

**Launching & Enhancing an Internship Program
with the
University of Illinois College of Business**

Business Career Services
University of Illinois at Urbana-Champaign, College of Business

Contact:
Amy Fruehling
Senior Associate Director
afuehli@uiuc.edu



Introduction

Business internships offer practical experience relating to students' education. These experiences help students explore career and industry opportunities, apply knowledge to real business situations, and could lead to full-time employment offers. Internships vary in their structure and could include:

- # Three to six month duration
- # Generally a one-time experience
- # Full or part time
- # During the academic year or over summer/winter breaks
- # Paid or unpaid
- # Credit may or may not be received
- # Rotate through several departments or focus on a particular project

An important factor that distinguishes an internship from a short-term job or volunteer work is that a 'learning' element is structured into the internship. By carefully monitoring, guiding and providing feedback to the intern, an internship can be valuable to both a student and a company.

Internships can benefit employers in a variety of ways.

- # Proven, cost-effective way to recruit and evaluate potential employees
- # Flexible addition to work force, not requiring a long-term commitment
- # Temporary staffing solution for temporary or seasonal positions and projects
- # Increased visibility of company with students on campus
- # Year-round source of highly motivated pre-professionals
- # Freedom for professional staff to pursue more creative projects or receive supervisory experience

Your business can offer substantive work experiences that support students' academic and career goals. If you do not yet have an established internship program, or you would like to consider ways to improve your current one, this guide will help you get started. Also, consider Business Career Services as your partner in the process! We will assist you in publicizing your positions on campus, provide you with resources to better orient and supervise student interns, and maintain contact with you throughout the experience.

STARTING AN INTERNSHIP PROGRAM

Internship programs can vary in their design. It's important for you to design an internship program that meets the needs of your company. Talk with your organization's managers/directors to determine their needs, projects, and etc. Also, consider the following:

- ⊕ What are the goals of the internship?
- ⊕ How are you going to accomplish these goals?
- ⊕ What does the recruitment process involve?
- ⊕ Who will manage and evaluate the intern?

SETTING GOALS

Determine what your organization expects to achieve from the internship. Internships offer businesses an opportunity to preview the skills and evaluate the potential fit of an employee prior to hiring. Interns may also provide seasonal, temporary, or project assistance to a businesses. Businesses may also benefit from the exchange of ideas between interns, faculty, and business supervisors or from networking with collegiate business programs and faculty.

In order for the internship program to be successful, it will require the commitment of management, who understand and agree upon the expectations and goals of the program.

DEFINING INTERNSHIP PARAMETERS

Carefully plan and document your internship program and goals. It's important to detail the job description, including job duties. Some items to include in the description are:

Compensation: Will you pay the intern? If so, how much? Will you offer any other incentives? (bonuses, commissions, perks, etc)

Location: Where will the intern work? Do you have office space available for the intern? Is there a parking place for the intern? Will the intern need assistance finding housing/living arrangements?

Experience: What academic requirements are you seeking in an intern? Choose major, GPA, language skills, technical skills, etc. ahead of time. By screening upfront, you will have a better group of qualified applicants to explore.

Supervision: Who will be responsible for the intern? Will a mentor be assigned?

Job Duties: What specifically will the intern be working on? Will the work experience be related to the intern's field of study?

Hours: What is the time commitment for the internship? Will it be full-time or part time? Will the internship be offered during the school year or during the summers?

Evaluation: Who and how will you evaluate the intern's performance?

These are just some of the questions to consider. The internship you offer will depend on the resources and needs of your company.

Recruiting Interns

The process of identifying and selecting internship candidates is facilitated by the University's Business Career Services. Utilizing the College of Business online recruiting system, SYMPLICITY, companies can receive resumes of candidates that meet qualifications selected by the company. Companies can also meet potential candidates through the Career Fair, student organizations, workshops, class presentations or other networking events.

