

2018 ERC & NOCHE

INTERN & RECENT GRADUATE PAY RATES & PRACTICES SURVEY

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ABOUT ERC

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



ABOUT NOCHE



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

OUR COLLABORATION

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

OVERVIEW & METHODOLOGY

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

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

Local organizations were invited via email and other electronic communications to complete the survey online between February 16 and March 23, 2018. The survey, published in May of 2018, reports data from 101 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 7 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 6 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

Setting Formal Programming is the Challenge, Not the Interns

More than half of employers surveyed have a structured/formal internship program. The primary reasons organizations do NOT have formal internship programs in place are a lack of staff resources and constraints around the time commitment required to put together such a program. It should also be noted that a number of organizations that do not have formal programs *still hired interns*, but on an “as-needed” basis.

Number of Interns Hired Seeing Some Growth, Stays Small

About half of all surveyed employers do not plan on making any changes to the number of interns they hire in 2018 as compared to 2017. About a third indicated they will increase the number of interns in their organization hires. Despite the projected increases, the most common number of interns hired on at any one organization remained between 1 and 3 interns annually. Employers were open to making these hires at any point during the year as needed, not just during the summer months.

Employers Open to All Types of Students, Lack Opportunities to Do So

High school students are employed in some capacity by 44% of organizations (note, these are not exclusively internship type positions and do in fact include a variety of other lower level, temporary positions). Other, slightly less common types of students that organizations employ as interns, are international students and non-traditional (those over 25 years of age) students. When asked about why they have NOT hired international students, employers often expressed that they simply had not had any apply and would be open to hiring international students if the opportunity arose.

Recruitment Methods Differ for Interns and Recent Graduates

When recruiting for interns, employers appear to be using a very traditional, relationship based approach that depends heavily on colleges/universities and the staff (both professors and in career services) that work at these institutions. Interestingly, in response to the “new graduate” recruitment question, this year’s results saw much more focus on online recruiting, especially leveraging social media platforms – primarily LinkedIn.

Hiring Criteria Remain the Same No Matter the Job

Regardless of whether an employer is looking for a new graduate to fill a permanent position or an intern over the summer months, the top three criteria that employers look for remain the same (although in slightly different order): work-ethic, professionalism, and major. Interpersonal/communication skills ranked fourth in the list of criteria being sought after by employers for both types of positions. Given the close ties between internships and future employment within an organization that we see elsewhere in the survey, having a similar set of hiring criteria for new graduates and interns is unsurprising.

Pay is Hourly, Benefits are Limited

Hourly pay remains the most common pay structure used to pay interns. Very few organizations indicated that they do not pay their interns at all. Interns rarely receive traditional benefits such as health insurance, but do get to take part in social events, networking events, trainings, etc. that the employer may be offering to its other permanent employees.

You Get What You Need

The two primary reasons organizations decide to hire interns in the first place are to “develop a local talent pipeline” and to “complete special project work.” Not surprisingly, when asked what benefits organizations felt they gained during their experiences using interns, the top two answers were similar – “entry-talent pipeline” and “completion of important projects.”

The Need to Develop ROI

The vast majority of organizations with interns do NOT measure their ROI on the interns. Among those organizations that DO measure ROI, the primary measures used are the Rate of conversion to Full Time Employees, and the Number of Projects completed by the intern. This is a huge area of opportunity for employers, especially for HR, as they are constantly being asked to become more metrics driven and strategic in their business function.

Intern Performance is Rarely Poor

Only 12% of respondents indicated that they chose not to offer an intern a permanent position with their organization at the conclusion of the internship due to “poor performance.” Of course, this does not mean that every internship ends in a job offer with the intern’s existing employer – a full 30% of employers could not make an offer simply because they had no open positions at the time the intern was ready to look for full-time employment.

Internships Turn into Permanent Jobs (Somewhere)

Half of the recent graduates that participating organizations hired in 2017 (and so far in 2018) had interned with their organization previously. Regardless of whether or not the new graduates that organizations are choosing to hire have interned with them specifically, we see that employers use “prior internship/co-op experience” as a hiring criteria with the same frequency as they use “work experience” that is not internship-based. Sixty-one percent of employers have hired or plan on hiring new college graduates this year and most of these new graduates are coming straight into the local employment market from Northeast Ohio colleges/universities.

EMPLOYMENT PRACTICES

FIGURE 1 | Organizations with structured/formal internship programs

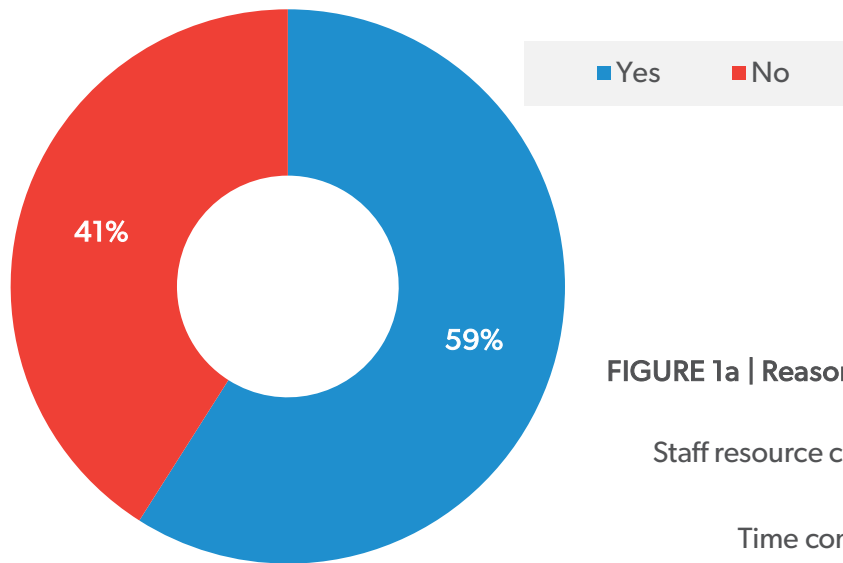


FIGURE 1a | Reasons organizations do not have structured/formal internship programs

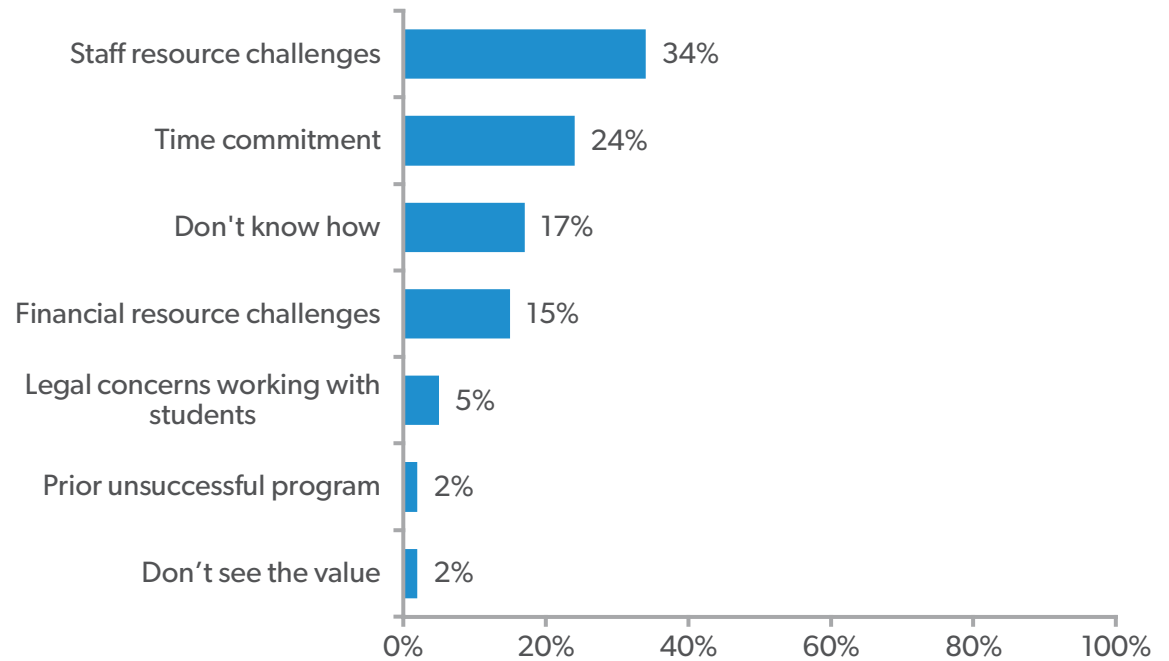


FIGURE 2 | Organizations planning to make modifications to internship programs in 2018

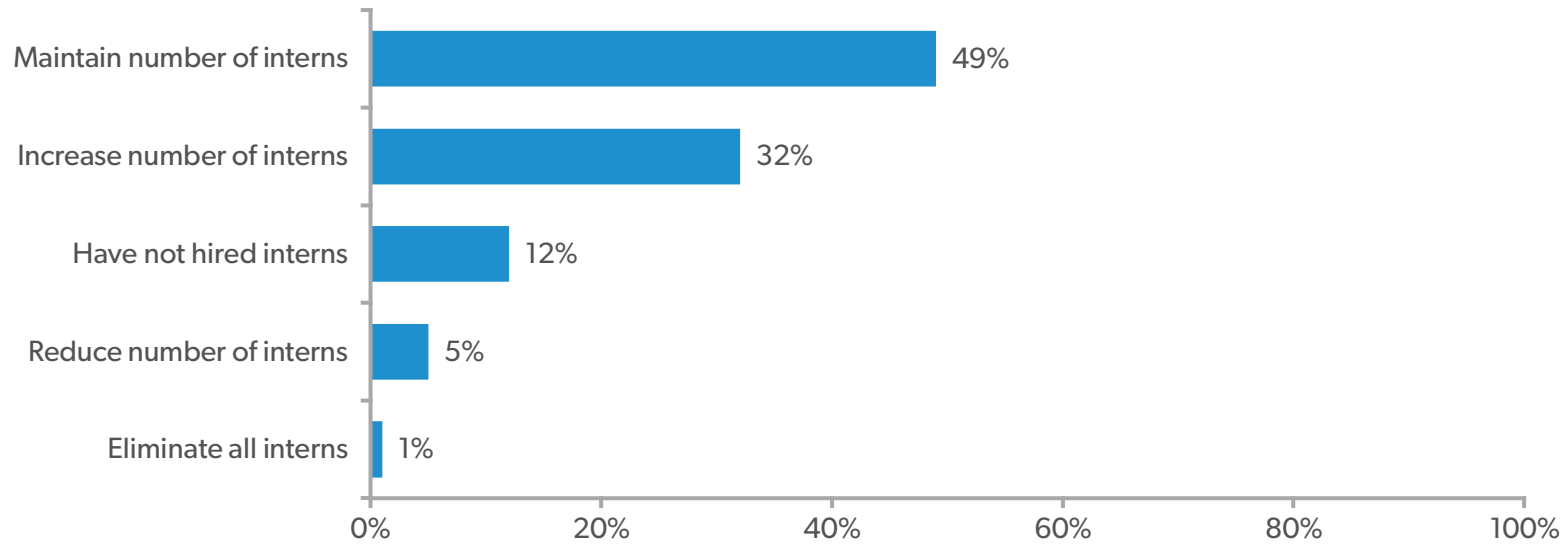


FIGURE 3 | Number of interns typically employed by an organization each year

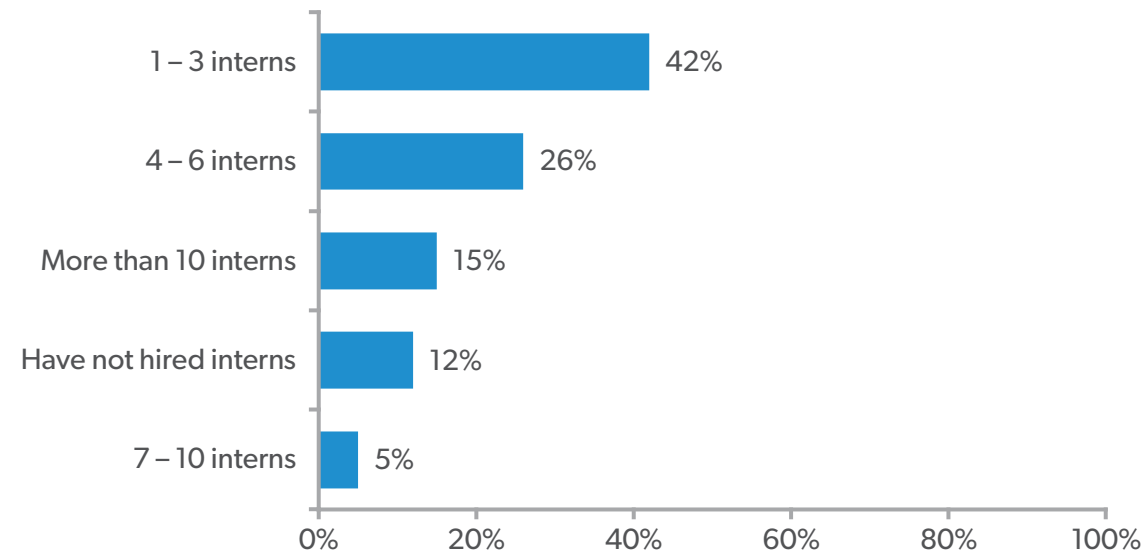


FIGURE 4 | Time of year during which organizations hire interns

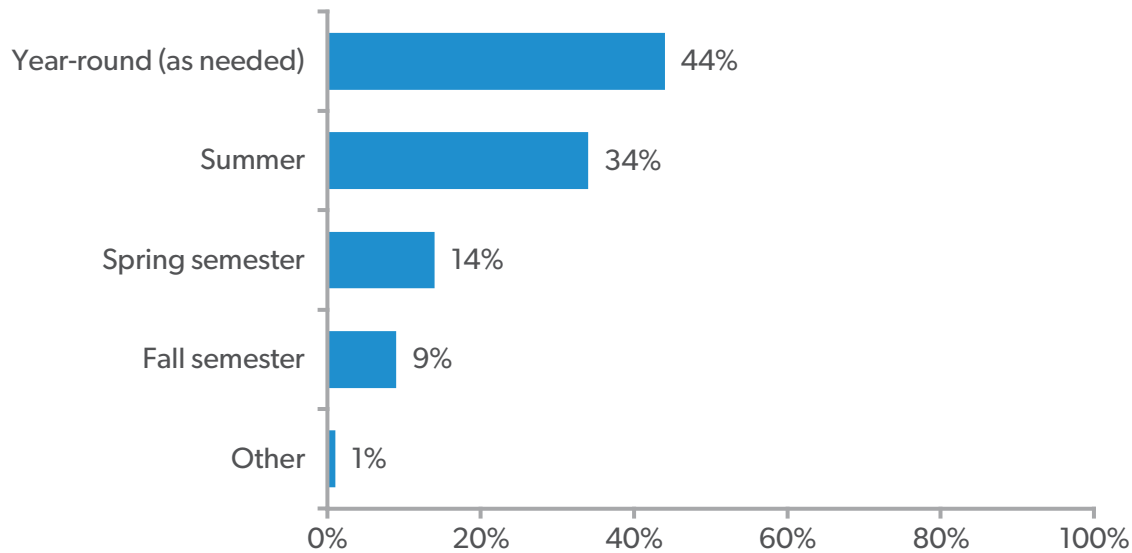
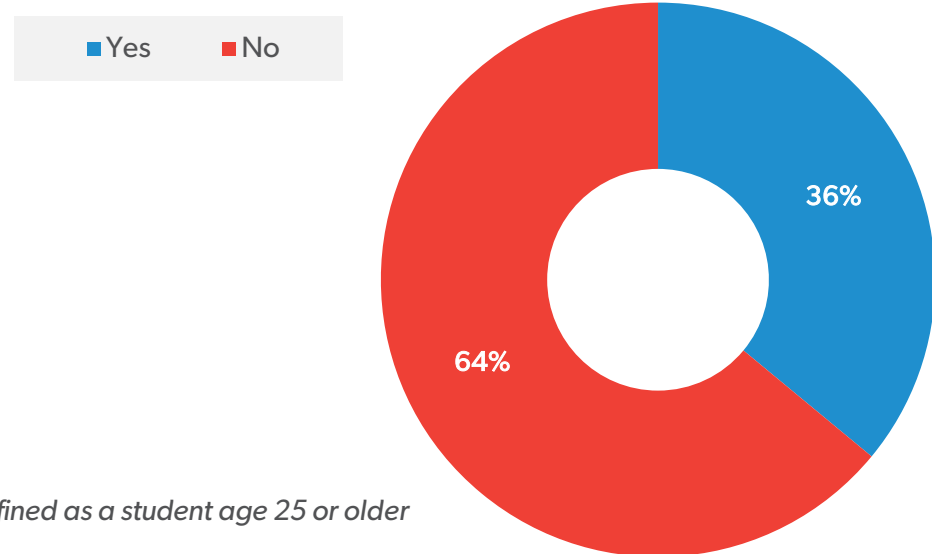


