

INTERN DELAWARE PLAYBOOK

*Recommendations for how to
build and host a successful
internship program*

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1. GETTING STARTED

WHAT IS AN INTERNSHIP?

The National Association of Colleges and Employers (NACE) 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 make connections in professional fields they are considering for career paths as well as gives employers the opportunity to guide and evaluate talent. An internship is typically a semester (fall, spring, or summer) in duration, may or may not carry credit, and may be paid or unpaid.

INTERNSHIP SHOULD PROVIDE STUDENTS WITH:

- A practical work experience or project, given by a designated supervisor
- An opportunity to observe, contribute, and rotate through the different parts of the department/organization
- Career connections, mentorship, and networking opportunities within the organization/industry
- Training, either “formal” or on-the-job along with constructive, on-going feedback for personal and professional development

HOW COMPANIES BENEFIT FROM INTERNSHIP PROGRAMS:

- Interns can complete project work and increase your organization’s productivity
- Streamline your recruitment process and fill your talent pipeline
- Internship programs can be cost effective
- Provides an opportunity for career and personal growth for your staff who can provide supervision, training and mentoring for the interns
- Interns can bring the newest technology from the classroom
- Interns can be another source for the recruitment of diverse employees
- Increased retention rates since more than 50% of interns return to the organization after graduation

FOSTERING DE&I TIP:

An internship program should also provide interns with the time to experience the organization’s culture – including participation in Employee Resource Groups (ERGs). Be sure they know how to join and take advantage of your organization’s groups and communities.

FOSTERING DIVERSITY, EQUITY, AND INCLUSION IN YOUR INTERNSHIP PROGRAM:

Benjamin Franklin wisely said, “if you fail to plan, you are planning to fail”. Without a plan to integrate diversity, equity and inclusion (DE&I) in your internship program, this business imperative is sure to fail, and badly. Be intentional and make DE&I a priority in every aspect of the development, recruiting, selection, hiring, budgeting, program. Challenge yourself and your team to solicit the participation and insights of individuals within your organization, as well as external DEI thought leaders. Throughout this playbook, you will find “Fostering DE&I Tips”. These are highlighted in each section call out ways of integrating DE&I into every aspect of your internship program.



2. GAINING BUY-IN, BUDGET, AND RESOURCES

Getting internal buy-in for an internship program is an important step in building a successful internship program. You need support from your business leaders not only for budgeting purposes but also for employee engagement. Hosting an intern takes work and commitment, and if those who are directly leading the interns aren't supportive of the program goals, the interns' experiences will fall short.

GETTING INTERNAL BUY-IN:

- Enlist support of non-HR business leaders to champion the program. Perhaps identify one or more executive sponsors of the program. Bring them along in your journey and equip them with talking points to promote the program.
- Talk to business leaders and employees to understand the lift they think they could get from an intern. You can use this information to put together the business case for a program.
- Build a clear WIIFM (what's-in-it-for-me) to present to those from whom you need buy-in/support. Think about:
 - **What business need does having interns solve?** Coverage during peak PTO seasons? Is summer a busy period for any of your business areas? Could hiring an intern open up full-time employees to work on stretch/development projects?
 - **Will having an internship boost your reputation in the community?** Do you want to be known for developing entry-level talent? Will your interns participate in community activities?
 - **How can an internship program support your future hiring goals?** Will your interns be invited to join your talent community so that you can engage with them when they graduate? Could you extend full-time offers to seniors in your internship program so that they have a job when they graduate? What areas of the business could benefit from this strategy?

ESTABLISHING AND MEASURING PROGRAM GOALS:

- Use the step above to establish goals for the internship program. Think about:
 - Do I want to convert graduating interns to full-time employees?
 - Do I want to create ambassadors for my organization?
 - Does the business need assistance with a particular project or business goal?

BUDGETING:

- The cost of an internship depends on what you are able to offer. Intern Delaware strongly advocates for paid internships.
- Here are some typical paid internship structures (cited from “Internship in a Box”):
 - Summer intern stipends can vary from \$1,000 to \$3000
 - An hourly rate for an intern ranges from \$10 to \$30 depending on the experience and skill of the intern. According to NACE’s 2018 Guide to Compensation for Interns and Co-Ops, the average hourly wage for an intern is \$18.73.

5 BENEFITS FROM PAYING YOUR INTERNS

1 Secure the best-qualified interns

The most skilled interns will have the highest number of internship options. Offering a paid internship signals to interns you are committed to their development and suggests you have the resources to create a valuable internship experience. Companies that offer paid internships are simply the most attractive options for candidates.

2 Increased performance

When you pay interns, they feel more committed. And the greater their commitment, the more productive they will be. Paying interns also makes requiring deliverables from your interns easier because the relationship of employer-intern is more clear.

3 Increased diversity

Offering a paid internship opens the pool of qualified applicants to choose from. Instead of selecting interns from only a segment of the population who can afford to work for free, you're inviting qualified candidates who are not financially secure enough for unpaid employment. First generation, African American, and Hispanic students are all more likely to be paying their own way through school and need paid employment during college.⁷

4 Higher worker retention rates

NACE discovered nearly 40% of employers report a higher five-year retention rate among employees they hired from their paid internships.⁸ An increased retention rate also saves your organization the money, time, and staff resources needed to identify and recruit other candidates outside of your organization.

5 Legal protection

The U.S. Department of Labor's Fair Labor Standard Act (FLSA) requires for-profit employers to pay employees for their work. Interns and students, however, may not be "employees" under the FLSA. Courts have used a "primary beneficiary" test to determine the status of a intern as entitled to pay or not. But if the employer is the "primary beneficiary" of the intern's work, then he or she is an employee and needs to be paid. Nonprofit and government agencies are currently exempt from the Department of Labor's internship criteria.

