



INTERNSHIP TOOLKIT

PLANNING AND EXECUTING AN *EFFECTIVE* INTERNSHIP PROGRAM



PRESENTED BY

MISSOURI SOUTHERN
STATE UNIVERSITY



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OVERVIEW

WHAT IS AN INTERNSHIP?

The National Association of Colleges and Employers defines an internship as: A form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable, applied experience and to make connections in professional fields they are considering for career paths. They also give employers the opportunity to guide and evaluate talent.

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

WHY INTERNSHIPS?

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

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

FACULTY GUIDELINES FOR UNDERGRADUATE ACADEMIC INTERNSHIPS

THE ACADEMIC INTERNSHIP

A course-based academic internship is an approved and monitored work experience of a pre-professional nature that meets specific learning goals and is related to an academic field of study, normally within the confines of a department internship course offering. In course-based internships for academic credit, the work at the internship site is integrated with the goals and assignments of the course itself. The student intern completes the internship under the direction of a site supervisor as well as the faculty member responsible for the internship course.

INTERNSHIP IDENTIFICATION

Finding an internship while in college can be a crucial step for students in gaining real-world experience and enhancing career prospects. The method and process of finding an internship can happen multiple ways:

- Finding an internship through their personal relationships and connections
- Finding an internship through an online job board such as Hire a Lion, LinkedIn, Indeed, or a professional association or organization
- Finding an internship through faculty or staff placement due to course and degree requirements

Through each of these pathways of identifying an internship, there are certain responsibilities of the university in order to maintain compliance within FLSA Standards and regulations. If a faculty or staff member is contacted by an employer for recruiting students or graduates, faculty and staff members must ensure these positions (part time jobs, internships, full time jobs, etc.) are posted on Hire a Lion to maintain equal opportunity law.”

PROMOTING INTERNSHIPS ON CAMPUS - EEOC COMPLIANCE

In order for Missouri Southern State University (MSSU) to abide by Equal Employment Opportunity Commission (EEOC) guidelines and standards when promoting internships in which an employer approaches the university (paid or unpaid, credit bearing or non-credit bearing) the opportunity must be promoted through appropriate MSSU channels.

All faculty and staff must follow these steps in order comply:

1. Each job posting must include the following: organization name and contact information, job description, compensation (if applicable), application instructions, and company website. Full disclosure to Career Services and students is required. Positions not clearly stating job responsibilities/duties or contact information will not be posted.
2. When any faculty or staff person is made aware of an internship opportunity by a business or organization, please take one of the following actions:
 - Notify the business or organization of MSSU’s free Hire a Lion resource. Information on how to sign up or post a job on Hire a Lion can be found here: mssu.edu/student-affairs/careerservices/employer-document-instructions-hire-a-lion.php
 - Request the internship information mentioned in #2 of the employer and proceed to forward that information to Career Services.

Once the internship opportunity has been posted to Hire a Lion, MSSU is now complying with all EEOC guidelines and standards. Faculty and staff can then promote the internship opportunity in classrooms as well as recommend individual students.

For additional information regarding EEOC compliance or on campus promotion, turn to page 24 in the Internship Toolkit or contact Career Services. For contact information, turn to page 44.

COMPANY - INTERNSHIP AGREEMENT

An Internship Agreement should be completed between Missouri Southern State University and the company for all internship sites in which a student receives academic credit. An agreement does not need to be completed for paid, non-credit bearing internships. Only one agreement must be filled out, and covers all students and does not expire. The standard templates for Internship Agreements are provided and overseen by Career Services at Missouri Southern State University.

STUDENT – INTERNSHIP LEARNING AGREEMENT

It is a best practice for every internship to involve an Internship Agreement to be completed by the appropriate faculty member and the participating student. Learning agreements outline learning objectives and other academic components of the internship. These agreements help to maximize the student's learning. To view a sample Internship Agreement, turn to page 43. To create a custom Internship Learning Agreement, contact the Missouri Southern State University Career Services office at 417-625-9343 or CareerServices@mssu.edu.

INTERNSHIP SITE SUPERVISOR

It is a best practice for each intern to have an internship site supervisor that is responsible for overseeing the work of the student intern. The site supervisor should provide a job description including learning goals of the internship and the intern's responsibilities to achieve these goals. This job description is required to then be posted on MSSU's digital job board-Hire a Lion to comply with EEOC law. The Internship Site Supervisor is also to provide an evaluation of the student's internship performance. For a sample evaluation form turn to pages 38 and 39.

FACULTY MEMBER SUPERVISOR

The academic component of the internship will be defined by the faculty member or program offering the internship course and will include analytical and reflective assignments connecting the field experience to instructional content. Suggested assessment activities are listed in the following section of these guidelines. Course activities should include periodic, focused discussions of student progress within the field, as well as the relevant application to academic coursework. The grade for the internship will be determined by the faculty member in collaboration with the site supervisor based on completion of academic tasks and a positive evaluation provided by the supervisor.

EARNING CREDIT FOR ACADEMIC INTERNSHIP

The internship can be for variable credit, usually but not limited to one to three credits, depending on the number of hours per week and on the type and amount of academic work assigned by the faculty sponsor/ internship host cite. Students may receive income for the internship while they are earning credit. Internship host cites may also pay Missouri Southern State University directly for the tuition bill assigned to the course-this is considered a stipend from the employer paid on behalf of the student directly to Missouri Southern State University Bursar's Office.

