

INTERNSHIP GUIDE

How your business can connect with tomorrow's workforce.

Missouri Intern Connect exists to build a bridge between employers and tomorrow's workforce.

Established by the Missouri Chamber of Commerce and Industry in 2018, this service helps Missouri students gain valuable career experience and simultaneously gives employers better access to the talent they need.

Missouri Intern Connect is a product of the Missouri Chamber's Missouri 2030 strategic initiative. The research behind Missouri 2030 uncovered that workforce was one of the main concerns for our state's employers — many organizations were struggling to find the talented workers they needed. In addition, the state was experiencing a troubling trend: many young workers were choosing to leave Missouri for opportunities elsewhere.

By providing an easy way for students to connect with valuable internship experiences, this service gives young people a way to network with employers. These connections then lead to job opportunities, providing a powerful incentive to stay in Missouri.

Missouri Intern Connect is the catalyst for expanding the creation and use of experiential learning opportunities as a key strategy in retaining Missouri's top talent. Employers, students and education institutions look to MOInternConnect.com as the premier source for information and services to support internship connections in Missouri.

The service provides valuable information and tools to assist Missouri employers with their internship programs. Its free, searchable database links employers with individuals seeking internships. As a complement to our user-friendly website, this employer's guide provides an outline for creating and sustaining a successful internship program.

Our goal is to connect with you not only through this printed resource and website but also through social media, individual assistance and regional initiatives. We invite you to partner with us in the movement to expand the creation and use of these learning opportunities to help retain Missouri's top talent.

We hope you find this guide helpful as you brainstorm, craft and reflect on your internship program. Please contact us if we can be of help at **573-634-3511** or **info@MoInternConnect.com**.

Sincerely,

The Missouri Intern Connect Team



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DEFINING INTERNSHIPS & EXPERIENTIAL LEARNING

What is an internship?

An internship is a form of structured and supervised experiential learning in a student's chosen field. Internships encompass learning objectives, observation, reflection, evaluation and assessment.

As this guide will demonstrate, internships offer students career exploration and skills application while providing employers with creativity, enthusiasm and assistance for project work. It is a winning scenario for students, employers, colleges/universities and the state of Missouri.

Why hire an intern?

How can you meet the needs of your organization while helping prepare a student for the future? One way is to develop a quality internship program. The information in this guidebook can help you with that. Although the student benefits significantly from his/her internship experience, you too will see the advantages of hiring an intern.

What are the different types of internships?

Traditional: Typically coincide with an academic semester: late August to early December for fall, mid-December to mid-January for winter, late January to late April for spring, and mid-to-late May to early or mid-August for summer. The time frame is approximately 12 to 16 weeks (part-time or full-time).

Project-based: Short- or long-term (duration based on project scope and completion).

Virtual: Intern works remotely with periodic checkpoints, eliminating geographic barriers (ideal for organizations that may not have the office space or personnel needed for supervision).

Within these categories, internships may be for academic credit or not. Requirements vary by school and department. Interns should discuss required criteria during the interview process. Criteria typically considered include number of hours, inclusion of meaningful project work and evaluation methodology. In addition, internships may be either paid or unpaid. See Compensation ([page 20](#)) as well as the U.S. Department of Labor laws regarding payment.

What is experiential learning?

Internships that provide experiential learning opportunities will likely offer the following:

- The intern is exposed to a variety of departments, operations, people and business settings within the organization.
- The internship supervisor provides the intern with a list of competencies or professional skills the intern should learn during the course of employment and assigns tasks that help the intern gain those competencies.
- Assigned work is at a difficulty level equal to or slightly higher than the intern's skill and knowledge level.
- Assigned work requires the intern to research answers to questions and apply skills and problem-solving abilities.
- Short-term assignments the intern completes contribute to the organization's long-term results. The intern is given context with assignments to understand how the project fits into long-term plans.
- The intern has the opportunity to work with a team of employees on one or more projects.

Experiential learning provides students with experience within their fields of study or interest. Types vary in purpose, structure and academic relevance:

Experiential Learning	Objective	Duration	Compensation
Internship	Exploration, skill development, career experience, networking	Typically 12-16 weeks to a year	Yes or No*
Externship	Career observation	Typically a day to a week	No
Volunteering/ Service Learning	Reflective thinking, service, citizenship	No specified timeline	No
Cooperative Education (co-op)	Occupational preparation	Multi-semester	Yes
Apprenticeship	Skill development for a particular vocation	Typically at least one year	Yes or No

**Consult Department of Labor laws to ensure your company meets criteria*




BEGINNING AN INTERNSHIP PROGRAM

Internships are mutually beneficial to employers, students and schools. Aligning and engaging industry, education and the emerging workforce in work-and-learn models is a key strategy for Missouri's economic development. As schools and employers collaborate to educate and increase talent retention, students contribute their talents to the workforce and the state at large.

From increasing your organization's productivity to providing real-world context for an intern's academic work, the benefits are significant. When it comes to experiential learning, everyone wins.

Employer benefits:

- ✓ Access a pool of high-achieving students
 - ✓ Gain short-term talent
 - ✓ Provide a student with a rich learning experience
 - ✓ Complete project work that may be on the back burner
 - ✓ Boost productivity and motivation of current employees
 - ✓ Get fresh, innovative perspectives
 - ✓ Influence school curriculum
 - ✓ Encourage students to stay in their community
 - ✓ Increase diversity within your organization
 - ✓ Offer management experience to employees working as intern supervisors
 - ✓ Remain competitive within your industry
 - ✓ Market your organization
 - ✓ Provide low-cost training and development for potential full-time employees
- 

Student benefits:

- ✓ Application of academic coursework to the professional world
- ✓ Exploration and verification of career interests
- ✓ Ability to build résumé/portfolio
- ✓ Fulfillment of degree requirements
- ✓ Observation of different organizational departments
- ✓ Discovery of talents
- ✓ Discovery of ideal job aspects
- ✓ Development of responsibility and transferable skills
- ✓ Experience living in a new area
- ✓ Growth of professional network
- ✓ Opportunity for possible full-time employment at internship site
- ✓ Easier transition from being a student to entering the workforce
- ✓ Increased opportunities within a company for faster advancement and growth
- ✓ Opportunities to fund college education
- ✓ Hands-on opportunities to work with equipment and technology that may not be available on campus

School benefits:

- ✓ Collaborative work environment between school and community
- ✓ Increased student retention through illustration of practical coursework application
- ✓ Enhanced school curriculum through career relevance assessment
- ✓ Stronger public relations through internship success

Experiences That Typically Do Not Qualify as Internships

- × Commission-based positions
- × Positions located in home-based businesses
- × Positions in which the student displaces a regular employee
- × “Independent contractor” relationships that require the intern to set up his/her own business for the purpose of selling products/services and/or recruiting other individuals to set up their own businesses
- × Positions that require door-to-door canvassing, cold-calling or petition-gathering
- × Businesses owned by intern’s family or positions supervised by a family member
- × Telemarketing positions
- × Positions in which the student is required to pay the employer for any part of the experience (fees for training, etc.)