ALLOCATING RESOURCES:

Think about the resources you need to hire, plan, and execute the program. Here are some ideas:

- Have a full-time employee take lead on the strategic initiatives of the program, as program coordinator. This could be someone in HR, perhaps within Talent Acquisition, Talent Management, Learning and Development, or within the HR Business Partner team. In addition, hire a support staff of 1-2 interns who report to the program coordinator and are responsible for the actual hiring process, program planning, and execution/coordination of the intern program activities. The number of interns you need and hours they work would depend on the number of interns in your program.
- Identify an intern program coordinator, as suggested above, but leverage other members of your HR team to do the hiring, planning, and execution. Talent Acquisition could support the hiring, Learning and Development could support the planning, and HR Business Partners could support the execution.

How you staff your internship program greatly depends on the buy-in you have from your business as well as your program goals. The bigger the program and loftier the goals, the more support staff you will need.

FOSTERING DEI TIP:

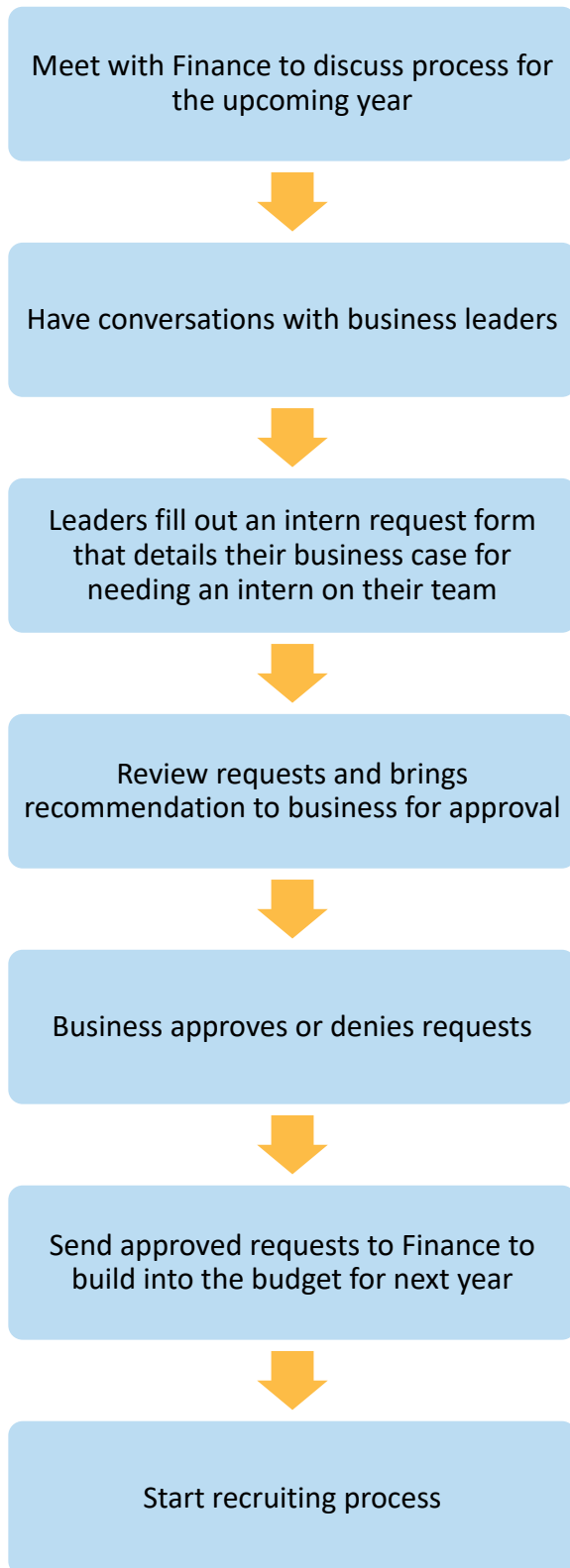
When engaging stakeholders for buy-in, think beyond upper management and be sure that the employees who help shape the criteria for recruiting and participation in your program reflect the diversity of the pool of candidates you want to recruit. These individuals will bring unique perspectives to your program development including where to recruit diverse talent, how to set or adjust program criteria so as not to inadvertently exclude qualified candidates, and how to create an inclusive and welcoming recruitment campaign.



3. BUDGETING AND REQUESTS

Once you have buy-in from your organization, you will need to partner with the business to establish a process for budgeting interns. This will vary greatly depending on how your organization budgets for positions.

SAMPLE BUDGET AND REQUEST PROCESSS FLOW CHART:*



SOME THINGS TO CONSIDER:

- Who approves headcount? The business? What leader level? HR? Finance?
- What is your typical budget and requisition approval process? If your volume of interns is high, will this be too heavy or cumbersome for your usual system?
- What is the timing of your typical yearly budget process? Does this match your intern timeline goals? (If your next year's budget isn't finalized until December and you want your positions posted by November you may have to build out an alternative process.)
- How involved should Finance be?
- Who owns the collection of the requests and getting them approved?
- Will you be offering up interns to anyone who asks for one? Or do you want some sort of approval process before they hit the budget?

**In this example, Finance manages the budget, and the business makes final decisions and approvals.*



4. RECRUITING, SELECTION, AND HIRING

When looking to hire qualified candidates, it is important to identify the best places to source candidates. It is also important to have a clear picture of the skills and desired experience that you would like to see in an ideal pool of candidates. The recruiting process can be lengthy. Determine your ideal recruiting timeline well before you start the recruiting process. Also consider that in order to attract the candidates you need, you may need a longer, or an evergreen recruiting campaign. If you are unfamiliar with the recruiting timeline for your industry, connect with a university career center and they can provide this information.

