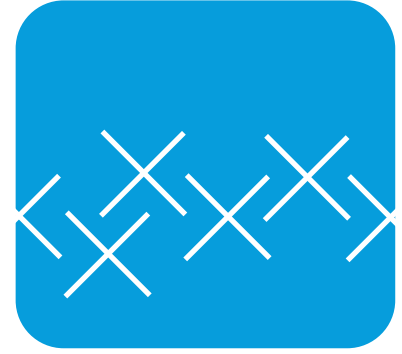




# CORO THE NEW GENERATIONS PROGRAM



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## The Experience: Employers & Internships

### SUMMARY of FINDINGS

— **Two-thirds of the region’s employers miss a prime opportunity to bring new life into their businesses while simultaneously helping to grow the area’s workforce.** Only 34 percent of the employers surveyed are currently utilizing interns. This shows that there is definite room for outreach and education to employers, especially in a region hosting over 140,000 college students annually.

— **Employers who host interns overwhelmingly report positive experiences for their organizations.**

83 percent of the employers positively benefited from their experiences with interns, and rated hosting an intern as a 7 or higher on a scale of 1 to 10 (*with 10 being very positive*). Students who have taken internships also rated the experience extremely positive.

— **Employers and interns take a greater advantage of internship opportunities in the summer than during other times of the year.**

Summer was the most popular time for employers to offer

internships. Other times during the work year, while still rating high, were not as common as the summer internship season. Most students stated that summer was the best time for them to take an internship as well.

— **Internship compensation discussion and creativity are needed.** Many employers express concern about “paying” an intern. Our research shows that while many employers are not willing to offer a monetary hourly wage, there are other forms of payment made available to interns. Examples include a travel or food stipend, academic credit, or even perks given by the host company.

— **Employers value transferable skills over technical skills.** Overall, employers actively recruit interns who can implement existing knowledge of transferable skills. Communication skills, organizational skills, time management skills and the ability to work independently were rated much higher than other specific, technical skills.

### Recommendations...

- Maximize the opportunities
- Inform, educate, and market
- Centralize efforts
- Provide open and accessible opportunities

### INTRODUCTION

The southwestern Pennsylvania region needs to attract and retain more young people. Employers need to find capable talent eager to serve our area’s businesses. By fulfilling both of these needs, the Pittsburgh region can actualize a prosperous future, which includes growth and an engaged citizenry. By linking the wealth of young talent (*6th highest concentration of students in the nation according to the Pennsylvania Economy League*) to our regional businesses and employment centers, this idealistic vision can be transformed into a reality. Yet, many of our area businesses, schools, and students are falling short of maximizing this important

connection. As a result, businesses and other organizations miss opportunities to gain high yield from minimal expense output.

Employer driven internships — a process by which young talent can earn skills and contribute to a region’s workforce — can serve as a continual economic and workforce generator for the region’s businesses and the region overall, *if only* more employers and students would take advantage of the opportunities. More than half (*66 percent*) of our region’s employers miss the opportunity to energize and educate young people vis-à-vis a workforce

*“The most valuable aspect of internships is the opportunity to see a potential core staff employee in action. In many cases a student is with us for several semesters before graduation. We can have a first hand view of their work habits and overall fit within our organization. If a full-time opportunity becomes available, we can consider the intern’s potential fit based on their prior work with us.”*

— Lou Stanoslovich, CFP®,  
Legend Financial Advisors, Inc.,  
Pittsburgh, Pennsylvania

*“We look to interns [to help with our workload], it is what we have done for years, and we often end up hiring exceptional, bright, strong, students full-time.”*

— Mara Addison, Associate  
Managing Director, Dorrance  
Publishing Co., Inc.

*“Internships give students the opportunity for their class work to come alive”*

— Sue Hawkins, College of Arts  
and Sciences, University of  
Pittsburgh

development compliment to the academic components earned at area colleges and universities.

**According to the Regional Internship Center: Student Internship Survey**, students with internship experience are more likely to consider staying in the southwestern Pennsylvania region after graduation than students without internship experience. Each year, the Southwestern Pennsylvania region is home to over 140,000 students who attend our colleges and universities. These students participate in regional attributes including green space, nightlife, biking trails, sporting events, the music scene and more. Many of these students hold part time jobs to help supplement their education. Yet, not nearly as many of these students — and especially area employers — are engaging in internship participation, a process which gains students access to practical experience and job seeking skills and employers to energetic talent and potential future employees for them or the region.

Indeed, many area employers are missing a valuable opportunity to help develop future employees for our region. Southwestern Pennsylvania can do better in putting together the puzzle pieces through workforce development.

