Implementation Guide
for
Internships

(Varied Work Environments)

This guide is designed to assist and support companies in the development and implementation of internship programs across a variety of work environments.

Table of Contents

Introduction

Creating Virtual Learning Experiences in Varied Working Environments

Internships are professional learning experiences, provided and supported by employers in the field, to offer meaningful, real world work that is related to a student's field of study or career interests. Experiences defined through the internship structure may be short-term project based opportunities or more long term assimilations through placements within an organization meant to immerse the student into the work and culture of the company. In either structure, the end result is the creation of valuable learning experiences for college students and support for the identified work needs of employers.

Through internships, employers are provided with the opportunity to witness first hand the work product, demonstration of core competencies, and soft skills of student interns. It is in this way that internships can be used to help discover new talent. They are a powerful resource for employers as they look to hire the best and brightest new graduates and future employees for their companies. To this end, it is important to develop and frame the work and learning experiences in the most beneficial way for students, managers, and entire companies, whether in a traditional on-site approach, a virtual remote work environment, or perhaps a blending of the two.

The purpose of this implementation guide is to provide ideas, structures, and templates for employer partners to identify possibilities and create meaningful work and learning opportunities that can be managed and experienced in varied working environments. Through collaboration and support, the end goal is to identify real world work needs and structure ways in which student interns can accomplish the work and complete the identified projects to enhance their learning and help establish success for employer partners. By leveraging available technology tools, structured internships have the capacity to respond to employer needs while also providing students with the opportunity to not only demonstrate what they know and can do, but also continue to learn from leading experts in their chosen field of study.

On the pages that follow, core competencies as defined by the National Association for Colleges and Employers (NACE) are shared as the context for real world work and learning experiences. These core competencies also serve as the basis for the projects and structures of the work identified by employers and the reporting features provided within the guide and its templates.

NACE Core Competencies
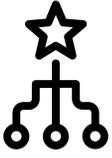
Career & Self-Development

Proactively develop oneself and one's career through continual personal and professional learning, awareness of one's strengths and areas for improvement, navigation of career opportunities, and networking to build relationships within and outside of one's organization.

Communication

Clearly and effectively exchange information, ideas, facts, and perspectives with persons inside and outside of an organization.

Critical Thinking

Identify and respond to needs based upon an understanding of situational context and logical analysis of relevant information.

Equity & Inclusion

Demonstrate the awareness, attitude, knowledge, and skills required to equitably engage and include people from different local and global cultures. Engage in anti-racist practices that actively challenge the systems, structures, and policies of racism.

Leadership

Recognize and capitalize on personal and team strengths to achieve organizational goals.

Professionalism

Knowing that work environments differ greatly, understand and demonstrate effective work habits, and act in the interests of the larger community and workplace.

Teamwork

Build and maintain collaborative relationships to work effectively toward common goals, while appreciating diverse viewpoints and shared responsibilities.

Technology

Understand and leverage technologies ethically to enhance efficiencies, complete tasks, and accomplish goals.

Orientation and Onboarding

Orientation sessions are critical to the success of a student intern in understanding the culture and climate of the organization as well as the expectations for the work product. A thoughtfully planned and well organized orientation is one of the greatest supports an employer can provide in building toward the success of the intern. As a result, it is recommended as a best practice to schedule and hold the orientation and onboarding session as early as possible in the internship with the ideal being on the first day of employment. This is customary for traditional on-site internships and holds true for virtual or remote working internships as well.

In considering varied environments for internships, it will be important to investigate how the topics identified below can be translated to a hybrid/in-office or fully remote delivery model. Most can be executed quite comfortably with the use of technology and virtual meeting software. Zoom Meeting, GoTo Meeting, Google Hangout, and WebEx are a few software platforms that allow face to face connections, while also sharing screen information to enable a walk-through of the documents and information essential in a successful onboarding process.

- **Mission and Vision** ~ Have a well articulated mission and vision of the company with core values to share as an important first step in introducing the intern to the company.

