

Employer Guide to Structuring a Successful Internship Program



■ Table of Contents

Topic	Page
Creating a Mutually Beneficial Relationship.....	3-10
What is Work-based Learning?	3
A closer look at an Intern	4
How do Employers benefit from an Internship Program?	5
How do Student Interns benefit from an Internship Program?	5
Designing your Internship Program	6
Finding the Right Intern for your Organization	7
Making an Internship Offer	7
Learning Goals	7
Providing an Intern Orientation to your Organization	8
Role of an Internship Supervisor and Mentor	8
The Stages of an Internship	9
Paying an Intern	10
Unpaid as defined by the Department of Labor	10
Other Forms of Benefits	10
Insurance Considerations	10
Mid Term and Final Evaluation	11
Writing an Internship Posting Description	12
Posting your Internship Online	13
Conclusion	14
SAMPLE Internship Description & Learning Goals	
Advanced Manufacturing Intern	15
SAMPLE Internship Agreement Form.....	16
SAMPLE Internship Learning Outcomes.....	18

Creating a Mutually Beneficial Relationship

The rise in global competition for a talented and innovative workforce brings opportunities for Oregon employers to gain a competitive edge.

■ What is work-based learning?

Work-based learning provides students with direct experience through which they can use their classroom/lab skills and apply those in a work environment. Experiential (work-based) learning includes internships, and Cooperative Work Experience. Determine what the best fit for the organization is by considering the following definitions:

Internships are defined by the National Association of Colleges and Employers (NACE) as: “a form of experiential (work-based) learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths and give employers the opportunity to guide and evaluate talent.” In addition, an internship is a term (Fall, Winter, Spring, and Summer), in duration, may or may not carry credit, may be paid or unpaid based on the Department of Labor criteria (See *DOL Requirements*).





A closer look at an intern

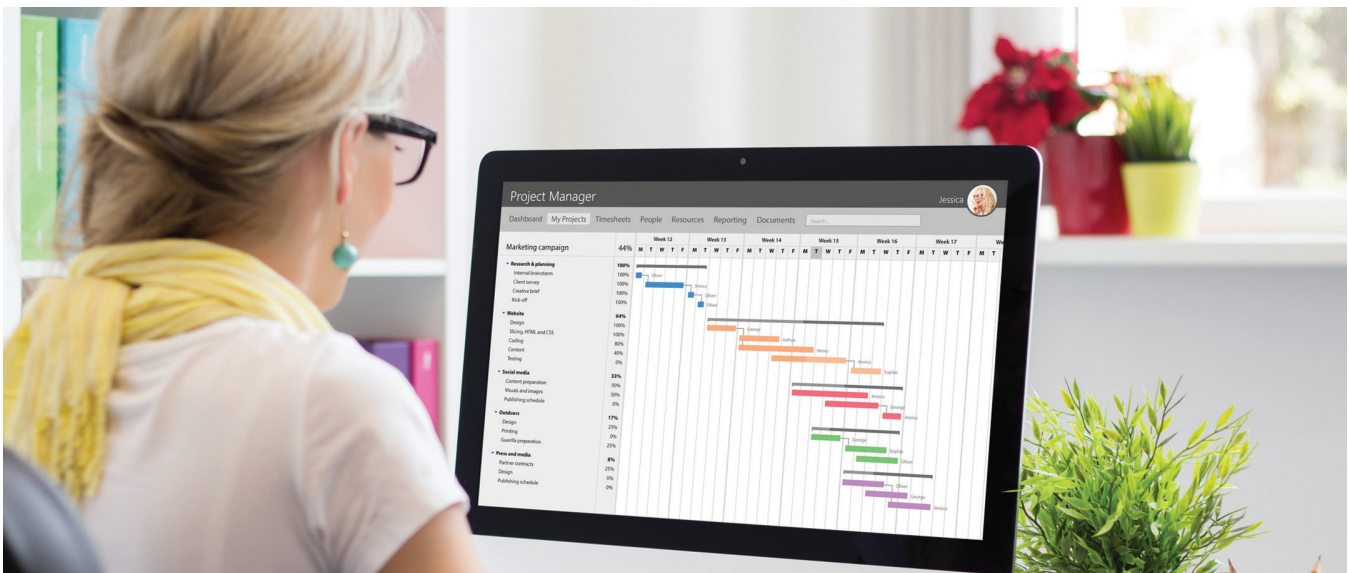
Often times an internship is the ideal fit for an individual and employer. An internship is any carefully monitored meaningful learning experience in which an individual has intentional professional goals and reflects actively on what he or she is accomplishing throughout the experience. Developing an internship program is an excellent strategy for investing in your organization’s future successes, often leading to discovering future colleagues and leaders.