ADVERTISE YOUR INTERNSHIPS:

Colleges and universities in the State of Delaware utilize recruiting platforms like Handshake for job postings, recruitment event planning, and more. Most of these platforms also provide ways for employers to connect with students that have public profiles. With the volume of job boards and recruiting platforms that exist today, it is important to ensure that you connect with the digital resources that provide the best access. Most colleges and universities do not charge for posting jobs, so take advantage of this resource. Platforms like Indeed.com, WayUp.com, and Collegerecruiter.com are fee-based platforms that can also be used to support your recruiting efforts.

DEVELOP AN INTERVIEWING AND HIRING SCHEDULE:

- When planning to interview candidates coordinate the interview schedule with the appropriate team members and hiring managers. Decide what types of interviews you want to conduct and how many interviews are necessary. Some questions for consideration:
 - Do you want to offer a phone interview and video interview?
 - Is there an option to bring the candidate to your office for an in-person interview?
 - How long will the interviews be?
 - What type of interviews will you offer: traditional, behavioral based, case, a combination, etc.?

FOSTERING DEI TIP:

Where you advertise your internships matters even more than the platform you use. To recruit diverse talent, look to collaborate with:

- Academic institutions and associations for differently abled students such as the National Association for the Deaf and the American Foundation for the Blind
- Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs)
- Consider community colleges or GED programs.
- Diversity-focused industry groups and conferences. For example:
 - For accounting, the National Association of Black Accountants
 - For tech, the Grace Hopper and Out in STEM conferences
 - For engineering, the National Society of Black Engineers, the Society of Hispanic Professional Engineers (SHPE), to name just a few

SELECTING INTERNS – WHAT TO LOOK FOR IN A CANDIDATE:

- **Campus involvement:** Students actively engaged in extracurricular activities possess many of the skills that can add value to your organization. Most colleges and universities provide information that can help you get connected to Student Leaders. When in doubt, check with the Career Center and they can provide direction.
- **Leadership roles:** Students in roles like resident assistant, new student orientation leaders, admissions ambassador, or student tutors possess confidence and strong interpersonal communication skills.
- **Academic performance and coursework:** While GPA is a significant factor, it is not the only indicator that a candidate might be ideal for your organization. The GPA only tells part of the story. Ask students to provide details on projects and coursework which can provide a well-rounded view of their capabilities.
- **Athletic participation:** Student athletes are some of the most sought-after candidates. They possess skills in teamwork, leadership, and resilience. They know how to follow directions and they know how important it is to be part of a team that is goal driven.
- **Prior work experience (including internships):** Many students may not have formal internship experience. However, many have had part-time jobs that help them develop transferable skills that can be developed even further during their internship with your organization. Retail, camp counselors, and volunteer work all provide relevant work experience for students.

FOSTERING DEI TIP:

It's important to consider the full candidate picture. Some students need to work through school and may not have the time to participate in as many extracurricular activities. In addition, working full or part time through school may impact their GPA. Consider work experience, extracurricular experience, and academic performance in combination to get the full picture.

INTERVIEWING INTERNS:

Interviews provide you with an opportunity learn about candidates' academic background, skills, and experiences. You can also use this time to evaluate communication skills and other traits to see if the candidate meets your qualifications. There are typically four types of interviews: telephone, video, artificial intelligence (AI), or in-person.

FOSTERING DEI TIP:

Ensure interviewers have been through unconscious bias training.

- **Use behavioral interviewing as a best practice.** Behavioral interviewing is a form of interviewing that is designed to provide in-depth information. The premise is that past performance is an indicator of future performance. Behavioral interviews often start with questions using one of the following phrases:

- “Tell me about a time when you ...”
- “Describe a time when you were faced with challenge ...”
- “Give me an example of when you ...”
- Behavioral interview questions should be answered using the **STAR Method** which is a formal manner of answering a behavioral interview question discussing the specific Situation, Task, Action, and Result.

For examples of behavioral interview questions to ask your intern candidates, see the **resource library**.

EMPLOYEE REFERRALS:

If not already established, create an employee referral process and incentivize employees to refer top prospects. According to the Harvard Business Review, 48% of new hires come from referrals. The obvious challenge with employee referrals is that they can lead to an organization where everyone is similar, since we tend to know people that are like us. Make sure that your referral process is equitable and inclusive.

Additional considerations:

- If you have an employee referral reward program, are people who refer interns eligible?
- How will you keep track of the candidates you receive as referrals?
- Intern referrals are often friends and family members, and sometimes children of employees. Think about how you want to keep referrers in the loop about the status of the person they referred.
- Do you want to have some sort of company communication where you ask for referrals for the intern program?
- Do you want to thank or acknowledge those who referred interns after the hiring decision has been made?
- It’s never great to hear when your referral is not selected, especially if they are a friend, relative, or child. Be sensitive, be sure they know the decision was skills/experience based, that the program was competitive, and encourage the referral to apply next year.

FOSTERING DEI TIP

Employee Referrals are a great source of talent. However, they can tend to exacerbate the lack of diversity in a homogenous organization. Remember to ask your Employee Resource Groups (ERGs) for referrals, especially those groups of employees who may be underrepresented in your organization.



5. PROGRAM PLANNING AND EXECUTION

What kinds of activities do you want your interns to take part in over the summer in addition to their day job with the business? Will you be providing them the opportunity to network with other areas of the business and each other? Have you considered providing them with training and resources on navigating a new work environment or additional learning and development opportunities? Do you want them to execute a project as a group or individually? Consider what kind of program you want to provide and build your plan.

It's a best practice to provide a syllabus for your interns and leaders of interns to reference throughout the summer, highlighting events. A sample can be found in the resources section of this toolkit.

