



INTERNSHIP TOOLKIT 2019

WHAT IS AN INTERNSHIP?

An intern, by definition, is “a professional in training.”

An internship is any carefully monitored work or service experience in which students have **intentional learning goals** and reflect actively on what they are learning through their tenure.

Common characteristics include:

- Typical duration of **three months up to one year**.
- **Part-time or full-time** commitment.
- **Paid or unpaid** (usually dependent on industry).
- Connection to **an educational program** with academic credit (important note: academic credit is offered by the academic unit or department and must be arranged by the student, not Career and Student Employment Services; the employer is not responsible for applying or arranging academic credit for the student.)
- Non-credited experience with a **strong training component**.

Alternatively, some organizations and industries refer to this type of student employment as **cooperative education**, or “co-op.” Co-op positions **are most common among Engineering and other STEM-related fields**. Often, students in co-op opportunities may attend school full-time for one semester, then work full-time the next semester, alternating periods of work and school until their college program is completed. More information regarding co-op programs is available in the corresponding college and/or program department.

The **National Association of Colleges and Employers** (NACE) defines an internship as:

“a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths, and give employers the opportunity to guide and evaluate talent.”

Importance of Internship Programs

Benefits for Employers

- Internship programs can **create or strengthen connection** to education to ensure that supply and demand of skill sets are properly aligned.
- Internship programs are an **inexpensive recruiting tool** and an opportunity to train future employees. The opportunity to evaluate prospective employees while they are working for the organization can **reduce significant costs** in finding new talent.
- Interns bring **current technology and ideas** from the classroom to the workplace, thereby increasing an organization's intellectual capital.
- Interns can be another source for the recruitment of diverse employees into your workforce.
- An internship program can supply easily **accessible sources** of highly motivated experienced professionals.
- Interns can **provide a management opportunity** for mid-level staff.
- Internship programs are **great marketing tools** for an organization if executed properly.

Benefits for Interns

- Internships are an excellent way to **learn about an industry** of interest while also acquiring some of the necessary skills and tools for success in that industry.
- Internships can **satisfy certain college program requirements** and possibly allow students to earn college credit, enriching the college experience and preparing for entrance into the workforce.
- Internships are a great way of **building a relationship** with an employer in an industry of interest. This relationship can open doors to future positions and networking opportunities that can strengthen one's career.
- Interns participating in an internship are typically **more engaged in their learning** and develop a better work ethic and more skills and abilities. These interns later become more dedicated employees and involved community members.
- Internships can give students **real-life experience** in their potential future choice of career while still in school.

Top 3 Things All Interns Need

1. Detailed job description that outlines tasks, projects, and learning objectives.
2. Mid-way evaluation to give feedback part-way through the assignment.
3. End of internship evaluation to provide final feedback and potential for future employment opportunities and/or letters of recommendation.

5 Steps of Hiring an Intern

1. Job description, pathway to success (see appendix 2, pages 7-9)
2. Hiring process: interviewing, hiring timeline (see appendix 3A and 3B, pages 10-16)
3. Onboarding: orientation, mentor/buddy program (see appendix 4, pages 17-19)
4. Training
5. Evaluations (Pre and post hire)

Recommended Perks for Interns

- Supervisor
- Mentor
- Orientation program
- Variety of work/projects
- Meaningful work/projects
- Departmental job shadows or rotations
- Outreach to other interns (if applicable)

Other Resources

- Terms of paid or non-paid internship
- Exit interview
- Acceptance/decline letter (see appendix 5, pages 20-21)
- National Association of Colleges and Employers (NACE) 15 Best Practices for Internship Programs. Visit: <http://www.nacweb.org/talent-acquisition/internships/15-best-practices-for-internship-programs/>