STEP 1

DETERMINE YOUR ORGANIZATION'S NEEDS

An internship program is a planned, formal method of integrating a student's academic studies with work experience. Developing an internship program will provide your organization with a greater return on investment and your intern with a richer learning experience.

A meaningful internship program is a commitment between an organization looking to meet its needs and a student working to gain real-world experience.

All internships should include:

- an application
- recruitment
- screening
- interview process
- structured orientation
- assigned supervisor and mentor
- evaluation and assessment

When evaluating your organization's need for an internship program, consider the following questions:

- Do you have projects that continue to be placed on the back burner month after month?
- Do you need more time to complete important projects?
- Are you lacking fresh ideas and creativity?
- Could you benefit from more marketing?
- Would you like more diversity in your organization?
- Do your employees need more management experience?

To determine whether an internship program is practical for your organization, consider the following questions:

- What will be the duration of the internship?
- What is the best time of year to host an intern?
- How many interns will you host?
- Do you have the appropriate staff to support an intern?
- Is there enough meaningful project work to assign?
- Will you potentially transition an intern into a full-time employee?
- Will you compensate your intern ([learn more on page 20](#))?
- How will you recruit an intern?

(See Appendix A)

PLAN YOUR TIME FRAME

Most internships coincide with an academic semester or take place over the summer. It is recommended that internships be posted far enough in advance to gather qualified applicants but also with consideration to a typical academic year.

SUMMER INTERNSHIPS

- Most students can commit up to 40 hours per week.
- Summer internships traditionally span mid-to-late May through early-to-mid August.
- Summer internships should be posted four to six months before the start date.
- Highly competitive programs recruit positions the fall prior.
- Students often apply in February or March.

WINTER INTERNSHIPS

- Most students can commit up to 40 hours per week.
- Winter internships traditionally span early-to-mid December through mid-to-late January.
- Winter internships should be posted at the beginning of the fall semester.
- There is generally a lower pool of applicants because of school breaks and holidays.

FALL INTERNSHIPS

- Most interns can commit 15 to 30 hours per week.
- Fall internships traditionally span late August through early December.
- Fall internships should be posted during the spring semester.
- Many organizations make selections in late spring or early summer.

SPRING INTERNSHIPS

- Most interns can commit 15 to 30 hours per week.
- Spring internships traditionally span late January through late April.
- Spring internships should be posted by early October.

As a general rule of thumb, employers should begin recruiting for an internship four-to-six months in advance of its start date to allow for a large candidate pool. Ideally, employers should select all interns at least one month before an internship's start date, allowing time for interns to receive and review any pre-internship materials.

	Pros	Cons
Fall	Less competition from other organizations	Fewer full-time candidates
Winter	Great for short-term projects; additional help during holiday season	Brief time period; indiscernible time frame; smaller candidate pool
Spring	Organizations typically have more available work	Fewer full-time candidates
Summer	Great for long projects; discernible time frame; large candidate pool; smooth transition to hire a graduating student full time	Requires most planning; competition with other organizations

IDENTIFY MEANINGFUL PROJECT WORK

Identifying the intern's responsibilities is the first step in developing your internship program. The "Responsibilities" section of your job description is a great starting point for identifying meaningful project work.

Given this information, applicants will have a clearer understanding of the internship and the field it will allow them to explore. In turn, employers are more likely to connect with students who are ready and able to complete project work.

While tasks such as filing, answering a telephone and assembling mailings are routine with any job, these should not be the intern's primary responsibilities. Keep in mind that the student is participating in an internship to gain experience in his/her field. However, these secondary tasks need not be excluded — it is important to provide an intern with genuine work experience.

Compiling a list of your organization's needs will help develop the intern's responsibilities and project work as well as determine the number of interns needed and the amount of work to be completed.

(See Appendix B)

Following are a few examples of primary and related secondary internship responsibilities:

Primary Internship Responsibilities

- Preparing budgets and financial reports
- Developing audiovisual presentations
- Performing laboratory tests
- Creating promotional materials for an event
- Creating a blog for an organization

Secondary Internship Responsibilities

- Filing financial reports
- Scheduling presentation locations and dates
- Preparing/cleaning lab area
- Conducting follow-up phone calls to confirm RSVPs
- Monitoring and responding to blog entry comments

MENTORS AND SUPERVISORS

Identifying an intern supervisor

Identify a supervisor for your intern(s) who will familiarize him/her with your organization, provide assignments and serve as the go-to person for questions. It is recommended that the supervisor be connected with the type of work the intern will perform so that he or she can provide appropriate guidance.

If project work assignments and their priority level are addressed at the internship onset and appropriate training is completed, the intern supervisor's role will become less hands-on for the remainder of the internship. Intern supervisors should check in with the student's progress regularly and be available to provide assistance as needed. However, it is important to allow the intern to feel ownership in project work and be allowed to incorporate his/her own style and creativity. By doing so, the intern supervisor takes on more of a coaching role, providing guidance, assistance and training as needed. Work styles differ among supervisors and interns, so it is important to find a good balance to maximize productivity.



As a general guide, an intern supervisor's responsibilities will include:

- Taking part in the application, screening and interview process
- Conducting the intern's orientation
- Developing the intern's work plan
- Meeting periodically with the intern to evaluate performance and determine whether needs/goals are being met
- Having a flexible schedule of availability
- Providing feedback and constructive criticism
- Encouraging the intern to ask questions
- Assigning challenging tasks to the intern

Identifying an intern mentor

While the intern supervisor works with the intern on assigned projects, the intern mentor helps the intern “learn the ropes” of the organization and the industry at large.

An intern mentor is less of a project work adviser and more of a professional and personal coach. A mentor and intern should meet regularly to discuss the intern's thoughts and questions about the organization, current and upcoming work, goals and likes, and how career plans may have changed. A mentor also will serve as a go-to person when an intern's supervisor is unavailable. The mentorship experience is mutually beneficial for mentors and interns.

