

MARIETTA COLLEGE CAREER CENTER

an employer's guide

*developing an
internship program
with marietta college*



Office Hours:

Monday through Friday | 8 a.m. to 5 p.m.

Gilman Center
Marietta, OH 45750
(740) 376-4645
(740) 376-4935 fax
cc@marietta.edu

Hilles Hughes

Director

hilles.hughes@marietta.edu

Bill Fournier, Ph. D.

Associate Director/Internship

Coordinator

bill.fournier@marietta.edu

Natalie Wood

Assistant/Recruiting Coordinator

natalie.wood@marietta.edu



The Career Center at Marietta College

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SECTION I

Internship Program Design

What is an Internship?

An internship provides an opportunity for a Marietta College student to work in an industry or career of interest, to apply classroom knowledge, to explore careers, and to develop professional skills. The duration of an internship could be a summer, semester, or academic year. Characteristics of an internship include:

- coordination between employer, student, and Marietta College
- career-related experiences that connect academics to the workplace
- work hours that are determined based on the student's class schedule
- a mentor/mentee relationship
- an internship evaluation for both employer and student

Benefits of an Internship Program

1. allows you to assess the skills and attitude of potential employees
2. provides regular employees an opportunity to “give back” to the community
3. access to motivated, semi-skilled employees
4. provides an opportunity for permanent staff to develop supervisory skills
5. provides resources to cover projects during regular employee's extended leave
6. freedom for professional staff to pursue more challenging/creative projects
7. provides extended “interview” so employer and student can get to know each other
8. provides additional manpower
9. work with a student before making long-term hiring decisions
10. build a closer relationship with Marietta College

Developing an Internship Program

The success of your internship program depends on the planning and organization of the program before a student is hired. The planning process includes defining goals for the program, determining to whom the intern will report, the length of the internship, qualifications of the candidates, determining the intern's assignments, and how the intern will be evaluated.

Defining Program Goals

Adequate discussion between all appropriate departments (i.e. management, human resources, hiring department) will help identify the goals for the program. This is a good time to discuss expectations so that everyone involved has a clear understanding of the scope of the internship program.

Create the Plan

A good idea is to develop an intern manual. Keeping all of the planning documents in one place and well-organized will assist in the planning and continuation of the program. You might consider having your intern track his or her work as well. An intern's documentation can serve as a guide for future interns.

Planning Questions

There are a number of questions that should be answered during the development of a well-organized and effective internship program.

1. *Will the intern be paid, receive a stipend, receive academic credit, or be unpaid?*

The financial burden of college often rests with students and their families. For this reason, students prefer an internship to be a paid position. Should you decide to pay your intern, the amount will vary based on industry, geographic location, and responsibilities you place on the intern.

Should your organization be unable to provide a paid experience for your intern, you might consider offering a stipend. The stipend could pay for the student's mileage or other expenses.

There are occasions when an organization cannot afford to pay an intern. In such a situation, all is not lost. Paid or unpaid, a student can receive academic credit from Marietta College for the internship experience. In order to receive academic credit, the student must develop a learning contract (Appendix A) with the internship supervisor and obtain the appropriate signatures. The learning contract will define what the internship experience will be.

2. *Where will the intern's workspace be?*

It is best to provide a designated workspace for the intern whenever possible. This will help the intern acclimate more quickly, be more productive, and feel as though he or she is part of the team.

3. *What type of orientation/training will the intern receive?*

Remember when you started a new position in a new organization? The first few days can be overwhelming for anyone. An intern will adjust to the environment and culture of the organization more quickly when he or she goes through a well-designed orientation program. The same applies to training. An intern will be productive more quickly given adequate training. When an intern is left to "figure it out," the process can be much slower and more frustrating for everyone.

4. *What responsibilities will the intern have?*

An accurate job description will be helpful when recruiting an intern as well as outlining the skills and responsibilities of the position. It is best to detail the responsibilities as completely as possible to reduce the likelihood of confusion and ineffectiveness.

