

2013 ERC/NOCHE Intern & Recent Graduate Pay Rates & Practices Survey

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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.yourERC.com.

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 region economic development. NOCHE is leading the effort to increase college attainment in the region through the 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 February 19 and March 22, 2013. The survey, published in April of 2013, reports data from 122 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 eleven 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

- Across the board, intern pay rates saw somewhat larger increases from 2012-2013 in comparison to 2011-2012
 - Pay rates for interns in Engineering, HR and Operations all continue to show a consistent pattern of growth
- More than half (57%) of employers surveyed have a structured/formal internship program.
- Nearly all employers plan to maintain or increase the number of interns they employ in 2013. Very few plan to reduce the number and only one organization plans to eliminate interns entirely.
- More than half (57%) of employers are in the process of hiring or are planning to hire new college graduates in 2013
 - About half of all entry level positions are filled using these 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, obtain affordable workforce support, gain exposure at colleges and universities, and test potential employees before hiring them.
- Organizations typically hire between 1 and 3 interns
 - The second most common number of interns is 10 or more- primarily found at organizations with 500 or more employees
- 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.
 - Nearly one-third of employers offer no benefits to their interns.
 - Traditional benefits such as health insurance, retirement plans, etc are rarely offered and are largely dependent on the length of the internship (e.g. if the internship lasts 1 year or more, the intern may become eligible for these types of benefits)
 - A few organizations indicate they offer subsidized housing, but usually only in cases where relocation is necessary

- Job postings on college graduate/intern focused job boards or websites and college/university career center websites are both in the top 3 most common sources of intern recruitment.
 - o Despite this focus on “online” recruitment, building relationships with college/university professors ranked second, at 61%.
 - o Social media is up from 2012, but remains comparatively low, at 31%.
- Major, professionalism, interpersonal/communication skills, work experience and work ethic are the most common criteria used to hire interns. Recent graduates are evaluated on a similar set of criteria.
- To support interns and new graduates, the vast majority of 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.
- Project coordinator management is the most common duty assigned to interns at an average of 34% of the intern’s total time, followed by analytical problem solving and “other duties”- both at 31%.
 - o Other duties include attending various training programs, learning activities and research.
- To continue to engage interns, 57% of employers say they keep in contact with the intern and 54% say they offer employment if available. Rehiring interns is also popular at just under 50%.
- The majority of employers (69%) offer at least some of their interns employment.
 - o Of those that did not, the most common reason is a lack of open positions at that time (61%)

Employment Practices

Organizations with structured/formal internship programs

Figure 1 | All breakouts

	Percent
All Organizations	57%
Industry	
Manufacturing	56%
Non-Manufacturing	48%
Non-Profit	73%
Organizational Size	
1-50	51%
51-200	43%
201-500	64%
Over 500	85%

Organizations planning to make modifications to internship programs in 2013

Figure 2 | All organizations

	All Organizations
Maintain number of interns	50%
Increase number of interns	35%
Have not hired interns	12%
Reduce number of interns	3%
Eliminate all interns	1%

Figure 2a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Maintain number of interns	53%	48%	46%
Increase number of interns	33%	36%	42%
Have not hired interns	8%	12%	12%
Reduce number of interns	3%	4%	0%
Eliminate all interns	3%	0%	0%

Figure 2b | Organizational size

	1-50	51-200	201-500	Over 500
Maintain number of interns	41%	50%	55%	65%
Increase number of interns	35%	50%	36%	20%
Have not hired interns	20%	0%	9%	5%
Reduce number of interns	4%	0%	0%	5%
Eliminate all interns	0%	0%	0%	5%

Organizations in the process of hiring or planning to hire new college graduates in 2013

Figure 3 | All breakouts

	Percent
All Organizations	57%
Industry	
Manufacturing	67%
Non-Manufacturing	66%
Non-Profit	31%
Organizational Size	
1-50	53%
51-200	53%
201-500	73%
Over 500	70%

Number of interns typically employed by an organization each year

Figure 4 | All organizations

All Organizations	
1 – 3 interns	44%
4 – 6 interns	12%
7 – 10 interns	9%
More than 10 interns	23%
Have not hired interns	11%

Figure 4a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
1 – 3 interns	53%	48%	23%
4 – 6 interns	8%	6%	31%
7 – 10 interns	8%	10%	8%
More than 10 interns	22%	22%	27%
Have not hired interns	8%	14%	12%

Figure 4b | Organizational size

	1-50	51-200	201-500	Over 500
1 – 3 interns	45%	63%	36%	15%
4 – 6 interns	20%	7%	0%	10%
7 – 10 interns	6%	10%	18%	10%
More than 10 interns	12%	13%	36%	60%
Have not hired interns	18%	7%	9%	5%

Organizations that have hired non-traditional* students as interns

Figure 5 | All breakouts

	Percent
All Organizations	43%
Industry	
Manufacturing	25%
Non-Manufacturing	40%
Non-Profit	64%
Organizational Size	
1-50	40%
51-200	23%
201-500	55%
Over 500	60%

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

Organizations that have hired international students

Figure 6 | All breakouts

	Percent
All Organizations	36%
Industry	
Manufacturing	47%
Non-Manufacturing	26%
Non-Profit	42%
Organizational Size	
1-50	27%
51-200	37%
201-500	27%
Over 500	65%

Primary reasons organizations use interns

Figure 7 | All organizations

	All Organizations
To develop a talent pipeline	71%
To assist with special project work	61%
To obtain affordable workforce support	47%
To increase exposure at local colleges and universities	39%
To test potential employees before hiring them	34%
To solicit creative/innovative input	34%
To improve retention of new college graduates in Northeast Ohio	29%
To provide administrative support	25%
To develop supervisory skills	12%
Do not currently hire interns	10%

Figure 7a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
To develop a talent pipeline	72%	72%	62%
To assist with special project work	67%	50%	69%
To obtain affordable workforce support	39%	42%	62%
To increase exposure at local colleges and universities	36%	40%	46%
To test potential employees before hiring them	42%	36%	23%
To solicit creative/innovative input	31%	22%	54%
To improve retention of new college graduates in Northeast Ohio	25%	28%	27%
To provide administrative support	22%	18%	42%
To develop supervisory skills	8%	8%	23%
Do not currently hire interns	6%	14%	8%

Figure 7b | Organizational size

	1-50	51-200	201-500	Over 500
To develop a talent pipeline	57%	67%	100%	90%
To assist with special project work	55%	70%	55%	60%
To obtain affordable workforce support	55%	53%	9%	30%
To increase exposure at local colleges and universities	27%	50%	64%	45%
To test potential employees before hiring them	35%	27%	64%	30%
To solicit creative/innovative input	33%	33%	36%	25%
To improve retention of new college graduates in Northeast Ohio	27%	20%	45%	25%
To provide administrative support	25%	27%	18%	25%
To develop supervisory skills	10%	3%	27%	20%
Do not currently hire interns	16%	7%	0%	5%

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

Figure 8 | All breakouts

	Percent
All Organizations	72%
Industry	
Manufacturing	71%
Non-Manufacturing	65%
Non-Profit	81%
Organizational Size	
1-50	82%
51-200	50%
201-500	73%
Over 500	74%

Types of benefits offered to interns

Figure 9 | All organizations

	All Organizations
Pay for or allow intern(s) to attend organization's social events	33%
Rewards and recognition (i.e. gift cards, peer recognition)	27%
Pay for or allow intern(s) to attend networking events	22%
On-site perks (i.e. cafeteria, fitness center)	20%
Paid holidays	16%
Other external training opportunities	11%
Subsidized parking	9%
Subsidized housing	9%
Leaves of absence	8%
401(k)/403(b)	7%
Performance incentives (i.e. cash bonuses)	7%
Paid sick days/time off	7%
Bus pass or gas card	6%
Credit towards benefits for time worked if hired after graduation	5%
Health insurance	3%
Tuition reimbursement	2%
No benefits offered to interns	31%

Figure 9a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Pay for or allow intern(s) to attend organization's social events	22%	34%	42%
Rewards and recognition (i.e. gift cards, peer recognition)	22%	30%	31%
Pay for or allow intern(s) to attend networking events	22%	18%	27%
On-site perks (i.e. cafeteria, fitness center)	31%	18%	8%
Paid holidays	31%	8%	12%
Other external training opportunities	11%	8%	19%
Subsidized parking	3%	8%	15%
Subsidized housing	11%	6%	8%
Leaves of absence	14%	4%	8%
401(k) / 403(b)	8%	6%	4%
Performance incentives (i.e. cash bonuses)	11%	4%	8%
Paid sick days / time off	8%	4%	15%
Bus pass or gas card	6%	2%	15%
Credit towards benefits for time worked if hired after graduation	11%	4%	0%
Health insurance	3%	0%	8%
Tuition reimbursement	6%	0%	4%
No benefits offered to interns	33%	32%	23%

