



Making Internships Work For You: An Employer Resource Summary Guide

Developed and
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Massachusetts
it's all here.

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Introduction

Introduction

THE IMPORTANCE OF INTERNSHIPS

Internships are a business imperative, something that if done correctly has the potential to shape the way your business operates and improve the performance of your organization in many ways, namely in the areas of service, cost, and quality.

Internships provide the following benefits:

- **Opportunity to gain early access to highly qualified talent**
 - Get work done today; Build your talent pipeline for the future.
- **Advance your business**
 - Address the projects and infrastructure improvement opportunities that are often put on the “back burner” in lieu of more pressing day-to-day business needs, especially now!
- **You have a lot to offer**
 - If you’re a small or medium-sized business, or even a non-profit, don’t sell yourself short. You can offer wonderful breadth and depth of experience and an expansive network of contacts.
- **Agile and flexible workforce**
 - Most interns are seeking 10-12 week assignments. How much opportunity do you have for work to be complete within these types of timeframes?
- **Altruistic reasons/Greater good**
 - While this is not the reason to say “Yes” to interns, you possess the opportunity to assist with the efforts of a young person’s career exploration. Additionally, you may expose a local college student to your industry and/or local workforce in a manner that provides incentive to them to stick around and contribute to that local economy upon graduation.
- **Opportunity to develop your workforce**
 - Through the ability to mentor and coach the interns, employees can develop or enhance their leadership skills.



Introduction (continued)

This guide covers areas where an intern can be beneficial to your business and bring value to your organization. For assistance in determining what kinds of projects, tasks, and assignments would fitting for an intern within your organization, give consideration to the following:

- **What are tasks that you find yourself doing for any of the following reasons:**
 - Only person that knows how to complete the task
 - No one else has the capacity (e.g. time) to complete the tasks
 - You've always done it
 - The person in the job before you did it and you've never made a change
- **In your opinion, what “systems”/processes are lacking and/or inefficient? To assist a bit with the definition of “inefficient”, consider the following:**
 - Which tasks/processes are difficult to transfer responsibility for because the process is not documented, standardized and/or automated to some degree?
 - Which tasks/processes are performed differently depending upon who is asked to complete the task?
 - Which tasks/processes have outcomes that often vary? With varied outcomes, please consider the following: quality of outcomes &/or time required to complete tasks.
- **What annual projects/events requiring 12+ weeks of planning and execution are completed/ conducted by your team and often require resources/effort beyond that of the full capacity of your team?**
- **Where could you benefit from change and/or innovation as it relates to your team? Where do you see opportunity and often think to yourself “I just know that we can do this better”? Where have you made attempts in the past to make change, but the change failed to take hold and become sustained for what whatever reason?**

This guide has been specifically assembled with start-ups, and small and medium-sized businesses in mind to help these MA companies develop internship programs which will be effective and beneficial for both the students and the companies leading to increased connections, development, retention of talent and economic development.

Internships should be seen as a business imperative, something that if done correctly has the potential to shape the way your business operates and improve the performance of your organization in many ways, namely in the areas of service, cost, and quality.

This resource will serve as a toolkit for businesses looking for a comprehensive how-to manual, including best practices, mentoring services and advice.



Introduction (continued)

This guide has three different sections for companies to consider:

- **Pre-internship**
 - How to recruit interns for your company
 - How to outline compensation and benefits
 - How to define roles and responsibilities
 - How to provide a meaningful experience for the interns and your company
- **During internship**
 - Defining deliverables, setting milestones
 - Integrating interns into your organizational structure and culture
 - Setting up mentorship opportunities to help develop and guide the intern as well as provide your employees an opportunity to give back
- **Post–internship**
 - Exit interviews to obtain feedback from the intern about their experience
 - Providing the intern with feedback to assist with their development
 - Evaluating lessons learned, and incorporate feedback to continuously improve and enhance the corporate internship program.

This guidebook is meant to be a summary – a more detailed comprehensive booklet is available at www.internbrigde.com.

To compliment this e-book, there are a number of publications for purchase including:

- *Total Internship Management: The Employer's Guide To Building The Ultimate Internship Program*
- *Total Internship Management: Supervisor's Handbook*
- *Millennials On Board: The Impact of the Rising Generation on the Workplace*
- Unpaid Internships Resource Center
- *2010 Internship Salary Report*
- The Innovation Generation
- **Free Resources**
 - A calendar template available via the Microsoft downloads and templates website.
 - April 2010 Department of Labor Fact Sheet



Introduction (continued)

The information contained herein and templates and tools provided in the corresponding appendices should be utilized in conjunction with and with consideration given to internal Human Resource Practices and applicant employment and labor laws. In addition, the content of this resource guide should be considered a compliment to existing infrastructure and practices within each of your organizations. We recognize that every employer that obtains access to this resource guide does so with varying degrees of prior experience hosting and benefitting interns. It is our intention that this guide provides benefit to those both highly experienced with interns and those that are completely new to the game.

ABOUT THE MASS INTERNSHIP COLLABORATIVE

The Mass Internship Collaborative is a public, private and academic partnership committed to bolstering the next generation of Massachusetts entrepreneurs by connecting the Commonwealth's employers with new talent by increasing internship opportunities and providing internship guidance to both students and business leaders.

Dedicated to fostering relationships between young, innovative talent and local businesses, MIC is a statewide community powered by collaboration between employers, internship programs, academic institutions, and mentors. MIC serves as a connector between these constituencies, as well as the platform through which these resources are accessed.

Launched in 2010 as a key initiative of the **“Massachusetts: It’s all here”** campaign, The Mass Internship Collaborative is committed to helping retain the state’s innovative, entrepreneurial and highly skilled workforce through the vehicle of internships.

THE MASSACHUSETTS INTERNSHIP COLLABORATIVE ADVISORY COUNCIL:

- Secretary Gregory Bialecki, Executive Office of Housing and Economic Development
- Mark Bilotta, Colleges of Worcester Consortium
- Richard Bottner, Intern Bridge, Inc.
- Ann Burke, Vice President Economic Development Council of Western MA
- Lauren Celano, CEO, Propel Careers
- Jenny Floren, Founder and CEO, Experience, Inc., author of The Innovation Generation
- Paul Guzzi, President Greater Boston Chamber of Commerce
- Lance Hartford, Executive Director, MassBioEd Foundation
- Nancy Scirocco, Chair of Internhere.com
- Susan Windham-Bannister, President and CEO, Massachusetts Life Sciences

For more information, please visit:

<http://massitsallhere.com/Business/Massachusetts-Student-Internships>



A group of five business professionals, three men and two women, are posed in a diagonal line from the bottom left to the top right. They are all smiling and wearing professional attire. The woman in the foreground is wearing a red blazer, while the others are in black blazers. The background is a soft, out-of-focus white.

Part 1: Pre-Internship

Part 1: Pre-Internship

SECTION 1: THE PRE-EMPLOYMENT PROCESS

During the pre-employment process, companies can set in motion processes and procedures to ensure successful structure around their internship program. This resource guide will provide limited direction as it relates to the pre-employment process. Every employer is asked to follow internal procedures and practices specific to their respective organization in combination with applicable employment and labor laws. This guide does however offer perspective regarding best practices and recommendations which should be considered with respect to the following areas:

- Recruitment & Selection
- Compensation & Benefits
- Organizational Commitment

RECRUITMENT & SELECTION

Various means can be utilized to recruit potential interns including employer websites, employer employment sites, existing communications networks, a direct reach-out to area colleges and universities via their career services center, local initiatives, and/or local job boards that might have an emphasis on internships, the local Chamber of Commerce and/or other area economic development organizations with special emphasis on supporting the needs of area small and medium-sized businesses.

COMPENSATION & BENEFITS

Employers are encouraged to determine an hourly wage that they believe to be fair, competitive in the market and consistent with internal compensation practices and applicable employment and labor laws.

Intern Bridge has a comprehensive Salary Report which provides more details about appropriate compensation rates. See link for the 2010 Internship Salary Report (http://www.internbridge.com/pubs_resources/10salaryreport.htm) or email info@internbridge.com. As an added bonus to those leveraging this e-book, we have made available a discount code for use when purchasing any Intern Bridge publication, including the 2010 Internship Salary Report. The discount code is IBEBOOK and is good for a 20% discount on every publication purchases.

Area colleges and universities may also have data on salary details.

You can also visit www.massitsallhere.com/stayhere to find comprehensive internships resources.



Part 1: Pre-Internship (cont.)

ORGANIZATIONAL COMMITMENT

While not a matter of employment or labor law, organizational commitment is a topic worth addressing under the heading of pre-employment. Every employer giving consideration to the use of interns must recognize the commitment required to serve as an effective host of interns. We define effective as both employer and interns having their expectations met if not exceeded with a strong conviction towards “I would do that again!”. This commitment includes but is not limited to the wages that will be paid to your interns, the time and energy of incumbent staff (most importantly, supervisors) asked to support, guide, coach, lead, and provide day-to-day direction to the intern(s).

