# 2016 ERC/NOCHE Intern & Recent Graduate Pay Rates & Practices Survey

## May 2016

**ERC**

Where Great Workplaces Start.

# Terms of Use

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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 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 18 and April 1, 2016. The survey, published in May of 2016, reports data from 107 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 9 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

- More than half (54%) of employers surveyed have a structured/formal internship program, with the largest organizations, with over 900 employees, being the most likely to have a formal program (86%) compared to four other employer size categories.
    - For those organizations who do not have a structured/formal internship program, staff resource challenges is the most commonly cited reason (25% of all organizations).

- Exactly half of all surveyed employers do not plan on making any changes to their internship program in 2016. Those who do plan on making modifications intend to increase the number of interns in their organization (28%). Based on the results, most organizations typically hire between 1 and 3 interns each year.

- Sixty percent of employers have hired or plan on hiring new college graduates this year, with non-profit employers being the least likely to do so (30%, compared to 59% of manufacturing and 70% non-manufacturing employers).

- High school students are employed in some capacity by 30% of organizations. Their functions include providing part-time help in various departments (warehouse, administrative) and working during the summers.

- There is a variety of reasons why employers hire interns. When asked to think of their primary reasons, employers cited the following most often: to develop a local talent pipeline (62%), to increase exposure at local colleges and universities (43%), and to assist with special project work (40%). Non-profit organizations (60%) hired interns primarily to solicit creative and innovative input.

- Internships tend to be beneficial experiences for both the employer and the intern(s). As part of this exchange, employers most commonly pay for or allow intern(s) to attend an organization's social events as a benefit (30% of all respondents).

- Across all types of organizations, building relationships with college/university career centers is the most common way of recruiting interns.
    - Manufacturing employers (61%) primarily rely on college/university career center websites, non-manufacturing employers (63%) primarily post jobs on intern/college graduate-focused job boards or websites, and non-profit employers (60%) most commonly utilize relationships with college/university career centers.

- When it comes to recruiting new college graduates, just over half (52%) of all surveyed employers create job postings on college/university career center websites.

- Engineering and Business are the two areas of study most important to employers when recruiting interns (46% and 42% of all organizations, respectively). Seventy percent of employers in the manufacturing industry find Engineering most important, while both non-manufacturing and non-profit organizations value Business the most.

- Over half of all organizations use the following criteria when hiring interns: academic major (56%), interpersonal and communication skills (54%), professionalism (54%), and work ethic (52%). Meanwhile, the most commonly used criteria to hire new college graduates includes academic major (56%), work experience (51%) and professionalism (50%).

- Of those employers giving performance evaluations to interns, 66% assess an intern's ability and willingness to learn and develop, 64% assess an intern's quality of work and attitude, and 62% assess an intern's communication skills.

- Across all three industries and all five organizational sizes, hourly wage is the most common pay structure used for interns, with 78% of all organizations paying their interns on an hourly basis.

- Employers in the manufacturing industry hire interns from 2-year colleges and for-profit colleges more so than employers in both non-manufacturing and non-profit industries.

- Seventy-nine percent of all organizations hire new college graduates for entry-level positions, while 20% hire them for mid-level/non-supervisory positions.
  - On average, half of organizations' entry-level positions come from new graduates.
  - Of those new college graduates hired in 2015 and so far in 2016, 60% had interned previously with their employer.
  - Only 16% of all surveyed employers offer management in training programs to new graduates, and 40% of these organizations have over 900 employees.

- At the conclusion of an internship, most employers (58%) seek feedback from interns regarding what they feel they learned or did not learn from the experience.

- To continue engaging interns post-internship, 53% of employers keep in contact with interns through direct communication, social media, and LinkedIn. If it is available, 51% of organizations also offer employment to their interns.
    - Most organizations did not offer employment to any or some of their interns due to a lack of open positions (50% of all organizations).

# Employment Practices

**Organizations with structured/formal internship programs**

**Figure 1 | All breakouts**

|  | Percent |
|---|---|
| **All Organizations** | 54% |
| **Industry** | |
| Manufacturing | 50% |
| Non-Manufacturing | 63% |
| Non-Profit | 40% |
| **Organizational Size** | |
| 1-50 | 55% |
| 51-200 | 49% |
| 201-500 | 57% |
| 501-900 | 50% |
| Over 900 | 86% |

## Reasons organizations do not have structured/formal internship programs

### Figure 1a | All breakouts

|                              | All Organizations |
|------------------------------|-------------------|
| Staff resource challenges    | 25%               |
| Other                        | 15%               |
| Time commitment              | 14%               |
| Financial resource challenges| 11%               |
| Don't see the value          | 2%                |
| Prior unsuccessful program   | 2%                |

### Figure 1b | Industry

|                              | Manufacturing | Non-Manufacturing | Non-Profit |
|------------------------------|---------------|-------------------|------------|
| Financial resource challenges| 18%           | 3%                | 20%        |
| Staff resource challenges    | 30%           | 18%               | 40%        |
| Time commitment              | 11%           | 13%               | 20%        |
| Don't see the value          | 2%            | 3%                | 0%         |
| Prior unsuccessful program   | 0%            | 0%                | 20%        |
| Other                        | 11%           | 18%               | 20%        |

## Figure 1c | Organizational size

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Financial resource challenges | 12% | 14% | 14% | 0% | 0% |
| Staff resource challenges | 27% | 37% | 14% | 0% | 0% |
| Time commitment | 12% | 14% | 14% | 25% | 0% |
| Don't see the value | 0% | 3% | 7% | 0% | 0% |
| Prior unsuccessful program | 3% | 3% | 0% | 0% | 0% |
| Other | 18% | 14% | 7% | 25% | 14% |

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

- Unsure
- Not enough applicable positions
- We use interns from local schools that already have programs. We don't have a structured program as an employer.
- Have not had a need
- We are a small company and have interns sporadically
- No business needs
- We take on interns on a case by case basis. We have no intern budget in 2016.
- Held to head-count levels that have negatively impacted our ability to implement a formal program this year.
- Just haven't done any.
- We don't have a formal structure, but we hired an intern this year.
- Have a program, not formalized

## Organizations planning to make modifications to internship programs in 2016

**Figure 2 | All organizations**

|  | All Organizations |
|---|---|
| Maintain number of interns | 50% |
| Increase number of interns | 28% |
| Have not hired interns | 16% |
| Reduce number of interns | 6% |
| Eliminate all interns | 0% |

**Figure 2a | Industry**

|  | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Increase number of interns | 33% | 24% | 10% |
| Maintain number of interns | 44% | 51% | 60% |
| Reduce number of interns | 7% | 8% | 0% |
| Eliminate all interns | 0% | 0% | 0% |
| Have not hired interns | 16% | 16% | 30% |

**Figure 2b | Organizational size**

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Increase number of interns | 22% | 31% | 36% | 9% | 17% |
| Maintain number of interns | 59% | 40% | 50% | 50% | 50% |
| Reduce number of interns | 3% | 6% | 7% | 0% | 33% |
| Eliminate all interns | 0% | 0% | 0% | 0% | 0% |
| Have not hired interns | 16% | 23% | 7% | 50% | 0% |

## Organizations in the process of hiring or planning to hire new college graduates in 2016

**Figure 3 | All breakouts**

|  | Percent |
| --- | --- |
| **All Organizations** | 60% |
| **Industry** | |
| Manufacturing | 59% |
| Non-Manufacturing | 70% |
| Non-Profit | 30% |
| **Organizational Size** | |
| 1-50 | 48% |
| 51-200 | 69% |
| 201-500 | 50% |
| 501-900 | 100% |
| Over 900 | 83% |

## Number of interns typically employed by an organization each year

### Figure 4 | All organizations

|  | All Organizations |
|---|---|
| 1 – 3 interns | 45% |
| 4 – 6 interns | 15% |
| 7 – 10 interns | 8% |
| More than 10 interns | 10% |
| Have not hired interns | 21% |

### Figure 4a | Industry

|  | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| 1 – 3 interns | 48% | 45% | 40% |
| 4 – 6 interns | 9% | 16% | 20% |
| 7 – 10 interns | 7% | 13% | 0% |
| More than 10 interns | 16% | 8% | 0% |
| Have not hired interns | 20% | 18% | 40% |

### Figure 4b | Organizational size

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| 1 – 3 interns | 64% | 43% | 50% | 0% | 0% |
| 4 – 6 interns | 9% | 17% | 14% | 25% | 0% |
| 7 – 10 interns | 0% | 11% | 21% | 0% | 14% |
| More than 10 interns | 6% | 3% | 7% | 25% | 71% |
| Have not hired interns | 21% | 26% | 7% | 50% | 14% |

## Organizations that have hired non-traditional* students as interns

**Figure 5 | All breakouts**

|  | Percent |
|---|---|
| **All Organizations** | 33% |
| **Industry** | |
| Manufacturing | 27% |
| Non-Manufacturing | 32% |
| Non-Profit | 40% |
| **Organizational Size** | |
| 1-50 | 28% |
| 51-200 | 26% |
| 201-500 | 29% |
| 501-900 | 50% |
| Over 900 | 67% |

*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** | 30% |
| **Industry** | |
| Manufacturing | 20% |
| Non-Manufacturing | 38% |
| Non-Profit | 50% |
| **Organizational Size** | |
| 1-50 | 39% |
| 51-200 | 17% |
| 201-500 | 43% |
| 501-900 | 25% |
| Over 900 | 33% |

## Organizations that employ high school students in any capacity

**Figure 7 | All breakouts**

|  | Percent |
|---|---|
| **All Organizations** | 30% |
| **Industry** |  |
| Manufacturing | 23% |
| Non-Manufacturing | 31% |
| Non-Profit | 30% |
| **Organizational Size** |  |
| 1-50 | 27% |
| 51-200 | 21% |
| 201-500 | 29% |
| 501-900 | 25% |
| Over 900 | 50% |

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

- Part Time Warehouse help
- Basic Clerical work - filing, create booklets/manuals, etc.
- Part-time in our dining room
- Assist at registration, envelopes, social media, thank you notes, minor accounting
- We have had high school students as administrative interns.
- We have a senior experience every May, where one student gets an on-site full-time opportunity to work within our conservation labs.
- Creating presentation folders

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

- IT support, administrative duties & projects
- Filing, data entry
- JVS students in machining, engineering and the lab
- Recently 4 high school seniors as tool & die apprentices
- Summer help
- Internships for Machining and Welding
- Usually in retail stores
- Utilities Intern; Office Support Intern
- Part time workers in the office and in the plant
- Warehouse, data entry, Service Preventative Maintenance Technicians (Trade Schools)
- Pre-professional intern program with Trinity High School
- Part-time
- Summers

## Primary reasons organizations use interns

### Figure 8 | All organizations

|  | All Organizations |
| --- | --- |
| To develop a local talent pipeline | 62% |
| To increase exposure at local colleges and universities | 43% |
| To assist with special project work | 40% |
| To obtain affordable workforce support | 37% |
| To test potential employees before hiring them | 36% |
| To solicit creative/innovative input | 30% |
| To improve retention of new college graduates in Northeast Ohio | 28% |
| To provide administrative support | 21% |
| To develop supervisory skills of your existing employees | 18% |
| Do not currently hire interns | 17% |
| To increase exposure at colleges/universities outside of Northeast Ohio | 13% |
| To develop a talent pipeline from outside of Northeast Ohio | 12% |
| Other | 9% |

