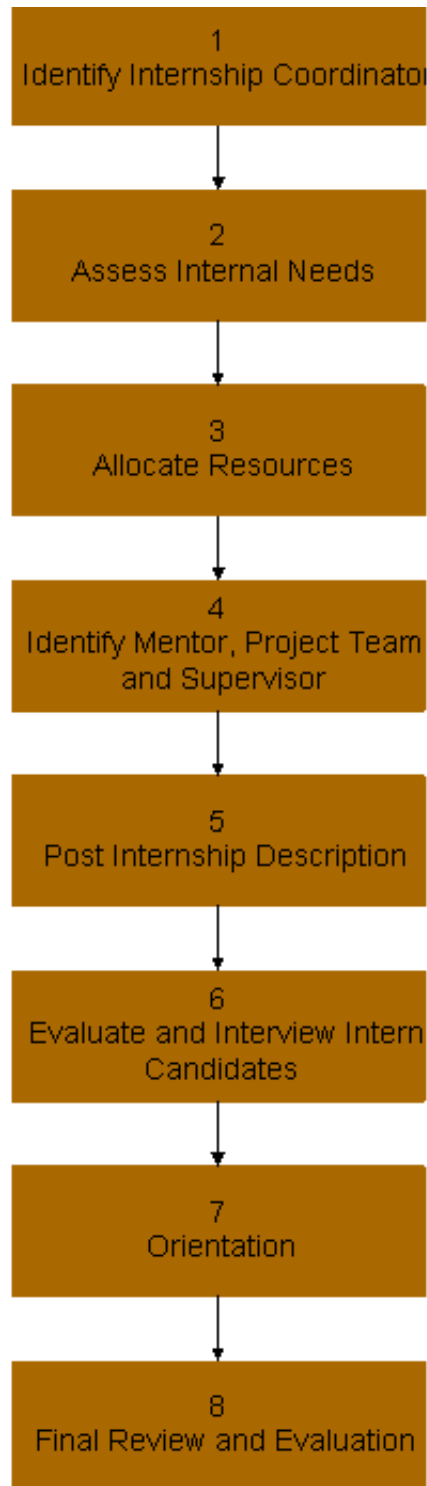


The Internship Process



1. Importance of Internships

There are many questions you may ponder when someone in your organization first suggests the idea of developing an internship program. [Internship-in-a-Box](#) will answer many of your questions, as well as outline some of the benefits internships provide to your organization. [Internship-in-a-Box](#) will also offer step-by-step instructions for developing your successful internship program.

What is an internship?

An internship is a period of practical training, carried out by a student within a company or organization. In some industries, cooperative education (co-op) programs fulfill a similar mission. In other industries, you may hear internships referred to as practicums, experiential learning opportunities, independent study programs or even apprenticeship models. Some universities refer to all of these under the term of experiential education.

Simply put, through experiential education or internships, students learn by doing.

Internship durations can be customized to your needs, though they typically will coincide with the school semester schedule. Students seek internship opportunities throughout the entire academic year as follows:

- fall semester (September through December),
- spring semester (January through April),
- summer break (May through August).

Internships may last an entire year, or even longer, depending on your project needs and the intern's availability.

Can my organization offer internships?

Internship opportunities can be offered by any type of company or organization - from a large corporation, to a start-up firm, to a not-for-profit organization. Any environment can offer a student the opportunity to learn by doing. In a small business, students can experience many facets of the company. In a large corporation, students can experience specialized work focused in one department. In a not-for-profit organization, students can learn about donor development or outreach. Whatever your organization might be, you can develop an internship program to meet your needs and provide valuable experience to a student.

Isn't it a lot of work to develop an internship program?

No, though it does require good planning. Proper planning will lead to the successful launch of your internship program, and ongoing evaluation can help you improve your program once you've begun. Internship-in-a-Box can be a great resource - walking you through these critical steps in the planning and evaluation of your program.

Factoid:

Interns complete project work and increase your organization's productivity.

How would an internship program benefit my company or organization?

There are many benefits that a company or organization can derive from an internship program.

1. Interns can complete project work and increase your organization's productivity.
 - Interns are highly motivated to produce quality work. They want to make a meaningful contribution, and continue to learn and develop their professional skills.
 - Every organization has projects currently on the "back burner." Perhaps a project was relegated to the "back burner" because no one on the current staff has the time to devote to it or the skills needed to carry it out. An intern might be just the person to complete these projects!

2. Begin training your organization's future workforce.
 - More than fifty percent of interns return after graduation as full-time employees to the company where they interned (Source: National Association of Colleges and Employers).
 - A positive internship experience will bring candidates to your organization.
 - Best of all, these candidates already have the "inside track"-they know your team members and how you work.

3. Streamline your recruitment process and fill your talent pipeline.
 - By maintaining contact with interns after they return to school, you will simplify the process of recruiting them when they are ready to graduate.
 - You have already been through a "trial run" with these candidates during their internships. You know the talents they possess and the quality of work they can produce.

4. Internship programs are cost effective.
 - While interns are typically much less expensive than comparable full-time staff in the same positions, they can greatly enhance the productivity of the full-time staff.

5. The presence of interns provide an opportunity for mid-level staff to learn to manage since they are typically responsible for day-to-day direction of interns.
 - This provides an opportunity for career and personal growth for these full-time staff that may not be possible otherwise.

6. Interns can bring the newest technology from the classroom into your company or organization.
 - Many colleges and universities teach cutting-edge technologies, from computer programming languages to innovations in engineering.
 - Students can bring fresh ideas and energy into your organization.

7. Interns can be another source for the recruitment of diverse employees into your company or organization.
 - Interns from diverse backgrounds can bring new perspectives to your company or organization.
 - Recruitment of diverse interns can be one element of a long-term diversity recruitment strategy.

Who else benefits when my organization develops an internship program?

An internship program offers benefits to your organization, to the students and to your community. Students look for internship opportunities as a way to develop their skills and apply the knowledge they are learning in their coursework. Students also benefit from the "real world" experience they can gain, which gives them professional experiences to remain competitive when seeking employment after graduation.

Your community also receives long-term benefits from internship opportunities provided to its students. Since more than 50 percent of interns return after graduation to the companies where they were interns, internship programs can have a positive impact on the retention of college graduates and skilled workers in your community's workforce (i.e., reduce the local 'brain drain'). A knowledgeable workforce-of both students and professionals-can be a strong tool for economic development and attraction of new businesses to your region.

Factoid:

Census data shows the nine-county Philadelphia region saw an 18.4 percent decline in its population of 20 to 34 year-olds between 1990 and 2000.

2. Designing an internship program to meet organizational needs

Your internship program can be customized to your company, and can be designed to meet specific needs of your organization. An internship program offers your organization the opportunity to begin training future employees while they are still in school. Here are some questions to consider when designing your unique internship program.