To have the chance to recruit the best interns, it is critical to start recruiting for the internship early. Begin searching a minimum of three to four months before you need a student to begin. Most companies advertise their internship positions during the fall and/or winter semesters, by attending the career fair at the beginning of each semester.

Select your intern as carefully as you would select a permanent employee. Part of the learning process for the student is actually the interview process. By interviewing for an internship, the student gets a taste of what a full-time interview would be like. Recruiting is an investment that utilizes your company's time and money, and by carefully considering whom to hire, you can ensure that you hire a student who is motivated, fits the company culture and has the experience or knowledge that is needed to do the job.

Just like regular employees, interns are subject to employment laws and regulations. Make sure that the intern is assigned work that is within those guidelines. Some business students are international students who require special work permits to be employed in the U.S. If you are interested in hiring an international student, review the question and answer section for more information about legal issues for interns.

HIRING INTERNS

Employers should specify the terms and conditions of employment. Clearly state all expectations including: dates of employment, hours, compensation, duties/tasks, confidentiality, supervisor and etc. To ensure that there is no opportunity for misunderstandings, consider preparing a written agreement that documents all of the expectations.

MANAGING INTERNS

An internship is often a student's first experience with your company and potentially even in the workplace. A well-run internship will make a positive impression with an intern, and can affect the chances that he/she would consider your organization for permanent employment.

Assign a mentor or supervisor: Select a person from the intern's department who will be in charge of the intern. This person will help train the intern, oversee projects and be available to answer questions.

Conduct orientation: Welcome the intern to the company by providing an overview of the organization, a company history, a tour of facilities, an introduction to employees, and show them where to report each day. The orientation may or may not be formal, depending on the size of the company, but it helps to make the intern feel comfortable in the office.

Plan social activities: Providing opportunities for interns to build relationships within the organization can lead to better conversion of interns to full-time employees. Through social activities, interns become more connected throughout the organization, helping them understand the business better as well as the impact of their work on the organization. Social activities can also increase an intern's comfort level within the organization, allowing them to perform their tasks more effectively. Some examples of social activities include:

- ⊕ Scavenger hunts throughout the community – increase familiarity with the community
- ⊕ Lunch and learns with managers – provide opportunity to strengthen skills or to learn more about a specific business issue
- ⊕ Coffee chats with executives – opportunity to hear tips for success from executives

Provide feedback and evaluate: Interns need feedback to know if their work is meeting your expectations. The mentor or supervisor can regularly monitor the intern's progress to see how well goals are being met. It's also important to keep an eye on the intern to make sure that they have work to do and that they understand their assignment. By paying attention to the intern, you can help instill good work habits and identify potential problems before they escalate.

A written evaluation and exit interview are also tools that can help the intern learn from their experience as well as help the company make changes to improve the

internship program. Make sure to evaluate the effectiveness of the internship by comparing it to the pre-set goals of the program. Also, to track the success of the internship program, you might consider the following measures: number of interns accepting permanent offers; number of requests for interns by managers; number of intern applicants; and costs associated with attracting and managing the internship program.

WHAT DO INTERNS EXPECT?

Interns want to work and learn. They are looking to connect the classroom education with real-life work experience and explore different career paths. They understand the value of real experience for their full-time job search, and are willing to work hard to learn and do a good job so that their chances of landing a full-time position are increased. Here are some of the expectations of students for their internship:

- ⊕ Preparation for their arrival, including a safe and suitable working environment.
- ⊕ Real work that is related to their field of study.
- ⊕ Accurate description of the job they will be doing.
- ⊕ Guidance on projects and explanations of how to complete them.
- ⊕ Feedback on how well they are doing.
- ⊕ Inclusion on meetings and discussions.
- ⊕ A mentor or supervisor to consult.
- ⊕ Connecting with other interns – social interactions.
- ⊕ Compensation or some type of bonus incentive.

