

CHOOSE  
**ATL**

# INTERNSHIP TOOLKIT

The number one resource every growing company needs is great talent, and one of the best ways to develop new talent is through internships. The internship toolkit will help you plan and execute a great internship program.

---

**Considerable contributions made by:**

Emory University

Georgia Institute of Technology

Georgia State University

Kennesaw State University

Mercer University

Savannah College of Art & Design

Spelman College


University of Georgia

Delta Air Lines

Georgia Power

Newell Rubbermaid

---



An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application.

#### WHAT IS AN INTERNSHIP?

The National Association of Colleges and Employers defines internships as:

“An internship is 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. “

The majority of internships take place in the summer, but many are available throughout the year. Internship programs can be found at private corporations, government offices and nonprofit organizations. They can be paid or unpaid positions and sometimes include academic credit for the student.

#### WHY INTERNSHIPS?

For employers, internships give them an opportunity to extend the interview process and evaluate the intern’s skills, work ethic and assimilation into the culture before incurring the expense of bringing them on full time. They help employers to build relationships with specific schools and career centers to maintain a pipeline of skilled talent for future recruitment. Employers also give back to the community by providing interns a chance to learn new skills and obtain real world experience, creating a better qualified pool of candidates for the region.

For students, internships provide an opportunity to see if a particular career path or field of study is right for them, hone their skills and apply their academic knowledge. Internships are a way for students to obtain valuable real-world experience, gain specific field related exposure and make important connections for the future.

# CONTENTS

<b>A Quick Start Guide to Hiring Interns</b>	<b>6</b>
<b>Implementing an Internship Program</b>	<b>8</b>
Things to Consider	8
Paid vs. Unpaid Internships	8
Course Credit	8
Compensation	9
Identify Your Business Needs	10
Develop Intern Job Description	11
Intern Recruitment	12
The Selection Process	14
Sample Interview Questions	14
Questions You Can't Ask During an Interview	15
Managing Interns	16
Intern Orientation	16
Intern Supervision	17
Mentorship for Interns	18
Evaluations	18
<b>Legal Knowledge</b>	<b>20</b>
Fair Labor Standards Act	20
Non-Discrimination Policy	21
Additional Considerations	21
Dismissal of an Intern	22
<b>Questions</b>	<b>23</b>
<b>Appendix</b>	<b>25</b>
University Career Center Contacts	26
Useful Links	26
Job Description Template	28
Sample Job Descriptions	29
Sample Offer Letters	32
Sample Evaluation Forms	35
Sample Exit Survey	37
Sample Rejection Letter	42
Sample Orientation Checklist	43

# A QUICK START GUIDE TO HIRING INTERNS

## 1. DETERMINE HIRING NEEDS AND SPECIFICS

- **How many** of each type of student (by major, level in school, skills) will you need?
- **What** does your organization hope to achieve from the program?
- **When** will the interns be needed?
- **Where** in what geographic locations will the interns work?
  - What universities do you want to target based on location, program, etc?
- **Will** this internship(s) encompass one major project or a variety of small projects?

## 2. CREATE A JOB DESCRIPTION

Treat the job description as an opportunity to showcase the internship(s) and your organization. For some students the job description may be the first time they have ever heard about your internship or your company. An effective job description should:

- Explain the organization's goals, mission and culture
- Outline the intern's responsibilities and potential tasks/projects
- Illustrate the necessary qualifications
  - Skills (computer, analytical, design, communications, etc.)
  - Education Level (year, GPA, majors)
- Illustrate the core skills students can expect to learn during the internship
- Clarify the duration of the internship
  - Hours required per week
  - Flexibility with schedule or specific hours that need to be covered
  - Type: summer, semester, etc.
- Specify if it's paid or unpaid
- Provide the job location and whether telecommuting is an option
- Specify how to apply and provide contact information

(See sample job descriptions in the Appendix)

## 3. SOURCE CANDIDATES

There are a variety of ways to advertise your available internships; below are the most common.

**Career Fairs and Virtual Career Fairs:** Opportunity for employers to meet students and provide information about their company and positions. Registration fees differ by university. See page 26 for a list of university career center contacts.

**Employee Referrals:** Company employees can be a great source of information about potential candidates and the cost to source these candidates is zero.

**Faculty Referrals:** Having relationships with faculty members is a great way to keep abreast of developments in a particular field; however, asking faculty to recommend their top students for a position could put them in a legal bind. The best bet is to make sure all postings are submitted through the Career Center to avoid any ethical/legal concerns.

**Online Job Postings:** There are many different outlets through which to post internship information, including your business's website, Career Services websites (free of charge) and national/statewide postings.

**On-Campus Organizations:** Academic organizations focus on students by major or interest(s) and can be a great way to target a large group of students with similar backgrounds. These organizations are also a great way to target diverse candidates. Sponsorship amounts vary by event.

**Social Media:** Promote your opportunities on your company's social media outlets such as Facebook, Twitter or LinkedIn.

#### 4. INTERVIEW CANDIDATES

Internship interviews will help you evaluate if a student is a good fit for your business. The interview process for internships will most likely not be as in-depth as a regular job interview. Keep in mind that many students will be new to the interview process when applying for internships.

- Create an evaluation form to rate the candidates and make additional comments. This will help keep the interview process consistent among interviewers.
- Contact the Career Center about conducting interviews on campus. This will give you better access to students.

#### 5. EXTEND THE OFFER

Once you've identified your top candidate, extend a verbal offer and follow up with a written offer letter. An offer letter should include:

- Dates/duration of the internship
- Specific pay, details of location, benefits (if applicable)
- Job title
- Deadline for acceptance
- Contact information



# IMPLEMENTING AN INTERNSHIP PROGRAM

## THINGS TO CONSIDER

### Paid vs. Unpaid Internships

The compensation you offer to an intern is influenced by many factors such as your industry, your workforce needs and other company specific factors. Research and experience have shown that finding the correct level of compensation will directly impact the performance and experience for the intern and employer.

### Must you pay an intern?

The answer to this question is dictated by the legal relationship between the organization and the intern. If the intern is an employee of the organization, the intern must be paid in accordance with the Fair Labor Standards Act and any applicable state law wage and hour requirements. If, on the other hand, the intern is a non-employee trainee, the organization is not legally required to pay the intern for his or her services. (See page 20 for more information on FLSA.)

While the law does not always require that interns be paid, practical considerations weigh heavily in favor of providing paid as opposed to unpaid internships, including:

- The vast majority of organizations pay their interns, so this is the “standard” and is expected by many students. Organizations that choose not to pay interns may be at a competitive disadvantage when it comes to attracting high-quality interns.
- Paid internships will expose the organization to a broader pool of intern candidates. The reality is that many students cannot afford to forgo paid work to gain the valuable experience an internship may offer. If an organization limits its candidates to only those students fortunate enough to have adequate financial resources to be able to consider an unpaid internship, the organization will be severely limiting its pool.
- Pay makes it easier to place expectations on and require specific deliverables from interns.

## FOR-CREDIT INTERNSHIPS

One of the questions organizations most frequently ask is, "How do I arrange academic credit for an internship or cooperative education?" The simple answer is... you don't. Schools have varying stipulations when it comes to course credit. Some schools have a prerequisite that internships must include course credit in order to be eligible. Others schools do not. Employers should contact the Career Center offices to determine internship requirements at each school.

Beyond that, it is the responsibility of the intern to advise you of his or her professor's specific requirements and reporting schedule. It is not necessary to make dramatic changes to your expectations or requirements when it comes to working with interns earning credit, but you should be flexible in order to accommodate the wide variety of situations related to earning credit.