Figure 9b | Organizational size

	1-50	51-200	201-500	Over 500
Pay for or allow intern(s) to attend organization's social events	35%	20%	45%	35%
Rewards and recognition (i.e. gift cards, peer recognition)	31%	13%	36%	35%
Pay for or allow intern(s) to attend networking events	22%	10%	27%	35%
On-site perks (i.e. cafeteria, fitness center)	12%	10%	27%	50%
Paid holidays	10%	13%	9%	40%
Other external training opportunities	10%	7%	18%	20%
Subsidized parking	6%	7%	18%	10%
Subsidized housing	4%	7%	18%	15%
Leaves of absence	10%	7%	9%	5%
401(k) / 403(b)	4%	10%	0%	10%
Performance incentives (i.e. cash bonuses)	10%	3%	18%	0%
Paid sick days / time off	4%	13%	18%	5%
Bus pass or gas card	6%	7%	9%	5%
Credit towards benefits for time worked if hired after graduation	2%	3%	9%	15%
Health insurance	2%	7%	0%	0%
Tuition reimbursement	2%	3%	9%	0%
No benefits offered to interns	31%	43%	18%	15%

Other benefits provided to interns

- Internal poster sessions at end of internship about their work, and in some cases co-authorship and presentations of this work in papers, journals and national conferences.
- College credit
- Expenses paid for presenting to conferences.
- Housing and relocation benefits
- We pay for their housing when out of state
- \$1,000 internship stipend
- Flexible work schedule or telecommuting when possible
- Participation in all employee events
- Brown bag lunches focused on development of interns and social events for interns
- Flex time and assist in their job search efforts if we can't hire full-time upon graduation
- Book scholarship
- Participate in events with our organization well beyond the end of the internship. Ongoing professional and networking assistance.
- Benefits depend on the length of the internship. If less than 1 year we do not offer benefits.

Sources used to recruit interns

Figure 10 | All organizations

	All Organizations
Job postings on college/university career center websites	67%
Building relationships with college/university professors	61%
Job postings on college graduate/intern focused job boards or websites	60%
Internships	57%
Alumni contacts with college/university	47%
Participation in college/university job fairs	43%
Partnerships with college/university career centers	42%
Faculty referrals	38%
NEOintern.net	34%
Other referrals (i.e. employees, customers, etc)	34%
Social media (Facebook, LinkedIn, or Twitter)	31%
Co-ops	26%
Job postings on general or industry-specific job boards/websites	22%
Job postings on OhioMeansJobs or OhioMeansInternships	16%
Vocational Schools	12%
High Schools	6%

Figure 10a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Job postings on college/university career center websites	64%	60%	77%
Building relationships with college/university professors	69%	58%	58%
Job postings on college graduate/intern focused job boards or websites	56%	50%	81%
Internships	53%	58%	62%
Alumni contacts with college/university	53%	44%	42%
Participation in college/university job fairs	56%	36%	42%
Partnerships with college/university career centers	53%	34%	38%
Faculty referrals	39%	36%	38%
NEOintern.net	22%	36%	42%
Other referrals (i.e. employees, customers, etc.)	33%	42%	31%
Social media (Facebook, LinkedIn, or Twitter)	17%	32%	46%
Co-ops	42%	28%	8%
Job postings on general or industry-specific job boards/websites	14%	18%	31%
Job postings on OhioMeansJobs or OhioMeansInternships	19%	14%	15%
Vocational Schools	19%	6%	12%
High Schools	6%	2%	12%

Figure 10b | Organizational size

	1-50	51-200	201-500	Over 500
Job postings on college/university career center websites	59%	57%	82%	85%
Building relationships with college/university professors	51%	60%	82%	80%
Job postings on college graduate/intern focused job boards or websites	51%	53%	91%	70%
Internships	53%	50%	64%	75%
Alumni contacts with college/university	33%	40%	82%	70%
Participation in college/university job fairs	27%	43%	82%	65%
Partnerships with college/university career centers	33%	37%	64%	55%
Faculty referrals	35%	30%	64%	40%
NEOintern.net	37%	23%	45%	30%
Other referrals (i.e. employees, customers, etc.)	44%	51%	43%	67%
Social media (Facebook, LinkedIn, or Twitter)	27%	33%	55%	20%
Co-ops	24%	27%	36%	35%
Job postings on general or industry-specific job boards/websites	18%	10%	45%	25%
Job postings on OhioMeansJobs or OhioMeansInternships	10%	13%	36%	25%
Vocational Schools	8%	17%	18%	10%
High Schools	6%	3%	0%	10%

Other sources used to recruit interns:

- Industry trade association reference boards. National Science Foundation reference systems, B-WISER Stem Camp for Girls Newsletter, National Science Fair and National Engineering Fair winning team thank you letters.
- We have eight high school internships, and recruit through teachers at local high schools
- Summer on the Cuyahoga program
- National diversity conferences
- Company web site
- Local church websites
- Various community and diversity driven organizations
- Craigslist & Backpage
- Agency newsletter
- Word of mouth
- Client referrals
- Ad hoc information sessions on campuses.
- Referrals from students
- School administrators help promote opportunities
- Employees
- Museum-I and other online news boards
- [Organization name] website - career pages
- Diversity programs
- Plan to use NEO Intern for the first time
- Internal website

Sources used to recruit college graduates

Figure 11 | All organizations

	All Organizations
Job postings on college/university career center websites	47%
Building relationships with college/university professors	43%
Alumni contacts with college/university	40%
Internships	36%
Job postings on college graduate/intern focused job boards or websites	36%
Participation in college/university job fairs	31%
Partnerships with college/university career centers	28%
Social media (Facebook, LinkedIn, or Twitter)	27%
Faculty referrals	26%
Job postings on OhioMeansJobs or OhioMeansInternships	23%
Other referrals (i.e. employees, customers, etc.)	19%
Co-ops	13%
Job postings on general or industry-specific job boards/websites	12%
NEOintern.net	8%
Vocational schools	7%

Figure 11a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Job postings on college/university career center websites	47%	52%	31%
Building relationships with college/university professors	50%	50%	19%
Alumni contacts with college/university	53%	38%	23%
Internships	33%	40%	23%
Job postings on college graduate/intern focused job boards or websites	31%	44%	27%
Participation in college/university job fairs	39%	36%	15%
Partnerships with college/university career centers	33%	28%	15%
Social media (Facebook, LinkedIn, or Twitter)	28%	34%	18%
Faculty referrals	31%	30%	12%
Job postings on OhioMeansJobs or OhioMeansInternships	11%	20%	4%
Other referrals (i.e. employees, customers, etc.)	37%	56%	25%
Co-ops	22%	16%	0%
Job postings on general or industry-specific job boards/websites	31%	22%	12%
NEOintern.net	3%	14%	0%
Vocational schools	11%	8%	0%

Figure 11b | Organizational size

	1-50	51-200	201-500	Over 500
Job postings on college/university career center websites	31%	50%	73%	60%
Building relationships with college/university professors	25%	47%	73%	65%
Alumni contacts with college/university	20%	43%	82%	60%
Internships	27%	30%	45%	50%
Job postings on college graduate/intern focused job boards or websites	24%	47%	73%	30%
Participation in college/university job fairs	18%	40%	73%	35%
Partnerships with college/university career centers	14%	27%	55%	45%
Social media (Facebook, LinkedIn, or Twitter)	18%	27%	45%	35%
Faculty referrals	16%	33%	45%	30%
Job postings on OhioMeansJobs or OhioMeansInternships	10%	7%	45%	15%
Other referrals (i.e. employees, customers, etc)	12%	20%	55%	20%
Co-ops	8%	13%	27%	25%
Job postings on general or industry-specific job boards/websites	12%	27%	36%	35%
NEOintern.net	6%	3%	27%	5%
Vocational schools	4%	10%	27%	0%

Other sources used to recruit new graduates:

- National Lab post-doc placements
- National diversity conferences
- Local church websites
- Various community and diversity driven organizations
- Craigslist & Backpage
- Ziprecruiter
- Monster
- Client and employee referrals

Criteria used to hire interns

Figure 12 | All organizations

	All Organizations
Major	75%
Professionalism	64%
Interpersonal/communication skills	63%
Work experience	55%
Work ethic	53%
Career goals	52%
Academic year	48%
Coursework	48%
Internship/co-op	48%
Grade point average (GPA)	41%
Extracurricular activities	34%
Projects	34%
References	33%
College/university attended	26%
Business acumen	23%
Location of college/university	23%
Writing sample	20%
Assessment/testing	11%
Certifications	11%
Study abroad experience	8%

