

*2019 ERC & NOCHE*

# INTERN & RECENT GRADUATE PAY RATES & PRACTICES SURVEY

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## ABOUT ERC

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ERC helps organizations create great workplaces by providing HR resources, training, and consulting services. ERC offers HR content and tools, compensation & benefit benchmarking data, experienced HR Advisors, and access to an exclusive partner network. ERC Training provides customized learning and development solutions that enhance the skills of managers, supervisors, leaders and the general workforce. ERC Consulting & Coaching Services helps organizations attract and retain talent through assessments, coaching, and consulting services. ERC also sponsors the ERHealth insurance program and hosts the NorthCoast 99 program, honoring 99 great workplaces for top talent.



## ABOUT NOCHE

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NOCHE ([www.noche.org](http://www.noche.org)) is a unique collective of higher education and industry leaders who collaborate on solutions that ensure the talent supply for Northeast Ohio is tailored to advance the regional economy. NOCHE's signature regional internship program, NEO Talent Exchange ([www.noche.org/NEOTalentExchange](http://www.noche.org/NEOTalentExchange)), connects students, employers and internship opportunities in collaboration with the region's colleges and universities.

## OUR COLLABORATION

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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 & METHODOLOGY

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This report summarizes the results of ERC and NOCHE's collaboration to gather information from Northeast Ohio employers about their internship and recent graduate employment and pay practices. The survey reports trends in:

- Employment practices
- Recruiting & hiring
- Internship program structure & benefits
- Performance management
- Post-internship practices
- Benefits & challenges of internship programs
- Intern job duties
- Intern pay rates
- Recent graduate compensation

Local organizations were invited via email and other electronic communications to complete the survey online between February 19 and March 22, 2019. The survey, published in April of 2019, reports data from 61 organizations regarding their internship practices and pay rates. Internship practices data is reported by organizational size and industry in Appendix A. Internship pay rate data is reported for 8 positions and broken out by non-manufacturing and manufacturing industries, as well as employee count (other breakouts are not reported due to insufficient data). Recent graduate starting salaries are reported for 2 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

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## AN EVEN 50/50 SPLIT

Half (50%) of employers surveyed have a structured/formal internship program, with the largest organizations, those with over 500 employees, being the most likely to have a formal program (100%) compared to three other employer size categories.

## TIME & STAFFING ARE MAJOR BARRIERS

For those organizations who do not have a structured/formal internship program, time commitment and staff resource challenges are both the most commonly cited reasons (23% of organizations).

## PROGRAM SIZE

About half of all surveyed employers plan to maintain the size of their internship program in 2019. Those who do plan on making modifications intend to increase the number of interns in their organization (26%). Based on the results, it is most common for organizations to hire between 1 and 3 interns each year.

## NEW COLLEGE GRADUATE HIRING

Sixty percent of employers have hired or plan on hiring new college graduates this year, with non-profit employers being the least likely to do so (17%, compared to 64% of manufacturing and 50% non-manufacturing employers). In addition, employers are primarily hiring local college graduates with an average of 57% of new graduates hired in the last 12 months hailing from Northeast Ohio.

## HIGH SCHOOL STUDENT EMPLOYMENT

High school students are employed in some capacity by 40% of organizations. Their functions include providing part-time help in various departments (warehouse, administrative) and working during the summers.

## WHY HIRE INTERNS?

There are a variety of reasons why employers hire interns. When asked to think of their primary reasons, employers cited the following most often: To assist with special project work (44%), to develop a local talent pipeline (43%), and to obtain affordable workforce support (25%). Internships tend to be beneficial experiences for both the employer and the intern(s). As part of this exchange, employers most commonly pay for or allow intern(s) to attend an organization's social and networking events as a benefit as well as provide access to on-site perks (21% of all respondents).

## LOOKING FOR INTERNS & NEW GRADS TO HIRE

Across all types of organizations, job postings on job boards/websites and university career centers is the most common way of recruiting interns (44%). When it comes to recruiting new college graduates, just under half (44%) of all surveyed employers create job postings on college/university career center websites.

### **AREAS OF STUDY**

Engineering and Business are the two areas of study most important to employers when recruiting interns (both 43% of all organizations, respectively). Fifty nine percent of employers in the manufacturing industry find Engineering most important, while both non-manufacturing and non-profit organizations value Business the most.

### **RECRUITING FOR SIMILAR SKILL SETS**

Over half of all organizations use the following criteria when hiring interns: academic major (51%), interpersonal and communication skills (43%), academic year (43%), and professionalism (41%). Meanwhile, the most commonly used criteria to hire new college graduates includes academic major (41%), interpersonal and communication skills (38%), professionalism (38%), and work ethic (34%).

### **PERFORMANCE EVALUATION**

Of those employers giving performance evaluations to interns, the top three most common skills assessed are communication skills, quality of work, and dependability, all at 46% of the sample.

### **AN HOURLY WAGE FOR INTERNS**

Across all three industries and all five organizational sizes, hourly wage is the most common pay structure used for interns, with 61% of all organizations paying their interns on an hourly basis.

### **RECRUITING FROM FOR-PROFIT COLLEGES IS RARE**

Employers barely recruit any interns or new graduates from for-profit colleges. Furthermore, 4-year colleges/universities are a much more common recruiting grounds than 2-year colleges for organizations looking to hire either interns or new graduates.

### **HIRING NEW GRADS, WITH ROOM TO GROW**

Sixty-two percent of all organizations hire new college graduates for entry-level positions, while 16% hire them for mid-level/non-supervisory positions. Twenty percent of all surveyed employers offer management in training programs to new graduates, and 67% are in larger organizations with over 500 employees.

### **STAYING IN TOUCH – ELECTRONICALLY**

To continue engaging interns' post-internship, 46% of employers keep in contact with interns through direct communication, social media, and LinkedIn.

### **INTERNSHIP TO FULL EMPLOYEMENT, WHEN THEY CAN**

Thirty-four percent of organizations also offer employment to their interns. The most common reason organizations did not offer employment to any or some of their interns was due to a lack of open positions.

# EMPLOYMENT PRACTICES

FIGURE 1 | Organizations with structured/formal internship programs

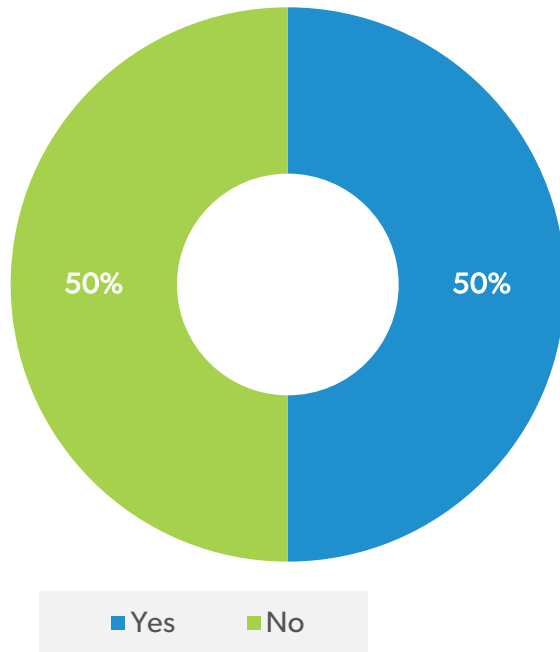
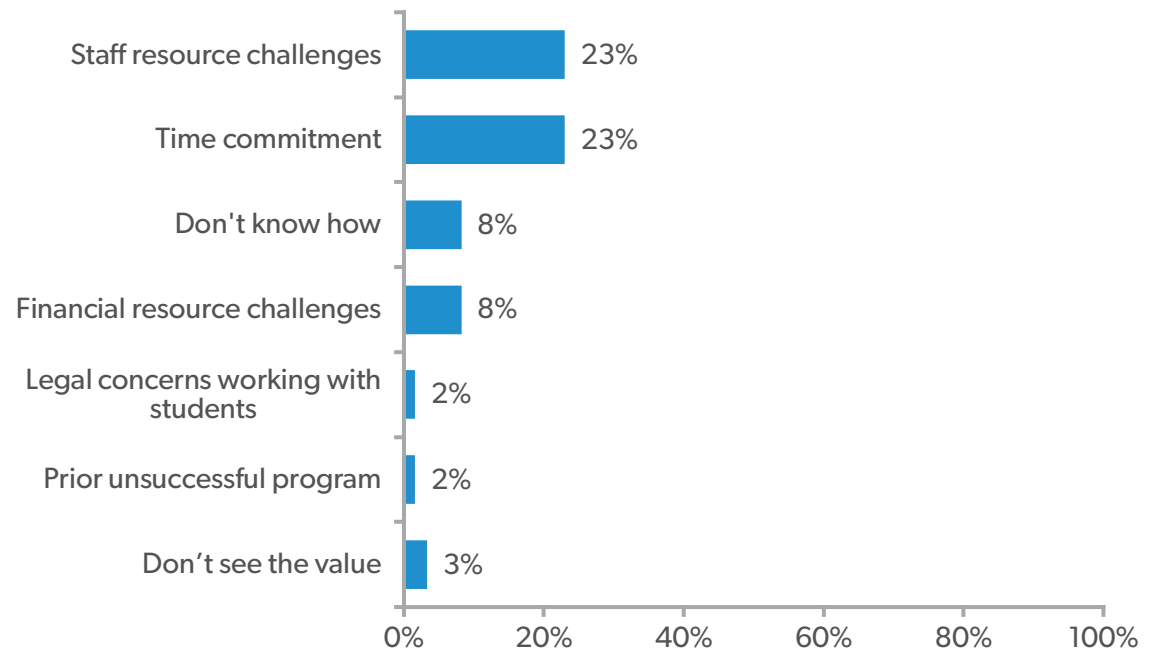


FIGURE 1a | Reasons organizations do not have structured/formal internship programs

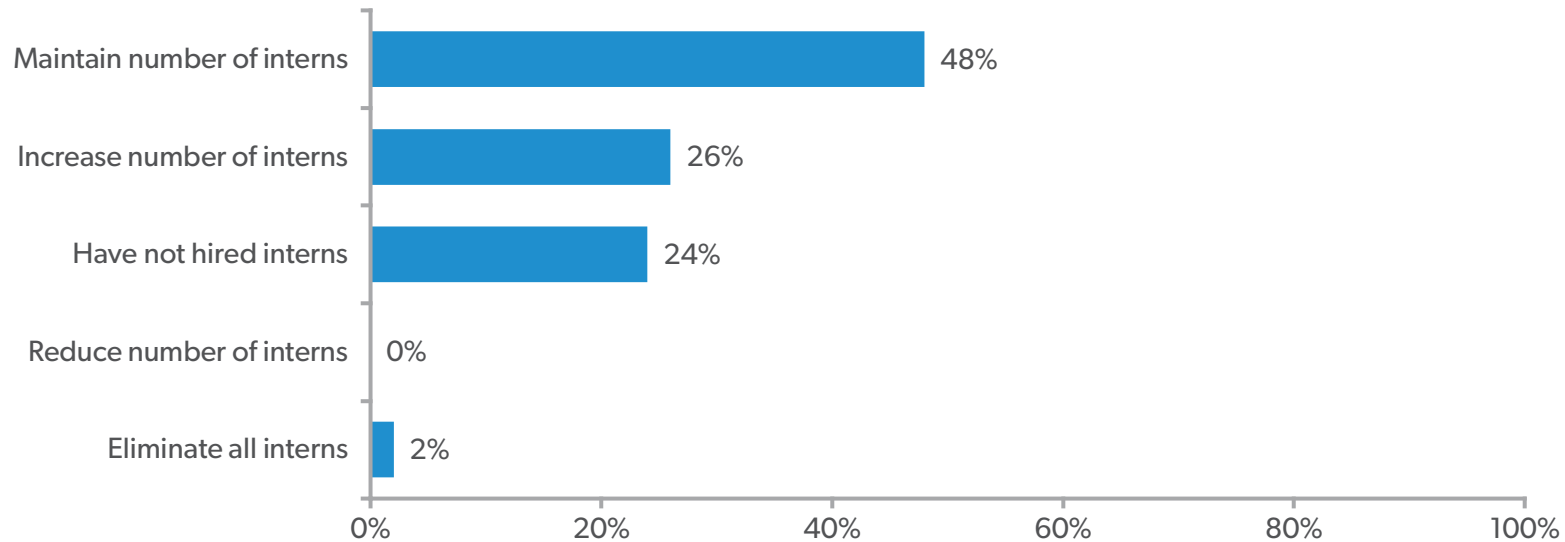


**Other reasons:**

- Small company at startup level so we did not have the need until now
- Do hire interns, but I don't feel we have a good structure for them yet.
- Our needs don't match college students' skills
- Have not given the idea consideration
- We never used interns until summer 2018



**FIGURE 2 | Organizations planning to make modifications to internship programs in 2019**



**Responses of those organizations planning to increase the number of interns:**

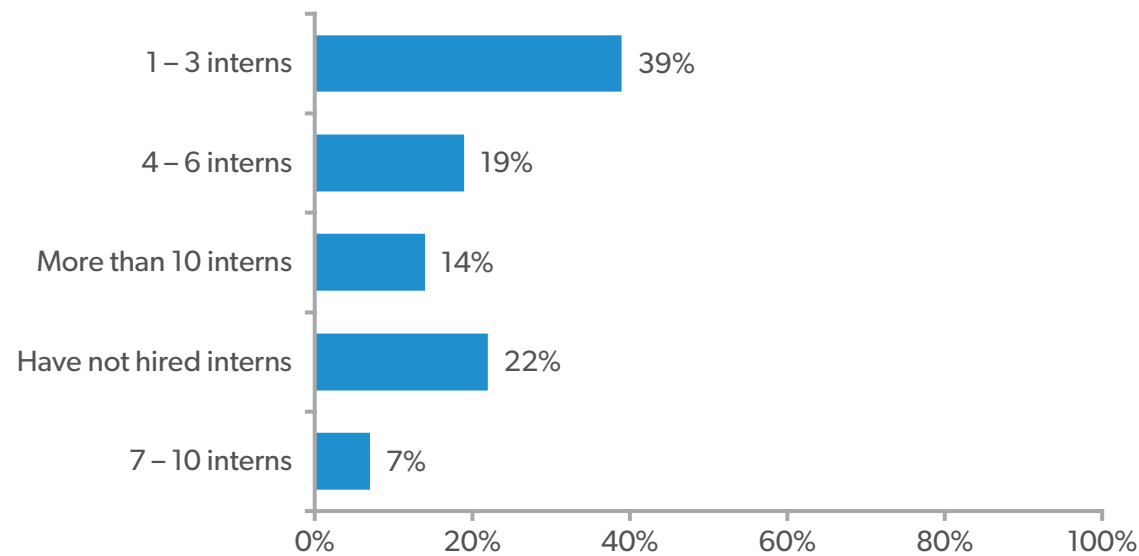
- We are offering a more learning centered culture.
- As an institution of higher education, Tri-C wants to increase the number of interns to positively impact student success.
- Waiting to see if there is a business need
- We plan to hire 1-2 interns in other departments.
- Increased workload
- Currently considering
- We see a significant value bringing Interns relative to the fresh perspective that they bring to the table, and their dedication to doing a good job.
- As we continue to develop the program, we can increase the number of interns

**Responses of those organizations that have not hired interns:**

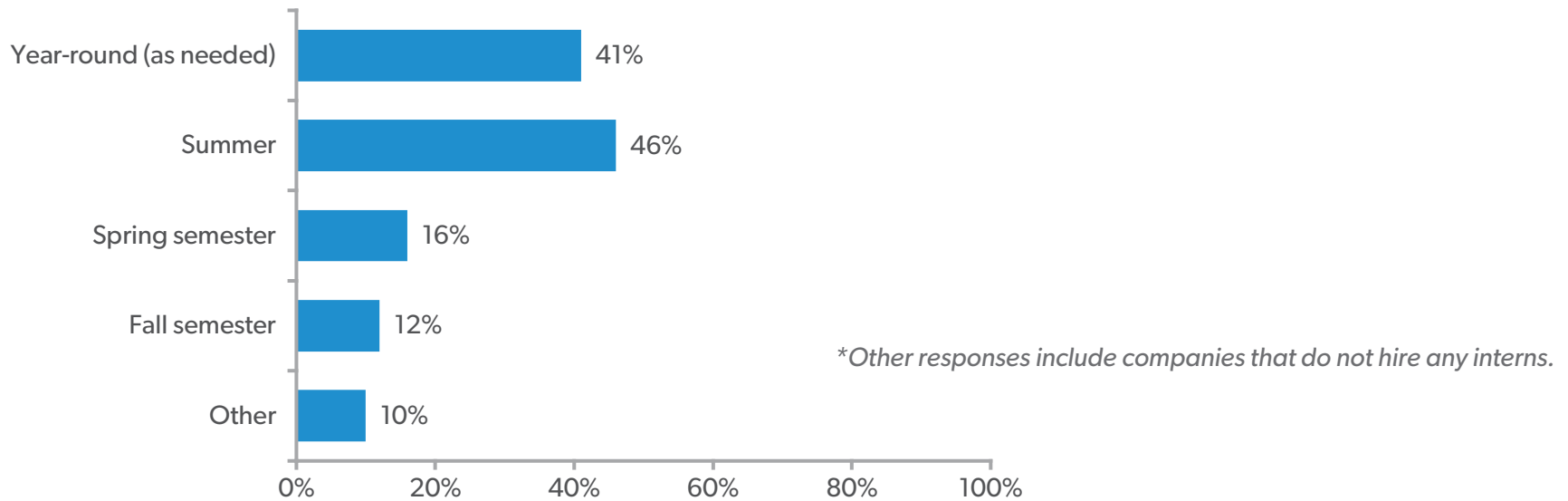
- The company is focused on filling one individual position due to fear of wasted time
- Can't find them
- Our needs don't match college students' skills

- Not budgeted for 2019
- We need a formal instruction or best practices in order to begin the process.
- A lot of work managing them
- We are focusing on using our interns as a full-time pipeline.
- Time
- Never considered the idea
- Not in the budget
- No need for them
- No program
- Small company

**FIGURE 3 | Number of interns typically employed by an organization each year**



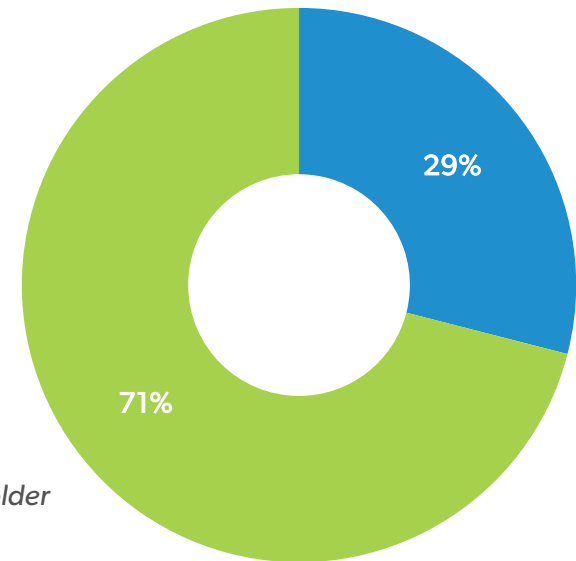
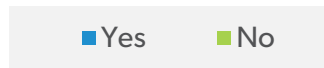
**FIGURE 4 | Time of year during which organizations hire interns**



**FIGURE 5 | Organizations that have hired non-traditional\* students as interns**

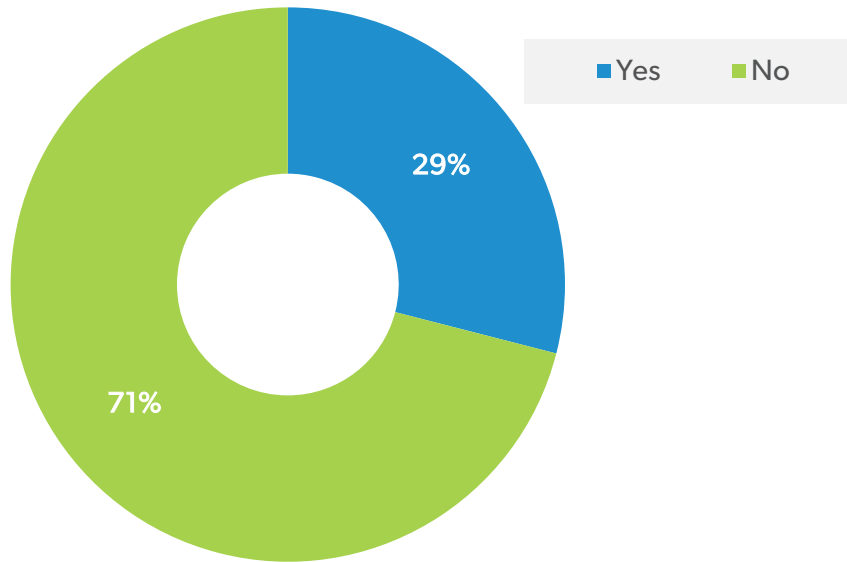
**If no, why?**

- Have not hired interns previously
- Small company
- We partner with local colleges for student internships
- Time
- One of our objectives is to build relationships with local universities.
- We haven't had the opportunity