1. Are there roles within your organization where you frequently hire new employees?
 - Sales Representatives
 - Research
 - Technicians
 - Community Outreach

Many organizations have particular roles for which turnover is high, or new employee recruitment is fairly constant. An internship program can help your organization fill this pipeline.

- Interns will have learned about your organization during the course of their internship and can hit the ground running when they are hired as new employees after they have graduated.
 - You have great insight into these candidates as potential new hires—you have seen the quality of their work and have gotten to know them personally during their internships.
2. Are there skill areas required by your organization that are typically not learned in the classroom?
 - Laboratory research skills or manufacturing process skills
 - Client interaction
 - International business practices
 - Software or hardware skills
 - Business writing

A new hire who has participated in your internship program will have learned "on the job" how your company operates (e.g., unique corporate policies and procedures) and will bring this experience with him/her. Similarly, an intern will learn how your design processes work, how the approval process is configured, how sales and marketing programs are designed and, as a result, will have been trained (i.e., progressed up the learning curve) at a lower cost to the company.

3. What other aspects of your organization are unique? An intern may be interested in learning unique processes or technologies which your company utilizes. Allow the student to experience these custom procedures and features to see what sets your organization apart from the competition.

Factoid:

Census data shows the nine-county Philadelphia region saw an 18.4 percent decline in its population of 20 to 34 year-olds between 1990 and 2000.

3. Implementation of a successful internship program

Now that you have considered some of the benefits of a successful internship program, consider the steps to follow for implementation. These are your "how-to's" in designing your internship program and getting it off the ground. Planning ahead is critical to successful implementation. The first steps include:

- Assessment of internal needs
- Allocation of resources
- Identification of a mentor
- Identification of a project team for each intern

Once you have defined these aspects of your internship, you can develop and post a description and recruit your interns. Finally, ongoing evaluation of your internship program should offer opportunities for continuous improvement.

1

Identify Internship Coordinator

The first step is to identify the person within your company or organization who will coordinate your internship program. This person will be responsible for implementing the various steps identified below to develop the program.

2

Assess Internal Needs

The next step in designing your internship program is an assessment of internal projects or staff needs. You will find an example Internal Needs Assessment in the Appendix. The internship coordinator should work with staff to assess current projects and workload to determine appropriate situa-

tions where an intern might contribute. Each should consider:

- What ongoing tasks take place in my department or organization?
- What is the workload of our department or organization?
- What projects are currently on the "back burner?"

One great use of an intern is to devote time to projects that might currently be on the "back burner" due to insufficient time or talents among existing full-time staff. For example, do you have new materials you would like to develop, or existing brochures you would like to have updated? Would you like to redesign your organization's website, but just don't have the time? Interns can be a great source of assistance, given proper supervision, within these labor-intensive tasks. Similarly, an intern might conduct research for a report that another staff member will write.

An assessment of internal needs will uncover the "back burner" projects, as well as identify the ongoing projects and tasks where an intern can contribute to your organization.

Factoid:

Interns can be another source for the recruitment of diverse employees into your company or organization.

3

Allocate Resources

Long before your intern's first day with your organization, you should consider the allocation of resources. You will need to allocate financial resources, as well as resources of time and materials, in order to create an environment where your intern can succeed. An example Resource Allocation Checklist can be found in the Appendix.

Financial Resources

- Will your intern be paid? If so, at what hourly rate?
- Will you offer a stipend for the total duration of the internship, or a project-based stipend?
- Will your intern need a parking pass, or will your organization reimburse his/her parking costs?
- Will your company reimburse mileage for the intern?
- Will you offer a scholarship to offset your intern's cost if the internship will involve academic credit at the intern's college or university?
- Will you provide a housing stipend for the duration of the internship?

Time Resources

- Will your intern participate in a new employee orientation session?
- Will your intern's mentor set aside time for regular meetings with the intern throughout the duration of the internship?
- Will others in the department set aside time to answer questions as they arise?
- Will the intern work five days a week or an alternate schedule, and how will this impact the duties that may be assigned to him/her?

Material Resources

What will your organization need to provide for the intern? You should allow adequate time to provide these resources so that your intern can begin work immediately on his/her first day. Some resources you may need to supply could include:

- a computer with particular software installed,
- an organizational e-mail account,
- a telephone extension,
- a voice mailbox,
- a parking pass,
- office supplies.

Planning ahead and providing these materials will allow your intern to start off on the right foot. Additionally, you might need to reserve a cubicle, desk, or workspace for the intern.

4

**Identify Mentor, Project Team
and Supervisor**

Each intern should be assigned to a mentor within your organization. The mentor may be a department head, project leader, or long-time employee who is knowledgeable on the project where the intern will work. The mentor's role should include some initial orientation for the intern, as well as developing an ongoing relationship.

During your intern's first day, his/her mentor might fulfill some of the orientation roles. Ideas include:

- Give the intern a tour of your facility,
- Show the intern the location and use of office equipment (photocopier, fax machine),
- Introduce the intern to others in the department and organization with whom he/she will interact.

Throughout the internship, the intern will look to his/her mentor first with questions. The mentor should be prepared to offer guidance on project tasks and responsibilities, including instructions on how tasks should be carried out. The mentor should also be available for general questions pertaining to the company or the industry, where the intern can learn from the mentor's experience. The mentor might also be asked operational questions, ranging from use of the photocopier to the location of a local lunch spot.

The role of the mentor should involve a commitment of time to the intern's experience. Suggestions might include scheduling a lunch together on the intern's first day, so that the intern and mentor can begin to get to know each other. Some mentors may choose to offer an "open-door" to the intern, and encourage him/her to stop by anytime with questions. Other mentors might prefer the structure of a regularly-scheduled weekly meeting, where the intern is encouraged to bring a list of any questions he/she might have from the past week. Either way, it is important that every intern knows that someone is available to answer his/her questions.

Factoid:

More than 50% of interns return after graduation as a full-time employee to the company where they interned.

A mentor can be a valuable resource for the intern in many ways. During the internship, the mentor might provide input and evaluation of the intern's work products. Additionally, the intern is beginning to build his/her professional network, so a mentor might look for opportunities to include the intern in meetings or to introduce the intern to other company and industry contacts. Finally, after the internship has been completed, a mentor might offer to be listed as a reference on the intern's resume. The mentor should also be in a position to advise management of the suitability of a later employment offer to the intern following graduation.

Project Team and Intern Supervisor

The primary goal of each student in seeking an internship is to gain "real world" experience in his/her future profession. It is beneficial for each intern to be integrated into a department or project team, where he/she will not only learn from completion of his/her own assigned tasks, but will also develop a sense of the "big picture". Part of the learning experience should be an opportunity for the student to see how his/her own tasks fit into the timeline and outcome of the project as a whole.

Integration into a department or project team can also provide the intern with an opportunity to refine teamwork and communication skills. Others in the team can provide guidance to the intern, both on specific project tasks and on aspects of professional work ethic and culture, such as time management and meeting deadlines or managing interactions with a difficult customer. Team members can guide the intern in learning to overcome challenges and in learning from his/her mistakes. An intern can benefit greatly from the experience of others on the team.

