



TRIADinternNET

Internship 101

A How-To Guide to Developing
Internships in Your Organization



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Executive Summary

Internship 101 is a resource for your organization to learn how to develop a successful internship program that will utilize the skills and talent of the many interns in our region. This manual will help you design an internship to find enthusiastic students and teach you how to incorporate these interns into the life of your company. You will be able to evaluate the best places for interns and how to make them an important part of your organization.

Interns seek out internships because they want a practical learning experience related to their major or career goals. Organizations seek out interns because they bring energy, enthusiasm, and new ideas to the table; many organizations use internships as a recruiting tool! Internships can be effective in any type of organization and for any area of interest. Internships must meet goals for learning set by the intern, his/her college or university, and the organization. Internships are also known as co-operative education, experiential education, externships, or even apprenticeships. Many times, these terms are interchangeable, but can be industry specific.

As you are making the decision to develop a successful internship program within your organization, use this guide to understand the value an intern can bring when you create an intentional experience for the student that contributes to the goals of your organization. Having a solid plan for hosting an intern benefits your organization and the intern in many ways – you will be able to complete projects, move forward with new ideas, and help future workers gain experience in their field of study. The intern gains valuable experience, learns workplace etiquette, and is able to build his/her résumé. These materials will enable you to create an internship that you can use many times over to help your organization grow and meet goals.

Internship 101 includes:

- Description of an internship
- Goals for interning
- Benefits of an intern to your organization
- Implementing a successful internship
- Example of an internship description
- Evaluation form samples

After reading through **Internship 101** and creating your internship, post it with Triad InternNet to find qualified interns from all 16 institutions of higher education in the area. We are happy to talk with you about ways to implement your internship program and how to use our system to find interns. We may be contacted at 336-387-8334, www.TriadInternNet.org, and mwinslow@greensboro.org.

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Checklist

Below are the main steps to follow when creating your internship. After each of these tasks is completed, you are ready to share your internship opportunity.

Have you...

- Assessed your organization's internal needs and determined where an intern can be most useful and most helped?
- Created a thorough internship description that includes work that is easily documented and creates a résumé-building experience for the intern?
- Identified an internship coordinator and/or mentor to assist the intern in adjusting to the organization?
- Allocated the appropriate resources, including space, computer, and other office supplies?
- Determined the level of pay or compensation?
- Prepared for an orientation for the intern to help him/her adjust to the organization?
- Evaluated your status regarding legal issues of payment, training, harassment, and hiring international students?

Now you are ready to post your internship on [Triad InternNet](#) and begin your search for interns!

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What is an internship?

An **internship** is a carefully monitored work or service experience in which an intern has intentional goals to actively reflect what s/he is learning throughout the experience. Co-operative education, experiential education, and externship can also be defined in the same way.

An **intern** is a student who works in a professional field to gain practical experience in his/her major, or a specific course of study.

An internship provides an intern the opportunity to become an integral member of an organization through a mutually beneficial relationship to assist the intern with developing his/her knowledge about his/her chosen field of study. At the same time, s/he is helping the employer complete projects and accomplish tasks. Interns are capable of contributing to large tasks and projects while working with teams to accomplish organizational goals. This intern is working to gain the skills need to succeed in his/her career field through practical experience with an organization that is aligned with his/her major, minor, or career goal.

An internship can be offered by any type of organization and come from any industry or economic sector; it can be paid or unpaid; hours worked can vary based on the organization and the intern. It can be semester-long, throughout the summer, or over the course of the entire school year. Course credit is offered by some schools for internships, but this is to be worked out between you and the intern, as s/he will have school-specific paperwork to complete.

If you have not ever had an internship program, ask yourself: ***“What is the main purpose of incorporating an internship program into my organization?”***

- *Are you looking for someone to complete projects and useful work, or are you looking for someone to file papers?* If you want someone to complete projects, an intern can easily come in and begin working on these for your organization
- *Are you looking for a fresh perspective and some added creativity, or a person to take notes in meetings?* Interns will bring the fresh perspective and creativity with the added plus of the newest industry information as learned in the classroom.
- *Are you looking to grow and expand your organization with a future employee, or a person to fill gaps for a few months?* Internships are a great way to train people to move into full-time positions after completing their work as a student at a low cost to the organization.