There can be little dispute over the numbers of people the region of southwestern Pennsylvania is continuing to lose:

- Between 1980 and 2000, the age group of 20-34 year olds declined by 32 percent (more than 200,000 people) in the ten-county region.<sup>1</sup>
- Between 1995 and 2000, the region experienced a loss in every age category.<sup>2</sup>
- The City of Pittsburgh has lost half of its population since 1950 and continues to shrink.<sup>3</sup>
- Pittsburgh has the second lowest in-migration rate of all metropolitan areas with over one million residents.<sup>4</sup>

Yet, in stark contrast to these statistics, stands the fact that we educate over 140,000 students in this very same region every year. Brain drain or brain gain? It all depends on the way the region maximizes and benefits from the resources it clearly possesses. There are an estimated 100,000 employers<sup>5</sup> in the 10-county region.<sup>6</sup> These employers have the power to

advance their organizations and entice a student to remain in the Pittsburgh region. This report finds that while the majority of employers in the region are interested in hosting an internship, many don’t currently offer them or even know where to begin the process.

Internships are a win-win situation for all involved. Employers gain current knowledge and can complete projects they otherwise would not have time for, students gain practical experience and are more likely to work and support our local economy, and colleges and universities can build their reputations by turning out “knowledge workers” with practical experience, built upon their academic pursuits.

Internships save employers money. Internships are a cost effective way for employers to test-drive potential hires, allowing firms to gauge if a fit with the company exists at relatively low cost and risk. The Uniontown Redevelopment Authority has estimated that projects completed by interns at the authority throughout 2004 have saved Uniontown an estimated \$30,000.<sup>7</sup> More companies are doing hiring from their ranks of interns based solely on estimates that a structured internship program can cut hiring expenses, such as staff time and training, in half.<sup>8</sup>

Internships also provide the employer with a competitive advantage. Employers gain the intern’s knowledge of the latest academic information and skills, allowing them to keep a competitive advantage. Internships also fill a public relations function for the company. A student will also take a good experience back to friends, faculty, family, and other employers, continually building a strong and positive reputation for the hosting company.

Employers are even beginning to use internships as a recruiting tool and are hiring former interns at an increasing rate. A Northwestern Lindquist/Endicott study showed that the number of new hires that had previously been summer interns rose from 17% to 26% between 1993 and 1994.<sup>9</sup> Pianko also notes that certain companies are looking to hire 70 percent of their full-time, entry-level positions from the ranks of their interns.

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## THE BACKGROUND

### What is the current state of the market for internships?

*“This job would be impossible without the use of interns. We are able to take on more programs and do a better job because of them. They are able to take care of details that I wouldn't have time to do. They know the agency, so when we need a temp, we hire them to fill in. I would highly recommend having intern students.”*

— Kathy Reasoner, Director,  
American Heart Association

The majority of Southwestern Pennsylvania businesses are small. For the five industry clusters that we examined — financial services, healthcare, hospitality/tourism, information technology, and manufacturing — there are a total of 25,796 businesses in the 10-county region.<sup>10</sup> Of these businesses, 79 percent have fewer than 15 employees and only 9 percent have 200 or more employees.

This information suggests that there is a wealth of opportunity available for internships in smaller organizations, as many of the larger organizations already reap the benefits of interns. Larger organizations in the region, such as PNC and Alcoa, regularly utilize interns in the region, with PNC adding ten additional interns this summer.

However, with the knowledge that the majority of companies are smaller in size, it is vital that these types of companies recognize the

benefits to them and their business region when participating in an internship program.

Such benefits to a comprehensive internship program are manifest. The southwestern Pennsylvania region is ripe to engage in education and activity leading to a more cohesive and comprehensive usage of a collaborative regional internship program. The pieces — interns and employers benefiting from the experience, skills being acquired, interest in remaining in the region as a result of internship experience — are in place. The need to connect these pieces is also in place. More can be done to link our regional employers, our schools and our students to create an intersection of workforce development, ultimately leading to advanced regional development and growth. With such a united, focused effort in place, even amidst the drain, our region can experience a gain.

*“Not only do student interns lend a helping hand in our day to day business activities, they contribute their ideas and give a fresh vantage point to our business. I always learn something new from each student. The process of leading and teaching within the context of my workplace, keeps me and my own skills flexible. I always tell our student interns that they may learn more from what they absorb and observe than what they do for us. I can sometimes see in their eyes when things that have been taught in school all of the sudden make sense to them. That is exciting!”*

— Donnie Smith, Publications  
Coordinator, University Medical  
Center

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## METHODOLOGY

This research report attempts to identify employers' experiences, perceptions, and expectations of interns throughout the 10-county region. By collaborating with the University Center for Social and Urban Research (UCSUR) at the University of Pittsburgh, the New Generations Program and the Regional Internship Center were able to conduct a telephone survey from a random sample of employers across the 10-county region. Approximately 100 interviews were conducted in each of the following sectors:

- **Financial Services**
- **Healthcare**
- **Hospitality/Tourism**
- **Information Technology**
- **Manufacturing**

We received an overall response rate of 535 interviews. It is important to note that some of the breakdowns in the analysis, specifically those done by industry cluster, are based on a relatively small number of interviewees (average 30 or 40 responses). With this being said, we still feel that the results are valuable and lend to a better understanding of the region's employers and their needs.

