

Internship Workshop



Creating an Internship Program that Works— for you and the intern

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Arts and Administration Graduate Students
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Table of Contents

I.	What is an Internship	3
II.	Planning for your Intern	4
	Template: Creating and Planning Projects for Interns.....	4
	Template: Job Description/ Outline for Cultural Organization.....	6
	Template: Internship Contract.....	7
	Sample: Development and Training Plan.....	8
III.	Finding your Intern	9
	Advertising your Internship.....	9
	Announcing your Internship.....	9
	To Pay or Not to Pay.....	10
	Selecting your Intern.....	10
IV.	Training your Intern	11
	Orientation Day – General Guidelines.....	11
	Valuable Tips for Supervisor.....	12
	Template: Orientation Checklist.....	13
	Template: Internship Handbook.....	14
V.	Evaluating your Intern	16
	Evaluation Overview.....	16
	Template: Intern Evaluation by Supervisor #1.....	17
	Template: Intern Evaluation by Supervisor #2.....	18
	Template: Internship Exit Evaluation #1.....	20
	Template: Internship Exit Evaluation #2.....	21
	Template: Internship Exit Evaluation #3.....	23

I. What is an Internship?

1. Define the terms internship and practicum.
2. Point out the differences between internships and practica
 - a. Practica are typically short term volunteer positions that occur within a term (three month period), although they can extend over multiple terms
 - b. Internships are typically long term volunteer or paid positions that involve more hours/week
3. What do practica and internships provide students?
 - a. Course Credit
 - b. Practical experience
 - c. Opportunity to connect theory with practice
 - d. Form professional contacts and networks
4. What do practica and internships provide organizations?
 - a. Reduction in your workload/Labor
 - b. "Fresh eyes"
 - c. Organization gets exposure to student population
5. Types of Internships and practica
 - a. Project-Based
 - b. Job-Shadowing
 - c. Observational
6. The importance of developing expectations
 - a. Clarity will help both parties in achieving goals
 - b. Contracts
 - c. Hand out example contract: blank and one filled out
 - d. Parties Involved
 - e. Duration
 - f. Hours
 - g. Work Learning Goals
 - h. Intern Responsibilities
 - i. Site Supervisor Responsibilities
 - j. Signatures

II. Planning for your Intern

Template: Creating and Planning Projects for Interns

The following template can be used for intern supervisors to develop and implement projects for interns to complete.

Project Goals:

Questions to Consider . . .

- What is the end result of this project for you?
- What will the intern gain from completing this project?

Project Skills:

Questions to Consider . . .

- What skills does the intern need to have in order to complete this project?
 - What skills should the intern have prior to starting this project?
 - What skills will the intern gain from completing this project?
- What equipment and/or resources will the intern need?

Choices for the Intern:

Questions to Consider . . .

- Can the intern choose how he/she will complete this project or is it predetermined?
- Can more than one approach be used?

Project Planning:

Questions to Consider...

- What is the timeline for this project?
- What are the major deadlines?
- Is it necessary to set meetings as this project progresses?
- Does the intern have access to all the resources he/she needs (i.e. a computer, a work space, appropriate contacts, office equipment, other staff etc.)
- **How can you make sure your intern is focused on completing this project?**

Evaluation and Project Completion:

Questions to Consider . . .

- How will you evaluate your intern's work?
- How will you evaluate your intern's experience?
- How will you evaluate your supervision of your intern?
- Will this project outcome be displayed? Presented?
- Can the intern keep a copy of his completed project?

Project Title:

Intern:

Intern Supervisor:

Project Completion Date:

Project Goals:

Project Skills:

Choices for the Intern:

Project Planning:

Evaluation and Project Completion:

Template: Job Description /Outline for Cultural Organizations

A. Organization Description

This should include a brief but concise overview of the organization.

Some areas to consider when discussing your organization:

- The mission
- Size (budget and staff)
- Location and structure of the organization
- Other relevant information (e.g. proximity to public transportation)

B. Job Title

What title will this position have (e.g. Marketing Intern, Programming Intern, Curatorial Intern, etc.)?

C. Position Description

This section should include a general description of the position. Who will the intern's supervisor be? What will the intern be working on every day? What are long-term and short-term projects they will be involved in while working there? In general, what functions at the organization will they be supporting?

D. Responsibilities and Tasks

This should be a more detailed explanation of the duties and activities of the position. The following exercise should help in hammering out the salient tasks the job will include.