After answering these questions, you have identified some areas in need of the unique assistance of an intern. From these answers, you can identify areas which can use extra work and energy, and will help an intern gain a greater understanding of the field. There are other questions specific to your organization or industry which you may need to take in to consideration while implementing your internship program.

How can hosting an intern benefit my organization?

There is a certain amount of work that must go in at the beginning of creation of an internship, but the return is worth the effort. Many businesses find that work they often let lag is easily completed by interns, adding value and productivity. They realize an enthusiastic worker will keep their business thriving and moving forward. Below is a list of ways an intern can provide help to grow your business:

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- Increased productivity
- A fresh perspective
- Continuous flow of new ideas
- Diversity in the workforce
- Increased morale
- An opportunity to train future employees without a full-time commitment
- Establish relationships with the community, local colleges and universities
- Enhance leadership skills within your staff
- Retain college-educated talent in your region

What is the intern looking for in an internship?

Interns come in to internships for a variety of reasons and knowing these can help you better structure the internship to meet their needs. Some interns want to gain more work experience, others are fulfilling graduation requirements. Others still are looking to explore new career options within their chosen field of study. Understanding these motivations allows you to better relate to the intern and guide him/her to gain the most out of the internship. Interns are looking for:

- A *strong experience* on which to rely. An intern wants to build his/her résumé and be more competitive in today's job market. By giving him/her work that is tangible and measurable, you are building the strength of your organization and helping an intern grow his/her experience.
- *Guidance and structure* are vital for the intern so he/she can understand his/her role and how this contributes to the overarching mission of the organization.
- *Creative and new approaches* in the field of study. Interns want an experience that allows them to utilize what they have learned in the classroom in a real, tangible way, and to assess if this is a potential career fit for them. By showing them ways in which your organization approaches current issues and problems, you are providing them with unique knowledge they cannot get elsewhere.
- *Honest and consistent feedback* helps the intern. Use both praise and constructive criticism to encourage the intern and build a positive experience. Also use this in the end evaluation of the intern so s/he can use this information when entering the workforce full-time.
- Be *receptive and open* to what the intern offers, as well as what s/he questions. An intern wants to know s/he is contributing and readiness on the part of the mentor to answer questions, clarify ideas, and listen to feedback will create openness and rapport among employees and the intern.
- Show *professionalism and be a role model*. Interns look to their supervisors and co-workers as representatives of both the organization and the working world as a whole.

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How do I implement a successful internship program?

Below you will find the steps to follow to determine what areas of your organization will best use an intern and then the ways to go about hosting an intern. Aspects of creating an internship are much like creating a new job within your organization, but are to be approached with flexibility, openness, and willingness to acknowledge this is an *intern* who does not yet have all of the skills, but is eager to learn.

Assess your Organization's Internal Needs

- *What areas in your organization most need an intern?* Some parts of your team may not be able to find enough valuable work for an intern to complete on a weekly basis; identifying those areas now can prevent you from placing an intern in a department s/he may not be useful.
- *What ongoing tasks take place within the organization?* Are there tasks that take place every day that give great insight into the way your organization works and are easy for an intern to learn and complete? Determining where these tasks are can pinpoint where an intern can learn the most while being the most effective.
- *What is the workload of each department?* Identify the departments that are often quite busy with tasks and meaningful work, but will also have the ability to take time and teach an intern the how and why of these tasks. This will require flexibility and cooperation on the part of your employees, but will also help them contribute to the overall goals of hosting an intern, developing a community relationship, and teaching an intern about the world of work.
- *What projects could benefit from additional assistance?* Most organizations have one or more projects which could provide additional growth opportunities, but no one has found time to get to them. A intern with great research skills, willingness to learn, and alignment to organizational goals can complete a project and provide a much needed boost to your organization.
- *When is our peak season?* Are you a seasonally based organization, or do you find that your organization follows yearly patterns of rushes and lulls? Many organizations find that extra help during a busier season helps to complete work without creating additional stress or pressure on regular employees. A summer intern who works full time may provide extra assistance that otherwise would not be available in another type of employee.

