



InternNashville Regional Employer Resource Guide

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Internships Defined:

What is an internship? What is it not?

Internship programs typically involve multiple participants. These include the student population, the employers and the educational organization. For each participant, there are considerations as to what an effective program entails.

For Students:

Internships are:

- An opportunity to gain practical experience
- A way to establish a potential foundation for employment with a company or organization after graduation
- An opportunity to observe application of classroom knowledge in true employment situations
- Resume-builders that blend classroom and career experiences
- Networking opportunities that may prove valuable over time in their careers
- Added enjoyment to the college experience
- A way to confirm potential career interests in advance of job acceptance
- A chance to earn additional income (though the internship may be unpaid)
- An opportunity to meet specific degree requirements

Internships are not:

- A part-time job
- Simply a break from class instruction
- A chance to "cruise" for a summer or semester
- A guaranteed job offer post-graduation
- A requirement to securing a satisfying long-term employment opportunity
- Simply job shadowing

There are several key participants in any successful college internship program. Each must accept accountability for their respective role and approach the process with an open mind.

For Employers: Internships are:

- An opportunity to provide actual operational training to the intern, similar to what would be given in a college/university or technical/vocational school
- For the benefit of the intern, not the employer
- An opportunity to examine the performance of potential job candidates
- A positive contribution to later on-campus recruitment
- A way to create favorable word of mouth among students on campus
- An alternative source of job talent
- A chance to introduce new job knowledge and skills to the current work environment
- Additional human resources for important projects or seasonal workloads
- A connection strategy between the educational institution's faculty and curriculum and local companies or organizations
- A visible expression of good corporate citizenship
- A way to enhance the company's or organization's reputation as a forward-thinking enterprise
- An opportunity for mid-level employees to gain personnel management experience

Internships are not:

- Free or cheap labor
- Displacement of regular employees
- An opportunity to work students for less desirable hours or projects
- A one-sided opportunity only benefiting the company or organization
- A PR strategy
- A guaranteed way to secure employees after graduation

For Educational Institutions:

Internships are:

- An opportunity to increase placement of students into the local economy
- A connection of the institution to the demands for talented workers, and an opportunity to correlate curriculum with industry needs
- A way to strengthen the institution's reputation as a source of skilled employees
- A way to improve the institution's image as a place to learn and secure good careers
- An opportunity to enhance the experiential quality of education

Internships are not:

- An alternative to effective career placement for graduates
- A strategy to merely enhance image for the benefit of the school
- A process for replacing classroom education

IN Notes

Internships are not:

- **Free or cheap labor**
- **Displacement of regular employees**
- **An opportunity to work students for less desirable hours or projects**



Company Readiness:

How do I decide if I am prepared to have an intern?

Many times companies consider hiring interns, but fail to evaluate the various elements of this decision. Your company has an advantage when you understand what you are looking for. These questions will help you determine your needs and identify projects and internship descriptions:

- Do you have a specific project or objective in mind before seeking an intern?
- Is there a certain major or career ambition that would help your company most?
- Do you want a freshman who is just deciding if this is the right career for him/her, or would you prefer an experienced upper-level student with class experience that will be applicable to your company?

Below are four areas to consider when evaluating if your company is ready to bring on an intern.

Budgeting: One of the most important factors in determining whether to hire an intern is the financial aspect of bringing on an additional hire. Compensation for interns may vary based upon company size, type of company, and industry sector. Please see page 10 for additional details.

Tools and Work Environment: Since an intern will be working on projects with your current employees, he/she will need the same resources that regular full-time employees need. A company must be prepared for an intern on his/her first day. As the saying goes, “You only get one chance to make a first impression.” Ensure that interns have a dedicated workspace and the equipment necessary to do their job. Below is a partial list of items an intern may need to do the tasks assigned:

- Workspace
- Computer
- Systems access
- Phone
- Office supplies

Supervisor: Who is going to supervise the intern? This is a key question in determining whether or not to bring on an intern. An active and supportive intern supervisor can maximize students' learning experience, participation and contribution. This person ensures the interns are integrated into the organization, understand the roles and responsibilities of their internship, receive guidance for work tasks and get appropriate feedback on their performance. The supervisor also provides general advice and support and needs to be accessible to the intern. If the intern is doing the work for course credit, the supervisor must evaluate the intern

and submit the necessary forms for the internship to be completed. Please see page 7 to learn more about intern coordinators and how they can work instead of or in addition to a traditional manager or supervisor.

Goals and Projects: Learning objectives should be set that relate to the employer and the college or university. Below are some details to keep in mind when considering the learning objectives:

- Should tie into the company's goals and desired outcomes
- Should be listed on the internship description
- Should tie into the requirements for the intern's course credit (this demonstrates to the school the areas in which the intern is learning)
- Should be used as a basis for the employer's feedback to the intern

What does a good intern project look like? Below is an example of how a company could incorporate an intern project and combine it with needed skills and school requirements.

The intern project is a significant component of the internship experience, which spans across the internship and involves multiple deliverables. The project is an excellent way to assess an intern's initiative while imparting valuable problem-solving skills. Internship supervisors will need to provide students with an opportunity to complete a project in their field of study.

The project itself should be a piece of professional work, identified by the student and the on-site supervisor that addresses an organizational need or a new opportunity. It is often work the organization would like to accomplish, but has not had the resources to complete. The project should benefit the organization while contributing to the student's learning. As you can see from the following examples, each project is a unique, yet useful, product or service for the organization.

- Mobile application development
- Technology support services – laptops, mobile devices, etc.
- Security risk analysis and prevention
- Website design and build
- B to B or B to C process improvements
- Programming documentation
- Develop a sales training program
- Special event planning
- Develop a PR campaign
- Employee turnover analysis
- Employee handbook review
- Develop a marketing campaign for a customer segment
- Write articles for a company newsletter or website
- Conduct a cost analysis
- Propose and develop a manufacturing workflow
- Process documentation
- Take inventory
- Study and recommend improvements in plant safety
- Quality control review

Sample - Internal Needs Assessment for Student Intern

This survey is designed to assist your organization in identifying projects where you might use an intern. Your internship coordinator might distribute this questionnaire to project leaders or department heads and set a deadline for responses.

Request for Intern Assistance

As you know, XYZ Company is developing a new internship program. If you would like to participate in this program, please complete the form below on or before _____. This will allow me to determine the number of interns needed, match the criteria for interns with your departmental needs and begin recruiting intern candidates. If you have any questions, please let me know. Thank you in advance.

To ensure the best fit, please provide a detailed description of your work expectations and the qualifications sought, along with the duration of the assignment. This will aid in the interview process. The human resources department will perform the initial screening for each applicant. Each immediate supervisor is required to interview his/her potential intern.

Date of request _____ Department _____

Staff contact _____ Phone _____ E-mail _____

How would you describe your department's responsibilities to an intern?

(For example, Technology Support Services is responsible for laptop support, hardware management, compliance, etc.)

What would be your intern's title? (For example, Technology Support Services Intern)

To whom will your intern report?

What will be the primary projects or responsibilities of the intern you select?

What other activities will the intern perform?

What are your desired skills or qualifications?

(Include skills and attributes needed to perform the work, and any items that might disqualify an applicant.)

What are your desired start and end dates?

What is the minimum numbers of hours per week the intern can work? Maximum?

Are specific hours or shifts required for your intern?

Is there any other information you would like to provide?



Benefits to the Company:

How will an intern benefit my company?

Many times companies consider hiring interns, but become overwhelmed by what looks like a significant investment of time and resources. But when approaching the creation of an internship program or opportunity from a business standpoint, companies find a significant return on their investment, improvement in service delivery and often an overall positive effect on their company's bottom line. So what's really in it for your company?

- **A Test Drive:** Employers have the opportunity to assess future employees. Internships provide employers the means to watch the performance of future employees and to evaluate organizational fit.
- **Additional Manpower:** Today's students are highly motivated, technologically savvy and team-oriented. Interns have the ability to tackle projects both independently and in a team, providing employers with the opportunity to have projects that have been sitting on the back burner completed.
- **Manpower at a Cost Savings:** That extra manpower also comes at a reduced cost. Interns are typically less expensive than full-time staff members, which increases the return on your investment.
- **A Creative Approach:** Students are in an environment filled with cutting-edge technology, innovative ideas and diverse perspectives. Incorporating these interns into your organization can bring new and creative approaches to company challenges and new initiatives alike.
- **Recruiting Interest:** Interns are an easy way to get your company branded on campus. Good internship experiences yield volumes of recognition in the campus communication chain. Students spread the word to their peers through casual conversations, student organizations and representing your company at campus events.
- **Energy and Enthusiasm:** Students bring an excitement with them, a freshness that companies may lack. They also bring diversity and culture to the company through their generational differences.



Intern Coordinators:

What are the benefits, roles and responsibilities?

An intern coordinator can benefit your business in several ways:

Provide consistency:

1. Intern descriptions will have similar formatting.
2. All internships will be advertised in the same way, at the same time, to a wider variety of constituents.
3. Information given to potential interns and schools will be consistent and timely.
4. Each intern will receive the same forms and on-boarding experience, so their training will be uniform and complete.

Improve your company image:

1. Your process will be more organized and efficient, with consistency between departments and/or locations. Interns will display this organization and training as they represent your company to vendors, customers and co-workers.
2. Colleges, universities and potential interns will have one point of contact for internship questions and will receive consistent, quality answers. This will give your company the appearance of "having all your ducks in a row."
3. Intern files can be kept in a central location, which will help as schools or future employers request feedback on students who have interned with your company.

Increase intern and supervisor satisfaction:

1. An intern coordinator can streamline internship efforts, making it easier for the supervisors to prepare for an intern and bring one on board.
2. When the supervisors are more prepared and supported, they can offer better support to their interns according to the timeline and steps necessary.
3. Interns who have an organized, successful internship will often return as an intern, work for your company or recommend a student to intern with you in the future. They have a central point of contact to take these next, valuable steps.

An intern coordinator can:

- 1. Provide consistency**
- 2. Improve your company image**
- 3. Increase intern and supervisor satisfaction**

There are multiple models for an intern coordinator position. An intern coordinator can take on a variety of roles and responsibilities. An intern coordinator can be someone in HR, a project manager or direct manager, or there can be multiple coordinators. There are four ways these responsibilities can be handled or divided:

- 1. Each supervisor acts as his/her own intern coordinator:** This individual handles all responsibilities from beginning to end, including creating the internship, advertising it, bringing the intern on board and conducting evaluations.
- 2. Supervisors share roles in the intern process with no assigned intern coordinator:** In this model, each supervisor will interview and select their department's intern, manage their day-to-day activities and conduct evaluations. However, they combine efforts in the initial phases to make it more manageable.
 - One supervisor edits the intern descriptions and advertises the positions.
 - A second supervisor receives the applications and sets up the interviews with the appropriate supervisors.
 - A third edits and distributes the intern handbook that will be used by all interns.
 - A fourth plans and conducts an orientation for all the interns before they separate into their respective departments.
- 3. One intern coordinator shares responsibilities with multiple departmental supervisors:** One individual serves as an intern coordinator to assist with the initial steps of the process, such as developing the intern description, advertising the internship, developing the intern handbook and conducting orientation. A separate individual, who serves as the supervisor, interviews and selects the candidates, manages their day-to-day activities and conducts evaluations. The sample action steps on the following page demonstrate this approach.
- 4. One intern coordinator manages all aspects of the internship:** If this model is used, it is often a full-time person in HR or an HR coordinator who splits this role with another manageable task. He/she handles all responsibilities for all the interns in the company, including creating and advertising the positions, bringing the interns on board, managing the intern projects and conducting evaluations.