## Figure 8a | Industry

| | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| To obtain affordable workforce support | 45% | 34% | 40% |
| To provide administrative support | 11% | 21% | 40% |
| To improve retention of new college graduates in Northeast Ohio | 30% | 34% | 10% |
| To increase exposure at local colleges and universities | 52% | 39% | 30% |
| To develop a local talent pipeline | 59% | 74% | 50% |
| To assist with special project work | 36% | 47% | 40% |
| To test potential employees before hiring them | 41% | 45% | 20% |
| To solicit creative/innovative input | 32% | 24% | 60% |
| To develop supervisory skills of your existing employees | 20% | 18% | 20% |
| To increase exposure at colleges/universities outside of Northeast Ohio | 14% | 13% | 0% |
| To develop a talent pipeline from outside of Northeast Ohio | 14% | 11% | 10% |
| Do not currently hire interns | 18% | 13% | 30% |
| Other | 2% | 8% | 10% |

## Figure 8b | Organizational size

| | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| To obtain affordable workforce support | 42% | 34% | 57% | 25% | 29% |
| To provide administrative support | 27% | 17% | 14% | 0% | 0% |
| To improve retention of new college graduates in Northeast Ohio | 24% | 29% | 36% | 25% | 43% |
| To increase exposure at local colleges and universities | 42% | 37% | 64% | 50% | 43% |
| To develop a local talent pipeline | 64% | 63% | 64% | 25% | 86% |
| To assist with special project work | 45% | 34% | 50% | 0% | 57% |
| To test potential employees before hiring them | 36% | 37% | 57% | 25% | 43% |
| To solicit creative/innovative input | 42% | 14% | 50% | 25% | 29% |
| To develop supervisory skills of your existing employees | 18% | 17% | 29% | 0% | 29% |
| To increase exposure at colleges/universities outside of Northeast Ohio | 9% | 14% | 0% | 25% | 29% |
| To develop a talent pipeline from outside of Northeast Ohio | 6% | 9% | 14% | 0% | 57% |
| Do not currently hire interns | 15% | 23% | 7% | 50% | 0% |
| Other | 15% | 0% | 7% | 0% | 0% |

### Other reasons organizations use interns

- To give students the pre-program portfolio work they are required to do before applying to graduate programs
- Flexibility in work schedule allows for part-time work availability
- We believe in providing opportunities to students from the communities we serve and our intern program is an important part of demonstrating that commitment.
- To support the development of the workforce in our community
- To give candidates the opportunity to do meaningful work during the summer.
- Investment in developing/molding the talent prior to graduation

## Other reasons organizations use interns (*continued*)

- To tap into a skills gap within the organization
- Most people who work in the orchestra world stated as interns. It's an industry practice.
- Social worker interns to support student services

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

**Figure 9 | All breakouts**

|  | Percent |
|---|---|
| **All Organizations** | 71% |
| **Industry** | |
| Manufacturing | 68% |
| Non-Manufacturing | 72% |
| Non-Profit | 78% |
| **Organizational Size** | |
| 1-50 | 72% |
| 51-200 | 71% |
| 201-500 | 71% |
| 501-900 | 25% |
| Over 900 | 100% |

## Types of benefits offered to interns

**Figure 10 | All organizations**

| | All Organizations |
|---|---|
| Pay for or allow intern(s) to attend organization's social events | 35% |
| No benefits offered to interns | 31% |
| Rewards and recognition (e.g. gift cards, peer recognition) | 25% |
| Pay for or allow intern(s) to attend networking events | 23% |
| On-site perks (i.e. cafeteria, fitness center) | 16% |
| Paid holidays | 16% |
| Other | 11% |
| Other external training opportunities | 10% |
| Subsidized parking | 7% |
| Performance incentives (e.g. cash bonuses) | 6% |
| 401(k)/403(b) | 5% |
| Subsidized housing | 5% |
| Credit towards benefits for time worked if hired after graduation | 4% |
| Paid sick days/time off | 4% |
| Bus pass or gas card | 3% |
| Leaves of absence | 3% |
| Tuition reimbursement | 3% |
| Health insurance | 2% |
| Pay for college credit(s) | 2% |

**Figure 10a | Industry**

| | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| 401(k)/403(b) | 5% | 0% | 10% |
| Health insurance | 0% | 3% | 0% |
| Bus pass or gas card | 0% | 0% | 10% |
| Credit towards benefits for time worked if hired after graduation | 2% | 5% | 0% |
| Leaves of absence | 2% | 3% | 0% |
| On-site perks (i.e. cafeteria, fitness center) | 14% | 24% | 0% |
| Paid holidays | 16% | 5% | 20% |
| Paid sick days/time off | 5% | 0% | 0% |
| Pay for or allow intern(s) to attend networking events | 20% | 21% | 40% |
| Pay for or allow intern(s) to attend organization's social events | 39% | 32% | 30% |
| Performance incentives (e.g. cash bonuses) | 2% | 11% | 0% |
| Rewards and recognition (e.g. gift cards, peer recognition) | 25% | 32% | 20% |
| Subsidized parking | 5% | 8% | 10% |
| Subsidized housing | 7% | 3% | 0% |
| Tuition reimbursement | 0% | 0% | 0% |
| Other external training opportunities | 5% | 13% | 20% |
| Pay for college credit(s) | 2% | 0% | 0% |
| No benefits offered to interns | 34% | 26% | 30% |
| Other | 11% | 16% | 0% |

## Figure 10b | Organizational size

| | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| 401(k)/403(b) | 3% | 3% | 0% | 0% | 14% |
| Health insurance | 0% | 0% | 7% | 0% | 0% |
| Bus pass or gas card | 3% | 0% | 0% | 0% | 0% |
| Credit towards benefits for time worked if hired after graduation | 6% | 0% | 0% | 25% | 0% |
| Leaves of absence | 3% | 3% | 0% | 0% | 0% |
| On-site perks (i.e. cafeteria, fitness center) | 15% | 14% | 14% | 50% | 14% |
| Paid holidays | 12% | 11% | 14% | 25% | 14% |
| Paid sick days/time off | 3% | 0% | 0% | 25% | 14% |
| Pay for or allow intern(s) to attend networking events | 24% | 17% | 14% | 0% | 71% |
| Pay for or allow intern(s) to attend organization's social events | 33% | 29% | 43% | 25% | 57% |
| Performance incentives (e.g. cash bonuses) | 9% | 6% | 0% | 0% | 0% |
| Rewards and recognition (e.g. gift cards, peer recognition) | 30% | 23% | 36% | 25% | 14% |
| Subsidized parking | 9% | 6% | 7% | 0% | 0% |
| Subsidized housing | 3% | 3% | 7% | 0% | 14% |
| Tuition reimbursement | 0% | 0% | 0% | 0% | 0% |
| Other external training opportunities | 12% | 6% | 14% | 0% | 14% |
| Pay for college credit(s) | 0% | 0% | 0% | 0% | 14% |
| No benefits offered to interns | 36% | 31% | 21% | 50% | 0% |
| Other | 9% | 14% | 7% | 0% | 29% |

## Other benefits provided to interns

- Housing stipend
- We pay our interns
- Busy season meals
- Extensive training on tools they are otherwise not exposed to
- Interns who work more than 30 hours are offered the same benefits package as regular employees
- Concert tickets

## Sources used to recruit interns

**Figure 11 | All organizations**

| | All Organizations |
|---|---|
| Building relationships with college/university career centers | 52% |
| Job postings on college/university career center websites | 50% |
| Internships | 50% |
| Job postings on college graduate/intern focused job boards or websites | 50% |
| Building relationships with college/university professors | 50% |
| Alumni contacts with college/university | 48% |
| Participation in college/university job fairs | 37% |
| Faculty referrals | 34% |
| Job postings on general or industry-specific job boards/websites | 28% |
| Co-ops | 27% |
| LinkedIn | 24% |
| Other referrals (i.e. employees, customers, etc.) | 23% |
| Job postings on OhioMeansJobs or OhioMeansInternships | 21% |
| Vocational Schools | 16% |
| Facebook | 15% |
| High Schools | 12% |
| Other sources | 11% |
| NEOintern/NEO Talent Exchange | 10% |
| Twitter | 8% |

## Figure 11a | Industry

| | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Alumni contacts with college/university | 48% | 55% | 30% |
| Building relationships with college/university professors | 52% | 50% | 50% |
| Co-ops | 34% | 24% | 0% |
| Faculty referrals | 30% | 37% | 40% |
| Internships | 55% | 47% | 20% |
| Job postings on college graduate/intern focused job boards or websites | 50% | 63% | 30% |
| Job postings on college/university career center websites | 61% | 58% | 20% |
| Job postings on OhioMeansJobs or OhioMeansInternships | 27% | 21% | 0% |
| Job postings on general or industry-specific job boards/websites | 30% | 37% | 10% |
| Participation in college/university job fairs | 43% | 39% | 30% |
| Building relationships with college/university career centers | 59% | 50% | 60% |
| Facebook | 11% | 11% | 40% |
| LinkedIn | 18% | 34% | 20% |
| Twitter | 7% | 8% | 20% |
| NEOintern/NEO Talent Exchange | 11% | 8% | 20% |
| High Schools | 11% | 11% | 10% |
| Vocational Schools | 16% | 13% | 10% |
| Other referrals (employees, customers, etc.) | 23% | 26% | 20% |
| Other sources | 9% | 8% | 30% |

**Figure 11b | Organizational size**

| | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Alumni contacts with college/university | 52% | 40% | 71% | 50% | 29% |
| Building relationships with college/university professors | 52% | 49% | 50% | 50% | 57% |
| Co-ops | 15% | 26% | 36% | 50% | 43% |
| Faculty referrals | 39% | 31% | 14% | 25% | 57% |
| Internships | 36% | 49% | 57% | 50% | 71% |
| Job postings on college graduate/intern focused job boards or websites | 55% | 46% | 57% | 50% | 86% |
| Job postings on college/university career center websites | 52% | 49% | 71% | 50% | 86% |
| Job postings on OhioMeansJobs or OhioMeansInternships | 18% | 20% | 36% | 0% | 29% |
| Job postings on general or industry-specific job boards/websites | 33% | 23% | 36% | 0% | 57% |
| Participation in college/university job fairs | 30% | 40% | 43% | 50% | 71% |
| Building relationships with college/university career centers | 52% | 51% | 71% | 50% | 57% |
| Facebook | 15% | 14% | 14% | 0% | 14% |
| LinkedIn | 24% | 26% | 21% | 25% | 29% |
| Twitter | 12% | 3% | 14% | 0% | 14% |
| NEOintern/NEO Talent Exchange | 15% | 6% | 14% | 0% | 14% |
| High Schools | 6% | 11% | 14% | 0% | 29% |
| Vocational Schools | 15% | 9% | 21% | 0% | 29% |
| Other referrals (employees, customers, etc.) | 24% | 29% | 14% | 0% | 29% |
| Other sources | 12% | 6% | 14% | 0% | 29% |