## NON-CREDIT INTERNSHIPS

Non-credit internships do not award academic credit to the student but do offer a valuable learning experience. These types of internships are held to the same standards as for-credit internships in terms of the level of experience the student receives. Non-credit internships can be paid or unpaid. Due to student financial responsibilities, students tend to apply to paid opportunities.

Non-credit internships are not supervised by a student's academic advisor and are set up by the student applying to the internship or through student's Career Services office.

## COMPENSATION

In planning to allocate financial resources for your internship program, compensation must be considered. In each case, the employer needs to look at what is appropriate or what is the standard for the industry.

In planning to allocate financial resources for your internship program, compensation must be considered. In each case, the employer needs to look at what is appropriate or is the standard for the industry.

Wages for most internships are usually determined before the intern is hired and are not typically negotiated. Bachelor's-level interns have experienced a steady growth in the hourly wage since 2013. According to National Association of Colleges and Employers (NACE), the average hourly wage earned by interns is \$19.05/hour in 2019, up \$0.32 since 2018 and the highest hourly wage thus far for interns. However, students in technical fields are generally paid more than nontechnical fields. Also, consider paying consistent wages to all interns within each department.

National Association of Colleges and Employers (NACE) conducts an annual intern salary survey for competitive rates broken down by major.

The average for Bachelor's degrees for 2019 are as follows:


CLASS	RESPONSES	MEAN
Freshman	534	\$16.83
Sophomore	876	\$18.38
Junior	1117	\$19.57
Senior	955	\$20.33

Source: NACE, 2019 Guide to Compensation for Interns and Co-Ops, May 2019

The complete 2019 survey can be found at <https://www.nacweb.org/store/2019/guide-to-compensation-for-interns-co-ops>. Another resource that provides intern salary information is [www.GlassDoor.com](http://www.GlassDoor.com).



# IDENTIFY YOUR BUSINESS NEEDS



The first step is to assess the internal needs of your company or organization.

## **1. DO YOU HAVE DIFFICULTY FINDING QUALIFIED NEW EMPLOYEES?**

## **2. DOES YOUR ORGANIZATION REQUIRE SKILLS OR TALENTS THAT ARE TYPICALLY NOT LEARNED IN THE CLASSROOM?**

- Software or hardware skills
- Research or process skills
- Client or customer interaction

## **3. DO YOUR FULL-TIME EMPLOYEES HAVE PROJECTS THAT COULD BENEFIT FROM THE FOCUSED ATTENTION OF AN INTERN, SUCH AS RESEARCH OR SPECIAL PROJECTS?**

## **4. WILL EXISTING RESOURCES, EQUIPMENT AND ACCOMMODATIONS BE SUFFICIENT FOR THE INTERN?**

- Do you have available workspace and parking?
- Will you need to purchase software or equipment?

## **5. DO YOU HAVE APPROPRIATE PERSONNEL TO OVERSEE INTERNS?**

- Depending upon the type and size of the business, interns may report directly to the owner, manager, or to another individual in the organization.
- For more than two interns, consider assigning an intern coordinator to manage intern activities. Each intern will report to their individual supervisor or mentor.

## **DEVELOP INTERN JOB DESCRIPTION**

Every internship needs a job description. A good job description will attract the best candidates, outline responsibilities of both intern and employer and establish qualifications for the position.

Every intern, whether volunteer or paid, needs a job description. A good job description describes the responsibilities of the intern position, the qualifications, the system of support, accountability and how to measure successful performance. All positions should tie directly to the missions and objectives of the organization. A thorough job description will help avoid confusion and maximize your staff's time and efforts.

### **1. WHAT ARE SOME OF THE INTERN'S DAILY DUTIES?**

Every employee and intern must have a list of basic duties.

### **2. IS THERE A TYPICAL OR SPECIAL PROJECT THE INTERN WILL BE ASKED TO WORK ON?**

Both the intern and employer can maximize the experience if the intern is given a specific assignment.

It is important for interns to understand and participate in the day-to-day operation of the organization. They should be given tasks that help teach them important processes and procedures and give them skills valuable to employers. When the opportunity is available, the employer should create a "special project" that is relevant and can be accomplished during the internship. Employers should seek projects that use the talent, skills and enthusiasm of the intern. Interns are ideal candidates for research projects or in-depth analysis that regular employees simply don't have time to tackle.

### **3. WHAT SKILLS OR LEVEL OF EDUCATION WILL BE REQUIRED?**

The employer needs to determine if the intern needs certain computer or analytical skills or if he/she needs to have taken certain classes or course work. You should determine the importance of grades, course requirements and classification in school in relation to your specific business. Some employers have specific requirements for grade point average and some require that the student have completed specific courses. You may choose to accept only certain majors or grade classifications.

### **4. WHO WILL SUPERVISE/MENTOR THE INTERN?**

Someone who can provide guidance and support must manage the intern. Interns will need regular supervision.

### **5. HOW WILL THE INTERN INTERACT WITH OTHER EMPLOYEES?**

The internship should allow the intern to get an understanding of the organization's operations. Interaction enhances both the intern and the employee experience.

### **6. HOW WILL INTERN PERFORMANCE BE EVALUATED?**

An end of internship review is important for the student to learn from his/her experience. If the student is receiving course credit for their internship, ask if his/her university requires a specific form for the review.

### **7. HOW MUCH TIME WILL THE INTERN BE EXPECTED TO WORK PER WEEK?**

You must set expectations. Will the intern work during a semester or the summer? Will he/she work during the regular work day or after hours?

### **8. WHAT WILL THE INTERN BE REQUIRED TO WEAR?**

Clearly describe your dress code.

## PARTS OF A JOB DESCRIPTION

1. Brief overview or background of the company or organization
2. Description of the internship
3. Benefits to student (free parking, free admission to events, networking opportunities, etc)
4. Required skills, course work or level of education
5. Dress code
6. Time commitment required for internship
7. Paid or unpaid / whether if college credit will be offered
8. Procedure for submitting application – e-mail, online application, mail or fax

(See sample job descriptions in the Appendix)

## INTERN RECRUITMENT

While technology has changed the way mid-career hires find and apply for jobs, the Career Services Offices at local campuses are still the best gateway to connect with students.

While technology has changed the way mid-career hires find and apply for jobs, the career services offices at local campuses are still the best gateway to connect with students.

### CAREER CENTERS

The most effective way to connect with potential student interns is to work directly with Intern and Career Services Offices at colleges and universities. Career services offices utilize technology differently to connect to their students. While technology has changed the way mid-career hires find and apply for jobs, the Career Services Offices at local campuses are still the best gateway to connect with students. For a complete list of Career Center contacts, go to page 26.

By utilizing the colleges for connecting with students, the companies can take advantage of these other valuable resources. Employers can offer an “Information Session,” at which students learn about the opportunity and have the chance to ask questions. The Information Session is critical for companies who are not well known – this is an excellent way to brand and to educate. Some career centers will market this event and get students to the event for employers at no cost to the employer.

### CAREER FAIRS

Every campus hosts a career fair multiple times throughout the year. These are great ways to meet with potential candidates face-to-face. The cost for employers to attend varies, so contact the Career Center Office for pricing.

## SOCIAL MEDIA

Students utilize the Internet differently than business people do. Social Media is very fluid and ever changing, plus the cost is free. Short messages, like Twitter, texting and instant messaging, have replaced emails for online student communication. Students often do not read e-mails from recruiters, even though they are recruiting them for jobs!