Sample roles and responsibilities of an intern coordinator include:

- Serving as the main contact for colleges and universities and interns
- Creating and distributing internship job descriptions
- Accepting internship applications and resumes
- Coordinating interviews with supervisors
- Ensuring there is a supervisor and work area for each intern
- Creating and/or maintaining intern handbook
- Organizing and/or assisting with intern orientation
- Planning networking activities for the interns
- Assisting supervisors with questions and needs throughout the process
- Conducting intern evaluations
- Maintaining current intern files of applications, signed handbooks and resumes
- Providing feedback to student or college to ensure proper course credit

Sample - Action Steps Internship Coordinator and Supervisor

**S = Supervisor, main contact and staff person supervising the intern
IC = Intern Coordinator**

Create and advertise the internship – Semester before internship

- ☐ **S** - Give the following information to the internship coordinator by October 15 for spring internships or by March 15 for summer and fall internships:
 - 4-6 bullet points of internship functions
 - Number of hours needed per week
 - Compensation/parking/security arrangements
 - Open to course credit? (To receive course credit, interns are usually required to work 10-15 hours per week)
- ☐ **IC** - Develop internship description and send to supervisor for final edits
- ☐ **IC** - Post on NashvilleJobsLink.com
- ☐ **IC** - E-mail to all area college and university career center directors
- ☐ **IC** - E-mail to company staff to ask if they know of anyone interested

Interview and select the intern – Semester before internship

- ☐ **IC** - Receive incoming resumes and forward to supervisor
- ☐ **S** - Follow up with candidates; schedule and conduct interviews
- ☐ **S** - Select candidate(s) and extend the offer of the internship
- ☐ **IC** - Remove online posting

Prepare for intern start date – One month before start date

- ☐ **S** - Notify intern coordinator with applicant name and start date
- ☐ **S** - Complete technology setup process and submit to the IT department
- ☐ **S** - Submit necessary information to accounting for intern payroll
- ☐ **S** - Decide on the intern workstation and notify intern coordinator of the location
- ☐ **S** - Order any office supplies needed for intern/ensure working phone if needed

Bringing the intern on board

- ☐ **S** - Give intern instructions on where to park, time to arrive, what to wear, etc.
- ☐ **IC** - Develop a welcome packet for the intern and give supervisor a copy
- ☐ **IC** - Create and conduct intern orientation
- ☐ **S** - Have intern complete the following paperwork (included in the welcome packet) on his/her first day:
 - Employment application
 - Electronic communications policy - read and sign
 - Intern handbook - read and sign
- ☐ **S** - Bring completed paperwork to the intern coordinator



Compensation and Benefits: What can I offer to an intern?

Compensation:

One of the most important factors in determining whether to hire an intern is the financial aspect of bringing on an additional hire. Compensation for interns may vary based upon company size, type of company, industry, internship position and the skills/major of the student intern.

There are many different ways an intern can be paid. Most interns are paid on an hourly basis, while others might get paid a stipend or a payout for an entire semester or summer. You should conduct research to determine the pay amount. This can vary upon the type of industry, level in school and geographic area. Most interns are paid in the range of \$8 to \$12 per hour; however, more experienced or interns studying in high demand fields could earn from \$12 to \$25 per hour or more. Paid interns should receive at least minimum wage.

Benefits: Consider what benefits you can offer. Think outside the box!

There may be additional benefits your company can offer in addition to compensation. Items to consider could include:

- Course credit – Does the intern need or want to receive additional credit through the college or university? (Note that the employer cannot decide to “grant” course credit. This decision is made by the college or university, but the employer must be willing to complete the necessary documentation for the student.)
- Parking – Can you pay for parking if parking is at a premium in your area?
- Mileage – Can you reimburse the intern's mileage for his/her trips to your office and internship-related errands?
- Housing – Some interns are willing to work, but have no place to stay. Could you work out an arrangement with a furnished apartment, sublease or local college or university to offer housing during the internship period?
- Fitness center – Does your office have an adjacent fitness center that the intern could have complimentary access to?
- Cafeteria costs – Is there a nearby cafeteria or restaurant where the intern's meals could be covered by the company or he/she could dine at a discounted employee rate?
- Holiday pay – Can the intern receive special compensation for working on a project over a company holiday?



Internship Timeline:

When is the best time to start looking for an intern?

When is the best time to start looking for an intern? This is one of the most common questions asked by employers. While there are no official timelines, it is best to begin the intern search early. An organization who advertises an internship early will likely attract top candidates and have a higher number of students to choose from. Universities will have deadlines for students to decide on an internship site and register for the course (if course credit is needed).

The conservative timeline below is meant to be a reference for employers. Some organizations begin the intern search a year in advance. Other employers discover they need an intern at the last minute. While it is always best to plan ahead, it is never too late to post an internship. Universities typically encourage students to start looking for an internship at least three months prior to the internship start date.

- **Fall semester:** Internship description should be posted no later than July 1. Students need to secure a position before returning to school in August. Deadline for receiving applications should be on or before August 1. Internship begins September 1.
- **Spring semester:** Internship description should be posted no later than October 1. Deadline for receiving applications should be on or before November 15. Students need to secure a position before leaving for their holiday break. Internship begins around the second week of January.
- **Summer semester:** Internship description should be posted no later than February 1. Deadline for receiving applications should be on or before March 15. Internship begins by June 1.
- **International Students:** Companies that employ international students may consider a different timeline. These students may be available during holidays or breaks to interview when other students are away from campus, and the company may have additional time.
- **Special short-term assignments:** Occasionally, night and weekend students are available to fill a short-term need.



Internship Description:

What should I include in the job description?

Each internship description should set forth, as specifically as possible, both primary and secondary duties of the position. Additionally, each description should include the education, knowledge and skills required for the position. Often, personal characteristics (self-motivated, outgoing, etc.) are included as well.

How to write an internship description

- A good internship description explains the objectives, duties and responsibilities so that they are understandable even to a person unfamiliar with the field.
- When writing an internship description, use clear and concise language. Keep sentence structure as simple as possible and include only words that contribute necessary information. Avoid using technical language or jargon whenever possible.
- When writing an internship description, it is best to use the present tense.
- Describe the desired outcome of the work, rather than the method for accomplishing that outcome. For example, instead of "records case status updates from volunteers" -- a task-oriented approach -- you might say "obtains regular case status updates from volunteers."
- It is important to make an internship description practical by keeping it dynamic, functional and current. Don't get stuck with an inflexible internship description. A poor internship description will keep you and your interns from trying anything new and learning how to perform more productively, a skill that will help them later in their career. Flexible descriptions will encourage your interns to grow and learn how to make larger contributions.

IN Notes

When writing an internship description, it is best to use the present tense.

Describe the desired outcome of the work, rather than the method for accomplishing that outcome. For example, instead of "records case status updates from volunteers" -- a task-oriented approach -- you might say "obtains regular case status updates from volunteers."

An internship description should include:

1. Internship title

2. Company description (brief information about the company or organization)

3. Goals and learning objectives

This statement is generally a summary designed to orient the reader to the general nature, level, purpose and objective of the internship. The summary should describe the broad function and scope of the position and be no longer than three to four sentences.

4. List of duties or tasks performed (should tie into learning objectives)

The list should contain an itemized breakdown of principal duties, continuing responsibilities and accountability of the intern. It should also contain every essential job duty or responsibility that is critical to the successful performance of the internship. It should begin with the most important functional and relational responsibilities and continue in order of significance. Each duty or responsibility that comprises at least five percent of the intern's time should be included in the list. You will also want to note any knowledge and skills the intern may acquire through completion of the internship.

5. Outline of a typical day

Explain what a customary day will include. Be sure to use language a young adult would understand.

6. Relationships and roles

Describe the relationships and roles the intern holds within the company. Include subordinating roles and/or other working relationships.

7. Internship specifications, standards and requirements

Explain the minimum qualifications needed to perform the essential functions of the internship -- education, experience, knowledge and skills. Any critical expertise needed for the internship should be included, and any necessary or preferred computer skills should also be noted. For example, for a receptionist, essential skills may be: 1) a professional and courteous telephone manner; 2) legible handwriting if messages are to be taken; 3) the ability to handle a multiple-lined phone system for a number of staff members; and 4) the patience and endurance to sit behind a desk all day.

8. Internship location or department (where the work will be performed)

9. Equipment and computer programs to be used in the performance of the internship

10. Non-essential functions

List any marginal tasks that might be performed by the person in the position.

11. Job details

Include work hours, average number of weeks/months and compensation.

12. Contact information and how to apply

Sample – Corporate Internship Program Job Description

At XYZ Company, we are more than just a job -- we're people making progress possible and driving positive and sustainable change on every continent.

XYZ Company's corporate intern program gives students the opportunity to gain practical, challenging and meaningful on-the-job work experience, while working for the world's largest manufacturer of widgets and a wide and growing offering of related services.

Internship opportunities are available in Accounting, Communications, Engineering, Environmental Health & Safety, Finance, Human Resources, Information Technology, Logistics, Manufacturing, Marketing and Purchasing. Your interest, course of study and the availability of openings determine the possibilities. From the start, interns are challenged to demonstrate their strengths and apply their knowledge to help us achieve our business strategy.

Perks of the Program:

- Organized social activities, such as sporting events, riverboat cruises and intern barbeques, just to name a few
- Team-building events and etiquette lessons to enhance your business savvy
- Learn how the widgets are made from start to finish through facility tours
- Networking with leadership and other professionals
- Learn more about career opportunities available at XYZ Company

Eligibility Requirements:

- Minimum cumulative grade point average of 2.8 out of 4.0 (no rounding)
- Full-time student (12 semester hours) attending a two or four-year university who has completed 30 semester hours prior to the start of the internship
- Be legally authorized to work in the United States

Program Dates:

Spring 2014: January 6-April 25 (16 weeks)

Summer 2014: May 19-August 8 (12 weeks)

Fall 2014: August 25-December 12 (16 weeks)

Relocation Information:

Most internships are in the Nashville area, and housing is coordinated at an attractive complex centrally located to the XYZ Company facilities. These apartments allow corporate interns to get to know one another and build lasting connections with other interns. The housing is coordinated through XYZ Company, and each intern picks up his/her portion of the rent.

To help you get here, XYZ Company pays for hotel, meals, mileage, taxi or tolls. Non-reimbursable expenses include course fees, itinerary changes, shipping expenses and transcripts. If you need to fly, arrangements can be made through our corporate travel group.