Allocation of Resources

- *Will your intern be paid or unpaid?* Do you have the resources to provide the intern with an hourly wage or stipend? While not all interns are swayed by payment, it helps to compensate the intern for his/her work with your organization. If you are unable to provide an hourly wage, consider a semester stipend or a scholarship to offset the cost of school enrollment. These are questions to discuss with the Human Resources and Accounting departments regarding your ability to provide for this intern.
- *Will the intern receive school credit for this internship?* Typically, interns work with their college or university to determine their eligibility for credit. Speak with your intern about the appropriate paperwork to be completed to ensure s/he receives credit. It is the intern's responsibility to contact his or her school to determine eligibility for credit.

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- *What other costs will be associated with employing the intern?* Is parking available at no cost, does the intern need a parking pass, or will you need to pay for parking in another area? Are there events that the intern will be required to attend, but require an out-of-pocket cost? These should be covered by your organization. If there are other costs associated, make sure you have ironed out the specifics before the intern joins you.
- *What will your organization need to provide for the intern?* It is very important for your intern to have his/her own workspace. An intern feels s/he is not part of the work culture, nor viewed as important if s/he is not given adequate space to work. Will your intern need a computer, office supplies, or other materials? Again, have these ready to use when the intern walks in to work with you. This is a great first step in making the intern feel a part of the organization.

Identify an Internship Coordinator

The internship coordinator is the liaison between your organization and the interns applying for internships. In some organizations the interns are coordinated by a department head or other staff person (usually within human resources). The internship coordinator is responsible for the following:

- Implementing the desired steps to develop the program, from working with others to assess the organization's needs to placing the intern in the correct department. You may find having a coordinator for each department may be more successful, as this will allow the coordinator to better supervise the intern and his/her work as an intern.
- Explaining the role of the intern, as well as motivating the intern to succeed within his/her place in the organization.
- Being a role model for professionalism and providing feedback to interns regarding their performance.
- Completing paperwork for the intern regarding payment, school credit, and other information required.

Identify a Mentor

A mentor helps the intern feel incorporated into the life of the organization, gives him/her someone to talk to about problems, and provides a way for the intern to learn about other aspects of the job beyond the role s/he is playing as an intern. A mentor does not have to be a supervisor, but should work to make the internship more successful for your organization and the intern. The mentor and coordinator can be the same person, depending on the size of your organization, as long as the employee recognizes the importance of supporting and instructing the intern. A mentor acts in the following roles:

- Knowledgeable about the intern's role and helps him/her to understand how it plays a part in the business
- Presents the vision and values of the business
- Provides orientation and ongoing support to help the intern succeed, both with completing tasks, developing soft skills, and understanding professional demeanor.
- Offers guidance and professional feedback on a regular basis to ensure the intern is meeting his/her goals for growth, as well as benefitting the organization.

Create a Thorough Internship Description

A great internship description will yield qualified candidates who are enthusiastic about the opportunity, while outlining a practical professional opportunity which will enable the intern to

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develop professional skills. It will also give the intern an opportunity to utilize knowledge gained in the classroom in a real-world environment. An internship description should be like a part-time job description, that provides the intern with an understanding of how this experience will enhance his/her education and knowledge of the field. Elements of an internship description should include:

- Information about your organization, including mission statement or goals
- Title and description of the job, including overall projects to be completed and daily tasks. Insure that the description will allow the intern to complete projects or work that will help him/her build his/her résumé.
- Preferred majors/minors and necessary completed coursework – usually a student is not allowed to intern until his/her sophomore or junior year and you must determine if your organization is willing to take on a younger intern, which may require more training and supervision than a traditional employee.
- What soft skills does your organization desire in employees? Do you want interns with leadership and volunteer experience, communication skills, ability to work well with others, and other skills that are not learned in a classroom? Be sure to include this in your description, as it helps interns understand what businesses desire in both interns and employees.
- Duration of the position, including start and end dates, and hours worked per week. Are you hosting a spring intern for 12 weeks, at 15 hours a week or a summer intern, full time for the entire 10 week summer? Determine specific parameters for both you and the intern at the beginning to promote understanding and communication about expectations from the beginning.
- Compensation. Will you pay an hourly wage or a stipend? Will you help with the cost of schooling or compensate for transportation? Include a brief description of compensation in the description; monetary amounts do not need to be included.