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

FIGURE 6 | Organizations that have hired international students



**If no, why?**

- Have not hired interns previously
- Small company
- Just starting to develop program
- Our needs do not match skills
- Never had the opportunity

FIGURE 6a | Reasons organizations that have never hired international students as interns

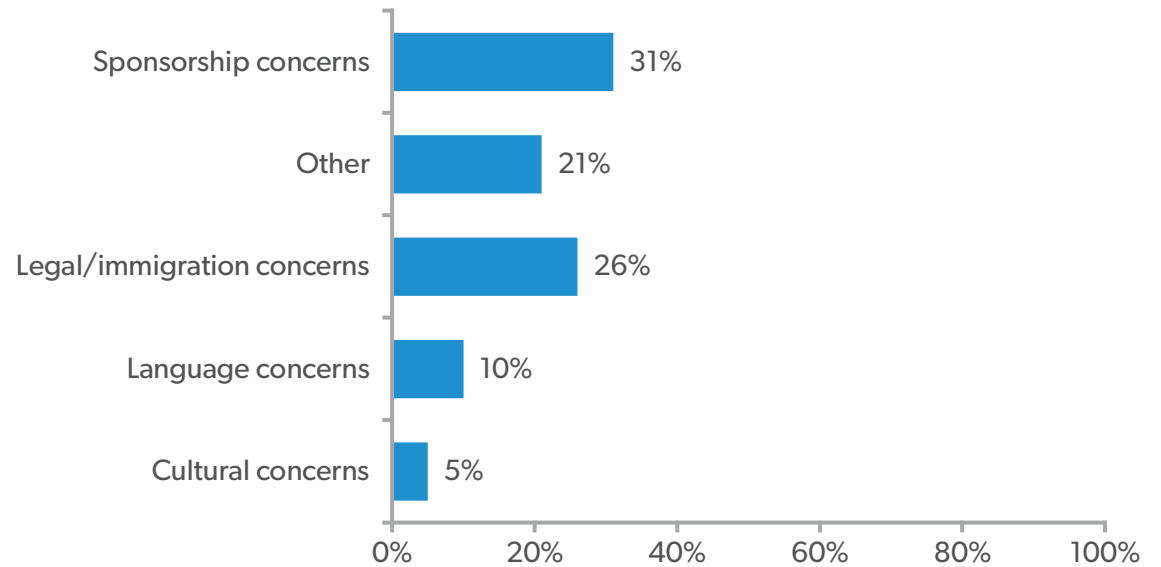
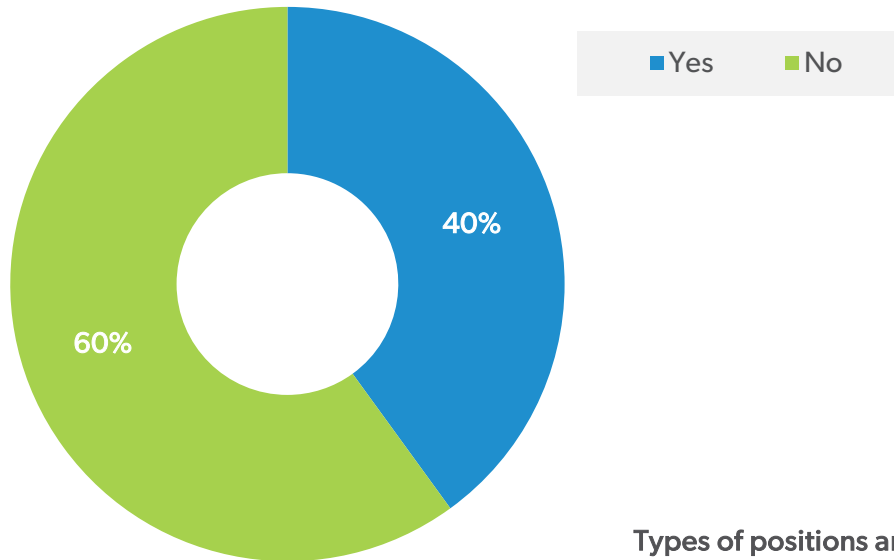


FIGURE 7 | Organizations that employ high school students in any capacity



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

- Senior Project students
- To get them interested in a career path, where they'll hopefully join our team.
- Usually family of other workers. Assembly, yard work, etc.
- Filing and some shipping work
- We work through the CMSD Internship Program.
- Dishwashing, laundry, cleaning rooms, bussing tables, cold food prep for banquets, banquet room set up.
- Internship program through the Geauga Growth Partnership, as well as year-round part time school program through trade programs
- Interns from vocational schools
- Summer Help
- High School Partnership
- Part-time as needed but rarely
- We have Newbury High students who are not interested in college post high school work partial dates in our manufacturing areas.

FIGURE 8 | Organizations in the process of hiring or planning to hire new college graduates in 2019

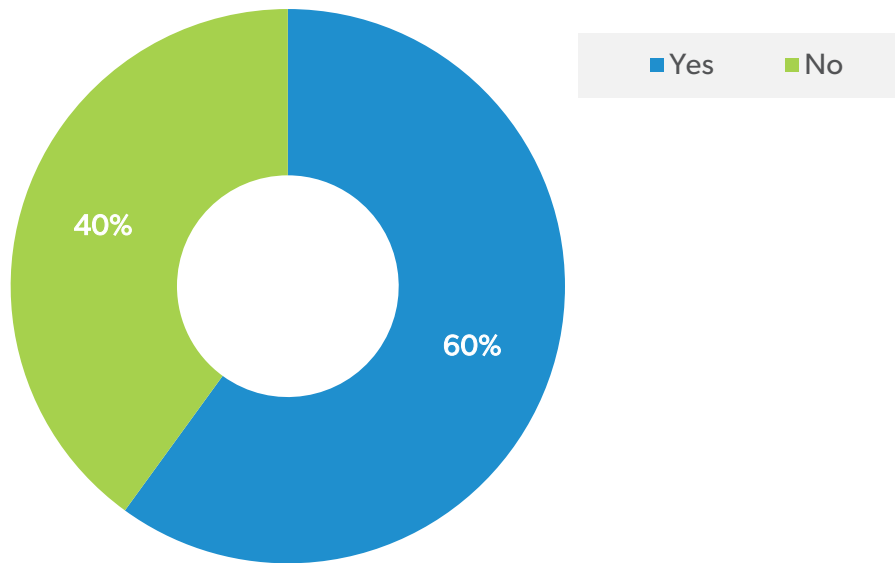


FIGURE 9 | Average percentage of new college graduates hired into organizations in the past 12 months who graduated from colleges/universities in Northeast Ohio

	Average %	Count
<b>All Organizations</b>	57%	38
<b>Industry</b>		
Manufacturing	50%	16
Non-Manufacturing	95%	7
Non-Profit	100%	1
<b>Organizational Size</b>		
1-50	50%	5
51-200	84%	13
201-500	45%	6
Over 500	40%	2

**FIGURE 10 | Average percent of organizations' entry-level positions that come from new graduates**

	Average %	Responses
<b>All Organizations</b>	37%	32
<b>Industry</b>		
Manufacturing	43%	12
Non-Manufacturing	29%	5
Non-Profit	0%	1
<b>Organizational Size</b>		
1-50	31%	4
51-200	30%	9
201-500	33%	5
Over 500	58%	2

**FIGURE 11 | Average percent of new college graduates hired in 2018 and so far in 2019 that have interned previously with the organization**

	Average %	Responses
<b>All Organizations</b>	49%	29
<b>Industry</b>		
Manufacturing	53%	12
Non-Manufacturing	60%	4
Non-Profit	0%	1
<b>Organizational Size</b>		
1-50	38%	4
51-200	69%	7
201-500	38%	5
Over 500	30%	2

**FIGURE 12 | Average percent of new college graduates hired in 2018 and so far in 2019 that have interned elsewhere previously, not at the organization in which they were hired**

	Average %	Responses
<b>All Organizations</b>	24%	30
<b>Industry</b>		
Manufacturing	15%	12
Non-Manufacturing	38%	5
Non-Profit	100%	1
<b>Organizational Size</b>		
1-50	25%	4
51-200	24%	8
201-500	35%	5
Over 500	8%	2

**FIGURE 13a | Colleges or universities from which your organization has hired interns in the last 12 months**

Name of College/University	Count
Ashland University	2
Aultman College of Nursing & Health Sciences	0
Baldwin Wallace University	8
Bowling Green State University – Firelands	2
Case Western Reserve University	9
Cleveland Institute of Art	0
Cleveland Institute of Music	0
Cleveland State University	16
College of Wooster	3
Cuyahoga Community College	7
Eastern Gateway Community College	0



Heidelberg University	0
Hiram College	2
John Carroll University	7
Kent State University	15
Lake Erie College	3
Lakeland Community College	4
Lorain Community College	0
Malone University	0
North Central State College	0
Northeast Ohio Medical University NEOMED	0
Notre Dame College	0
Oberlin College	1
Ohio State University – Mansfield Campus	1
Stark State College	0
Terra State College	0
Tiffin University	0
University of Akron	18
University of Mount Union	2
Ursuline College	2
Walsh University	2
Youngstown State University	3
N/A	11
Other	7

**Other colleges/universities listed include (n=1):** University of Dayton, University of Notre Dame, Liberty University, University of Michigan, Ohio University, Ferris State University, Mercyhurst

FIGURE 13b | Colleges or universities from which your organization has hired recent graduates in the last 12 months

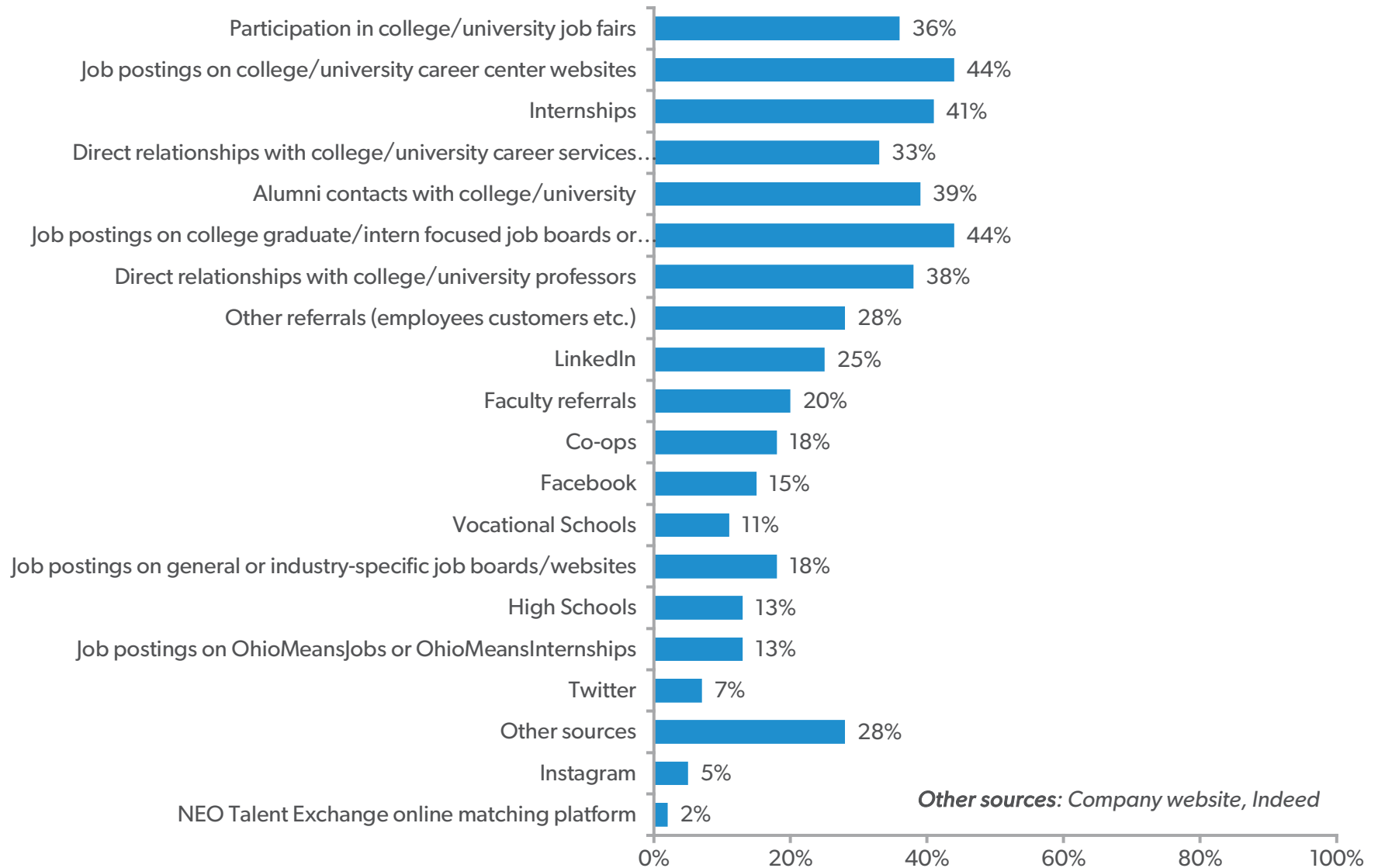
Name of College/University	Count
Ashland University	1
Aultman College of Nursing & Health Sciences	0
Baldwin Wallace University	6
Bowling Green State University – Firelands	0
Case Western Reserve University	5
Cleveland Institute of Art	1
Cleveland Institute of Music	0
Cleveland State University	14
College of Wooster	0
Cuyahoga Community College	7
Eastern Gateway Community College	0
Heidelberg University	0
Hiram College	2
John Carroll University	2
Kent State University	11
Lake Erie College	2
Lakeland Community College	4
Lorain Community College	0
Malone University	0
North Central State College	0
Northeast Ohio Medical University NEOMED	0
Notre Dame College	0
Oberlin College	0
Ohio State University – Mansfield Campus	0
Stark State College	0

Terra State College	0
Tiffin University	0
University of Akron	11
University of Mount Union	1
Ursuline College	0
Walsh University	0
Youngstown State University	1
N/A	12
Other	7

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# RECRUITING & HIRING

FIGURE 14 | Sources used to recruit interns



**FIGURE 15 | Sources used to recruit new college graduates**

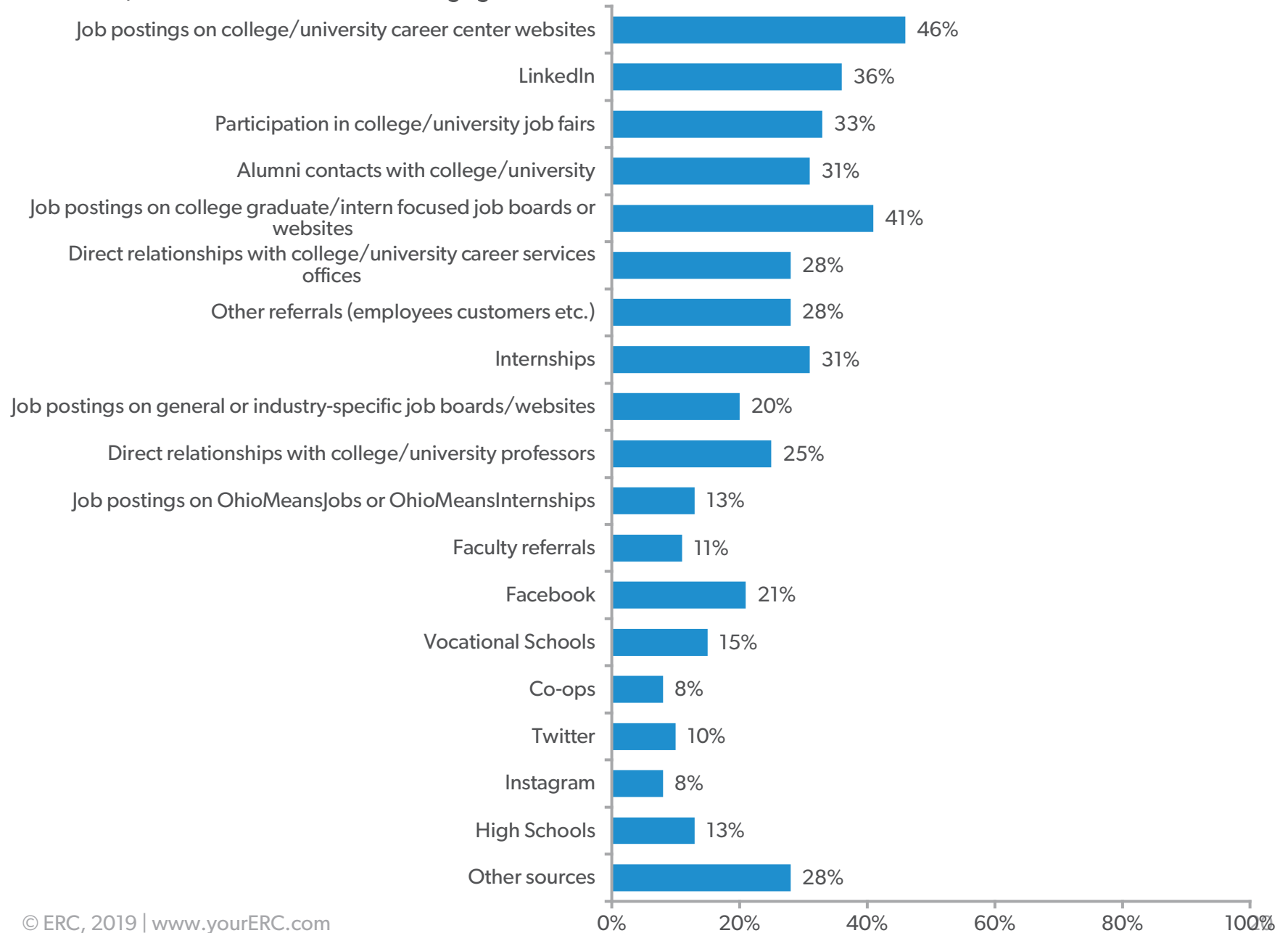
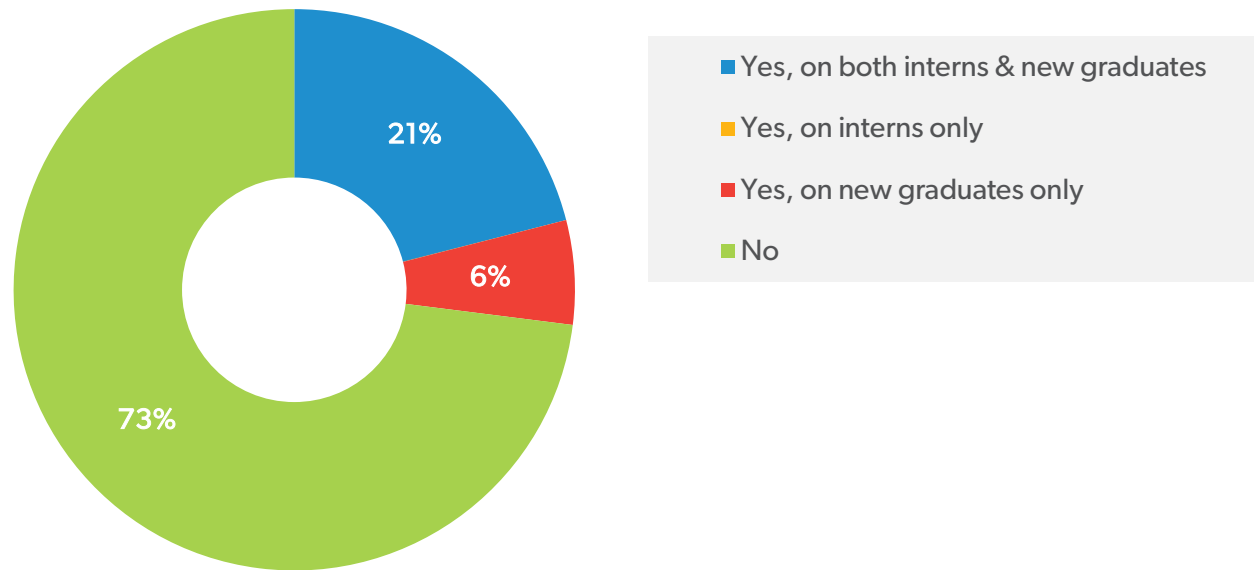
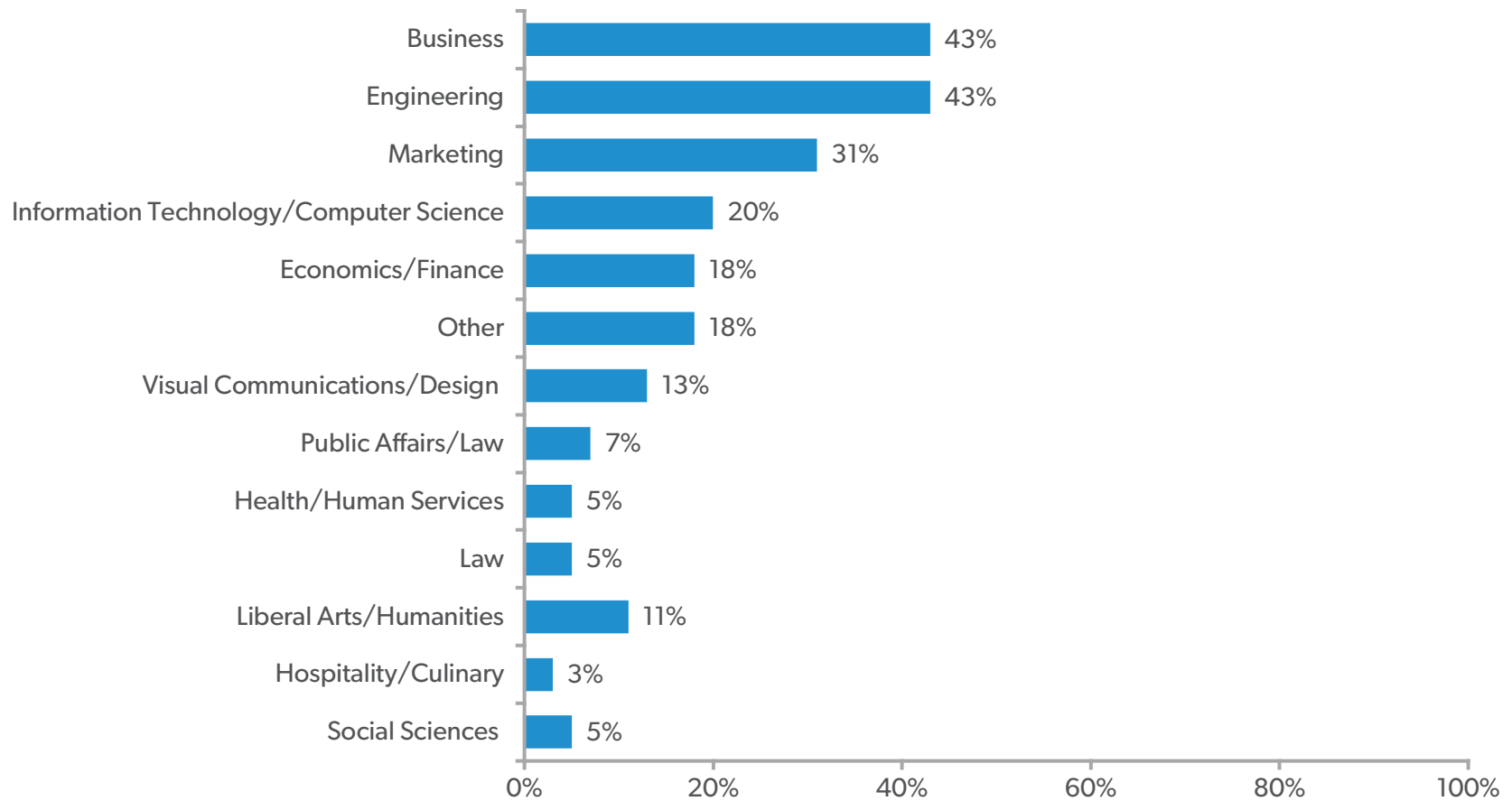


