



UNIVERSITY TALENT INITIATIVE




GUIDE, TEMPLATES & RESOURCES

For Finding Talent & Establishing Quality Internship Programs

TABLE OF CONTENTS:

<u>The Importance of a Well-Designed Internship Program</u>	<u>Page 3</u>
What are Internships?	pg. 4
What Internships should NOT be!	pg. 5
Benefits of Internships	pg. 6
Company Internship Program Best Practices	pg. 7-10
Top 9 Things Students want in Internships?	pg. 11-12
Legal Issues	pg. 13-14
<u>Getting Started: Designing Your Internship Program</u>	<u>Page 15</u>
Define Partners, Internship Champions, Readiness and Resources	pg. 15
Define Scope and Goals of the Internship Program	pg. 16
Internship Work Plan: Contact Information	pg. 16
Internship Work Plan: Internship Job Description Template	pg. 16-17
Application Template.....	pg. 18
<u>Finding & Recruiting University Talent</u>	<u>Page 19</u>
Branding Marketing - Key Questions Template	pg. 20
Internship Advertisement Example/Template	pg. 21
Branding Advertising Marketing: Websites and Social Media	pg. 22
Program Ideas - Key Questions Template	pg. 23
Programs to Attract University Talent (Possible Options)	pg. 24-25
Programs to Attract University Talent – Key Dates for Events.....	pg. 25
<u>Interviewing</u>	<u>Page 26</u>
Interview Structure Template	pg. 26-27
Behavioral Based Interview Questions and Scoring Structure Template	pg. 28-30
Offer & Rejection Letters Templates	pg. 31-32
<u>Orientation</u>	<u>Page 33</u>
Orientation Outline Template	pg. 33-34
Intern Development Plan Template	Pg. 35
<u>Evaluation</u>	<u>Page 36</u>
Intern Evaluation of Employer Template	pg. 36
Employer Evaluation of Intern Template	pg. 37
<u>Measure your Program</u>	<u>Page 38</u>
Metrics Template	pg. 38

THE IMPORTANCE OF A WELL-DESIGNED INTERNSHIP PROGRAM

 Overall, employers reported converting an average of 51.7% of their eligible interns into full time hires. - NACE Internship & Co-op Survey



The Next Generation

Finding, attracting and retaining University Talent requires a well thought out strategy to ensure your company positions itself for success. This informational packet provides your company with the knowledge, framework, and templates to create your strategy.


Recruiting and hiring the best and the brightest students from San Diego's top universities requires a comprehensive talent acquisition strategy that results in attaining the coveted match that employers seek: a challenging and rewarding career opportunity for the new graduate and a top performing new employee who hopefully, will continue to contribute to the employer's success for many years.

Internships represent an important tool in the talent acquisition tool kit and can provide students with a valuable experience that augments their educational learning experience and sets the stage for a potential career opportunity with the sponsoring employer upon graduation.

This guide and the accompanying resources provides TechSD member companies with a template for administering successful internship programs and finding university talent.

Following the best practices contained in the guide will assist in attracting and selecting talented students and affording them a meaningful internship experience.

WHAT IS AN INTERNSHIP?

 Young adults that have a mentor are 130% more likely to hold future leadership positions – The National Mentoring Partnership

An internship is any carefully monitored meaningful learning experience in which an individual has defined professional goals and is assessed on what he or she is accomplishing throughout the experience. Developing an internship program is an excellent strategy for investing in your organization's future successes, often leading to finding and hiring future colleagues and leaders.

Elements Of Successful Internship Programs

Ensuring the presence of these elements is beneficial for the company and the intern, thus increasing the possibility of retaining an intern for career opportunities.



Well Defined with Impact

A learning opportunity defined with stated objectives and goals. It must have a balance between intern goals and the organization's needs.



Professional Supervision/Mentor

Experiential learning supervised by professionals in the field so they can give feedback and assess for future employment.



Personal Development


An experience that promotes academic and career growth.



Long Enough to Matter

3-4 months, part-time or full-time that focuses on industry related skill development and assesses performance.

WHAT INTERNSHIPS SHOULD NOT BE!

 Paid internships markedly increase a student's chance of landing a job (by 63%)... unpaid positions provide little or no edge over not interning at all – National Association of Colleges & Employers

Running all of the office errands, serving as the front desk receptionist or filing papers all day is not an internship. Consider that one bad internship experience can result in the intern telling 10 of his or her college friends.

Factors That Contribute To Poor Internship Experiences

Avoid these factors at all cost. This bad press can affect a company's ability to recruit future student talent and may negatively affect your organizational brand.

INTERNS

**FREE
LABOR**

Low cost help

Be aware that there are federal laws defining an intern vs. an employee.



Replacing an employee

Using an intern to replace an employee can have a negative impact on staff morale.



Grunt work

If an intern is only doing grunt work, how are you going to assess their real potential for your company?



Unstructured assignment

Independent projects that are not properly monitored can have a very negative effect on your company reputation and brand.

BENEFITS OF INTERNSHIPS

 Research shows that 85% of companies use internships and similar experiential education programs to recruit for their full-time workforce – Peter Vogt, Monster.com



One of the obvious benefits of internships is the opportunity to select and develop future talent and the opportunity to convert the intern to a full-time career employee. The current benchmark for success among employers sponsoring internships is a 51.7% conversion of interns to full-time hires. When hired into career positions, interns usually adapt to their new roles and have shorter learning curves than external hires.

Ways To Leverage Internships At Your Organization



Recruiting

Build a pipeline to find students for internships and career opportunities and help generate interest and enthusiasm for employers.

Employee Engagement

Provide management experience for non-supervising employees.

Create Awareness

Interns can promote visibility with the community, young consumers of your products and services and provide “fresh perspectives.”

COMPANY INTERNSHIP PROGRAM BEST PRACTICES

Research into top Fortune 500 companies and university internship programs indicates the following best practices. By asking the questions in the templates, you can ensure you are modeling these best practices.



Provide interns with real work assignments:

This is number one to ensuring the internship program's success. Interns must understand that they are being counted on to complete the assigned work and that it is important for the company mission.

Everyone needs to be on the same page:

That means everyone who will interact with the intern. An orientation for managers and mentors will help ensure that performance expectations and roles are clearly defined. In order to assist with the consistency of program implementation across the organization, training managers and mentors should provide oversight of the program and offer feedback using the same tools and standards that are used within the rest of the company.

Designate an intern mentor:

Having a dedicated mentor who oversees the intern is ideal. A common misstep for companies sponsoring internships is to throw the responsibility on an already overworked manager, often causing interns to perceive that the designee drew the short straw and is not committed to providing the time and attention that needs to be devoted to the intern.