Findings

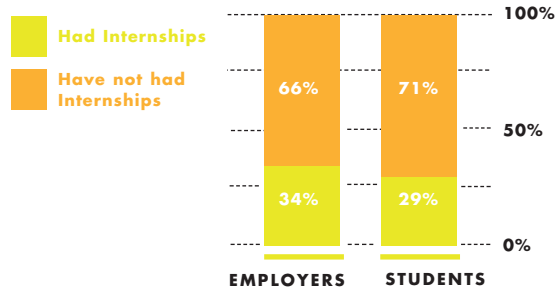
MISSED OPPORTUNITIES

What percentage of the region’s employers has hosted interns?

Of the 535 employers that were interviewed, a large majority (66 percent) has never hosted an intern, while only 34 percent of the employers had previous interns in their companies. Our research with students shows similar results;

with only 29 percent of the students we surveyed having former internship experience.<sup>11</sup> Both of these populations are missing out on the benefits internships have to offer.

Who has experienced internships?

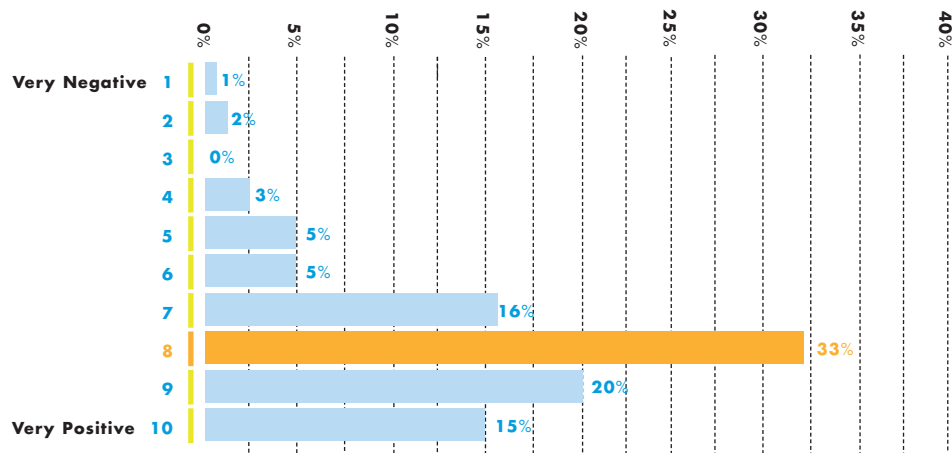


On a scale of 1 to 10, how did employers who have hosted interns rate the experience?

Employers who have hosted an intern had incredibly positive experiences. We asked employers to rate their experiences in hosting an intern on a scale of 1 to 10, with 1 being very negative and 10 being very positive. Only 6 percent rated the experience a 4 or

worse on a scale of 1 to 10, while 84 percent rated their experience a 7 or better. Students also had exceptionally positive experiences in internships, with 83 percent rating their experiences a 7 or better.<sup>12</sup>

Employers rate their experience...



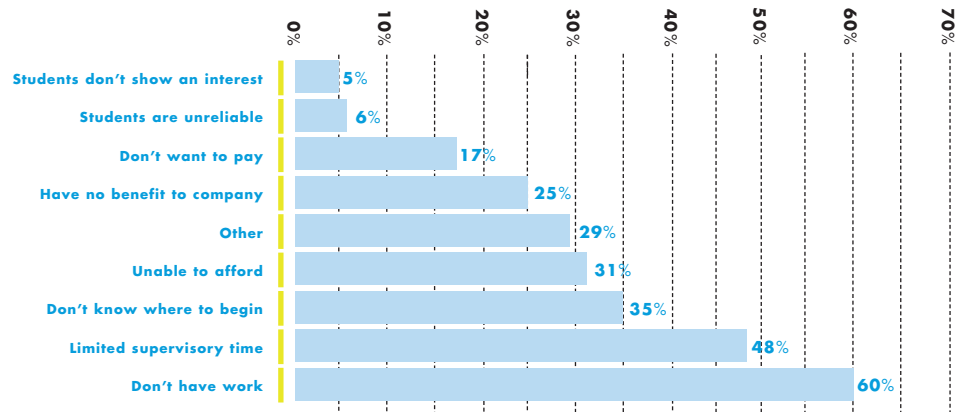
MISSED OPPORTUNITIES — THE REASONS...

Why not host an intern?

