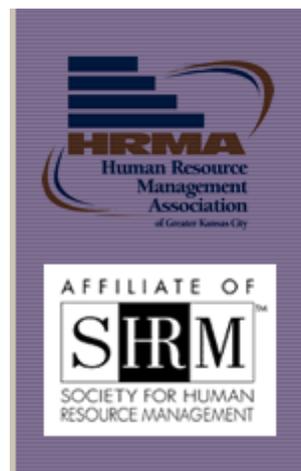


Elements of a Successful Internship Program

Presented by

The Human Resource Management Association
of Kansas City
College Relations Committee
2007



Congratulations! You have taken the first step to learning more about the importance of Internship Programs in the workplace.

It is our goal as the College Relations Committee for the HRMA-KC, to assist and support local employers with information that can be used in a practical fashion. Our intention in developing this template is to provide local companies with a starting point for integrating an Internship Program, as seamlessly as possible, into their respective organizations. This template was developed to offer local employers, who are interested in Internship Programs, with suggestions on how they may successfully begin, maintain and end a program of this nature.

We understand there are organizations that have a fully-integrated Internship Program in place and this template should not necessarily be used as a replacement for an existing program, but can be used to enhance a program already in place. Further, this template is designed with the understanding that it will be used by organizations spanning many industries. With this understanding in mind, some of the steps in the process may not necessarily be appropriate nor applicable to your specific organization. Please be mindful of this as you proceed through the steps.

It has been our pleasure to develop the template for the Internship Program and hope you find it useful and enduring. We wish you much success!

➤ First Day -

Should include a short new employee orientation that provides the same general information you provide to a FTE on day one (Exclusion: benefit information. Inclusion: company protocol, dress code, company hours, holiday observances, computer / phone usage rules, etc.)

Have the Intern sign a statement that the information they may access from time-to-time can be proprietary and is not to be shared outside the organization.

Have a defined training program for the Intern (i.e., software training, team-building classes, anti-harassment training, etc.) that is pre-determined prior to the Intern's start date.

There should be an overview of the organization, map of key points (i.e., restrooms, cafeteria, smoking area, parking, fax machine, etc.)

Provide the Intern with a job description of the internship position (include a list of skills they will need to be successful in the internship position)

The Intern will receive a list of contacts that he / she will need to use during the course of the day. *Identify a key individual from each of the departments who will interact with the Intern regularly or semi-regularly.

A single individual (preferable within the department where the Intern is assigned) should be designated as a mentor or go-to person for each Intern. (Note: do not assign mentor more than one Intern at a time.)

Introduce the Intern to the manager within the assigned department and have the manager walk the Intern through the department and make introductions.

Set goals the Intern must know starting on day one. Intern should know he / she will be treated the same as any other employee and evaluated on his / her performance as any new employee.

A list of evaluation touch points and areas of assessment should be provided. For example, it is recommended that a seven-day, 30-day, 45-day and exit interview be conducted.

Ensure the Intern's desk is properly equipped with office supplies, computer, phone, employee phone extensions, etc.

➤ First Week -

HR should have a short meeting with the identified key individuals from each dept that have served as the contact for the Intern. Three key areas of concern: 1) Identify notable behaviors when performing job duties. 2) What is the general sense of Intern's work ethic? 3) Gauge efficiency of duties performed.

Depending on the Intern's performance, provide feedback to Intern on these three key areas. If performance has been generally good, a general overview of performance should suffice, however negative behaviors and low performance skills should be identified and discussed. Offer additional skills training if necessary.

➤ 30-Days - (see attachment for description of each skill)

Perform a short evaluation using the scale 1) strong competency; 2) adequate progress; 3) lacks competency. The skills to rank are:

- Attention to detail
- Coping
- Responsiveness
- Teamwork
- Diligence
- Relationship Building

➤ 45-Days -

Conduct a feedback / question and answer session with the Intern. Intern should be encouraged to discuss what areas of work / depts. are appealing. Discuss pros and cons. What does he / she like and not like? (Open discussion)

➤ Last Day of Internship -

Conduct an exit interview. Do this either prior to the student leaving or (better yet) e-mailed to them via an online survey, within a few days of leaving. Offer them a gift for completing the survey (i.e., gift card for a pizza, car wash, movie tickets –use your imagination!) This is an invaluable source of information for an employer.

