

Oregon State University Career Development Center

Internship Guide

For Employers

Career Development Center
2019-2020

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What is an internship?

An internship is 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 experiences and make connections in professional fields that they are considering for career paths; and give employers the opportunity to guide and evaluate talent. – *NACE (National Association of Colleges and Employers) Internship Position*

Benefits to the Employer

- Interns can tackle a specific project, freeing you up to focus on the big picture
- Create a pipeline of future employees and cut recruitment costs
- Benefit from the academic expertise and enthusiasm of OSU students
- Promote a positive image for your organization

Benefits to the Students

- Students interested in specific industries can "try it out" with an internship
- Opportunity to earn income while preparing for a career
- Develop skills, including the ability to work in a professional environment
- Become more marketable upon graduation with real-world experience
- Build a professional network

How long does it take to create an internship program?

The development of an internship program can range from several weeks to several months, depending on the following factors:

- Number of interns desired
- The size of the organization
- Availability of Site Supervisor and the internal approval process
- If the internship will be paid or unpaid

Although it is not always possible, it is encouraged that employers fully develop and construct the program prior to posting the position. This is to ensure that the company, intern, and the institution can have a full understanding of the expectations and that there is a structure in place for the intern. The work that you put in at the beginning will make for an easy transition from intern to intern in the future.

If at any point in the process you have questions or concerns, please contact the Career Development Center.

Establishing an Internship Program

Although the process may seem extensive, this guide is to assist you with the development, implementation, and evaluation of your internship program. The Career Development Center's Employment and Internship Developer is an excellent resource for questions and assistance during the process.

The steps below are an outline for creating a successful internship program in addition to the sample documents at the end of the guide (see Appendix).

1. Research which areas of your organization would be suitable locations for interns and identify employees who could serve as Site Supervisors. Gain input from your current employees on what projects might be applicable and who has the bandwidth to mentor an intern. The selection of a Site Supervisor can have a significant impact on the success of your internship program. The best supervisor is someone who is interested in someone who is interested in teaching others, understands the organization and its operating procedures, and can develop quality work assignments for students. A supervisor or mentor can ensure a successful internship by guiding the student through the organization, providing advice and training, and helping with problems. Good supervisors not only help students learn, they also help the company learn about the student as potential full-time hire.
2. Establish a training and orientation program. Include an orientation and tools and tips for how to be successful. Provide a Training manual and include information about your organization, such as mission & vision, employee contact information, important policies, procedures, and resources.
3. Develop and post a job description that includes duties, expectations, responsibilities, qualifications, and skills/experience the intern will gain. Post this Job Description onto Handshake. Include the following in a brief description:
 - Position title
 - Description of the organization and work environment
 - Clear description of the position, general responsibilities, and learning objectives
 - Skills and qualifications required/preferred
 - Compensation/benefits
 - Hours per week
 - Start/end dates of the internship, if applicable
4. A work space and materials need to be provided by the employer. The intern should receive a workspace and all the materials necessary to complete the assigned tasks and projects.
5. Once an intern is hired, sign the Internship Agreement that their academic program has provided or, if the student is not completing the internship for credit, provide your own internship agreement. The Internship Agreement ensures that the employer, Site Supervisor, and intern all have a shared understanding of the responsibilities, expectations, and goals of the internship.
6. At the end of the internship, the Site Supervisor should evaluate the intern and provide them with constructive feedback. The Site Supervisor should also complete any paperwork that the intern's academic department requires. Consider asking the intern to evaluate their internship experience so that you can further fine-tune and improve it for next time.