Figure 12a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Major	81%	64%	81%
Professionalism	58%	64%	65%
Interpersonal/communication skills	56%	64%	62%
Work experience	53%	48%	73%
Work ethic	40%	62%	50%
Career goals	56%	48%	54%
Academic year	42%	52%	50%
Coursework	53%	38%	42%
Internship/co-op	39%	44%	65%
Grade point average (GPA)	44%	36%	31%
Extracurricular activities	22%	34%	42%
Projects	36%	30%	38%
References	28%	30%	35%
College/university attended	36%	20%	19%
Business acumen	17%	30%	12%
Location of college/university	28%	26%	12%
Writing sample	14%	12%	35%
Assessment/testing	8%	16%	0%
Certifications	11%	10%	12%
Study abroad experience	6%	8%	12%

Figure 12b | Organizational size

	1-50	51-200	201-500	Over 500
Major	67%	67%	82%	95%
Professionalism	61%	53%	82%	70%
Interpersonal/communication skills	61%	53%	64%	70%
Work experience	55%	43%	73%	65%
Work ethic	53%	50%	64%	50%
Career goals	49%	57%	64%	45%
Academic year	47%	40%	55%	60%
Coursework	45%	37%	45%	50%
Internship/co-op	45%	40%	55%	60%
Grade point average (GPA)	33%	27%	45%	60%
Extracurricular activities	31%	27%	55%	30%
Projects	29%	20%	55%	55%
References	29%	20%	45%	40%
College/university attended	22%	20%	27%	40%
Business acumen	20%	13%	45%	25%
Location of college/university	24%	20%	36%	20%
Writing sample	25%	13%	9%	10%
Assessment/testing	14%	7%	0%	10%
Certifications	10%	10%	9%	15%
Study abroad experience	8%	3%	18%	10%

Other criteria used to hire interns

- Ability to self-start on a team and ability to clearly define why they want to be here. We don't hire anyone who just sends a resume. You need a reason to be an intern at [organization name] that is specific to the tasks and goals you have set for yourself. We have 100 needs as a fast growing small company. We look for people who self-identify their goals with our needs and can create a 9-16 week work plan that will help our organization, and them.
- Commitment to nonprofit mission
- We look for a good cultural fit and overall maturity. Interns often have client facing roles and must understand the dress code and have social intelligence.
- Gets stuff done
- Open source hobby work (e.g. GitHub)
- Interview
- Fit in the ultimate team environment
- Passion for our intern program.
- Understanding how our intern program fits with the prospective intern's personal and professional development.
- Portfolios, samples of work
- Cover letter and resume - do they express real interest in joining our internship program?
- Ability to work assertively with different levels

Criteria used to hire new college graduates

Figure 13 | All organizations

	All Organizations
Major	56%
Work experience	51%
Interpersonal/communication skills	50%
Professionalism	49%
Internship/co-op	45%
Work ethic	40%
Career goals	37%
Coursework	34%
References	33%
Grade point average (GPA)	32%
Projects	27%
Business acumen	25%
College/university attended	25%
Certifications	22%
Extracurricular activities	22%
Assessment/testing	16%
Writing sample	14%
Location of college/university	11%
Study abroad experience	5%

Figure 13a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Major	67%	60%	27%
Work experience	56%	56%	31%
Interpersonal/communication skills	56%	56%	27%
Professionalism	53%	56%	31%
Internship/co-op	47%	52%	31%
Work ethic	50%	46%	12%
Career goals	44%	42%	15%
Coursework	42%	34%	12%
References	39%	36%	12%
Grade point average (GPA)	36%	34%	12%
Projects	31%	30%	12%
Business acumen	25%	32%	4%
College/university attended	33%	24%	12%
Certifications	19%	28%	15%
Extracurricular activities	17%	28%	15%
Assessment/testing	22%	16%	0%
Writing sample	14%	12%	8%
Location of college/university	14%	12%	0%
Study abroad experience	6%	6%	0%

Figure 13b | Organizational size

	1-50	51-200	201-500	Over 500
Major	41%	63%	82%	60%
Work experience	39%	50%	82%	60%
Interpersonal/communication skills	37%	53%	64%	65%
Professionalism	35%	50%	73%	70%
Internship/co-op	37%	43%	55%	65%
Work ethic	25%	47%	64%	50%
Career goals	25%	43%	64%	40%
Coursework	27%	30%	45%	35%
References	25%	33%	27%	45%
Grade point average (GPA)	25%	27%	45%	35%
Projects	16%	17%	55%	50%
Business acumen	14%	17%	45%	45%
College/university attended	22%	20%	36%	30%
Certifications	18%	27%	36%	20%
Extracurricular activities	20%	20%	36%	20%
Assessment/testing	8%	20%	9%	25%
Writing sample	10%	10%	9%	20%
Location of college/university	8%	7%	27%	10%
Study abroad experience	2%	3%	9%	10%

Other criteria used to hire new college graduates

- Portfolios, samples of work
- Fit in the ultimate team environment
- Interview
- Open source hobby work (e.g. Github)
- Commitment to nonprofit mission
- 2 year schools versus 4 year schools
- Previous internships/work experience
- BFA versus BA

Criteria used to determine new college graduate salaries

Figure 14 | All organizations

	All Organizations
Work experience	27%
Major	21%
Internship/co-op	17%
Certifications	14%
Professionalism	11%
Work ethic	10%
Business acumen	9%
College/university attended	9%
Coursework	9%
Interpersonal/communication skills	9%
Projects	9%
Career goals	7%
Grade point average (GPA)	7%
Extracurricular activities	6%
References	6%
Academic year	5%
Writing sample	3%
Assessment/testing	2%
Location of college/university	2%
Study abroad experience	2%

Figure 14a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Work experience	33%	32%	8%
Major	33%	20%	4%
Internship/co-op	19%	20%	8%
Certifications	8%	18%	12%
Professionalism	6%	14%	8%
Work ethic	11%	12%	0%
Business acumen	8%	10%	0%
College/university attended	11%	10%	0%
Coursework	11%	8%	0%
Interpersonal/communication skills	8%	12%	4%
Projects	3%	14%	4%
Career goals	6%	12%	0%
Grade point average (GPA)	14%	6%	0%
Extracurricular activities	3%	8%	4%
References	3%	8%	4%
Academic year	6%	6%	0%
Writing sample	3%	2%	0%
Assessment/testing	3%	2%	0%
Location of college/university	3%	4%	0%
Study abroad experience	3%	0%	0%

Figure 14b | Organizational size

	1-50	51-200	201-500	Over 500
Work experience	25%	33%	18%	25%
Major	18%	27%	18%	20%
Internship/co-op	18%	17%	0%	25%
Certifications	10%	13%	18%	20%
Professionalism	14%	7%	9%	5%
Work ethic	10%	10%	9%	5%
Business acumen	2%	10%	9%	15%
College/university attended	8%	10%	9%	5%
Coursework	6%	10%	9%	5%
Interpersonal/communication skills	10%	13%	0%	5%
Projects	6%	10%	9%	10%
Career goals	8%	3%	9%	10%
Grade point average (GPA)	8%	7%	9%	5%
Extracurricular activities	8%	3%	0%	5%
References	8%	7%	0%	0%
Academic year	0%	7%	27%	0%
Writing sample	4%	0%	0%	0%
Assessment/testing	0%	7%	0%	0%
Location of college/university	0%	0%	18%	5%
Study abroad experience	0%	0%	0%	5%

Other criteria used to determine salaries for new college graduates

- National college pay surveys
- Industry averages
- MBA starting salary is higher than Undergraduate Degree
- Market survey data
- Our compensation team in HR determines our new graduate salaries.
- Budget
- Job Market Data
- Pay grades
- 2 year schools versus 4 year schools
- Previous internships/work experience
- BFA versus BA

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

Figure 15 | All breakouts

	Average
All Organizations	2.96
Industry	
Manufacturing	2.93
Non-Manufacturing	2.92
Non-Profit	3.06
Organizational Size	
1-50	3.06
51-200	2.81
201-500	2.99
Over 500	2.94

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

Figure 16 | All breakouts

	Average
All Organizations	2.93
Industry	
Manufacturing	2.93
Non-Manufacturing	2.87
Non-Profit	3.00
Organizational Size	
1-50	2.91
51-200	2.83
201-500	2.98
Over 500	2.94

Organizations that recruit from the following colleges for interns

Figure 17 | All breakouts

	2-year colleges (i.e. Tri-C, LCCC)	For-profit colleges (i.e. ITT-Tech, Devry University)
All Organizations	43%	20%
Industry		
Manufacturing	39%	22%
Non-Manufacturing	44%	18%
Non-Profit	50%	27%
Organizational Size		
1-50	47%	22%
51-200	40%	10%
201-500	45%	27%
Over 500	40%	35%