FREQUENTLY ASKED QUESTIONS

1. Do you have to pay interns?

The question of whether or not to pay interns has several implications for employers. When deciding how to compensate your interns, consider the following:

- ⊕ Financial need prevents some qualified students from pursuing unpaid internship opportunities; thus, the number of students applying may be reduced.
- ⊕ There are many ways to address pay: stipends or hourly wages, bonuses, commissions or a flat salary. A stipend may be a good option to avoid adding short-term workers to the payroll. Be sure to satisfy any federal and state income tax requirements related to paying interns.
- ⊕ Legally, the question of pay depends upon whether the intern is considered a “learner/trainee” under the federal Fair Labor Standards Act (FLSA) or the state equivalent. The U.S. Department of Labor (DOL) has developed six criteria for differentiating between an employee entitled to minimum wage and a learner/trainee who, while an employee, may be unpaid. The criteria are:
 1. The intern must get experience with equipment/processes used in your particular industry.
 2. The intern must receive training.
 3. The intern does not replace regular employees.
 4. The skills learned on the job are transferable.
 5. The Intern is not guaranteed a job upon completion of the internship.
 6. Both you and the intern are aware that they are not entitled to wages.

Not all six factors have to be present for a student to be considered a trainee; rather the experience should ultimately look more like a training and learning experience than a job.

If the intern does not meet the criteria of a “trainee/learner,” the intern could be considered an unpaid volunteer for the employer if the individual provides services to a public agency for civic, charitable, or humanitarian reasons without promise or expectation of compensation for services rendered. Thus, an intern at any for-profit company would not fit the definition of volunteer.

*This information is adapted from NACE and is intended to be used as a guideline, not legal advice.

2. Should interns be covered under the company's workers' compensation policy?

Workers' compensation boards have found that interns contribute enough to a company to make them employees. It's wise to cover interns under your workers' compensation policy even though you are not required to do so. Student interns are not generally eligible for unemployment compensation at the end of the internship.

3. Will the University sign Releases, Indemnity Agreements, and Affirmation of Liability Insurance?

It is the policy of the University of Illinois that Career Services Offices, and their representatives, not to provide releases or signed indemnification agreements to employers for internships, cooperative education, or other experiential activities. However, under certain conditions, the University is able to affirm the student has liability protection under the University's liability self-insurance plan. These conditions include:

- ⊕ When the student is an enrolled student for the semester in which the experiential activity occurs; and
- ⊕ When the experiential activity is unpaid and a requirement for graduation in the student's academic program, and/or
- ⊕ When the experiential activity is unpaid and the student is enrolled for academic credit directly related to the work experience.

Any release or indemnity agreement must clearly delineate the rights and responsibilities of the parties involved. It will be submitted to University Legal Counsel for review and approval, if appropriate.

4. Can interns earn credit?

Most academic programs in the College of Business at the University of Illinois do not require students to participate in internships or receive credit for the experience. If a student is interested in receiving credit, the student should talk with his/her appropriate academic unit. It is the student's responsibility to arrange any credit for the internship experience. Keep in mind that the student is required to pay all student fees as well as the cost of any credits earned for the internship experience. No indemnity or hold-harmless agreements will be signed on behalf of the University (see #3 above).

5. How many hours should an intern work?

Part-time internships are typically up to 15 hours per week. Full-time internships at typically 40 or more hours.

6. How long is a typical internship?

Internships vary from the school year to summers, or during breaks.

7. Can we hire international students for internship positions?

An international student's employability depends on their visa. The most common visa types seen on campus include F-1 and J-1.

- ⊕ F-1 Visa: The purpose of the F-1 visa is to provide an opportunity for study in the United States. Anything outside of study, including employment, is an exception to the visa. Authorization for employment is limited to certain situations such as economic hardship and curricular practical training that is required by the school. For more information on the legal issues related to hiring, go to www.naceweb.org.

DEVELOPING INTERNSHIP ASSIGNMENTS

Internship activities should focus on projects specifically related to the academic major that the student is studying. The internship should offer opportunities to link classroom learning to workplace performance. Additionally, the experience should be designed to allow you the opportunity to review the work activities and evaluate the intern's knowledge, particularly for future-hiring potential.