A typical internship:

- Includes developing intentional learning objective goals that are structured into the experience and supervised by a professional with relevant and related background in the field.
- Promotes academic, career and/or personal development.
- Includes learning objectives, observation, reflection, and evaluation.
- Balances the intern’s learning goals with the organization’s needs.
- Typically lasts three months. May be part-time or full-time.
- Involves industry related and soft skill development.
- May be carefully monitored and evaluated for academic credit.
- Provides adequate supervision in a reasonably safe environment with the necessary tools to perform the learning goals agreed upon for the duration of the internship.

An internship is **NOT**:

- Free help.
- Meant to replace an employee.
- More than 20% busy work (filing, covering phone, errands).





A MUTUALLY BENEFICIAL RELATIONSHIP

How do **Employers** benefit from an Internship Program?

One of the more significant advantages to providing internships is the opportunity to select and develop your future talent. You have the opportunity to evaluate and screen potential employees prior to making a full-time position offer, which leads to financial savings. Employers have reported converting more than half of eligible interns into full-time hires. If hired in a permanent position, previous interns assimilate faster to their new roles and have shorter learning curves than external hires.

Interns can:

- Provide freedom for professional staff to pursue creative or more advanced projects.
- Increase staff retention rate.
- Assist an organization in application of the latest strategies and techniques in the field.
- Maintain connections with colleges and increase visibility on campus.
- Promote community involvement — excellent public relations tool.
- Recruit other students and generate enthusiasm.
- Creates awareness of the field for future hires.
- Giving to the community by teaching the prospective work force.

How do **Student Interns** benefit from an Internship Program?

Students are seeking opportunities that stimulate their interests and provide real-world experiences. A meaningful, purposeful internship program will:

- Ensure the assignment of challenging projects and tasks.
- Provide projects that complement academic programs and/or career interests.
- Give broad exposure to the organization (remember: this is a chance for them to personally develop and explore career possibilities).
- Provide adequate, reliable, and regular supervision and mentoring.
- Ensure interns are keeping pace and accomplishing goals.
- Orientation.
- Create a professional network.
- Industry relevance.
- Real life experience.
- Enable the intern to establish a profession network.

■ Designing Your Internship Program

Prior to hiring an intern, an employer must understand how interns will fit within the company's goals and culture. Since organizations vary in age, size, industry, and product, so too will internship activities.

Questions that may determine what kind of program will work best for you:

- *Is your organization looking to fulfill a need on a specific project? Will this internship(s) encompass one major project, or entail a variety of small projects?*
- *What are the tools and workspace necessary to provide the student?*
- *What talents, academic background and experience do you want in an intern? Decide on qualifications early on to help you select the best candidate.*
- *Who will be primarily responsible for the intern(s)? Will that person be a mentor, supervisor, or both?*

Other considerations:

- *How will you address Covid-19 requirements?*
- *Will on site health and safety be observed?*
- *Will intern be working remotely?*
- *To meet State's health and safety guidelines, find more information here: <https://osha.oregon.gov/Pages/index.aspx>*

Learn about prospective Interns: College students want to develop skills. The best way to know what skills an intern is hoping to gain is to interview.

It is important that employers realize that school and classes must remain a top priority for interns if they are a current student. The internship position should enhance their learning experience. Understand that for most interns this is a new experience and they may need support in balancing their schoolwork and internship. Agreeing on a set number of hours interns will work each week and offering flex-time for freedom to plan their schedules on a weekly basis are two ways to support balance.

Many companies offer Summer internships, or students chose to work full time for a semester and then return to their program, keeping contact with their academic advisor during internship.

Required hours/credit may vary by intern. Most typically complete 10-20 hours per week. The student intern should meet with an academic or internship advisor for further direction.

Goal setting

- Assess the organizational needs and determine what you hope to gain from an internship program
- Define the aspects to make an internship an educational, interesting, and rewarding experience
- Develop individual expectations, goals, and learning objectives for the intern
- Communicate program goals with your team to ensure organization's commitment

Initial preparation

- Draft a job description that clearly explains the duties of the intern
- Review the organization's ability to provide assignments, equipment, and compensation
- Build a pipeline of student candidates to potentially convert to full-time employees
- Invest time in interns through selection, training, supervision, and evaluation

FINDING THE RIGHT INTERN FOR YOUR ORGANIZATION

Career Changer: These students may have completed a short-term training. They are highly interested in working in manufacturing, business and industry. They are looking at this as a career option. These students are generally considering opportunities to continue their education after employment.

