

INTERNSHIP TOOLKIT

Planning and executing an effective internship program



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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 UMKC Bloch Career Center 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.

THE BASICS: A Quick Start Guide to Hiring Interns

1

Determine program needs and specifics

- » WHO - How many of each type of 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?

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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

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Source candidates

- » There are a variety of ways to advertise your available internships; below are the most common.
- » **Career Fairs and On-Campus Events:** Career fairs are a great way for employers to meet students and provide information about their company and positions. Registration fees differ by program. See page 27 for a list of Bloch Career Center contacts.
- » **Employee Referrals:** Company employees can be a great source of information about potential candidates, and the cost to source these candidates is zero.
- » **Faculty Referrals:** 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 the Bloch Career Center to avoid any ethical/legal concerns.
- » **Online Job Postings:** There are many different outlets through which to post internship information, including your business's website, Bloch Career Center's website (free of charge) and national/statewide postings.
- » **On-Campus Organizations:** Academic organizations focus on students by major or interest(s) and can be a great way to target a large group of students with similar backgrounds. These organizations are also a great way to target diverse candidates.
- » **Social Media:** Promote your job opportunities on your company's social media outlets such as Facebook, Twitter or LinkedIn.

THE BASICS: A Quick Start Guide to Hiring Interns

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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 the Bloch Career Center about conducting interviews on campus. This will give you better access to students.*

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Extend the Offer

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

An offer letter should include:

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



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. If the intern is an employee of the organization, the intern must be paid in accordance with the Fair Labor Standards Act and any applicable state law wage and hour requirements. If, on the other hand, the intern is a non-employee trainee, the organization is not legally required to pay the intern for his or her services. (See page 21 for more information on FLSA.)

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

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

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.



Things to Consider Before Getting Started

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 contact the Bloch Career Center for local averages or visit naceweb.org/internships/compensation.aspx.

COURSE CREDIT

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.

How do I arrange academic credit for an internship or cooperative education?

THE REAL DEAL:

Implementing an Internship Program

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IDENTIFYING YOUR BUSINESS NEEDS

2

DEVELOPING THE INTERN JOB DESCRIPTION

3

RECRUITING INTERNS

4

THE SELECTION PROCESS

5

MANAGING INTERNS

6

EVALUATING PERFORMANCE



THE REAL DEAL: Implementing an Internship Program

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.



THE REAL DEAL: Implementing an Internship Program

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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. 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.

THE REAL DEAL: Implementing an Internship Program

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)

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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 the Bloch Career Center which utilizes a variety of channels to connect to students.

By utilizing the Bloch Career Center to connect with students, companies can take advantage of these other valuable resources. Employers can host an information session or information table on campus, at which students learn about internship opportunities and ask questions. The information session/table 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. The Bloch Career Center will market this event and get students to the event for employers at no cost to the employer.

CAREER FAIRS

The Bloch Career Center hosts a career fair multiple times throughout the year. These are great ways to meet with potential candidates face-to-face. The cost for employers to attend varies, so contact the Career Center office for pricing. There are often specialized fairs to attract specific students.

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.



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THE SELECTION PROCESS

The Bloch Career Center offers 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, the Career Center will market the interview event for the employers and can generate a list of candidates to interview.

While the Bloch Career Center 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.

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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?



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MANAGING INTERNS

During the onboarding 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
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.

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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.

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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

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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 MEETINGS

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

FINAL EVALUATION

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

EXIT INTERVIEWS

This best practice offers your company insight 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.

Here 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.

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4. Cost per hire
 - » Dollar amount — the total cost for hiring one intern. Is it worth it to the company?
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 You Need 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.



Legal Considerations You Need to Know

COMPENSATION

Assuming a position meets the guidelines to be a legitimate internship, employers need to consider a second set of criteria to determine appropriate pay or if an intern can be unpaid.

The legal considerations are addressed through six criteria for unpaid interns for the service they provide to “for-profit” private sector employers articulated in the Fair Labor Standards Act. Essentially, if the six criteria are met, the Department of Labor considers there to be no employment relationship.

The six criteria established by the DOL are:

- » The internship, even though it includes actual operation of the employer’s facilities, is similar to training that would be given in a vocational school.
- » The internship experience is for the benefit of the student.
- » The intern does not displace regular employees but works under the close observation of a regular employee.
- » The employer provides the training and derives no immediate advantage from the activities of the intern. Occasionally, the operations may actually be impeded.
- » The intern is not necessarily entitled to a job at the conclusion of the internship.
- » The employer and the intern understand that the intern is not entitled to wages for the time in the internship.

If the company has determined that it is required to compensate the interns according to FLSA, then the compensation must be equivalent to an hourly rate of at least the minimum wage for all hours worked. Please visit the Department of Labor website if you would like additional information on FLSA ([dol.gov/whd/flsa](https://www.dol.gov/whd/flsa)).