## Other sources used to recruit interns:

- Summer on the Cuyahoga program. Youth Opportunities Unlimited program

- Internships.com

- Company website; Summer on the Cuyahoga Program

- Nordson Build scholarship program

- Craigslist

- Our website

- Diversity programs and client referrals

- Current interns are asked about the process at their school to inform students of internships/graduate jobs

- Our web page

## Sources used to recruit college graduates

**Figure 12 | All organizations**

| | All Organizations |
|---|---|
| Job postings on college/university career center websites | 52% |
| Building relationships with college/university career centers | 45% |
| Alumni contacts with college/university | 45% |
| Job postings on college graduate/intern focused job boards or websites | 44% |
| Building relationships with college/university professors | 39% |
| Participation in college/university job fairs | 38% |
| Job postings on general or industry-specific job boards/websites | 36% |
| Internships | 36% |
| LinkedIn | 28% |
| Faculty referrals | 28% |
| Other referrals (employees, customers, etc.) | 21% |
| Job postings on OhioMeansJobs or OhioMeansInternships | 21% |
| Co-ops | 18% |
| Vocational Schools | 14% |
| Facebook | 12% |
| Twitter | 8% |
| Other sources | 7% |
| High Schools | 7% |
| NEOintern/NEO Talent Exchange | 6% |

## Figure 12a | Industry

| | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Alumni contacts with college/university | 45% | 53% | 30% |
| Building relationships with college/university professors | 45% | 42% | 30% |
| Co-ops | 23% | 16% | 0% |
| Faculty referrals | 30% | 32% | 20% |
| Internships | 41% | 45% | 10% |
| Job postings on college graduate/intern focused job boards or websites | 52% | 50% | 20% |
| Job postings on college/university career center websites | 64% | 47% | 30% |
| Job postings on OhioMeansJobs or OhioMeansInternships | 30% | 21% | 0% |
| Job postings on general or industry-specific job boards/websites | 34% | 42% | 30% |
| Participation in college/university job fairs | 43% | 47% | 10% |
| Building relationships with college/university career centers | 52% | 47% | 20% |
| Facebook | 14% | 8% | 20% |
| LinkedIn | 32% | 32% | 20% |
| Twitter | 9% | 8% | 10% |
| NEOintern/NEO Talent Exchange | 5% | 5% | 10% |
| High Schools | 9% | 8% | 0% |
| Vocational Schools | 11% | 16% | 10% |
| Other referrals (employees, customers, etc.) | 23% | 24% | 10% |
| Other sources | 7% | 5% | 20% |

## Figure 12b | Organizational size

| | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Alumni contacts with college/university | 48% | 43% | 57% | 50% | 29% |
| Building relationships with college/university professors | 30% | 51% | 36% | 50% | 57% |
| Co-ops | 6% | 20% | 21% | 25% | 43% |
| Faculty referrals | 24% | 31% | 21% | 25% | 57% |
| Internships | 27% | 43% | 36% | 25% | 86% |
| Job postings on college graduate/intern focused job boards or websites | 39% | 51% | 57% | 50% | 57% |
| Job postings on college/university career center websites | 42% | 66% | 57% | 50% | 43% |
| Job postings on OhioMeansJobs or OhioMeansInternships | 18% | 26% | 29% | 0% | 29% |
| Job postings on general or industry-specific job boards/websites | 42% | 37% | 36% | 0% | 43% |
| Participation in college/university job fairs | 24% | 54% | 36% | 25% | 71% |
| Building relationships with college/university career centers | 30% | 57% | 57% | 25% | 57% |
| Facebook | 6% | 14% | 21% | 0% | 14% |
| LinkedIn | 30% | 31% | 29% | 25% | 29% |
| Twitter | 3% | 11% | 14% | 0% | 14% |
| NEOintern/NEO Talent Exchange | 6% | 6% | 7% | 0% | 0% |
| High Schools | 0% | 11% | 14% | 0% | 14% |
| Vocational Schools | 18% | 9% | 14% | 0% | 14% |
| Other referrals (employees, customers, etc.) | 15% | 29% | 21% | 0% | 29% |
| Other sources | 9% | 6% | 7% | 25% | 0% |

### Other sources used to recruit new graduates:

- Word of mouth
- Business networks of staff
- Company website; professional associations
- Craigslist
- Postings through local agencies

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

### Figure 13 | All organizations

| | All Organizations |
|---|---|
| Engineering | 46% |
| Business | 42% |
| Information Technology/Computer Science | 30% |
| Other | 26% |
| Visual Communications/Design | 16% |
| Liberal Arts/Humanities | 13% |
| Public Affairs/Law | 5% |
| Social Sciences | 5% |
| Health/Human Services | 4% |
| Hospitality/Culinary | 1% |

### Figure 13a | Industry

| | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Business | 39% | 47% | 40% |
| Hospitality/Culinary | 2% | 0% | 0% |
| Public Affairs/Law | 2% | 5% | 10% |
| Engineering | 70% | 34% | 10% |
| Information Technology/Computer Science | 32% | 24% | 30% |
| Social Sciences | 0% | 5% | 20% |
| Health/Human Services | 0% | 8% | 10% |
| Liberal Arts/Humanities | 2% | 16% | 30% |
| Visual Communications/Design | 9% | 18% | 30% |
| Other | 11% | 39% | 30% |

**Figure 13b | Organizational size**

| | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Business | 48% | 37% | 43% | 0% | 57% |
| Hospitality/Culinary | 3% | 0% | 0% | 0% | 0% |
| Public Affairs/Law | 9% | 0% | 7% | 0% | 14% |
| Engineering | 36% | 49% | 71% | 25% | 71% |
| Information Technology/Computer Science | 24% | 26% | 29% | 50% | 57% |
| Social Sciences | 9% | 3% | 0% | 0% | 0% |
| Health/Human Services | 9% | 0% | 0% | 0% | 14% |
| Liberal Arts/Humanities | 21% | 6% | 0% | 25% | 0% |
| Visual Communications/Design | 18% | 11% | 14% | 25% | 14% |
| Other | 33% | 26% | 29% | 0% | 0% |

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

- Public Relations,; Communications
- Construction Management; Civil Engineering
- Communications
- Health Information
- Accounting Major on CPA track
- Fine Art; Chemistry; Materials Science
- Marketing; Public Relations
- Public Relations
- Marketing
- Accounting; Marketing
- Journalism
- Chemistry; Materials Science; Metallurgical
- Accounting; Human Resources

## Other majors or areas of study (*continued*)

- Technical

- Aviation/Flight Training

- Finance

- Marketing; Non-Profit Administration; Arts Management

- Construction Management; Communications

- Human Resources

- Master's Level Social Worker; Clinical Mental Health Counselors

## Criteria used to hire interns

**Figure 14 | All organizations**

| | All Organizations |
|---|---|
| Major | 56% |
| Interpersonal/communication skills | 54% |
| Professionalism | 54% |
| Work ethic | 52% |
| Academic year | 49% |
| Work experience | 48% |
| Prior internship/co-op experience | 43% |
| Coursework | 38% |
| Grade point average (GPA) | 36% |
| Career goals | 34% |
| Projects | 34% |
| References | 32% |
| Involvement in extra-curricular activities | 26% |
| Competencies/prior learning | 23% |
| College/university attended | 22% |
| Location of college/university | 22% |
| Business acumen | 14% |
| Writing sample | 11% |
| Assessment/testing | 7% |
| e-Portfolios (electronic/online portfolio) | 7% |
| Certifications | 6% |
| Study abroad experience | 0% |

## Figure 14a | Industry

| | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Academic year | 57% | 47% | 40% |
| Assessment/testing | 0% | 18% | 10% |
| Business acumen | 14% | 18% | 10% |
| Career goals | 32% | 34% | 30% |
| Certifications | 5% | 11% | 0% |
| College/university attended | 23% | 26% | 20% |
| Coursework | 48% | 34% | 20% |
| Grade point average (GPA) | 39% | 34% | 10% |
| Prior internship/co-op experience | 50% | 39% | 30% |
| Interpersonal/communication skills | 48% | 55% | 60% |
| Involvement in extra-curricular activities | 30% | 21% | 20% |
| Location of college/university | 27% | 16% | 40% |
| Major | 61% | 58% | 40% |
| Professionalism | 52% | 61% | 50% |
| Projects | 32% | 34% | 20% |
| References | 30% | 39% | 30% |
| Study abroad experience | 0% | 0% | 0% |
| Work ethic | 52% | 55% | 50% |
| Work experience | 45% | 58% | 30% |
| Writing sample | 7% | 13% | 20% |
| e-Portfolios (electronic/online portfolio) | 5% | 8% | 10% |
| Competencies/prior learning | 20% | 26% | 20% |

**Figure 14b | Organizational size**

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Academic year | 48% | 46% | 50% | 50% | 86% |
| Assessment/testing | 18% | 0% | 14% | 0% | 0% |
| Business acumen | 21% | 11% | 14% | 0% | 14% |
| Career goals | 39% | 23% | 43% | 25% | 29% |
| Certifications | 6% | 6% | 0% | 0% | 29% |
| College/university attended | 27% | 20% | 29% | 0% | 29% |
| Coursework | 39% | 34% | 43% | 25% | 57% |
| Grade point average (GPA) | 24% | 29% | 43% | 50% | 71% |
| Prior internship/co-op experience | 33% | 46% | 57% | 50% | 43% |
| Interpersonal/communication skills | 61% | 43% | 50% | 50% | 71% |
| Involvement in extra-curricular activities | 27% | 20% | 36% | 0% | 43% |
| Location of college/university | 21% | 23% | 36% | 0% | 29% |
| Major | 58% | 51% | 57% | 50% | 86% |
| Professionalism | 64% | 43% | 64% | 50% | 71% |
| Projects | 33% | 29% | 21% | 25% | 57% |
| References | 48% | 23% | 29% | 25% | 43% |
| Study abroad experience | 0% | 0% | 0% | 0% | 0% |
| Work ethic | 61% | 46% | 64% | 25% | 57% |
| Work experience | 58% | 37% | 57% | 50% | 57% |
| Writing sample | 21% | 6% | 7% | 0% | 0% |
| e-Portfolios (electronic/online portfolio) | 9% | 6% | 7% | 0% | 0% |
| Competencies/prior learning | 36% | 17% | 14% | 0% | 14% |

## Other criteria used to hire interns

- Willingness to commit to working one academic year and weekend hours
- Our internships don't require any experience - we are mostly looking for employees who follow core values set within our company (trustworthiness, honesty, etc.).
- Self-sufficiency
- How they would work within our business setting
- Ability to fit in with project needs at time
- We consider the GPA as a combined factor with course load and outside activities-ability to balance priorities.
- Community Service/Philanthropic experience
- Attitude

## Criteria used to hire new college graduates

**Figure 15 | All organizations**

| | All Organizations |
|---|---|
| Major | 56% |
| Work experience | 51% |
| Professionalism | 50% |
| Prior internship/co-op experience | 47% |
| Interpersonal/communication skills | 47% |
| Work ethic | 47% |
| Career goals | 36% |
| References | 36% |
| Projects | 31% |
| Coursework | 30% |
| Grade point average (GPA) | 25% |
| Involvement in extra-curricular activities | 22% |
| Certifications | 21% |
| College/university attended | 21% |
| Competencies/prior learning | 21% |
| Business acumen | 19% |
| Writing sample | 15% |
| Assessment/testing | 14% |
| Location of college/university | 10% |
| e-Portfolios (electronic/online portfolio) | 7% |
| Study abroad experience | 2% |