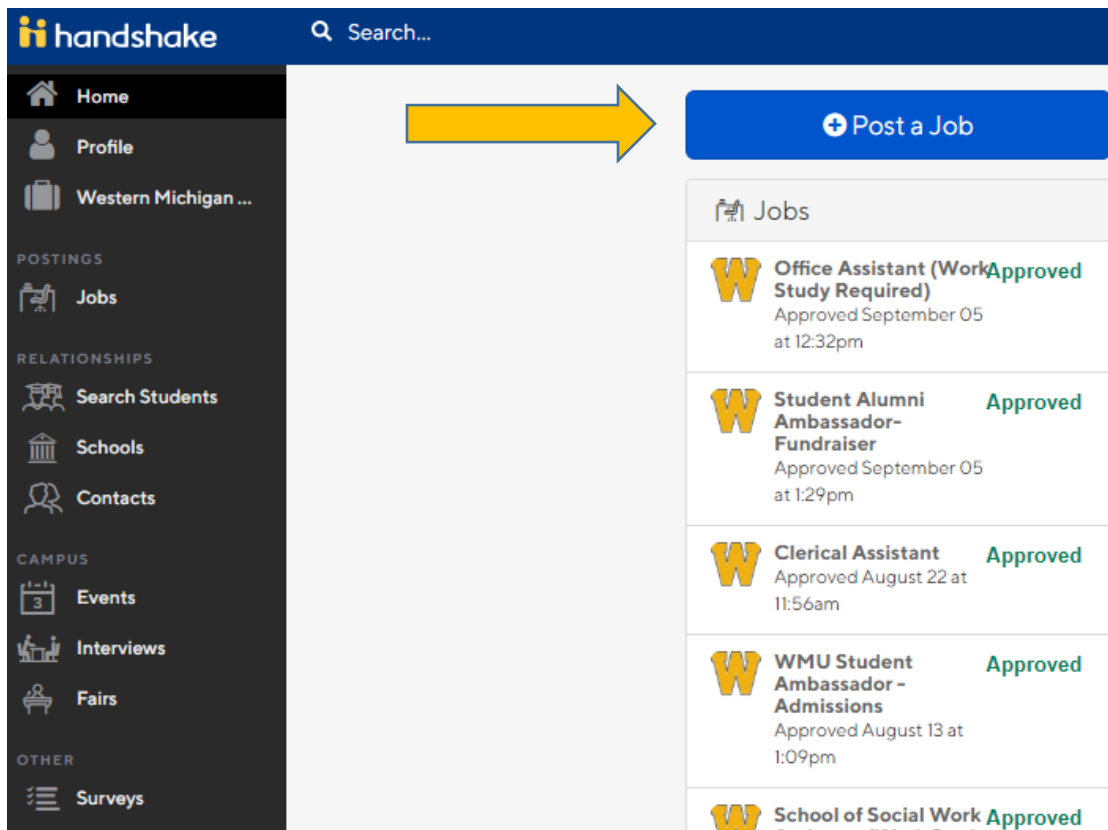


APPENDIX 1

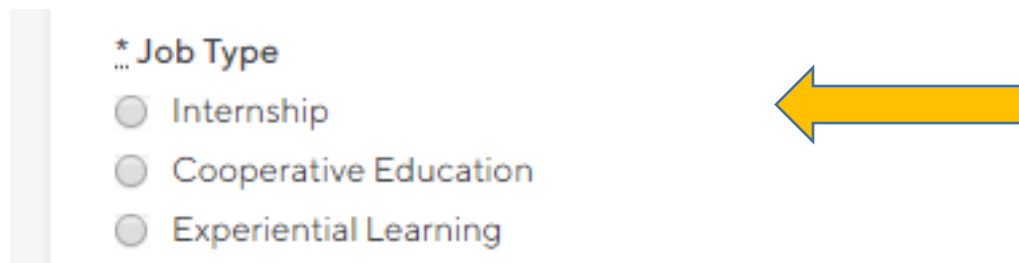
Posting an Internship to Handshake

Step One: Log-in at wmich.joinhandshake.com

Step Two: Click on the “Post a Job” quick access button on your home screen



Step Three: Fill out the pertinent information and be sure to select “Internship” for Job Type



For technical help, go to wmich.edu/career/employers/jobpostings

APPENDIX 2



Job Description

Job Details

- Title: Human Resources Intern ID: HUMAN0006
- Department: Human Resources Employment Type: Full Time
- Reporting To: Director of Human Resources

Position Summary

- The Human Resource Intern will assist in the day-to-day operations of the Human Resource Department to include; hiring and onboarding of new team members, payroll processing, benefits administration, attendance tracking and performance management.