Of the 66 percent that said they had never hosted an intern, we asked them to identify reasons they would not. **Not having enough work for interns, limited supervisory time, and not knowing where and how to start an internship** topped the list. 60 percent stated that they did not have work or projects for an intern to do, 48 percent had limited supervisory

time available for an intern, and 35 percent of respondents did not know where to begin to find an intern or how to develop an internship program. In the category listed as “other,” two recurring reasons for not hosting an intern were the fear of confidentiality issues and the employers’ lack of understanding of how to secure an intern.

**Reasons employers don't host interns...**

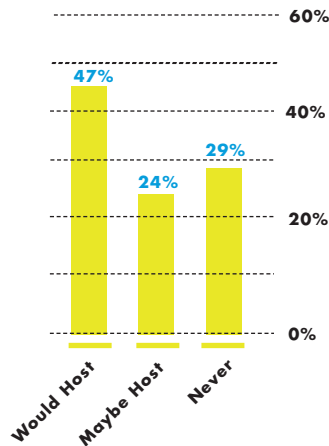


**IS HOSTING AN INTERN AN OPTION?**

We asked all respondents that had never hosted an intern if they would ever consider hosting one. **71 percent stated that they would host or would consider hosting an intern**; another 29 percent said they would never host an intern. The top reasons that this 29 percent stated that they would not consider

hosting an intern are that they **don't have work for an intern to complete (81 percent)**, they have **limited supervisory time (48 percent)**, and that they see **interns having no benefit to their organization (41 percent)**.

**Employers willing to host an intern...**



An interesting finding is that 60 percent of employers stated that they don't have work for an intern to do, however 71 percent stated they would host or would consider hosting an intern. Organizations such as The Regional Internship Center, INROADS, and the Pittsburgh Technology Council, are designed to assist employers in identifying tasks for an intern to complete. Almost every organization can benefit from hosting an intern.

In addition, 48 percent of employers are concerned with the number of hours it will take to supervise an intern. Of the 34 percent of employers who have hosted interns, 7 percent supervise 1 hour or less per week, 21 percent 2 to 3 hours per week, 25 percent 4 to 5 hours per week, 9 percent 6 to 7 hours per week, and 38 percent 8 hours per week or more. The amount of supervision time is dependent on a number of circumstances including the amount of hours the intern is working per week, the type of project/work the intern has, and the planning process the organization has taken to structure the intern's schedule. Again, outside organizations such as The Regional Internship Center, INROADS, and the Pittsburgh Technology Council are designed to assist employers who are on a tight schedule with these tasks.

<i>Amount of supervision</i>	<i>% of employers that have hosted interns</i>
1 hour or less/week	7 percent
2 – 3 hours/week	21 percent
4 – 5 hours/week	25 percent
6 – 7 hours/week	9 percent
8 hours/week or more	38 percent

## WHAT WILL THEY DO?

Of the 71 percent that would possibly act as a host for interns in the future, what type of work do they need done? We have found that students want interesting and meaningful work and plenty of it. The top three tasks that interns can perform in an internship include: **work on group projects with staff (68 percent), administrative office work (68 percent), and independent work on projects (65 percent).**

The types of work employers expect definitely seem to vary by industry. For example, in the

information technology field 79 percent of employers want interns to do technology-related tasks, which is logical. The manufacturing (68 percent) and hospitality/tourism (74 percent) sectors want interns to work on independent projects. Financial services mainly want interns to do administrative, office type work (86 percent). Finally, the healthcare industry values interns that will shadow a staff person (84 percent). These types of work seem to be heavily dependent on practical, real-life experience, something internships should model closely.

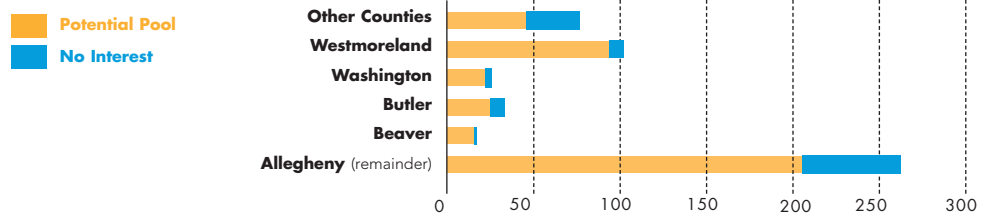
Industry	Chosen type of work	Percent
Information Technology	Technology related tasks	79%
Manufacturing	Independent Projects	68%
Financial Services	Administrative, office work	86%
Healthcare	Shadow a staff person	84%
Hospitality/Tourism	Independent Projects	74%

## WHERE ARE THE EMPLOYERS WHO WANT TO HOST INTERNS?

We have broken out the largest counties (*Allegheny, Beaver, Butler, Washington, and Westmoreland*) and grouped the smaller counties together (*Armstrong, Fayette, Greene, Indiana, and Lawrence*) due to the small percentages given with these smaller separate

counties. The potential pool for internships in each county far outweighs the number of employers who do not have an interest in hosting an intern. This shows a definite interest from the region's employers in having an intern work for their organization.