FIGURE 16 | Organizations that use social media to conduct research on potential job candidates prior to making hiring decisions



**If yes, what platforms are used:** Companies cited use of Facebook, Twitter, Instagram, and LinkedIn to conduct research on job candidates who were both new college graduates as well as interns.

FIGURE 17 | Majors or areas of study most important to employers when recruiting interns



*Other majors: Construction Management, Health Information Management, Architecture and Interior Design, Journalism, Human Resources, HVAC, EHS*

FIGURE 18 | Criteria used to hire interns

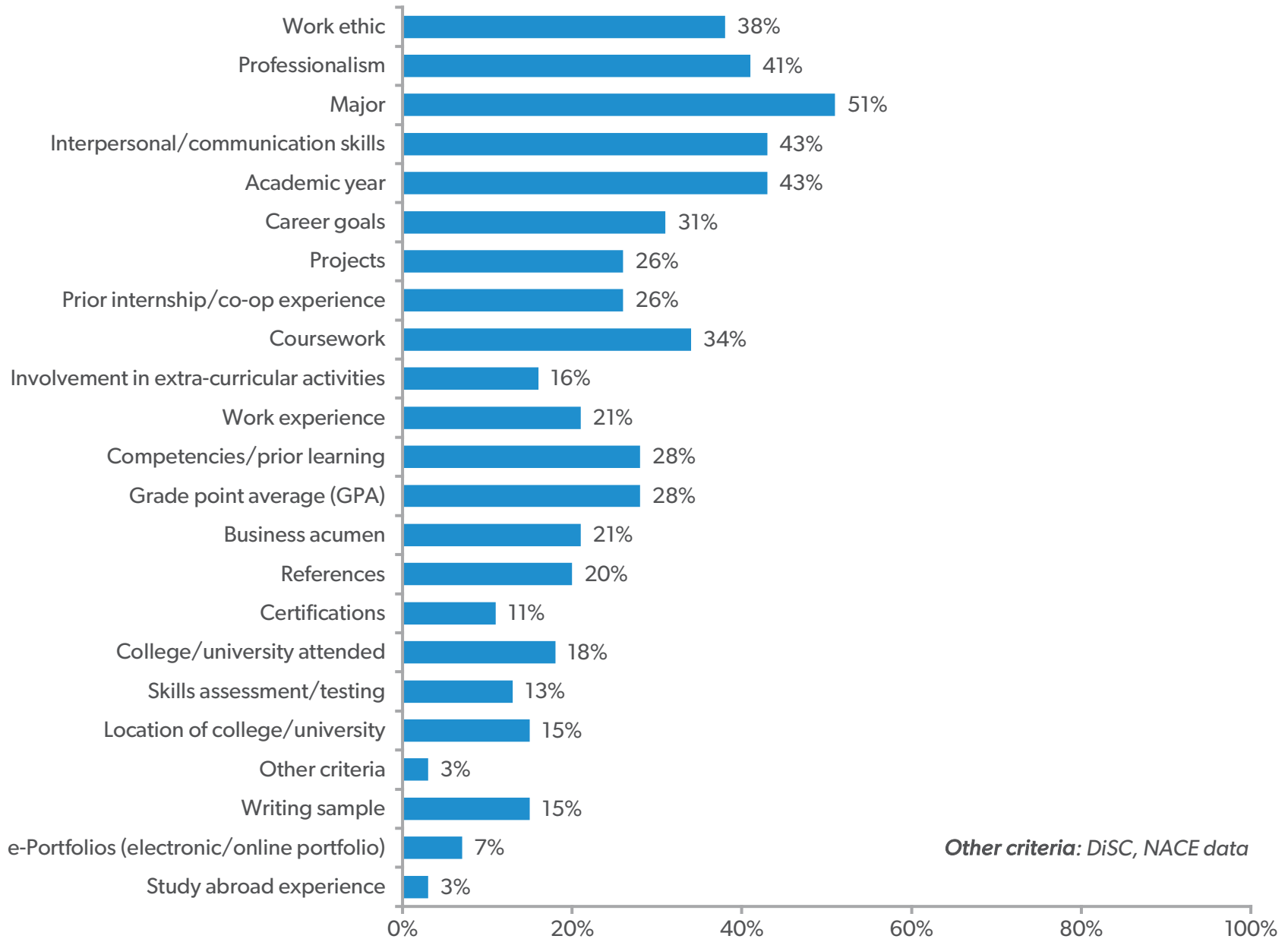




FIGURE 19 | Criteria used to hire new college graduates

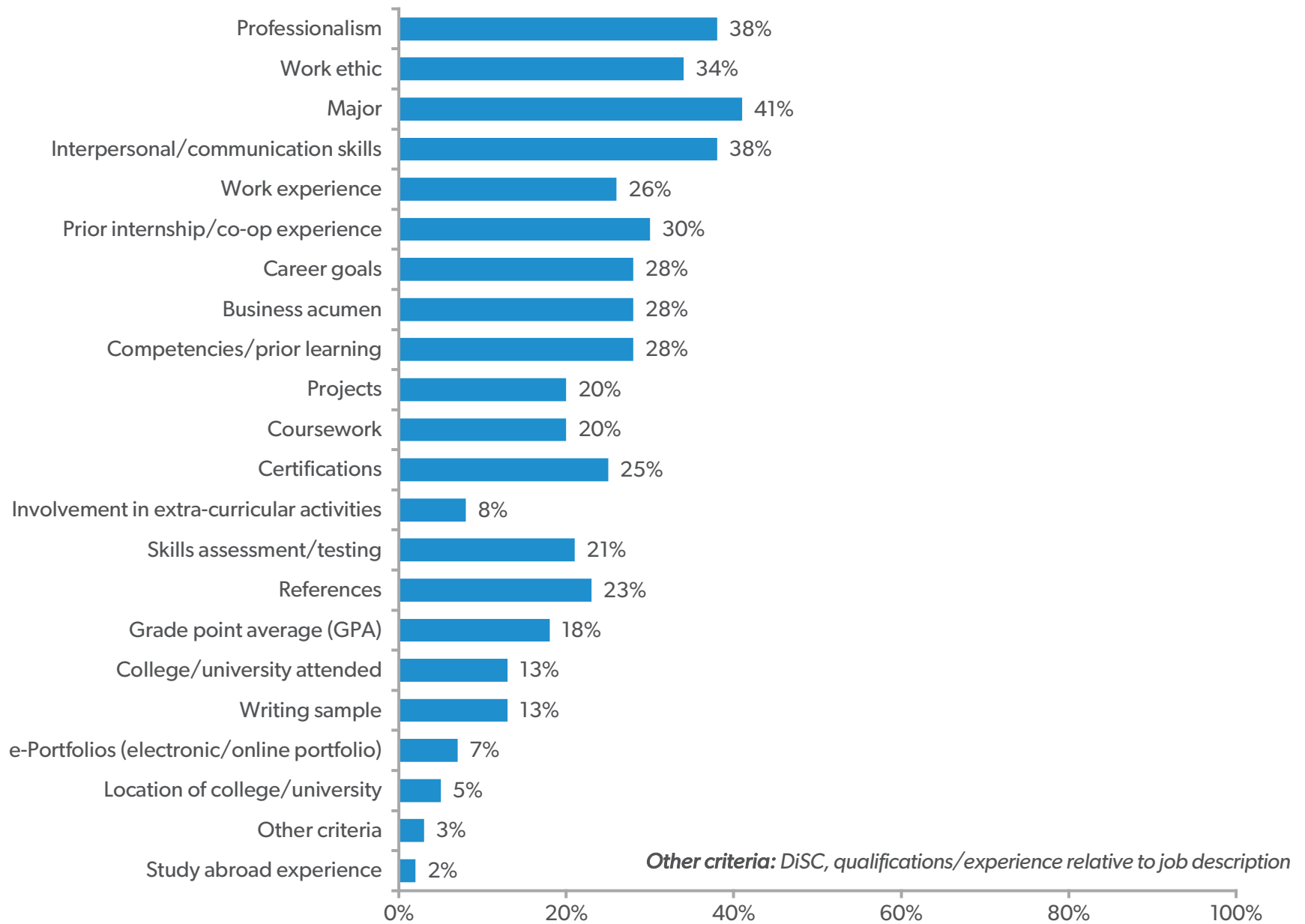
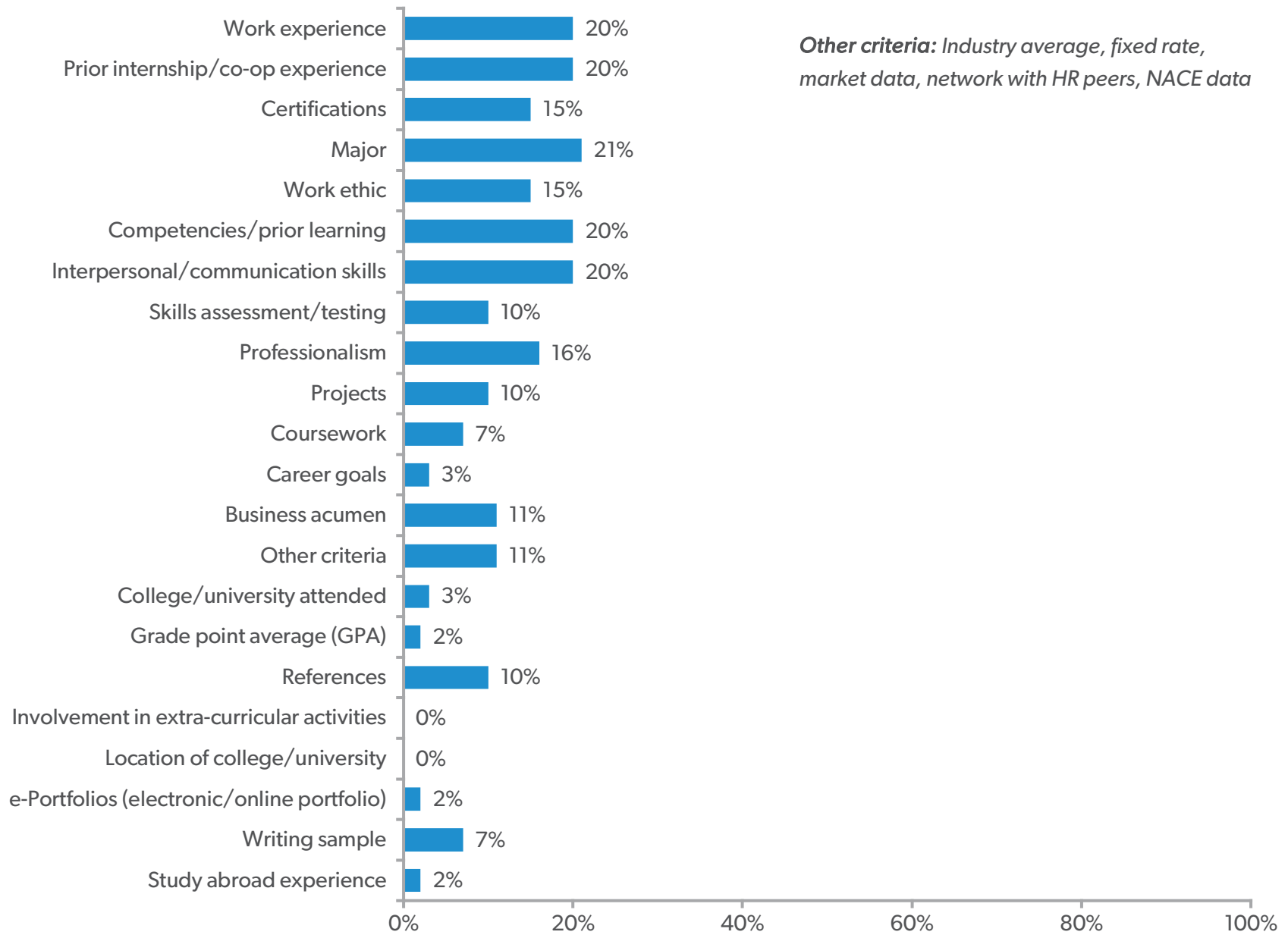


FIGURE 20 | Criteria used to determine new college graduate salaries



**FIGURE 21 | Average cut-off GPAs (if GPA is used as criteria) for hiring interns**

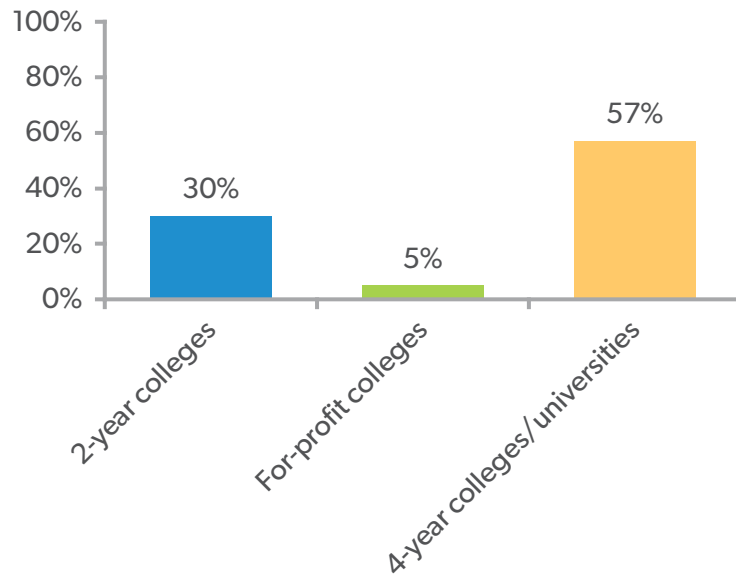
	Average
<b>All Organizations</b>	2.85
<b>Industry</b>	
Manufacturing	3.00
Non-Manufacturing	2.85
Non-Profit	2.67
<b>Organizational Size</b>	
1-50	2.75
51-200	2.96
201-500	3.00
Over 500	2.00

**FIGURE 22 | Average cut-off GPAs (if GPA is used as criteria) for hiring new graduates**

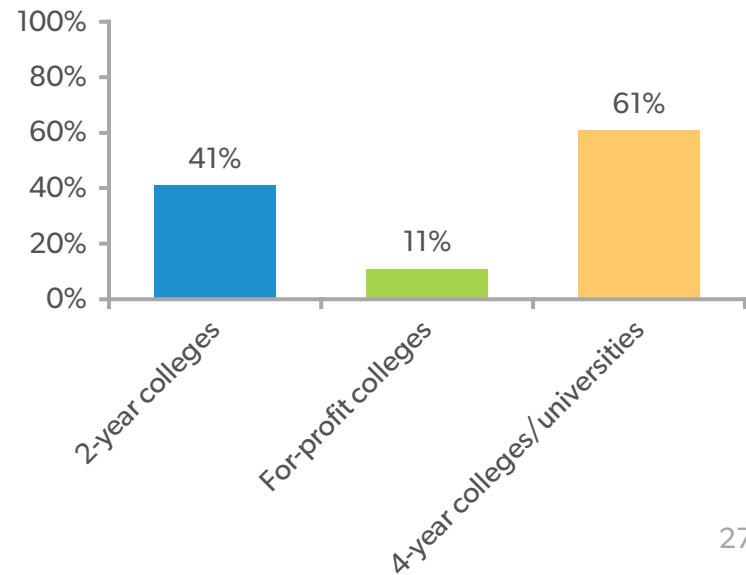
	Average
<b>All Organizations</b>	3.00
<b>Industry</b>	
Manufacturing	3.00
Non-Manufacturing	3.10
Non-Profit	3.00
<b>Organizational Size</b>	
1-50	3.30
51-200	3.00
201-500	n/a
Over 500	n/a

*Companies over 200 employees did not provide their average cut-off GPAs for hiring new graduates.*