- ⊕ Create challenging, but realistic tasks students can accomplish within a specific time period.
- ⊕ Consider working with faculty to identify learning objectives for students.
- ⊕ Show students how their task relates to the department/organization

Here are a few examples of internships:

Accountancy Internship Assignments

ACCOUNTING INTERN (PRIVATE SECTOR)

The student would perform basic accounting duties including inventory reconciliation, accounts payable, plant closing, and profit/loss analyses. In addition, the student would support the accounting manager with various cost-analysis projects and vendor and customer support services. The ideal candidate will be a bright, outgoing multi-tasker who has completed the basic accounting course work and who possesses good communication skills. This is a paid internship that offers flexible work hours, and potential for full- or part-time employment following the internship.

Working with accountants, attorneys and investigators in the investigation and prosecution of federal securities laws violations on a national and international level, including: financial fraud, audit failure, insider trading, market manipulation, fraud in the offer and sale of securities, brokerage account churning, and pyramid or "Ponzi" schemes.

Duties:

1. Examine and evaluate financial statements, brokerage account records, brokerage firm trading records, bank account records, public records and filings, documents produced pursuant to subpoena, audit work papers, and company books and records.
2. Prepare spreadsheets summarizing bank accounts, brokerage accounts, securities market activity, and trace the proceeds related to those transactions.
3. Assist with the preparation of written reports detailing financial fraud as a result of deviations from GAAP, GAAS, and the accounting rules and policies of the SEC.

The ideal candidate will be a bright, outgoing multi-tasker who has completed the basic accounting coursework.

TAX INTERN (PUBLIC SECTOR)

The Tax Internship is a ten to twelve week program that provides an introduction to public accounting and specifically the responsibilities of a tax associate. The tremendous growth of our tax consulting practice has created opportunities for distinctive careers in tax. It is our intent to expose you to these various areas to gain "real" work experience so that you may have a better idea of where you would like to begin your career. You will have the opportunity to work on a

variety of clients and projects during the traditional "busy season". Types of potential assignments include: corporate and governmental tax planning, consulting on proposed business transactions, advising on changes in the tax laws, and representation before the Internal Revenue Service in addition to the preparation of all types of tax returns, including Federal and State returns for corporations, partnerships etc.

IDM Internship Assignments

EVALUATING COSTS AND SUPPLIER CAPABILITY

Analyze the current industry and prices for buying soft tooling and prototype parts and determine if there is room for cost savings. Examine current industry pricing structures for sheet metal parts and identify opportunities for cost savings by re-negotiating prices or competitively bidding out the parts.

- ⊕ Develop cost tables for tooling and unit costs on sheet metal parts
- ⊕ Evaluate supplier capability and quality
- ⊕ Analyze collected data to find potential areas for cost savings

COST MODELING AND INVENTORY MANAGEMENT

Work as a member of a six Sigma team focused on improving an existing cost model. Define and revise the content of process tools and documents to provide a standard definition of the firm's service offerings to all organizations to improve the input received in preparing a cost model.

- ⊕ Develop functionality matrix
- ⊕ Prepare cost modeling functional deployment map
- ⊕ Create business solutions definition manual
- ⊕ Complete FMEA (failure modes effects analysis)
- ⊕ Enhance company intranet
- ⊕ Develop and maintain cost models in support of business proposals

PURCHASING/BUYER

Intern will work with budget analysis, negotiation, and internal purchasing operations improvements, including warranty agreements.

- ⊕ Set up conference calls with suppliers and OEM warranty agreement supervisor
- ⊕ Negotiate terms within this document.
- ⊕ Reduce the lead times deliveries

Marketing Internship Assignments

MARKETING INTERN

Perform various business functions including market research, bill payment, mail, stock and answering the phones. Recommend creative themes and products for employee gifts, trade shows and giveaways. Determine pricing and maintain client relationship.

