



Welcome to module 1, Internship Basics-- The Why and How of College Internships. Throughout this first module, you will be learning about the benefits of hosting interns, how to initiate and develop an internship program, including all of the essential elements to make the program successful, key organizational considerations for hosting interns, and alternative options to internship programs.



## 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 experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent.

*-The National Association of Colleges and Employers*

The definition of what an internship is varies slightly throughout the United States. This is because there is currently no standard practice or process for developing and hosting interns. However, for the purpose of these modules, we will be using the most commonly adopted definition provided by the National Association of Colleges and Employers, referred to from here on out as NACE.

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 experience and make connections in professional fields they are considering for career paths and gives the employers the opportunity to guide and evaluate talent.

## Why Create an Internship Program?

According to the *Society for Human Resource Management (SHRM)* and *Forbes*, interns:



Are an accessible **pool of potential hires** and a key component of an organization's **diversity hiring** efforts



Have knowledge, skills and abilities that can be better **assessed in person** than by reading resumes or job applications



Bring **new perspective** to organizational issues



**Know** the most up-to-date **technology** and processes



Make excellent **brand advocates**

According to the Wisconsin Department of Workforce Development, college students who intern for a Wisconsin company are more likely to stay in the state after graduation, making internships a valuable workforce retention strategy. Any size company can have an intern program. In addition to the excellent points you see in front of you, according to NACE, by hiring an intern, you essentially get a 10 to 12-week interview to test drive the talent for future employees.

Internships can give you a deeper insight into the skills and overall cultural fit of potential future employees, which is beyond something a resume and cover letter could provide you. Symplicity.com noted that, on average, converting an intern to a full-time employee can also save the organization up to \$15,000 per person in hiring costs. Interns enhance overall employee morale and boost team productivity through helping out with projects that the organization has been struggling to complete due to time constraints and/or lack of resources.

In addition, in a study completed by NACE, the retention rate is higher for employees who start as interns. 62.4% of employees who started as interns remain with their company for five years. The benefit to the intern being-- exposure to the organization, hands-on experience, learning the unwritten rules of the professional world, finding connections to community and overall professional and personal development. Let's hear from some local organizations about their thoughts on the benefits of hiring interns.

# Employer Testimonials

What benefits has your company experienced in hosting interns?

## **Jeff Close (Talent Acquisition Manager - American Family Insurance)**

This past year, for example, we converted I think 53% of the interns that were eligible for conversion. So again, it's that pipeline of talent, which is really the objective of the program. Now, beyond that, you know, the interns bring a fresh perspective, diversity of thought, fresh ideas. So, there are so many ways that we benefit from interns that are both measurable and not measurable.

## **Erika Bengtson (Human Resources Business Partner - UW Extended Campus)**

We've experienced some great benefits from having interns. We get fresh perspective. We get additional help over summer hours and months. And we also do actually hire several of our interns into full-time positions.

## **Debbie Luce (Director – Center for Learning & Innovation – ProHealth Care)**

Yes, well, we have absolutely hired a number of interns through the years. And really some of them are even new hires today. And others have been here 16 years and moved up the ladder into leadership roles. So, it's always a wonderful opportunity for them to kind of see us-- in fact, we kind of reached out to a few of them to learn a little more about their experience, how they would rate it during their time here. And people have literally told us when they came here, they were thinking of taking a job elsewhere, but based on their internship here, they wanted to be part of this team.

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## Experiential Learning

- Job Shadows
- Mock Interviews
- Classroom Presentations
- Organization Tours
- Open Houses
- Special Events

Get in touch with the **Career Services** department at your local college or university for more information.

Timing is everything. Interns can tell if the internship was not well-thought-through, if the internship isn't structured enough. If there isn't enough time for interns to connect and network with peers, leadership, and the community, they will not have a great experience and your brand could be at risk.

If you don't have time to create a full internship program right now, that's OK. Here are some additional ways you can get involved on campus and engage with students to create a pipeline of talent. Always remember to get your local college and/or university's career services department involved. They can connect you to students and faculty instructors you're trying to target for your pipeline.

 Self-Assessment Question

Any size company, no matter how small or large, can host interns?

- True
- False

Correct answers can be found at the end of this transcript.

 Self-Assessment Question

**Internships are not the only way for your organization to connect with students and help them gain real world skills.**

- True
- False

Correct answers can be found at the end of this transcript.



 Self-Assessment Question

**Interns are the best way to test-drive talent for your organization.**

- True
- False

Correct answers can be found at the end of this transcript.

 Self-Assessment Question

**Interns can create revenue for your organization.**

- True
- False

Correct answers can be found at the end of this transcript.