IDEAS FOR ACTIVITIES:

- **Skill- building**
 - Resume building workshop
 - How to make the most of your internship seminar, class, or online training
 - Interviewing workshop
 - Panel discussion with your HR/Talent Acquisition team on job searching after graduation
 - Provide them with online resources for corporate work skills – meeting etiquette, email/calendar tools, Excel, etc .
- **Networking**
 - Speed networking event (set up like speed-dating). Participants can be people from the business or be an intern only networking event.
 - Lunch and learns with the business
 - Ice-cream socials
 - Be sure to promote all of Intern Delaware's events as opportunities to network inside and outside of your organization.
 - Provide interns with tools to build and practice their elevator pitch
- **Group projects**
 - Present each group with a business problem that needs to be solved. Ask them to research and present a project proposal
 - Each group participates in a fundraising or other charitable project.
 - Have intern groups present the outcomes of their projects at the end of your program. Invite Senior leadership, interns' direct leaders and/or teams, etc.
 - Shark Tank style competition

THINGS TO CONSIDER WHEN PLANNING ACTIVITIES:

- Balance time spent on business activities versus program activities. Your business leaders requested an intern because a job needs to be done. The intern program should enhance their working experience, not take away from it.
- Share the syllabus in advance with leaders and listen to/ease their concerns (if any) over time spent away from the business
- What will you make optional and required?
- If this is a summer program, leaders may have PTO scheduled, get commitment for event support early.
- What time commitment is required and from whom when hosting these events? HR? Leaders? Your intern running the program? Plan accordingly.

FOSTERING DEI TIP:

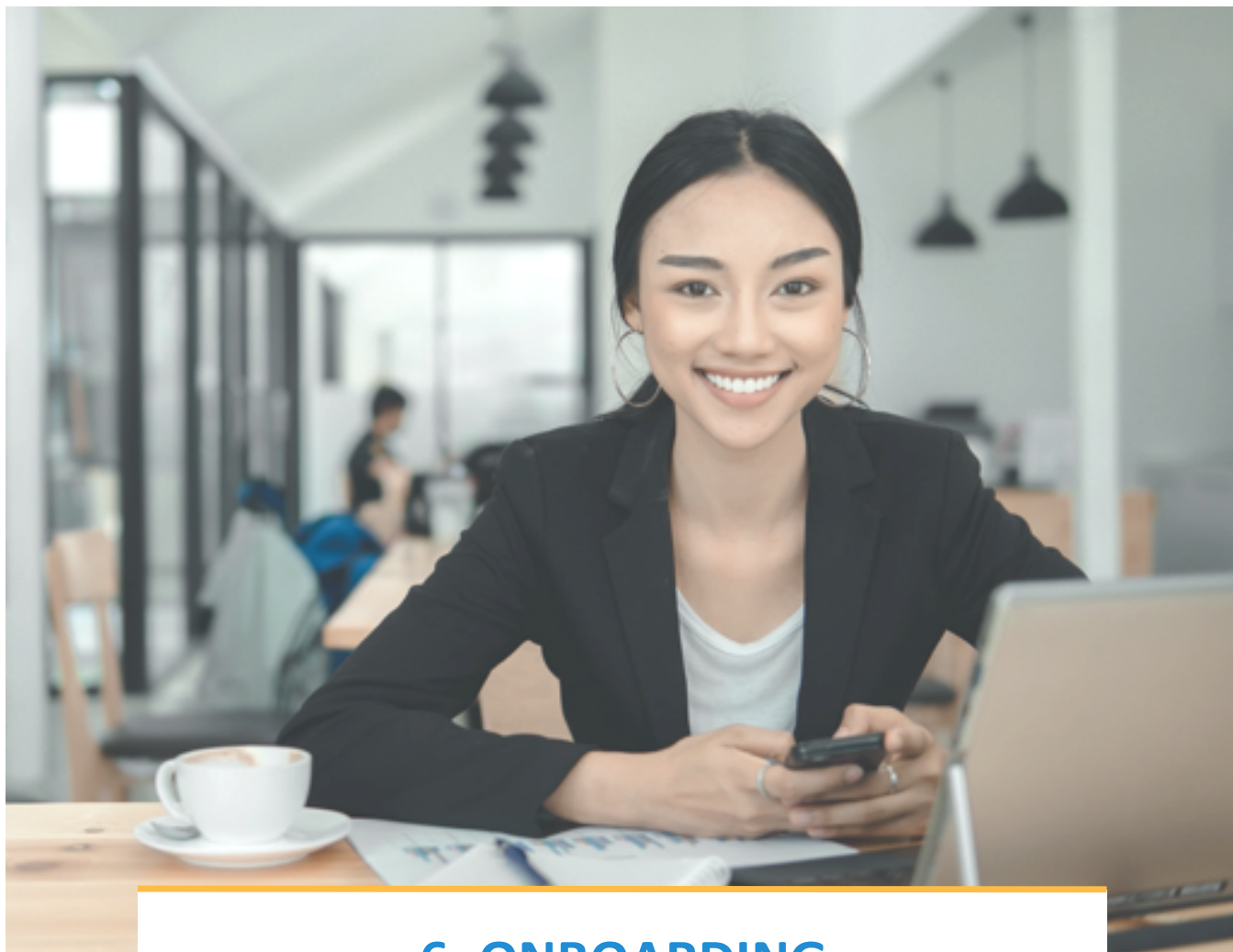
Consider how you will gather feedback from the interns about their experiences in your organization, as they pertain to culture. A great experiencing learning the business and delivering results is not enough to offset imposter syndrome and the feeling an intern might have that they won't be able to bring their authentic selves to work at your organization. This could be difficult information to glean from your interns but it's worth the work if you want to attract and retain top talent. Challenge yourself and your team to ask thoughtful questions before the internship begins to ensure your interns can see themselves in a career with your organization. Play out a few different scenarios and how they might affect an intern's decision to accept a job offer. For example, do interns of African descent with natural hairstyles see other Black women in mid-level and senior roles at your organization confidently wearing their hair in natural styles? Do your differently abled interns find the workplace accessible, and did teams embrace the tools these interns need to be successful, and include them in non-work-related outings? Considering these types of scenarios early will help you avoid surprises when it comes time to make job offers.