Essential Duties and Responsibilities

- Hiring & Onboarding - Assists with recruitment of new hires and completion of new hire paperwork. Prepare items required for new hire orientation.
- Payroll Administration - Assist with each payroll ensuring accurate completion of the payroll process. Audits time cards in accordance with AmeriFirst payroll policies. Assist in communication and answering of payroll questions.
- Benefits Administration - Assists in the enrollment of new and existing team members into benefit plan(s). Assists in auditing monthly benefits billing invoices. Completes the COBRA notification process with vendor. Prepares and distributes 401(k) enrollment packets to eligible participants.
- Performance Management - Gain experience and knowledge of the performance management system and process, assisting with running daily reports and sending notifications. Assists with creating new job descriptions. Participate in performance management training of new hires.
- Miscellaneous Duties - Prepares and maintains team member personnel files. Assist in answering questions explaining human resource policies and procedures to new and existing team members in a positive and friendly manner.
- Maintains company phone directory. Maintains compliance with federal/state/local laws to ensure integrity and confidentiality of files. Performs other tasks as assigned.

Job Specific Competencies

Communication

- Communicates accurately, effectively, appropriately and with a positive attitude.

- Uses good judgment as to what to communicate to whom as well as the best way to get that accomplished.
- Speaks in a clear and credible manner, selecting the right tone for the situation and audience.
- Listens to others. Customer Focus
- Personally demonstrates that external (or internal) customers are a high priority.
- Identifies customer needs and expectations and responds to them in a timely and effective manner.
- Anticipates and prevents delays or other things that can adversely affect the customer.
- Keeps customers informed about the status of pending actions and inquires about customer satisfaction with products or services.

Quality/Quantity of Work

- Establishes a track record of producing work that is highly accurate.
- Complies with policies and procedures.
- Demonstrates attention to detail and reflects well on the organization.
- Personally commits to high quality work and encourages others to have similar standards.
- Makes sure that quality does not suffer as quantity of work increases.
- Works effectively with peers and carries appropriate share of team workload.

Teamwork

- Is an effective team player who adds complementary skills and contributes valuable ideas, opinions and feedback.
- Communicates in an open and candid manner and can be counted upon to fulfill commitments made to others.

Positive Outlook

- Tends to stay positive, even when others sound negative or struggle to remain upbeat.
- Sees and provides others with concrete reasons to believe that things will work out well.
- Notices and acknowledges things that are going well, especially during stressful times.

Dependability

- Follows through and meets commitments.
- Establishes a pattern of working independently, meeting reasonable deadlines, and accepting responsibility for own actions.
- Demonstrates the importance of work to customers and peers.
- Arrives at work on time and ready to contribute.
- Comes to meetings well-prepared.

Concern for Team Member Satisfaction

- Clearly demonstrates a desire for a high level of satisfaction among Team Members.
- Communicates regularly with existing Team Members.
- Makes it clear that Team Members can initiate conversations about concerns or issues.
- Accurately assesses the level of Team Member satisfaction through both confidential surveys and ongoing dialogue.

Preferred Education

- Minimum of 3.0 GPA or higher.

- Enrolled in a degree program such as Human Resources, Business Administration or related field.

Core Values

Work-Life Balance

- All work and no play? Not at AmeriFirst. High professional expectations must be matched with living a balanced life.

Honesty & Integrity

- We tell the truth and do “the right thing,” even when it’s not the easiest choice.

Lasting Relationships

- Business is about relationships. We work to develop and keep quality relationships through our everyday interactions with our borrowers, business contacts and team members.

Agility in a Changing World

- We embrace challenges and changes with the expectation of success. We see changes as an opportunity to excel.

Professional Growth & Development

- We are committed to improving and becoming better. From personal studies to professional training, development happens purposefully & consistently.

Fairness & Respect for Others

- We operate under the Golden Rule. Do you treat others the way you expect to be treated? Be fair. Show respect.

Make a Meaningful Difference in The Lives of Others

- Help others. Give back. Volunteer. Show an interest in improving our team and the world around you.

Skills and Abilities

1. Strong written and verbal communication.
2. Proficient in Microsoft Office (emphasis on Excel).
3. Ability to multi-task in a fast paced environment.
4. Maintain confidentiality in all duties.
5. Maintain a positive attitude and outlook in all interactions.
6. High attention to detail.