FIGURE 5 | Organizations that have hired non-traditional* students as interns



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

FIGURE 6 | Organizations that have hired international students

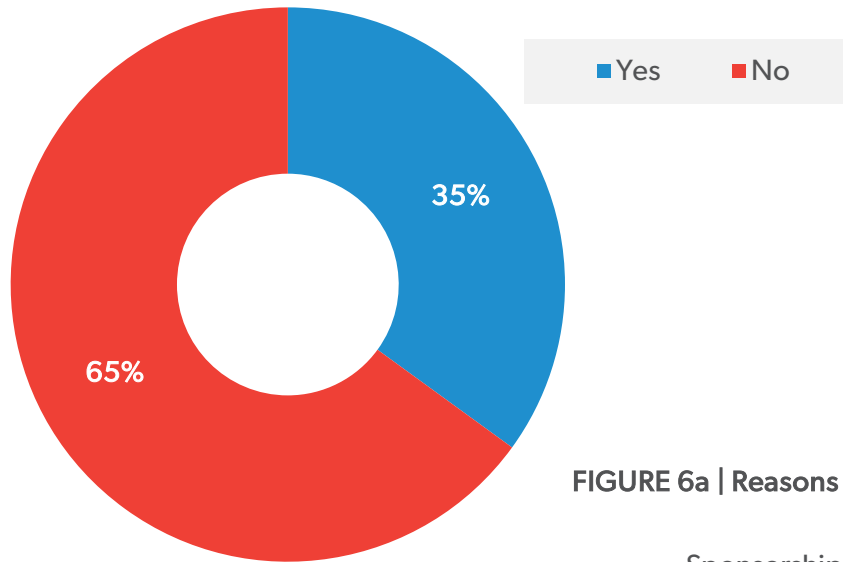
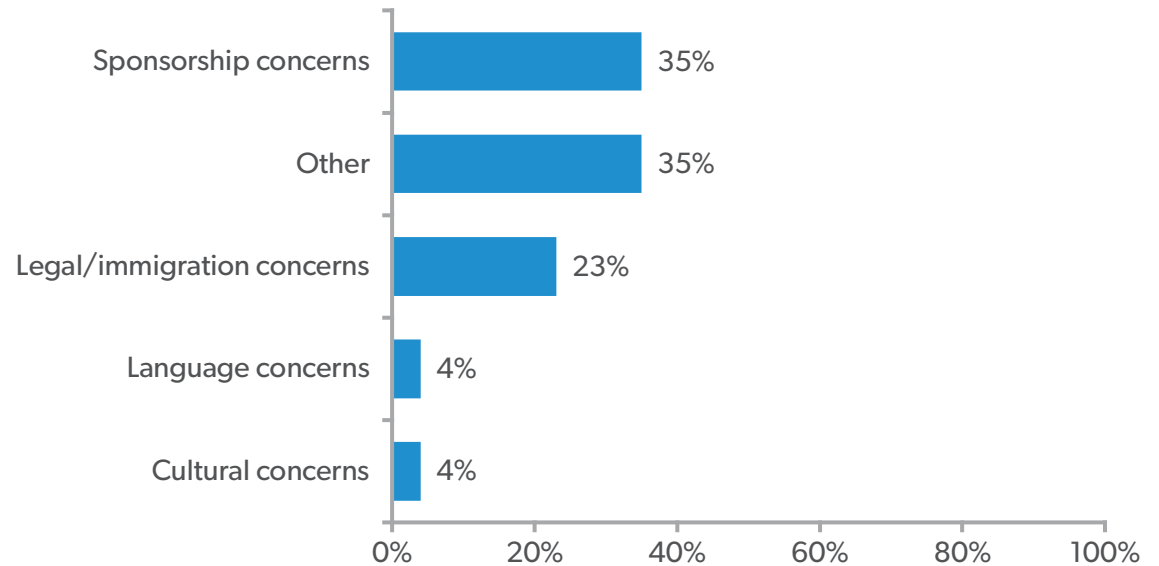
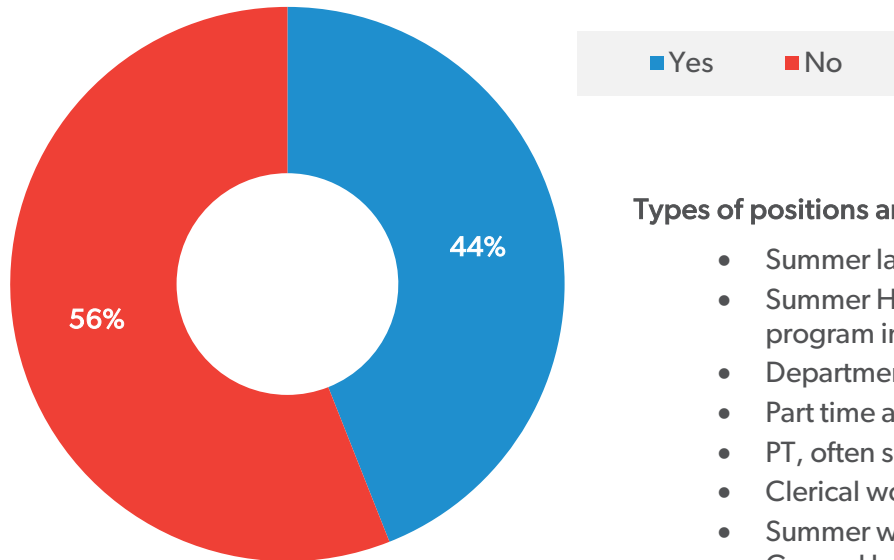


FIGURE 6a | Reasons organizations that have never hired international students as interns



Other: The only "other" reason noted is that no international students have ever applied for their internships.

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



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

- Summer labor for general cleaning and maintenance of the facility
 - Summer Help: Welding Interns going to HS, while attending a vocational program in school
 - Department administrative support roles and internships
 - Part time assembly
 - PT, often seasonal. Maintenance type work.
 - Clerical work (filing, scanning, mailings, etc.)
 - Summer work program for students (HS and College) - not an internship. General labor work available to students during summer break.
-
- Direct labor (no use of machines)
 - Part time students who are in technical training at Auburn career center
 - Seasonal - If applicable
 - Partnership with Trinity High School and their intern program.
 - Administrative duties
 - Temporary paper work.
 - Through Bank of America student leaders program
 - 6 Week summer internship which has weekly rotations among various departments as an introduction to the work force
 - Have engaged with HS graduates ... this year we may reach out to 11/12 graders for basic IT Desktop support.
 - Hourly as needed; project specific
 - Production exposure
 - Occasionally part time, office, clean up
 - Intern
 - At times some of the children of employees for experience in basic jobs.
 - Students from trade schools with work placement

Types of positions and/or job duties assigned to high school students (cont.)

- Part time filing/data entry/scanning
- We work with Lorain County JVS for on the job training.
- We have a work study partnership with a local high school that we have 2 students come during the school year and work for us one day a week in an area that is in alignment with their career field of study.
- If/when we do it is usually the dependents of our one of our employees.
- Office simulations and orientation
- Interns, but students are over 18
- Interns
- Trade School summer helper
- Machine Operators (local vocational schools)
- We included HS in the past for smaller projects.
- We offer a Senior Experience each year to one senior interested in the intersections of art and science
- Janitorial

FIGURE 8 | Organizations in the process of hiring or planning to hire new college graduates in 2018

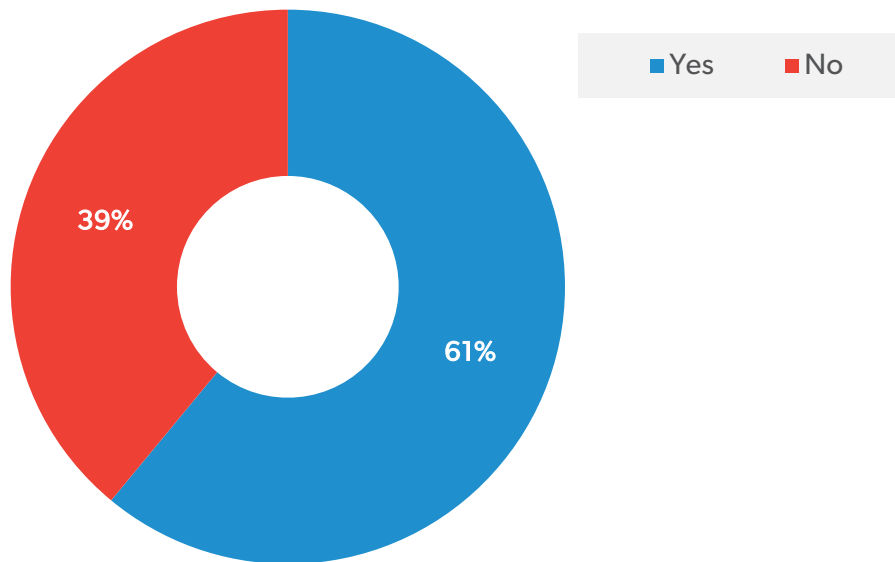


FIGURE 9 | Average percentage of new college graduates hired into organizations in the past 12 months who graduated from colleges/universities in Northeast Ohio

	Average %
All Organizations	70%
Industry	
Manufacturing	74%
Non-Manufacturing	62%
Non-Profit	74%
Organizational Size	
1-50	67%
51-200	74%
201-500	64%
Over 500	66%

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

	Average %
All Organizations	43%
Industry	
Manufacturing	43%
Non-Manufacturing	54%
Non-Profit	22%
Organizational Size	
1-50	49%
51-200	50%
201-500	29%
Over 500	41%

FIGURE 11 | Average percent of new college graduates hired in 2017 and so far in 2018 that have interned previously with the organization

	Average %
All Organizations	51%
Industry	
Manufacturing	45%
Non-Manufacturing	68%
Non-Profit	34%
Organizational Size	
1-50	63%
51-200	63%
201-500	51%
Over 500	34%

FIGURE 12 | 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

	Average %
All Organizations	56%
Industry	
Manufacturing	55%
Non-Manufacturing	63%
Non-Profit	27%
Organizational Size	
1-50	80%
51-200	44%
201-500	39%
Over 500	56%

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

Name of College/University	Count
University of Akron	21
Cleveland State University	20
Kent State University	16
The Ohio State University	10
John Carroll University	9
Baldwin-Wallace University	8
Bowling Green State University	6
Case Western Reserve University	6
Cuyahoga Community College	5
Miami of Ohio	4
Ohio University	4
Ashland University	3
University of Cincinnati	3
University of Toledo	3
Lakeland Community College	2
Michigan State University	2
University of Dayton	2
University of Florida	2
Youngstown State University	2

Other colleges/universities listed include (n=1): Arizona State University, Bucknell University, Cal Poly - San Luis Obispo, Central State University, Cornell University, Ferris State University, Heidelberg College, Hiram College, Indiana Wesleyan University, Iowa State University, Lorain Community College, Lourdes University, Loyola University Maryland, Malone University, Missouri University of Science and Technology, Morgan State University, Pennsylvania State University, Southern New Hampshire University, Stark State College, Tiffin University, University of Indiana, University of Michigan, University of Mount Union, University of North Carolina – Charlotte, University of Notre Dame, University of Southern California, University of Texas at Dallas, Ursuline College, Valparaiso University, Vanderbilt University, Villanova University

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

Name of College/University	Count
University of Akron	19
Kent State University	13
Cleveland State University	12
The Ohio State University	8
Baldwin-Wallace University	7
John Carroll University	7
Case Western Reserve University	6
Miami of Ohio	4
Bowling Green State University	3
Ohio University	3
University of Cincinnati	3
University of Dayton	3
University of Toledo	3
Ashland University	2
Cuyahoga Community College	2
Lakeland Community College	2
Lorain Community College	2
University of Florida	2
University of Notre Dame	2

Other colleges/universities listed include (n=1): Arizona State University, Aultman College, Bucknell University, California State University - San Bernardino, California State University - San Marcos, Ferris State University, Iowa State University, ITT Technical Institute, Michigan State University, Michigan Technological University, Missouri University of Science and Technology, Morgan State University, Niagara University, Pennsylvania State University, Pepperdine University, Purdue University, Slippery Rock University, University of Mount Union, University of New Hampshire, University of North Carolina Charlotte, Vanderbilt University, Walsh University, West Virginia University, Youngstown State University

RECRUITING & HIRING

FIGURE 14 | Sources used to recruit interns

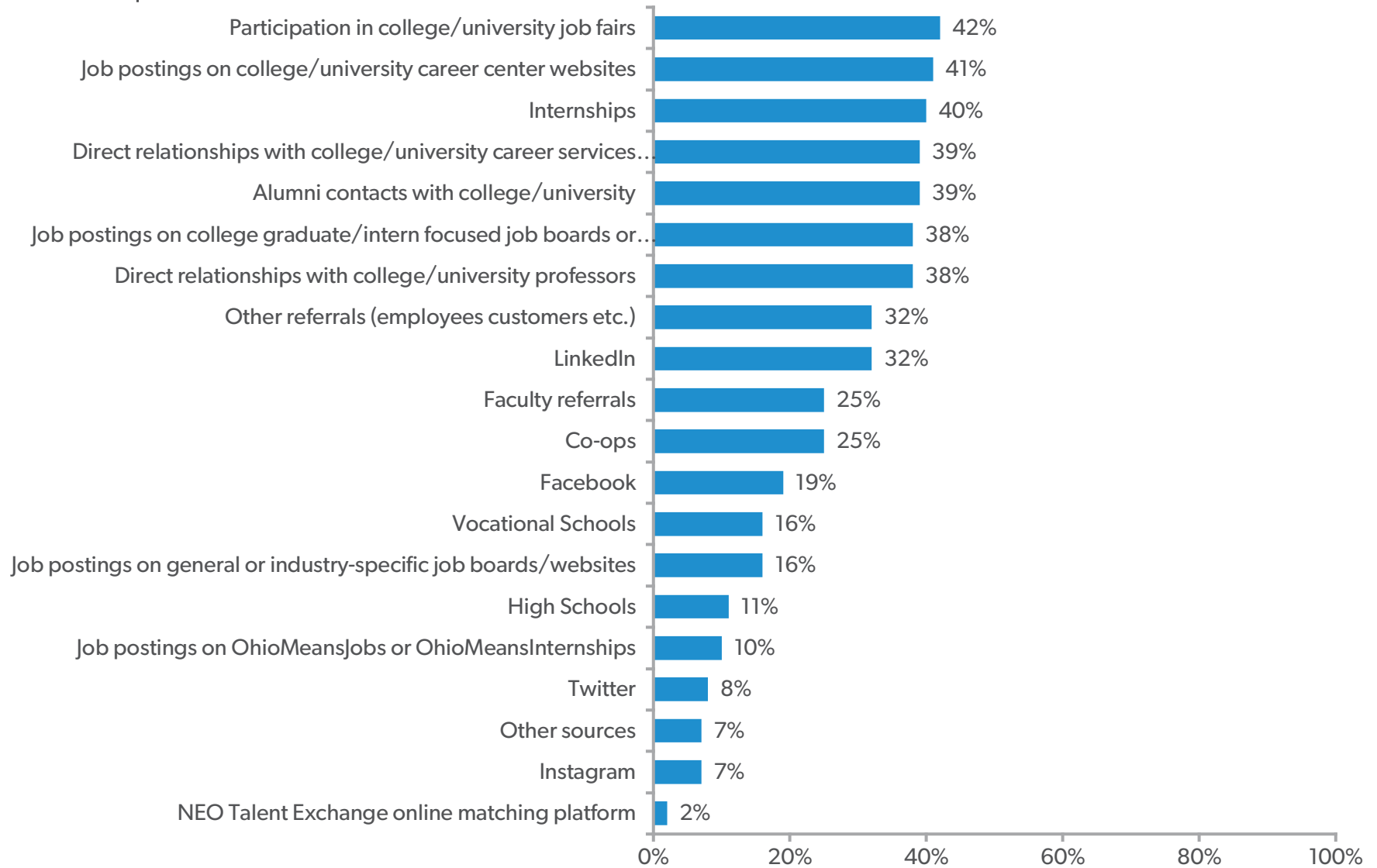


FIGURE 15 | Sources used to recruit new college graduates

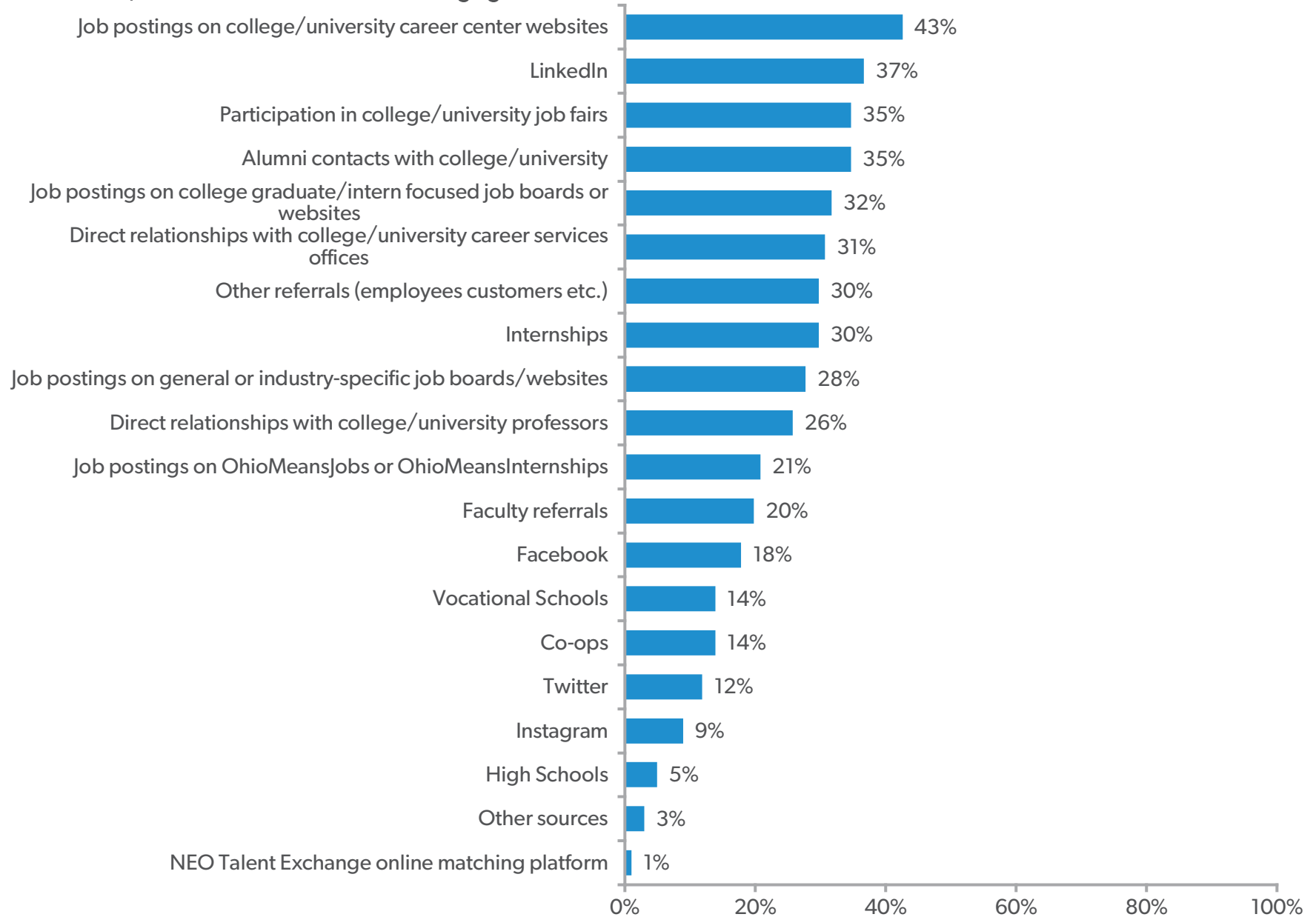


FIGURE 16 | Organizations that use social media to conduct research on potential job candidates prior to making hiring decisions

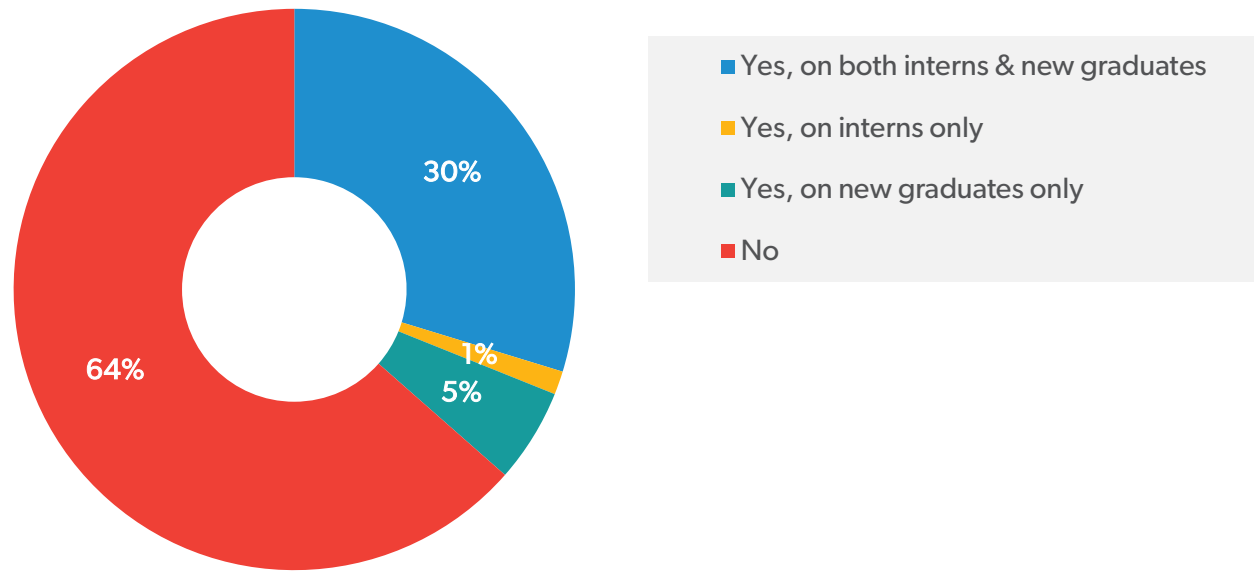


FIGURE 17 | Majors or areas of study most important to employers when recruiting interns