5. *What academic skills and experience should the intern have?*

As part of the job description, try to determine which academic majors you are looking for. Consider the responsibilities of the position and try to align them with potential majors. Identifying majors will make the recruiting process more efficient and easier for the intern to receive academic credit. The Career Center can help you connect majors with responsibilities.

6. *Who will supervise the intern?*

It is recommended that the intern have **one** supervisor who is also interested in acting as a mentor to the student. The mentor can provide guidance, assistance, constructive feedback, and access to a professional network. The supervisor should be patient, willing to work with the student, and excited about the relationship being developed. The intern's supervisor would act as the primary contact for Marietta College during the internship.

7. *Will this be a long-term internship program or a one-time opportunity?*

Each intern will bring a variety of benefits to your organization. Prior to the completion of an internship, you should evaluate your current internship program, make modifications, and recruit the next intern (once the current intern has completed his or her assignment).

International Students

There are special regulations regarding internships for students who are NOT U.S. Citizens. It is wise to contact your organization's Human Resources Office before initiating your internship program.

For information on regulations for hiring an international student intern from Marietta College, please contact the director of international programs, Christy Burke, christy.burke@marietta.edu, (740) 376-4708.

SECTION II

Recruiting an Intern

Create a Detailed Job Description

Perhaps the best way to clearly define the intern's position and attract candidates is with a well defined, thorough description of the position details. The job description will be entered into our online system, which allows students to search positions 24/7. Key components of a job description are:

- description of the organization interested in an intern
- description of the position responsibilities
- required skills
- work location
- hours required
- compensation (paid, unpaid, credit)
- time period of internship (fall semester, spring semester, summer)
- academic status of applicant (freshman, sophomore, junior, senior, grad student)
- application process (how to apply, hiring timeline, etc.)
- complete contact information (name, title, organization, mailing address, email, and telephone number)

Notify Students of Internship Opportunity

Typically, employers will email the job description to the Career Center. We will post the position in College Central Network (CCN), our online job search system. Students who are registered with our office have 24/7 access to search full-time, part-time, seasonal, and internship opportunities. We will also notify students that might be interested, based on major or expressed interest. Finally, we will notify faculty of your opportunity in the event they have discussed internships with their students.

Important Dates

See www.marietta.edu/academics/calendar.html

Collection of Résumés

The Career Center can assist you by collecting student résumés and forwarding them on to you all at one time. Often, résumés are sent to the employer electronically (email). However, the employer can collect the résumés individually if preferred.

Internship Interview Process

The internship employer reviews all résumés and selects candidates to interview. The employer contacts each candidate to arrange an interview. When the employer determines which candidate to offer the internship, the offer is made. Upon acceptance of the internship offer, the employer notifies all candidates of their status. This is typically done in writing. The internship employer should notify the Career Center when candidates have been selected for interview and which candidate received an offer, as well as any offer acceptance or refusal.



SECTION III

Leading an Intern

Now that the intern has been hired, and a start date has been determined, any personnel issues (paperwork) can be taken care of. An intern may be quite anxious, nervous, or downright scared on his or her first day. Although your intern might have had seasonal or part-time positions in the past, this experience will be different. An internship has more riding on it because of all the professional benefits that accompany it. Anything you can do to reduce your intern's anxiety and keep him or her from feeling overwhelmed will help get your intern off on the right foot.

The relationship between the leader and achiever (intern) is critical to the success of the internship experience for both the organization and the intern. The intern will adjust more quickly and be more productive when he or she feels comfortable in your work environment and understands that there is a meaningful experience ahead. It is also important for you to encourage your intern to offer suggestions when appropriate. By doing so, the intern will feel as though he or she is a part of the organization and his or her opinion matters. Interns are often intimidated and feel they have nothing of value to add, especially early in the internship experience. By involving your intern as much as appropriate, you will begin to develop a strong relationship with a dedicated temporary employee who can contribute to the success of your organization.