One Year Certificate: These students are nearing completion of their Certificate and are interested in employment relevant to their career niche. These students are generally considering opportunities to continue their education after employment.

Degree Seeking: These students are nearing completion of their degree and are interested in employment and advancing technical skills relevant to their career niche.



■ Making an Internship Offer

When you feel you have found the candidate with the appropriate experience, professionalism, maturity and who is a mutually beneficial fit for the organization, make an offer. Just as in a permanent full-time job search, students may be applying and interviewing for internships with multiple organizations. Thus, it is best to make an offer as soon as a decision has been made. At this time, a work schedule should be set, which should include compensation agreed upon, and appropriate paperwork completed for human resources need and the student's internship requirements.

Upon the acceptance of the offer, remove your internship from all places where it is posted (e.g., Clackamas Community college web sites — Career Center) to prevent further applications.

■ Learning Goals

At the start of the internship it is recommended that the supervisor and intern create a list of learning goals the intern hopes to complete. The learning goals serve as the academic and professional roadmap for the intern's semester/time with your organization. This activity helps to clearly identify the intern's learning objectives and how the intern plans to accomplish them. Creating these goals is also an opportune time to discuss work place requirements, intern responsibilities, and hours expected to complete (to earn credit). We ask our supervisors to take the time to meet with the interns during the first week of the internship to discuss and negotiate learning goals. *(See end of document for sample learning goals).*

■ Providing an Intern Orientation to your Organization



It is very important that interns be warmly welcomed and introduced throughout your organization, just as you would welcome a new fulltime employee. Not only are interns new to your organization, in many cases, they are new to the professional world of work.

If affiliated with a school: Many students are unfamiliar with the activities, environment and objectives of your organization. Even though your interns may have worked part-time to support their education, these experiences may not have exposed them to organizational politics, the need for confidentiality, the importance of teamwork, or the profit-making nature of business. It is during the orientation and training that these issues and information about the organization are addressed.

The sooner your intern understands your organization and how it operates, the sooner he or she can assume assigned responsibilities and contribute. Expectations can vary based on the size of your organization, but in general, be sure to review:

- Hours
- Dress code
- Overall responsibilities
- How to cope with absenteeism
- Safety regulations and requirements

■ Role of an Internship Supervisor and Mentor

Internship Supervisor

It's going to be important to identify a supervisor for your intern(s) who will familiarize them with the organization, provide assignments and serve as a "contact" person for questions. It's recommended that the intern supervisor be an expert in the type of work the intern(s) will be performing to provide the appropriate guidance for the intern's assignments. An intern supervisor's responsibilities will include:

- Taking part in an intern's application, screening, and interview process
- Conducting intern orientation
- Developing learning goals
- Meeting with an intern regularly to evaluate performance and if needs/goals are being met, assessing the internship program's success

Mentor

In addition to the supervisor, a mentor may assist with transition into this new learning environment. This is done by answering general questions related to personal and professional growth, and sharing career knowledge leading to networking in the field.



THE STAGES OF AN INTERNSHIP

Adapted from: Sweitzer, H.F. & King, M.A. (1999). The Successful Internship: Transformation & Empowerment

Some of the concerns and challenges interns face seem to occur in a predictable order. Each stage has its own obstacles and opportunities. There are concerns interns will have at each stage, and to some extent, those concerns must be resolved for them to move forward and continue learning and growing. However, the process of resolving the concerns is also a learning experience in and of itself. At each stage, there are important tasks that will help interns address the concerns. If these tasks go undone and the concerns are left unresolved, the intern can become stuck in a stage.

Rate of progress through the stages is affected by many factors, including the number of hours spent at the agency; previous internships or field experiences; your personality; the personal issues and levels of support you bring into the experience; the style of supervision and the nature of the work. The more you understand as a supervisor, the better the learning experience for the intern.

ANTICIPATION

- Beginning of internship
- Anxiety — “What if” ... Interaction with many people
- Level task accomplishment low
- Definition of specific goals with consideration of skills needed to complete established goals
- Assumptions — need to examine and critique
- Development of good relationships with supervisor, co-workers, etc.