SPECIAL EVENTS INTERN

Plan and manage a variety of special events such as Taste of CU and the Sweetcorn Festival, as well as perform marketing research and data entry. Serve as the official company representative for parades and community events. The days and hours are flexible, working 10 to 20 hours per week depending upon the special events calendar.

MARKET RESEARCH INTERN

Interns work side-by-side with professional market researchers in a team-based environment. Interns will be responsible for assisting Client Service staff with research project execution.

Principal duties and responsibilities will include:

- ⊕ Learning research basics, formats/standards, and internal communication procedures to help coordinate advertising/brand research studies
- ⊕ Modifying questionnaires
- ⊕ Checking data tables for accuracy and logic
- ⊕ Using numbers from computer tabulations to assist in preparing client presentations
- ⊕ Proofreading questionnaires, reports, etc. for accuracy, consistency, and overall form
- ⊕ Updating and maintaining databases
- ⊕ Special projects as assigned

Retail Buyer Intern

Executive Intern will work with a Buyer and Assistant Buyer in central merchandising offices. The structured ten-week program combines classroom work with buying office experience for maximum retail exposure. Interns will participate in Business Analysis, Merchandise Distribution, Retail Math, Open-to-Buy, Purchase Order Management, Advertising and Sales Promotion. Interns will also complete a group project, which will be presented to company's CEO and other senior management at the conclusion of the internship program.

Sales Intern

Activities include managing carrier relationships and increasing product sell through. Sales collaborate with Marketing to communicate core messages and best position company brand.

Scope of Responsibilities/Expectations:

- ⊕ Assisting Sales Managers and Account Representatives with field Communication
- ⊕ Assisting Account Representatives with Market Coverage and sales activities
- ⊕ Participating in new product launch activities
- ⊕ Executing several virtual sales programs including E-Learning programs, assisting with Learn-To-Earn web portal, and Customer Scorecard initiatives

Promotions Intern

The promotions internship is designed for students interested in creative advertising and event planning. This intern is responsible for developing and delivering the station remotes purchased by clients and working with the programming staff to develop on-air promotions/giveaways. By the end of this program intern will be able to:

- ⊕ Plan and execute a successful remote.
- ⊕ Plan and execute at least one special event.
- ⊕ Organize station promotional materials.
- ⊕ Write proposals for promotional material.
- ⊕ Help plan and execute at least one on-air promotion.

RETAIL MANAGEMENT INTERN

The internship is designed to expose students to management skills and procedures in the retail setting. It's also an opportunity to seek exceptional students, prior to their senior year of college, to train for future management consideration. Training includes research projects with on-the-job training. When interns have completed the program, they know first-hand what it means to manage a store.

Job Responsibilities: Work directly with the best store managers covering learning modules in: store operations, management responsibilities, merchandising, advertising, inventory, bookkeeping and human resources. Interns are expected to complete written projects and research topics.

Organizational Administration Internship Assignments

HUMAN RESOURCES INTERN

- ⊕ Assist with recruiting activities by conducting phone interviews and scheduling interviews. Prepare orientation paperwork for new hires; perform background checks of employees and research information about employees using SAP.
- ⊕ Research state-specific human resources policies for inclusion in company employee handbooks. Work with the benefits manager on 401k plans to develop presentations using Power Point. Maintain the HR portion of the company's intranet.

Finance Internship Assignments

INVESTMENT PRODUCTS INTERN

Research and perform fundamental credit analysis on three public corporations and the industries in which they operate. Prepare detailed written reports reviewing the potential fixed income investment in these corporations and recommend potential action based on available public information. Learn fundamental operations involved in multiple areas of fixed income investing including mortgage-backed securities, private placements and public debt offerings.

BANK INTERN

Assist in developing departmental procedure manual for personal banker department. Assist in filing, copying and preparation of budget plans for corporate clients.