Orientation Program

Perhaps your organization has a well designed employee orientation program. If so, consider using the same program for your interns. You can modify your existing program to include only those areas that are applicable.

A comprehensive orientation program will include:

- overview of the organization (big picture)
- how the department fits into the larger organization
- how the intern's position fits into the department
- defining the intern's role and responsibilities
- defining what the intern's success means and how success will be measured
- organizational chart
- tour of the facility
- introductions to as many people as possible (especially the key leaders of the organization)
- appropriate behavior when dealing with customers, vendors, and clients

Orientation Program *Continued*

- specific policies
 - ▲ safety
 - ▲ parking
 - ▲ phone/email/internet
 - ▲ security
 - ▲ HR policies
 - attendance
 - beginning and ending times, breaks, and lunch time
 - harassment
 - injury
 - payday
 - site safety
- contact information for key people
- appropriate dress

Be Accessible for your Intern

It will be beneficial to the intern to have regularly scheduled meetings with you. Here you can discuss progress being made toward meeting goals and current organizational news, offer constructive feedback, and find out how the intern is doing/feeling. In addition to regular meetings, it is a good practice to stop by the intern's work space to observe his or her work. Do whatever you can to make the intern feel they can come to you with questions and/or concerns.

Periodic Evaluations

Early in this process you and your intern developed a learning contract. In that contract, you probably agreed on a set of goals and objectives for the intern to reach. These goals should be consistent with the intern's academic major, the needs of your organization, and the needs of the intern. You should have a clear understanding of the skills and experiences the intern wants to develop as a result of this internship. The best situation is when you can design a work project that meets the needs of the organization as well as the needs of the intern. In a situation that benefits both parties, the internship experience becomes more than an exercise which fulfills an academic requirement. One of the most valuable outcomes of an effective internship is the ability of the intern to add valuable, career-related responsibilities to his or her résumé.

As the intern's leader, in addition to your routine meetings, you might consider completing a more formal evaluation at the midpoint of the internship as well as a final evaluation as part of the exit interview process. If your organization conducts annual performance evaluations, that form may be used. If your organization does not conduct annual performance evaluations, we ask that you use the enclosed form (see Appendix B) so we can add it to the intern's record. The intern should have an opportunity to evaluate the internship experience as well. There is also a sample form in Appendix B.

Internship Portfolio

Each intern is encouraged to develop an internship portfolio of his or her experience. The portfolio contents consist of:

- current job description
- organizational chart
- employment handbooks
- time sheets
- routine work-related log
- organization's new letters/correspondence
- examples of work projects (brochures, manuals, flyers, press releases, etc.)
- orientation materials
- performance evaluations

The portfolio will help the intern prepare the final academic project, which is typically required for the intern to receive academic credit for the experience. We also recommend the intern create a portfolio or notebook containing the materials just mentioned (excluding performance evaluations) for you. In so doing, a record will be available for future interns as part of his or her orientation program. This is particularly helpful when the intern is required to make frequent contacts. When the contact information is included in the notebook, future interns can easily refer to the list and you won't need to recreate the contact list for each intern.

SECTION IV

Recruitment Policies

Equal Employment Opportunity

The Marietta College Career Center upholds equal opportunity standards for all placement registrants with regard to sex, race, color, creed, national or ethnic origin, sexual orientation or preference, age, marital status, and disability. Organizations working with the Marietta College Career Center are likewise expected to conform to equal opportunity regulations in their employment practices.

The Marietta College Career Center has adopted the Principles for Employment Professionals developed by the National Association of Colleges and Employers (NACE). For information on the Principles for Employment Professionals, visit the following Web site:

http://www.naceweb.org/principles/principi.html#principles_for_employment_professionals

Sample – INTERNSHIP LEARNING CONTRACT

Semester _____ Year _____ Credit Hours _____

Student Intern _____ Class/Year _____

Major(s) _____ Minor(s) _____

Address _____

Phone _____ Email _____

Sponsoring Agency _____

Address _____

Field Supervisor _____ Title _____

Phone _____ Email _____

Academic/Faculty Sponsor _____ Department _____

Phone _____ Email _____

Hours per week expected _____ Total number of weeks _____

Part I: The Internship

A. Job Description: Describe your role and responsibilities. List duties, projects to be completed, etc.

B. Supervision: Describe the supervision to be provided. What kind of orientation, instruction, assistance, mentorship, etc. will you receive, and from whom?