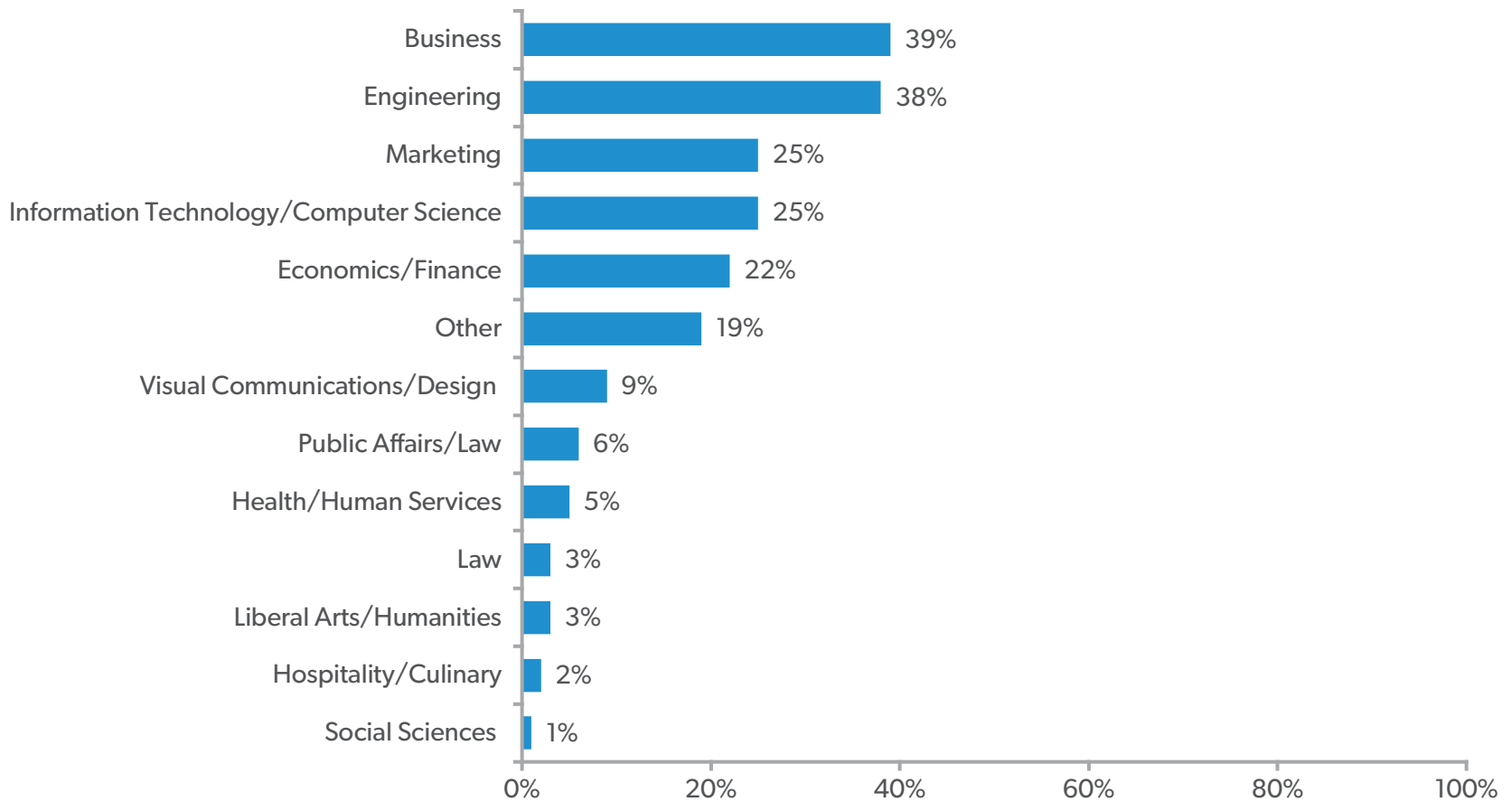


FIGURE 18 | Criteria used to hire interns

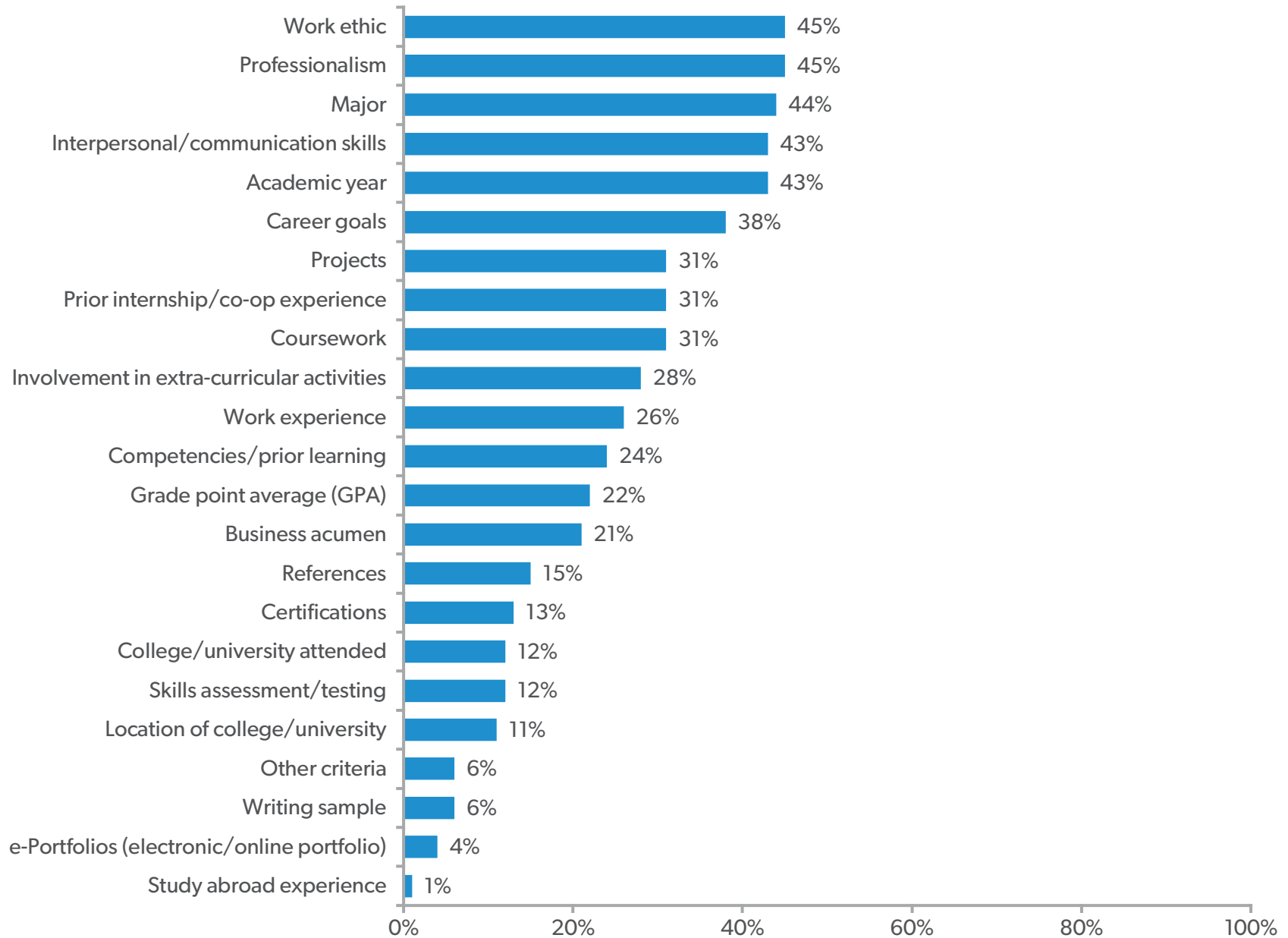


FIGURE 19 | Criteria used to hire new college graduates

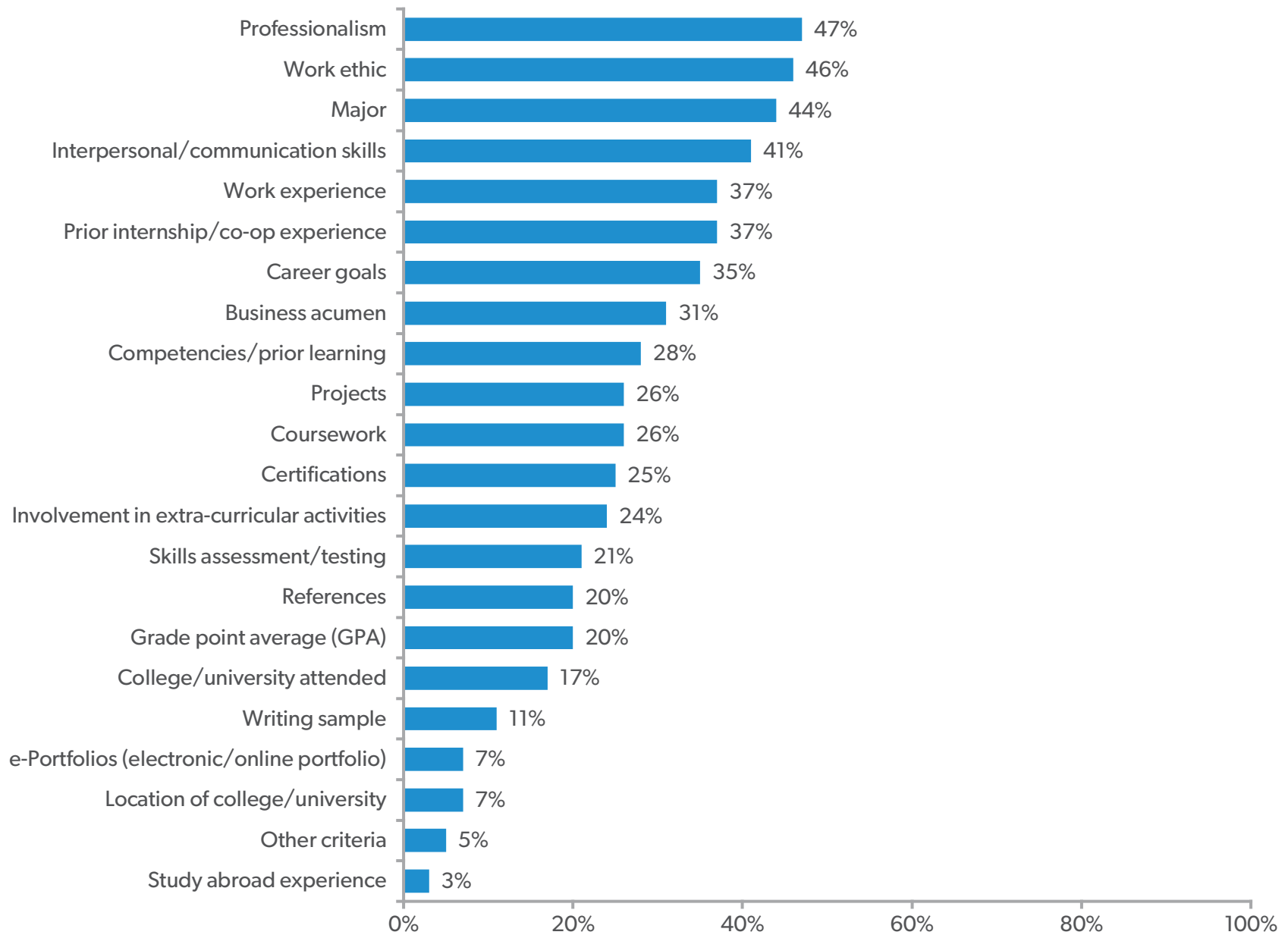


FIGURE 20 | Criteria used to determine new college graduate salaries

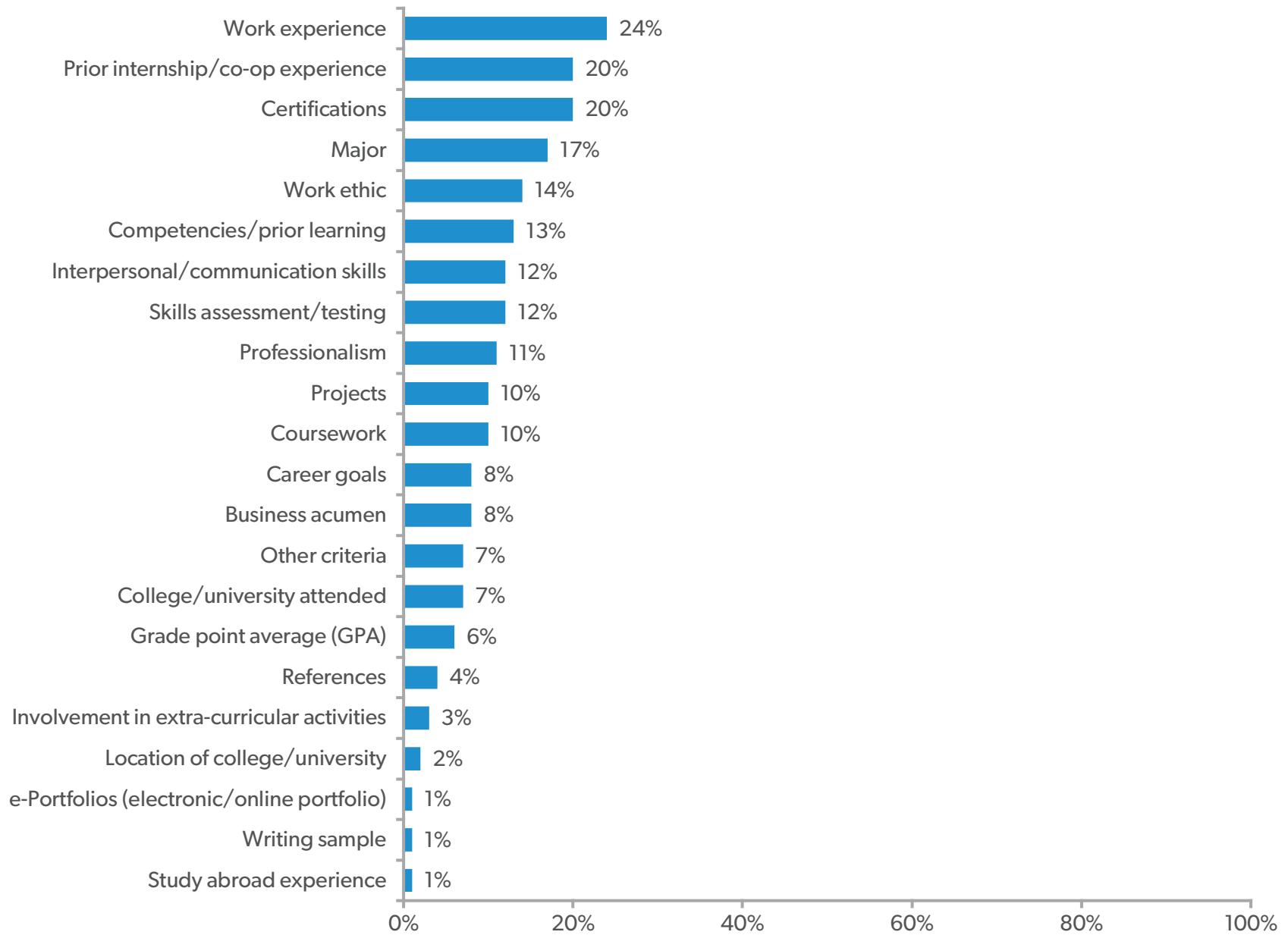


FIGURE 21 | Average cut-off GPAs (if GPA is used as criteria) for hiring interns

	Average
All Organizations	2.90
Industry	
Manufacturing	2.85
Non-Manufacturing	3.06
Non-Profit	2.50
Organizational Size	
1-50	3.08
51-200	2.97
201-500	2.88
Over 500	2.74

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

	Average
All Organizations	2.97
Industry	
Manufacturing	2.89
Non-Manufacturing	3.05
Non-Profit	3.00
Organizational Size	
1-50	3.01
51-200	3.02
201-500	2.88
Over 500	2.89

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

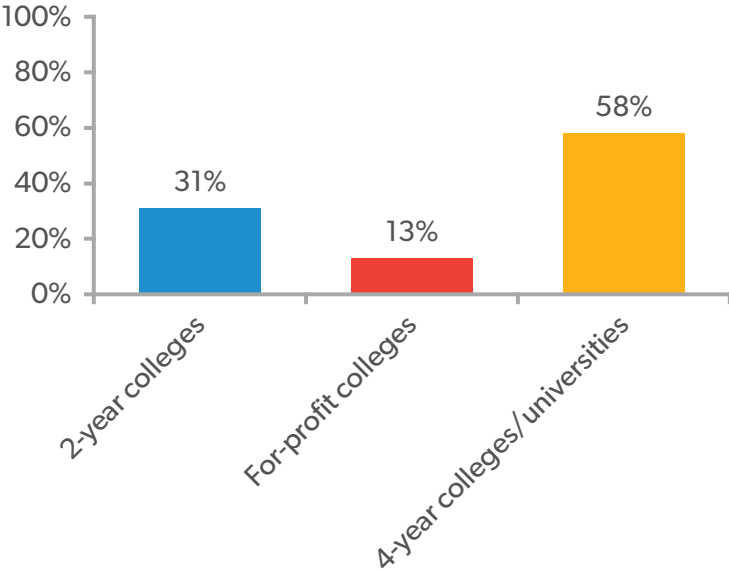


FIGURE 24 | Organizations that recruit from the following types of institutions of higher education for new college graduates