## Developing an Intern Program



Developing an internship program, or any type of experiential learning activity, begins with an objective and a plan. According to NACE, success of an internship program hinges on building effective relationships between students and employers and providing a structure for both groups. For this to happen, interns need to feel welcomed and know there is meaning for their time spent at the organization.

To create a successful internship program, state your objective, create a program strategy, collaborate with key members of your organization, make a plan, recruit and hire students, make adjustments and/or improvements. Now, let's take a deeper look into each of these aspects.



Gaining leadership buy-in is the first step in planning to host interns at your organization. To help you communicate with leadership on why you need to start an intern program, create a presentation or one-page proposal on the benefits of hiring an intern. To help you organize this information, please refer to the intern request form in the resources section at the end of this module.

Pitching your objective, the benefits, costs, and resources of having an internship program will be your first steps. Keep the end in mind as you prepare your program objective, and make sure it remains high level. That's what leadership will be most interested in. Be sure your objective is answering the following questions.

First, why host an internship program? We've already discussed the benefits, so you should have a really great start to this piece already. Second, what will the costs be? Keep in mind, this cost analysis should be both monetary and time.

According to NACE, the average intern salary in 2018 was \$18.73 an hour, so you can roughly calculate what salary costs of your program would be. Other costs to keep in mind are the time your management team will be away for internship program training, in mentoring, and the time needed to recruit the interns. However, make sure you reiterate the overall cost savings in converting an intern to a full-time employee and the intangible cost savings of being able to evaluate their skills firsthand versus taking a chance on their resume.

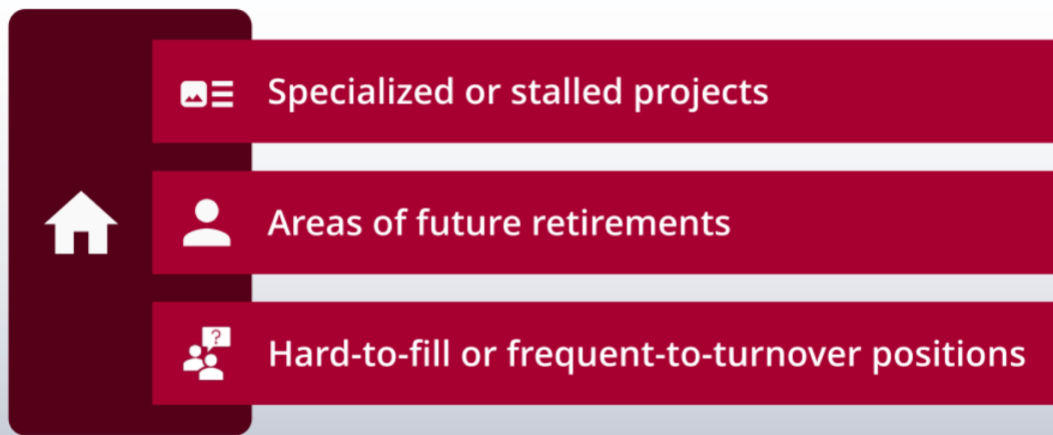
Third, what resources will be needed? Primarily, this will be your time in getting the program up and running, which will be heavy on the front end, and then carrying out the program plan afterwards. It will also include the time to recruit, whether that is you, or a team from HR, or management, and then the time to manage the interns.



Now that you have an objective, let's talk about strategy. Remember, there's no one way to do an internship program. It will vary from organization to organization based on their values and needs. Make sure as you are crafting your program that you infuse as much of your organization's culture into the program as possible.

Structure is the key component of an internship program. It will help keep you, the organization, organized, and it will also ensure ease of transition for the students who are used to functioning in a very structured academic environment. These next few slides will help you put a strategy and structure in place to help ensure students are successful in navigating their time with you.

## Where Should We Place Interns?



As you're looking to host interns, consider placing them in areas where specialized or stalled projects are currently occurring, areas where future retirements will be happening, or areas that frequently see hard-to-fill or frequent-to-turnover positions. Once you have a plan framed out on where you want to host your interns, you'll need to share it with your CEO, management team, and individual contributors. Let's hear from some employers that have placed interns within their organizations to hear what kind of projects and work they had the interns complete.

# Employer Testimonials

What sort of projects or work do you have your interns engage in?

## **Jeff Close (Talent Acquisition Manager - American Family Insurance)**

So, our internship projects are-- it's really the same work that any other entry level employee in that particular field or in that particular department would engage in. So, these are real quality projects. These are not fetch copies and make coffee types of internships. And then we try to make it a well-rounded experience over the course of the summer as well. So, in addition to the real-life work that the interns do, we provide a lot of opportunities around networking, professional development, workshops, training, so it's really a well well-rounded experience all the way around.