Mentor Benefits

Greater understanding of organization's vision, mission, goals, culture, programs and policies

Increased confidence

Enhanced interpersonal skills

Increased morale through professional and personal satisfaction of providing help

Increased management skills

Potential new skills and knowledge learned from intern

Intern Benefits

Greater understanding of organization's vision, mission, goals, culture, programs and policies

Increased confidence

Enhanced interpersonal skills

Comfort in knowing there is a go-to person when intern supervisor is unavailable

Help identifying career interests and goals

Growth of professional network/networking skills

Main Responsibilities

Supervisor Roles

Conduct intern orientation, assign projects/tasks, answer task-related questions, evaluate intern

Main Characteristics

Leadership, time management skills, desire to manage staff

Required Time

Daily or weekly in-person meetings/electronic communication

Number of Interns

Anywhere from one to all involved in internship program

Mentor Roles

Answer industry/organizational questions, provide career coaching and personal growth counseling

Leadership, interpersonal skills, organizational/career knowledge

Weekly or bimonthly in-person meetings/electronic communication

One or two



STEP 2

CREATE AN INTERNSHIP DESCRIPTION

Following are key components of an effective internship position description:

Organization Overview

Provide the applicant with a brief overview of your organization along with links to your company website, blog, social media accounts, etc. Remember, internship postings are a form of advertising; students are searching for the right fit.

Internship Title

Be specific: “Social Media Marketing Intern,” “Accounting Intern,” etc. A detailed title will help the student determine whether he or she wants to explore your opportunity further.

Minimum GPA

Based upon a 4.0 scale, determine the minimum GPA you will accept from applicants. Consider indicating a slightly lower GPA than may be ideal to increase the number of potential candidates (e.g., a student with a 2.9 GPA who has an ideal background for your opportunity may not apply if you ask for students with a 3.0 GPA or better).

Degree Track

Are you looking for a student currently working toward his/her associate, bachelor’s or master’s degree? What area of study would best complement your line of work?

Time Frame

When would you like the internship to begin and end? Typical internship time frames follow the same schedule as academic semesters; see Plan Your Time Frame (page 9) for more information.

Weekly Internship Hours

Will your internship be part-time or full-time? How many hours would you like your intern to work per week? While many students set aside their summer for a full-time internship, students can typically spend 15 to 30 hours per week in an internship during fall and spring semesters. In addition, depending on the student's academic program, he or she may have a minimum number of internship hours that must be completed for academic credit. It is recommended that you state preferred internship hours in your position description (indicating any flexibility) but ask applicants about their availability during the interview process.

Required and Preferred Skills

Students performing internships learn in a hands-on environment. While much will be taught during the internship, students must possess some skills before they are hired. Should the student be familiar with PowerPoint, excel at public speaking or exhibit creativity? Indicate which skills are required before the internship and which will be learned on the job.

Responsibilities

This should be the most detailed portion of your position description. The intern's responsibilities are the projects the student will be expected to complete during the internship. You should list these from most to least important. While administrative duties may be included in this section, it is important to identify project work that is both helpful to you as an employer and educational for the intern, allowing for a meaningful, hands-on experience during the internship. This will be a preliminary list of responsibilities, as they may be modified depending on the skills and interests of the student you hire.

Other Details

Is this a paid position? Is travel involved? Is a personal vehicle required? When is the application deadline? When do you plan to conduct interviews? Will you work with the student for academic credit? Should the student submit a writing sample or portfolio? Specific details (such as pay rate) can be discussed and negotiated during the interview and internship offer, but providing information upfront allows the applicant to learn as much as possible about the opportunity before applying.

(See Appendix C)



STEP 3

RECRUIT AND HIRE AN INTERN

MARKETING THE INTERNSHIP

Many Missouri colleges and universities offer opportunities for intern recruiting on campus. Employers may participate in career/internship fairs, conduct presentations, perform on-campus interviews and/or get involved with various career services-sponsored events. Target two or three nearby schools with academic programs that match your ideal intern criteria. Building relationships with colleges and universities will increase the exposure of your organization and its opportunities and may also create a positive reputation for your internship program.

Career/Internship Fairs

Career/internship fairs and on-campus interviews are an effective recruiting method. At these events, employers can market their organizations and opportunities to students, collect résumés and applications from interested students, and prescreen potential candidates. Virtual career fairs are also becoming a popular way to reach potential interns.

Most traditional, in-person career/internship fairs require that organizations purchase booth space to advertise available positions and distribute marketing materials. Many offer free or discounted rates to nonprofit organizations. Moreover, most colleges and universities allow employers to conduct interviews on campus to follow up with their top applicants from the event. To find upcoming career fairs at Missouri universities, visit mointernconnect.com/events.

The following are some tips on how to sell your organization to interns at career/internship fairs:

- Attend career/internship fairs directly applicable to your organization's industry.
- Distribute a brief overview of your organization that lists interns' duties, responsibilities and required qualifications.
- Showcase the work previous interns created.
- Inform college career services offices beforehand that you plan to recruit interns so that this information can be included on any literature distributed before the event.
- Offer promotional giveaways that bear your company's name and logo.
- Dedicate a section of your company website to internship opportunities (provide detailed descriptions) and direct students there. Post the opportunities to mointernconnect.com.
- Outfit your booth/table in a way that accentuates your organization's brand or identity.
- Display a sign at your booth/table that indicates you are looking for interns.

Employer Presentations

Presenting on campus is a convenient way to tell students about your organization and its openings, and it gives you the chance to market your company to a large audience. Recruiters can meet interested students and answer potential applicants' questions. In addition, on-campus presentations can boost interest in your organization before career/internship fairs.

To conduct campus presentations, contact career services offices directly.

On-Campus Interviewing

Career services offices can provide employers with a convenient, comfortable setting for conducting on-campus interviews. Employers can schedule multiple interviews with candidates on the same day while on a college or university campus.

You may set up an interview day, allowing students to register in advance. Another strategy is to communicate applicant qualifications to a school's career services staff and request that you receive résumés before a campus visit. You can also post internship opportunities on a school's job board. Once you narrow your pool to those with proper qualifications, the career services office can schedule interview slots. Some colleges may also be able to use technology to allow you to conduct interviews remotely.

To set up on-campus interviewing dates, contact career services offices directly.

Social Media

Social media accounts are another tool to spread information about your organization while reaching a broad spectrum of people. Not only is social media another platform to reach your company's audience but it also works to legitimize your organization in the eyes of a potential intern. In addition, you can use social media to research internship candidates. Social media can be a free way to screen potential hires and network with top talent.

EVALUATING CANDIDATES

Criteria to consider when evaluating a candidate's résumé and cover letter include:

Level of education

If you intend to transition interns into full-time employees, look for students in their last year of classes.

GPA

As mentioned in [Create an Internship Description \(page 14\)](#), GPA is not the sole indicator of a student's learning ability. Consider candidates with a wide range of GPAs. Candidates with a lower GPA could be ideal interns and have soft skills the 4.0 student may not have.

Major/minor, coursework and technical skills

Look for relevancy to the internship.