The credits earned for an academic internship are not tied solely to hours "on the job," but to the amount and type of academic work the student completes during the internship. The academic assignments are due at the end of the term in which the internship is undertaken and will be evaluated by the faculty sponsor.

In these assignments, the student reflects on his or her learning at the internship site and integrates this learning with topics or issues from an academic subject area. The academic assignments should also indicate the student's accomplishments while working in the internship as well as areas for his or her future inquiry and study that lead from the experience.

The following examples indicate the relationship between the number of hours at an internship site, the academic assignment/s and credits to be earned.

No. of Credits to be Earned	No. of Hours at the Internship	Examples of Academic Assignments
1 credit hour	45 hours over the course of the term	<p>One of the following summative assignments:</p> <ul style="list-style-type: none"> • Learning log or journal detailing daily learning and/or reflective growth opportunities. • Formal reflection paper (5 pages in length) detailing overall growth throughout the field experience in connection to course content. • Slide presentation detailing new knowledge derived from internship site.
2 credit hours	90 hours over the course of the term	<p>One assignment from above in addition to one of the following:</p> <ul style="list-style-type: none"> • Portfolio containing work samples (projects, reports, plans, presentations, etc.) created during the internship experience. • Topical research-based paper (10 pages in length) connecting course content to their specific field experience site.
3 credit hours	135 hours over the course of the term	<p>One of the following summative activities in addition to a 5 page formal reflection paper.</p> <ul style="list-style-type: none"> • Host an on-campus panel discussion with representatives from the internship site. • Complete a formal mock interview with internship site management, administration or personnel. • Guest speak/present at a departmental presentation session, detailing internship experience and/or new knowledge acquired. • Submit and/or present an action-based, data-focused research project completed over the course of the internship. • Film a mini-documentary detailing internship experience and site/company contextual factors.



Examples of types of assignments for Integrating Learning from an Internship Experience with Academic Subjects *(these are suggestions - not requirements)*

Reflective Journaling

Students record daily or weekly impressions of the setting, activities, and areas of growth they are experiencing. Journal entries should relate back to the learning goals and responsibilities that were agreed upon with the site supervisor and recorded in the Learning Agreement. Additionally, the act of creating a written journal of what has been learned assists students in consciously reflecting on their work as interns and integrating their experiences with other learning. Rather than vaguely assimilating skills and knowledge, students create an articulated record of their experiences.

Portfolio

Students create a portfolio to keep samples of written work, photographs, videos, reports, interview transcripts, summaries, certificates of training, reference letters and other documentation of the internship experience and their contribution to the work of the organization in which they were interns. The portfolio is to illustrate what the student has learned and how his/her skills or knowledge base has expanded through the internship.

Topical Paper

A paper to be written at the conclusion of the internship to integrate the internship experience with one or more topics related to specific courses or other academic interests. Researched references should be cited to support conclusions drawn. The paper is to indicate how the student has integrated the experience with his or her academic knowledge base as well as to identify areas or questions for further exploration. The topics should be selected by the student and faculty sponsor as part of the academic component and listed on the Learning Agreement.

THE BASICS:

A QUICK START GUIDE TO HIRING INTERNS

1. DETERMINE PROGRAM NEEDS AND SPECIFICS

- **WHO** - How many of each type of each student based on major, level in school and skills will you need?
- **WHAT** - What does your organization hope to achieve from the program?
- **WHEN** - When will the interns be needed?
- **WHERE** - In which geographic locations will the interns work?
- **WHY** - Will this internship(s) encompass one major project or a variety of small projects?

2. CREATE A JOB DESCRIPTION

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

An effective job description should:

- Explain the organization's goals, mission and culture
- Outline the intern's responsibilities and potential tasks/projects
- Illustrate the necessary qualifications
- Outline skills needed (computer, analytical, design, communications, etc.)
- List desired education level (year, GPA, etc.) and majors
- Illustrate the core skills students can expect to learn during the internship
- Clarify the duration of the internship
- List the hours required per week
- Explain flexibility with schedule or specific hours that need to be covered
- List type internship: summer, semester, etc.
- Note if internship is paid or unpaid
- Provide the job location and whether telecommuting is an option
- Share contact information

3. SOURCE CANDIDATES

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

- **Online Job Postings:** There are many different outlets through which to post internship information, including your business's website, Career Services websites (free of charge) and national/statewide postings.
- **Career Fairs:** Career fairs are a great way for employers to meet students and provide information about their company and positions. Registration fees differ by event. See page 27 for a list of MSSU Career Services contacts.
- **Employee Referrals:** Company employees can be a great source of information about potential candidates, and the cost to source these candidates is zero.
- **Faculty Referrals:** Maintaining relationships with faculty members is a great way to keep abreast of developments in a particular field; however, asking faculty to recommend their top students for a position could put them in a legal bind. Your best bet is to make sure all postings are submitted through MSSU Career Services to avoid any ethical/legal concerns.
- **On-Campus Organizations:** Academic organizations focus on students by major or interest(s) and can be a great way to target a large group of students with similar backgrounds. These organizations are also a great way to target diverse candidates.
- **Social Media:** Promote your job opportunities on your company's social media outlets such as Facebook, Twitter or LinkedIn.

4. INTERVIEW

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

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

5. EXTEND THE OFFER

Once you've identified your top candidate, extend a written offer via email and follow up with a phone call.

An offer letter should include:

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



THINGS TO CONSIDER BEFORE GETTING STARTED

PAID VS. UNPAID INTERNSHIPS

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

Must you pay an intern? The answer to this question is dictated by the legal relationship between the organization and the intern. Please refer to the legal section, located on page 24, for explanation regarding paid vs. unpaid internship legislation in accordance with the Fair Labor Standards Act (FLSA).