Part II: Learning Objectives and Learning Activities

A. Learning Objective: What do you intend to learn through this experience. Be as specific as possible. Relate your learning objectives to classes you've taken and your career goals.

- B. Learning Activities: Describe how your internship will enable you to meet your learning objectives. Include projects, research, meetings, etc.

Part III: The Agreement

- A. The Student Intern agrees to
1. perform to the best of his or her ability and to the satisfaction of the internship supervisor all assigned tasks;
 2. adhere to all personnel rules, regulations, and other standard requirements of the host organization, including regular and punctual reporting to the internship site;
 3. complete an internship paper as described in the departmental guidelines.
- B. The Internship Supervisor agrees to
1. work directly with the student and make explicit arrangements with the student concerning the expectations, hours, duties and overall goals described in this contract;
 2. provide a good learning environment for the student;
 3. communicate periodically with the student about his/her performance;
 4. complete an evaluation of the student's performance which will be shared with the student and the faculty/academic sponsor.
- C. The Academic/Faculty Sponsor agrees to
1. coordinate the internship and provide support as needed by the student and internship supervisor;
 2. upon request from the student or supervisor, help resolve any difficulties that may arise;
 3. maintain liaison with the host organization on behalf of the academic department.

Appendix B

Sample – EMPLOYER EVALUATION OF STUDENT INTERN

Student: _____ Organization: _____

- 1 Unsatisfactory (Never demonstrates this ability/does not meet expectations)
- 2 Uncomplimentary (Seldom demonstrates this ability/rarely meets expectations)
- 3 Fair (Sometimes demonstrates this ability/meets expectations)
- 4 Commendable (Usually demonstrates this ability/sometimes exceeds expectations)
- 5 Exceptional (Always demonstrates this ability/consistently exceeds expectations)

If any criteria are not applicable to this internship experience, please leave the response blank.

A Ability to Learn

1. Asks pertinent and purposeful questions 1 2 3 4 5
2. Seeks out and utilizes appropriate resources 1 2 3 4 5
3. Accepts responsibility for mistakes and learns from experiences 1 2 3 4 5

B. Reading/Writing/Computation Skills

1. Reads/comprehends/follows written materials 1 2 3 4 5
2. Communicates ideas and concepts clearly in writing 1 2 3 4 5
3. Works with mathematical procedures appropriate to the job 1 2 3 4 5

C. Listening & Oral Communication Skills

1. Listens to others in an active and attentive manner 1 2 3 4 5
2. Effectively participates in meetings or group settings 1 2 3 4 5
3. Demonstrates effective verbal communication skills 1 2 3 4 5

D. Creative Thinking & Problem Solving Skills

1. Breaks down complex tasks/problems into manageable pieces 1 2 3 4 5
2. Brainstorms/develops options and ideas 1 2 3 4 5
3. Demonstrates an analytical capacity 1 2 3 4 5

E. Professional & Career Development Skills

1. Exhibits self-motivated approach to work 1 2 3 4 5
2. Demonstrates ability to set appropriate priorities/goals 1 2 3 4 5
3. Exhibits professional behavior and attitude 1 2 3 4 5

F. Interpersonal & Teamwork Skills

1. Manages and resolves conflict in an effective manner 1 2 3 4 5
2. Supports and contributes to a team atmosphere 1 2 3 4 5
3. Demonstrates assertive but appropriate behavior 1 2 3 4 5

G. Organizational Effectiveness Skills

- 1. Seeks to understand and support the organization's mission/goals 1 2 3 4 5
- 2. Fits in with the norms and expectations of the organization 1 2 3 4 5
- 3. Works within appropriate authority and decision-making channels 1 2 3 4 5