DISILLUSIONMENT

- Gap between expectations for the internship and what is actually occurring
- Sometimes gaps small, others large
- “What if...” from previous stage has become “What’s Wrong”
- Possibility for tremendous personal and professional growth by working through problems

CONFRONTATION

- To get past Disillusionment stage intern must face and study what is happening
- Failure to acknowledge and discuss problems can diminish learning experience, performance, etc.
- May need to reevaluate goals — may be unrealistic or opportunities may have changed
- As issues raised in disillusionment are resolved, task and morale accomplishments will raise
- Must continue to confront and not get “frozen in the moment”
- Empowerment from knowing can grapple with problems effectively

COMPETENCE

- Morale high — trust in yourself
- Transition into “professional” from “apprentice”
- Good platform to demand more from self and assignment, increase work load, responsibility

CULMINATION

- May face a variety of feelings at this stage
- Pride in accomplishments, sadness in leaving
- Need to address emotions, find avenue to express them



■ Paying an Intern

- Wages for most internship opportunities are usually determined before the intern is hired and are not typically negotiated.
- Consider paying consistent wages to all interns within each department.
- Students in technical fields are generally paid more than nontechnical fields.
- Pay for interns often varies by location, type of industry, size of organization, etc.

Unpaid as defined by the Department of Labor

If you are deciding between paid and unpaid internships, it is important to know if the U.S. Fair Labor Standards Act applies to your organization.

The U.S. Fair Labor Standards Act restricts employer's use of unpaid interns. This Act applies to businesses that have two or more employees directly engaged in interstate commerce as well as annual sales of \$500,000 or more. Interns who qualify as trainees do not have to be paid. If you find you cannot pay your intern, you must meet these six criteria for determining trainee status (as determined by the U.S. Department of Labor):

1. The internship, even though it includes actual operation of the facilities of the employer, is similar to training, which would be given in an educational environment;
2. The internship experience is for the benefit of the intern;
3. The intern does not displace regular employees, but works under close supervision of existing staff;
4. The employer that provides the training derives no immediate advantage from the activities of the intern and on occasion its operations may actually be impeded;
5. The intern is not necessarily entitled to a job at the conclusion of the internship; and
6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.

Other Forms of Benefits

Offering benefits may provide incentives for talented students to accept one internship position over another or increase the interns' commitment during the experience.

- Opportunity for academic credit from school
- Scholarships
- Housing assistance for those who relocate
- Professional development networking events
- Time worked as an intern can accumulate and apply toward benefits if turned into a full-time employee after graduation
- Paid holidays (if already receiving compensation)
- Tuition reimbursement

Insurance Considerations

Employers, interns, parents and colleges/universities should be aware of insurance considerations:

Accident/liability insurance: provided by the intern/parent/guardian (some organizations may require the school to provide liability insurance.)

Automobile accident insurance: provided by the intern/parent/guardian.

Health/Life insurance: provided by the intern/parent/guardian.

Worker's compensation: does not apply for interns participating in non-paid internship experiences, but if injured at the internship site, should be covered by the intern/parent/guardian personal insurance. (Paid internships require that students be covered by worker's compensation.)



■ Mid Term and Final Evaluation

An internship can only be a true learning experience if constructive feedback is provided. An effective evaluation will focus on the interns' initial learning objectives identified at the start of the internship. Supervisors should take time to evaluate both the student's positive accomplishments and areas for improvement.

Interns will look to their mentors and/or supervisors to help them transition from the classroom to the workplace. It is recommended that mentors and/or supervisors regularly meet with interns to receive and provide feedback concerning their performance. During these meetings the students may:

- Report on a project's status

- Learn how their work is contributing to the organization
- Participate in evaluating their strengths
- Discuss areas needing growth and development
- Get insight about what work lies ahead

Typically, supervisors are asked to evaluate interns at the midpoint and end of the internship. Employers are encouraged to review the internship with the intern before he or she leaves. Evaluations are helpful when determining the intern's success within the organization for future internships or employment upon graduation.





■ Writing an Internship Posting Description

Employers are competing to gain a student's interest and stand out among the rest. When writing your posting, treat the description as an opportunity to showcase the internship. (See end of document for sample posting descriptions).

Questions to consider ***BEFORE*** writing the position description:

- Why will students want to apply for your opportunity over others in the industry?
- Does your opportunity illustrate how it will be a unique experience?
- Do you fully define the benefits and incentives your organization can provide?

Writing an internship description is essential to recruiting the right individual. Write the description in clear, everyday language that will help the student understand the position and your organization's culture. If the opportunity offers a broad exposure to many elements in your organization, be sure to state that in the description. Interns appreciate knowing the expectations upfront.