Welcoming the intern:

Be sure to walk the intern around the office and personally introduce the intern to employees. The intern will most likely not remember all the names but it will make a lasting impact if the employees remember the intern's name. In addition, posting a photo and accompanying bio is an excellent means of making the intern feel a part of the team.

Provide interns with a company handbook and/or website:

A handbook or a portion of the company website can provide answers to many questions that interns might have and when produced effectively can convey vital information about the company culture and values. Better yet, a handbook or website link designed specifically for interns can save a great deal of time answering frequently asked questions.

Provide interns with the proper workspace:

Unfortunately, all too frequently, companies stick interns in hallways or transfer them from desk to desk. That is not conducive to success and sends a message that the intern is not a “real employee.” Provide interns with the resources to do the job well. Making them feel welcome is the first step in bringing them back as future career employees. If an intern is working as part of a team, another ill-advised but all too frequent occurrence is to place the intern in an isolated area apart from the rest of the team. Do not let workspace placement ruin what might otherwise be a positive internship experience.

Involve interns in company activities:

Company social events are an excellent way to create an inclusive environment for interns. Company picnics, recognition ceremonies, volunteer events, and informal get-togethers should be built into the internship program schedule. Hold new hire panels or connect new hires to interns one-on-one. New hire panels are a great way to highlight an organization to interns.

New hire panels consist of recent graduates hired by the company within the past three years who share their insights regarding the company. Smaller companies that might have hired only one or two recent graduates in the past several years may use the same approach by scheduling the interns for lunch or informal break sessions with the newer employees. This activity fosters credible information sharing with employees who the interns may view much like themselves. Using newer employees who are recent graduates also provides an effective approach to building rapport with students at events hosted by the company at the work site or on campus. Connect interns to company role models. Interns can benefit greatly from connecting with accomplished company professionals and leaders who can inspire and motivate them. This should be one of the priorities of any internship experience.



Build in regular discussions with the intern within the internship schedule:

The intern should know up-front that there will be on-going meetings to discuss the intern’s work and address any issues that need to be reviewed. The intern should have an understanding of the ground rules for asking for assistance, as needed, who to approach with questions, and be encouraged to be open to constructive feedback as well as contributing constructive input.



Invite campus career center staff and faculty to visit interns on-site:

Faculty and campus administrators have relatively few opportunities to visit employer work sites to view firsthand the types of experiences that student interns are receiving. Additionally, heavy workloads associated with teaching and research often serve as barriers for faculty getting out and into the field. Inviting faculty and administrators to your work site can lead to more student referrals, enhanced visibility on campus, and an opportunity to strengthen company/campus relationships. On-site events need to be well planned and concise so that they make efficient use of the invitees' time and provide an accurate picture of the internship program experience.

Showcase internship work:

Enable interns to be shining stars. Providing venues to interns that allow them to present what they have accomplished or write reports that will be submitted to company leadership on their achievements is a strong incentive. Share the intern's work with company employees. If the intern is working with a team that is doing a presentation, include the intern as a presenting member. These are opportunities to learn about the intern's writing and presenting abilities.

Conduct focus groups and survey students:

When internship programs fall flat, company leaders often wonder what went wrong. One of the major contributors to failed internship programs is failing to connect with what students are seeking from the experience. Conducting focus groups to obtain students' input on what an internship should offer can serve as a useful recruiting tool, provide information about what competitors are doing with their programs, and keep the program from becoming stale. Forming these groups is easy and by offering lunch and a gift card to participants, the return on investment will be significant.

Be thorough in gathering performance feedback:

Ensure that all of the people who work with the intern are included in gathering performance feedback. Supervisors and those assisting with coordinating the internship program should contribute their feedback. Team members, employees in other departments, outside vendors, and customers are all sources for obtaining important feedback as well. Ensure that you obtain feedback using standard methods; otherwise, there will be a lack of consistency in the feedback details for this intern as well as future interns.

Conduct exit interviews:

Build internship program success upon continuous improvement. Reviewing intern feedback as well as feedback from company employees involved in the internship program and adjusting the program accordingly should be part of the internship business process. Ensure that the intern has the opportunity to meet one-on-one to provide feedback and is provided a form or online site to share their opinions.

Develop metrics to measure program success:

Is the company receiving a solid return on investment with the program? How many interns subsequently become employees? Is the work of interns productive and does it contribute to the organization's success? Are there robust numbers of students applying for internships with the company? Is there a strong correlation between high performing interns becoming high performing career employees? What is the retention rate of interns who subsequently become career employees versus external applicants hired into career positions? These are just a few of the metrics needed to measure the health of the program.

OTHER NOTABLE INTERNSHIP PROGRAM PRACTICES

Meet the CEO:

Access to professionals in the field is a big deal to an intern. Interaction with a company CEO can be inspiring and a great way to provide career development and role modeling guidance. With a positive interaction, the intern is likely to promote the organization to friends and family.

Offer flextime and/or alternate work schedules:


One of the most-desired benefits for many interns is work life balance/flextime. Not only does this benefit contribute to helping students adjust to entering the workplace, it has also proven to be successful with retaining interns part-time after they go back to school. For example, working via telecommuting can have a major impact in building company loyalty if a job is offered.

Offer scholarships:

Anything from combining the internship with paying for next year's books to a semester of tuition is a form of a scholarship. This is a great selling point as you recruit interns in hard to fill career fields. These types of extras will bring attention to your internship program.



TOP 9 THINGS STUDENTS WANT IN AN INTERNSHIP

 “85% of Millennials would rather make \$40K a year at a job they love than \$100K a year at a job they think is boring” – Inc. Magazine

While research studies and survey results may vary regarding what students deem to be most important in an internship, the following list contains some of the more common “wants” of student interns.



Organized Game Plan

Interns want the layout of their internship at the outset including a detailed schedule. “Making it up as you go” will be apparent to the student and translates to the company does a poor job of planning.



Real Work

Interns want to know that they are performing meaningful work to assist the company. Students can easily discern whether their work assignments are contributing to the company and they will be quick to judge the internship as a preview of working for the company as a career employee.



Paid Internships

Interns do not expect to get rich from an internship. The experience and learning opportunity represent the real value. However, students are well aware of what their friends are being paid at other companies. Fair pay is a very important factor for an intern’s consideration of future employment with the company after graduation.