- **Paperwork** ~ Provide online resources and links to necessary onboarding paperwork/pdf files to be completed prior to or in conjunction with first day activities.

- **Policy Review** ~ Share important company policies and protocols that will need to be followed in order for the intern to be successful with a specific focus on remote working.

- **Technology/Equipment Needs** ~ Determine the necessary technology and equipment needs of the intern and have them available in advance of the orientation/onboarding and first day activities with consideration for shipping to those fully-remote interns who may not be reporting to the office. Companies should consider the need and supply interns with a laptop, monitor, mouse, keyboard, and headset to ensure they have what they need. During the orientation itself, it is recommended to walk through the technology platform with the intern, making sure the company software is accessible and passwords are created and working.

Social and Cultural Aspects of the Work Environment

In any working environment, interns should have the opportunity to learn about and understand the climate and culture of the company. This is most often guided by the manager or supervisor of the intern and accomplished through interactions with others while engaged in professional and social activities of the department or company. Working remotely presents challenges to the way in which professional and social activities are experienced, but does not need to negate their existence. On the contrary, virtual or remote working conditions create a greater need and focus to bring people together in order to enhance the working relationships within teams and/or departments. While implementing a hybrid and/or fully remote internship program, it is important to provide support for the intern by providing direction for the professional work and opportunity for virtual social activities. Listed below are considerations for supporting remote workers and building cohesiveness within their teams.

- **Weekly Team Collaboration Meetings** ~ meetings set for the purpose of sharing work strategy, product, and new ideas with elements of social aspects embedded. Starting the meeting with a question that all participants answer can serve to bring individuals together by offering new insights and learnings about each other.
  - What is a favorite activity when not at work?...favorite food, sports team, etc.
  - What is a recent book read for professional learning or pleasure?
  - Share a childhood memory of a fun time, a challenging time and how you overcame it, etc.
  - Share a person from history, living or deceased, that you would like to have lunch with and why.
  - Share the most rewarding aspects of your work and conversely, the most challenging aspects.

- **Daily/Weekly Check-ins** ~ At the beginning of the internship, daily check-ins with the intern(s) are advisable to ascertain progress, answer any questions, and provide guidance as necessary as well as building the relationship between the manager/supervisor and the intern. As time passes and comfort and independent functioning increases, daily check-ins may move to weekly or bi-weekly check-ins for progress, depending on the length of the internship.

- **Mentor and Alumni Connections** ~ Assigning a mentor to an intern or connecting the intern with an alum is an important and strategic step to success. This is an individual who can share experience within the company and industry as well as discussing career paths and options with the intern. It is a voice of experience within the company and perhaps, with connections to the college/university and as a result, serves to make another connection for the student intern.

- **Supervisor Checks** ~ Regular progress checks by the department supervisor and/or higher level management is advisable and creates the next level of awareness, exposure, and support for the intern(s). Seeing the company and job responsibilities from the lens of the supervisor and lead administrators provides value to the individual and the work being accomplished.

Project Identification and Learning Experiences

As with all work and experiential learning, having a clear focus and prescribed expectations regarding project assignments and responsibilities will assist the student intern in not only understanding the expectations, but also in setting the framework for success. Providing a clear definition of project assignments and responsibilities also establishes the benchmarks by which guidance, feedback, and evaluation can occur. Shared below are components of identifying project plans and their management as well as a listing of potential projects on the following page.

- **Project Identification with Goals and Objectives** ~ Identify meaningful projects, tasks, and associated learning experiences that are appropriate to the level of an intern and the remote environment of the internship. Goals and objectives should be developed and shared in clear and precise language. Be as detailed as possible and provide examples whenever appropriate.

- **Timelines and Deliverables** ~ Establish a timeline that considers short term actions and long range achievements in a template or plan that can be used to guide the work of the intern. Concrete information and examples of outcomes or deliverables are recommended to enhance understanding of the work required in order to be successful.