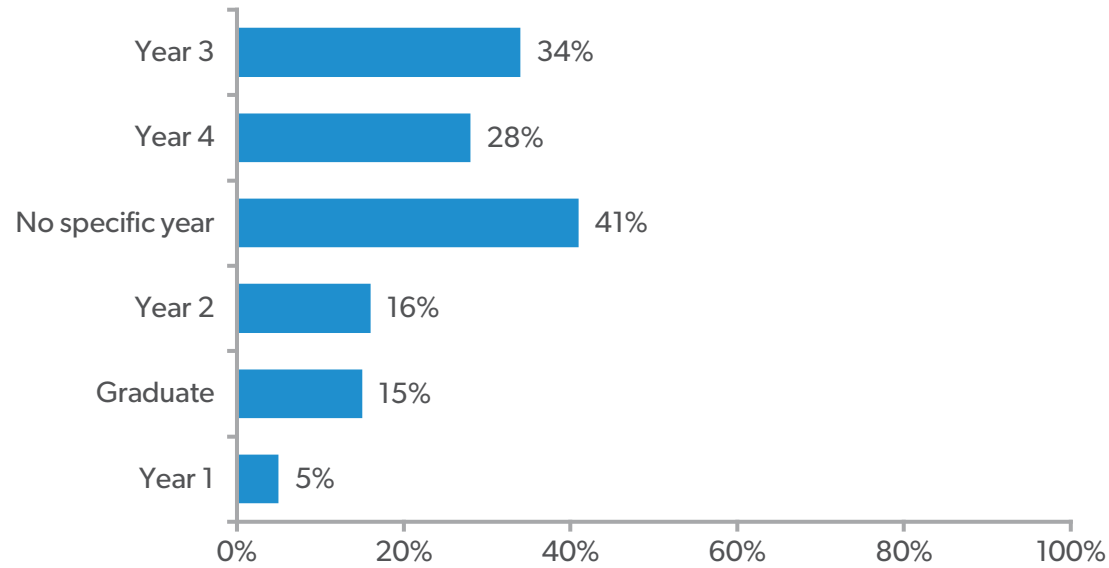
**FIGURE 23 | Organizations that recruit from the following types of institutions of higher education for interns**



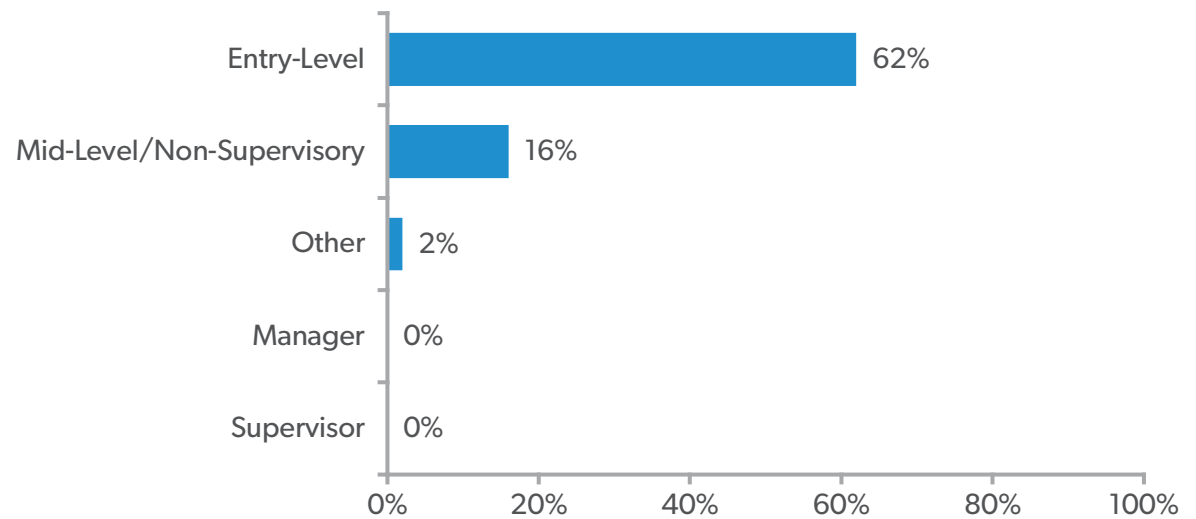
**FIGURE 24 | Organizations that recruit from the following types of institutions of higher education for new college graduates**



**FIGURE 25 | Academic year required for internships**



**FIGURE 26 | Job levels for which organizations typically hire new college graduates**



# INTERNSHIP PROGRAM STRUCTURE & BENEFITS

FIGURE 27 | Organizations with internship programs lasting each of the following periods of time

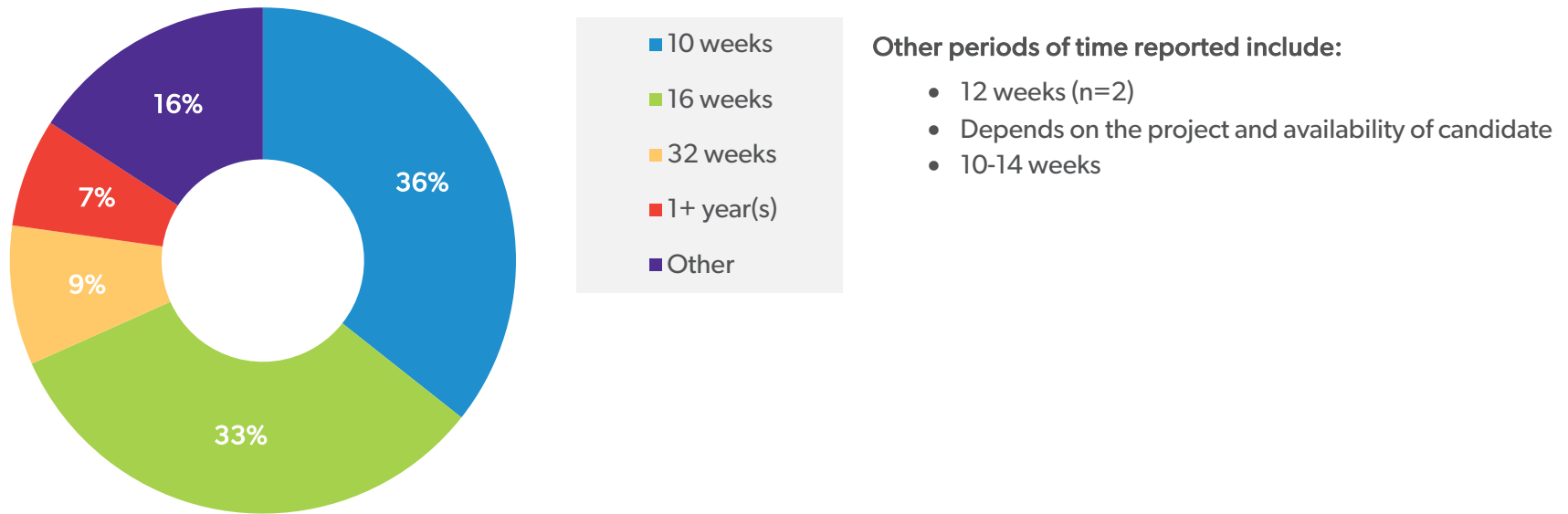
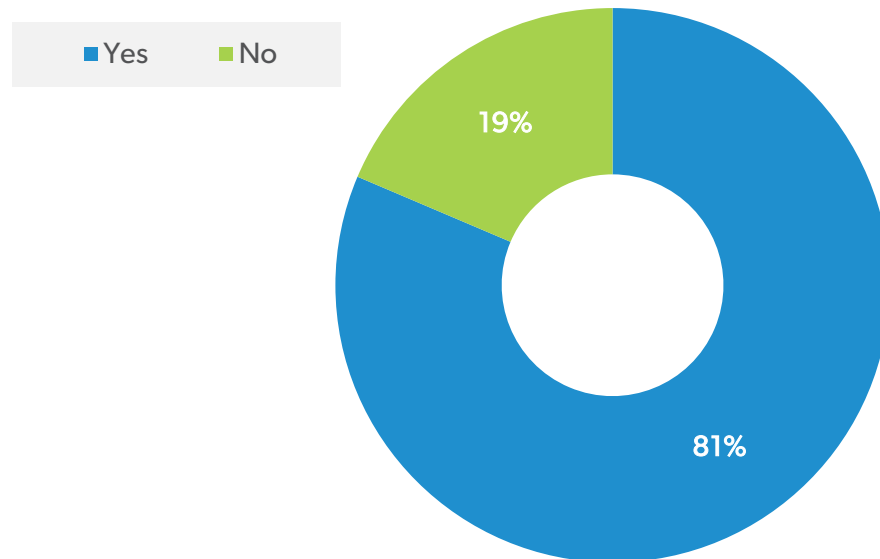
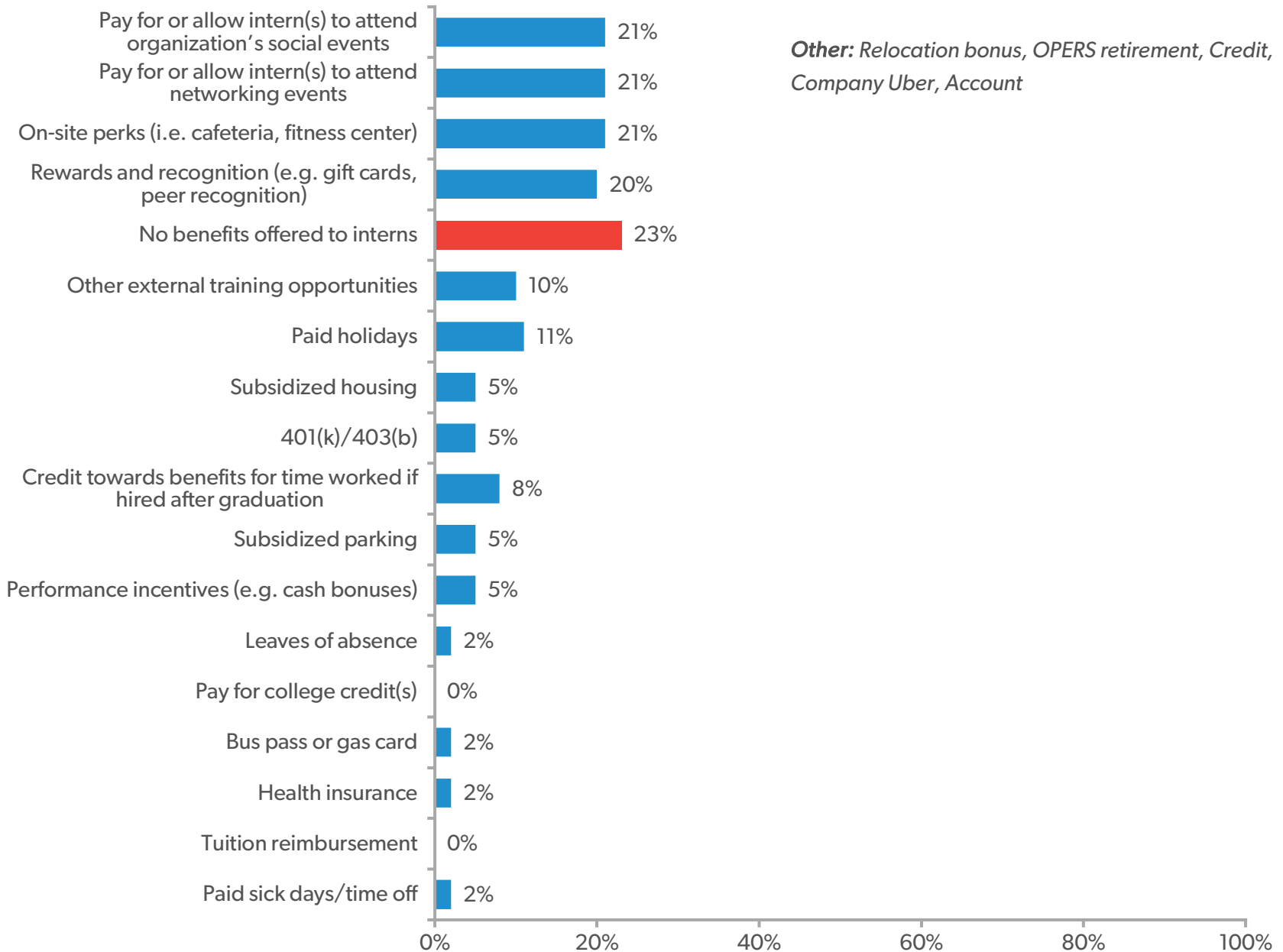


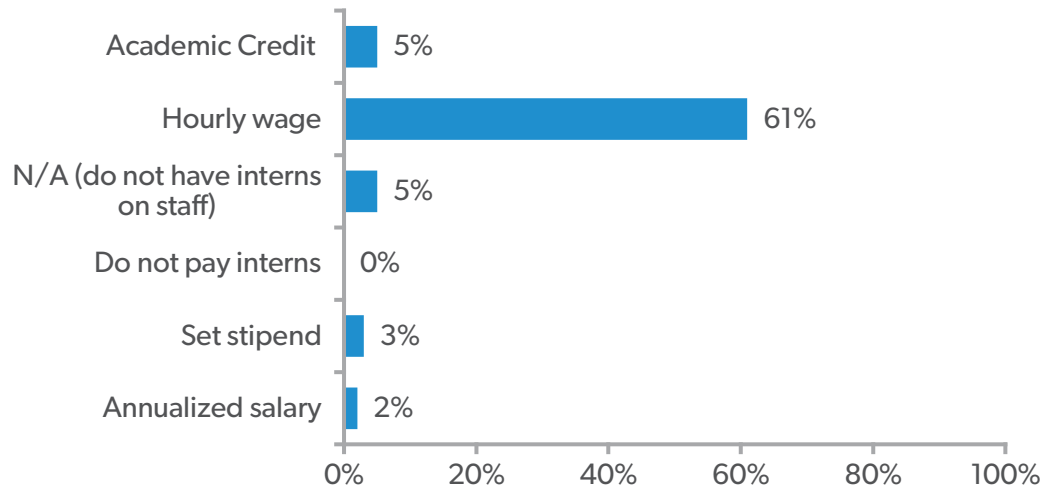
FIGURE 28 | Organizations that provide interns a job description with a set of defined responsibilities



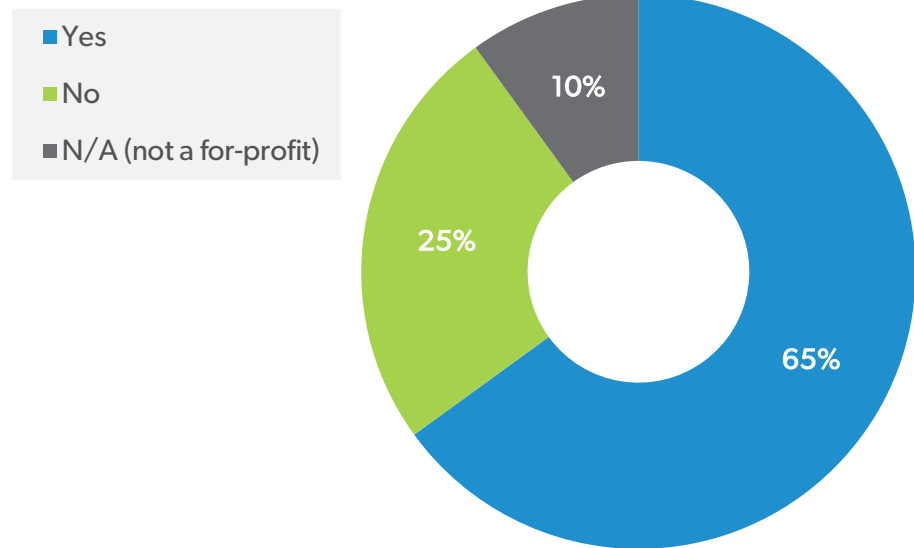
**FIGURE 29 | Types of benefits offered to interns**



**FIGURE 30 | Organization’s pay structure for interns**

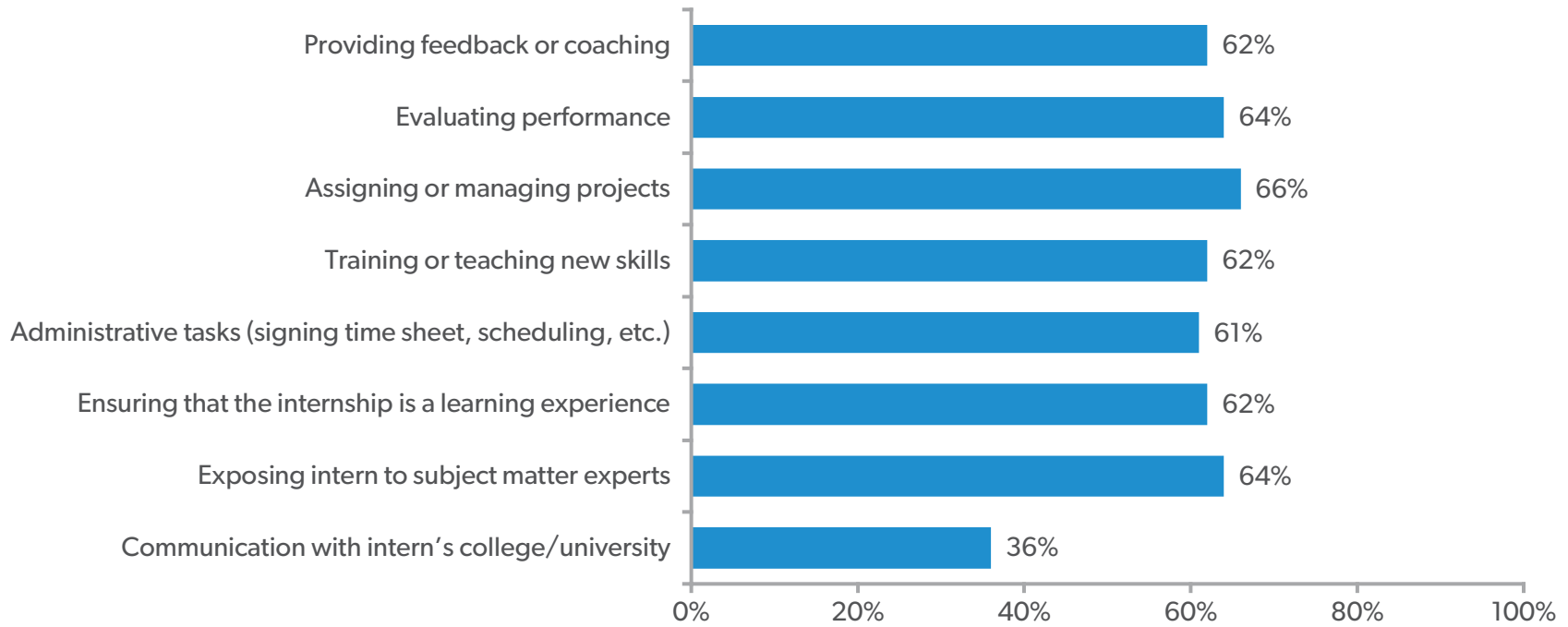


**FIGURE 31 | Organizations that are aware of the Department of Labor’s “Fact Sheet #71: Internship Programs Under the Fair Labor Standards Act”**