Learn From An Expert / Mentor

Interns need trusted mentors. Choose an employee who will provide counsel to the intern, serve as a confidante, share their own experiences in handling similar challenges or issues that the intern is experiencing. Pick mentors who are patient, enjoy teaching and positively influencing others, and who have a record of accomplishment.



Honest Feedback

Interns want honest feedback to strengthen their skills and understand what performance excellence means to their sponsoring company. Investing time to provide direct and specific feedback on a regular basis to interns speaks volumes about an organization's commitment to their development and concern for them as individuals.



Flexibility

Loading 65-70 hours of regular weekly work on interns may cause them to take their talents elsewhere after graduation. Remote work on occasion, flexible hours, time for training and to attend to personal needs score major points for employers.



Be Included

Interns often feel like outsiders, particularly in their first days on the job. Include them in company activities to make them feel like part of the team. Remind your employees to get to know the interns and to reach out to them. Interns will observe all employee behavior. Negative workplaces derail retention.



Understand the Company

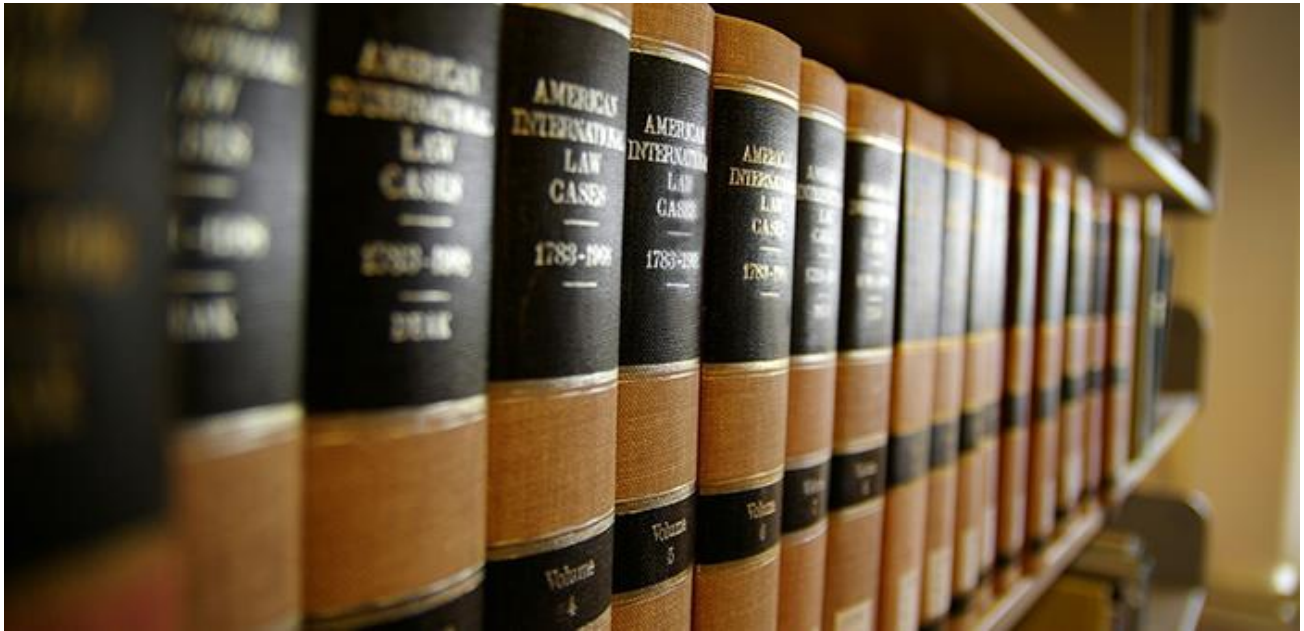
Interns want to learn about the company and understand what it contributes to the betterment of the world with its products and services. Interns want to know that they are making a difference. Help them understand the company mission, values, employee roles, and how the intern's presence is assisting the company.



Recognition

Positive feedback and praise when warranted, is a great motivator for most employees and especially for interns who may feel apprehensive about performing successfully. If the intern has been a part of a team project that was successful and the team is receiving awards or public recognition, recognize the intern with the team.

LEGAL ISSUES



Do you have to pay interns?

The U.S. Fair Labor Standards Act (FLSA), which applies to all companies that have at least two employees directly engaged in interstate commerce and annual sales of at least \$500,000.00, severely restricts an employer's ability to use unpaid interns or trainees. It does not limit an employer's ability to hire paid interns. You do not have to pay interns who qualify as leaders/trainees. The U.S. Department of Labor has outlined six criteria for determining trainee status:

1. Interns cannot displace regular employees
2. Interns are not guaranteed a job at the end of the internship (though you may decide to hire them at the conclusion of the experience)
3. The employer and intern must establish at the outset of the internship that the intern will not receive wages
4. Interns must receive training from your company, even if it somewhat impedes the work of your organization
5. Interns must get hands-on experience with equipment and processes used in your industry
6. Interns' training must primarily benefit them, not the company.

Workers' and Unemployment Compensation

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

Keep In Mind

Even if a student is working through a school program for which he or she is being “paid” in college credits, the student still has the right, under the FLSA, to be paid unless the employer is not deriving any immediate advantage by using him/her.

The employer should identify the specific terms and conditions of employment (e.g., dates of employment as intern, including date internship will end; compensation; organizational and/or reporting relationships; principal duties, tasks or responsibilities; working conditions; any other expectations of the employer), and should discuss these with the prospective intern, so that there is no misunderstanding regarding the partnership. In addition, it may make good sense to document such a discussion with a written agreement setting forth both parties’ understandings, and have it signed by both the employer and the intern.

If an intern is harassed at your organization, and you do not do anything about it, your organization opens itself to the risk of lawsuits. Take time to advise your interns of appropriate workplace behavior, the organization’s harassment policy and complaint procedures.

INTERNATIONAL STUDENTS

The most common visa types employers will see on college campuses, when recruiting international undergraduate or graduate students for either full-time or internship positions are the F-1 and J-1 visas.

An F-1 visa is granted to a person coming to the United States to attend a college, university, seminary, conservatory, academic high school, elementary school, or other academic institution or language training program approved by the U.S. Attorney General for study by foreign students. The visa holder plans to return home after completing studies. This is the most common non-immigrant visa for an international student attending undergraduate and graduate school. Students are granted F-1 status until the completion of the academic program and 12 months of post-program practical training. The purpose of the F-1 visa is to provide an opportunity for study in the United States.



Anything outside of study, including employment, is an exception to the visa. Authorization for employment is strictly limited to certain situations. The student holding F-1 status for a full academic year and in good academic standing may work off campus. Such work authorization is granted when the student has sustained unforeseen economic hardship. In addition, the student may not work for more than 20 hours per week when school is in session, but may work full time during holidays and vacations, including breaks between terms, provided the student intends to register for the next school term.

