

2020



INTERNSHIP TOOLKIT

[GLI] GREATER LOUISVILLE INC.
The Metro Chamber of Commerce



INTERNSHIP TOOLKIT

For Louisville to outpace the growth of its peer cities, we must ensure we have pipelines in place to strategically attract and retain talent. Quality internship programs are an opportunity to grow talent pools in our region. This toolkit offers a series of best practices to help your company develop and strengthen internship opportunities in both in-person and virtual internships.



WHY INTERNSHIPS? A STRATEGIC RETURN ON INVESTMENT.

Companies that provide work-based learning opportunities will experience a return on their investment. Think of your program as an introduction to the greater Louisville region and your company.

Here's why:

- By connecting with the newest members of the workforce, you are building your talent pipeline and your future customers.
- College internships draw talent to Louisville from top universities.
- Offering opportunities helps ensure that regional universities connect with the job market and grads are more likely to stay in Louisville.
- Internships allow students to build relevant experience necessary to be prepared for work growing more desirable job candidates.
- People are unlikely to move to a city they haven't visited. Offering opportunities to out of region talent builds our workforce.
- Offering your employees the opportunity to manage interns will prepare them to be managers and leaders in the future.

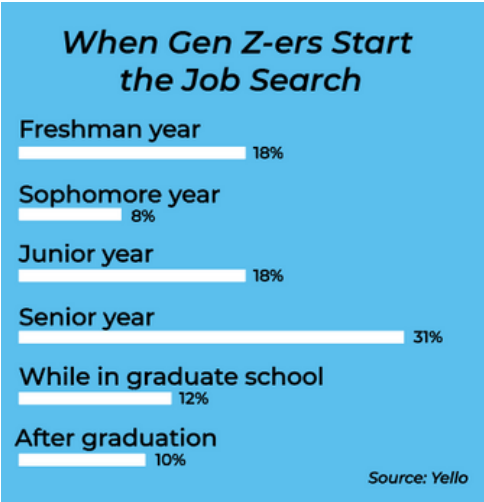


WHO SHOULD YOU HIRE?

HIGH SCHOOL

To effectively recruit talented young people, companies must engage with students at the high-school level. Local high schools have innovated dramatically by offering appropriate industry-based skills and competencies. The JCPS Academies of Louisville and The Academies of Greater Clark County, for example, offer a variety of pathways in high-demand careers such as Automation Engineering, Computer Science, Patient Care, E-Commerce, and Carpentry and Welding. Students take year-round courses to help build skills and expertise. Many earn in-demand certifications and graduate both college and career ready.

Today's students are eager for Career and College pathways. Students are seeking opportunities where they can start to work in full or part-time roles, earning a paycheck while gaining experience and pursuing higher education simultaneously.



COLLEGE AND UNIVERSITY

A student's first impression of the company is just as important as your first impression of them! In 2019, Yello revealed that 44% of college undergraduates start their job search before their senior year. Companies must offer quality experiences at all junctures of post-secondary careers and begin recruitment early. Yello's study also stresses the importance of face-to-face interactions. Gen Z is more likely to hold out for an offer from their first-choice company.

BEST PRACTICES

RECRUITMENT TIPS

- **Know your audience.** As you strategize recruitment, think like Gen Z—when in doubt ask a student!
- **Communicate regularly and authentically.** Gen Z values face-to-face communication and relationships. Reach out often and include a personal touch.
- **Get social.** Take advantage of social media and promote opportunities where Gen Z is spending time. Instagram, YouTube, TikTok and Snapchat will yield a broader and more diverse reach.
- **Embrace technology.** Gen Z is much more likely to apply via smartphone. Is your site mobile-friendly?
- **Maintain a marketing mindset.** Consider utilizing images and videos to capture the culture of your company and spotlight your opportunity in a more engaging way.