Team Member Statement of Understanding

This job description is intended to describe the general nature and level of the work being performed by Team Members in this job. It is not intended to be a complete list of all responsibilities, duties, and skills required for this job. Team Members may perform other related duties as assigned. By electronically signing this document, you acknowledge that you have read the above job description and understand the requirements, essential duties and responsibilities of the job.

APPENDIX 3A



WIGHTMAN
it's all about people

Interview Assessment Form

Candidate Name:	
Position Title:	
Interview Type:	
Interviewers:	

Job Specific & Value Question Notes

Q1: Please tell me a little bit about your most recent position
LB

Q2: Coming into a new organization, what is the first thing you would focus on?
AP

Q3: What would be your role in creating a Great Workplace?
GH

Q4: What do you value in work? What do you value in life?
BL

Behavioral Based Questions

Q1: Please tell me about your biggest accomplishment to date and your biggest failure – in life or in work.
GV

Q2: Please tell me about a situation where you had to solve a significant problem that you were not able to solve on your own. What was the problem and how did you go about solving it?
KM

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Q3: Please tell me about a situation when you worked with someone who you had a conflict with or difference of opinion. How did you overcome that conflict?

AP

Q4: Imagine a situation where one senior leader has asked you to work on something that will take you all day and leaves no room to do other work. A couple hours later the president tells you that you are needed urgently to solve a problem that has to be solved immediately. What do you do?

BL

Overall Impression

Candidate is suitable for hire?	
Candidate Strengths	
Candidate Weaknesses	

Demonstrated Desired Behavior Teamwork Decision-Making Leadership Communication Integrity Other	

Interviewer Name	
Interviewer Signature	
Interview Date	
Recommended Next Step	

APPENDIX 3B



Internship Screening Form

INTERVIEW DATE:
CANDIDATE:

INTERVIEWED BY:
POSITION:

SECTION ONE: Background & Work Experience

- Tell us a little bit about yourself and what you are looking to do.
- Talk to us about the classes you've taken. In your classes, did you gain any survey experience? When are you graduating?
- Talk to us about any previous work experience.
- What interests you in working with Wightman & Associates? *(Interviewer to ascertain what they know about WAI, if they have looked at the website)*

SECTION TWO: Team orientation and Goals

- Describe the structure of any team you've been part of at work or in class.
- Do you prefer to work individually or as part of a team?
- Where do you see yourself in 3-5 years?
- What interests to have outside of work and school? Do you participate in any community activities?

SECTION THREE: Software Skills

Please indicate your level of proficiency (*tick if applicable*) in using each of the following Software Applications:

<u>SOFTWARE</u>	<u>Basic</u>	<u>Intermediate</u>	<u>Expert</u>	<u>Comments</u>
<u>General Office</u>				
Microsoft Excel				
Microsoft Word				
Microsoft Powerpoint				
Microsoft Outlook				
Microsoft Project				
<u>2D Design</u>				
Adobe Illustrator				
Adobe In Design				
Adobe Photoshop				
Adobe Acrobat				
- PDF file creation & low res. PDF files				
<u>3D Design</u>				
SketchUp				
<u>Drawing:</u>				
Vectorworks				
Revitt				
AutoCad				
<u>MDOT Civil Design – Merl</u>				
<u>Civil 3d Auto CAD</u>				
<u>Modelling:</u>				
Cinema 4D				
3D StudioMax				
Renderworks				
Rhino 3D				
Solidworks				
<u>Other Applications</u>				

Notice Period and Salary Expectation:

If you are successful in gaining employment with WAI, we would like to ensure we can offer a salary and benefits package which is attractive to you and competitive in the current market. Please provide the following details:

Availability to start?

Any restrictions to make note?

Current or Previous Pay (if applicable)?

New position salary expectation?

Please rank order of preference
of the 3 offices:

_____ Allegan

_____ Benton Harbor

_____ Portage

What other benefits do you currently have they I should be made aware? (eg. Medical Cover, Life Insurance etc.)

How much vacation or other PTO do you currently receive?