Interns should be assigned to a supervisor, like any other employee. The supervisor may or may not be the same person as the intern's mentor—that will depend on your organization's size and work structure. The role of the supervisor is to assign day-to-day tasks, monitor progress, and to evaluate the intern's work products or outcome.

Meaningful Project Work

In addition to integration into a department or project team, attention should be paid to the assignment of meaningful project work. Your intern is not looking to spend the summer making photocopies or getting coffee. Rather, your intern wants a chance to build upon what he/she has learned through coursework. Your intern wants to learn to apply what he/she has learned to a "real world" project. Certainly, this does not mean that interns should be exempt from occasionally stuffing envelopes with the rest of the team, but the focus of the internship experience should be devoted to meaningful project work. There are several elements of meaningful project work to consider.

Meaningful tasks

Within the scope of your project, consider tasks where an intern will be challenged to apply his/her knowledge or improve his/her skills. Remember, your intern is here to learn and gain experience. Consider your intern's skills and strengths, and give your intern a chance to make a meaningful contribution to a project.

Goals and Milestones

Set goals for your intern's progress. You can help your intern set goals for completion of various tasks, including daily goals, weekly goals, and monthly goals. If the intern is working on a project with deadlines, setting goals can help ensure that these deadlines will be met. Guide your intern in breaking down larger tasks into action steps and setting goals for completion. Set milestones so that the intern knows he/she is working toward something, and has a sense of accomplishment when each milestone has been achieved.

Time frame

Your intern will likely be part of your team for the length of one semester—approximately four months. Keep this timeframe in mind as you outline tasks and goals for the internship. It might be helpful to assign the intern to a project that will go from start to finish within the time of the internship. Alternatively, consider whether there are particular tasks an intern could finish within a project with a much longer timeframe. You can help to provide your intern with a sense of accomplishment, if he/she is assigned tasks that will be completed by the end of the internship. Furthermore, your intern might hope to have a "finished product" for his/her portfolio.

5

Post Internship Description

After you have assessed internal needs and identified where an intern will be assigned, the next step is to develop an internship description. You will find some Internship Description examples in the Appendix.

Like any job description, the more detailed information you can provide potential candidates in the internship description, the easier you will make your task of selecting the right candidate. Elements of an internship description can include:

- Information about your organization and/or the project
- Description of intern's tasks and responsibilities
- Preferred majors/minors or coursework the intern should have completed
- Listing of skills required
- Start/End dates for the internship and typical daily working hours
- Compensation
- Academic credit

Once you have completed this detailed description, post it on www.careerphilly.com, Innovation Philadelphia's website for employers in the Greater Philadelphia region looking to hire talent from the 80 regional colleges and universities. You may also publicize your internship among current employees, on your organization's website, through local campus career centers, or in your local newspaper.

6

Evaluate and Interview Intern Candidates

Once you begin to receive applications, intern candidates will follow much the same process as other potential new hires. You will screen the applications to find those candidates who meet your criteria. In the Appendix, you will find example Student Resumes and Tips for Evaluating Student Resumes. You will schedule telephone or personal interviews with your top candidates. You will find sample Intern Interview Questions in the Appendix.

You will make an offer and define the starting and ending dates as well as compensation. You may draft an internship agreement, which will be signed by yourself and the intern, defining goals and expectations. A sample Internship Memorandum of Understanding is included in the Appendix.

7

Orientation

You should plan to provide some level of orientation for your intern. If your organization will be hosting a new employee orientation session near the intern's start date, you might include the intern in this orientation, so that he/she can learn about your organization and culture. If no organization-wide orientation is occurring, the orientation responsibilities may belong to the mentor or supervisor.

Offer your intern a tour of the facility, so that he/she will become familiar with the environment. Introduce your intern to your staff, and offer some explanation to the intern of various roles within the organization.

Your intern will also want to know about the day-to-day aspects of work in your organization.

- What are typical working hours?
- When should he/she take a lunch break?
- Where should he/she park?
- Where are the restrooms located?
- Where are various pieces of office equipment and of what special instructions should the intern be aware?
- What is appropriate attire?
- When are staff meetings held?

In some cases, this internship will be a student's first experience working in a professional setting. Your intern may seek guidance with various issues that you would not normally encounter with an experienced employee.

- Answering the office telephone and taking messages
- E-mail correspondence
- Appropriate level of personal telephone calls or internet use
- How to carry out particular research
- Etiquette at business meetings

You may consider developing an orientation packet for your interns, including the information outlined above, as well as important organizational policies of which interns should be aware.

As your internship program gains momentum, you may evaluate your program from time to time. Seek input from the intern's mentor and supervisor about the quality of the intern's work. Evaluate whether the intern possessed the necessary skills to carry out project work. Evaluate the quality of the intern's work, and how this additional manpower increased overall work productivity. Consider what other projects or departments might benefit from an intern.

8

Final Review and Ongoing Evaluation

Likewise, you should periodically discuss your intern's progress with him or her directly. You may consider a mid-point and final evaluation. Sample Internship Evaluation Forms are included in the Appendix. Tell your intern where he/she has performed well, and discuss where he/she has room to improve.



If your intern will be seeking academic credit from his/her college or university, there may be additional evaluation forms to be submitted. While the requirements for academic credit are different at each institution, it is typical that a professor will want to know at the beginning of the internship on what type of project the intern will be working, and it is typical that a final evaluation will be submitted. It is the student's responsibility to manage his/her university requirements, and a student's desire for academic credit does not typically involve increased work on the part of the supervisor or mentor.



4. Elements of a successful internship program

Now that you have considered the steps involved with developing an internship program within your company or organization, you may think about how to make that program a success. What are the elements of a successful internship program?

One critical element in developing a successful internship program is planning. These planning elements include identifying project work, lining up a mentor, and evaluating opportunities for experiential learning. Ongoing evaluation of your internship program will allow you to improve it.

Project Work

An intern wants to make a contribution to your organization. He/she will likely be committed to working hard and producing excellent results. Interns want to apply the concepts they are learning through their coursework to the "real world" of your organization. For example, a marketing intern may be charged with researching market trends for your product, and analyzing this data for use in your marketing materials and on your organization's website.

Experiential Learning

The intern may have several goals in seeking an internship with your company or organization. Consider how you can contribute to the student's experiential learning goals-how your internship can help the student to "learn by doing".

- The student hopes to see how his/her coursework relates to your profession.
- The student may want to "test drive" a potential future career field to find out whether or not it is a good "fit" for him/her.
- The student hopes to build upon his/her skills through practice, and also seeks to learn from more experienced individuals in the field.

Factoid:

Interns want to apply skills learned in their coursework to "real world" experiences.

Mentor

Many of us have benefited from mentorship at various times in our careers. Students hope to find new mentors through an internship experience. In identifying internship mentors within your organization, consider employees who will be able to commit some time to mentoring the interns, as well as those whose knowledge of the project and experience with the company might assist the student. Look for those employees who would like to become mentors, and discuss the role of a mentor with them.

