



# EMPLOYERS' GUIDE FOR INTERNSHIP PLANNING



**AN EQUAL OPPORTUNITY EMPLOYER/PROGRAM**

*Auxiliary aids and services are available upon request to individuals with disabilities.*  
TTY: VA Relay Center: 711 or 800.828.1120. EO Officer [info@vcwpiedmont.com](mailto:info@vcwpiedmont.com) 434-290-0026  
943 Glenwood Station Lane • Ste. 102, 103 • Charlottesville • VA • 22901



# TABLE OF CONTENTS

Executive Summary	01
<b>Defining</b> Internships	02
What are the <b>Benefits</b> ?	03
<b>Establishing</b> an Internship Program	04
<b>Customizing</b> Your Internship Program	05
<b>Creating</b> Your Internship Program	06
<b>Promoting</b> Your Internship Program	07
<b>Implementing</b> Your Internship Program	08
<b>Onboarding</b> Interns	09
<b>Supporting</b> Interns	10
<b>Evaluating</b> Your Internship Program	11
<b>Additional Resources</b>	12
<b>Appendices</b>	13

# EXECUTIVE SUMMARY

This guide was designed with employers like you in mind. Our goal is to have a tool an employer can use to develop a successful internship program with a prospective bridge to a permanent employee. With the changing workforce landscape, employers who are thoughtful and creative in recruitment and retention strategies can help build a sustainable pipeline and robust workforce.

On-the-job learning and training through high-quality, work-based experiences like internships are proven to be successful. This guide lives at the intersection of a committed partnership between a **GO Virginia** grant, **Virginia Career Works - Piedmont Region**, employers, educators, and students.

We encourage you to make this guide yours by adapting it to fit the needs of your company. Lastly, we invite you to take advantage of our other tools on our [website](#) that can support your workforce goals.



## PIEDMONT REGION



PIEDMONT REGION

# DEFINING INTERNSHIPS

The **National Association of Colleges and Employers (NACE)** defines internships as:

*“a form of **experiential 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**.”*



PIEDMONT REGION

# WHAT ARE THE BENEFITS?

Employers	Students
Create a pipeline of trained talent for future recruitment.	Learn about different career paths of interest.
Build a network with schools and career centers for future employee references.	Invaluable networking opportunities that support future employment.
Nurture the local workforce and community to develop next generation of skilled workers in field.	Gain valuable experience and exposure to specific fields.
Assess and develop talent for long-term retention.	Develop skills necessary for success in careers.
Obtain fresh perspective, new ideas and up-to-date knowledge from the interns.	Earn income/credit while pursuing career goals.

# ESTABLISHING AN INTERNSHIP PROGRAM

## Questions to Consider:

- What does your organization hope to gain from the program?
- How will an intern fit into your organization's goals, culture, and structure?
- Is your organization looking to fill a need on a specific project?
- Will this internship(s) encompass one major project, or entail a variety of small projects?
- What tools and workspaces do you need to provide an intern to set them up for success?
- What talents, academic background, and experience do you want in an intern?
- Who will take primary responsibility for the internship program?
- Will that person be a mentor, supervisor, or both?



## Identify

Resources

Work/Projects

Supervision

# CUSTOMIZING YOUR INTERNSHIP PROGRAM



## Resources

- What are our **time** limits?
- Which **person(s)** will be responsible for an intern?
- Do we have the **physical materials\*** to support an intern?
- How will we **financially support** an intern?

*\*Examples of physical materials: workspace, tools, equipment.*

## Work/Projects

What are the quality assignments an intern will work on?