Employer interest by county...



## THE SEARCH

### Where did employers find their interns?

**Most companies said that interns find them (70 percent).** This is a surprising finding to the New Generations Program because it suggests that employers will not go out of their way to

offer these opportunities to students. Employers are not proactively searching for interns, nor are they promoting the opportunities available in this region.

Other popular choices employers used to search for interns are local colleges and universities (67 percent), personal networks of family and friends (52 percent) and employee referrals (51 percent). This brings up a very important regional issue. This finding suggests that internships are somewhat “closed” to people outside of the region. How are students from outside the region able to

connect to companies when personal networks are one of the most popular ways to secure an internship? Companies need to broaden their prospective interns beyond this personal network to the array of talent that is available. With more outreach and education to employers, this would create a public opportunity for internships, instead of the closed system that is now in existence.

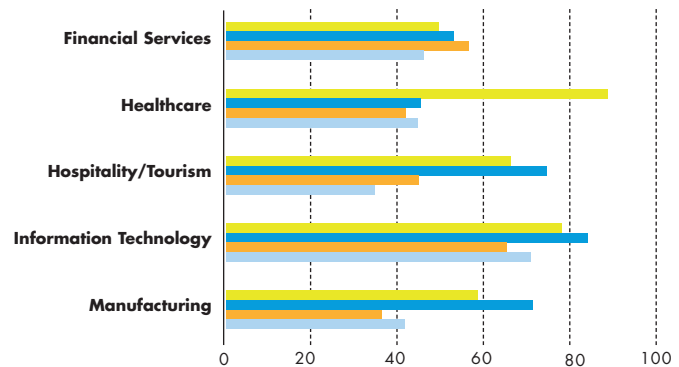
### Does the search vary by industry?

In looking at the top four choices of where employers find interns, we wanted to evaluate if different industries should market/advertise internships differently depending on where employers look for fresh talent. The data collected suggests that employers in the **information technology, manufacturing, and hospitality/tourism fields** find most of their interns from **local colleges and universities**. Most employers in the **financial services**

sector find interns from a **network of family and friends**, however, it is important to mention that all methods of recruitment are relatively close for this industry. Finally, the **healthcare** industry has most of their **interns pursue employers**, which is not surprising considering that most students in healthcare are required by the school to complete some practical experience requirement.

#### Where Employers find Interns

- Interns pursue employers
- Colleges & Universities
- Family & friends
- Employee referrals



No cohesive system appears to be in place to help potential interns find their own spots. Depending upon industry, family and friends and personal networks can have a big impact upon the search’s success rate. It appears that for the most part, students are left to themselves to find a good internship match. Employers, colleges and universities, and students need to be working together to help drive the regional internship workforce development engine. If colleges and universities are able to achieve a great assistance search rate in tourism and technology fields, is the student majoring in healthcare at a disadvantage to the university

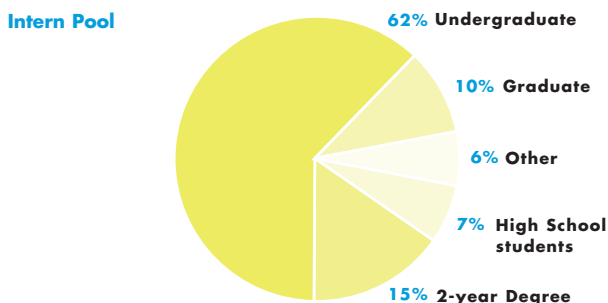
placement system helping him/her? What of the student who has no family or friends in the financial corridor yet wants work experience and to contribute in that field?

From the data, it can be suggested that the route a potential intern has to take to finding a good, experiential internship is somewhat — if not strongly — contingent upon what his or her field is and/or who his or her family connections may be. The Southwestern Pennsylvania region can do better at developing a more egalitarian internship process for both interns and employers to gain equal educational opportunity footing.

## WHAT EMPLOYERS WANT...

Most employers, 2 out of 3, typically host only **1 or 2 interns annually**. Part of this could be contributed to the small size of the majority of companies in the Southwestern PA region as mentioned earlier.

The majority of employers (62 percent) utilize **undergraduate students** to fill internship positions. Only 22 percent of the employers surveyed make use of the availability of 2-year degree students and high school students and only 10 percent host graduate students. 6 percent of respondents utilized the “other” category, with most answering that any level of student is sufficient.



