	0%
Offered to some intern(s)	22%	17%	7%	14%
Not offered to any intern(s)	13%	17%	13%	0%

Reasons organizations did not offer employment to any or some interns

Figure 38 | All organizations

	All Organizations
No positions open	41%
Intern had not graduated	20%
Intern performance was poor	17%
Intern was not ready to take on a permanent position	13%
Other	4%

Figure 38a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
No positions open	33%	23%	68%
Intern had not graduated	18%	16%	21%
Intern was not ready to take on a permanent position	9%	13%	11%
Intern performance was poor	15%	19%	5%
Other	6%	6%	0%

Figure 38b | Organizational size

	1-50	51-200	201-500	Over 500
No positions open	40%	37%	33%	44%
Intern had not graduated	0%	21%	14%	44%
Intern was not ready to take on a permanent position	0%	21%	14%	44%
Intern performance was poor	0%	16%	14%	33%
Other	13%	3%	5%	0%

Other reasons organizations did not offer employment to any or some interns:

- Currently having conversation with our previous intern about employment
- Intern moved
- Intern performance was not exceptional
- Intern headed on a different career path than what we can offer.

Ratio of offers made to offers accepted by interns by organizations

Figure 39 | All organizations

	Count
1:1	18
2:2	7
2:1	3
3:2	3
4:4	3
3:1	2
10:7	1
10:8	1
12:12	1
15:15	1
4:0	1
4:3	1
5:4	1
5:5	1
6:5	1
6:6	1
7:5	1
7:7	1

Types of reimbursements organizations obtained for internships

Figure 40 | All organizations

All Organizations	
Reimbursement Through College or University Grant Program	7%
Entrepreneurial Reimbursement *	4%
Ohio Means Internships and Coops – OMIC	4%
Foundation Reimbursement	2%
Other	1%

Figure 40a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Entrepreneurial Reimbursement *	9%	0%	0%
Foundation Reimbursement	0%	0%	11%
Ohio Means Internships and Coops – OMIC	6%	0%	5%
Reimbursement Through College or University Grant Program	9%	6%	5%
Other	0%	0%	5%

Figure 40b | Organizational size

	1-50	51-200	201-500	Over 500
Entrepreneurial Reimbursement *	0%	3%	10%	0%
Foundation Reimbursement	0%	5%	0%	0%
Ohio Means Internships and Coops – OMIC	0%	8%	0%	0%
Reimbursement Through College or University Grant Program	7%	3%	14%	11%
Other	7%	0%	0%	0%

*Such as the NOCHE Entrepreneurial Internship Program

Other type of reimbursement organizations obtained for internships

- Some workers were from Job & Family Service time

Average percent of organizations' entry-level positions that come from new graduates

Figure 41 | All breakouts

	Average %
All Organizations	41%
Industry	
Manufacturing	34%
Non-Manufacturing	49%
Non-Profit	13%
Organizational Size	
1-50	26%
51-200	56%
201-500	29%
Over 500	25%

Average percent of new college graduates hired in 2016 and so far in 2017 have interned previously with the organization

Figure 42 | All breakouts

	Average %
All Organizations	46%
Industry	
Manufacturing	58%
Non-Manufacturing	49%
Non-Profit	18%
Organizational Size	
1-50	63%
51-200	67%
201-500	28%
Over 500	19%

Average percent of new college graduates hired in 2016 and so far in 2017 that have interned elsewhere previously, not at the organization in which they were hired

Figure 43 | All breakouts

	Average %
All Organizations	50%
Industry	
Manufacturing	65%
Non-Manufacturing	40%
Non-Profit	49%
Organizational Size	
1-50	69%
51-200	34%
201-500	56%
Over 500	74%

Methods used to determine the return on investment (ROI) of internship programs

Figure 44 | All organizations

All Organizations	
N/A (we do not currently track/calculate the ROI on our internship program)	53%
Number of projects completed	14%
Rate of FTE conversion	9%
Cost/benefit analysis/formula	8%

Figure 44a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Cost/benefit analysis/formula	0%	13%	5%
Rate of FTE conversion	3%	16%	0%
Number of projects completed	3%	16%	21%
N/A (we do not currently track/calculate the ROI on our internship program)	67%	48%	53%

Figure 44b | Organizational size

	1-50	51-200	201-500	Over 500
Cost/benefit analysis/formula	7%	8%	5%	0%
Rate of FTE conversion	13%	3%	5%	22%
Number of projects completed	33%	5%	14%	0%
N/A (we do not currently track/calculate the ROI on our internship program)	27%	61%	71%	56%

