How to Start an Internship Program

March 2019
Logistics

> Welcome!

> For technical issues:
  – Use the “Chat” feature

> For other questions:
  – Use the “Q&A” feature
  – We will address all questions at the end
Meet Your Facilitator

Basics:
Briana Randall
Director – Internship Project
Career & Internship Center

Details:
14 years in center
3 years in this role
Goal – ensuring UW students have access to high-quality internships

Factoid:
Did an internship at the Indiana Women’s Prison

Contact:
brianakr@uw.edu
(206) 685-4139
Agenda

> Explore

> Establish

> Engage

> Wrap-up
Explore
Definition

What is an internship?

> A form of experiential learning that allows a student to do one or more of the following:

- **Integrate** academic learning with “hands-on” experience
- **Develop** or refine specific skills that are transferable to other settings
- **Explore** a career interest
Distinction

How are internships different than jobs?

> Internships have a **significant and intentional focus on student learning**
  
  - **Should not simply advance operations of the employer or replace an employee**
  - **Should center around learning objectives** related to the intern’s academic/career goals
  - **Should involve frequent feedback** on performance
Distinction (cont.)

How are internships different than jobs?

> Internships are often **project-based**
> Internships typically have a defined **end date**
> Internships can be **life-changing**

77% Students
Said internships helped them **gain better understanding** of future career interests

32% Seniors
Said internships **significantly changed** what they wanted to do with their careers

For 2016-2017 UW grads, internship participation was statistically related to being employed in a career-related position 6 months after graduation
Why Hire Interns?

Intangibles....

> Fresh perspective / ideas
> Innovative attitude / creative
> Energy / enthusiasm
> Eager to learn
> Want to make a difference
Why Hire Interns?

Benefits to supervisors....

> Mutual learning
  - “teaching someone is a great way to learn or relearn something yourself”

> Mentoring
  - “it’s a pleasure to help them navigate the company and learn how to be successful in their careers”
  - “knowing we can help them grow professionally is amazing!”

Quotes from Jan 2016 Internship Best Practices workshop attendees
Why Hire Interns?

Benefits to organization...

> Interns know how to reach younger audiences

> They can make substantial contributions to organizational mission and goals

> Build a pipeline for future hiring
  > In a national employer survey* (mostly corporations):
    > 59% offer rate (asking interns to stay on)
    > 77.3% acceptance rate (interns agreeing to stay on)

* From NACE 2018 Internship & Co-Op Survey
Typical Specs

Time commitment

- Most UW students intern ~ 10 wks

- During academic year, interns typically work 10-20 hours per week

- During summer, they sometimes work up to 40
Typical Specs

Recruiting cycle

> UW - “quarter” system
> 10 weeks of classes + 1 week of finals
> Upcoming terms
  - April 1 – June 14, 2019
  - June 24 – Aug 23, 2019
  - Sept 25 – Dec 13, 2019
  - Jan 6 – Mar 20, 2020
Typical Specs

Recruiting cycle

> For **summer internships**

**October**
- Accounting
- Finance
- Consulting
- Some tech

**Jan-March**
- Other industries
- and majors

> For other parts of the year
  - Students look about 3 months in advance
Compensation

Pay prevailing wage whenever possible

> Helps ensure students from all backgrounds have access to internships broadly, and to your position
> Increases investment of all involved
> Helps ensure compliance w/ federal guidelines
> Helps employers stay competitive

80% of internships in Handshake are paid

42 apps per paid internship*

9 apps per unpaid internship*
Compensation

Academic credit vs. money

> **Credit** is awarded for **demonstrating the learning** that takes place in internships, typically through structured assignments
  
  – Credit is NOT compensation

> **Wages** are compensation for work completed at an internship site

> **Students** pay money to earn internship credits
Academic Credit

Student’s choice and responsibility

> Most students do not choose to earn credit

> Students initiate the process

> Once intern is selected and registers for credit, employer usually needs to sign a form or two in the beginning and end
Resource Highlight

INTERNSHIPS: Compensation

The Career & Internship Center strongly encourages employers to pay their interns, regardless of whether interns are earning academic credit for the demonstrated learning associated with their internships.

RATIONALE

1. The United States Department of Labor (DOL) has set forth a legal framework compelling for-profit employers to provide minimum wage and overtime provisions to interns except in rare cases.
2. Equitable access to internships and their myriad benefits requires that paid internships be available for students who cannot afford to engage in uncompensated internships.
3. Wages provide compensation for the effort put forth in an internship itself, whereas academic credit provides compensation for the completion of assignments demonstrating the learning that takes place in an internship. Furthermore, students pay tuition for internship credits.