- Assisting or supporting specific project deliverables
- Shadowing an employee while completing a task
- Participating in staff or team meetings

## Supervision

Train | Supervise | Mentor

- Create an orientation for new interns
- Hold one-on-one weekly meetings with the intern
- Be open and available to answer questions
- Provide the intern with career development opportunities outside of their other duties
- Outline learning objectives with the intern
- Help the intern reflect on how their relationship relates to their classroom learning
- Evaluate the intern's performance halfway through the internship and again at the conclusion of the internship

# CREATING YOUR INTERNSHIP PROGRAM

## Write an Internship Description

Employers are competing to gain a student's interest and stand out among other opportunities. When writing your description, think of creative ways to gain appeal.

### Questions to consider:

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

Do's	Don'ts
Write in clear, everyday, language.	Overpromise opportunities or responsibilities.
Name the level of exposure interns will have to the many elements of your organization.	Assume prospective interns know company/industry jargon.
State expectations upfront.	Use language that's biased towards a specific demographic.

### The essential components of a 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 major
- Clarify the duration of the internship
  - Hours required per week/semester (Fall, Spring, Summer)
  - Flexibility with schedule or specific hours (eg: remote/hybrid)
- Note if it's paid or unpaid

# IMPLEMENTING YOUR INTERNSHIP PROGRAM

## Develop a Recruitment Plan

There are many regional opportunities to recruit an intern. Whether your organization is looking for high school students, community college students, university students, or career switchers, the key is to know the opportunity and partner organizations. Below are common recruiting opportunities:



### Career & Internship Fairs

Participating in career and internship fairs will allow you to meet prospective interns.



### Information Sessions

Hosting information sessions or open houses if your company permits, are a great opportunity for prospective interns to learn about your organization and visually see where they may be interning.



### Career Centers

Using the career centers throughout the region is helpful to reach internship candidates. High school counseling offices, community college, and university campus career centers, as well as local Virginia Career Works One Stop Centers are resourceful spaces to recruit.



### Social Media

Using your company's social media accounts such as LinkedIn, Facebook, Twitter, and Instagram can help get the word out about your internship opportunities.

# PROMOTING YOUR INTERNSHIP PROGRAM

## Plan Out Your Hiring Process

Having a thoughtful hiring process will help interns not only gain skills for future job processes, but also learn what to expect when starting their career journey.



## Application Materials

Will interns need to submit any of the following?

- Application
- Resume
- Cover letter
- Transcripts
- Waivers
- Physical examinations



## Interview Process

How will you assess the intern candidates?

- Phone screen
- In-person or virtual interview
- Work sample

***Be sure to share next steps in the hiring process and to follow up with candidates.***

# ONBOARDING INTERNS

## Prepare Orientations for Interns

Hosting an orientation helps interns get acclimated to your organization. During this process be sure to share cultural elements, expectations, timelines, and introduce interns to their workspace.

### Things to remember:

- Technology
- ID/Badges
- Parking
- Tour of Workspace
- Materials and Equipment Needed
- HR Paperwork
- Safety & Emergency Protocols
- Other Company Related Processes



# SUPPORTING INTERNS

## Regularly Check-In

Supporting interns throughout their time with your organization will help you understand the strengths and weaknesses of your internship program. If there are gaps, make adjustments. For interns, regular check-ins allow them to career plan and feel part of the work.

**Allow interns to contribute during team meetings**

**Ask interns for feedback on projects or work**



**Inquire on what interns may want to learn more about**

**Provide interns regular and timely feedback**

**Help interns understand career pathways in industry**

# EVALUATING YOUR INTERNSHIP PROGRAM

## Evaluate and Assess Your Program

Evaluating and assessing your internship program is important. Supervision throughout the program provides experience for both the intern and the company. Midterm and final evaluation are significant aspects to the intern's progress. Providing feedback about an intern's performance allows a learning opportunity for the student.

### Questions to help you assess:

- Did you meet the goals you set for your internship programs?
- Where were you successful?
- What was challenging?
- What are some things to remember for future cohorts?
- What could be done differently?
- Do you have a pipeline of prospective employees?