**Figure 15a | Industry**

| | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Assessment/testing | 5% | 29% | 10% |
| Business acumen | 14% | 26% | 10% |
| Career goals | 36% | 42% | 40% |
| Certifications | 11% | 32% | 20% |
| College/university attended | 23% | 24% | 10% |
| Coursework | 36% | 29% | 20% |
| Grade point average (GPA) | 27% | 34% | 0% |
| Prior internship/co-op experience | 50% | 53% | 30% |
| Interpersonal/communication skills | 50% | 50% | 40% |
| Involvement in extra-curricular activities | 30% | 18% | 10% |
| Location of college/university | 16% | 8% | 0% |
| Major | 61% | 61% | 30% |
| Professionalism | 50% | 63% | 30% |
| Projects | 36% | 34% | 20% |
| References | 36% | 45% | 30% |
| Study abroad experience | 0% | 5% | 0% |
| Work ethic | 50% | 53% | 40% |
| Work experience | 50% | 63% | 40% |
| Writing sample | 11% | 21% | 20% |
| e-Portfolios (electronic/online portfolio) | 7% | 11% | 0% |
| Competencies/prior learning | 20% | 26% | 20% |

**Figure 15b | Organizational size**

| | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Assessment/testing | 15% | 17% | 14% | 25% | 0% |
| Business acumen | 12% | 20% | 14% | 25% | 43% |
| Career goals | 27% | 46% | 50% | 50% | 29% |
| Certifications | 24% | 26% | 7% | 25% | 14% |
| College/university attended | 21% | 26% | 21% | 0% | 29% |
| Coursework | 24% | 31% | 36% | 50% | 43% |
| Grade point average (GPA) | 21% | 20% | 29% | 50% | 71% |
| Prior internship/co-op experience | 36% | 54% | 57% | 50% | 57% |
| Interpersonal/communication skills | 42% | 51% | 57% | 50% | 57% |
| Involvement in extra-curricular activities | 18% | 20% | 43% | 0% | 43% |
| Location of college/university | 3% | 17% | 7% | 0% | 29% |
| Major | 55% | 60% | 57% | 50% | 71% |
| Professionalism | 52% | 51% | 57% | 75% | 57% |
| Projects | 27% | 31% | 36% | 50% | 57% |
| References | 39% | 43% | 36% | 25% | 43% |
| Study abroad experience | 3% | 3% | 0% | 0% | 0% |
| Work ethic | 45% | 54% | 57% | 25% | 57% |
| Work experience | 64% | 49% | 50% | 50% | 57% |
| Writing sample | 21% | 14% | 21% | 0% | 0% |
| e-Portfolios (electronic/online portfolio) | 9% | 9% | 7% | 0% | 0% |
| Competencies/prior learning | 27% | 23% | 14% | 0% | 29% |

**Other criteria used to hire new college graduates**

- Our careers don't require any experience - we are mostly looking for employees who follow core values set within our company (trustworthiness, honesty, etc.).
- Prior relevant experience

## Criteria used to determine new college graduate salaries

**Figure 16 | All organizations**

|  | All Organizations |
|---|---|
| Work experience | 30% |
| Prior internship/co-op experience | 20% |
| Major | 20% |
| Certifications | 15% |
| Professionalism | 12% |
| Work ethic | 12% |
| Interpersonal/communication skills | 9% |
| Coursework | 8% |
| College/university attended | 7% |
| Projects | 7% |
| Competencies/prior learning | 7% |
| Business acumen | 6% |
| Career goals | 6% |
| References | 6% |
| Assessment/testing | 4% |
| Grade point average (GPA) | 3% |
| Involvement in extra-curricular activities | 3% |
| Location of college/university | 3% |
| Writing sample | 2% |
| e-Portfolios (electronic/online portfolio) | 1% |
| Study abroad experience | 0% |

## Figure 16a | Industry

| | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Assessment/testing | 0% | 11% | 0% |
| Business acumen | 5% | 11% | 0% |
| Career goals | 5% | 11% | 0% |
| Certifications | 9% | 21% | 20% |
| College/university attended | 7% | 8% | 10% |
| Coursework | 14% | 5% | 10% |
| Grade point average (GPA) | 5% | 3% | 0% |
| Prior internship/co-op experience | 23% | 21% | 0% |
| Interpersonal/communication skills | 7% | 16% | 0% |
| Involvement in extra-curricular activities | 2% | 3% | 0% |
| Location of college/university | 5% | 3% | 0% |
| Major | 30% | 13% | 10% |
| Professionalism | 11% | 16% | 10% |
| Projects | 9% | 11% | 0% |
| References | 2% | 11% | 0% |
| Study abroad experience | 0% | 0% | 0% |
| Work ethic | 11% | 16% | 10% |
| Work experience | 30% | 37% | 20% |
| Writing sample | 0% | 5% | 0% |
| e-Portfolios (electronic/online portfolio) | 2% | 0% | 0% |
| Competencies/prior learning | 7% | 13% | 0% |

**Figure 16b | Organizational size**

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Assessment/testing | 3% | 6% | 7% | 0% | 0% |
| Business acumen | 6% | 6% | 7% | 0% | 14% |
| Career goals | 3% | 9% | 7% | 25% | 0% |
| Certifications | 27% | 14% | 7% | 0% | 0% |
| College/university attended | 15% | 9% | 0% | 0% | 0% |
| Coursework | 6% | 14% | 0% | 25% | 14% |
| Grade point average (GPA) | 6% | 0% | 0% | 25% | 0% |
| Prior internship/co-op experience | 18% | 17% | 29% | 25% | 29% |
| Interpersonal/communication skills | 12% | 9% | 14% | 25% | 0% |
| Involvement in extra-curricular activities | 3% | 3% | 7% | 0% | 0% |
| Location of college/university | 0% | 6% | 7% | 0% | 0% |
| Major | 15% | 20% | 29% | 25% | 43% |
| Professionalism | 15% | 14% | 14% | 25% | 0% |
| Projects | 3% | 11% | 7% | 25% | 14% |
| References | 9% | 6% | 0% | 25% | 0% |
| Study abroad experience | 0% | 0% | 0% | 0% | 0% |
| Work ethic | 15% | 17% | 7% | 25% | 0% |
| Work experience | 36% | 26% | 36% | 25% | 43% |
| Writing sample | 6% | 0% | 0% | 0% | 0% |
| e-Portfolios (electronic/online portfolio) | 0% | 3% | 0% | 0% | 0% |
| Competencies/prior learning | 12% | 11% | 0% | 0% | 0% |

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

- National/Regional Salary Data
- Benchmarking data
- Market salary - all new hires start at about or at same salary

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

- ERC Salary Survey data; Glassdoor; Salary.com
- Market rate based on region and input from university placement

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

**Figure 17 | All breakouts**

|  | Average |
|---|---|
| **All Organizations** | 2.74 |
| **Industry** |  |
| Manufacturing | 2.69 |
| Non-Manufacturing | 3.00 |
| Non-Profit | 3.00 |
| **Organizational Size** |  |
| 1-50 | 2.80 |
| 51-200 | 3.14 |
| 201-500 | 2.57 |
| 501-900 | 3.00 |
| Over 900 | 2.75 |

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

**Figure 18 | All breakouts**

|  | Average |
|---|---|
| **All Organizations** | 2.94 |
| **Industry** | |
| Manufacturing | 2.80 |
| Non-Manufacturing | 3.17 |
| Non-Profit | n/a |
| **Organizational Size** | |
| 1-50 | 3.00 |
| 51-200 | 3.13 |
| 201-500 | 2.80 |
| 501-900 | 3.00 |
| Over 900 | 2.67 |

## Organization's pay structure for interns

**Figure 19| All organizations**

|  | All Organizations |
|---|---|
| Hourly wage | 78% |
| N/A *(do not have interns on staff)* | 15% |
| Do not pay interns | 6% |
| Set stipend | 1% |
| Annualized salary | 0% |
| Other | 0% |

**Figure 19a | Industry**

|  | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Annualized salary | 0% | 0% | 0% |
| Hourly wage | 86% | 78% | 50% |
| Set stipend | 0% | 3% | 0% |
| Do not pay interns | 0% | 3% | 20% |
| N/A *(do not have interns on staff)* | 14% | 16% | 30% |
| Other | 0% | 0% | 0% |

**Figure 19b | Organizational size**

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Annualized salary | 0% | 0% | 0% | 0% | 0% |
| Hourly wage | 79% | 73% | 93% | 50% | 100% |
| Set stipend | 0% | 3% | 0% | 0% | 0% |
| Do not pay interns | 6% | 3% | 0% | 0% | 0% |
| N/A *(do not have interns on staff)* | 15% | 21% | 7% | 50% | 0% |
| Other | 0% | 0% | 0% | 0% | 0% |

## Organizations that recruit from the following colleges for interns

**Figure 20 | All breakouts**

| | 2-year colleges (i.e. Tri-C, LCCC) | For-profit colleges (i.e. ITT-Tech, Devry University) |
|---|---|---|
| **All Organizations** | 34% | 18% |
| **Industry** | | |
| Manufacturing | 43% | 18% |
| Non-Manufacturing | 29% | 13% |
| Non-Profit | 10% | 10% |
| **Organizational Size** | | |
| 1-50 | 30% | 15% |
| 51-200 | 43% | 26% |
| 201-500 | 36% | 7% |
| 501-900 | 0% | 0% |
| Over 900 | 29% | 0% |

## Organizations that recruit from the following colleges for recent graduates

**Figure 21 | All breakouts**

| | 2-year colleges (i.e. Tri-C, LCCC) | For-profit colleges (i.e. ITT-Tech, Devry University) |
|---|---|---|
| **All Organizations** | 27% | 18% |
| **Industry** | | |
| Manufacturing | 36% | 16% |
| Non-Manufacturing | 24% | 18% |
| Non-Profit | 10% | 20% |
| **Organizational Size** | | |
| 1-50 | 15% | 12% |
| 51-200 | 40% | 29% |
| 201-500 | 36% | 14% |
| 501-900 | 0% | 0% |
| Over 900 | 29% | 0% |

## Academic year required for internships

### Figure 22| All organizations

|  | All Organizations |
| --- | --- |
| Year 3 | 39% |
| No specific year | 38% |
| Year 4 | 37% |
| Graduate | 24% |
| Year 2 | 19% |
| Year 1 | 2% |

### Figure 22a | Industry

|  | Manufacturing | Non-Manufacturing | Non-Profit |
| --- | --- | --- | --- |
| No specific year | 32% | 42% | 30% |
| Year 1 | 2% | 3% | 0% |
| Year 2 | 27% | 13% | 10% |
| Year 3 | 48% | 39% | 30% |
| Year 4 | 41% | 37% | 40% |
| Graduate | 23% | 32% | 30% |

### Figure 22b | Organizational size

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
| --- | --- | --- | --- | --- | --- |
| No specific year | 42% | 37% | 36% | 0% | 29% |
| Year 1 | 3% | 3% | 0% | 0% | 0% |
| Year 2 | 9% | 17% | 29% | 50% | 43% |
| Year 3 | 39% | 37% | 50% | 50% | 57% |
| Year 4 | 39% | 31% | 43% | 50% | 57% |
| Graduate | 30% | 26% | 14% | 50% | 29% |

## Job levels for which organizations typically hire new graduates

**Figure 23 | All organizations**

|  | All Organizations |
|---|---|
| Entry-Level | 79% |
| Mid-Level/Non-Supervisory | 20% |
| Other | 5% |
| Supervisor | 0% |
| Manager | 0% |

**Figure 23a | Industry**

|  | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Entry-Level | 82% | 84% | 50% |
| Mid-Level/Non-Supervisory | 18% | 26% | 20% |
| Supervisor | 0% | 0% | 0% |
| Manager | 0% | 0% | 0% |
| Other | 2% | 0% | 10% |

**Figure 23b | Organizational size**

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Entry-Level | 76% | 83% | 79% | 75% | 86% |
| Mid-Level/Non-Supervisory | 27% | 20% | 14% | 25% | 14% |
| Supervisor | 0% | 0% | 0% | 0% | 0% |
| Manager | 0% | 0% | 0% | 0% | 0% |
| Other | 3% | 3% | 0% | 0% | 0% |

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

- Contractors
- Graduate Assistants
- Sales
- We don't typically hire new graduates.

