

Starting an Internship Program



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UTSA Career Service Internship Program

I. Introduction

An internship program should have an established learning outcome for the prospective student. It must address the needs of both the interns and the company. The internship program should introduce to the student the transition from college to work and a well structured internship program should help facilitate that transition. Experiential learning is an indispensable and valuable element for all students. An internship enables the student to gain practical experience as a professional under conditions conducive to educational development. Furthermore, the internship experience should allow the student to use their skills, allow an opportunity for personal development, and most importantly it should be an enjoyable experience.

A. Headcount Planning

More than any single elements, organization and consistency are critical to the success of your internship program. Before you even sit down to work on the development of your internship program there are some basic elements that you must establish to help you start your program's organization.

1. Establish contact with recruiters
2. Determine optimal recruiting window
3. Who—How many of each type (by major, level in school, skills) will be needed?
What— are your targeted campuses and events that you will recruit?
Where—in what geographic locations will the interns work?
When—when will the interns be needed?
4. Communicate with your company headcount planners and remind them about hiring interns, and finalize your intern count

B. Eligibility

Who is your intended target population? What criteria should the prospective intern be aware of (major, GPA, skills, etc.)? This is the portion where the company will define the qualifications of all potential interns. The qualifications of an intern should coincide with their job description and the goals of the company. * *The University Career Center can assist you in setting up a Rowdy Job account.* *

C. Time Requirement

The intern should have a detail timeline of how many hours the entire internship will consist of. Is this internship offered in the fall, spring, and summer? Be aware of how long a semester is at the student's institution and plan your weekly hours accordingly with the intern's school schedule.

Example:

During the fall or spring semester, twenty-four (24) hours a week for one full semester (15 weeks) must be spent at the placement organization for a total of 360 hours. During the summer semester, thirty-six (36) hours a week (10 weeks) must be spent at the placement organization for a total of 360 hours.

The student is expected to adhere to agreed-upon agency work schedules and administrative policies. Failure to participate in scheduled work activities (i.e. evenings or weekends) will result in termination of the internship.

D. Advisement

The internship provides the student opportunities to learn to deal with problems which arise from work duties and interpersonal relationships. If a situation or questions arise regarding the student's role or responsibilities, the intern is encouraged to discuss concerns with the site supervisor and the university supervisor. If the intern and site supervisor are unable to reach an understanding acceptable to both parties, the university supervisor will meet with them to help reach a solution. However, the intern site has the ultimate saying in how the situation will be handled.

The following problem-solving steps are a recommendation of how to proceed in the case there is a conflict between intern and company:

1. If the intern encounters a problem with the sponsoring organization, it is the intern's responsibility to attempt to resolve the problem with the site supervisor, and to inform the university supervisor of the problem immediately by email.
2. If the site supervisor identifies a problem with the intern's performance, the problem should be documented, shared with the student, and forwarded to the university supervisor.
3. If the problem cannot be resolved through a conference between the intern and site supervisor, the university supervisor will arrange a three-way conference to address the problem.
4. In the event that a mutually agreeable solution cannot be found, the university supervisor may initiate an alternative placement for the intern if time is permissible. This however may delay the completion date of the internship.

Sample of an Intern Handbook

- Welcome
- About the organization (*Note: Include history and basic information such as industry position, size, organization's goals, and values.*)
- Organizational structure
- List of organization's divisions, groups, locations, product names, and services
- Organization acronyms and terms
- Intern/co-op definitions (*Note: Include this if you have both types of students and need to distinguish between them.*)
- Intern and co-op responsibilities
- Manager and mentor responsibilities
- Benefits information
- Policies (*Note: Include those policies most relevant to interns and a disclaimer that there are other policies that may affect their employment.*)
- Contact information for college relations staff
- 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?)*)
- Things to do in the area (*Note: Include recreational activities.*)

II. Explanation of Internship

In this portion the employer will define the intern's job description, provide an outline of the internship program, discuss financial considerations, and finally include an evaluation/assessment of the intern's performance during their internship experience. This is the infrastructure of your program. The organization and consistency will reflect on the outcome of your program.

A. Job Description

Do you know what your interns are doing? Ensure to the potential intern that they will be getting the career-related experience they seek by being clear and concise in their job description. The job description should be relevant to do professional-level work in your organization as well as test the individual's ability.

B. Internship Program Work plan

This is the road map that your interns will follow. The outline is a tentative agenda or syllabus for the student to follow on a day to day basis. Most students are used to structure from their classroom setting. They like to have an idea of what to expect day by day or week by week.