Work experience

Because students may not have had the opportunity to work in their chosen field, it is recommended that you look at these experiences with an eye toward transferable skills, dedication, work ethic, maturity and time management. Long-term school projects, volunteer work and extracurricular activities provide insight into a candidate's skills where they lack previous job or internship experience. Do not discount an enthusiastic candidate because of a lack of traditional professional experience.

Volunteer experience and extracurricular activities

These experiences help develop soft skills such as project management, leadership and teamwork and may help you get a feel for your candidate before an interview.

Cover letter content

Cover letters allow applicants to elaborate on their experiences and skills that match those you are seeking in your internship description. Cover letters should include how the candidate found out about your opportunity, why he or she is interested and why the student is a good fit for the position and organization.

CRITERIA TO CONSIDER WHEN INTERVIEWING A CANDIDATE

When interviewing a candidate, it is important to investigate the skills necessary for the position. Asking the candidate behavioral-based questions that require him/her to describe experiences with particular skills will help you determine whether he/she truly has the experience you require.

Following are some sample questions:

- Describe your most outstanding leadership experience.
- What would you consider your strengths/weaknesses?
- How do you typically manage your time to best accomplish necessary tasks?
- Tell me about a goal you set and the steps you have taken toward achieving it.
- Describe a time during which you were suffering from a lack of motivation. How did you get through it?
- Provide an example of a time when you were a member of a team. What role did you play? What challenges did you encounter, and how did you handle them?
- What previous experiences do you feel have best prepared you for this internship?
- What specific skills can you bring to the position that others cannot?

During the interview, discuss any academic requirements for course credit (minimum total hours, hours per week, site visits, paperwork, etc.). Make sure your candidate's availability matches the position requirements. This is also an appropriate time to discuss pay and to answer any questions the student may have about the internship. Candidates who prepare questions are likely those most interested in your opportunities.

References

Personal, professional and academic references can provide great insight into a candidate's personality and work ethic. If candidates for your position do not provide a list of references with their résumé and cover letter, you may ask them for one. When contacting these references, stress the skills and attitude needed for your position and ask them to assess how they think the candidate would fare in that environment.

MAKING AN OFFER

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

When you make an offer, it is important to establish firm start and end dates for your intern, as there is no guarantee of full-time employment. Put these dates on the intern's calendar and in his or her contract to ensure no confusion about the duration of the internship.

Upon acceptance of the offer, indicate in all places the internship is posted (e.g., college/university websites and MOInternConnect.com) that it is filled to prevent further applications.

HOW MISSOURI INTERN CONNECT CAN HELP

Missouri Intern Connect is the catalyst for expanding the creation and use of experiential learning opportunities as a key strategy in retaining Missouri's top talent. Building partnerships with the state's industries, businesses and organizations is one of the ways we foster meaningful connections between Missouri's interns and employers. Missouri Intern Connect's staff work closely with career development professionals at our state's colleges and universities to show students the opportunities that are right here in Missouri.

Missouri Intern Connect's online resource, MOInternConnect.com, provides valuable information and tools to assist Missouri employers with their internship programs. Its free, searchable database links employers with individuals seeking internships. The regional search tool allows you to look for interns near your business, while industry and keyword searches let you expand your applicant pool across the entire state. Interns can also search specifically for employers in their region.

Register for your free account, post your internships and begin connecting with potential candidates. Ultimately, it is about engaging young residents, Missouri's future workforce. For more information on our website and how to use it, see Utilizing Missouri Intern Connect ([page 30](#)).



STEP 4

HUMAN RESOURCES

COMPENSATION

Internships are becoming more crucial for a student's job market competitiveness after graduation. While many internships are paid (either by an hourly wage or a stipend), some are unpaid and offer priceless experiences within a student's field.

Whether an internship lasts a few weeks or longer, there should be a set end date. Clearly communicating the time frame of an internship reduces ambiguity and allows for a more efficient use of the intern's time and yours. It is also important to track and record your intern's hours worked.

Both paid and unpaid internship programs are subject to applicable federal and state labor regulations. It is important for the employer to be aware of these regulations to ensure compliance.

In early 2018, the Department of Labor (DOL) released new guidelines for determining whether an individual classifies as an unpaid intern. The new model is called the "primary beneficiary test," which takes a more straightforward approach by asking, "Who benefits from the relationship most, the employer or the intern?"

The test is based on seven factors:

1. Any promise of compensation, express or implied, suggests the intern is an employee — and vice versa.
2. The internship provides training similar to what would be given in an educational environment.
3. The extent to which the internship is tied to coursework or academic credit.
4. The extent to which the internship accommodates academic commitments according to the academic calendar.
5. The internship's length provides the intern with beneficial learning.
6. The intern's work complements, not displaces, the work of paid employees while still educating the intern.
7. The intern and employer understand that the intern is not entitled to an offer for a paid job at the end of the internship.

The DOL states that these factors are flexible, so the final decision on whether the intern is an employee depends on the specific case.

If the intern is deemed an employee, he/she is eligible for minimum wage and overtime pay under the [Fair Labor Standards Act \(FLSA\)](#).

For more information:

Missouri Department of Labor
573-751-4303
labor.mo.gov

United States Department of Labor
866-4-USA-DOL
dol.gov

Employers are encouraged to pay interns. Many students replace part-time work with an internship to gain experience but continue to pay tuition and housing. While there is no set hourly pay wage for interns, employers are encouraged to review their budget and intern responsibilities to determine an appropriate wage. High-functioning and technical internships are often competitive and pay quite well. Paid internships also indicate that the employer is investing in the intern, creating a form of prestige that is desirable to other students.

Many nonprofit organizations create effective unpaid internship programs, offering credit-bearing experiences and noncredit training. To gather a pool of qualified applicants, employers offering nonpaid internships should provide detailed position descriptions to help students weigh internship experience against a need or desire to make an hourly wage.

Organizations that qualify for nonpaid internships may want to compensate their students in other ways such as:

- Providing free or reduced housing, parking and meals
- Reimbursing the student for mileage when he/she travels
- Inviting the intern to networking opportunities to help develop his/her professional network and secure future internship and/or job leads
- Collaborating with the college/university for academic credit
- Working with the student to establish a schedule that allows him/her to work a part-time job while interning with the organization

INTERNATIONAL STUDENTS

International students can bring new perspectives to your organization as interns. Several types of visas are granted to international students, and most of them allow the students to work off campus. Getting permission for international students to work in the U.S. is not as difficult as many employers think. Most international students are in the U.S. on nonimmigrant student visas (F-1 and J-1), and these students are eligible to accept employment under certain conditions.