FINANCIAL REPRESENTATIVE INTERN

Develop list of potential customers, prepare direct mailings, call and schedule appointments. Meet with clients and analyze client information and recommend products.

LOAN SPECIALIST INTERN

Working with loan officer, review loan applications and verify accuracy of the information on the application. Participate in meetings with borrowers on matters relating to home management practices, repair and maintenance of structures, record keeping, money management and other issues. Prepare reports, update records and recommend approval/denial of loan applications.

Management Information Systems Internship Assignments

WEB SITE PROGRAMMING INTERN

- ⊕ Build a web-based online forum where site visitors can post their messages. The web site can save and analyze each user's visit information, such as their machine's Internet address, the frequency of their visits, etc.
- ⊕ Establish a basic and functioning online store. Site should take user orders and process transactions when an order is placed, e.g. sending user confirmation email, updating the inventory database, etc.

IT STRATEGY INTERN

- ⊕ Analyze the impact of the Sarbanes Oxley Act on the Information Technology components of firm, inter-organizational systems of firms and the overall implications of the act on IT in firms.

- ⊕ Analyze impact of a new technology/architecture such as .NET, Web Services, Service Oriented Architecture on the IT decisions in firms. Specifically, study the risk and technology implications of .NET technology on IT in firms. .NET is analyzed as a technology solution as well as a strategic element of firms' IT.

DECISION SUPPORT SYSTEMS INTERN

- ⊕ Describe and analyze a decision situation of an organization, and develop guidelines for an information system, including system objectives, architecture, and inherent structure, to support this situation. Recommend product(s) to support the decision problem.
- ⊕ Describe and analyze a decision support application to be found online, preferably with an online demo. Suggest areas of application for this product, conduct a study to estimate the market size, and conclude your study with an assessment of the success factors and chances for success of the product. Provide guidelines for improvement.
- ⊕ Compare two or more decision support. Analyze the applications according to system features, price, hardware requirements, support, vendor reputation and local presence, target markets etc. Identify major areas of application for each of the systems in terms of decisions they support and potential.

DATABASE MANAGEMENT INTERN

Help build databases for small organization to track products, sales, inventories and customer-relationship management. Diagnose/analyze the existing database systems and manage data utilizing top-down approach. Design database to deliver results that enhance performance and achieve organizational goals.

INFORMATION SYSTEM ANALYSIS AND DESIGN INTERN

Analyze system requirements and recommend the best strategy to implement a computer-based system. Assist in conducting feasible analysis from multiple aspects such as financial, technical, operational and organizational. Also, design and program the system and deliver a working prototype.

DATA COMMUNICATION INTERN

Analyze, design and evaluate network systems, such as local area networks (LAN), wide area networks (WAN), Internet, intranet, and other data communications systems. Perform network modeling, analysis, and planning. Research and recommend network and data communications hardware and software. The spectrum of tasks utilized may include:

- ⊕ Analyze test data and recommend hardware or software for purchase.
- ⊕ Read technical manuals and brochures to determine equipment that meets establishment requirements.
- ⊕ Identify areas of operation that need upgraded equipment (i.e. bottleneck in end-to-end connectivity).
- ⊕ Test and evaluate hardware and software to determine efficiency, reliability, and compatibility with existing system.
- ⊕ Monitor system performance.
- ⊕ Develop and write procedures for installation, use, and problem solving of communications hardware and software.
- ⊕ Conduct surveys to determine user needs.
- ⊕ Train users in use of equipment.
- ⊕ Assist users to identify and solve data communication problems.

ORIENTING AND TRAINING INTERNS

Although a student may have had a part-time job in the past, chances are that their internship is their first exposure to a professional setting. It is important that the intern understand your organization, how it operates and what is expected of them. Developing a thorough orientation and training plan can help the intern get off to a good start.

Orientation can be a formal or informal process. Some companies offer company tours, while others simply encourage the intern to spend time observing and talking with other employees. Company communications such as newsletters, annual reports or brochures can also help communicate information about the company and its products to the intern. Below is a checklist of items to consider discussing with your intern.

