



**CAREERS**  
BUILDING COMMUNITIES

# Internship Guide

**EXPAND EXPERIENTIAL LEARNING BEYOND  
THE CLASSROOM**

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This document has been created to outline the process of developing an internship program for employers, students and centers of learning to expand experiential learning beyond the classroom.

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# Employer Resources

## 12 Steps to Setting Up an Internship Program - Intern Program Tips

Creating an internship program can seem daunting: What's your first step? What's your next step? How do you know if your company can handle an internship program? The key to successfully setting up an internship program varies depending on the amount of time, energy and resources you want to allocate to this portion of your talent development platform. Success begins with formulating a plan. As with any project, outlining the concrete steps necessary to reach your goal keeps you focused and increases your chances of success. Internship programs offer tremendous benefits to businesses in terms of increasing productivity and recruiting well-suited team members - especially in small to medium-sized organizations.

To help you reap these benefits, **Careers Building Communities** has created a step-by-step, systematic plan. This 12-step plan will guide you from wishing you had an internship program to enjoying the advantages of sourcing highly motivated team members.



## Research & Discover

### 1. Think Broadly.

- Your first step is to gain a general understanding of the internship arena:
- What exactly is an internship?
- Who is Generation Y (Millennials), and what should you know about hiring them?
- What about Generation Z?
- What are interns looking for in a host organization?
- What are best practices for internship programs?

Research on Generation Y shows that the group is tech-savvy, intrinsically motivated (more so by meaningful work than higher pay), they are team players, and are highly educated. Gen Y is looking for companies with opportunities for training, mentorship, and personal growth with flexibility and team collaboration.

Generation Z is a group that is actively seeking internships. Many are forgoing a traditional college education to go work for a company that provides college-like training. They are looking for companies using innovative technology in the workplace and promote high levels of diversity and inclusion, with robust professional development opportunities.

With the right attitude and appropriate management, welcoming younger generations into your internship program can determine whether your company attracts high potential career seekers.

Beginning with the Employer Resources section within this guide, read and research as much as possible about the internship industry. We'll give you all the information you need on how to create an internship, including recruiting and interviewing prospective interns, running the program, and even writing internship descriptions for your job posting.





## **2. Evaluate your organization.**

Once you've grasped what an intern program entails, your next step is to conduct an internal assessment of your company's needs and resources.

- What is your organization hoping to gain from the internship program?
- What will you need to provide your interns to help them succeed?
- How you will pay interns, or how you can otherwise compensate intern efforts?
- Will your company support multiple interns?
- What defines meaningful work for interns?
- What type of projects that can be assigned?

## **3. Research the legalities.**

Before you design your program, it's wise to understand the legal ramifications of hosting interns in your state: minimum wage requirements, workers' compensation issues, safety and harassment policies, termination guidelines, and how other traditional employee benefits and business responsibilities do or don't apply to interns.

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



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

**For an intern to be unpaid, the following criteria must be met:**

- The intern and employer clearly understand that there is no expectation of compensation.
- A job is not guaranteed at the end of the internship.
- The intern is the “primary beneficiary” of the relationship: The internship accommodates the intern’s academic commitments and provides beneficial learning opportunities.
- The intern’s work does not replace the work of paid employees.

If the intern meets the definition of an employee, he or she is legally entitled to payment. Employers may encounter legal issues if an unpaid intern is given real work assignments that benefit the company. To maximize the usefulness of your internship program, it’s typically better to have a paid program. This also motivates interns to contribute more to the organization and typically attracts high potentials from the various programs of study.



As a host organization, the best way to cover your bases legally is to consult with your company's legal counsel or contact an employment law professional before you begin the hiring process.

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

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

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

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

- Accident/liability insurance: provided by the intern/parent/guardian (some organizations may require the school to provide liability insurance.)
- Automobile accident insurance: provided by the intern/parent/guardian.
- Health/Life insurance: provided by the intern/parent/guardian.
- Worker's compensation: does not apply for interns participating in non-paid internship experiences, but if injured at the internship site, should be covered by the intern/parent/guardian personal insurance. (Paid internships require that students be covered by worker's compensation.)

**4. Understand college credit.**

It's a common misconception that internship programs for college students are always in exchange for college or university credit. While an internship is a learning experience, whether or not educational credit is obtained is strictly between the student and their school.



## Plan & Design

### 5. Gain company support.

For an intern program to succeed, it's necessary to get the entire business on board. From the CEO to the front line, without big-picture buy-in, interns won't feel welcome, and it can often be a constant struggle to allocate resources to the program.