MANAGEMENT TIPS

- **Be clear about expectations.** Ensure that your interns understand company norms, especially as they relate to deadlines and office protocol.
- **Create a thoughtful experience.** Who and what does your intern need to know to be successful? Don't take the basics for granted—show them the facilities and be sure they feel at home.
- **Provide opportunities for feedback.** Interns will benefit by knowing when they are doing a job well. If they're not meeting expectations, provide clear direction to help them reach their full potential.
- **Understand your interns strengths and weaknesses.** Consider utilizing a tool such as the Predictive Index or the Clifton StrengthsFinder to help your interns identify unique skills. Then find opportunities for them to grow these skills in their role.



JOB DESCRIPTION TIPS

- **Grab their attention—FAST!** It takes 9 seconds to grab a job seeker's attention. Look at your job posting. Are you excited to apply? Keep it simple and use action verbs to describe the role.
- **Tell them what you do.** Gen Z is concerned with meaningful employment. Make sure to give an overview of your company and why the work you do is important.
- **Focus on talent development.** Highlight the skills interns will be learning. Think about how the position will help them develop their resume and become standout job applicants in the future.
- **Showcase what sets you apart.** The marketplace is competitive. Offering benefits like mentorships or Taco Tuesdays can go a long way. If you offer unique experiences—advertise them in your posting!

CAPSTONE & PROJECT-BASED

- **Assign engaging job responsibilities.** Think about what your intern is doing through the lens of what skills they are gaining. Develop content about the skills they will learn and include this info in your job posting. See the resource guide on page 07 for examples.
- **Embed opportunities to develop soft skills.** Employers have been very vocal that candidates often lack soft skills. Design opportunities for interns to work collaboratively, engage with customers, manage their time effectively, and advocate for themselves.
- **Provide skills and growth check-ins.** Create systems to measure their progress.
- **Design a well thought out capstone project.** What can interns say they achieved during their time at your company? Work with your teams to develop a project around a real challenge in your industry.
- **Offer interns a chance to showcase their work.** Consider how they can demonstrate their achievements to the company. Give them an opportunity to present their work to the leadership team during a portfolio review or Lunch & Learn presentation.



**34% OF GEN Z RECOGNIZES
THAT SOFT SKILLS ARE
MORE IMPORTANT THAN
EVER BEFORE.**

- LINKEDIN

CULTURE TIPS

- **Provide incentives & recognition.** Think about how you can do this for both the student and their manager. Create a culture where investing in interns is a shared value. Consider an Intern of the Month program to celebrate the achievements of your interns.
- **Develop a cohort mindset.** If hiring multiple interns, on-board them in groups to build a sense of community. If you cannot hire multiple, consider how you can build relationships between young professionals and interns through mentorship and buddy programs.
- **Be Flexible.** Rigid workplaces are becoming obsolete. Innovate your work spaces and consider how to adapt to Gen Z's preferences. Offer both private and open work environments and consider flex hours.
- **Create a perks package.** Is your company fun and exciting? Interns can provide an opportunity to evaluate and reset your company culture. What perks would make coming to work more exciting or help productivity? Maybe it's an Employee or Intern of the Month program or Free Food Fridays. Work with your colleagues to develop something that works for your company.
- **Stay connected.** Remember that interns are your workforce of tomorrow. If you had an excellent intern, stay in touch and be vocal about the opportunities at your company. If your intern had a great experience, ask for a referral on an online employer review site.

VIRTUAL & BLENDED INTERNSHIPS

Our "new normal" has forced companies to rethink workplace norms. While working from home has increased productivity and contributed to greater employee satisfaction for many businesses, recruiting and developing talent in this context has proved to be a challenge. Internships remain an imperative strategy in building robust and skilled talent pools. We have compiled key tips and considerations to help you maintain quality internship programs. From on-boarding to project management, below you will find best practices to better support your interns.



VIRTUAL RECRUITMENT

- **Participate in online career fairs.** Connect with school career centers to promote your internships/co-ops virtually. GLI can assist you with these connections!
- **Get into the classroom, virtually!** Look at your job description and brainstorm what programs relate to your scope of work. Build relationships with these programs and engage in their curriculum development.
- **Offer virtual topical or professional development information sessions.** Provide specific career or skill-focused webinars to diversify awareness--think about what you can offer students to build your brand.

