



**TALENT
PARTNERSHIP**
POWERED BY THE WICHITA FALLS CHAMBER

INTERNSHIP GUIDE



INTERN
WICHITA
FALLS

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INTRODUCTION

With both the competition and growing need for talented workforce increasing, internships allow for opportunities to recruit and retain individuals in Wichita Falls and the surrounding area.

This document will outline how to create and take advantage of internship programs that would best suit your organization. Internships are an innovative, low-cost option for future workforce recruitment.

WHAT IS AN **INTERNSHIP**?

There are several forms of “internships,” and they are defined as:

Types of Internships

- **Internship**—Temporary employment of a high school or college student, sometimes without pay, for them to learn more about industry as it relates to their education, typically taking place over a summer or semester session.
- **Co-Op**—Hands-on, experiential learning that supplements curriculum provided by an educational institution, typically hosted over a longer time frame of six to nine months.
- **Returnship**—Developing and orienting experienced, talented individuals who are seeking to re-enter the workforce after an extended absence, and is not limited to a specific timeframe as it is not tied to an academic program.
- **Externship**—Temporary training program in a workplace, similar to a job shadowing opportunity with a hands-on component, that offers an inside look to how an organization functions or provides goods and services, typically not to exceed more than a few days, weeks or up to a month in length.
- **Fellowship**—Professional development and mentoring-focused training program for highly educated or experienced professionals to benefit a specific organization that is looking to expand leadership, typically lasting a few months to several years.
- **Apprenticeship**—Defined as “earn and learn,” an apprenticeship combines formal education with on-the-job training opportunities to learn both technical and soft skills, typically lasting a few months to a year, with an option to hire at the conclusion of the program.

Types of Interns

- **High School Students**—Students who are currently enrolled in secondary schools or recent graduates who have not yet begun in a post-secondary institution or higher education program.
- **Undergraduate Students**—Students who are currently enrolled in a 2 or 4-year post-secondary program through an accredited higher education institution, to include technical and community colleges or recent graduates who have yet to enter the workforce.
- **Graduate Students**—Students who are currently enrolled in a graduate level program at an accredited higher education institution or recent graduates who have yet to enter the workforce.
- **Returning Workforce**—Individuals who are re-entering the workforce after a hiatus due to medical concerns, caregiving, living overseas, etc. However, this category can also include adult learners or individuals making a career change.
- **Active Duty, Veterans, Military Spouses**—Typically displaced workers due to the military, this population can include individuals who are planning to separate from service, have recently done so, or their spouses. This is typically a population that is not considered as a recruitment pool for the workforce but has great experience and potential to contribute to an industry. Additionally, there can be national and local incentives to hiring from this population.

Though traditional timelines have been provided in the above definitions of internships, it’s important to consider the positive impact of retaining an intern for an extended period. The longer an intern works within your program, the more knowledge and experience they gain about the both their job and your organization. This greatly increases their ability to function as an asset on your team if hired for full-time employment.



MATCHING INTERNS TO INTERSHIPS



◆ WHY HOST AN **INTERNSHIP**?

Benefits to Employers

Growing your own talent by providing on-the-job-training (OJT) will give interns insight into the day-to-day operations of your business. This results in more efficient assimilation if a full-time offer is extended. Additionally, this offers a chance for employers to screen potential employees before investing in permanent hiring.

Interns can:

- Allow full-time staff the flexibility to work on higher-level projects while also gaining leadership skills
- Increase retention
- Assist in the implementation of cutting-edge techniques and new ideas
- Maintain connections with institutions
- Promote community involvement
- Recruit other students within their program and increase pipeline prospects
- Allow your company to give back to the community by teaching, molding and mentoring the prospective workforce

Benefits to Interns

Internships allow students to gain real-world knowledge in a field they are interested in.

An internship should:

- Provide challenging projects and tasks that compliment academic programs and/or career interests.
- Give exposure to the host organization.
- Provide adequate, reliable, and regular supervision and mentoring
- Ensure interns are accomplishing goals and assignments in a timely manner
- Provide orientation, industry relevance and real-world experience
- Create a professional network for the intern

◆ DEVELOPING AN **INTERNSHIP** PROGRAM

Seven Steps to a Successful Internship Program

- 1. Evaluate Internal Fit**—Determine if an internship is the appropriate path to talent development within your organization by choosing leadership, determining goals and policies and understanding compensation, benefits and FLSA laws.
- 2. Outline Internship Opportunity**—Create the framework for your internship by determining the scope of work you wish to be performed and which target intern can fill that role.
- 3. Create and Advertise the Internship**—Generate quality internship candidates by writing a strong job description, posting to the appropriate channels and reviewing recruitment best practices.
- 4. Interview and Hire an Intern**—Review candidates, interview and hire interns for your program.
- 5. Orient and Train the Intern**—Prepare for your interns through the development of a well-rounded orientation program.
- 6. Monitor, Evaluate and Provide Feedback**—Help the intern improve by providing feedback throughout the internship program.
- 7. Transition to Permanent Employment**—Extend a full-time employment offer to your intern and assist with official on-boarding.