**Organizations that provide interns with the following**

**Figure 24 | All organizations**

|  | All Organizations |
|---|---|
| Regular feedback and coaching | 71% |
| An orientation within the first week of employment | 70% |
| Access to a mentor | 55% |
| Performance evaluation | 47% |
| Formal training | 40% |

**Figure 24a | Industry**

|  | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| An orientation within the first week of employment | 75% | 74% | 60% |
| Access to a mentor | 59% | 61% | 40% |
| Formal training | 43% | 45% | 20% |
| Performance evaluation | 45% | 50% | 50% |
| Regular feedback and coaching | 73% | 74% | 70% |

## Figure 24b | Organizational size

| | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| An orientation within the first week of employment | 76% | 66% | 93% | 50% | 71% |
| Access to a mentor | 55% | 54% | 64% | 50% | 71% |
| Formal training | 45% | 37% | 64% | 50% | 0% |
| Performance evaluation | 55% | 37% | 50% | 50% | 71% |
| Regular feedback and coaching | 85% | 60% | 93% | 50% | 57% |

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

- Webinars; staff retreats

- Webinars; sector-based events

- We do not hire interns at this time, but if we would, all of the above would be received.

- Set up of tests schedule and testing format for product development;  Data acquisition and data crunching

- Seminars, feedback from employees, all projects are reviewed

- Development training on different topics each semester

- Training related to the specific job tasks and trainings to receive their certification in Prevention if they are assigned to one of our signature programs.

- Depending on the job they are hired for.  All interns are given some form of training.

- Working with a mentor

- First week includes orientation, new hire training on Firm, and by department specialization.

- We offer structured training (two weeks in length) for all interns and employees. They also work with our management and team leaders in developing their skills.

- On-the-job training; Lunch 'N Learns

- Accounting principles and software, professional etiquette, and professional development.

- Any onsite operations training are open to interns, and if an external training falls during their internship, they are sometimes able to participate.

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

- All interns work with the owner to develop a sound understanding of the business and our objectives

- Each intern goes through a formal on-boarding experience. We send all new interns to an industry based training conference as well.

- Formalized Lean Six Sigma training and various professionalism presentations

- This would depend on intern and their interests. Usually they don't have time to pursue anything other than on-the-job training

- Mentoring and/or shadowing is primary source for training

- Professional development classes, attendances/speaker at technical conferences

- We provide safety training and specific training related to individual projects on the job.

- Safety; computer; job specific; on-the-job

- On the job training; e-learning training

- Seminars, internal trainings, coaching, participation in projects, personal development plans.

- Online courses, training sessions, time with knowledgeable coworkers

- They are able to take all programs offered through our BizLibrary subscription.

- Computer software

- OJT, paid membership to professional organizations, outside training (ex: green belt)

- Quality Training; Product Training

- Standard new hire onboarding, monthly internal lunch and learns, events through industry organizations

- Networking as well as an intern fair where they can present what they've been working on and what they're learning to the other employees and management

- Job task related training

- Web based training both technical and soft skills. Vender presentations, national and local conferences. Mentor program.

- Lunch and Learn presentations from our leadership. Our Interns participate in all of our summer training programs, in flight medical emergency, Flight Safety, etc.

- Training with the previous intern to transition tasks and projects.

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

- On the job training, shadowing opportunities in varying departments
- Weekly supervision; licensure supervision; CEU's
- Our HR Intern is invited to attend CSHRM meetings

**Organizations that provide new graduates with the following**

Figure 25 | All organizations

|  | All Organizations |
|---|---|
| Regular feedback and coaching | 66% |
| An orientation within the first week of employment | 65% |
| Performance evaluation | 64% |
| Formal training | 47% |
| Access to a mentor | 46% |

Figure 25a | Industry

|  | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| An orientation within the first week of employment | 68% | 76% | 50% |
| Access to a mentor | 45% | 61% | 20% |
| Formal training | 52% | 58% | 0% |
| Performance evaluation | 68% | 71% | 50% |
| Regular feedback and coaching | 70% | 79% | 50% |

**Figure 25b | Organizational size**

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| An orientation within the first week of employment | 61% | 80% | 64% | 75% | 71% |
| Access to a mentor | 36% | 57% | 43% | 75% | 57% |
| Formal training | 36% | 54% | 57% | 75% | 57% |
| Performance evaluation | 58% | 77% | 64% | 75% | 71% |
| Regular feedback and coaching | 70% | 77% | 64% | 75% | 71% |

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

- Depends on the position. Could be computer training, systems training, sales training, training on assembly, etc.

- Webinars, staff retreats, conferences

- Access to sector-based memberships, webinars, conferences

- We provide a niche product, so all hands on training is provided to all employees.  We fully support an employee's professional development in a case by case basis dependent on each employee's needs or wants.

- Set up of test schedule and testing format for product development; Data acquisition and Data crunching

- Depends on the position

- We train all our interns and employees the same.

- Leadership development

- First week includes orientation, new hire training on Firm, and by department specialization.

- We offer structured training (two weeks in length) for all interns and employees. They also work with our management and team leaders in developing their skills. Once a new graduate reaches the middle of our career progression, they undergo leadership development.

- On-the-job training; Lunch 'N Learns; Professional development classes and seminars at local colleges

- Accounting principles and software, professional etiquette, practice development, marketing overview, introduction to networking, and professional development training.

- Any onsite operations or professional development training is available to them; additionally they are regularly sent to off-site training for operations/systems.

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

- Varies depending on job/position
- Mentoring and/or shadowing is primary source for training
- Professional development classes, attendances/speaker at technical conferences
- We provide safety training and an individual development plan with specific technical and professional training goals.
- On the job training; e-learning training
- Seminars, internal trainings, coaching, participation in projects, personal development plans.
- Online courses, training sessions, time with knowledgeable coworkers, conferences, certification materials
- Primarily CLEs for attorneys and programs offered through our BizLibrary subscription.
- Solidworks training
- Depends on the position hired for.  Sales/marketing, for example, has a full training program for product orientation, customer service, manufacturing overview, systems overview, etc.
- OJT, paid membership to professional organizations, outside training (ex: green belt)
- Standard new hire onboarding, monthly internal lunch and learns, events through industry organizations
- Varies by profession
- Job task related training, supervisory training, customer service training, presentation training.
- Web based training both technical and soft skills. Vender presentations, national and local conferences. Mentor program.
- On the job training, shadowing opportunities in varying departments, possible paid training conferences
- Weekly supervision; licensure supervision; CEU's

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

**Figure 26 | All breakouts**

| | |
|---|---|
| **All Organizations** | 16% |
| **Industry** | |
| Manufacturing | 13% |
| Non-Manufacturing | 18% |
| Non-Profit | 11% |
| **Organizational Size** | |
| 1-50 | 10% |
| 51-200 | 17% |
| 201-500 | 17% |
| 501-900 | 0% |
| Over 900 | 40% |

## Responsibilities of interns' supervisors and mentors

### Responsibilities of supervisors

**Figure 27 | All organizations**

| | All Organizations |
|---|---|
| Assigning or managing projects | 74% |
| Administrative tasks (signing time sheet, scheduling, etc.) | 70% |
| Evaluating performance | 70% |
| Training or teaching new skills | 70% |
| Providing feedback or coaching | 68% |
| Ensuring that the internship is a learning experience | 64% |
| Exposing intern to subject matter experts | 61% |
| Communication with intern's college/university | 46% |
| Other responsibilities | 4% |

**Figure 27a | Industry**

| | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Administrative tasks (signing time sheet, scheduling, etc.) | 73% | 76% | 60% |
| Assigning or managing projects | 75% | 79% | 70% |
| Ensuring that the internship is a learning experience | 66% | 68% | 50% |
| Evaluating performance | 73% | 74% | 60% |
| Exposing intern to subject matter experts | 57% | 71% | 50% |
| Providing feedback or coaching | 68% | 76% | 50% |
| Training or teaching new skills | 68% | 79% | 60% |
| Communication with intern's college/university | 41% | 53% | 40% |
| Other responsibilities | 5% | 5% | 0% |

**Figure 27b | Organizational size**

| | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Administrative tasks (signing time sheet, scheduling, etc.) | 79% | 63% | 86% | 75% | 71% |
| Assigning or managing projects | 76% | 69% | 93% | 75% | 86% |
| Ensuring that the internship is a learning experience | 58% | 63% | 93% | 50% | 71% |
| Evaluating performance | 67% | 69% | 86% | 75% | 86% |
| Exposing intern to subject matter experts | 67% | 51% | 79% | 75% | 57% |
| Providing feedback or coaching | 70% | 60% | 93% | 75% | 71% |
| Training or teaching new skills | 73% | 66% | 86% | 75% | 71% |
| Communication with intern's college/university | 55% | 46% | 50% | 25% | 14% |
| Other responsibilities | 6% | 6% | 0% | 0% | 0% |

**Other supervisory responsibilities:**

- Recruiting, interviewing
- Make certain the intern has a meaningful experience that will enable them to add a significant credential to their resume
- Supervisors/Mentors are sometimes one in the same due to our size

## *Responsibilities of mentors*

**Figure 28 | All organizations**

|  | All Organizations |
|---|---|
| Providing feedback or coaching | 45% |
| Ensuring that the internship is a learning experience | 42% |
| Exposing intern to subject matter experts | 38% |
| Training or teaching new skills | 38% |
| Evaluating performance | 21% |
| Assigning or managing projects | 16% |
| Communication with intern's college/university | 13% |
| Administrative tasks (signing time sheet, scheduling, etc.) | 10% |
| Other responsibilities | 4% |

**Figure 28a | Industry**

|  | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Administrative tasks (signing time sheet, scheduling, etc.) | 5% | 16% | 20% |
| Assigning or managing projects | 14% | 21% | 30% |
| Ensuring that the internship is a learning experience | 34% | 55% | 50% |
| Evaluating performance | 16% | 29% | 40% |
| Exposing intern to subject matter experts | 41% | 39% | 40% |
| Providing feedback or coaching | 41% | 55% | 50% |
| Training or teaching new skills | 36% | 53% | 30% |
| Communication with intern's college/university | 9% | 21% | 20% |
| Other responsibilities | 2% | 3% | 20% |

**Figure 28b | Organizational size**

| | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Administrative tasks (signing time sheet, scheduling, etc.) | 15% | 11% | 0% | 0% | 14% |
| Assigning or managing projects | 27% | 14% | 7% | 25% | 14% |
| Ensuring that the internship is a learning experience | 52% | 43% | 21% | 25% | 71% |
| Evaluating performance | 33% | 20% | 7% | 50% | 14% |
| Exposing intern to subject matter experts | 42% | 34% | 36% | 50% | 57% |
| Providing feedback or coaching | 52% | 46% | 36% | 25% | 71% |
| Training or teaching new skills | 48% | 40% | 21% | 50% | 57% |
| Communication with intern's college/university | 21% | 17% | 7% | 0% | 0% |
| Other responsibilities | 6% | 3% | 0% | 25% | 0% |

**Other mentorship responsibilities:**

- Help to navigate the company culture
- Identify additional training needed by intern
- Making sure the employee is introduced to other coworkers and has someone to eat lunch with, etc.