Prepare a presentation explaining how an internship program can help your organization reach its objectives. For instance, your employees may be interested in learning that interns can:

- Create more time for current employees to work on advanced or creative projects.
- Help an organization apply the latest strategies and technology in the field.
- Enhance your company's social strategy and/or social media presence, promoting public relations and community engagement.
- Provide mentorship and leadership opportunities for employees.
- Generate awareness of your organization for future hires and create enthusiasm among other students.
- Introduce fresh perspectives on organizational issues.

### 6. Design the program.

The key component in setting up an internship is to create the structure itself. A comprehensive internship program for college students should include information on learning objectives and goals, daily responsibilities, short- and long-term projects, supervisor assignments, evaluation procedures, policies and expectations, and orientation and off-boarding processes as a basis for launching.





### Consider the following:

- What do you want your intern(s) to accomplish during the program?
- What will orientation entail? What expectations and policies will need to be explained? Provide a handbook or website if possible.
- What will your intern(s) do on a daily basis, and what are some projects you may assign?
- Who will supervise and mentor the intern(s)?
- How will the intern be evaluated?
- Plan to have a midpoint and final evaluation. Discuss how the intern is contributing, strengths and areas needing growth, and any other feedback for the intern. Invite the intern to report on project status and ask questions.
- An exit interview is also among best practices for internship programs. What questions will you ask to gather feedback on the program and the intern's experience?

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

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

At the start of the internship it is recommended that the supervisor and intern create a list of learning goals the intern hopes to complete. The learning

goals serve as the academic and professional roadmap for the intern's semester/time with your organization. This activity helps to clearly identify the intern's learning objectives and how the intern plans to accomplish them. Creating these goals is also an opportune time to discuss workplace requirements, intern responsibilities, and hours expected to complete (to earn credit). It is a best practice for supervisors to take the time to meet with the interns during the first week of the internship to discuss and negotiate learning goals. **(See end of document for sample learning goals).**

In addition to the supervisor, a mentor may assist with transition into this new learning environment. This is done by answering general questions related to personal and professional growth, and potential networking opportunities.

## **7. Put together a compensation plan.**

Develop your intern salary or compensation structure. Research current trends and intern expectations; then designate funds, create a budget, and gain the necessary financial approval.

## **8. Delegate duties.**

Having staff members take ownership of key roles and responsibilities ensures implementation will move forward successfully. Selecting an internship supervisor and/or mentor is essential to ensuring your program runs smoothly. This person will assist in hiring interns, conduct an orientation, collaborate with the intern to develop learning goals, and regularly evaluate the intern's performance and the success of the program. Make sure intern supervisors have the time and resources to effectively manage the participants and the program itself.

## **9. Select a start date for interns.**

Leaving your launch date open-ended almost guarantees procrastination. Instead, setting a date will facilitate proper planning. On average, employers begin recruiting interns about eight months ahead of the internship start date. If that much time isn't realistic for you, try to give yourself at least two months for recruiting and onboarding.







## Take Action

### 10. Post the position.

Connect with your primary sources of talent: colleges, universities, workforce organizations, high schools and career academies.

### 11. Evaluate candidates.

Start by identifying the specific skills, traits, and training you're looking for. Next, create a system for evaluating resumes and submissions to decide which prospective interns you will interview.

### 12. Interview, select, and hire interns.

Conduct interviews. Then, perform background checks and contact the references of your top candidates. When making final decisions, be sure the direct supervisor is involved in selecting a candidate. Finally, refer to your program structure (designed in step six) to begin your onboarding and orientation process.

**Employer takeaway:** Don't let the unknown nature of starting an internship program deter you. Simply follow the 12 steps to starting an internship above, and your business will benefit from the inspired talent—and fresh perspectives—in no time.

# How do student interns benefit from an Internship Program?

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

1. Ensure the assignment of challenging projects and tasks.
2. Provide projects that complement academic programs and/or career interests.
3. Give broad exposure to the organization (remember: this is a chance for them to personally develop and explore career possibilities).
4. Provide adequate, reliable, and regular supervision and mentoring.
5. Ensure interns are keeping pace and accomplishing goals.
6. Provide an orientation that offers an overview of the company.
7. Create a professional network.
8. Industry relevance.
9. Real life experience.
10. Enable the intern to establish a professional network.

## Providing an Intern Orientation to your Organization

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

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

It is also recommended that you assign the intern a buddy or mentor within the organization to answer general questions.

# The Stages of an Internship

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

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

How successfully an intern grows through the stages is affected by many factors, including the number of hours spent at the company; previous internships or field experiences; their personality; the personal issues and levels of support they bring into the experience; the style of supervision and the nature of the work. When the supervisor and intern share common goals and mutual understanding, the overall success increases.