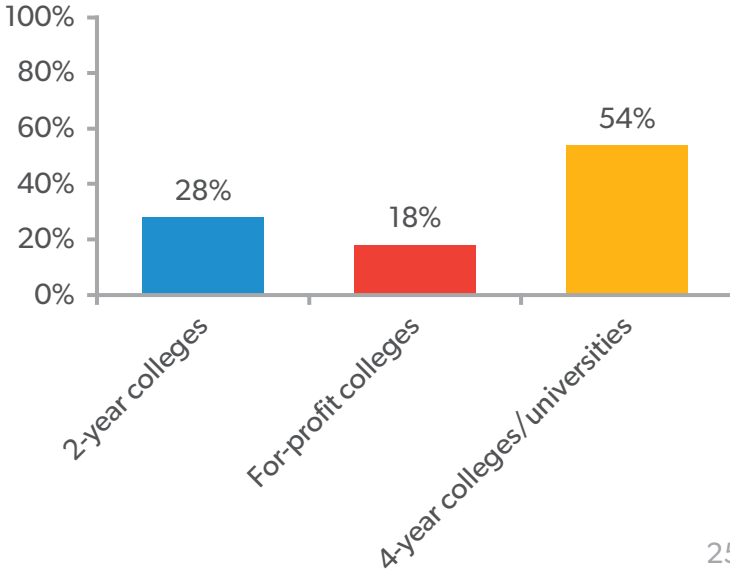


FIGURE 25 | Academic year required for internships

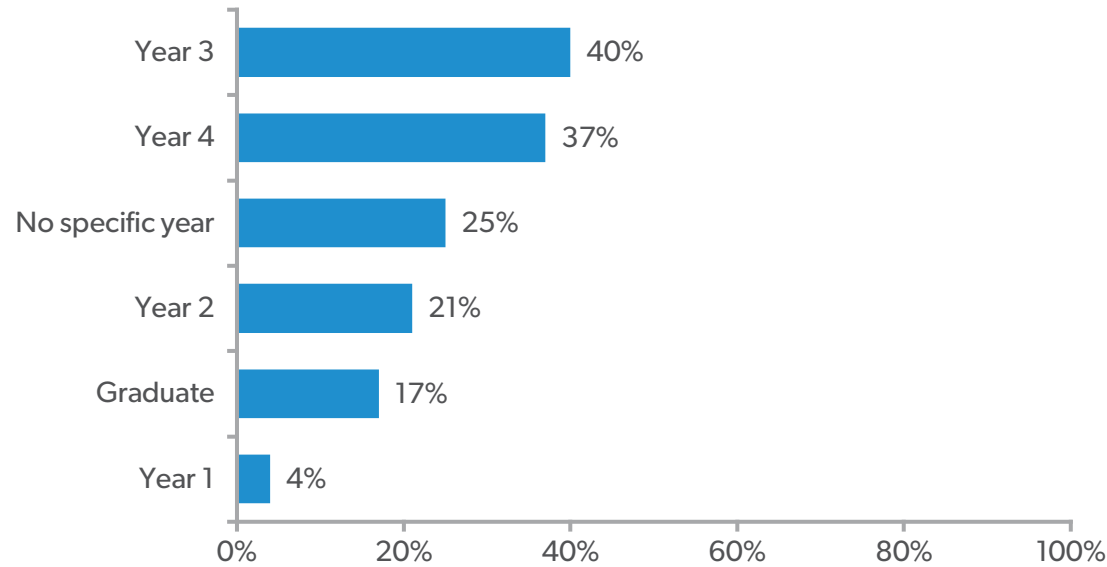
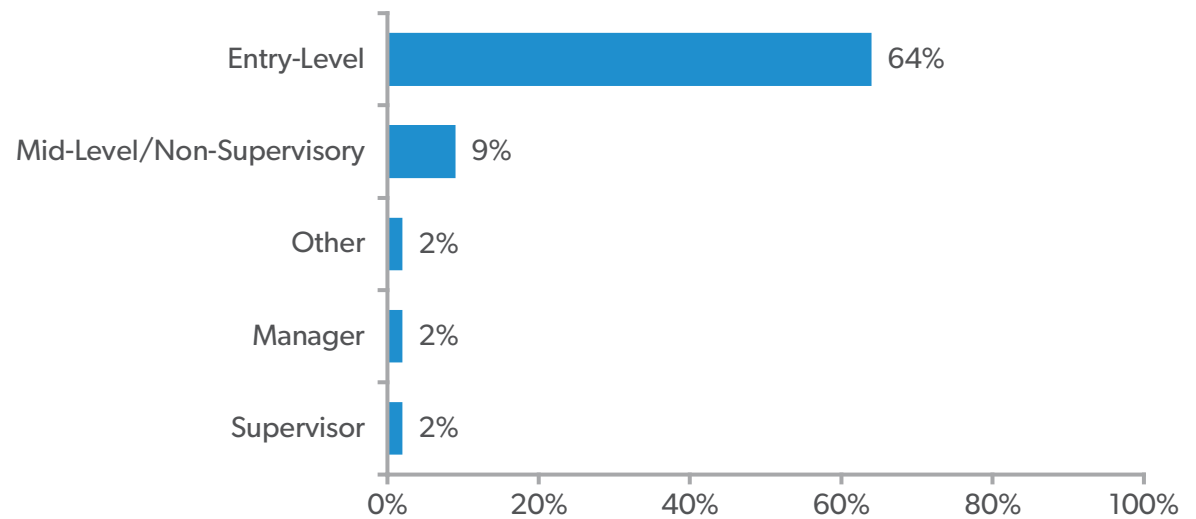


FIGURE 26 | Job levels for which organizations typically hire new college graduates



INTERNSHIP PROGRAM STRUCTURE & BENEFITS

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

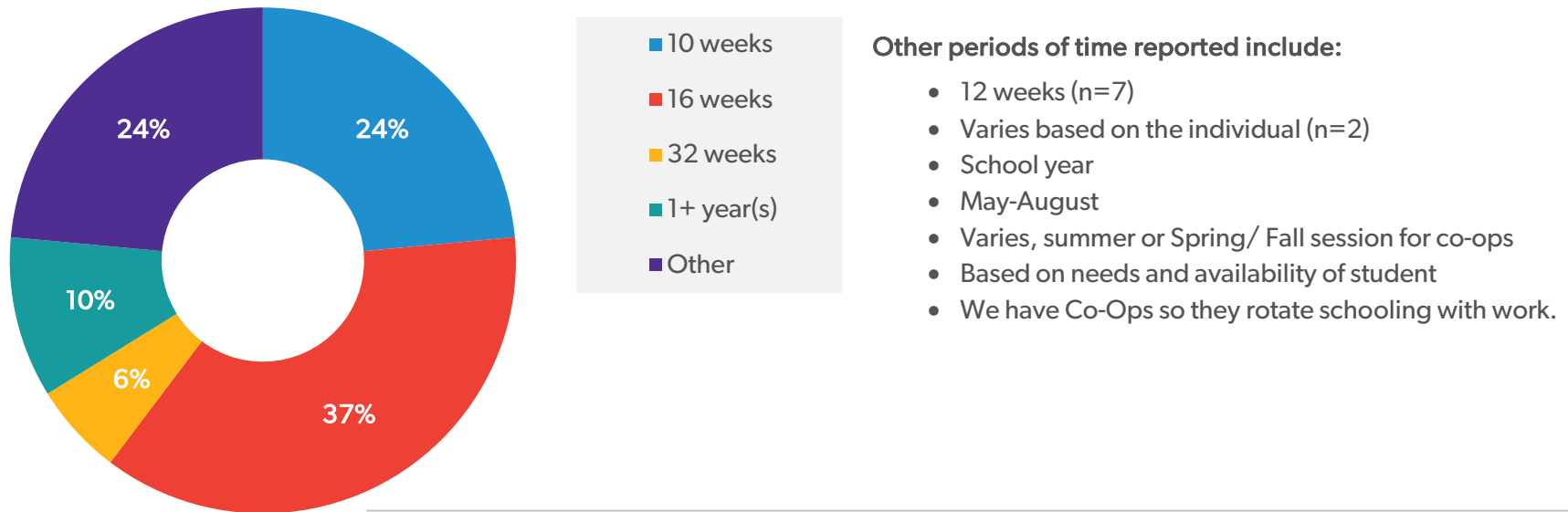


FIGURE 28 | Organizations that provide interns a job description with a set of defined responsibilities

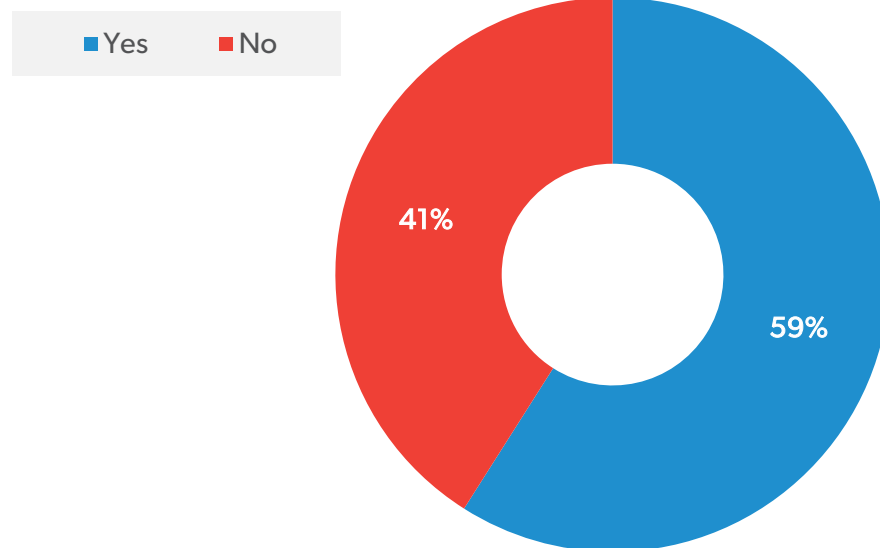


FIGURE 29 | Types of benefits offered to interns

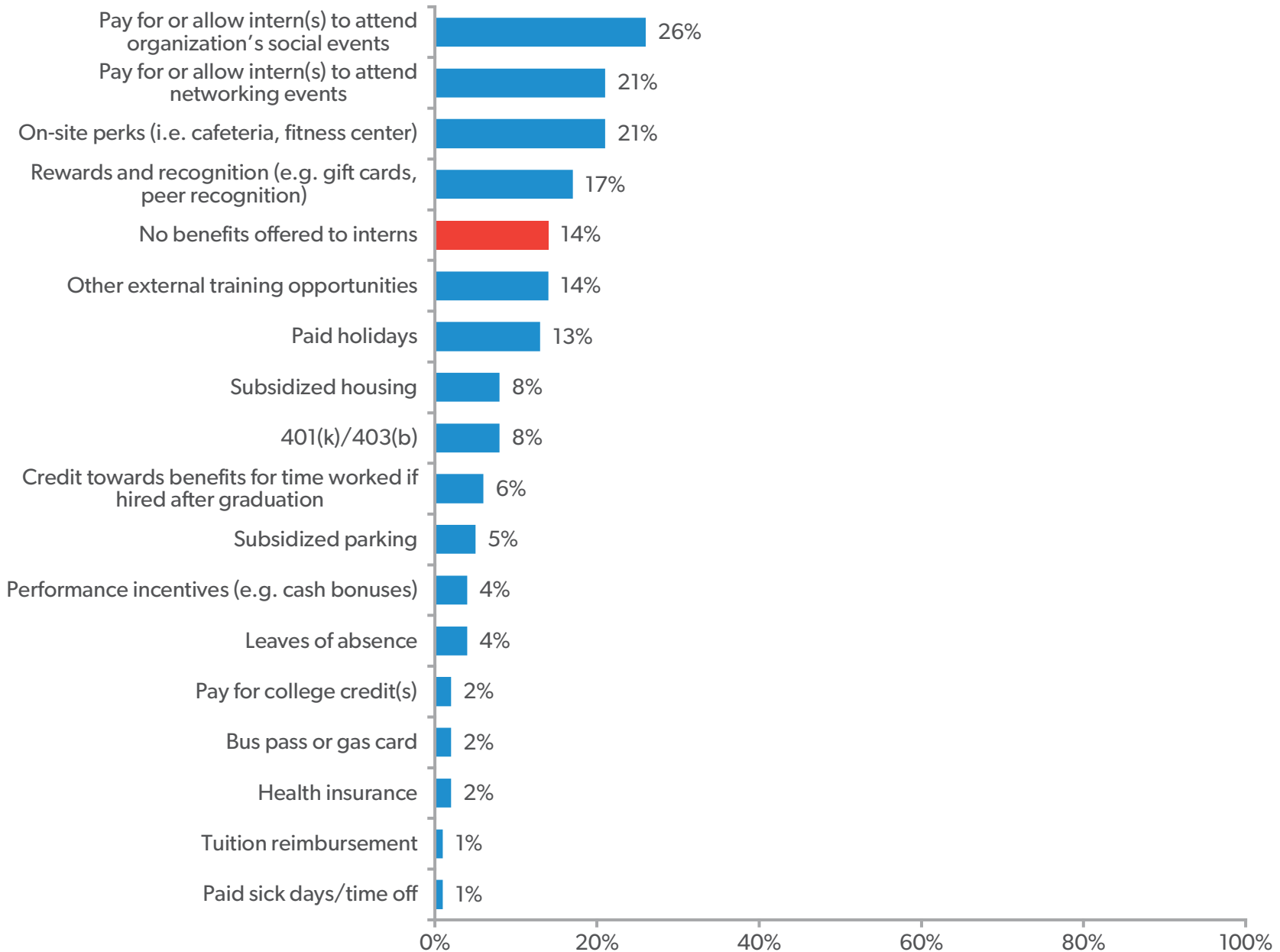


FIGURE 30 | Organization’s pay structure for interns

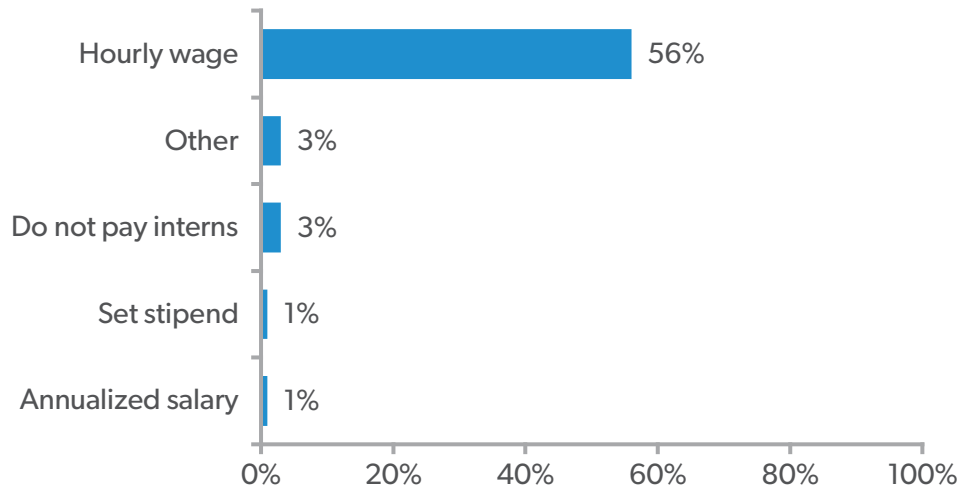


FIGURE 31 | Organizations that are aware of the Department of Labor’s “Fact Sheet #71: Internship Programs Under the Fair Labor Standards Act”