SECTION 2: ACHIEVING YOUR OBJECTIVE

Every employer will have a different set of objectives associated with their desire to host an intern. They include, but are not limited to:

- Test-running future hires
- Completing short-term tasks & projects
- Contributing to career exploration
- Benefitting from a cost-effective & flexible workforce
- Tapping into source(s) of innovation and process improvement...and the list goes on and on

These objectives should serve as the guiding light to you and your organization throughout this entire process. To borrow a saying from noted author and speaker, Stephen Covey “Begin with the end in mind”. Be clear on what your company’s hopes and expectations for hosting an intern really are. Be sure that they are communicated to and understood by anyone and everyone involved with the internship. If the objectives are unknown, it will be very difficult to achieve them. If the objectives are unclear, it will be very hard to ensure that everyone’s actions and behaviors are consistent and well-aligned.

SECTION 3: ORGANIZATIONAL READINESS

Making ready the organization is a very important step in ensuring a successful internship program and experience, from the perspective of both the student and the host organization. It is important to fully define intern roles & responsibilities and incorporate feedback from employees internal to the organization as well as the intern themselves. Engaged employees are most satisfied and more productive and that’s what you want! Clearly defining roles & responsibilities will greatly benefit your efforts to evaluate performance, monitor progress made by the intern and to provide related feedback.



Part 1: Pre-Internship (cont.)

MAKE READY THE WORKPLACE

The process of making the workplace ready is far too-often overlooked and underappreciated. This process includes, but is not limited to the following:

- Telecommunications set-up (e.g. phone, phone #, voicemail, etc.)
- Desk/Workstation (important that the intern have a dedicated workstation)
- PC related (e.g. applicable hardware and software needs requested and in-place)
- Building/Parking/System access (e.g. passwords requested, badge photos taken, etc.)
- Basic office supplies and other related equipment

The bottom line here is that this intern will be an employee of yours. They will be asked to perform work and to contribute value. Most importantly, they will be asked to do so during a very short period of time. They must be productive from Day 1. While there will be a learning curve and they will need to come up to speed on their projects, the added challenge of not having the necessary materials and tools to do their job is one that you can both manage and mitigate.

Spread the word about the intern, what they will be working on, and make the intern feel like a part of the team from day 1. The importance of doing so is not limited to your employees. Be sure that anyone external to the organization that should know is notified as well. This might include clients and customers, suppliers, vendors and business partners.

Clearly communicate, to everyone that needs to know, that you have an intern coming on-board. This is particularly important for those that will be asked to work most closely with the intern. Distribute their resume, do whatever makes sense, but spread the word.

IMPORTANCE OF THE SUPERVISOR

Role of the supervisor:

- Provide Day-to-Day Direction to the Intern
- Assign Projects and Tasks to the Intern
- To deliver and/or coordinate feedback and coaching of the intern since they are most familiar with the intern's work outcomes

The single most important factor in ensuring a successful internship experience both for you and the intern, is the role of supervisor. If you think about it for a moment, it's not difficult to understand why. The supervisor is charged with providing day-to-day direction with the intern. In this capacity, they are likely to have the most frequent and highest volume of interaction with the intern. The supervisor is also likely to be charged with assigning projects and tasks to the intern. While it's possible that these projects and tasks were decided upon by someone other than the intern, from the intern's perspective, the supervisor is the one overseeing daily workload and assigning tasks. The supervisor is going to be the person most familiar with the quality of the intern's work outcomes. For that reason, and all of the reasons outlined above, they should also be the person charged with delivering and/or coordinating feedback and coaching of the intern.

Let's further review the above listed items in an effort to underscore why the role of supervisor is so important.

Part 1: Pre-Internship (cont.)

- **Provide Day-to-Day Direction to the Intern.**

This one is rather straight forward. If the intern does not have a good experience with the supervisor, then this is likely to have a huge impact on the overall quality of the experience. Additionally, this is someone that I want to feel comfortable with. I want to have a sense that I can go to this person with questions, concerns, requests for clarification, etc. If I don't feel comfortable in this capacity, I'm likely to exhibit hesitation in approaching them, and that has the risk of impacting the quality of my work outcomes.

- **Assigns Projects and Tasks to the Intern.**

Again, the supervisor might not be the one determining what these projects and tasks are, but they are the conduit for assigning them to the intern. That means that accountability rests with them for explaining the assignments, providing proper instruction, and offering insight into the purpose of the assignment. If these things are not done well from the perspective of the intern, it puts at risk their ability to do the job well, in addition to risking their levels of engagement, if they don't understand the purpose or intent behind what they've been asked to do.

- **Most Familiar with Intern Work Outcomes.**

When this is the case, this indicates that the supervisor is the person best positioned to offer feedback and coaching to the intern. If the supervisor is aware of an improvement opportunity but fails to share it with the intern, the intern is at risk. If the supervisor shares an improvement opportunity but does so in an inappropriate or ineffective manner, the intern may be at risk. In those instances where the supervisor may not have a great deal of first-hand knowledge of intern performance, it is their responsibility to solicit that feedback from others, organize it and deliver it to the intern in a thoughtful and objective manner.

A WORD ABOUT THE MILLENNIALS

While they are known by many names, (Generation Y, Generation Next, The Gamer Generation, Net Generation, and others) how familiar are you really with members of the Millennial Generation? While the topic of Millennials has dominated the popular press for several years now, how much direct interaction have you had with them. Plenty, you might be thinking, I'm a parent to them. While that might qualify as being familiar with the Millennials, it's in a completely different context than having them as your employees and the newest entrants to your workforce.

While by no means can we provide a comprehensive and all-inclusive overview of the Millennials in this e-book, it is our intention to provide a basic introduction and most importantly get you excited about the prospect of benefitting from all the many positive attributes and characteristics that define this generation. For a more in-depth review of the Millennials, consider purchasing a copy of *Millennials On Board: The Impact of the Rising Generation on the Workplace*, authored by Rachel Reiser.



Part 1: Pre-Internship (cont.)

For those of you looking for the just the basis facts and figures, enjoy the following:

- Born 1980-2000
- Approximately 76 million
- Tech savvy; first generation to be brought up around technology
- Looking for a challenge
- Feedback/recognition are key
- Looking to do well and do good
- Motivated by work/life balance
- Attraction to job tied largely to community
- Technology makes this generation global
- A multi-cultural generation
- Focus on family (“helicopter parents”)
- Terrorism, Heroism, and Patriotism have led to an overall sense of community and giving back
- Millennials are considered:
 - Special
 - Sheltered
 - Confident
 - Team-oriented
 - Conventional
 - Achieving

While we offer additional tips throughout this entire e-book as well as through resources on the Intern Bridge site, here are just a few to consider when looking to achieve success in managing the expectations of Millennials in the workplace.

- Set clear expectations; be up-front and honest
- Ensure challenging & meaningful tasks/project assignments
- Provide time for coaching/mentoring
- Be sure to share the “unwritten” rules
- Provide regular feedback
- Recognize a job well done
- Recognize they have a life outside of work
- Include in regular meetings

SECTION 4: ROLES DESERVING OF INTERNS

Intern roles are meant to be value-added and meaningful, not just getting coffee, filing, making copies, reading manuals all day long, etc.

HAVE AN INTERN WORK PLAN AND FIGURE IT OUT UP-FRONT

Clearly defining the intern’s roles and responsibilities will pay big dividends and will assist in crafting an intern work plan. In the Appendix you will find **Exhibit A** – Intern Work Plan Template. This template has been provided for your use.

The work plan will help outline, what the intern will be doing, it will ensure that you are getting the most out of the intern and that they are as productive as possible. A work plan provides a good vehicle for time management. The intern and company will benefit greatly from this. If they know the scope of what they have been asked to work on in combination with the timeframe they have been asked to complete those tasks, this will help to ensure that they allocate the appropriate amount of time to everything they need to get done.

Part 1: Pre-Internship (cont.)

As your company plans the work plan, minimize menial tasks, use an appropriate mix of short and long-term projects, emphasize experiential learning, balance individual and collaborative assignments, provide challenging, meaningful and value-added activities, and allow for soft-skill development.

SECTION 5: MAPPING THE EXPERIENCE

It's day 1 of the summer internship and you are conducting an introductory meeting with your intern (in future sections we will address how best to complete an effective on-boarding and orientation process) and you are able to review the intern in great detail the entire summer experience. You are able to do so by putting in front of them a calendar. This calendar outlines meetings, events, training activities, etc. that are already planned and in place. In doing so, you build confidence. You build confidence in the fact that the intern made the right decision in accepting your offer and that you are taking this process seriously. Secondly, you build confidence in that you have taken time to understand the expectations and preferences of the Millennial Generation. Millennials like to see the road-map. They like to see what is planned and when, in plenty of time to prepare and make the most of the situation.

To assist you with this effort, we encourage you to download a calendar template available via the Microsoft downloads and templates website.

Events and activities you should include on the calendar include but are not limited to:

- **Week 1**

The intern's first week on the job will likely be comprised of a lot of previously scheduled meetings and events. This is essential to ensuring that they are provided with the right foundation to achieve success during the remainder of the internship. In a future section we will provide recommendations on what to consider in planning your intern's first week on the job.