DIVERSITY, EQUITY & INCLUSION

- **Offer opportunities outside of the 9-5.** It is important to accommodate non-traditional schedules. Being inclusive to those who have families or obligations during the day can help tap into new talent pools in the virtual world.
- **Open the opportunity for a hybrid schedule.** Offering a hybrid schedule helps to find balance with those who would prefer to work from home and those who rather work in person.
- **Address barriers to work.** Commit to creating dialogue that addresses obstacles to work performance and efficiency such as childcare, transportation, and time management.
- **Provide wifi, laptop, and office supplies.** Advocate for interns that have fewer resources necessary for the job, when working from home. Provide these items at low or no cost to interns.

ENGAGEMENT

- **Make the onboarding process interactive.** On-boarding can be tough in a virtual setting. Offering virtual tours, videos from your staff, and hands on learning activities can help alleviate disconnection during the on-boarding process.
- **Offer a virtual break room.** Using video/chat platforms, providing a virtual break room will allow more candid conversation which will foster inclusion during remote work.
- **Provide 1-on-1 connection opportunities.** Connecting with interns on a regular basis will help managers and supervisors to better assess needs, foster effective communication, and help interns to feel more connected.
- **Create a mentor/buddy system program.** Establishing a meaningful mentoring system can help to engage interns and create relationships even in a virtual setting.
- **Make a welcome packet.** Providing a welcome packet with things like company info, points of contacts, and purpose sets the stage for the intern.
- **Give opportunities for intern collaboration.** Generating time for multiple interns at your company to connect will help them to share challenges, successes, and build relationships with each other.



MANAGEMENT

- **Offer Micro-internships.** Creating 2-4 week experiences will allow for more students to participate in internships that require a shorter time commitment.
- **Set realistic expectations for virtual work.** Develop guidelines to explain what virtual work culture looks like so that the expectations are clear to interns.
- **Commit to project-based learning opportunities.** Consider which projects are feasible in a remote environment. Provide clear instructions and give interns access to project management tools. Check in regularly to ensure they feel supported on their tasks.
- **Develop an internship syllabus.** An internship syllabus will help target learning goals and hold both managers and interns accountable during the experience. Providing specific, relevant, and measurable goals is key.
- **Allow multiple departments to provide projects.** Interns will maximize their knowledge of your company and build a more holistic picture of your industry if they are able to engage in a variety of interdepartmental projects.

TOOLKIT RESOURCES

SAMPLE JOB DESCRIPTIONS

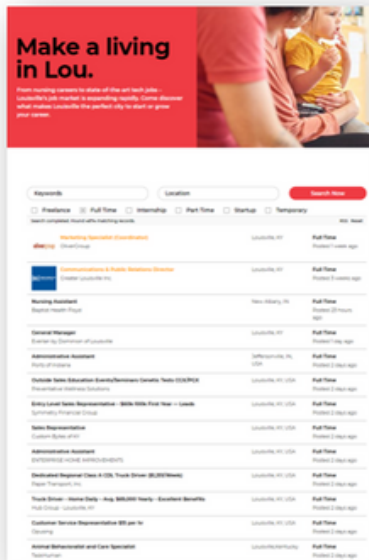
Visit greaterlouisville.com/talent to explore templates for job descriptions. Adapt and customize the templates to meet your company's needs. If your position is not listed on our website we are happy to offer a consult to assist in creating a description.

LIVE IN LOU JOB BOARD

Visit liveinlou.com/jobs to post your internship and job descriptions. Our team regularly connects with regional and national universities to inform students of amazing opportunities in greater Louisville.

INTERN NEEDS ASSESSMENT

Utilize this form to formalize your companies process for departments to request interns. This simple form ensures that department supervisors have thought through the basics of their intern needs making it easier to craft a detailed job posting and providing a better profile of an ideal candidate.



INTERN EVALUATION (EMPLOYER)

Providing a formalized feedback process is a great benefit to students for their own professional development. Explicitly stating where they have grown and developed skills will assist in future job searches and in building resumes. Additionally, some colleges and universities may require this for class credit.