Steps to a Successful Internship Program

1	Evaluate Internal Fit <ul style="list-style-type: none">▪ Considerations▪ Choose Leadership▪ Determine Goals and Policies▪ Compensation and Benefits	PAGES 7-8
2	Outline Internship Opportunity <ul style="list-style-type: none">▪ Determine Scope of Work▪ Select a Target Intern	PAGES 9-10
3	Create and Advertise the Internship <ul style="list-style-type: none">▪ Write a Job Description▪ Where to Post▪ Recruitment Best Practices	PAGE 11
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5	Orient and Train the Intern <ul style="list-style-type: none">▪ Preparation▪ Develop Orientation	PAGES 14-16
6	Monitor, Evaluate and Provide Feedback <ul style="list-style-type: none">▪ Ongoing Oversight▪ Final Evaluation and Review of Intern▪ Final Evaluation and Review of Program	PAGES 16-18
7	Transition to Permanent Employment <ul style="list-style-type: none">▪ Determine the Transition Process▪ Review Evaluations and Feedback▪ Communicate the Employment Offer	PAGE 19



◆ STEP 1: EVALUATE INTERNAL FIT

Considerations

The first step in starting any internship process is to determine the internal needs of the organization. Consider the following before deciding to host an internship:

- Will the intern be governed by an institution, such as Midwestern State University?
- Should your program be registered with the U.S. Department of Labor?
- What is the scope of work that the intern will be completing?
- Does your industry or organization require skills not typically provided in a classroom setting?
- Do you have difficulty recruiting and retaining quality employees?
- Can your organization or employees benefit from the help of an intern?

Employers should also consider the costs to beginning an internship program, which can include: wages, housing, networking activities, recruitment costs, work materials and training costs.

Choose Leadership

To begin a successful internship program, your organization should have strong internal leaders, as well as external support. Internal examples can include: project leads, direct supervisors, office directors, human resources and recruiting staff. Supportive external organizations could include the Wichita Falls Chamber of Commerce, Workforce Solutions North Texas, Texas Department of Labor, labor unions and other local community leaders.

A well-rounded team of stakeholders will assist in defining a unified vision and help set goals, benchmarks and measurables to define what a healthy program will look like. There's also the opportunity to use diverse perspectives to make changes or improvements as needed.

Determine Goals and Policies

Using this team of stakeholders, your organization can define priorities and create goals. Goals can include: creating a pipeline of talented individuals to fill positions as needed, creating investment and engagement in your talent pool to mitigate turnover, supporting your local community members and students, and fostering relationships with local schools and organizations as you are wishing to develop your business.

To define what outcomes your business wishes to gain from creating an internship program, it will be important to establish metrics to track progress throughout the program and make changes as needed to better support the intern and organization.

Examples of possible metrics can include:

- Number of interns served
- Services or products provided directly by the intern, if applicable
- Conversion and retention rate to full-time employment
- Cost per intern hire

Compensation and Benefits

Traditionally interns receive a lower rate of pay than that of a full-time employee in a similar role as they are slowly learning the processes of the organization. Individual organizations should determine the rate of pay for an intern that is commensurate with industry standards. The best rule of thumb is that an intern should be earning some form of monetary compensation.



Education

High School Diploma/GED
Associate's Degree
Bachelor's Degree
Master's Degree
Doctoral Degree



Experience

<2 Years
2-4 Years
4-6 Years
6-8 Years
8+ Years



% of Full-Time Salary

45%
46-50%
52-65%
82-84%
85-90%



Minimum Wage

\$7.25
\$7.25
\$7.25
\$7.25
\$7.25

Whichever
is higher

The value of your program can be enhanced if interns have the opportunity to transition into gainful, full-time employment at the conclusion of their internship. This is something that should be considered when developing an internship program and can be categorized as an opportunity for return on investment.

Paid or Unpaid: FLSA Laws

According to Department of Labor, the following applies to interns regarding compensation under the Fair Labor Standards Act (FLSA):

“The FLSA requires “for-profit” employers to pay employees for their work. Interns and students, however, may not be “employees” under the FLSA—in which case the FLSA does not require compensation for their work.

The Test for Unpaid Interns and Students

Courts have used the “primary beneficiary test” to determine whether an intern or student is, in fact, an employee under the FLSA.² In short, this test allows courts to examine the “economic reality” of the intern-employer relationship to determine which party is the “primary beneficiary” of the relationship.