Compensation and Benefits:

- Corporate interns are well compensated with:
 - a competitive salary
 - paid holidays
 - three paid sick days per internship session
- Compensation is based on the number of semester hours you have completed toward your undergraduate/graduate/doctoral degree.
- Corporate interns can also take advantage of employee discounts on health club memberships, XYZ Company merchandise, cell phone service, computers and more.

Keeping You Here:

When your assignment ends, there is a good chance that your connection with XYZ Company will continue. Many of our interns become ingrained in our culture and join XYZ Company either directly or by joining one of our developmental programs. You could also join us for another internship to learn even more about us. Get to know us and choose the path that is right for you.

How to Apply:

Interested candidates should check with their university career services or placement office about XYZ Company recruiting opportunities. To apply, submit your online application and resume through www.JoinXYZ.com. Search on the keyword "internship" for a listing of internship opportunities.

Sample - Journalism Internship Job Description (summer semester)

Summer Print Journalism Internship PR and Communications Department

Description:

Why make coffee when you can make headlines? The XYZ Organization is seeking experienced student journalists for our paid summer internship program.

The internship begins with a weeklong workshop covering advanced journalism topics ranging from policy analysis to understanding statistics. After the workshop, interns spend eight weeks reporting at a daily paper. Interns last summer averaged 30 professional clips and made invaluable contacts.

Placements range from Orange County to New York City to the Mexican border. For more information about internship locations, visit www.TheXYZOrganization.org.

Ideal candidates will have significant student newspaper experience and an interest in liberty. Advanced undergraduates, recent graduates and graduate students are encouraged to apply. Interns should have access to a car.

The program will run early June to mid-August (exact dates vary by placement). Interns will receive free travel and housing during the seminar week, a stipend to cover travel to the internship site and payment for their reporting work.

Application materials must be submitted through www.TheXYZOrganization.org and received by Thursday, January 31. Applications must be submitted through the online applications system; applications sent through e-mail or fax will not be considered.

Desired start date: Monday, June 2, 2014

Duration: 10 weeks

Hours per week: 40

Compensation: \$10 / hour

Sample - Research Intern Job Description (spring semester)

XYZ Company
Address
City, State Zip

General Purpose of Internship:

As a research intern, you will have the opportunity to gain exposure through the exciting environment of XYZ Company. You will be involved with various aspects of key research projects and day-to-day research response across several functional areas. The research intern will be involved in project roles including research, data entry and compiling reports, and you will be able to offer your creative input on all these projects. The internship may entail involvement across a range of staff, outside organizations, processes and topics. You will participate in the projects identified below, and will report to the research director.

Essential Functions - Involvement with particular projects will be based on intern interests, skills, availability and research needs of the organization.

- Business Symposium - The intern may be involved with gathering information and developing a report for each of five areas in the community for use in their spring summit.
- Growth Project - The intern will compile a comprehensive report about growth in the community.
- Quarterly Economic Forums, Annual Research Conference – The intern will update quarterly data and statistics and shadow the research director as these reports are compiled and analyzed.
- Company research and information request processing – The intern will respond to everyday staff questions, using the Internet and other resources to help gather reports and information.

Work Schedule: Flexible hours will be arranged with the intern's schedule and the needs of XYZ Company. The intern will be expected to work 10-15 hours per week. These hours will fall within the regular business hours of 8 a.m. to 5 p.m. Start date is scheduled to occur between Friday, January 3, and Thursday, January 16.

Salary/Course Credit: Parking expenses will be covered in full. This internship may be completed for course credit. XYZ Company will work with the intern's college or university to meet the requirements of his/her course credit. The student is responsible for securing and coordinating all information if college credit is needed. This internship does not guarantee employment upon completion.

Knowledge, Skills and Abilities:

- Knowledge of PC functions and Microsoft Office applications
- Strong organizational skills and attention to detail
- Effective written communication skills
- Previous research/data experience, including Claritas experience, is a plus but not required
- Ability to work well with team and supervisor

Travel: None

Supervisory Responsibilities: None

To apply for this internship: Please submit a resume via e-mail to HR@XYZCompany.com. Please write the following in the subject line of your e-mail: *Research Intern Application*. Deadline to submit application is Friday, November 28.

Sample – Communications Intern Job Description

BACKGROUND AND EMPLOYMENT REFERENCE CHECKS ARE REQUIRED FOR EMPLOYMENT

Summary:

This position will assist the Communications Director of XYZ Company in certain key roles and responsibilities. The intern position requires a self-starter who is ready to work and gain valuable hands-on experience. In addition, interns will be responsible for developing and implementing a communications plan.

This is a paid internship position at \$9 per hour for 15 hours per week.

Preferred Qualifications:

- Excellent written and verbal communication skills
- Ability to handle multiple tasks simultaneously
- Outstanding computer skills
- Ability to perform effectively under strict deadlines
- Ability to work well independently or in a team environment

Intern Responsibilities:

- Implement communications plan for each of four locations
- Write, proofread and edit copy for written and electronic media
- Solicit publicity through press releases and develop relationships with local media to feature stories and special interest events
- Create and maintain web pages for www.XYZCompany.com
- Write, design and lay out publication and collateral material such as brochures, booklets, flyers, folders, board newsletter, PowerPoint Presentations, notepads, pens and other promotional and informational items
- Plan and coordinate special events
- Photograph company events
- Create and maintain database

Preferred Computer Skills:

- Microsoft Office, including Word, Excel, PowerPoint, Outlook, Access, Publisher
- Design/layout programs such as InDesign, QuarkXPress, Photoshop

**To apply, please send resume and cover letter by mail,
or apply online**

**INTERN COORDINATOR
123 Anywhere Drive, Suite 111
Nashville, TN 12345
InternCoordinator@XYZ.com**

Equal Opportunity Employer
Request for ADA accommodations should be directed to Jane Doe @ 615-123-4567



Advertising Internships:

How should I advertise my internship opportunities?

Contact area schools

Colleges and universities often have their own systems to promote internships. Often, employers can log in to a university's web site and post the internship information. If you know a professor or have a contact at a local school, he/she can also help you promote your internship to students. University career centers are a good resource to contact for information about career fairs and how to advertise your internship with a specific college or university.

Note: See list of Nashville area public and not-for-profit colleges and universities on the following pages.

Use your company's resources

Post your internships through your company's web site or newsletter, the same way you would post any other open position. Students often search employer web sites to learn more about opportunities at companies in which they are interested. Also, your current employees may have children or acquaintances they can recommend to apply for specific intern positions.

Maximize online tools:

Post the internship description on popular job search web sites, for example:

- **InternNashville.com** - Make sure your company's name and web site is listed on InternNashville.com. This comprehensive list of companies that offer internships is searched by students in all types of career fields, and best of all – it is free to you!
- **NashvilleJobsLink.com** - Post your internship at NashvilleJobsLink.com for free. Thousands of students and job seekers use this site every month looking for opportunities specifically in the Nashville area.
- **NashvilleWorkIT.com** – Post your IT internships and co-ops for free.

Attend recruiting events and bring interesting material

- **Intern and career fairs** – These can occur on college campuses, or in a communitywide setting. Check NashvilleJobsLink.com or with the Nashville Area Chamber of Commerce for a list of upcoming career fairs in the Nashville area.
- **Develop new hard-copy resources to bring to recruiting events** – Brochures, flyers, table tents and other marketing materials will help you promote and market your opportunities on campuses, at career fairs, at nationally sponsored events, etc.
- **E-mail print ad or flyer to career coaches and counselors in the area**

Public Community Colleges in the Nashville area:

Columbia State Community College	1665 Hampshire Pike Columbia, TN 38401	http://www.columbiastate.edu
Motlow State Community College	6051 Ledford Mill Rd. Tullahoma, TN 37388	http://www.mscc.edu
Nashville State Community College	120 White Bridge Rd. Nashville, TN 37209	http://www.nsc.edu
Volunteer State Community College	1480 Nashville Pike Gallatin, TN 37066	http://www.volstate.edu

Tennessee Colleges of Applied Technology in the Nashville area:

Dickson	740 Hwy 46 S Dickson, TN 37055	http://www.ttc dickson.edu
Hartsville	716 McMurry Blvd. Hartsville, TN 37064	http://www.ttc hartsville.edu
Hohenwald	813 West Main Street Hohenwald, TN 38462	http://www.ttc hohenwald.edu
Murfreesboro	1303 Old Fort Parkway Murfreesboro. TN 37129	http://www.ttc murfreesboro.edu
Nashville	100 White Bridge Road Nashville, TN 37209	http://www.ttc nashville.edu
Shelbyville	1405 Madison Street Shelbyville, TN 37160	http://www.ttc shelbyville.edu

Not for Profit four-year colleges and universities in the Nashville area:

American Baptist College	1800 Baptist World Center Dr. Nashville, TN 37207-4952	http://www.abcnash.edu
Aquinas College	4210 Harding Rd. Nashville, TN 37205	http://www.aquinascollege.edu
Austin Peay State University	601 College St. Clarksville, TN 37044	http://www.apsu.edu
Belmont University	1900 Belmont Blvd. Nashville, TN 37212	http://www.belmont.edu
Bethel College Nashville	1801 West End Ave., Ste. 200 Nashville, TN 37203	http://www.bethel-college.edu
Blair School of Music	2400 Blakemore Ave., Nashville, TN 37212	http://www.vanderbilt.edu/blair
Cumberland University	One Cumberland Square, Lebanon, TN 37087	http://www.cumberland.edu
Fisk University	1000 Seventeenth Ave. N., Nashville, TN 37208	http://www.fisk.edu
Freed Hardeman University	158 E. Main Street Hendersonville, TN 38340	http://www.fhu.edu
Lipscomb University	One University Park Dr., Nashville, TN 37204-3951	http://www.lipscomb.edu
Meharry Medical College	1005 Dr. D.B. Todd Jr. Blvd. Nashville, TN 37208	http://www.mmc.edu
Middle Tennessee State University	1301 East Main St. Murfreesboro, TN 37132	http://www.mtsu.edu
O'More College of Design	423 South Margin St. Franklin, TN 37064	http://www.omorecollege.edu
Tennessee State University	3500 John A. Merritt Blvd. Nashville, TN 37209	http://www.tnstate.edu
Tennessee Technological University	P.O. Box 5006 Cookeville, TN 38505	http://www.tntech.edu
Trevecca Nazarene University	333 Murfreesboro Rd. Nashville, TN 37210	http://www.trevecca.edu
Union University	205 Indian Lake Blvd. Hendersonville, TN 37075-6214	http://www.uu.edu
Vanderbilt University	2201 West End Ave. Nashville, TN 37240	http://www.vanderbilt.edu
Watkins College of Art & Design	2298 Rosa L. Parks Blvd. Nashville, TN 37228	http://www.watkins.edu
Welch College	3606 West End Ave. Nashville, TN 37205	http://www.welch.edu
Western Governors University Tennessee	501 Corporate Center Dr., Ste. 390 Franklin, TN 37067	http://www.Tennessee.WGU.edu
Williamson Christian College	200 Seaboard Lane Franklin, TN 37067	http://www.williamsoncc.edu

Sample – Internship Marketing and Advertising Plan

1. List company information on InternNashville.com for free.
2. Post internships on NashvilleJobsLink.com for free.
3. Attend the following career fairs and internship events:
 - InternNashville Networking Event
 - Nashville Area College to Career Fair in February
 - College A
 - College B
 - College C
4. Run following Sample Public Service Announcement for one month:
:30
Nashville-area students who need valuable, hands-on experience in Accounting, Communications, Event Planning, Finance, Human Resources, Marketing, or Technology are invited to apply for XYZ's one-of-a-kind intern program. For more information on XYZ's intern program, go to www.XYZInternships.com and click on "internship opportunities," or visit www.NashvilleJobsLink.com.
5. Distribute the following advertisement to local and college newspapers and career centers:

**Seeking internship candidates
in Nashville, TN.**

**Accounting, Communications,
Event Planning, Finance, HR,
Marketing, Technology**

www.XYZInternships.com



Internship Opportunities

Distribute to the following educational institutions:

- Nashville-area colleges and universities
 - College A
 - College B
 - College C
6. Develop a flyer to match the advertisement for distribution to educational institutions.