Flexible Program Design

Internship programs offer great flexibility in design and implementation. Consider the following options for your internship program:

- Will our workload support one intern, or several?
- Can we utilize an intern full-time or part-time?
- Can we utilize an intern for the summer only, or also during the fall and spring semesters?

For example, if your organization hosts a large fundraising event annually, and you offer an internship for the planning of this event, that internship might take place during the fall semester only, but be available every year. Or if your organization is a CPA firm, it may be typical for your internship to be offered during the spring semester only, as assistance is primarily needed during income tax season. No two internship programs are exactly alike, so the challenge may be to consider how to design a program around the needs of your organization.

Evaluation

Your new internship program may be viewed as a "work in progress," at least initially. You may try out different strategies to determine how an internship program can best suit the needs of your company or organization. By experimenting and learning from your own experiences, you can evaluate your internship program and improve upon it with each successive semester or year. For example, by evaluating the skills and performance of your current interns, you can write more detailed internship descriptions for the recruitment of future interns.

5. Frequently Asked Questions

In this section, you will find answers to some frequently asked questions about internships.

1. What level of compensation is typical for an internship?

In planning to allocate financial resources for your internship program, compensation will be one consideration. In some industries, unpaid internships are quite common. In others, internships can be very well-paid. An hourly wage typical for undergraduate interns would fall in the range of \$10 to \$12 for non-technical majors or \$15 to \$20 for technical majors. If you are not able to budget for an hourly wage, you may consider offering a monthly or semester-based stipend to the student, providing a housing allowance, or reimbursing mileage, parking, or other expenses.

2. Is my organization responsible for providing insurance or benefits to the intern?

Typically, only full-time employees are eligible for benefits provided by an employer. Interns are short-term employees, and are therefore ineligible. Usually, students will already have insurance coverage through their parents, or through their colleges or universities. If you have questions, seek advice from your attorney.

3. Do interns work 40-hour weeks? Do they work five days a week?

Some interns work 40-hour weeks, but this is not always the case. Internships are flexible, and students often plan their internship schedules around their class schedules on campus. A part-time internship can involve anywhere between 10 and 30 hours per week. Often, students are able to schedule their classes so that they have blocks of time available for an internship. For example, a student might schedule all classes that meet on a Monday-Wednesday-Friday schedule, leaving Tuesdays and Thursdays for an internship. Or a student might schedule all morning classes, leaving afternoons free for an internship. Once you have identified an intern candidate, discuss his/her availability and develop a schedule that will work for both parties.

4. How does a student obtain academic credit for internship experience?

Increasingly, colleges and universities are requiring students to complete various experiential learning opportunities in order to graduate. Many students, therefore, seek academic credit for their internship experiences. While the requirements for every school and department are unique, some requirements are typical. For example, the student's academic advisor may want to approve the internship description and tasks that the student will complete. The academic advisor may want to speak with the intern's supervisor before the internship begins. The student may be required to submit a journal or written summary of his/her internship experience, or to explain project results in a final paper. The supervisor may be asked to complete and return a final evaluation form to the student's academic advisor.

5. When do internships typically begin? How long do they last?

Internships typically follow the starting and ending dates of the student's academic semester. Internships can be full or part-time, and can take place during the fall (September to December) or spring (January to April) semesters, or summer break (May to August). Many students will try to schedule their classes on campus so that they leave blocks of time in their schedule for their internships.

Some internships may last a year or longer, and could begin in fall, spring, or summer. Or you may find that a summer internship leads to an ongoing relationship which continues through the fall and spring as well.

6. When do I need to start looking for an intern that I would like to start work in the fall semester?

There are no official deadlines for you to begin your intern candidate search, but the sooner you begin, the more likely you will be to receive applications from top candidates. Some typical intern recruitment timelines are:

- fall semester: July 1 - internship description posted
August 15 - student application deadline
September 1 - internship commences
- spring semester: October 1 - internship description posted
November 15 - student application deadline
January 1 - internship commences
- summer break: February 1 - internship description posted
March 15 - student application deadline
May 15 - internship commences

Some employers develop longer timelines, and some will even select summer interns before January of a given year.

There are several issues to consider in developing your intern recruitment timeline.

- Do you hope to recruit candidates locally, regionally, or nationally?
- When do students plan their semester class schedules, and when is class registration?
- How many rounds of candidate selection and interviewing will take place within your organization?

When looking at the timelines above, remember that you are developing an internship program to meet the needs of your organization, and it is never too late to find an intern!

7. How do I find interns?

Here are some suggestions for finding intern candidates.

- Post your internship description on the www.careerphilly.com internship site.
- Distribute your internship description to the offices of career services at colleges or universities from which you hope to recruit students.
- Distribute your internship description to faculty within the departments from which you seek to recruit students.
- Promote your internship opportunities among your current employees and encourage referrals.
- Post your internship description on your company's website, in your company newsletter, or in your local newspaper.

8. What projects or departments in my company or organization might offer suitable project work for an intern?

As many functions as can be found among your current employees can be potential internship opportunities. An intern might contribute to the engineering or design of your products. An intern might assist with accounting, marketing, or business strategy. An intern may even develop your new company website. Students of every area of study are looking for professional experience through an internship.

9. Are the rules for terminating interns the same as full-time employees?

In most cases, the same laws apply. It is advised that you seek legal counsel for further information and specific requirements.

10. If I like an intern, can I be assured of having that intern return during his/her next internship rotation?

Often, your company or organization may find an intern you would like to hire again for a future semester. Some suggestions might include:

- Extend a summer internship opportunity into the academic year—a student who participated in a full-time summer internship might be looking for a part-time experience during the fall and/or spring semesters.
- Extend an offer for a future internship opportunity at the conclusion of the internship experience—if the student's internship experience with your organization was a positive one, he/she will probably jump at the chance to return!

6. Best Practices in Internships

Many organizations have exceptional internship programs. Reading these best practices may give you some creative ideas for your own internship program.

Hospitality Industry

One national food-service chain has developed a unique summer management internship program. This internship program aims to provide students with hands-on experience in operations, and also includes classroom instruction in addition to a four-week experiential learning opportunity with a regional division team.

Each student and supervisor selects a project that the student will carry out during the summer, considering both the student's educational goals and the needs of the company. This project is carried out throughout the summer, and the intern is given an opportunity to present his/her project results at an internship conference at corporate headquarters during the final week of the internship experience.

In addition to presenting their summer projects, students are given the opportunity to interact with and make recommendations to senior management during the internship conference. The conference also features workshops to promote the interns' professional development.

This unique summer program offers students a great opportunity to tailor their internship experiences to their own interests and academic goals. In addition, presenting results to senior management provides invaluable practice for future business interaction.