GET YOUR LEADERS READY:

The success of an intern greatly depends on their leader and/or mentor. Help your leaders get ready to host an intern by providing them with the resources they need.

Some ideas to consider:

- Intern program leader toolkit (with tips and tricks for hosting a successful intern)
- Host a training session for leaders of interns, giving them best practices and explaining why the internship experience is just as important as the experience of a full-time employee
- Check in with your interns throughout the program so that you can give feedback to leaders as needed
- Interns get work done way faster than you expect. Be sure leaders are ready with additional projects to keep their interns busy for the full program.
- Host a retrospective with your leaders to get their feedback on the program from a business perspective.



6. ONBOARDING

Onboarding your intern is an important step as it is what sets them up for a successful program. Here are some tips to set them up before and on their first day. Be sure to define who is responsible for what during this process so nothing is missed.

BEFORE THE START DATE:

- Coordinate supplies and a desk – work with whoever is needed to make sure they have equipment, a desk, and supplies.
- Call and welcome the intern to the team. Congratulate them and answer any questions they may have.
- Coordinate a buddy and/or lunch plans for their first day.
- Confirm you have all of their new hire paperwork (application, background check, offer letter, etc.)

THE FIRST DAY:

- Set them up with any company-specific onboarding or training materials they need to accomplish
- Complete any legally required documentation (I-9s, etc.)
- Introduce them to the team and their buddy, leader, mentor, etc.
- Ensure they have a building tour and know where the bathrooms are, kitchenette, dining area, emergency exits, etc.
- Make sure their technology is working as expected and they have access to everything they need
- Be sure they are comfortable and know who to go to if they have questions



7. RETENTION AND CONVERSION

Interns are key to maintaining a strong hiring pipeline for entry-level opportunities. According to the National Association of Colleges and Employers (NACE) the 2019 intern offer to conversion rate increased to 56.1%, more than 10 percent higher than the 2018 rate of 45.6%.

START PLANNING EARLY:

- Get your leaders thinking early (even before their intern starts) about if they want to extend full time offers to their interns.
- If the interns aren't graduating – is this someone we want to invite back part-time throughout the school year, or for next year's program? Can we extend the offer before they leave the program?
- Confirm with leadership that they're open to extending full-time offers at the conclusion of the internship experience.

MAKING THE OFFER:

- Utilize your internal salary data and on-line sources like salary.com and glassdoor.com to ensure that you are offering a competitive rate. You can also check with the interns' career center outcomes site to see salary ranges for recent graduates.
- Check with the university career center to see if there are university guidelines about offer and acceptance policies.

FOLLOWING UP:

- Stay connected with the intern and maintain regularly communication. It will be important to continue let the intern know that you value them and are eager to have them join the organization as an entry-level employee.
- Invite them to company gatherings as appropriate, take them out to lunch periodically, send them company gear, etc. to keep them "warm" and engaged.

FOSTERING DEI TIP:

Engage a cross-section of your team to reach out and stay connected to your intern. Often, we focus on engagement with people at the top, which is important, but more important is to help the intern make authentic connections with people they relate with through shared culture, experiences and beliefs.



8. ADDITIONAL INFORMATION

We hope this playbook has been helpful in getting you set up to host a successful internship program. Here are some additional pieces of information to consider when building and executing your program.

A. COMPLIANCE

B. ENGAGING WITH INTERN DELAWARE

C. VIRTUAL INTERNSHIPS

A. COMPLIANCE

There are legal issues to consider when hiring interns. The information below is summarized from shrm.org (<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/employinginterns.aspx>). Be sure to collaborate your legal/compliance team with any questions.

- Pay attention to all state and federal laws, specifically around underage employment
- Do not discriminate based on age
- Be aware of state and federal laws around minimum wage and overtime
- Ensure interns and leaders of interns are aware that interns are subject to your company's policies just as full-time employees are.
- Educate yourself on immigration laws for interns and comply with all federal and state immigration laws.
- Ensure FLSA compliance
- If hiring interns outside of the United States be sure to follow all local laws

B. ENGAGING WITH INTERN DELAWARE

As a member of Intern Delaware, your interns have a unique opportunity to engage with a larger network of interns than ever before. Take advantage of this and encourage participation as best you can. Here are some ideas:

- Incorporate Intern Delaware activities into your syllabus
- Review Intern Delaware and what they get from the program in orientation/onboarding
- Send weekly emails to your interns, including information about Intern Delaware activities
- Talk to your interns' leaders about Intern Delaware. Make sure they know the dates and times of the activities and why they should want their interns to participate. Ask them to encourage their interns to attend and help them clear their calendars/prioritize their work so they are able to attend.
- Partner with the Intern Delaware program coordinator to get the attendance list from prior sessions. Use the list to engage with the interns who attended and find out what they liked about the sessions. Ask them to encourage their peers to attend future sessions. You can also reach out directly to those who did not attend to find out why.

C. VIRTUAL INTERNSHIPS

Approaching an internship virtually is a great way to deal with a global pandemic and its subsequent challenges. However, it can also be beneficial for individuals who have mobility limitations or long daily commutes. By doing so, you provide your interns with mobility, freedom, and innovative opportunities to learn, all while staying safe, sound, and keeping a healthy work/life balance. One thing to keep in mind when you choose to conduct your internships virtually is that many of the best practices you have developed and implemented into your daily office routine will need to be adapted.

Before focusing on some of the "virtual internship essentials", you need to ask yourself several questions:

- **Is my company open to change and innovation?** Does leadership entertain the idea of offering program that may involve limited (or even in some cases non-existent) live interaction?
- **Is my line of business and/or environment something that can be offered virtually?** This may be an extreme example, but some industries are simply be more suitable and "virtual" ready. However, this may change in the blink of an eye given how fast our technological tools evolve.
- **Do I trust my interns?** Interns may not be your full-time employees. However, they should be seen as potential hires that can bring energy and creativity to the workplace. It may be hard to entrust young talent you barely know, but the same can applicable to prospective hires.