- **Key deliverables & milestones**

Extracted from the intern work plan, the summer calendar is a great place to highlight key deliverables and the related milestones associated with their assigned projects and responsibilities. Seeing these on the larger calendar will further assist with their efforts to manage time appropriately in light of everything they will be asked to do this summer.

- **Feedback & review (e.g. weekly touch-points, formal reviews, etc.)**

We all get busy and the first thing to get cancelled (or for that matter, never scheduled at all) in the midst of a busy week are feedback and review sessions. It's important that weekly or every other week touch-points are established at the very beginning of the internship. This will signal to the intern the importance of their individual training and development and it will assist you in your efforts to uphold these meeting times.

- **Meetings (e.g. internal, vendors, suppliers, clients, etc.)**

Many departments and work teams have standing internal meetings or external meetings that are scheduled with vendors, suppliers and clients weeks if not months in advance. It's important that your intern be extended an invitation to attend these meetings and participate in them as a normal course of their internship. Of course, discretion should be observed and where their participation would be deemed inappropriate for whatever reason you and your organization should act accordingly.

- **Personal/Professional development opportunities**

Getting back to the earlier point of soft-skill development, it's one thing to commit to doing so, it's another to plan for it and commit a day and time. Review internal training schedules and solicit team members for their plans. Wherever possible, try to avoid re-inventing the wheel. Your intern will benefit greatly simply from having the opportunity to engage in already planned activities and events.

Part 1: Pre-Internship (cont.)

- **Company outings**

Can you imagine getting into the office Monday morning to hear everyone talking about the company picnic over the weekend only to realize you have no idea what they are talking about because you were not invited. Again, discretion should be displayed but whenever and wherever possible, it is encouraged that your interns be invited to participate in company outings. These are often not things that just “pop up”. They are planned weeks in advance and as such are good elements to include on the summer calendar.

- **Community connection opportunities**

An often overlooked benefit associated with an internship is the opportunity to connect a student with the community via an internship hosted by a local business. To take full advantage of this opportunity, it's important that you do your part in helping your intern to engage with the local community in a way that may differ from their experiences as a student. In an effort to support this effort, consider getting them involved with a community service project, either one that your company will participate in or something they identify on their own. Again, we are not asking you to reinvent the wheel or establish a new community outreach initiative. Many of your organizations are already connected to the community in a variety of different capacities. We would ask that when appropriate, you invite your interns to experience this connection in the varied forms that may be presented. Not only will this serve to better connect them with this community but it will also better connect them with your organization, its mission, vision and values.

- **Intern inputs**

If all else fails, ask the intern(s) for their thoughts! Again, it's best if you do this in advance of the internship beginning. If you have the conversation not long after the offer is accepted, it affords you and the intern the opportunity to plan and get the various experiences on the calendar. It's important to note that the intern should shoulder some of the responsibility for making “it” happen whatever “it” may be. For example, if they say they would like to network with professionals in a particular field, maybe you supply a list of names and introductions, but they are actually responsible for touching base and scheduling the meetings; that's what we like to call Experiential Learning.

- **Internship wrap-up**

Some form of formal close to the internship is recommended. Whether it be a final presentation, a final review or simply a last day luncheon, it's recommended that you give thought to it far in advance of the actual end of the internship. Knowing that a formal wrap-up has been planned allows the intern time to adequately prepare, whatever that may mean. Secondly, it's good to bring closure to the internship such that any next steps can be pursued, whether it be assistance with networking the intern to other employers, or pursuing the intern as a full-time employee with your organization. At the beginning of the internship, you may not know what exact form or function the wrap-up may take. That's perfectly fine. The most important thing is that you demonstrate the importance of it by putting it on the calendar at the very outset of the internship.



Part 1: Pre-Internship (cont.)

SECTION 6: EFFECTIVE ON-BOARDING AND ORIENTATION

- **Emphasis on week #1**

Week 1 of the internship is very important. So much so that we created a Week 1 checklist for use by you and/or the persons responsible for managing and supervising the interns day-to-day (See Appendix; **Exhibit C** – Week 1 Checklist). From simple things like where is the break room, cafeteria, and restrooms to key introductions to team members and senior leaders, steps taken during Week 1 can go a long way in ensuring the necessary foundation is in place for a successful summer.

- **Leverage existing programs**

Whenever and wherever possible, leverage existing programs. Your organization may already offer new hire orientation programs and we recommend that your interns attend these and/or a modified version. For smaller organizations, you may not have formalized programs, but you may have a regular process that you leverage when you hire someone new. Or, you may have recently hired someone new and put them through an orientation process, albeit an informal one. All that we are suggesting is that if you have an existing framework to leverage, do so.

- **Internal overview**

It's important that during the initial orientation you take time to introduce the organization to the intern. They are now your employee, it's important that they understand who you are in a manner consistent with every other new hire you make. Share with them relevant organization charts, company newsletters, annual reports, internal reviews, etc. Share with them anything that you believe would give them a greater sense and appreciation for who you are as a company.

Back to the expectations and preferences of the Millennials, they very much appreciate the opportunity to gain an understanding for the unwritten rules of your organization. They want to understand the culture, how things get done, etc. They want to succeed. It's hard to succeed if you don't understand the unwritten rules and norms. Early during the intern experience, sit down with the intern and ensure that they have a good understanding of these basic practices.

- **Introductions (internal & external)**

Within the first day or two on the job, it is important that the intern be introduced to everyone internal that they will be working with. The obligatory walk around the office and interactions proceeded by "this is Joe, our new intern" are certainly nice, but something a bit more formal and thought out might work better. Consider scheduling 20-30 minutes with each member of the team that will have close interaction with the intern. That way, your employee's are expecting the meeting, they can prepare accordingly, etc. It's also nice to do this with relevant members of the management team.

Having the opportunity to engage members of the management team early in the experience is a great thing. It affords the intern the opportunity to establish a relationship with these individuals and to hear from them as to the importance of them being on-board for the summer. Additionally, it affords the managers the opportunity for some early intel gathering and to assess the quality of the interns such that they can establish an understanding for what they can expect from the individual over the course of the internship.

Part 1: Pre-Internship (cont.)

SECTION 6: EFFECTIVE ON-BOARDING AND ORIENTATION (CONTINUED)

- **Tour of facilities**

New job, new people, new building, and lots of cubicles that look just alike...ever hear about the intern that got lost on their first day? Well, it happens. Giving a tour of the facility is as much about the intern putting down bread crumbs (figuratively speaking of course) and knowing how to get back to their desk as it is to understand the ins and outs of your operations. It is entirely possible that the internships you host be in operations and/or manufacturing environments. That means that seeing things and understanding process flow, etc. is key to fully appreciating the jobs and tasks they have been asked to complete. In giving this tour, be sure to cover the following:

- Locations of relevant team members, managers, etc.
- Locations of public areas such as the break room, cafeteria, restrooms, lounge, etc.
- Location of departmental office equipment such as the FAX, copy machine, scanner, etc.
- Storage areas and/or office supply cabinets and related requisition process

- **Social component (team lunch or afternoon coffee break)**

A great way to break the ice and ease the tension around being the new guy or gal is to consider doing something social on the first day or sometime during the first week. Now, if getting together for lunch or a cup of coffee is completely contrary to your work environment, then don't do it. However, if you and your colleagues have been known to break bread together or take a break for a mid-afternoon coffee, leverage this as a time to further introduce and welcome the intern. Doing something as a group is also recommended. This doesn't have to be something that takes a great deal of time or costs a great deal of money. While you're out for lunch, stop by the grocery store and pick up a \$3 box of ice cream sandwiches. Later that afternoon, send out an e-mail "Meet in the break room at 2 pm for ice cream and a chance to meet our new intern." The point here is a simple one, social settings are often a good way to introduce your intern to the team, reveal a bit around the group's cultures and norms and do so in a laid-back environment.

- **Review calendar**

Earlier we talked about building a calendar, now it's time to sit down with the intern and review it with them. There are several reasons for doing this during day 1 or sometime during the first week. First it establishes a road-map for the entire summer. If the intern has questions, they can ask them. They can make real-time notes on the calendar as to how things relate to one another, interdependencies, etc. Also, if there are any conflicts with things they may have planned, it affords an opportunity early as opposed to later to address and resolve them. Finally, and it gets back to the Millennial expectations and preferences, you are providing them with that clear picture of the summer experience something that they will really appreciate.



Part 1: Pre-Internship (cont.)

SECTION 6: EFFECTIVE ON-BOARDING AND ORIENTATION (CONTINUED)

- **Review goals, expectations and overall intern work plan**

Of great importance to the intern will be the opportunity to learn and be successful during the internship. That requires a clear understanding of what they will be asked to do and the related measures of success. Thus the importance of clearly defining goals and expectations up-front, while also walking them through the intern work plan.