Courts have identified the following seven factors as part of the test:

1. The extent to which the intern and the employer clearly understand that there is no expectation of compensation. Any promise of compensation, express or implied, suggests that the intern is an employee—and vice versa.
2. The extent to which the internship provides training that would be similar to that which would be given in an educational environment, including the clinical and other hands-on training provided by educational institutions.
3. The extent to which the internship is tied to the intern's formal education program by integrated coursework or the receipt of academic credit.
4. The extent to which the internship accommodates the intern's academic commitments by corresponding to the academic calendar.
5. The extent to which the internship's duration is limited to the period in which the internship provides the intern with beneficial learning.
6. The extent to which the intern's work complements, rather than displaces, the work of paid employees while providing significant educational benefits to the intern.
7. The extent to which the intern and the employer understand that the internship is conducted without entitlement to a paid job at the conclusion of the internship.
8. Courts have described the “primary beneficiary test” as a flexible test, and no single factor is determinative. Accordingly, whether an intern or student is an employee under the FLSA necessarily depends on the unique circumstances of each case.
9. If analysis of these circumstances reveals that an intern or student is actually an employee, then he or she is entitled to both minimum wage and overtime pay under the FLSA. On the other hand, if the analysis confirms that the intern or student is not an employee, then he or she is not entitled to either minimum wage or overtime pay under the FLSA.”



◆ **STEP 2:** OUTLINE INTERNSHIP OPPORTUNITY

Determine Scope of Work

Deciding what the intern can and will be responsible for will help your organization decide on a target intern, which type of internship to offer and create a job description.

To determine what scope of work your internship will offer, consider the following:

1. What will be the daily duties of the intern?
2. What skills or level of education does your intern need to possess to participate in your workforce effectively?
3. Are there age or licensing restrictions in your organization that limit the work that can be done by an individual?
4. Will you assign a special project for the intern to complete?
5. In which department can an intern best fit, and who will be their supervisor?

Select a Target Intern

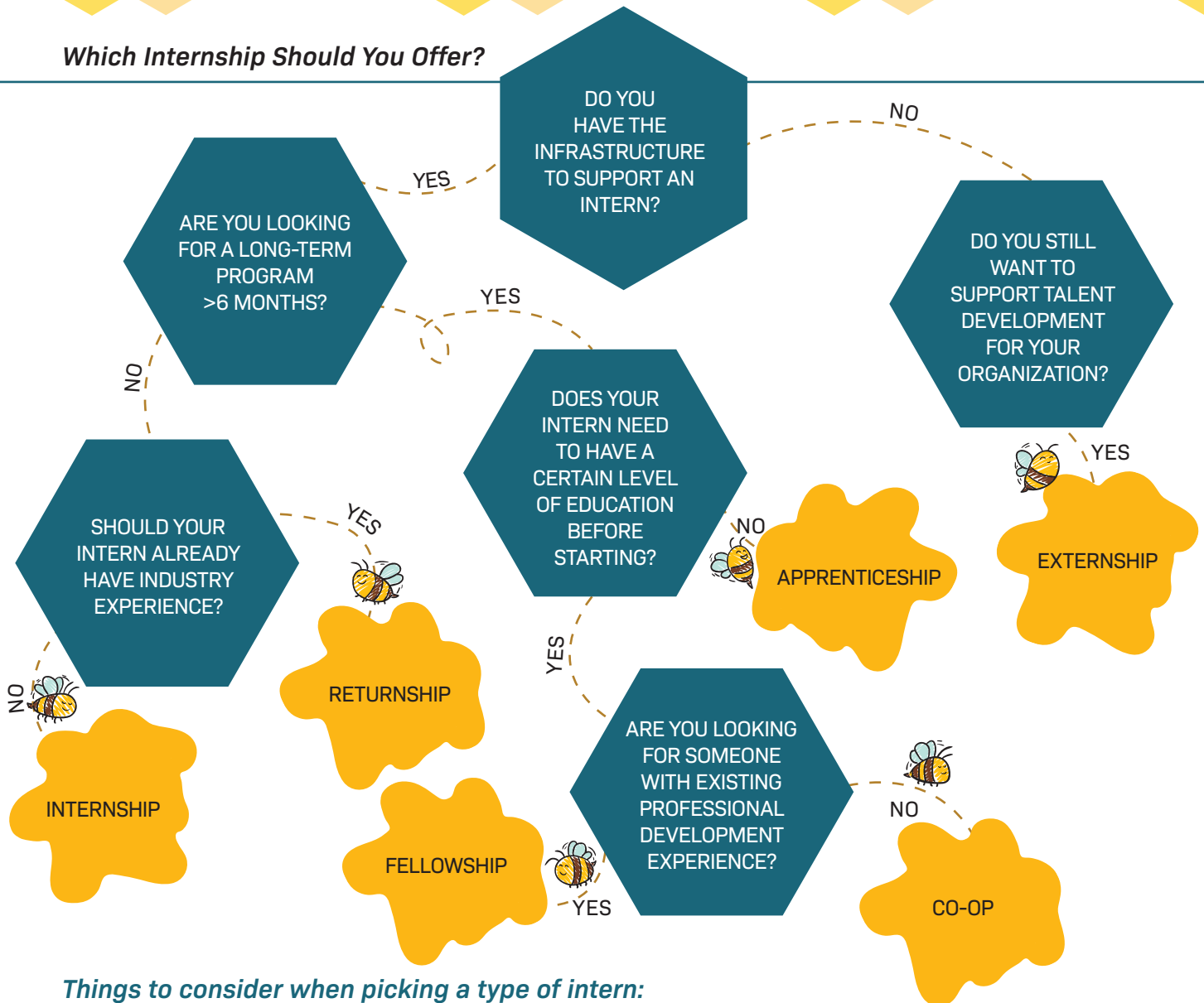
Any internship program created for your organization should reflect a realistic role in your organization. As a rule of thumb, most internships should be created to address areas with the largest number of positions available, typically an entry-level role over a high skill, high experience role. This can include roles that have high turnover rates or are difficult to fill. However, it's important to note that an internship should not replace any full-time existing positions.