The essential components of an effective internship description include:

- Explain the organization's goals and mission
- Outline the intern's responsibilities and potential tasks/projects
 - Describe skills that will be developed
- Illustrate the necessary qualifications
 - Skills (computer, analytical, design, communications, etc.)
 - Education level (year, GPA, etc.) and Majors
- Clarify the duration of the internship
 - Hours required per week / semester (fall, spring, summer)
 - Flexibility with schedule or specific hours
- Note if it's paid or unpaid
- Specify how to apply — provide contact information





■ Posting an Internship Online

GUIDELINES FOR AN INTERNSHIP PROGRAM

How do I get started?

You have an internship opportunity and you need to find an intern ...

There are a couple ways of getting matched with the right CCC intern.

If your company has a structured internship already in place, create your employer profile at www.collegecentral.com/clackamas to post the opportunity so students can view and apply.

- Our Career Center will help promote and match you to qualified candidates.
- Contact Career Center for help with posting position

If your opportunity relates to one of our Career Technical Programs, students may be able to earn college credit during the internship. This is called Cooperative Work Experience (CWE).

<https://www.clackamas.edu/campus-life/career-center/cooperative-work-experience>

- CWE has a little different process and involves working closely with program instructors
- Contact us to see if CWE is a good option for you

You ***DON'T*** have an internship opportunity but are interested in developing one ...

We are here to help!

The Career Center is well-equipped to provide assistance in the internship process on any of the following:

- Framing internship description and postings to attract potential interns
- Providing guidance on what to expect from an intern
- Providing guidance on supervision and mentoring to support student intern growth
- Determining if the planned internship provides a meaningful learning experience
- Providing guidance on developing learning outcomes and performance evaluation
- Integrating your feedback into future internship procedures

Contact

Career Center 503-594-6001 careercenter@clackamas.edu

■ Conclusion

Thank you for your interest in supervising and mentoring an intern. Your participation provides interns the opportunity for both personal and professional growth. Interns and volunteers have been commended for their diligence, work ethic, and professionalism. We are confident that you will find them a welcomed addition to your staff. Clackamas Community College is sharing this information in the hopes that this guide will outline the basic fundamentals involved in designing an internship program, and illustrate the benefits of investing in an experiential learning program.

Intern Today, Employee Tomorrow: The Indiana Employer's Guide to Internships (n.d.). Retrieved from <http://indianaintern.net/pdf/IIN-EmployersGuide1-11-1.pdf>.

Employer's Guidebook to Developing a Successful Internship Program (n.d.). Retrieved from http://neded.org/files/businessdevelopment/internne/EmployerGuidebook_DevelopingSuccessfulInternshipProgram.pdf



Internship - Advanced Manufacturing (12 week)



Machinists Inc.

Seattle, WA

Apply online at

Full-time Job Description As entry-level interns, high-school students and recent graduates will spend 12 weeks at the Machinist's Inc. facility in South Seattle. Interns will learn directly from aerospace machinists, inspectors, fabricators and management to begin building the necessary skills for successful entry into manufacturing careers. Selected interns will work with our team for at least 12 weeks on a part-time schedule based on your availability, learning about different aspects of a manufacturing operations. Interns will work with master craftsmen and experienced technicians on the shop floor while also receiving exposure to the administrative and support roles.

As an intern you can expect to:

- Job shadow on the shop floor learning about the capabilities of different machines and associated tools.
- Assist machine operators and fabricators in their duties to gain experience and exposure.
- Rotate through different departments learning about the importance of administration and other support roles such as Maintenance, Programming and Tooling.
- Reach learning targets and be able to display acquired knowledge about vocabulary, shop math, machine capabilities, hand tools and processes.
- Be considered for a full-time position with Machinists Inc. at the end of your internship.

The Qualified Intern will:

- Be currently enrolled in or completed a High School shop based CTE course, or another manufacturing-based course and be in good standing with their instructor.
- Demonstrate an aptitude in math.
- Have a strong attendance record from school.
- Have a positive attitude and show a willingness to learn

There are over 250,000 manufacturing jobs in the state of Washington with an average salary above \$80,000 and the door is open to the next generation of workers. Take advantage of the opportunity to explore an exciting industry while taking your manufacturing skills to the next level and build your resume with real world experience.