C. Financial Considerations

Internship experiences are designed to provide the student the opportunity for professional experiences and should be selected on the basis of their educational quality. *The internship may be a paid experience.* The university supervisor must be informed in advance if an intern student is accepting payment for fulfilling the required internship hours. If you choose not to pay them, you will want to check the U.S. Department of Labor's guidelines and requirements regarding non-paid students and consult with your organization's legal counsel ([Internship Programs under the Fair Labor Standards Act](#)). On the other hand, if you do decide to pay an intern they must be paid in accordance with the Fair Labor Standards Act. However, the sponsoring organization is expected to reimburse the intern for expenses incurred in fulfilling their duties (i.e. assigned travel, assigned attendance at workshops, etc.) if outside of the Bexar county area. Additional uncertain costs should be discussed between the site supervisor and the intern in advance of the internship. Any financial compensation to the intern student should not alter how the internship is evaluated.

D. LEGAL ISSUES

Do you have to pay interns?

You don't have to pay interns who qualify as leaders/trainees. The U.S. Department of Labor has outlined six criteria for determining trainee status:

1. The training, even though it includes actual operation of the facilities of the employer, is similar to what would be given in a vocational school or academic educational instruction.
2. The training is for the benefit of the trainees.
3. The trainees do not displace regular employees, but work under their close observation.
4. The employer that provides the training derives no immediate advantage from the activities of the trainees, and on occasion the employer's operations may actually be impeded.
5. The trainees are not necessarily entitled to a job at the conclusion of the training period.
6. The employer and the trainees understand that the trainees are not entitled to wages for the time spent in training.

Sample – Job Description

***Job Title:** Promotions Intern

Job Reference Num: 4738

Employer Name: Promotions International

Linked To: Manager

No of Openings: 5

Work Schedule: Monday-Friday 8:30am-5:30pm

***Hours per Week:** 20-25

***Wage/Salary:** \$7.50 per hr.

***Job**

Description: The Intern will handle the implementation of promotion activities that are part of the integrated marketing communication efforts for Promotions International and its clients. Duties will include attending client team meeting to remain informed about research, strategic direction and overall campaign goals.

***Job Duties:**

The Promotions Interns handles the implementation of promotion activities that are part of the integrated marketing communication efforts for Promotions International and its clients. Duties will include attending client team meeting to remain informed about research, strategic direction and overall campaign goals. Maintaining databases of stakeholders, promotions contact, new and existing clients, vendor lists and will handle mailings to these contacts. Candidate will maintain the database of temporary employees and free-lancer to help implement promotions projects. Will serve as the daily contact for the VAM staff, internal clients team members or representatives, vendor or media representatives associated with promotions projects. Perform other duties as assigned.

***Requirements:**

A Bachelor's degree in Marketing/Advertising is required for this position or a degree in other related areas such as Mass Communication. Two years of related work experience in these field. Candidate must be proficient in Word, Excel, PowerPoint, and database management. Candidate must also maintain a professional appearance at all times must be detail oriented and be able to manage several projects simultaneously and meet deadlines.

*** How to Apply:** Email iamyourboss@promotionsinc.com

Job Description

Title: Intern – Coaching

Reports To: Internship Coordinator

Primary Functions: Provides assistance and support to the coaching staff. The interns perform the same coaching duties, maintenance and care of equipment, and assist in administrative duties as directed. The Intern Program will add depth to the facility enrollment.

Duties and Responsibilities:

Conducts Training Sessions:

- Teaches the prescribed activities and exercises to the clients.
- Trains Student Athletes in small groups.
- Maintains control and discipline of training classes at all times.

Daily Operations:

- Completes all reports, schedules, or paper work complete and in a timely manner.
- Adheres to (company name) Dress Code and Behavior requirements.