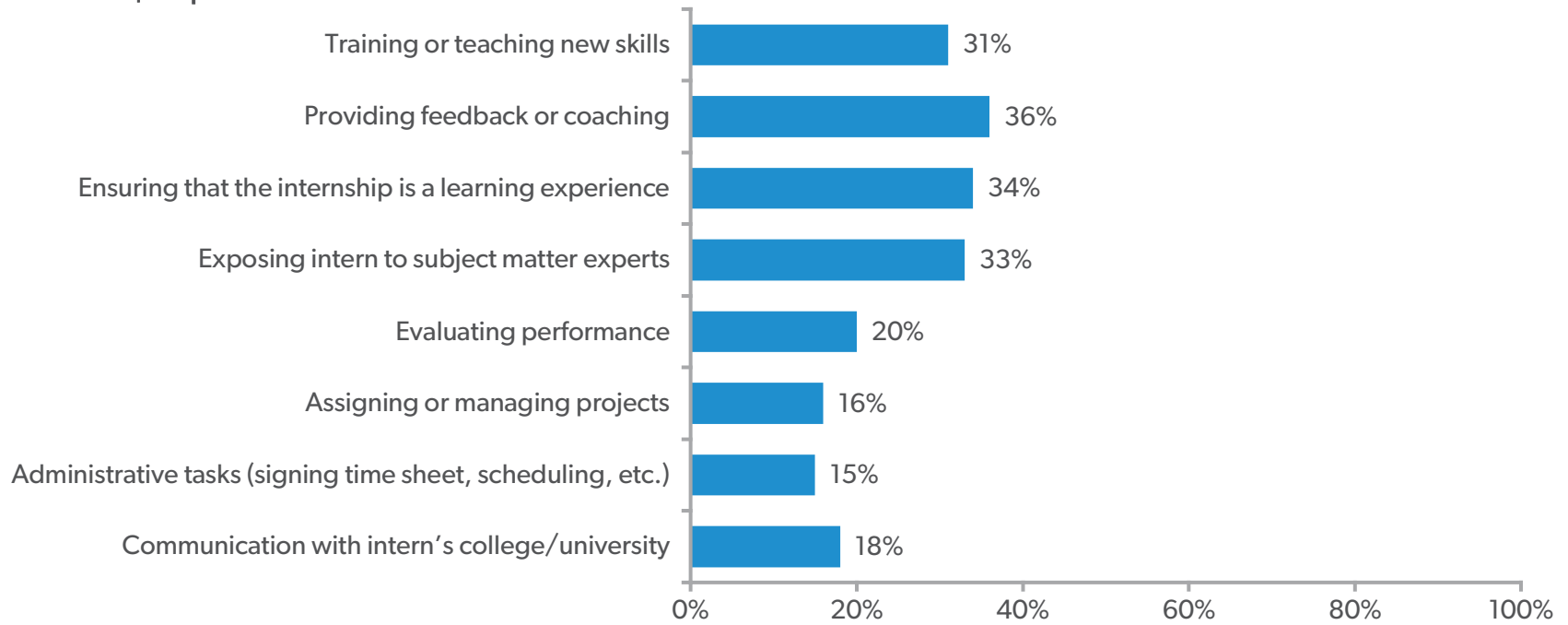


**FIGURE 33 | Responsibilities of supervisors**



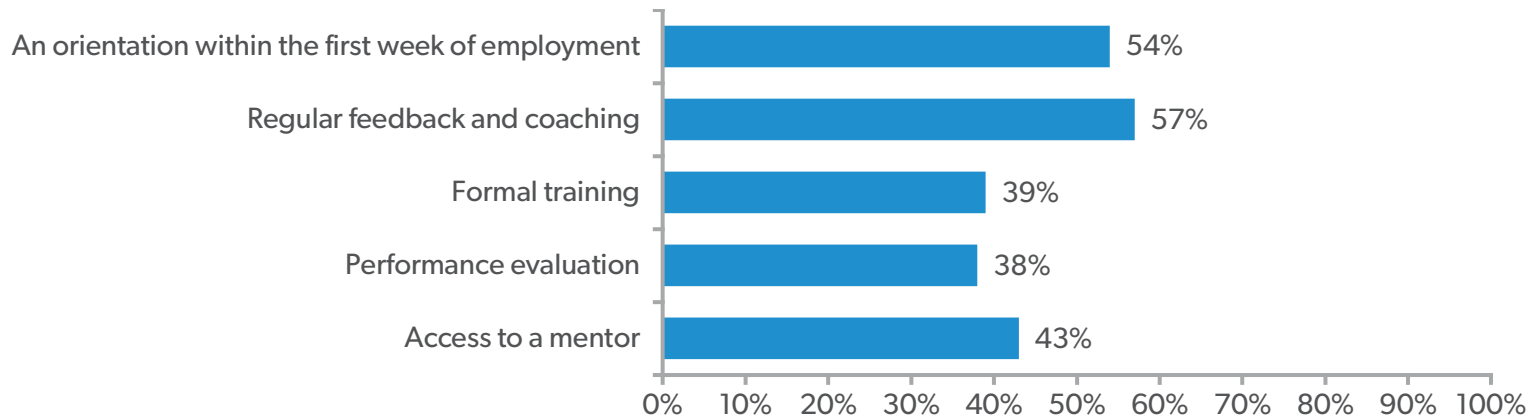
*Other response: Planning an enriching experience including exposure to projects performed in a professional setting*

**FIGURE 34 | Responsibilities of mentors**



# PERFORMANCE MANAGEMENT

FIGURE 35 | Organizations that provide interns with the following

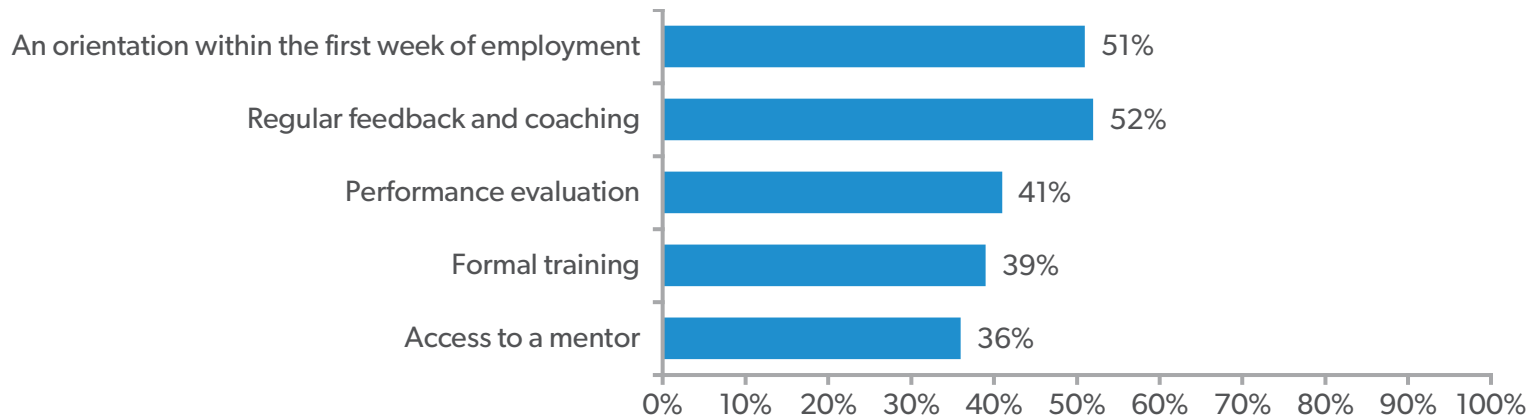


## Types of training and professional development opportunities for *interns*:

- One-on-one training for specific tasks. Attend meetings or phone calls
- We do well on the manufacturing floor, training up and coming machinist and QC specialist with technical skills such as reading blueprints and gauges and operating equipment. We even have formal monthly classroom training for them as well as a daily mentor on the floor giving constant feedback. Office internships fall short of the above expectations. Our office internships (marketing, and engineering) have not been great and need to be reevaluated.
- Internal training provided to all employees, and on-site professional training.
- knowledge on how to run equipment and programs
- We have a dedicated organizational development team that offers several regular professional development and training opportunities to all employees College-wide.
- Various soft skill training internally or externally; on the job training with mentor/SME
- Company eLearning modules - includes company overview, timekeeping, work products, basic terminology
- Training on company policies and what they will be expected to do.
- iCleveland Program and a 'Backpack to Briefcase' training from ERC
- attend lunch and learns

- On the job training
- Varies
- System training, weekly lunch and learns on various professional development topics
- Through our online portal with Litmos
- QMS, the subject matter they are to work on.
- job related
- On- the- job training and experience working in a chemical plant.
- Assistance and hands-on training with a dedicated co-worker
- Transitional training Skills Assessment Business overview

**FIGURE 36 | Organizations that provide new college graduates with the following**

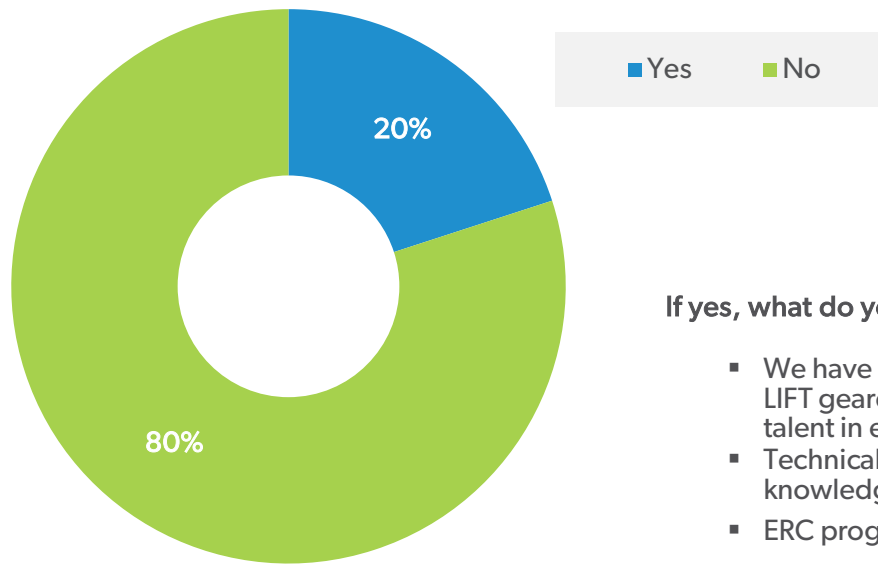


**Types of training and professional development opportunities for *graduates*:**

- One-on-one training for specific tasks. Attend meetings or phone calls
- Varies by position
- Above and external college, seminars and conferences.
- knowledge on how to run equipment and programs

- Professional communication, quality of work, emotional intelligence, course-specific training topics, etc.
- Various soft skill training internally or externally; on the job training with mentor/SME
- Company e-learning modules - includes company overview, timekeeping, work products, basic terminology
- Training on company policies and procedures and what they will be expected to do
- On the job training Internal training; conflict resolution, DiSC, etc.
- Access to a young professional's group with many different professional development events, system training
- Through our online portal with Litmos
- Job related
- Direct leadership, work with co-workers in the department to develop necessary skills
- Technical product training
- Transitional training Skills Assessment Business overview Company product overview
- Depending on department either classroom training or one on one training with a lead in department

FIGURE 37 | Organizations that offer management in training programs for new college graduates



**If yes, what do you use?**

- We have a professional development program called LIFT geared towards developing and retaining identified talent in entry level positions.
- Technical Associate Development Program - foundational knowledge in the technical aspects of our business
- ERC program.

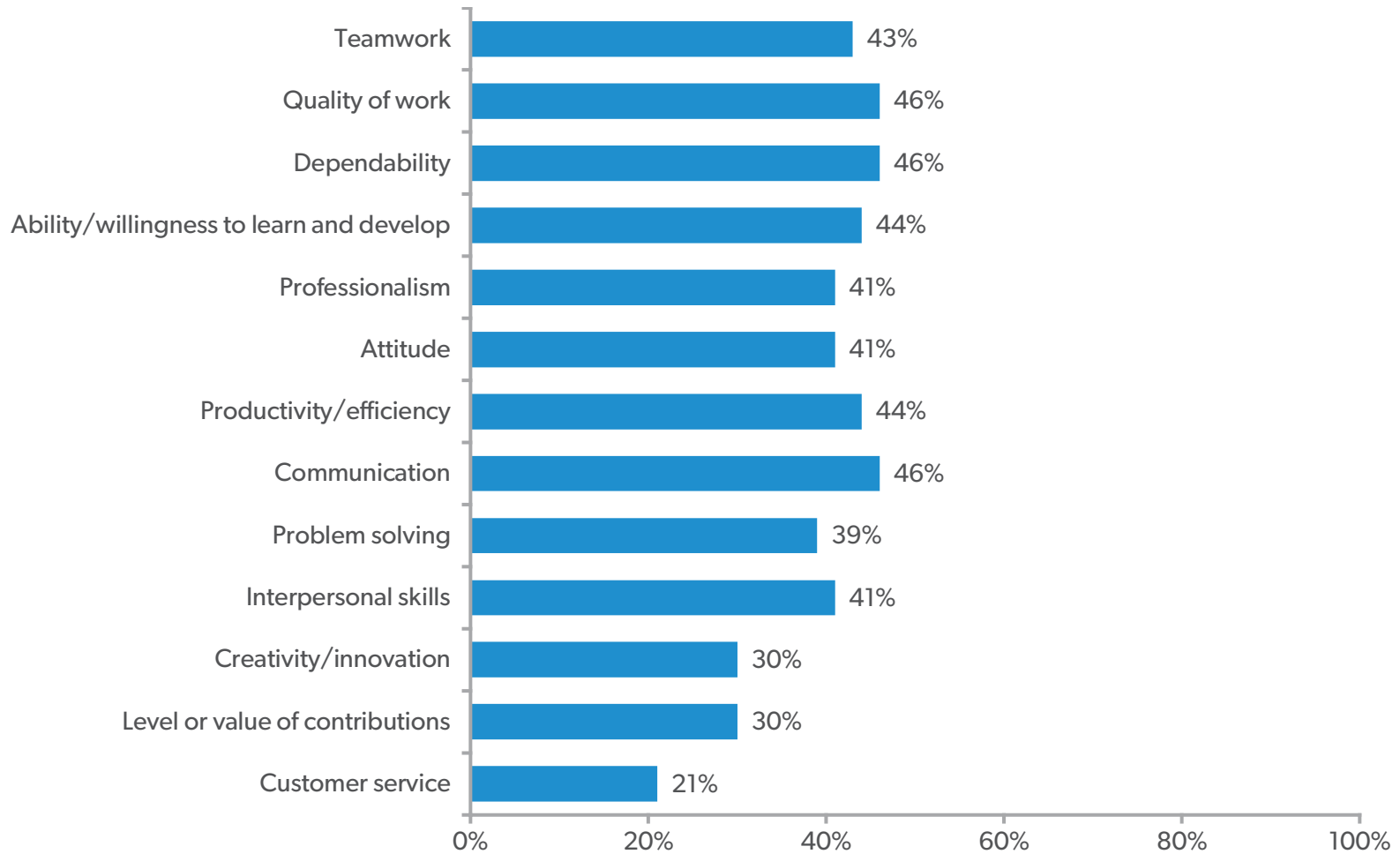
**FIGURE 38 | Average percent of time allotted to job duties (*intern only*)**

	Administrative or clerical duties	Analytical/ problem solving	Project coordination/ management	Communications	Other
<b>All Organizations</b>	28%	36%	29%	23%	18%
<b>Industry</b>					
Manufacturing	26%	35%	27%	24%	10%
Non-Manufacturing	40%	44%	20%	28%	28%
Non-Profit	22%	25%	52%	13%	5%
<b>Organizational Size</b>					
1-50	41%	32%	20%	22%	
51-200	30%	45%	24%	27%	24%
201-500	24%	28%	14%	26%	38%
Over 500	23%	50%	48%	10%	

**Other intern duties:**

- Hands on task, production
- Social media up to date
- Networking in the community
- Assist another department or separate project

FIGURE 39 | Aspects of intern performance that are assessed if performance evaluations are given



# POST-INTERNSHIP PRACTICES

FIGURE 40 | Methods organizations use to continue to engage interns

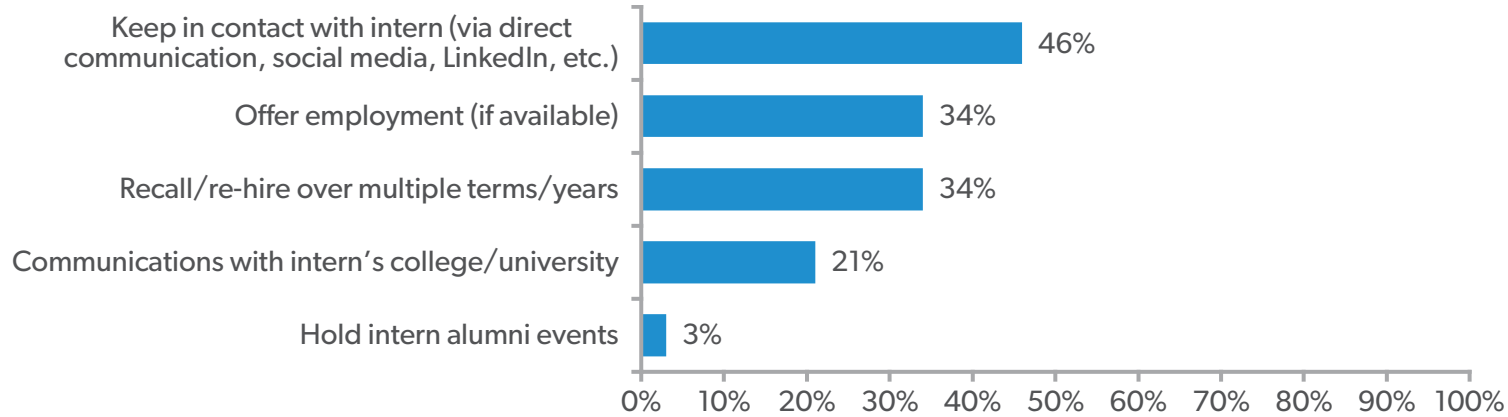


FIGURE 41 | Organizations offered interns *full-time* employment

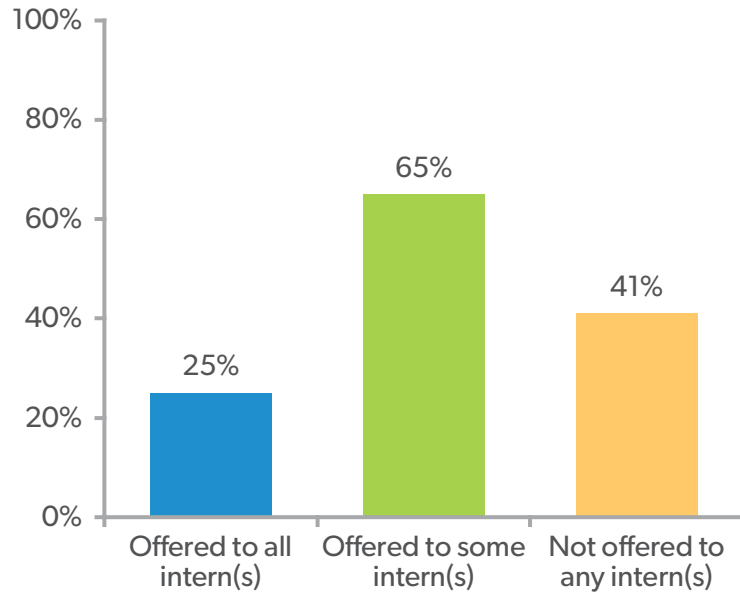


FIGURE 42 | Organizations offered interns *part-time* employment

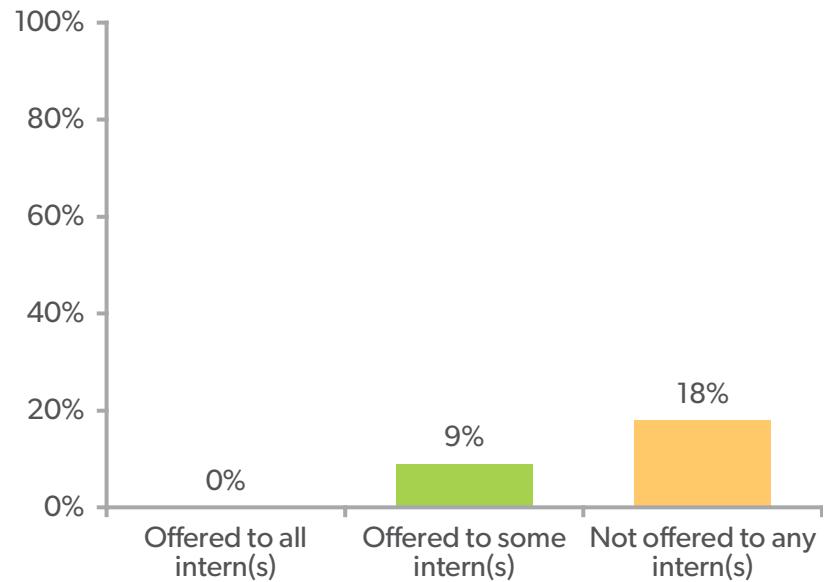




FIGURE 43 | Organizations that did not employ any interns in the past 12 months (N/A)