We asked employers what criteria they use when selecting an intern for the position. Do grades matter? Does the name of a college or university factor into the decision-making? Is a personal connection with the student most

important? The answer to all of these questions is no. **The most important factor in selecting an intern is the student’s major or field of study (89 percent).**

*“As a rule, employers look for job candidates who have the kind of work-related experience that students can gain through an internship or a co-op program.”*

— Marilyn Mackes, Executive Director, National Association of Colleges and Employers

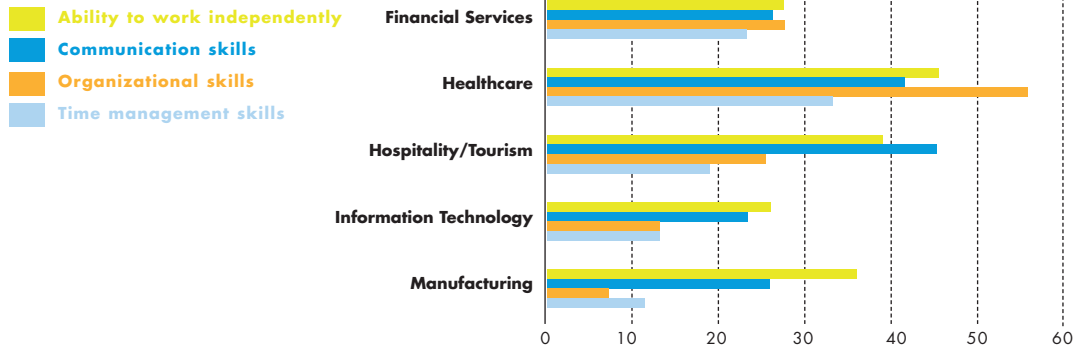
### What are the most important skills for an intern to have?

On a scale of 1 to 10, with 1 being not at all important and 10 being extremely important, we asked all respondents that had hosted internships to rate a set of skills that they would like interns to bring to the table. While all of the skills were rated high, topping the list were transferable skills. **The ability to work**

**independently (81 percent rated this an 8 or higher), communication skills (69 percent rated this an 8 or higher), organizational skills (69 percent rated this an 8 or higher), and time management skills (59 percent rated this an 8 or higher)** were rated much higher than other specific, technical skills.

The **ability to work independently** seemed to be most important in the **information technology** and **manufacturing** sectors. The ability to work independently and organizational skills were tied for the highest rating skills for financial services. Much like the search for interns, the financial services industry appears to value all skills at a very close rate. **Communication skills** were most important for interns looking to work in the **hospitality/ tourism** field, which involves constant interaction with the public. **Organization skills** were most valued in the **healthcare industry**, and while time management skills were rated high overall, they did not stand out as the most important skill in any of the industry clusters.

**Skills Employers  
Expect from Interns**



**What hourly wages are employers willing to pay?**

The issue of a “paid” internship can mean a variety of things to employers. Companies are increasingly becoming more innovative with their methods of payment for student interns. Payment can mean a monetary hourly wage, a travel or food stipend, academic credit, or even perks given by the host company. We asked employers what monetary hourly wage, if any, they would be willing to pay interns. For the purposes of this report a “paid” internship is one offering a monetary hourly wage.

When we asked employers the hourly wage paid to both undergraduate and graduate students the response was overwhelming that they are NOT willing to pay an intern, 35 and 42 percent respectively. Of those that would pay an intern, there seems to be little difference between whether they are hosting

undergraduate or graduate students. The most popular rate for an **undergraduate student was \$7 per hour (14 percent)** and for a **graduate student, \$8 per hour (11 percent)**.

Our previous research on students’ perceptions and experiences with internships identified the minimum wages for which students are willing to work. These hourly wages match up closely to what employers are willing to pay. It is important to mention that our student survey also found that students are willing to take unpaid internships under certain circumstances. Students’ willingness to take an unpaid internship increased when there was the possibility that the internship could lead to a job, for a prestigious or fun internship, or when the internship was required for a class to complete graduation requirements.

<i>Year in school</i>	<i>Employers</i>	<i>Students</i>
Undergraduate	\$7/hour	\$7/hour
Graduate	\$8/hour	\$10/hour

**Do different industries offer more for an internship?**

In breaking down the wages per hour by industry, there is a monetary increase for hiring graduate students vs. undergraduate students. The highest paid interns in undergraduate studies fall within the information technology industry at \$10/hour; the lowest are hospitality/tourism at \$7/hour. While all wages increase for graduate students, the highest

paid seem to be tied between manufacturing and healthcare, \$15/hour or more, and the lowest are financial services, \$7/hour. Again, it is important to note that certain fields, such as healthcare, will require students to participate in some practical experience prior to graduation.