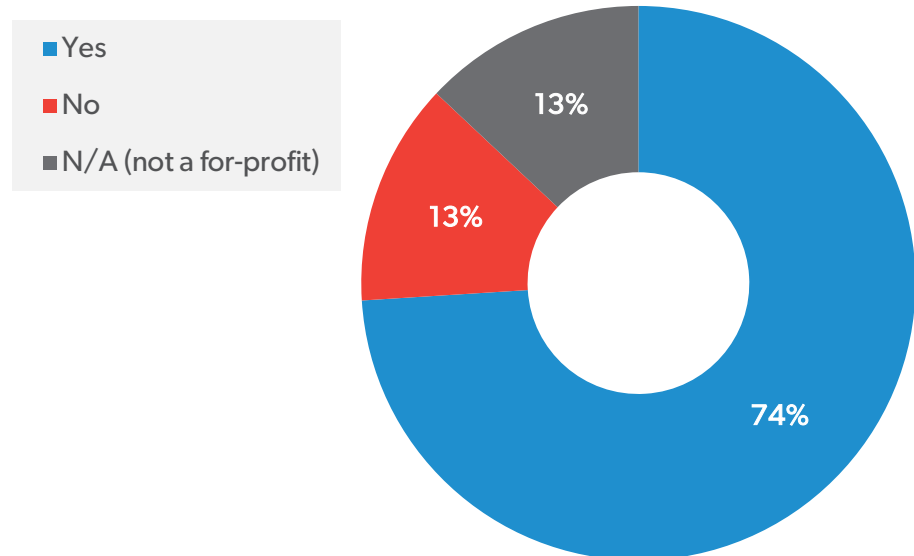


FIGURE 32 | Types of reimbursements organizations obtained for internships

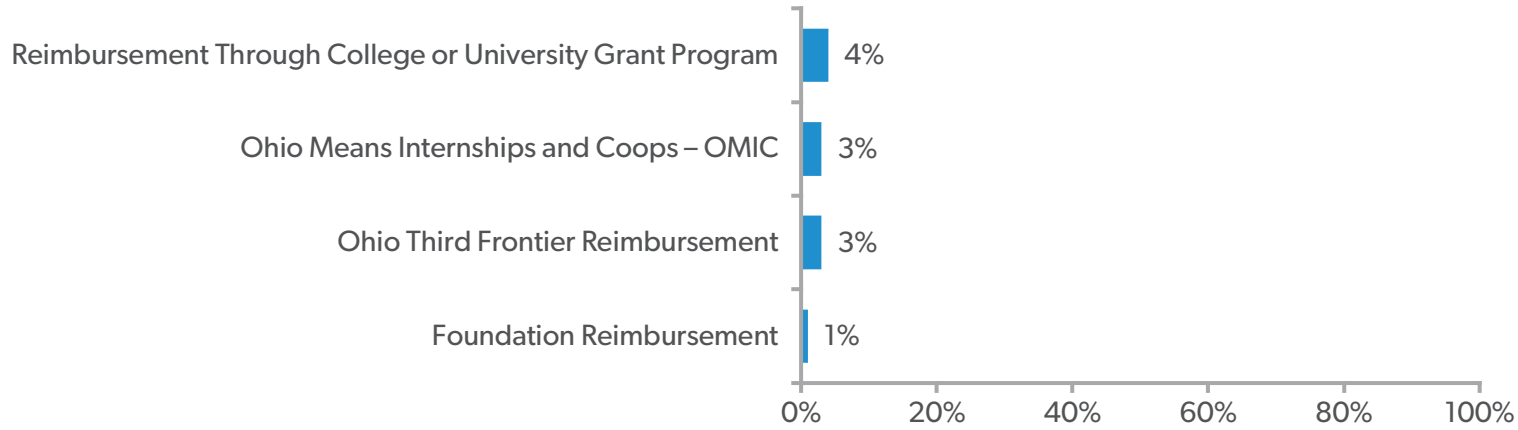


FIGURE 33 | Responsibilities of supervisors

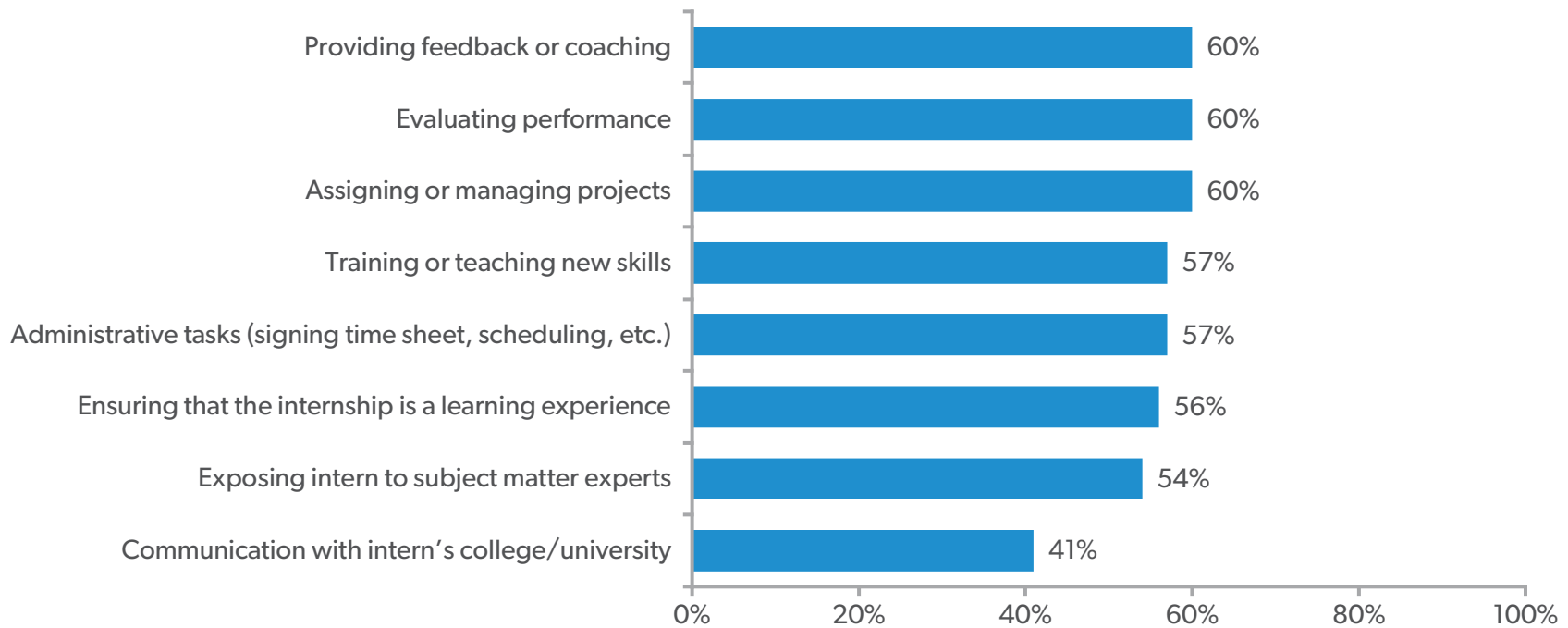
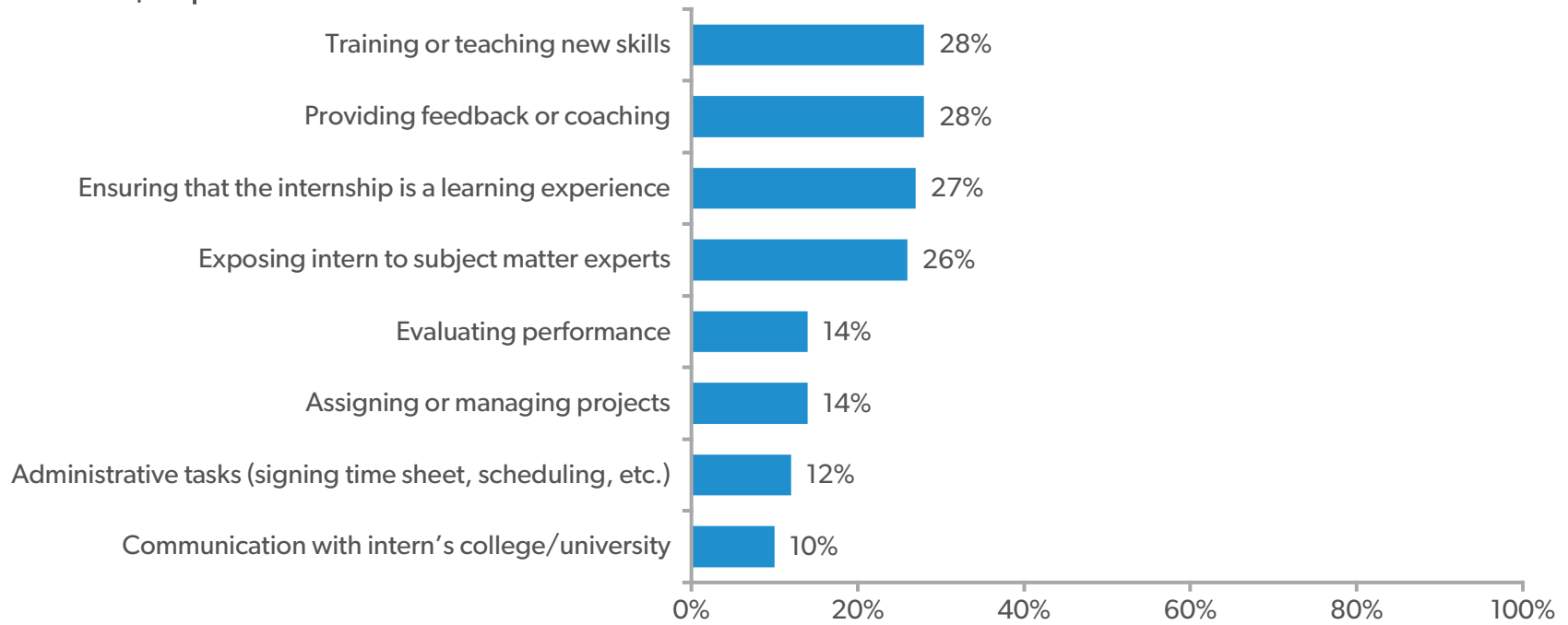


FIGURE 34 | Responsibilities of mentors



PERFORMANCE MANAGEMENT

FIGURE 35 | Organizations that provide interns with the following

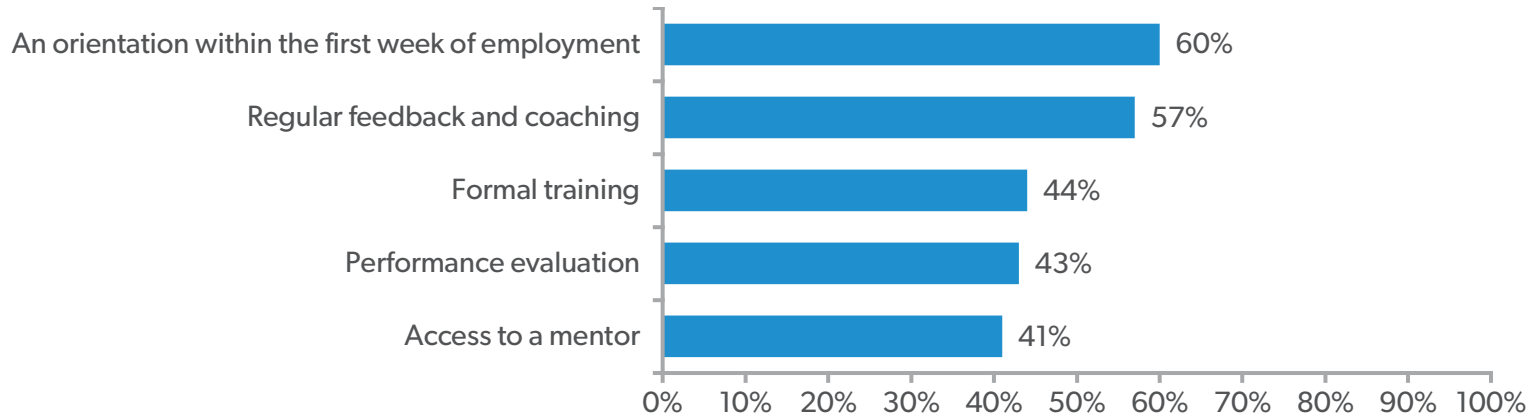


FIGURE 36 | Organizations that provide new college graduates with the following

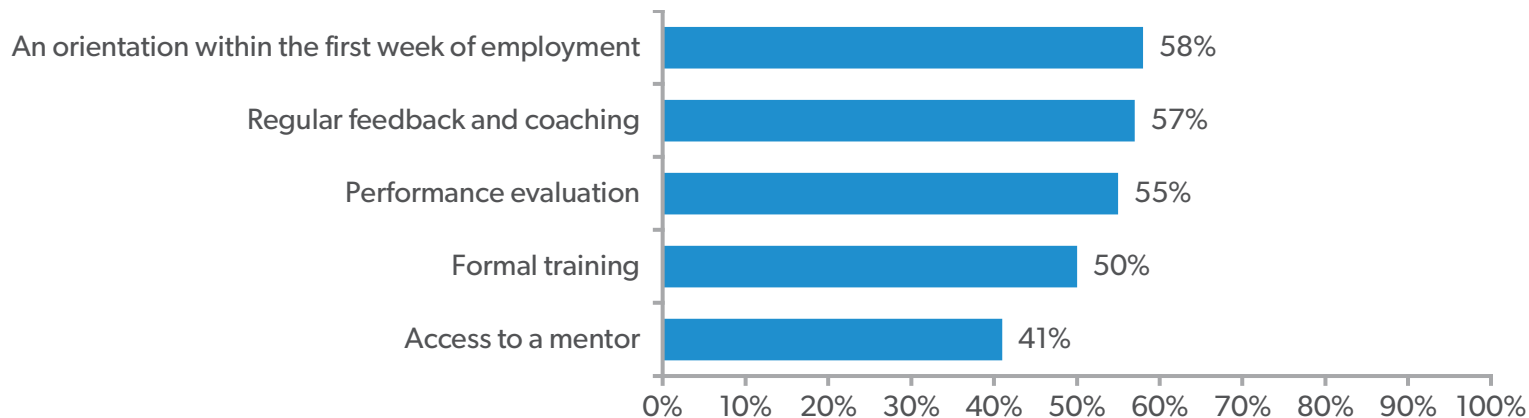
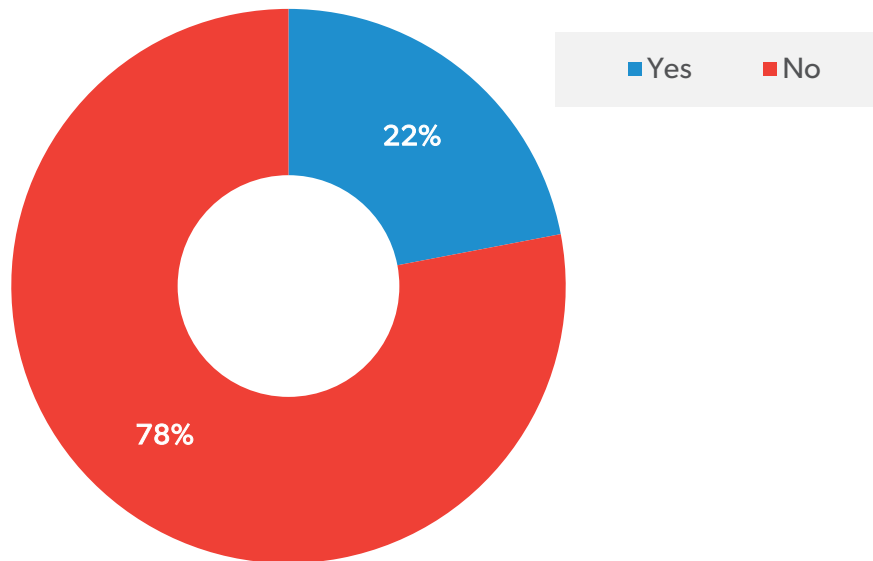


FIGURE 37 | Organizations that offer management in training programs for new college graduates



Brief descriptions of the “management in training” programs offered are provided below:

- Internal training has over 25 programs and new employees will typically attend 3-6 in first year
- Rotational, cross-functional
- We have [Company Name] University which provides new college graduates an opportunity to participate in leadership training on-site, as well as register for an attend training through vendors. For example - sales training, how to work a room training, etc. We have an established career path that includes management training topics and books for reference.
- Varies on what is needed on individual basis. First would be to learn about all the product lines in manufacturing
- Look for grads who have leadership skill. 3 yr. program in which they experience multiple job positions to learn the business
- Supervised training and ability to shadow all mid-level administrative and management positions
- We partner with CASE Weatherhead School of Management for leadership training opportunities and we partner with CSU Leadership Academy.
- Three 8-month rotation assignments to prepare for mid-level role in area of interest
- Manager in training program
- Accounting/Finance rotational program
- Leadership Program
- If a student is hired and wants to get into management, we will help teach them what they need to get there

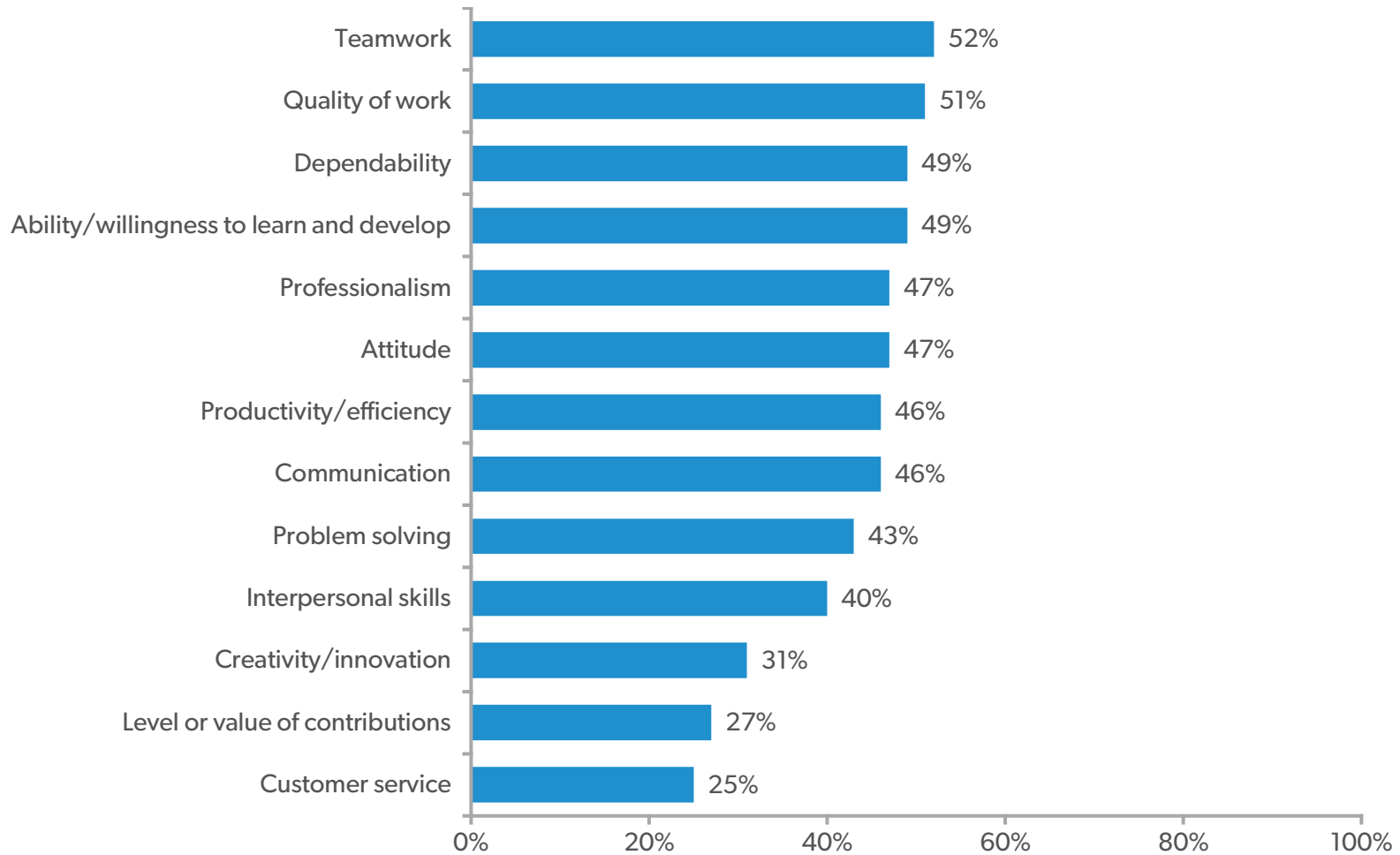
FIGURE 38 | Average percent of time allotted to job duties (*intern only*)

	Administrative or clerical duties	Analytical/ problem solving	Project coordination/ management	Communications	Other
All Organizations	25%	30%	34%	16%	24%
Industry					
Manufacturing	27%	31%	34%	15%	26%
Non-Manufacturing	22%	33%	32%	16%	11%
Non-Profit	29%	19%	34%	16%	38%
Organizational Size					
1-50	22%	24%	43%	14%	20%
51-200	27%	32%	31%	16%	18%
201-500	26%	36%	29%	14%	20%
Over 500	26%	29%	31%	16%	26%

Other intern duties:

- Shadowing
- Engineering: software and hardware development, debugging, testing
- Attending meetings; shadowing
- Providing services to clients.
- Proposals and presentations
- Field work, data collection, event coordination
- Learning opportunities
- Intern programing
- Professional Development
- Production operations, running machines

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



POST-INTERNSHIP PRACTICES

FIGURE 40 | Methods organizations use to continue to engage interns

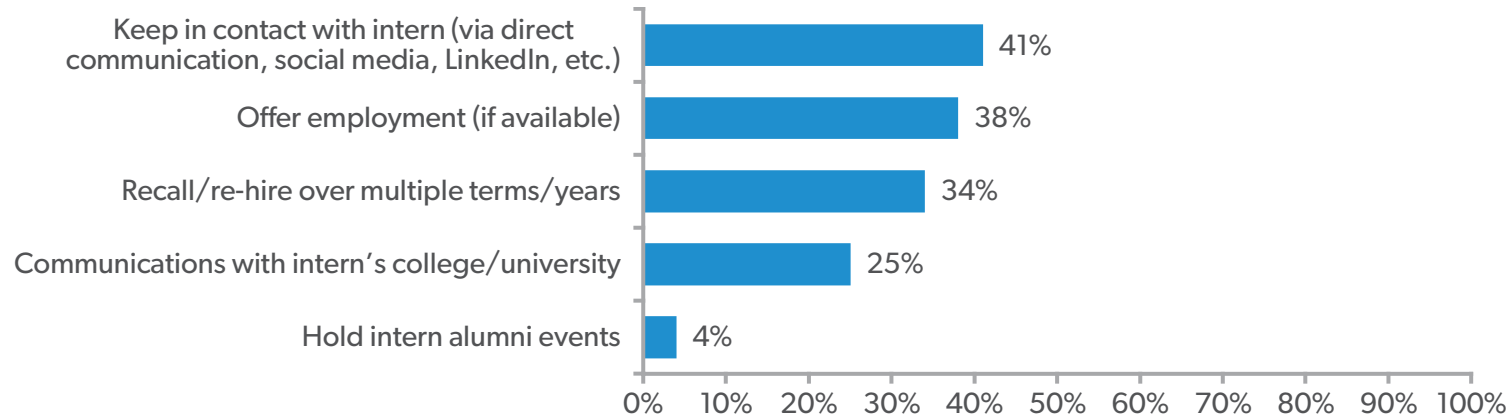


FIGURE 41 | Organizations offered interns *full-time* employment

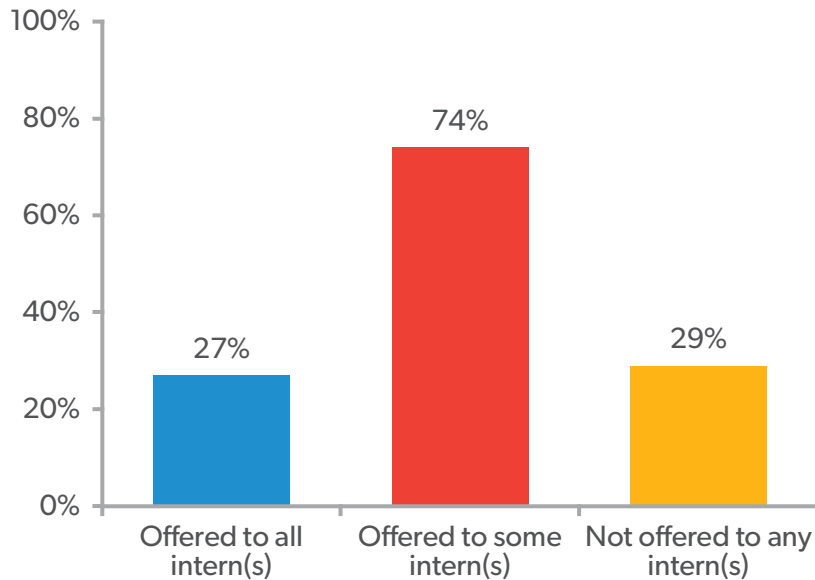


FIGURE 42 | Organizations offered interns *part-time* employment

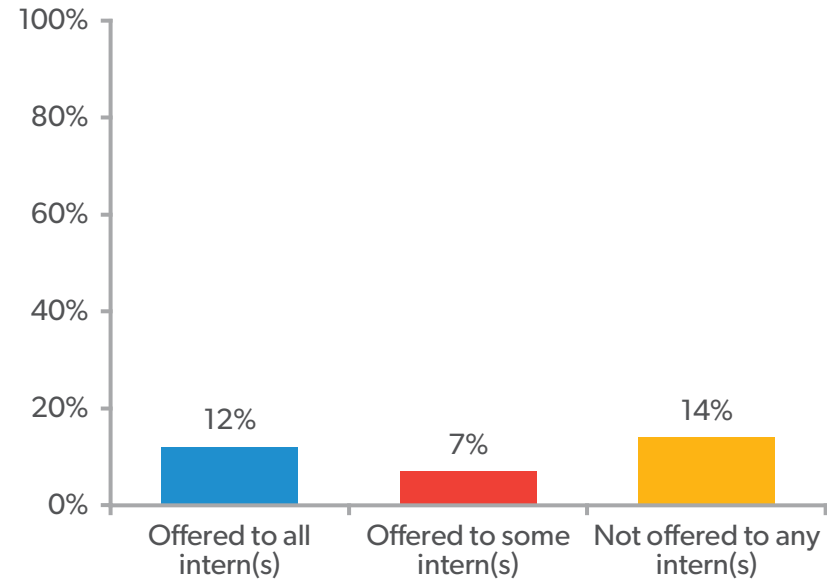


FIGURE 43 | Reasons organizations did not offer employment to any or some interns