Application Process:

What steps are in the intern application process?

The application process for an intern should be similar to that of a regular employee.

- 1) Application** – Both online and paper applications are commonly used for internships. If an organization already has an application process in place, it is best to use the same process for intern applicants. It is a best practice to set a start and end date for receiving intern applications.
 - a. The sooner you get started on the process of hiring an intern, the better your chances of attracting a top-tier candidate.
 - b. Some companies prefer to use a more general application for the first round of applications, followed by a more detailed paper application for those who are interviewed.
- 2) Response to application** – Students are used to receiving feedback. Confirm to them that their application was received and give them an estimated time that they can expect to hear from you. This will reduce their anxiety and questions, and will allow you to complete the process with less interruption.
- 3) Screening and interviewing** –
 - a. Invite selected applicants to interview for the internship.
 - b. Contact all applicants to let them know whether or not they will receive an interview.
 - c. Proceed to the interview stage.
 - d. Make the internship offer.

The key is to treat an intern the same as any other candidate during the application and interview process. This will allow the intern to be properly integrated into the company culture, thus potentially assimilating candidates who may eventually become full-time hires.

If possible, keep a spreadsheet or database of internship applicants so you can personalize responses either by individual e-mail, individual phone call or a mail-merged e-mail or letter.

Sample – Email Responses to Internship Applicants

If possible, keep a spreadsheet or database of applicants so you can personalize responses either by individual e-mail, individual phone call, or a mail-merged e-mail or letter.

E-mail to notify the applicant that his/her application was received:

Dear [First Name]:

Hello, and thank you for your interest in interning with XYZ Company. I wanted to let you know that we received your online application. This is an exciting time in our organization, and we look forward to identifying the ideal team members to join us through our internship program and share their time and talent for the advancement of our mission and organizational goals.

I am forwarding your resume to the hiring manager for the internship for which you applied. She will follow up with you if you are selected for an interview. You will be contacted no later than [date]. Please let me know if you have any questions.

Thank You,

[First and Last Name]
[Intern Coordinator]
[XYZ Company]
[Phone number]
[E-mail address]

E-mail to notify the applicant that he/she was not selected for an interview:

(This is optional. Some companies only contact those who are selected for an interview.)

Dear [First Name]:

This is a follow-up to your application for an internship with XYZ Company. We have completed a careful review of all candidates in relation to the specific requirements of the internship. We regret we are unable to extend you the opportunity to interview for this internship position.

Future vacancies with XYZ Company may be found on NashvilleJobsLink.com or on our company web site. Please accept my best wishes as you pursue your career goals.

[First and Last Name]
[Intern Coordinator]
[XYZ Company]

Sample – Application for Internship

XYZ Company

XYZ Company considers applicants for all positions without regard to race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, sex or any other legally protected characteristic.

(PLEASE PRINT)

Internship(s) applied for:			Date of application:	
How did you learn about us? ☐ Company website ☐ Website specify _____				
☐ School ☐ Friend ☐ Relative ☐ Walk-In ☐ Other _____				
Last Name		First Name		Middle Name
Address		City	State	Zip Code
Telephone number(s) (Home):			(Cell) :	

What semester(s) are you seeking to intern? _____

On what date would you be available to start your internship? _____

When are you available to work? (days and times):

☐ Monday	Time: _____
☐ Tuesday	Time: _____
☐ Wednesday	Time: _____
☐ Thursday	Time: _____
☐ Friday	Time: _____

Do you plan to complete this internship for course credit? ☐ Yes ☐ No

Will you use this internship learning opportunity to fill a service learning requirement? ☐ Yes ☐ No

If yes to either of the above questions, have you contacted your career center? ☐ Yes ☐ No

If you are under 18 years of age, can you provide required proof of eligibility to work? ☐ Yes ☐ No

Have you ever filed an application with us before? If yes, give date: _____ ☐ Yes ☐ No

Are you currently employed? ☐ Yes ☐ No

May we contact your present employer? ☐ Yes ☐ No

If hired, can you show proof of identity and legal authorization to work in the United States?
(Proof of citizenship or immigration status will be required upon employment.) ☐ Yes ☐ No

Have you been convicted of a criminal offense within the last seven years?
(Conviction will not necessarily disqualify an applicant from an internship.) ☐ Yes ☐ No

If yes, please explain: _____

EDUCATION

	Name and Address of School	Course of Study	Years Completed	Diploma/Degree
Middle School				
High School				
Undergraduate/ College				
Graduate / Professional				
Other (Specify)				

In what school are you presently enrolled? _____

What is your expected date of graduation? _____

What is your major? _____ Minor? _____

Describe any specialized training or extracurricular activities.

EMPLOYMENT EXPERIENCE

Start with your present or last job. Include any related military service assignments. If you need additional space, please continue on a separate sheet of paper.

Employer Address		Dates Employed		Work Performed
		From	To	
Telephone Number(s)		Hourly Rate/Salary		
		Starting	Final	
Title	Supervisor			
Reason for Leaving				
Employer Address		Dates Employed		Work Performed
		From	To	
Telephone Number(s)		Hourly Rate/Salary		
		Starting	Final	
Title	Supervisor			
Reason for Leaving				

PROFESSIONAL REFERENCES

Give name, address and phone number

1. _____
2. _____
3. _____

ADDITIONAL INFORMATION

List professional, trade, business or civic activities and offices held. You may exclude membership which would reveal gender, race, religion, national origin, age, ancestry, disability or other protected status.

Summarize special internship-related skills and qualifications acquired from employment or other experience.

APPLICANT'S STATEMENT

I certify that answers given herein are true and complete to the best of my knowledge. I understand that falsification, omission or misstatement of information may result in refusal to hire or, if hired, termination of internship. I hereby give permission to XYZ Company, its affiliates and any third party it so chooses, to conduct a personal check on my background, including, but not limited to, work history, business and personal record, credit history or criminal investigation, and hold harmless the above-referenced.

This application for internship shall be considered active for a period of time as specified on the internship description, not to exceed 45 days. Any applicant wishing to be considered for an internship beyond this time period should inquire as to whether or not applications are being accepted at that time.

Selection for an internship does not guarantee employment at any time during the internship or upon completion. This internship is designed to be a learning experience for me in my field of interest. I will learn through hands-on application and projects designed to be comparable to what I would learn in a classroom setting. The company will work with the college or university to meet the requirements of an intern credit as necessary. The student is responsible for securing and coordinating all information if college credit or service learning is obtained.

I hereby understand and acknowledge that, unless otherwise defined by applicable law, any intern relationship with the organization is of an "at-will" nature, which means that the intern may resign at any time and the employer may discharge the intern at any time with or without cause. It is further understood that this "at-will" relationship may not be changed by any written document or by conduct unless such change is specifically acknowledged in writing by an authorized executive of this organization. I understand, also, that I am required to abide by all rules and regulations of the employer.

Signature of Applicant

Date



Selecting Interns:

How do I screen and select interns?

Screening includes interviewing, drug screenings, background checks, reference checks and any other information you gather about the internship applicant.

Questions to ask as you consider applicants and review student resumes:

Experience level:

- Has the student completed necessary coursework?
- Do you want an upper-level student with experience?
- Do you want a student who is not as experienced or is still deciding so he/she can get some basic experience to see if this field is a good fit for him/her?
- Does he/she need to be working toward a graduate-level degree?

Time available:

- Do you want a full-time or part-time intern?
- What is the availability and expectation of your candidate?

Once you reach the interview stage, ask the candidates concise, targeted questions that are relevant to your internship criteria.

General guidelines for questions:

- Ask open-ended questions instead of yes/no questions. Instead of, “Have you ever ...?” say, “Tell me about a time when you....”
- Ask candidates questions about their past experiences. How they have performed in the past, whether in the classroom or on a job, can often be an indicator of how they will perform during an internship with your company.

Additional suggested questions:

- How many hours do you want to work during this internship?
- What date will you be available to start work?
- What would be your ideal end date?
- In what areas are you most interested in working?
- What interests you about this internship or this company?

Questions to avoid asking:

- Are you a U.S. citizen?
- How old are you?
- Do you have a disability?
- Are you married?
- What is your religion?

Sample Questions for Intern Interviews

1. Share with me what you know about the XYZ Company, or what your perception is of XYZ Company.
2. What will your class schedule be like? What days/number of hours would you be available to participate as an intern?
3. What aspects of this internship are most interesting to you? Why do you want this internship?
4. Tell me about an experience when you completed a project within a specified timeframe.
5. Tell me about an experience when you had to learn something new.
6. How much do you know about the following computer programs? (List programs that he/she would be working with.)
7. Do you plan to do this for course credit or a service learning requirement? Have you talked with your career center or department supervisor about the requirements for course credit or service learning at your school?

Please tell them the following information:

- Start week will be _____.
- There will be a mandatory internship orientation after you start.
- Explain some of the projects that he/she will be working on and what experience the internship will entail.
- Discuss compensation and benefits, if appropriate.
- Give him/her a date when he/she can expect to hear back regarding whether or not he/she will be offered the internship.

Sample - Summer Internship Offer Letter

Official Intern Letter & Proposal

Date

First Name,

We want you to join us at XYZ Company, and we're thrilled to offer you the role of student intern. In this summer learning role, you will be supporting the office staff and making sure that your team members have everything needed to keep projects moving forward. As the student intern, we expect it will take you some time to get up to speed, but the team will help you learn. We will supply you with a workspace, a computer and a company pager.

Our more detailed offer* is attached, but here is the quick summary:

- A monthly salary of \$X,XXX.
- An environment we strive to make one of the most fun, interesting and collaborative in the area.
- Also, you will have a free membership to the company's health club for the summer.

I hope you are available to begin with us on Monday, May 5. Your internship will be completed on Friday, August 15, so you will have some time to return to school.