Adheres to Scheduling and Other Assignments:

- Notifies supervisor of any conflicts in scheduling or attendance.
- Assists the Performance Coaches when needed.
- Performs other duties as assigned

Sample Intern Work plan

Date	Event	Time	Location	Facilitator/ Speaker
May 15 May 22	Orientation	8:30-11:00	Conference Room E	College Relations Team
May 24	Town Hall Meeting – all company employees	7:30-9:00	Auditorium	CEO
May 25 & 28	Memorial Day Holidays			
June 1	Manufacturing Plant tours	3:00-4:30	Plant	Manufacturing Supervisors
June 1	Intern Social	5:00-7:00	Sports Bar	Intern Social Committee
June 6	Product Overview	8:30-4:00	Customer Training Center	Training Staff
June 8	Picnic	lunchtime	Grill area outside Bldg. 1	Hosted by College Recruiting Teams
June 15	Town Hall Meeting – all company employees	7:30-9:00	Auditorium	CEO
June 15	CEO Welcome to the Intern Group	9:00-10:00	Conference Room E	College Relations Team and CEO
June 21	Product Update Seminar	9:00-4:00	Auditorium	Manager will register his/her intern
June 27	New Hires Discuss the Company (panel and lunch)	11:00-1:00	Conference Room F	New Grad Employees
June 29	Mid-summer Reports Due	by 5:00		Send to College Relations Administrator
June 30	Volunteer Day – City park cleanup	8:00-12:00	Memorial Park	Intern Social Committee
July 4	Independence Day Holiday			
July 11	Benefits/Stock Options Seminar	9:00-11:00	Conference Room F	Benefits and Finance Staffs
July 18	Workshop – Managing Your Career	8:30-12:00	Training Room B	Career Development Staff
July 25	Projects Expo	2:00-5:00	Cafeteria	All Interns
July 27	Town Hall Meeting – all company employees	7:30-9:00	Auditorium	CEO
July 27	Cubs vs. Cardinals Game	1:00-?	Wrigley Field	Hosted by College Recruiting Teams
August 1	Recognition Luncheon	11:00-2:00	Country Club Banquet Room	Intern Banquet Committee
August 10	Town Hall Meeting – all company employees	7:30-9:00	Auditorium	CEO
By last work day	Final reports due	by 5:00		Send to College Relations Administrator

E. Intern Orientation

A great way to introduce your internship outline is during an Intern Orientation session. For students, an orientation serves as an information delivery meeting and a bonding experience to becoming acquainted with fellow interns and staff. Intern orientation should be held on the students' first day of work, and should not be an optional event. An orientation will get the interns off to a good start and help avoid misunderstandings during the work term. Knowing what to expect in advance, will be beneficial for both the coordinator and student. It allows the student to prepare for upcoming learning modules or workshops and it will eliminate any confusion to the intern about the company's deadlines that will be required from the intern.

F. Evaluation

Evaluation is an essential and critical component to the success of an internship program. The evaluation will help the coordinator improve and enhance the program and determine what works and what doesn't. An evaluation is also the component that the employer can rely on to assess interns and consider for regular, full-time employment. In order to ensure a productive intern, is to have consistent contact with him or her, either in groups or one-on-one, throughout their work term. One thing to remember is that the students are carrying the story of their experience with your company back to campus, and the company has a high stake for retention and future interns that the story is a positive one.

Include the following in the evaluation process:

- Intern feedback
- Intern reports/ projects
- Exit interview
- Manager evaluations

Sample Intern Orientation Meeting Agenda

- Check-in and greetings; introduce staff.
- Complete paperwork; make ID badges (social time while waiting on badges); hand out goodie bags— information, handouts, and gifts.
- Introductions of interns—have them pair up, interview each other (5 minutes), and then introduce each other to the group.
- Orientation topics to cover (staff to provide):
 - Wearing your ID badge; building hours
 - Schedule of activities for the summer
 - Committees—description and sign-ups
 - Directory of Interns
 - How to get in touch with college relations staff
 - Timesheets and getting paid
 - Direct deposit of checks
 - Overtime/holidays/benefits
 - Dress code
 - Where to eat lunch
 - Corporate library
 - Taking classes this summer
 - Fitness center
 - Housing/travel stipends
 - Mentors
 - Reports and supervisor evaluations
 - End dates
 - Exit interviews and evaluations
 - Our expectations of you
 - What you can expect from us
 - The Intern Handbook
 - Fun stuff to do in the area
- Questions and answers
- Team building exercise
- Closing; hand out logo t-shirts; send interns to reception areas to meet managers

Individual Intern Evaluation

<u>Area of Performance</u>	<u>Superior</u>	<u>Good</u>	<u>Satisfactory</u>	<u>Unsatisfactory</u>	<u>NA</u>
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Please mark the corresponding box.

- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Welcomes new ideas, & thinks creatively. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Conveys feeling of realistic self-confidence. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Assumes appropriate responsibility for work behavior. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Takes initiative to accomplish tasks without being asked. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Organizes time effectively and completes assignments on time. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Adapts to changing demands. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Communicates well with professionals in the organization. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Works professionally with clients. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Observes work hours, rules, and regulations. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Maintains appropriate physical appearance. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Asks appropriate questions and investigates unanswered questions. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Have you discussed this evaluation with the student intern?

_____ *Yes* _____ *No*

Suggested Grade

Supervisor Signature: _____

Date: _____

Sample Form: Manager's Evaluation of Intern

Intern Name _____ Department Name _____

Manager _____ Mentor _____

Use the key below to rate your intern on Work Performance Areas and Developmental Areas.

5=Outstanding. Performance is without question 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 the 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 of our interns.

2=Needs Improvement. Performance is below the standards expected. Below average performance that lacks appropriate professional and personal attitudes and/or technical skills. Exhibits deficiencies that could prevent advancement unless corrected.

1=Does not meet expectations. Performance fails to meet minimum standards, and 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 job	

RESOURCES

National, member organizations can offer excellent assistance. The following organizations, and their regional and/or statewide affiliates, should be consulted.

Cooperative Education and Internship Association (CEIA)
16 Santa Ana Place
Walnut Creek, CA 94598
Phone: 800-824-0449
Fax: 925-906-0922
Web: www.ceiainc.org

National Association of Colleges and Employers (NACE)
62 Highland Avenue
Bethlehem, PA 18017-9085
Phone: 800-544-5272
Fax: 610-868-0208
Web: www.naceweb.org

National Society for Experiential Education (NSEE)
19 Mantua Rd.
Mt. Royal, NJ 08096
Phone: 856-423 - 3427
Fax: 856-423-3420
Web: www.nsee.org

TEN CONCERNS OF INTERNS

1. Give us real work!

It can't be said too many times that interns want to work and learn. An internship can help you get a job done that you couldn't otherwise, right? If you've brought on an intern as a recruitment tool, then how will you be able to assess their abilities? It just makes sense to utilize your interns well.

2. Do what you say, and say what you do!

Be honest with your interns about what they can expect during their internship. If the job will require stuffing some envelopes, then make that clear. But if you tell the intern they will be researching a project, and they spend 90% of their time doing "grunt work," then bad feelings will develop. Honesty doesn't cost you anything, and it will make the interns feel that much more respected.

3. We like feedback!

Remember that interns are students, and they may not have the business skills and experiences that you take for granted. If your intern makes an oversight, just pull him or her aside and explain how the situation should be handled in the future.

4. We want to be included too!

Is there a staff meeting that they can attend? Can they quietly tag along to that next project meeting? Headed to lunch with a couple of people in the office? Please include them in the daily life of your workplace. After all, if you provide a little more perspective on the intern's work, the product will be much better.

5. Please explain.

When you assign work, make sure you give a detailed explanation. While the work may seem trivial and obvious to you, it may not be obvious to someone who's never done it before. Patience and a few extra minutes at the beginning will pay off later when your intern can produce good work independently.

6. I want a mentor!

Make sure that interns have a mentor or supervisor to provide guidance. Make it someone who truly likes to teach, and the experience will be even better.

7. A minute of your time please.

The best mentor in the world is useless if he or she can't or won't spend the necessary time mentoring. As newcomers, interns may not speak up if they're feeling ignored, so the burden of making sure they're okay is on the mentor. If the busiest person in the office wants to be the designated mentor, he or she should schedule regular times to meet with the intern.

8. Be prepared!

That wonderful day has arrived and the intern goes to start their internship only to learn that no one knew they were coming, and there is no place for them to work.

9. Um...I need a chair.

It is amazing how many employers hire an intern and don't think about the fact that they will need a desk, chair, phone and a computer in order to do the task assigned. It is no fun, and not efficient to move an intern from desk to desk as people are out one day to the next. If you want to get a job done, you need to supply the intern with the tools to do the job.

10. Show me the money (as best you can)

Each internship is different, and each industry has its own personality, remember that interns have expenses. Your organization may not be in a position to pay much, but anything can help. Maybe you can help pay for their parking, take them to lunch every so often, or develop some other creative way to assist them.



For additional information please get in touch with:

Avin Jordan
Internship Coordinator
University Career Center
UC 2.02.04
The University of Texas at San Antonio
One UTSA Circle
San Antonio, Texas 78249

Phone: (210) 458-7486
Email: avin.jordan@utsa.edu

utsa.edu/careercenter

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