Students are also not tied to computers like business people are and they access the Internet and information much more frequently from personal devices. Therefore, communication needs to be to the point, short and accessible on smart phones and tablets.

## JOB BOARDS

Most campuses utilize a proprietary system to post opportunities and the offices will help companies manage candidates on these systems. The cost to post internships at individual universities is typically free.

UNIVERSITY	LOG-IN WEBSITES
Emory University	<a href="https://emory.joinhandshake.com/login">https://emory.joinhandshake.com/login</a>
Georgia State	<a href="https://georgiastate.joinhandshake.com/login">https://georgiastate.joinhandshake.com/login</a>
Georgia Tech	<a href="https://gatech-csm.symplicity.com/employers/?signin_tab=0">https://gatech-csm.symplicity.com/employers/?signin_tab=0</a>
Mercer University	<a href="https://mercer.joinhandshake.com/login">https://mercer.joinhandshake.com/login</a>
Kennesaw State	<a href="https://kennesaw.joinhandshake.com/login">https://kennesaw.joinhandshake.com/login</a>
Savannah College of Art and Design	<a href="https://scad-csm.symplicity.com/employers/?signin_tab=0">https://scad-csm.symplicity.com/employers/?signin_tab=0</a>
Spelman College	<a href="https://spelman.joinhandshake.com/">https://spelman.joinhandshake.com/</a>
University of Georgia	<a href="https://uga.joinhandshake.com/login">https://uga.joinhandshake.com/login</a>

Posting internships on a general job board is not your best bet. Jobs on these large sites, even professional jobs, are often lost in the multitude of listings. College students rarely search these sites.

## STUDENT ORGANIZATIONS

Engaging with student organizations, either through sponsorships, mentoring, or lecturing is a great way to get to know the students and just as important, for the students to get to know your company. There may also be opportunities to act as a guest lecturer. Your personal insight helps students learn more about your company and potential career opportunities.



## THE SELECTION PROCESS

The selection process for interns should closely resemble your company's process for hiring regular employees. The success of the internship depends upon a good match between the company and the intern.

Most, if not all, campus career centers offer no-cost private interviewing space for employers. This allows employers easy access to student candidates, who are still in classes the semester employers are recruiting. In addition, the career center will market the interview event for the employers and can generate a list of candidates to interview.

While the many career centers will work with your organization in order to find applicants by promoting your internship to students in their respective higher education institutions, the applicants will apply directly to you and the hiring decision will be yours.

### QUESTIONS TO CONSIDER:

1. Does the student possess the skills required for the internship position?
2. Has the student completed relevant coursework for this internship?
  - Some internships will require completion of certain courses.
3. Does the student have any previous work experience?
  - Many employers value the work ethic demonstrated by holding down a part-time job.
  - Engagement in clubs and other activities may also demonstrate a student's ability to manage multiple responsibilities.
4. What extracurricular activities is the student involved in?
5. Has the student displayed leadership qualities?
6. Has the student listed honors and awards?
7. Has the student listed class projects or experience that is relevant to the internship?

### SAMPLE INTERVIEW QUESTIONS

#### Basic Interview Questions

1. Tell me about yourself.
2. What are your strengths and weaknesses?
3. Give me an example or a situation in which...
  - (a) you faced a conflict or difficulty at work or in school;
  - (b) you may have had difficulty with a supervisor, co-worker, or peer;
  - (c) you had a project you were most proud of.

4. Can we go over your resume?
5. What are your career goals and where do you see yourself in the next 5 years?

### **Questions Specific to the Internship**

1. Why are you interested in this Internship?
2. What do you know about our organization?
3. Why do you think you are qualified for this position?
4. What type of work environment do you prefer?
5. What makes you unique from other candidates?
6. What type of job-related skills have you developed that may help you in this internship?
7. How would you assess your writing and communication skills or your computer/tech skills?
8. What do you want to learn from this internship?
9. Have you had previous internship experience? Why or why not?
10. Do you know anyone at our organization?

### **Questions About Academic or Professional Interest**

1. Why did you choose your major or area of work?
2. What activities are you involved in outside of school/work?
3. What did you enjoy most about your last job?
4. How would your professor or past supervisor describe you?
5. What has had the most impact on your academic or professional interests?
6. Did you ever quit a job or a project? Why?
7. Did you work while in school?
8. What was the most challenging part of your education/work?

### **Questions About Past Experiences**

1. Give me an example of a time in which you worked under a deadline.
2. Give me an example of when you worked with a team.
3. Give me an example of a time you worked on multiple assignments during one time.
4. Describe a situation where you taught a concept to a peer, co-worker, or other person.
5. Describe a time where you disagreed with a supervisor.

### **Questions You Can't Ask During an Interview**

Asking the wrong questions during an interview can lead to legal issues. Here is a list of some questions you should stay away from:

1. How old are you?
2. What religion do you practice?
3. Do you belong to any clubs?
4. What nationality are you?
5. Are you married?
6. Do you have children, or do you plan to have children?
7. How do you feel about reporting to a man/woman?
8. Do you smoke or drink?
9. How tall are you?
10. Do you live nearby?

SHRM offers additional questions to stay away from as well as some alternatives, that won't put you in a legal bind. [www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/interview-questions-hr-trouble.aspx](http://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/interview-questions-hr-trouble.aspx)

## MANAGING TALENT

A formal intern orientation, mentoring system and evaluation process are vital parts of an internship. Plans for these should be in place before you hire your first intern.

Develop a thorough orientation and training plan to be implemented when the interns begin work, so they will learn quickly and become productive members of your team. Invest and set a crucial tone for the internship experience. You can help this process by providing important information regarding your organization and the position by creating a thorough on-boarding strategy.

### ON-BOARDING INTERNS

Bringing on an intern is an exciting moment for your company. In order to ensure a smooth transition and successful experience planning is key. Think through the intern's perspective and try to prepare for common questions in advance.

### PRIOR TO THE FIRST DAY

Setting up a usable workspace is the first step in making the interns feel comfortable. Create an organized area with phone, voice mail, internet, email and other key resources. Think through the tasks you have stipulated in the internship description and provide all the tools necessary for success.

Formally outline work expectations prior to the intern's arrival. Prepare forms to be signed, including a confidentiality agreement, if necessary.

### COMMUNICATE

Take time to communicate with your intern when they arrive. Use the "information to share" outline below to make sure you cover key points.

Catch your intern up on company culture. Share any newsletters, annual reports, org charts, or memos to help them learn company culture. Invite them to participate in professional meetings and schedule regular meetings with them one-on-one.

Encourage your intern to get involved with staff. Suggest spending lunch breaks in common areas, allow them to interview company personnel and encourage interns to walk around and observe others at work.

### INFORMATION TO SHARE

Start your intern off with important information they will need to understand company landscape, culture and how to succeed. Consider sharing the following:

**Company organization**

**Special industry jargon**

**Specific work standards and procedures**

**Reporting relationships**

**Access to supervisor (days, times, duration)**

**Tasks to be done with supervisor approval**

**Work processing requests and timeliness**

**Email, mail and telephone systems**

**Approved form(s) for correspondence**

**Safety regulations**

**Procedure for signing off completed work**

**Security and confidentiality issues, if relevant**

**Acceptable dress and appearance**

**Maintaining the premises and work station**

**Productive interactions with others at the work site**

**Personnel who can answer different kinds of questions**

**How the organizations want the intern to deal with clients, customers and vendors**

**Share organization's code of conduct and professional ethics**

## INTERN SUPERVISION

Supervision is an important component of any internship. For many employers, this is an informal process and is rooted in good communication. Feedback begins the first day and continues throughout the length of the internship. The supervisor, mentor or project team should review what is working and what changes or improvements need to be made by discussing the following:

- The interns' performance based on the job description
- Determine if additional training is required
- Review of expectations and if they are still appropriate
- Provide positive feedback on what is working and correct problems

Especially if your interns have never done this kind of work before, they will want to know if their work is measuring up to your expectations. No matter what the level of experience, they need you, as a more experienced worker, to let them know if their work is officially "okay."