Curricular Practical Training: An F-1 student may perform curricular practical training prior to the completion of the educational program as part of his or her educational experience. The INS defines this type of training as “alternate work/study, internship, cooperative education, or any other type of required internship or practicum that is offered by sponsoring employers through agreements with the school.”

Post-Completion Practical Training: This is temporary employment directly related to the student’s major area of study that takes place after the student completes a full course of study. Authorization for this training may be granted for a maximum of 12 months of full-time or part-time work. Those on a student visa can only gain authorization once for this type of training.

GETTING STARTED: DESIGNING YOUR INTERNSHIP PROGRAM



TechSD is pleased to provide this guide to assist our member organizations with creating suitable internship programs and building pathways to attract, find and retain university talent. This guide is designed to educate our membership on best practices and provide templates and resources that can be modified based on each member's unique business needs and organizational culture. **TechSD is a partner in your success and our University Talent Coordinator can assist member companies with their talent acquisition strategies.**

Define Partners, Internship Champions, Readiness and Resources
1. What community partners can you involve with your program (e.g. TechSD, UC San Diego)?
DESCRIBE HERE
2. Do you have the support of the CEO/Leadership for the program?
DESCRIBE HERE
3. Do you have dedicated staff or a champion to oversee the internship program?
DESCRIBE HERE
4. Do you have resources and training support from HR to devote to interns?
DESCRIBE HERE
5. What units/departments or supervisors are the best suited to take on interns?
DESCRIBE HERE
6. Do you have systems or a process to capture and track data to measure success?
DESCRIBE HERE
7. Do you have a budget for internship initiatives, activities, events, intern salaries?
DESCRIBE HERE

Define Scope and Goals of the Internship Program
1. What do you hope to achieve with your internships (e.g., recruit, pipeline, promote org.)?
DESCRIBE HERE
2. How will you measure success (See MEASURE YOUR PROGRAM template pg.38)?
DESCRIBE HERE
3. What current company business activities or projects need to be initiated or expanded?
DESCRIBE HERE
4. Which activity or project above would be suitable and provide a challenge for an intern?
DESCRIBE HERE

Internship Work Plan: Contact Information
Supervisor Name:
Title:
Phone Number:
Email:
Mentor/Buddy Name:
Title:
Phone Number:
Email:
Company Name:
Company Address:
Internship/HR Coordinator Name:
Title:
Phone Number:
Email:

Internship Work Plan: Internship Job Description Example/Template
Internship Position Title: PC Support Analyst
Department: Information Systems
Company: ABC Company
Exciting Description of Company: We make systems that enhance artificially intelligence so people in 3 rd world countries can have water.
Location: Downtown San Diego Office, in the open office
Supplies Needed: Stapler, Workstation, paper clips, etc.
Network log in: Jane to establish 1 week before start
Salary: 15.00/hour
Other Benefits: Paid Training, Scholarship or next term, Course Credit, Travel, etc.
Cycle: Fall Quarter
Start Date: 09/01/16
End Date: 11/01/16
Time Requirements: Part time 15-20 hours/week
Major(s) Requested: Computer Science/information Systems
GPA Desired: 3.5 or open to a brilliant mind
Number of Openings: 1
Specific Goal (s) of Internship: Describe Here

Job Description:

- Responds in a timely and courteous manner to helpdesk calls from end-users with software and hardware questions.
- Provides support for office products such as e-mail, electronic calendaring, word processing and spreadsheets.
- Performs hardware and software installations.
- Performs routine maintenance on PC's and peripherals.
- Goes to end-users' desks and provides tutoring for PC applications such as WordPerfect, Word for Windows, Excel.

Performance will be assessed by:

- Responds to helpdesk calls from end-users within 24 hours with helpful advice/service.
- Provides outstanding support when requested for e-mail, electronic calendaring, word processing.
- Completes the hardware and software installations by 11/1/2016.
- Completes the routine maintenance on PC's and peripherals by 10/1/2016.
- Ability to work well with IT staff and communicate effectively in writing and verbal.

Milestone of internship:

Completed half of the installs by 10/1/2016.

Performance feedback date: Weekly by Supervisor

Qualifications:

- Knowledge of Windows, WordPerfect, Word, cc: mail preferred.
- Familiarity with PC's and Macintosh preferred.
- Must have own transportation.
- Must be incoming Junior or above.

Training/Development Required:

Must watch computer security training video – See John L.

Application Procedure:

Please forward resume to:

Contact | Title | Company name | Company address | Phone number | Email address | Website

Application Template



Keep the application process simple. “Many candidates view this first interaction with the firm as an indicator of what it is like to work there... slow process = slow company.” -- ERE Recruiting Intelligence

Application Form


Contact Information			
Name:		Date of Birth:	
Local Address:			
Permanent Address:			
Home/Cell Phone:		Email Address:	

Emergency Contact Information			
Name:		Relationship:	
Cell Phone:		Home Phone:	

Applicant Information			
Applying for:	Fall	Spring	Summer
Internship Name/Date:			
College Major/Degree:			
College Status:	Freshman/Sophomore	Junior	Senior
Graduation Date:			
List Relevant Exp./Skills/Honor Awards Below:			
Days/Time Available (E.g. Mon 8:00 a.m. - 12:00 p.m.)			
References:			