Organizations that recruit from the following colleges for recent graduates

Figure 18 | All breakouts

	2-year colleges (i.e. Tri-C, LCCC)	For-profit colleges (i.e. ITT-Tech, Devry University)
All Organizations	24%	15%
Industry		
Manufacturing	33%	22%
Non-Manufacturing	26%	12%
Non-Profit	8%	12%
Organizational Size		
1-50	16%	12%
51-200	27%	7%
201-500	55%	27%
Over 500	25%	30%

Academic year required for internships

Figure 19 | All organizations

All Organizations	
No specific year	39%
Year 1	5%
Year 2	27%
Year 3	46%
Year 4	47%
Graduate	34%

Figure 19a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
No specific year	36%	32%	46%
Year 1	6%	4%	8%
Year 2	39%	28%	15%
Year 3	50%	50%	35%
Year 4	44%	50%	50%
Graduate	31%	32%	42%

Figure 19b | Organizational size

	1-50	51-200	201-500	Over 500
No specific year	41%	40%	27%	25%
Year 1	0%	7%	9%	15%
Year 2	14%	27%	64%	50%
Year 3	35%	43%	73%	65%
Year 4	43%	43%	64%	60%
Graduate	31%	27%	45%	45%

Job levels for which organizations typically hire new graduates

Figure 20 | All organizations

All Organizations	
Entry-Level	84%
Mid-Level/Non-Supervisory	19%
Supervisor	2%
Manager	0%

Figure 20a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Entry-Level	89%	88%	65%
Mid-Level/Non-Supervisory	19%	14%	12%
Supervisor	0%	2%	0%
Manager	0%	0%	0%

Figure 20b | Organizational size

	1-50	51-200	201-500	Over 500
Entry-Level	75%	83%	100%	95%
Mid-Level/Non-Supervisory	16%	17%	18%	10%
Supervisor	2%	0%	0%	%
Manager	0%	0%	0%	0%

Other jobs levels typically hired

- Technical innovation roles on new projects. We like smart young engineers and scientists who don't know how it is supposed to be done but can clearly define a manner in which they want to help expand a process.

Organizations that provide interns with the following

Figure 21 | All organizations

	All Organizations
An orientation within the first week of employment	90%
Regular feedback and coaching	88%
Access to a mentor	66%
Performance evaluation	63%
Formal training	56%

Figure 21a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
An orientation within the first week of employment	92%	86%	96%
Regular feedback and coaching	92%	86%	85%
Access to a mentor	67%	66%	58%
Performance evaluation	64%	56%	73%
Formal training	47%	62%	54%

Figure 21b | Organizational size

	1-50	51-200	201-500	Over 500
An orientation within the first week of employment	88%	83%	100%	100%
Regular feedback and coaching	88%	73%	100%	100%
Access to a mentor	71%	50%	82%	60%
Performance evaluation	65%	43%	82%	75%
Formal training	47%	50%	73%	75%

Types of training and development opportunities provided to interns

- 4 hour safety training, 1-2 days of departmental operations training, 1 day of core product training and demos
- High school and college interns are trained in public speaking and hands-on educational activities
- Cross-training in multiple departments, technical training, mentoring, lecture/speaker series participation, structured feedback/evaluation
- May attend conferences, seminars, webinars
- New hire technology training, job specific training
- Formal introduction to subscription databases, business resources, templates of prior work products, and general reading materials.
- Monthly intern Q&A program with President and guest (typically another president or CEO), customer/vendor visits, educational programs
- Weekly onsite didactic
- Interns receive work plans and go through orientation that is both for the business and their specific position.
- Cultural competence/awareness, personal safety
- Online courses, external courses depending upon job duties
- Hands on training from others in the department
- Computer & systems
- Seminars & other training offered by organizations. Reading books & training from supervisor. Hands on experience with students & leaders
- (i)Cleveland intern program, several informational lunches / mentoring with organizational leaders
- Primarily training is focused on internal software training for all operating systems within the studio and presentation skills- primary used for client interaction. They are partnered with specialists within each discipline & studio in order to experience the different phases of a project.
- 3 hour recorded orientation
- All are required to achieve additional certifications while interning
- One on one training with supervisor. Access to a mentor.
- Training with their mentor.
- Formal training on the internal software
- Interns are provided with a training manual and a mentor. They're treated like a regular member of the team and get real-world experience.
- Online training modules
- Opportunities to lead and develop programming for the public
- Accounting software training (Practice Management and Engagement), professional development through social & firm sponsored events.

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

- Job shadowing or in special instances, customer visits
- Access to our Talent Management Center, where we have e-learning courses. On the job development
- On the job, outside seminars, internal training
- Introductory module on our business history, focus, and technical introduction to daily activities presented before first day and reviewed in a course the first week of work. Resume building workshop completed with interns each cycle
- Product training, safety training, ISO standards training, projects
- General New Employee Orientation, training specific to the position
- Bring in speakers to have brown bag lunch sessions to talk about how to make the most of your internship, offer a half day of professional development training on professionalism skills
- On-site rotational
- Industry specific training, ability to work closely with managers and mentors to learn and develop new skills, speaking engagements, ability to work with clients, ability to attend local conferences
- Inventor & project management
- Brown bag lunches
- Technical training, business process training
- Diverse training from multiple disciplines
- Technology, values and expectations
- Inclusion in external and internal meetings, developmental modules on various topics, training to perform the functions of the position
- On the job training
- Participation in meetings with managers, directors, etc.
- Job specific short courses
- Reading company manuals to orient to business, spending time with owners and in field to witness business interactions first-hand, hands-on training with owners to identify and execute appropriate projects/assignments
- We developed internal consulting training courses and use [external organization name] training to get skills on our technologies up to par.
- In the internship course, we offer 8 weeks of 2-hour courses.
- Orientation and general training of the department and what they will be doing within the department.

Organizations that provide new graduates with the following

Figure 22 | All organizations

	All Organizations
An orientation within the first week of employment	66%
Regular feedback and coaching	62%
Performance evaluation	61%
Formal training	52%
Access to a mentor	43%

Figure 22a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
An orientation within the first week of employment	81%	68%	38%
Regular feedback and coaching	72%	70%	35%
Performance evaluation	69%	66%	35%
Formal training	56%	60%	31%
Access to a mentor	47%	52%	19%

Figure 22b | Organizational size

	1-50	51-200	201-500	Over 500
An orientation within the first week of employment	53%	77%	82%	70%
Regular feedback and coaching	49%	77%	73%	70%
Performance evaluation	47%	73%	64%	70%
Formal training	35%	67%	55%	70%
Access to a mentor	35%	53%	45%	45%

Types of training and development opportunities provided to new college graduates

- We will send new college graduates to professional development seminars as appropriate to their job duties
- Cross-training in multiple departments, technical training, mentoring, structured feedback/evaluation sessions
- Varies depending on field/ type of work
- New hire technology training
- Job specific training
- Monthly intern Q&A program with President and guest (typically another president or CEO), customer/vendor visits, educational programs
- Weekly onsite didactic, opportunity to attend and present at conferences
- All new hires go through extension training on the business and job specific. Also, all employees are put on Professional Development Plans through which, if they elect to, they can receive outside training subsidized by the organization.
- Online courses, external courses depending upon job duties, tuition reimbursement for continuing education
- Hands on training from others in the department, systems/computer training
- Computer & systems, technical training on equipment
- Seminars and other trainings offered by organizations. Reading books and training from supervisor. Hands on experience with students and leaders.
- Primarily training is focused on internal software training for all operating systems within the studio and presentation skills- primary used for client interaction. FRCH also offered 50%-100% reimbursement opportunities for certifications, conferences & licensing.
- 3 hour recorded orientation
- One on one with an employee. Weekly meetings with President of company
- Internal training program dependent on position
- Formal training on the internal software
- New graduates are given a training manual and work closely with the hiring manager. They pretty much start working on projects right away.
- Online training modules
- Accounting software training (Practice Management and Engagement). Professional development through social and firm sponsored events.
- Once hired as a regular full time associate, are eligible for tuition reimbursement for continuing education.
- SOP training
- Sales, Technical, On-boarding, Goal Setting

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

- External seminars are provided/encourage for new hires
- Extensive product training, safety training, ISO standards training, further education opportunities, special projects
- Free software training, participation in professional and trade associations, monthly staff training, individualized training with supervisor and team members
- Access to continuing education
- Orientation (company), Flight School (strategic overview by senior management), Passport (orientation with each department)
- Technical Training, business process training
- On the job Training
- Job specific short courses
- We developed internal consulting training courses and use [external organization name] training to get skills on our technologies up to par.