Financial Services Industry

One national leader in the financial services industry has developed an internship program where the intern's responsibilities are closely aligned with those of a financial representative. Interns begin with preparatory training courses, to learn about the company's various products, policies and procedures. In addition, interns are taught to analyze sales data and are given preparation for establishing a clientele. Corporate training allows interns to see the "real world" application of the concepts they may have learned in college or university coursework.

Following the training component, interns are matched with a mentor, and the intern is given the opportunity to shadow the mentor in his/her daily activities and observe how the mentor works. After shadowing his/her mentor for a period of time, interns are challenged to set out on their own to establish a clientele. Interns meet with new clients and work with these clients to analyze the clients' financial needs and goals. Interns continue to develop and maintain these client relationships throughout the internship period.

This internship program seeks to equip interns with the knowledge and experience they need to be successful. Classroom instruction combined with shadowing mentors allows interns to make the connection between theory and practice. Interns can learn by example, and then develop their own style of client interaction.

Retail Industry

A national retail pharmacy chain offers several summer internship program options, designed to meet the needs of different groups of students. Retail interns work with experienced store managers to learn about store operations, management responsibilities, merchandising, advertising, inventory bookkeeping, and human resources. IT interns participate in technical projects which impact the company and expose students to the latest technology. Pharmacy interns learn to apply their knowledge of prescription and over-the-counter medications, and they study regulatory guidelines and delve into patient counseling guidelines. Corporate interns rotate through various departments at the corporate headquarters, such as pharmacy operations, recruitment, governmental affairs, and systems technology.

One unique offering of these internship programs is the opportunity for interns participating in all programs to come together for tours, social events, and guest speakers. This provides interns with an opportunity to learn from each other, and to compare each other's experiences in various aspects of the company.

Manufacturing Industry

One international manufacturing company also offers varied internship opportunities for students. Interns in consumer brand management are directly involved in corporate marketing efforts, including analysis of consumer target groups and development and presentation of strategic recommendations. Interns in operations solve customer problems, analyze and improve processes, and research IT systems. Engineering interns gain hands-on experience inside manufacturing facilities.

This company also offers a scholarship program for top students who come from targeted colleges and universities and selected majors often recruited by the company. This scholarship, awarded upon successful completion of an internship, offsets the student's tuition and builds an ongoing relationship between the company and the student, opening the door for future recruitment after students have graduated.

Factoid:

An opportunity to present project results to others can be a great learning experience for interns.

Government

A national intelligence agency offers internships to students interested in gaining hands-on experience in the areas of analysis, research, report writing, oral briefings, policy development, program management, and computer applications related to the intelligence field. Interns gain insight into how intelligence is gathered, managed, and shared with policymakers and other governmental agencies. Interns learn about the inner workings of this agency.

The type of experience gained through this agency's internship is not typically available through a college or university classroom setting. For students with an interest in many career fields, an internship offers a first glimpse into what a career in the field may entail.

Not-For Profit Organization

A national not-for-profit organization working with youth in the community offers internships to students interested in learning about fundraising and program development. Interns assist with fundraising activities, including processing gifts and thank yous. Interns play a role in organizing fundraising and donor cultivation events. Interns may develop materials and interact with donors.

Many students already volunteer with community organizations, and an internship can be a great opportunity to learn about the career possibilities offered by these organizations.

7. Leveraging college and university relationships

Your local colleges and universities can be a great resource in the development of your internship program. Depending on your needs, you may consider cultivating relationships with different types of contacts on campus to help you meet your internship program needs. In many cases, these individuals are eager to build relationships with your organization!

A great place to begin looking for these resources is www.careerphilly.com, Innovation Philadelphia's website for employers in the Greater Philadelphia Region looking to hire talent from the 80 regional colleges and universities.

Faculty

If you seek candidates with specialized knowledge or skills, you may cultivate relationships with local faculty who teach in these disciplines. Relationships with faculty can offer several advantages for your organization.

- Faculty can recommend students who would be potential intern candidates with your organization. Professors are in an excellent position to provide background information to you about top candidates, since they will know the student's level of ability and quality of work in the classroom.
- If the college or university offers academic credit for internships, you may work with a particular professor to assist your intern in meeting the requirements for academic credit at his/her college or university. This professor may also help you design your internship project descriptions to meet the institution's standards for academic credit.

Internship Coordinators

Colleges and universities may utilize various individuals who serve as internship coordinators between the institution, the student, and the organization providing the internship. On some campuses, there may be a centralized internship coordinator who is part of the office of career services. On other campuses, each department may have its own decentralized internship coordinator who oversees internships within that department. A visit to each school's website may help you to identify the best person to help you.

Career Centers

Many colleges and universities have staff in their office of career services that have a professional focus on internships. These individuals can provide a wealth of experience, not only in the particulars of internship requirements for their own institution, but also localized best practices in your industry or community. The office of career services often hosts the institution's career and internship fairs each semester

Student Organizations

If you are interested in establishing a presence on campus, student organizations can be a great place to start. Many of these student organizations engage students who share a particular academic or professional interest. For example, if your organization is a CPA firm, the accounting society might be the place to start connecting with rising accounting students. These student organizations or honor societies often want to cultivate relationships with professionals in their field, so it is a potential win-win situation for both. There are many opportunities for you to get involved with these organizations.

- Sponsor a fundraiser or community service event organized by the student group.
- Offer a speaker from your organization to this group at a meeting or career night. Students are interested in hearing "what it's like in the real world" of your profession.
- Offer an annual scholarship or award to an outstanding student within the organization. This could provide an ongoing opportunity for students to get to know your organization.
- Invite a group of students to tour your facility, or to participate in a question-and-answer session with professionals at different levels within your organization. Students are interested in seeing "first-hand" what types of career options are available to them.

Career and Internship Fairs

Career and internship fairs offer another opportunity for your organization to interact with students and establish a presence on campus. Most colleges and universities offer a wide variety of career and internship fairs each year-some with an emphasis on one profession or industry. Visit the college or university website for more information, or contact the office of career services to find out which of their upcoming events will best suit your needs.

Factoid:
Career and internship fairs offer opportunities to interact with students and establish a presence on campus.

You will find an events calendar of upcoming career and internship fair dates and locations on www.careerphilly.com.

8. Evaluation of your internship program

Once your first intern has begun, you can develop a process to evaluate your internship program. You may consider how the internship is meeting your organization's needs, and how your internship program is meeting the needs of your interns. You may evaluate your selection process and internship descriptions. Keep in mind that students seek internship opportunities throughout the year:

- fall semester (September through December),
- spring semester (January through April)
- summer break (May through August).

As your internship program grows, you may offer opportunities more often and develop a timeline to find interns throughout the year.

How well is the internship program meeting our organization's needs?

You may seek input on this topic from various department heads, mentors, intern supervisors, and other employees. Perhaps you will return to your first Internal Needs Assessment and determine if interns were assigned to appropriate projects or evaluate if new project needs exist.

How well is our internship program meeting the needs of our interns?