Periodically, examine what your intern has produced and make suggestions.

## INFORMAL FEEDBACK

Informal feedback is sometimes not perceived by the students as feedback and shows up as comments or a lighthearted nudge. When using informal feedback be clear with your intent. The more direct, the more likely your intern will perceive this to be an area of focus.

Positive feedback should be given freely. Areas of growth should be presented in a private setting where the student is not embarrassed. Feedback should be delivered as often as possible to encourage the student.

## FORMAL FEEDBACK

Formal feedback should be prepared and delivered in a private meeting to discuss the intern's strengths and areas for growth. It should be designed so the manager achieves his/her desired objective.

Students should be clear objectives of what areas are growth need to be addressed. Use specific examples of student behavior whenever possible.

## WORKING WITH GEN Z

Gen Z were born between 1997 and 2012. Some general characteristics of the Gen Z are:

**Desire for work-life balance is deep**

**Prioritize human connection**

**Have a genuine social mission**

**Embrace diversity and inclusion**

**prefer to be part of a team or group**

**Have a good mindset about failure and feedback**



## MENTORSHIP FOR INTERNS

The use of mentors or a project team can provide the structure and guidance that can prove to be an invaluable resource throughout the internship and enhance the student's experience. Mentorships contribute to intern motivation and performance and enable interns to acclimate more quickly to the organizational culture. The connections created through this type of interaction will benefit the employer in the long term.

### METHODS TO ENGAGE MENTORS WITH INTERNS

1. Introduce interns to co-workers and key contacts within the organization.
2. Utilize the "Buddy System." New interns can benefit from peer mentors who can show them the ropes and supplement formal training programs designed to accelerate their productivity and sense of belonging.
3. Facilitate the achievement of performance expectations through feedback and a formal performance appraisal.
4. Provide shadowing time for interns to observe how managers manage time, people and resources.
5. Include interns in staff meetings and related professional activities when possible.

Mentors must commit sufficient time to share their knowledge, teach skills and assist the intern in becoming part of the team. They should also have an interest in facilitating personal development. Strong mentors are typically good listeners; able to provide honest feedback; try to understand interns' strengths and weaknesses; and concerned with the interns' professional as well as personal growth.

Mentors serve as:

#### 1. Teachers

- a. Help the intern learn about the business and its offerings
- b. Explain projects and processes
- c. Help train, correct or redirect inappropriate actions

#### 2. Supporters

- a. Help make the transition to the workplace as easy as possible
- b. Answer questions and concerns
- c. Serve as a positive role model

#### 3. Evaluators

- a. Provide constructive feedback to the intern on a regular basis

## EVALUATIONS

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.

**Regular Meetings:** Provide regular check-in meetings to discuss status on a project, answer questions, discuss performance, etc. This helps to provide structure for the intern experience.

**Final Evaluation:** As the internship comes to an end, a final evaluation offers an opportunity for you to discuss overall performance, accomplishments and opportunities for full-time positions with your company.

**Exit Interviews:** This best practice offers your company insight direct from your intern on ways to improve the program going forward. Always remember that interns are an excellent way to build (or damage) your reputation on-campus!

**Course Credit Evaluations:** If the intern is working for college credit, the university may have an evaluation form for the employer to complete.

(See sample Exit Interview and Evaluation Forms in the Appendix)

**Intern Program Evaluation:** In addition to evaluating individual interns, companies with multiple interns may want to review the effectiveness of the program overall. Here are examples of quantitative and qualitative metrics for measuring the success of an internship program.

**1. Applicant vs. Interviews**

a. The difference between those who apply and those the company determines are the best fit for an interview – shows effectiveness of candidate identification.

**2. Interviews vs. Offers**

a. The difference between those who interview and those who are offered jobs. – shows the effectiveness of candidate screening.

**3. Offers vs. Accepted offers**

a. The difference between those who are offered positions and those who accept jobs. – Shows competitiveness of market conditions (salary, type of work, location, match to job).

**4. Cost per hire**

a. Dollar amount - total cost for hiring one intern. Is it worth it to the company?

**5. Conversion Rate**

a. How many interns convert to fulltime hires?

**6. Retention Rate**

a. Do your interns return for an additional terms (or) Do your fulltime employees who were interns stay longer than fulltime employees who didn't intern?

**7. Quality of Hire (from manager perspective)**

a. At the conclusion of internship – collect and review feedback from manager. Was this student a good hire? Would you recommend this student for future openings? Are there developmental areas for this student?

**8. Quality of Experience (from intern perspective)**

a. At the conclusion of internship – collect and review feedback from intern on his/her experience. Did intern gain valuable knowledge?



# LEGAL KNOWLEDGE

## PAYING INTERNS

The Department of Labor's Fact Sheet #71: Internship Programs Under the Fair Labor Standards Act provides general information to help determine whether interns and students working for 'for-profit' employers are entitled to minimum wages and overtime pay under the Fair Labor Standards Act (FLSA).

The FLSA requires 'for-profit' employers to pay employees for their work. Interns and students, however, may not be qualified as 'employees' under the FLSA. In this case the FLSA does not require compensation for their work.

## UNDERSTAND LEGAL ASPECTS

### WORKER & UNEMPLOYMENT COMPENSATION

Workers' compensation boards have found that interns contribute enough to a company to make them employees. It's wise to cover interns under your workers' compensation policy even though you aren't required to do so. Student interns are generally not eligible for unemployment compensation at the end of the internship.

### FRINGE BENEFITS

The employer may or may not offer a fringe benefits package to student employees. Benefits may include as much as full benefits accrued on an equal basis with other employees in similar personnel categories. Many employers provide some vacation and sick leave benefits. Other benefits such as group life insurance, medical insurance, profit-sharing 401K and bonuses may or may not be available, depending on company policy.

### INCOME TAXES

The employer is responsible for withholding all deductions required by federal and state income tax laws from the wages of all student employees. The courts have ruled that compensation for work performed as a student employee is remuneration for services performed for the benefit of the employer and, therefore, is taxable income. International students on F-1 and J-1 visas are subject to withholding payment of federal, state and local taxes unless they are exempt by provision of a tax treaty. In cases where a tax treaty applies, students must provide documentation to the employer on the appropriate IRS form.

Information regarding tax treaties may be found in Internal Revenue Service publications.

### SOCIAL SECURITY TAX

Unless exempt under the Social Security law, employers must deduct Social Security taxes from the wages of all student employees, except those with an F-1 or J-1 visa.

## **IMMIGRATION REFORM & CONTROL ACT OF 1986 (IRCA)**

All student employees, regardless of their citizenship status, must abide by IRCA regulations by providing suitable documentation that will enable the employer to comply with this law. Employers are advised about appropriate documentation to establish both the student employee's identity and authorization to work.

### **INTERNATIONAL STUDENTS**

The most common visa types employers will see on college campuses when recruiting international undergraduate or graduate students for either full-time or internship positions are the F-1 and J-1 visas.