It's important to consider what skills you wish your intern/s to possess before deciding which type of internship you want to offer.

Things to consider when picking a type of internship:

1. Length of employment
 - Longer internship opportunities allow for the intern to better learn your company and leads to a smoother transition if hired full-time
2. Timing of employment
 - Will it be in the Summer? Fall? Spring?
3. Level of professional development needed
4. How much can you afford to pay?
 - Interns in high school will typically cost less than those in college.
 - Interns in college will typically cost less than those with experience.
 - If you don't have a budget at all, you can consider taking advantage of programs in place for exiting military, such as the Department of Defense's Career Skills Bridge program.
5. What are your goals of creating this program?
 - To fill high turnover positions? To create leaders for your program? This can help answer what level of intern you wish to select.

Which Internship Should You Offer?



Things to consider when picking a type of intern:

1. Level of education
 - Is a high school diploma required for the role? Degree?
2. Level of experience
3. Level of professional development offered
4. Specialty of education
 - If looking for a degree, does it need to be specific to a certain program?
5. Age of intern
 - Must individuals be 18 or older to work in your field?
6. What are your goals for creating this program?
 - To fill high turnover positions? To create leaders for your program? This can help answer what level of intern you wish to select.

Using these considerations, you can determine the best fit for your program and tailor specifications to better suite these roles. Refer to the “Matching Interns to Internships” graphic on page four to determine which interns correspond to your selected internship the best.

STEP 3: CREATING AND ADVERTISING THE INTERNSHIP

Write a Job Description

When creating a job description for your internship, be sure to include basic and preferred qualifications that describe what type of intern you are looking to hire. Include descriptions of the role, key activities the intern will be performing, target duration of the program, skills that will be developed, and any other relevant information to help the intern make an informed decision.

Before publicly sharing the posting, conduct an internal review of the description and receive approval from key stakeholders, company leadership, and recruiters or other human resources personnel. It is also important to include company hiring policies and guidelines as a part of the description.

Checklist for writing a great job description:

- Internship job title
- Description of role
- Description of organization
- Key activities or skills to be developed
- Basic and preferred qualifications
- Duration of internship
- Compensation
- Additional relevant information

Sample Job Description

Where to Post

Add the internship job description to your organization's website and any local, regional or national associations your organization may be associated with. Additionally, create an online presence and recruit quality candidates by sharing your internship opportunity for free on local and regional internship sites:



Internship Description Template

Internship Title



Description of Role:

You will want to include a description of the general nature of the role itself and the qualities that your ideal candidate should possess. This could include details such as attitude, soft or technical skills. Define what success within this position will look like, what the purpose of the role is and how it fits into your organization.

Description of Organization:

Use this section to describe your organization, its values and mission/vision. Additionally, details about company culture or working conditions can be included here, as well.

Key Activities, Responsibilities and Duties:

- List the essential duties required to carry out this job in order of importance.
- Use complete sentences.
- Start sentences with verbs.
- Use the present tense.