Primary benefit(s) of using interns on organizations

Figure 45 | All organizations

All Organizations	
Entry-talent pipeline	59%
Infusion of new perspectives/ideas	45%
Completion of important projects	50%
Inexpensive way to accomplish short term goals	38%
Mentoring and supervisory development for existing employees	37%
Other	3%

Figure 45a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Entry-talent pipeline	55%	77%	42%
Infusion of new perspectives/ideas	55%	32%	47%
Completion of important projects	61%	35%	58%
Inexpensive way to accomplish short term goals	36%	42%	47%
Mentoring and supervisory development for existing employees	36%	29%	47%
Other	3%	3%	5%

Figure 45b | Organizational size

	1-50	51-200	201-500	Over 500
Entry-talent pipeline	33%	61%	76%	67%
Infusion of new perspectives/ideas	20%	39%	67%	56%
Completion of important projects	33%	53%	52%	67%
Inexpensive way to accomplish short term goals	60%	39%	19%	67%
Mentoring and supervisory development for existing employees	33%	24%	43%	78%
Other	0%	5%	0%	11%

Organizations that provide signing bonuses to recent graduates

Figure 46 | All breakouts

	Average %
All Organizations	7%
Industry	
Manufacturing	4%
Non-Manufacturing	10%
Non-Profit	0%
Organizational Size	
1-50	0%
51-200	7%
201-500	5%
Over 500	11%

Note: The average amount of the signing bonus offered was **\$1,640**.

Colleges or universities from which your organization has hired interns or recent graduates in the last 12 months

Figure 47| All organizations

Name of College/University	Count
Kent State University	29
University of Akron	28
Cleveland State University	22
John Carroll University	14
Baldwin Wallace University	13
Case Western Reserve University	11
Ohio State University	12
Cuyahoga Community College	10
Ohio University	7
Bowling Green State University	6
University of Dayton	5
University of Toledo	5
Ashland University	4
Lakeland Community College	4
Stark State University	4
University of Mount Union	4
Walsh University	4
Youngstown State University	4
Miami of Ohio	3
Allegheny College	2
Brigham Young University	2
Central State University	2
Lorain Community College	2
Notre Dame	2
University of Cincinnati	2

Other colleges/universities listed include (n=1 for each):

Baldwin-Wallace University
Binghamton University
Clark Atlanta University
Cleveland Institute of Art
Colgate University
College of Wooster
Cornell University
Davenport University
Defiance College
Eastern Gateway-Youngstown
Edinboro University
Full Sail University
Grand Valley State University
Hiram University
Ithaca College
Malone University
Marietta College
Mercyhurst University
Michigan State
Northern Ohio University
Oberlin College
Penn State
Purdue University
Slippery Rock University
Texas Christian University
Tiffin University
University of Colorado
University of Pittsburgh
University of South Dakota
Ursuline College
Vatterott College
Western Michigan University

Intern Pay Rates

Accounting/Finance Intern

Types of projects or assignments

	Percent
Accounting	91%
Accounts payable or receivable	45%
Auditing	55%
Billing	41%
Financial analysis and reporting	45%
Insurance	18%
Tax	41%

Other types of projects or assignments: Compliance

Pay Rates

Industry	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	6	8	0	0	\$13.56	\$13.88	\$16.25	\$15.21
Non-Manufacturing	13	67	1	5	\$14.00	\$16.12	\$21.00	\$16.98
Total*	21	80	1	5	\$13.50	\$15.00	\$20.00	\$16.14

* Industry breakouts may not sum to totals as not all participants could be identified for purposes of industry classification.

Engineering Intern

Types of projects or assignments

	Percent
Application	27%
Bio-engineering	4%
Chemical	12%
Civil	15%
Computer software	23%
Design/drafting	38%
Electrical	15%
Industrial	27%
Mechanical	65%
Systems	8%

Other types of projects or assignments: Product development, Packaging, CM, MEMS, Quality, Process

Pay Rates

Industry	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	16	50	0	0	\$15.00	\$16.75	\$18.50	\$16.59
Non-Manufacturing	6	29	1	15	\$11.00	\$15.00	\$16.09	\$14.19
Total*	24	177	1	15	\$15.00	\$16.31	\$18.25	\$16.23

* Industry breakouts may not sum to totals as not all participants could be identified for purposes of industry classification.

Human Resources Intern

Types of projects or assignments

	Percent
Benefits	45%
Administration (policies, job descriptions, document management)	85%
Compensation management	20%
Employee relations program coordination	50%
Payroll administration	15%
Performance management	30%
Recruiting	75%
Training and development	50%
Wellness	45%

Other types of projects or assignments: Implementation of new LMS & HRIS systems

Pay Rates

Industry	Paid Internships		Unpaid Internships		25th Percentile	Median	75th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	8	9	0	0	\$13.38	\$13.75	\$14.25	\$13.75
Non-Manufacturing	10	28	1	2	\$10.00	\$13.00	\$16.25	\$13.50
Total*	19	40	1	2	\$10.00	\$13.50	\$14.50	\$13.42

* Industry breakouts may not sum to totals as not all participants could be identified for purposes of industry classification.