INTERNSHIP EVALUATION (STUDENT)

This document provides students with an opportunity to provide feedback on their experience. With students' permission, you can also utilize these reviews in marketing materials and job postings. A great review goes a long way in attracting future talent.

- RESOURCES ARE LOCATED AT THE END OF THE TOOLKIT -

COMMUNITY PARTNERS

CAREER ACADEMY HIGH SCHOOLS

Build talent pipelines at local high schools offering intensive coursework in the region's top industries.



APPRENTICESHIP 502

Apprenticeship 502 is a partnership between JCPS, Jefferson Community and Technical College (JCTC), KentuckianaWorks, Greater Louisville Inc. (GLI) and the Manufacturing Skills Standards Council.



**THE ACADEMIES
OF LOUISVILLE**

GREATER LOUISVILLE INC. (GLI)

Connect with diverse talent pipelines, tap into industry-specific resources, and utilize talent development experts to build your program from scratch or scale existing opportunities.



GREATER LOUISVILLE INC.
The Metro Chamber of Commerce

LSHRM

Louisville Society of Human Resource Management (LSHRM) is committed to excellence in the practice of human resource management and is Kentucky's largest professional human resources organization with more than 600 members.



KENTUCKIANAWORKS

KentuckianaWorks, the Workforce Development Board for the Louisville region, oversees a variety of workforce programs for youth and adults including SummerWorks, Code Louisville, Kentuckiana Builds, and the local Kentucky Career Centers.



LIVE IN LOU

Post your internship and job opportunities on this greater Louisville-only job board. Download employer toolkits and relocation guides to help attract top talent from outside the greater Louisville region.



LOCAL UNIVERSITIES & COLLEGES

The greater Louisville region is home to many educational institutions who are eager to provide opportunities for students. GLI and Live in Lou work closely with school and university systems and can make connections for you. Contact us to discuss talent needs and facilitate introductions.

Intern Needs Assessment

To ensure the best fit, please provide a detailed description of your work expectations and the qualifications sought along with the duration period of the assignment. (This will aid in the interview process and the initial Human Resources screening for each applicant. Each immediate supervisor is required to interview his or her potential intern.)

Date of request:_____

Department:_____

Staff contact:_____

Phone:_____

How would you describe your department's responsibilities to an intern? (For example, Human Resources Department is responsible for recruiting, training, hiring, firing, etc.)

What will be your intern's title? (For example, Human Resource Recruiting Intern)

To whom will your intern report?

What will be the primary projects or responsibilities of the intern you select?

What other activities will the intern perform?

It's important that internships provide opportunities for professional growth and skill development. List three measurable learning objectives specific to the position. (Ex. Intern will utilize social media channels to market events.)

What are your desired skills or qualifications? (Include skills and attributes needed to perform the work and any items that might disqualify an applicant.)

What are your desired start and end dates?

What is the minimum number of hours per week the intern can work?

Are specific hours or shifts required for your intern?

Is there any other information you would like to provide?

Sample Job Description

Office Clerks

High School Level:

Kentucky Department of Education Curriculum:

This pathway is designed to provide students an advanced level experience that will propel them into the 21st century business world as they serve in positions such as college interns, administrative assistants, graduate assistants, and office managers. Instruction includes areas of fundamental business procedures, human resource management, time management software, workstation management, travel planning, financial reporting, payroll, mail procedures, effective communication skills, and ethical decision-making skills.

Certifications: A*S*K: Fund. of Business Concepts, Microsoft Office

Local Post-Secondary & Technical Training Programs: Vincennes University

More Career Information: <https://www.onetonline.org/link/summary/43-9061.00>

Sample Job Description:

About us: We want you to join our team! We are a national corporation headquartered in Louisville. Our company manufactures and distributes textiles used by designers all over the world. As a valued member of our team you will assist accounts receivable, ensuring that customers pay their bills in a timely manner. We are a hard-working team but we love to have fun together. Apply today to join our work family!