Organizations that offer management in training programs for new college graduates

Figure 23 | All breakouts

	Percent
All Organizations	15%
Industry	
Manufacturing	24%
Non-Manufacturing	11%
Non-Profit	5%
Organizational Size	
1-50	9%
51-200	12%
201-500	10%
Over 500	30%

Types of management in training programs:

- All fields
- Business Development, HR, Sales
- Business Management, Sales Management, Operations
- Chemistry, Engineering, Research, Marketing, Finance
- Healthcare related occupations
- Horticulture, Sales and Customer Service
- Marketing, Accounting/Finance, IT
- Sales, IT
- Sales, Marketing, IT Security, IT, Accounting, Administrative

Responsibilities of interns' supervisors and mentors

Responsibilities of supervisors

Figure 24 | All organizations

	All Organizations
Providing feedback or coaching	83%
Assigning or managing projects	81%
Evaluating performance	80%
Training or teaching new skills	80%
Ensuring that the internship is a learning experience	78%
Administrative tasks (signing time sheet, scheduling, etc.)	72%
Exposing intern to subject matter experts	66%

Figure 24a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Providing feedback or coaching	75%	86%	88%
Assigning or managing projects	78%	80%	88%
Evaluating performance	69%	80%	96%
Training or teaching new skills	61%	84%	96%
Ensuring that the internship is a learning experience	67%	78%	92%
Administrative tasks (signing time sheet, scheduling, etc.)	69%	72%	73%
Exposing intern to subject matter experts	56%	66%	73%

Figure 24b | Organizational size

	1-50	51-200	201-500	Over 500
Providing feedback or coaching	82%	77%	91%	90%
Assigning or managing projects	76%	77%	82%	100%
Evaluating performance	80%	80%	91%	75%
Training or teaching new skills	78%	77%	82%	85%
Ensuring that the internship is a learning experience	76%	77%	73%	85%
Administrative tasks (signing time sheet, scheduling, etc.)	61%	80%	82%	80%
Exposing intern to subject matter experts	59%	50%	82%	90%

Other supervisory responsibilities:

- Staying in contact during non-working periods, advocating for return assignments
- Communicate progress & status to Human Resources
- Coordinating the intern's time at work to ensure they have enough to do

Responsibilities of mentors

Figure 24c | All organizations

	All Organizations
Providing feedback or coaching	52%
Training or teaching new skills	47%
Ensuring that the internship is a learning experience	42%
Exposing intern to subject matter experts	42%
Evaluating performance	26%
Assigning or managing projects	23%
Administrative tasks (signing time sheet, scheduling, etc.)	13%

Figure 24d | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Providing feedback or coaching	56%	58%	35%
Training or teaching new skills	50%	52%	27%
Ensuring that the internship is a learning experience	50%	44%	27%
Exposing intern to subject matter experts	53%	46%	15%
Evaluating performance	25%	30%	23%
Assigning or managing projects	22%	24%	19%
Administrative tasks (signing time sheet, scheduling, etc.)	11%	14%	15%

Figure 24e | Organizational size

	1-50	51-200	201-500	Over 500
Providing feedback or coaching	51%	50%	64%	50%
Training or teaching new skills	41%	53%	55%	40%
Ensuring that the internship is a learning experience	41%	37%	45%	50%
Exposing intern to subject matter experts	33%	43%	45%	55%
Evaluating performance	27%	27%	27%	25%
Assigning or managing projects	20%	30%	18%	20%
Administrative tasks (signing time sheet, scheduling, etc.)	12%	20%	18%	5%

Other mentorship responsibilities:

- Internal to [organization name], anyone who wants an intern has to list 1-3 activities which will take up a full internship. We then compile this into a list of 50-100 'company activities of intern value' we then ask interns what they want to do with [organization name]. We then match up interns who want to do something with [organization name] with the mentor who had similar activity. Each Mentor gets one intern per summer (in a couple cases we have had a team of two interns on projects under one Mentor) they interact with that mentor as if they were a full time employee and are expected to accomplish the goals they have set for themselves and aligned with the mentor.
- Advocating for return assignments
- Mentors help the interns and new hires to assimilate to the culture of the organization. Have lunch together; join in to social activities among employees. Eating lunch on the patio, etc. Introduce them to others, include them in informal happenings, be a 'go to' person for questions not directly related to job duties.

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

Figure 25 | All organizations

	Average
Project coordinator management	34%
Analytical problem solving	31%
Other duties	31%
Administrative or clerical duties	23%
Communications	16%

Figure 25a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Project coordinator management	37%	31%	34%
Analytical problem solving	33%	34%	22%
Other duties	33%	31%	31%
Administrative or clerical duties	23%	26%	21%
Communications	17%	14%	18%

Figure 25b | Organizational size

	1-50	51-200	201-500	Over 500
Project coordinator management	34%	36%	30%	32%
Analytical problem solving	32%	26%	38%	28%
Other duties	42%	13%	3%	36%
Administrative or clerical duties	18%	32%	33%	22%
Communications	16%	15%	17%	17%

Other intern duties:

- Attending organized intern events
- CNC programming, routing, fixturing
- Cultivation and research
- Document review, file organization, sit in on client meetings, sit in on trials, attend case meetings and department meetings
- Group Meetings/Peer Learning
- Interns typically spend the majority of their time doing 'real-life' design work and creating content.
- Laboratory processing (following SOPs)
- Layout, design, proofing and presentation of final publication
- Learning activities, attending meetings
- Learning new skills, on-boarding, down time for: learning, reading, researching, working on resume, training, attending social & work events
- Maintain work area, help with set up for events
- Networking
- Observation in group setting
- Our interns provide a range of work products from due diligence, financial modeling, and even some basic database management.
- Promotional or on-site responsibilities
- Technical work - engineering
- They should spend 50-75% of their time running experiments if they are chemistry intern or building/field testing trial devices if they are an engineering intern, or speaking with customers and developing proposals if they are business and marketing.
- Training and development
- Training and employee engagement
- Training and observing
- Various tasks on the shop floor and in the inspection lab
- We tend to be 'task oriented' as a workplace, so the interns receive specific tasks that they are to accomplish. Sometimes these tasks are administrative, sometimes they are relatively technical/time consuming/ongoing/
- Working on events and other special projects that come up throughout the internship, i.e. communications interns working a table at an [organization name] event, membership interns working member appreciation day

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

Figure 26 | All organizations

	All Organizations
Quality of work	77%
Ability/willingness to learn and develop	74%
Attitude	71%
Dependability	71%
Communication	70%
Professionalism	70%
Productivity/efficiency	68%
Interpersonal skills	64%
Teamwork	61%
Problem solving	59%
Creativity/innovation	48%
Level or value of contributions	44%
Customer service	36%

Figure 26a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Quality of work	72%	78%	88%
Ability/willingness to learn and develop	72%	72%	81%
Attitude	61%	72%	85%
Dependability	69%	68%	85%
Communication	67%	70%	81%
Professionalism	64%	76%	77%
Productivity/efficiency	67%	70%	69%
Interpersonal skills	67%	60%	73%
Teamwork	64%	60%	65%
Problem solving	61%	58%	62%
Creativity/innovation	42%	46%	62%
Level or value of contributions	50%	38%	50%
Customer service	31%	42%	35%

Figure 26b | Organizational size

	1-50	51-200	201-500	Over 500
Quality of work	78%	73%	82%	85%
Ability/willingness to learn and develop	75%	63%	91%	80%
Attitude	75%	67%	64%	75%
Dependability	76%	67%	73%	70%
Communication	73%	73%	64%	70%
Professionalism	76%	63%	82%	70%
Productivity/efficiency	65%	67%	91%	70%
Interpersonal skills	65%	57%	73%	75%
Teamwork	59%	50%	91%	75%
Problem solving	59%	50%	64%	75%
Creativity/innovation	53%	40%	36%	55%
Level or value of contributions	43%	37%	55%	55%
Customer service	29%	37%	55%	45%

Other aspects of performance assessed:

- Self directed people- we don't want people who need supervisors, we want people who seek answers
- Technical skills - use of multiple forms of software
- We provide a range of feedback on both hard and soft skills.
- Integrity, discipline, responsibility, accountability
- Technical skills for our industry which is accounting
- We do not have a formal assessment program, though these aspects are all part of ongoing feedback to participating interns.