## **Erika Bengtson (Human Resources Business Partner – UW Extended Campus)**

At Extended Campus we have interns in all of our functional areas, so not just human resources. So instructional design, media, marketing-- so a lot of our functional areas will take part in the program. Projects can range depending on what the program or the department needs are. So, the ID team is having someone work on the LMS integrations. Our HR intern develops a diversity project. It just depends on what the need is.

## **Debbie Luce (Director – Center for Learning & Innovation – ProHealth Care)**

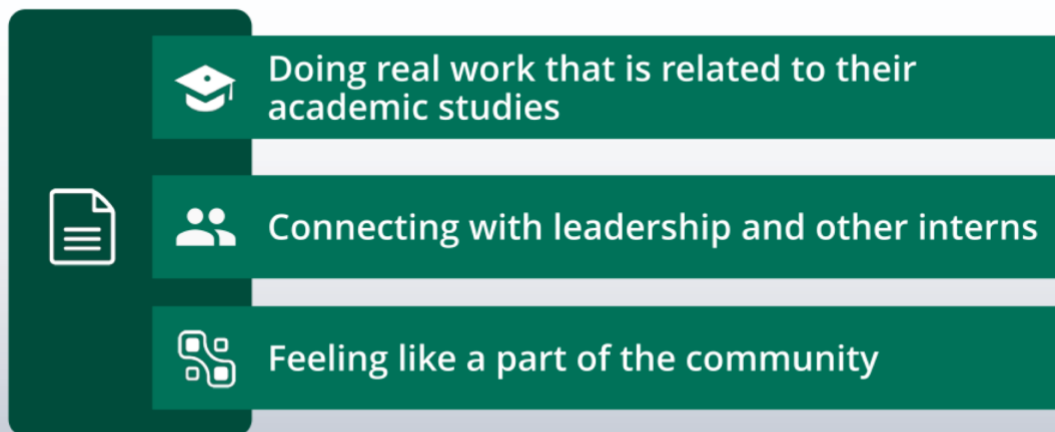




As a hospital, we have a lot of opportunities for our interns. Certainly, you could intern in an IT or an accounting or payroll-type position, or even human resources. But you really see the bulk of our interns in the clinical areas. And so, we do work a lot with physical therapy students as well as just nurses and CNAs, MAs. And so, it's always a great opportunity to bring them in and give them that



real world experience. And they add a lot to our staff and our staff enjoy training them.

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## What Internships Mean to the Student

- 
-  Doing real work that is related to their academic studies
  -   Connecting with leadership and other interns
  -  Feeling like a part of the community

As you're crafting your internship, keep in mind the things that are most important to the students. They want to be doing real work. They want time to connect with other interns and with leadership. And they want to feel a strong connection to the community they're working in. Let students know what's in it for them when writing the internship job description.

According to [internship.com](http://internship.com), of the largest online internship job boards, a typical intern job description should mention-- location and a brief description of your organization, schedule and duration of the internship, duties and responsibilities the intern will complete in the internship, requirements and qualifications of the student you're seeking for the internship, benefits of the internship, including compensation, and also any additional information about the application process.

Be sure to reference the how to write an internship job description document in the resources section at the end of this module. If you're unsure of what duties to include and/or requirements to use, don't hesitate to reach out to your local college and/or university's career services department for more information on what is currently relevant and realistic for the programs and students.

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## Preparing a Hiring Strategy



As you are preparing your hiring strategy, make sure you are keeping up-to-date with the most accurate hiring trends, as they may shift from year to year. Depending on your industry, you could even be recruiting students up to a year

in advance of their internship. However, most typically, employers will recruit students either mid-fall semester or early spring semester for internship opportunities in the summer.

If you are unsure of when you should be recruiting interns, reach out to your local career services department and/or industry peers and associations for more information. A list of resources can be found in the resources section at the end of this module to help you get started.

Once you know where you're going to host your interns, match the duties and requirements you're seeking for an intern to the academic programs that the students are in on campus. Again, someone from a career services department can help you with that. Then target your on-campus activity around those programs to engage with the most targeted group of students you are seeking to hire. Also, keep in mind that the sooner you can start getting involved on campus, the better.

That being said, you should also be interacting with students in both middle and high schools to start gaining their brand awareness and interest before they even get to college. Keep in mind that while career fairs are a great way to interact with students, they're not the only way. Some really great students may have to miss out on career fair day due to other obligations, so try to get on campus as often as you can and for as many different activities as possible to engage with a larger pool of student candidates.



The next step of your internship plan should be around collaboration. It takes several different individuals to create a successful intern experience. The next few slides will lead you through different ways to keep your interns engaged and motivated. Additionally, there are some resources on mentoring an intern and how to connect with colleges and universities within the resources section at the

end of this module. Now, let's hear from some employers on how they put collaboration to practice in their own internship programs.