Hiring

Selecting and hiring an intern is much like the selection and hiring of an employee. While you will not need to go through the same lengthy steps, you should take the time to make sure the intern is a good fit for the organization.

- Accept applications and résumés. This is where you can determine if a intern has strong written communication skills, needed soft skills, and is in a related major or minor for the position
- Conduct interviews to determine if the intern will fit into the culture of your organization and works well with others.
- Meet with the intern after accepting to finalize paperwork, both for your organization and to make sure s/he has the appropriate forms for his or her school. You may combine this with orientation on the intern's first day.
- It is the responsibility of the intern to complete paperwork for credit. However, you should work with the intern to make sure learning goals can be met, and you have signed what s/he will need for his/her school to earn credit.

Orientation

The goal of the orientation process is to familiarize the intern with norms, values, work procedures and patterns of behavior and dress that are expected in the organization. As with any employee, you want to know your intern has a strong start to move forward with his/her work, while feeling as though s/he is contributing and participating in your organization.

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- Introduce your intern to the staff s/he will be working with, as well as other departments with which s/he will be working closely
- Take the intern on a tour of the area in which s/he is working so that s/he will become familiar with the environment and feel like a team member
- Make sure the intern has his/her own space in which to work, and allow him/her some time to get settled in and familiar with the phone and computer systems to be used
- Show the intern where s/he can store a lunch if need be, if there are perks offered (sodas, coffee, etc., provided by the organization) they can use, where restrooms are, and other daily things you are used to, but an intern will not know about
- If not yet done, use this time to develop clear, challenging, and achievable objectives for the intern. Make sure the intern understands the objectives and feels as though s/he can meet them.
- Take the intern to lunch, out to coffee or away from the work area for a short time on his/her first day to take a break and to learn of any problems or questions. Make him/her feel included by taking an hour out of a hectic first day to assure him/her, answer any questions that may come up, and just get to know the intern and his/her interests.

Provide a Valuable Work Experience

One of the most common complaints of interns is that the work they do is not contributing to the organization as a whole, nor is it meaningful to their goals as a student. Make sure all assessments and coordinators point your internship creation toward a beneficial experience for all. Giving an intern mindless tasks does not help anyone, but providing them with unique opportunities to work with a group, develop a product, or complete a project creates a win-win for all involved. Below are ways to ensure that you are providing your intern with a valuable work experience.

- Assign meaningful tasks that challenge the intern and encourage him/her to develop his/her skills and gain experience.
- Set attainable goals for your intern. These can be measured daily, weekly, or monthly (depending on scheduling) and provide the intern with a sense of accomplishment upon completion.
- Explain why a task or project must be completed. If an intern has an understanding of how s/he fits in the bigger picture, the work takes on more meaning.
- Create a project the intern can use on his/her résumé to show future employers his/her abilities to see work through to completion.
- Provide consistent feedback for the intern regarding his or her performance.
- Consider providing extra training or programs for the intern to attend. Will there be a special event occurring while the intern is working with your organization? Do you have several interns at once who may benefit from working on a project as a group or joining together for information sessions? Utilize these opportunities to focus on the learning aspect of an internship.

Final Review/ Feedback & Evaluation

Feedback at the end of the internship is vital as learning is at the center of the intern's experience. This allows the intern to develop professionally and identify areas of improvement in his/her next internship or as s/he embarks into the job field.