You may develop an "exit survey" to gather input from your interns to evaluate their experience. What new skills did they learn? Did they receive consistent feedback about their work throughout the internship? Do they view your organization favorably as a potential employer upon graduation?

Are there other projects or departments in our organization where an intern could add value?

You may "pilot" your internship program in only a few selected departments or areas of your organization initially. However, as the idea catches on among your employees, you may find other areas to "branch out" internally with your internship opportunities.

9. Legal issues impacting internship programs

While designing your organization's internship program, you may need to consider the impact of various legal issues. Contact your organization's attorney with any questions, or for further information.

International Students

International students can bring new perspectives to your organization as interns. They bring insight from their own cultures, and are eager to experience the professional world in the United States. There are several types of visas granted to international students, most of which allow for the student to work off-campus. The office for international programs at the student's campus will be able to advise the student regarding his/her work authorization status and particular type of student visa.

Intellectual Property

In some cases, interns may work on projects where intellectual property rights are a concern for your organization. Typically, if new employees would be asked to sign a non-disclosure agreement, an intern may be asked to do so as well. If you are concerned, seek legal counsel on how to proceed.

Benefits and Insurance

Benefits are not typically offered to interns, since internships are short-term in nature. Most students will already have insurance coverage through their colleges or universities, or will be covered under their parents' policies. If you have questions regarding benefits and insurance, contact your attorney.

Equal Opportunity Employment

Federal and state regulations regarding Equal Opportunity Employment apply to the employment of interns as well as full-time employees. For further information, speak with your legal advisor.

1. Internal Needs Assessment

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

Request for Intern Assistance

As you know, our company is developing a new internship program. If you would like to participate in this program, please complete the attached Request for Intern Assistance form 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 recruitment of intern candidates. If you have any questions, please let me know.

Thank you, _____

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

Date of request: _____ Department: _____

Staff contact: _____ Phone: _____

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

(For example, Human Resources Department is responsible for recruiting, training, hiring, firing, etc.)

What will be your intern's title? *(For example, Human Resource Recruiting 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 number of hours per week the intern can work?

Are specific hours or shifts required for your intern?

Is there any other information you would like to provide?



2. Resource Allocation Checklist

This checklist is designed to aid you in planning the resources your intern will require. This may also be completed by the project leader who will supervise the intern.

Financial Resources

Will your intern be paid? If so, at what hourly rate?

If your intern will receive monetary compensation, have funds been allocated in your budget?

Will your intern need a parking pass, or will your intern be reimbursed for parking costs?

Will your intern be reimbursed for mileage?

Will your intern receive a housing allowance?

Material Resources

(Check all that apply)

- Computer
- Software package: _____
- Organizational e-mail account
- Telephone extension
- Voice mailbox
- Parking pass
- Office supplies: _____
- Workspace (cubicle/desk)

3. Internship Description Examples

Your internship description should provide potential candidates with information to help them determine their qualification for the position, as well as understand the internship opportunity.

Elements of an internship description can include:

- Information about your organization and/or the project
- Description of intern's tasks and responsibilities
- Preferred majors/minors or coursework the intern should have completed
- Listing of skills required
- Start/End dates for the internship and typical daily working hours
- Compensation
- Academic credit

Example 1

Title: Event Coordinator Assistant

Employer: Downtown Hotel and Conference Center

Location: Chicago, IL

Timeframe: 5/15/2003 - 8/15/2003

Employer:

Downtown Hotel and Conference Center is located in the heart of downtown Chicago. Our Riverwalk location looks out onto Lake Michigan and Michigan Avenue, and is conveniently located to the Museum Campus, downtown shopping, boat tours, theater and other cultural attractions. Our hotel features 2,000 guest rooms, as well as 150 suites, 10 restaurants/lounges, and 200,000 square feet of meeting space.

Description:

As Event Coordinator Assistant, your responsibilities will include:

- Scheduling meeting rooms and conference facilities
- Booking guest rooms for conference attendees
- Coordinating in-house and external vendors (catering, decorations, entertainment)
- Providing customer service to guests during on-site events

We are looking for an individual with excellent communication skills and a positive customer-service attitude. Attention to detail and organizational skills are a must. This internship can be full or part-time, minimum of 20 hours per week. Some night and weekend hours will be required during conferences and events. Compensation: \$11/hour.

Example 2

Title: Accounting Intern

Employer: Office of Finance

Location: New York, NY

Timeframe: 5/15/2003 - 8/15/2003

Employer:

Office of Finance supports the Bureau of Operations with Accounts Payable, Financial Reporting, and Payroll.

Description:

As Accounting Intern, your responsibilities will include:

- Participation in the reconciliation and accounting for duty, tax, and fee collections and operating expenses
- Assistance in the preparation of financial statements and reports
- Participation in financial management projects associated with security and facilitating trade
- Analysis of accounting activity relating to assets, liabilities, revenue and expenses

For employment in this governmental agency, U.S. citizenship is required. Minimum GPA of 3.0 is required.

Desired skills include: complete understanding of acceptable accounting practice, knowledge of A/P, A/R, payroll and related taxes, knowledge of QuickBooks, computer literacy, and the ability to create budgets. Must be a current junior, senior, or graduate student.

Example 3

Title: System Support Specialist Intern

Employer: Standard Company

Location: Philadelphia, PA

Timeframe: 06/01/2003 - 08/20/2003

Employer:

Standard Company is an entrepreneurial company, founded in 1995 by two brothers. We have grown to a staff of 30 employees, and seek an intern to assist our efforts to expand our e-commerce and B2B activities.

Description:

Join our team as we embark on implementing .NET architecture. WIN2K MCP desired. Experience in HTML/FrontPage & PC hardware & software desired. Strong team orientation required.

Administration Responsibilities may include:

- Assist with administering the software license program
- Assist with administering access to automated systems for employees
- Assist with administering the distribution lists on email systems
- Assist with administering the order tracking system

Desktop Support Responsibilities may include:

- Install, remove or change desktop PCs and software
- Answer customer calls/e-mails and resolve computer-related issues
- Work with desktop PC manufacturers to resolve hardware issues
- Work with software manufacturer to ensure proper licensing for ordering
- Control inventory database of computer hardware and software
- Add/Remove/Change User IDs in the Directory
- Server Administration

4. Example Resumes and Tips for Evaluating Student Resumes

In this section you will find several example student resumes. The resumes of potential intern candidates will be similar to potential new hires. Student resumes will also typically include sections for Education, Work Experience, and Skills. However, since students are beginning their professional careers, they will often include other types of activities to demonstrate their skills. Students can develop skills which are applicable to the professional world through extracurricular organizations. For example, the president of a student organization will learn how to develop meeting agendas, moderate meeting discussions, and mediate conflicts. On-campus employment may also help students to develop valuable skills, whether or not the job description pertains directly to the type of internship sought. For example, working in a departmental office could provide the student with opportunities for professional writing, taking minutes of meetings, or preparing conference presentations. It is helpful to look at student resumes with these ideas in mind—consider the skills a student has developed through extracurricular or community organizations.