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

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

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



COMPENSATION

If you decide to offer a paid internship, you will need to determine fair compensation. Wages for most internships are usually determined before the intern is hired and are not typically negotiated.

Employers should consider the company budget, the number of interns being hired and the standard industry pay when determining compensation. It is important to set consistent wages for all interns within each department.

For the latest information about average internship compensation, please visit naceweb.org/internships/compensation.aspx.

HOW DO I ARRANGE ACADEMIC CREDIT FOR AN INTERNSHIP OR COOPERATIVE EDUCATION?

One of the questions organizations most frequently ask is, “How do I arrange academic credit for an internship or cooperative education?” The simple answer is – you don’t.

Schools have varying stipulations when it comes to course credit. Some schools have a prerequisite that internships must include course credit in order to be eligible. Other schools do not. Employers should have the student contact their academic unit to determine internship requirements for credit.

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

THE REAL DEAL: IMPLEMENTING AND INTERNSHIP PROGRAM

1. IDENTIFYING YOUR BUSINESS NEEDS

2. DEVELOPING THE INTERN JOB DESCRIPTION

3. RECRUITING INTERNS

4. THE SELECTION PROCESS

5. MANAGING INTERNS

6. EVALUATING PERFORMANCE



1. IDENTIFYING YOUR BUSINESS NEEDS

Consider asking the following questions to identify whether an intern would be a feasible, useful addition to your staff.

1. **Do you have difficulty finding qualified employees?**
2. **Does your organization require skills or talents that are typically not learned in the classroom?**
 - Software or hardware skills
 - Research or process skills
 - Client or customer interaction
3. **Do your full-time employees have projects that could benefit from the focused attention of an intern, such as research or special projects?**
4. **Will existing resources, equipment and accommodations be sufficient for the intern?**
 - Do you have available workspace and parking?
 - Will you need to purchase software or equipment?
5. **Do you have appropriate personnel to oversee interns?**

Depending upon the type and size of the business, interns may report directly to the owner, manager or another individual in the organization.

For more than two interns, consider assigning an intern coordinator to manage intern activities.

Each intern will report to their individual supervisor or mentor.

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

2. DEVELOPING THE INTERN JOB DESCRIPTION

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

The following outline will guide you through writing an effective and thorough job description.

1. **What are some of the intern's daily duties?**
 - Every employee and intern must have a list of basic duties.
2. **Is there a typical or special project the intern will be asked to work on?**
 - Both the intern and employer can maximize the experience if the intern is given a specific assignment.
 - It is important for interns to understand and participate in the day-to-day operation of the organization.

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They should be given tasks that help teach them important processes and procedures, and give them skills valuable to employers. When the opportunity is available, the employer should create a special project that is relevant and can be accomplished during the internship. Employers should seek projects that utilize the talent, skills and enthusiasm of the intern.

- Interns are ideal candidates for research projects or in-depth analysis that regular employees simply don't have time to tackle.

3. What skills or level of education will be required?

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

4. Who will supervise/mentor the intern?

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

5. How will the intern interact with other employees?

- The internship should allow the intern to get an understanding of the organization's operations. Interaction enhances both the intern's and the other employees' experiences.

A good job description will attract the best candidates, outline responsibilities of both intern and employer, and establish qualification for the position.

6. How will intern performance be evaluated?

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

7. How much time will the intern be expected to work per week?

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

8. What will the intern be required to wear?

- It is very important to clearly describe your dress code.

Parts of a Job Description:

1. Brief overview or background of the company or organization
2. Description of the internship
3. Benefits to student (free parking, free admission to events, networking opportunities, etc.)
4. Required skills, coursework or level of education
5. Dress code
6. Time commitment required for internship
7. Paid or unpaid
8. Whether college credit could be offered
9. Procedure for submitting application (email, online application, mail or fax)

3. RECRUITING INTERNS

Not sure where to start when looking for qualified interns? Based on our experience working with students and employers, we've identified the best resources for intern recruitment.

Career Services

The most effective way to connect with potential student interns is to work directly with MSSU Career Services, who utilizes technology differently to connect to students.

By utilizing MSSU Career Services for connecting with students, companies can take advantage of these other valuable resources. Employers can host an information session on campus, at which students learn about internship opportunities and ask questions. The information session is critical for companies who are not well known — this is an excellent way to brand your company and educate students about what you do. Career Services will market this event and get students to the event for employers at no cost to the employer.

Career Fairs

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

Social Media

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

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

Student Organizations

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

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

4. THE SELECTION PROCESS

MSSU Career Services offer no-cost, private interviewing space for employers. This allows employers easy access to student candidates, who are still in classes during the recruiting period. In addition, Career Services will market the interview event for the employers and can generate a list of candidates to interview.

While MSSU Career Services will work with your organization in order to find applicants by promoting your internship to their students, the applicants will apply directly to you, and the hiring decision will be yours.

When reviewing resumes to select candidates for interviews, consider these questions:

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

SAMPLE INTERVIEW QUESTIONS:

Basic Interview Questions:

1. Tell me about yourself.
2. What are your strengths and weaknesses?
3. Give me an example or a situation in which...
 - You faced a conflict or difficulty at work or in school;
 - You may have had difficulty with a supervisor, co-worker, or peer;
 - You had a project you were most proud of.
4. Can we go over your resume?
5. What are your career goals and where do you see yourself in the next five years?