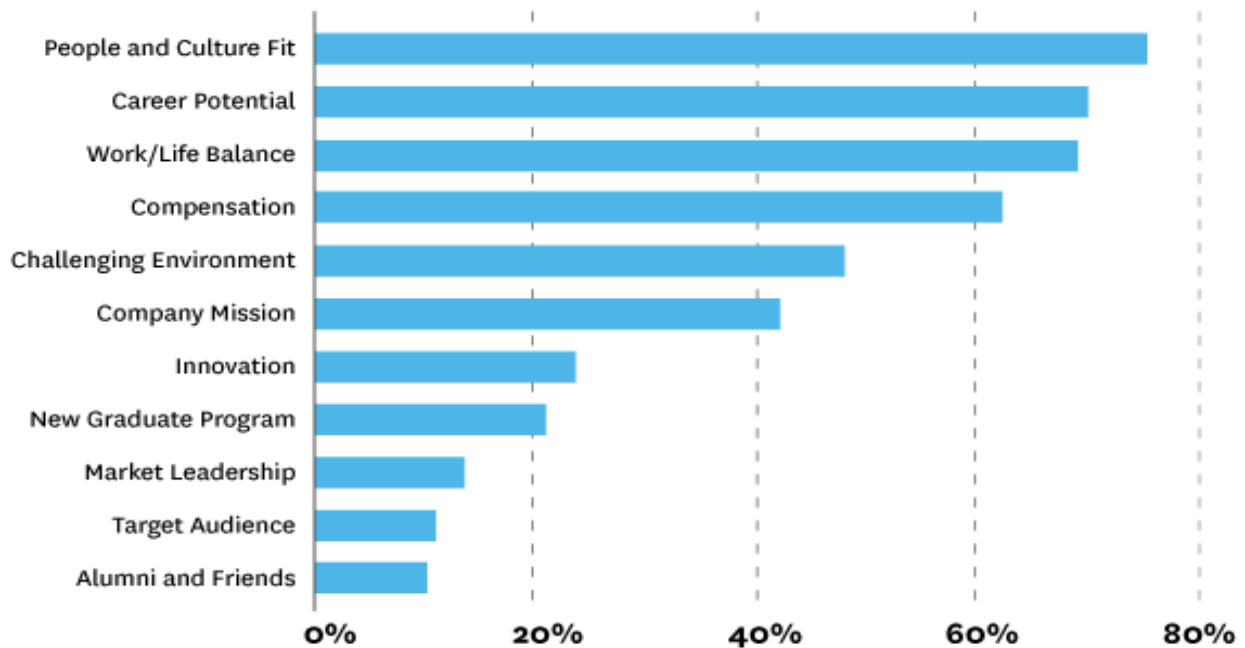
Application Instructions	
Please email application form and resume to [insert employee name] at [insert email address]. You will be contacted should your skills and interest meet our company's internship requirements.	

FINDING & RECRUITING UNIVERSITY TALENT

 Companies must be prepared to focus on communicating their **CULTURE** and **CAREER GROWTH** to potential interns. “69 percent of job seekers would not take a job with a company that has a bad reputation... even if unemployed.” – Inc. Magazine

Above was the list of the top nine things an intern wants in an internship but what do they want in an employer? To find University Talent, first you need to know what they are looking for in a company and be prepared to **“BRAND TO ATTRACT!”** The following is a graph from Harvard Business Review which shows what interns look for in employers and how they find out about companies.

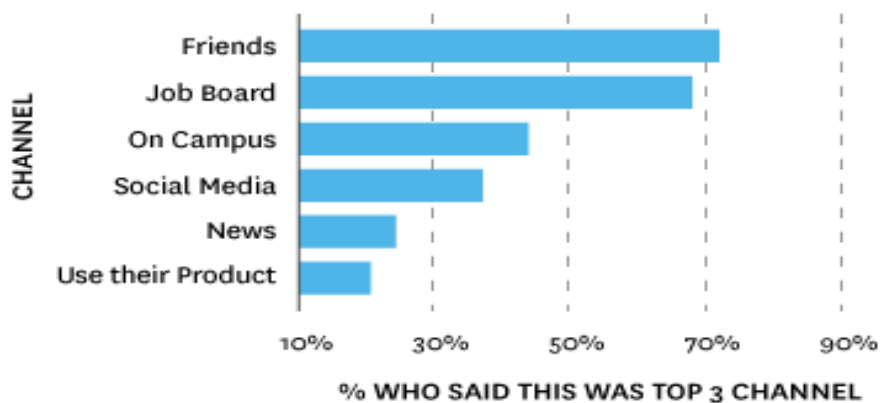
WHAT MILLENNIALS LOOK FOR IN EMPLOYERS



SOURCE COLLEGEFEED

HBR.ORG


HOW MILLENNIALS HEAR ABOUT COMPANIES



SOURCE COLLEGEFEED


HBR.ORG



 It is critical that your company define and have in place specific branding and marketing strategies for your internship program. This checklist helps ensure you are ready to communicate the opportunity to prospective interns.

Branding Marketing - Key Questions Template
1. Have you defined your company's compelling "STORY" to tell possible interns?
DESCRIBE HERE
2. Why would interns want to work for your company (Company Value Proposition):
DESCRIBE HERE
3. How will you describe the working environment to an intern candidate?
DESCRIBE HERE
4. What impact will the activities/projects the intern works on have on the company/community/world?
DESCRIBE HERE
5. What kind of growth can an intern expect to gain through an internship with your company?
DESCRIBE HERE
6. Is there a possible career opportunity available at the end of the internship?
DESCRIBE HERE
7. Is there a career path defined within the organization that you can describe as a possible path for new graduates?
DESCRIBE HERE
8. What training and development opportunities will your organization provide?
DESCRIBE HERE
9. In what company events, meetings and outings will the intern be able to participate?
DESCRIBE HERE
10. Do you have a university event program strategy to engage possible interns?
DESCRIBE HERE, See PROGRAM IDEAS TO ATTRACT UNIVERSITY TALENT, pg. 25
11. Do you have materials to distribute to applicants that describe the organization's vision/mission, career opportunities, and benefits?
DESCRIBE HERE
12. Is your website live and ready to publicize your internship opportunity?
DESCRIBE HERE
13. Have you written a compelling internship advertisement?
DESCRIBE HERE, See ADVERTISING TEMPLATE, pg. 21
14. Have you identified the best social media outlets to get the word out about the internship?
DESCRIBE HERE, See ADVERTISING TEMPLATE, pg. 23

Internship Advertisement Example/Template

 It is VITAL that the opportunity is described in an exciting way for prospective interns. 76% want details on what makes the company an attractive place to work. - Glassdoor

At [TECHSD MEMBER NAME], [DESCRIBE YOUR ORGANIZATION HERE IN AN EXCITING WAY i.e. -- we use technology to create human connections all around the world. Our engineering teams see big challenges as opportunities to craft beautiful and scalable solutions that inspire technical innovation both in our company and across the tech and travel industries as a whole. As an engineering intern at [TechSD Member Name], you will be an integral part of our team where you will face our company's most ambitious goals. We will provide the support, mentorship, fun, and real world experience needed to accelerate your learning and make a real impact on our product; you will write and ship projects to develop new features on our platform from scratch, strengthen our infrastructure, and delight our community of guests and hosts].

What are examples of work that Software Engineering Interns have done at [Company Name]?