- **Managing by Outcomes and Learning** ~ Once a project plan with outcomes, deliverables, and key learnings has been established, it is important in each working environment to manage the project work based on achievement of outcomes and learning rather than the amount of hours the intern logs. Quantity and quality of results in line with company expectations are key points or considerations for measuring the success of the intern.

The structure developed with the components identified above will serve as the basis for weekly check-ins that provide for ongoing guidance and performance feedback, supportive intervention and eventually, final evaluation. Having clear and identifiable procedures in place will serve to enhance the experience and relationship for the intern and supervisor, and thereby support the success of the internship.

Potential Projects/Topics for Remote Internships

Major/Area of Study	Topics
Arts/Design	Schedule/attend virtual/client meetings Brainstorm project ideas Create artwork and client communication Create portfolio of projects
Business/Finance	Create documents/spreadsheets Attend virtual/client and staff meetings Review financial information Provide virtual/customer service Participate in virtual/training sessions
Government	Attend virtual/committee meetings Maintain blogs and social media accounts Create/modify documents Work with lobbyists Assist with research projects
Law	Conduct legal research Attend virtual/staff and client meetings Organize electronic files/notes Assist with analysis and creation of legal documents
Marketing/Advertising	Maintain blog and social media accounts Update/revise website information Attend/schedule virtual client meetings Create/edit marketing plans
Media/Journalism	Create newsletters/client communication Distribute promotional materials electronically Maintain blog and monitor social media Prepare news releases
Medicine	Conduct/participate in research projects Maintain electronic files Attend virtual/staff meetings with medical office staff Attend virtual/patient consultations
Non-Profit	Create fundraiser invitations/communications Contact/schedule volunteers/work Work on budgets Prepare news releases
Science/Engineering	Research testing methodologies Develop test plan/protocols Create reports on process and test results Set up test equipment/simulations

Project Plan

Once a project has been identified, it will be important to develop a project plan with milestones and deliverables clearly established. Ensuring that the nature of the project and the details of the plan are appropriate to the learning and experiences of an intern are important considerations and should be discussed with the intern at the beginning of the internship and as the project assignments progress and milestones are achieved and monitored. It is important within the plan for interns to have meaningful work that matches their ability, but also provides opportunity for growth through increasing challenges. Increasing responsibility over time through larger projects or a bigger role within the team can be ways in which interns can be challenged and provided opportunities to demonstrate increased potential. Following are areas to be considered and developed within the project plan and have places in the accompanying documents found within the appendix.

- **Milestones and Deliverables** ~ Ensure that a good project is planned or laid out over time with strategic checkpoints to monitor progress and success for the intern. Through the identification of deliverables, the intern can experience small task achievements that lead to the overall success of the project(s) and contributions to the team/department if applicable.

- **Reviews and Conversations** ~ Facilitate regular conversations and conduct frequent reviews of performance to provide the intern with valuable feedback to support opportunities for growth and increased potential. Conversations before, during, and at the end of the project serve varied purposes: as a preset to the project, support during the project, and a reflective view when the project is completed. These are all important steps to supervising and fostering opportunities for growth within the intern.

- **Performance Evaluation** ~ At a mid-point and as a summative and culminating activity, a formal evaluation of the intern and work accomplished as well as growth witnessed should be conducted. In the process, a self-assessment should be combined with the supervisor's evaluation to best enable reflective thought regarding the intern's practice and performance. Identifying strengths as well as areas for future growth are important considerations for the evaluation process.

Training and Learning Needs

An embedded and important part of an internship is the ability to not only support the work of a company, but also to be given the opportunity to learn more about the company, industry, and potential careers. Considering the training and learning needs of the intern and building action steps into the plan and time the intern is with the company is a true investment into the future of the intern, company, and industry. Shared below are a few points to consider when planning for training and learning needs of internships in varied working environments.

- **Interns ~** Training needs of interns can and should be discussed in relation to the project plan and overall responsibilities as well as future aspirations the intern may have. Online training and webinars, simulated demonstrations, and discussions with colleagues and supervisors can all serve as ways to develop and enhance the learning experience of the intern and provide for the identified training needs.