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

Questions Specific to the Internship :

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

Questions About Past Experiences :

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

Questions You **CAN'T** Ask During an Interview:

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

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

5. MANAGING INTERNS

During the on-boarding process, the employer will have reviewed the job description, established expectations and workplace behavior, and discussed the best way to communicate and solve problems that may arise. How an intern is monitored and evaluated will be unique to each company or organization. Establishing the framework for communication throughout the process is important for a successful internship.

Intern Orientation

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.

An orientation provides the opportunity for:

1. The employer to reinforce expectations
2. The intern to ask questions
3. The goals of the internship to be clearly established
4. The process for problem solving during the period of the internship
5. The intern orientation is also a good opportunity to review the company dress code and other policies.

Topics to cover on Day One could include:

1. Company history, overview and structure
2. Paperwork and policies
3. Overview of product(s) or service(s)
4. Building tour and introduction to employees
5. "How To" — computer programs, mail, fax, set-up phone/voicemail

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6. Necessary badges, parking, safety regulations, etc.
7. Discuss daily hours
8. Project worksheet — overview of intern's projects, deadlines
 - Specific work standards and procedures
9. Communicate your expectations and their expectations
 - The company's objectives and how the intern will contribute to those objectives

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

Dress Code

One of the primary objectives of an internship is to familiarize students with the professional world. The dress code can be one of the biggest sources of misunderstanding and conflict for young people entering the corporate world.

Dress codes are a key component of each organization's culture and can be one of the most important ways an intern learns what is acceptable in a workplace. Dress codes vary across companies and across different industries. Because clothing is a personal choice, it is best to provide specific guidelines for your interns during the interview or orientation process.

Intern Supervision

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

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

Providing feedback should be ongoing, but for interns it needs to be a more formal process and conducted more frequently.

Suggested weekly review questions:

1. Did you complete the action items assigned? If no, why not?
2. Do you have any questions that came about as a result of this assignment?
3. Ask the intern for feedback.
4. Provide feedback to the intern.
5. Review next week's assignments and due dates and make sure the intern has proper training for new assignments.

Mentorship for Interns

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

Methods to Engage Mentors with Interns:

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

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

Mentors serve as:

1. Teachers
 - Help the intern learn about the business and its offerings
 - Explain projects and processes
 - Help train, correct or redirect inappropriate actions
2. Supporters
 - Help make the transition to the workplace as easy as possible
 - Answer questions and concerns
 - Serve as a positive role model
3. Evaluators
 - Provide constructive feedback to the intern on a regular basis

6. EVALUATING PERFORMANCE

An effective evaluation will focus on the intern's 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.

Check-In Evaluations

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

Final Evaluation

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

Exit Interviews

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

Course Credit Evaluations

If the intern is working for college credit, the university may have an evaluation form for the employer to complete. (See sample Exit Interview and Evaluation Forms in the Appendix.)

Evaluating the Internship Program

In addition to evaluating individual interns, companies with multiple interns may want to review the effectiveness of the program overall.

Below are examples of quantitative and qualitative metrics for measuring the success of an internship program.

1. Applicants vs. Interviews

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

2. Interviews vs. Offers

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

3. Offers vs. Accepted Offers

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

An internship can only be a true learning experience if constructive feedback is provided.

4. Cost per Hire

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

...continued on next page

5. Conversion Rate

- How many interns convert to full-time hires?

6. Retention Rate

- Do your interns return for additional terms (or) do your full-time employees who were interns stay longer than full-time employees who didn't intern?

7. Quality of Hire (from Manager Perspective)

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

8. Quality of Experience (from Intern Perspective)

- At the conclusion of the internship, collect and review feedback from the intern on his/her experience. Did he/she gain valuable knowledge?



LEGAL CONSIDERATIONS EVERYONE NEEDS TO KNOW

FAIR LABOR STANDARDS ACT

In the process of implementing an internship program, your company should evaluate whether or not an employment relationship will be created between your company and the intern. The determination of whether an intern is an employee for the purpose of the numerous state and federal employment laws is a legal and factual question. Although many state and federal laws define employees in similar ways, a determination that an intern is not an employee under one law does not necessarily mean that the intern is not an employee under another law.

National Association of College and Employers developed the following guidelines to help employers determine if a relationship can be classified as an internship.

To ensure that an experience — whether it is a traditional internship or one conducted remotely or virtually — is educational, and thus eligible to be considered a legitimate internship by the NACE definition, **all the following criteria must be met:**

1. The experience must be an extension of the classroom: a learning experience that provides for applying the knowledge gained in the classroom. It must not be simply to advance the operations of the employer or be the work that a regular employee would routinely perform.
2. The skills or knowledge learned must be transferable to other employment settings.
3. The experience has a defined beginning and end, and a job description with desired qualifications.
4. There are clearly defined learning objectives/goals related to the professional goals of the student's academic coursework.
5. There is supervision by a professional with expertise and educational and/or professional background in the field of the experience.
6. There is routine feedback by the experience supervisor.
7. There are resources, equipment and facilities provided by the host employer that support learning objectives/goals.

If these criteria are followed, it is the opinion of NACE that the experience can be considered a legitimate internship.

COMPENSATION

The FLSA requires “for-profit” employers to pay employees for their work. Interns and students, however, may not be “employees” under the FLSA—in which case the FLSA does not require compensation for their work. Courts have used the “primary beneficiary test” to determine whether an intern or student is, in fact, an employee under the FLSA.