Education, Training:

Highest Education completed:

Other related education:

Relevant training programs: (Including: presentation, selling, negotiation skills):

APPENDIX 4



AVB New Hire Orientation Process

1. Welcome
 - Lobby Television to have “AVB Welcomes New Hire, Joe Smith, Commercial Superintendent, 9/17/18”, along with an organization announcement/bio and a picture (if we can find one of the new hire), which will run on the television on their first day. Also include on AVB intranet site.
 - Organizational announcement will be emailed to all AVB employees by Hiring Manager.
 - Tour of AVB office building and introductions to AVB employees by Hiring Manager/or HR, if Hiring Manager not available (intent is to have Hiring Manager active in New Hire’s first day).
 - Provide AVB swag (i.e. AVB ball cap, stylus if position requires the use of an iPad)
2. Human Resources
 - New Hire paperwork
 - AVB benefits offered
 - AVB Employment policies (i.e. dress code, vacations, etc.)
 - AVB HR procedures (i.e. requesting vacation, FMLA, STD)
 - Wellness initiatives/events (Borgess Marathon, flu shots)
 - AVB Logo wear
 - Access to AVB building after hours (key fob)
 - Business Cards
 - Coordinate AVB headshot, discuss press release
3. Principal
 - AVB Brand (proper use of logo, email tag lines, format, etc.)
 - Mission/Vision/Values
 - AVB Culture
 - Community Relations
 - AVD overview
4. Lunch with Hiring Manager and/or co-workers
5. Hiring Manager
 - Overview of department
 - Current/upcoming projects
 - Department meetings

- Performance expectations, goals, dashboard
- 6. Introduction to Mentor (hiring manager to identify)
 - Orient new hire to department processes/procedures
 - Orient new hire to contacts
 - Orient new hire to computer software used
- 7. IT
 - Provide laptop, iPad
 - Provide instruction on office machines
 - Provide instruction on technology in conference rooms
 - Drives, recovering drives
 - Welcome letter with all passwords
- 8. Accounting
 - Commercial Accounting (Commercial new hires only)
 - i. Expense report/mileage
 - ii. Proper use of cost codes and job numbers when requesting a check for a permit and/or reviewing/approving monthly invoices/payapps
 - iii. Direct subcontractors/vendors to submit billings directly to accounting
 - iv. Direct questions regarding billing requirements directly to accounting (standard AIA, Sworn Statement, Waivers)
 - v. Invoice/Change Order/Billing Timeline and how each one effects the other in meeting deadlines
 - vi. Communication with accounting regarding new projects starting
 - vii. Owner contract signed and forwarded to PE to initiate accounting kickoff meeting
 - viii. Notice of Commencement filed
 - ix. Importance of subcontracts issued and insurance certificates received before being on site
 - x. Communicate with accounting on any payment holds needed or holds on retention
 - xi. AVB Vehicle usage requirements
 - Residential Accounting (Residential new hires only)
 - i. P-Card program
 - ii. Payment Schedule (subs)
 - iii. Timberscan process
 - iv. Purchase order process
 - v. Billing & review process
 - vi. Cost code list/job list
 - vii. C of O
 - viii. Change order process
 - ix. Close out process
 - x. Escrow process
 - Payroll
 - i. Timesheet procedures
 - ii. WFN paperless option
- 9. Safety
 - Safety orientation and training program

- Provide safety vests, hardhat, safety glasses, etc.
 - Discuss injury reporting (workers comp)
10. Financial Overview by CFO
 11. Residential Estimating Overview
 12. CAD Overview
 13. Sales Overview
 14. Selections Overview
 15. Customer Service Overview
 16. Commercial Estimating Overview
 17. Tour of various AVB Communities and AVB Commercial Projects
 18. 1 week follow-up by Hiring Manager and HR
 19. 30 Day follow-up by HR and Mentor
 20. 60 Day follow-up by HR and Mentor
 21. 90 Day New hire survey/questionnaire and follow-up by HR to gather feedback regarding onboarding/experience
 22. 90 Day Performance Review with Hiring Manager
 23. Ongoing monthly performance discussion with Hiring Manager
 24. One year Performance Review with Hiring Manager

APPENDIX 5



XX/XX/201X

STUDENT NAME

1234 Road

City, State Zip Code

United States of America

Dear STUDENT,

It is with pleasure that I confirm COMPANY's employment offer to you as detailed below.

- Job Title:
- Duration of Assignment: XX/XX/XXXX to XX/XX/XXXX
- Division:
- Reporting to:
- Hourly Rate: \$X per hour, paid weekly, one week in arrears, each Friday
- Work Schedule: You are expected to work 40 hours per week. You are required to obtain approval from your manager before working overtime (over 40 hours per week.)