Earlier, we reviewed the intern work plan and even offered a template you could use. We have also created a template you can use for the purpose of documenting the goals and objectives associated with each of your summer interns (See Appendix; **Exhibit D** – Intern Goals & Objectives Template). This document can be used to clearly outline those things against which you will evaluate the performance of the intern. This may and is likely to include both goals (e.g. completion of certain projects and tasks) but also expectations surrounding certain behaviors and competencies. After all, isn't it important that the interns be evaluated against such things as their communication skills, ability to work in a team, interaction with others, etc.? There may be behaviors and competencies already defined within your organization. If so, that's great, be sure that they are incorporated into the process. If not, feel free to leverage those (and/or some sub-set) outlined in the template we have provided.

One last word about the work plan. You will want to review early on in the internship experience as it really does represent the road map for the entire summer. If the intern has questions, it's best that they are addressed earlier as opposed to later in the process. That way they are positioned for success and have the very best chance of meeting if not exceeding your (and for that matter, their) expectations for the summer.

- **Ask the intern...What are you hoping to achieve this summer?**

Hopefully you have already done this and the intern's expectations for the summer are already integrated into both their projects and tasks and the events and activities you have planned for them. However, it never hurts to revisit the subject during Week 1. First, if it's not something that you've already addressed it provides an opportunity to do so. Secondly, the intern may have some new and different thoughts from when you last talked or maybe since they've started (whether it be earlier that day or earlier that week) they may have new perspective on what they would hope to experience.

This ongoing and very fluid conversation with the intern surrounding what they hope to experience and more importantly are they having an opportunity to do so should be just that. It should be on-going and fluid. Earlier we talked about the importance of regularly scheduled touch-points and feedback sessions. Those are equally important to you the employer as they are to the intern. As the employer, it will serve as an effective means of ensuring adequate progress is being made against the stated goals and objectives of the summer. For the intern, it will afford an opportunity to share feedback as to how the internship is progressing from their perspective and where there are opportunities to improve. In either instance, both parties benefit.

This concludes the section of the resource guide focused on planning of the internship and conducting an effective on-boarding and orientation process (e.g. Week 1 activities).

The next section of the resource guide will emphasize effectively managing the internship from week 2 through the end of the internship experience.

A group of four business professionals, two men and two women, are smiling and looking upwards. They are dressed in professional attire, including suits and a striped shirt. The background is a blurred, modern building with glass and steel structures. An orange banner is overlaid across the middle of the image, containing the text "Part 2: End of Internship Wrap-Up".

Part 2: End of Internship Wrap-Up

Part 2: End of Internship Wrap-Up

SECTION 7: THE ROLE OF MENTOR

LIKELY CANDIDATES

When it comes to selecting candidates to serve as a Mentor to your intern, the first place to look are your top performers. Mentors should originate from within the ranks of your best employees, those that are most highly thought of. They should be models of success within your organization. There should be great confidence in their ability to represent the organization, its mission, vision and values. Second, these should be persons with an interest and strength in the areas of coaching and development. They should enjoy teaching and being involved in the success of new employees and they should be good at it. Finally, they should welcome the opportunity to work with young professionals. Youth and inexperience offers a new and different dynamic when compared to working with more experienced professionals. The questions will be different. The insight will be different. The persons selected to serve as Mentors should understand and welcome these inherent challenges and opportunities.

AT WHAT LEVEL SHOULD THE MENTOR RESIDE?

At whatever level will be most engaged and most seriously tackle the role. If your organization is in the position to assign a more senior Mentor to your intern, fantastic! That intern will be afforded a unique and invaluable opportunity to forge a relationship with someone with a perspective on the organization that very few people ever obtain. At the same time, if assigning your intern a senior Mentor compromises the frequency of interaction and/or access to the Mentor, it's worth re-considering. If the Mentee is interested in meeting with their Mentor but they are not available again for another month, we'll that's 1/3 of the internship gone. Whatever concern or issue they want to discuss likely deserves fairly immediate attention. The bottom line with this one is that while potentially very beneficial for the intern, senior Mentors are not a requirement. While the Mentor is likely not a new-hire or new to their career, the role can be successfully fulfilled by persons at many levels within the organization.

MENTORING BEST PRACTICES

To assist the Mentors in their role and to ensure that they have every opportunity to succeed, we have assembled a few best practices. Mentoring relationships often prove to be invaluable. The best practices are as follows:

- Think of yourself as a “learning facilitator”.
- Emphasize questions over advice giving. Use probes that help your protégé think more broadly and deeply.
- When requested, share your own experiences, lessons learned, and advice.
- Resist the temptation to control the relationship and steer its outcomes; your protégé is responsible for his or her own growth.
- Help your protégé see alternative interpretations and approaches.
- Build your protégé's confidence through supportive feedback.
- Encourage, inspire, and challenge your protégé to achieve his or her goals.
- Help your protégé reflect on successful strategies he or she has used in the past that could apply to new challenges.
- Be spontaneous now and then.
- Reflect on your mentoring practice. Request feedback
- Enjoy the privilege of mentoring. Know that your efforts will likely have a significant impact on your protégé's development as well as your own.

Adapted from *Mentoring Guide: A Guide for Mentors*; Center for Health Leadership & Practice

Part 2: End of Internship Wrap-Up (cont.)

SECTION 8: PERFORMANCE MANAGEMENT

The beauty of performance management as it relates to interns is that it's very pure. By that we mean that a lot of the concerns and issues generally inherent with performance management (e.g. salary and promotion considerations, corrective action, etc.) are essentially absent when it comes to interns. The performance management process is mostly about evaluating progress, providing feedback and affording the intern with a structured means of professional growth and development. What's especially nice is that they are afforded a relatively low-risk environment within which they can learn about both their strengths and areas of opportunity, receive feedback on both and expect an environment where they should expect to be supported around the development of both.

IT'S ALL ABOUT THEM!

The introduction to this section touches upon this point, but it bears repeating...when it comes to interns, the performance management process is really about them. If they're not when they need to be with respect to performance and/or progress on their projects, it's about them finding that out in a safe, objective and structured manner so that they can improve and be better. If they are exceptionally strong in some areas and possess opportunity when it comes to others it's about them knowing that so that they can make the most of their strengths and give attention to their opportunities as they deem appropriate. **Note:** For those organizations leveraging the internship program as a means of establishing a pipeline for future hires, the outcomes of the performance management process carry far greater weight. Performance will likely be a major driver in extending full-time offers of employment. In those instances, we encourage those employers to "button-up" the process to ensure that it is objectively, fairly and consistently executed across the organization with all interns. In addition, it should be done so in a manner consistent with existing internal practices, applicable employment laws, etc. Internal and/or external HR/Legal review is encouraged in those instances.

LEVERAGE EXISTING PRACTICES WHEN POSSIBLE

When and wherever possible, we don't want you to reinvent the wheel when it comes to practices specific to your interns. The first stop in every instance should be what you already have in place and are using today for your existing employees. Typically, these existing practices can be modified to meet the needs of the intern program. This is a very generic template that should be modified accordingly to reflect the specific projects/tasks assigned to the intern, related measures of success, etc. Please note that this template can be used during both the mid- and end-of-summer reviews.



Part 2: End of Internship Wrap-Up (cont.)

REGULAR FEEDBACK/MILLENNIAL EXPECTATIONS

Millennials crave on-going feedback. It may be requested ad hoc and immediately following the completion of a task, presentation, etc. It may be requested in a more formal manner via weekly touch-points, etc. The bottom line here is that feedback will be expected. Therefore you should have a plan in place as to when/how you're going to collect it and when/how you're going to deliver it to the intern. Most importantly, this plan should be communicated. If you're going to reserve feedback to regularly scheduled touch-points, communicate that to the intern. Have an agreed upon process for communicating feedback that is more ad hoc and real-time. The motivation behind the feedback is a desire to succeed. In addition, your intern(s) will be highly motivated by a desire to stay on-track and meet expectations mixed with a keen realization that they are unable to correct or get better unless they are armed with information re: where they stand today. Your intern will likely be most concerned with their areas of opportunity. They may find feedback on their strengths interesting, but they may not receive it as value-added. In-person will not always be required. They are accustomed to using technology for everything. A brief e-mail and/or instant message sharing with them the feedback you have may be acceptable. This is also an opportunity to educate as to what's the "norm" within your organization. If you value a mix of in-person and virtual interaction, take advantage of this opportunity to share that value-set via the behaviors and actions you display.

BE OBJECTIVE

Bring data and have examples prepared. This is important for 2 reasons. First, you want to be able to substantiate any and all feedback and/or ratings you may offer. Secondly, you need to be armed with the examples such that you can make feedback and performance sessions into "teachable moments". With a well-prepared example, you are able to illustrate the strength and/or area of opportunity you are sharing. Absent the example, the point is not as well-made and the intern is more likely to struggle with fully realizing the power of the strength or the extent to which they still need to improve. The quality of performance related discussions and feedback are enhanced when accompanied by clear-cut examples. The examples are especially important when soliciting multiple parties for feedback. Any perspective offered on performance by any person interacting with the intern need to be supported by objective examples, regardless of the source (e.g. just because of someone's level in the organization (high or low) they are still on the hook for providing examples when offering feedback on performance).

