2012 ERC/NOCHE Intern & Recent Grad Pay Rates & Practices Survey

May 2012

ERC®
Where Great Workplaces Start.

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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.ercnet.org.

About NOCHE

Founded in 1951, NOCHE's (www.noche.org) mission is to mobilize the higher education and business communities for collective action that advances regional economic development. NOCHE is leading the effort to increase college attainment in the region through the Northeast Ohio Talent Dividend and is connecting employers with college students through its signature internship program, NEOintern (www.neointern.net).

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 Northeast Ohio Council on Higher Education (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 March 6 and April 10, 2012. The survey, published in May of 2012, reports data from 117 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 nine 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

- Intern pay rates have remained fairly stable in comparison to 2011, with slight increases in pay for Engineering, HR, Marketing and Operations interns.
- Half of employers surveyed have a structured/formal internship program.
- Nearly all employers plan to maintain or increase the number of interns they employ in 2012. Very few plan to reduce the number and none plan to eliminate interns entirely.
- Just under two-thirds of employers are in the process of hiring new college graduates.
- Respondents continue to cite that the most predominant reasons they use interns are to develop a talent pipeline, assist with special project work, test potential employees before hiring them, and obtain affordable workforce support.
- The most common benefits offered to interns include paying for or allowing interns to attend an organization's social events, rewards and recognition and paying for or allowing interns to attend networking events.
    - o Nearly one-third of employers offer no benefits to their interns.
    - o Providing letters of reference was a common "other" benefit listed.
- Job postings on college graduate/intern focused job boards or websites and college/university career center websites were the 2 most common sources of recruitment.
    - o Despite this focus on "online" recruitment, building relationships with college/university professors ranked third, at 53%.
    - o Social media remained low, at only 22%.

- Major, professionalism, interpersonal/communication skills, coursework and work ethic remained the most common criteria used to hire interns. Recent graduates are evaluated on a similar set of criteria, but with the addition of work experience.
- To support interns and new graduates, most organizations provide them with an orientation within their first week of employment, regular feedback and coaching and access to a mentor. Formal training is offered slightly less often, but is still used by over half of employers.
- Analytical problem solving is the most common duty assigned to interns at an average of 36% of the intern's total time, followed by project coordinator management and administrative or clerical duties.
- To continue to engage interns, 57% of employers say they offer employment if available and 52% say they keep in contact with the intern. The majority of employers (70%) offer at least some of their interns employment.
  - Of those who did not, 56% indicated that their reasoning was that there were no open positions at their organization.

Employment Practices

Organizations with structured/formal internship programs

Figure 1 | All breakouts

	Percent
All Organizations	50%
Industry	
Manufacturing	40%
Non-Manufacturing	49%
Non-Profit	71%
Organizational Size	
1-50	53%
51-250	39%
251-500	43%
Over 500	78%

Organizations planning to make modifications to internship programs in 2012

Figure 2 | All organizations

	All Organizations
Increase number of interns	39%
Maintain number of interns	44%
Reduce number of interns	4%
Eliminate all interns	0%
Have not hired interns	12%

Figure 2a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Increase number of interns	53%	24%	33%
Maintain number of interns	35%	57%	50%
Reduce number of interns	3%	3%	8%
Eliminate all interns	0%	0%	0%
Have not hired interns	9%	16%	8%

Figure 2b | Organizational size

	1-50	51-250	251-500	Over 500
Increase number of interns	28%	37%	50%	50%
Maintain number of interns	53%	49%	50%	33%
Reduce number of interns	0%	5%	0%	11%
Eliminate all interns	0%	0%	0%	0%
Have not hired interns	19%	10%	0%	6%

Organizations in the process of hiring or planning to hire new college graduates in 2012

Figure 3 | All breakouts

	Percent
All Organizations	64%
Industry	
Manufacturing	63%
Non-Manufacturing	76%
Non-Profit	41%
Organizational Size	
1-50	50%
51-250	67%
251-500	67%
Over 500	78%

Organizations that have hired international students

Figure 4 | All breakouts

	Percent
All Organizations	28%
Industry	
Manufacturing	34%
Non-Manufacturing	21%
Non-Profit	38%
Organizational Size	
1-50	38%
51-250	17%
251-500	14%
Over 500	50%

Primary reasons organizations use interns

Figure 5 | All organizations

	All Organizations
To develop a talent pipeline	69%
To assist with special project work	52%
To test potential employees before hiring them	39%
To obtain affordable workforce support	39%
To increase exposure at local colleges and universities	38%
To improve retention of new college graduates in Northeast Ohio	27%
To solicit creative/innovative input	26%
To provide administrative support	15%
To develop supervisory skills	5%
Do not currently hire interns	14%

Figure 5a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
To develop a talent pipeline	77%	74%	46%
To assist with special project work	63%	44%	63%
To test potential employees before hiring them	37%	51%	17%
To obtain affordable workforce support	37%	38%	50%
To increase exposure at local colleges and universities	43%	38%	29%
To improve retention of new college graduates in Northeast Ohio	20%	28%	21%
To solicit creative/innovative input	23%	26%	25%
To provide administrative support	14%	8%	29%
To develop supervisory skills	9%	0%	4%
Do not currently hire interns	9%	18%	13%

Figure 5b | Organizational size

	1-50	51-250	251-500	Over 500
To develop a talent pipeline	44%	78%	57%	94%
To assist with special project work	47%	61%	57%	56%
To test potential employees before hiring them	38%	34%	43%	44%
To obtain affordable workforce support	56%	32%	29%	39%
To increase exposure at local colleges and universities	25%	44%	29%	50%
To improve retention of new college graduates in Northeast Ohio	19%	24%	29%	28%
To solicit creative/innovative input	22%	24%	43%	22%
To provide administrative support	16%	12%	14%	22%
To develop supervisory skills	3%	0%	0%	17%
Do not currently hire interns	25%	7%	14%	6%

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

Figure 6 | All breakouts

	Percent
All Organizations	76%
Industry	
Manufacturing	70%
Non-Manufacturing	77%
Non-Profit	78%
Organizational Size	
1-50	75%
51-250	73%
251-500	60%
Over 500	83%

Types of benefits offered to interns

Figure 7 | All organizations

	All Organizations
Pay for or allow intern(s) to attend organization's social events	41%
No benefits offered to interns	31%
Pay for or allow intern(s) to attend networking events	29%
Rewards and recognition (i.e. gift cards, peer recognition)	26%
On-site perks (i.e. cafeteria, fitness center)	23%
Subsidized parking	16%
Credit towards benefits for time worked if hired after graduation	10%
Paid holidays	9%
Performance incentives (i.e. cash bonuses)	3%
401(k)/403(b)	6%
Bus pass or gas card	4%
Leaves of absence	4%
Paid sick days/time off	3%
Pay for college credit(s)	2%
Tuition reimbursement	1%

Figure 7a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Pay for or allow intern(s) to attend organization's social events	34%	36%	42%
No benefits offered to interns	34%	31%	38%
Pay for or allow intern(s) to attend networking events	23%	26%	33%
Rewards and recognition (i.e. gift cards, peer recognition)	20%	31%	17%
On-site perks (i.e. cafeteria, fitness center)	26%	28%	13%
Subsidized parking	3%	10%	38%
Credit towards benefits for time worked if hired after graduation	20%	8%	0%
Paid holidays	20%	3%	0%
Performance incentives (i.e. cash bonuses)	3%	5%	4%
401(k) / 403(b)	11%	3%	4%
Bus pass or gas card	0%	0%	13%
Leaves of absence	6%	3%	0%
Paid sick days / time off	0%	3%	0%
Pay for college credit(s)	0%	3%	0%
Tuition reimbursement	0%	0%	0%