An F-1 visa is granted to a person coming to the United States to attend a college, university, seminary, conservatory, academic high school, elementary school, or other academic institution or language training program approved by the U.S. Attorney General for study by foreign students. The visa holder plans to return home after completing studies. This is the most common non-immigrant visa for an international student attending undergraduate and graduate school. Students are granted F-1 status until the completion of the academic program and 12 months of post-program practical training.

The purpose of the F-1 visa is to provide an opportunity for study in the United States. Anything outside of study, including employment, is an exception to the visa. Authorization for employment is strictly limited to certain situations. The student holding F-1 status for a full academic year and in good academic standing may work off campus. Such work authorization is granted when the student has sustained unforeseen economic hardship. In addition, the student may not work for more than 20 hours per week when school is in session, but may work full time during holidays and vacations, including breaks between terms, provided the student intends to register for the next school term.

### **CURRICULAR PRACTICAL TRAINING**

An F-1 student may perform curricular practical training prior to the completion of the educational program as part of his or her educational experience. The INS define this type of training as 'alternate work/study, internship, cooperative education, or any other type of required internship or practicum that is offered by sponsoring employers through agreements with the school.

### **OPTIONAL PRACTICAL TRAINING**

This is temporary employment directly related to the student's major area of study that takes place after the student completes a full course of study. Authorization for this training may be granted for a maximum of 12 months of full-time or part-time work. Those on a student visa can only gain authorization once for this type of training.

### **RESOURCES**

National Association of Colleges and Employers	<a href="http://www.nacweb.org">www.nacweb.org</a>
U.S Citizenship and Immigration Services	<a href="http://www.uscis.gov">www.uscis.gov</a>
Immigration Support Services	<a href="http://www.immigrationsupport.com">www.immigrationsupport.com</a>



Photo Credit: Emory University

## **DISMISSAL OF AN INTERN**

In many cases the period of the internship is brief making dismissal unnecessary. However, it is best to be prepared and to take steps that are consistent with your company or organization's employment policies. When in doubt, contact your attorney with any questions or for further information.

Dismissal of interns should only occur in cases of major misconduct (theft, assault, use of controlled substances in the workplace, etc.) or instances of significant willful violation of organization policy after prior instruction. Interns, for the most part, are young people who may not have the same level of maturity and judgment as those in your regular workforce. Accordingly, there should be a high level of patience for their adjustment to the workplace during the internship.

Summer internships are a very brief period of time and students should be given a fair opportunity to become part of your organizational culture. The intern's supervisor has a responsibility to give clear, accurate direction and follow up with corrective feedback if the work is unsatisfactory. At the conclusion of the internship, there is no obligation to ask the student to return for another internship or extend an offer of regular employment.

Contemplated dismissal of an intern should be reviewed in advance by a high level of management. The supervisor recommending dismissal must be able to clearly articulate in writing the reason(s) for dismissal.

The career center should ideally be involved, as well, since the intern is still a student and represents the institution. The career center may refer the student to the Dean of Students (or equivalent department) if the issue involves misconduct. The career center would also refer the issue to the faculty member associated with the internship, if needed.

# QUESTIONS

## SHOULD WE OFFER ACADEMIC CREDIT?

Only academic institutions can offer academic credit for an internship. This being said, allowing a student and the institution to review your internship for credit-worthiness is wise, as this enhances the quality of the experience and makes the internship even more attractive to students. The student should be responsible for making all arrangements and relaying any information from the university advisor to you. In most cases, the paperwork is minimal and is not time consuming.

## WHAT ARE THE BENEFITS OF MENTORING AN INTERN?

A mentoring relationship can be very rewarding for both the intern and the mentor. The intern can learn valuable skills, such as interpersonal communication and workplace etiquette, while learning more about his/her chosen profession. Interns often enjoy attending industry luncheons, training sessions and staff meetings in order to learn more about the organization. Introduce your intern to as many people as possible for potential networking opportunities. The mentor benefits from the relationship by viewing situations from a fresh perspective. Students in their early twenties tend to be very technologically savvy and may offer suggestions on maximizing the usefulness of computer software.

## SHOULD I OFFER AN ORIENTATION?

Yes! The orientation may be as simple as a brief meeting on the first day of an internship to discuss the vision of the company, set goals and discuss logistics (parking, technology, security and the best place to eat lunch). Many companies offer a longer orientation which may include time with the executive in charge, a tour of the facilities, training and lunch.

## SHOULD I GIVE THE STUDENT A POST-INTERNSHIP REVIEW?

Most professors or advisors require a post-internship review to receive college credit. Additionally, the post-internship review may be the first critical evaluation that a student has received and can be extremely valuable. For example, you may point out that the intern needs to improve his/her writing skills. The student then may go back to school and take a writing class or spend time in a writing lab. He/she will then be much better prepared for his/her career.

## HOW LONG IS THE AVERAGE INTERNSHIP?

An average internship is 3-4 months coinciding with a student's typical semester or summer. An internship should be long enough so that an intern can get acclimated to the position and complete assignments that are valuable to both the employer and intern.

SEASON	BEGINNING DATE	END DATE	AVG. # OF HOURS/WEEK
Fall	Mid-September	Mid-December	10–20
Winter/Spring	Mid-January	Mid-April	10–20
Summer	May	Mid-August	20–40+

## HOW MANY HOURS A WEEK IS THE AVERAGE INTERNSHIP?

During the summer full-time positions are common. If a student is enrolled in classes during the school semester, a position should be no longer than 15-20 hours a week.

## HOW MUCH SHOULD I PAY MY INTERN?

The most important benefit you can offer an intern is a highly educational experience that offers access to top level employees and industry experience. That being said payment is very important to set your position apart from the status quo and attract the best candidates.

## WHEN SHOULD I POST MY INTERNSHIP?

Students are ALWAYS looking for internships. That being said structuring an internship around typical internship seasons coincides with when more interns are looking for internships and improves your odds. Below are some dates throughout the calendar year that match student search periods:

DATE TO POST	EXPECTED START DATE (SEASON)	STUDENT SEARCH VOLUME
Early August	Mid-September (Fall)	Low/Medium
September – November	Mid-January (Winter/Spring)	Medium
Early to Mid-January	May (Summer)	Medium/High
March	May (Summer)	Very High

## IF I WANT A SUMMER INTERN WHEN SHOULD I START LOOKING?

The most competitive Fortune 500 companies do their heaviest recruiting during January when students return from Winter Break (some even begin during the fall!). Most smaller companies conduct their summer intern search in March or April and plenty of good candidates are still available at this time.

## WHAT BENEFITS ARE STUDENTS MOST INTERESTED IN THAT I SHOULD HIGHLIGHT IN MY POSTING?

In this general order:

1. Challenging work scope and a well-defined internship project
2. An engaging company culture and competitive organization
3. Access to high level executives and industry leaders (opportunities to network with various individuals in the office)
4. Professional Development Training whether in skills or industry specific software (For example Salesforce, QuickBooks, Basecamp and more)
5. Monetary Benefits (salary, stipend, travel expenses)
6. Interesting Perks (Company trip to Orlando expo...)