The FLSA exempts certain people who volunteer to perform services for a state or local government agency or who volunteer for humanitarian purposes for non-profit food banks. WHD also recognizes an exception for individuals who volunteer their time, freely and without anticipation of compensation, for religious, charitable, civic, or humanitarian purposes to non-profit organizations.

Unpaid internships for public sector and non-profit charitable organizations, where the intern volunteers without expectation of compensation, are generally permissible.

In short, the “primary beneficiary” test allows courts to examine the “economic reality” of the intern-employer relationship to determine which party is the “primary beneficiary” of the relationship. Courts have identified the following seven factors as part of the test, with no single factors being determinative:

1. The extent to which the intern and the employer clearly understand that there is no expectation of compensation. Any promise of compensation, express or implied, suggests that the intern is an employee—and vice versa.
2. The extent to which the internship provides training that would be similar to that which would be given in an educational environment, including the clinical and other hands-on training provided by educational institutions.
3. The extent to which the internship is tied to the intern’s formal education program by integrated coursework or the receipt of academic credit.
4. The extent to which the internship accommodates the intern’s academic commitments by corresponding to the academic calendar.
5. The extent to which the internship’s duration is limited to the period in which the internship provides the intern with beneficial learning.
6. The extent to which the intern’s work complements, rather than displaces, the work of paid employees while providing significant educational benefits to the intern.
7. The extent to which the intern and the employer understand that the internship is conducted without entitlement to a paid job at the conclusion of the internship.

NON-DISCRIMINATION POLICY

The federal government has several laws that prohibit discrimination for employees. Employment professionals will maintain equal employment opportunity compliance and follow affirmative action principles in recruiting activities in a manner that includes:

- Recruiting, interviewing and hiring individuals without regard to race, color, religion, national origin, sex, sexual orientation, age, veteran status or disability, and providing reasonable accommodations upon request.
- Reviewing selection criteria for adverse impact based upon the student’s race, color, religion, national origin, sex, sexual orientation, age, veteran status or disability.
- Avoiding use of inquiries that are considered unacceptable by Equal Employment

Opportunity standards during the recruiting process.

- Developing sensitivity to, and awareness of, cultural differences and the diversity of the work force.
- Informing campus constituencies of special activities which have been developed to achieve the employer’s affirmative action goals.
- Investigating complaints forwarded by the Career Center office regarding EEO noncompliance and seeking resolution of such complaints.

For additional information on non-discrimination laws and EEOC, visit the EEOC webpage for employers (eeoc.gov/employers/index.cfm).

In addition, rights and obligations of the intern may arise out of state or federal employment laws, including but not limited to Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act and the Age Discrimination in Employment Act. Your existing company policies and benefits may also create certain rights and obligations.



DISMISSAL OF AN INTERN

Dismissal of interns should only occur in cases of major misconduct (theft, assault, use of controlled substances in the workplace, etc.) or instances of willful violation of organization, department, or university policy after prior instruction. Specific program policies/requirements may supersede general dismissal guidelines.

Interns, for the most part, are young people who may not have the same level of maturity and judgment as those in your regular workforce. Accordingly, there should be a high level of patience for their adjustment to the workplace during the internship. Summer internships are a very brief period of time, and students should be given a fair opportunity to become part of your organizational culture. The intern's supervisor has a responsibility to give clear, accurate direction and to follow up with corrective feedback if the work is unsatisfactory. At the conclusion of the internship, there is no obligation to ask the student to return for another internship or extend an offer of regular employment.

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

MSSU Career Services should ideally be involved, as well, since the intern is still a student and represents the institution. MSSU Career Services may refer the student to the dean of students (or equivalent department) if the issue involves misconduct. Career Services could also refer the issue to the faculty member associated with the internship, if needed.

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



WORKING WITH INTERNATIONAL STUDENTS AND VISAS

International students can bring new perspectives to your organization as interns. They bring insight from their own cultures and are eager to experience the professional world in the United States. International students are often top students and can be outstanding prospects. There are several types of visas granted to international students, most of which allow the student to work off-campus. The office for 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 should contact a student's international student office for assistance.

INTELLECTUAL PROPERTY

In some cases, interns may work on projects where intellectual property rights are a concern for the organizations. Typically, if new employees would be asked to sign a non-disclosure agreement, an intern may be asked to do so as well.

QUICK FACTS

OFFERING ACADEMIC CREDIT

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

BENEFITS OF MENTORING AN INTERN

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

ALWAYS OFFER AN ORIENTATION

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

POST-INTERNSHIP REVIEWS

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

LENGTH OF AVERAGE INTERNSHIP

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

AVERAGE WORK HOURS OF AN INTERNSHIP

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

DETERMINING HOW MUCH TO PAY AN INTERN

The most important benefit you can offer an intern is a highly educational experience that offers access to top-level employees and industry experience. However, payment is very important to set your position apart from the status quo and attract the best candidates. Visit aceweb.org/internships/compensation.aspx for the latest information about average internship compensation.

SEASON BEGINNING DATE END DATE AVG. # OF HOURS WORKED

SEASON	BEGINNING DATE	END DATE	AVERAGE # OF HOURS WORKED
Fall	Early-September	Mid-December	10 - 20
Winter/Spring	Mid-January	Late-April	10 - 20
Summer	Mid-May	Mid-August	20 - 40+

PUBLICIZING YOUR INTERNSHIP

Students are always looking for internships. That being said, structuring an internship around the internship cycle improves your odds. Below are some dates throughout the calendar year that match student search periods:

DATE TO POST EXPECTED START DATE

DATE TO POST	EXPECTED START DATE
Late Spring to Summer	Mid-September (Fall)
September/November	Mid-January (Winter/Spring)
Early to Mid-January	Mid-May (Summer)
March	Mid-May (Summer)

RECRUITING FOR SUMMER INTERNS

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

BENEFITS STUDENTS ARE MOST INTERESTED IN

- Challenging work scope and a well-defined internship project
- An engaging company culture and competitive organization
- Access to high-level executives and industry leaders, opportunities to network with various individuals in the office
- Professional development training, whether in skills or industry-specific software (QuickBooks, Basecamp and more)
- Monetary benefits (salary, stipend, travel expenses)
- Interesting perks (company trip to Orlando expo, etc.)