# ADDITIONAL RESOURCES

## **Virginia Career Works - Piedmont Career Pathways Guide**

- [www.vcwpiedmont.com/employers/career-pathways-guide/](http://www.vcwpiedmont.com/employers/career-pathways-guide/)

## **Virginia Talent + Opportunity Partnership (VTOP) Employers Resource**

- [www.virginiatop.org/employers](http://www.virginiatop.org/employers)

## **National Association of Colleges and Employers (NACE) Position Statement: US Internships**

- [www.naceweb.org/about-us/advocacy/position-statements/position-statement-us-internships/](http://www.naceweb.org/about-us/advocacy/position-statements/position-statement-us-internships/)

## **US Department of Labor Wage and Hour Division Fact Sheet #71: Internship Programs Under the Fair Labor Standards Act**

- [www.dol.gov/agencies/whd/fact-sheets/71-flsa-internships](http://www.dol.gov/agencies/whd/fact-sheets/71-flsa-internships)

## **Virginia Department of Education Career and Technical Education High-Quality Work-Based Learning Guide, Revised April 2022**

<https://virtualvirginia.instructure.com/courses/14050/pages/hqwbl-guide>



# APPENDIX I

## ORIENTATION CHECKLIST

- Review Organization and Department Missions
- Explain Need-to-Know Items
  - Parking
  - Workstation
  - Specific Work Dates/Times
  - Office Hours/Breaks/Lunches
  - Pay Period and Payment Information
  - Receive Contact Information from the Intern(s)
  - Computer Use Policy
  - Equipment Policies
  - Smoking Policy
- Review the Internship
  - Job Description
  - Expectations
  - How the Internship Relates to the Company
  - Action Plan
- Review Company Standards
  - Performance Standards
  - Attendance and Punctuality
  - Conduct in a Corporate Environment
  - General Appearance and Expected Attire
- Explain the Work Process
  - Job Authority and Responsibility
  - Tact and Concern
  - Resources and Secretarial Assistance
  - Weekly Meetings
  - Open Door Policy
  - Two-way Communication
  - End of Internship Evaluation
- Orient the Intern to the Work Area
  - Notify All Staff of the New Intern
  - Provide a Tour of the Facility
  - Introduce the Intern (Name, School, Department, Applicable Projects/Duties)
  - Make Personal Introductions and Explain Work Relationships
  - Allow the intern time to meet with their mentor if not already done
  - Provide a Security Card (If Required)
- Begin the Internship

# APPENDIX II APPLICATION

## Intern Candidate Application Template

APPLICATION INFORMATION		
LAST NAME	FIRST NAME	M.I.
DATE	STREET	APT#
CITY	STATE	ZIP
PHONE	EMAIL ADDRESS	
DATE AVAILABLE	SOCIAL SECURITY NO.	DESIRED SALARY
POSITION APPLIED FOR		
ARE YOU A CITIZEN OF THE UNITED STATES? <input type="checkbox"/> YES <input type="checkbox"/> NO		
IF NO, ARE YOU AUTHORIZED TO WORK IN THE U.S.? <input type="checkbox"/> YES <input type="checkbox"/> NO		
HAVE YOU EVER WORKED FOR THIS COMPANY? <input type="checkbox"/> YES <input type="checkbox"/> NO IF SO, WHEN? _____		
HAVE YOU EVER BEEN CONVICTED OF A FELONY? <input type="checkbox"/> YES <input type="checkbox"/> NO IF YES, EXPLAIN: _____		
EDUCATION		
HIGH SCHOOL		ADDRESS
FROM	TO	GRADUATED? <input type="checkbox"/> YES <input type="checkbox"/> NO DEGREE
COLLEGE		ADDRESS
FROM	TO	GRADUATED? <input type="checkbox"/> YES <input type="checkbox"/> NO DEGREE
OTHER		ADDRESS
FROM	TO	GRADUATED? <input type="checkbox"/> YES <input type="checkbox"/> NO DEGREE
REFERENCES		
PLEASE LIST THREE PROFESSIONAL REFERENCES.		
FULL NAME		RELATIONSHIP
COMPANY		ADDRESS
EMAIL ADDRESS		PHONE
FULL NAME		RELATIONSHIP
COMPANY		ADDRESS
EMAIL ADDRESS		PHONE
FULL NAME		RELATIONSHIP
COMPANY		ADDRESS
EMAIL ADDRESS		PHONE



