



Cornell's Center for Advanced Human Resource Studies

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***Targeted Benchmarking on  
University Recruiting, Internships, Co-Ops and  
Early Direct Hiring and Rotational Programs***



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



# Objective

Benchmark realistic gender and ethnicity/race recruiting goals specifically for early career hiring for internships/co-ops, direct hire roles, and rotational programs within the U.S. & globally. With a focus on our core early career hiring functions:

- Sales
- Corporate Finance
- Manufacturing Operations
- Engineering
- Digital Technology

# CAHRS Partners

Most of the partners are significantly larger companies and well-known brands. CAHRS partners closer to size and brand recognition did not participate.

Company	Industry	Type	Revenue (2021)	Company Population (Global)	Average Annual Internships & Co-ops (US only)	Average Annual Direct & Rotational* (US Only)
Company 1	Aerospace	Public	62.3 Billion	142,000	3000	950
Company 2	Chemical Manufacturing	Private	11 Billion	13,000	~65	~50
Company 3	Industrial Manufacturing	Public	24 Billion	100,000	~300+ US only 1300+ global	~150+ global
Company 4	Healthcare	Public	93.77 Billion	134,000+	Target full-time hire +3-4 headcount = 3300-4400	1100+ (mostly rotational)
Company 5	Technology Consulting	Public	44.5 Billion	674,000+	~900	~600

# Internships vs Co-ops

## Benchmarking Request Company

Interns are any students hired in the summer for full-time work or part-time in-school at any class level.

Co-ops are not common and not differentiated from part-time in-school internships.

We do not have internships that are specific roles for our rotational and/or trainee programs.

Managers are not required to prove intent to hire

Currently do not have consistent nor timely workforce planning

## Benchmark

Interns are students who will be graduating within the academic year after. Many offer year around internships.

\*Co-ops (in-school) or other summer programs are specific for students who are not rising seniors working towards a bachelor's degree.

Internships are often designated for rotational, trainee programs and/or direct-hire roles.

For internships, there is a process in place for managers to prove their intent and ability to hire (convert) the intern into a role upon graduation.

Inconsistent on workforce planning, but most have high year-round hiring volumes.

# Internship Goals & Conversion Rates

Company	Total Interns	Do they have a set conversion goal?	Conversion Goal	Avg conversion rate
Company 1	3000	Yes	80%	>80%
Company 2	~65	No, trend only	NA	~30%
Company 3	~300+	No	NA	~25%
Company 4	3300-4400	Yes	90% for LDP internships; 80% non-LDP internships	50% from summer 2021; avg 90% pre-pandemic
Company 5	~600	No	NA	80% (mostly development programs)

- Most consistent intern conversion definition: total eligible interns / total accepted offers = conversion rate
- Ineligible = poor performers and/or other issues to negate a recommendation for any time of full-time role.
- Offers are made weeks after internships to allow time for final evaluations.
- Not all rotational program have additional interview process. Offers made based on internship.

# Parity Goals – US only

- None of the companies have job grade specific parity goals. They have functional level goals broken by location within the U.S. with expectation the diversity be reflective of the location.
- Example: The hiring in San Antonio, Texas should reflect the population in that area which is a high Hispanic community, and the hiring should reflect high Hispanic hiring. Whereas, Farmington, CT with extremely low Hispanic population. Both locations should be ~50/50 gender representation. Also, San Antonio median age is early 30s so hiring for earlier to lower mid-career level is more likely there, vs Farmington with median age of early 40s is more likely to find talent for more experienced level roles.

Race	Farmington, CT	San Antonio, TX	United States
White	79.9%	25.1%	61.5%
Black	2.0%	6.5%	12.3%
Asian	11.2%	2.7%	5.3%
Native American	0.3%	0.1%	0.7%
Hawaiian, Pacific Islander	0.0%	0.1%	0.2%
Other	0.2%	0.1%	0.2%
Two or More Races	1.4%	1.4%	2.3%
Hispanic	5.0%	64.0%	17.6%

	Farmington, CT	San Antonio, TX	United States
Population	25,496	1,567,118	329,484,123
Female Population	51.7%	50.8%	50.8%
Male Population	48.3%	49.2%	49.2%
Median Age	43.8	33.2	37.8

# Parity Goals – US only

- Companies with high diversity numbers have high volume year-round hiring and hiring in locations with high diverse populations.
- Higher diverse companies also hire interns, co-ops, direct hire and rotational program hires year-round, so they are hiring at SWE, NSBE, etc. and less from general university recruiting.
- Companies that do not hire year have had similar challenges with building more diverse candidate slates.
- Several companies offer their own scholarships to various diverse students that include a required internship with the company and the scholarship funds can be used for costs related to their internship or for school costs.
- Many are engaged at their local levels with local organizations for early identification of diverse talent for non-internships experiences from co-ops, short experiences, etc.
- They focus on their hiring practices to increase diverse hiring. Focus on critical skills vs degree
  - Example Company 1 has a 100% blind interview process for all hiring with the company. Only recruiters see names or other identifies that could indicate gender, ethnicity, etc. No video recordings and no live video calls, no in-person interviews. All phone interviews. Ethnicity increased, but gender did not.
  - Company 5 removed degree requirements from 48% of their early career roles.
  - Company 3 focusing on community colleges and technical trade schools.



# Common Themes

## University recruiting/relationship management structure and core schools

- Most companies are functionally driven, funded and supported. Not centralized.
- Most only have core schools for HQ or high-volume hiring locations.
- Core schools are mostly based on function's critical skills needs & locations near large volume hiring locations
- Non-core school model, school selection reviewed annual with businesses as assessing critical skills needs and volume of hiring by location
- If they have core schools, those are assessed every 3 years to build relationships and pipeline
- Most provide a toolkit for functions and local HR personnel to use for their non-core school recruiting.
- Core school model requires at least one executive sponsor investing their time, their money and their staff for a dedicate campus team model. Each equally investing in their core school.

# Company 2

## Partner closest to Benchmarking Request Company in size and brand recognition

- Company 2 is centralized
  - 8 On-premise schools decided through blind Pugh matrix process, but virtual passive recruiting at top schools
  - 82% from core schools
  - Shifting to focus on relationships with key professors and student organizations instead of expensive corporate partnerships
  - Internships are concentrated at only three sites with “high” volume hiring. Do not hire intern in high-cost areas such as Charlotte & California due to costs and not locations where early career talent would place at and/or are one-off hiring.
  - On-premise schools have specific sponsors, and campus team model under program management of university recruiting/relationship management team