The F-1 Visa (academic student) allows a student to enter the United States as a full-time student at an accredited college, university, seminary, conservatory, academic high school, elementary school or other academic institution or in a language training program. He/she must be enrolled in a program or course of study that culminates in a degree, diploma or certificate, and the school must be authorized by the U.S. government to accept international students. After the first academic year, F-1 students may engage in three types of off-campus employment:

- Curricular Practical Training (CPT)
- Optional Practical Training (OPT)
- Science, Technology, Engineering and Mathematics (STEM) OPT Extension

Applying for OPT is solely the responsibility of the student and therefore requires no action on the part of the hiring organization. OPT can be granted to the student with or without an offer of employment. For additional information, go to www.uscis.gov/opt.

The J-1 classification (exchange visitors) is authorized for those who intend to participate in an approved program for the purpose of teaching, instructing or lecturing, studying, observing, conducting research, consulting, demonstrating special skills, receiving training, or receiving graduate medical education or training.

Minimal Paperwork for the Employer

Fortunately, there is little paperwork for an employer who hires F-1 or J-1 students. All paperwork is handled by the students, the school, and U.S. Citizenship and Immigration Services (for OPT).

Employment Authorization Document (EAD)

U.S. employers must check to make sure all employees, regardless of citizenship or national origin, are allowed to work in the United States. Having an employment authorization document (EAD) is one way to prove that students are allowed to work in the United States for a specific time period.

What About Taxes?

Refer to IRS Publication 519, “U.S. Tax Guide for Aliens” (<https://www.irs.gov/pub/irs-pdf/p519.pdf>), for the latest tax information for paying international interns.

Contact the University/College International Relations Office

The office of international programs at the student’s campus will be able to advise the student regarding his/her work authorization status and particular type of student visa needed. Employers are encouraged to contact the student international office for assistance.

HARASSMENT

Workplace harassment is a form of unlawful discrimination (sexual, racial, national origin, religious, age, and disability harassment). Supervisor training is a business necessity. Its cost is typically less than the cost of defending a single charge. Employers must not focus solely on sexual harassment but emphasize all unlawful harassment and encourage respectful behavior in all aspects of employment.

Failure to educate supervisors and failure to make interns aware of the employer’s policies, procedures and compliance commitment may hurt the employer’s bottom line through litigation costs, low morale and turnover, and workplace distraction and disruption.

INSURANCE AND COVERAGES

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

Accident/liability insurance: Covered by the intern/parent/guardian's personal plan. Some organizations may require the school to provide liability insurance. Verify that the intern is covered.

Automobile accident insurance: Covered by the intern/parent/guardian's personal plan for travel necessary for the internship. Verify with your intern that he or she is covered. Consult with your commercial insurance broker to make certain that a nonowned auto insurance coverage is in place.

Health/life insurance: Provided by the intern/parent/guardian. Please note that if the internship is less than six months and the start and stop dates are at the same times each year, the Affordable Care Act does not require you to provide health insurance for the intern. If the time frame is any longer, consult with an attorney or health insurance broker.

Medical treatment waiver: Parents/guardians sign a waiver for the intern's medical treatment in case the intern is injured during the internship.

Workers' compensation: Does not apply for interns participating in nonpaid internship experiences, but if an intern is injured at the internship site, coverage should be provided by the intern/parent/guardian's personal insurance. Paid internships require that students be covered by workers' compensation.

Unemployment compensation: It would be unlikely for interns to qualify for unemployment compensation at the end of the internship, but may be possible in certain situations. Consult with an attorney.

The employer should identify the specific terms and conditions of employment (e.g., dates of employment as an intern, including the date the internship will end; compensation; organizational and/or reporting relationships; principal duties, tasks or responsibilities; working conditions; confidentiality; and any other expectations of the employer). The employer should discuss these with prospective interns so that there is no misunderstanding regarding the relationship. Also, it is good sense to document such a discussion.

The above information is general in nature, does not constitute legal advice and should not be relied upon as such. These matters need to be evaluated by your human resources professionals, your insurance carriers and your legal counsel in light of your circumstances and coverages.

TRANSPORTATION AND HOUSING

Employers should identify the need for personal transportation in the internship position description. Interns are responsible for transportation to and from the internship experience.

Interns are responsible for their own housing. Many students intern in areas where they may live at home or with a friend or relative. Others find temporary apartments. If your organization can provide housing for your interns, this can be an excellent benefit (and form of compensation), allowing students without potential housing in the area to consider applying for a position with your organization. Some colleges and universities also allow residence hall housing during a student's internship at a reduced cost.

STEP 5

MANAGE YOUR INTERN

An intern's mentor and supervisor are established before an intern's arrival, and they are responsible for guiding the intern throughout the internship process; see Mentors and Supervisors ([page 11](#)). Depending on the structure of your organization, someone in the HR department may be responsible for handling onboarding. However, if that is not the case, these tasks are delegated to the mentor and supervisor.

PREPARE FOR THE INTERN

- Set up his/her workspace.
- Ensure the intern has access to the technology needed for the internship.
- Establish an orientation schedule.
- Send the intern's bio and information to relevant staff members.

ONBOARDING AND ORIENTATION

Use the first week of your internship program to set the pace for your intern and integrate him/her as a part of your team.

The First Day

Complete the internship agreement with your intern and review any questions he/she has ([see Appendix D](#)).

- Review your work plan with the intern ([see Appendix B](#)).
- Tailor the intern's responsibilities to match his/her skill set and goals.
- Set performance expectations and criteria for evaluations.
- Have your intern determine his/her goals and how he/she plans to complete them.
- Ask your intern how he/she will know when the goals are met.
- Address industry language the intern may not be familiar with.
- Provide an organizational chart of other employees.
- Let the intern know whom he/she can go to with questions and encourage him/her to do so.
- Review relevant charts, newsletters and goals to give the intern a clear picture of what your organization stands for.
- Review the calendar:
 - Go over details of the master calendar during the first week.
 - Ask your intern whether he/she has lingering questions regarding the organization or its calendar.
 - Resolve any scheduling conflicts that may arise.

Onboarding Checklist

OFFICE TOUR ITEMS

- Location of restrooms, break room, mail room, supply room and special purpose rooms
- Mail and telephone system operation
- Parking locations
- Suggested food locations

WORK INFORMATION

- Confirmation of intern's work schedule
- Meeting with intern mentor
- Meetings with individuals at the organization with whom the intern will interact frequently
- Pre-internship meeting
- Any necessary training

HUMAN RESOURCES ITEMS

- Introduction to staff
- Written policies and procedures
- Protocols for dress, appropriate behavior, correspondence and workspace maintenance
- Security and confidentiality policies
- Safety regulations
- HR paperwork and internship agreement
- Paperwork for academic credit (if needed)

ORGANIZATION INFORMATION

- History, mission, values and objectives
- Office hierarchy illustrated through organizational chart
- Brief overview of each department
- Specific objectives of intern's department and how he or she may contribute
- Specific industry jargon
- Company reading materials such as newsletters, annual reports, memos and blogs

WORKING IN A MULTIGENERATIONAL OFFICE

The workplace often spans multiple generations, and interns are no longer exclusively college students. The veterans (before 1946), the baby boomers (1946-1964), Generation X (1965-1976), Generation Y/millennials (1977-1995) and Generation Z (1996-2015) come to work with different expectations, assumptions, priorities and approaches to work and communication.