LEGAL FRAMEWORK

In January 2016, the U.S. Department of Labor’s Wage and Hour Division published a revision to their 2010 Fact Sheet #71: Internship Programs Under the Fair Labor Standards Act (FLSA). It states that:

“The FLSA requires “for-profit” employers to pay employees for their work. Courts have used the “primary beneficiary test” to determine whether an intern is an employee, or an employee under the FLSA. Courts have described the “primary beneficiary test” as a flexible test, and no single factor is determinative.

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.”

Generally, the presumption is that interns are employees so the burden is on the employer to prove otherwise if they want to offer an unpaid internship.

LEGAL DISCLOSURE - The information presented here should not be considered legal advice. Employers are encouraged to check with their in-house legal team regarding these matters.

DOL Test for Unpaid Interns & Students

(“The extent to which...”)

1. Intern and 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. 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. Internship is tied to the intern’s formal education program by integrated coursework or the receipt of academic credit.
4. Internship accommodates the intern’s academic commitments by corresponding to the academic calendar.
5. Internship’s duration is limited to the period in which the internship provides the intern with beneficial learning.
6. Intern’s work complements, rather than displaces, the work of paid employees while providing significant educational benefits to the intern.
7. Intern and employer understand that the internship is conducted without entitlement to a paid job at the conclusion of the internship.

EQUITABLE ACCESS

Diversity is one of UW’s six core values. The Office of Minority Affairs & Diversity works tirelessly to attract students from underrepresented minority, low income, and first generation backgrounds. As a result, 23% of UW Seattle undergrads (around 6,700) are Pell grant eligible. In most cases, this means their families make less than $40,000 a year. Students from less financially advanced backgrounds often need to work in paid positions to cover their basic expenses and, subsequently, are often not able to accept unpaid internships. When employers commit to paying their interns, they help ensure that students of all economic backgrounds have equitable access to these pivotal professional development opportunities.

ACADEMIC CREDIT

The University of Washington does not award academic credit for participating in an internship. Credit is awarded for demonstrating the learning that takes place in an internship, typically through structured assignments such as learning logs, reflective papers, presentations, or portfolios that are completed under the guidance of a UW faculty or staff sponsor and an internship site supervisor. Wages can be seen as compensation for work completed at an internship site and credit can be seen as compensation for the completion of academic assignments tied to an internship course; therefore, receiving both credit and wages should not be seen as “double-dipping.”

Students must pay tuition to earn academic credit for the demonstrated learning that takes place in an internship. The table to the right shows the costs that most students incur to enroll in internship courses.

Because students incur significant costs to earn Internship-related credit, credit should not be seen as a substitute for monetary compensation.

SUMMARY

Paid internships are a win-win.

Providing monetary compensation for internships can help employers stay in compliance with federal guidelines, attract a more diverse candidate pool, and experience increased investment on the part of interns and their supervisors.

Paid internships help ensure that all students regardless of financial status can access the personal, academic, and professional learning associated with these pivotal experiences, and can help students cover some of the many costs associated with attending college.
Establish
Think About the Big Picture

View video here:
https://careers.uw.edu/explore-develop/
Answer Big Picture Questions

> What are you trying to accomplish?

> Would an internship program fit your org culture?

> How much support would an intern program get from various levels in your org?

> Who’s in charge of the internship program?
Establish Manager Expectations

> Who will be allowed to serve as intern managers?

> What will be expected of managers?
  – Tasks, time commitment, timeline

> Will there be common expectations among different intern managers?

> How will intern performance be evaluated?
Identify Possible Managers

- Interest in supporting intern learning
- Skill in supervising others
- Willing to set aside time:
  - Recruiting / selection
  - Onboarding / goal-setting
  - Weekly project check-ins
  - Mid-point performance mtg
  - Final performance review

“I don’t have time to write performance reviews, so I’ll just criticize you in public from time to time.”
Identify Possible Projects

> Important to the organization

> Meaningful for an intern
  – Allows for skill development
  – Involves interaction w/ others

> Reasonable for an intern’s:
  – Level of experience
  – Weekly and total hours
Think Through Intern Logistics

- Intern work space
- Intern equipment/supplies
- Likely total hours needed
  - Minimum # hrs per week?
  - Minimum # of weeks?
- Permanent hire conversion
  - Expectations
  - Process
  - Communication
Resource Highlights

INTERNSHIPS: Sample intern projects

ARE YOU INTERESTED IN HIRING AN INTERNSHIP, but not quite sure how to determine projects that are challenging, yet developmentally appropriate...or maybe but not overwhelming? We’ve compiled a list of some sample internship projects that will help you meaningfully engage an intern in the work of your organization while also supporting intern learning and development. The list is not exhaustive but we hope it helps you get started!