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

**Figure 29 | All organizations**

|  | Average % |
|---|---|
| Other | 45% |
| Analytical/problem solving | 34% |
| Project coordination/management | 31% |
| Administrative or clerical duties | 27% |
| Communications | 17% |

**Figure 29a | Industry**

|  | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Administrative or clerical duties | 27% | 22% | 28% |
| Analytical/problem solving | 40% | 35% | 25% |
| Project coordination/management | 32% | 33% | 29% |
| Communications | 17% | 19% | 21% |
| Other | 10% | 65% | 5% |

**Figure 29b | Organizational size**

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Administrative or clerical duties | 28% | 22% | 31% | n/a | 14% |
| Analytical/problem solving | 31% | 43% | 26% | 100% | 44% |
| Project coordination/management | 28% | 32% | 35% | 100% | 31% |
| Communications | 20% | 18% | 17% | n/a | 11% |
| Other | 35% | 49% | 10% | n/a | 100% |

## Other intern duties:

- Our interns assists us with IT issues, reports
- Shadowing team, attending seminars
- Hands-on work
- Our Operations internships are fast-paced and identical in content to our entry-level employment positions. Communications, problem solving, and clerical tasks often take place simultaneously as they work with our customers and vendors.
- Attending meetings
- It completely varies on the role. High school students are 100% administrative; whereas operations interns (working with project engineers) are almost solely devoted to Project coordination and management.
- It would depend. Very difficult to quantify.
- Working with others
- The distribution depends on the type of intern.  An Engineering intern is probably doing more problem-solving than a traditional business intern, who would be performing more administrative tasks.
- Research
- Hands on work activities
- Our programs lean more towards a co-op program and with each rotation each category time investment changes. We assess the associate's abilities first then define work able to work successfully complete and training needed.
- Time is spent with the other interns of cross discipline, (Community service participation, time in our retail stores, observation of flights)
- Whatever is most important that day
- Whatever might be needed! Could be concert assistant duty or helping with volunteers or backing up the operations staff.
- Direct clinical practice

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

**Figure 30 | All organizations**

| | All Organizations |
|---|---|
| Ability/willingness to learn and develop | 66% |
| Attitude | 64% |
| Quality of work | 64% |
| Communication | 62% |
| Dependability | 60% |
| Teamwork | 60% |
| Problem solving | 59% |
| Professionalism | 59% |
| Productivity/efficiency | 58% |
| Interpersonal skills | 58% |
| Level or value of contributions | 38% |
| Creativity/innovation | 36% |
| Customer service | 34% |
| Other | 4% |

**Figure 30a | Industry**

|  | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Ability/willingness to learn and develop | 64% | 76% | 60% |
| Attitude | 59% | 71% | 60% |
| Communication | 55% | 71% | 60% |
| Creativity/innovation | 36% | 42% | 30% |
| Customer service | 32% | 34% | 10% |
| Dependability | 55% | 68% | 60% |
| Productivity/efficiency | 57% | 66% | 30% |
| Interpersonal skills | 52% | 66% | 50% |
| Level or value of contributions | 34% | 45% | 30% |
| Problem solving | 59% | 61% | 50% |
| Professionalism | 50% | 74% | 50% |
| Quality of work | 59% | 74% | 50% |
| Teamwork | 55% | 76% | 50% |
| Other | 0% | 11% | 0% |

**Figure 30b | Organizational size**

| | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Ability/willingness to learn and develop | 79% | 60% | 79% | 50% | 57% |
| Attitude | 76% | 51% | 79% | 50% | 57% |
| Communication | 76% | 49% | 71% | 25% | 71% |
| Creativity/innovation | 48% | 31% | 43% | 0% | 29% |
| Customer service | 36% | 26% | 36% | 25% | 29% |
| Dependability | 76% | 49% | 71% | 50% | 43% |
| Productivity/efficiency | 61% | 51% | 71% | 25% | 71% |
| Interpersonal skills | 70% | 46% | 71% | 25% | 57% |
| Level or value of contributions | 48% | 31% | 50% | 0% | 29% |
| Problem solving | 64% | 51% | 64% | 50% | 71% |
| Professionalism | 73% | 51% | 64% | 25% | 57% |
| Quality of work | 73% | 54% | 71% | 50% | 71% |
| Teamwork | 73% | 54% | 64% | 50% | 71% |
| Other | 3% | 6% | 0% | 0% | 14% |

**Other aspects of performance assessed:**

- Initiative
- Technical ability
- Safety, continuous improvement
- Clinical skills

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

**Figure 31 | All organizations**

| | All Organizations |
|---|---|
| What they feel they learned or did not learn | 58% |
| Satisfaction with job duties | 53% |
| How internship differed from expectations | 51% |
| Where they think work processes could be improved | 47% |
| Work they would have liked to do | 45% |
| Opinions of supervisors and/or mentors | 44% |
| Relevance to their major and/or career goals | 41% |
| Understanding of expectations | 40% |
| Other | 4% |

**Figure 31a | Industry**

| | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| How internship differed from expectations | 57% | 55% | 30% |
| Opinions of supervisors and/or mentors | 45% | 47% | 30% |
| Satisfaction with job duties | 55% | 55% | 50% |
| Understanding of expectations | 36% | 42% | 60% |
| What they feel they learned or did not learn | 64% | 58% | 50% |
| Where they think work processes could be improved | 55% | 45% | 30% |
| Work they would have liked to do | 50% | 42% | 40% |
| Relevance to their major and/or career goals | 43% | 45% | 30% |
| Other | 7% | 0% | 0% |

**Figure 31b | Organizational size**

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| How internship differed from expectations | 45% | 46% | 79% | 50% | 71% |
| Opinions of supervisors and/or mentors | 39% | 46% | 50% | 50% | 43% |
| Satisfaction with job duties | 52% | 51% | 64% | 25% | 86% |
| Understanding of expectations | 45% | 43% | 43% | 0% | 29% |
| What they feel they learned or did not learn | 64% | 51% | 71% | 50% | 71% |
| Where they think work processes could be improved | 39% | 51% | 50% | 50% | 57% |
| Work they would have liked to do | 33% | 49% | 64% | 25% | 57% |
| Relevance to their major and/or career goals | 30% | 43% | 79% | 25% | 29% |
| Other | 3% | 3% | 0% | 25% | 0% |

**Other types of feedback gathered:**

- Intern does a presentation of the project assigned

- No exit interview

- If they had enough access to people and equipment resources

- What department would they like to be exposed to at the next rotation

## Methods organizations use to continue to engage interns

**Figure 32 | All organizations**

| | All Organizations |
|---|---|
| Keep in contact with intern (via direct communication, social media, LinkedIn, etc.) | 53% |
| Offer employment (if available) | 51% |
| Recall/re-hire over multiple terms/years | 40% |
| Communications with intern's college/university | 24% |
| Hold intern alumni events | 3% |

**Figure 32a | Industry**

| | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Keep in contact with intern (via direct communication, social media, LinkedIn, etc.) | 50% | 63% | 50% |
| Communications with intern's college/university | 27% | 29% | 10% |
| Hold intern alumni events | 2% | 5% | 0% |
| Recall/re-hire over multiple terms/years | 48% | 42% | 20% |
| Offer employment (if available) | 57% | 55% | 30% |

**Figure 32b | Organizational size**

| | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Keep in contact with intern (via direct communication, social media, LinkedIn, etc.) | 58% | 57% | 50% | 25% | 57% |
| Communications with intern's college/university | 18% | 34% | 29% | 25% | 14% |
| Hold intern alumni events | 9% | 0% | 0% | 0% | 0% |
| Recall/re-hire over multiple terms/years | 33% | 43% | 57% | 50% | 43% |
| Offer employment (if available) | 45% | 54% | 64% | 50% | 71% |

## Organizations that offered interns *full-time* employment

**Figure 33 | All organizations**

|  | All Organizations |
|---|---|
| Offered to some intern(s) | 67% |
| Offered to all intern(s) | 28% |
| Not offered to any intern(s) | 8% |

**Figure 33a | Industry**

|  | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Offered to all intern(s) | 27% | 31% | 0% |
| Offered to some intern(s) | 82% | 68% | 25% |
| Not offered to any intern(s) | 0% | 0% | 0% |

**Figure 33b | Organizational size**

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Offered to all intern(s) | 17% | 30% | 17% | 0% | 67% |
| Offered to some intern(s) | 54% | 73% | 83% | 67% | 100% |
| Not offered to any intern(s) | 0% | 0% | 0% | 0% | 0% |

**Organizations that offered interns *part-time* employment**

**Figure 34 | All organizations**

|  | All Organizations |
|---|---|
| Offered to all intern(s) | 14% |
| Offered to some intern(s) | 14% |
| Not offered to any intern(s) | 13% |

**Figure 34a | Industry**

|  | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Offered to all intern(s) | 7% | 23% | 0% |
| Offered to some intern(s) | 3% | 16% | 25% |
| Not offered to any intern(s) | 18% | 17% | 0% |

**Figure 34b | Organizational size**

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Offered to all intern(s) | 8% | 20% | 0% | 0% | 33% |
| Offered to some intern(s) | 19% | 12% | 0% | 0% | 0% |
| Not offered to any intern(s) | 0% | 25% | 33% | 0% | 0% |

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

**Figure 35 | All organizations**

|  | All Organizations |
|---|---|
| No positions open | 50% |
| Intern had not graduated | 27% |
| Intern performance was poor | 21% |
| Intern was not ready to take on a permanent position | 18% |
| Other | 6% |

**Figure 35a | Industry**

|  | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| No positions open | 52% | 53% | 80% |
| Intern had not graduated | 32% | 29% | 20% |
| Intern was not ready to take on a permanent position | 16% | 24% | 30% |
| Intern performance was poor | 30% | 18% | 30% |
| Other | 2% | 5% | 20% |

**Figure 35b | Organizational size**

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| No positions open | 67% | 51% | 50% | 25% | 57% |
| Intern had not graduated | 24% | 37% | 14% | 25% | 43% |
| Intern was not ready to take on a permanent position | 27% | 14% | 21% | 0% | 29% |
| Intern performance was poor | 18% | 26% | 14% | 50% | 57% |
| Other | 3% | 9% | 0% | 0% | 14% |

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

- Few to no entry level opportunity at company. No management training program

- Open positions were more specialized and thus required experienced hires.