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

Figure 27 | All organizations

	All Organizations
What they feel they learned or did not learn	61%
Satisfaction with job duties	58%
How internship differed from expectations	53%
Opinions of supervisors and/or mentors	53%
Where they think work processes could be improved	52%
Understanding of expectations	48%
Relevance to their major and/or career goals	41%
Work they would have liked to do	40%

Figure 27a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
What they feel they learned or did not learn	56%	62%	69%
Satisfaction with job duties	53%	56%	69%
How internship differed from expectations	47%	52%	58%
Opinions of supervisors and/or mentors	53%	52%	58%
Where they think work processes could be improved	44%	58%	50%
Understanding of expectations	36%	48%	58%
Relevance to their major and/or career goals	28%	42%	54%
Work they would have liked to do	22%	40%	58%

Figure 27b | Organizational size

	1-50	51-200	201-500	Over 500
What they feel they learned or did not learn	61%	53%	64%	75%
Satisfaction with job duties	55%	60%	73%	55%
How internship differed from expectations	47%	53%	73%	50%
Opinions of supervisors and/or mentors	47%	57%	73%	55%
Where they think work processes could be improved	55%	43%	64%	50%
Understanding of expectations	41%	53%	64%	40%
Relevance to their major and/or career goals	33%	47%	64%	35%
Work they would have liked to do	35%	57%	36%	20%

Other types of feedback gathered:

- Each intern does an all company “lunch and learn” report.
- To what extent it helped them get an interview or a job
- Level of interest if full-time employment is available
- Suggestions for future interns
- Willingness to return, willingness to accept employment offer, other companies being considered
- Quality of the training efforts
- Students complete a mid and final evaluation of their internship, and they are evaluated by their mentors and supervisors too
- What they are learning

Methods organizations use to continue to engage interns

Figure 28 | All organizations

	All Organizations
Keep in contact with intern	57%
Offer employment (if available)	54%
Recall or rehire over multiple terms or years	48%
Hold intern "alumni" events	3%

Figure 28a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Keep in contact with intern	47%	62%	62%
Offer employment (if available)	61%	80%	31%
Recall or rehire over multiple terms or years	56%	46%	38%
Hold intern "alumni" events	6%	0%	8%

Figure 28b | Organizational size

	1-50	51-200	201-500	Over 500
Keep in contact with intern	59%	57%	55%	55%
Offer employment (if available)	35%	53%	73%	90%
Recall or rehire over multiple terms or years	33%	47%	55%	80%
Hold intern "alumni" events	6%	3%	0%	0%

Organizations that offered interns full-time employment

Figure 29 | All organizations

	All Organizations
Some of the interns were offered full-time employment	65%
The interns were not offered full-time employment	31%
All interns were offered full-time employment	4%

Figure 29a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Some of the interns were offered full-time employment	76%	70%	33%
The interns were not offered full-time employment	21%	23%	67%
All interns were offered full-time employment	3%	7%	0%

Figure 29b | Organizational size

	1-50	51-200	201-500	Over 500
Some of the interns were offered full-time employment	50%	59%	80%	90%
The interns were not offered full-time employment	43%	41%	10%	10%
All interns were offered full-time employment	7%	0%	10%	0%

Reasons organizations did not offer employment to any or some interns

Figure 30 | All organizations

	All Organizations
No positions open	61%
Intern had not graduated	30%
Intern was not ready for full time employment	23%
Intern performance was poor	21%

Figure 30a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
No positions open	64%	60%	69%
Intern had not graduated	42%	34%	12%
Intern was not ready for full time employment	17%	32%	19%
Intern performance was poor	25%	26%	15%

Figure 30b | Organizational size

	1-50	51-200	201-500	Over 500
No positions open	63%	57%	45%	85%
Intern had not graduated	22%	37%	36%	45%
Intern was not ready for full time employment	22%	27%	27%	25%
Intern performance was poor	16%	13%	27%	55%

Other reasons organizations did not offer employment:

- Project intern worked on was limited in scope and not part of long term goals for the company. For example, we had two interns working on a chip controller technology for one summer. That project was a 90 day effort. Both interns were great, and the project was a complete success, but it is not core to the company for a full time role.
- Generally hire for part-time or freelance
- We do not have a career track for business analysts. Our goal is to seed the community with our 'graduates'.
- Intern had other passions they were encouraged to pursue professionally. We also had interns who had a very narrow skill set and did not fit our current needs.
- Our program is new and we have not had any interns graduate yet.
- Intern was good but not a future star
- Best fit, firm needs, interest of intern

Ratio of offers made to offers accepted by interns by organizations

Figure 31 | All organizations

	Count
1:0	2
1:1	15
1.2:1	1
2:0	2
2:1	5
2:2	5
2:12	1
3:1	2
3:2	1
3:3	4
4:2	1
4:3	1
4:4	3
4:5	1
5:3	1
5:4	1
5:5	2
6:1	1
6:6	1
10:7	1
15:2	1
146:107	1

Types of reimbursements organizations obtained for internships

Figure 32 | All organizations

	All Organizations
Ohio Third Frontier Reimbursement	15%
Entrepreneurial Reimbursement*	7%
Summer on the Cuyahoga	6%
Foundation Reimbursement	4%

Figure 32a | Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Ohio Third Frontier Reimbursement	17%	22%	4%
Entrepreneurial Reimbursement*	3%	14%	0%
Summer on the Cuyahoga	3%	3%	10%
Foundation Reimbursement	3%	4%	4%

Figure 32b | Organizational size

	1-50	51-200	201-500	Over 500
Ohio Third Frontier Reimbursement	24%	7%	9%	15%
Entrepreneurial Reimbursement*	14%	3%	0%	0%
Summer on the Cuyahoga	6%	0%	9%	10%
Foundation Reimbursement	8%	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 33 | All breakouts

	Average
All Organizations	48%
Industry	
Manufacturing	47%
Non-Manufacturing	53%
Non-Profit	56%
Organizational Size	
1-50	53%
51-200	47%
201-500	68%
Over 500	43%

Average percent of new college graduates hired in 2012 and so far in 2013 have interned previously with the organization

Figure 34 | All breakouts

	Average
All Organizations	38%
Industry	
Manufacturing	38%
Non-Manufacturing	39%
Non-Profit	2%
Organizational Size	
1-50	37%
51-200	18%
201-500	48%
Over 500	43%

Average percent of new college graduates hired in 2012 and so far in 2013 that have interned elsewhere previously, not at the organization in which they were hired

Figure 35 | All breakouts

	Average
All Organizations	29%
Industry	
Manufacturing	40%
Non-Manufacturing	25%
Non-Profit	1%
Organizational Size	
1-50	22%
51-200	35%
201-500	35%
Over 500	39%

Organizations that provide signing bonuses to recent graduates

Figure 36 | All breakouts

	All Organizations
All Organizations	11%
Industry	
Manufacturing	15%
Non-Manufacturing	14%
Non-Profit	0%
Organizational Size	
1-50	10%
51-200	17%
201-500	10%
Over 500	7%

Average signing bonus offered to recent graduates

Figure 37 | All breakouts

	Average Bonus
All Organizations	\$3,667
Industry	
Manufacturing	\$4,375
Non-Manufacturing	\$3,100
Non-Profit	n/a
Organizational Size	
1-50	n/a
51-200	\$1,333
201-500	\$2,000
Over 500	\$12,500

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

Figure 38 | All organizations

- At the most basic level, ROI is determined by how many interns return for a second time and/or how many interns turn into a full-time employee.
- Based on whether the experience has been mutually satisfactory for both the intern and our company can we decide on ROI of internship program.
- Billable hours tend to exceed the labor costs associated with interns.
- By progress of programs and the increase of requests for interns
- Contribution to the business
- Conversion of intern into 2nd internship or full time hire
- Difficult to measure. We see it as invaluable in terms of the work provided by interns, knowledge obtained of candidates and future prospects for hiring associates.
- Follow-on hires
- Hour tracking and project completion
- If the intern was able to assist our teams and had a positive learning experience that continued to increase their interest in the field
- Informally rather than formally- good to have young people in our building and an opportunity to find a potential hire.
- Intern Experience, Project Completion, Jobs/Growth created.
- Interns are still relatively new to us, have not determined the ROI
- Internship to hire ratio, productivity, management and intern feedback
- Marketing and productivity
- Mature program has proved its ROI over the years.
- No experience yet, but I would measure it based upon response to marketing and social media, as that will be the focus I am seeking from an intern.
- No true measure - look at productivity
- Number of customer complaints and how often they were late to events
- Percentage of interns worthy of regular employment offer and percentage of interns hired into regular positions who are subsequently promotable/high-potential within certain timeframes.