Evaluation Tips for Student Resumes

1. Does the student possess the skills required for the internship position?

You may wish to consider both the student's "hard skills" (such as knowledge of particular computer software) as well as "soft skills" (like communication).

2. Has the student completed relevant coursework for this internship?

Some internships will require that the student have completed certain courses. For example, it might be necessary for an engineering intern to have completed at least two semesters of coursework within his/her major.

3. In what extracurricular activities has the student participated?

Campus or community organizations provide additional opportunities for students to learn beyond the classroom. Has the student listed skills acquired through volunteer work or campus organizations?

4. Has the student listed honors and awards?

Top candidates will often list honors or awards they have received from their college, university, or community.

5. Has the student listed class projects that are relevant to the internship sought?

Students will often complete class projects to develop professional skills. For example, a graphic design student may have developed a portfolio of original work in this field.

Example 1

Ann R. Jeakins

Telephone: 100-555-1100

Email: ann.jeakins@state.edu

Permanent Address:

121 Main Street
Hometown, PA 10000

Campus Address:

305 Andrews Hall
State University
Anytown, PA 10000

Objective

To obtain an internship in the field of marketing where I can demonstrate and further expand my knowledge and skills.

Education

State University, Anticipated date of graduation 05/2004

Major: Marketing, GPA: 3.7

Relevant Course Work: Advertising and Promotion, Marketing Research, Consumer Behavior, Personal Selling, International Business, Quantitative Analysis for Business

Work Experience

Hotel Event Coordinator Assistant, Westin Hotel, Chicago. 05/2002 - 09/2002.

- Scheduled weddings and conferences
- Coordinated the details of these events
- Attended events as a supervisor
- Customer service
- Wrote weekly newsletter for visitors—regarding hotel and city activities and events

Research Assistant, Spencer Research, Iowa City. 05/2001 - 09/2001.

- Researched by Internet, library and consumer observation
- Conducted cold-call research
- Performed data entry
- Wrote reports weekly regarding research status

Skills

Computer: Microsoft Office, Excel, Word, Access, Internet Explorer, Netscape Navigator

Business Skills: Customer service focused, excellent interpersonal skills, strong written and oral communication skills

Example 2

Emilee Conlin

Telephone: 217-555-9064

Email: emilee.conlin@mckendree.edu

Permanent Address:

500 Western Ave.
New York, NY 10000

Campus Address:

211 Anderson Hall
McKendree College
Anytown, PA 10000

Objective

To receive an internship that allows me to further develop my skills in finance and accounting.

Education

McKendree College, Anticipated date of graduation 05/2004

Major: Management, GPA: 3.45

Honors: Presidential Scholarship 4 yrs.; Dean's list 4yrs.; Business Student of the Year - 2002

Organizations: Finance Club, Student Activities Board

Work Experience

Finance Intern, Diamond Bros. Insurance, Arcola. 05/1999 - Present.

- Helped produce end-of-month statements
- Payroll
- Monthly billing

Skills

Computer Skills: Microsoft Office, Excel, Word, Access, Windows 95/98/2000, QuickBooks, Microsoft Internet Explorer, Netscape

Relevant Coursework: Accounting I, II, III, IV, Business Management, Quantitative Analysis for Business Decisions, Management Information Systems

Example 3

David Smith

Telephone: 717-555-2133

Email: david.smith@mckendree.edu

Permanent Address:

98 W. 12th Street
Los Angeles, CA 10000

Campus Address:

316 Meyers Hall
McKendree College
Anytown, PA 10000

Objective

To obtain an internship that can provide me with great experience in the industry.

Education

McKendree College, Anticipated date of graduation 05/2004

Major: Computer Technology, GPA: 3.25

Honors: Student of the Year, Technical Writer Nomination

Organizations: Computer Club

Work Experience

Systems Intern, Computer Solutions, Los Angeles. 05/2002 - 09/2002.

- Support existing systems by organizing, maintaining, tracking, and responding to issues reported
- Answered user help desk questions related to hardware and software
- Installed software and configured networks

Skills

Technical Skills: HTML, ASP, SQL, Microsoft Office 95/98/2000/ME/XP, JavaScript

Business Skills: Verbal communications, written communications, presentations, organized

5. Sample Intern Interview Questions

The interview process for intern candidates will be similar to that of a potential new employee. You may arrange telephone or personal interviews, and one or more individuals from your organization may be involved with the interview process. One difference you will notice in evaluating intern candidates is that candidates will not have the same level of work experience listed on their resumes. Students may instead list relevant coursework or academic projects they have completed, as well as skills or experience gained through extracurricular or community activities. Asking about these types of experience in the interview will allow the intern candidate to make the connection to the internship for which he/she is applying and demonstrate why he/she would be a top candidate choice.

Background

Tell me briefly about your distinct qualifications.

Why did you choose your current major?

Are you familiar with (particular software)?

Tell me about any experience you have in (marketing, public relations, graphic design, etc.).

In what extracurricular or community activities are you involved?

Intern Goals

What experience do you hope to gain in an internship?

Why are you interested in an internship with our company or organization?

Do you hope to obtain academic credit for your internship? If so, what are the unique requirements for your institution or department?

Logistics

When are you available to start an internship, and for how long?

How many hours per week are you available for an internship?

What days of the week are you available for an internship?

Do you have any questions for me today?

6. Internship Memorandum of Understanding

The following is designed to assist in providing a high-quality internship experience for both the intern and the employer. This form should be completed together by the intern and the immediate supervisor or mentor. Both parties should provide input into the completion of the form and agree to the terms outlined. Both parties should also receive a copy of the completed form, and the student may choose to submit an additional copy to his/her college or university, as appropriate. Please note: this is not a legal contract.

Student Information

Name: _____

Address: _____

Phone: _____

E-mail: _____

College/University: _____

College/University contact: _____

Internship Information

Company Name: _____

Company Address: _____

Immediate Supervisor: _____

Supervisor Phone: _____

Supervisor E-mail: _____



Internship Description

Student internship will begin on _____ and end on _____.

Intern Title: _____

Description of duties (may attach other documents): _____

Qualifications required: (may attach other documents): _____

Expectations for the following areas:

Wages/Compensation: _____

Travel: _____

Hours: _____

Overtime: _____

Dress code: _____

Housing needed: _____

Other: _____



Setting Goals

The intern and supervisor should discuss the following topics. This will help the intern and supervisor agree to and define expectations, actions and roles during the internship. Additional pages may be added if needed.

1. How will performance be evaluated?

2. What do you hope to experience or learn during this internship?

3. What type of projects will the intern be assigned to gain the experience outlined in the aforementioned goals?

4. What is expected from the college or university to ensure the intern receives credit?

OTHER GOALS:

We have discussed the topics listed above, and understand our roles, expectations and requirements during the term of this internship.