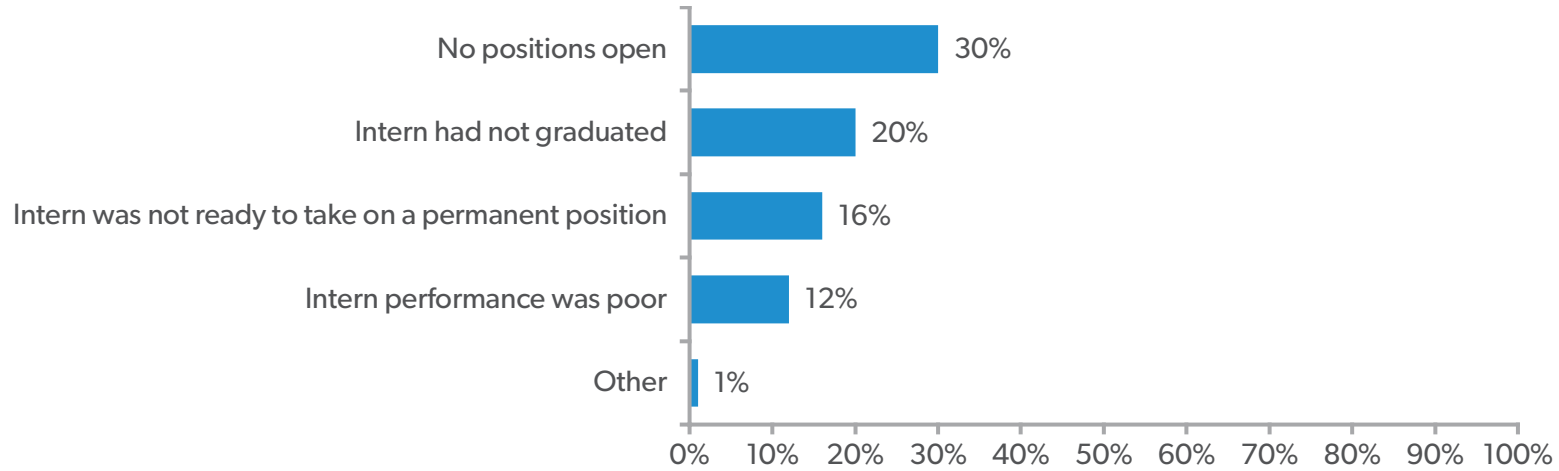


FIGURE 44 | Ratio of offers made to offers accepted by interns by organizations

Offers made : Offers accepted	Count
1:1	8
2:1	4
2:2	3
3:2	2
3:3	3
4:4	1
5:4	1
5:5	1
8:8	1
10:9	1

BENEFITS & CHALLENGES OF INTERNSHIP PROGRAMS

FIGURE 45 | Primary reasons organizations use interns

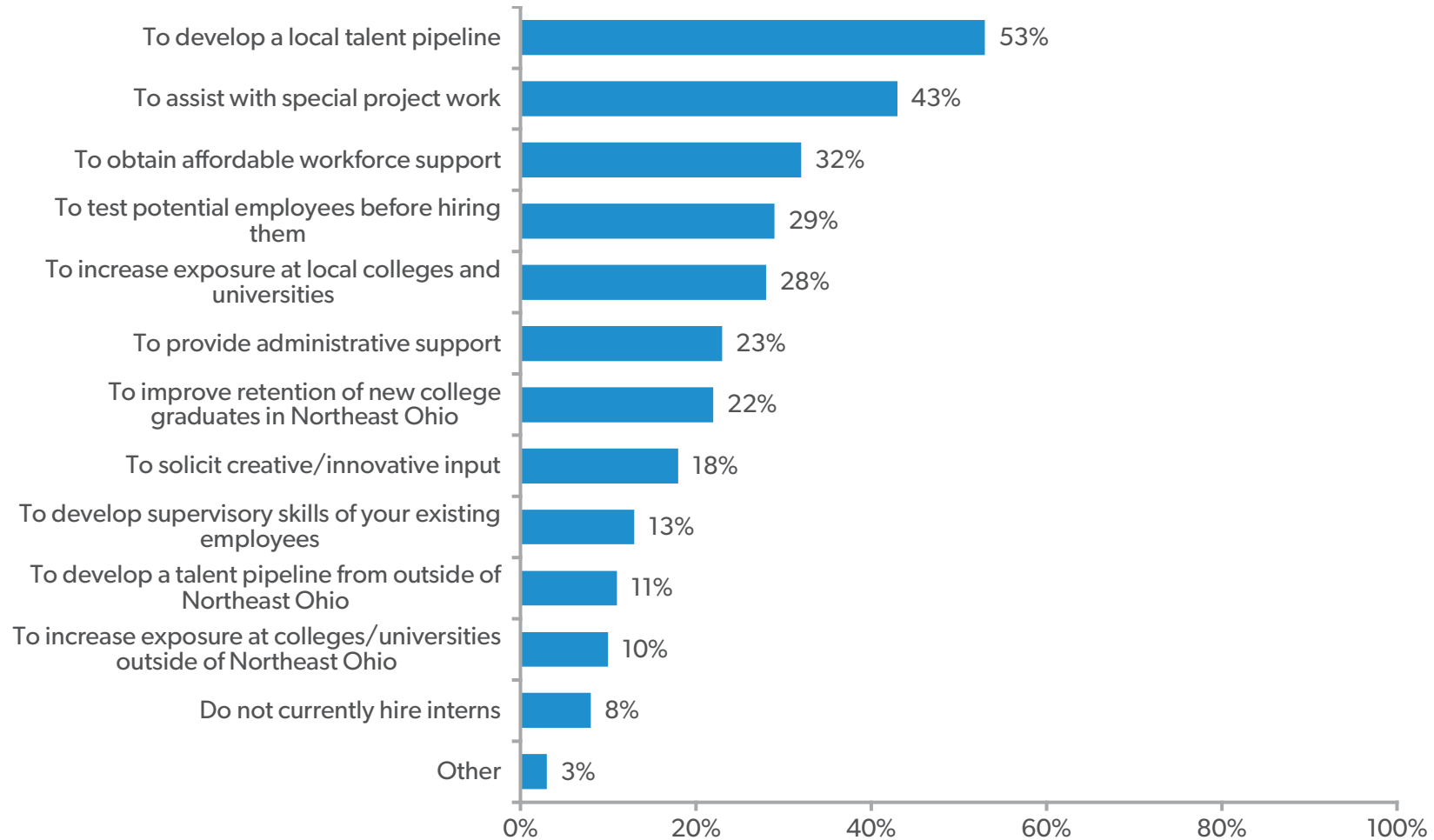


FIGURE 46 | Ways organizations determine the return on investment of internship program

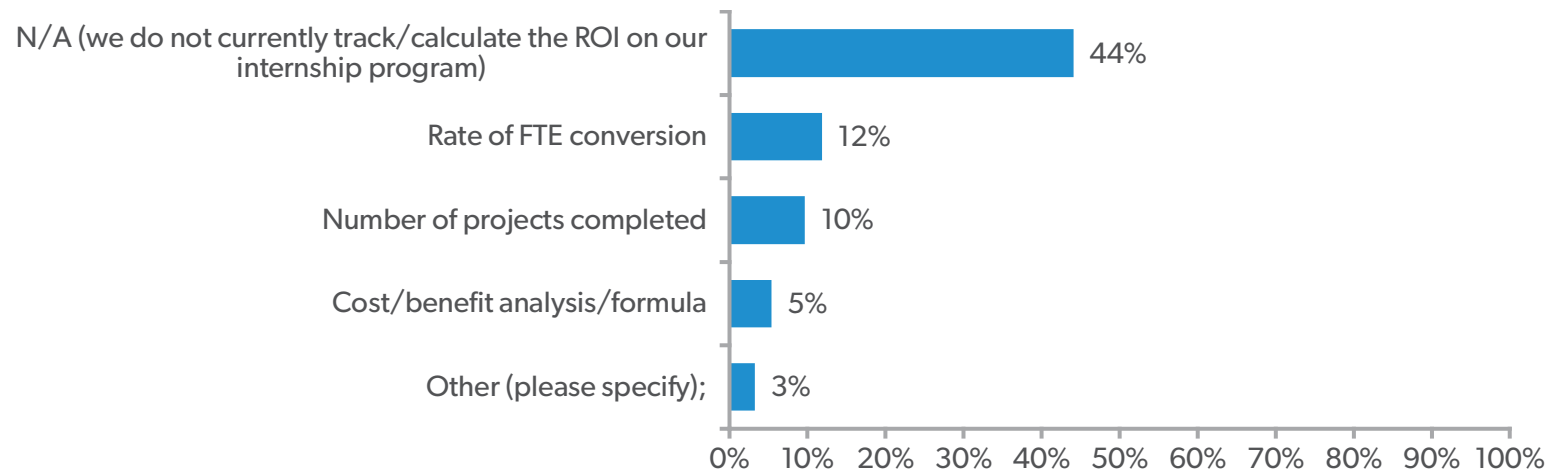
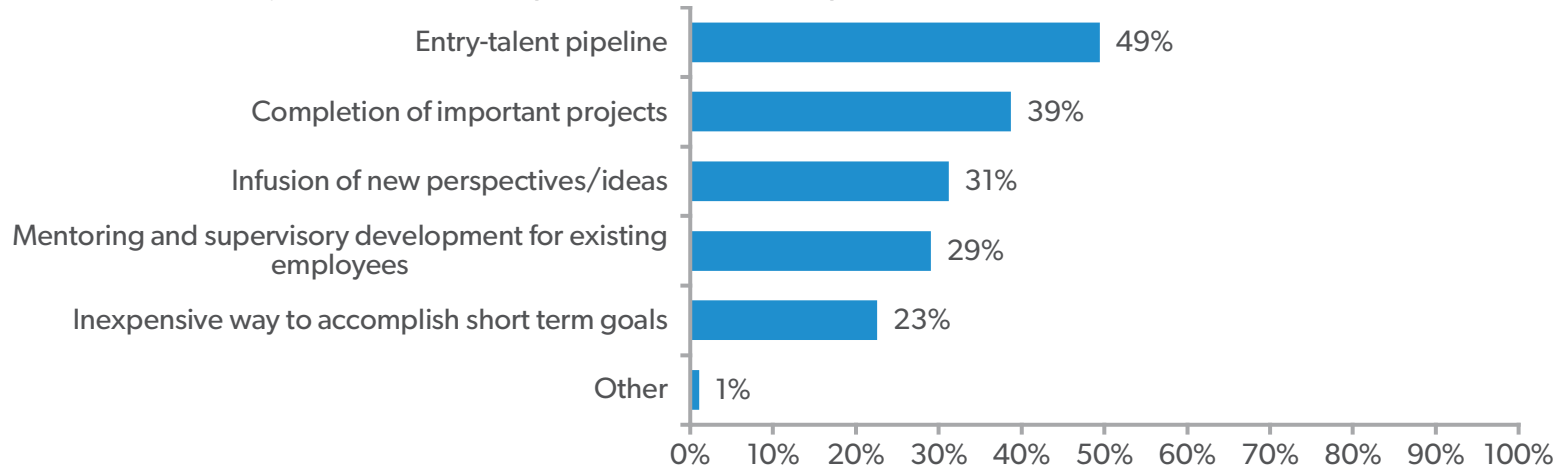


FIGURE 47 | Primary benefit(s) that using interns has had on organizations



INTERN PAY RATES

ACCOUNTING/FINANCE INTERN

Types of projects or assignments

	Percent
Accounting	94%
Accounts payable or receivable	56%
Auditing	63%
Billing	38%
Financial analysis and reporting	63%
Insurance	0%
Tax	38%

Other types of projects or assignments: Analytical reports, data analytics, consulting

Pay Rates

Industry	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	6	20	0	0	\$15.00	\$15.00*	\$15.75	\$ 15.08
Non-Manufacturing	9	46	1	1	\$14.00	\$16.12	\$21.00	\$16.57
Total	15	66	1	1	\$14.50	\$15.00	\$17.25	\$15.97

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

ENGINEERING INTERN

Types of projects or assignments

	Percent
Application	15%
Bio-engineering	0%
Chemical	35%
Civil	25%
Computer software	25%
Design/drafting	30%
Electrical	35%
Industrial	25%
Mechanical	75%
Systems	20%

Other types of projects or assignments: Welding, Material Science, Production

Pay Rates

Industry	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	14	174	0	0	\$16.63	\$17.75	\$18.75	\$17.57
Non-Manufacturing	4	18	0	0	n/a	n/a	n/a	\$16.22
Total**	20	293	0	0	\$15.38	\$17.00	\$18.00	\$16.84

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

HUMAN RESOURCES INTERN

Types of projects or assignments

	Percent
Benefits	33%
Administration (e.g., policies, job descriptions, document management)	75%
Compensation management	25%
Employee relations program coordination	50%
Payroll administration	8%
Performance management	17%
Recruiting	75%
Training and development	50%
Wellness	8%

Other types of projects or assignments: Instructional Design

Pay Rates

	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Industry								
Manufacturing	9	15	0	0	\$13.00	\$13.00*	\$15.00	\$13.83
Non-Manufacturing	3	9	0	0	n/a	n/a	n/a	\$15.55
Total	12	24	0	0	\$12.75	\$14.00	\$15.17	\$14.26

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

INFORMATION TECHNOLOGY INTERN

Types of projects or assignments

	Percent
Application development	23%
Database development or management	15%
Help desk support	77%
Network administration or maintenance	31%
Programming	31%
Project management	15%
Security	8%
Software development	31%
Web administration	8%
Web development	0%

Other types of projects or assignments: Software manual and automated testing, special project work

Pay Rates

Industry	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Manufacturing	6	11	0	0	\$15.00	\$15.00	\$15.00***	\$15.17
Non-Manufacturing	7	25	0	0	\$14.00	\$16.12	\$17.75	\$17.37
Total	13	36	0	0	\$15.00	\$15.00*	\$16.12	\$16.36

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

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

MARKETING/COMMUNICATIONS INTERN

Types of projects or assignments

	Percent
Advertising	20%
Graphic design	67%
Market research	80%
Mass communication/ mailing lists	47%
Media design of video or audio	47%
Product management	20%
Program and event coordination	47%
Promotional materials	53%
Public relations/press releases	33%
Reporting/editing	27%
Social networking/social media	87%
Web content or administration	60%

Other types of projects or assignments: Industry specific project to understand more about the business

Pay Rates

	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Industry								
Manufacturing	9	20	0	0	\$13.00	\$15.00	\$16.50	\$14.50
Non-Manufacturing	6	16	0	0	\$12.75	\$15.00	\$17.24	\$16.00
Total	15	36	0	0	\$12.50	\$15.00	\$17.24	\$15.10

OPERATIONS INTERN

Types of projects or assignments

	Percent
Business analysis	33%
Logistics	83%
Office management	17%
Process improvement	50%
Project management	67%
Purchasing	50%
Supply chain management	67%

Other types of projects or assignments: None reported

Pay Rates

	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Industry								
Manufacturing	4	10	0	0	n/a	n/a	n/a	\$15.63
Total	6	13	0	0	\$15.00	\$15.00*	\$16.50	\$15.63

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

RESEARCH INTERN (SCIENTIFIC)

Types of projects or assignments

	Percent
Data collection and analysis	100%
Scientific laboratory research	50%
Quality control and testing	0%

Other types of projects or assignments: None reported

Pay Rates

	Paid Internships		Unpaid Internships		25 th Percentile	Median	75 th Percentile	Average
	Number of Employers	Number of Interns	Number of Employers	Number of Interns				
Total	4	9	0	0	n/a	n/a	n/a	\$15.75

RECENT GRADUATE PAY

The following is a summary starting salaries reported by respondents for common college degrees. Data are not reported for any degree for which fewer than three employers submitted salary data.