Job Responsibilities:

- Prepare invoices
- Run reports on overdue accounts
- Provide initial outreach to overdue clients
- Prepare and disburse refunds
- Create and maintain client databases
- Review and organize data
- Update billing cycle calendars

Our interns will build their skills in the following areas:

- Time management
- Organizational skills
- Attention to detail
- Client relations and customer service
- Basic accounting procedures

Qualifications: Applicant must have had a basic accounting course at the high school or college level. Applicants must pass a simple math test. Applicants should be proficient in Excel.

Compensation: \$12.00/hour

Program Perks: All interns will have the opportunity to apply as co-op students during the fall and spring semesters. Interns will be assigned a company mentor and they will have weekly goal check-ins to discuss acclimation to the company and long-term goal setting.

See more sample descriptions online at greaterlouisville.com/internships

Intern Evaluation (Employer)

Please provide your candid evaluation of this student's performance or skill level in each of the following areas. This evaluation is not confidential and we encourage you to share it with the student. The student may also wish to use this evaluation form as a reference for future employment. Feel free to use the back of this sheet, additional pages, or even write a letter of support for the student for the student's use in seeking future employment.

Name of Intern:

Date:

Name of Supervisor:

What were the three learning objectives you set for your intern and to what extent did they meet them?

1=Not at all 2=Limited/minimal progress 3=Adequate/average progress

4=Above average progress 5=Exceptional progress

1.

Rating: ____

2.

Rating: ____

3.

Rating: ____

How did they perform with respect to their core job responsibilities?

Skill Assessment

On a scale of 1 to 5, please evaluate the intern's performance in each of the following areas.

1=Lacks this skill 2=Limited/minimal skill level 3=Adequate/average skill level

4=Above average skill level 5=Exceptional skill level

1. Communication Skills

- ____ a. Demonstrates oral communication skills required for the job
- ____ b. Writes clearly and concisely
- ____ c. Is willing to speak up, communicate information, and ask questions
- ____ d. Listens to feedback and works to improve

2. Problem-Solving/Decision-Making Skills

- ____ a. Analyzes situations and takes appropriate action
- ____ b. Offers creative solutions to problems
- ____ c. Collects and analyzes information relevant to completing a task and establishes a course of action within the given timeframe
- ____ d. Resolves problems in an appropriate timeframe

3. Teamwork

- ____ a. Establishes rapport and credibility among team members
- ____ b. Shares information and resources with others
- ____ c. Assists and cooperates with co-workers
- ____ d. Demonstrates willingness to put forth extra time and effort
- ____ e. Assumes appropriate leadership role(s)

Intern Evaluation (Employer) Cont'd

4. Self-Management

- ☐ a. Produces high-quality, accurate work
- ☐ b. Seeks new strategies when current approach is not effective
- ☐ c. Displays good judgment and establishes priorities
- ☐ d. Uses time efficiently
- ☐ e. Demonstrates ethical behavior
- ☐ f. Arrives on time and maintains agreed hours

5. Initiative

- ☐ a. Seeks opportunities to learn
- ☐ b. Takes initiative to get a job done, even if not specifically told to do so
- ☐ c. Acts decisively on critical issues
- ☐ d. Overcomes obstacles and problems
- ☐ e. Sets and communicates goals; follows-up with results

6. Technical Skills

- ☐ a. Possesses the technical skills required for this position
- ☐ b. Is willing to learn new skills and enhance existing technical skills
- ☐ c. Uses appropriate technology for tasks
- ☐ d. Uses technology to perform effectively

Overall Evaluation

1. How would you assess the overall value this intern provided for your operation?

- Very Valuable · Somewhat Valuable · Very Limited Value/No Value

2. How would you assess the intern's overall performance?

- Outstanding · Above Average · Satisfactory · Below Average · Unsatisfactory

3. Please list your interns top three strengths and include examples where they demonstrated these strengths.

4. Please list a few suggestions of areas for growth.

Comments

What would you recommend for this student to do following his/her internship to make him/her better prepared for the workplace (i.e., courses, activities, skills acquisition, programs)? Please be as specific as possible.