## Employer Testimonials

Employer thoughts on collaboration.

### **Jeff Close (Talent Acquisition Manager – American Family Insurance)**

Yeah, and I think that's key to the whole internship experience in today's world. I like to say it takes a village to hire an intern. And what I mean by that is the days are gone, if they ever actually existed, where we would just put a posting for an internship at a school and see who applies and then provide an intern after a certain selection process to a hiring manager. Like I said, those days are long

gone. Really, it's a relationship building process with the school and with the students.

And in order to make that happen, we need to collaborate with the universities in terms of career services offices, faculty, student organizations, and we need to leverage our folks from the business side, the hiring managers who are going to be bringing on those interns. And more and more, we're involving those folks in the recruitment process. Interns want to hear from people that are doing the job. They certainly like to hear from us in human resources, but they really want to hear from the grassroots, the up close and personal story of what goes on in that department, and rightfully so.

So, as much as possible, we leverage those folks to make those contacts with the schools and with the students. And, again, this happens over the course of a school year, a long period of time. So that by the time that we're making an offer to an intern, hopefully they've had already significant contact with us and have a good sense of what we're about as a company, what our culture is like, and hopefully we're aligned with the interns in that sense.

**Carrie Halvorson (Organizational Talent Advisor II – Royal Credit Union)**

So, we partner with our universities very closely, and we collaborate with them a lot. We've had faculty members from the university actually come on site and meet with us as we're developing our intern programs or just reviewing the programs we have in place. So, they'll come on and look at our job descriptions and tell us whether we're on par or maybe off the mark a little bit and when we're setting up our internship. So, they're really helpful in knowing the education side of what the interns are getting in their schooling and then how it can relate back for Royal. So, whether we're challenging them enough or maybe not too much. So, we're very collaborative from that perspective.

And then we're also very collaborative within different departments. So, one of our internships, actually they partner together with our accounting and audit team. So, it's a dual internship program, and the leaders wanted to set up a program where they can hire two interns but then rotate amongst that department. So, one year, they're within accounting, and then the second year they're within the audit services team. And that makes recruiting a lot easier, as they can recruit at the same time and find great talent that way. But then it also gives the intern a very holistic viewpoint into their accounting major or finance major that they may have, because they can go into either audit or accounting.

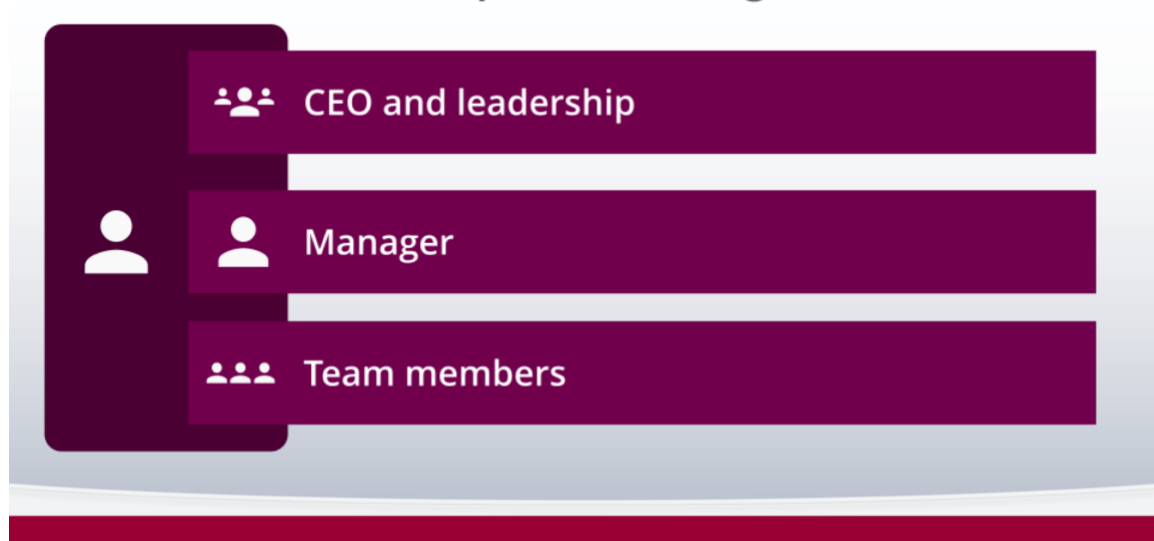
So, we're very collaborative internally within departments, as well as within our university.