Information Technology Intern (includes Computer & Information Science)

Types of projects or assignments

	Percent
Application development	59%
Database development or management	41%
Help desk support	59%
Network administration or maintenance	53%
Programming	53%
Project management	47%
Security	29%
Software development	35%
Web administration	24%
Web development	29%

Other types of projects or assignments: Quality assurance.

Pay Rates

Industry	Paid Internships		Unpaid Internships		25th Percentile	Median	75th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Non-Manufacturing	13	40	0	0	\$12.00	\$15.00	\$17.50	\$15.18
Total	17	84	0	0	\$12.50	\$15.00	\$17.00	\$15.26

Legal Intern

Types of projects or assignments

	Percent
Clerical work	80%
Research	80%
Writing/editing	80%
Project management	40%
Observation	60%

Other types of projects or assignments: *None identified.*

Pay Rates

Industry	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Non-Manufacturing	4	6	1	1	n/a	n/a	n/a	\$12.07
Total	4	6	1	1	n/a	n/a	n/a	\$12.07

Marketing/Communications Intern

Types of projects or assignments

	Percent
Advertising	26%
Graphic design	33%
Market research	48%
Mass communication/ mailing lists	56%
Media design of video or audio	19%
Product management	22%
Program and event coordination	41%
Promotional materials	44%
Public relations/press releases	41%
Reporting/editing	22%
Social networking/social media	59%
Web content or administration	37%

Other types of projects or assignments:

Pay Rates

Industry	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	8	8	0	0	\$12.38	\$14.50	\$16.00	\$14.06
Non-Manufacturing	15	57	3	7	\$10.00**	\$10.00**	\$13.00	\$11.78
Total*	24	70	3	7	\$10.00	\$12.00	\$15.00	\$12.55

* Industry breakouts may not sum to totals as not all participants could be identified for purposes of industry classification.

**The same values reported for 25th percentile and median are due to multiple employers paying the same pay rate.

Operations Intern

Types of projects or assignments

	Percent
Business analysis	10%
Logistics	30%
Office management	10%
Process improvement	50%
Project management	60%
Purchasing	50%
Supply chain management	30%

Other types of projects or assignments: None specified.

Pay Rates

Industry	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	4	9	0	0	n/a	n/a	n/a	\$14.50
Non-Manufacturing	6	13	0	0	\$10.75	\$13.50	\$14.20	\$13.54
Total	10	22	0	0	\$12.63	\$13.50	\$15.19	\$13.93

Research Intern (Non-Scientific)

Types of projects or assignments

	Percent
Data collection and analysis	75%
Economic or policy research	25%
Social science research	25%
Quality control and testing	0%

Other types of projects or assignments: None specified.

Pay Rates

	<u>Paid Internships</u>		<u>Unpaid Internships</u>		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Total	3	12	0	0	n/a	n/a	n/a	\$10.00

Research Intern (Scientific)

Types of projects or assignments

	Percent
Data collection and analysis	75%
Quality control and testing	50%
Scientific laboratory research	25%

Other types of projects or assignments: None specified.

Pay Rates

Industry	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Non-Manufacturing	4	31	0	0	n/a	n/a	n/a	\$12.50
Total	4	31	0	0	n/a	n/a	n/a	\$12.50

Sales/Customer Service Intern

Types of projects or assignments

	Percent
Account management	44%
Administrative/clerical work	89%
Business development	22%
Customer intake	22%
Customer database administration	33%
Customer service	78%
Inside sales	33%
Outside sales	0%

Other types of projects or assignments: None specified.

Pay Rates

Industry	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Non-Manufacturing	6	13	0	0	\$10.00	\$11.30	\$16.65	\$13.10
Total	9	17	0	0	\$10.00	\$12.60	\$15.00	\$13.29

Recent Graduate Pay

The following is a summary starting salaries reported by respondents for common college degrees.

Data are not reported for any degree for which fewer than three employers submitted salary data.