Degree Obtained	Number of Employers	Number of Grads Hired	25 th Percentile	Median	75 th Percentile	Average
Bachelors, Accounting	7	23	\$40,500	\$45,000	\$48,750	\$44,357
Bachelors, Business Administration	4	6	n/a	n/a	n/a	\$48,079
Bachelors, Engineering	15	103	\$50,000	\$57,000	\$64,000	\$57,500
Bachelors, Logistics/Operations	3	3	n/a	n/a	n/a	\$50,000
Bachelors, Marketing	4	5	n/a	n/a	n/a	\$41,000
Bachelors, Other Liberal Arts	3	3	n/a	n/a	n/a	\$43,173

Organizations that provide signing bonuses to recent graduates

	Percent
All Organizations	9%
Industry	
Manufacturing	4%
Non-Manufacturing	19%
Non-Profit	0%
Organizational Size	
1-50	8%
51-200	13%
201-500	0%
501-900	9%

RECENT GRADUATE JOB TITLES (BY DEGREE)

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

Degree Obtained	Job titles reported by respondents
Associates, Business/Marketing	Marketing Coordinator; Client Services; Purchasing Assistant
Associates, Health Services/Health Technologies	Administrative Assistant
Associates, Information Technologies	Customer Service Technician
Associates, Mechanics/Engineering Technologies	Tooling Technician
Associates, Other	Quality Control Inspector
Bachelors, Accounting	Junior Accountant; Consultant; Staff Accountant (n=3); Accounts Payable/Accounts Receivable Clerk; Accountant; Payroll & Benefit Coordinator; Financial Specialist
Bachelors, Biology	Biologist; Investigator
Bachelors, Business Administration	Staff Accountant; Inside Sales; Plant Operator
Bachelors, Chemistry	Chemist
Bachelors, Communications	Processing Specialist
Bachelors, Computer Science	Data Analyst/Science; Customer Service Technician
Bachelors, Engineering	Planner; Project Engineer (n=2); Electrical Engineer; Mechanical Engineer (n=2); Engineer (n=3); Engineer I; Product Support Engineer; Manufacturing Engineer I; Engineering Trainee; Designer; Applications Engineer (n=2); Construction Technician;
Bachelors, Finance	Billing Specialist; Financial Analyst
Bachelors, Health Care Administration	Client Liaison
Bachelors, Information Technology	Application Developer

Degree Obtained (cont.)	Job titles reported by respondents (cont.)
Bachelors, Logistics/Operations	Buyer (n=2)
Bachelors, Marketing	Marketing Specialist; Marketing Assistant (n=2); Sales & Marketing Analyst
Bachelors, Nursing	PRN Client Service Support
Bachelors, Social Work	Licensed Social Worker LSW
Bachelors, Other Liberal Arts	PRN Instructional Designer, Billing Specialist, Administrative Assistant
Masters, Business Administration	Web Coordinator
Masters, Social Work	Licensed Professional Counselor

RESPONDENT DEMOGRAPHICS

Industry types and organizational sizes of the 101 respondents

	Percent
Industry	
Manufacturing	49%
Non-Manufacturing	38%
Non-Profit	12%
Organizational Size	
1-50	22%
51-200	48%
201-500	12%
Over 500	18%

PARTICIPATING ORGANIZATIONS

THANK YOU TO THE FOLLOWING ORGANIZATIONS FOR THEIR PARTICIPATION!

A Raymond Tinnerman
Alloy Bellows & Precision
Welding, Inc.
Aultman College
Automated Packaging Systems
Avalution Consulting
Barnes Wendling CPAs
Bay Corporation
Bettcher Industries
BMF
CardinalCommerce
Child Guidance & Family Solutions
City of Green
Cleveland Coca-Cola
Component Repair Technologies
Custom Products
Cuyahoga Soil & Water
Conservation District
Dan T. Moore Co.
De Nora Tech, Inc.
Empaco Equipment Corporation
Enerco Group, Inc.

Energy Focus, Inc.
Excelas, LLC
FCSLA
Five Star Trucking, Inc.
FormFire
Gebauer Company
Greater Cleveland Food Bank
Greater Cleveland Partnership
Hotel & Leisure Advisors, LLC
IntelliNet Corporation
K2M Design
Kenan Advantage Group
L.A.N.D. studio, Inc.
Lincoln Electric
Lumitex, Inc.
Majestic Steel USA
Maloney + Novotny, LLC
Mar-Bal, Inc.
Mars Electric
McGean
Meister Media Worldwide
Nagy's Collision Centers

Noble-Davis Consulting, Inc.
Nordson Corporation
NEORS
OMNOVA Solutions
Preformed Line Products
ProSites, Inc.
quasar energy group
Ramco Specialties
Redwood Living
S&A Industries
Software Answers, Inc.
Stahls' Transfer Express
State and Federal
Communications, Inc.
Tangent Company
Tap Packaging Solutions
The Andersons, Inc.
The Brewer-Garrett Company
Things Remembered
TRG Repair
trustnavigator
Will-Burt

APPENDIX A: INDUSTRY TYPE & ORGNIZATIONAL SIZE BREAKOUTS

TABLE 1 | Organizations with structured/formal internship programs

	Percent
All Organizations	59%
Industry	
Manufacturing	59%
Non-Manufacturing	64%
Non-Profit	75%
Organizational Size	
1-50	64%
51-200	55%
201-500	63%
Over 500	83%

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

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Financial resource challenges	15%	11%	0%
Staff resource challenges	31%	44%	0%
Time commitment	31%	33%	0%
Don't see the value	8%	0%	0%
Prior unsuccessful program	8%	0%	0%
Don't know how	15%	33%	0%
Legal concerns working with students	0%	22%	0%

Organizational size

	1-50	51-200	201-500	Over 500
Financial resource challenges	0%	21%	0%	0%
Staff resource challenges	40%	29%	33%	50%
Time commitment	40%	14%	67%	50%
Don't see the value	0%	7%	0%	0%
Prior unsuccessful program	0%	7%	0%	0%
Don't know how	40%	7%	67%	0%
Legal concerns working with students	0%	7%	33%	0%

Other reasons organizations do not have structured/internship programs:

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

TABLE 2 | Organizations planning to make modifications to internship programs in 2018

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Increase number of interns	35%	24%	25%
Maintain number of interns	48%	44%	75%
Reduce number of interns	6%	4%	0%
Eliminate all interns	0%	4%	0%
Have not hired interns	10%	24%	0%

Organizational size

	1-50	51-200	201-500	Over 500
Increase number of interns	21%	20%	63%	42%
Maintain number of interns	50%	57%	38%	42%
Reduce number of interns	0%	7%	0%	8%
Eliminate all interns	7%	0%	0%	0%
Have not hired interns	21%	17%	0%	8%

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

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
1 – 3 interns	45%	32%	38%
4 – 6 interns	32%	20%	50%
7 – 10 interns	0%	12%	0%
More than 10 interns	13%	12%	13%
Have not hired interns	10%	24%	0%

Organizational size

	1-50	51-200	201-500	Over 500
1 – 3 interns	57%	42%	43%	8%
4 – 6 interns	14%	32%	29%	42%
7 – 10 interns	0%	10%	0%	0%
More than 10 interns	7%	0%	29%	42%
Have not hired interns	21%	16%	0%	8%

TABLE 4 | Time of year during which organizations hire interns

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Summer	38%	52%	38%
Fall semester	13%	12%	13%
Spring semester	13%	28%	13%
Year-round (as needed)	63%	32%	63%
Other	0%	4%	0%

Organizational size

	1-50	51-200	201-500	Over 500
Summer	36%	45%	50%	42%
Fall semester	0%	10%	25%	25%
Spring semester	0%	23%	25%	25%
Year-round (as needed)	50%	55%	38%	42%
Other	0%	3%	0%	0%

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

	Percent
All Organizations	36%
Industry	
Manufacturing	26%
Non-Manufacturing	36%
Non-Profit	50%
Organizational Size	
1-50	36%
51-200	26%
201-500	29%
Over 500	50%

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

TABLE 6 | Organizations that have hired international students

	Percent
All Organizations	35%
Industry	
Manufacturing	32%
Non-Manufacturing	32%
Non-Profit	38%
Organizational Size	
1-50	29%
51-200	32%
201-500	29%
Over 500	42%

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

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Sponsorship concerns	38%	53%	0%
Legal/immigration concerns	33%	18%	20%
Cultural concerns	5%	6%	0%
Language concerns	5%	6%	0%
Other	25%	29%	40%

Organizational size

	1-50	51-200	201-500	Over 500
Sponsorship concerns	40%	29%	40%	71%
Legal/immigration concerns	30%	24%	20%	29%
Cultural concerns	10%	0%	0%	14%
Language concerns	10%	0%	0%	14%
Other	30%	25%	60%	14%

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

	Percent
All Organizations	44%
Industry	
Manufacturing	59%
Non-Manufacturing	28%
Non-Profit	50%
Organizational Size	
1-50	36%
51-200	45%
201-500	63%
Over 500	50%

TABLE 8 | Organizations in the process of hiring or planning to hire new college graduates in 2018

	Percent
All Organizations	61%
Industry	
Manufacturing	63%
Non-Manufacturing	68%
Non-Profit	50%
Organizational Size	
1-50	36%
51-200	61%
201-500	75%
Over 500	92%

TABLE 14a | Sources used to recruit interns

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Alumni contacts with college/university	47%	52%	50%
Direct relationships with college/university professors	50%	48%	63%
Co-ops	44%	20%	25%
Faculty referrals	31%	36%	25%
Internships	63%	48%	38%
Job postings on college graduate/intern focused job boards or websites	59%	32%	63%
Job postings on college/university career center websites	69%	40%	63%
Job postings on OhioMeansJobs or OhioMeansInternships	16%	8%	13%
Job postings on general or industry-specific job boards/websites	28%	4%	50%
Participation in college/university job fairs	53%	60%	38%
Direct relationships with college/university career services offices	47%	56%	50%
Facebook	22%	24%	25%
LinkedIn	44%	56%	25%
Twitter	9%	12%	13%
Instagram	13%	12%	0%
NEO Talent Exchange online matching program	6%	0%	0%
High Schools	16%	12%	0%
Vocational Schools	31%	12%	13%
Other referrals (employees, customers, etc.)	38%	44%	63%
Other sources	0%	16%	0%

Organizational Size

	1-50	51-200	201-500	Over 500
Alumni contacts with college/university	36%	48%	38%	75%
Direct relationships with college/university professors	50%	52%	50%	50%
Co-ops	14%	26%	63%	50%
Faculty referrals	21%	35%	25%	42%
Internships	43%	58%	50%	58%
Job postings on college graduate/intern focused job boards or websites	29%	42%	63%	83%
Job postings on college/university career center websites	21%	58%	75%	83%
Job postings on OhioMeansJobs or OhioMeansInternships	0%	16%	13%	17%
Job postings on general or industry-specific job boards/websites	7%	29%	13%	25%
Participation in college/university job fairs	36%	48%	75%	75%
Direct relationships with college/university career services offices	50%	52%	25%	67%
Facebook	21%	26%	25%	17%
LinkedIn	14%	61%	38%	50%
Twitter	0%	10%	13%	25%
Instagram	0%	10%	13%	25%
NEO Talent Exchange online matching program	0%	3%	13%	0%
High Schools	0%	16%	25%	8%
Vocational Schools	0%	32%	13%	25%
Other referrals (employees, customers, etc.)	36%	45%	38%	50%
Other sources	14%	6%	0%	0%

Other sources used to recruit interns:

- Summer leadership program
- Summer on the Cuyahoga program
- Company website
- Church
- Our recruitment is largely word of mouth. Student, and adult class member alum, community partners and social media are our largest recruitment tools.
- Boolean searches are conducted
- Because [our industry] is a specialization we hire primarily pre-program or program students who are already actively seeking jobs in conservation.

TABLE 15a | Sources used to recruit new college graduates

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Alumni contacts with college/university	41%	56%	38%
Direct relationships with college/university professors	28%	44%	50%
Co-ops	25%	12%	13%
Faculty referrals	22%	36%	25%
Internships	34%	44%	50%
Job postings on college graduate/intern focused job boards or websites	47%	36%	25%
Job postings on college/university career center websites	59%	64%	38%
Job postings on OhioMeansJobs or OhioMeansInternships	31%	28%	13%
Job postings on general or industry-specific job boards/websites	38%	32%	50%
Participation in college/university job fairs	53%	44%	38%
Direct relationships with college/university career services offices	38%	56%	13%
Facebook	25%	20%	38%
LinkedIn	50%	64%	25%
Twitter	13%	24%	13%
Instagram	13%	20%	0%
NEO Talent Exchange online matching program	3%	0%	0%
High Schools	6%	8%	0%
Vocational Schools	25%	16%	13%
Other referrals (employees, customers, etc.)	44%	36%	50%
Other sources	0%	4%	0%

Organizational Size

	1-50	51-200	201-500	Over 500
Alumni contacts with college/university	43%	35%	38%	83%
Direct relationships with college/university professors	29%	35%	38%	50%
Co-ops	7%	16%	38%	25%
Faculty referrals	29%	26%	25%	33%
Internships	36%	39%	13%	67%
Job postings on college graduate/intern focused job boards or websites	43%	29%	38%	67%
Job postings on college/university career center websites	57%	52%	50%	83%
Job postings on OhioMeansJobs or OhioMeansInternships	29%	26%	25%	33%
Job postings on general or industry-specific job boards/websites	36%	32%	38%	50%
Participation in college/university job fairs	21%	35%	88%	83%
Direct relationships with college/university career services offices	36%	42%	25%	58%
Facebook	21%	19%	38%	33%
LinkedIn	43%	48%	50%	75%
Twitter	21%	6%	13%	42%
Instagram	0%	6%	13%	50%
NEO Talent Exchange online matching program	0%	0%	13%	0%
High Schools	0%	10%	13%	0%
Vocational Schools	0%	26%	25%	25%
Other referrals (employees, customers, etc.)	29%	45%	38%	50%
Other sources	0%	3%	0%	0%

Other sources used to recruit new college graduates:

- Company website
- Boolean searches are conducted
- Referrals from [industry specific] programs and recommendations for pre-program interns.

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

	Yes, on both interns & new graduates	Yes, on interns only	Yes, on new graduates only	No
All Organizations	30%	1%	5%	64%
Industry	25%	0%	6%	69%
Manufacturing	44%	0%	8%	48%
Non-Manufacturing	38%	0%	0%	63%
Non-Profit	43%	0%	14%	43%
Organizational Size	23%	0%	0%	77%
1-50	63%	0%	13%	25%
51-200	33%	0%	8%	58%
201-500	30%	1%	5%	64%
Over 500	25%	0%	6%	69%

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

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Business	50%	68%	50%
Hospitality/Culinary	0%	8%	0%
Public Affairs/Law	0%	8%	50%
Engineering	72%	28%	25%
Information Technology/Computer Science	28%	48%	13%
Social Sciences	0%	4%	0%
Health/Human Services	0%	12%	25%
Liberal Arts/Humanities	3%	4%	13%
Visual Communications/Design	6%	24%	13%
Law	3%	8%	0%
Economics/Finance	25%	40%	25%
Marketing	38%	40%	25%
Other	16%	28%	25%

Organizational size

	1-50	51-200	201-500	Over 500
Business	57%	52%	63%	67%
Hospitality/Culinary	14%	0%	0%	0%
Public Affairs/Law	21%	6%	0%	8%
Engineering	14%	52%	75%	67%
Information Technology/Computer Science	29%	26%	38%	58%
Social Sciences	7%	0%	0%	0%
Health/Human Services	29%	3%	0%	0%
Liberal Arts/Humanities	14%	3%	0%	0%
Visual Communications/Design	14%	10%	13%	25%
Law	14%	0%	0%	8%
Economics/Finance	36%	26%	25%	42%
Marketing	43%	26%	38%	58%
Other	36%	16%	25%	17%

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

- Accounting
- Skilled Trades
- Natural Resources, Sciences
- Construction
- English
- Insurance Studies
- Real Estate
- HR
- Accounting
- Journalism
- Environmental studies, Science (geography, biology, chemistry)
- Environmental Science
- Construction Technologies; HVAC
- Manufacturing
- Co-Op for engineering and IT; Trade Schools HVAC & Electrical
- Sales
- Science, Chemistry, Art
- Rubber Manufacturing

TABLE 18a | Criteria used to hire interns

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Academic year	56%	56%	63%
Skills assessment/testing	6%	20%	13%
Business acumen	19%	40%	25%
Career goals	47%	36%	88%
Certifications	19%	12%	38%
College/university attended	9%	28%	13%
Coursework	34%	44%	38%
Grade point average (GPA)	28%	32%	25%
Prior internship/co-op experience	38%	40%	38%
Interpersonal/communication skills	56%	56%	75%
Involvement in extra-curricular activities	22%	44%	75%
Location of college/university	22%	4%	13%
Major	50%	52%	88%
Professionalism	50%	64%	88%
Projects	44%	28%	50%
References	13%	24%	38%
Study abroad experience	3%	0%	0%
Work ethic	53%	56%	75%
Work experience	34%	28%	63%
Writing sample	3%	16%	0%
e-Portfolios (electronic/online portfolio)	3%	8%	13%
Competencies/prior learning	31%	32%	25%
Other criteria	3%	8%	13%

Organizational size

	1-50	51-200	201-500	Over 500
Academic year	43%	58%	50%	75%
Assessment/testing	14%	10%	25%	8%
Business acumen	14%	26%	50%	33%
Career goals	43%	48%	38%	58%
Certifications	29%	16%	25%	8%
College/university attended	36%	10%	25%	8%
Coursework	36%	45%	25%	33%
Grade point average (GPA)	21%	29%	13%	50%
Prior internship/co-op experience	14%	39%	38%	67%
Interpersonal/communication skills	57%	61%	38%	67%
Involvement in extra-curricular activities	43%	29%	38%	50%
Location of college/university	0%	16%	13%	25%
Major	43%	61%	13%	83%
Professionalism	64%	58%	38%	75%
Projects	29%	35%	25%	67%
References	29%	13%	25%	25%
Study abroad experience	0%	0%	0%	8%
Work ethic	50%	65%	38%	58%
Work experience	14%	39%	25%	58%
Writing sample	21%	6%	0%	0%
e-Portfolios (electronic/online portfolio)	0%	10%	0%	8%
Competencies/prior learning	21%	26%	38%	50%
Other criteria	0%	10%	13%	0%

Other criteria used to hire interns

- Recommendations from faculty
- Customer service attitude
- Soft skills
- Good fit for the organization; passion for learning
- Ability to present in front of a large group
- Ability to relocate

TABLE 19a | Criteria used to hire new college graduates

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Assessment/testing	25%	44%	13%
Business acumen	41%	56%	25%
Career goals	41%	64%	38%
Certifications	28%	48%	38%
College/university attended	16%	40%	0%
Coursework	28%	44%	50%
Grade point average (GPA)	28%	36%	0%
Prior internship/co-op experience	41%	64%	50%
Interpersonal/communication skills	56%	68%	38%
Involvement in extra-curricular activities	22%	52%	25%
Location of college/university	16%	4%	0%
Major	59%	68%	50%
Professionalism	59%	80%	50%
Projects	38%	36%	38%
References	22%	40%	13%
Study abroad experience	6%	4%	0%
Work ethic	59%	72%	50%
Work experience	41%	72%	38%
Writing sample	3%	36%	13%
e-Portfolios (electronic/online portfolio)	0%	24%	13%
Competencies/prior learning	34%	40%	50%
Other criteria	3%	8%	0%

Organizational size

	1-50	51-200	201-500	Over 500
Assessment/testing	29%	29%	38%	33%
Business acumen	36%	45%	38%	58%
Career goals	71%	42%	38%	50%
Certifications	36%	32%	38%	50%
College/university attended	36%	13%	25%	33%
Coursework	57%	32%	13%	42%
Grade point average (GPA)	29%	26%	13%	42%
Prior internship/co-op experience	50%	48%	25%	75%
Interpersonal/communication skills	64%	52%	38%	83%
Involvement in extra-curricular activities	57%	19%	25%	50%
Location of college/university	0%	13%	13%	8%
Major	64%	65%	13%	83%
Professionalism	79%	61%	38%	83%
Projects	29%	29%	25%	75%
References	29%	23%	25%	42%
Study abroad experience	7%	0%	13%	8%
Work ethic	64%	65%	38%	75%
Work experience	43%	58%	38%	58%
Writing sample	36%	10%	13%	17%
e-Portfolios (electronic/online portfolio)	7%	13%	13%	8%
Competencies/prior learning	36%	35%	38%	50%
Other criteria	0%	6%	0%	8%