EEO/AA Employer/Vet/Disabled

INTERNSHIP AGREEMENT FORM

Instructions: This is a formal agreement between the Employer/Site Supervisor and the student intern. All of the information requested and signatures on the agreement are required.

STUDENT INFORMATION

STUDENT NAME

PROGRAM OF STUDY

ADDRESS

E-MAIL

PHONE

EMPLOYER INFORMATION

COMPANY/AGENCY/ORGANIZATION NAME)

SITE SUPERVISOR (FIRST & LAST NAME)

COMPANY ADDRESS

CITY

ZIP CODE

SUPERVISOR'S PHONE

SUPERVISOR'S E-MAIL

TRAINING START DATE

TRAINING END DATE

HOURS/TERM

OF CREDITS

TERM (SU, FA, WI, SP)

INTERNSHIP POSITION TITLE

PAID OR UNPAID?

SALARY

See TERMS AND CONDITIONS (on page 2)

TERMS AND CONDITIONS

A. The Student/Employee agrees to:

- be enrolled at Clackamas Community College
- interview and apply for position related to his/her area of study;
- register for the appropriate number of credits (if getting college credit – CWE)
- work the required number of hours during the term in relation to the number of credits requested;
- develop a set of learning outcomes in conjunction with the employer;
- immediately inform the employer/site supervisor of any changes in college or internship commitments;
- abide by the employer’s regulations and policies.

B. The Employer agrees to:

- provide a work based learning experience for the student which meets the learning outcomes;
- designate an individual as the Supervisor to orient, train, monitor, and evaluate the student, and to serve as a liaison between the employer and college;
- host the student for at least the minimum number of hours specified on front;
- involve the student with work-based learning without regard to age, race, sex national origin, religion, disability, color, parental status, or marital status;
- be in compliance with OSHA regulations and orient student to company safety policies;
- provide feedback to the student on their work performance throughout the term;
- evaluate the student at the end of the term;
- assume all liabilities associated with hosting the student;
- defend and indemnify College and the College’s agents, employees and volunteers against any claim for property damage or bodily injury arising out of hosting the student.

By signing below the employer and the student agree to the terms and conditions.

Student Signature: _____ Date: _____

Site Supervisor Signature: _____ Date: _____

INTERNSHIP LEARNING OUTCOMES

STUDENT NAME

POSITION TITLE

SITE (COMPANY NAME)

SITE SUPERVISOR (FIRST & LAST NAME)

STUDENT INSTRUCTIONS:

Beginning of internship: Determine 3-5 learning outcomes that are agreed upon by you and your site supervisor.

End of internship: You will be evaluated on how well you achieved your learning outcomes and workplace skills. Complete a self-evaluation (student rating section below). Have your site supervisor evaluate your performance (supervisor rating section below).

SITE SUPERVISOR INSTRUCTIONS:

Beginning of internship: Assist the student with identifying 3-5 learning outcomes.

End of internship: Evaluate the student on how well they achieved their learning outcomes and workplace skills. Please sign on page 2 to verify completion of performance evaluation.

EVALUATION RATING:

4= excellent 3= good 2= satisfactory 1= needs development 0= unsatisfactory n/a= not applicable

Learning Outcomes Learning outcomes should be realistic and specific. They must tell What is to be accomplished, How , by When , and How Measured.	Performance Evaluation (use 0-4 ratings)	
	Student Self- Rating	Site Supervisor Rating
1.		
2.		
3.		
4.		
5.		

Workplace Skills Outcomes Student agrees to abide by these and will be evaluated on them at the end of the internship by the site supervisor.	Performance Evaluation (use 0-4 ratings)	
	Student Self-Rating	Site Supervisor Rating
1. Time Management: <ul style="list-style-type: none"> • Complete jobs on time • Look for work to do • Prioritize appropriately 		
2. Interpersonal Relations: <ul style="list-style-type: none"> • Cooperate with supervisors • Work well with others • Accept suggestions • Have a positive attitude • Seek to understand 		
3. Attendance: <ul style="list-style-type: none"> • Be on time to work and remain until hours are completed • Alert supervisor if absent or late for work hours and/or work-related tasks 		
4. Appearance: <ul style="list-style-type: none"> • Dress appropriately for the workplace • Exhibit cleanliness and good hygiene 		
5. Problem Solving: <ul style="list-style-type: none"> • Follow rules and all directions • Work independently • Be accurate and careful • Adapt to work conditions • Follow through • Look for ways to improve, alert to new methods. 		

Student Signature: _____ Date: _____

Site Supervisor Signature: _____ Date: _____