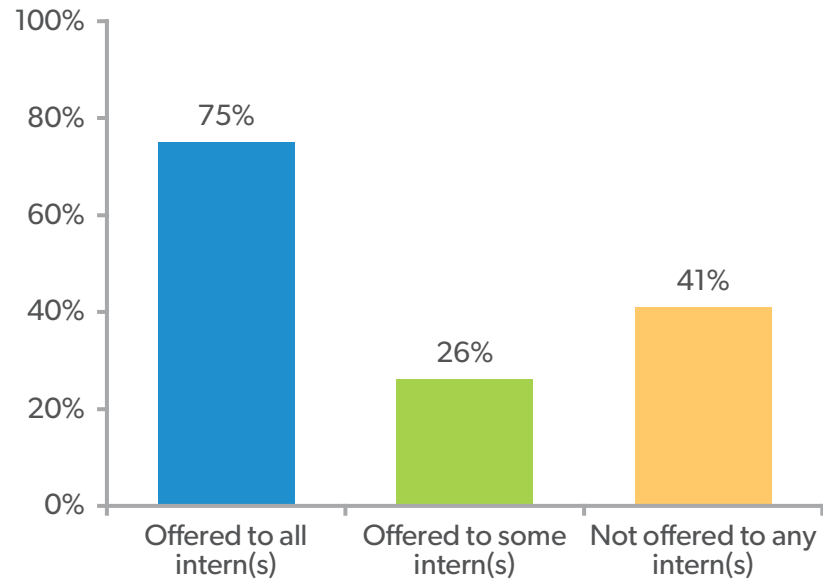
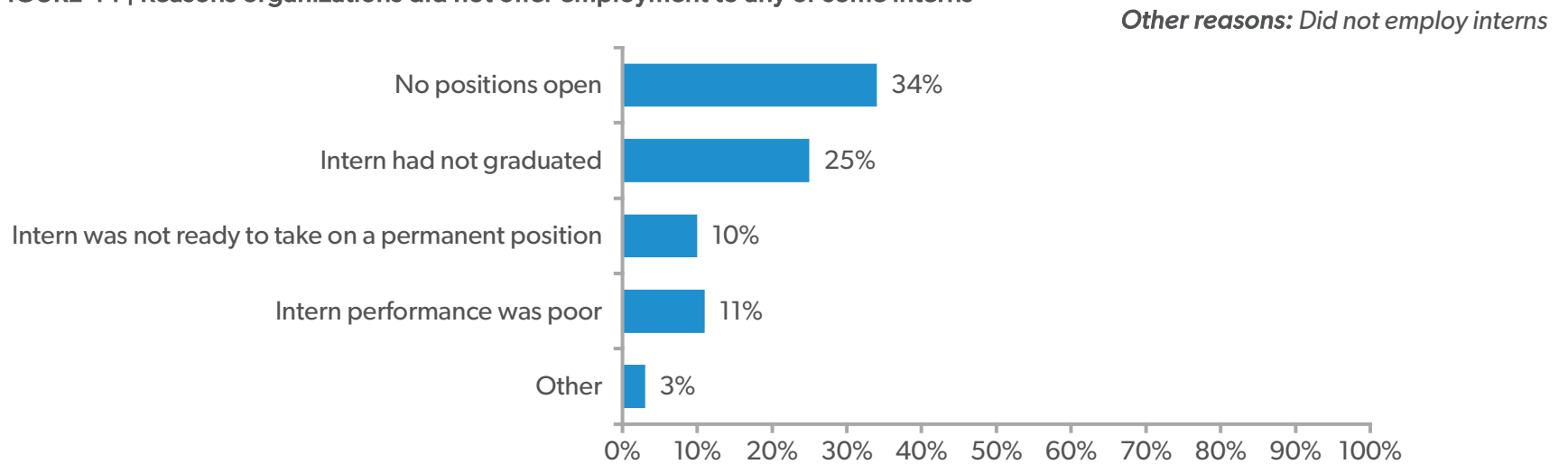


FIGURE 44 | Reasons organizations did not offer employment to any or some interns

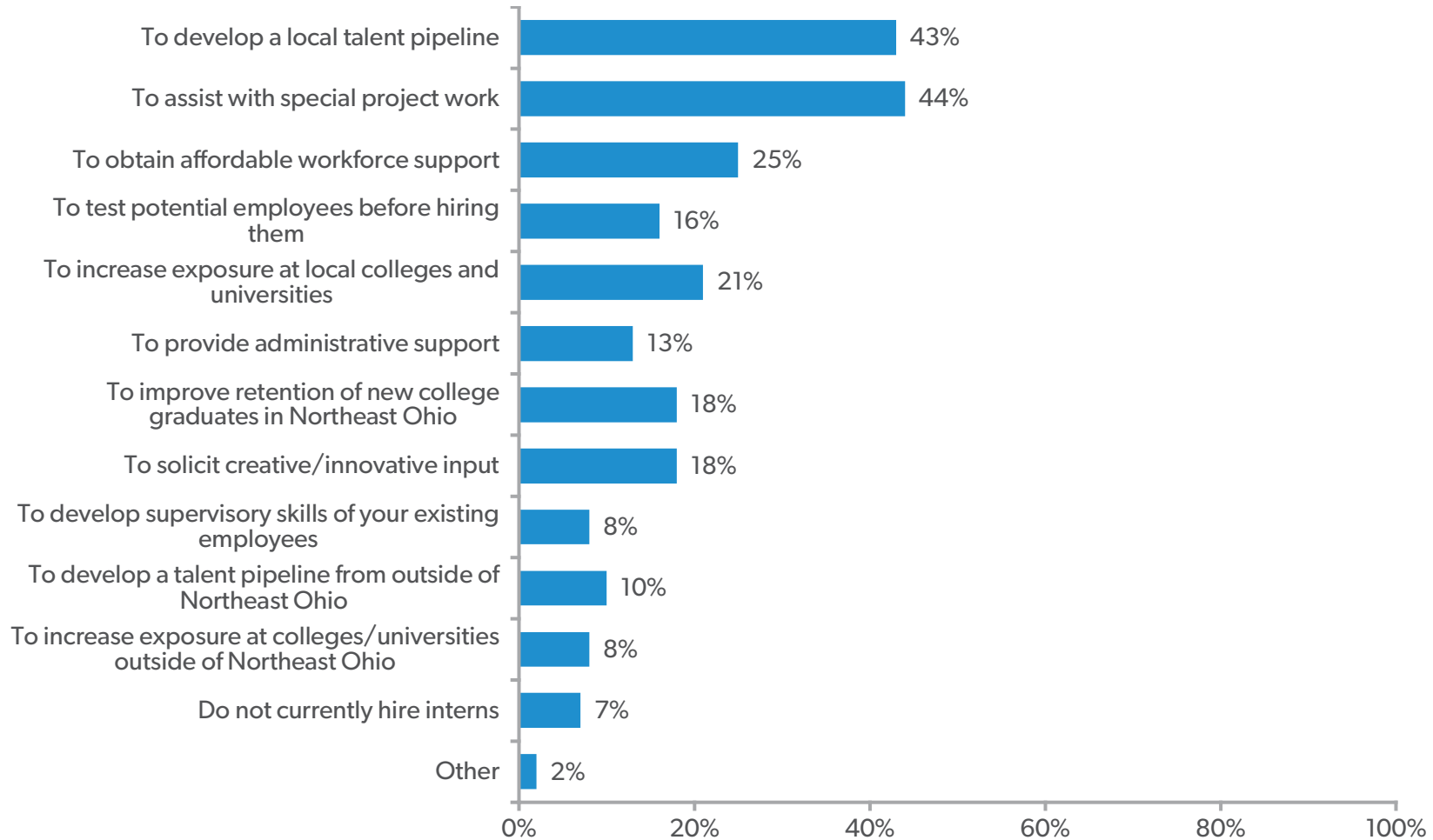


**FIGURE 45 | Ratio of offers made to offers accepted by interns by organizations**

Offers made : Offers accepted	Count
1:1	2
2:1	1
3:1	1
3:3	1
5:4	1
6:3	1
7:3	1
10:10	1

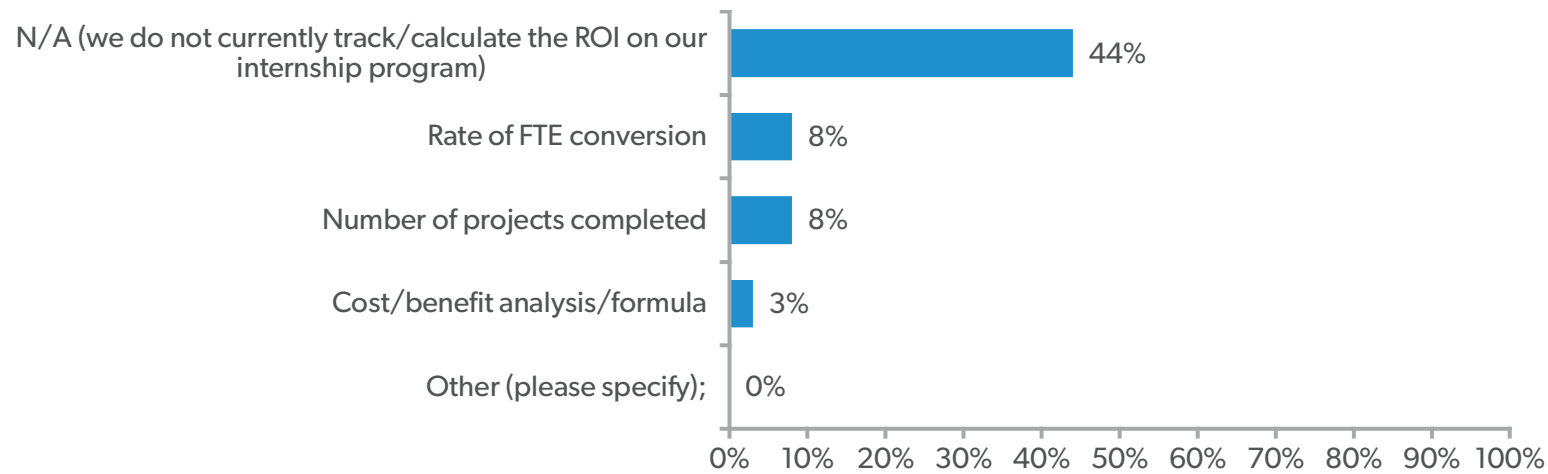
# BENEFITS & CHALLENGES OF INTERNSHIP PROGRAMS

FIGURE 46 | Primary reasons organizations use interns

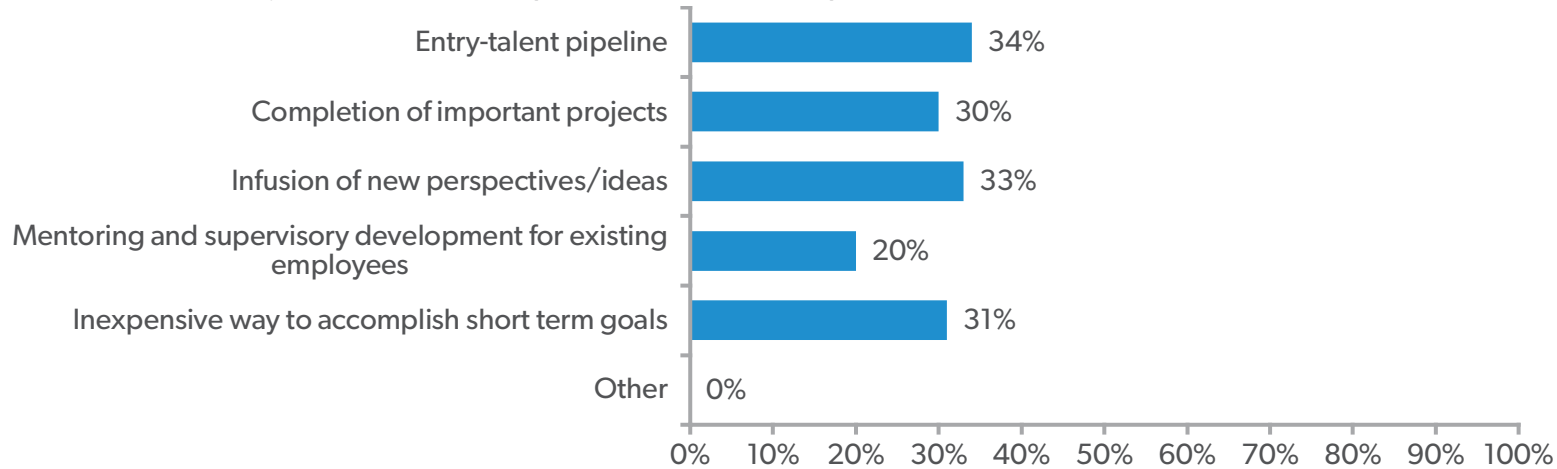


**Other:** To help young professional develop the skills they need to succeed.

**FIGURE 47 | Ways organizations determine the return on investment of internship program**



**FIGURE 48 | Primary benefit(s) that using interns has had on organizations**



**What is the most challenging part of employing an intern?**

- Selecting from a large pool of candidates. Finding meaningful work for interns. Making sure intern experience is valuable to the intern.
- In some positions, making it a meaningful experience for the intern.
- Never know what you're going to get!
- Reaching the right student for the internship.
- Finding the right candidate
- Keeping them busy. They are eager to learn and want bigger and better challenges.
- Creating time to sufficiently plan and regularly mentor the intern amongst the normal demands of supervisors' jobs.
- Availability of qualified candidates
- Dedicating time to coach and counsel
- Proper engagement and inclusion into the work area
- The hiring/onboarding process since we hire 25 every summer
- Keeping them at work.
- Coordination

**Additional comments about experiences:**

- Needs to be mutually beneficial

# INTERN PAY RATES

## ACCOUNTING/FINANCE INTERN

### Types of projects or assignments

	Percent
Accounting	75%
Accounts payable or receivable	38%
Auditing	38%
Billing	13%
Financial analysis and reporting	25%
Insurance	13%
Tax	13%

Other types of projects or assignments: Administrative, special project work

### Pay Rates

	Paid Internships		Unpaid Internships		25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
<b>Industry</b>								
Manufacturing	2	2	0	0	n/a	n/a	n/a	n/a
Non-Manufacturing	6	17	0	0	\$10.25	\$13.13	\$15.81	\$13.88
<b>Number of Employees</b>								
1-200	5	16	0	0	\$11.00	\$13.00	\$15.25	\$14.05
Over 200	3	3	0	0	n/a	n/a	n/a	\$13.67
<b>Total</b>	<b>8</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>\$10.75</b>	<b>\$14.00</b>	<b>\$15.44</b>	<b>\$13.91</b>

## ENGINEERING INTERN

### Types of projects or assignments

	Percent
Application	6%
Bio-engineering	6%
Chemical	18%
Civil	12%
Computer software	12%
Design/drafting	29%
Electrical	6%
Industrial	41%
Mechanical	76%
Systems	0%

Other types of projects or assignments: Packaging

### Pay Rates

	Paid Internships		Unpaid Internships		25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
<b>Industry</b>								
Manufacturing	13	33	0	0	\$15.00	\$15.50	\$17.00	\$15.81
Non-Manufacturing	4	6	0	0	n/a	n/a	n/a	\$14.14
<b>Number of Employees</b>								
1-200	10	23	0	0	\$15.00	\$15.38	\$15.95	\$15.46
Over 200	7	16	0	0	\$15.00	\$15.50	\$17.00	\$15.36
<b>Total</b>	<b>17</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>\$15.00</b>	<b>\$15.50</b>	<b>\$17.00</b>	<b>\$15.41</b>

## HUMAN RESOURCES INTERN

### Types of projects or assignments

	Percent
Benefits	40%
Administration (e.g., policies, job descriptions, document management)	80%
Compensation management	20%
Employee relations program coordination	40%
Payroll administration	20%
Performance management	40%
Recruiting	60%
Training and development	60%
Wellness	20%

### Pay Rates

	Paid Internships		Unpaid Internships		25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
<b>Industry</b>								
Manufacturing	3	3	0	0	n/a	n/a	n/a	\$14.33
Non-Manufacturing	2	3	0	0	n/a	n/a	n/a	n/a
<b>Number of Employees</b>								
1-200	1	1	0	0	n/a	n/a	n/a	n/a
Over 200	4	5	0	0	n/a	n/a	n/a	\$13.25
<b>Total</b>	<b>5</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>\$12.00</b>	<b>\$13.00</b>	<b>\$15.00</b>	<b>\$13.20</b>



## INFORMATION TECHNOLOGY INTERN

### Types of projects or assignments

	Percent
Application development	0%
Database development or management	14%
Help desk support	71%
Network administration or maintenance	0%
Programming	14%
Project management	29%
Security	0%
Software development	0%
Web administration	0%
Web development	0%

Other types of projects or assignments: New software implementation, data entry

### Pay Rates

	Paid Internships		Unpaid Internships		25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
<b>Industry</b>								
Manufacturing	1	2	0	0	n/a	n/a	n/a	n/a
Non-Manufacturing	6	6	0	0	\$12.50	\$14.50	\$15.38	\$14.08
<b>Number of Employees</b>								
1-200	3	3	0	0	n/a	n/a	n/a	\$16.17
Over 200	4	5	0	0	n/a	n/a	n/a	\$12.00
<b>Total</b>	<b>7</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>\$12.00</b>	<b>\$14.00</b>	<b>\$15.25</b>	<b>\$13.79</b>

## LEGAL INTERN

### Types of projects or assignments

	Percent
Clerical work	50%
Research	100%
Writing/editing	75%
Project management	25%
Observation	25%

### Pay Rates

	Paid Internships		Unpaid Internships		25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
<b>Industry</b>								
Manufacturing	0	0	0	0	n/a	n/a	n/a	n/a
Non-Manufacturing	4	5	0	0	n/a	n/a	n/a	\$18.75
<b>Number of Employees</b>								
1-200	2	3	0	0	n/a	n/a	n/a	n/a
Over 200	2	2	0	0	n/a	n/a	n/a	n/a
<b>Total</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$18.75</b>

## MARKETING/COMMUNICATIONS INTERN

### Types of projects or assignments

	Percent
Advertising	31%
Graphic design	31%
Market research	62%
Mass communication/ mailing lists	62%
Media design of video or audio	38%
Product management	15%
Program and event coordination	62%
Promotional materials	46%
Public relations/press releases	23%
Reporting/editing	0%
Social networking/social media	38%
Web content or administration	46%

### Pay Rates

	Paid Internships		Unpaid Internships		25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
<b>Industry</b>								
Manufacturing	6	7	0	0	\$12.25	\$14.00	\$15.00	\$13.50
Non-Manufacturing	6	12	0	0	\$10.25	\$11.50	\$12.75	\$11.67
<b>Number of Employees</b>								
1-200	8	14	0	0	\$10.75	\$12.00	\$13.00	\$12.13
Over 200	5	6	0	0	\$12.00	\$14.00	\$15.00	\$13.20
<b>Total*</b>	<b>13</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>\$11.00</b>	<b>\$12.00</b>	<b>\$14.00</b>	<b>\$12.54</b>

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

## OPERATIONS INTERN

### Types of projects or assignments

	Percent
Business analysis	17%
Logistics	33%
Office management	17%
Process improvement	33%
Project management	17%
Purchasing	17%
Supply chain management	33%

**Other types of projects or assignments:** Quality control and machining, maintenance, assembly labor

### Pay Rates

	Paid Internships		Unpaid Internships		25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
<b>Industry</b>								
Manufacturing	5	8	0	0	\$12.00	\$13.00	\$14.00	\$12.80
Non-Manufacturing	1	1	0	0	n/a	n/a	n/a	n/a
<b>Number of Employees</b>								
1-200	3	5	0	0	n/a	n/a	n/a	\$13.00
Over 200	3	4	0	0	n/a	n/a	n/a	\$11.67
<b>Total</b>	<b>6</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>\$10.50</b>	<b>\$12.50</b>	<b>\$13.75</b>	<b>\$12.33</b>

## SALES/CUSTOMER SERVICE INTERN

### Types of projects or assignments

	Percent
Account management	0%
Administrative/clerical work	25%
Business development	0%
Customer intake	50%
Customer database administration	25%
Customer service	75%
Inside sales	25%
Outside sales	0%

### Pay Rates

	Paid Internships		Unpaid Internships		25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
<b>Industry</b>								
Manufacturing	1	1	0	0	n/a	n/a	n/a	n/a
Non-Manufacturing	1	1	0	0	n/a	n/a	n/a	n/a
<b>Number of Employees</b>								
1-200	1	25	0	0	n/a	n/a	n/a	n/a
Over 200	2	2	0	0	n/a	n/a	n/a	n/a
<b>Total*</b>	<b>3</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$11.33</b>

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

## 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 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	Average
Bachelors, Business Administration	4	5	n/a	n/a	n/a	\$39,250
Bachelors, Engineering	6	10	\$50,000	\$52,500	\$55,000	\$53,333

FIGURE 49 | Organizations that provide signing bonuses to recent graduates

	Percent
All Organizations	0%
<b>Industry</b>	
Manufacturing	0%
Non-Manufacturing	0%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	0%
51-200	0%
201-500	0%
Over 500	0%

## RECENT GRADUATE JOB TITLES (BY DEGREE)

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

Degree Obtained	Job titles reported by respondents
Bachelors, Accounting	Account Clerk / Income Tax; Accounting Assistant, Staff Accountant
Bachelors, Business Administration	Marketing Coordinator; HR Assistant; Buyer; Administrative Assistant
Bachelors, Chemistry	Chemical Engineer
Bachelors, Computer Science	Continuous Improvement Associate
Bachelors, Engineering	Engineering 1; Engineer I; Mechanical Engineer; Project Engineer; Designer; Process Engineer
Bachelors, Information Technology	Programming Specialist
Bachelors, Logistics/Operations	Buyer
Bachelors, Marketing	HR Coordinator; Marketing Associate
Bachelors, Other Liberal Arts	Insides Sales Specialist
Masters, Business Administration	Supply Chain Specialist, Marketing Associate

# RESPONDENT DEMOGRAPHICS

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FIGURE 50 | Industry types and organizational sizes of the 61 respondents

	Percent
<b>Industry</b>	
Manufacturing	55%
Non-Manufacturing	30%
Non-Profit	15%
<b>Organizational Size</b>	
1-50	21%
51-200	52%
201-500	19%
Over 500	7%



# PARTICIPATING ORGANIZATIONS

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THANK YOU TO THE FOLLOWING ORGANIZATIONS FOR THEIR PARTICIPATION!