APPENDIX

MSSU CAREER SERVICES

mssu.edu/career

ABOUT US

The mission of MSSU Career Services is to empower Missouri Southern State University students and alumni to develop self-assessment and job-search competencies, to successfully link with employers, and to learn how to actively manage their own career development in a global job market.

CAREER SERVICES

Spiva Library, Suite 207
3950 E. Newman Road
Joplin, MO 64801

Phone: 417-625-9343

Fax: 417-625-9338

E-mail: careerservices@mssu.edu
or hirealion@mssu.edu

Facebook:

www.facebook.com/MSSUCareerServices

X:

x.com/MSSUCareer



HIRE A LION CAREER NETWORK

Hire a Lion Job Network at MSSU Career Services

The Hire a Lion Job Network is a free service provided to employers looking to connect with students for potential internships and jobs.

Getting Started:

1. Visit the MSSU Career Services website mssu.edu/career
2. Click on the Employer tab on the left navigation bar
3. Click on Hire a Lion, then click on the "Employer Access to Hire a Lion" link
4. Under the Returning User sign in area, click on Create a New Account - Or, if you have already created an account, login with your Hire a Lion credentials

Once your account has been approved, you will receive an email confirming your registration.

What you can do in the system:

- Update your profile
Under profile information, Select View Profile
- Update your company information
Under Profile, Information, Select View Organization Profile and Contacts
- Post a jobs and internships
Click on Job Postings and select Add, following the instructions, enter the job information. Click Save, and the job will be submitted for approval. Your job will be approved in one to two business days.
- Register for Career Events
Click on Events and select Career Fair. Submit your information to register.
- Search Resume Database
Employers can request access to the resume database to aid in recruitment for positions they're looking to fill. Contact Career Services to gain access.

JOB DESCRIPTION TEMPLATE

JOB DESCRIPTION

Title		Weekly hours	
Department		Expected time frame	
Direct Supervisor		Pay status	

Position overview: _____

Primary projects: _____

Additional responsibilities: _____

Requirements: _____

General knowledge: _____

Skills: _____

Abilities: _____

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

ATLANTA SPORTS COUNCIL SPRING INTERN JOB DESCRIPTION

The Atlanta Sports Council (ASC) is a non-profit division of the Metro Atlanta Chamber that facilitates the growth and development of sports and their impact on metro Atlanta by acting as an event recruiter, creator and marketer for sporting events designed to drive economic growth, enhance visibility and quality of life, as well as showcase Atlanta's collaborative resources through the hosting of sporting events.

Position Summary

The Atlanta Sports Council Intern is responsible for assisting in the fulfillment of Atlanta Sports Council (ASC) business development and event recruitment endeavors, the planning of Atlanta Sports Council (ASC) events, marketing/sales initiatives, volunteer coordination, administrative support and other projects as assigned by the ASC Manager of Business Development and Events.

The internship will run from January, 2013 through May, 2013. Candidate is expected to work a minimum of 40 hours per week. The position will \$10 per hour or can be taken for the intention of earning college course credit. (Required to work nights and weekends when needed)

Essential Duties & Responsibilities

- Research metro Atlanta athlete, team and coaching (high school, college and professional) achievements.
- Track, format and organize 2013 Atlanta Sports Awards candidate nominations and accolades.
- Process and track event ticket sales and ticket distribution/registration.
- Support the management of silent auction item requests and sales for 2013 Atlanta Sports Awards.
- Coordinate the recruitment and on-site management of volunteers.
- Assist in the management of the ASC email account.
- Track and update the business development sporting events database.
- Research potential sporting events to recruit to metro Atlanta.
- Research metro Atlanta event facilities/venues.
- Assist in the development of incremental event-related sponsorship opportunities and fulfillment of sponsorship agreements with Atlanta Sports Council business partners.
- Transcribe departmental meeting notes.
- Other various administrative and office duties as assigned.

Qualifications

Looking for a highly organized, creative and detail oriented individual with excellent written and verbal communication skills. Must be able to work effectively in a publicly-visible, high pressure and deadline oriented environment. . .
Must be highly motivated and exhibit good analytical and problem solving skills.

Education and / or Experience

College degree preferred. Proficiency in Microsoft Word, PowerPoint and Excel required.

Language Skills

English. Additional language(s) is a plus. Excellent written and oral communication skills are required.

Other Skills

Positive, energetic attitude and ability to work in a group environment. Previous sports business experience and familiarity of sports (as a whole) preferred.

SAMPLE JOB DESCRIPTIONS

METRO ATLANTA CHAMBER JOB DESCRIPTION

Title	Digital Media Specialist	FSLA Status	Exempt
Department	Communications	Date	10.26.11

The Metro Atlanta Chamber brings the best together to help Atlanta thrive. We mobilize and connect the business community to promote sustainable growth for the 28 county region. Everything we do at the Metro Atlanta Chamber – from recruiting businesses to Atlanta from all over the world, to tackling policy issues – is about creating jobs and prosperity to help Atlanta thrive.

