

## STEP 4 MANAGING INTERNS

### TOP TEN CONCERNS OF INTERNS

- 1. GIVE US REAL WORK!**

It cannot be said too many times that interns want to work and learn. An internship can help you with projects and assignments that may not get accomplished otherwise. If you have brought on an intern as a recruitment tool, the work produced allows you to assess their abilities. It just makes sense to utilize your interns well.
- 2. DO WHAT YOU SAY, AND SAY WHAT YOU DO!**

Be honest with your interns about what they can expect during their internships. If the job will require stuffing some envelopes, then make that clear. But if you tell the intern they will be researching a project, and they spend 90% of their time doing “grunt work,” then bad feelings may develop. Honesty does not cost you anything, and it will make the interns feel that much more prepared and productive.
- 3. WE LIKE FEEDBACK!**

Remember that interns are students, and they may not have the business skills, experiences and workplace behaviors that you take for granted. If your intern makes a mistake, use this as a “teaching moment” and pull him or her aside and explain how the situation should be handled in the future.
- 4. WE WANT TO BE INCLUDED TOO!**

Is there a staff meeting that they can attend? Can they quietly tag along to that next project meeting? Head to lunch with a couple of people in the office? Please include them in the daily life of your workplace. After all, if you provide a little more perspective on the intern’s work, the product will be much better.
- 5. PLEASE EXPLAIN.**

When you assign work, make sure you give a detailed explanation. While the work may seem trivial and obvious to you, it may not be obvious to someone who has never done it before. Patience and a few extra minutes at the beginning will pay off later when your intern can produce good work independently.





## 6. I WANT A MENTOR!

Make sure that interns have mentors or supervisors to provide guidance. Identify those who truly like to teach and train, and the experience will be even better.

## 7. A MINUTE OF YOUR TIME PLEASE.

The best mentor in the world is useless if he or she cannot or will not spend the necessary time mentoring. As newcomers, interns may not speak up if they are feeling ignored, so the burden of making sure they are okay is on the mentor. If the busiest person in the office wants to be the designated mentor, he or she should schedule regular times to meet with the intern.

## 8. BE PREPARED!

That wonderful day has arrived and the intern begins his/her internship only to learn that no one knew they were coming, and there is no place for them to work.

## 9. UM...I NEED A CHAIR.

It is amazing how many employers hire an intern and do not think about the fact that they will need a desk, chair, phone and a computer to perform assigned tasks. It is no fun, and inefficient to move an intern from desk to desk as people are out one day to the next. If you want to get a job done, you need to supply the intern with the tools to do the job.

## 10. SHOW ME THE MONEY (AS BEST YOU CAN).

While each internship is different, and each industry has its own personality, remember that interns have expenses. Your organization may not be in a position to pay much, but anything can help. Maybe you can help pay for their parking, take them to lunch every so often, or develop some other creative way to assist them.





# POSITION DESCRIPTION WORKSHEET



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EMPLOYER GUIDE FOR INTERNSHIP DEVELOPMENT

## INTERNSHIP POSITION DESCRIPTION, PAGE TWO

### COMPANY INFORMATION

Internship Supervisor Name: \_\_\_\_\_

Internship Supervisor Title: \_\_\_\_\_

Department: \_\_\_\_\_

Company Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ ZIP: \_\_\_\_\_

Company Description: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Is your company a non-profit organization:      No      Yes

Is the Internship at a different location:      No      Yes      If yes, where? \_\_\_\_\_

Is this Internship located nationwide:      No      Yes

### APPLICATION INFORMATION

Please circle all that apply:

Application Process:

Cover letter      Resume      GPA      Phone Interview      In-person Interview

Send resume by:

Email      Fax      Mail      In-person      Other: \_\_\_\_\_

Additional Requests: \_\_\_\_\_

\_\_\_\_\_



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# EVALUATION SAMPLES

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## EMPLOYER EVALUATION OF STUDENT INTERN

Student: \_\_\_\_\_ Organization: \_\_\_\_\_

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



## EMPLOYER EVALUATION OF STUDENT INTERN, PAGE TWO

### G. Organizational Effectiveness Skills

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. Seeks to understand and support 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 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 the organization | 1 | 2 | 3 | 4 | 5 |

### I. Character Attributes

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. Brings sense of values and integrity to job                  | 1 | 2 | 3 | 4 | 5 |
| 2. Behaves in ethical manner                                    | 1 | 2 | 3 | 4 | 5 |
| 3. Respects 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)

Outstanding	Good	Average	Poor	Unsatisfactory						
0	1	2	3	4	5	6	7	8	9	10

This assessment was reviewed with intern on (Month/Day/Year) \_\_\_\_\_

Evaluator's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Title/Position: \_\_\_\_\_ Phone: \_\_\_\_\_