If you ignore these differences, they can grow into a source of misunderstanding and conflict. However, if you appropriately manage them, they create opportunities for collaboration among the different generations of workers, giving your organization a competitive edge. Mentorship also encourages interaction and collaboration between different generations.

Tips for managing multiple generations successfully:

- Accommodate different learning styles rather than stereotyping by age.
- Embrace flexibility in how an employee works best and focus on achieving the best results rather than streamlining a process that may not work for all.
- Foster collaboration and teamwork between different generations.
- Recognize the different value sets of each generation.
- Establish methods of evaluation or a recognition program to let all employees know when they are on the right track and motivate them to improve.
- Ask for intern and employee feedback and show a willingness to evaluate this feedback.
- Set clear ground rules for the level of formality in the office.
- Communicate through various mediums, including emails, instant messaging systems and phone calls.

Interns are college students who bring unique qualities to the table. They are typically:

- Tech-savvy
- Looking for a challenge
- Motivated by feedback and recognition for their work
- Motivated by work-life balance
- Team-oriented
- Attracted to socially conscious organizations

Considering these attributes, successfully managing this generation involves:

- Setting clear goals
- Making sure to share unwritten rules
- Ensuring challenging and meaningful assignments
- Including them in regular meetings and team activities
- Providing regular feedback
- Recognizing a job well done
- Providing time for mentoring
- Respecting their time outside of work

No one-size-fits-all solution for managing a multigenerational workforce exists. However, these insights should guide you through this ever-evolving and dynamic landscape, especially as you interact firsthand with your intern.

TERMINATION

In most cases, interns are treated as employees, and therefore the same laws apply. It is advised that you consult with your human resources department and/or seek legal counsel for further information and specific Department of Labor requirements.

OFFBOARDING

To enhance your internship program, it is important to assess your intern and program to:

- Determine whether the intern benefited from the experience (see Appendix E and Appendix F)
- Determine whether your organization benefited from the intern's work (see Appendix G)

Assessing your internship program will identify areas of improvement to enhance the learning experience for interns and increase the return on investment for your organization — creating a positive reputation for your program.

Creating an evaluation for the supervisor, mentor and intern to complete is a cost-effective method of collecting data about your internship program. When creating such evaluations and interpreting results, it is important to keep in mind the intern's goals and the organization's initial needs.

Coming to a Close

- Make sure your intern finishes projects or delegate the projects to another team member.
- Host a going-away celebration or go to lunch to thank him/her for the work.
- Offer a full-time position (if applicable).
- Discuss serving as a reference in future job searches.

EVALUATE

The intern supervisor is responsible for intern evaluation. Interns will expect and be grateful for clear direction and periodic work evaluation. Aside from daily or weekly check-ins, it is recommended that the supervisor conduct a mid-internship and final internship evaluation with the intern.

At the mid-internship evaluation, the student should communicate his/her internship experience, identifying areas in which he or she would like more exposure or increased responsibility. The supervisor should provide feedback on the intern's performance thus far, commend work well done and address areas needing improvement. In addition, the intern and intern supervisor should examine whether the intern's goals are being met.

The final internship evaluation should be more formal, providing the intern with a document to submit to his/her academic institution or for his/her portfolio.

Post-Internship Communication

It is important to maintain contact with former interns to promote your organization as well as for future hiring purposes, if applicable.

STEP 6

UTILIZING MISSOURI INTERN CONNECT

MOInternConnect.com is a free internship-matching program linking:

- Individuals seeking internships
- Missouri employers
- Missouri colleges and universities

We provide high-touch and high-tech services to anyone seeking or promoting an internship, including employer assistance, keyword/industry/regional searches and a dynamic employer workspace.

STARTING YOUR ACCOUNT

MOInternConnect.com is a simple and effective tool for employers to recruit Missouri's best talent.

How to register for your FREE Missouri Intern Connect employer account:

1. Visit www.mointernconnect.com.
2. Click on "Login/Register" in the upper right-hand corner of your screen.
3. Select "Employer/Educator" as the account type.
4. Slowly type the name of your organization in the text box, and a list will populate below.
 - a. If you see your organization in the drop-down list, that means there is an existing account.
 - i. Click on your organization's name. Some of the registration fields will disappear because Missouri Intern Connect already has your organization's information on the site.
 - ii. After you submit your registration, a registered user from your organization will be notified of your request and will review your information to confirm your account.
 - b. If you do not see your organization in the drop-down list, simply complete the registration form.
 - i. Select "Employer" as the organization type.
 - ii. Your registration will be sent to Missouri Intern Connect to review and approve.

Until your registration has been approved by either Missouri Intern Connect or a registered user from your organization, you will not be able to post internships and search for interns. If you haven't received access to the site in 48 hours, contact Missouri Intern Connect at info@MOInternConnect.com.

Important tips for filling out the registration form:



- You must fill in all fields.
- When filling in your organization's URL, include the protocol ("http://"). This can be done by copying and pasting the URL from your site.

How to post an internship:

1. Click on “Login/Register” and log in with your username and password.
2. Click “Add internship +.”
To upload multiple internships at one time, download the template (folder with a plus sign) and follow the instructions in the spreadsheet.
3. Complete all fields in the “internship” tab and click the “Next Step >>” button.
4. Be descriptive and include as many details as possible when completing all fields in the “Description” tab. Click the “Next Step >>” button.
5. Select the specific skills needed for the position in the “Skills” tab. If you do not see a skill listed in the “Popular Skills” section, you may add it in the text box.
6. Click the “Save” button.

Once your internship has been posted:

- Missouri Intern Connect will automatically share your opportunity on our social media channels. You can share our post to help attract applicants.
- You will receive an email each time a student applies for your internship opportunity.
- Your organization workspace allows you to search for interns who match your qualifications.

How to access an applicant’s information:

1. Click on “Login/Register” and log in with your username and password.
2. Scroll down on your dashboard to find the list of applicants.
3. Click on the person’s name.
4. Click “Download Resume,” located in the gray box on the right side of the page or at the bottom of the white box containing the applicant’s information. If you do not see the “Download Resume” link on the applicant’s profile, he/she might not have a résumé uploaded. You may contact the student to request his/her résumé.
 - a. If the applicant uploaded a PDF, his or her résumé will automatically pop up.
 - b. If the applicant uploaded a .doc or .docx file, his or her résumé will download and be available where downloaded files are located on your computer.
5. After you open the applicant’s résumé, you may save and/or print the file if you would like.
6. Once you have determined which students you would like to interview, contact them via phone or email through the contact information located in their workspace.