Figure 7b | Organizational size

	1-50	51-250	251-500	Over 500
Pay for or allow intern(s) to attend organization's social events	44%	29%	29%	44%
No benefits offered to interns	31%	41%	43%	17%
Pay for or allow intern(s) to attend networking events	25%	20%	14%	50%
Rewards and recognition (i.e. gift cards, peer recognition)	16%	24%	14%	39%
On-site perks (i.e. cafeteria, fitness center)	19%	15%	0%	61%
Subsidized parking	25%	10%	14%	6%
Credit towards benefits for time worked if hired after graduation	6%	7%	0%	28%
Paid holidays	3%	10%	0%	17%
Performance incentives (i.e. cash bonuses)	3%	2%	0%	11%
401(k) / 403(b)	6%	5%	0%	11%
Bus pass or gas card	9%	0%	0%	0%
Leaves of absence	3%	2%	0%	6%
Paid sick days / time off	3%	0%	0%	0%
Pay for college credit(s)	0%	0%	0%	6%
Tuition reimbursement	0%	0%	0%	0%

Other benefits provided to interns

- On site dry cleaning service, subsidized cafeteria/food costs
- College credit for work if university accepts this program
- Training and development opportunities
- Informational interviews
- Career counseling
- Included in staff and other departmental meetings
- Tickets to Indians Games
- Occasional free lunches
- Housing or housing allowance
- Any intern working over 32 hours/week gets full benefits
- Job opportunity on graduation
- Reference letters
- Paid parking

Sources used to recruit interns

Figure 8 | All organizations

	All Organizations
Job postings on college graduate/intern focused job boards or websites	62%
Job postings on college/university career center websites	60%
Building relationships with college/university professors	53%
Other referrals (employees, customers, etc.)	50%
Partnerships with college/university career centers	49%
Alumni contacts with college/university	43%
Participation in college/university job fairs	42%
NEOintern.net	34%
Faculty referrals	33%
Co-ops	25%
Social media (Facebook, LinkedIn, or Twitter)	22%
Vocational Schools	12%
High Schools	10%

Figure 8a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Job postings on college graduate/intern focused job boards or websites	71%	59%	50%
Job postings on college/university career center websites	51%	67%	50%
Building relationships with college/university professors	57%	56%	46%
Other referrals (employees, customers, etc.)	57%	56%	33%
Partnerships with college/university career centers	46%	62%	46%

	Manufacturing	Non-Manufacturing	Non-Profit
Alumni contacts with college/university	43%	56%	17%
Participation in college/university job fairs	40%	49%	25%
NEOintern.net	31%	31%	50%
Faculty referrals	40%	38%	25%
Co-ops	40%	31%	4%
Social media (Facebook, LinkedIn, or Twitter)	20%	26%	13%
Vocational Schools	17%	10%	13%
High Schools	14%	5%	13%

Figure 8b | Organizational size

	1-50	51-250	251-500	Over 500
Job postings on college graduate/intern focused job boards or websites	38%	66%	57%	94%
Job postings on college/university career center websites	44%	56%	43%	89%
Building relationships with college/university professors	47%	51%	57%	72%
Other referrals (employees, customers, etc.)	44%	51%	43%	67%
Partnerships with college/university career centers	38%	51%	57%	78%
Alumni contacts with college/university	34%	49%	29%	44%
Participation in college/university job fairs	19%	41%	43%	72%
NEOintern.net	31%	29%	29%	61%
Faculty referrals	28%	34%	43%	50%
Co-ops	19%	24%	14%	56%
Social media (Facebook, LinkedIn, or Twitter)	13%	22%	14%	33%
Vocational Schools	6%	10%	14%	33%
High Schools	3%	5%	0%	39%

Sources used to recruit college graduates

Figure 9 | All organizations

	All Organizations
Job postings on college/university career center websites	50%
Job postings on college graduate/intern focused job boards or websites	47%
Other referrals (employees, customers, etc.)	41%
Alumni contacts with college/university	44%
Building relationships with college/university professors	44%
Partnerships with college/university career centers	36%
Internships	32%
Participation in college/university job fairs	32%
Social media (Facebook, LinkedIn, or Twitter)	29%
Faculty referrals	25%
Co-ops	16%
NEOintern.net	10%
Vocational schools	8%
No active or targeted recruitment of college graduates	3%

Figure 9a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Job postings on college/university career center websites	49%	74%	25%
Job postings on college graduate/intern focused job boards or websites	54%	64%	25%
Other referrals (employees, customers, etc.)	37%	56%	25%
Alumni contacts with college/university	54%	64%	8%
Building relationships with college/university professors	43%	64%	21%
Partnerships with college/university career centers	31%	56%	13%
Internships	37%	44%	4%
Participation in college/university job fairs	26%	51%	13%
Social media (Facebook, LinkedIn, or Twitter)	31%	41%	17%
Faculty referrals	31%	36%	8%
Co-ops	26%	21%	4%
NEOintern.net	9%	13%	8%
Vocational schools	9%	10%	4%
No active or targeted recruitment of college graduates	11%	0%	0%

Figure 9b | Organizational size

	1-50	51-250	251-500	Over 500
Job postings on college/university career center websites	41%	56%	43%	72%
Job postings on college graduate/intern focused job boards or websites	28%	61%	43%	72%
Other referrals (employees, customers, etc.)	31%	46%	14%	61%
Alumni contacts with college/university	31%	56%	29%	61%
Building relationships with college/university professors	34%	49%	29%	67%
Partnerships with college/university career centers	19%	44%	14%	61%
Internships	16%	34%	14%	61%
Participation in college/university job fairs	16%	37%	14%	61%
Social media (Facebook, LinkedIn, or Twitter)	19%	32%	14%	61%
Faculty referrals	19%	32%	29%	33%
Co-ops	13%	12%	14%	44%
NEOintern.net	6%	12%	0%	17%
Vocational schools	3%	12%	0%	11%
No active or targeted recruitment of college graduates	3%	5%	0%	6%

Criteria used to hire interns

Figure 10 | All organizations

	All Organizations
Major	64%
Professionalism	59%
Interpersonal/communication skills	59%
Coursework	54%
Work ethic	51%
Academic year	51%
Work experience	46%
Career goals	45%
Internship/co-op	40%
Grade point average (GPA)	36%
Projects	30%
Extracurricular activities	27%
College/university attended	26%
Location of college/university	21%
Business acumen	20%
Writing sample	15%
Assessment/testing	12%
Certifications	8%
Study abroad experience	4%

Figure 10a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Major	71%	64%	54%
Professionalism	57%	67%	54%
Interpersonal/communication skills	57%	67%	46%
Coursework	69%	54%	38%
Work ethic	40%	62%	50%
Academic year	57%	49%	54%
Work experience	40%	51%	42%
Career goals	46%	49%	46%
Internship/co-op	57%	28%	33%
Grade point average (GPA)	43%	41%	25%
Projects	49%	15%	25%
Extracurricular activities	26%	28%	21%
College/university attended	37%	23%	4%
Location of college/university	14%	31%	21%
Business acumen	26%	28%	8%
Writing sample	9%	10%	33%
Assessment/testing	11%	15%	8%
Certifications	11%	5%	8%
Study abroad experience	6%	5%	0%

Figure 10b | Organizational size

	1-50	51-250	251-500	Over 500
Major	53%	66%	57%	83%
Professionalism	47%	68%	43%	72%
Interpersonal/communication skills	47%	61%	57%	72%
Coursework	44%	59%	29%	78%
Work ethic	47%	54%	43%	56%
Academic year	44%	49%	29%	89%
Work experience	28%	56%	57%	44%
Career goals	34%	46%	43%	72%
Internship/co-op	25%	39%	57%	61%
Grade point average (GPA)	38%	32%	29%	56%
Projects	22%	22%	29%	61%
Extracurricular activities	22%	22%	29%	39%
College/university attended	22%	17%	14%	44%
Location of college/university	25%	17%	14%	33%
Business acumen	6%	24%	14%	50%
Writing sample	13%	12%	14%	28%
Assessment/testing	9%	17%	14%	6%
Certifications	0%	12%	0%	17%
Study abroad experience	3%	0%	0%	17%