Below are the essentials that can help you create a successful experience for both your company and interns.

OVERCOMMUNICATION IS KEY:

- Virtual settings have one challenge: you cannot pick up on non-verbal cues or ask a quick question personally. Over communicating is better than under communicating.
- Clear and decisive communication is necessary: the candidates who will become your interns started their internship the day they interviewed with you. Make sure candidates know what to expect and give them a timeline if possible.
- Things are changing quickly, so keeping them updated is essential. Once the interns are part of your team, clear communication is still a requirement – you have to set attainable and measurable expectations while framing was success looks like.

PICK THE BEST PLATFORM(S) FOR ONLINE COLLABORATION:

- Virtual Operational success is determined by optimized processes that improve workflow, communication, and effectiveness. If you cannot communicate efficiently within your organization this will impact your company and interns negatively.
- There is a growing pool of tools and solutions that support daily communication between colleagues and teams. These usually include many other functions revolving around cloud capabilities, large file sharing, videoconferencing, time tracking, and more.

- Below are some helpful resources that will help you find the tool that fits best:
 - [Top 17 Remote Collaboration Tools and How to Develop One](#)
 - [Best online collaboration software of 2020: paid and free tools for work sharing and communication](#)
 - [The Best Virtual Communication Tools for Business in 2020](#)

MAKE SURE THE RIGHT PEOPLE ARE IN PLACE TO SUPPORT A VIRTUAL ENVIRONMENT:

- Appointing someone in charge of the internship and interns is essential, as noted in the playbook. This is even more integral during a time when communication is key. This person or group will interact with the interns directly and provide day-to-day guidance, along with answering questions and resolving issues.
- Interns need a point of contact within your organization and this person can also be their mentor throughout the internship period. This could be a manager, individual contributor, or someone who has been interested in exhibiting their leadership skills to support the company through this trying time.

STAY ORGANIZED:

- Create a calendar or syllabus to guide the program. This will allow you to have a high-level overview of the internship experience itself. You can map out what the structure will look like on a daily basis, and even plan out any intended check ins, projects, and events interns should attend virtually and/or personally once stay at home orders are lifted.

ENSURE PROJECTS AND EVENTS CAN BE DONE VIRTUALLY:

- Projects such as case studies, simulations with real world data, or events that require interaction and collaboration with other entities are all great options for interns to receive real-world practical experience and build relationships. Such activities mimic real day-to-day interactions and tasks, which in turn allow the interns to learn.
- The appointed coordinator or team can oversee the interns' interactions virtually, they can also provide feedback and focus on knowledge refreshers if needed based on topic.

WEEKLY TEAM TOUCHPOINTS:

- Working remotely may feel isolating at times, and especially if you are new to the workforce. When in the office, teams often have a weekly meeting at the beginning and/or end of the week – make sure you do the same with interns and/or include them in such meetings. This could be structured as one 45 or 60-minute meeting on Mondays, followed by quick 15-minute touchpoints on Wednesday and Friday morning.
- In addition, you can add an individual or group 30-min check in for interns with the coordinator so they can go over their learning progress, projects, or any additional topics.

WEEKLY LEARNINGS OR WEBINARS:

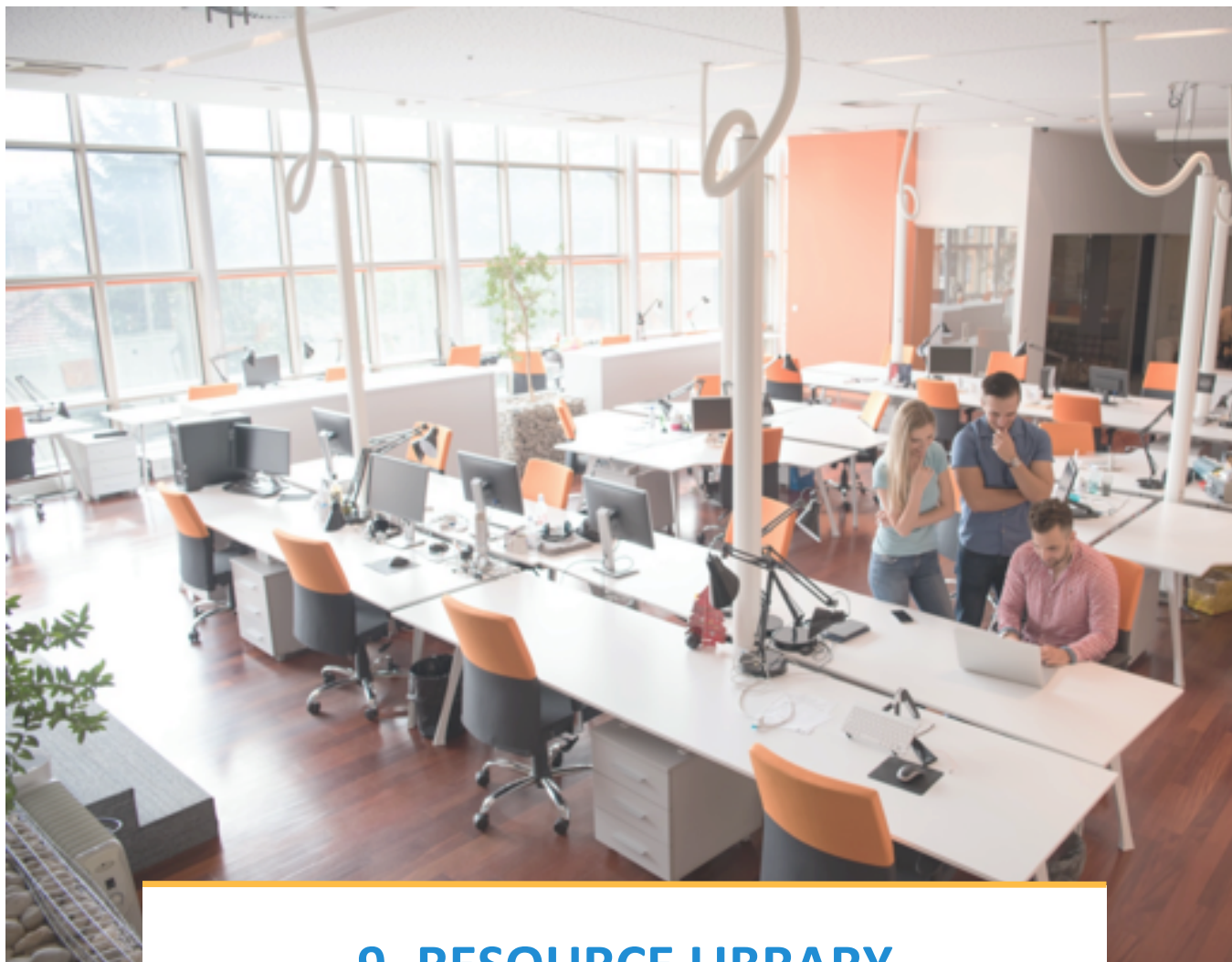
- A. Do you want your interns to learn about specific topics, tools, and processes? In addition to the 30-min weekly individual meetings, focusing on a weekly webinar for interns is a great way to help them develop even further. These meetings can focus on specific tips they can learn on the job but also on topics related to the job. One hour/week is a good rule of thumb, and having subject matter experts coming in as a guest is a great way to make the learning experience worthwhile.