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](https://www.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.

Legal Considerations You Need to Know

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 significant willful violation of organization policy after prior instruction.

Interns, for the most part, are young people who may not have the same level of maturity and judgment as those in your regular workforce. Accordingly, there should be a high level of patience for their adjustment to the workplace during the internship. Summer internships are a very brief period of time, and students should be given a fair opportunity to become part of your organizational culture. The intern's supervisor has a responsibility to give clear, accurate direction and 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.



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.

Legal Considerations You Need to Know

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.



BENEFITS AND INSURANCE

Since internships are short-term in nature, benefits are not typically offered to interns. Most students will already have medical insurance coverage through their colleges or universities or will be covered under their parents' policies. However, the employer's general liability policy usually applies to interns, 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. For the latest information about average internship compensation, please contact the Bloch Career Center for local averages or visit naceweb.org/internships/compensation.aspx.

LENGTH OF AVERAGE INTERNSHIP

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

Quick Facts

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
Early August-September	Winter or Summer
September/October	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 September when students return from summer break (some even begin during January). Most 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

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

Appendix

I. Bloch Career Center

About Us

The Bloch Career Center connects future business and community leaders with employers from a wide variety of industries in Kansas City, across the country and around the world.

102 Bloch Executive Hall
5108 Cherry Street, Kansas City, MO

816-235-5529

blochcareernet@umkc.edu

bloch.umkc.edu/careers

Majors served by Bloch Career Center:

- Bachelor of Business Administration
- Bachelor of Science in Accounting
- Master of Business Administration
- Master of Public Administration
- Master of Science in Accounting
- Master of Science in Finance
- Master of Entrepreneurial Real Estate

Appendix

II. Roo Career Network

Roo Career Network at Bloch

The Roo Career Network is a free service provided to employers looking to connect with students for potential internships and jobs.

Getting Started:

1. Visit the Bloch Career Center: bloch.umkc.edu/careers
2. Click on the Employer Log In Button
3. Select Register and complete the company information

Within one to two business days, you will receive an email confirming your registration and outlining your access to Roo Career Network.

What you can do in the system:

- » **Update your profile**
Under account, select Personal Profile
- » **Update your company information**
Under Profile, select appropriate options
- » **Post a job**
Click on Job and select Add New, 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 Add New. Submit your information to register.
- » **Search Resume Books**
Depending on your status, you will be able to view applicants in resume books. Go to Resume Search and enter your criteria.
- » **Report a Hire**
Select Report a Hire to report when you've hired a student for an internship or full-time position.

Appendix

III. 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: _____

Appendix

IV. Sample Job Descriptions

KANSAS CITY SPORTS COUNCIL SPRING INTERN JOB DESCRIPTION

The Kansas City Sports Council (KCSC) is a non-profit that facilitates the growth and development of sports and their impact on metro Kansas City 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 Kansas City's collaborative resources through the hosting of sporting events.

Position Summary

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

The internship will run from January 2017 through May 2017. Candidate is expected to work a minimum of 40 hours per week. The position will pay \$15 per hour. (Intern will be required to work nights and weekends when needed.)

Essential Duties & Responsibilities

- Research metro Kansas City athlete, team and coaching (high school, college and professional) achievements
- Track, format and organize 2017 Kansas City Sports Awards candidate nominations and accolades
- Process and track event ticket sales and ticket distribution/registration
- Support the management of event auction item requires and sales for 2017 Kansas City Sports Awards
- Coordinate the recruitment and on-site management of volunteers
- Assist in the management of the KCSC email account
- Track and update the business development sporting events database
- Research metro Kansas City event facilities/venues
- Assist in the development of incremental event-related sponsorship opportunities and fulfillment of sponsorship agreements with Kansas City 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 junior or senior pursuing bachelor's degree in business related major. Proficiency in Microsoft Word, PowerPoint and Excel required.

Language Skills

English. Additional language(s) a plus. Excellent written and oral communications 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.

Appendix

IV. Sample Job Descriptions

KANSAS CITY AREA COUNCIL

JOB DESCRIPTION

Title	Digital Media Intern	FSLA Status	EXEMPT
Department	Communications	Date	1.31.17

The Kansas City Area Council brings the best together to help Kansas City thrive. We mobilize and connect the business community to promote sustainable growth for the region. Everything we do at the Kansas City Area Council – from recruiting businesses to Kansas City from all over the world, to tackling policy issues – is about creating jobs and prosperity to help Kansas City 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 communications channels. Applies marketing journalism, technical and creative skills and knowledge of Council 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.
- Provides guidance on the selection and implementation of digital media technologies and applications
- Develops and posts content on various digital medial channels (i.e. website, Facebook, Twitter, podcasts or others as appropriate). Ensure content is well targeted, accessible, and consistent across applications.
- Adheres to Council editorial and other standards.
- Analyzes and reports digital media metrics. Recommends search engine optimization and strategy modifications based on findings.
- Assists Communications team with hot topics (e.g. public relations campaigns, task for 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 corporate communications, marketing, PR, journalism or related field. Two or more years' experience in digital media. Experience in council, 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