Criteria used to hire new college graduates

Figure 11 | All organizations

	All Organizations
Professionalism	59%
Work experience	57%
Major	56%
Interpersonal/communication skills	53%
Work ethic	52%
Internship/co-op	50%
Coursework	40%
Career goals	39%
Business acumen	33%
Grade point average (GPA)	30%
Projects	28%
College/university attended	26%
Extracurricular activities	25%
Certifications	22%
Assessment/testing	22%
Writing sample	14%
Location of college/university	9%
Study abroad experience	3%

Figure 11a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Professionalism	54%	79%	38%
Work experience	57%	74%	29%
Major	60%	67%	38%
Interpersonal/communication skills	46%	72%	38%
Work ethic	49%	69%	38%
Internship/co-op	60%	54%	29%
Coursework	57%	46%	17%
Career goals	31%	56%	21%
Business acumen	34%	46%	25%
Grade point average (GPA)	23%	49%	17%
Projects	46%	23%	17%
College/university attended	34%	26%	13%
Extracurricular activities	14%	38%	17%
Certifications	34%	21%	17%
Assessment/testing	26%	33%	8%
Writing sample	6%	13%	17%
Location of college/university	11%	15%	4%
Study abroad experience	3%	5%	0%

Figure 11b | Organizational size

	1-50	51-250	251-500	Over 500
Professionalism	44%	73%	14%	78%
Work experience	38%	66%	43%	78%
Major	44%	68%	29%	67%
Interpersonal/communication skills	47%	59%	29%	67%
Work ethic	44%	63%	29%	61%
Internship/co-op	34%	49%	43%	83%
Coursework	34%	46%	29%	56%
Career goals	25%	46%	14%	56%
Business acumen	22%	41%	29%	56%
Grade point average (GPA)	34%	37%	14%	22%
Projects	3%	0%	0%	11%
College/university attended	31%	20%	14%	33%
Extracurricular activities	16%	27%	14%	39%
Certifications	13%	32%	0%	39%
Assessment/testing	19%	34%	0%	22%
Writing sample	9%	12%	0%	17%
Location of college/university	6%	10%	14%	22%
Study abroad experience	0%	3%	11%	23%

Other criteria used to hire new college graduates

- Use salary surveys published by universities for graduates
- Learning agility
- Referral
- Hands-on experience in lab
- Positions or areas where we anticipate job openings
- Commitment to our nonprofit mission
- Willingness to learn
- Do they fill our need & do they benefit from the experience?
- If they live in Lorain County
- Ability to communicate clearly and effectively with internal and external clients

Criteria used to determine new college graduate salaries

Figure 12 | All organizations

	All Organizations
Work experience	30%
Internship/co-op	20%
Major	19%
Certifications	14%
Coursework	11%
Work ethic	10%
Business acumen	10%
Professionalism	9%
Interpersonal/communication skills	9%
College/university attended	8%
Assessment/testing	7%
Grade point average (GPA)	6%
Projects	6%
Career goals	3%
Writing sample	3%
Location of college/university	3%
Academic year	2%
Extracurricular activities	2%
Study abroad experience	1%

Figure 12a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Work experience	43%	36%	13%
Internship/co-op	34%	18%	4%
Major	26%	18%	4%
Certifications	20%	13%	13%
Coursework	23%	8%	0%
Work ethic	11%	8%	13%
Business acumen	17%	15%	0%
Professionalism	6%	13%	13%
Interpersonal/communication skills	9%	10%	4%
College/university attended	9%	10%	0%
Assessment/testing	9%	5%	4%
Grade point average (GPA)	9%	8%	0%
Projects	14%	0%	8%
Career goals	3%	3%	4%
Writing sample	0%	3%	4%
Location of college/university	3%	5%	0%
Academic year	6%	0%	0%
Extracurricular activities	0%	3%	0%
Study abroad experience	0%	3%	0%

Figure 12b | Organizational size

	1-50	51-250	251-500	Over 500
Work experience	31%	34%	29%	33%
Internship/co-op	16%	20%	29%	28%
Major	16%	20%	14%	17%
Certifications	13%	20%	0%	17%
Coursework	13%	10%	14%	11%
Work ethic	19%	7%	14%	0%
Business acumen	13%	15%	14%	6%
Professionalism	19%	10%	0%	0%
Interpersonal/communication skills	13%	7%	14%	0%
College/university attended	16%	2%	14%	0%
Assessment/testing	6%	10%	0%	0%
Grade point average (GPA)	9%	5%	14%	0%
Projects	9%	7%	14%	0%
Career goals	3%	2%	14%	0%
Writing sample	3%	2%	0%	0%
Location of college/university	6%	0%	14%	0%
Academic year	3%	0%	0%	0%
Extracurricular activities	0%	0%	0%	0%
Study abroad experience	3%	0%	0%	0%

Other criteria used to determine salaries for new college graduates

- Market reference points based on national and/or local survey data
- ERC
- Internal equity- posted ranges for this year's graduates
- Company salary grade structure based on salary studies
- Range for undergraduate vs. graduate students
- Benchmarking, salary surveys
- College surveys
- Talk to career centers
- Clear evidence of contributions vs. available money

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

Figure 13 | All breakouts

	Average
All Organizations	2.94
Industry	
Manufacturing	2.94
Non-Manufacturing	2.92
Non-Profit	3.04
Organizational Size	
1-50	3.05
51-250	2.91
251-500	2.95
Over 500	2.89

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

Figure 14 | All breakouts

	Average
All Organizations	3.02
Industry	
Manufacturing	2.91
Non-Manufacturing	3.00
Non-Profit	3.11
Organizational Size	
1-50	3.10
51-250	2.91
251-500	2.95
Over 500	2.94

Academic year required for internships

Figure 15 | All organizations

	All Organizations
No specific year	26%
Year 1	8%
Year 2	28%
Year 3	52%
Year 4	51%
Graduate	35%

Figure 15a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
No specific year	26%	28%	29%
Year 1	14%	5%	4%
Year 2	34%	31%	21%
Year 3	57%	49%	38%
Year 4	60%	44%	50%
Graduate	37%	23%	50%

Figure 15b | Organizational size

	1-50	51-250	251-500	Over 500
No specific year	28%	34%	14%	17%
Year 1	3%	7%	0%	22%
Year 2	25%	20%	29%	61%
Year 3	38%	44%	57%	78%
Year 4	44%	51%	43%	67%
Graduate	31%	29%	29%	56%

Organizations that recruit from the following colleges for interns

Figure 16 | All breakouts

	2-year colleges (i.e. Tri-C, LCCC)	For-profit colleges (i.e. ITT-Tech, Devry University)
All Organizations	38%	23%
Industry		
Manufacturing	46%	34%
Non-Manufacturing	31%	18%
Non-Profit	42%	13%
Organizational Size		
1-50	34%	13%
51-250	44%	29%
251-500	14%	14%
Over 500	44%	28%

Organizations that recruit from the following colleges for recent graduates

Figure 17 | All breakouts

	2-year colleges (i.e. Tri-C, LCCC)	For-profit colleges (i.e. ITT-Tech, Devry University)
All Organizations	30%	21%
Industry		
Manufacturing	34%	26%
Non-Manufacturing	33%	26%
Non-Profit	21%	13%
Organizational Size		
1-50	22%	16%
51-250	39%	20%
251-500	29%	29%
Over 500	28%	39%