# APPENDIX



## UNIVERSITY CAREER CENTER CONTACTS

UNIVERSITY	WEB ADDRESS	PHONE NUMBER
Emory University	career.emory.edu	404.727.6211
Georgia State University	gsu.edu/career	404.413.1820
Georgia Tech	career.gatech.edu/employers	404.894.3320
Kennesaw State University	careerctc.kennesaw.edu	770.423.6555
Mercer University	career.mercer.edu/employers	678.547.6018
SCAD	scad.edu/success/career-resources/job-and-internships	404.253.3400
Spelman Collge	spelman.edu/career-center	404.270.5273
University of Georgia	hireUGA.com	706.542.3375

## USEFUL LINKS

### College and Employer Sites

- **Georgia Association of Colleges and Employers**
- <http://www.gace.org/>
- <http://www.gace.org/GACECalendar>
- **National Association of Colleges and Employers**
- [www.nacweb.org](http://www.nacweb.org)

### “A Faculty Guide to Ethical and Legal Standards in Student Employment”

<https://www.nacweb.org/career-development/organizational-structure/a-faculty-guide-to-ethical-and-legal-standards-in-student-hiring/>

### NACE Principles for ethical professional practice and ethics related resources

<https://www.nacweb.org/career-development/organizational-structure/index-nace-principles-for-ethical-professional-practice-and-ethics-related-resources/>

## INTERN SALARY INFORMATION

### Glassdoor

<https://www.glassdoor.com/Intern-Salary/Glassdoor-Internship-Salary-E100431.htm>

### NACE Guide

<https://www.nacweb.org/store/2019/guide-to-compensation-for-interns-co-ops/>

## INTERNSHIP PROGRAM RESOURCES

### Internships.com

<http://www.internships.com/employer/resources>

### NACE

<https://www.nacweb.org/talent-acquisition/internships/15-best-practices-for-internship-programs/>

## WayUp

<https://www.wayup.com/team/>

## Job Posting Site

<https://www.chooseatl.com/work/open-jobs>

## LEGAL RESOURCES FOR FLSA AND EEOC

### NACE Position Statement on Internships in the U.S.: “A Definition and Criteria to Assess Opportunities and Determine the Implications for Compensation”

[http://www.naceweb.org/connections/advocacy/internship\\_position\\_paper/?spotlight-article-legal-05292013](http://www.naceweb.org/connections/advocacy/internship_position_paper/?spotlight-article-legal-05292013)

### The Department of Labor - FLSA

<https://www.dol.gov/agencies/whd/fact-sheets/71-flsa-internships>

### EEOC

<http://www.eeoc.gov/employers/index.cfm>

CHOOSEATL

LIVE WORK MOVE EVENTS MORE+

OPEN JOBS

If you're going to give 40 hours a week to your job, it better **BE ONE THAT INSPIRES YOU.** With thousands of businesses in metro Atlanta, the right fit for you is just one search away.

[Find COVID-19 Jobs and Resources.](#)

<https://www.chooseatl.com/work/open-jobs>

**JOB DESCRIPTION**

Title		Weekly Hours	
Department		Expected Time Frame	
Direct Supervisor		Pay Status	

**Position overview:**

**Primary projects:**

**Additional responsibilities:**

**Requirements:**

**General knowledge:**

**Skills:**

**Abilities:**

**Skills the intern will develop or learn while on the internship:**

## SAMPLE JOB DESCRIPTIONS

**SAMPLE**

Start Date: June 16, 2019 (estimated)

End Date: August 15, 2019 (estimated)

### Summary:

Company Name is geared towards fueling economic impact, harnessing the region's assets and accelerating the growth of scaling, middle-market companies. The objective of the program is to identify high-growth companies in metro Atlanta, and support their growth through customized assistance, leveraging the Company Name platforms, reach, and connections.

The intern will gain experience interacting with high-growth, middle-market technology companies in different industries. This person will be front and center with some of the most innovative trends in metro Atlanta and will gain a breadth of knowledge about the needs of these organizations. The intern will have the opportunity to complete a project during the assignment in addition to performing administrative and support duties. Company name interns have experienced a high degree of success of job placement upon completion of their internship.

### Work Program:

- Assist with planning and execution of department events
- Develop and manage calendar
- Assist in development of performance management routines
- Coordinate communications between administrative staff
- Research best practices for diversity and inclusion in the technology space

### Minimum Requirements:

- Bachelor's Degree-recent or current student

### Skills

- Proficiency in Microsoft Office Suite (Word, Excel, PowerPoint, Outlook,) internet search, etc.
- Attention to detail and excellent organizational skills
- Experience or education in the technology sector is a plus
- Self-motivated to produce strong results working individually and as part of a team
- Social media content creation beneficial

## SAMPLE JOB DESCRIPTIONS

**SAMPLE**

Start Date: November 2019 (estimated)

End Date: April 2020 (estimated)

Our Government Affairs Intern will support department staff members, at the Capitol and our office, as we help shape legislation impacting metro Atlanta and Georgia. This internship will involve learning new skills, performing research and communicating results, and helping coordinate and execute complex tasks. We go the extra mile to make sure our interns acquire valuable learning experiences in a professional environment.

Our ideal candidate is a high-achiever, self-starter and team player. Successful candidates will be organized, possess strong networking and communication skills, and be capable of managing multiple projects without close supervision. Responsibilities will vary based on needs during the session.

### **What You Will Learn/Do:**

- Monitor and report on committee meetings, hearings, floor debate, other legislative activities
- Track legislation key to company's legislative agenda
- Assist with blog and social media content as well as other forms of communications
- Contribute to policy analysis, bill summaries, written reports and other projects, as relevant
- Support team with administrative and support tasks
- Assist with legislative whip counts and other tracking activities
- Build relationships with other lobbyists, legislative staff and legislators
- Additional opportunities in policy-related projects

### **What We Desire in Candidates:**

- Background in Public Policy, Political Science, Government Affairs, Public Affairs or Communications or related fields is desirable, but not required
- Effective communication skills, written and verbal (writing samples welcomed)
- Social media proficiency
- Organized, with an ability to prioritize time-sensitive assignments
- Creative, flexible, curious, resilient
- Strong Interest in the legislative process

### **Skills and Attributes:**

- Organized, decisive, goal-oriented, detail-oriented, analytical, curious, able to adapt to unpredictable situations
- Self-initiating, able to work independently and as a member of a high-performing team
- Able to work at a fast pace and respond effectively to changing requests
- Excellent written and oral communication skills
- Proficient in Microsoft Office Suite applications
- Valid driver's license
- Ability to lift items weighing 30 pounds
- Ability to work overtime as needed

IT Summer 2020 Intern- Atlanta, GA or Eagan, MN in ATLANTA, Georgia  
United States, Georgia, Atlanta  
Information Technology  
12-Nov-2019

Ref #: 455

**How you'll help us Keep Climbing (overview & key responsibilities)**

Delta Air Lines is a global airline leader in products, services, innovation, reliability and customer experience. Delta serves nearly 200 million people every year, taking customers across its industry-leading global network to more than 300 destinations in over 50 countries. We manage 5,000 daily departures and as many as 15,000 affiliated departures including the premier SkyTeam alliance. 2018 revenues were \$44 Billion and pretax income was \$5.5 Billion. Delta is consistently recognized as one of Fortune magazine's top 50 Most Admired Companies in addition to being named the most admired airline for the eighth time in nine years. We have been ranked No.1 in the Business Travel News Annual Airline survey for an unprecedented eight consecutive years and named one of Fast Company's Most Innovative Companies Worldwide for two consecutive years.

Summer Intern roles at Delta IT offer a chance to become part of our journey to make technology a competitive advantage for the company. Join us to help accelerate our IT transformation to continue leading the industry as we change the way we work. We embrace new technology and ideate to create meaningful and innovative solutions that help Delta better connect the world. Delta IT employees are thinkers, doers and innovators. We are proactive, collaborative and deliver impact to our customers. If this sounds like you, join our team as a Summer Intern!