- We've created the backend and UI for creating [TECHSD MEMBER NAME] gift cards, allowing gift cards to be personalized to specific guests
- We built out new functionalities for [TECHSD MEMBER NAME] reviews, allowing users to search, summarize, and distill reviews of our listings into succinct and useful highlights
- We've developed a new, more intuitive interface for message threads to help hosts manage their conversations with guests more easily and efficiently

The following experience is relevant to us:

- Strong CS fundamentals gained through current pursuit of Bachelor's, Master's, or PhD degree in computer science, math or related discipline
- Experience using Java, Scala, Ruby and/or Ruby on Rails
- Experience using C++, and SQL for the backend (project dependent)
- Experience using HTML/CSS, and JavaScript for the frontend

Benefits

There are many benefits to interning at [Company Name]! Some of our interns' favorites include:

- Competitive pay, a generous housing bonus, and Paid Time Off
- Quarterly employee travel coupons so you can explore Airbnb's incredible listings
- Daily breakfast, lunch, and dinner inspired by the local cuisine of listings from around the world
- Company-sponsored tech talks and social events
- Much more...

Internship workdays/hours

- Start Date: September 10. End Date: December 3.
- Monday, Wednesday, Friday from 12:00 p.m. to 5:00 p.m.

How to Apply

- Describe how to apply... Keep it simple. See Application Template, pg. 18

Branding | Advertising | Marketing: Websites and Social Media

List on professional organizations websites	
Organization:	
Website:	
Notes:	
----- TOP 10 WEBSITES (Forbes Magazine list) -----	
Monster	www.monster.com
LinkedIn	www.linkedin.com
USA Jobs	www.usajobs.gov/StudentsAndGrads
Way Up	www.wayup.com/employers
Indeed	www.indeed.com
Glassdoor	www.glassdoor.com
Aftercollege	www.aftercollege.com
Internships.com	www.internships.com
Internmatch.com	www.internmatch.com
YouTern	www.YouTern.com

Social Media Outlets	
Facebook:	www.facebook.com
Twitter:	https://twitter.com
Instagram:	www.instagram.com
Portfolium:	https://portfolium.com
Notes:	

Program Ideas - Key Questions Template



The following questions will help you determine if you have everything in place to successfully engage with a program to attract University Talent with success.

Key Questions for a successful program to attract University Talent
1. What is your budget for a university talent program or event? DESCRIBE BUDGET HERE
2. Have you defined your company's "STORY" or value proposition to communicate at the event? <input type="checkbox"/> Yes <input type="checkbox"/> No DESCRIBE ACTION STEPS HERE
3. Have you identified the date and location of the event? <input type="checkbox"/> Yes <input type="checkbox"/> No DESCRIBE ACTION STEPS HERE
4. Have you defined who your local university key contacts are? <input type="checkbox"/> Yes <input type="checkbox"/> No DESCRIBE ACTION STEPS HERE
5. Have you identified where you will be advertising/marketing/using social media for this event? <input type="checkbox"/> Yes <input type="checkbox"/> No DESCRIBE ACTION STEPS HERE
6. Is your website live and ready to publicize your company/internship opportunity and ready to take resumes? <input type="checkbox"/> Yes <input type="checkbox"/> No DESCRIBE ACTION STEPS HERE
7. Have you identified who will be speaking at the event and what the topic will be that grabs the attention of students? <input type="checkbox"/> Yes <input type="checkbox"/> No DESCRIBE ACTION STEPS HERE
8. Have you identified what employees (new graduate hire/Alma Mater employees) will be attending the event? <input type="checkbox"/> Yes <input type="checkbox"/> No DESCRIBE ACTION STEPS HERE
9. Have you identified internships that are currently available or will be soon? <input type="checkbox"/> Yes <input type="checkbox"/> No DESCRIBE ACTION STEPS HERE
10. Have you identified some company swag to give away? <input type="checkbox"/> Yes <input type="checkbox"/> No DESCRIBE ACTION STEPS HERE

Programs to Attract University Talent - Possible Options



Keep in mind “Nearly 80% of Millennials look at people and culture fit with prospective employers, followed by career potential.” – Glassdoor Survey

Programs | Events

General presentation of company with pizza

- Exciting Description of Event
- Location
- Date
- Presentation by (who?)
- Funding

Presentation of TechSD companies with resume review/social (Food Truck)

- Exciting Description of Event
- Location
- Date
- Presentation by (who?)
- Funding

Student Technology Leadership Conference

TechSD sponsors the annual Student Technology Leadership Conference. TechSD is bridging the gap to success for you to begin your career with San Diego technology companies by introducing you to internship and career opportunities. There will be opportunities to share your success stories, learn new ideas about shaping your future through various workshops and discover that San Diego has amazing technology companies that are changing the world!

- **Individual competition:**
 - Mock Job Interview: This is a simulation of an actual job interview. You are going to be interviewed by a panel of TechSD members to be part of the prestigious organization of [insert name]. Participants will be able to practice their ability to answer questions effectively and demonstrate their verbal communication and articulation of ideas. One person will be the winner, but all will get an opportunity to be seen by companies that hire!
 - Business technology competition: You are required to individually assess weaknesses and recommend solutions to solve a technical issue [Issue TBD]
- **Team competitions**
 - Business ethics: You and your team are required to develop a solution to an ethical dilemma. The team will have to present their findings and solutions to the issue. That will allow you to practice oral communication, critical thinking, and problem-solving.
 - Business technology competition: You and your team are required to assess weaknesses and recommend solutions to solve a technical issue [Issue TBD]
 - Sales/Idea presentation: You and your team are required to present detailed information about the product or idea to a panel of TechSD judges with the intent of persuading them to purchase the product or have the company put resources into the idea. This event will allow the individuals to practice efficient selling/persuasion techniques and presentation skills.


- **Workshops:**
 - Resume Building
 - LinkedIn
 - Technology (TBD by TechSD members)
 - How to be successful within an internship
- **Networking session**
 - Dinner with key members of the company

Programs to Attract University Talent – Key Dates for Events

June 2017

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

INTERVIEWING

 “The survey strongly suggests that specific hiring practices and tools are linked to an organization’s success.” – Scott Burton, VP DDI on ERE Hiring Practices Survey.