Job levels for which organizations typically hire new graduates

Figure 18 | All organizations

	All Organizations
Entry-Level	79%
Mid-Level/Non-Supervisory	17%
Supervisor	4%
Manager	3%

Figure 18a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Entry-Level	89%	85%	63%
Mid-Level/Non-Supervisory	17%	21%	13%
Supervisor	9%	3%	4%
Manager	6%	0%	4%

Figure 18b | Organizational size

	1-50	51-250	251-500	Over 500
Entry-Level	63%	90%	71%	94%
Mid-Level/Non-Supervisory	22%	17%	0%	17%
Supervisor	3%	5%	0%	11%
Manager	0%	5%	0%	6%

Organizations that provide interns with the following

Figure 19 | All organizations

	All Organizations
An orientation within the first week of employment	78%
Access to a mentor	66%
Formal training	53%
Performance evaluation	58%
Regular feedback and coaching	77%

Figure 19a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
An orientation within the first week of employment	86%	69%	79%
Access to a mentor	74%	67%	58%
Formal training	63%	49%	38%
Performance evaluation	84%	51%	67%
Regular feedback and coaching	83%	69%	79%

Figure 19b | Organizational size

	1-50	51-250	251-500	Over 500
An orientation within the first week of employment	68%	83%	57%	94%
Access to a mentor	56%	66%	57%	94%
Formal training	28%	66%	43%	67%
Performance evaluation	56%	51%	29%	89%
Regular feedback and coaching	66%	80%	57%	94%

Organizations that provide new graduates with the following

Figure 20 | All organizations

	All Organizations
An orientation within the first week of employment	68%
Access to a mentor	51%
Formal training	53%
Performance evaluation	65%
Regular feedback and coaching	65%

Figure 20a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
An orientation within the first week of employment	74%	82%	50%
Access to a mentor	60%	56%	38%
Formal training	66%	62%	38%
Performance evaluation	69%	77%	46%
Regular feedback and coaching	71%	77%	46%

Figure 20b | Organizational size

	1-50	51-250	251-500	Over 500
An orientation within the first week of employment	59%	78%	43%	89%
Access to a mentor	53%	54%	43%	56%
Formal training	44%	66%	29%	72%
Performance evaluation	56%	73%	29%	83%
Regular feedback and coaching	53%	76%	43%	83%

Types of training and development opportunities provided to interns

- Each intern reports directly to a project manager, who reviews & coaches several times a week

- Training on brands, products, and processes

- Our program is very much project based, so an intern works closely with a senior member of staff and is communicating with that manager and with other staff throughout their work. Our small, mostly open plan office lends itself to collaboration and communication, much of it informal.

- Depending on the job they are doing. Marketing: our database; phone contact with customers

- Engineering: special projects as assigned

- Video Editing, Accepting Feedback, Business Units Overview, Career Development

- Typical work in their specific degree field

- Job specific

- Regular field trips

- Rotation through various departments

- Computer training, on the job training

- Quality Training

- Safety training

- CAD and other software training

- Engineering and technology students will be given a technical project to work on.

- Only enough to understand our process, procedures, needs & expectations

- Interns are paired with an employee who is responsible for identifying the interns project work, supervising and providing feedback and coaching.

- Online training for Microsoft Office programs.

- Attendance at our networking events.

- Weekly meetings to understand the 'big picture' of the organization and to ask questions.

- Weekly workshops on leadership skills and job/career preparedness

- Any required training related to their position, general orientation to the organization and field.

- The intern will work directly with a manager and peers within their department to gain full knowledge at their position. They will shadow their supervisors or peers as well throughout their internship to continuously learn more.
- Learning our computer system
- Everyone receives training but it is side by side (one on one) training. It is not classroom style training since our organization is smaller. Individuals also have the opportunity to spend time in other areas of the business.
- Hands on, coaching on performance, social styles, etc.
- New hire orientation, Company history, expectations, lean manufacturing, safety, mentoring, character training,
- Working with non-profit boards, AFP, BVU and Cleveland professional groups.
- Job shadowing with existing employees and assistance from management
- We provide one on one training, and online training
- Technical, interpersonal, process/procedure training, firm overview and history, job expectancies and responsibilities
- Systems or other technical training relative to job description
- We developed a skills checklist and use standard performance templates to guide conversations on development.
- Classes at Foundation Center, Library and Career Job Search Classes
- Resume writing, interviewing skills, presentation skills, professionalism in the workplace, communication, new staff orientation, departmental orientation
- All interns receive job specific and departmental/organizational training during their first week. Interns receive performance evaluations after 90-days, at the midpoint of the internship and at the end (our internships last approximately 10 months).
- Online Courses
- In house training sessions
- Hands-on direction & explanation of assigned tasks. Interns also attend Marketing, Publicity, & New Media meetings if during their scheduled hours.
- Training on job- or industry-specific software and products.
- Position based - covers all areas of our organization. They spend a few weeks in each position learning the skills and requirements of that position.
- Business system, Test rigs and data collection in lab
- Paid training classes (Photoshop, etc.) and networking opportunities
- They may attend in-house training or on-the-job training such as going on a bank examination

- On the job engineering and shop opportunities with a mentor.

- We provide on the job training and project work. Mentoring of current employees. Participation in supplier training programs.

- Formal technical, administrative, safety and company overviews.

- Participation in employee workshops and training.

- The training is specific to our company and software

- On the job training for specific tasks; opportunity to be hired full-time upon graduation

- Two-week training program, in various departments, as a part of our ISO program.

- Job specific training and full time position

- On the job training

- Interns are able to attend conferences that their supervisor may attend to give them professional development. If they are given a specific project to work on, they are provided training to conduct the project with effectiveness and efficiency.

- Several training modules: product, c#, business acumen, architecture

- Plenty of on-the-job experience. Intern is responsible for their own professional development

- Job related training, business orientation, Job shadowing, Work Assignments, Projects

- Training on products and databases used within our organization. Bi-weekly lunch learning sessions networking with other HR and interns from our other locations. Seminars during those lunch-n-learns from our marketing, sales, operations departments on speeches, project, interview techniques.

Types of training and development opportunities provided to new college graduates

- On the job and cross functional training

- We provide one on one training, and online training

- Technical, interpersonal, process/procedure, benefits, firm overview and history, job expectancies and responsibilities

- Systems and other technical training relative to job description, in-house training programs for personal development, introduction to senior staff

- Formal training on CRM, other proprietary databases. Ongoing informal training on project work, other.

- We have a corporate trainer on staff who acclimates each new hire to the Company.

- On the job training, on site workshops

- New staff orientation, departmental orientation, training to keep up certifications and licensures

- All recent grads receive job specific and departmental/organizational training during their first week. All new hires receive a 90-day review and then yearly performance evaluations. Furthermore, new hire, along with all employees, are put on Professional Development Plan in which they create goals that will further their career development.

- Online Courses

- Safety Training

- Training on job- or industry-specific software and products. Leadership and communication courses.

- Position based - covers all areas of our organization. They spend a few weeks in each position learning the skills and requirements of that position.

- We have a formal training program, as well as review process for all staff members.

- Business Systems, test rigs and data collection in the lab

- Paid training courses, networking, industry memberships, continuing education

- Other professional development based on job role

- On the job engineering and shop opportunities with a mentor.

- Formal technical, administrative, safety and company overviews.