H. Basic Work Habits

- 1. Reports to work as scheduled and on-time 1 2 3 4 5
- 2. Exhibits a positive and constructive attitude 1 2 3 4 5
- 3. Dress and appearance are appropriate for this organization 1 2 3 4 5

I. Character Attributes

- 1. Brings a sense of values and integrity to the job 1 2 3 4 5
 - 2. Behaves in an ethical manner 1 2 3 4 5
 - 3. Respects the diversity (religious/cultural/ethnic) of co-workers 1 2 3 4 5
-
-

J. Open Category: Industry-Specific Skills

Are there any skills or competencies that you feel are important to the profession or career-field (represented by your organization) that have not been previously listed in this evaluation? If so, please list these skills below and assess the intern accordingly.

- 1. 1 2 3 4 5
- 2. 1 2 3 4 5
- 3. 1 2 3 4 5

K. Comments:

L. Overall Performance (if I were to rate the intern at the present time)

Unsatisfactory Poor Average Good Outstanding

This assessment was reviewed with the intern on (Month/Day/Year) _____

Evaluator's Signature: _____ Date: _____

Title/Position: _____ Telephone: _____

Appendix B

Sample – STUDENT EVALUATION OF INTERNSHIP

Please respond to the following questions regarding your internship experience and site. The purpose of this form is to provide opportunity for frank appraisal of the internship location.

Your Name: _____ Date: _____

Organization: _____

Semester/Year: _____

Location: _____ Supervisor: _____

1. Please rate the following aspects of your internship experience on the basis of this scale:

(1) Poor (2) Fair (3) Good (4) Excellent

Site

Physical environment was safe	1 2 3 4
An orientation was provided to the organization	1 2 3 4
Adequate resources were available to accomplish projects	1 2 3 4
Co-workers were accepting and helpful	1 2 3 4

Supervisor

Supervisor provided a clear job description	1 2 3 4
Regular feedback was provided on my progress and abilities	1 2 3 4
An effort was made to make it a learning experience for me	1 2 3 4
Supervisor provided levels of responsibility consistent with my abilities	1 2 3 4
Supervisor was supportive of the agreed-upon work days and hours	1 2 3 4

Learning Experience

Work experience related to my academic discipline and/or career goal	1 2 3 4
Opportunities were provided to develop my communication skills	1 2 3 4
Opportunities were provided to develop my interpersonal skills	1 2 3 4
Opportunities were provided to develop my creativity	1 2 3 4
Opportunities were provided to develop my problem-solving abilities	1 2 3 4
This experience has helped prepare me for the workplace	1 2 3 4

Feel free to explain any of your responses to the above criteria here (use other side if necessary):

2. Would you work for this supervisor again? ___ Yes ___ No ___ Uncertain

3. Would you work for this organization again? ___ Yes ___ No ___ Uncertain

4. Would you recommend this organization to other students? ___ Yes ___ No ___ Uncertain

Taking the First Step

The first step in creating a successful internship is to contact the Marietta College Career Center. The Marietta College Career Center is located on the 2nd floor of the Gilman Student Center (next to Gilman Express and the student mailboxes) on the Marietta College campus, at 215 Fifth Street, Marietta, OH 45750.

The Career Center Staff:

Hilles Hughes, Director of Career Services

Email: hilles.hughes@marietta.edu

Bill Fournier, Ph.D., Associate Director, Internship Coordinator

Email: bill.fournier@marietta.edu

Natalie Wood, Recruiting Coordinator

Email: natalie.wood@marietta.edu

Phone: 740-376-4645

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<http://www.marietta.edu/student/career/index.html>

cc@marietta.edu

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MARIETTA COLLEGE CAREER CENTER
215 Fifth Street | Marietta, Ohio 45750
Gilman Hall • Student Union
Tel: 740.376.4645 | Fax: 740.376.4935