Interview Structure Template

Stages of the Interview

1. Prepare questions about:

- Specific coursework related to the position
- Knowledge or familiarity of equipment, techniques, computers, etc.
- Previous experiences related to the position
- Career interests, goals

2. Analyze resumes

- Check for signs of organization, clarity, and accuracy
- Trace chronology and look for time gaps
- Note involvement and roles in campus and community organizations
- Check grade average overall and in major
- Look for accomplishments, patterns of progression, and growth

3. Open the Interview (1-2 minutes)

- Build friendly rapport through small talk
- Provide an overview of the interview
- Indicate that the student will have an opportunity to ask questions later
- Explain that you will be taking notes and invite the student to do so

4. Ask Questions and Gather Information (15 minutes)

- Use behavioral type questions as well as open ended questions

5. Allow for Questions and Comments (5 minutes)

- Answer honestly and illustrate with your own experiences if possible
- Assess the quality of the student's questions
- Avoid giving answers that indicate a commitment to a position
- Be prepared to answer questions about the position, expected training, company structure, company products

6. Give Information (1-2 minutes)

- Briefly recap information about the position.
- Discuss candidate's availability for the internship to ensure your needs are met
- Discuss any academic requirements for course credit

7. Wrap-Up (1-2 minutes)

- Close on a positive note
- Briefly describe the next steps
- Give an estimate of when the student will hear from you
- Avoid making statements that may be interpreted as a promise of employment

8. Evaluate the candidate against the requirements for the position.

- Review your notes before your next interview
- Be objective and base your decision on the evidence

9. Follow up with candidates promptly.

- Send rejection letters to students who do not match your requirements

Behavioral Based Interview Questions and Scoring Structure Template



Use Behavioral Based Interview Questions: “People repeat behaviors” Julie Montgomery, Behavioral Technology – Inc. Magazine. Past performance is a major predictive measure of future performance.

Candidate Name:		Date of Interview:	
Position Title:		Notes taken by:	

Interview Guide – Tips

- *Make the candidate feel as comfortable as possible.*
- *Listen for specific examples of success and student theory of how to create success.*
- *Ask follow up questions and additional questions based on the candidate’s resume if provided.*

Job Specific Questions

1. What do you know about our company and why are you interested in joining our organization?
2. What skills do you want to gain from this experience and what skills can you offer us?
3. Can you walk me through the impact of a project that you worked on in a previous role?
4. What are you most passionate about learning – personally or professionally and why?
5. How would your best friend describe you and what was the most useful criticism you have ever received from him/her?

6. Please give an example of you how address conflict with a family member, fellow student or co-worker.
7. What have been your favorite or least favorite courses and why?
8. What do you know about this specific industry and what are some trends that have occurred in the past few years?
9. What measures do you use to define your own success?
10. How does our organization's opportunity match your short and long-term goals?
11. When have you taken charge of a situation by yourself? What was the outcome?
12. Do you have any questions for us?

Interviewer's Evaluation of Applicant

Selection Criteria

CRITERIA 1 Questions: [Enter screening/selection criteria here]

Circle Rating: 1 2 3 4 5 6 7 8 9 10

CRITERIA 2 Questions: [Enter screening/selection criteria here]

Circle Rating: 1 2 3 4 5 6 7 8 9 10

CRITERIA 3 Questions: [Enter screening/selection criteria here]

Circle Rating: 1 2 3 4 5 6 7 8 9 10

CRITERIA 4 Questions: [Enter screening/selection criteria here]

Circle Rating: 1 2 3 4 5 6 7 8 9 10

CRITERIA 5 Questions: [Enter screening/selection criteria here]

Circle Rating: 1 2 3 4 5 6 7 8 9 10

Recommendation:

Recommend for Hire (and/or move forward): _____ **Not a Match:** _____

Provide pros and cons regarding this candidate below:

Interviewer Signature:

Title:

Date:

Offer & Rejection Letters Templates



Manage your intern applicants wisely! “22% of applicants who had a bad experience would tell others not to work there.” -- CareerBuilder

Internship Offer Letter

Date:

Student Name:

Student Address

Dear (Student's First Name):

I am pleased to confirm your acceptance of an internship position as **(Title)** in the **(Department Name)** at a pay rate **(if applicable)** of **(Hourly wage/stipend)**. Your first day of the work will be **(Date)**. Your duties and assignments for this position will be those described to you in your orientation with **(Supervisors Name)**.

This offer is contingent upon completion of a physical examination, including a drug screen, and completion of employment processing procedures. Please report to the Human Resources Department at **(Time)** on **(Start Date)** with the appropriate documents and completed forms.

If you have any questions, please feel free to contact **(Supervisor's name)** or me. We are very pleased that you have decided to join **(Company name)**. We look forward to seeing you on **(Start Date)** and offer a very warm welcome.

Sincerely,

(Enter Name)

(Enter Title)

Rejection Letter on Resume Basis

Date:

Student Name:

Student Address

Dear (Student's First Name):

Thank you for your interest in an internship assignment with **(Company Name)**. Although your background and qualifications are impressive, we do not have an appropriate opportunity at this time. I have forwarded your resume to our Human Resources Department. They will contact you in the event that an appropriate future opportunity arises.

Thank you again for your interest in **(Company Name)**. We wish you success in your career.

Sincerely,

(Enter Name)

(Enter Title)

Rejection Letter Following Campus Interview

Date:

Student Name:

Student Address

Dear (Student's First Name):

Thank you for meeting with me recently to discuss an internship assignment with **(Company Name)**. Although your background and qualifications are impressive, we do not have an appropriate opening at this time. I have forwarded your resume to our Human Resources Department. They will contact you directly in the event that an appropriate future opportunity arises.

Thank you again for your interest in **(Company Name)**. We wish you success in your career.

Sincerely,

(Enter Name)

(Enter Title)

Rejection Letter Following On-site Interview

Date:

Student Name:

Student Address

Dear (Student's First Name):

Thank you for meeting with me to discuss an internship assignment with **(Company Name)**. Although your background and qualifications are impressive, we have selected another candidate who more closely fits our needs.

I have forwarded your information to our Human Resources Department. They will contact you directly in the event that an appropriate future opportunity arises.

Sincerely,

(Enter Name)

(Enter Title)

ORIENTATION



Orientation Outline Template

Key items to successfully orient your new intern

1. Review organization vision and department missions:

- How did the organization start?
What is unique about your product or service?
- Who benefits from your product or service?
- What are the organization's current objectives?
- How may the intern contribute to those objectives?

2. Give the intern a feel for the organizational structure, provide an organizational chart or staff list with phone numbers:

- Who reports to whom, and who, specifically, is the intern's supervisor?
- What is the intern's department responsible for?
- How are decisions made?
- Which personnel can answer different kinds of questions?