INCORPORATE MULTIPLE PERSPECTIVES

It's quite likely that over the course of the summer internship, your intern(s) will interact with multiple people. As such, multiple people will have perspective on their performance. Whenever possible, attempt to incorporate those multiple perspectives into the performance review process. Everything addressed so far is still applicable (e.g. objective feedback supported by data and examples, etc.). Additionally, it's important that the intern understand the source of the feedback; that you extended the request for feedback beyond just yourself or whoever it is that is conducting the review. In addition to soliciting feedback from others, it is also important to ask the intern to assess their own performance. Doing so affords them the opportunity to critique themselves and that experience is invaluable as it relates to what they could expect to encounter after entering the workforce.

Part 2: End of Internship Wrap-Up (cont.)

MID- AND END-OF-INTERNSHIP

The mid and end-of-internship offer a great opportunity to conduct formalized reviews. The performance management process would be complete if the intern only received feedback twice over the course of the summer. Formalized reviews of performance during which time is carved out to walk-through a structured process or document are likely only required at 2 times over the course of the summer. The argument for a mid-internship review is that will likely take 4-6 weeks to accumulate enough experience and examples to provide a worthwhile review. Secondly, by offering the feedback at the mid-point it affords the intern with perspective they can take action on while still able to influence the outcome of the complete internship. Reserving a formal review of performance for the end of the internship is simply too late. No action can be taken to improve performance against project assignments or attempt to correct behaviors. Mid-internship provides a great temperature check and a mid-point review is highly recommended.

End-of-internship reviews provide a nice conclusion to the internship. Projects can be wrapped up and transitioned. They provide a great opportunity to “look-back” and comment on the progress made by the intern over the course of the entire internship experience. Most importantly, if a mid-internship review was performed, you are afforded the value of a comparison point. Discussions during the end-of-internship review can be preceded with “when we discussed this during the mid-internship review, this is where you were at...” It’s always nice to have a point of comparison because it nicely “sets up” the conversation related to positive, negative or neutral movement. The end-of-internship review may also be the driving force in making a decision re: next steps. Next steps could be a number of different things including: **1.)** extending the internship beyond its original end-date, **2.)** extending an invitation to return for a 2nd internship, **3.)** a possible offer of full-time employment. When these and other matters related to continued employment are tied in part to the end of summer review, additional review of the performance management process is encouraged. This review should ensure fairness, objectivity, consistency in execution and with existing internal practice. This review should be completed by internal and/or external HR/Legal support. Mid- and end-of-internship review templates can be found in the Appendix. There is also a template that can be used by the intern for completion of a self-assessment. These Appendix items are included as **Exhibits F&G**.

SECTION 9: STAYING ENGAGED

One of the potentially biggest challenges faced by employers hosting interns, particularly small and medium-sized is staying adequately engaged with interns over the course of the internship. This becomes difficult because over the course of 10 or 12 weeks things simply come up. There are other priorities, clients requiring attention, meeting the needs of existing employees, ensuring that your business remains successful in the midst of challenging times. All of this provides support for the recommendation that you give consideration up-front to the challenge of getting and staying engaged with your intern.

IT’S ALL ABOUT THEM

We have said it before, we’ll say it again. It’s all about them. We feel so strongly about this because of the immense value that interns derive from a positive internship experience. It does so much for them as it relates to their process of discerning a profession and assisting with their efforts to make sense out of the work world. More importantly, if the internship is set-up to be about the intern, they will pick up on that. It will drive their levels of engagement and enthusiasm surrounding the projects and tasks they have been given, which should in turn lead to better performance and outcomes experienced by you and your organization.

Part 2: End of Internship Wrap-Up (cont.)

STICK TO THE PLAN

The busy schedules and competing priorities are a big part of why we so strongly advocate for having an internship work plan. You don't want to find yourself managing the internship on a week-to-week basis. If you do, you will find that your intern has idle time/excess capacity. This idle time will lead to them becoming disengaged from the job and the two of you will become disengaged as well. Invest the time up-front to build a good plan and don't forget, we offered a lot of insight around how to do that in Part 1 of this resource guide. After investing the time in building a great plan, execute it! Once the internship begins, all attention should turn to execution.

“PROGRAMMED ENGAGEMENT”

Think about the challenges you experience staying actively engaged with your current employees. When was the last time, you took an employee to lunch or grabbed a cup of coffee with them, on a whim? If you are still able to do those things on a casual basis, without a lot of forethought, kudos to you and your organization. If not, you're probably like most employers. You're very busy trying to do a lot of things. You care for your employees quite a bit and they know you're there for them when they need you. However, unscheduled touch-points and check-ins just may not occur. That's fine! If you know that about yourself, your schedule and the demands on your time, then make sure it gets scheduled. That's why we call it “programmed engagement”. Look at your existing schedule. Are there events, activities, etc. that are already on your calendar that could also double as an opportunity to get together with your intern. Be sure you start there. After that, or if you find that there isn't a whole of existing opportunity, then schedule something. Breakfast and lunch meetings are always good, after all, we all have to eat (or at least let's hope!). Meetings during the course of the day are tough as many of us lose control of our schedules once the day begins. Remember, if staying connected and engaged with your intern is important, make it a priority up-front; schedule it and get it on the calendar!

SHARE THE WEALTH

Responsibility for staying engaged and connected with the intern should not fall solely on the shoulders of the person charged with supervising them and/or the person charged with coordinating the intern experience. Share the wealth! This is why we advocate for a mentor. Additionally, this is why we encourage tapping into your extended network of vendors, suppliers, customers, business partners, etc. There are a lot of people that would welcome the opportunity to engage a young person participating in a structured internship program. If often serves as a nice “escape” from the day-to-day. Don't be afraid to ask others to get involved. They will likely welcome the opportunity.



Part 2: End of Internship Wrap-Up (cont.)

STAYING ENGAGED REQUIRES STAYING CONNECTED

This probably goes without saying and was definitely touched upon in earlier sections, but if you're not finding time to "see" your intern, you will be challenged with staying engaged with them. Again, if you want to have a fighting chance of being successful with this, have a plan, get items on your calendar and maintain the discipline required to keep those appointments. During your planned meetings with your intern, consider having them review with you their completed intern activity log (See **Exhibit H** for an example). Completion of this weekly log will afford the intern the opportunity to reflect on what they are accomplishing as well as bring structure to your weekly conversations.

MIX IT UP; BE SPONTANEOUS

While we have talked a lot about the challenges inherent to being spontaneous as it relates to interaction with your intern, it's kinda nice and if you can do it, it's very effective in mixing things up. Just the same as when you surprise your existing employees with an unscheduled or unplanned lunch or outing and their response to that (which we hope is positive) interns are equally if not more appreciative of the gesture. So here's a little trick, one that you may already be familiar with. Plan and schedule your spontaneity! Here's why this works. Spontaneity is in the eye of the beholder. If you're planning a late afternoon staff meeting, only to have the staff meeting turn into a "make your own sundae" party, it will be viewed as something spontaneous by everyone in attendance. Unplanned, unexpected "thank-you" parties or related employee engagement events are great examples of what a lot of high-performing organizations do on a regular basis. Incorporating your intern into these activities or using the intern as an excuse to do such things is a perfectly acceptable practice; who knows, it may just start a trend!

SECTION 10: I'M ALL OUT OF WORK!

I know what you're thinking...what an odd title for a section of internship employer resource guide. Well, this guide is all about positioning you to be successful, to expect and plan for the unexpected. Many employers do a great job of planning and assigning tasks and projects for their intern to complete only to have them finish ahead of schedule resulting in some inefficiencies, impacted productivity and excess capacity. This section hopes to help you avoid that from happening.

LIKELY TO HAPPEN

It's always easier to plan for those things that you can anticipate and expect to happen. In this instance, that's the way to go. You should expect your intern to finish the projects and assignments you've given to them earlier than expected. So, if that's what you expect, what should you do about it? Have a ready-list of "nice-to-have" projects. These represent additional opportunities for your intern to pursue assuming they finish early. If they come to you saying "I'm all out of work", no problem, you'll have your list ready to go. If not, and it takes the entire internship for them to complete the projects they've been assigned then there is no problem there as well as the list consisted of nice-to-haves and if they don't get started/completed your business is no worse off.

TURN TO THE INTERN

An addition to having a ready-made list of additional project assignments, consider turning to the intern. The interns serve as a great source of innovation. They have what we like to call "virgin eyes". They don't know what's right from wrong (as it relates to how you do things, business processes, etc.) they don't know what the "sacred cows" are, etc. If the intern comes to you explaining that they are all out of work, turn to them and say, "Well, you've been here for a little while now, what thoughts do you have about things we could do differently, projects you might like to pursue, etc." With the intern having the opportunity to influence the way they spend the remainder of the internship, not only are you ensuring that they stay productive you are also contributing to them staying engaged in what they are doing.

Part 2: End of Internship Wrap-Up (cont.)