Guidelines and Responsibilities of the Employer

To provide equal access for all students, Oregon State University's Career Development Center recommends that all internship positions be posted onto Handshake. To comply with best practice, internship listings must meet the following criteria to be published on Handshake:

- The experience must be an extension of the classroom: a learning experience that provides for applying the knowledge gained in the classroom. Learning objectives must be clearly stated. It must have a defined beginning and end.
- The employer must be a legitimate established business or nonprofit located in a commercial space. Home-based businesses/nonprofits and internships in which 100% of the work is done remotely or virtually will not be approved.
- An experienced professional with expertise in the content area of the internship (i.e., the "Site Supervisor") must be assigned to supervise the intern.
- Interns must be given an orientation to the organization, safety procedures, training, ongoing supervision, and evaluation.
- The employer covers the costs of all training, certificates, background checks, etc. There are no requirements for the intern to pay the employer in any form for any part of the experience. The employer expects no immediate advantage from the activities of the intern.
- Interns should not be considered "consultants" or be expected to provide a function that your professional staff does not have the skills to perform.
- All resources, equipment, and facilities needed to support the stated learning objectives/goals of the internship must be provided by the employer.
- Internship Employers must subscribe to EEOC guidelines established by Federal and Oregon state law. Employers/Organizations cannot unlawfully discriminate in the selection of student interns on the basis of race, color, national origin, gender, disability, sexual orientation, religion or veteran status.
- All Employers shall maintain a safe working environment for student interns. This includes complying with all OSHA rules and providing an initial safety orientation, any precautionary safety instructions, training, and ongoing supervision for assigned duties.

The following are experiences that do not qualify as internships:

- Commission-based positions.
- Internships located in home-based businesses.
- Situations where 100% of the work is done remotely or virtually.
- Positions in which the intern displaces a regular employee.
- Positions that require door-to-door canvassing, cold-calling, or petition gathering.

- "Independent contractor" relationships that require the intern to set up his/her own business for the purpose of selling products, services, and/or recruiting other individuals to set up their own business.
- Positions in which the intern would be supervised by a family member.
- Telemarketing positions.
- Positions in which the intern is required to pay the employer for any part of the experience (fees for training, etc.).
- International Internships will not be approved unless the employer has successfully applied to and been approved by the OSU IE3 Global Internship Program.

Types of Internships

The types and durations of internship can be flexible but generally involve one or more of the following options.

Summer Internships

For OSU students, the most popular period for internships is the summer. OSU students begin looking for full-time summer internships as early as October of the prior year. Students may be available to work 40 hours a week beginning mid-June and running through mid-September.

Part-Time Internships

During the fall, winter, and spring terms, the internship can be part-time for ten to fifteen hours per week. Because of the heavy academic load OSU students carry, it is recommended that a student intern not work in excess of fifteen hours per week. Transportation could also be a concern; ideally, a part-time internship is located within a reasonable commuting distance from OSU campus.

Receiving Academic Credit

As the employer, you cannot guarantee that a student will receive academic credit for participating in the internship. For a variety of reasons, not all students complete internships for academic credit. It may not be an option in their major program or they may not wish to incur the cost to receive credit (\$857.86 for a resident, \$1512.86 for nonresidents). If a student does wish to pursue academic credit, it is the responsibility of that student to make arrangements with their academic department. Such students should provide their internship site with paperwork provided by their major department that will enable them to receive credit.

Paid vs. Unpaid Internships

The temptation to hire an unpaid intern is there, but the pay-off is less than expected. Due to the cost of internship credit (see above), a student is more likely to select a paid internship. A paid internship is more competitive and attracts more applicants. Typical pay for interns can vary, with engineering/technical internships paying the highest, between \$18 - \$25/hour, and the average internship paying between \$11.50 and \$15/hr. However, many students do complete unpaid internships during their time at Oregon State University. Unpaid internships at for-profit entities must adhere to pertinent federal laws.

Recruiting

Make sure to give yourself enough time to recruit and be aware of the academic calendar. OSU's fall term generally starts late in September and ends mid-June. Each term is only 10 weeks long and students typically are not looking for positions during breaks and final's week.

Advertise openings on the OSU's online job board, Handshake. It is the OSU Career Development Center's online career management system and is your online connection to Oregon State students and alumni. You can also list part-time jobs for students while they are in school, on-campus jobs, summer full or part-time jobs, and full time positions.