Intern signature: _____ Date: _____

Supervisor signature: _____ Date: _____

Final Assessment of Student Performance

Name of Intern: _____

Date: _____

Name of Supervisor: _____

Please provide your candid evaluation of this student's performance or skill level in each of the following areas. This evaluation is not confidential and we encourage you to share it with the student. The student may also wish to use this evaluation form as a reference for future employment. Feel free to use the back of this sheet, additional pages, or even write a letter of support for the student for the student's use in seeking future employment.

A. Skill Assessment

On a scale of 1 to 5, please evaluate the intern's performance in each of the following areas.

1=Lacks this skill 2=Limited/minimal skill level 3=Adequate/average skill level 4=Above average skill level 5=Exceptional skill level N/A Not Applicable

1. Communication Skills

- _____ a. Demonstrates oral communication skills required for the job
- _____ b. Writes clearly and concisely
- _____ c. Is willing to speak up, communicate information, and ask questions
- _____ d. Listens to feedback and works to improve

2. Problem-Solving/Decision-Making Skills

- _____ a. Analyzes situations and takes appropriate action
- _____ b. Offers creative solutions to problems
- _____ c. Collects and analyzes information relevant to completing a task and establishes a course of action within the given timeframe
- _____ d. Resolves problems in an appropriate timeframe

3. Teamwork

- _____ a. Establishes rapport and credibility among team members
- _____ b. Shares information and resources with others
- _____ c. Assists and cooperates with co-workers
- _____ d. Demonstrates willingness to put forth extra time and effort
- _____ e. Assumes appropriate leadership role(s)

4. Self-Management

- _____ a. Produces high-quality, accurate work
- _____ b. Seeks new strategies when current approach is not effective
- _____ c. Displays good judgment and establishes priorities
- _____ d. Uses time efficiently
- _____ e. Demonstrates ethical behavior
- _____ f. Arrives on time and maintains agreed hours

5. Initiative

- a. Seeks opportunities to learn
- b. Takes initiative to get a job done, even if not specifically told to do so
- c. Acts decisively on critical issues
- d. Overcomes obstacles and problems
- e. Sets and communicates goals; follows-up with results

6. Technical Skills

- a. Possesses the technical skills required for this position
- b. Is willing to learn new skills and enhance existing technical skills
- c. Uses appropriate technology for tasks
- d. Uses technology to perform effectively

B. Comments

1. Please discuss whether this student successfully completed the learning objectives you discussed and whether your expectations were met or exceeded.

2. What would you recommend for this student to do following his/her internship to make him/her better prepared for the workplace (i.e., courses, activities, skills acquisition, programs)? Please be as specific as possible.

3. How would you rate the level of involvement you had with the college/university with this internship experience?

very involved somewhat involved not at all involved

4. In terms of preparation for the internship, the student's prior academic coursework was:

very useful of some use not very useful

5. Please indicate areas or topics to be discussed that would make the student more academically prepared for this internship experience.

6. Please assess the job responsibilities you assigned to your intern:

difficult to achieve challenging, but attainable not challenging

C. Overall Evaluation

1. Given your expectations for this internship, this student's overall performance (in comparison with all other students performing similar duties) was in:

top 5% top 25% top 50% lower 50% of all students

2. How would you assess the **overall value** this intern provided for your operation?

very valuable somewhat valuable very limited value/no value

3. How would you assess the intern's overall performance?

outstanding above average satisfactory below average unsatisfactory

Final Internship Assessment by Student

Name of Intern: _____

Date: _____

Name of Supervisor: _____

Please complete this evaluation upon completion of your internship program. This form is designed to help you reflect upon your internship experiences, and also to provide feedback to your employer. Feel free to use the back of this sheet or additional pages for any additional comments. The employer may use the comments provided as a testimonial for the company and its future internship programs.

A. Assess Your Skills

To what degree did your skills improve as a result of this internship experience?

- _____ a. Written Communication
- _____ b. Oral Communication
- _____ c. Problem Solving
- _____ d. Decision Making
- _____ e. Interpersonal/Teamwork
- _____ f. Self-Management
- _____ g. Initiative
- _____ h. Leadership
- _____ i. Word-processing and/or data-entry
- _____ j. Spreadsheet and/or database
- _____ k. Internet/E-mail
- _____ l. General Knowledge of Business
- _____ m. Specific Job/Industry Knowledge
- _____ n. Other Office Skills (filing, photocopying, etc.)
- _____ o. Other: _____

B. Evaluate Your Performance

On a scale of 1 to 5, please evaluate your performance in each of the following areas.

1=Lack this skill 2=Limited/minimal skill level 3=Adequate/average skill level 4=Above average skill level 5=Exceptional skill level N/A Not Applicable

1. Communication Skills

- _____ a. Demonstrate oral communication skills required for the job
- _____ b. Write clearly and concisely
- _____ c. Willing to speak up, communicate information, and ask questions
- _____ d. Listen to feedback and work to improve

2. Problem-Solving/Decision-Making Skills

- a. Analyze situations and take appropriate action
- b. Offer creative solutions to problems
- c. Collect and analyze information relevant to completing a task and establish a course of action within the given timeframe
- d. Resolve problems in an appropriate timeframe

3. Teamwork

- a. Establish rapport and credibility among team members
- b. Share information and resources with others
- c. Assist and cooperate with co-workers
- d. Demonstrate willingness to put forth extra time and effort
- e. Assume appropriate leadership role(s)

4. Self-Management

- a. Produce high-quality, accurate work
- b. Seek new strategies when current approach is not effective
- c. Display good judgment and establish priorities
- d. Use time efficiently
- e. Demonstrate ethical behavior
- f. Arrive on time and maintain agreed hours

5. Initiative

- a. Seek opportunities to learn
- b. Take initiative to get a job done, even if not specifically told to do so
- c. Act decisively on critical issues
- d. Overcome obstacles and problems
- e. Set and communicate goals; follow-up with results.

6. Technical Skills

- a. Possess the technical skills required for this position
- b. Willing to learn new skills and enhance existing technical skills
- c. Use appropriate technology for tasks
- d. Use technology to perform effectively

B. Comments

1. In terms of preparation for your learning experience, your **prior academic coursework** was:

very useful of some use not very useful

2. In terms of preparation for your learning experience, your **prior work experience** was:

very useful of some use not very useful

3. The job orientation provided to you by your employer was:

very thorough sufficient inadequate

4. How did your **learning objectives** contribute to the educational benefits of your overall learning experience?

large contribution some contribution little or no contribution

5. Please assess the job responsibilities your employer assigned to you:
 difficult to achieve challenging, but attainable not challenging

6. How would you assess the **overall educational value** of your internship experience?
 very valuable generally worthwhile of some value very limited value/no value

7. How would you assess your overall performance?
 outstanding above average satisfactory below average unsatisfactory

What suggestions do you have to improve the quality of this internship (please include any specific recommendations you have that might be useful to your employer supervisor or your faculty coordinator.)

What has been the effect of this internship on your career goals?