Ways your organization determines the return on investment of your internship program (*continued*)

- Project based completions. Summer of 2012 had 11 intern projects with 14 interns assigned to them (3 teams of 2 existed) at the end of the summer 8 of those 11 projects had met or exceeded their planned objectives. One intern was terminated and the project dropped. The other two fell short of goals, but still advanced the projects in a measurable way.
- Project completion
- Quality of work produced and relationship built
- Retention of staff hired through intern program
- Successfulness of programs that the interns run, students being invested in,
- Supervisor report
- The amount of work and special projects that are accomplished, new ideas generated from interns, continuing growth of interest in the internship program
- This was our first year. We know that we hired two interns who were available for hire. Both are successful and doing well with opportunity for growth.
- Value of work completed, any revenue generated from work
- Value provided to the business community. On-going success and support for the internship program.
- We do not currently calculate an ROI, our program is newly formalized and we are working first on the curriculum and structure.
- We look at the accomplishments of the intern on a case by case basis. The goodwill in the community is one of the drivers and must be considered as well as the financial costs.
- We track whether or not they stay in the region and in the healthcare related fields. We track their current career role. We informally measure what programs (law, business, biotech entrepreneurship) afford the best fit to our needs.

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

Figure 39 | All organizations

Name of College/University	Count
University of Akron	28
Kent State University	27
Case Western Reserve University	21
Cleveland State University	18
The Ohio State University	15
John Carroll University	14
University of Toledo	12
Baldwin Wallace University	10
Ohio University	10
Bowling Green State University	8
University of Miami Ohio	8
University of Dayton	7
Ashland University	5
Cuyahoga Community College	5
Purdue University	5
North Carolina State University	4
Pennsylvania State University	4
University of Cincinnati	4
Walsh University	4
Hiram College	3
Lakeland Community College	3
University of Mount Union	3
Youngstown State University	3
Auburn University	2
Cleveland Institute of Art	2

Name of College/University	Count
Colgate University	2
Columbus College of Art & Design	2
Duke University	2
Georgia Institute of Technology	2
Indiana University	2
Rochester Institute of Technology	2
University of Chicago	2
University of Florida	2
University of Houston	2
University of Michigan	2
Wittenberg College	2
Other	70

Other colleges/universities listed include:

Academy of Art University, Allegheny College, Arizona State University, Brigham Young University, Cal Poly-San Luis Obispo University, Carnegie Mellon University, Cedarville University, Clemson University, College of Wooster, Colorado School of Mines, Colorado State University, Columbia University, Cornell University, Dartmouth College, DeVry University, Florida A&M University, Florida Atlantic University, Gannon University, Geneva College, George Mason, Howard University, ITT-Technical Institute, Lamar University, Louisiana State University, Malone College, Michigan State University, Northwestern University, Notre Dame College, Ohio Northern University, Oklahoma State University, Prairie View A&M University, Ringling College of Art & Design, Robert Morris University, Rutgers University, Savannah College of Art & Design, St. Louis University, Stanford University, Stark State College, Temple University, Texas A&M University, Texas Christian University, University of Akron, Tulane University, University of Alabama, Huntsville, University of Arkansas-Pine Bluffs, University of Central Florida, University of Colorado, University of Georgia, University of Illinois, University of Iowa, University of Kentucky, University of Michigan-Dearborn, University of Minnesota, University of Nebraska-Kearney, University of Nebraska-Lincoln, University of Notre Dame, University of Pittsburgh, University of Puerto Rico-Mayaguez, University of Rhode Island, University of South Carolina, University of Southern California, University of Wisconsin-Madison, Villa Nova University, Virginia Marti College of Art & Design, Wake Forest University, Washington University, Wayne State University, West Virginia University, Western Michigan University, Yale University

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 five common advantages that interns and new graduates provide. Many of them were consistent with the findings in the 2012 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. One small organization indicated that nearly half of their current workforce began as interns for the company. 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
- Improve retention rates by hiring the “right” employee

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 that could not be completed at normal staffing levels
- 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 & embrace change
- 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 (especially Social Media)
- Apply 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 real-world experience
- Spread awareness of the organization in the community
- “Mold” and train them in how the organization is run
- Offer knowledge about the organization

- Reduce resources required to train and/or transition a new employee into the organization
- Develop relationships with local colleges and universities
- Improve exposure/brand recognition at local colleges and universities

Other professional development opportunities

Overseeing interns & new graduates in what may very well be their first real-world job is an excellent leadership development tool for existing employees. Whether they serve as supervisors or as mentors, these employees are given the opportunity to work closely with new interns or employees- ultimately expanding both their own skill set as well as that of the intern or new graduate. Organizations say that benefits of employing an intern and/or recent graduate include their ability to:

- Provide mentoring opportunities for employees
- Challenge existing employees to develop managerial skills

Intern Pay Rates

Accounting/Finance Intern

Types of projects or assignments

	Percent
Accounting	61%
Accounts payable or receivable	39%
Financial analysis and reporting	39%
Billing	30%
Auditing	22%
Tax	22%
Insurance	9%

Other types of projects or assignments: *Financial modeling for revenue stage clients, inventory*

Pay Rates

Industry	<u>Paid Internships</u>		<u>Unpaid Internships</u>		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	6	22	0	0	\$13.25	\$14.50	\$17.25	\$15.38
Non-Manufacturing	14	37	1	3	\$10.00	\$12.00	\$14.50	\$12.65
Total*	21	61	2	3	\$12.00	\$13.00	\$15.00	\$13.64

*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	71%
Design/drafting	43%
Industrial	34%
Computer software	31%
Application	26%
Electrical	26%
Systems	23%
Chemical	14%
Bio-engineering	3%

Other types of projects or assignments: *Fluids - Hydrological/Groundwater Engineering, Chip-Set Development for SCADA Controls, food processing, researching new products, quality, plastics engineering, manufacturing - use of Pro-E, quality requirements, first articles, product specs, inspection, drawing checks (dimensions)*

Pay Rates

Industry	<u>Paid Internships</u>		<u>Unpaid Internships</u>		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	24	225	1	1	\$12.62	\$15.00	\$17.00	\$15.01
Non-Manufacturing	9	36	0	0	\$15.50	\$17.00	\$20.00	\$16.83
Total*	33	269	2	17	\$13.00	\$15.50	\$17.36	\$15.51

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

Human Resources Intern

Types of projects or assignments

	Percent
Administration (policies, job descriptions, document mgt.)	82%
Recruiting	55%
Training and development	45%
Benefits	41%
Employee relations program coordination	41%
Performance management	36%
Wellness	18%
Compensation management	9%
Payroll administration	0%

Other types of projects or assignments: *Assist with volunteer and intern program coordination, recognition programs, work culture enhancement*

Pay Rates

Industry	<u>Paid Internships</u>		<u>Unpaid Internships</u>		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	6	16	0	0	\$13.25	\$14.50	\$16.50	\$16.72
Non-Manufacturing	12	15	4	4	\$9.75	\$12.00	\$13.00	\$11.58
Total	18	31	4	4	\$10.50	\$12.75	\$13.75	\$13.30

Information Technology Intern

Types of projects or assignments

	Percent
Help desk support	49%
Network administration or maintenance	46%
Application development	43%
Programming	40%
Database development or management	37%
Web development	31%
Software development	23%
Project management	20%
Web administration	17%
Security	14%

Other types of projects or assignments: *Training and teaching, technical writing, business analysis, data entry, work study program in process with high school, business intelligence work*

Pay Rates

Industry	<u>Paid Internships</u>		<u>Unpaid Internships</u>		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	10	67	0	0	\$16.00	\$16.50	\$17.75	\$16.97
Non-Manufacturing	18	60	1	5	\$10.00	\$11.50	\$12.88	\$11.47
Total*	30	148	5	8	\$10.25	\$14.00	\$17.00	\$13.71

*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
Social networking	72%
Market research	61%
Promotional materials	61%
Program and event coordination	56%
Mass communication/mailling lists	50%
Web content or administration	44%
Graphic design	39%
Reporting/editing	36%
Public relations/press releases	31%
Advertising	28%
Media design of video or audio	25%
Product management	22%

Other types of projects or assignments: *Webinar and animation demonstration development*

Pay Rates

Industry	<u>Paid Internships</u>		<u>Unpaid Internships</u>		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	13	42	1	1	\$13.00	\$15.00	\$17.00	\$14.85
Non-Manufacturing	12	38	7	13	\$9.00	\$10.00	\$11.25	\$10.63
Total*	26	82	10	66	\$10.00	\$12.75	\$15.00	\$12.99

*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	57%
Fundraising and development	36%
Child or adolescent development	14%
Counseling or social work	14%
Case management	7%

Other types of projects or assignments: *Running groups and break times with patients, administrative, project work (e.g., data collection), marketing*

Pay Rates

Industry	<u>Paid Internships</u>		<u>Unpaid Internships</u>		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Non-Manufacturing	4	27	10	33	n/a	n/a	n/a	\$9.21
Total	4	27	10	33	n/a	n/a	n/a	\$9.21

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: *Assist in our Global Sourcing Dept, due diligence of technologies, production*

Pay Rates

Industry	<u>Paid Internships</u>		<u>Unpaid Internships</u>		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	8	25	0	0	\$12.13	\$13.50	\$14.75	\$13.76
Non-Manufacturing	8	15	1	2	\$11.13	\$12.50	\$14.50	\$12.81
Total	16	40	1	2	\$11.38	\$13.00	\$14.50	\$13.29