Qualifications:

Required

- Includes:
- Education level
- Experience
- Specialized skills or knowledge
- Personal characteristics
- Certifications/licenses
- Physical requirements

Preferred

- List non-mandatory but ideal qualifications here

Timeframe: length of the internship

Compensation: paid or unpaid, if paid, include hourly rate

How to Apply/Application Deadline:

List what materials should be provided and how/to who. Include your application deadline or first review date.

List other relevant details, such as Equal Opportunity statements or veteran's preference eligibility, at the close of the document.

STEP 4: INTERVIEW AND HIRE AN INTERN

Before reviewing candidates and extending interview offers, be sure to determine who will be present for them. This can include human resources individuals, direct supervisors, organizational leadership or key stakeholders. Additionally, be sure to provide application materials to each participant so that they can individually review the candidates before the group meets to determine who should move forward in the interview process.

The first step to scheduling interviews is to decide which candidates best fit the preferences and qualifications set forward in the job description and therefore should be extended an invitation to interview. As many candidates will have varying backgrounds and traditional work experience, it is important to consider a more flexible set of interview questions outside of those conventionally used to assess individuals for full-time positions. It is also recommended that interviewers allow an opportunity for candidates to address relevant non-work, educational or military experiences that may not be included on their resume.

When preparing for the interview itself, create a list of thoughtful, relevant questions for the interviewee to answer and review these questions with the interview team. This is also a great time to review appropriate and inappropriate questions with your team to be sure that safe hiring practices are followed. Examples of appropriate interview questions can be found below.

Sample Interview Questions

1. Tell me a little bit about yourself.
2. What are your strengths and weaknesses?
3. What accomplishments are you most proud of?
4. Do you work better under pressure or with time to plan and organize?
5. Why are you interested in this internship?
6. Why should we consider you for this internship?
7. What do you know about this industry/company?
8. How would your faculty/friends/co-workers describe you?
9. What three words would you choose to best describe yourself?
10. Why did you choose your major/program?
11. Give an example of how you've dealt with a conflict with another person.
12. Describe a situation where your judgment proved to be an invaluable contribution to a team.
13. How do you handle meeting tight deadlines?
14. Give an example of how you set goals and achieve them.
15. How will this internship prepare you for your future career goals?
16. What are your plans following graduation?
17. What are your long-term and short-term goals?
18. What were your reasons for selecting your college or university?
19. Which college classes or subjects do you like best? Why?
20. How will the academic program and coursework you've taken benefit your career?
21. Give an example of how you applied knowledge from previous coursework to a project in another class.
22. Tell us about your extracurricular involvement. How has that prepared you for this internship?
23. What has been your most rewarding accomplishment?
24. What have you learned from your experiences outside the classroom or workplace?
25. At what point did you choose this career path?
26. Tell us about a time when you experienced a problem or obstacle that had no clear solution. What did you do, and what were the results?
27. During your experiences while attending college, tell me about a time when you demonstrated that you have leadership ability and skill.
28. What are the three most important values you demonstrate as a leader?
29. What type of people do you work best with?
30. Give an example of a situation when you had to compromise your own goals/objectives for the sake of the team.



Sample Offer Letter

Sample Internship Offer Letter

Date
Student Name
Student Address



Dear Student Name,

We are pleased to inform you that you have been selected to participate in our (timeframe of internship, i.e. summer, fall, spring, year-long, etc.) internship program as the/a (position title) within our (department name) department at (company name). This position will start with an hourly rate of (wage). This internship will begin on (date) and you will report to (supervisor name) at (time) for orientation. Your duties, assignments and training schedule will be discussed in depth at that time.

This offer of employment is contingent on the following conditions: (list your conditions here, i.e. drug screening, background check, etc.). You may complete your hiring paperwork at any time by reporting to (employee name) in our Human Resources department. Please contact (employee name) at (email or phone number) to schedule a time that best suits you.

To accept this position, or if you have any questions, please feel free to contact (supervisor's name) at (email or phone number). We are very excited to have you join our team and look forward to seeing you on (start date).

Sincerely,

(signature)

Printed Name
Title

Sample Rejection Letter

Sample Internship Rejection Letter

Date
Student Name
Student Address



Dear Student Name,

Thank you for taking the time to meet with our team to learn more about our internship opportunity, (position name), at (company name). It was a pleasure to learn more about skills and accomplishments.

We have spoken with several qualified candidates and our interview process has been very competitive. Unfortunately, you have not been selected for further consideration at this time. However, we will be keeping your résumé on file for future openings that may be a better fit for your skill set.

I am happy to answer your questions if you would like any specific feedback about your application or interviews.

Thank you again for your interest in (company name) and best of luck with your internship search.