An intern may experience:

## Anticipation

- Beginning of internship
- Anxiety- "What if..." Interaction with many people
- Level of overall understanding may be low
- Understanding of specific goals with identification of skills needed to complete established goals
- Assumptions- need to examine and critique
- Development of good relationships with supervisor, co-workers, etc.

## Disillusionment

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



## Confrontation

- To get past Disillusionment stage intern must identify and examine what is happening
- Failure to acknowledge and discuss problems can diminish learning experience, performance, etc.
- May need to reevaluate goals. May be unrealistic or opportunities have changed
- As issues raised in disillusionment are resolved, task and morale should increase
- Must continue to confront and not get “frozen in the moment”
- Empowerment from becoming aware of barriers and creating solutions can build confidence.

## Competence

- A feeling of accomplishment as one learns and gains proficiency
- Transitions from “apprentice” to professional
- Identifies strengths and builds capacity to assume greater responsibility

## Culmination

- Recognizes growth and experiences personal satisfaction
- Pride in accomplishments, and increased confidence
- Integrates key takeaways into a professional development plan for the future



# Writing an Internship Posting Description

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

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

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

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

## **The essential components of an effective internship description include:**

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

# Common Internship Forms

As the internship progresses, you may consider an Interim Assessment to assess the intern's progress. You may also consider Final Assessments of the student's work and give the student an opportunity to evaluate your organization. Please note: these are tools for your use, not legal evaluation forms.

## Mid Term (Interim) and Final Assessments

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

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

- Report on a project's status
- Learn how their work is contributing to the organization
- Participate in evaluating their strengths
- Discuss areas needing growth and development
- Get insight about what work lies ahead

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

## Conclusion

Thank you for your interest in supervising and mentoring an intern. Your participation provides interns the opportunity for both personal and professional growth. Interns and volunteers have been commended for their diligence, work ethic, and professionalism. We are confident that you will find them a welcomed addition to your staff.



# Interim Assessment

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

Please check appropriate box: ☐ Intern ☐ Employer

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

**1. If you are an intern, what satisfaction rating do you anticipate receiving?**

☐ Very Good ☐ Good ☐ Average ☐ Below Average

**2. If you are an intern, would you recommend this internship to one of your friends?**

☐ Yes ☐ No ☐ Undecided

Suggestions for Improvement:

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**3. If you are an intern, have you had a discussion with your supervisor about your performance?**

☐ Yes ☐ No

**4. If you are an employer, what satisfaction rating do you anticipate the intern to have?**

☐ Very Good ☐ Good ☐ Average ☐ Below Average

**5. If you are an employer, have you had a discussion with your intern about his/her performance?**

☐ Yes ☐ No

**6. If you are an employer, would you recommend this intern for hiring? (This does not obligate you to hire, this is only a general question.)**

☐ Yes ☐ No ☐ Undecided

**Suggestions for Improvement:**

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**Comments:**

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**Signature**\_\_\_\_\_

# Final Assessment of Student Performance

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

Name of Supervisor: \_\_\_\_\_

Please provide your candid evaluation of this student's performance or skill level in each of the following areas. This evaluation is not confidential and we encourage you to share it with the student. The student may also wish to use this evaluation form as a reference for future employment. Feel free to use the back of this sheet, additional pages, or even write a letter of support for the student for the student's use in seeking future employment.

## A. Skill Assessment

On a scale of 1 to 5, please evaluate the intern's performance in each of the following areas. 1=Lacks this skill  
2=Limited/minimal skill level 3= Adequate/average skill level 4=above average skill level 5=Exceptional skill level  
N/A Not Applicable

### 1. Communication Skills

- \_\_\_ A. Demonstrates oral communication skills required for the job
- \_\_\_ B. Writes clearly and concisely
- \_\_\_ C. Is willing to speak up, communicate information, and ask questions
- \_\_\_ D. Listens to feedback and works to improve

### 2. Problem-Solving/Decision-Making Skills

- \_\_\_ A. Analyzes situations and takes appropriate action
- \_\_\_ B. Offers creative solutions to problems
- \_\_\_ C. Collects and analyzes information relevant to completing a task and establishes a course of action within the given timeframe
- \_\_\_ D. Resolves problems in an appropriate timeframe

### 3. Teamwork

- \_\_\_ A. Establishes rapport and credibility among team members
- \_\_\_ B. Shares information and resources with others
- \_\_\_ C. Assists and cooperates with co-workers
- \_\_\_ D. Demonstrates willingness to put forth extra time and effort
- \_\_\_ E. Assumes appropriate leadership role(s)