- 3-6 month overseas assignment to International R&D Center

- On the job training for specific tasks; training in industry standards and workflow; opportunity for promotion within 6 months to 1 year

- Training can be job shadowing
- Training can be a licensure program with direct supervision for 2 years.
- Professional Development is encouraged and paid for certification purposes.
- In our laboratory there is specific training all new hires must go through and must be qualified on. (FDA regulated)
- Two-week training program, in various departments, as a part of our ISO program.
- Leadership training classes and internal training classes.
- On the job training. Travel with senior engineers.
- Computer - as related to engineering software. FEA and advance 3D
- It depends on the goals and objectives of the new college graduate. New hires are empowered to make their own decisions regarding training and professional development.
- Same as all FTE hires
- Job skills training, business orientation, Job shadowing, Work Assignments, Projects
- Training on products and databases used within our organization; tuition reimbursement to further education; networking with other locations to learn the business.
- Each new lab hire reports directly to a project manager, who reviews & coaches several times a week
- Training on brands, products, and processes and job requirements
- The work is usually substantive. We are a policy research organization, so we often prefer interns who have some skill in analyzing polices, budget numbers, etc., though we can and do put interns to work on developing our web site and other non-research activities. By the end of the internship, each person will have some finished product either with their name on it (their papers are all on our website), or they will have concrete experience in assisting our communications team.
- Extensive product training; ISO process training; software programs; tuition assistance
- Business-unit specific
- application specific workshops/boot camps
- Whatever is needed
- Formal training classes, orientation, on the job training

- We have a formal orientation program all new hires go through. They will meet with the individuals they will interact with one-on-one to assist building a working relationship, they will work in one of our stores to understand our business, and go to our Distribution Center to see our direct to consumer side of the business.
- Quality Training
- Safety training
- CAD and other software training
- Attendance to trade shows
- Networking opportunities
- New college graduates are expected to be capable to doing the assigned work with minimal training.
- Enough to understand our process, procedures, needs & expectations
- New graduates are put on a team and paired with a management level employee as they are acclimated to the job they are hired to do. We will provide internal training and support external training. New graduates are put to work on product development or client facing projects from the start. If they still require additional training we provide the time in their schedule to address their training needs.
- training in YOU's curriculum and our culture of measurement
- orientation, work in entry level positions, can apply for internal postings if in good standing
- Learning our computer system
- Again, everyone receives training but it is side by side (one on one) training. It is not classroom style training since our organization is smaller. If an individual has an interest in another area of the business, they will be given the opportunity to spend time in that other area to learn.
- we haven't hired any college graduates
- New hire orientation, Company history, expectations, lean manufacturing, safety, mentoring, character training,
- Consistent ongoing in house support.

Organizations that offer management in training programs for new college graduates

Figure 21 | All breakouts

	Percent
All Organizations	12%
Industry	
Manufacturing	19%
Non-Manufacturing	11%
Non-Profit	10%
Organizational Size	
1-50	13%
51-250	11%
251-500	25%
Over 500	17%

Types of management in training programs

- It will depend on the opportunity that they have been hired for.
- Leadership skills and knowledge of company
- Senior Management
- Finance and Human Resources
- Manufacturing
- Management book study groups (Lunch and Learn)
- Management, Sales, Marketing
- Office Management

Responsibilities of interns' supervisors and mentors

Responsibilities of supervisors

Figure 22 | All organizations

	All Organizations
Assigning or managing projects	84%
Evaluating performance	78%
Providing feedback or coaching	76%
Administrative tasks (signing time sheet, scheduling, etc.)	73%
Training or teaching new skills	70%
Ensuring that the internship is a learning experience	67%
Exposing intern to subject matter experts	58%

Figure 22a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Assigning or managing projects	83%	82%	92%
Evaluating performance	77%	77%	83%
Providing feedback or coaching	77%	74%	83%
Administrative tasks (signing time sheet, scheduling, etc.)	80%	72%	71%
Training or teaching new skills	69%	67%	71%
Ensuring that the internship is a learning experience	66%	59%	75%
Exposing intern to subject matter experts	60%	54%	63%

Figure 22b | Organizational size

	1-50	51-250	251-500	Over 500
Assigning or managing projects	78%	93%	43%	94%
Evaluating performance	75%	85%	43%	83%
Providing feedback or coaching	75%	80%	43%	89%
Administrative tasks (signing time sheet, scheduling, etc.)	66%	83%	57%	78%
Training or teaching new skills	66%	68%	29%	89%
Ensuring that the internship is a learning experience	63%	63%	29%	89%
Exposing intern to subject matter experts	56%	56%	29%	78%

Responsibilities of mentors

Figure 22c | All organizations

	All Organizations
Providing feedback or coaching	54%
Ensuring that the internship is a learning experience	45%
Training or teaching new skills	45%
Exposing intern to subject matter experts	43%
Evaluating performance	26%
Assigning or managing projects	18%
Administrative tasks (signing time sheet, scheduling, etc.)	9%

Figure 22d | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Providing feedback or coaching	60%	54%	50%
Training or teaching new skills	60%	46%	38%
Ensuring that the internship is a learning experience	54%	46%	29%
Exposing intern to subject matter experts	60%	46%	33%
Evaluating performance	37%	23%	21%
Assigning or managing projects	17%	18%	21%
Administrative tasks (signing time sheet, scheduling, etc.)	11%	8%	13%

Figure 22e | Organizational size

	1-50	51-250	251-500	Over 500
Providing feedback or coaching	50%	51%	29%	83%
Training or teaching new skills	44%	49%	29%	67%
Ensuring that the internship is a learning experience	47%	44%	29%	50%
Exposing intern to subject matter experts	47%	46%	29%	61%
Evaluating performance	31%	24%	29%	28%
Assigning or managing projects	31%	12%	14%	11%
Administrative tasks (signing time sheet, scheduling, etc.)	16%	7%	0%	11%

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

Figure 23 | All organizations

	Percent
Analytical problem solving	36%
Project coordinator management	30%
Administrative or clerical duties	23%
Communications	18%
Other duties	15%

Figure 23a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Analytical problem solving	34%	41%	30%
Project coordinator management	30%	27%	32%
Administrative or clerical duties	22%	26%	22%
Communications	16%	14%	24%
Other duties	8%	18%	21%

Figure 23b | Organizational size

	1-50	51-250	251-500	Over 500
Analytical problem solving	44%	33%	21%	34%
Project coordinator management	30%	27%	40%	32%
Administrative or clerical duties	19%	30%	18%	19%
Communications	19%	17%	18%	16%
Other duties	22%	15%	8%	11%

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

Figure 24 | All organizations

	All Organizations
Dependability	78%
Ability/willingness to learn and develop	77%
Quality of work	76%
Communication	75%
Teamwork	71%
Attitude	69%
Professionalism	68%
Productivity/efficiency	68%
Interpersonal skills	67%
Problem solving	65%
Level or value of contributions	52%
Creativity/innovation	50%
Customer service	46%

Figure 24a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Dependability	80%	77%	83%
Ability/willingness to learn and develop	80%	79%	75%
Quality of work	80%	79%	71%
Communication	77%	79%	75%
Teamwork	74%	74%	63%
Attitude	83%	69%	63%
Professionalism	71%	69%	67%
Productivity/efficiency	80%	69%	67%
Interpersonal skills	74%	67%	67%
Problem solving	74%	67%	50%
Level or value of contributions	57%	49%	58%
Creativity/innovation	54%	49%	46%
Customer service	54%	46%	46%

Figure 24b | Organizational size

	1-50	51-250	251-500	Over 500
Dependability	78%	80%	57%	89%
Ability/willingness to learn and develop	75%	78%	57%	94%
Quality of work	72%	78%	57%	94%
Communication	69%	80%	57%	94%
Teamwork	69%	68%	57%	89%
Attitude	72%	73%	57%	78%
Professionalism	59%	71%	57%	89%
Productivity/efficiency	72%	68%	57%	89%
Interpersonal skills	59%	68%	57%	94%
Problem solving	63%	63%	57%	78%
Level or value of contributions	56%	46%	43%	72%
Creativity/innovation	56%	44%	57%	50%
Customer service	38%	54%	43%	61%

Other aspects of performance assessed

- Ability to learn and retain information, independent thinking

- Mastery of hard skills such as valuation analysis, competitive landscape analysis, etc.