How to mark an internship as filled:

Because the state looks to Missouri Intern Connect for internship metrics, we ask that internships be marked as filled on the website whether or not the students were found through Missouri Intern Connect.

1. Click on “Login/Register” and log in with your username and password.
2. Click the green silhouette with a plus sign to the right of the internship’s title in your dashboard.
3. Fill in the student’s name, school and hire date.







For Further Assistance, Contact:

info@MOInternConnect.com
573-634-3511

SOCIAL MEDIA

At Missouri Intern Connect, we recognize the importance of having a strong social media presence in today’s business world. We share as many internships as possible on our Facebook, Twitter and LinkedIn accounts to advertise the variety of postings on our site. By posting these positions on your social media sites as well, your internships will be seen by a wide array of candidates.

Connect With Us:

-  facebook.com/MOInternConnect
-  twitter.com/MOInternConnect
-  linkedin.com/company/MoInternConnect
-  youtube.com/MOInternConnect
-  instagram.com/MOIntern
-  pinterest.com/MOInternConnect

INTERNSHIP PROGRAM ASSESSMENT

The internship assessment is designed to answer the following questions in preparation for implementing an internship program at your organization: Is your organization prepared to manage an internship program? What value can an internship program bring to your organization?

Answers to the following questions will provide the basis of the internship job description.

Would your company benefit from the work of interns to support existing staff members?

Yes No

Would a formal internship program help your organization reduce staffing costs, including part-time and temporary employee needs?

Yes No

Would having interns benefit current staff members who would provide managerial and supervisory experience?

Yes No

Is this a paid or unpaid internship?

Paid Unpaid ↴

1. Are there alternative forms of compensation that could be offered?

Yes No

2. Does your internship meet all of the criteria for **Fact Sheet #71**?

Yes No

Will the internship be:

Part time Full time

What type of project work needs to be completed?

Research Writing
Marketing support Sales support
Other: (Specify) _____

What are the goals of your organization's internship program?

Are specific skills required for the project work?

What is your preference for the intern's area of study?

What type of work environment can you offer to an intern?

INTERN WORK PLAN TEMPLATE

Intern Name: _____

Start Date: _____ End Date: _____

Supervisor Name: _____ Date of Mid-Internship Review: _____

Use this template to break down the goal-setting process into smaller, more actionable steps. Determine specific projects and their corresponding tasks to achieve the overall goal.

Overarching Goal for the Internship: _____

PROJECT #1: _____

Task	Partner/Supervisor(s)	Deadline	Notes
<i>Name of task</i>	<i>Employee(s) intern reports to for this task</i>	<i>mm/dd/yy</i>	<i>Any additional information</i>

PROJECT #2: _____

Task	Partner/Supervisor(s)	Deadline	Notes

PROJECT #3: _____

Task	Partner/Supervisor(s)	Deadline	Notes

SAMPLE INTERNSHIP DESCRIPTION

MISSOURI INTERN CONNECT MARKETING FALL INTERN

Description

Missouri Intern Connect is a business-education partnership between the Missouri Chamber Foundation, Missouri higher education institutions, and Missouri-based employers to promote the quality and quantity of internship opportunities statewide. Missouri Intern Connect serves as the state's online matching system connecting students and employers for internship opportunities.

Apply, with a cover letter and resume, via www.MOInternConnect.com. Explain how this opportunity fits within your career goals and development. Detail your relevant experiences, skills and education.

Questions? Call (573) 634-3511 Ext 4335 to speak with Kelly Dyer.

Responsibilities

Missouri Intern Connect is currently offering one paid semester internship opportunity to assist staff members with internship activities. Details include: Fall/Winter semester, approximately September to December. Flexible calendar dependent upon intern's schedule. Paid internship with opportunity to discuss earning academic credit; desktop computer, office space and parking provided; collaborative work environment and mentoring relationship offered.

Assist in writing organizational materials, such as monthly e-newsletter spotlights, blog entries and ready-to-run stories. Assist in updating/expanding social networking communications.

Brainstorm and develop PowerPoint presentations for a variety of interested audiences, such as students, Missouri employers and career development professionals. Research events at which Missouri Intern Connect might consider a presence, including preparing and attending various career fairs and employer expos. Assist with metrics and charts for funding purposes. Other duties as assigned.

Qualifications

Collaboration and coordination across people and groups; organization and attention to details; marketing and communications strategy development; idea expression, both verbal and written; technology, with preference to WordPress, social media, Microsoft Office (specifically Outlook, Excel, Word, and PowerPoint); customer service mindset; special events and administrative experience preferred. Excellent time management skills and ability to prioritize multiple projects is a must.

INTERNSHIP AGREEMENT

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

Student Information

Name: _____ Address: _____
Phone: _____ Email: _____
School _____ School Contact: _____

Internship Information

Company: _____ Address: _____
Supervisor: _____ Supervisor Phone: _____
Supervisor Email: _____
Mentor: _____ Mentor Phone: _____
Mentor Email: _____

Intern Title: _____ Start Date: _____ End Date: _____
Compensation: _____ Travel: _____ Dress Code: _____
Hours: _____ Overtime: _____ Housing: _____

Description of Duties:

Goal Setting

The intern and supervisor should discuss the following topics. This will help them agree to and define expectations, actions and roles during the internship. Additional pages may be added if needed.

How will performance be evaluated?

What do you hope to experience or learn during this internship?

What type of projects will the intern be assigned to gain the experience outlined in the aforementioned goals?

What is expected from the school to ensure the intern receives credit (if applicable)?

Other Goals:

The Student Intern Agrees To:

- comply with the organization's policies and procedures;
- follow protocols for dress, appropriate behavior, correspondence and work space maintenance;
- complete any necessary training prior to the internship;
- attend the internship site during scheduled work dates/times, notifying supervisor of absence or late arrival with sufficient notice prior to start time;
- meet school requirements to receive academic credit (if applicable);
- perform responsibilities in a timely and satisfactory manner;
- inform intern supervisor or senior management of any problems or concerns.

The Supervisor And Organization Agree To:

- comply with the U.S. Department of Labor policies on paid/unpaid internships;
- adhere to all state and federal child labor laws;
- provide a safe work zone;
- conduct appropriate training for the student prior to the internship;
- assign an intern mentor for the student;
- establish a set work schedule and lesson plan for the student;
- provide the student with periodic feedback and constructive criticism;
- ensure the student's learning goals are addressed;
- meet school requirements for student to receive academic credit (if applicable); and
- compensate the student according to agreed-upon rate.

We have discussed the topics listed above, and understand our roles, expectations and requirements during the term of this internship.