EXAMINE QUALITY/PERFORMANCE AGAINST OBJECTIVES

With any individual or project team that came to you ahead of schedule and proclaimed that they had completed their assignments early, you would immediately ask yourself “But, how’s the quality; did they achieve the stated objectives?” How you manage your intern should be no different. You need to manage this in a delicate manner so as to not insult or seem disrespectful to the intern, but you should absolutely review their work. This is not to say that you should expect your intern to turn-in faulty work. However, this is after all a learning experience and in many cases you may ask the intern to complete a task they’ve never done before. They may complete it ahead of schedule and frankly, exceed your expectations as it relates to the quality of the outcomes. They may also complete the task very quickly only to overlook some things that they failed to fully appreciate and/or value as important. Don’t just assume that a task completed early is a task completed correctly. Take the time necessary to review outcomes and when/if necessary provide the feedback required to get them back on the track; applaud their ability to move fast and emphasize the importance of quality along the way.

REMEMBER: SHORT AND LONG-TERM PROJECTS

The last point in this section is a simple reminder. A balance of short- and long-term project assignments is recommended. A series of short-term projects in combination with 1 or 2 long-term projects should go a long way in ensuring that the intern does not run out of work. If they only are assigned 1 or 2 long-term projects and they are able to move quickly with those, it only heightens the potential for early completion. Remember this balance in assignments and you should mitigate the risk associated with your intern finding themselves out of work prior to the end of their summer.

SECTION 11: FOCUS ON DEVELOPMENT

Internships, even those that are not well-managed are inherently developmental. The opportunity to do things they have never done before provides the intern the potential to develop new skills and abilities. If you manage the internship with a strong intent towards making it focused on the development of the intern, it’s amazing how many opportunities you can uncover. With your mind focused on developing the intern, you’ll realize that without having to create a lot of new infrastructure, programming or events, there exist opportunity all around. You simply need to know what outcomes you want to achieve and then start to look for them!

IT’S ALL ABOUT THEM

You’re right, here we go again with that it’s all about them stuff. Well, again it plays itself out to be the case. Especially when it comes to development, it’s all about them. This is why we highly recommend asking the question of the intern before the internship begins “What are you looking to get out of this experience?” With that question answered you now are equipped with the desired outcomes or measures of success for the summer from the intern’s perspective. Now all you need to do is to go about identifying opportunities both in and outside of your organization where those experiences can be had.

Part 2: End of Internship Wrap-Up (cont.)

INTERNSHIPS ARE OPPORTUNITIES FOR CAREER EXPLORATION

We believe that internships are as much about finding out what you dislike as they are about finding out what you like. After all, think of the prospect of spending 4+ years in college, graduating and landing that first job only to find out that what you've spent all this time training for you absolutely do not enjoy. It would certainly be better to learn that while still in school with enough time to re-think the path you were pursuing and make corrections as needed. Additionally, internships help bring focus to one's career interest. Many students will say, "I'm interested in business". OK, what does that really mean? Internships offer an opportunity to flesh-out areas of interest and bring focus to pursuits such that majors can be decided upon/changed with confidence and young professionals can begin their full-time careers with a commitment to what it is they are pursuing.

HAVE A PLAN

Just like everything else, this is far easier if you have a plan. As such, we are recommending that in addition to the host of other plans being developed for the intern, you also take the time to work with them to create a career development plan. This plan speaks to those things that they hope to learn about, gain exposure to, observe, better understand, etc. as they relate back to their efforts to discern their career interests. The career development plan is considered separate from their intern work plan. It specifically addresses the growth and development of the intern over the course of the internship. It should be completed by the intern and reviewed by the supervisor, manager or mentor. In reviewing the plan, the experienced professionals should contribute ideas about "how" the "what" of the plan as offered by the intern can be achieved. For a template of a career development plan, please reference **Exhibit H** in the Appendix.

BROKER/FACILITATE THEIR EXPERIENCES

When it comes to playing your part in the intern's development efforts, don't feel compelled to "make it happen" as it relates to every detail of getting them connected to the resources available to them. It's important that you view your role as Broker or Facilitator. They say they want to meet someone in a particular career area, you provide the introduction and they (the intern) take it from there. You want to make sure that you leverage every opportunity for the intern to learn and this is a great example. They may have never had to arrange a meeting for someone. They may not know the best way to go about it. That's great! They should have to figure it out. If along the way they come to you and say "I was thinking about e-mailing them; does that sound like the way to go?" This is a perfect opportunity to coach, ask them what they were going to say in their e-mail, ask if they think it's appropriate, etc. This is in part about getting them to think a bit, get out of their comfort zones and try something new.



Part 2: End of Internship Wrap-Up (cont.)

INTEGRATE INTO THE PERFORMANCE MGT./FEEDBACK PROCESS

It is recommended that that career development plan be integrated into the performance management/feedback process because it gives it a “place to live”. By that we mean that it positions the career development plan as another important and essential component to the internship experience. Progress against the plan can be reviewed during performance management/feedback related discussions. Modifications to the plan can be discussed during these meetings. The one exception is that completion of the development plan should not necessarily factor into the performance review process. If the career development plan is not completed, it’s really the intern that suffers as they are not afforded full opportunity to maximize the internship as an opportunity for career and professional growth and exploration. It should not be held against them if things don’t get done. It is appropriate however to offer feedback to them about the value of the opportunity and how it’s in their best interest to maximize it and get as much out of it as possible.

INTERNAL & EXTERNAL OPPORTUNITIES AND LEVERAGE

Be sure to look both internally and externally when it comes to finding opportunities for your intern(s) to complete their career development plan. If your organization is larger and has greater infrastructure, many of the opportunities may reside internally. If your organization is smaller and has fewer people, processes, technology, etc. opportunities may exist externally. Remember to consider the opportunity associated with professional organizations, community groups, your extended network of customers, suppliers, vendors, business partners, etc. All of this represents the “how” as it relates to execution of the plan. We want you to understand that how the plan gets executed may require looking both internal and external to your organization.

SECTION 12: A SUCCESSFUL CONCLUSION

It’s hard to believe but 10-12 weeks can go by really fast. With that said, consistent with everything else we’ve talked about, we highly recommend that you plan for the end of the internship experience just as you would the beginning. After investing 10+ weeks in someone, you want to feel good about how the experience ends. To do so, you’ll need to give some consideration to making that happen and laying the ground-work for a successful conclusion.

WHAT DID YOU SET-OUT TO ACCOMPLISH?

Here we are again, back to beginning with the end in mind. You won’t be able to assess the internship and determine whether it was successful or not unless you established clear and objective goals. Assuming you did (because after all, we said that you should), this is where you’ll want to start. Pull out those goals that you established at the beginning of the internship and ask yourself, did we achieve these things. If we did, does that translate to success? Did we fall short, but the internship was still successful both from the perspective of the intern and our organization? It’s so important that you start with your hopes for the internship, but do remember to include the anecdotal experiences, inputs from your intern and be sure to give consideration to the environment. Sometimes we encounter circumstances over the course of the internship that we simply could not have anticipated. Be sure that consideration is given to those things as well.

Part 2: End of Internship Wrap-Up (cont.)

CLOSE-OUT ALL PROJECTS/TASKS; TRANSITION AS NEEDED

As with any well managed project, the internship should have planned close-out and transition activities. This is especially important if the intern does not complete any of the work that they have been assigned. In some instances it may have been planned such that they start a task with no expectation that it be complete by the time the internship ends. Just make sure that the intern is talking to the right people such that the appropriate transitions can occur. With respect to closing out and completing tasks, again it's important to ensure that everything was completed in a manner consistent with original expectations. It's good to do this during the last week or two of the internship so that any final tasks can be completed prior to the internship end.

ADMINISTRATIVE STEPS

Many of the same things you prepped and planned for setting up now need to be turned-off and/or discontinued. This may include things like turning off telephone and systems access, ending payroll, building access, etc. In some instances you may want some of this access to continue for your intern due to continued work they may be completing or just because you want them to be able to continue to visit the office, etc. It's for you to decide what is most appropriate.

FINAL REVIEW

Throughout the entire process we have placed a great deal of emphasis on the importance of performance management. Earlier in the Performance Management section we discussed the importance of the end-of-internship review. As this section focuses specifically on successfully concluding the internship experience we felt compelled to again mention the importance of the final review. It's a great way to conclude the internship, highlight the great accomplishments of the intern and to once again place emphasis on those developmental areas of opportunity.

CELEBRATE!

Similar to starting the internship with some kind of social outing, the end of the internship provides additional opportunity to celebrate. After all, there is a lot worth celebrating! Hopefully the intern has made some meaningful contributions to your business. They have been working hard on their assigned projects and tasks. Give consideration to some kind of end of internship report-out. These offer a great opportunity for the intern to share with persons outside of their department, and if at all possible managers and members of the senior leadership of the organization what it is that they have been doing. These kinds of end of internship presentations offer a great opportunity for celebration as small receptions or other events can be scheduled immediately following.

Some employers give their student's end of internship gifts. This is completely up to you. Make sure that it's something appropriate. Professional gifts such as business card holders, portfolios, etc. make for nice gifts. The gift should be reflective of your experiences with the intern. If you were absolutely wowed by their efforts and contributions and your business benefitted greatly from what they did, your gift should reflect that. If the internship was more of a challenge, then that too, should be taken into consideration.

Part 2: End of Internship Wrap-Up (cont.)

WHAT NEXT?