ENGAGEMENT IS MORE IMPORTANT THAN EVER:

- B. Weekly touchpoints and meetings focused on learning are important, but so is engagement with your colleagues. This engagement is crucial to foster a positive working environment, boost morale, and learn more about your team. Below are some resources that will be helpful in planning effective virtual team building events.
- [55 Fun Virtual Team Building Activities For Remote Teams](#)
 - [10 \(Not Lame\) Virtual Team Building Activities](#)
 - [52 Virtual Team Building Activities To Boost Remote Employee Morale In 2020](#)

FIND WHAT WORKS BEST FOR YOU AND ADAPT IT

- C. Moving operations to a virtual setting is scary. It is something many employers have apprehended over the years. However, this unique situation is pushing us out of our professional and personal comfort zones. It is about finding what works best for you, your team, and your company. Define what you are looking for, what fits your needs, discuss with leadership, and customize that process to make it your own. A drastic change in the current workplace environment is coming, and virtual preparedness might just be what gives you the edge to help in that transition.



9. RESOURCE LIBRARY

Here are some examples of tools and resources you can use to support your internship program.

A. JOB ADS

B. BEHAVIORAL INTERVIEW QUESTIONS

C. SYLLABUS

D. SAMPLE REQUEST FORM

E. SAMPLE ORIENTATION & TRAINING CHECKLIST

A. JOB AD TIPS AND TEMPLATE

TIPS: [*How to Write a Job Description for Generation Z*](#) (Excerpt from yello.com)

- Write for your audience
- Use descriptive job titles
- Turn requirements into “how you’ll make an impact”
- Make sure job descriptions easier to read
- Include a 30/60/90-day plan
- Add multi-media elements to your job listing

SAMPLE TEMPLATE CONTENT (WWW.BETTERTEAM.COM):

Job Title:

Reports to:

Job Overview: Brief 4-sentence description of the role, what success in the position looks like, and how it fits into the company or organization overall.

Responsibilities and Duties:

- D. List essential duties.
- E. List them in order of importance.
- F. Use complete sentences.
- G. Start sentences with verbs.
- H. Use the present tense.
- I. Use gender-neutral language.

Qualifications:

- J. Education level.
- K. Experience.
- L. Specific skills.
- M. Personal characteristics.
- N. Certifications.
- O. Licenses.
- P. Physical abilities.

List if the internship is available for credit. This typically requires the supervisor to provide the institution with a list of learning outcomes/goals and an evaluation of the student’s progress during and/or at the conclusion of the course. The course credit process is typically managed by the students’ institution.

SAMPLE JOB AD:

CSC is seeking a self-motivated, inquisitive, and adventurous college student (rising Junior or Senior) to join the eRecording team and learn the operations side of an online services tech company. CSC eRecording is an industry leader in the fast-growing electronic mortgage recording industry. If you are heading toward a career in engineering, finance, or business, our intern program may be just what you need to see a broad and inside view of a vibrant tech company. Come join the heart of a tech company that's breaking records every month and learn what it means to be a part of multiple thriving Operations-based teams.

Some of the things you'll learn from us:

- Learn how XSLTs can make XML/XSL transform into 1600 distinct formats on a daily basis and have a chance to edit them as needed.
- Understand the pillars of customer service and be introduced to CSC's Customer Promise.
- See how thousands of customer contracts are managed between CSC and counties across the country.
- See how customer templates can dictate the content and direction of 19,000 documents a day, and learn how to improve them.
- Be introduced to an accounting group that manages millions of transactions each month. Learn and participate in some of those processes.

What technical skills, experience, and qualifications do you need?

- Rising Junior or Senior (or above)
- An inquisitive nature. Are you still asking why? Where? How? We want your questions and your desire to grow.
- Enthusiasm. CSC's success is due to enthusiasm, excitement, and the desire to be better of each employee. Your enthusiasm here will determine the amount you learn and grow.
- Honesty. We will introduce you to new processes, train you to be a part of the team, and encourage you to build yourself. We want your honest self.

At CSC, we commit to the core values of service, teamwork, tenacity, agility and being genuine.