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- Feedback should provide positive and constructive information about the quality of the intern's work.
- Tell your intern what s/he did well, and what impressed you most about his/her work.
- Share with him/her areas of improvement, in a constructive way, so that he/she walks away with a positive attitude and areas for improvement.
- Ask your departing intern for comments on his/her experience and use this feedback to grow and move your program forward. Conduct a small "exit interview" to determine what areas your organization has for growth to better benefit future interns.
- Evaluate the program to help promote within your organization. What will you change for the next intern? Continuous evaluation and improvement will ensure a successful internship program.
- Ask for a copy of any reports, papers, projects, or journals the intern completed to keep on file for internal purposes and internships in the future.

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Internship FAQ's

Common questions about interns are often asked. Triad InternNet is committed to helping your company find the answer to those questions.

How do I use Triad InternNet?

Posting your internship on Triad InternNet is hassle free. There is no fee to post opportunities. Your company will also have the opportunity to use Triad InternNet staff to establish a winning internship program.

Do I have to pay my intern?

You are not required to pay interns, but check the US Department of Labor website for federal guidelines regarding payment, worker's comp, and other intern-related HR questions. Your company can also work with Triad InternNet staff to coordinate internships for your company.

What do I use an intern for?

Interns can be a great benefit to your company. Your business will have the opportunity to recruit the workforce of tomorrow. Interns provide you with extra workers to get the job done and in the process your company will gain valuable cost savings.

How does an intern get school credit?

They gather the proper paperwork from their career services office and provide you with appropriate pages to sign and monitor their work.

What types of students use Triad InternNet?

Students from all the Triad-area schools majoring in all types of areas are able to register to search for internships on our website. Students who are residents of the Triad-area, but may attend college outside the region are also able to register and search for internships.

What schools are Triad InternNet connected to?

We are connected to colleges in Alamance, Guilford and Forsyth counties. These are: Elon University, Alamance Community College, Bennett College, NC A&T, Greensboro College, Guilford College, UNCG, Guilford Tech. Comm. College, High Point University, John Wesley College, Winston Salem State, Salem College, Forsyth Tech. Comm. College, Wake Forest University, NC School of the Arts, and Brookstone College.

When do internships take place?

Fall and spring internships tend to be part-time to work around school schedules and summer internships are typically full-time.

How long should an internship last?

A fall or spring internship should last the length of the semester. A summer internship should last the entire summer break. In some cases you may attract a student simply looking for work in a field that may interest them after graduation.

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Legal Issues

Payment and Compensation

Interns do not need to be paid, but the U.S. Fair Labor Standards Act (FLSA), restricts an employer's ability to use unpaid interns or trainees. It does not limit an employer's ability to hire paid interns. Refer to <http://www.dol.gov> for more information on government regulation.

Interns who are participating in leadership programs or qualify as trainees do not need to be paid. Below are the criteria for determining whether or not your intern qualifies:

- Interns cannot displace regular employees.
- Interns are not guaranteed a job at the end of the internship.
- Interns are not entitled to wages during the internship.
- Interns must receive training from your organization, even if other work is briefly hindered.
- Interns must get hands-on experience with equipment and processes used in your industry.
- Training must primarily benefit the intern, not the organization.

Harassment and Conflict

Make your intern aware of organizational policies regarding harassment and conflict resolution. Explain appropriate workplace behavior, and advise the intern as to his/her rights if s/he is harassed while on the job to protect your organization from potential lawsuits. Interns enrolled for course credit are protected by their university should this problem develop. More information about harassment and conflict can be found at the website below.
www.eeoc.gov

International Interns

Interns in the country to study are often granted an F-1 or J-1 visa, giving them permission to study in the United States under protection until their degrees are complete. All work done under these visas must qualify as an educational opportunity in order for the intern to stay within the limits of his/her visa. Please visit the following websites for more information about international intern status and how this can affect your organization.
www.nacweb.org
<http://www.uscis.gov/portal/site/uscis>

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Conclusion

Now that you have assessed your needs and determined where you can place an intern within your organization, be sure to keep the following things in mind:

- Have quality and thorough supervision and mentoring in place for your intern
- Include the intern in the life of your organization, help him or her feel as though s/he belongs
- Be prepared! Have a workspace, computer, phone, and office supplies ready for your intern when s/he arrives.
- Make sure you know the goals the intern is seeking to fulfill, and find ways to help him/her meet these goals throughout the internship.
- Provide feedback for the intern. Be willing to sit down and talk with the intern and allow him/her the opportunity to express him/herself. This also gives you the chance to share areas where you have seen the intern grow and areas that can use improvement.
- Be positive! Encourage your intern, help him/her learn. Remember that your intern is training and doesn't know everything, but wants to learn as much as possible. Staying positive helps he/she move forward with his/her goals.