**Debbie Luce (Director – Center for Learning & Innovation – ProHealth Care)**

So, I think the best internships are always going to be those that are very collaborative with the-- if it's the school, or if they're coming in maybe even from another business, and what is it that they're trying to learn? And so, again, I think communication is always the key and that communication has to be between the collaborative group as well as the student. You kind of form your own team to ensure the understanding, the transfer of knowledge, the overall expectations, and the accountability and how they will be held accountable.

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## Leadership and Management



The access interns get to accomplished professionals in their field during their internship is inspiring. Speakers from the executive ranks are very popular with students. It's a great career development and role-modeling experience for the students also. Having your executive speak to interns is another way to sell your organization to the interns, but it's also a great way to get your executives invested in and supporting your internship program.

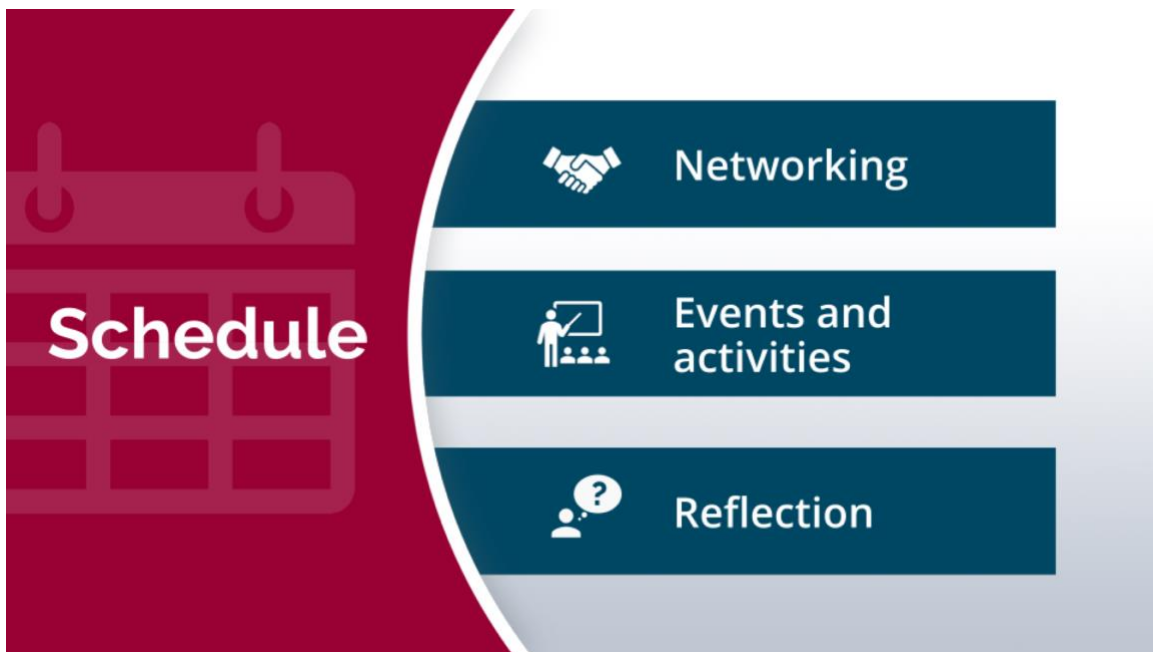
Having a dedicated manager for your intern program is the best way to ensure that it runs smoothly and stays focused on your criterias for success. Unfortunately, the resources available in most organizations means that this isn't always possible. If your program isn't big enough for a dedicated full-time staff

member, an excellent short-term solution is to hire a student to be your intern to take on the daily operations of the internship program.

Having an intern take on the operational aspects of an intern program will give you and your staff a break from the many daily tasks involved in running a program of any size. For this to work, however, you have to plan the program structure in advance and be very accessible to your intern whenever they may need you.

According to NACE, another best practice of internship programs is involving your recruiting team and dedicated staff members who will be interacting with the interns to sponsor social or professional development events to help orient the interns to your company culture. Collaboration is important because students are used to structure, and a well-structured internship program is what raise you to being an internship employer of choice.





While giving interns meaningful work and making them feel like valued members of the team is of utmost importance during their internship, equally as important is giving interns time to develop personally and professionally through networking, engaging with other interns, and reflecting on their time with your organization. When it comes to networking, make sure you are connecting your interns with key players and leadership within the organization so they can learn more about career paths at your organization and how to get there if they're interested.

It will also give students an understanding of how the work they are doing as an intern impacts the rest of the organization. Let the interns know that they matter, and the work they do matters too. As a best practice, it's also good to have the interns meet with your CEO. Meeting with the CEO is especially impressive.