Summer Interns may be assigned to assist in providing computer software development, business analysis, data analytics and/or technical support for IT operations in our Atlanta, GA or Eagan, MN Technology Centers. You may support a variety of IT projects in a Business Analyst, Developer/Systems Engineer, or Data Analytic/BI role which includes gathering requirements for development, design and testing of decision support systems or participation in the development, maintenance, enhancement and support of our software applications or infrastructure environments. Data analytics is used to create performance dashboards and service level agreements with various products. Interns working in Developer roles are given an opportunity to utilize various methods and technologies such as Java/JEE, JSON, Spring, Angular, Agile/DevOps delivery, API, JavaScript, C++ on Linux, Python, REST, XML, web services, HTML, Oracle and expanding mobile technologies.

What you need to succeed (minimum qualifications)

**Competitive Intern Profile:**

- Possess a solid awareness of Software Development Lifecycle as well as PC hardware components and/or maintenance.
- Completed at least one year in a four-year college program with an emphasis in Computer Science, Software Development, Systems/Industrial/Electrical Engineering, Management Information Systems, Data Science, Data Analytics/Operations Research, Cyber Security or related field. Rising junior or senior preferred.
- Possess a 3.0 GPA or higher.
- Demonstrate strong communication skills, ability to take work direction and work effectively in a team environment.
- Highly motivated, and comfortable working in a fast-paced organization.
- Have a passion for working on technologies such as Mobile apps, Enterprise Web apps, APIs, Messaging, Databases, Big Data, and Artificial Intelligence.
- Exhibit intellectual curiosity and critical thinking.
- Possess a passion to learn, grow and develop.
- Authorized to work in the US.
- Available for a minimum of 10 consecutive weeks between May - August 2020.

Join us this summer and be part of an IT team helping Delta to better connect the world!

Date

Full Name  
Street Address  
City, State, Zip

Dear First Name,

We are pleased to offer you a position as the Innovation & Entrepreneurship Intern with \_\_\_\_\_. This internship will run from February 17, 2020 through September 30, 2020. As a variable hourly employee, we anticipate you will work approximately 30 hours per week at although that may increase during peak periods.

Your compensation will be \_\_\_\_\_ an hour and you will be paid semi-monthly. Please report the hours you work via our Paycom portal (we will provide you with access your first week). Also, your first 90 days of employment is considered a Probationary Period and will serve as an introductory period to get to know me, your fellow employees, and the tasks associated with your position. During the time, I will evaluate your suitability for employment, and you can assess your fit with our organization as well.

This is position will support the Innovation & Entrepreneurship division, while responsibilities ranging from:

- Assist with planning and execution of I & E events
- Develop and manage calendar
- Assist in development of performance management routines
- Coordinate communications between administrative staff
- Research best practices for diversity and inclusion in the technology space

We hope you find your experience at \_\_\_\_\_ to be rewarding and look forward to having you on our team.

Sincerely,

Supervisor's Name  
Title  
Division

I have read this letter and agree to the terms of this offer.

---

Full Name

Date

Date

Samuel Newell  
3 Glenlake Parkway  
Atlanta, Georgia 30328

Dear Samuel,

I am very pleased to offer you the position of Manufacturing Intern with Tools – Industrial Products & Services with a start date of May 28, 2013 and an anticipated end date of August 16, 2013. I believe you will thrive in the Newell Rubbermaid culture and we can help you achieve your professional goals. As an intern, you will be paid \$18 per hour. This position will be located in our Atlanta, Georgia office and your reports to manager will be Joe Smith.

You will be eligible for holiday pay for any holidays which occur during your internship pursuant to the Holiday Policy but will not otherwise be eligible for any other company-offered benefits due to the temporary nature of your internship.

This offer of employment is contingent based upon successful completion of a background check and drug screen prior to employment and upon you executing various Company documents, including a confidentiality and non-solicitation agreement and by agreeing to abide by the Company's Code of Conduct and Ethics. You will receive a testing kit from Omega Labs within 30 days of your start date with instructions on how to complete your pre-employment drug screening. It is important that you schedule and complete your screening within 48 hours of receiving this information so that your start date will not be impacted.

Samuel, we are confident your skills and experience will be a tremendous benefit to Newell Rubbermaid next summer.

Sincerely,

Sallie Smith  
Human Resources Generalist

To indicate your acceptance of this offer, please sign in the space provided below and return no later than May 6, 2013. Please scan the signed offer letter to [Example@newellco.com](mailto:Example@newellco.com) or you may fax it to 111-111-1111.

Please be advised that this offer does not constitute or imply a contract of employment and that the Company may modify or terminate any of its benefit or compensation programs from time to time. Your signature indicates acknowledgement that if employed, your employment is to be "at will" which means that either the Company or you may terminate your employment at any time, with or without notice. In any event, you should not have any expectation of being employed or otherwise compensated by Newell Rubbermaid past August 16, 2013.

By signing this letter, you represent and warrant that you are not a party to any agreement that would limit your ability to work for the Company. You further represent and warrant that your employment with the Company will not require you to disclose or use any confidential, proprietary or trade secret information belonging to your prior employers. You additionally understand and acknowledge that the Company does not require or want you to disclose any such confidential, proprietary or trade secret information.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date



Items in **BOLD** are required

**Company Letterhead (required)**  
**Street Address, City, State, Zip**

Date

Dear **First Name Last Name**

We are pleased to offer you a position as an **Intern in the Communications and Marketing Division**. You will report to **\_\_Name\_\_**, and you will also contribute to other marketing projects being completed by other teams.

The **dates of employment are August 1, 2020 to May 30, 2021**. There may be an opportunity for you to work beyond this time provided if there is interest by both parties.

**You will work up to 20 hours a week while school is in session, and we can discuss working up to 40 hours per week during school break.** Your compensation will be \$12 an hour and you will be paid twice monthly (near the 15th and on the last work day of the month). Please report the hours you actually work via a time sheet we will provide to you.

To support your transportation to and from work, you will have the option of receiving a MARTA card or a parking space in the lot of the Hilton Garden Inn on Marietta Street.

We hope you find your experience at \_\_\_\_\_ to be rewarding and look forward to having you on our team. Please sign this letter and return the original of it for our files. Please let me know what questions you have.

Sincerely,

**Supervisor/HR Name**  
**Title/email/phone**

I have read this letter and agree to the terms of this offer. \_\_\_\_\_ (Student Name) \_\_\_\_\_ (Date)

TIPS:

Start and End Date - we recommend writing it for 1 year so you don't have to rewrite the letter. 'Employment to commence on June 1, 2020 with evaluation to continue work until May 31, 2021.'

Supervisor – This name can change, but for the letter please identify a person whom can be contacted if there are any questions.

Intern Name: \_\_\_\_\_ Date: \_\_\_\_\_

The purpose of the performance review process is to track performance to objectives and to align intern performance with the business strategy. The review also focuses on the values and behaviors interns are expected to exemplify while driving for results. The review discussion should focus on performance and behaviors throughout the current review period and sustain and/or improve performance.

Complete a review of each competency by providing specific examples of each competency in action and by selecting a rating from the scale below.

Final evaluations should be completed by both the intern and manager followed by a discussion. After the review, please sign and return the form to your HR manager.