We're very excited about the possibility of you interning with XYZ Company, and we hope you feel the same way.

Sincerely,

Internship Coordinator or Supervisor
XYZ Company

**Note: You may want to attach a more detailed offer letter as outlined by your company's human resources department or legal counsel. A sample detailed agreement is not included in this resource, as company policies and operations differ in respect to offer letters and procedures.*



Training and On-Boarding:

How do I train and incorporate an intern?

The on-boarding experience occurs after a student has been selected to participate in the internship program. This process is an opportunity to speed the way to productivity and help the intern be comfortable during his/her time with your organization. The on-boarding process can vary widely, and how well you train and prepare your intern will have a direct result on the intern's overall experience.

On the "perfect" first day for the new intern, necessary paperwork should already be filled out; the workspace would be set up and stocked with supplies. The supervisor and co-workers would welcome their new team member, and a "buddy" or mentor would be assigned to help navigate the new environment.

Many stakeholders are involved in the on-boarding process. The primary participants are the new intern, the hiring manager, the intern coordinator, the mentor and the human resources department. Traditionally, on-boarding activities involve:

- Team members/mentors: general orientation, tour of offices and facilities, introduction to other employees
- Office manager: assign and set up workspace, distribute supplies needed to perform work
- Training: sign up and deliver internship-specific training
- If applicable:
 - Security department: process and provide badges or other documentation for access to building and additional secure areas as appropriate
 - Buildings and grounds: parking permit and parking space designation
 - IT department: allotment of computer hardware and software, e-mail address, pagers, PDAs, telephone and telephone numbers
 - Payroll and benefits: forms and enrollment; initiate payroll and establish direct deposit/deductions

One of the key components to a successful on-boarding process is integration, which includes presenting new hire information and introducing various aspects of the company's culture. Networking and socialization activities are also integral to a smooth on-boarding process.

Supervisors and employees need to be trained and oriented, too!

- **Open communication:** Current staff and supervisors need to be aware of their role in the process as well. If there is an intern coordinator, he/she should keep the supervisors informed throughout the process. This can be done either by including them on relevant e-mails and phone calls when they occur, or by sending a weekly update with a "roundup" of pertinent details.
- **Give supervisors a copy of the intern handbook and all forms:** At the very least, the supervisors should see everything their interns are seeing and learning. This helps them relay the same information and understand the policies as they relate to their intern or department.
- **Create information specifically for the supervisors:** This can be in the form of process sheets or a supervisor's guide that includes all of the necessary information and frequently asked questions. Providing this information for your staff in an easy and concise way makes them aware of the program and their role in ensuring that the interns have a rewarding experience. You can include topics such as:
 - Purpose of the guide
 - How an internship program supports you as an employer
 - Steps in the intern process – who is completing which step
 - Definitions:
 - The role of an intern
 - What the intern will expect
 - What you, as an employer, expect from the intern
 - Include necessary forms and information:
 - Evaluation forms
 - Supervisor and intern surveys
 - Intern handbook
 - Interview questions
 - Important numbers/codes to give intern
 - Intern application or resume (if intern has already been selected)

Successful on-boarding for an internship program can provide many benefits to the organization. Several of these include:

- Completion of project work
- An early start on training your future employees
- New technology and ideas students bring from the classroom into the company
- Diversity in the workforce

Optimized on-boarding presents clear and significant benefits. A well-designed on-boarding process reduces costs, hastens time to productivity and improves retention.

Sample - New Intern Orientation Agenda

- **Intern check-in** - Name tag, brief social time
- **Welcome** - Opening remarks
- **New hire checklist and company resources** - Resources for future reference; information to get from supervisor
- **Mission** - Brief mention of mission and company values
- **Executive leaders** - Brief introduction to president/CEO & vice presidents and their focuses
- **Diversity** - Mention of company EEO statement and commitment to diversity
- **Performance expectations** - Company's expectations of interns; what interns can expect from the company
- **Knowing the basics** - Mentors, directory of interns, benefits eligibility, pay periods, key dates, orientation period, supervisor evaluations, exit interviews, exit date
- **ID cards/badges** - Locations and directions for getting card, including what to bring
- **Parking** - Locations and directions for getting parking permit, including what to bring
- **Services & discounts** - Discussion of company publications, company calendar, company services and discounts, cafeteria/where to eat
- **HR policies** - Refer to full text of policies online and brief overview of the following policies:
 - Dress code
 - Equal opportunity and affirmative action
 - Anti-harassment
 - Workplace violence
 - Substance abuse
 - Electronic communication
 - Attendance & punctuality
 - Smoking and tobacco products in the workplace
 - Administrative leave
 - Performance improvement counseling (coaching)
 - Discharge
- **Standards of Conduct** - Viewing and discussion of scenarios taken from the standards of conduct; signing of standards of conduct receipt & acknowledgement and the confidentiality pledge
- **Health and Wellness** - Introduction to services provided by occupational health clinic and the employee wellness program
- **Environmental Health & Safety** - Introduction to services and focuses of environmental health & safety and to hazard communication
- **Police & Security Department** - Overview of police and security services
- **Mission and Making a Difference** - Brief discussion on how each intern makes a difference
- **Payroll** - Coverage of new employment paperwork (I-9, W-4, employee information, direct deposit/paycheck distribution); completion of I-9 forms by HR staff members
- **Fitness Center** - Discussion of the importance of wellness; overview of self-care guide
- **Benefits** - Overview of insurance options and other benefits
- **Closing** - Thank interns, give goodie bag, send to reception area to meet department manager

Sample - Important Numbers for Interns

Phone Codes & Extensions:

- Your telephone number is _____.
- _____ is the password for your voicemail.
- To call into your voicemail from outside the office, dial _____.
- Long-distance code: _____
 - Use for business calls only.
- To dial outside of the building: dial 9, then wait for the dial tone
- To dial inside the building: dial the extension (the last four digits of phone number)
 - Supervisor's extension: _____
 - Mentor's extension: _____
 - To call the front desk: 1000

Copier Code:

- Copier code: _____
 - Enter your code, then press #. When you are finished, press the clear/stop button to clear out your code.

Computer / Network Codes:

- Your email address is _____ @xyzcompany.com.
- Computer login ID: _____
 - Password: _____ (You can change the password at any time by pressing CTRL + ALT + DELETE and selecting the "change password" button. You will be prompted to change your password every 30 days.)
- Folders - All user files need to be saved in your department folder. *If you do not save files on the network and they are deleted by mistake, they cannot be restored.*
- Database –
 - Login ID: _____
 - Password: _____

Security Codes:

All our doors are secured with a code. Your supervisor will provide you with this code, which you must use each time you enter and exit the building. Do not give this code to anyone.

Budget Codes:

If you use any additional budget codes, your supervisor will work with you to ensure you have the appropriate details.

Each evening when you leave, please start, shut down and restart your PC. This is very important to ensure that updates to the network get downloaded onto your computer.



Handbook and Standards:

What should be included in an effective intern handbook?

Handbooks for interns should mirror the organization's handbook but also include specific, relevant sections as they relate to interns.

Sample - Table of Contents for an Intern Handbook:

- Welcome
- Intern calendar of events
- About the organization (*Note: Include history and basic information such as industry position, size, organization's vision, mission, goals and values.*)
- Corporate values and ethics
 - Making decisions, raising issues, personal accountability
 - Confidentiality agreements
- Organizational structure
- List of organization's divisions, groups, locations, product names and services
- Organization acronyms and terms
- Communication
 - Employee resource phone menu
 - Voicemail instructions
 - Intranet resources
 - Email etiquette
 - Internal and external communication policies
 - Feedback sessions with supervisor
- Attendance – balancing intern time with school calendar.

Interns do best with process and structure, so give them some rules and guidelines to follow.

An intern handbook is a great tool to help interns quickly acclimate to their new work environment.

- Intern/co-op definitions (*Note: Include this if you have both types of students and need to distinguish between them. Emphasize that this is a learning experience.*)
- Environment, health and safety
 - Employee responsibilities
 - Emergency preparedness
 - Evacuation routes
 - Severe weather procedures
 - Blood-borne pathogens
 - Hazardous materials
 - Waste recycling and disposal
 - Ergonomics
- Roles and responsibilities
 - Intern and co-op
 - Manager
 - Mentor or buddy
 - College liaison
- Payroll information
 - Timesheets
 - Direct deposit
 - Expense reporting
- Benefits information
- Community service opportunities
- Training and development
 - Required compliance training
 - Suggested training and development opportunities
- Policies (*Note: Include those policies most relevant to interns and a disclaimer that there are other policies that may affect their employment.*)
- Resources
 - Direct supervisor
 - Human resources, legal, ombudsman
 - Nurse's station
 - Contact information for college relations staff
- Local hot spots
 - Restaurants
 - Entertainment/music
 - Recreation & attractions
 - Websites and free wi-fi locations
- FAQs (*Note: Include answers to such frequently asked questions as: "Where do I park?" "Where can I eat lunch?" "How do I have my paycheck direct-deposited?" "As a resident of another state, how do I get state tax forms for filing taxes next year?" "How do I apply for employment here when I am graduating?" "How do I find out more information about this organization?"*)
- Signature page – The last page should contain a paragraph summary and area for the intern to sign, confirming that he/she has read and understands the policies.



Employer Feedback:

How do I measure an intern's performance and provide relevant feedback?

Evaluating Interns

Evaluating an internship program and providing feedback to the student is a very important part of the internship program. Interns need guidance, reassurance and feedback. In this section, you will find several examples of internship evaluation forms. An initial evaluation may be completed during the first week of the internship period to allow the student to understand the expectations and goals of the program. It may also indicate areas where the student may need guidance.

Interns are often provided a final evaluation at the end of the semester. This will provide an extensive, in-depth evaluation of the student's performance. This evaluation can also help you complete necessary paperwork that a student may need to submit to his/her school for course credit.

Criteria to consider when evaluating an intern are:

- Progress towards or accomplishment of learning objectives as stated in the learning agreement
- Skill development or knowledge gained over the course of the internship
- Overall contribution to the mission of the organization
- Dependability, punctuality, attendance
- Relations with others, overall attitude
- Potential in the field

The nature of the evaluation can vary depending upon whether the student will receive academic credit for the co-op or internship. Supervisors may have to fill out a form from a student's college or university to ensure that the student receives academic credit for his/her work.

Mentors: The role of a mentor is to provide overall guidance to interns relative to program goals, criteria and activities. Mentors may provide orientation, serve as liaisons and provide overall supervision of an internship program. In some organizations, there may not be a mentor; in this case, the supervisor may take on the role of the mentor with the student. Note that a mentor is sometimes called a buddy, coach or guide within different companies.

One-on-Ones: Regular one-on-one meetings between the supervisor and the intern can be beneficial to the intern's training and growth. Like any other employees, interns perform better when given feedback, praise and consistent guidance. Supervisors should point out students' strengths and weaknesses, and provide advice on improving those weak points. This gives the intern an opportunity to improve over the course of the internship.