#### 4. Self-Management

- \_\_\_ A. Produces high-quality, accurate work
- \_\_\_ B. Seeks new strategies when current approach is not effective
- \_\_\_ C. Displays good judgment and establishes priorities
- \_\_\_ D. Uses time efficiently
- \_\_\_ E. Demonstrates ethical behavior
- \_\_\_ F. Arrives on time and maintains agreed hour

#### 5. Initiative

- \_\_\_ A. Seeks opportunities to learn
- \_\_\_ B. Takes initiative to get a job done, even if not specifically told to do so
- \_\_\_ C. Acts decisively on critical issues
- \_\_\_ D. Overcomes obstacles and problems
- \_\_\_ E. Sets and communicates goals; follows-up with results

#### 6. Technical Skills

- \_\_\_ A. Possesses the technical skills required for this position
- \_\_\_ B. Is willing to learn new skills and enhance existing technical skills
- \_\_\_ C. Uses appropriate technology for tasks
- \_\_\_ D. Uses technology to perform effectively

### B. Comments

1. Please discuss whether this student successfully completed the learning objectives you discussed and whether your expectations were met or exceeded.

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2. What would you recommend for this student to do following his/her internship to make him/her better prepared for the workplace (i.e., courses, activities, skills acquisition, programs)? Please be as specific as possible.

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**3. How would you rate the level of involvement you had with the college/school?**

☐ very involved      ☐ somewhat involved      ☐ not at all involved

**4. In terms of preparation for the internship, the student's prior academic coursework was:**

☐ very useful      ☐ of some use      ☐ not very useful

**5. Please indicate areas or topics to be discussed that would make the student more academically prepared for this internship experience.**

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**6. Please assess the job responsibilities you assigned to your intern:**

☐ difficult to achieve      ☐ challenging, but attainable      ☐ not challenging

## C. Overall Evaluation

**Given your expectations for this internship, this student's overall performance (in comparison with all other students performing similar duties) was in:**

☐ top 5%      ☐ top 25%      ☐ top 50%      ☐ lower 50% of all students

**How would you assess the overall value this intern provided for your operation?**

☐ very valuable      ☐ somewhat valuable      ☐ very limited value/no value

**How would you assess the intern's overall performance?**

☐ outstanding      ☐ above average      ☐ satisfactory

☐ below average      ☐ unsatisfactory

# Final Internship Assessment by Student

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

Name of Supervisor: \_\_\_\_\_

Please complete this evaluation upon completion of your internship program. This form is designed to help you reflect upon your internship experiences, and also to provide feedback to your employer. Feel free to use the back of this sheet or additional pages for any additional comments. The employer may use the comments provided as a testimonial for the company and its future internship programs.

## Assess Your Skills

**What areas did you feel your skills improve as a result of this internship experience?**

- \_\_\_ A. Written Communication
- \_\_\_ B. Oral Communication
- \_\_\_ C. Problem Solving/Critical Thinking
- \_\_\_ D. Decision Making
- \_\_\_ E. Interpersonal/Teamwork & Collaboration
- \_\_\_ F. Self-Management
- \_\_\_ G. Initiative
- \_\_\_ H. Leadership
- \_\_\_ I. Word-processing and/or data-entry
- \_\_\_ J. Spreadsheet and/or database
- \_\_\_ K. Internet/E-mail
- \_\_\_ L. General Knowledge of Business
- \_\_\_ M. Specific Job/Industry Knowledge
- \_\_\_ N. Other Office Skills (filing, photocopying, etc.)
- \_\_\_ O. Professionalism/Work Ethic
- \_\_\_ P. Career Management
- \_\_\_ Q. Digital Technology
- \_\_\_ R. Other: \_\_\_\_\_

## Evaluate Your Performance

On a scale of 1 to 5, please evaluate your performance in each of the following areas.

1=Lack this skill   2=Limited/minimal skill level   3= Adequate/average skill level   4=Above average skill level  
5=Exceptional skill level   N/A Not Applicable

### 1. Communication Skills

- \_\_\_ A. Demonstrate oral communication skills required for the job
- \_\_\_ B. Write clearly and concisely
- \_\_\_ C. Willing to speak up, communicate information, and ask questions
- \_\_\_ D. Listen to feedback and works to improve

### 2. Problem-Solving/Decision-Making Skills

- \_\_\_ A. Analyzes situations and take appropriate action
- \_\_\_ B. Offer creative solutions to problems
- \_\_\_ C. Collect and analyze information relevant to completing a task
- \_\_\_ D. Establishes a course of action within the given timeframe
- \_\_\_ E. Resolve problems in an appropriate timeframe