- Organizational 'fit'

- Areas like dependability and quality of work are addressed more if an intern isn't working up to par; we try to move them toward a higher level of work over the duration of their learning experience with us.

- Completion of assignments on time and with good effort

- Safety

- We don't do formal evaluations, but we look for and reinforce the above qualities, with only customer service not being relevant. Because the interns sit in the middle of our small, open office, they are part of the office culture, both picking up how we work and influencing our work, making the place more lively.

- Ability to work on own.

- Flexibility at program times

Types of feedback gathered by organizations from interns at the end of the internship

Figure 25 | All organizations

	All Organizations
Satisfaction with job duties	60%
What they feel they learned or did not learn	59%
How internship differed from expectations	56%
Where they think work processes could be improved	49%
Understanding of expectations	49%
Opinions of supervisors and/or mentors	48%
Relevance to their major and/or career goals	46%
Work they would have liked to do	39%

Figure 25a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Satisfaction with job duties	60%	62%	71%
What they feel they learned or did not learn	63%	54%	71%
How internship differed from expectations	66%	46%	67%
Where they think work processes could be improved	37%	56%	58%
Understanding of expectations	49%	49%	67%
Opinions of supervisors and/or mentors	49%	51%	54%
Relevance to their major and/or career goals	51%	41%	54%
Work they would have liked to do	40%	41%	46%

Figure 25b | Organizational size

	1-50	51-250	251-500	Over 500
Satisfaction with job duties	56%	56%	71%	89%
What they feel they learned or did not learn	53%	61%	71%	72%
How internship differed from expectations	44%	56%	71%	83%
Where they think work processes could be improved	47%	46%	57%	61%
Understanding of expectations	50%	41%	57%	83%
Opinions of supervisors and/or mentors	41%	54%	57%	61%
Relevance to their major and/or career goals	41%	44%	29%	78%
Work they would have liked to do	38%	37%	43%	61%

Methods organizations use to continue to engage interns

Figure 26 | All organizations

	All Organizations
Offer employment (if available)	57%
Keep in contact with intern	52%
Recall or rehire over multiple terms or years	40%
Hold intern "alumni" events	2%

Figure 26a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Offer employment (if available)	57%	72%	38%
Keep in contact with intern	57%	54%	50%
Recall or rehire over multiple terms or years	46%	46%	25%
Hold intern "alumni" events	3%	3%	0%

Figure 26b | Organizational size

	1-50	51-250	251-500	Over 500
Offer employment (if available)	50%	51%	57%	89%
Keep in contact with intern	47%	54%	57%	67%
Recall or rehire over multiple terms or years	34%	39%	29%	61%
Hold intern "alumni" events	6%	0%	0%	0%

Organizations that offered interns full-time employment

Figure 27 | All organizations

	All Organizations
All interns were offered full-time employment	5%
Some of the interns were offered full-time employment	70%
The interns were not offered full-time employment	24%

Figure 27a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
All interns were offered full-time employment	7%	0%	4%
Some of the interns were offered full-time employment	80%	81%	48%
The interns were not offered full-time employment	13%	19%	48%

Figure 27b | Organizational size

	1-50	51-250	251-500	Over 500
All interns were offered full-time employment	4%	3%	20%	0%
Some of the interns were offered full-time employment	59%	75%	60%	88%
The interns were not offered full-time employment	37%	22%	20%	12%

Reasons organizations did not offer employment to any or some interns

Figure 28 | All organizations

	All Organizations
No positions open	56%
Intern had not graduated	28%
Intern was not ready for full time employment	26%
Intern performance was poor	24%

Figure 28a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
No positions open	54%	49%	71%
Intern had not graduated	34%	28%	21%
Intern was not ready for full time employment	26%	28%	17%
Intern performance was poor	14%	36%	17%

Figure 28b | Organizational size

	1-50	51-250	251-500	Over 500
No positions open	59%	54%	57%	56%
Intern had not graduated	22%	29%	29%	39%
Intern was not ready for full time employment	13%	29%	29%	33%
Intern performance was poor	13%	22%	14%	50%

Ratio of offers made to offers accepted by interns by organizations

Figure 29 | All organizations

	Count
1:1	21
2:1	8
3:1	6
3:2	5
3:3	3
3:5	1
4:0	1
4:2	1
4:4	1
5:4	2
5:5	1
8:7	1
15:9	1

Types of reimbursements organizations obtained for internships

Figure 30 | All organizations

	All Organizations
Ohio Third Frontier Reimbursement	20%
Entrepreneurial Reimbursement*	5%
Summer on the Cuyahoga	5%
Foundation Reimbursement	3%

Figure 30a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Ohio Third Frontier Reimbursement	20%	31%	4%
Entrepreneurial Reimbursement*	6%	3%	0%
Summer on the Cuyahoga	6%	8%	4%
Foundation Reimbursement	0%	0%	4%

Figure 30b | Organizational size

	1-50	51-250	251-500	Over 500
Ohio Third Frontier Reimbursement	28%	12%	0%	33%
Entrepreneurial Reimbursement*	9%	0%	0%	0%
Summer on the Cuyahoga	6%	5%	0%	11%
Foundation Reimbursement	3%	0%	0%	0%

such as the NOCHE/NEOintern Entrepreneurial Internship Subsidy Program

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

Figure 31 | All breakouts

	Percent
All Organizations	42%
Industry	
Manufacturing	30%
Non-Manufacturing	57%
Non-Profit	49%
Organizational Size	
1-50	54%
51-250	44%
251-500	15%
Over 500	36%

Average percent of new college graduates hired in 2011 and so far in 2012 have interned previously with the organization

Figure 32 | All breakouts

	Percent
All Organizations	41%
Industry	
Manufacturing	31%
Non-Manufacturing	36%
Non-Profit	83%
Organizational Size	
1-50	37%
51-250	49%
251-500	10%
Over 500	33%

Average percent of new college graduates hired in 2011 and so far in 2012 that have interned elsewhere previously, not at the organization in which they were hired

Figure 33 | All breakouts

	Percent
All Organizations	57%
Industry	
Manufacturing	63%
Non-Manufacturing	58%
Non-Profit	20%
Organizational Size	
1-50	79%
51-250	63%
251-500	25%
Over 500	34%

Organizations that provide signing bonuses to recent graduates

Figure 34 | All breakouts

	All Organizations
All Organizations	12%
Industry	
Manufacturing	19%
Non-Manufacturing	13%
Non-Profit	0%
Organizational Size	
1-50	7%
51-250	8%
251-500	40%
Over 500	21%

Average signing bonus offered to recent graduates

Figure 35 | All breakouts

	Average Bonus
All Organizations	$2,350
Industry	
Manufacturing	$2,583
Non-Manufacturing	$2,000
Non-Profit	-
Organizational Size	
1-50	n/a
51-250	$1,833
251-500	$2,500
Over 500	$4,333

Ways your organization determines the return on investment of your internship program

Figure 36│ All organizations

- The ROI for the program is met in goodwill alone
- Simply if the project was completed in the time expected.
- Co-op conversion and retainment year over year. Also, the increase in number of new internships positions, year over year
- Amount of work accomplished by the interns
- Quality of the work after the internship is completed
- Our ability to fairly support their needs vs. ours
- We do not have a fully quantitative evaluation method. Value is determined by group discussion.
- Just believe in internships. Also, some work gets done.
- Each year we perform a cost analysis involving all of the agency intern sites.
- Via retention and conversion
- Evaluating each internship individually
- Budget comparisons

Benefits of Using Interns & New Graduates

Organizations were asked to state the primary benefit that using interns and new graduates has had on their organization. A thematic analysis was conducted on the responses and yielded seven common advantages that interns and new graduates provide. Several of them were consistent with the findings in the 2011 survey.