# APPENDIX III

## INTERNSHIP AGREEMENT

The following is designed to assist in providing a high-quality internship experience for both the intern and the employer. The intern and intern supervisor should complete this form together and agree to the terms outlined.

### Student Information

Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Home Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_  
E-mail: \_\_\_\_\_  
School: \_\_\_\_\_  
School contact: \_\_\_\_\_

### Internship Information

Company Name: \_\_\_\_\_  
Company Address: \_\_\_\_\_  
Intern Supervisor: \_\_\_\_\_  
Supervisor Phone: \_\_\_\_\_  
Supervisor: \_\_\_\_\_  
E-mail: \_\_\_\_\_  
Intern Mentor: \_\_\_\_\_  
Mentor Phone: \_\_\_\_\_  
Mentor E-mail: \_\_\_\_\_

### Internship Description

Student internship will begin on: \_\_\_\_\_ and end on: \_\_\_\_\_

Intern Title: \_\_\_\_\_

Description of duties (may attach other documents): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### Expectations for the following areas:

Wages/Compensation: \_\_\_\_\_  
Travel: \_\_\_\_\_  
Hours: \_\_\_\_\_  
Dress Code: \_\_\_\_\_  
Other: \_\_\_\_\_  
\_\_\_\_\_



# APPENDIX IV (A)

## EVALUATION FORM

### Final Evaluation—Intern Version Template

Find the online version of the Final Intern Evaluation here: <https://www.surveymonkey.com/r/LPPSPKT>

#### Intern Information

NAME \_\_\_\_\_

COLLEGE/UNIVERSITY \_\_\_\_\_

JOB TITLE \_\_\_\_\_ DATE \_\_\_\_\_

DEPARTMENT \_\_\_\_\_ SUPERVISOR \_\_\_\_\_

REVIEW PERIOD \_\_\_\_\_

#### RATINGS

	1= STRONGLY AGREE	2= AGREE	3= NEUTRAL	4= DISAGREE	5= STRONGLY DISAGREE
The orientation to the organization at the start of the internship was sufficient.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
I received thorough information on the job duties and expectations at the start of my internship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
A supervisor was assigned to oversee my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
My supervisor was available to answer questions throughout my internship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
The overall quality of supervision was sufficient.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
The internship was challenging.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
The internship helped me learn practical skills for my future career.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
My Supply Chain Management classes prepared me for this internship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
This internship helped me connect my Supply Chain Management classwork to public sector work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					

# APPENDIX IV (B)

## EVALUATION FORM

### Final Evaluation—Supervisor Version Template

Find the online version of the Final Supervisor Evaluation here: <https://www.surveymonkey.com/r/LHY27QJ>

#### EMPLOYEE INFORMATION

SUPERVISOR NAME \_\_\_\_\_

INTERNSHIP STATE \_\_\_\_\_

INTERN NAME \_\_\_\_\_

INTERN JOB TITLE \_\_\_\_\_

DEPARTMENT \_\_\_\_\_

REVIEW PERIOD \_\_\_\_\_

DATE \_\_\_\_\_

#### RATINGS

	1= STRONGLY AGREE	2= AGREE	3= NEUTRAL	4= DISAGREE	5= STRONGLY DISAGREE
Intern was prepared for this internship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
Intern fit well into the office culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
Intern completed projects to a satisfactory level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
Intern worked collaboratively with others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
Intern responded well to instruction from supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
Intern responded well to criticism from supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
Intern prioritized projects well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
Intern managed their time well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					