- **Managers/Supervisors** ~ Another important consideration when implementing varied working environments with interns is the comfort and ability of managers to work with, support, and supervise interns from a distance. In other words, helping them to be effective remote and hybrid work environment managers and role models. Assisting managers and supervisors with understanding varied environments and working conditions, managing by outcomes and demonstrated learning, and the benefits of increased communication will lend to the successful experience of the intern and the manager/supervisor.

- **Mentorship** ~ As a consultant, counselor, and cheerleader, mentors share knowledge, skills, and experience with interns in order to support their growth in the field and help to advance their careers. Connecting the intern with a mentor or possible alumni volunteer from the University provides great benefit for maximizing the support and gains for both the company and the intern.

- **Technology Platforms** ~ In varied working environments, understanding and being knowledgeable of technology platforms in place within companies is crucial to the success of the intern. As part of the onboarding and in an ongoing way through discussions and weekly meetings, make sure to ascertain the intern's knowledge and comfort level with the technology that is needed and used for each stage of the project. An initial walk through of the technology platform with the use of Zoom, GoToMeeting, Google Hangouts, WebEx, etc. to share screens and walk through slides together is advisable. In this way, protocols and procedures for professionally communicating via technology may also be shared and reviewed.

Weekly Reports

For interns and managers/supervisors alike, being in tune with the day to day and week to week work and progress of the project plan is critical to the success of the experience. Connecting and communicating regularly and frequently with an intern is recommended. Providing feedback allows for improved productivity of the intern, enhanced skill sets, and increased engagement while also fostering a stronger relationship between the intern and supervisor. Following are ideas to implement when considering weekly reporting.

- **Progress Updates** ~ Providing a forum in which to discuss progress, gain feedback, and reflect on practice is important to the intern. Ongoing weekly meetings are an excellent way to review the project plan, action steps, and progress toward goals as well as identifying any support that may be needed. Documentation of the meeting through notes or minutes of the meeting is helpful to show growth of the intern and provides evidence/examples for the information to be included in the performance review.

- **Opportunities for Collaboration and Coaching** ~ It is important to schedule and provide opportunities for the intern to interact with colleagues and/or other members of the administration throughout the internship. Collaborating and coaching done through project updates, feedback, case studies, and shared learning opportunities are all ways to foster relationships for the intern within the company.

Appendices

1. **Internship Program Agreement**

    a. **Internship Description**

    b. **Goal Setting**

2. **Work/Project Goals & Objectives**

3. **Intern Project/Work Plan**

4. **Intern Career Development Plan For Professional Learning**

5. **Week 1 Intern Checklist**

6. **Intern Weekly Log and Activity Report**

7. **Evaluation of Core Competencies**

8. **Intern Self-Assessment ~ Objective Performance**

9. **Intern Self-Assessment ~ Competencies Performance**

10. **Supervisor Assessment ~ Objective Performance**

11. **Supervisor Assessment ~ Competencies Performance**

12. **Internal Internship Program Audit**

Internship Program Agreement

The following is designed to assist in providing a high-quality internship experience for both the intern and the employer. The intern and intern supervisor should complete this form and the accompanying documents together in agreement of the terms outlined.

Student Information

Name:	
Address:	
Phone:	
Email:	
School:	
School Contact:	

Internship/Employer Information

Company Name:	
Company Address:	
Intern Supervisor:	
Supervisor Phone:	
Supervisor Email:	
Intern Mentor:	
Mentor Phone:	
Mentor Email:	

Internship Description

Student internship will begin on _____ and end on _____

Intern Title:	
Description of duties (attach job description, if available) **Project Identification** ● Short Term Goals ● Long Term Goals	
Expectations for the following areas: **Deliverable Outcomes** **Check-point Dates**	

Wages/Compensation:

_____

Travel/Remote work:

_____

Hours/Project Outcome:

_____

Dress code (as appropriate for meetings vs. daily work and virtual environment):

_____

Technology needed:

_____

Mentorship/Coaching Opportunities:

_____

Learning Opportunities:

_____

Other:

_____

Goal Setting

The intern and supervisor should discuss the following topics. This will help them agree to and define expectations, actions and roles during the internship. Additional pages may be added if needed.