Sample - Goal-setting Agreement

You may consider having each intern complete an outline of his/her personal goals for the internship. This can be provided to the supervisor, mentor and intern coordinator. These goals can be referred to throughout the internship period to ensure he/she is successful in achieving the desired goals.

Intern: _____ Supervisor: _____

Internship Term: _____ Mentor: _____

Major Performance Goals	Activities and Action Steps	Attainment of Goal
Goal 1.		
Goal 2.		
Goal 3.		
Goal 4.		

Sample – Internship Progress Report

Department: _____

Supervisor: _____

Intern: _____

For the week of ____/____/____

	NEEDS IMPROVEMENT	GOOD	EXCELLENT
APPEARANCE			
PROMPTNESS			
QUALITY			
WORK ATTITUDE			
ABILITY TO FOLLOW DIRECTIONS			
ABILITY TO WORK WITH OTHERS			
TAKES INITIATIVE			
COURTEOUS			

Supervisor's comments:

Supervisor's signature _____ Supervisor's phone _____

Please email or fax this report to xxxxxx, xxx-xxxx. Thank you.

For Official Use Only: Follow-up:
--

Sample - Initial Supervisor Evaluation

Intern: _____ Supervisor: _____

Organization: _____

Supervisor:

Please evaluate the following regarding your intern after week one:

General responsibilities:

	Yes	No
Punctual	_____	_____
Uses time effectively	_____	_____
Dresses appropriately for the position	_____	_____
Calls supervisor if he/she will be late or absent	_____	_____
Asks questions/directions for clarification when necessary	_____	_____
Reliably completes requested/required tasks on time	_____	_____
Has a positive attitude about his/her assignments	_____	_____
Has a positive attitude toward the supervisor	_____	_____

Rating of internship performance:

Rate from 1-5 (with 1 being never and 5 being always, NA = not applicable)

Works well with the supervisor and other staff	_____
Works with others whom the organization/agency services	_____
Respectful toward others	_____
Takes initiative for accomplishing necessary tasks	_____
Takes feedback and/or criticism positively	_____
Has good oral communication skills	_____
Has good written communication skills	_____
Demonstrates awareness and sensitivity to ethical issues	_____
Consults with others about ethical issues if necessary	_____
Ability to learn and understand new information/procedures	_____
Ability to apply new information/procedures	_____
Has been helpful to your organization/program	_____

Comments/ Suggestions:

This assessment was reviewed with the intern on ____/____/____ (month/day/year).

Supervisor's signature: _____ Date: _____

Intern's signature: _____ Date: _____

Sample – Manager’s Evaluation of Intern

(This form can be used at the final review, or at both the beginning and end of the internship for comparison.)

Intern: _____ Department: _____

Manager: _____ Mentor: _____

Use the key below to rate your intern on work performance areas and developmental areas.

5=Outstanding. Performance is unquestionably superior, and all standards and objectives have been clearly exceeded. Interns whose performance puts them in the Outstanding category serve as examples to their peers. Initiative and leadership are clearly exhibited.

4=Exceeds Expectations. Performance is clearly and indisputably above average, with all standards and objectives having been met and a substantial number of objectives having been exceeded.

3=Meets Expectations. Performance is totally acceptable, with standards and objectives for the internship having been met. Represents the performance level expected from most interns.

2=Needs Improvement. Performance is below expected standards and lacks appropriate professional and personal attitudes and/or technical skills. The intern exhibits deficiencies that could prevent advancement unless corrected.

1=Does not meet expectations. Performance fails to meet minimum standards; the intern should not be asked back.

Work Performance Areas (Give number rating and comment)	Rating
Instructions: Follows instructions appropriately. Performs tasks with little or no supervision. Comments:	
Quality: Completes tasks accurately and thoroughly. Work reflects neatness, attention to detail and conformance to company standards. Comments:	
Quantity: Completes an expected volume of assigned or related activities. Comments:	
Planning: Sets realistic goals. Organizes and prioritizes assigned tasks. Is able to manage multiple assignments. Comments:	
Communications: Expresses verbal and written ideas effectively. Demonstrates an understanding of departmental jargon. Comments:	
Teamwork: Interacts with others effectively. Comments:	
Attendance: Is punctual and regular in attending work, meetings and appointments. Comments:	

Technical Skills: Has technical skills appropriate to level in school and internship requirements. Comments:	
Developmental Areas (Give number rating and comment)	Rating
Presence: Exhibits self-confidence, poise, tact and maturity. Projects a professional appearance. Comments:	
Versatility: Is flexible in effectively dealing with new or unusual situations. Comments:	
Initiative: Is a self-starter. Recognizes tasks within his/her realm of authority and assumes responsibility. Comments:	
Judgment: Perceives and distinguishes relationships and/or alternatives. Makes sound decisions. Comments:	
Competence: Demonstrates knowledge and applies skills appropriate for carrying out tasks and solving problems. Comments:	
Attitude: Displays a willingness to learn. Accepts suggestions and guidance in a positive, enthusiastic manner. Comments:	
Dependability: Is reliable and follows through in an appropriate and professional manner. Comments:	

Has the intern satisfactorily completed work objectives that were outlined at the beginning of the summer/term?
☐ Yes ☐ No

Comments: _____

Indicate the intern's overall performance level: ☐ Outstanding ☐ Exceeds expectations
☐ Meets expectations ☐ Needs improvement ☐ Does not meet expectations

Comments: _____

Would you recommend this person for another internship/co-op term or for full-time employment after graduation?
☐ Yes ☐ No

Supervisor's signature: _____ Date: _____

Sample - Final Supervisor Evaluation

Intern: _____ Supervisor: _____

Organization: _____

Supervisor:

- Please evaluate the student according to the following rating scale.
- When finished, please sign, date and seal this form in an envelope.
- Please sign across the sealed back to assure confidentiality of your evaluation and mail to the address provided at the bottom of the second page of this evaluation.

1	Unsatisfactory – never demonstrates this ability/does not meet expectations
2	Poor – seldom demonstrates this ability/rarely meets expectations
3	Fair – sometimes demonstrates this ability/meets expectations
4	Commendable – usually demonstrates this ability/sometimes exceeds expectations
5	Exceptional – always demonstrates this ability/consistently exceeds expectations

Ability to learn

1.	Asks pertinent and purposeful questions	1	2	3	4	5	NA
2.	Seeks out and utilizes appropriate resources	1	2	3	4	5	NA
3.	Accepts responsibility for mistakes and learns from experiences	1	2	3	4	5	NA

Reading/writing/computation skills

1.	Reads/comprehends/follows written materials	1	2	3	4	5	NA
2.	Communicates ideas and concepts clearly in writing	1	2	3	4	5	NA
3.	Works with mathematical procedures appropriate to the internship	1	2	3	4	5	NA

Listening/oral communication skills

1.	Listens to others in an active and attentive manner	1	2	3	4	5	NA
2.	Effectively participates in meetings or group settings	1	2	3	4	5	NA
3.	Demonstrates effective verbal communication skills	1	2	3	4	5	NA

Creative thinking/problem-solving skills

1.	Breaks down complex tasks/problems into manageable pieces	1	2	3	4	5	NA
2.	Brainstorms/develops options and ideas	1	2	3	4	5	NA
3.	Demonstrates an analytical capacity	1	2	3	4	5	NA

Professional/career development skills

1.	Exhibits self-motivated approach to work	1	2	3	4	5	NA
2.	Demonstrates ability to set appropriate priorities/goals	1	2	3	4	5	NA
3.	Exhibits professional behavior and attitude	1	2	3	4	5	NA

Interpersonal/teamwork skills

1.	Manages and resolves conflict in an effective manner	1	2	3	4	5	NA
2.	Supports and contributes to a team atmosphere	1	2	3	4	5	NA
3.	Demonstrates assertive yet appropriate behavior	1	2	3	4	5	NA

Organizational effectiveness skills

1.	Seeks to understand and support the organization's mission/goals	1	2	3	4	5	NA
2.	Fits in with the norms and expectations of the organization	1	2	3	4	5	NA
3.	Works within appropriate authority and decision-making channels	1	2	3	4	5	NA

Basic work habits

- | | | | | | | | |
|----|--|---|---|---|---|---|----|
| 1. | Reports to work as scheduled and on time | 1 | 2 | 3 | 4 | 5 | NA |
| 2. | Exhibits a positive and constructive attitude | 1 | 2 | 3 | 4 | 5 | NA |
| 3. | Dress and appearance are appropriate for this organization | 1 | 2 | 3 | 4 | 5 | NA |

Character attributes

- | | | | | | | | |
|----|--------------------------------------|---|---|---|---|---|----|
| 1. | Behaves in an ethical manner | 1 | 2 | 3 | 4 | 5 | NA |
| 2. | Respects the diversity of co-workers | 1 | 2 | 3 | 4 | 5 | NA |

Objectives (intern should fill in this section with his/her chosen objectives)

- | | | | | | | | |
|----|--|---|---|---|---|---|----|
| 1. | | 1 | 2 | 3 | 4 | 5 | NA |
| 2. | | 1 | 2 | 3 | 4 | 5 | NA |
| 3. | | 1 | 2 | 3 | 4 | 5 | NA |

Comments/Suggestions

Overall performance of the intern during the internship placement:

Unsatisfactory	Poor	Fair	Commendable	Exceptional
0 1 2	3 4 5	6 7 8	9 10	

☐ Please share the results of this evaluation and my comments with the intern.

☐ Please do not share the results of this evaluation with the intern.
I want my ratings and comments to remain confidential.

Supervisor's signature _____ Date: _____

Attention: Please complete and seal the final evaluation in an envelope. Sign across the sealed back to assure confidentiality of your evaluation. Return to:

Career Center Office
University Name
Address



Intern Feedback:

How can my company successfully solicit quality feedback from interns?

Internship feedback is key for employers to continue to evaluate their internship program. Providing a program that is flexible enough to meet the expectations and needs of today's students is challenging at best. Feedback from your interns will help you modify your programs to continue to meet the interns' changing needs. The information in this section will help you focus the feedback from your interns to key elements and goals, give you suggested methods of receiving feedback and provide you with examples.

Focus of feedback: As we develop our feedback methods, we should focus on obtaining information that will help us evaluate our success in meeting key elements of successful internship programs and specific goals.

Five elements are consistent from internship student feedback:

- Cooperation
- Inclusion
- Education
- A sense of openness
- Proper guidance from a mentor

Five goals are consistent from students of an internship program:

- Focus on career development
- Instruction from industry leaders
- Relevant world-of-work experience
- Recognition of the relevancy of education to career
- Awareness of opportunities and requirements

The opportunity to provide feedback: A formalized feedback process is essential to provide the intern an opportunity to share what he/she believes worked well through his/her internship, and how the program could be improved.

- Intern survey: Indicates to the employer if the program is accomplishing what it is intended to accomplish.
- Intern reports: Provide information to the college from the intern concerning their internship program.
- Exit interview: Provides the employer the opportunity to ask for specific examples from the intern's response. Also, provides the opportunity to obtain information to help maintain contact with the intern.