Performance/Studio Art Intern

Types of projects or assignments

	Percent
Production	100%
Curatorial	25%

Other types of projects or assignments: *Art & design, architecture, graphic design, interior design, exhibitions, museum collections*

Pay Rates

	<u>Paid Internships</u>		<u>Unpaid Internships</u>		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Total	3	24	1	3	n/a	n/a	n/a	\$14.00

Research Intern (*Non-scientific*)

Types of projects or assignments

	Percent
Data collection and analysis	88%
Economic or policy research	25%
Quality control and testing	13%
Social science research	13%

Other types of projects or assignments: *Primary and secondary market research, financial modeling, business assessment and recommendations*

Pay Rates

Industry	<u>Paid Internships</u>		<u>Unpaid Internships</u>		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	0	0	0	0	n/a	n/a	n/a	n/a
Non-Manufacturing	4	18	3	12	n/a	n/a	n/a	\$15.00
Total*	5	19	3	12	\$12.00	\$15.00	\$16.00	\$14.00

*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: *Data follow up*

Pay Rates

Industry	<u>Paid Internships</u>		<u>Unpaid Internships</u>		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	4	14	1	1	n/a	n/a	n/a	\$15.38
Non-Manufacturing	5	20	1	2	\$10.00**	\$10.00**	\$10.00**	\$11.60
Total	9	34	2	3	\$10.00	\$12.00	\$17.00	\$13.28

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

Sales/Customer Service Intern

Types of projects or assignments

	Percent
Administrative/clerical work	83%
Customer database administration	42%
Customer service	75%
Account management	33%
Business development	25%
Customer intake	42%
Inside sales	33%
Outside sales	0%

Other types of projects or assignments: *Reporting, client operations, work with the membership department*

Pay Rates

Industry	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	5	34	0	0	\$14.25	\$16.00	\$17.13	\$15.38
Non-Manufacturing	3	9	4	6	n/a	n/a	n/a	\$11.33
Total	8	43	4	6	\$9.75	\$11.25	\$15.00	\$13.09

Recent Graduate Pay

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

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

Degree Obtained	Number of Employers	Number of Grads Hired	25 th Percentile	Median	75 th Percentile	Average
Associates, Business/Marketing	4	4	n/a	n/a	n/a	\$31,550
Associates, Mechanics/Engineering	4	5	n/a	n/a	n/a	\$42,500
Bachelors, Accounting	10	19	\$35,375	\$39,000	\$42,938	\$38,982
Bachelors, Business Administration	13	32	\$32,500	\$37,650	\$45,000	\$40,261
Bachelors, Computer Science	9	30	\$45,000	\$50,000	\$57,428	\$49,625
Bachelors, Engineering	15	272	\$53,750	\$55,000	\$60,000	\$56,491
Bachelors, Finance	4	56	n/a	n/a	n/a	\$38,850
Bachelors, Information Technology	8	35	\$37,225	\$43,167	\$55,400	\$45,179
Bachelors, Marketing	9	19	\$33,000	\$36,000	\$42,000	\$38,364
Bachelors, Other Liberal Arts	4	17	n/a	n/a	n/a	\$40,750
Masters, Business Administration	4	30	n/a	n/a	n/a	\$78,000

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	Customer Service Representative, Marketing Coordinator, Receptionist, Marketing Assistant
Associates, Mechanics/Engineering	Shop Floor Technician, Entry-level Engineer, Manufacturing Engineer
Bachelors, Accounting	Accounts Payable/Accounts Receivable, General Accountant, Reporting Specialist, Tax Analyst, Treasury Analyst, Financial Accountant, Accountant, Staff Accountant, Cost Accountant,
Bachelors, Business Administration	Accounting Services Representative, HR Generalist, Tax Coordinator, Recruiter, Industrial Pump Sales, Coordinator- Destination Services, HR Associate, Human Resources Assistant, Project Specialist, IT Trainee, Tactical Buyer, Production Manager, Account Service Representatives, Business Development Representative
Bachelors, Computer Science	Associate Web Developer, Software Engineer I, Data Delivery Specialist, IT Trainee, Software Engineer Trainees, Junior Software Engineer, IT Consultant, Developer
Bachelors, Engineering	Fluids, Chemistry, Test Engineer, Mechanical Engineer I, Systems Engineer, Mechanical Engineer- New Product Development, Junior Systems Engineer, Mechanical Engineer, Process Engineer, Associate Engineer, Field Service Technician, Research Engineer, Project Engineer, Design Engineer, Injection Molding Engineer
Bachelors, Finance	Accounts Payable Administrator, Associate Analyst, Service Contract Coordinator, Business Development Representative
Bachelors, Information Technology	Industrial Engineer, End User Support Specialist, Computer Operator, Systems Engineer, Tek Leader Associate Web Development, IT Trainee, Business Analyst- Consultant, Network Specialist
Bachelors, Marketing	Marketing Coordinator, Associate Product Manager, Biographer, Service Contract Coordinator, Product Management, Sales Administration Representative
Bachelors, Other Liberal Arts	General Administrator- Marketing, Service Contract Coordinator, Software Engineer, Graphic Designer & Project Coordinator, Internet Marketing Specialist
Masters, Business Administration	Operations Specialist, Business Development Representative, Director of Sales and Marketing

Respondent Demographics

One-hundred and twenty-two (122) organizations in Northeast Ohio participated in the survey; a breakdown of the industries and sizes they represent is provided below.

	Percent
Industry	
Manufacturing	32%
Non-Manufacturing	45%
Non-Profit	23%
Organizational Size	
1-50	46%
51-200	27%
201-500	10%
Over 500	18%

Participating Organizations

A Raymond Tinnerman
ABS Materials
ACLU of Ohio
Advance Payroll Funding
Akronlife Magazine
American Greetings
APB & Associates, Inc.
Arthritis Foundation, Great Lakes Region, Northeastern Ohio
ASW Global
BakerHostetler
Bank of America
BioEnterprise
Bowden Manufacturing
C.TRAC, Inc.
CASNET
Chemical Associates
City of Cleveland, Department of Economic Development
Cleveland Center for Eating Disorders
Cleveland Indians Baseball Company
Cotsworks
Cuyahoga County Board of Health
Diebold, Inc.
Dots
Duramax Marine, LLC
Dwellworks
Eaton Corporation
Echogen Power Systems
Enerco Group, Inc.
Federation of India Community Association
First Glance Student Center, Inc.
FlashStarts, Inc.
Forest City
FormFire
ForTec Medical
FRCH Design Worldwide
Fresh Mark Inc.
Funutation Tekademy LLC
Genie Repros
Graco Ohio, Inc.

Great Lakes Cheese
GreenField Solar
Guidestone
Hemlock Landscapes, Inc.
Hexpol Compounding
International Data Management
IPA, Inc.
Knotice Ltd.
Kurtz Bros., Inc.
Lake Township Historical Society
Lake/Geauga Educational Assistance Foundation
Lanly Company
Lazorpoint
Leukemia & Lymphoma Society
Lorain County Metro Parks
M A B Marketing
Maloney + Novotny LLC
Mar-Bal, Inc.
Materion
Meister Media Worldwide
Melin Tool
Moen Incorporated
Museum of Contemporary Art Cleveland
National Safety Apparel, Inc.
Neundorfer, Inc.
NOPEC
NSL Analytical Services, Inc.
Oakwood Laboratories
OEConnection
Orbital Research Inc.
Park Place Technologies
PolymerPlus LLC
PreEmptive Solutions
Process Technology
Pyrotek, Inc.
Ranpak Corp
Renter's BOOM
Richter Healthcare Consultants
Rock and Roll Hall of Fame and Museum

RoviSys
Rutledge Group
Saint Martin de Porres High School
SecureState
SES LLC
Sherwin Williams
ShurTech Brands LLC
SIFCO Industries, Inc.
Smucker's
Steere Enterprises, Inc.
Stembanc, Inc.
Stop'nGo
Students for Startups
Synchronicity Consulting LLC
Tangent Company LLC
The Centers for Families & Children

The Children's Museum of Cleveland
The Entrepreneurs EDGE
The Holden Arboretum
The Little Tikes Company
The Lubrizol Corporation
The Shaker Historical Society
The Step2 Company LLC
Thompson Hine LLP
Technology Management, Inc.
USA Mobile Drug Testing of Cleveland
Vizion Solutions LLC
Western Reserve Historical Society
WEWS
Whirlaway Corporation
Winter Equipment Company, Inc.

2013 ERC/NOCHE Intern & Recent Grad Pay Rates & Practices Survey

Conducted by ERC

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