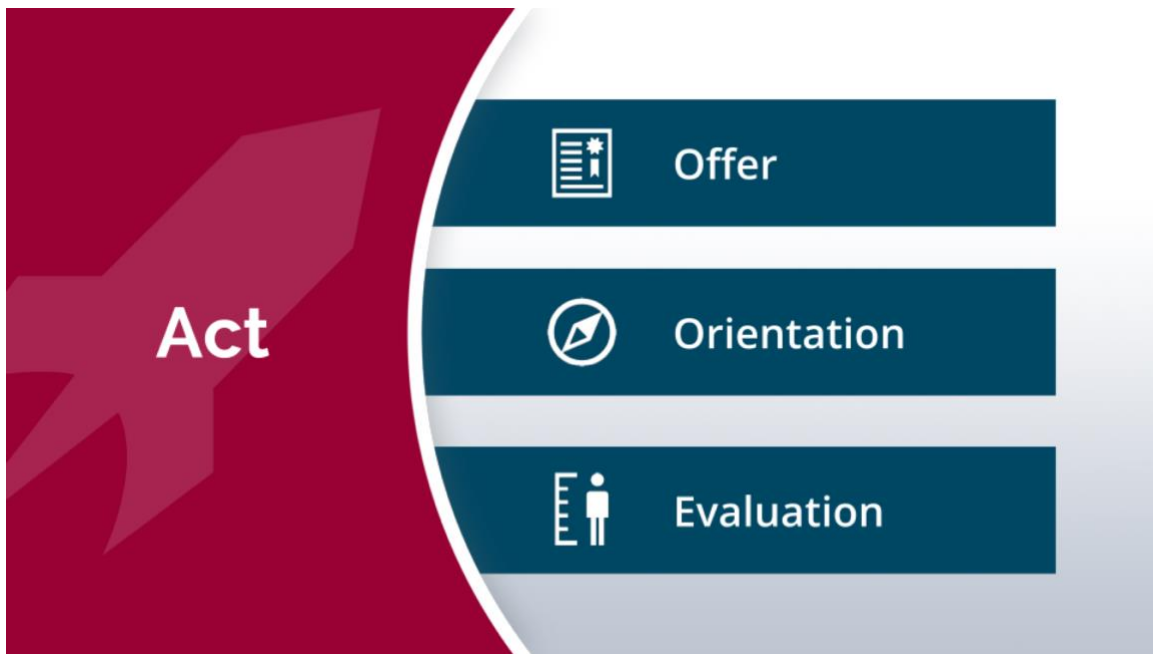
If your CEO is personable, willing to answer questions, and willing and able to spend a little informal time with the interns, your interns will leave their internship quite impressed. Lunch and learns are a great way for interns to connect with leaders within the organization to learn about the organization, but also to have some time to network and connect with each other.

It is also very important to make sure you connect your interns with the community around you. When your interns are engaged with the community, they build a sense of belonging, and there's a better chance that they will want to stick around after graduating. Some effective events and activities to connect students with community and to with other interns or peers are lunch cookouts, volleyball or kickball leagues, outing to local sporting events, planned to meetups for dinner after work hours, day trips to quintessential places within your city, and so on.

If you can, try to schedule at least one volunteer event for your interns with a local nonprofit or community organization. Students value giving back, and it's a great opportunity for them to see the communities they're working in. Lastly, don't hesitate to include interns from other organizations in these efforts to broaden your intern's networks also.

When you're scheduling your intern activities, don't forget to leave time for reflection. This can come in the form of a pitch, a poster presentation, a paper, a blog, et cetera. Connecting what the interns did during their time with your organization to their academic studies and sharing out their thoughts and feelings is a very important part of the internship process.

It helps the students to validate their choice and career and, potentially, their choice in your organization to further that career. As the internship coordinator, if the intern's reflections are available to other employees, especially leadership, it will help you validate the benefit of hosting interns and help boost buy-in for future efforts.



Now that you have an idea on how to plan for interns within your organization, it's time to act. As often as possible, try to keep the hiring process for interns as similar or close to that of your regular employee hiring process. This will give the students great insight into what to expect when they are searching for and accepting jobs upon graduation.

The internship offer needs to be specific. Interns are usually curious by nature and tend to ask questions, which is great, so make sure you're providing them with as much information upfront as you can. Make sure your offer includes date of hire, end termination date of the internship, salary, where they will be located, manager and mentor names, and also include a copy of the job description.

Let the students know that once they accept the offer, they will be given further details regarding what to expect their first day. There is an example of an offer letter in the resources section at the end of this module for additional help to get you started.

Orientation is a key component to the success of your internship program. It is of extreme importance that interns know what is expected of them. During orientation, which could be held as a group if you're hosting more than one intern, be sure to cover the expectations the organization has with the intern, what interns can expect from the company during their internship, an outline of internship programs and events, and who the intern can reach out to if they run into any issues or questions.