Paid Company Holidays:

Housing Assistance: Living Stipend

* You will receive a total living stipend of \$X for Summer employment.

Sign-on Bonus: \$X

* A Sign-on Bonus is a one-time bonus payable to you in your first paycheck, subject to all employment taxes and contingent on the terms of the attached Sign-On Bonus Terms and Repayment Obligations.

This offer is contingent upon your representation that there are no contractual impediments or obligations which would restrict your acceptance of this offer and upon your execution of COMPANY's Confidentiality, Intellectual Property, Non-Competition and Non-Solicitation Agreement. Furthermore, this offer is made with the understanding that you will not bring with you to COMPANY confidential or proprietary information belonging to any of your previous employers and that you will refrain from disclosing to us, or using while employed by us, any such confidential or proprietary information. Pursuant to Company policy, you are expected to comply with any non-disclosure, non-compete, non-solicitation and other provisions of agreements with your previous employers. If at any time before or during your employment you discover any non-compete or non-solicitation agreement(s) that were not disclosed previously, please contact Human Resources immediately, as such agreement(s) may impact your employment with COMPANY.

This offer is also contingent upon the satisfactory completion of pre-employment reference and background checks and/or a preemployment drug-screening test. Failure to do so within the designated time frame may prevent you from starting on the date listed above or COMPANY rescinding your offer of employment.

On your first day of employment, we will review and complete the forms you must fill out as part of your orientation process. The Immigration Reform and Control Act (IRCA) require us to verify that you are authorized to work in the United States. Accordingly, we ask that on your first day you bring appropriate verification documents, as set forth on the attached I-9 List of Acceptable Documents.

To protect the interests of the Company and its customers, all employees are required to comply with the Company's Code of Conduct and applicable Employee Handbook. In accepting employment with us, you agree to abide by the Code of Conduct and the guidelines set forth in the Handbook, as well as any changes to it, which will be communicated to you. While this letter is intended to summarize our offer, it does not constitute a contract of employment, either expressed or implied and does not modify or alter the at-will status of your employment. The aforementioned statements of Company policy, practices, and benefits do not constitute the terms of an employment contract, either expressed or implied. Further, the Company maintains the right to change its policies and procedures without notice. Please take a few moments to review the enclosed new hire paperwork. Completion of all necessary paperwork will ensure a smooth transition into your new role with us.

Your hiring manager, HIRING MANAGER NAME, and I are looking forward to you joining us and hope that you find your employment with us enjoyable and professionally rewarding. To accept this offer, please sign this letter on the space provided below and return it to me no later than XX/XX/XXXX. If you have any questions, please feel free to contact me at PHONE NUMBER.

Please bring the original copy of the signed letter on your first day of employment. Again, congratulations STUDENT NAME and welcome to COMPANY.

Sincerely,

RECRUITER NAME
University Recruiter

I accept this offer of employment with COMPANY and agree to the terms and conditions outlined in this letter:

STUDENT NAME

____/____/____

Date

c: Employee file, Hiring Manager

Sign-On Terms and Repayment Obligations

I, STUDENT NAME, acknowledge that I will receive a sign-on bonus of \$X, less taxes, from COMPANY. I understand that this money is considered taxable income and will be reflected on my W-2 earnings in the year it is received. I understand and agree that if I voluntarily leave the employ of COMPANY prior to one year from my hire date, I must repay the sign-on bonus to the Corporation.

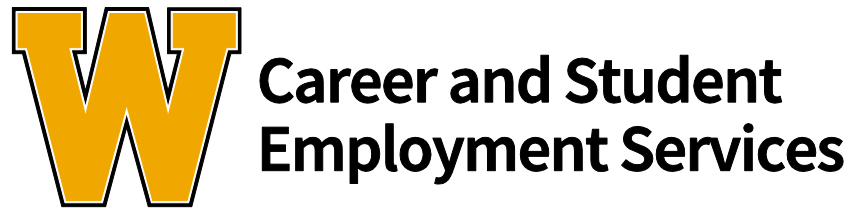
STUDENT NAME

____/____/____

Date

NOTES

[illegible]



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