Sincerely,

(signature)

Printed Name
Title

◆ STEP 5: ORIENT AND TRAIN THE INTERN

Prior Preparation

Training and formal learning opportunities will vary per role and per industry, and it is at the discretion of the employer to determine what will be the most efficient and productive process to provide said training to their intern. Usually, this will consist of technical training, professional development and learning company culture.

Each of these topics address:

- **Technical Training**—Traditional “on-the-job” training that corresponds directly to their job. This can include learning how to operate a machine, product information, sales, and customer service skills.
- **Professional Development**—Allows an intern to learn how to effectively function within a workplace and team environment. This can include appropriate work attire, collaboration, communication skills, punctuality and time management. These may be considered “soft skills.”
- **Company Culture**—Gives an intern the opportunity to learn the internal and external motivation, goals and missions of an organization and its inner workings. This can include chain of command, ethics, expectations, and overall work environment. Though this form of training has the lowest direct impact on an intern’s ability to do their job, it’s the most important for creating and retaining a young talent pool for your organization.

For each of these trainings, it is important to first decide what level of understanding the intern will need to achieve before functioning as a contributing member of the team, as well as what balance will be needed between each type of training to support the overall goals of the program. For example, an intern working in a manufacturing environment may require more upfront technical training when getting started and can continually address the other two forms of training throughout the program.

Using this information, an outline for the intern’s orientation can be formed that appropriately addresses the training needs for both the organization and the intern.

Prior Preparation Timeline:

1. One month prior to employment beginning:

- a. Confirm start date with the intern.
- b. Provide intern with housing assistance information, if applicable.
 - Aid in locating affordable, short-term housing.
 - Connect interns together if they are interested in sharing housing, whether within your organization or in partnership with another organization in the community.
 - College and university housing
 - If offering housing or funds toward housing, be sure to provide the intern with the information including location and policies.
- c. Discuss any time off needed on behalf of the intern.
- d. Address any outstanding questions or concerns.
- e. Complete any articulation agreements with the intern and their school, if needed.
- f. Begin preparing for meaningful projects and assignments that the intern will complete.

2. One week prior to employment beginning:

- a. Outline required dress code.
- b. Inform the intern of their parking and reporting location for the first day.
- c. Provide the intern with a copy of “Accepted Forms of Identification” for the I-9 form so that they are prepared to complete hiring paperwork on their first day.
- d. Complete any needed technology set up, i.e. computer, email, phone number, shared drive access, etc.



Develop Orientation

Before orientation begins, you will need to determine how to present training information to the intern, which includes company background, expectations and policies in addition to the outlined types of training. You may find inspiration from current orientation practices for full-time employees.

Avenues for presenting information can include immersion, shadowing an existing worker, individual training sessions with Human Resources, tours with their supervisor, or networking opportunities. All of which can help an intern acclimate to their new organizational home.

A standard orientation process may include:

1. Handbook/Hiring Paperwork Completion:
 - a. Provide and read through company handbook
 - b. Emphasize important policies, procedures and expectations
 - Include clock in/out procedures
 - Typical work schedule
 - Attendance policy and procedures for sick days
 - Give company ID, if applicable
 - If applicable, complete acknowledgement forms
 - c. Complete employment paperwork:
 - Emergency contact form
 - I-9 form
 - Federal and State W-4
 - Non-Disclosure Agreement
 - Confidentiality Agreement
 - Vehicle Registration form
 - Intellectual Property Agreement
2. Safety Training:
 - a. Personal Protective Equipment needed to safely perform tasks
 - b. Standard terminology for equipment, materials
3. Company Culture:
 - a. Company vision, mission and goals
 - b. Products and service provided and to whom
 - c. Brief history of company
 - d. Evaluation schedule
4. Education Needs:
 - What paperwork, evaluations, site visits or deadlines are required by the student or institution?
5. Facility Tour:
 - Include:
 - Workspace
 - Common areas
 - Conference or meeting rooms
 - Restrooms
 - Break rooms
 - Supply closet
 - Command center, copier, printer
 - Introduction to co-workers



Complete Intern Information Form

Some institutions may require that employers complete an information form for the intern on their first day. Be sure to speak to the intern about the needs of their institution to ensure proper credit for the internship is given. Overall, it is the intern's responsibility to know what documentation they will need to provide for their institution, not the employers.

Locally, Midwestern State University requires several things for their interns to register their internship. This includes:

- BBA/MBA Pre-Internship Info and Checklist form
- Learning Objectives Agreement
- Activity Log
- Final Internship Report
- Student Evaluation Form
- Supervisor Evaluation Form

◆ STEP 6: MONITOR, EVALUATE AND PROVIDE FEEDBACK

For your intern to successfully learn their job and your organization, they will require support throughout the entirety of their program from their supervisors, peers, leadership team and human resources representatives.

Ongoing Oversight

For the purpose of this document, we will define two forms of support to provide to your intern.