Job Summary

Under the direction of the SVP Communication, supports the execution of a digital media strategy by designing, producing, and maintaining digital campaigns across communication channels. Applies marketing, journalism, technical and creative skills and knowledge of Chamber issues to craft and display compelling content for intended audiences.

Responsibilities

- Collaborates with internal clients and Communications team to determine digital media needs, strategies, and tactics.
- Provide guidance on the selection and implementation of digital media technologies and applications.
- Develops and posts content on various digital media channels (i.e. website, Facebook, Twitter, podcasts or others as appropriate). Ensures content is well targeted, accessible, and consistent across applications. Adheres to Chamber editorial and other standards
- Analyzes and reports digital media metrics. Recommends search engine optimization and strategy modifications based on findings.
- Assist Communications team with hot topics (e.g. public relations campaigns, task force related press) and on-going initiatives (e.g. economic development outreach, Board communication, annual meetings)
- Manages relationships with internal clients and vendors.

Requirements

- Four or more years experience in PR, journalism, marketing or related field. Two or more years experience in digital media. Experience in a chamber, non-profit or political organization is a plus.
- Knowledge of search engine optimization and emerging trends in digital communication
- Strong technology skills (insert desired programs)
- Excellent written and interpersonal communication skills
- Strong project and time-management skills
- Ability to work independently and as a team member
- Flexibility under time requirements and changing deadlines

SAMPLE JOB DESCRIPTIONS

JOB DESCRIPTION

Title	Technology Intern	Weekly hours	20-30 hrs
Department	Economic Development	Expected time frame	Feb. - July
Direct Supervisor	Senior Project Manager	Pay status	\$12 / hr

Position overview

The Metro Atlanta Chamber (MAC) Economic Development team is a non-profit, regional business development organization which recruits quality jobs and corporate operations of all types to the 29-county metro Atlanta region. Over the past 10 years, MAC has assisted more than 500 companies, which have created nearly 100,000 jobs.

The Technology Intern works with the Technology staff within Economic Development to support the team's marketing, recruiting, and other initiatives. The Technology team focuses on businesses related to internet and network security, mobile communications, software development and engineering, transaction processing, digital media and content, and smart grid. The Intern's responsibilities may vary based on the prevailing demands within the department. However, the core duties may include the following:

- Conducting industry surveys
- Verifying, maintaining and updating industry cluster company lists
- Forming and updating databases
- Researching data on prospective companies and competitive state incentives
- Providing updates on the economic climate as it pertains to technology industry expansion
- Managing social media outlets for the Technology Leadership Council (TLC)
- Coordinating marketing and email blasts
- Preparing prospect and meeting materials
- Coordinating events, meetings, and conferences
- Communicating with TLC members and keeping meeting minutes
- Researching and preparing content for website
- Generating and tracking membership/sponsorship invoices and payments
- Performing other duties as assigned

Requirements

Bachelor's Degree – recent graduate or currently pursuing one.

Skills

- Organized, detail oriented, analytical
- Self initiating. Ability to work independently and as the member of a team.
- Ability to work at a fast pace and respond effectively to changing requests
- Good verbal and written communication skills
- Proficient in Microsoft Office Suite, social media avenues

SAMPLE OFFER LETTERS

Date _____

Full Name _____

Street Address _____

City, State, Zip _____

Dear First Name,

We are pleased to offer you a position as Public Relations Intern in the Communications and Marketing Division of the Metro Atlanta Chamber (MAC). You will report to me and be responsible for writing and editing content that advances MAC's overall mission and annual initiatives. You will also contribute to other projects being completed by the Communications team.

We anticipate the role lasting four months and we request a commitment of at least that duration. There may be the opportunity for you to work an additional two months provided there is interest on both our parts.

You will work 30 hours a week. Your compensation will be \$12 an hour and you will be paid twice monthly (near the 15th and on the last work day of the month). Please report the hours you actually work via a time sheet we will provide to you.

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

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

Please sign this letter and return the original of it for our files. Please let me know what questions you have.

Sincerely,

Supervisor's Name _____

Title _____

Division _____

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

Full Name _____ Date _____

SAMPLE OFFER LETTERS

Date _____

Samuel Newell
3 Glenlake Parkway
Atlanta, Georgia 30328

Dear Samuel,

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

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

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

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

Sincerely,

Sallie Smith
Human Resources Generalist

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

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

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

Name _____

Date _____

SAMPLE EVALUATION FORMS

Intern Name: _____ Date: _____

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

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

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

5 For exceeded all expected outcomes

4 Exceeded expected outcomes

3 Met expected outcomes

2 Met some expected outcomes

1 Did not meet most expected outcomes

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

SAMPLE EVALUATION FORMS

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

SAMPLE EXIT SURVEY

Internship Survey

Start Date: _____ End Date: _____

Name: _____

Address: _____

Note: If you were a paid intern, this is the address where your W2 will be sent.

Phone #: _____

E-mail: _____

Did you find the job experience successful? Yes _____ No _____

Was the job a good learning experience? Yes _____ No _____

Were the details of the job explained thoroughly? Yes _____ No _____

Did you receive enough training to do the job efficiently? Yes _____ No _____

Did your supervisor provide constructive feedback? Yes _____ No _____

Was your supervisor available when you had a question? Yes _____ No _____

Did this experience help you make a choice for your career goals? Yes _____ No _____

Were MAC's rules, policies and expectations explained thoroughly? Yes _____ No _____

What did you like most about MAC? _____

What did you like least about MAC? _____

What job(s) did you enjoy the most? _____

What job(s) did you least enjoy? _____

Please return this survey to Human Resources before your last day.