A potential recruiting option is to contact clubs and organizations. Search our organization database and reach out to club leadership to advertise your open positions through Handshake. OSU is home to more than 300 student organizations on campus. Offer to speak to their groups, or sponsor treks to visit your company. Consider sponsoring their organization, as many have partner programs. To build a pipeline, ask your alumni and interns for recommendations or interest in connecting back with organizations they were involved in.

Review our comprehensive list of Career Expos, fairs, events and other engagement opportunities on the Career Development Center's webpage.

Share your expertise and grow awareness of your company by speaking on an employer panel, engaging in an informational interview or hosting a job shadow. Contact the Career Development Center if you are interested in learning more about these options.

Responsibilities of the Intern

- Approach the internship in a professional manner that is guided by courtesy, a desire to learn, and a willingness to receive feedback for improvement
- Act in a responsible and appropriate manner in accordance with the rules and regulations of the employer
- Students seeking academic credit enroll in an internship course and are required to complete a learning contract or internship agreement (depending upon their college) with their Site Supervisor and provide this to their department's Internship Coordinator

Orientation & Training

Training a new intern should be treated just like a new employee; they should be introduced, oriented and trained just as a new employee would be.

Employers are encouraged to review the following with the intern upon arrival:

- Review behavior/performance expectations
- Review learning objectives

- Discuss projected assignments
- Discuss training schedules
- Schedule time for supervision sessions (shadowing and feedback)
- Provide opportunity for the inter to discuss their expectations

Conclusion of Internship

As the internship comes to a close, make sure that your workplace knows when the intern's last day will be. While there are many different ways to end an internship here are a few tips for the last days.

- Have the intern do a presentation to recap their internship experience and talk about projects and assignments that they worked on. This is a great way for the company to see the value of internships and for the intern to practice articulating what their experience amounted to.
- Discuss future employment options (if applicable).
- Hold an exit interview/review to discuss what went well and what could be improved for next time. You could also have a post-internship survey that the intern fills out about the internship.
- Provide a letter of recommendation or letter of completion.

Appendix A: Tips for Writing a Position Description for an Internship

A position description helps students learn about your organization and the available opportunity. There are several sections that could be included, and while you may decide to leave out some sections, it is helpful to include as much information as possible. Here are several sample sections that are generally included.

Title of Internship

Examples: Marketing Intern, Research Intern, Museum Acquisitions Intern

Tip: Include 'intern' or 'internship' in the title. This helps your position stand out to students who are looking for internships.

Full or Part-Time:

Generally, internships are part-time during the school year and either full or part-time over the summer

Description:

Describe what your organization does and a brief description of what the intern will be doing. This is your chance to get students excited about working there. Rather than write it out as a paragraph, use bullets.

Responsibilities:

This section describes projects and other tasks that the intern will do.

Examples: Research trends in healthcare, Assist other staff with presentations for clients, Participate in team meetings

Qualifications:

List things that you would like to see in an intern. It is best to state 'prefer' rather than 'require' when possible.

Examples: Pursuing a BS/BA, Prefer junior or senior but will consider other class levels, An interest in _____, Excellent oral and written communication/presentation skills, etc.

Appendix B: Sample Intern Orientation Checklist

Intern Information		
Name:		Start Date:
Position:	Supervisor:	
First Day:		
Provide Intern with New Intern Manual		
Assign Employee to answer general questions after orientation		
Policies		
Review key policies	<ul style="list-style-type: none"> • Anti-Harassment • Intern Absence • Social Media/Cell Phone Use • Holidays • Time and Leave Reporting • Overtime • Evaluations 	<ul style="list-style-type: none"> • Safety • Emergency Procedures • Visitors • E-mail and Internet Use • Personal Conduct Standards • Security • Confidentiality • Dress Code
Review general administrative procedures	<ul style="list-style-type: none"> • Office/work station • Keys • Mail • Telephones • Building Access • Office Supplies 	<ul style="list-style-type: none"> • Badge/ID Requirements • Conference/Meeting Rooms • Shipping • Business Cards • Purchase Requests
Tour Facility, Including:	<ul style="list-style-type: none"> • Restrooms • Mail Room • Printers • Bulletin Board • Parking 	<ul style="list-style-type: none"> • Office Supplies • Kitchen • Emergency Exits & Supplies • Office Locations of Employees • Necessary Materials
Position Information	<ul style="list-style-type: none"> • Introduction to team • Review learning objectives, initial job assignments and training plans • Review payroll timing, time cards, and policies and procedures that apply 	<ul style="list-style-type: none"> • Review position description, performance expectations, and standards • Review schedule and hours