COMMUNICATIONS & MARKETING

- Coordinate with internal or external creative partners to create print, online and other collateral.
- Plan, develop, and implement social media and public relations initiatives.
- Create, organize, and execute email campaigns in MailChimp.
- Plan and coordinate an event or meeting.

DATA, STATISTICS, RESEARCH & ANALYTICS

- Research economic data from multiple sources and create visual aids to display pertinent key findings and information to constituents.
- Transcribe and/or write summaries for a collection of oral histories.
- Collect data related to customer sales and inventory information; assist in data analysis and development of action plans to improve inventory position.
- Evaluate and apply metadata schemas to provide description and access to digital projects.

ENGINEERING & TECHNOLOGY

- Work with product designers to define the user experience for a product and test prototypes.
- Test and implement appropriate security methods and control techniques such as firewalls, intrusion detection software, data encryption, data backup and recovery.
- Support Database Administration and Engineering in the architecture, design, development, deployment, and management of Microsoft SQL database environments.
- Conduct site visits and generate site observation reports.
- Schedule actors, respond to phone calls and emails from agents, take notes during auditions.
- Conduct background research on identity and create mood boards for projects.
- Organize and maintain artist video library and show archive.

FINANCE & ACCOUNTING

- Prepare, examine, and analyze accounting records, financial statements and other financial reports to assess accuracy, completeness and conformance to reporting and procedural standards.
- Collect and analyze health care claims and utilization data including cost projections & evaluations.

JOURNALISM & PUBLISHING

- Produce original online content and write headlines to SEO standards under editor's guidance.
- Review and evaluate literary submissions including query letters, proposals, and manuscripts.
- Research, fact-check and copy-edit material.
- Call NGOs to verify information, conduct online research, and enter data.

NON-PROFIT

- Coordinate donation drive for needed items to support organizational mission and clients.
- Revise, pilot test, and finalize the organization's scholarship application process.
- Organize and digitize the organization's historical records for future fundraising purposes.
- Identify grant opportunities and manage the application process.
- Research potential sponsorship, draft donation procurement letters, and follow up on donation procurement inquiries via phone and email.

SALES & ACCOUNT MANAGEMENT

- Research and consult sales professionals to outline incremental revenue strategies.
- Partner with sales team to execute sales plans in various locations.
- Establish metrics and benchmarks to determine optimal promotional placement for a product.

SCIENCES & THE ENVIRONMENT

- Survey insect and local plant populations to understand quantity and life cycle of beneficial insects.
- Enter and analyze wildlife monitoring data to include using ArcGIS to produce maps.
- Soil sampling, mapping and implementing variable rate fertility programs.
- Utilize drones to collect imagery and data on natural areas and recreation sites to be used in outreach, education, mapping and the establishment of baslines for vegetation patterns.

POSSIBLE NEXT STEPS:

Things to ponder:
- Are there elements or pieces of larger organizational projects you could delegate?
- Are there projects you believe strongly in but don't have the time to pursue?
- Was there a project a few years ago that could use a refresh?
- What could an intern accomplish in about 100 hours (10 hrs for 10 weeks)?

Things to try:
- Check with other staff members and content area experts to ask for their insights on options.
- Do a web search for internships in relevant industries to look for inspiration and best practices.
- Check out our Writing Internship Position Descriptions resource and other helpful tools at careers.washington.edu/employers/
Resource Highlights

INTERNSHIPS: Learning goals

AN INTENTIONAL FOCUS ON STUDENT LEARNING is what distinguishes internships from jobs. Interns should be considered learners first and contributors second, regardless of whether they are earning credit associated with their internship. Below are some tips to help you facilitate intern learning through the use of learning goals.