Other criteria used to hire new college graduates

- Customer service attitude
- Soft skills
- Good fit for the organization; passion for learning

TABLE 20a | Criteria used to determine new college graduate salaries

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Assessment/testing	16%	20%	13%
Business acumen	9%	16%	0%
Career goals	16%	4%	0%
Certifications	16%	40%	50%
College/university attended	3%	16%	0%
Coursework	13%	12%	25%
Grade point average (GPA)	13%	8%	0%
Prior internship/co-op experience	28%	28%	13%
Interpersonal/communication skills	16%	20%	13%
Involvement in extra-curricular activities	6%	4%	0%
Location of college/university	6%	0%	0%
Major	28%	16%	13%
Professionalism	16%	16%	0%
Projects	13%	8%	25%
References	9%	0%	0%
Study abroad experience	3%	0%	0%
Work ethic	19%	20%	0%
Work experience	28%	40%	25%
Writing sample	0%	4%	0%
e-Portfolios (electronic/online portfolio)	0%	4%	0%
Competencies/prior learning	16%	20%	13%
Other criteria	9%	12%	0%

Organizational size

	1-50	51-200	201-500	Over 500
Assessment/testing	14%	16%	38%	8%
Business acumen	14%	6%	38%	0%
Career goals	0%	10%	25%	8%
Certifications	50%	19%	38%	25%
College/university attended	7%	6%	13%	8%
Coursework	14%	13%	25%	8%
Grade point average (GPA)	14%	3%	25%	8%
Prior internship/co-op experience	7%	29%	38%	33%
Interpersonal/communication skills	21%	13%	38%	8%
Involvement in extra-curricular activities	7%	0%	25%	0%
Location of college/university	0%	3%	13%	0%
Major	7%	23%	38%	25%
Professionalism	14%	10%	38%	8%
Projects	0%	13%	13%	25%
References	0%	3%	13%	8%
Study abroad experience	0%	0%	13%	0%
Work ethic	14%	13%	38%	17%
Work experience	14%	39%	50%	25%
Writing sample	0%	3%	0%	0%
e-Portfolios (electronic/online portfolio)	0%	3%	0%	0%
Competencies/prior learning	0%	19%	50%	8%
Other criteria	7%	10%	0%	17%

Other criteria used to determine salaries for new college graduates

- Market data
- Market data; industry salary surveys; competitor pay rates; ask school career offices for recent grad pay rates.
- Regional salary surveys
- Market data
- Local surveys of wages in the NEO area and relationships with other associations.
- The candidate salary would be determined by the current company salary range for the department they will work in. Consideration will be given to any prior work experience.
- We used compensation studies to determine salaries based upon business need and value

TABLE 23a | Organizations that recruit from the following types of institutions of higher education for interns

	2-year colleges	For-profit colleges	4-year colleges/universities
All Organizations	31%	13%	58%
Industry			
Manufacturing	41%	16%	84%
Non-Manufacturing	40%	16%	76%
Non-Profit	63%	13%	88%
Organizational Size			
1-50	29%	7%	79%
51-200	48%	16%	77%
201-500	75%	38%	88%
Over 500	25%	8%	92%

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

	2-year colleges	For-profit colleges	4-year colleges/universities
All Organizations	28%	18%	54%
Industry			
Manufacturing	44%	22%	69%
Non-Manufacturing	44%	28%	92%
Non-Profit	25%	25%	63%
Organizational Size			
1-50	14%	14%	86%
51-200	48%	26%	68%
201-500	50%	38%	63%
Over 500	50%	25%	100%

TABLE 25a | Academic year required for internships

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
No specific year	28%	36%	50%
Year 1	3%	4%	13%
Year 2	28%	28%	13%
Year 3	53%	60%	38%
Year 4	47%	52%	50%
Graduate	9%	28%	38%

Organizational size

	1-50	51-200	201-500	Over 500
No specific year	50%	32%	38%	17%
Year 1	7%	0%	0%	17%
Year 2	14%	32%	13%	33%
Year 3	43%	55%	38%	75%
Year 4	43%	55%	38%	50%
Graduate	21%	19%	13%	25%

TABLE 26a | Job levels for which organizations typically hire new college graduates

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Entry-Level	94%	92%	63%
Mid-Level/Non-Supervisory	16%	4%	13%
Supervisor	3%	4%	0%
Manager	3%	4%	0%
Other	0%	8%	0%

Organizational size

	1-50	51-200	201-500	Over 500
Entry-Level	86%	87%	100%	92%
Mid-Level/Non-Supervisory	0%	10%	25%	17%
Supervisor	0%	0%	13%	8%
Manager	0%	0%	13%	8%
Other	7%	3%	0%	0%

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

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

	10 weeks	16 weeks	32 weeks	1+ year(s)	Other
All Organizations	24%	37%	6%	10%	24%
Industry					
Manufacturing	10%	45%	7%	14%	24%
Non-Manufacturing	35%	26%	4%	4%	30%
Non-Profit	25%	38%	0%	25%	13%
Organizational Size					
1-50	14%	36%	7%	7%	36%
51-200	25%	36%	0%	14%	25%
201-500	14%	57%	29%	0%	0%
Over 500	27%	27%	0%	18%	27%

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

	Percent
All Organizations	75%
Industry	
Manufacturing	76%
Non-Manufacturing	79%
Non-Profit	75%
Organizational Size	
1-50	79%
51-200	76%
201-500	71%
Over 500	82%

TABLE 29a | Types of benefits offered to interns

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
401(k)/403(b)	9%	12%	13%
Health insurance	0%	4%	13%
Bus pass or gas card	0%	4%	13%
Credit towards benefits for time worked if hired after graduation	9%	8%	0%
Leaves of absence	0%	12%	0%
On-site perks (i.e. cafeteria, fitness center)	22%	36%	38%
Paid holidays	22%	12%	13%
Paid sick days/time off	0%	4%	0%
Pay for or allow intern(s) to attend networking events	16%	40%	50%
Pay for or allow intern(s) to attend organization’s social events	22%	56%	38%
Performance incentives (e.g. cash bonuses)	9%	4%	0%
Rewards and recognition (e.g. gift cards, peer recognition)	25%	28%	0%
Subsidized parking	0%	12%	25%
Subsidized housing	13%	8%	0%
Tuition reimbursement	0%	0%	0%
Other external training opportunities	16%	16%	38%
Pay for college credit(s)	3%	4%	0%
No benefits offered to interns	19%	20%	13%

Organizational size

	1-50	51-200	201-500	Over 500
401(k)/403(b)	7%	10%	0%	25%
Health insurance	0%	0%	0%	17%
Bus pass or gas card	0%	6%	0%	0%
Credit towards benefits for time worked if hired after graduation	7%	10%	0%	8%
Leaves of absence	14%	3%	0%	0%
On-site perks (i.e. cafeteria, fitness center)	29%	32%	25%	25%
Paid holidays	21%	6%	25%	33%
Paid sick days/time off	7%	0%	0%	0%
Pay for or allow intern(s) to attend networking events	36%	29%	13%	33%
Pay for or allow intern(s) to attend organization's social events	50%	42%	0%	33%
Performance incentives (e.g. cash bonuses)	7%	10%	0%	0%
Rewards and recognition (e.g. gift cards, peer recognition)	21%	23%	38%	17%
Subsidized parking	21%	6%	0%	0%
Subsidized housing	7%	0%	25%	25%
Tuition reimbursement	0%	0%	0%	0%
Other external training opportunities	21%	19%	13%	17%
Pay for college credit(s)	0%	3%	13%	0%
No benefits offered to interns	14%	23%	13%	17%

TABLE 30a | Organization’s pay structure for interns

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Annualized salary	0%	4%	0%
Hourly wage	88%	72%	50%
Set stipend	0%	0%	13%
Do not pay interns	3%	4%	0%
Other	0%	4%	25%

Organizational size

	1-50	51-200	201-500	Over 500
Annualized salary	7%	0%	0%	0%
Hourly wage	64%	77%	75%	92%
Set stipend	0%	3%	0%	0%
Do not pay interns	0%	3%	13%	0%
Other	7%	6%	0%	0%

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

	Yes	No	N/A (not a for-profit)
All Organizations	74%	13%	13%
Industry			
Manufacturing	80%	17%	3%
Non-Manufacturing	84%	12%	4%
Non-Profit	0%	0%	100%
Organizational Size			
1-50	50%	21%	29%
51-200	75%	14%	11%
201-500	100%	0%	0%
Over 500	83%	8%	8%

TABLE 32a | Types of reimbursements organizations obtained for internships

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Ohio Third Frontier Reimbursement	6%	0%	13%
Foundation Reimbursement	0%	0%	13%
Ohio Means Internships and Coops – OMIC	6%	4%	0%
Reimbursement Through College or University Grant Program	9%	0%	13%

Organizational size

	1-50	51-200	201-500	Over 500
Ohio Third Frontier Reimbursement	7%	0%	13%	8%
Foundation Reimbursement	0%	3%	0%	0%
Ohio Means Internships and Coops – OMIC	0%	6%	0%	8%
Reimbursement Through College or University Grant Program	0%	3%	38%	0%

TABLE 33a | Responsibilities of supervisors

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Administrative tasks (signing time sheet, scheduling, etc.)	72%	76%	100%
Assigning or managing projects	75%	88%	100%
Ensuring that the internship is a learning experience	75%	72%	100%
Evaluating performance	78%	84%	100%
Exposing intern to subject matter experts	66%	76%	100%
Providing feedback or coaching	78%	88%	100%
Training or teaching new skills	75%	80%	100%
Communication with intern’s college/university	53%	56%	75%

Organizational size

	1-50	51-200	201-500	Over 500
Administrative tasks (signing time sheet, scheduling, etc.)	71%	81%	63%	83%
Assigning or managing projects	86%	84%	75%	83%
Ensuring that the internship is a learning experience	71%	77%	75%	83%
Evaluating performance	86%	81%	75%	92%
Exposing intern to subject matter experts	71%	74%	63%	83%
Providing feedback or coaching	86%	87%	75%	83%
Training or teaching new skills	79%	81%	75%	83%
Communication with intern’s college/university	64%	52%	38%	75%

TABLE 34a | Responsibilities of mentors

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Administrative tasks (signing time sheet, scheduling, etc.)	25%	12%	0%
Assigning or managing projects	22%	12%	13%
Ensuring that the internship is a learning experience	34%	48%	0%
Evaluating performance	19%	16%	0%
Exposing intern to subject matter experts	28%	44%	13%
Providing feedback or coaching	41%	40%	0%
Training or teaching new skills	41%	40%	13%
Communication with intern’s college/university	9%	20%	0%

Organizational size

	1-50	51-200	201-500	Over 500
Administrative tasks (signing time sheet, scheduling, etc.)	14%	19%	38%	0%
Assigning or managing projects	14%	19%	25%	8%
Ensuring that the internship is a learning experience	43%	35%	25%	33%
Evaluating performance	7%	19%	25%	8%
Exposing intern to subject matter experts	43%	29%	25%	33%
Providing feedback or coaching	29%	32%	25%	58%
Training or teaching new skills	43%	32%	25%	50%
Communication with intern’s college/university	29%	6%	13%	8%

TABLE 35a | Organizations that provide interns with the following Industry

	Manufacturing	Non-Manufacturing	Non-Profit
An orientation within the first week of employment	88%	80%	88%
Access to a mentor	47%	64%	50%
Formal training	66%	56%	50%
Performance evaluation	63%	56%	50%
Regular feedback and coaching	81%	72%	88%

Organizational size

	1-50	51-200	201-500	Over 500
An orientation within the first week of employment	64%	90%	88%	92%
Access to a mentor	57%	58%	38%	50%
Formal training	50%	58%	50%	83%
Performance evaluation	50%	58%	38%	83%
Regular feedback and coaching	79%	77%	63%	92%

Types of training and development opportunities provided to interns

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

TABLE 36a | Organizations that provide new college graduates with the following Industry

	Manufacturing	Non-Manufacturing	Non-Profit
An orientation within the first week of employment	81%	92%	63%
Access to a mentor	47%	72%	38%
Formal training	78%	72%	50%
Performance evaluation	75%	92%	63%
Regular feedback and coaching	78%	88%	63%

Organizational size

	1-50	51-200	201-500	Over 500
An orientation within the first week of employment	79%	77%	88%	100%
Access to a mentor	71%	58%	25%	50%
Formal training	64%	65%	75%	100%
Performance evaluation	79%	81%	63%	92%
Regular feedback and coaching	79%	74%	88%	92%

Types of training and development opportunities provided to new college graduates

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

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

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

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

	Percent
All Organizations	22%
Industry	
Manufacturing	23%
Non-Manufacturing	25%
Non-Profit	13%
Organizational Size	
1-50	9%
51-200	7%
201-500	20%
Over 500	73%

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

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Ability/willingness to learn and develop	79%	76%	50%
Attitude	68%	81%	50%
Communication	68%	71%	63%
Creativity/innovation	46%	52%	25%
Customer service	36%	43%	38%
Dependability	75%	76%	75%
Productivity/efficiency	68%	71%	63%
Interpersonal skills	61%	71%	25%
Level or value of contributions	46%	38%	25%
Problem solving	68%	71%	25%
Professionalism	68%	76%	75%
Quality of work	71%	81%	75%
Teamwork	79%	86%	63%

Organizational size

	1-50	51-200	201-500	Over 500
Ability/willingness to learn and develop	75%	70%	57%	91%
Attitude	58%	78%	29%	91%
Communication	58%	74%	57%	73%
Creativity/innovation	50%	41%	14%	73%
Customer service	8%	44%	29%	64%
Dependability	75%	70%	57%	100%
Productivity/efficiency	75%	67%	57%	73%
Interpersonal skills	50%	59%	29%	91%
Level or value of contributions	33%	41%	14%	64%
Problem solving	58%	56%	57%	91%
Professionalism	67%	70%	43%	100%
Quality of work	83%	70%	57%	91%
Teamwork	75%	78%	57%	100%

TABLE 40a | Methods organizations use to continue to engage interns

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Keep in contact with intern (via direct communication, social media, LinkedIn, etc.)	50%	71%	63%
Communications with intern’s college/university	36%	43%	38%
Hold intern alumni events	7%	5%	0%
Recall/re-hire over multiple terms/years	39%	67%	38%
Offer employment (if available)	57%	62%	38%

Organizational size

	1-50	51-200	201-500	Over 500
Keep in contact with intern (via direct communication, social media, LinkedIn, etc.)	67%	67%	57%	36%
Communications with intern’s college/university	25%	41%	14%	64%
Hold intern alumni events	8%	4%	0%	9%
Recall/re-hire over multiple terms/years	33%	37%	71%	82%
Offer employment (if available)	50%	63%	57%	45%

TABLE 41a | Organizations that offered interns *full-time* employment

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Offered to all intern(s)	45%	8%	0%
Offered to some intern(s)	79%	67%	75%
Not offered to any intern(s)	36%	25%	0%

Organizational size

	1-50	51-200	201-500	Over 500
Offered to all intern(s)	13%	29%	25%	40%
Offered to some intern(s)	44%	78%	57%	100%
Not offered to any intern(s)	29%	20%	40%	25%

TABLE 42a | Organizations that offered interns *part-time* employment

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Offered to all intern(s)	0%	25%	0%
Offered to some intern(s)	4%	14%	0%
Not offered to any intern(s)	21%	0%	25%

Organizational size

	1-50	51-200	201-500	Over 500
Offered to all intern(s)	38%	0%	0%	0%
Offered to some intern(s)	11%	9%	14%	0%
Not offered to any intern(s)	0%	20%	0%	50%

TABLE 43a | Reasons organizations did not offer employment to any or some interns

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
No positions open	50%	29%	63%
Intern had not graduated	43%	19%	13%
Intern was not ready to take on a permanent position	32%	19%	13%
Intern performance was poor	14%	24%	0%
Other	4%	0%	0%

Organizational size

	1-50	51-200	201-500	Over 500
No positions open	50%	41%	29%	55%
Intern had not graduated	0%	37%	29%	45%
Intern was not ready to take on a permanent position	8%	26%	29%	36%
Intern performance was poor	8%	11%	14%	36%
Other	0%	4%	0%	0%

TABLE 45a | Primary reasons organizations use interns

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
To obtain affordable workforce support	61%	33%	63%
To provide administrative support	39%	24%	50%
To improve retention of new college graduates in Northeast Ohio	32%	33%	25%
To increase exposure at local colleges and universities	57%	38%	13%
To develop a local talent pipeline	79%	86%	75%
To assist with special project work	79%	52%	75%
To test potential employees before hiring them	43%	52%	25%
To solicit creative/innovative input	36%	24%	25%
To develop supervisory skills of your existing employees	21%	19%	25%
To increase exposure at colleges/universities outside of Northeast Ohio	11%	19%	13%
To develop a talent pipeline from outside of Northeast Ohio	11%	24%	0%
Do not currently hire interns	13%	16%	0%
Other	0%	10%	13%

Organizational size

	1-50	51-200	201-500	Over 500
To obtain affordable workforce support	25%	59%	43%	64%
To provide administrative support	17%	41%	43%	36%
To improve retention of new college graduates in Northeast Ohio	17%	33%	29%	45%
To increase exposure at local colleges and universities	33%	44%	57%	45%
To develop a local talent pipeline	58%	81%	86%	100%
To assist with special project work	83%	67%	57%	64%
To test potential employees before hiring them	17%	52%	29%	64%
To solicit creative/innovative input	42%	19%	29%	45%
To develop supervisory skills of your existing employees	17%	15%	29%	36%
To increase exposure at colleges/universities outside of Northeast Ohio	25%	15%	14%	0%
To develop a talent pipeline from outside of Northeast Ohio	17%	4%	43%	18%
Do not currently hire interns	14%	13%	13%	8%
Other	17%	4%	0%	0%

Other reasons organizations use interns

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

TABLE 46a | Ways organizations determine the return on investment of internship program

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Cost/benefit analysis/formula	0%	19%	0%
Rate of FTE conversion	4%	33%	13%
Number of projects completed	18%	14%	0%
N/A (we do not currently track/calculate the ROI on our internship program)	71%	57%	88%
Other	4%	10%	0%

Organizational size

	1-50	51-200	201-500	Over 500
Cost/benefit analysis/formula	8%	4%	14%	9%
Rate of FTE conversion	17%	15%	0%	27%
Number of projects completed	17%	11%	14%	18%
N/A (we do not currently track/calculate the ROI on our internship program)	75%	78%	43%	55%
Other	17%	0%	0%	9%

TABLE 47a | Primary benefit(s) that using interns has had on organizations

Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Entry-talent pipeline	71%	86%	50%
Infusion of new perspectives/ideas	54%	38%	50%
Completion of important projects	75%	48%	50%
Inexpensive way to accomplish short term goals	36%	43%	25%
Mentoring and supervisory development for existing employees	46%	43%	63%
Other	0%	5%	0%

Organizational size

	1-50	51-200	201-500	Over 500
Entry-talent pipeline	58%	70%	86%	91%
Infusion of new perspectives/ideas	58%	33%	43%	73%
Completion of important projects	67%	52%	57%	82%
Inexpensive way to accomplish short term goals	25%	30%	57%	55%
Mentoring and supervisory development for existing employees	58%	33%	29%	82%
Other	8%	0%	0%	0%

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