B. BEHAVIORAL INTERVIEW QUESTIONS

GENERAL QUESTIONS:

- How did you hear about us?
- What interested you in joining our organization?
- Why did you leave your past jobs?
- How did you become interested in this field/industry?
- What, if any, extracurricular activities have you participated in? What did you learn from them?
- Tell me about your leadership experience.
- We do/do not provide housing arrangements – are you okay with working in this location?
- The rate of pay for this internship is _____. Does that work for you?
- Are you able to work the full time frame of this internship?
- Are you able to work the set hours for this internship?

BEHAVIORAL INTERVIEW QUESTIONS:

- Give me an example of how you exercised leadership in a recent situation.
- Think about the changes you have seen and tell me how you handle change.
- Tell me about a decision you made recently and how you reached it.
- Tell me about a time when you were criticized and how did you handle it.
- Tell me how you use your communication skills, written and oral.
- Please tell me about a recent team you worked on. What was your role?
- Tell me about a time when you were under a great deal of pressure. What was the source of the pressure and what did you do?
- Tell me about the most challenging project you've ever worked on.
- Tell me about a time you were working on a team and someone was not carrying their own weight. What did you do and what was the outcome?

C. SAMPLE SYLLABUS

Week 1:

- **DATE – New hire paperwork, badges, and program introduction: TIME**
- Familiarize with Orientation Landing page, New Employee Guide and Checklist, watch Welcome and Orientation video, and access the New Hire IT Orientation video
- Set up direct deposit and start logging your hours.
- Complete Week 1 activities on the onboarding site.
- Schedule 1st meeting with final project team

Week 2:

- **DATE –Intern 101/New Hire Touchpoint: TIME**
- Meet with leader to set goals
- Have first meeting with final project team

Week 3:

- **DATE – Intern Networking Event: TIME**

Week 4:

- Final project check ins throughout the week

Week 5:

- Closed Tuesday, July 4th – this is an unpaid holiday

Week 6:

- Update your goals document and send to leaders by end of the week
- **DATE - Panel with Past CSC Interns: TIME**

Week 7:

- Goals / progress review sessions with leaders

Week 8:

- **DATE – Intern Lunch: TIME**

Week 9:

- **By the end of the week** – send final presentation slides to email@companyname.com

Week 10:

- Scheduled time with leader this week to review your goals / progress
- **DATE – Celebration, final presentations, and exit interviews: TIME**

D. SAMPLE ORIENTATION & TRAINING CHECKLIST

All content written by: Michael True www.internqube.com

Found in "Starting an Internship Guide" by Michael True

Develop a thorough orientation and training plan to be implemented when the interns begin work, so they will learn quickly and become productive members of your team. Invest supervisory time to establish an important bond with interns and set a crucial tone for the internship experience.

PRIOR TO THE FIRST DAY:

- Set up an organized work area for the intern
- Set up phone, voicemail, computer, email, and internet access and/or other resources
- necessary for them to accomplish the tasks you have stipulated in the internship
- position description
- Outline work expectations for the duration of the internship
- Prepare forms to be signed, including a confidentiality agreement, if necessary

MEANS OF COMMUNICATING IMPORTANT INFORMATION

- Take your interns on a tour of the facilities and introduce them to the other employees
- Give your interns company materials to read such as newsletters, annual reports, an organization chart, or memos from the CEO
- Encourage your interns to spend break and lunchtimes in places where employees gather
- Schedule regular one-on-one meetings with them
- Give the interns opportunities to observe (or participate in) professional meetings
- Allow the interns to interview company personnel
- Encourage the interns to walk around and observe others at work

ORIENTATION CHECKLIST

Experience shows that employers who take adequate time at the beginning of the internship to orient the student reap productivity and effectiveness more quickly than those who don't.

Explain the Mission of the Organization:

- How did the organization start? Why?
- What is unique about your product or service?
- Who benefits from your product or service?
- What are the organization's current objectives?
- How may the intern contribute to those objectives?

Explain the Organization Structure

- Who reports to whom?
- Who, specifically, is the intern's supervisor?
- What is the intern's department responsible for?
- How are decisions made?

- Which personnel can answer different kinds of questions?

Outline Organizational Rules, Policies, Decorum and Expectations

- Is there special industry jargon?
- What are the specific work standards and procedures?
- What access to the supervisor (days, times, and duration) does the intern have?
- How should they process requests?
- How do the mail and telephone systems work?
- What are the approved forms for correspondence?
- By what safety regulations must they abide?
- Is there a procedure for signing off completed work?
- What periodic forms or reports need to be completed?
- What local, state, and/or federal guidelines or laws apply to their work?
- Are there security or confidentiality issues the intern should be aware of?
- What is acceptable with regard to dress and appearance?
- How should they maintain the premises and their work area?

Define the Intern's Responsibilities

- What is the intern's role?
- What projects will be assigned to him or her?
- What resources are available to the intern?
- What training is necessary?
- How does the organization want the intern to deal with clients and vendors?
- What tasks can be completed without supervisory approval?
- Do other employees understand the intern's role?
- Monitor the Intern's Adjustment and Understanding of What is Expected
- Make yourself visibly available to the intern
- Assign someone who can periodically "check-in" with the intern
- Provide feedback and constructive criticism
- Ensure they know where to go if they have questions

E. SAMPLE REQUEST FORM

Internship Request Form

Department Contact: _____ Department: _____

Email Address: _____ Telephone Number: _____

Have you previously had an intern? Y/N _____

Section A:

of interns requested _____

Majors you're targeting _____

Level of intern requested (High School Student, Undergraduate, Graduate) _____

Section B:

Justification to hire (what is your business need?):

Internship title: _____ Work location: _____

Work hours: _____ Direct supervisor: _____

Internship Job description:

Who will participate in the interview?

Approvals:

Department Business Approval: _____ Date: _____

HR Approval: _____ Date: _____