1. How will performance be evaluated?

2. What do you hope to experience or learn during this internship?

3. What type of projects will the intern be assigned to gain the experience?

Other Goals:

The Student Intern Agrees to:
- comply with the organization's policies and procedures;
- follow protocols for dress, appropriate behavior, correspondence and work space maintenance;
- complete any necessary training prior to the internship;
- work remotely and/or attend the internship site during scheduled work dates/times as appropriate, notifying supervisor of absence or late engagement in work activities with sufficient notice prior to start time;
- meet school requirements to receive academic credit (if applicable);
- perform responsibilities timely and satisfactorily; and
- inform the intern supervisor of any problems or concerns.

The Supervisor and Organization Agree to:
- comply with the U.S. Department of Labor policies on paid/unpaid internships;
- adhere to all state and federal child labor laws;
- provide a safe work environment and/or the technology tools and equipment to work remotely;
- conduct appropriate training for the student prior to the internship;
- assign an intern mentor for the student;
- establish a set work schedule and lesson plan for the student;
- provide the student with periodic feedback and constructive criticism;
- ensure the student's learning goals are addressed;
- meet school requirements for student to receive academic credit (if applicable); and
- compensate the student according to the agreed-upon rate.

We have discussed the topics listed above and understand our roles, expectations, and requirements during the term of this internship.

Student Intern Signature: _____ Date: _____

Intern Supervisor Signature: _____ Date: _____

Work/Project Goals & Objectives

This form is designed to summarize the top 5 objectives, outcomes, and/or areas of responsibility as well as measures of accomplishment or success established as part of their internship experience.

OBJECTIVE #1:
Measures of Accomplishment/Success:
OBJECTIVE #2
Measures of Accomplishment/Success:
OBJECTIVE #3:
Measures of Accomplishment/Success:
OBJECTIVE #4:
Measures of Accomplishment/Success:
OBJECTIVE #5:
Measures of Accomplishment/Success:

Intern Project/Work Plan

Intern Name: Date Prepared:

Supervisor Name: Date Finalized:

Discuss and record responsibilities of projects/work, outcomes, and deliverables. Additional objectives may be added as needed or appropriate.

Objective #1: (Insert Objective & Brief Description)

Goal/Task	Related Sub-Tasks / Action Steps	Participants	Completion	Related Notes/Accomplishments

Objective #2: (Insert Objective & Brief Description)

Goal/Task	Related Sub-Tasks / Action Steps	Participants	Completion	Related Notes/Accomplishments

Objective #3: (Insert Objective & Brief Description)

Goal/Task	Related Sub-Tasks / Action Steps	Participants	Completion	Related Notes/Accomplishments

Intern Career Development Plan For Professional Learning

Intern Name: Date Prepared:

Supervisor Name: Date Finalized:

Discuss target areas for professional growth and development relevant to job description and responsibilities of projects/work. Examples to consider include: conference/webinar attendance, mentor shadowing and team meetings/discussions, etc.

Objective #1: (Insert Objective & Brief Description ~ Learning and Development Activities)

Purpose for Pursuing	Related Sub-Tasks	Participants	Task Complete	Related Notes/Accomplishments

Objective #2: (Insert Objective & Brief Description ~ Learning and Development Activities)

Purpose for Pursuing	Related Sub-Tasks	Participants	Task Complete	Related Notes/Accomplishments

Objective #3: (Insert Objective & Brief Description ~ Learning and Development Activities)

Purpose for Pursuing	Related Sub-Tasks	Participants	Task Complete	Related Notes/Accomplishments

Week 1 Intern Checklist

Cultural Aspects

- Introduce the intern to Co-workers and the rest of the organization with greetings from all levels of management

- Provide a tour of the facility (virtual and/or in-person as appropriate with varied working environments)

- Provide intern with organizational chart and contact list of key personnel

- Provide the intern with a list of key contacts of where to find technical help (IT, HR, Etc.)