Development of careers, jobs, and a talent pipeline

Organizations continue to indicate that the most prevalent benefit of employing interns and recent graduates is developing a talent pipeline of new hires for positions in the organization. Organizations cite that having interns on staff allows them to grow their own talent, test potential employees and provide career paths for employees. Organizations say that the benefits of employing an intern and/or new graduate include the ability to:

- Test or try out potential employees before hiring them ("try before you buy")
- Expose both intern and organization to new talent and experiences
- Develop talent for future positions
- Create a pipeline for entry-level talent
- Find employees that are a good fit for the organization
- Hire talent that is familiar with the organization's operations
- Allow students to explore career paths at the organization
- Retain college students/graduates in NEO region

Workforce and project support

Another primary benefit of using interns is to support the workforce, projects, and current employees' workloads. Interns can provide administrative support and support an organization's workforce during busy times. Interns, in particular, are a cost-effective and short term solution for adding workforce support. Recent graduates allow the organization to employ individuals who are skilled in their field that they may not be able to otherwise afford. Organizations say that the benefits of employing an intern and/or recent graduate include the ability to:

- Provide more inexpensive workforce support
- Complete special projects

- Alleviate workload of other staff
- Offer technical expertise
- Provide efficient support
- Fill staffing gaps in an aging workforce
- Fill short term staffing needs- a skilled alternative to temp workers

Freshness, energy and enthusiasm

Freshness, energy and enthusiasm are what many organizations perceive as the greatest benefit of having an intern and/or recent graduate on staff. Interns and recent graduates also bring creativity and new ideas to organizations. Organizations find interns and recent graduates to be eager to learn and approach work with an energetic way. Their familiarity with the latest technologies also appeals to many organizations. Organizations say that the benefits of employing an intern and/or recent graduate include their ability to:

- Offer fresh insights and perspectives
- Contribute new and fresh ideas
- Bring excitement and enthusiasm to the office environment
- Show willingness and eagerness to learn
- Demonstrate energy and passion
- Stimulate creativity
- Share expertise around new technologies
- Apply their academic background and knowledge of new topics

Practical experience, acclimation to workforce, and college relations

Organizations provide students with practical experience in business through internships. Employing interns and recent graduates allows organizations to mentor them in their field, and enhance their prospects for future employment. A few organizations also believe that using interns and recent graduates aids in better relationships and exposure at local colleges and universities. Organizations say that benefits of employing an intern and/or recent graduate include the ability to:

- Provide students with valuable experience
- Spread awareness of the organization in the community

- "Mold" and train them in how the organization is run

- Offer knowledge about the organization

- Develop relationships with local colleges and universities

Intern Pay Rates

Accounting Intern

Types of projects or assignments

	Percent
Accounting	82%
Accounts payable or receivable	64%
Financial analysis and reporting	61%
Auditing	36%
Insurance	25%
Billing	7%
Tax	0%

Other types of projects or assignments: *filing*

Pay Rates

	Paid Internships		Unpaid Internships		25th Percentile	Median	75th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Industry								
Manufacturing	9	44	0	0	$12.00	$15.00*	$15.00*	$14.17
Non-Manufacturing	14	28	3	3	$9.25	$10.50	$12.00	$10.39
Total **	23	72	5	10	$10.00	$12.00	$15.00	$11.87

*The same values reported for Median and 75th Percentile are due to multiple employers paying the same pay rate.

**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
Mechanical	72%
Chemical	31%
Industrial	31%
Computer software	28%
Design/drafting	28%
Application	25%
Electrical	25%
Bio-engineering	13%
Systems	13%
Civil	9%

Other types of projects or assignments: *R&D project, nuclear, plastics*

Pay Rates

		Paid Internships		Unpaid Internships		25th Percentile	Median	75th Percentile	Average
		Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Industry									
	Manufacturing	20	131	0	0	$14.00	$16.00	$17.13	$15.56
	Non-Manufacturing	11	109	1	20	$12.00	$15.50	$16.38	$14.40
Total		31	240	1	20	$13.25	$16.00	$16.88	$15.18

Human Resources Intern

Types of projects or assignments

	Percent
Administration (policies, job descriptions, document mgt.)	86%
Recruiting	76%
Training and development	43%
Benefits	33%
Employee relations program coordination	33%
Wellness	33%
Performance management	29%
Payroll administration	19%
Compensation management	14%

Other types of projects or assignments: *none listed*

Pay Rates

	Paid Internships		Unpaid Internships					
	Number of Employers	Number of Interns	Number of Employers	Number of Interns	25th Percentile	Median	75th Percentile	Average
Industry								
Manufacturing	8	20	0	0	$11.50	$12.29	$15.38	$13.14
Non-Manufacturing	9	9	3	5	$9.00	$12.00	$14.00	$11.47
Total**	18	30	3	5	$10.00	$12.25	$14.75	$12.27

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

Information Technology Intern

Types of projects or assignments

	Percent
Help desk support	61%
Network administration or maintenance	52%
Application development	48%
Programming	42%
Database development or management	32%
Software development	32%
Web administration	29%
Project management	26%
Security	26%

Other types of projects or assignments: *technical design, software testing*

Pay Rates

		Paid Internships		Unpaid Internships		25th Percentile	Median	75th Percentile	Average
		Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Industry									
	Manufacturing	9	76	0	0	$13.50	$14.00	$16.00	$14.72
	Non-Manufacturing	13	95	6	26	$11.75	$12.00	$15.00	$13.13
Total		25	180	6	26	$12.00	$13.51	$16.00	$13.73

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

Marketing/Communications Intern

Types of projects or assignments

	Percent
Mass communication/mailing lists	68%
Market research	65%
Promotional materials	62%
Public relations/press releases	49%
Social networking	49%
Program and event coordination	38%
Graphic design	32%
Web content or administration	30%
Advertising	27%
Reporting/editing	22%
Product management	16%
Media design of video or audio	11%

Other types of projects or assignments: *contacting customers and updating database, helping at special events, sample program*

Marketing/Communications Intern

Pay Rates

		Paid Internships		Unpaid Internships		25th Percentile	Median	75th Percentile	Average
		Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Industry									
	Manufacturing	11	34	1	1	$10.00	$12.11	$14.00	$12.19
	Non-Manufacturing	10	20	12	27	$9.25	$10.00	$11.25	$11.10
Total**		22	59	14	30	$10.00*	$10.00*	$12.31	$11.09

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

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

Operations Intern

Types of projects or assignments

	Percent
Project management	44%
Supply chain management	44%
Logistics	39%
Process improvement	39%
Business analysis	33%
Purchasing	28%
Office management	11%

Other types of projects or assignments: *editorial, graphic design and illustration work*

Pay Rates

	Paid Internships		Unpaid Internships					
	Number of Employers	Number of Interns	Number of Employers	Number of Interns	25th Percentile	Median	75th Percentile	Average
Industry								
Manufacturing	10	39	0	0	$12.16	$13.50	$15.75	$13.84
Non-Manufacturing	4	8	2	2	n/a	n/a	n/a	$11.00
Total	15	47	3	4	$10.50	$12.63	$14.50	$12.16

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

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: *software design research - hybrid configuration, Business development support -- market research, due diligence*