Appendix

IV. Sample Job Descriptions

KANSAS CITY AREA COUNCIL

JOB DESCRIPTION

Title	MIS Analyst Intern	Weekly Hours	20-30 hrs
Department	Economic Development	Expected Time Frame	Feb - Jul
Direct Supervisor	Senior Project Manager	Pay Status	\$18/hr

The Kansas City Area Council is a non-profit, regional business development organization which recruits quality jobs and corporate operations of all types to the metro Kansas City region. Over the past 10 years, KCAC has assisted more than 500 companies, which have created nearly 100,000 jobs.

The Management Information Systems (MIS) Analyst Intern works with the MIS staff within Economic Development to support the team's marketing, recruiting, and other initiatives. The MIS 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
- Coordinating marketing and email blasts
- Preparing prospect and meeting materials
- Coordinating events, meetings and conferences
- Communicating with TLC member and keeping meeting minutes
- Researching and preparing content for website
- Generating and tracking membership/sponsorship invoicing and payments
- Performing other duties as assigned

Requirements

Pursuing a bachelor's degree.

Skills

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

Appendix

V. 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 Kansas City Area Chamber (KCAC). You will report to me and be responsible for writing and editing content that advances KCAC's overall mission and annual initiatives. You will also contribute to other projects being completed by the Communication's team.

We anticipate the role lasting four months and we request a commitment of at 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 KCATA monthly pass or a parking space in the ramp of the Union Station Garage.

We hope you find your experience at the KCAC to be rewarding and we 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 _____

Appendix

V. Sample Offer Letters

Date _____

Full Name _____

Street Address _____

City, State Zip _____

Dear First Name:

I am pleased to offer you the position of Operation’s Intern with Tools – Industrial Products & Services with a start date of May 28, 2017 and an anticipated end dates of August 16, 2017. I believe you will thrive in the Acme Industries 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 Overland Park, Kansas office and you will report to Operations Manager, Joe Smith.

You will be eligible for holiday pay for any holidays which occur during your internship pursuant to the Holiday Policy by 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 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 you start date will not be impacted.

We are confident your skills and experience will be a tremendous benefit to Acme Companies next summer.

Sincerely,

Jane Doe

Human Resources Generalist

To indicate your acceptance of this offer, please sign in the space provided below and return no later than May 6, 2017. Please scan the signed offer letter to example@acmecompanies.com or you may fax 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 Acme Companies past August 16, 2017.

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. Your further represent and warrant that you employment with the Company will not require you to disclose or use any confidential, proprietary or trade secret information belonging to you prior employers. You additionally understand and acknowledge that the Company does not require or want you to disclose any such confidential, propriety or trade secret information.

Full Name _____ Date _____

Appendix

VI. Sample Evaluation Form

Intern Name: _____ Date: _____

The purpose of the performance review process is to track performance to objective and to align intern performance with the business strategy. The review also focuses on the values and behaviors interns are expected 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 to the right.

Final evaluations should be completed by both the intern and the 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 expected outcomes

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

Appendix

VII. 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: _____ Email: _____

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 the organization's rules, policies and expectations explained thoroughly? Yes _____ No _____

What did you like most about Acme Companies? _____

What did you like least about Acme Companies? _____

What jobs/activities did you enjoy the most? _____

What jobs/activities did you enjoy the least? _____

HR ONLY:	Number	Returned?
Parking Access Card		
Building Access Card		

Appendix

VIII. Sample Rejection Letter

Date

John Doe
1234 Main Street
Kansas City, MO 55410

Dear John Doe:

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 will keep us in mind for future opportunities.

Sincerely,

Jane Smith
Campus Relations Manager

Appendix

IX. Sample Orientation Checklist

ORIENTATION CHECKLIST

Name: _____ Date: _____

Manager Name: _____

<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 <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 Intern to Meet His/Her Mentor <input type="checkbox"/> Provide a Security Card (If Required)
<input type="checkbox"/>	Begin the Internship

BLOCH CAREER CENTER

Henry W. Bloch School of Management

LOCATION

Henry W. Bloch Executive Hall for
Entrepreneurship and Innovation
Room 102
5108 Cherry Street, Kansas City, MO 64110

CONTACT

bloch.umkc.edu/careers

816-235-5529

Relay Missouri: 800-735-2966 (TTY)

HOURS

Monday – Friday: 8 a.m.– 5 p.m.