<i>Year in school</i>	<i>% will not pay</i>	<i>Highest wage considered</i>
<b>UNDERGRADUATE</b>		
Information Technology	36%	\$10/hour
Manufacturing	15%	\$9/hour
Financial Services	14%	\$8/hour
Healthcare	75%	\$8/hour
Hospitality/Tourism	29%	\$7/hour
<b>GRADUATE</b>		
Information Technology	35%	\$12/hour
Manufacturing	25%	\$15/hour or more
Financial Services	20%	\$7/hour
Healthcare	80%	\$15/hour or more
Hospitality/Tourism	27%	\$8/hour

The Regional Internship Center (RIC) has created a chart of different levels of pay for an undergraduate intern and the cost associated with each level.

<i>Internship term</i>	<i>Weeks</i>	<i>Hours/week</i>	<i>Pay/hour</i>	<i>Cost</i>
<b>SUMMER (full-time)</b>				
May – August	12	40 hours	\$5.50 \$7.00 \$9.00	\$2,640 \$3,360 \$4,320
<b>SUMMER (part-time)</b>				
May – August	12	20 hours	\$5.50 \$7.00 \$9.00	\$1,320 \$1,680 \$2,160
<b>SCHOOL SEMESTER (part-time)</b>				
Sept. – Dec.	12	20 hours	\$5.50 \$7.00 \$9.00	\$1,320 \$1,680 \$2,160

## TIME OF YEAR

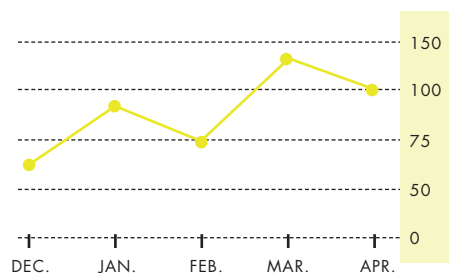
### When is the most popular time to host interns?

We gave all respondents the option to choose which time of year was best for them to take on an intern: fall semester, winter break, spring semester, or summer. **Summer was by far the most popular time for employers to host an intern (84 percent).** However another interesting finding is that every other time period had over 50 percent of employers willing to take an intern; this was true across all five-industry clusters. Summer is also the best time for students throughout the entire

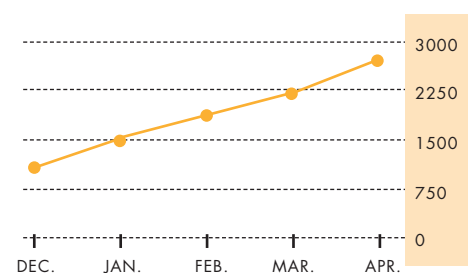
school year, enabling them to work longer hours for a longer period of time.

In looking at available data from the Regional Internship Center (RIC), we can begin to develop a timeline of when employers should begin the search for an intern. From the 400 employers registered on the RIC's website, there is a peak in the month of March for employers posting available internship opportunities.

2003-2004  
Employer  
Internship Posting



2003-2004  
Student  
Registration



By making a more concerted effort to track outreach efforts, the RIC has been able to trend the seasonal growth and demand for internships in the region. While student recruitment has a steady rise, employer postings

have a more varied growth — mostly because they are still not aware that internships are for year-round consideration, rather than summer only.

**In looking at the various times of the year that internships occur, the RIC has developed a time-line containing when to advertise the internship, when to interview, and the work term.**

INTERNSHIP TIMELINE		
<i>Internship advertised</i>	<i>Interview dates</i>	<i>Work term</i>
Aug. – Sept.	Sept.	Sept. – Nov.
Nov. – Dec.	Nov. – Jan.	Feb. – April
Feb. – April	April	May – Aug.

## RECOMMENDATIONS

Regional employers have an enormous stake in the successful marketing of the region to the wealth of talent attending and graduating from our colleges and universities. Internships are a beneficial way that employers can achieve individual business goals while engaging students through practical work experience. By not utilizing the wealth of resource opportunities at their hands, employers are missing a key opportunity to develop their businesses, student enrichment and the region at large. The findings in this report suggest that there is a sea of opportunity, as well as a serious need to inform and educate employers about internships, where to find interns, and the type of work interns value.

To get the most out of this mutual exchange, employers need to have better knowledge about the benefits and expectations of internships. There are several things that can achieve this role.

**Maximize the Opportunities:** Employers are not utilizing internships as a resource to advance their organization. The long-term benefits of hosting an intern far outweigh the short-term time needed to construct a structured internship program. Through hosting an intern, employers can gain new knowledge and ideas, can start or complete projects they would otherwise not have time for, can screen potential employees for a longer time period and test their abilities

in a practical setting, and can save money. For employers that have limited time and human resources available to screen, train, and supervise an intern, outside organizations such as, The Regional Internship Center, INROADS, and the Pittsburgh Technology Council are available and provide free services to employers.