- Intern must have completed 150 hours of college credit prior to hire date.

- We are a very small organization without much turnover so there are rarely openings

- If a co-op continues with us through their program they are always hired. We have also hired interns to work part-time during school.

**Ratio of offers made to offers accepted by interns by organizations**

**Figure 36 | All organizations**

|  | Count |
| --- | --- |
| 1:1 | 20 |
| 2:1 | 6 |
| 2:2 | 4 |
| 3:3 | 3 |
| 5:4 | 3 |
| 1:0 | 1 |
| 5:3 | 1 |
| 6:5 | 1 |
| 7:6 | 1 |
| 7:7 | 1 |
| 10:1 | 1 |
| 10:5 | 1 |
| 10:8 | 1 |
| 15:2 | 1 |
| 16:14 | 1 |

## Types of reimbursements organizations obtained for internships

### Figure 37 | All organizations

|  | All Organizations |
|---|---|
| Ohio Third Frontier Reimbursement | 8% |
| Reimbursement Through College or University Grant Program | 8% |
| Entrepreneurial Reimbursement * | 4% |
| Ohio Means Internships and Coops – OMIC | 3% |
| Foundation Reimbursement | 2% |
| Summer on the Cuyahoga | 1% |
| Other | 1% |

### Figure 37a | Industry

|  | Manufacturing | Non-Manufacturing | Non-Profit |
|---|---|---|---|
| Ohio Third Frontier Reimbursement | 16% | 5% | 0% |
| Entrepreneurial Reimbursement * | 5% | 3% | 0% |
| Summer on the Cuyahoga | 2% | 0% | 0% |
| Foundation Reimbursement | 0% | 3% | 10% |
| Ohio Means Internships and Coops – OMIC | 2% | 5% | 0% |
| Reimbursement Through College or University Grant Program | 16% | 5% | 0% |
| Other | 2% | 0% | 0% |

## Figure 37b | Organizational size

|  | 1-50 | 51-200 | 201-500 | 501-900 | Over 900 |
|---|---|---|---|---|---|
| Ohio Third Frontier Reimbursement | 3% | 0% | 43% | 25% | 14% |
| Entrepreneurial Reimbursement * | 3% | 3% | 7% | 0% | 0% |
| Summer on the Cuyahoga | 0% | 0% | 7% | 0% | 0% |
| Foundation Reimbursement | 6% | 0% | 0% | 0% | 0% |
| Ohio Means Internships and Coops – OMIC | 0% | 3% | 7% | 0% | 14% |
| Reimbursement Through College or University Grant Program | 9% | 9% | 7% | 25% | 14% |
| Other | 3% | 0% | 0% | 0% | 0% |

*Such as the NOCHE Entrepreneurial Internship Program*

### Other type of reimbursement organizations obtained for internships

- Support through MAGNET

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

#### Figure 38 | All breakouts

|  | Average % |
|---|---|
| **All Organizations** | 50% |
| **Industry** | |
| Manufacturing | 53% |
| Non-Manufacturing | 52% |
| Non-Profit | 28% |
| **Organizational Size** | |
| 1-50 | 47% |
| 51-200 | 48% |
| 201-500 | 58% |
| 501-900 | 50% |
| Over 900 | 70% |

**Average percent of new college graduates hired in 2015 and so far in 2016 have interned previously with the organization**

Figure 39 | All breakouts

|  | Average % |
| --- | --- |
| All Organizations | 60% |
| Industry |  |
| Manufacturing | 54% |
| Non-Manufacturing | 72% |
| Non-Profit | 49% |
| Organizational Size |  |
| 1-50 | 62% |
| 51-200 | 55% |
| 201-500 | 80% |
| 501-900 | 30% |
| Over 900 | 64% |

**Average percent of new college graduates hired in 2015 and so far in 2016 that have interned elsewhere previously, not at the organization in which they were hired**

Figure 40 | All breakouts

|  | Average % |
| --- | --- |
| All Organizations | 60% |
| Industry |  |
| Manufacturing | 53% |
| Non-Manufacturing | 67% |
| Non-Profit | 75% |
| Organizational Size |  |
| 1-50 | 75% |
| 51-200 | 51% |
| 201-500 | 80% |
| 501-900 | 20% |
| Over 900 | 35% |

## Organizations that provide signing bonuses to recent graduates

**Figure 41 | All breakouts**

|  | Average % |
|---|---|
| **All Organizations** | 65% |
| **Industry** | |
| Manufacturing | 59% |
| Non-Manufacturing | 66% |
| Non-Profit | 86% |
| **Organizational Size** | |
| 1-50 | 64% |
| 51-200 | 66% |
| 201-500 | 70% |
| 501-900 | 75% |
| Over 900 | 50% |

**Ways organizations determine the return on investment of internship program**

- We do not measure it formally.

- Time spent managing versus time saved having the intern work on a project.

- None

- Our ability to implement and provide programs and services.

- Cost benefit analysis/formula

- Just starting to hire interns…info not available yet.

- Effectiveness of projects completed

- Number of projects completed; Reputation of organization as it relates to number of future referrals

- Quality of work on projects

- Conversion rate, quality of intern projects

- We do not track this.

- I do not look at hiring an intern in these terms. I look at it as giving that person a glimpse within our work environment that might help them to better determine what they might want to do.  We talk about business and life issues that might influence their future.  We give our interns tasks that might not have a known outcome but I want them to tackle the assignment with as much energy as possible.  In our entrepreneurial environment, the task they were given might lead to a dead-end.  I want to see how they react in that situation and/or figure out a way to consider another direction to go.  I encourage them to meet with me when they sense the dead-end so we can develop a new course of action.  If they are successful, they get the primary credit for their efforts and will be so acknowledged to our customers.

- Our commitment is really to our member communities and our internship program is one of the many benefits of NOPEC membership we offer. We do look at the volume of work produced to determine whether we've had a good or bad year in terms of ROI overall but basically it is a very subjective determination.

- ROI is determined by how much the intern puts into the project

- We assess the results achieved in terms of whether the project goals were completed.  Since we are focused on R&D, we also look at contributions to inventions.

- Rate of FTE conversion

**Ways organizations determine the return on investment of internship program** *(continued)*

- We observe a better quality of applicants and improved retention with interns who have transitioned to full-time employees. Employees who have interned with us are twice as likely to remain with the organization for 3 or more years when hired full-time after graduation.

- Ability to increase workload/complete projects and ability to hire interns if positions are available.

- We ask for feedback from employees

- We don't have a formal ROI at present.

- Number of projects completed

- Not a formal ROI

- We gauge it based on projects completed.

- Does not do a cost benefit.  Part of a community support.

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

**Figure 42| All organizations**

| Name of College/University | Count |
| --- | --- |
| University of Akron | 22 |
| Kent State University | 17 |
| Other | 17 |
| Cleveland State University | 15 |
| Case Western Reserve University | 11 |
| Ohio University | 8 |
| Ohio State University | 7 |
| Baldwin Wallace University | 7 |
| John Carroll University | 6 |
| University of Toledo | 5 |
| Cuyahoga Community College | 4 |
| Miami University of Ohio | 3 |
| Bowling Green State University | 3 |
| University of Dayton | 3 |
| Walsh University | 2 |
| University of Cincinnati | 2 |
| Notre Dame College | 2 |
| Ferris State University | 2 |
| Lorain County Community College | 2 |
| Ashland University | 2 |
| University of Mount Union | 2 |
| Purdue University | 2 |

## Other colleges/universities listed include:

Auburn Career Center; Carnegie Mellon University; Edinboro University of Pennsylvania; Georgia Southern University; George Washington University; Iowa State University; ITT Technical Institute; Lake Erie College; Malone University; Ohio Northern University; Oklahoma State University; Pennsylvania College of Technology; Saint Mary's College, Notre Dame; Stark State College; University of Michigan; University of Missouri; Vanderbilt 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 2015 survey.*

### Talent pipeline development

Employing interns and new college graduates gives organizations a unique experience of "testing out" the skills and abilities of new talent prior to offering full-time positions. Having access to such a talent pool is highly beneficial for recruitment efforts, especially in situations of ongoing organizational growth.  Organizations say that the benefits of employing an intern and/or new graduate include the ability to:

- Hire local students who want to stay in the area
- Hire qualified employees who are open to entry-level responsibility
- Review work, work-ethic, and capabilities – prior to hiring
- Hire on a part time basis due to flexibility of intern schedules
- Identify special candidates in the engineering fields

### Diversity in ideas and perspectives

Many employers note that interns and new graduates infuse organizations with enthusiasm, young energy, and plenty of fresh ideas and perspectives. Employers seem to be very receptive to the diversity in viewpoints and solutions that new graduates and interns can provide. Organizations say that benefits of employing an intern and/or recent graduate include the ability to:

- Bring in special skills
- Incorporate new ideas and concepts
- Have new ways to look at things
- Bring in effective and efficient ideas
- Find new perspective to operations/processes
- Expand our workforce into the millennial generation, which has the benefit of gaining a different perspective on the work being done

## Staff and project support

Workforce support is another primary benefit of employing interns and new college graduates. Employers recognize the good work ethic and subsequent good work products of interns and new graduates. Interns are particularly beneficial to employers, as they provide affordable assistance on special projects and to staff with heavy workloads. Organizations say that the benefits of employing an intern and/or recent graduate include their ability to:

- Provide needed assistance to staff, especially during busy season
- Work on projects had been delayed
- Help with work load on projects
- Assist with large administrative projects
- Help research projects
- Help on special projects and daily tasks

## Mentoring and career development opportunities

Hiring interns and recent graduates creates a unique opportunity for mutual benefit to both the new employee and the employer. Organizations have the ability to train and "mold" new talent to ensure organizational fit. Meanwhile, young professionals benefit from career development and mentoring while working in the "real world." Specifically, organizations say that benefits of employing an intern and/or recent graduate include their ability to:

- Be molded in their new role
- Share information they've learned throughout their education
- Learn everything offered by an employer
- Provide mentoring opportunity for mid-level management
- Be mentored and to grow in the workplace and gain experience in the real world
- Be groomed at the start of their career and be transformed into future leaders of our organization

## New technological knowledge

A number of organizations mentioned intern and recent graduates' familiarity with and knowledge of new technology as a primary benefit. This talent is able to share ideas on cutting-edge technological trends, and even assist the growth of organizations through the use of social media.