HR Only:

	Number	Returned?
Parking Remote		
Building Access Card		

SAMPLE REJECTION LETTER

Date

Name

Address

City, State Zip

Dear John Smith,

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

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

Sincerely,

Campus Relations Manager

SAMPLE ORIENTATION CHECKLIST

<input type="checkbox"/>	Review Organization and Department Missions
<input type="checkbox"/>	Explain Need-to-Know Items <ul style="list-style-type: none"> <input type="checkbox"/> Parking <input type="checkbox"/> Workstation <input type="checkbox"/> Specific Work Dates/Times <input type="checkbox"/> Office Hours/Breaks/Lunches <input type="checkbox"/> Pay Period and Payment Information <input type="checkbox"/> Receive Contact Information from the Intern(s) <input type="checkbox"/> Computer Use Policy <input type="checkbox"/> Equipment Policies <input type="checkbox"/> Smoking Policy
<input type="checkbox"/>	Review the Internship <ul style="list-style-type: none"> <input type="checkbox"/> Job Description <input type="checkbox"/> Expectations <input type="checkbox"/> How the Internship Relates to the Company <input type="checkbox"/> Action Plan
<input type="checkbox"/>	Review Company Standards <ul style="list-style-type: none"> <input type="checkbox"/> Performance Standards <input type="checkbox"/> Attendance and Punctuality <input type="checkbox"/> Conduct in a Corporate Environment <input type="checkbox"/> General Appearance and Expected Attire
<input type="checkbox"/>	Explain the Work Process <ul style="list-style-type: none"> <input type="checkbox"/> Job Authority and Responsibility <input type="checkbox"/> Tact and Concern <input type="checkbox"/> Resources and Secretarial Assistance <input type="checkbox"/> Weekly Meetings <input type="checkbox"/> Open Door Policy <input type="checkbox"/> Two-way Communication <input type="checkbox"/> End of Internship Evaluation
<input type="checkbox"/>	Orient the Intern to the Work Area <ul style="list-style-type: none"> <input type="checkbox"/> Notify All Staff of the New Intern <input type="checkbox"/> Give a Tour <input type="checkbox"/> Introduce the Intern (Name, School, Department, Applicable Projects/Duties) <input type="checkbox"/> Make Personal Introductions and Explain Work Relationships <input type="checkbox"/> Allow Time for Them to Meet with Their Mentor (If Not Already Done So) <input type="checkbox"/> Provide a Security Card (If Required)
<input type="checkbox"/>	Begin the Internship

SAMPLE INTERNSHIP LEARNING AGREEMENT

INTERNSHIP LEARNING AGREEMENT		
Students:		
<ul style="list-style-type: none">▪ Please type or print neatly and fill out application entirely▪ Submit completed form to Faculty prior to start of internship.		
Semester _____	Year _____	Student ID# _____
Student _____	E-Mail _____	
Last First		
Telephone # _____	Major _____	
Organization Name _____ Internship Title _____		
Name of Supervisor _____		
Supervisor E-Mail _____		
Telephone _____	Location: _____	
City & State _____		
Faculty/Staff Sponsor's Name _____		
Faculty/Staff E-Mail _____@inverhills.edu		
Beginning Date: _____ End Date: _____		
Number of hours per week at site: _____		
Position is (check one): _____ Volunteer _____ Paid - at the rate of _____		

Internship Learning Agreement

Prior to starting the Student and Site Supervisor must discuss and agree on the following:

- 1. Learning Goals:** What does the student intern want to learn as a result of this internship experience? How will these goals relate to the student's academic work within their program at Inver Hills Community College?
- 2. Job Description:** What are the student intern's responsibilities working with this organization?
- 3. Site Supervision and Evaluation:** How will the student intern and the Site Supervisor evaluate the student's work and progress?
- 4. Communicating Concerns:** If the organization or internship site supervisor has concerns about the intern, it will contact the Internship Program Faculty Coordinator or Internship Program Coordinator and reasonable effort will be made to advise and mentor the intern and provide an opportunity for the intern to improve or address the concern.
- 5. Terminating the Agreement:** Except under special circumstances, any party who seeks to terminate this agreement will provide 15 days notice to the other party

By signing below, both the Student and the Site Supervisor confirm that they have discussed these items.

Although the Center for Experiential learning has taken reasonable steps to provide the student with trained and skilled supervisors, it should be understood this internship is not without risks. In signing this learning contract, the student acknowledges inherent hazards and risks and assumes those beyond control of the college staff and faculty.

I have read and I understand this Learning Agreement Form.

Student Signature _____ Date _____

I have read and I understand this Learning Agreement Form.

Site Supervisor Signature _____ Date _____

I have read and I understand this Learning Agreement form.

Faculty/Staff Sponsor Signature _____ Date _____

Please provide a copy of your signed, completed learning agreement to your Faculty and your site supervisor (and keep a copy for yourself).

CONTACT US

MSSU CAREER SERVICES
Division of Student Affairs

LOCATION

Missouri Southern State University
3950 E. Newman Road
Spiva Library, Rm. 207
Joplin, MO 64801

CONTACT

mssu.edu/career
417-625-9343

HOURS

Monday - Friday: 8 a.m. - 5 p.m.

Summer Hours

Monday - Thursday: 7 a.m. - 5 p.m.

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