ALICE Training Institute  
AmMore, LLC  
Ancora  
Anderson International Corp  
ARaymond  
ASW Global, LLC  
Bay Corporation  
C&K Industrial Services, Inc.  
City of Green  
Cleveland Punch and Die Company  
Component Repair Technologies  
Cuyahoga Community College  
Donley's, Inc.  
EGC  
Empaco Equipment Corporation  
Excelas, LLC  
Freeman Manufacturing  
Greater Cleveland Partnership  
Hilton  
ID Images, LLC

K2M Design, Inc.  
Kinetico Incorporated  
LAND Studio  
Lanly Company  
Lifebanc  
Lumitex  
MATPLUS, Inc.  
Meister Media Worldwide  
NN, Inc. (Whirlaway)  
Oatey  
Pearne & Gordon LLP  
Pipeline Packaging  
Robin Industries, Inc.  
RVshare  
siffron  
State and Federal Communications, Inc.  
The National Telephone Supply Company  
Tylok International, Inc.  
Weaver Industries

# APPENDIX A: INDUSTRY TYPE & ORGNIZATIONAL SIZE BREAKOUTS

TABLE 1 | Organizations with structured/formal internship programs

	Percent
All Organizations	50%
<b>Industry</b>	
Manufacturing	46%
Non-Manufacturing	50%
Non-Profit	67%
<b>Organizational Size</b>	
1-50	56%
51-200	27%
201-500	88%
Over 500	100%

TABLE 1a | Reasons organizations do not have structured/formal internship programs

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Financial resource challenges	5%	8%	0%
Staff resource challenges	32%	25%	0%
Time commitment	27%	17%	0%
Don't see the value	0%	8%	0%
Prior unsuccessful program	0%	0%	0%
Don't know how	5%	8%	0%
Legal concerns working with students	0%	0%	0%

**Organizational size**

	1-50	51-200	201-500	Over 500
Financial resource challenges	0%	9%	0%	0%
Staff resource challenges	11%	41%	13%	0%
Time commitment	0%	36%	13%	0%
Don't see the value	0%	5%	0%	0%
Prior unsuccessful program	0%	5%	0%	0%
Don't know how	11%	9%	0%	0%
Legal concerns working with students	0%	5%	0%	0%

**Other reasons organizations do not have structured/internship programs:**

- We do help interns, but do not have a formal/structured program.
- Each department handles internships differently
- Never taken time to formalize
- Clients drive intern placement
- Not truly structured but do hire interns with the intent of future full time hiring
- We take interns into our organization depending on need and/or the individual

**TABLE 2 | Organizations planning to make modifications to internship programs in 2019**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Increase number of interns	29%	17%	17%
Maintain number of interns	52%	42%	67%
Reduce number of interns	0%	0%	0%
Eliminate all interns	0%	0%	0%
Have not hired interns	19%	42%	17%

**Organizational size**

	1-50	51-200	201-500	Over 500
Increase number of interns	22%	19%	38%	33%
Maintain number of interns	22%	57%	63%	67%
Reduce number of interns	0%	0%	0%	0%
Eliminate all interns	0%	0%	0%	0%
Have not hired interns	56%	24%	0%	0%

**TABLE 3 | Number of interns typically employed by an organization each year**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
1 – 3 interns	45%	50%	17%
4 – 6 interns	23%	8%	33%
7 – 10 interns	5%	0%	17%
More than 10 interns	9%	8%	17%
Have not hired interns	18%	33%	17%

**Organizational size**

	1-50	51-200	201-500	Over 500
1 – 3 interns	33%	55%	25%	0%
4 – 6 interns	22%	9%	50%	0%
7 – 10 interns	0%	5%	13%	0%
More than 10 interns	0%	9%	13%	100%
Have not hired interns	44%	23%	0%	0%

**TABLE 4 | Time of year during which organizations hire interns**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Summer	50%	50%	67%
Fall semester	23%	0%	17%
Spring semester	27%	17%	17%
Year-round (as needed)	45%	50%	50%
Other	5%	0%	17%

**Organizational size**

	1-50	51-200	201-500	Over 500
Summer	33%	64%	38%	67%
Fall semester	0%	18%	13%	33%
Spring semester	11%	27%	13%	33%
Year-round (as needed)	56%	32%	63%	100%
Other	11%	5%	0%	0%

**TABLE 5 | Organizations that have hired non-traditional\* students as interns**

	Percent
<b>All Organizations</b>	29%
<b>Industry</b>	
Manufacturing	22%
Non-Manufacturing	36%
Non-Profit	33%
<b>Organizational Size</b>	
1-50	11%
51-200	24%
201-500	40%
Over 500	100%

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

**TABLE 6 | Organizations that have hired international students**

	Percent
<b>All Organizations</b>	29%
<b>Industry</b>	
Manufacturing	9%
Non-Manufacturing	33%
Non-Profit	33%
<b>Organizational Size</b>	
1-50	11%
51-200	18%
201-500	25%
Over 500	67%

**TABLE 6a | Reasons organizations have never hired international students as interns**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Sponsorship concerns	36%	42%	17%
Legal/immigration concerns	41%	25%	17%
Cultural concerns	5%	0%	0%
Language concerns	9%	0%	0%
Other	27%	25%	0%

**Organizational size**

	1-50	51-200	201-500	Over 500
Sponsorship concerns	11%	45%	38%	33%
Legal/immigration concerns	33%	36%	25%	33%
Cultural concerns	0%	0%	0%	33%
Language concerns	0%	9%	0%	33%
Other	44%	14%	25%	0%

**TABLE 7 | Organizations that employ high school students in any capacity**

	Percent
<b>All Organizations</b>	40%
<b>Industry</b>	
Manufacturing	55%
Non-Manufacturing	33%
Non-Profit	50%
<b>Organizational Size</b>	
1-50	56%
51-200	46%
201-500	50%
Over 500	33%



**TABLE 8 | Organizations in the process of hiring or planning to hire new college graduates in 2019**

	Percent
<b>All Organizations</b>	60%
<b>Industry</b>	
Manufacturing	64%
Non-Manufacturing	50%
Non-Profit	17%
<b>Organizational Size</b>	
1-50	56%
51-200	45%
201-500	75%
Over 500	67%

**TABLE 9 | Sources used to recruit interns**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Alumni contacts with college/university	41%	25%	67%
Direct relationships with college/university professors	41%	33%	67%
Co-ops	36%	8%	33%
Faculty referrals	23%	17%	50%
Internships	50%	33%	33%
Job postings on college graduate/intern focused job boards or websites	45%	33%	67%
Job postings on college/university career center websites	55%	42%	33%
Job postings on OhioMeansJobs or OhioMeansInternships	14%	8%	17%
Job postings on general or industry-specific job boards/websites	23%	17%	33%
Participation in college/university job fairs	41%	33%	33%
Direct relationships with college/university career services offices	41%	33%	33%
Facebook	14%	17%	33%
LinkedIn	23%	33%	17%
Twitter	5%	8%	0%
Instagram	5%	0%	0%
NEO Talent Exchange online matching program	0%	0%	0%
High Schools	23%	0%	17%
Vocational Schools	23%	0%	0%
Other referrals (employees, customers, etc.)	23%	33%	50%

**Organizational Size**

	1-50	51-200	201-500	Over 500
Alumni contacts with college/university	44%	23%	63%	100%
Direct relationships with college/university professors	44%	32%	50%	100%
Co-ops	11%	23%	38%	67%
Faculty referrals	22%	18%	25%	67%
Internships	44%	27%	63%	100%
Job postings on college graduate/intern focused job boards or websites	33%	36%	75%	100%
Job postings on college/university career center websites	11%	41%	100%	100%
Job postings on OhioMeansJobs or OhioMeansInternships	11%	0%	38%	33%
Job postings on general or industry-specific job boards/websites	22%	9%	50%	33%
Participation in college/university job fairs	22%	32%	63%	100%
Direct relationships with college/university career services offices	44%	23%	50%	100%
Facebook	22%	14%	13%	100%
LinkedIn	22%	18%	38%	67%
Twitter	11%	0%	0%	67%
<b>Instagram</b>	0%	0%	0%	33%
NEO Talent Exchange online matching program	0%	0%	0%	0%
High Schools	0%	14%	38%	33%
Vocational Schools	0%	5%	50%	33%
Other referrals (employees, customers, etc.)	33%	32%	25%	33%

**Other sources used to recruit interns:**

- Company website
- Indeed

**TABLE 10 | Sources used to recruit new college graduates**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Alumni contacts with college/university	27%	33%	17%
Direct relationships with college/university professors	23%	25%	0%
Co-ops	18%	0%	17%
Faculty referrals	14%	8%	17%
Internships	36%	25%	17%
Job postings on college graduate/intern focused job boards or websites	36%	58%	17%
Job postings on college/university career center websites	45%	67%	0%
Job postings on OhioMeansJobs or OhioMeansInternships	9%	17%	0%
Job postings on general or industry-specific job boards/websites	23%	25%	0%
Participation in college/university job fairs	36%	33%	17%
Direct relationships with college/university career services offices	32%	33%	17%
Facebook	18%	33%	33%
LinkedIn	32%	42%	0%
Twitter	9%	8%	0%
Instagram	9%	0%	0%
NEO Talent Exchange online matching program	0%	0%	0%
High Schools	18%	17%	0%
Vocational Schools	23%	8%	0%
Other referrals (employees, customers, etc.)	23%	25%	17%

**Organizational Size**

	1-50	51-200	201-500	Over 500
Alumni contacts with college/university	44%	18%	25%	67%
Direct relationships with college/university professors	22%	18%	13%	67%
Co-ops	11%	5%	25%	33%
Faculty referrals	22%	5%	13%	33%
Internships	33%	18%	50%	67%
Job postings on college graduate/intern focused job boards or websites	22%	50%	38%	67%
Job postings on college/university career center websites	33%	50%	50%	67%
Job postings on OhioMeansJobs or OhioMeansInternships	22%	5%	13%	0%
Job postings on general or industry-specific job boards/websites	33%	18%	13%	0%
Participation in college/university job fairs	33%	32%	38%	67%
Direct relationships with college/university career services offices	44%	18%	25%	100%
Facebook	33%	23%	13%	100%
LinkedIn	33%	23%	38%	67%
Twitter	22%	0%	0%	67%
<b>Instagram</b>	11%	0%	0%	33%
NEO Talent Exchange online matching program	0%	0%	0%	0%
High Schools	11%	14%	25%	33%
Vocational Schools	11%	9%	38%	33%
Other referrals (employees, customers, etc.)	44%	23%	0%	33%

*Other sources used to recruit new college graduates: Indeed*

**TABLE 11 | Organizations that use social media to conduct research on potential job candidates prior to making hiring decisions**

	Yes, on both interns & new graduates	Yes, on interns only	Yes, on new graduates only	No
<b>All Organizations</b>	21%	0%	6%	73%
<b>Industry</b>				
Manufacturing	25%	0%	0%	75%
Non-Manufacturing	25%	0%	17%	58%
Non-Profit	20%	0%	0%	80%
<b>Organizational Size</b>				
1-50	50%	0%	0%	50%
51-200	25%	0%	10%	65%
201-500	13%	0%	0%	88%
Over 500	0%	0%	0%	100%

**TABLE 12 | Majors or areas of study most important to employers when recruiting interns**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Business	41%	67%	33%
Hospitality/Culinary	0%	8%	17%
Public Affairs/Law	0%	8%	50%
Engineering	59%	25%	33%
Information Technology/Computer Science	14%	0%	33%
Social Sciences	0%	17%	17%
Health/Human Services	0%	8%	33%
Liberal Arts/Humanities	0%	0%	67%
Visual Communications/Design	0%	17%	33%
Law	0%	17%	17%
Economics/Finance	5%	25%	50%
Marketing	18%	33%	50%
Other	14%	25%	0%

**Organizational size**

	1-50	51-200	201-500	Over 500
Business	44%	45%	50%	67%
Hospitality/Culinary	0%	5%	0%	33%
Public Affairs/Law	11%	9%	0%	33%
Engineering	22%	45%	75%	67%
Information Technology/Computer Science	0%	14%	25%	67%
Social Sciences	22%	0%	0%	33%
Health/Human Services	11%	5%	0%	33%
Liberal Arts/Humanities	11%	14%	0%	33%
Visual Communications/Design	22%	9%	0%	33%
Law	11%	5%	0%	33%
Economics/Finance	11%	18%	13%	33%
Marketing	44%	27%	13%	67%
Other	11%	9%	25%	33%

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

- Construction Management
- Health Information Management
- Architecture and Interior Design
- Journalism
- EHR
- Human Resources
- HVAC



**TABLE 13 | Criteria used to hire interns**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Academic year	45%	42%	67%
Skills assessment/testing	27%	8%	17%
Business acumen	9%	33%	50%
Career goals	18%	58%	50%
Certifications	9%	17%	17%
College/university attended	14%	25%	33%
Coursework	36%	42%	50%
Grade point average (GPA)	27%	42%	33%
Prior internship/co-op experience	27%	17%	50%
Interpersonal/communication skills	41%	50%	67%
Involvement in extra-curricular activities	14%	17%	17%
Location of college/university	14%	25%	0%
Major	55%	50%	67%
Professionalism	41%	50%	67%
Projects	27%	25%	33%
References	23%	25%	33%
Study abroad experience	5%	0%	0%
Work ethic	45%	33%	67%
Work experience	18%	17%	33%
Writing sample	18%	25%	17%
e-Portfolios (electronic/online portfolio)	0%	8%	17%
Competencies/prior learning	36%	25%	33%
Other criteria	0%	8%	0%

**Organizational size**

ERC & NOCHE INTERN & RECENT GRADUATE PAY RATES & PRACTICES SURVEY

	1-50	51-200	201-500	Over 500
Academic year	56%	50%	25%	67%
Assessment/testing	22%	14%	38%	0%
Business acumen	0%	32%	25%	33%
Career goals	44%	36%	25%	33%
Certifications	11%	9%	13%	33%
College/university attended	22%	18%	13%	33%
Coursework	22%	41%	50%	33%
Grade point average (GPA)	22%	32%	38%	33%
Prior internship/co-op experience	11%	27%	25%	67%
Interpersonal/communication skills	44%	45%	63%	33%
Involvement in extra-curricular activities	11%	14%	25%	0%
Location of college/university	0%	23%	25%	0%
Major	56%	50%	50%	100%
Professionalism	56%	45%	50%	33%
Projects	33%	18%	50%	0%
References	11%	27%	25%	33%
Study abroad experience	0%	5%	0%	0%
Work ethic	44%	36%	63%	33%
Work experience	22%	23%	13%	0%
Writing sample	22%	18%	25%	0%
e-Portfolios (electronic/online portfolio)	11%	5%	0%	0%
Competencies/prior learning	22%	36%	25%	33%
Other criteria	11%	0%	0%	0%

*Other criteria used to hire interns: DiSC, NACE data to create a standard pay for the function*

**TABLE 14 | Criteria used to hire new college graduates**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Academic year	9%	8%	0%
Assessment/testing	36%	17%	0%
Business acumen	14%	50%	17%
Career goals	27%	42%	17%
Certifications	23%	42%	0%
College/university attended	0%	33%	17%
Coursework	18%	42%	0%
Grade point average (GPA)	14%	25%	17%
Prior internship/co-op experience	27%	42%	17%
Interpersonal/communication skills	36%	50%	17%
Involvement in extra-curricular activities	9%	8%	0%
Location of college/university	0%	17%	0%
Major	41%	50%	17%
Professionalism	41%	50%	17%
Projects	18%	25%	17%
References	18%	42%	17%
Study abroad experience	0%	0%	0%
Work ethic	41%	33%	17%
Work experience	23%	25%	17%
Writing sample	14%	25%	0%
e-Portfolios (electronic/online portfolio)	9%	0%	0%
Competencies/prior learning	32%	25%	0%
Other criteria	0%	8%	17%

**Organizational size**

	1-50	51-200	201-500	Over 500
Academic year	22%	5%	0%	33%
Assessment/testing	22%	18%	50%	0%
Business acumen	11%	36%	25%	0%
Career goals	33%	36%	25%	0%
Certifications	33%	23%	25%	0%
College/university attended	22%	14%	0%	0%
Coursework	11%	23%	38%	0%
Grade point average (GPA)	22%	23%	0%	0%
Prior internship/co-op experience	22%	36%	13%	33%
Interpersonal/communication skills	33%	41%	50%	0%
Involvement in extra-curricular activities	11%	5%	13%	0%
Location of college/university	0%	14%	0%	0%
Major	56%	36%	25%	67%
Professionalism	56%	41%	38%	0%
Projects	22%	18%	25%	0%
References	33%	23%	25%	0%
Study abroad experience	0%	0%	0%	0%
Work ethic	44%	32%	38%	0%
Work experience	33%	23%	13%	0%
Writing sample	33%	9%	13%	0%
e-Portfolios (electronic/online portfolio)	11%	5%	0%	0%
Competencies/prior learning	33%	23%	25%	0%
Other criteria	11%	0%	0%	33%

*Other criteria used to hire new college graduates: DiSC, Qualifications & experience relative to the required qualifications*

TABLE 15 | Criteria used to determine new college graduate salaries

## Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Academic year	9%	0%	0%
Assessment/testing	18%	8%	0%
Business acumen	9%	8%	33%
Career goals	0%	0%	17%
Certifications	9%	17%	33%
College/university attended	0%	17%	0%
Coursework	9%	8%	0%
Grade point average (GPA)	5%	0%	0%
Prior internship/co-op experience	18%	25%	17%
Interpersonal/communication skills	27%	25%	17%
Involvement in extra-curricular activities	0%	0%	0%
Location of college/university	0%	0%	0%
Major	23%	17%	33%
Professionalism	18%	25%	17%
Projects	9%	8%	17%
References	9%	8%	17%
Study abroad experience	0%	0%	0%
Work ethic	23%	8%	17%
Work experience	18%	17%	17%
Writing sample	9%	8%	0%
e-Portfolios (electronic/online portfolio)	5%	0%	0%
Competencies/prior learning	18%	17%	17%
Other criteria	9%	8%	17%

**Organizational size**

Academic year	0%	0%	13%	33%
Assessment/testing	0%	9%	38%	0%
Business acumen	0%	9%	25%	33%
Career goals	0%	5%	0%	0%
Certifications	11%	14%	13%	33%
College/university attended	11%	5%	0%	0%
Coursework	0%	9%	13%	0%
Grade point average (GPA)	0%	5%	0%	0%
Prior internship/co-op experience	11%	18%	13%	67%
Interpersonal/communication skills	22%	14%	50%	33%
Involvement in extra-curricular activities	0%	0%	0%	0%
Location of college/university	0%	0%	0%	0%
Major	33%	14%	13%	100%
Professionalism	22%	14%	25%	33%
Projects	11%	5%	13%	33%
References	0%	9%	13%	33%
Study abroad experience	0%	0%	0%	0%
Work ethic	11%	9%	38%	33%
Work experience	33%	9%	13%	33%
Writing sample	11%	5%	13%	0%
e-Portfolios (electronic/online portfolio)	0%	5%	0%	0%
Competencies/prior learning	22%	9%	25%	33%
Other criteria	0%	9%	13%	33%

**Other criteria used to determine salaries for new college graduates**

- Industry Average
- Set hourly rate
- Market data
- Salary and Wage information
- Network with HR peers
- We use NACE data to create a standard pay for the function