Student Intern Signature: _____ Date: _____

Intern Supervisor Signature: _____ Date: _____

EVALUATION BY INTERN SUPERVISOR

Name of Intern: _____ Date: _____

Supervisor: _____ Mentor: _____

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 additional pages or write a letter of support for the student's use in seeking future employment.

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

Communication Skills

	Demonstrates oral communication skills required for the job
	Writes clearly and concisely
	Is willing to speak up, communicate information and ask questions
	Listens to feedback and works to improve

Problem-Solving/Decision-Making Skills

	Analyzes situations and takes appropriate action
	Offers creative solutions to problems
	Collects and analyzes information relevant to completing a task and establishes a course of action within the given timeframe
	Resolves problems in an appropriate timeframe

Teamwork

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

Self-Management	
	Produces high-quality, accurate work
	Seeks new strategies when current approach is not effective
	Displays good judgment and establishes priorities
	Uses time efficiently
	Demonstrates ethical behavior
	Arrives on time and maintains agreed hours

Initiative	
	Seeks opportunities to learn
	Takes initiative to get a job done, even if not specifically told to do so
	Acts decisively on critical issues
	Overcomes obstacles and problems
	Sets and communicates goals; follows up with results

Technical skills	
	Possesses the technical skills required for this position
	Is willing to learn new skills and enhance existing technical skills
	Uses appropriate technology for tasks
	Uses technology to perform effectively

How would you rate the level of involvement you had with the college/university with this internship experience?

Very involved Somewhat involved Not at all involved Not applicable

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

Very involved Somewhat involved Not at all involved

Please assess the job responsibilities you assigned to your intern:

Difficult to achieve Challenging, but attainable Not challenging

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

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

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

Overall Evaluation

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

Top 5%

Top 25%

Top 50%

Lower 50%

How would you assess the intern's overall performance?

Outstanding

Above Average

Satisfactory

Below Average

Unsatisfactory

Additional comments:

EVALUATION BY STUDENT INTERN

Name of Intern: _____ Date: _____

Supervisor: _____ Mentor: _____

This form is designed to help you reflect upon your internship experiences and also to provide feedback to your employer. Feel free to use additional pages for further comments. The employer may use the comments provided as a testimonial for the company and its future internship programs.

Assess Your Skills

To what degree did your skills improve as a result of this internship experience?

0=No Change **1**=Small Improvement **2**=Moderate Improvement **3**=Large Improvement

	Written communication		Oral communication
	Problem solving		Decision-making
	Interpersonal/teamwork		Self-management
	Initiative		Leadership
	Word-processing and/or data entry		Spreadsheet and/or database
	Internet/e-mail		General knowledge of business
	Specific job/industry knowledge		Other office skills (filing, photocopying, etc.)
	Other:		

Evaluate Your Performance

On a scale of 1 to 5, please evaluate your 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

Communication skills

	Demonstrates oral communication skills required for the job
	Writes clearly and concisely
	Is willing to speak up, communicate information and ask questions
	Listens to feedback and works to improve

Problem-solving/decision-making skills

	Analyzes situations and takes appropriate action
	Offers creative solutions to problems
	Collects and analyzes information relevant to completing a task and establishes a course of action within the given timeframe
	Resolves problems in an appropriate timeframe

Teamwork	
	Establishes rapport and credibility among team members
	Shares information and resources with others
	Assists and cooperates with co-workers
	Demonstrates willingness to put forth extra time and effort
	Assumes appropriate leadership role(s)

Self-Management	
	Produces high-quality, accurate work
	Seeks new strategies when current approach is not effective
	Displays good judgment and establishes priorities
	Uses time efficiently
	Demonstrates ethical behavior
	Arrives on time and maintains agreed hours

Initiative	
	Seeks opportunities to learn
	Takes initiative to get a job done, even if not specifically told to do so
	Acts decisively on critical issues
	Overcomes obstacles and problems
	Sets and communicates goals; follows up with results

Technical Skills	
	Possesses the technical skills required for this position
	Is willing to learn new skills and enhance existing technical skills
	Uses appropriate technology for tasks
	Uses technology to perform effectively

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

Very useful

Of some use

Not very useful

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

Very useful

Of some use

Not very useful

How would you assess your overall performance?

Outstanding

Above Average

Satisfactory

Below Average

Unsatisfactory

Additional comments:

Assess The Program

The job orientation provided to you by your employer was:

Very Thorough

Sufficient

Inadequate

How well did the internship meet your pre-defined learning goals?

Met all of them

Met some of them

Met few of them

Met none of them

Please assess the job responsibilities your employer assigned to you:

Difficult to
achieve

Challenging,
but attainable

Not challenging

Please assess your intern supervisor.

Outstanding

Above Average

Satisfactory

Below Average

Unsatisfactory

Additional comments:

Please assess your intern mentor.

Outstanding

Above Average

Satisfactory

Below Average

Unsatisfactory

Additional comments:

Are you more or less interested in working for this organization as a result of your internship?

Interested

Not interested

What was the best part of your internship experience?

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

Very valuable

Generally
worthwhile

Of some value

Very limited
value/no value

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)?

Additional comments:

INTERNAL PROGRAM EVALUATION

Name of Intern: _____ Date: _____

Supervisor: _____ Mentor: _____

Please provide your candid evaluation of the internship program. Feel free to use additional pages for further comments. Use this and feedback from your intern to assess your program and discuss areas of improvement.

How well did the internship meet the pre-defined goals of the intern?

How well did the internship meet the pre-defined goals of the organization (did the internship address the organization's needs)?

What were the advantages of the internship program for your organization?

Describe the challenges of the internship program.

How would you assess the overall value the intern provided to your organization?

How can the internship program be improved?

Additional comments:

DIRECTORY/RESOURCES

Missouri Intern Connect

📍 428 E. Capitol Ave.
P.O. Box 1155
Jefferson City, MO 65102

🌐 MOInternConnect.com
✉ info@MOInternConnect.com
☎ 573-634-3511

Account Registration: MOInternConnect.com/register

Additional Resources

Missouri Chamber of Commerce and Industry

☎ 573-634-3511
🌐 mochamber.com

Missouri Department of Labor and Industrial Relations

☎ 573-751-9040
🌐 labor.mo.gov

Office of the Missouri Attorney General

☎ 573-751-3321
🌐 ago.mo.gov

Missouri Department of Economic Development

☎ 573-751-4962
🌐 ded.mo.gov

MU Extension Business Development Program

☎ 573-884-1555
🌐 missouribusiness.net

United States Department of Labor

☎ 866-4-USA-DOL
🌐 dol.gov

Missouri Department of Higher Education and Workforce Development

☎ 573-751-2361
🌐 dhewd.mo.gov