Appendix C: Sample Internship Agreement

Components of the Internship Agreement

The Internship Agreement is a document that the student, faculty advisor (if the student is pursuing credit for the internships), and the Site Supervisor agree on and is developed to provide guidance and a clear framework of what the internship will focus on.

Learning Objectives

What is the student expected to learn through this experience? Be specific. Try to use concrete measurable terms. In order to cover multiple areas, the Site Supervisor and intern should develop 3 to 5 objectives that address the range of what the intern will be doing during the experience.

The following are examples of Learning Objectives

- Develop an awareness of the field of _____
- Gain an understanding of how an organization works with _____
- Learn or improve (particular skills), expand knowledge of a (specific field or process), and/or apply or test a (particular body of knowledge)
- Develop an understanding of the professional world and of (specific company)
- Explore possible majors or career options and learn what one needs to be successful
- Learn about how a particular company, organization, or industry works

Internship Agreement

Internship Begins _____ (Date) Ends _____

Student Information (Please type or print clearly)

Student's Name _____

Address _____ Phone _____

Email _____

Internship Employer (Company/Agency/Organization)

Employer Name _____

On-Site Supervisor _____ Title _____

Address _____

Phone _____ Email _____

Student's Job Title _____ Salary _____

Hours Per Week _____

Job Description *Describe the intern's role and responsibilities.*

Learning Objectives. *What skills and projects will the intern gain by the end of this internship? Consider potential academic objectives, skill development, and professional development.*

Appendix C: Sample Internship Agreement

On-Site Supervisor's Responsibilities to the Student. *How will employer help student to successfully fulfill employment tasks and learning objectives? Examples: Clearly communicate expected task outputs to intern. Evaluate intern's performance on a weekly basis.*

Student signature _____ Date _____

On-Site Supervisor signature _____ Date _____

Internship Evaluation

Internship Start Date _____ Internship End Date _____

Student Information (Please type or print clearly)

Student's Name _____

Address _____

Phone _____ Email _____

Internship Employer (Company/Agency/Organization)

Employer Name _____

On-Site Supervisor _____ Title _____

Address _____

Phone _____ Email _____

Student's Job Title _____ Salary _____

Hours Per Week _____

Learning Objective Results. *Please explain how the intern met or did not meet the previously agreed upon learning objectives.*

Evaluation. *Where did you see the most growth? In what areas are there room for improvement?*

Appendix D: Sample Intern Performance Evaluation

Category	1	2	3	4	5	NA	Comments
Critical Thinking & Problem Solving							
Oral Communication							
Written Communication							
Problem Solving Ability							
Teamwork/Collaboration							
Work Ethic							
Ability to use Resources							
Completion of Assignments							
Ability to Accept Responsibility							
Ability to take Direction							
Leadership							
Progress toward Learning Objectives							
Professionalism							
Timeliness							
Overall Rating							

Student signature _____ Date _____

On-Site Supervisor signature _____ Date _____

Post Internship Survey

Internship Start Date _____ Internship End Date _____

Student's Name _____

Address _____

Phone _____ Email _____

On-Site Supervisor _____ Title _____

Address _____

Phone _____ Email _____

Student's Job Title _____

Salary _____ Hours Per Week _____

Learning Objective Results. *Please explain how the work that you did related to your learning objectives.*

Evaluation. *In what areas did you learn the most? What would have made this a better internship experience?*

Student signature _____ Date _____