# Intern Pay Rates

## Accounting/Finance Intern

**Types of projects or assignments**

|  | Percent |
|---|---|
| Accounting | 84% |
| Accounts payable or receivable | 37% |
| Auditing | 32% |
| Billing | 21% |
| Financial analysis and reporting | 53% |
| Insurance | 5% |
| Tax | 11% |

**Other types of projects or assignments:** Healthcare Cost Reports

**Pay Rates**

| Industry | Paid Internships | | Unpaid Internships | | 25th Percentile | Median | 75th Percentile | Average |
|---|---|---|---|---|---|---|---|---|
| | Number of Employers | Number of Interns | Number of Employers | Number of Interns | | | | |
| Manufacturing | 7 | 21 | 0 | 0 | $12.00 | $12.24 | $14.00 | $13.03 |
| Non-Manufacturing | 10 | 31 | 1 | 1 | $12.50 | $14.50 | $16.50 | $14.78 |
| Total* | 18 | 53 | 1 | 1 | $12.00 | $13.50 | $15.00 | $13.83 |

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

## Engineering Intern

**Types of projects or assignments**

| | Percent |
|---|---|
| Application | 15% |
| Bio-engineering | 15% |
| Chemical | 13% |
| Civil | 8% |
| Computer software | 26% |
| Design/drafting | 23% |
| Electrical | 23% |
| Industrial | 31% |
| Mechanical | 51% |
| Systems | 5% |

**Other types of projects or assignments**: Byproduct recycling; Aerospace and physiological; Process Engineering; Manufacturing

**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 | 23 | 157 | 0 | 0 | $14.75 | $16.00 | $17.25 | $15.93 |
| | Non-Manufacturing | 10 | 27 | 1 | 15 | $15.25 | $16.50 | $18.00 | $16.30 |
| **Total** | | 33 | 184 | 1 | 15 | $15.00 | $16.00 | $17.50 | $16.05 |

## Human Resources Intern

### Types of projects or assignments

| | Percent |
|---|---|
| Benefits | 63% |
| Administration (policies, job descriptions, document management) | 60% |
| Compensation management | 10% |
| Employee relations program coordination | 10% |
| Payroll administration | 20% |
| Performance management | 30% |
| Recruiting | 50% |
| Training and development | 30% |
| Wellness | 30% |

**Other types of projects or assignments**: Clerical; Special projects such as managing our electronic communications boards, affirmative action plan updates, government reporting

### 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 | 6 | 9 | 0 | 0 | $11.25 | $12.00 | $15.00 | $12.83 |
| **Total*** | 8 | 12 | 0 | 0 | $11.75 | $13.00 | $15.25 | $13.25 |

*\* 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 |
|---|---|
| Application development | 36% |
| Database development or management | 21% |
| Help desk support | 29% |
| Network administration or maintenance | 39% |
| Programming | 25% |
| Project management | 18% |
| Security | 7% |
| Software development | 7% |
| Web administration | 14% |
| Web development | 7% |

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

**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 | 6 | 21 | 0 | 0 | $13.13 | $15.00 | $15.75 | $14.58 |
| | Non-Manufacturing | 7 | 9 | 1 | 1 | $13.00 | $14.00 | $15.00 | $13.39 |
| **Total** | | **13** | **30** | **1** | **1** | **$13.00** | **$15.00** | **$15.00** | **$13.94** |

## Marketing/Communications Intern

**Types of projects or assignments**

| | Percent |
|---|---|
| Advertising | 37% |
| Graphic design | 38% |
| Market research | 51% |
| Mass communication/mailing lists | 22% |
| Media design of video or audio | 24% |
| Product management | 14% |
| Program and event coordination | 24% |
| Promotional materials | 35% |
| Public relations/press releases | 19% |
| Reporting/editing | 16% |
| Social networking/social media | 46% |
| Web content or administration | 27% |

**Other types of projects or assignments:**

**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 | 24 | 2 | 17 | $12.00** | $12.00** | $15.00 | $13.00 |
| | Non-Manufacturing | 14 | 21 | 2 | 12 | $10.00 | $12.00 | $14.75 | $12.59 |
| **Total** | | **23** | **45** | **4** | **29** | **$10.50** | **$12.00** | **$15.00** | **$12.75** |

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

## Operations Intern

**Types of projects or assignments**

| | Percent |
|---|---|
| Business analysis | 27% |
| Logistics | 25% |
| Office management | 13% |
| Process improvement | 13% |
| Project management | 31% |
| Purchasing | 25% |
| Supply chain management | 13% |

**Other types of projects or assignments**: Customer service operations; verification system; administrative 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 | 4 | 23 | 2 | 17 | n/a | n/a | n/a | $12.50 |
| | Non-Manufacturing | 8 | 33 | 0 | 0 | $10.00 | $12.50 | $14.25 | $12.63 |
| **Total*** | | **12** | **56** | **3** | **18** | **$10.00** | **$12.50** | **$14.25** | **$12.58** |

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

## Research Intern *(Non-Scientific)*

**Types of projects or assignments**

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

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

**Pay Rates**

| | Paid Internships | | Unpaid Internships | | 25th Percentile | Median | 75th Percentile | Average |
|---|---|---|---|---|---|---|---|---|
| | Number of Employers | Number of Interns | Number of Employers | Number of Interns | | | | |
| **Industry** | | | | | | | | |
| Non-Manufacturing | 3 | 4 | 0 | 0 | n/a | n/a | n/a | $10.92 |
| **Total*** | 3 | 4 | 1 | 2 | n/a | n/a | n/a | $10.92 |

*\* 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% |
| Scientific laboratory research | 50% |
| Quality control and testing | 50% |

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

**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 | $15.67 |
| **Total** | **3** | **4** | **0** | **0** | **n/a** | **n/a** | **n/a** | **$15.67** |

## Sales/Customer Service Intern

**Types of projects or assignments**

| | Percent |
|---|---|
| Account management | 17% |
| Administrative/clerical work | 10% |
| Business development | 10% |
| Customer intake | 30% |
| Customer database administration | 20% |
| Customer service | 30% |
| Inside sales | 20% |
| Outside sales | 10% |

**Other types of projects or assignments**: Development of IT opportunities

**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 | 5 | 19 | 1 | 2 | $14.00 | $15.00** | $15.00** | $14.20 |
| **Total** | **5** | **19** | **1** | **2** | **$14.00** | **$15.00** | **$15.00** | **$14.20** |

*\*\*The same values reported for the median and 75 th percentile are due to multiple employers paying the same pay rate.*

# 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 | 6 | 6 | $30,250 | $30,250 | $30,250 | $33,000 |
| Bachelors, Accounting | 5 | 6 | $37,000 | $37,000 | $37,000 | $43,300 |
| Bachelors, Business Administration | 5 | 8 | $34,000 | $34,000 | $34,000 | $42,220 |
| Bachelors, Communications | 3 | 5 | n/a | n/a | n/a | $31,333 |
| Bachelors, Computer Science | 4 | 19 | n/a | n/a | n/a | $59,000 |
| Bachelors, Engineering | 23 | 138 | $51,625 | $51,625 | $51,625 | $56,363 |
| Bachelors, Information Technology | 6 | 6 | $32,750 | $32,750 | $32,750 | $43,000 |
| Bachelors, Logistics/Operations | 4 | 5 | n/a | n/a | n/a | $41,250 |
| Bachelors, Marketing | 6 | 6 | $31,750 | $31,750 | $31,750 | $35,500 |
| Bachelors, Other Liber Arts | 4 | 5 | n/a | n/a | n/a | $39,000 |

# 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; Accounting Clerk; Project Management Trainee; Human Resources Representative; Marketing Associate |
| Associates, Information Technology | Help Desk Technician; IT Assistant |
| Bachelors, Accounting | Staff Accountant; Financial Analyst; Accounting Associate |
| Bachelors, Business Administration | Sales Representative; Staff Accountant; Assistant Logistics Coordinator; Assistant Truckload Coordinator; Human Resources Coordinator; Buyer |
| Bachelors, Communications | Assistant Account Executive; Marketing Associate; Community Outreach Coordinator |
| Bachelors, Computer Science | Software Developer; Software Engineer; Application Developer |
| Bachelors, Engineering | Applications Engineer; Planner; Engineer; Project Engineer; Engineering/Technical Sales Trainee; Process/Product Engineer; Research Engineer; Systems Engineer; Software Engineer; Design Engineer; Process Engineering Technician; Product Development Engineer; Mechanical Engineer, Jr. |
| Bachelors, Information Technology | Logistics Analyst; Associate Programmer Analyst; Database Engineer/Systems Engineer |
| Bachelors, Logistics/Operations | Buyer; Planner |
| Bachelors, Marketing | Marketing Associate; Marketing Assistant; Marketing Coordinator; Account Coordinator |
| Bachelors, Other Liberal Arts | Assistant Logistics Analyst; Assistant Logistics Coordinator; Processing; HR Assistant; Federal Compliance Assistant; |

# Respondent Demographics

One-hundred and seven (107) organizations in Northeast Ohio participated in the survey; a breakdown of the industries and sizes they represent is provided below.

|  | Percent |
|---|---|
| **Industry** |  |
| Manufacturing | 48% |
| Non-Manufacturing | 41% |
| Non-Profit | 11% |
| **Organizational Size** |  |
| 1-50 | 35% |
| 51-200 | 38% |
| 201-500 | 15% |
| 501-900 | 4% |
| Over 900 | 8% |

# Participating Organizations

Ametek
ARaymond Tinnerman
Bay Corporation
Bettcher Industries, Inc.
CAD Audio
Case Western Reserve University
Cleveland Clinic
Congregation of St. Joseph
Cornerstone Capital Advisors
Cuyahoga Arts & Culture
Dix & Eaton
Dolbey Systems, Inc.
Donley's
Duramax Marine LLC
Eastern Lake County Chamber of Commerce
EGC Enterprises
Empaco Equipment Corporation
Energy Focus Inc.
ESPN Cleveland
Excelas, LLC
FirstEnergy
Five Lakes Professional Services
Forest City
Foundation Software
From Me 2 U, Inc.
Graco Ohio, Inc.
Greater Cleveland Food Bank
Haltec Corporation
HP Manufacturing
HW&Co.
The Hygenic Corporation
ICA - Art Conservation
ID Images
ImageIQ, Inc.

IMS Company
Jarrett Logistics Systems
JumpStart Inc.
KLEIDON & ASSOCIATES INC
Lanly Company
Lincoln Electric
Lumitex, Inc.
Majestic Steel USA
Maloney + Novotny LLC
Marous Brothers Construction
MB Dynamics, Inc.
Meister Media Worldwide
Metal Alloy Reclaimers, Inc.
Meyer Products
Mom's Gourmet
National Center of Safety Initiatives
Noble-Davis Consulting
NOPEC
Nordson Corporation
NSL Analytical
One Health Organization
Orbital Research Inc.
PCC Airfoils, LLC
Pentair
PolymerPlus LLC
Preformed Line Products
Promerus, LLC
Quaker Manufacturing Corporation
Robin Industries, Inc.
RoviSys
RW Beckett Corporation
Sanctuary Software Studio, Inc.
Schneller LLC

SmithFoods, Inc.
Software Answers, Inc.
Solon Specialty Wire
SPACES
State and Federal Communications, Inc.
Superior Roll Forming
Talan Products Inc.
Tangent Company LLC
Tap Packaging Solutions
Tarkett USA, Inc.
Terves, Inc.

Thompson Hine LLP
Transfer Express
Tylok International, Inc.
Union Home Mortgage
United Initiators
US Endoscopy
Waltco Lift Corp.
Whirlaway Corporation
The Will-Burt Company

# 2016 ERC/NOCHE Intern & Recent Graduate Pay Rates & Practices Survey

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