Internship Evaluation (Student)

Please complete this evaluation upon completion of your internship program. This form is designed to help you reflect upon your internship experiences, and also to provide feedback to your employer. Feel free to use the back of this sheet or additional pages for any additional comments. The employer may use the comments provided as a testimonial for the company and its future internship programs.

Name of Intern:

Date:

Name of Supervisor:

What learning objectives you set with your supervisor and to what extent did you meet these?

1=Not at all 2=Limited/minimal progress 3=Adequate/average progress
4=Above average progress 5=Exceptional progress

1.

Rating: ____

2.

Rating: ____

3.

Rating: ____

What could your supervisor or the organization have done better to help you meet these objectives?

To what extent did your internship experience help you build skills in the following areas:

1=Not at all 2=Minimal development 3=Adequate development
4=Above average development 5=Exceptional development

1. Communication Skills

- ____ a. Demonstrate oral communication skills required for the job
- ____ b. Write clearly and concisely
- ____ c. Willing to speak up, communicate information, and ask questions
- ____ d. Listen to feedback and work to improve

2. Problem-Solving/Decision-Making Skills

- ____ a. Analyze situations and take appropriate action
- ____ b. Offer creative solutions to problems
- ____ c. Collect and analyze information relevant to completing a task and establish a course of action within the given time frame
- ____ d. Resolve problems in an appropriate time frame

3. Teamwork

- ____ a. Establish rapport and credibility among team members
- ____ b. Share information and resources with others
- ____ c. Assist and cooperate with co-workers
- ____ d. Demonstrate willingness to put forth extra time and effort
- ____ e. Assume appropriate leadership role(s)

Internship Evaluation (Student) cont'd

4. Self-Management

- ☐ a. Produce high-quality, accurate work
- ☐ b. Seek new strategies when current approach is not effective
- ☐ c. Display good judgment and establish priorities
- ☐ d. Use time efficiently
- ☐ e. Demonstrate ethical behavior
- ☐ f. Arrive on time and maintain agreed hours

5. Initiative

- ☐ a. Seek opportunities to learn
- ☐ b. Take initiative to get a job done, even if not specifically told to do so
- ☐ c. Act decisively on critical issues
- ☐ d. Overcome obstacles and problems
- ☐ e. Set and communicate goals; follow-up with results.

6. Technical Skills

- ☐ a. Possess the technical skills required for this position
- ☐ b. Willing to learn new skills and enhance existing technical skills
- ☐ c. Use appropriate technology for tasks
- ☐ d. Use technology to perform effectively

Comments

1. The job orientation provided to you by your employer was:

• Very Thorough • Sufficient • Inadequate

2. Please assess the job responsibilities your employer assigned to you:

• Difficult To Achieve • Challenging, But Attainable • Not Challenging

3. How would you assess the overall educational value of your internship experience?

• Very Valuable • Generally Worthwhile • Of Some Value • Very Limited Value/No Value

4. How would you assess your overall performance?

• Outstanding • Above Average • Satisfactory • Below Average • Unsatisfactory

5. What suggestions do you have to improve the quality of this internship (please include any specific recommendations you have that might be useful to your employer supervisor or your faculty coordinator.)

6 What has been the effect of this internship on your career goals?

7. What recommendations would you like to provide to the employer for future internship programs?

SUMMER WORKS



**SUMMERWORKS DEVELOPS LOUISVILLE'S
YOUNG TALENT BY HELPING PREPARE
AND CONNECT YOUTH TO SUMMER JOBS,
CAREER OPPORTUNITIES, AND
SUPPORTIVE NETWORKS.**

VISIT [SUMMERWORKS.ORG](https://summerworks.org) TO LEARN MORE

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work
create*

**live
in
lou.com/jobs**

**POST YOUR OPEN POSITIONS
ON GREATER LOUISVILLE'S
ONLY LOCAL JOB BOARD.**

an initiative of **[GLI]** GREATER LOUISVILLE INC.
The Metro Chamber of Commerce

QUESTIONS?

If you are interested in learning more about developing internship programs, please connect with our team. Download a digital copy of this guide at LiveInLou.com/Employer-Toolkit.

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