<b>5</b>	Far exceeded all expected outcomes
<b>4</b>	Exceeded expected outcomes
<b>3</b>	Met expected outcomes
<b>2</b>	Met some expected outcomes
<b>1</b>	Did not meet most expected outcomes

<b>WORK PERFORMANCE AREAS (GIVE RATING AND PLEASE COMMENT)</b>	<b>RATING</b>
--	---------------

Instructions: Follows instructions appropriately. Listens well and performs tasks with adequate supervision.  Comments:	
Quality: Completes tasks accurately and thoroughly. Work reflects neatness, attention to detail and conformance to company standards.  Comments:	
Planning: Sets realistic goals. Organizes and prioritizes assigned tasks. Is able to manage multiple assignments.  Comments:	
Communication: Expresses verbal and written ideas effectively. Demonstrates an understanding of departmental jargon.  Comments:	
Attendance: Is punctual and regular in attending work, meetings and appointments.  Comments:	
Technical Skills: Has technical skills appropriate to level in school and job requirements.  Comments:	
Attitude: Displays a willingness to learn. Accepts suggestions and guidance in a positive, enthusiastic manner.  Comments:	

**LEADERSHIP COMPETENCIES ( GIVE RATING AND PLEASE COMMENT) RATING AND COMMENTS**

<p><b>Professional Presence:</b></p> <ul style="list-style-type: none"> <li>• Presents themselves as a leader. Is a professional representative of Newell Rubbermaid both within the company and externally.</li> <li>• Appropriately handles stress and does not show frustration. Is a calming influence in difficult situations.</li> <li>• Is cool under pressure and thinks well on their feet.</li> </ul>	
<p><b>Teamwork and Collaboration:</b></p> <ul style="list-style-type: none"> <li>• Proactively shares people, resources, best practices and processes across our company to enhance “one Newell Rubbermaid” and drive shareholder value.</li> <li>• Celebrates successes together as a team.</li> </ul>	
<p><b>Drive for Results:</b></p> <ul style="list-style-type: none"> <li>• Utilizes a stretch goal mentality to drive their internship experience towards greatness.</li> <li>• Takes pride in excellent execution.</li> </ul>	
<p><b>Integrity and Trust:</b></p> <ul style="list-style-type: none"> <li>• While driving for results, exhibits the values which exemplify the way Newell Rubbermaid does business.</li> <li>• Does not tolerate or justify behavior counter to Newell Rubbermaid values, policies, societal or regulatory expectations.</li> <li>• Is a role model and encourages others to do what is right for shareholders, employees, consumers, customers and community.</li> <li>• Instills integrity into business processes and practices.</li> </ul>	

## Student Internship Exit Survey

Student name: \_\_\_\_\_

Student address: \_\_\_\_\_

Student e-mail: \_\_\_\_\_ Student phone number: \_\_\_\_\_

Major: \_\_\_\_\_

Check one: Fresh \_\_\_\_\_ Soph \_\_\_\_\_ Jr \_\_\_\_\_ Sr \_\_\_\_\_ Other \_\_\_\_\_

Semester: Fall \_\_\_\_\_ Spring \_\_\_\_\_ Summer \_\_\_\_\_ Year \_\_\_\_\_

Internship employer name: \_\_\_\_\_

Dates of internship: \_\_\_\_\_

### Instructions:

Complete this evaluation form in its entirety, attach a copy of your internship job description and return this information to [insert name/title] no later than [insert date].

This evaluation will be important in determining the value of your internship experience, both for you and for future student interns. Your evaluation should be honest and constructive and should include both challenges and successes. Please provide detailed remarks so that your Faculty Coordinator can discuss them with the employer to improve and maintain the program.

What was the most helpful thing your supervisor did to make you feel comfortable as a temporary staff member?

\_\_\_\_\_  
\_\_\_\_\_

---

---

Prior to beginning your job, did the company give you adequate information about your project?

---

---

---

Do you consider the program you participated in to be relevant and meaningful to your short- and long-term career interests?

Yes \_\_\_\_\_ No \_\_\_\_\_

Comments: \_\_\_\_\_

In what manner has this assignment contributed to your professional development?

---

---

---

List three things you plan to do differently as a result of this program.

---

---

---

Circle the statement that best describes your answer.

What kind of impact has this program had on you?

1. Provided me with a better understanding of my career goals.
2. Increased my skills and knowledge in performing a particular activity.
3. Changed my attitudes or feelings about myself and other people.
4. Provided me with the opportunity to apply theoretical concepts to the actual work environment.

Comments: \_\_\_\_\_

How would you rate the educational value of your internship?

1. Exceptional opportunity.
2. Worthwhile experience.
3. Generally not too useful but might help some.
4. Probably of no value (please comment).

Comments: \_\_\_\_\_

---

How was the experience related to your major field or career goals?

1. Very closely related.
2. Related through occasional assignments.
3. No relationship exists.
4. Not applicable (please comment).

Comments: \_\_\_\_\_

To what degree do you feel other employees in your department supported the internship program?

1. Openly supportive.
2. Accepting but not openly supportive.
3. Generally not accepting or supportive.
4. Nonsupportive and potentially hostile.
5. Does not apply (please comment).

Comments: \_\_\_\_\_

How would you rate your salary in relation to requirements of the position, your previous experience and your academic level?

1. Position paid well.
2. Position paid comparably to full-time employees.
3. Definitely underpaid for service expected.
4. Does not apply (please comment).

Comments: \_\_\_\_\_

Did the duties match what was in the job description?

- 1. Duties closely matched job description.
- 2. Duties mostly matched job description.
- 3. Little relationship existed.
- 4. Not at all (please comment).

Comments: \_\_\_\_\_

How did your technical skills apply to the position?

- 1. Were more than required.
- 2. Were adequate.
- 3. Were less than they should have been.

Comments: \_\_\_\_\_

Did you receive a proper job orientation?

- 1. Complete and accurate.
- 2. Somewhat related.
- 3. Had no relevance.
- 4. Does not apply.

Comments: \_\_\_\_\_

Evaluate your supervisor's willingness to answer, and capability of answering, questions.

- 1. Exceeded expectations.
- 2. Met expectations.
- 3. Did not meet expectations.

Comments: \_\_\_\_\_

Evaluate your supervisor's availability when needed for answering questions, etc.

- 1. Exceeded expectations.
- 2. Met expectations.
- 3. Did not meet expectations.

Comments: \_\_\_\_\_

Evaluate your supervisor's receptiveness to ideas you suggested.

- 1. Exceeded expectations.
- 2. Met expectations.
- 3. Did not meet expectations.

Comments: \_\_\_\_\_

How would you rate your relationship with supervisor?

- 1. Exceeded expectations.
- 2. Met expectations.
- 3. Did not meet expectations.

Comments: \_\_\_\_\_

What changes, if any, would you recommend to the internship program?

---

---

---

What other areas of experience would you like to acquire through an additional internship?

---

---

---

OVERALL INTERNSHIP RATING:

- 1. Exceeded expectations.
- 2. Met expectations.
- 3. Did not meet expectations.
- 4. Unsatisfactory



Name

Address

City, State Zip

Dear \_\_\_\_\_,

Our team appreciates your interest in an internship with our company. After careful consideration, we have decided to pursue other candidates for the Internship and we will not continue with your interview process.

We believe that your skills and experience will enable you to achieve success in a company that offers the right fit for you; and we wish you the best of luck in your internship search. We hope you'll keep us in mind for future opportunities!

Sincerely,

Campus Relations Manager

Name: \_\_\_\_\_ Start date: \_\_\_\_\_ Position: \_\_\_\_\_  
Field Instructor: \_\_\_\_\_

- 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
- 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 communications
  - End of internship evaluation
- Orient the Intern to the Work Area**
  - Notify all staff of the new intern
  - Give a tour
  - Introduce the intern (name, school, department, applicable projects/duties)
  - Make personal introductions and explain work relationships
  - Allow time for them to meet with their mentors
  - Provide a security card (if required)
- Begin the Internship**

CHOOSE**ATL**