**Inform, Educate and Market:** Civic and business organizations, employers, community leaders, and elected officials in Southwestern PA need to be marketing internships as a main venue of talent attraction and retention. Many regions are already benefiting from this practice. The Governor of Indiana has designated an Internship Week, providing statewide, high-level visibility to reach both students and employers. In addition, the Lilly Endowment in Indiana has invested one million dollars in a statewide internship marketing effort.

**Centralize Efforts:** Frustration needs to be minimized to engage employers in hosting interns. A centralized internship system needs to be promoted throughout Southwestern PA. Among college and university career services offices, students' personal connections, national search engines such as Monster.com, and larger company websites, smaller employers need to know where they can go to find a quality intern. This is especially important in the landscape of the region, where the majority of companies have five employees or less.

### Provide Open and Accessible Opportunities:

Employers need to expand the search for interns beyond personal networks of family and friends. In a region that is constantly discussing the issue of in and out migration, talent attraction and retention, and strategies to further engage young people, it is unacceptable for disjointed approaches including personal networks to be used to find interns rather than a centralized cohesive system collaborated upon and utilized by all key players and stake-holders. Internship postings need to be marketed in a systematic, centralized manner to benefit all students attending the region's colleges and universities, regardless of chosen field of coursework and/or personal networks.

The RIC offers a wide range of services to local employers:

- Ongoing consultation with an Outreach Coordinator for development of new internships
- Database of searchable resumes
- Internship position listings on our website at [www.ric-swpa.org](http://www.ric-swpa.org)
- A packet of sample job descriptions, work plans, evaluations, and contracts
- Resources and articles on internships
- Connections to local colleges and universities

## NEXT STEPS...

This research report is the third report in a series designed to gain a better understanding of the student and employer population in Southwestern Pennsylvania, particularly to define the impact of internships on the regional economy and talent attraction and retention efforts. Through this report and the *Regional Internship Center: Student Internship Survey*, we are only beginning to scratch the surface of both employers and students' perceptions and expectations of internships. Our final report will be a national survey on the compensation of interns, as this is a defining attribute for students and is often a detriment to employers.

What other methods can be used to compensate interns? Can employers utilize existing resources? What do students prefer other than monetary compensation?

This research will help further our learning curve in our knowledge about internships and will assist in the programmatic direction, expansion, and refinement of the Regional Internship Center (RIC). For more information about internships, please visit the Regional Internship Center's website at [www.ric-swpa.org](http://www.ric-swpa.org).

### Acknowledgements:

The author would like to thank all of the employers who participated in the survey and the Advisory Board for their invaluable assistance: Diana Bucco, Mona Dine, Justin Driscoll, Susan Hansen, McCrae Holliday, Steve Mitchell, Ron Painter, and Jerry Paytas.

### The New Generations

**Program** was created by the Coro Center for Civic Leadership to help inform a wide range of regional demographic conversations and initiatives. New Generations staff conducts applied research that is aimed at developing a better understanding of the region's talent attraction and retention challenges. Coro would like to thank the Richard King Mellon Foundation for their generous support of the New Generations Program.

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# CORO THE NEW GENERATIONS PROGRAM

## END NOTES

<sup>1</sup> Trimble, Kate. (2003, April). "Young People in the Pittsburgh Region: A Data Snapshot from the 2000 Census." The New Generations Program, Coro Center for Civic Leadership. [www.newgenerations.info](http://www.newgenerations.info)

<sup>2,3</sup> Andrews, Lena. (2004, April). "Who is Leaving Pittsburgh?" Carnegie Mellon University, Center for Economic Development. <http://www.smartpolicy.org/publications.shtml>

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<sup>5</sup> Analysis prepared by the Center for Workforce Information and Analysis Pennsylvania Department of Labor and Industry. February 18, 2004.

<sup>6</sup> Counties included are: Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington, and Westmoreland.

<sup>7</sup> Hofman, Mark. (2004, June). "Connellsville resident interns for Uniontown Redevelopment Authority." Daily Courier [www.pittsburghlive.com/x/dailycourier/s\\_196749.html](http://www.pittsburghlive.com/x/dailycourier/s_196749.html)

<sup>8</sup> Cook, S., Parker, R.S., Pettijohn, C.E. (2004, January/February). "The Perceptions of Interns: A Longitudinal Case Study." Journal of Education for Business, 179-185.

<sup>9</sup> Pianko, Daniel. (1996, December). "Power Internships". Management Review, 31-33.

<sup>10</sup> Analysis prepared by the Center for Workforce Information and Analysis Pennsylvania Department of Labor and Industry. February 18, 2004.

<sup>11</sup> The methodology used for The Regional Internship Center: Student Internship Survey was an on-line survey. There was no control based on sector and the sample was not randomized.

<sup>12</sup> Trimble, K. & Butler, K. (2004, February). "Regional Internship Center: Student Internship Survey." The New Generations Program, Coro Center for Civic Leadership. [www.newgenerations.info](http://www.newgenerations.info)