1. Note down in a completely random fashion all the aspects of the job.
2. Think about: processes, planning, executing, monitoring, reporting, communicating, managing...people, resources, activities, money, information, communications, time.
3. Combine these together and develop into a key set of responsibilities.
4. Rank them roughly in order of importance.
5. Have someone who knows the job/task check the list and amend as appropriate.

E. Skills required for the position

This section should include the skills you would want the intern to already have before applying for the internship as well as those skills you would LIKE to see, but are perhaps not completely required. Types of "skills" could include educational background, computer skills, administrative skills, specific skills around publicity (e.g. writing press releases), managerial skills, etc.

F. Salary and benefits

This section should list all benefits the intern will gain from working for your organization. Even if you do not have a salary, it is good to list potential benefits to the intern (e.g. free tickets, access to a great learning environment, etc.)

Internship Contract

Parties Involved

Site Supervisor _____
Phone _____ Email _____
Address _____

Intern _____
Phone _____ Email _____
Address _____

Duration and Hours

Start Date _____ End Date _____
Total Hours _____ Hours/Week _____

Student Goals

Insert the student's professional learning goals in priority order. Examples are:

1. Understanding the organizational culture
2. Learning Past Perfect Collections Management Software
3. Lead art activities with elementary school students
4. Write a human resource policy for a nonprofit organization
5. Refine grant writing skills

Site Goals

Insert the site's goals in priority order. Examples are:

1. Reduce work load
2. Network with University students

Intern Responsibilities

Insert the intern's responsibilities here. Examples could be:

1. Determine learning goals
2. Organize textile storage area
3. Create member packets
4. Edit documents
5. Write and edit grants

Site Supervisor Responsibilities

Insert the supervisor's responsibilities here. Examples could be:

1. Train the intern
2. Evaluate the intern and share that evaluation with the intern
3. Provide appropriate workspace
4. Any stipend, housing, parking, and transportations information should be included in this section
5. Provide the intern with letters of recommendation and a professional reference

Signatures

Supervisor _____

Intern _____

Sample: Internship Training and Development Plan

General Information

Organization: _____ Date: _____

Intern's name: _____

Title of position: _____

Training Activities required for position (e.g. employee orientation, computer systems)

Activity	Purpose	Goals	Completed
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Training Activities required by Organization (those necessary to complete the program)

Training Activities desired by Intern (completed by the intern. e.g. activities that support academic studies)

Signatures

Intern (Signature and date): _____

Intern Supervisor (Signature and date): _____

III. Finding your Intern

Finding your intern is all about communication. Below are general steps as to the how and when. Please complete the information in the designing an internship worksheet before you announce your position. The better defined the internship is the more likely you are to receive quality and qualified applicants.

Advertising your internship:

1. Contact the UO Career Center to create an account to list your internship in their database. They can be contacted on-line at <http://uocareer.uoregon.edu/Employer/index.asp#main>. The Career Center will also announce your internship in all applicable departments.
2. List it on professional organization websites or job related websites. For example museumjobs.com.
3. Contact academic departments directly by going to <http://duckweb.uoregon.edu/telecom/directory.html> to obtain phone numbers and addresses. These might include the following:
 - a. Arts and Administration
 - b. PPPM
 - c. Theater
 - d. Music
 - e. Art
 - f. School of Journalism
4. Take out an ad in the paper.
5. List it on the United Way website at <http://www.unitedwaylane.org/>
6. Networking. Does a current employee, volunteer, intern, or practica student know of someone who would make a good intern?

Announcing your internship...it's all in the timing

You should generally plan to announce your internship 2-6 months before you need the intern to begin work. The Career Center uses the following dates:

May....for fall quarter
October...for winter quarter
January...for spring quarter
March...for summer quarter

To Pay or Not to Pay

Whether or not to pay your intern is a decision that must be made internally before the internship is announced. Please be aware that the following Fair Labor regulations must be upheld in order to host unpaid interns:

1. Learning objectives are clear.
2. The intern is supervised by a staff member.
3. You have not guaranteed a job upon completion of the internship or graduation.
4. The intern must prepare written work related to the experience and submit it to a faculty advisor.
5. The intern spends no more than 50% of his or her time performing work that is also done by your employees.

There may be grants available to pay your intern, check with professional associations and private foundations.

Selecting your Intern

Selecting an intern is much like selecting a permanent employee; you are looking for the person with the skills and talents that match what you need. Because this will be a limited duration relationship, it is important that you carefully define what you are looking for in an intern so that you can recognize it when it is presented to you. You should also decide ahead of time if you are willing to negotiate on job duties, salary/stipends, etc.