Typically, this would default to human resources or the internship coordinator. Likewise, interns will be more sure of their skill sets and engaged in their internship roles when they are provided with regular feedback and evaluation, which we'll get into in the next slide.



Analyzing the internship program is always important. Before the intern starts, make sure you have a plan for evaluating the intern and also evaluating the internship program. Keep these questions in mind as you are developing your means for analysis and feedback.

Who should we collect feedback from? When, and how often? Who should we share the feedback with? And what will the feedback be used for? At a minimum, a best practice would be to evaluate your interns at the beginning of the internship, mid-internship, and just before they leave their internship. To help you get started, there are some examples of evaluations in the resources section at the end of this module.

 Self-Assessment Question

**You need a plan in place before interns arrive at your organization?**

- True
- False

Correct answers can be found at the end of this transcript.

 Self-Assessment Question

**Internship programs should focus on both professional and personal development?**

- True
- False

Correct answers can be found at the end of this transcript.

 Self-Assessment Question

**Organizational leaders are integral to the success of an internship program.**

- True
- False

Correct answers can be found at the end of this transcript.



 Self-Assessment Question

The 5 core parts of an internship job description are: location, start date and duration, benefits pay, duties and responsibilities, requirements and qualifications.

- True
- False

Correct answers can be found at the end of this transcript.

 Self-Assessment Question

It is important to evaluate the intern and also the internship program on a consistent basis.

- True
- False

Correct answers can be found at the end of this transcript.

## Preparing the Organization to Host an Intern



This module is very content-heavy. It's full of all the things that are truly important when creating an internship program that will be a success for both your organization and the student interns. So are you ready to host an internship program?

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## Remember your C's

- Communication
- Checklists
- Check-Ins

Hopefully, your answer was yes. But if it wasn't, don't worry. Go back and review the slides about other experiential learning opportunities that will still help you to build a pipeline of students, but may not be as time or resource intensive as fully structuring an internship program. When you're ready to start your internship program, just remember the Cs to bring the rest of your organization on board.

First, communication. With interns, over-communicating is never enough, so just keep at it. Same with individuals from your organization who will be working with the interns or who need to stay in the know. Interns are not a part of their daily routine, so keep communicating with them for the entire duration of the internship. Keep them aware of what the interns are doing, and invite them to participate in events and activities, and ask for their feedback where applicable.

Next, checklists. It's important for you to keep on top of tasks so internship items don't get lost in the daily shuffle. It's a best practice to provide managers and mentors of internships a checklist so they know what to do during the duration of the term.

Some examples of these are provided for you at the end of this module in the resources section. In addition, if you would find it useful, create a checklist for yourself of all the intern items you need to do to structure the internship program and also a checklist for interns so they can keep on top of their expectations and duties.

Lastly, check-ins. Interns need feedback, so they don't feel like they are being forgotten and so that they know they are on the right track. While it was touched on not that long ago, it can never be emphasized enough-- be sure managers are scheduling regular check-ins with your interns. It's a great time for them to engage and ask questions and to get help in setting and achieving goals.

There are some examples of sample evaluation forms in the resources section at the end of this module to help you get started. Let's hear from some employers on how they put their strategies into practice and how they engage and prepare their own organizations to host interns.

# Employer Testimonials

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How do you put your strategies into practice to engage and prepare your organization to host interns?

## **Jeff Close (Talent Acquisition Manager - American Family Insurance)**

So, our managers use a formal onboarding checklist, really with all employees, but with interns in particular. And that helps direct that process around some of the logistical things like signing onto the system and access to the building and that sort of thing. But beyond that, and more importantly, that checklist will provide guidance around contacts for whatever the intern might need through the course of their summer. Contact to their mentor, contact other resources that department uses in their daily work. Really just helping to orient the intern to the company, to the department, and help them feel very, very comfortable in making the transition.

## **Jerry Shea (President - Market & Johnson)**

Our orientation process begins a week before they all start in May. And what we do, we have three of our younger people, I'll say, people who have been through the internship process, they actually lead that. And it's an afternoon where we bring them all in from their respective colleges. In our case, it would be UW Eau Claire. UW Stout is where we get a lot of our graduates from-- Platteville, Madison. And we bring them on in. And these three young men walk these people through what to expect so that they know first day, here's what to expect.

Here's what to expect in terms of what you're going to try to get out of this process. And then also, if you have any questions, these gentlemen become mentors to them of sorts. And that's gone a long way to help set the expectation as to what they can get out of it. And also give them an avenue if they have

questions, concerns, or maybe things aren't going quite the way that they thought it would, someone to reach back to. And we've had a lot of success with that.