IMPORTANT

Co-creating learning goals with interns:
- Signals that you care about their experience, which can increase their commitment, productivity, and desire to stay long-term
- Helps ensure everybody is on the same page, resulting in a better experience for all
- Models professional goal-setting, action-planning, and accountability
- Most importantly, helps set the stage for maximum intern learning

TIPS

Goal-setting caveats:
- Try to avoid broad goals like “understand” or “learn” because they cannot be easily measured
- Two or three goals is typically sufficient for a quarter-long internship
- Writing SMART goals may require several feedback and revision loops

PROCESS

Goal-setting is a process:
- Before an intern starts, encourage them to think of a few potential learning goals
- During the first week, schedule an hour with your intern to flesh out their goals in writing
- Set up a weekly or biweekly time to check in
- After a few weeks, meet with your intern about how they are progressing towards their goals, what action plan they have in place to achieve them, and how they might want to modify their original goals
- At the end of the internship, review progress towards stated learning goals as part of a formal performance evaluation meeting

SMART GOALS

Effective goals share some commonalities:
- S – Specific
- M – Measurable
- A – Action-oriented
- R – Relevant
- T – Time-oriented

Example SMART goals:
- By the middle of my internship, I will be able to write a 1 pg press release using AP style
- By July 30th, I will be able to troubleshoot Microsoft Excel questions with 97% accuracy
- By week 5, I will be able to identify 3 career paths in this field & 1 way to learn about each

SMART GOAL PROMPTS:
- What do you specifically hope to accomplish?
- How will you measure your progress towards this goal?
- What actions will you take to achieve this goal?
- How is this goal relevant to your internship, academic interests, &/or career aspirations?
- What is your timeline for meeting this goal?

Intern Performance Evaluation Template

Intern's Name:

Your Name:

Your Organization:

Your Email Address:

Dates of Internship:

The questions on this evaluation align with the Career Readiness Competencies identified by the National Association of Colleges & Employers as critical for a successful transition from college to the workplace; the competencies are described on page 4. This form is intended to help interns learn more about their strengths and the areas they might need to focus on in order to be maximally successful in the workplace after graduation. Managers are encouraged to complete the form and review it with their intern in a scheduled one-on-one meeting. Please rate your intern in the following areas:

Critical Thinking / Problem Solving

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<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
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<tbody>
<tr>
<td>1. Shows a sincere interest in understanding the organization, their role, and their assigned tasks</td>
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<td>2. Practices sound judgment based on an analysis of available data and information</td>
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<td>3. Demonstrates creativity in approaching tasks, solving problems, and overcoming obstacles</td>
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<td>4. Seeks out resources and/or asks for help when unsure about how to proceed on tasks</td>
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Comments:

Communication / Leadership

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<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Clearly and efficiently conveys ideas orally to persons inside and outside the organization</td>
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<tr>
<td>2. Communicates ideas clearly in writing in a manner suited to the intended audience</td>
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<tr>
<td>3. Manages their own emotions and works to understand and empathize with others</td>
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<tr>
<td>4. Takes initiative and seeks opportunities to contribute</td>
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Engage
Build Recruiting Timeline

Typically takes at least 8-12 weeks

- Manager identified and coached
- Project identified and described
- Position description drafted, reviewed, finalized
- Position description posted
- Applications due
- Interviews
- Offer date
- Desired intern start date
Think About Target Audience

Generation Z

> **Realistic** / conscientious / strategic
> **Want to contribute** / innovate
> **Desire to be coached** / grow / learn
> **Highly prefer in-person communication**
> **Value honesty** / integrity / authenticity
> **Value social responsibility** / involvement
Generation Z

Highly recommend:
Think About Target Audience

Your target audience

> What attributes would help interns be successful?
> What skills does one really need coming in?
> Think broadly about majors
> How can you appeal and market to diverse groups?
Write Position Description

Standard stuff

> Sell your organization
> Describe the role
> List requirements
> Give app. instructions
Write Position Description

Internship-specific stuff

> Describe what interns will learn
  – What You Will Learn
  – Interns Will Develop Skills In
  – You Will Gain Experience In
  – How You Will Benefit

> Ask interns to include a few ideas about what they’d like to learn in their cover letter
Write Position Description

Internship-specific stuff

> Approximate start and end dates

> Number of hours per week

> Location of internship site

> Compensation (wage, or whether it's paid/unpaid)
Create Recruiting Plan

Advertise in a variety of ways....

> Ask employees to push out
> Post to social media
> Post to niche industry websites and listserves
> Post to national sites
  – idealist.org
  – wayup.com
  – internships.com
Connect with Huskies

Get started

> Post to Handshake
  – FREE!
  – http://careers.uw.edu/post-a-job/

> Connect with targeted student groups and depts.
  – Academic areas, cultural groups, political, hobbies, etc.
  – Find a group and send an email
Connect with Huskies

Attend a fair

> Large, all major fairs
  – Feb, April*

> Medium, college-level fairs
  – Business (Oct); Engineering (Oct)

> Smaller, niche industry fairs
  – Science (Jan); Communications* (Apr)

> careers.uw.edu/Employers/Calendar
Connect with Huskies

Come to campus

> Conduct On-Campus Interviews

> Host an Info Session

> Lead a workshop or sit on a panel
Design a High-Impact Internship

Enhances satisfaction and engagement

> Onboarding
> Learning
> Projects
> Relationships
> Exposure
> Feedback
> Reflection
Resource Highlights

INTERNSHIPS: Position descriptions

THOUGH SIMILAR IN MANY WAYS to job descriptions, internship position descriptions have unique attributes that help establish a focus on intern learning and ensure that intern and employer have shared expectations.