This is completely up to you but we want you to consider it. In this instance, we're speaking specifically of what's next for you and your intern(s). It's likely that you'll face 1 of 2 scenarios. Either you'll thank the intern for their work, they'll thank you for the experience and you'll part ways or the relationship will continue in some way. The continuation of the relationship can take shape in many ways. You may simply stay connected and continue to mentor and advise your intern. You may stay in touch because they are interested in continuing the employment relationship on a part-time basis during the school year. Maybe you're interested in considering your intern for full-time employment opportunities, but you simply cannot commit to timing or even a lot of definition around the role. Whatever it is that you want to happen next in the relationship between you and your intern, be intentional with your actions. By that we mean, don't leave things to chance. If you'd like to consider them for full-time employment, tell them. Be open and honest about the possibilities and work to actively manage the relationship. Make sure that you have contact information for them once they get back to school. Ask if there are opportunities to meet face-to-face while they're home on breaks. It all starts with knowing what you want to happen next and devising a plan to achieve those outcomes in a meaningful and intentional manner.

This concludes the section of the resource guide focused on effectively managing the summer internship from week 2 through the end of the summer.

There are many legal considerations with respect to hiring interns including topics covering employment Agreements, workers Compensation, vicarious Liability, and discrimination Statutes.

Many resources on the topic of unpaid internships can be referenced in detail by visiting Intern Bridge's Unpaid Internships Resource Center. One of the more important resources to highlight is an April 2010 Department of Labor Fact Sheet that seeks to clarify and offer insight into the topic of unpaid internships, the Fair Labor Standards Act, and the related 6-point test. At the root of the issue is looking to determine whether an intern (more importantly, your intern) is a volunteer or an employee. If deemed an employee, then of course they must be paid a wage, and the related issues and concerns related wages paid. We encourage every employer to familiarize themselves with this Department of Labor publication and when looking to make a decision regarding paid vs. unpaid internships to seek legal counsel.



Part 2: End of Internship Wrap-Up (cont.)

SECTION 13: INTERNS AND RELATED LEGAL CONSIDERATIONS

First, it's important to point-out that we here at Intern Bridge and YouTern are neither attorneys and/or employment law specialists. With that said, we are experts in the areas of internships and entry-level talent and that requires that we be well-versed in matters related to both. We'd ask that you give consideration to what we offer throughout this e-book while also recognizing the importance of also leveraging in-house and/or 3rd-party legal counsel on matters that relate to your organization's hiring practices, interview and selection procedures, compensation decision making and other matters related to employment and labor law.

We have compiled many resources on the topic of unpaid internships. One of the more important resources to highlight is an April 2010 Department of Labor Fact Sheet that seeks to clarify and offer insight into the topic of unpaid internships, the Fair Labor Standards Act, and the related 6-point test. At the root of the issue is looking to determine whether an intern (more importantly, your intern) is a volunteer or an employee. If deemed an employee, then of course they must be paid a wage, and the related issues and concerns related wages paid. We encourage every employer to familiarize themselves with this Department of Labor publication and when looking to make a decision regarding paid vs. unpaid internships to seek legal counsel.

The topic of paid vs. unpaid internships is not the only one that falls into the category of interns and related legal considerations. Additional issues such as employment agreements, workers compensation, vicarious liability, and discrimination statutes should be analyzed and discussed by internal counsel.

CONCLUSION

This marks the end of the Employer Resource Guide. This Guide was compiled with your success in mind. To that end, we are very much looking for your feedback re: the overall value of this Guide, its content, topics covered and related templates made available to you in the Appendix.

Please forward any comments, feedback and/or requests for changes to us via e-mail at: info@internbridge.com. **Thank you in advance for your input!**



A group of seven business professionals, four men and three women, are posed around a large white rectangular sign. They are all smiling and looking towards the camera. The sign is held by five of them, with two others crouching in front of it. They are dressed in professional business attire, including suits, blouses, and ties. The background is a plain, light-colored wall, and the floor is made of polished wood.

APPENDIXES A-H

Exhibit A – Intern Work Plan Template

Intern Name:

Date Prepared:

Supervisor Name:

Date Reviewed w/ Supervisor:

Final Version (Y/N):

If Yes, Date Finalized:

Objective #1: [Insert Objective & Brief Description Here]

Purpose for Pursuing	Related Sub-Tasks	Owner(s)	Partner(s)	Planned Completion	Actual Completion	Task Complete	Related Notes / Accomplishments

Objective #2: [Insert Objective & Brief Description Here]

Purpose for Pursuing	Related Sub-Tasks	Owner(s)	Partner(s)	Planned Completion	Actual Completion	Task Complete	Related Notes / Accomplishments

Objective #3: [Insert Objective & Brief Description Here]

Purpose for Pursuing	Related Sub-Tasks	Owner(s)	Partner(s)	Planned Completion	Actual Completion	Task Complete	Related Notes / Accomplishments

Purpose for Pursuing	Related Sub-Tasks	Owner(s)	Partner(s)	Planned Completion	Actual Completion	Task Complete	Related Notes / Accomplishments

Objective #4: [Insert Objective & Brief Description Here]

Purpose for Pursuing	Related Sub-Tasks	Owner(s)	Partner(s)	Planned Completion	Actual Completion	Task Complete	Related Notes / Accomplishments

Objective #5: [Insert Objective & Brief Description Here]

Purpose for Pursuing	Related Sub-Tasks	Owner(s)	Partner(s)	Planned Completion	Actual Completion	Task Complete	Related Notes / Accomplishments

Remember to set S.M.A.R.T. goals and that completion dates should not extend beyond the end of the internship

Week 1 Intern Check-List

Exhibit B

Leverage existing programs

- ☐ Intern completes new employee orientation program (if applicable)
- ☐ Other

Internal overview

- | | |
|---|---|
| <input type="checkbox"/> Relevant org charts reviewed | <input type="checkbox"/> Company annual report supplied |
| <input type="checkbox"/> Relevant project documents reviewed | <input type="checkbox"/> Company history reviewed |
| <input type="checkbox"/> Employee / departmental newsletters shared (if applicable) | <input type="checkbox"/> Company products and services reviewed |
| <input type="checkbox"/> Organizational mission, vision and values shared | <input type="checkbox"/> Customer profiles reviewed (if applicable) |
| | <input type="checkbox"/> Review of organizational culture |
| | <input type="checkbox"/> Other |

Introductions

- | | |
|--|---|
| <input type="checkbox"/> Co-Workers & Team Members | <input type="checkbox"/> Relevant Business Partners |
| <input type="checkbox"/> Relevant Managers | <input type="checkbox"/> Relevant Vendors / Suppliers |
| <input type="checkbox"/> Relevant Senior Managers | <input type="checkbox"/> Other |
| <input type="checkbox"/> Relevant Customers | |

Tour of facilities

- | | |
|---|--|
| <input type="checkbox"/> Locations of relevant team members, managers, etc. | <input type="checkbox"/> Storage areas and/or office supply cabinets and related requisition process |
| <input type="checkbox"/> Locations of public areas such as the break room, cafeteria, restrooms, lounge, etc. | <input type="checkbox"/> Relevant Operations and/or Production areas |
| <input type="checkbox"/> Location of departmental office equipment such as the FAX, copy machine, scanner, etc. | <input type="checkbox"/> Other |

Social component (team lunch or afternoon coffee break)

- ☐ Day 1 Social interaction (Intern, Supervisor and/or Mentor)
- ☐ Week 1 Social interaction (w/ team if applicable)
- ☐ Other

Review calendar

- | | |
|--|---|
| <input type="checkbox"/> Participation in June 16 Internship Orientation | <input type="checkbox"/> Review internal calendar of events |
| | <input type="checkbox"/> Other |

Review goals, expectations and overall intern work plan

- | | |
|---|--|
| <input type="checkbox"/> Review goals / objectives for the summer | <input type="checkbox"/> Intern afforded opportunity to edit work plan |
| <input type="checkbox"/> Review competencies | |
| <input type="checkbox"/> Review intern work plan | <input type="checkbox"/> Work plan finalized |

Ask the intern...What are you hoping to achieve this summer?

- ☐ Intern expectations for the summer reviewed
- ☐ Other

Administrative Review

- ☐ All relevant access confirmed (building, systems, voicemail, e-mail, etc.)
- ☐ New hire set-up (e.g. payroll) correctly completed
- ☐ All equipment in-place and working (includes workstation, PC, telephone, etc.)
- ☐ All relevant materials and supplies made available
- ☐ Other

Intern Goals & Objectives Template
Exhibit C

Intern Name:	Supervisor:
Host Employer:	Mentor:

Goals / Objectives / Areas of Responsibility

Please take a moment to summarize below the top 5 objectives, outcomes and/or areas of responsibility established for your intern as part of their internship experience. [Please feel free to modify as needed]

Objective #1:

Measures of Success:

- 1.
- 2.
- 3.
- 4.
- 5.

Objective #2:

Measures of Success:

- 1.
- 2.
- 3.
- 4.
- 5.

Objective #3:

Measures of Success:

- 1.
- 2.
- 3.
- 4.
- 5.

Objective #4:

Measures of Success:

- 1.
- 2.
- 3.
- 4.
- 5.