- Bonus: Develop a link on your website career page where prospective Interns can read about former Interns and their comments about the Internship experience at your organization.

INTERN ORIENTATION CHECKLIST

HISTORY OF ORGANIZATION

- _____ Introduce organization's website
- _____ Review specifically our Philosophy, Identity, and Company Mission & Values

CORPORATE STRUCTURE/NAS BUSINESS

- _____ Cover the roles of the senior executives
- _____ Roles of major operating departments
- _____ Describe how the office or department fits into the flow of value to the customer
- _____ Describe how the intern fits into the flow of value
- _____ Identify names, locations and roles of all Vice Presidents or Key Department

Heads

- _____ Provide current corporate phone list with local speed dialing instructions
- _____ Provide names of Home Office Department Heads with whom person will deal
- _____ Review new hire checklist

INDIVIDUAL ADMINISTRATION

- _____ Review frequency and next review date
- _____ Obtain signed Employment and Non-competition Agreement, if appropriate
- _____ Review Company Policies in detail

OFFICE/DEPARTMENT STRUCTURE

- _____ Reporting relationships
- _____ Office hours (starting and ending)
- _____ Lunch hours (and who can be away at the same time)
- _____ Call in procedure if unable to be at work
- _____ Personal phone call procedures
- _____ Internet Policy
- _____ Breaks
- _____ Dress Code
- _____ Other office rules/policies (smoking, radios, etc.)

OFFICE TOUR

- _____ Introduction to all staff members (explain what each does, length of service, etc.)
- _____ Location of rest rooms
- _____ Location of coffee, soft drinks, lunch room, etc. as appropriate
- _____ Location of emergency exits & emergency equipment (fire extinguishers, first aid)
- _____ Location of supplies & common equipment (copier, fax, etc.)
- _____ Office ID cards and building security as appropriate

TRAINING

- _____ What areas will be trained and timing
- _____ Location of training/reference manuals
- _____ Review aspects of the physical work area – Ergonomics (if applicable)
- _____ Operating instructions for any equipment
- _____ Who to ask for the usual kinds of questions for the position (mentor)
- _____ Describe key performance area and applicable programs (Award of Excellence)
- _____ Training schedule if appropriate

30-Day Skills List

Attention to Detail

- Has attained appropriate job knowledge
- Assembles and provides complete & accurate information
- Is thorough when checking for accuracy
- Keeps track of details even when under pressure
- Prioritizes & organizes workload
- Produces error-free work

Service Orientation

- Determines customer needs, concerns, & questions
- Delivers on commitments, or strives to meet/exceed customer expectations
- Helps customers to evaluate needs & options
- Follows up with customers to ensure satisfaction
- Is able to make reasonable decisions

Coping

- Maturely deals with unrealistic expectations of others
- Maintains composure & positive attitude even when under pressure
- Deals with pressing demands, time delays, & deadlines
- Adjusts approach when dealing with difficult or inflexible people
- Is able to prioritize

Responsiveness

- Responds by taking action to meet customer/supervisor/team needs
- Responds quickly to minimize delays or problems
- Takes ownership for accurate & on-time completion of tasks
- Demonstrates initiative

Teamwork

- Seeks & acts on opportunities to assist others in achieving team goals
- Keeps work organized so other team members can fill in when necessary
- Acts as an example of enthusiasm & positive attitude
- Uses tact & understanding when dealing with internal customers

Diligence

- Meets attendance requirements
- Has a sense of urgency about getting results
- Does everything possible to reach goals
- Is willing to commit time required to meet position requirements

Relationship Building

- Builds credibility & rapport with others
- Initiates cooperative relationships with external & internal customers
- Asks questions to understand customer needs & listens well to responses
- Is accountable for commitments to customers/team members
- Demonstrates a positive attitude