### 3. Teamwork

- \_\_\_ A. Establish rapport and credibility among team members
- \_\_\_ B. Share information and resources with others
- \_\_\_ C. Assist and cooperate with co-workers
- \_\_\_ D. Demonstrate willingness to put forth extra time and effort
- \_\_\_ E. Assume appropriate leadership role(s)

### 4. Self-Management

- \_\_\_ A. Produce high-quality, accurate work
- \_\_\_ B. Seek new strategies when current approach is not effective
- \_\_\_ C. Display good judgment and establishes priorities
- \_\_\_ D. Use time efficiently
- \_\_\_ E. Demonstrate ethical behavior
- \_\_\_ F. Arrive on time and maintains agreed hour

## 5. Initiative

- \_\_\_ A. Seek opportunities to learn
- \_\_\_ B. Take initiative to get a job done, even if not specifically told to do so
- \_\_\_ C. Act decisively on critical issues
- \_\_\_ D. Overcome obstacles and problems
- \_\_\_ E. Set and communicate goals; follows-up with results

## 6. Technical Skills

- \_\_\_ A. Possess the technical skills required for this position
- \_\_\_ B. Willing to learn new skills and enhance existing technical skills
- \_\_\_ C. Use appropriate technology for tasks
- \_\_\_ D. Use technology to perform effectively

### Comments:

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### 1. In terms of preparation for your learning experience, your prior academic coursework was:

- ☐ very useful      ☐ of some use      ☐ not very useful

### 2. In terms of preparation for your learning experience, your prior work experience was:

- ☐ very useful      ☐ of some use      ☐ not very useful

### 3. The job orientation provided to you by your employer was:

- ☐ very thorough      ☐ sufficient      ☐ inadequate

### 4. How did your learning objectives contribute to the educational benefits of your overall learning experience?

- ☐ large contribution      ☐ some contribution      ☐ little or no contribution

### 5. Please assess the job responsibilities your employer assigned to you:

- ☐ difficult to achieve      ☐ challenging, but attainable      ☐ not challenging



**6. How would you assess the overall educational value of your internship experience?**

☐ very valuable      ☐ generally worthwhile      ☐ of some value      ☐ very limited value/no value

**7. How would you assess your overall performance?**

☐ outstanding      ☐ above average      ☐ satisfactory      ☐ below average      ☐ unsatisfactory

What suggestions do you have to improve the quality of this internship (please include any specific recommendations you have that might be useful to your employer supervisor or your faculty coordinator.)

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What has been the effect of this internship on your career goals?

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# Competencies

*NACE Competencies have been provided to add additional recommendations on how to enhance learning outcomes.*

**Critical Thinking/ Problem Solving:** Exercise sound reasoning to analyze issues, make decisions, and overcome problems. The individual is able to obtain, interpret, and use knowledge, facts, and data in this process, and may demonstrate originality and inventiveness.

**Oral/ Written Communications:** Articulate thoughts and ideas clearly and effectively in written and oral forms to persons inside and outside of the organization. The individual has public speaking skills; is able to express ideas to others; and can write/edit memos, letters, and complex technical reports clearly and effectively.

**Teamwork/ Collaboration:** Build collaborative relationships with colleagues and customers representing diverse cultures, races, ages, genders, religions, lifestyles, and viewpoints. The individual is able to work within a team structure, and can negotiate and manage conflict.

**Digital Technology:** Leverage existing digital technologies ethically and efficiently to solve problems, complete tasks, and accomplish goals. The individual demonstrates effective adaptability to new and emerging technologies.

**Leadership:** Leverage the strengths of others to achieve common goals, and use interpersonal skills to coach and develop others. The individual is able to assess and manage his/her emotions and those of others; use empathetic skills to guide and motivate; and organize, prioritize, and delegate work.

**Professionalism/ Work Ethic:** Demonstrate personal accountability and effective work habits, e.g., punctuality, working productively with others, and time workload management, and understand the impact of non-verbal communication on professional work image. The individual demonstrates integrity and ethical behavior, acts responsibly with the interests of the larger community in mind, and is able to learn from his/her mistakes.

**Career Management:** Identify and articulate one's skills, strengths, knowledge, and experiences relevant to the position desired and career goals, and identify areas necessary for professional growth. The individual is able to navigate and explore job options, understands and can take the steps necessary to pursue opportunities, and understands how to self-advocate for opportunities in the workplace.

## Notes

[illegible]

# Thank You!

**Get in touch.**

[CareersBuildingCommunities.com](http://CareersBuildingCommunities.com)