- Focus groups: Allow the employer to receive a quantity of specific information in a short period of time. Question examples given for exit interviews may be done in a focus group setting.
- Think outside the box: Let the student's blog or give a final presentation to company executives about their experiences.

Examples of various feedback methods are provided on the following pages. Note that the questions on each are different and your company may benefit from using a combination of the approaches or questions below to receive the best information from your interns.

Sample – Intern Exit Survey

To help ensure the effectiveness of our intern process, please fill out the following confidential survey, and return it to HR. If you have any questions, please contact [CONTACT NAME] at [PHONE].

Intern: _____ Supervisor: _____
Semester: _____ Department: _____

1. I felt welcome and comfortable working at this company during my internship.

Strongly agree Agree Somewhat agree Disagree Strongly disagree

2. I was introduced to most, if not all, of my fellow staffers.

Strongly agree Agree Somewhat agree Disagree Strongly disagree

3. Essential company policies and procedures (dress, security, electronic communications, etc.) were explained to me.

Strongly agree Agree Somewhat agree Disagree Strongly disagree

4. I felt comfortable contacting my supervisor if I had questions.

Strongly agree Agree Somewhat agree Disagree Strongly disagree

5. Do you have any comments or suggestions about the interview process?

6. What do you feel you accomplished, learned or enjoyed during this experience?

7. Was there any aspect of this experience you did not enjoy? How could we have improved your experience?

8. Would you recommend future internships at this company to a friend? Y N

9. Please use the back side of this page to let us know any additional comments about your internship experience.

Sample – Intern Reports

Intern reports can take on various formats and timing. The schedules and guidelines below are examples you can use in your company to implement reports that will be beneficial to your internship program.

Sample Intern Report Timing:

1. **Ongoing journal** – Some companies ask their interns to keep a journal. This helps supervisors gauge the amount of time being spent on different projects and what aspects an intern likes or dislikes about his/her internship. Some schools may require this as part of receiving course credit. If this is already required, the supervisor can accept this as an ongoing feedback method for the intern, instead of creating additional documentation for him/her to complete.
2. **Weekly reports** – If the intern completes weekly reports, it may be beneficial to schedule a weekly one-on-one meeting between the intern and the supervisor. This can be a time for him/her to reflect and share his/her feedback about the past week of work. Students like consistency and knowing what to expect. If they know ahead of time the format they have to complete, and that they will have the opportunity to discuss it with their supervisor, it can be beneficial to their growth and productivity.
3. **Monthly reports** – Monthly reports can take on the same format/questions as the midterm and final reports. The increased frequency can identify problem areas and address them with more immediacy. Monthly reports should be limited to one page, since they will occur more frequently and encompass less information.
4. **Beginning, midterm and final reports** – These reports can be up to two pages in length since they will cover more projects and a longer time span.

Guidelines for reports:

- Include intern's name.
- Include name of supervisor and mentor (if applicable).
- Include department where intern is assigned.
- Assign due date for the report.
- Specify who should receive copies (intern coordinator, supervisor, mentor, intern, etc.).
- What projects have you worked on [since your last report/during your internship?]
- Has your internship been what you have expected so far? Why or why not?
- What have you learned or gained [since your last report/during your internship?]
- What have you enjoyed most/least [since your last report/during your internship?]
- Is there anything else you would like to document or give feedback on? It can be about how this applies to a class you took, how it compares to other internships or anything that stood out to you about the company or the industry.

Sample – Intern Exit Interview Questions

This interview is an essential tool to improve our internship program and the quality of experience we provide to future interns. Your participation is appreciated. The information you provide will be compiled into a comprehensive report with all intern responses. This report will be shared with our headquarters' HR department and senior team. Your responses will be anonymous and will not be shared with the regional office unless you agree.

Interviewer should complete the following information about the intern:

Name: _____ Supervisor: _____

Regional office location (Example: Nashville, TN): _____

May we share feedback with the regional office team? ☐ Yes ☐ No

Questions that relate to your orientation and training:

1. Was your interview comfortable and informative? Please explain.
2. Was your work area ready to use with a functional computer and office supplies?
3. How welcomed did you feel by your co-workers when you started?
4. What items about your orientation best prepared you to intern with this company? Did you understand what was expected of you?
5. What items could have been more helpful in the orientation process?

Questions that relate to your mentor and supervisor:

1. How well do you feel your mentor introduced you to the organization and culture?
2. Do you feel you had enough guidance and supervision from your supervisor in relation to the assignments you were doing?
3. How accessible was your supervisor when you had questions or needed direction?
4. Did your supervisor give you feedback that helped improve your performance?
5. Overall, how satisfied were you with your supervisor and mentor? Please explain.

Questions that relate to your responsibilities and assignments:

1. How well do you feel your assignments matched your skill level and interest areas?
2. Do you feel you had access to the appropriate resources and information needed to complete your assignments?
3. How well do you feel your projects enhanced your personal development and your growth and understanding of your field of work?
4. How well do you feel your projects matched your internship description?
5. Do you have any additional comments or feedback about your assignments or the work you completed?

General questions relating to your internship:

1. How would you rate your performance on this internship?
2. Did you choose this internship over another opportunity? If so, why?
3. Overall, how was your experience interning with this company?
4. Would you be willing to intern here again or work here in the future if you were given the opportunity?
5. Is there any additional feedback you would like to give?



Success Metrics:

How can I measure the success of my internship program?

Key Principles of Program Evaluation

It is essential to develop an evaluation process for your internship program that will determine if it meets the needs of all those involved and affected by its success. The formal program evaluation will also make a stronger business case for your organization and community, and thereby provide stability and continuity for your internship program.

As part of continuous improvement, you should reexamine every aspect of your program often, including such factors as processes, descriptions, college grade levels and other factors based on feedback from interns, mentors and supervisors. You may also find ways to enhance and expand your internship program as it matures.

Areas to Assess and Document

- The program clearly reflects appropriate policies and best practices for recruitment, selection and development of interns in preparation for regular full-time employment.
- The internship experience is sequential, cumulative and applicable in career learning.
- The program requires all interns to demonstrate an intermediate to advanced level of professional skills, abilities, proficiencies, competencies and knowledge in study areas.
- Faculty, mentors, coordinators and supervisors serve as professional role models.
- The program makes significant efforts to attract its interns from diverse backgrounds.
- The program engages in an ongoing self-study that addresses successful outcomes.
- The program involves interns in every step of design, implementation and evaluation.

Forms and Reports Used in Program Evaluation

- Intern's application and intake profile
- Intern's pledge commitment contract
- Intern's work assignment journal
- Intern's employer appraisal
- Intern's exit evaluation feedback
- Faculty's advisor profile
- Faculty's pledge commitment contract
- Faculty's evaluation of intern
- Mentor's evaluation of intern

- Coordinator's evaluation of intern
- Employer's information and interest profile
- Employer's evaluation of intern
- Employer's evaluation of program

Measures of a Successful Internship Program

Measurement of a company's intern program will vary based on the size of the company and the individual goals and objectives. Some intern programs focus on using internships as a recruiting tool to fill open positions at the end of the internship. Other programs use interns to fulfill special tasks and projects, but, based on the size of the company, they may not have the need, availability or resources to fill full-time positions. Different metrics can be used to measure the success and productivity of each program in reaching the goals set forth by the company.

Clear ways to judge the success and effectiveness of an internship program if your goal is to recruit new employees:

- Conversion of graduating interns to regular full-time employees
 - The formula for intern conversion is: Number of interns that accept full-time offers, divided by number of interns eligible* for hire. For example: if you have 100 interns eligible for an offer and 50 accept offers, the conversion rate is 50 percent.
(*Eligible indicates interns who had good performance and are graduating. Even if you don't give them an offer, you should include them in the calculation.)
 - Initially aim to convert a minimum of 25 percent of graduating interns into full-time hires. Mature/high-performing programs can convert almost 60 percent of their interns into full-time hire positions.
- Percentage of total new college hires that come from the internship program
 - According to the National Association of Colleges and Employers, the conversion rate for converting interns into full-time hires has hit an all-time high at 58.6 percent.

Methods to judge your internship program's success and effectiveness if your company is not currently hiring:

- Increase in the number of applications you receive compared to intern slots available
- Increase in the variety of schools that have students applying for your program
- Increase in the number of repeating interns
- Increase in the intern satisfaction based on exit interviews and surveys
- Increase in the supervisor satisfaction based on exit interviews and surveys
- Increase in the number of intern projects completed in a term (this will reflect increased productivity and output for the organization)

If an internship program serves as an effective pipeline to recruiting, at least 25 percent of new graduate hires should come out of your internship program.

Mature/high-performing programs can convert almost 60 percent of their interns into full-time hires.

To help monitor and measure the effectiveness of your internship program, capture and track the following information:

Student data:

- College grade level (freshman, sophomore, junior, senior, graduate)
- College session (fall, spring, summer, special)
- College or university represented
- Course or degree program
- Credit or non-credit
- Paid or unpaid internship
- Intern's individual goals/expectations
- Internship length (in weeks)

To find ways to improve your internship program, use forms to capture the following:

Program data:

- Total number of internship slots
- Total number of student applicants
- Total number of weeks attempted
- Total number of weeks completed
- Total number of repeating interns
- Total number of interns who are offered a full-time position (this shows the quality of interns)
- Total number of interns who accept a full-time position
- Conversion of graduating interns to regular full-time employees (this shows the quality of intern experience and company image through the number converted)
- Percentage of total new college hires from internship programs

Feedback: Refer to the sample survey forms on previous pages. It will be helpful to track the scores and data and how they compare from year to year or semester to semester.

- Intern's work journal entries
- Intern's program reflections
- Intern's program suggestions
- Intern's individual exit survey
- Intern's focus group survey
- Mentor's evaluation of the intern
- Coordinator's evaluation of the intern
- Employer/supervisor's evaluation of the intern



Information Technology Internships:

Introduction

What is a Technology Internship?

A technology internship is intended to provide students the opportunity to function within an organization or department, allowing them to experience the multiple facets of a technology related position. The objective is to provide work that is valuable to the organization while augmenting the formal education of the student.

Why should YOU take the time to host an intern?

- You will be helping to create a stronger, more educated and experienced workforce
- You will increase students' interest in IT careers, directly supporting the mission of the Nashville Technology Council's **T3 Initiative** while advancing InternNashville's focus on preparing students and connecting them to careers in the Nashville area.
- Interns are potential employees
 - What better way to find and screen potential employees than through a semester long training program? Internships are an invaluable tool for recruiting staff, and a number of former students return to work for their internship providers.
- If your company is looking for a way to bring in extra help next year without straining the budget, consider hiring an intern.
- What could a couple of bright, enthusiastic 20-somethings do for your office? Bring fresh ideas and new ways of looking at things, tireless energy and an eagerness to impress.

Why do STUDENTS take the time to be interns?