- Review and discuss the mission and vision of the organization and how the intern fits into that role

- Provide an overview of the customers of the organization

- Assign a mentor and outline opportunities to network within the organization

Professional/Performance Aspects

- Review employer expectations/job description and expectations for intern on how to complete projects

- Establish understanding for project-base with goals/outcomes and deliverables

  - Determine project timeframes, expectations and checkpoints

- Review company policies, emergency and safety policies

- Establish and agree upon working hours or project plan for milestones and deliverables

- Establish expectations regarding the organizational dress code for meetings and daily work

- Review procedures for payment and reimbursement of travel expenses.

- Share and discuss evaluation criterion with checkpoint feedback identified

Onboarding Protocols

- Complete all appropriate employment paperwork

- Establish the intern's homebase working environment

  - Ensure proper technology and equipment with access to company software systems

- Share opportunities/venues for professional development/training

Intern Weekly Log and Activity Report

Internship Log and Weekly Activity Report for the week ending: _____

WEEK NUMBER (Please CIRCLE in hardcopy or HIGHLIGHT electronically):   1 2 3 4 5 6 7 8 9 10 11 12

STUDENT (INTERN) NAME:	
NUMBER OF HOURS SCHEDULED:	
SUPERVISOR NAME:	
NUMBER OF HOURS WORKED/PROJECT COMPLETED:	
1. Briefly summarize work assignments and accomplishments since last meeting. ● Identify milestone progress	
2. Share specific insights relative to your field of study and the projects gained during the past week.	
3. List any new ideas as well as any proposed next steps for the business.	
4. Cite any challenges, issues, or concerns that you are currently experiencing.	
5. Additional Notes:	

Evaluation of Core Competencies

The following list represents recommended competencies against which the performance of the intern may be evaluated with room for additions at the bottom. During the mid- and end-of-internship review period, intern performance can and should be evaluated using the numerical scale and comments sections below. In completing the form, circle in hard copy or highlight electronically the number indicating the performance of the intern.

1= Failed to meet expectations | 5= Exceeded expectations

1. Critical Thinking/Problem Solving	1	2	3	4	5
Comment:					

2. Oral/Written Communication	1	2	3	4	5
Comment:					

3. Teamwork/Collaboration	1	2	3	4	5
Comment:					

4. Digital Technology	1	2	3	4	5
Comment:					

5. Leadership	1	2	3	4	5
Comment:					

6. Professionalism/Work Ethic	1	2	3	4	5
Comment:					

7. Career Management	1	2	3	4	5
Comment:					

8. Global/Intercultural Fluency	1	2	3	4	5
Comment:					

9. Other	1	2	3	4	5
Comment:					

10. Other	1	2	3	4	5
Comment:					

Intern Self-Assessment ~ Objective Performance

Mid and/or End-of-Internship

Intern Name: **Supervisor:**

Host Employer: **Mentor:**

Please take a moment to summarize below the top 5 objectives, outcomes, and/or areas of responsibility set out for you as part of your summer experience. In the space provided beneath each of the objectives, please assess your performance to-date. Wherever possible, please include examples of accomplishment/success that support your assessment.

OBJECTIVE #1:
Summary of Performance with Measures of Accomplishment/Success:
OBJECTIVE #2
Summary of Performance with Measures of Accomplishment/Success:
OBJECTIVE #3:
Summary of Performance with Measures of Accomplishment/Success:
OBJECTIVE #4:
Summary of Performance with Measures of Accomplishment/Success:
OBJECTIVE #5:
Summary of Performance with Measures of Accomplishment/Success:

Intern Self-Assessment ~ Competencies Performance
Mid and/or End-of-Internship

Intern Name: **Supervisor:**

Host Employer:

                                                     Mentor:

Please take a moment to evaluate your performance relative to the following competencies. In completing the form, circle in hard copy or highlight electronically the number indicating the performance demonstrated with commentary to support how you have demonstrated the competency in practice.