3. Explain the need-to-know items:

- Parking:
- Work station:
- Specific work dates and times:
- Office hours, breaks and lunches:
- Intranet:
- Using office equipment, i.e. Copy machine, phone:
- Attendance and punctuality:

4. Review organizational and employee policies:

- Is there special industry jargon?
- What are the specific work standards and procedures?
- What access to the supervisor (days, times, and duration) does the intern have?
- How do the mail, telephone and e-mail/network systems work?
- What are the approved forms for correspondence?
- By what safety regulations must they abide?
- Is there a procedure for signing off completed work?
- What periodic forms or reports need to be completed?
- Are there security or confidentiality issues the intern should be aware of?
- What is acceptable with regard to dress and appearance?
- How should they maintain the premises and their work area?

5. Review the internship:

- Review the job description
- What is the intern's role?
- What projects will be assigned to him or her?
- What resources are available to the intern?
- What training is necessary?
- What are the results expected?
- What tasks can be completed without supervisory approval?
- Do other employees understand the intern's role?

6. Action plan:**7. Set regular evaluation meetings:**

8. Inform the intern of departmental or staff meetings he/she is expected to attend, and provide time during those meetings for the interns to report progress on his/her project:

9. Identify a back-up supervisor, mentor or support person who can answer the intern's questions if his/her regular supervisor is unavailable:

10. Provide a tour of the facility and introduction to staff:

Intern Development Plan Template

You want to give interns a sense of personal satisfaction, achievement, and professional growth that reinforces the organization as a place they want to work. Interns should take away knowledge and skills from their work. Use this Development Plan with suggestions for each category. Jointly determine the developmental activities with input from your intern.

Activity: *Be specific about the activity that relates to the job description*

- Plan activities that will help interns build their networking skills.
- Look for job opportunities to help interns express their ideas, either through writing or presentations.
- Cross-reference job descriptions and attributes with the final plan.
- Plan to include a checkpoint to review progress against the plan midway through the job assignment.

DESCRIBE ACTION STEPS HERE

Responsibility: *Measurable activities that demonstrate understanding*

- Include the following:
- Key learning points from this activity that the intern should be striving for
- Measurable outcomes of this activity
- List of suggestions for the future to be developed from the activity
- Ownership created by the activity
- Demonstration of skill
- Presentation of results

DESCRIBE ACTION STEPS HERE

Resources Needed: *Specific people/actions that help complete the activity*

- Some of the resources interns may need for the completion of projects are:
- Manager
- Mentor
- Team members
- Web sites
- Other departments

DESCRIBE ACTION STEPS HERE

Timeframe: *Planned completion date for the activity*

- Consider including target dates for key interim deliverables.
- Note whether activities are completed before schedule, on time, or after schedule.

DESCRIBE ACTION STEPS HERE

Results: *Actual results and accomplishments*

- Describe how the activity impacted the team and business.
- Note which learning objectives were accomplished.


DESCRIBE ACTION STEPS HERE

EVALUATION




Intern Evaluation of Employer Template

Intern/Internship Information
Student:
Internship Position:
Dates of Internship:

 Rate Below: 1=very poor; 2=poor; 3=okay; 4=good; 5=very good; n/a=not applicable

Key Elements for Company Feedback	
<input type="checkbox"/>	Explanation of assignment/project
<input type="checkbox"/>	Expectation of project matched actual work
<input type="checkbox"/>	Availability of supervisor/mentor for feedback and guidance
<input type="checkbox"/>	Consistency of supervision
<input type="checkbox"/>	Orientation to organization and staff

 Rate Below: 1=strongly disagree; 2=disagree; 3=no opinion; 4=agree; 5=strongly agree; n/a=not applicable

Key Elements for Company Feedback	
<input type="checkbox"/>	I can see that my work is of value
<input type="checkbox"/>	The workload was reasonable
<input type="checkbox"/>	I would recommend an internship at this organization to others
<input type="checkbox"/>	I was treated with respect by the people I worked with
Please comment on the ways you think internships at our organization could be changed to make it a more rewarding experience:	
Comments:	
What was the best part of working at our organization?	
Comments:	

Employer Evaluation of Intern Template

Intern/Internship Information
Student:

Internship Position:
Dates of Internship:



Rate Below: 1=unsatisfactory; 2=needs improvement; 3=satisfactory; 4=above average; 5=outstanding


Key Elements for Evaluation and Feedback

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Quality of work | <input type="checkbox"/> Quantity of work | <input type="checkbox"/> Use of time |
| <input type="checkbox"/> Communication (written) | <input type="checkbox"/> Communication skills (verbal) | <input type="checkbox"/> Initiative |
| <input type="checkbox"/> Creativity | <input type="checkbox"/> Dependability | <input type="checkbox"/> Punctuality |
| <input type="checkbox"/> Attendance | <input type="checkbox"/> Problem solving/critical thinking | <input type="checkbox"/> Adaptability |
| <input type="checkbox"/> Grasp of subject (understanding of applicable standards and procedures) | | |
| <input type="checkbox"/> Ability to apply classroom experience to real time projects | | |
| <input type="checkbox"/> Job judgment (ability to make appropriate work related decisions) | | |
| <input type="checkbox"/> Interpersonal relations/teamwork (effectiveness in working with peers/supervisors) | | |

Key Elements for Evaluation and Feedback

- How well was the intern prepared for this internship?
- Can you suggest instructional areas, which would benefit this intern?
- Please, provide examples in which the intern applied good judgment and had a technical competence for the assigned tasks.
- How would you rate the intern's sense of responsibility toward his or her assignments?
- Please, provide some examples in which the intern worked quickly, thoroughly and efficiently.
- What are the intern's strengths and weaknesses when interacting with others?
- Discuss areas where the intern has made significant improvement.
- What are the intern's strengths and weaknesses in oral and written communication?
- Would you recommend this intern for future employment? Why or why not?
- Are there other areas involving the internship program or the intern that you wish to comment on?

MEASURE YOUR PROGRAM

 Maintaining success in your internship program will require evidence that your company is getting a return on its investment. From the outset, it is important to determine what activities and outcomes will be tracked and evaluated



Performance measures should align with program goals. For example, if your goal is to engage with a specific number of interns annually, then you should measure the number of intern candidates enrolled in your program. Build on existing measures already in place from other internship program examples. It is important to assess both quantitative and qualitative measures.

METRICS Template			
Quantitative Metrics	Goal	Actual	Benchmark
Number of interns engaged in the program			
Number of interns successfully completing the program			
Number of interns hired into the intern program			
Number of interns hired into career positions			
Number of employees engaged in the program			
Retention rate of hired interns			
Number of interns who provided referrals of other candidates			
Qualitative Metrics	Goal	Actual	Benchmark
Satisfaction of interns in program			
Satisfaction of employees engaged in program			
Hires that enhanced workforce diversity			
PR and Marketing Outcomes			
Other ROI (as defined by each company)			