Degree Obtained	Number of Employers	Number of Grads Hired	25 th Percentile	Median	75 th Percentile	Average
Associates, Information Technologies	3	3	n/a	n/a	n/a	\$48,833
Associates, Mechanics/Engineering Technologies	3	3	n/a	n/a	n/a	\$48,077
Associates, Other	3	13	n/a	n/a	n/a	\$30,853
Bachelors, Accounting	10	30	\$42,000	\$49,750	\$50,000	\$45,900
Bachelors, Chemistry	3	3	n/a	n/a	n/a	\$45,667
Bachelors, Communications	4	7	n/a	n/a	n/a	\$40,750
Bachelors, Computer Science	5	9	\$53,000	\$56,000	\$60,000	\$55,900
Bachelors, Engineering	14	19	\$51,625	\$56,250	\$59,750	\$55,571
Bachelors, Health Care Administration	3	4	n/a	n/a	n/a	\$46,800
Bachelors, Marketing	6	15	\$32,250	\$34,000	\$45,688	\$38,208
Masters, Business Administration	4	10	n/a	n/a	n/a	\$39,115

Job Titles by College Degree

The following is a listing of job titles reported by respondents for common college degrees.

Degree Obtained	Job titles reported by respondents
Associates, Information Technologies	Associate Software Engineer; IT Assistant; Network Support Technician
Associates, Mechanics/Engineering Technologies	Process Engineer; Lab Technician; Manufacturing Engineer
Associates, Other	Activity Coordinator; Data Entry; Serviceman; Graphic Designer
Bachelors, Accounting	Staff Accountant; Accountant I; Staff; Staff Accountant; Staff; Accounts Receivable; Jr. Staff Accountant; Jr. Accountant; Staff Accountant; Associate
Bachelors, Chemistry	Associate Chemist; Chemist
Bachelors, Communications	AAE; Inside Sales; Marketing Specialist; Customer Service Representative
Bachelors, Computer Science	Junior Software Developer; Application Developer; Software Developer; Help Desk
Bachelors, Engineering	Systems Engineer; Project Engineer; Engineer; Test Engineer; Manufacturing Engineer I; Design Engineer; Design Engineer; Project Engineer; Engineer; Product Support Engineer Packaging Engineer; Process Engineer; Sales Engineer; Construction Technician
Bachelors, Health Care Administration	Administrative Assistant; Trainer; Care Management
Bachelors, Marketing	AAE; Communication Coordinator; Internal Communication Coordinator; Marketing Assistant; Marketing and Business Development Representative; Account Coordinator
Masters, Business Administration	Appraisal Coordinator; Staff; e-Commerce Coordinator; Accounting Specialist

Respondent Demographics

One-hundred and three (103) organizations in Northeast Ohio participated in the survey; a breakdown of the industries and sizes they represent is provided below.

	Percent
Industry	
Manufacturing	40%
Non-Manufacturing	37%
Non-Profit	23%
Organizational Size	
1-50	18%
51-200	46%
201-500	25%
Over 500	11%

Participating Organizations

Thank you to the following organizations for their participation!

ABB
Accurate Group, LLC
AKHIA
Akron Polymer Products
Anchor Manufacturing Group, Inc.
Apple Growth Partners
Bay Corporation
Bober Markey Fedorovich
Carlisle Brake & Friction
CASNET
Catholic Charities Corp
Catholic Cemeteries Association
Cleveland Metroparks
Cleveland Museum of Natural History
Compliant Healthcare Technologies, LLC
Corporate Screening Services, Inc.
Crystal Clinic
Cuyahoga Community College
Cuyahoga County
De Nora Tech, Inc.
Donley's
State and Federal Communications, Inc.
Embrace Pet Insurance
Empaco Equipment Corporation
Enerco Group, Inc.
Energy Focus, Inc.
Equity Trust Company
Excelas, LLC
FormFire
GBS Corp
Graco, Inc.
Greater Cleveland Food Bank
Greater Cleveland Partnership

Hilton Akron/Fairlawn
HW & Co.
Hyson Metal Forming Solutions, a Business of Barnes Group, Inc.
ID Images
InterDesign
Jergens, Inc.
Laszeray Technology, LLC
Lorain County Community College
Lumitex
Majestic Steel USA
Maloney + Novotny, LLC
Marous Brothers Construction
MB Dynamics, Inc.
Medical Mutual
Medical Service Company
Meister Media Worldwide
NMG Aerospace
NOPEC
OEConnection, LLC
Ohio CAT
Pearne & Gordon LLP
Pease & Associates, CPAs
Preformed Line Products
Ranpak Corp
RBB Systems
Robin Industries, Inc.
Rock & Roll Hall of Fame
Ross Environmental Services
Schneller, LLC
Software Answers, Inc.
SPACES
Tap Packaging Solutions
Technoform Bautec
The Northeast Ohio Regional Sewer District
TimeKeeping Systems, Inc.

Transfer Express
Trelleborg Sealing Profiles U.S., Inc.
Tylok International, Inc.
United Initiators
Weaver Industries
WEISS North America
WhiteSpace
Willoughby Supply Co.
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