STANDARD SECTIONS

SIMILAR TO JOB DESCRIPTIONS:

- Sell your organization - Make candidates excited about what your organization does. Mention why your organization matters, what makes it special, and why readers should intern there.
- Describe the role - Tell potential interns how they will be contributing to your organization – projects they'll work on, teams they'll be a part of, tasks they'll be handling, etc.
- List requirements - What skills, characteristics, and interests would make a successful intern? Mention whether they're required or just desired.
- Application instructions - What do applicants need to submit, how, and by when?
- Compensation - How much will interns be paid?

SECTION ON EXPECTED LEARNING

DESCRIBE WHAT INTERNS WILL LEARN:

- Though interns are eager to make a contribution to your organization, they're also curious as to what they'll gain from the experience.
- Including a learning section helps interns know you are committed to their learning and success.

SAMPLE SECTION TITLES:

- What you will learn
- Interns will develop skills in
- You will gain experience in
- How you will benefit

DESIRED LEARNING PROMPT

ASK INTERNS TO REFLECT:

- Ask interns to include a few ideas about what they'd like to learn in their cover letter.
- This helps interns develop a habit of reflection and also helps ensure a good match.

LOGISTICAL EXPECTATIONS

BE CLEAR ABOUT:

- Internship start and end date.
- Expected hours per week.
- Location of internship site.

SAMPLE DESCRIPTIONS:

You can find 8 sample internship descriptions at: https://www.looksharp.com/employers/resources

INTERNSHIPS: Recruiting candidates

RECRUITING A ROBUST, DIVERSE CANDIDATE POOL is an important step in finding the right intern for your organization. Below you’ll find ideas for getting your internships in front of talented UW students.

CAREER & INTERNSHIP CENTER RESOURCES

Handshake

- Handshake is the University of Washington's only centralized resource for posting job and internship opportunities for the UW community. Postings are free.
- In 2017, 44% of the undergrads who logged into our database were looking for internships!
- Some of the top majors utilizing the system include business, engineering, computer science, psychology, communication, informatics, economics, political science, public health, international studies, biology, and math.

On-Campus Recruiting and Events

- Come to campus to participate in a career fair, host on-campus interviews, or introduce your opportunities to students through an InfoSession. Details at http://careers.uw.edu/employers.

OTHER CAMPUS RESOURCES

Departmental connections

- Departmental advisors are key to the student experience at the UW and many advisors are willing to help spread the word about great internship opportunities. Contact briana@uw.edu for details.

Student clubs

- The UW boasts more than 900 Registered Student Organizations (RSOs). Consider promoting your internships to a few specific student clubs based on major, interest, or background. A searchable database of RSOs can be found at http://depts.washington.edu/thelub/sao/roso-directory.

QUESTIONS?

If you have questions or need a hand developing a strategy unique to your organization, please contact:

Briana Randall
Director - Internship Project
briana@uw.edu
(206) 685-4139

RECRUITMENT TIMELINE:

- UW students pursue internships year-round; summer internships are most popular
- Summer internship recruitment in tech, engineering, accounting, finance & consulting begins in September & October
- The most popular time for students in other majors to search for internships is Jan – March.
Resource Highlights

- View Interns as Learners
- Entrust with Big Projects
- Be Authentic & Empathetic
- Welcome & Onboard
- Set Goals Collaboratively
- Ask Interns for Input
- Advocate for Your Intern
- Set Clear Expectations
- Build Interns’ Confidence
- Provide Broad Exposure
- Give Constructive & Positive Feedback
- Provide Ongoing Support
Wrap-Up
Resources

Career & Internship Center

> Internship info / consultations
  – brianakr@uw.edu

> Employer engagement info / consultations
  – econeill@uw.edu
Resources

Other centers

> Career Center @ Engineering
  – http://engr.uw.edu/careercenter

> Foster School of Business
  Undergraduate & Specialty
  Master’s Career Services
  – http://foster.uw.edu/careers/career-services/employers
How to Start an Internship Program

March 2019