Objective #5:

Measures of Success:

- 1.
- 2.
- 3.
- 4.
- 5.

Intern Goals & Objectives Template
Exhibit C

Competencies

The following list represents recommended competencies against which you can evaluate the performance of your intern. [Please feel free to modify this list as needed]. During the mid- and end-of-internship review period, their performance can be evaluated using the scale below.

1 = Failed to Meet Expectations

5 = Exceeded Expectations

1. Leadership Effectiveness	1	2	3	4	5
2. Time Management	1	2	3	4	5
3. Communication Skills	1	2	3	4	5
4. Interpersonal Effectiveness	1	2	3	4	5
5. Planning and Execution	1	2	3	4	5
6. Group (Small & Large) Facilitation	1	2	3	4	5
7. Diversity and Inclusion	1	2	3	4	5
8. Vision & Strategy	1	2	3	4	5
9. Placeholder	1	2	3	4	5
10. Placeholder	1	2	3	4	5

Intern S.M.A.R.T. Goal-Setting Guide

Exhibit D

Specific - A specific goal has a much greater chance of being accomplished than a general goal. To set a specific goal you must answer the six "W" questions:

- Who: Who is involved?
- What: What do I want to accomplish?
- Where: Identify a location.
- When: Establish a time frame.
- Which: Identify requirements and constraints.
- Why: Specific reasons, purpose or benefits of accomplishing the goal.

EXAMPLE: A general goal would be, "Get in shape." But a specific goal would say, "Join a health club and workout 3 days a week."

Measurable - Establish concrete criteria for measuring progress toward the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goal.

To determine if your goal is measurable, ask questions such as.....How much? How many? How will I know when it is accomplished?

Attainable - When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. You begin seeing previously overlooked opportunities to bring yourself closer to the achievement of your goals.

You can attain most any goal you set when you plan your steps wisely and establish a time frame that allows you to carry out those steps. Goals that may have seemed far away and out of reach eventually move closer and become attainable, not because your goals shrink, but because you grow and expand to match them. By listing your goals you build your self-image. You see yourself as worthy of these goals, and develop the traits and personality that allow you to possess them.

Realistic - To be realistic, a goal must represent an objective toward which you are both *willing* and *able* to work. A goal can be both high and realistic; you are the only one who can decide just how high your goal should be. But be sure that every goal represents substantial progress. A high goal is frequently easier to reach than a low one because a low goal exerts low motivational force. Some of the hardest jobs you ever accomplished actually seem easy simply because they were a labor of love.

Your goal is probably realistic if you truly *believe* that it can be accomplished. Additional ways to know if your goal is realistic is to determine if you have accomplished anything similar in the past or ask yourself what conditions would have to exist to accomplish this goal.

Tangible - A goal is tangible when you can experience it with one of the senses, that is, taste, touch, smell, sight or hearing. When your goal is tangible you have a better chance of making it specific and measurable and thus attainable.

Intern Self-Assessment Template
Mid &/or End-of-Internship
Exhibit E

Intern Name:	Supervisor:
Host Employer:	Mentor:

Objectives / Outcomes / Areas of Responsibility

Please take a moment to summarize below the top 5 objectives, outcomes and/or areas of responsibility set out for you as part of your summer experience. In the space provided beneath each of the objectives, please assess your performance to-date. Wherever possible, please include examples that support your assessment.

Objective #1:

Summary of Performance:

Objective #2:

Summary of Performance:

Objective #3:

Summary of Performance:

Objective #4:

Summary of Performance:

Objective #5:

Summary of Performance:

Intern Self-Assessment Template
Mid &/or End-of-Internship
Exhibit E

Competencies

Please take a moment to evaluate your performance relative to the following competencies. Please place an x to the left of the score that best represents your performance to-date. In the space provided beneath each competency, please offer an example of how you have demonstrated this competency in practice. Please use the 2 sections labeled "Placeholder" to add any additional competencies you feel were particularly relevant to your internship experience.

1 = Failed to Meet Expectations

5 = Exceeded Expectations

1. Leadership Effectiveness	1	2	3	4	5
2. Time Management	1	2	3	4	5
3. Communication Skills	1	2	3	4	5
4. Interpersonal Effectiveness	1	2	3	4	5
5. Planning and Execution	1	2	3	4	5
6. Group (Small & Large) Facilitation	1	2	3	4	5
7. Diversity and Inclusion	1	2	3	4	5
8. Vision & Strategy	1	2	3	4	5

Intern Self-Assessment Template
Mid &/or End-of-Internship
Exhibit E

9. Placeholder	1	2	3	4	5
10. Placeholder	1	2	3	4	5

Additional Comments

Please use the space provided below to provide any additional comments regarding your performance and/or your internship to-date.

Supervisor Assessment (of intern performance) Template
Mid &/or End-of-Internship
Exhibit F

Intern Name:	Supervisor:
Host Employer:	Mentor:

Objectives / Outcomes / Areas of Responsibility

Please take a moment to summarize below the top 5 objectives, outcomes and/or areas of responsibility set out for your intern as part of their summer experience. In the space provided beneath each of the objectives, please provide examples of how they have performed to-date.

Objective #1:

Summary of Performance:

Objective #2:

Summary of Performance:

Objective #3:

Summary of Performance:

Objective #4:

Summary of Performance:

Objective #5:

Summary of Performance:

Supervisor Assessment (of intern performance) Template
Mid &/or End-of-Internship
Exhibit F

Competencies

Please take a moment to evaluate your intern on the following competencies. Please place an x to the left of the score that best represents their performance to-date. In the space provided beneath each competency, please offer an example of how the intern demonstrated this competency in practice. Please use the 2 sections labeled "Placeholder" to add any additional competencies you feel were particularly relevant to their internship experience.

1 = Failed to Meet Expectations

5 = Exceeded Expectations

1. Leadership Effectiveness	1	2	3	4	5
2. Time Management	1	2	3	4	5
3. Communication Skills	1	2	3	4	5
4. Interpersonal Effectiveness	1	2	3	4	5
5. Planning and Execution	1	2	3	4	5
6. Group (Small & Large) Facilitation	1	2	3	4	5
7. Diversity and Inclusion	1	2	3	4	5
8. Vision & Strategy	1	2	3	4	5

Supervisor Assessment (of intern performance) Template
Mid &/or End-of-Internship
Exhibit F

9. Placeholder	1	2	3	4	5
10. Placeholder	1	2	3	4	5

Additional Comments

Please use the space provided below to provide any additional comments regarding the performance of your intern to-date.

Intern Weekly Activity Report Template
Exhibit G

INTERNSHIP WEEKLY ACTIVITY REPORT FOR THE WEEK ENDING: _____

WEEK NUMBER (Please Circle): 1 2 3 4 5 6 7 8 9 10 11 12 13 14

STUDENT (INTERN) NAME: _____

NUMBER OF HOURS SCHEDULED: _____

SUPERVISOR NAME: _____

NUMBER OF HOURS WORKED: _____

BRIEFLY SUMMARIZE YOUR WORK ASSIGNMENTS SINCE WE LAST MET.

WHAT SPECIFIC INSIGHTS RELATIVE TO YOUR FIELD OF STUDY HAVE YOU GAINED THE PAST WEEK?

LIST ANY NEW IDEAS YOU HAVE FOR OUR BUSINESS. WHAT NEXT STEPS WOULD YOU PROPOSE?

ARE THERE ANY CHALLENGES, ISSUES OR CONCERNS THAT YOU ARE CURRENTLY EXPERIENCING?

ADDITIONAL NOTES:

Intern Name:

Date Prepared:

Supervisor Name:

Date Reviewed w/ Supervisor:

Final Version (Y/N):

If Yes, Date Finalized:

Career Development Objective #1: [Insert Objective & Brief Description Here]

Purpose for Pursuing	Related Sub-Tasks	Owner(s)	Partner(s)	Planned Completion	Actual Completion	Task Complete	Related Notes / Accomplishments

Career Development Objective #2: [Insert Objective & Brief Description Here]

Purpose for Pursuing	Related Sub-Tasks	Owner(s)	Partner(s)	Planned Completion	Actual Completion	Task Complete	Related Notes / Accomplishments

Career Development Objective #3: [Insert Objective & Brief Description Here]

Purpose for Pursuing	Related Sub-Tasks	Owner(s)	Partner(s)	Planned Completion	Actual Completion	Task Complete	Related Notes / Accomplishments

Purpose for Pursuing	Related Sub-Tasks	Owner(s)	Partner(s)	Planned Completion	Actual Completion	Task Complete	Related Notes / Accomplishments

Career Development Objective #4: [Insert Objective & Brief Description Here]

Purpose for Pursuing	Related Sub-Tasks	Owner(s)	Partner(s)	Planned Completion	Actual Completion	Task Complete	Related Notes / Accomplishments

Career Development Objective #5: [Insert Objective & Brief Description Here]

Purpose for Pursuing	Related Sub-Tasks	Owner(s)	Partner(s)	Planned Completion	Actual Completion	Task Complete	Related Notes / Accomplishments

Remember to set S.M.A.R.T. goals and that completion dates should not extend beyond the end of the internship