**TABLE 16 | Organizations that recruit from the following types of institutions of higher education for interns**

	2-year colleges	For-profit colleges	4-year colleges/universities
<b>All Organizations</b>	30%	5%	57%
<b>Industry</b>			
Manufacturing	50%	5%	68%
Non-Manufacturing	17%	0%	58%
Non-Profit	17%	0%	50%
<b>Organizational Size</b>			
1-50	33%	11%	67%
51-200	18%	0%	59%
201-500	63%	0%	75%
Over 500	100%	0%	67%

**TABLE 17 | Organizations that recruit from the following types of institutions of higher education for new college graduates**

	2-year colleges	For-profit colleges	4-year colleges/universities
<b>All Organizations</b>	41%	11%	61%
<b>Industry</b>			
Manufacturing	50%	9%	59%
Non-Manufacturing	33%	8%	58%
Non-Profit	17%	17%	33%
<b>Organizational Size</b>			
1-50	44%	22%	67%
51-200	32%	5%	50%
201-500	38%	0%	50%
Over 500	100%	33%	100%

**TABLE 18 | Academic year required for internships**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
No specific year	45%	42%	67%
Year 1	9%	0%	0%
Year 2	18%	17%	0%
Year 3	36%	42%	17%
Year 4	23%	33%	17%
Graduate	9%	17%	17%

**Organizational size**



	1-50	51-200	201-500	Over 500
No specific year	44%	45%	50%	33%
Year 1	11%	0%	13%	33%
Year 2	11%	9%	25%	67%
Year 3	22%	36%	50%	67%
Year 4	33%	27%	13%	67%
Graduate	22%	14%	13%	33%

**TABLE 19 | Job levels for which organizations typically hire new college graduates**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Entry-Level	68%	67%	33%
Mid-Level/Non-Supervisory	18%	8%	17%
Supervisor	0%	0%	0%
Manager	0%	0%	0%
Other	5%	0%	0%

**Organizational size**

	1-50	51-200	201-500	Over 500
Entry-Level	56%	59%	75%	100%
Mid-Level/Non-Supervisory	11%	9%	25%	33%
Supervisor	0%	0%	0%	0%
Manager	0%	0%	0%	0%
Other	0%	0%	13%	0%

*Other job levels for which organizations hire new college graduates: apprenticeships*

**TABLE 20 | Organizations with internship programs lasting each of the following periods of time**

	10 weeks	16 weeks	32 weeks	1+ year(s)	Other
<b>All Organizations</b>	36%	33%	9%	7%	16%
<b>Industry</b>					
Manufacturing	32%	42%	5%	5%	16%
Non-Manufacturing	36%	36%	0%	9%	18%
Non-Profit	60%	20%	20%	0%	0%
<b>Organizational Size</b>					
1-50	13%	50%	13%	0%	25%
51-200	39%	39%	11%	0%	11%
201-500	38%	25%	0%	25%	13%
Over 500	67%	0%	33%	0%	0%

**TABLE 21 | Organizations that provide interns a job description with a set of defined responsibilities**

	Percent
<b>All Organizations</b>	80%
<b>Industry</b>	
Manufacturing	89%
Non-Manufacturing	73%
Non-Profit	100%
<b>Organizational Size</b>	
1-50	71%
51-200	78%
201-500	100%
Over 500	100%

**TABLE 22 | Types of benefits offered to interns**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
401(k)/403(b)	14%	0%	0%
Health insurance	0%	0%	0%
Bus pass or gas card	0%	0%	17%
Credit towards benefits for time worked if hired after graduation	0%	8%	0%
Leaves of absence	0%	8%	0%
On-site perks (i.e. cafeteria, fitness center)	23%	25%	33%
Paid holidays	14%	8%	17%
Paid sick days/time off	0%	8%	0%
Pay for or allow intern(s) to attend networking events	18%	17%	50%
Pay for or allow intern(s) to attend organization’s social events	23%	17%	50%
Performance incentives (e.g. cash bonuses)	5%	8%	0%
Rewards and recognition (e.g. gift cards, peer recognition)	23%	33%	0%
Subsidized parking	0%	8%	33%
Subsidized housing	5%	8%	0%
Tuition reimbursement	0%	0%	0%
Other external training opportunities	9%	17%	17%
Pay for college credit(s)	0%	0%	0%
No benefits offered to interns	41%	17%	17%
Other	5%	0%	17%

**Organizational size**

	1-50	51-200	201-500	Over 500
401(k)/403(b)	0%	5%	25%	0%
Health insurance	0%	0%	0%	33%
Bus pass or gas card	0%	5%	0%	0%
Credit towards benefits for time worked if hired after graduation	0%	5%	0%	0%
Leaves of absence	11%	0%	0%	0%
On-site perks (i.e. cafeteria, fitness center)	11%	18%	38%	100%
Paid holidays	11%	5%	38%	0%
Paid sick days/time off	0%	0%	13%	0%
Pay for or allow intern(s) to attend networking events	33%	5%	38%	100%
Pay for or allow intern(s) to attend organization's social events	22%	27%	13%	33%
Performance incentives (e.g. cash bonuses)	11%	0%	0%	33%
Rewards and recognition (e.g. gift cards, peer recognition)	11%	23%	38%	0%
Subsidized parking	22%	0%	0%	33%
Subsidized housing	0%	5%	13%	0%
Tuition reimbursement	0%	0%	0%	0%
Other external training opportunities	22%	5%	25%	33%
Pay for college credit(s)	0%	0%	0%	0%
No benefits offered to interns	33%	36%	25%	0%
Other	0%	5%	0%	33%

**TABLE 23 | Organization’s pay structure for interns**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Annualized salary	5%	0%	0%
Hourly wage	77%	75%	67%
Set stipend	0%	8%	17%
Academic credit	0%	0%	17%
Do not pay interns	0%	0%	0%
N/A	5%	0%	17%

**Organizational size**

	1-50	51-200	201-500	Over 500
Annualized salary	11%	0%	0%	0%
Hourly wage	56%	73%	100%	67%
Set stipend	0%	9%	0%	0%
Academic credit	0%	5%	0%	0%
Do not pay interns	0%	0%	0%	0%
N/A	0%	9%	0%	0%

**TABLE 24 | Organizations that are aware of the Department of Labor’s “Fact Sheet #71: Internship Programs Under the Fair Labor Standards Act”**

	Yes	No	N/A (not a for-profit)
<b>All Organizations</b>	65%	25%	10%
<b>Industry</b>			
Manufacturing	65%	35%	0%
Non-Manufacturing	73%	27%	0%
Non-Profit	20%	0%	80%
<b>Organizational Size</b>			
1-50	38%	50%	13%
51-200	68%	21%	11%
201-500	75%	25%	0%
Over 500	33%	0%	67%

**TABLE 25 | Types of reimbursements organizations obtained for internships**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Ohio Third Frontier Reimbursement	0%	0%	0%
Foundation Reimbursement	0%	0%	17%
Ohio Means Internships and Coops – OMIC	0%	0%	0%
Reimbursement Through College or University Grant Program	5%	0%	0%

**Organizational size**

	1-50	51-200	201-500	Over 500
Ohio Third Frontier Reimbursement	0%	0%	0%	0%
Foundation Reimbursement	0%	5%	0%	0%
Ohio Means Internships and Coops – OMIC	0%	0%	0%	0%
Reimbursement Through College or University Grant Program	0%	5%	0%	0%

**TABLE 26 | Responsibilities of supervisors**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Administrative tasks (signing time sheet, scheduling, etc.)	77%	67%	83%
Assigning or managing projects	82%	75%	83%
Ensuring that the internship is a learning experience	73%	75%	83%
Evaluating performance	82%	75%	83%
Exposing intern to subject matter experts	73%	75%	83%
Providing feedback or coaching	73%	75%	83%
Training or teaching new skills	73%	75%	83%
Communication with intern’s college/university	36%	42%	67%

**Organizational size**

	1-50	51-200	201-500	Over 500
Administrative tasks (signing time sheet, scheduling, etc.)	67%	68%	88%	100%
Assigning or managing projects	67%	77%	100%	100%
Ensuring that the internship is a learning experience	67%	68%	88%	100%
Evaluating performance	67%	77%	100%	100%
Exposing intern to subject matter experts	67%	68%	100%	100%
Providing feedback or coaching	67%	73%	88%	100%
Training or teaching new skills	56%	68%	100%	100%
Communication with intern’s college/university	33%	50%	38%	67%

**TABLE 27 | Responsibilities of mentors**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Administrative tasks (signing time sheet, scheduling, etc.)	5%	8%	33%
Assigning or managing projects	9%	8%	50%
Ensuring that the internship is a learning experience	32%	33%	33%
Evaluating performance	18%	17%	17%
Exposing intern to subject matter experts	27%	33%	33%
Providing feedback or coaching	36%	33%	50%
Training or teaching new skills	23%	17%	50%
Communication with intern’s college/university	14%	0%	50%



**Organizational size**

	1-50	51-200	201-500	Over 500
Administrative tasks (signing time sheet, scheduling, etc.)	0%	18%	0%	67%
Assigning or managing projects	0%	18%	13%	67%
Ensuring that the internship is a learning experience	22%	32%	38%	100%
Evaluating performance	11%	18%	25%	33%
Exposing intern to subject matter experts	11%	32%	38%	100%
Providing feedback or coaching	11%	36%	50%	100%
Training or teaching new skills	0%	32%	25%	100%
Communication with intern’s college/university	11%	14%	25%	67%

**TABLE 28 | Organizations that provide interns with the following Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
An orientation within the first week of employment	73%	67%	67%
Access to a mentor	50%	50%	50%
Formal training	50%	42%	67%
Performance evaluation	50%	33%	50%
Regular feedback and coaching	73%	67%	83%

**Organizational size**

	1-50	51-200	201-500	Over 500
An orientation within the first week of employment	44%	73%	88%	100%
Access to a mentor	22%	50%	75%	100%
Formal training	44%	36%	88%	100%
Performance evaluation	33%	36%	75%	100%
Regular feedback and coaching	44%	73%	100%	100%

**Types of training and development opportunities provided to interns**

- Job specific/technical
- Technical training: software, CAD, project management
- On the job training - including fieldwork at client sites; networking events; thorough systems/software training.
- Product training
- Hands on experience with oversight by a licensed clinician or manager.
- Job shadowing
- Opportunity for Leadership courses. Depending on role, CBT.
- Webinars, limited workshops; on the job training
- Technology training (i.e. CAD, CREO, ERP System, Etc.)
- Internal company on the job training specific to lighting and their career path.
- “[Company Name]-U” e-learning training on [Company name] products and services as well as training on timekeeping
- TBD. Potentially a variety of roles may be made available.
- “Backpack to Briefcase”, Involvement in iCleveland
- Learning the business, Business etiquette, Project based work
- We have two professional workshop days throughout the year that is mandatory for all interns to attend. The workshops go over anything from resume writing to how to build your professional network.
- Case study and group projects
- Safety, Lean and ISO
- Access to online training for technology; code reviews; product training; software craftsmanship sessions; monthly company lunch-n-learn opportunities
- Online programs through BizLibrary, Lynda, Camptasia
- Onboarding, department specific training, general product training

**TABLE 29 | Organizations that provide new college graduates with the following Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
An orientation within the first week of employment	64%	58%	33%
Access to a mentor	45%	42%	33%
Formal training	45%	42%	33%
Performance evaluation	55%	33%	33%
Regular feedback and coaching	64%	67%	33%

**Organizational size**

	1-50	51-200	201-500	Over 500
An orientation within the first week of employment	56%	50%	75%	100%
Access to a mentor	33%	32%	63%	100%
Formal training	56%	32%	50%	100%
Performance evaluation	33%	41%	63%	100%
Regular feedback and coaching	56%	55%	75%	100%

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

- Tailored to specific needs but could include on the job training, seminars, webinars and visits to other facilities
- Job Specific/Technical
- Visits to customers and suppliers
- On the job training - including fieldwork at client sites; networking events; thorough systems/software training.
- Product training; training needed to do job
- Hands on experience with oversight by a licensed clinician or manager.
- Job shadowing, tuition reimbursement
- Opportunity for Leadership courses. Depending on role, CBT.
- Job related training; ability to work towards certifications
- Technology training (i.e. CAD, CREO, ERP System, Etc.)
- On the job training

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

- Internal company on the job training specific to lighting and their career path.
- Opportunity to attend sessions at ERC and social events sponsored by Engage! Cleveland
- IT Network, Help Desk, Desktop Support
- Learning the business, Business etiquette, Project based work
- Safety, Rules & Regulations of OSHA, etc... or training in their field.
- We have a verity of training available for employees from computer-based training, to career specific certifications. We also have an Individual Development Plan for employees who are interested in gaining additional training or continuing education to improve their professional development to help advance in their position. Employees work with their supervisor/manager to determine what types of additional training or education they want or need as part of this IDP.
- Case study and group projects
- Safety, lean and ISO plus whatever is applicable to their job.
- Access to online training for technology; code reviews; product training; software craftsmanship sessions; monthly company lunch-n-learn opportunities
- Biz Library and other programs for [industry specific] education
- Development is based on their individual skill gap. Once determined the gap is determined an IDP is developed with them.
- Tuition Reimbursement
- Onboarding, department specific training, general product training

**TABLE 30 | Organizations that offer management in training programs for new college graduates**

	Percent
<b>All Organizations</b>	20%
<b>Industry</b>	
Manufacturing	11%
Non-Manufacturing	13%
Non-Profit	50%
<b>Organizational Size</b>	
1-50	33%
51-200	0%
201-500	13%
Over 500	67%

**TABLE 31 | Aspects of intern performance that are assessed if performance evaluations are given**

**Industry**

	<b>Manufacturing</b>	<b>Non-Manufacturing</b>	<b>Non-Profit</b>
Ability/willingness to learn and develop	59%	58%	50%
Attitude	50%	58%	50%
Communication	59%	67%	50%
Creativity/innovation	27%	50%	50%
Customer service	27%	17%	33%
Dependability	55%	75%	50%
Productivity/efficiency	50%	75%	50%
Interpersonal skills	55%	50%	50%
Level or value of contributions	45%	33%	33%
Problem solving	50%	58%	33%
Professionalism	55%	58%	33%
Quality of work	55%	75%	50%
Teamwork	45%	75%	50%

**Organizational size**

	1-50	51-200	201-500	Over 500
Ability/willingness to learn and develop	56%	50%	75%	67%
Attitude	56%	50%	50%	67%
Communication	44%	59%	75%	67%
Creativity/innovation	44%	36%	25%	67%
Customer service	11%	27%	38%	33%
Dependability	56%	55%	75%	67%
Productivity/efficiency	44%	59%	63%	67%
Interpersonal skills	44%	45%	75%	67%
Level or value of contributions	11%	41%	50%	67%
Problem solving	33%	50%	63%	67%
Professionalism	33%	55%	63%	67%
Quality of work	56%	59%	63%	67%
Teamwork	56%	50%	63%	67%

**TABLE 32 | Methods organizations use to continue to engage interns**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Keep in contact with intern (via direct communication, social media, LinkedIn, etc.)	64%	58%	50%
Communications with intern’s college/university	32%	33%	33%
Hold intern alumni events	0%	8%	0%
Recall/re-hire over multiple terms/years	50%	42%	33%
Offer employment (if available)	55%	25%	17%

**Organizational size**

	1-50	51-200	201-500	Over 500
Keep in contact with intern (via direct communication, social media, LinkedIn, etc.)	56%	55%	75%	67%
Communications with intern’s college/university	44%	27%	25%	33%
Hold intern alumni events	11%	0%	0%	0%
Recall/re-hire over multiple terms/years	33%	50%	50%	33%
Offer employment (if available)	22%	36%	75%	33%

**TABLE 33 | Organizations that offered interns *full-time* employment**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Offered to all intern(s)	33%	0%	0%
Offered to some intern(s)	70%	67%	33%
Not offered to any intern(s)	40%	57%	33%

**Organizational size**

	1-50	51-200	201-500	Over 500
Offered to all intern(s)	0%	0%	0%	100%
Offered to some intern(s)	20%	75%	100%	50%
Not offered to any intern(s)	14%	64%	50%	0%



**TABLE 34 | Organizations that offered interns *part-time* employment**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Offered to all intern(s)	0%	0%	0%
Offered to some intern(s)	10%	0%	33%
Not offered to any intern(s)	10%	29%	0%

**Organizational size**

	1-50	51-200	201-500	Over 500
Offered to all intern(s)	0%	0%	0%	0%
Offered to some intern(s)	0%	13%	0%	50%
Not offered to any intern(s)	29%	9%	0%	0%

**TABLE 35 | Reasons organizations did not offer employment to any or some interns**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
No positions open	59%	25%	67%
Intern had not graduated	27%	33%	50%
Intern was not ready to take on a permanent position	14%	17%	17%
Intern performance was poor	9%	8%	17%
Other	0%	8%	0%

**Organizational size**

	1-50	51-200	201-500	Over 500
No positions open	56%	59%	25%	33%
Intern had not graduated	11%	41%	38%	33%
Intern was not ready to take on a permanent position	0%	27%	0%	0%
Intern performance was poor	0%	14%	25%	0%
Other	0%	5%	0%	0%

**TABLE 36 | Primary reasons organizations use interns**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
To obtain affordable workforce support	45%	25%	0%
To provide administrative support	14%	8%	33%
To improve retention of new college graduates in Northeast Ohio	23%	33%	33%
To increase exposure at local colleges and universities	23%	33%	50%
To develop a local talent pipeline	64%	58%	50%
To assist with special project work	64%	42%	83%
To test potential employees before hiring them	27%	17%	17%
To solicit creative/innovative input	27%	8%	50%
To develop supervisory skills of your existing employees	14%	0%	17%
To increase exposure at colleges/universities outside of Northeast Ohio	14%	8%	0%
To develop a talent pipeline from outside of Northeast Ohio	18%	0%	17%
Do not currently hire interns	0%	17%	0%
Other	0%	8%	0%

**Organizational size**

	1-50	51-200	201-500	Over 500
To obtain affordable workforce support	22%	41%	25%	67%
To provide administrative support	11%	14%	13%	100%
To improve retention of new college graduates in Northeast Ohio	22%	14%	50%	67%
To increase exposure at local colleges and universities	11%	32%	25%	100%
To develop a local talent pipeline	56%	45%	88%	100%
To assist with special project work	56%	59%	63%	100%
To test potential employees before hiring them	11%	18%	38%	33%
To solicit creative/innovative input	33%	18%	13%	100%
To develop supervisory skills of your existing employees	0%	5%	25%	67%
To increase exposure at colleges/universities outside of Northeast Ohio	22%	0%	25%	33%
To develop a talent pipeline from outside of Northeast Ohio	0%	5%	38%	67%
Do not currently hire interns	0%	9%	0%	0%
Other	0%	5%	0%	0%

**Other reasons organizations use interns**

- To help the student understand the real world
- To assist with seasonal work load
- To cultivate talent in the industry

**TABLE 37 | Ways organizations determine the return on investment of internship program**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Cost/benefit analysis/formula	5%	0%	0%
Rate of FTE conversion	9%	17%	0%
Number of projects completed	5%	8%	17%
N/A (we do not currently track/calculate the ROI on our internship program)	64%	58%	83%
Other	0%	0%	0%

**Organizational size**

	1-50	51-200	201-500	Over 500
Cost/benefit analysis/formula	0%	0%	13%	33%
Rate of FTE conversion	11%	5%	13%	67%
Number of projects completed	22%	5%	0%	33%
N/A (we do not currently track/calculate the ROI on our internship program)	56%	68%	75%	33%
Other	0%	0%	0%	0%

**TABLE 38 | Primary benefit(s) that using interns has had on organizations**

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Entry-talent pipeline	41%	58%	33%
Infusion of new perspectives/ideas	55%	33%	33%
Completion of important projects	45%	25%	50%
Inexpensive way to accomplish short term goals	45%	25%	67%
Mentoring and supervisory development for existing employees	32%	17%	17%
Other	0%	0%	0%

**Organizational size**

	1-50	51-200	201-500	Over 500
Entry-talent pipeline	44%	41%	50%	100%
Infusion of new perspectives/ideas	44%	32%	75%	67%
Completion of important projects	44%	36%	38%	67%
Inexpensive way to accomplish short term goals	44%	41%	38%	100%
Mentoring and supervisory development for existing employees	11%	14%	50%	100%
Other	0%	0%	0%	0%

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# INTERN & RECENT GRADUATE PAY RATES & PRACTICES SURVEY

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