Adapted from the University of Oregon Career Center
uocareer.uoregon.edu

IV. Training your Intern

Orientation Day: General guidelines

1. Introductions
 - a. Staff
 - b. Tour of organization and facilities
 - c. Introduction in staff meetings
 - d. Assign to workstation
 - e. Assign first task (optional)

2. Internship handbook
 - a. History of organization
 - b. Biography of Executive Director
 - c. Staff directory
 - d. Department descriptions (optional)
 - e. Intern responsibilities
 - d. Policy and procedures
 - e. “Odds and Ends” for interns
 - f. Helpful hints for new interns

3. Implement “buddy system”
 - a. Assign a mentor. A mentor is a counselor, guide, tutor or coach that helps guide students through their on-going training process. The mentor has the ability of passing on knowledge and experience as well as providing a fresh outlook.

Valuable tips for the Supervisor

General responsibilities

- Golden rule: keep interns busy. There is nothing quiet so demoralizing to a undergraduate/graduate student as slack time with no work assignments
 - Every effort should be made to keep the intern occupied
- Variety of experience with enough time to develop proficiency in each task
- Orient the intern to the mission and culture of the organization
- Help the intern to establish a comfort level in the work environment
- Monitor the interns progress
- Include the intern in meetings with internal and external resources (i.e. staff meeting, project/program meetings, local professional organizations)
- Allow/encourage the intern to give a presentation at a staff meeting or department meeting
- Provide information to the intern on career paths and opportunities with the organization and other related organizations
- Developing positive organizational image
 - Students share with each other their impression and experience about the organization

Communication

- Communicate job objectives and assignments to the intern
- A clear channel of communication between the student and direct supervisor through regular contact and monitoring the intern's fulfillment of his/her responsibilities.
- Provide formal and informal feedback to the Intern
 - Identify developmental opportunities to strengthen and enhance the intern's skills and performance
 - Provide feedback on performance, skills, strengths and areas that need improvement

Evaluation

- Complete an evaluation of the student's performance. Intern supervisors will review the evaluation results with the student.
- Complete, as required, student intern performance evaluations as may be requested by the student's educational institution.

Template: Orientation Checklist

1. Introductions

- Staff (interns can be introduced at staff meetings)
- Tour of organization and facilities
- Assign to workstation
- Assign first task (optional)

2. Internship handbook

- Has intern receive *Internship Handbook*
- Q & A from intern regarding the *Internship Handbook*

3. Buddy system

- Assign mentor

4. Review documents relating to internship position

- Review Projects for Interns
- Job Description/ Outline for Cultural Organizations
- Internship Contract

Template: Internship Handbook

Welcome

Include a short welcome letter from the executive director of your organization.

Internship Overview

Introduce current or previous interns in your organization.

Description of your Organization

- History of organizations
- Organization's mission statement and objectives

Biography of Executive Director

Include a short biography and professional statement of your executive director. In fact, many interns like to interview the executive director during their internship.

Staff Directory

Even if your organization is under staff, it is necessary to give interns a staff contact list, including the head of the department.

Department Descriptions

In order to help your interns to learn about your organizational structure and be able to adjust to the atmosphere, it will be important to provide a short description of each department (e.g. department responsibility, duties, etc.).

Program Descriptions

Description of annual programs and upcoming new projects will give your interns a good orientation of their assignments during the internship. Also, it gives them ideas to generate suggestions on developing programs.

Internship Responsibilities

In addition to specific responsibility of each intern, it is necessary to address general duties that every intern performs during their internship. The following categories may apply to your organization.

- Performance Appraisals
- Staff Meetings/Intern Meetings
- Final Report/Evaluation
- How to Answer the Phone
- Intern Meeting
- Staff Meeting
- Dress Code

Benefits of Interns

If the internship is unpaid, it will be important to specify benefits your interns can receive during their internship. Providing some perks such as free tickets to performances or exhibits presented by your organization, can be a courtesy, if applicable.

- Complimentary Tickets/Other Perks
- Interviews with Staff

Policies and Procedures

- Transportation/Parking
- Minimum Work Hours
- Absence Notification

Odds and Ends

- Not sure what to do on your lunch break: Things you can do during lunch break.
- List of nearby restaurants, parks, bookstores, recreational centers, etc.