Real-Time Feedback—Positive and constructive comments provided by direct supervisors regarding day-to-day activities and achievements.

Formal, Documented Evaluation—Feedback provided at specific intervals during the internship to inform the intern of higher-level decisions, ideas and suggestions regarding overall progress.

Providing real-time feedback regarding the effectiveness and professionalism of the intern is critical to their overall success and will help inform future improvements and adjustments to be made to the program.

Real-time feedback will be informal and support the intern's improvement in their technical skills and promotes personal growth by allowing the intern to adjust their work ethic as needed to perform more efficiently. This feedback, when delivered appropriately, will help shape their trajectory within the position and organization.

Formal, documented evaluation must be consistent for all interns and should take place at specific intervals during the internship. The most common times for evaluation are at the midpoint and conclusion of the program. However, this is left to the discretion of the organization and its leadership. Before the internship begins, discuss what is the most effective use of evaluations with your team and communicate the evaluation schedule to your intern during orientation.

Both real-time feedback and formal evaluations are needed to support the maximum progression of the intern and program.



Final Evaluation and Review of the Intern

With the outlined job description, expectations and goals in mind, the intern should be monitored throughout the program and, at a minimum, formally evaluated at the conclusion of the program to assess the success of the program, intern and supervisor.

As previously mentioned, continuous, real-time feedback should be provided throughout the program to aid in the development of communication skills and allow the intern to problem solve during their tenure with the organization. This evaluation goes a step beyond informal feedback and allows the intern and the supervisor to communicate clearly about successes, areas of improvement and overall satisfaction with the program. As a note, many institutions will require this form of evaluation if the student is receiving academic credit.

The supervisor or leadership team should be discussing the following with the intern:

- Performance as outlined by the job description
- Additional training, as required
- Review of expectations and how the intern assimilated
- Positive feedback on successes
- Review of areas for improvements

This can also provide a unique opportunity for the intern to provide feedback on the program, which can help improve the process moving forward and provide a different perspective. Commonly this may be referred to as an exit interview.

This conversation can include:

- What new skills did this internship provide the intern?
- Did the intern receive feedback in real-time from their supervisor throughout the duration of the internship?
- Did the supervisor help the intern understand their role throughout the internship?
- Would the intern consider our organization when looking for full-time employment upon graduation?
- Would the intern recommend this internship program to their peers?
- What can be added or changed to improve the experience for future interns?
- How did the intern's expectations of the internship based on the job description compare to the actual internship?
- How well did this internship prepare the intern for their chosen field?
- Are there any other comments they would like to include?



Final Evaluation and Review of the Program

As the intern finishes the program, your organization should consider successes and possible improvements observed over the internship period. This information can help inform decisions regarding the enhancement of speed, cost, training and effectiveness of future internships. Your organization's ability to improve from past experiences will be critical to the ongoing success of an established internship program.

Additionally, your organization should consider if there is room and the need to increase the number of internships offered available at specific a time, and if there is, what new roles could be included in the future.

With your first internship program completed, you can request feedback from your team and the interns themselves on what went well and where improvements can be made. Their insight and guidance will be monumental as you continue shaping your program. Also consider using the tools you've already completed, such as interviews and evaluations, to view feedback and suggestions from a different perspective. When all information is gathered, create an outline of the improvements that you wish to make to the program and create an action plan to implement those changes before your next internship cycle begins.

Be sure to ask your team what went well and what could change in the following areas:

1. Internship creation
 - Type of intern
 - Type of internship
 - Goals and policies
 - Paid or unpaid
2. Job posting language, process
3. Interview and offer process
 - Questions used
 - Medium used
 - In-person, phone or video interviews
4. Orientation and onboarding process
 - Technical training, professional development and company culture
 - Was your training too long, short, advanced, basic?
5. Formal, documented evaluation process
6. Leadership and stakeholder involvement
7. Intern efficiency and role
 - Did the intern serve their purpose?



STEP 7: TRANSITIONING TO PERMANENT EMPLOYMENT

At the conclusion of the internship program, your organization has given back to the community by connecting eager learners to career opportunities while also arranging for discounted service to your organization and providing your human resources department with a qualified talent pool that already has inside knowledge and investment.

Determine the Transition Process

It is important to consider how transition decisions will be evaluated, documented, communicated, and who will be the decision makers prior to the conclusion of the program. Frequently, direct supervisors are involved with for transition decisions.

Review Evaluations and Feedback

Using the evaluations completed by the supervisor and the feedback that the intern has provided, you can determine if the intern's performance was satisfactory and should lead to an offer of full-time employment.