**Carrie Halvorson (Organizational Talent Advisor II - Royal Credit Union)**

So, we take onboarding really seriously here at Royal Credit Union. So for our interns, they go through the exact same process as our full-time team members. So, we have a training called Foundations. And it's a full week of training that all team members that are hired here go through. And they learn all about Royal's culture, what it means to work here, the credit union difference. So, it's no different than anybody else that comes here. And they really become our promoter and know the business really well.

So, beyond that week, then they go into their department and do on-the-job training. So, from there, they're assigned a formal mentor as well as their direct report. And they are required to have a formal training program in place if they have an internship as part of our program. So, they need to set up a very structured training plan to make sure that the intern is set up for success. And it has to include milestones so that the intern can know whether they are on track and they're meeting their learning or if they need some improvement in different areas.

**Debbie Luce (Director - Center for Learning & Innovation - ProHealth Care)**

I think in order to have a successful internship, you truly need to have identified what is the goal for the internship for that person. And make sure, first and foremost, that you have selected the right person to be the intern. Otherwise, it's really a frustration for everyone at the table. But also, make sure that their skill set matches what you need to have done.

And often, I think sometimes we think, oh, it's an intern. We're here to just help them learn. We're actually here to help them in more than that. And likewise, the intern has to bring to the table a real desire to fit into the organization and to be a very reliable person. If there is a deadline or a deliverable that's been given to them, they need to make sure that they meet it and, if they're not going to meet it, communicate early and often with that preceptor.

 Self-Assessment Question

**Why is it important to regularly check in with interns? (Select all answers that apply)**

- It makes them feel welcomed and a part of the team.
- It helps them stay on track and achieve goals.
- It is an opportunity for them to provide feedback and ask questions.

Correct answers can be found at the end of this transcript.



**Question 1 Answer:**

**Question:**

Any size company, no matter how small or large, can host interns?

**Answer:**

True

**Feedback:**

Any size company can host interns, as long as a well thought out plan is created before the interns come on board, which includes identifying meaningful, academic related work.

**Question 2 Answer:**

**Question:**

Internships are not the only way for your organization to connect with students and help them gain real world skills.

**Answer:**

True

**Feedback:**

There are several ways in which your organization can connect with students to build a talent pipeline while also helping them gain relevant skills through experiential learning activities.

**Question 3 Answer:**

**Question:**

Interns are the best way to test-drive talent for your organization.

**Answer:**

True

**Feedback:**

Hosting interns gives you insight into their personality, cultural fit within the organization, and work ethic – key elements that you are not able to easily glean from a resume or application submission.

**Question 4 Answer:**

**Question:**

Interns can create revenue for your organization.

**Answer:**

True

**Feedback:**

Potentially! Interns make exceptional brand advocates. If they have a positive internship experience, they will tell everyone about it, which will likely drive more business and interest in your organization. However, the opposite could happen if their experience doesn't match their expectations.

**Question 5 Answer:**

**Question:**

You need a plan in place before interns arrive at your organization?

**Answer:**

True

**Feedback:**

Students are accustomed to operating in structured environments. It is important to have your internship program fully planned out before they come onboard so their expectations are met and your internship program is seen as a success.

**Question 6 Answer:**

**Question:**

Internship programs should focus on both professional and personal development?

**Answer:**

True

**Feedback:**

Finding a balance of both personal and professional development opportunities

will keep interns engaged and make them feel like a valued member of your organization.

**Question 7 Answer:**

**Question:**

Organizational leaders are integral to the success of an internship program.

**Answer:**

True

**Feedback:**

Not only are interns quite impressed by the opportunity to meet and learn from leadership, they also gain a better understanding of how the work they do as interns impacts the rest of the organization

**Question 8 Answer:**

**Question:**

The 5 core parts of an internship job description are: location, start date and duration, benefits pay, duties and responsibilities, requirements and qualifications.

**Answer:**

True

**Feedback:**

Remember, interns ask a lot of questions, so the more information you can provide for them up front, the better.

**Question 9 Answer:**

**Question:**

It is important to evaluate the intern and also the internship program on a consistent basis.

**Answer:**

True

**Feedback:**

It is a best practice to evaluate your interns at least three times: the beginning of the internship, mid-internship, and right before they leave the internship. However, managers should also be strongly encouraged to informally meet with the interns on a more frequent basis.

**Question 10 Answer:**

**Question:**

Why is it important to regularly check in with interns? (Select all answers that apply)

**Answer:**

It makes them feel welcomed and a part of the team.

It helps them stay on track and achieve goals.

It is an opportunity for them to provide feedback and ask questions.

**Feedback:**

Yes, all of the above! It is important to make them feel welcomed and a part of the team, help them stay on track and achieve goals, and provide opportunities for them to offer feedback and ask questions.