- ✓ Mission, Vision and Guiding Principles
- ✓ Organizational Structure, Departments, Products & Services
- ✓ Organizational Policies and Expectations (Dress Code, phone etiquette, etc.)
- ✓ Intern Responsibilities (including work schedule, projects, authority)

Supervising the Intern

Intern supervisors have an opportunity to coach, counsel and guide a student's performance. The student will look to his/her supervisor as a mentor who can help him/her learn and explore the company and job. As such, regular feedback is important. Meet with the intern to discuss projects, ask questions and evaluate strengths and areas needing development. Interaction with Business Career Services through phone calls, on-site visits and written evaluations is also encouraged. BCS can help you find solutions if difficulties occur (attendance/punctuality, personal conflicts, unsatisfactory work).

Employer Evaluation of Student Intern

Student Name:

Organization:

1.	Ability to Learn					
	a. Asks pertinent and purposeful questions	1	2	3	4	5
	b. Seeks out and utilizes appropriate resources	1	2	3	4	5
	c. Accepts responsibility for mistakes and learns from experiences	1	2	3	4	5
2.	Reading/Technical/Computational Skills					
	a. Reads/comprehends/follows written materials	1	2	3	4	5
	b. Uses computer technology to perform duties	1	2	3	4	5
	c. Works with mathematical procedures appropriate to the job	1	2	3	4	5
3.	Communication Skills					
	a. Listens to others in an active an attentive manner	1	2	3	4	5
	b. Communicates ideas and concepts clearly in writing	1	2	3	4	5
	c. Demonstrates effective verbal and written communication skills	1	2	3	4	5
4.	Creative Thinking & Problem Solving Skills					
	a. Breaks down complex tasks/problems into manageable pieces	1	2	3	4	5
	b. Brainstorms/develops options and ideas	1	2	3	4	5
	c. Demonstrates an analytical capacity	1	2	3	4	5
5.	Motivation, initiative and Professionalism					
	a. Exhibits self-motivated approach to work	1	2	3	4	5
	b. Demonstrates ability to set appropriate priorities/goals	1	2	3	4	5
	c. Exhibits professional behavior and attitude	1	2	3	4	5
6.	Interpersonal & Teamwork Skills					
	a. Manages and resolves conflict in an effective manner	1	2	3	4	5
	b. Supports and contributes to a team atmosphere	1	2	3	4	5
	c. Demonstrates assertive but appropriate behavior	1	2	3	4	5
7.	Time Management Skills					
	a. Meets deadlines	1	2	3	4	5
	b. Pays attention to details	1	2	3	4	5
	c. Organizes projects efficiently	1	2	3	4	5
8.	Organizational Effectiveness Skills					
	a. Seeks to understand and support the organization's mission/goals	1	2	3	4	5
	b. Fits in with the norms and expectation fo the organization	1	2	3	4	5
	c. Works within appropriate authority and decision-making channels	1	2	3	4	5
9.	Basic Work Habits					
	a. Reports to work as scheduled and on-time	1	2	3	4	5
	b. Exhibits a positive and constructive attitude	1	2	3	4	5
	c. Dress and appearance are appropriate for this organization	1	2	3	4	5
10.	Character Attributes					
	a. Brings a sense of values and integrity to the job	1	2	3	4	5
	b. Behaves in an ethical manner	1	2	3	4	5
	c. Respects the diversity of co-workers	1	2	3	4	5
11.	Other					
	Are there any skills or competencies that you feel are important to the profession or career-field that have not been listed. Please list these skills below and assess the intern accordingly.					
12.	Comments					
13.	Overall Performance					

Rating System

1	Unsatisfactory	Does not meet expectations
2	Uncomplimentary	Rarely meets expectations
3	Fair	Meets expectations
4	Commendable	Sometimes exceeds expectations
5	Exceptional	Consistently exceeds expectations

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