- Internships help students strengthen their resumes and it provides them with career-related experience for a future in technology.
- Internships engage students in hands on research and projects.
- They gain a competitive advantage while having fun.
- Technology internships give students the opportunity to apply the skills, such as C++, Java, SQL, PHP, Linux, and Eclipse, they learn in the classroom in a real world setting.

Why are interns important for technology?

A well-structured intern program can provide valuable bandwidth to an organization for the purpose of focusing on key projects that require research, or clearing out lingering low-priority user requests. Most importantly, today's students are very tech-savvy and heavy technology users. Their perspectives today are the perspectives of future IT professionals and leaders that will drive the future of technology.



Information Technology Internships:

Sample Descriptions

Information Technology Intern – XYZ Company – spring 2014

Note: See internship description section on page 12 for more information.

Position Description: As a Technology Intern, you will have the opportunity to gain exposure in the exciting environment of XYZ COMPANY. This internship enables you to work on specific projects under the direction of XYZ COMPANY'S professional staff and is tailored to provide the maximum educational benefit to you. Exposure to technologies such as LDAP, IDP, Routing, Switching, VPNs, IP Tunneling, Network Security, WLAN and Network Management are all an integral part of this internship. Additionally, you will have the opportunity to be exposed to and to explore new and emerging technologies, to improve your application programming skills, to become familiar with a wide variety of software systems, and to learn systems administration best practices. Throughout your internship, you will assist in numerous functions of the department as listed below and will report to XYZ COMPANY's designated manager.

Essential Job Functions:

- Participate in and support LAN, WAN, and systems related projects in both quality and effort.
- Will routinely communicate with IS staff members on most aspects of projects.
- Participate in projects of infrastructure capacity, security and performance enhancements, including remote VPN access.
- Develop and maintain diagrams, documents, spreadsheets and presentations for the team's technical documentation. Add and modify documents for internal websites.
- Provide systems research information for management and information systems team, as needed.
- Contribute to maintaining a network lab environment to facilitate evaluation and testing of vendor products, as well as replicating network faults for advanced trouble-shooting and resolution.

Learning Objectives:

- You will learn how to collaborate with others to achieve common goals and to pass on relevant project information in a timely manner.
- You will improve your time management skills in order to effectively and efficiently produce results
- You will gain experience working in a team environment

Education/Experience: Intern must be currently enrolled in an accredited college or university pursuing a bachelor's degree in computer science, computer engineering, management information system or related field. No prior experience necessary.

Knowledge, Skills and Abilities: Problem solving, good communication, highly motivated, ability to multi-task, and a love for technology.

Help Desk Operator – Internship Description

The Help Desk Operator's role is to ensure proper assignment and escalation of IT support requests. This includes receiving, prioritizing, documenting, and follow-up end user help requests. Problem resolution may involve the use of diagnostic and help request tracking tools, as well as require that the individual use good research techniques to identify and resolve problems.

Responsibilities:

Strategy & planning

- Evaluate documented resolutions and analyze trends for ways to prevent future problems

Operational Management

- Field incoming help requests from end users via telephone, email and in-person in courteous manner
- Document all pertinent end user identification information and nature of problem
- Build rapport and elicit problem details from help desk customers
- Prioritize and schedule problems. Escalate problems (when required) to the appropriately experienced technician.
- Record, track and document help desk request problem-solving process, including all successful and unsuccessful decisions and actions taken through the final resolution
- Apply diagnostic utilities to aid troubleshooting
- Access software updates, drivers, knowledge bases and FAQ resources on the internet to aid in problem resolution
- Identify and learn appropriate software and hardware used and supported by organization
- Install business-oriented software
- Perform preventive maintenance
- Test fixes to ensure problem has been resolved
- Perform post-resolution follow-ups
- Develop help sheets and FAQ lists for end users
- Perform routine maintenance and scheduled tasks
- Other assignments as directed

Position Requirements

Formal Education & Certification

- High school diploma or demonstrated equivalent experience

Knowledge & Experience

- Windows Operating System fundamentals
- Basic ticketing workflow concepts
- Experience with business workflow concepts
- Experience with business productivity software, including Microsoft Office

- Good understanding of organization's goals and objectives
- Exceptional written and oral communication skills
- Exceptional interpersonal skills with a focus on rapport-building, listening and questioning skills
- Experience working in a team-oriented, collaborative environment

Working Conditions

- Sitting for extended periods of time
- Dexterity of hands and fingers to operate a computer keyboard, mouse, power tools and other computer components
- Ability to lift up to 25lbs

Network Engineer Internship Job Description

Assist the Network Engineering Team in various duties, including:

- Cisco Device configuration
- Trouble Ticket resolution
- Documenting Network Topology and Device
- Other tasks as permitted by skill level

Qualifications/Skills:

- Completion of course Cisco Routers I
- Preferred currently enrolled or completion of Cisco Routers II
- Knowledge of the cisco IOS Command Line Interface
- Understands the OSI Model Knowledge of how Routers and Switches function on the network
- Basic trouble shooting skills

Degree/major: CNT/CPT

Days/hours: Negotiable

Starting date: ASAP

Contact Person:

Email:

Phone:

Web Design and Marketing firm - Web Development Intern Job Description

XYZ Agency is a creative firm specializing in web, print, and marketing. The agency is looking for an intern interested in learning all aspects of web development and computer science. The intern who fills this position should expect to learn desktop publishing, layout design, print layout, as well as multimedia and web layouts. The qualified applicant will have knowledge of Adobe Creative Suite, with a focus on Dreamweaver, Illustrator, Fireworks and Photoshop. Knowledge with multimedia and video applications is preferred. CSS and web design experience a plus. Knowledge of Microsoft Office is a must. Applicant must be dependable and able to work independently. Projects will include logo design, print layout, video/cartoon creation and website front-end design.

Required Skills:

- Basic knowledge of Web applications HTML5, CSS
- Understanding of PHP, Python, MySQL, JavaScript
- Basic knowledge of any open source web content management software
- Adobe Software suite or equivalent

Also looking for:

- Ability to use good judgment for escalating issues
- Ability to learn and operate as a self-starter
- Excellent communication skills (both verbal and written)
- Ability to learn and work successfully in a team environment
- Recent graduate may also apply

Majors:

- Computer science/Web development/Programming/Design
- Contact: name, title, email address and phone number

Network Security Service Provider Firm – Customer Service Advocate Internship Job Description

Department: Solutions Management Center

Reports to: VP of Network Operations and Customer Support

XYZ Company is a leading provider of networking and security services for distributed enterprises. Through its turn-key solutions the company provides a simple affordable way for enterprises to securely connect multi-location businesses while meeting regulatory and compliance requirements including PCI and HIPAA. The company's solutions defend sensitive corporate data against security breaches and protect consumers from identity theft by safeguarding payment card information.

Position summary:

The Customer Service Advocate position provides excellent customer service to our valued customers in a professional and courteous manner. We are looking for someone who is willing to go above and beyond to help our customers have the best experience possible. Daily work will consist of interacting with customers via telephone and electronic methods regarding technical issues.

Primary duties and responsibilities:

- Update customers on closed and open maintenance tickets
- Document all customer encounters in clear and concise manner in company's internal ticketing system
- Escalate customer issues to the Team Leads and Director when appropriate
- Appropriately follow up on customer issues to ensure customer satisfaction

Qualifications:

- Excellent written, verbal and interpersonal skills
- Proficient in Microsoft Office computer skills: advanced Excel skills a plus
- Strong organization skills and the ability to manage multiple tasks
- 2-4 years customer service experience
- Ability to maintain a professional demeanor when dealing with external customers
- Analytical problem solving skills

This internship is a unique opportunity to work in a customer service technical support call center. Candidates must be able to work a minimum of 25 hours a week Monday through Friday during regular business hours. Due to the temporary nature of position, health and retirement benefits are not offered.

Please send resumes to: recruiting@company.com

This company is an Equal Opportunity employer



Information Technology Internships:

Sample Projects

What is an internship project?

An internship project has a predefined objective that is to be accomplished by the end of the internship period. The project should result in a deliverable to the organization and often includes a presentation or report of the results given by the intern. The work should expose the intern to real-world technology problems and challenges and an on-the-job learning opportunity. The intern should be expected to make an individual contribution to the results of the project and participate in presenting these to the organization.

Technology Intern Project Examples:

- Utilization of data modeling tools to document data structures, define data context, synchronize data content between physical databases, verify structures and relationships, and print visual models for development efforts.
- Participate in test-script writing and execution; writing technical or customer documentation.
- Assist users by providing telephone support to resolve hardware, software and network issues.
- Help Set up servers, install network wiring, design and maintain network system architecture. Will assist the network manager in creating, maintaining and deleting user accounts.
- Participate in infrastructure capacity, security, and performance enhancements including remote VPN access.
- Web design & development, graphic design, html, CSS, database creation/management, website maintenance and creation.
- Create an interactive website using Flash and Dreamweaver – used Flash animations, Actionscript, JavaScript, and PHP commands.
- Provide assistance in technology projects that have a short-term (i.e. 3 month) implementation timeframe, including assist with project documentation and monitoring of deliverables.
- Participate in and support LAN, WAN, and systems related projects.
- Provide research information for management and information systems team as needed.
- Contribute to maintaining a lab environment to facilitate testing of new releases and new products
- Analyze trends and communicate to IS staff members
- Plan new projects and develop solutions for existing projects



How to Post an Internship on WorkIT Nashville

How to create a company login

1. Visit www.WorkITNashville.com.
2. On the homepage, click on Create an Account, located on the top left of the screen.
3. A pop-up will appear, click Register as Employer.
4. Enter the Account Information—email/username and password
Enter your Personal Information—first and last name, organization, and cell phone number
**Note the checked box at the bottom of the page. Unclick if you do not want to share a LinkedIn profile.*
5. Check the “I accept the Terms and Conditions” box on the right side of the page and click Register and Subscribe.
6. An email will be sent to the email provided on the profile. In this email will be the verification link. Once you click the link (or paste it to your browser), you will be directed to the main employer page.
7. From this page, you can search candidates, manage applicants, view candidate lists, post jobs and internships, view reports, and manage account/profile.

How to edit your company profile:

8. Click Manage Account/Profile, and a drop-down box will appear with the options: My Account, Message Inbox, Edit Profile Page, and Company Page.
9. On the Edit Profile Page, you can upload all the relevant information about the company
**This page is where you make the changes to the company page.*
10. On the Company page, you can see the public view of the Profile Page. This way, as the company profile is being populated, you can refer to the Company Page for review. **Remember to click “save” on the left side of the screen as you make edits and before viewing the Company Page.**

How to post an internship:

11. Hover over the “Manage Jobs” tab, and click “post a job”
12. In the drop-down box labeled “Type” – select “Internship” as the type of position you are posting.
13. In the drop-down box for “experience” – select “In School / Recent Grad” as the experience level you are seeking
14. Complete the other required fields and the description.
15. Click the green button at the bottom that says “Post Job.”
16. Your internship will automatically be posted for 60 days.

Please contact WorkITNashville@nashvillechamber.com with any questions or concerns.



APPENDIX

Templates