1= Failed to meet expectations | 5= Exceeded expectations

1. **Leadership Effectiveness**	1	2	3	4	5
Comment:					
2. **Vision and Strategy**	1	2	3	4	5
Comment:					
3. **Planning and Execution**	1	2	3	4	5
Comment:					
4. **Communication Skills (Oral and Written)**	1	2	3	4	5
Comment:					
5. **Interpersonal Skills**	1	2	3	4	5
Comment:					
6. **Facilitation Skills (Group/Team Management)**	1	2	3	4	5
Comment:					
7. **Diversity and Inclusion**	1	2	3	4	5
Comment:					
8. **Time Management Skills**	1	2	3	4	5
Comment:					
9. **Other**	1	2	3	4	5
Comment:					
10. **Other**	1	2	3	4	5
Comment:					

Supervisor Assessment ~ Objective Performance
Mid and/or End-of-Internship

Intern Name: **Supervisor:**

Host Employer: **Mentor:**

Please take a moment to summarize below the top 5 objectives, outcomes, and/or areas of responsibility set out for your intern as part of his/her summer experience. In the space provided beneath each of the objectives, please assess the performance to-date and include examples of accomplishment/success that support your assessment.

OBJECTIVE #1:
Summary of Performance with Measures of Accomplishment/Success:
OBJECTIVE #2
Summary of Performance with Measures of Accomplishment/Success:
OBJECTIVE #3:
Summary of Performance with Measures of Accomplishment/Success:
OBJECTIVE #4:
Summary of Performance with Measures of Accomplishment/Success:
OBJECTIVE #5:
Summary of Performance with Measures of Accomplishment/Success:

Supervisor Assessment ~ Competencies Performance

Mid and/or End-of-Internship

Intern Name: **Supervisor:**

Host Employer: **Mentor:**

Please take a moment to evaluate your intern relative to the following competencies. In completing the form, circle in hard copy or highlight electronically the number indicating the performance demonstrated with commentary to demonstrate support for the competency in practice and associated rating.

1= Failed to meet expectations | 5= Exceeded expectations

1. **Leadership Effectiveness**	**1**	**2**	**3**	**4**	**5**
Comment:					
2. **Vision and Strategy**	**1**	**2**	**3**	**4**	**5**
Comment:					
3. **Planning and Execution**	**1**	**2**	**3**	**4**	**5**
Comment:					
4. **Communication Skills (Oral and Written)**	**1**	**2**	**3**	**4**	**5**
Comment:					
5. **Interpersonal Skills**	**1**	**2**	**3**	**4**	**5**
Comment:					
6. **Facilitation Skills (Group/Team Management)**	**1**	**2**	**3**	**4**	**5**
Comment:					
7. **Diversity and Inclusion**	**1**	**2**	**3**	**4**	**5**
Comment:					
8. **Time Management Skills**	**1**	**2**	**3**	**4**	**5**
Comment:					
9. **Other**	**1**	**2**	**3**	**4**	**5**
Comment:					
10. **Other**	**1**	**2**	**3**	**4**	**5**
Comment:					

Internal Internship Program Audit by Intern Supervisor

This form is meant to provide information regarding the success of the internship program for the company.

Name of Intern: **Date:**

Name of Intern Supervisor:

Name of Intern Mentor:

1. How well did the internship meet the predefined goals of the intern?

2. How well did the internship meet the predefined goals of the organization (did the internship address the organization's needs)?

 3. What were the advantages of the internship program for your organization?

4. Describe the challenges of the internship program.

5. How would you assess the overall value the intern provided to your organization?

6. How can the internship program be improved?

7. Additional comments:

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