Helpful Hints for New Interns

- Be Flexible
- Be Proactive
- Be Alert
- Keep a Good Attitude

Adapted from Chicago Major's Office Internship Handbook

V. Evaluating your Intern

Evaluation Overview

Evaluation is a crucial component of the relationship between your organization and your intern, and is often required by the sponsoring academic institution as well. Many programs will supply evaluation forms of their own, while others will ask for a supervisor for general evaluation of the intern in letter form. Included here are sample forms for your organization to utilize should none be provided. A variety of samples are included that will be of benefit for your organization's records, for use in evaluation of your intern program, and to send along with your intern. These have been adapted from and are blends of documents from other institutions; please use them as guides and adapt them to your own needs.

Template: Intern Evaluation by Supervisor #1

Intern:

Supervisor:

Department:

Starting/ending dates:

What were the main responsibilities the intern?

Did the intern fulfill the expectations of the position?

What skills would have been helpful for the intern to possess to better complete the work expected in his/her position?

How much direction and supervision did the intern require?

In what ways did the intern contribute to the organization?

Is this person someone that you would recommend the organization hiring if they were to become a candidate? Why or why not?

Template: Intern Evaluation by Supervisor #2

Template: Intern Evaluation by Supervisor #2

Intern: _____

Site of internship: _____

Intern's on-site supervisor: _____

Evaluation form key: 1=unsatisfactory; 2=needs improvement; 3=satisfactory; 4=above average; 5=outstanding

_____ Quality of work (accurate and thorough)

_____ Quantity of work (met goals set by department)

_____ Use of time (efficient/effective use of time to complete tasks)

_____ Initiative (ability to work independently)

_____ Communication skills

_____ Verbal

_____ Written

_____ Grasp of subject (understanding of applicable standards and procedures)

_____ Ability to apply classroom experience to real time projects

_____ Creativity

_____ Job judgment (ability to make appropriate work related decisions)

_____ Interpersonal relations/teamwork (effectiveness in working with peers/supervisors)

_____ Adaptability (ability to alter activities to accommodate change)

_____ Dependability

_____ Punctuality

_____ Attendance

_____ Problem solving/critical thinking skills

Strengths of intern:

Areas for improvement:

What do you think the student gained from the internship?

What did the intern contribute to your organization?

Evaluator: _____ Date: _____

Student Intern: _____ Date: _____

Template: Internship Exit Evaluation #1

Name:

Student's Address:

Phone Number:

Major/ Program:

Internship Site:

Address of Site:

Site Supervisor:

Phone Number:

Did this internship meet the goals and objectives set by you and your Site Supervisor?

yes no

Explain.

What were the specific tasks/projects completed during this internship?

Briefly describe the schedule followed during this internship:

Activities/Responsibilities:

How has this internship helped you to clarify your professional goals?

Would you recommend this placement for future interns?

yes no

Explain.

Additional comments:

Template: Internship Exit Evaluation #2

The [agency name] Internship Program exists to help students and the organization meet our mutual goals in education. Your feedback helps to improve the program. Your comments will be kept private and will have no effect on the evaluation of your work.

Please rate the internship in the areas listed below on a scale of 1-5, where 1 represents VERY GOOD and 5 represents VERY POOR. Circle the number that best expresses your opinion. Space is left at the end of the evaluation for your specific comments.

	Very good					Very poor
	1	2	3	4	5	n/a
Explanation of project	1	2	3	4	5	n/a
Expectations of project matching actual work	1	2	3	4	5	n/a
Availability of feedback and guidance	1	2	3	4	5	n/a
Consistency of supervision	1	2	3	4	5	n/a
Orientation to organization and staff	1	2	3	4	5	n/a

Please circle the number that best indicates how strongly you agree or disagree with the following statements:

	1	2	3	4	5	6
	Strongly Agree	No Opinion	Strongly Disagree	Don't Know		
I can see that my work is of value	1	2	3	4	5	6
The workload was reasonable	1	2	3	4	5	6
I would recommend an internship at the organization to others	1	2	3	4	5	6
I was treated with respect by the people I worked with	1	2	3	4	5	6

Please comment on the ways you think internships at [agency] could be changed to make it a more rewarding experience.

What was the best part of working at [agency]?

Template: Internship Exit Evaluation #3

Intern:

Supervisor:

Department:

Starting/ending dates of internship:

What did you do for your internship?

Was this internship what you expected it to be? Why or why not?

Was your internship a good learning experience? Why or why not?

Do you feel your skills and/or knowledge were appropriate to meet the needs of the jobs assigned? Please comment on what skills were most important to completing work in your position.

Would you have liked to get anything else out of this internship?

Do you feel you received adequate direction/supervision?

What do you feel you contributed to the organization through your work here?