Pay Rates

		Paid Internships		Unpaid Internships		25th Percentile	Median	75th Percentile	Average
		Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Industry									
	Manufacturing	3	3	0	0	n/a	n/a	n/a	$13.67
	Non-Manufacturing	3	16	2	11	n/a	n/a	n/a	$14.33
Total		6	19	2	11	$11.75	$14.50	$15.75	$14.00

Research Intern *(Non-scientific)*

Types of projects or assignments

Data collection and analysis	100%
Economic or policy research	56%
Quality control and testing	22%
Social science research	22%

Other types of projects or assignments: *research and writing*

Pay Rates

		Paid Internships		Unpaid Internships		25th Percentile	Median	75th Percentile	Average
		Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Industry									
	Manufacturing	1	1	0	0	n/a	n/a	n/a	n/a
	Non-Manufacturing	1	1	5	14	n/a	n/a	n/a	n/a
Total		3	3	5	14	n/a	n/a	n/a	$9.67

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

Sales/Customer Service Intern

Types of projects or assignments

	Percent
Administrative/clerical work	78%
Customer database administration	56%
Customer service	44%
Account management	22%
Business development	22%
Customer intake	22%
Inside sales	22%
Outside sales	11%

Other types of projects or assignments: *product testing and assisting marketing with copywriting and catalog work*

Pay Rates

		Paid Internships		Unpaid Internships		25th Percentile	Median	75th Percentile	Average
		Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Industry									
	Manufacturing	3	4	0	0	n/a	n/a	n/a	$10.00
	Non-Manufacturing	4	5	1	1	n/a	n/a	n/a	$11.00
Total		8	10	1	1	$9.38	$10.00	$11.63	$10.75

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

Non-Profit/Health & Human Services Intern

Types of projects or assignments

	Percent
Program development and coordination	56%
Case management	44%
Counseling or social work	44%
Fundraising and development	33%
Child or adolescent development	22%

Other types of projects or assignments: *theatre operations, clerical*

Pay Rates

		Paid Internships		Unpaid Internships		25th Percentile	Median	75th Percentile	Average
		Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Industry									
	Manufacturing	0	0	0	0	n/a	n/a	n/a	n/a
	Non-Manufacturing	1	1	8	123	n/a	n/a	n/a	n/a
Total		1	1	8	123	n/a	n/a	n/a	n/a

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	25th Percentile	Median	75th Percentile	Average
Associates, Business/Marketing	3	4	n/a	n/a	n/a	$31,093
Associates, Information Technologies	3	3	n/a	n/a	n/a	$37,000
Bachelors, Accounting	10	11	$29,840	$39,000	$42,000	$36,912
Bachelors, Business Administration	5	5	$31,200	$31,500	$42,000	$35,880
Bachelors, Chemistry	3	5	n/a	n/a	n/a	$39,833
Bachelors, Computer Science	5	17	$46,000	$50,000	$54,000	$50,000
Bachelors, Engineering	11	81	$43,500	$55,000	$58,000	$51,455
Bachelors, Finance	6	7	$35,250	$46,500	$53,250	$45,750
Bachelors, Information Technology	5	6	$40,000*	$40,000*	$40,000*	$44,000
Bachelors, Marketing	10	13	$31,400	$33,335	$36,500	$34,687
Masters, Business Administration	4	4	n/a	n/a	n/a	$62,500

*The same values reported for 25th Percentile, Median and 75th Percentile are due to multiple employers paying the same pay rate.

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, Business/Marketing	Strategic Analyst, Customer Service, Receiving Coordinator, Machine Operator
Associates, Information Technologies	Systems Analyst
Bachelors, Accounting	Accounting Services Representatives, Associate, Accounts Payable Clerk, Accounting Specialist, Invoicing Clerk, Assistant Staff Accountant, Accountant, Auditor, Accounts Payable/Receivables
Bachelors, Business Administration	Merchandising Assistant, Analyst, Human Resources Assistant, Product Assistant
Bachelors, Chemistry	Chemical Lab Tech, Technical
Bachelors, Computer Science	Engineer I, Application Developer, Software Engineer
Bachelors, Engineering	Application Engineer, Engineer I, Mechanical Engineer, Systems Engineer, Design Engineer, Biomedical Engineer, Plastics Engineer, Engineer
Bachelors, Finance	Associate, Financial Analyst, Accounts Payable Administrator, Financial Development Program
Bachelors, Information Technology	IT Help Desk Associate, End User Support Specialist, Programmer I, Developer
Bachelors, Marketing	Specialist, Administrative, Broker Marketing Rep, Marketing & Design Coordinator, Marketing Assistant, Quality Control Temp
Masters, Business Administration	Product Manager, Human Resources Rotational Program, Specialist

Respondent Demographics

One-hundred and seventeen (117) organizations in Northeast Ohio participated in the survey; a breakdown of the industries and sizes they represent is provided below.

	Percent
Industry	
Manufacturing	36%
Non-Manufacturing	40%
Non-Profit	24%
Organizational size	
1-50	34%
51-200	42%
201-500	7%
Over 500	17%
Annual revenue	
$0 - $5,000,000	30%
$5,000,000 - $9,999,999	12%
$10,000,000 - $19,999,999	10%
$20,000,000 - $49,000,000	22%
$50,000,000+	26%

Participating Organizations

1 EDI Source, Inc.
Acme Express, Inc.
Advance Payroll Funding
Alliance Solutions Group
Alzheimer's Association Cleveland Area Chapter
American Red Cross
AMRESCO, LLC
Apple Growth Partners
Arthritis Foundation, Great Lakes Region, Northeastern Ohio
Automation Plastics
Avery Dennison
BAY CORPORATION
Bendix Commercial Vehicle Systems
BioEnterprise
C&K Industrial Services
Care Alliance Health Center
Career Transition Center
CareerBoard.com
Catacel
Center for Families and Children
Chemical Associates of Illinois,Inc.
Cleveland Indians Baseball Company
Cleveland Metroparks
Cleveland Play House
Cliffs
Community Assessment and Treatment Services, Inc.
Concord Music Group - CLE
COTSWORKS
Curtiss Wright
Diebold, Inc.
DNC Sportservice
DRB Systems, Inc.
Duramax Marine, LLC
DVUV
EBO Group, Inc.
Echogen Power Systems
Federal Reserve Bank of Cleveland

FirstEnergy
ForTec Companies
GMP Friction Products
Gold Key Processing, Inc.
Great Lakes Cheese
Hankook Tire, Akron Technical Center
Hyland Software
InterDesign, Inc.
International Women's Air & Space Museum
Jenne, Inc.
Kappus Company
king insurance & financial services, LLC
Lachina
Lake County Council on Aging
Lazorpoint
LifeShare Community Blood Services
Majestic Steel USA
Meister Media Worldwide
Mercury Plastics, Inc.
MOCA Cleveland
National Interstate Insurance Co.
National Safety Apparel, Inc.
Neundorfer, Inc.
Northern Stamping, Inc.
NSL Analytical Services, Inc.
Oatey Co.
OEConnection
Orbital Research, Inc.
Oswald Companies
OverDrive Inc.
Park Place Technologies
Pentair
Phycal. Inc.
PMG
Policy Matters Ohio
Powdermet/MesoCoat
Pressco Technology Inc

Process Technology
Recreation Unlimited
Ricerca Biosciences, LLC
Rosetta
RPM
Smart Solutions, Inc.
Steere Enterprises
Strang Corporation
Sunpro
Talan Products, Inc.
Tangent Company, LLC
Tap Packaging Solutions

TDCI
The Holden Arboretum
The Ohio Department of Transportation
The Sherwin-Williams Company
Things Remembered
Trumbul Neighborhood Partnership
US ENDOSCOPY INC
Vacuum Electric Switch Co.
Village of Reminderville
Vizion Solutions, LLC
Youngstown Warren Regional Chamber
Youth Opportunities Unlimited

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