Communicate the Employment Offer

If an intern will be extended a full time offer, define what compensation range, benefits, and position you will be offering prior to communicating with the intern. Typically, transitioning an intern to a permanent employee will include an increase in compensation, level and/or benefits as they will no longer be performing limited roles focused around learning. At this time, you can also decide if any additional onboarding is necessary to ensure a smooth transition.

If it is determined that the intern will not be offered permanent employment, consider what other opportunities you could encourage the intern to participate in within your organization, if any. It is considered best practice to offer direct, honest communication to the intern to help them understand the decision process for determining that full-time employment was not going to be offered. This is especially important if you consider the intern to be an asset, but hiring is not possible currently. If applicable, provide support and encouragement in helping them find opportunities elsewhere.



INTERNSHIP PROGRAM CHECKLIST

1. ***Evaluate Internal Fit***

- Consider the costs, training and needs of the organization.
- Create a team of internal and external leaders, mentors and supervisors.
- Establish goals and policies for the program.
- Create a plan for how these goals will be achieved.
- Decide on intern compensation.

2. ***Outline Internship Opportunity***

- Determine what work the intern will be responsible for.
- Decide which type of intern fits best with your organization.

3. ***Create and Advertise the Internship***

- Write a job description.
- Post your internship opportunity.

Regional recruitment websites:

- Midwestern State University
- Vernon College
- North Central Texas College
- Texas State Technical College
- Wichita Falls Chamber of Commerce
- Texas Internship Challenge

4. ***Interview and Hire an Intern***

- Internally review candidates and offer interviews.
- Formally extend employment to chosen candidate(s).
- Provide feedback to candidates who weren't selected.

5. ***Orient and Train the Intern***

- Establish what training is necessary for your intern.
- Develop your orientation process.

6. ***Monitor, Evaluate and Provide Feedback***

- Design and schedule your mid-internship review.
- Design and schedule your final evaluation.

7. ***Transitioning to Permanent Employment***

- Determine what your organization's transition process will be.
- Review evaluations and feedback to determine if transition will take place.
- Communicate the decision regarding an employment offer with the intern.

FREQUENTLY ASKED QUESTIONS

1. *Should we offer academic credit for the intern?*

Many organizations work in conjunction with institutions to provide students with opportunities for academic credit, but the student should be responsible for making any arrangements for this and should also relay any relevant information between the institution and your organization.

2. *Should we give the intern a final evaluation?*

Absolutely! This is the best way for both your organization and the intern to learn from the internship experience. Additionally, if the student is receiving academic credit for the program, it is common for the institution to require a final evaluation to consider the internship successfully completed.

3. *How do we find an intern?*

Be sure to create a thorough job description for the internship opportunity and share with the organizations highlighted on page 11, your organization’s website, and social media pages.

4. *Should we pay the intern?*

It is up to the employer to determine if the intern will be paid or not, but if you’re expecting the intern to complete work on behalf of the organization, it is very likely that you are required to pay an intern for their service under the Fair Labor Standards Act. Refer to page 8 for more information.

5. *How many hours a week does an intern work?*

This number varies per intern based on their availability, but typically, internships work around 10-20 hours per week.

6. *When should I start the hiring process?*

<i>Internship Start Date</i>	<i>Advertisement Start Date</i>	<i>Hiring Process Start Date</i>
Fall – Mid-August	No later than May 1st	No later than July 1st
Spring – Mid-January	No later than September 1st	No later than November 1st
Summer – Mid-May	No later than February 1st	No later than April 1st



WHAT IS THE PURPOSE OF THE TALENT PARTNERSHIP?

To create a “collective impact” partnership that aligns education and training providers and cross-sector partners to improve educational outcomes and create a more competitive workforce.

In the modern economy, talent is perhaps the key driver of economic success and prosperity. The availability of a skilled and educated workforce is a top factor influencing location decisions across many business sectors, and at the individual level, educational attainment is strongly correlated with earning potential and personal well-being. The adult population in Wichita Falls is relatively less educated than state and national averages. While this gap has been closing in recent years, the fact that younger people in Wichita Falls are less educated than older residents suggests this trend may not be sustainable.

Wichita Falls is seeking to improve our workforce by producing and retaining “homegrown” talent and has the building blocks of a quality “talent pipeline” between our innovative educational institutions and devoted non-profits. However, stakeholders recognize the need for the region’s education and training providers, the business community, non-profits, and other partners to work more collaboratively.

Collaborative internships provide quality opportunities for Wichita Falls residents to learn firsthand from industry professionals through on-the-job training while also providing employers low cost opportunities to recruit and retain their own talent pool. With employers, educators and community members working together through the creation of a community-wide internship program, we will raise educational attainment levels, strengthen the region’s workforce, and improve the lives of its current and future residents.

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