If you have any questions about finding interns, implementing your internship program, or just want more information, please contact Triad InternNet at mwinslow@greensboro.org, 336-387-8334. We are happy to share our materials with you and to put you in touch with organizations like yours utilizing the benefits of interns.

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Example Internship

synerG Internship

synerG is seeking an undergraduate student interested in community development, event planning and non-profit organizations for an unpaid 10-15 hour/week internship for the spring semester (small semester stipend may be available). Strong writing and communication skills as well as a high level of attention to detail, an aptitude for great customer service and flexibility are required. Community outreach and event planning skills are also desirable. Transportation to/from Downtown Greensboro is a necessity and interested candidates must be able to work occasional night events.

Core responsibilities include managing requests for information, updating the synerG website, creating/managing Facebook groups and events, assisting in the planning and staffing of synerG meetings and events and other duties as assigned.

synerG, under the umbrella of Action Greensboro, is an active volunteer organization of young adults in Greensboro, North Carolina leading initiatives with the mission to attract, engage and connect Young Professionals to Greensboro.

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Example Business Evaluation of Intern

Intern Name	Department/Division
Supervisor Name	Date

1	Unsatisfactory	(Never demonstrates this ability/does not meet expectations)
2	Uncomplimentary	(Seldom demonstrates this ability/occasionally meets expectations)
3	Fair	(Sometimes demonstrates this ability/meets expectations)
4	Commendable	(Usually demonstrates this ability/sometimes exceeds expectations)
5	Exceptional	(Always demonstrates this ability/consistently exceeds expectations)

If any criteria are not applicable to this internship experience, please leave the response blank.

A. Ability to Learn		1	2	3	4	5
1	Asks pertinent and purposeful questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Seeks out and utilizes appropriate resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Accepts responsibility for mistakes and learns from experiences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. Reading/Writing/Computation Skills		1	2	3	4	5
1	Reads/comprehends/follows written materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Communicates ideas and concepts clearly in writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Works with mathematical procedures appropriate to the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. Listening & Oral Communication Skills		1	2	3	4	5
1	Listens to others in an active and attentive manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Effectively participates in meetings or group settings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Demonstrates effective verbal communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. Creative Thinking & Problem Solving Skills		1	2	3	4	5
1	Breaks down complex tasks/problems into manageable pieces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Brainstorms/develops options and ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Demonstrates an analytical capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E. Professional & Career Development Skills		1	2	3	4	5
1	Exhibits self-motivated approach to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Demonstrates ability to set appropriate priorities/goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Exhibits professional behavior and attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

F. Interpersonal & Teamwork Skills		1	2	3	4	5
1	Manages and resolves conflict in an effective manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Supports and contributes to a team atmosphere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Demonstrates assertive but appropriate behavior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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G. Organizational Effectiveness Skills		1	2	3	4	5
1	Seeks to understand and support the organization's mission/goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Fits in with the norms and expectations of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Works within appropriate authority and decision-making channels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

H. Basic Work Habits		1	2	3	4	5
1	Reports to work as scheduled and on-time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Exhibits a positive and constructive attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Dress and appearance are appropriate for this organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I. Character Attributes		1	2	3	4	5
1	Brings a sense of values and integrity to the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Behaves in an ethical manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Respects the diversity (religious/cultural/ethnic) of co-workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

J. Comments:

Overall Performance (if I were to rate the intern at the present time)

Unsatisfactory	Poor	Average	Good	Outstanding
F	D	C	B	A
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

This assessment was reviewed with the intern on:		mm/dd/yyyy	
Evaluator's Signature:		Date:	
Title/Position		Telephone	