



Employer Internship Guide

The Purpose of This Guide

The UT Tyler Employer Internship Guide is a comprehensive handbook designed to help organizations design, manage, and evaluate high-quality internship experiences. It serves as a strategic resource for employers transitioning from simply "hiring help" to hosting structured internships that benefit both the student and the organization.

Key Objectives of the Guide

Program Design: Assists employers in building formal internship programs from the ground up rather than relying on informal "shadowing".

Talent Pipeline Development: Helps organizations vet potential full-time hires in a low-risk environment.

Quality Standardization: Defines what constitutes a true internship, emphasizing learning objectives, professional supervision, and the integration of classroom theory with practical application.

Operational Support: Provides practical tools for the entire internship lifecycle, including:

- Creating effective job descriptions.
- Recruiting via the Handshake platform.
- Onboarding and professional skills training through the BE A PRO Professionalism Training program.
- Conducting interviews and performance evaluations.

Administrative Framework: Offers a toolkit of ready-to-use documents, such as internship agreements, time logs, and exit surveys, to ensure a structured and mutually beneficial experience.

Why Build a Formal Internship Program?

By moving beyond informal "shadowing" and establishing a structured program, your organization gains several strategic advantages:

- **Access to Fresh Perspectives:** Our students bring the latest academic theories, technological proficiency, and a "new set of eyes" to your existing processes.
- **Building a Talent Pipeline:** Think of this as a low-risk, high-reward trial period. You aren't just filling a temporary seat; you are vetting potential full-time hires for the future.
- **Leadership Development:** Tasking your current staff with managing an intern is an excellent way to develop their own supervisory and mentorship skills.

What Benefits Do Internships Have For Employer Partners?

When implemented well, internships have many benefits for both the organization and the student. If you are considering having an intern in your organization, here are some potential opportunities from the program:

- Gain short term talent to assist current employees and increase your team's productivity
- Attract enthusiastic workers who can contribute new ideas and bring fresh, innovative perspectives
- Evaluate a potential future employee and create a pipeline for candidates
- Gain access to students with special skills and/or knowledge
- Offer management experience to employees seeking supervisory experience

Our Commitment to You

The University of Texas at Tyler is dedicated to supporting you throughout this process. We don't just provide the talent; we provide the support system to help you manage it. Whether you are a small startup or an established local business, this guide will help you transform a student's curiosity into your company's competitive advantage.

What Is An Internship?

According to the National Association of Colleges and Employers (NACE), an internship is 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.

What Benefits Do Internships Have For Students?

Interns benefit in the following ways:

- Gain a full and realistic view of the workplace and hands-on work experience
- Integrate academic coursework with practical application and skill development
- Network with professionals in the intern's field of interest
- Explore career interests, uncover talents, and develop transferable skills
- Earn college credit
- Fulfill degree requirements
- Gain possible full-time employment

When Do Internships Begin? How Long Do They Last?

While traditional internships typically align with the academic calendar—lasting approximately 15 weeks during the fall, spring, or summer semesters—project-based internships offer greater flexibility. These engagements can launch at any time and are tailored to the specific timeline of the deliverables required.

How Do Internships Differ From Other Jobs?

Internships must include specific learning objectives for the student. In the classroom, the student builds a knowledge base from lectures, assigned reading, exams, and class projects. Through internships, student interns learn through the practical application of what was gained in the classroom.

To be truly defined as an internship, the experience must be:

- Related to the intern's intended career field or coursework.

- Facilitated by an internship supervisor who provides regular constructive guidance, evaluation, and feedback.
- Targeted toward a learning objective, which the intern engages in and reflects upon throughout the course of the internship.

Creating an Internship Job Description

Developing an internship job description is one of the most important steps in the preparation phase of your internship program. Treat the job description as an invitation for candidates to join your organization.

Start by looking at answers to the following questions.

- What is the main goal of your organization's internship program? What does your organization hope to achieve from the program?
- Review the current projects and activities and determine program needs. Are there areas of your current work you would like to further develop? Are there new projects you would like to start?
- Will the internship encompass one major project or a variety of small projects? Will the project offer a good learning experience and meaningful work for the intern?
- How many interns will you need? Specify by major, academic level, and the needed skills
- When will the interns be needed?
- How many hours a week will you need the intern?
- Who will supervise and mentor the intern?
 - Look for supervisors and mentors who like teaching and training others. Ideally, they should be knowledgeable about the project, approachable, encouraging, and reliable to provide support to the student.
- What resources will the interns require?
 - Consider the workspace: Where the intern will sit, computer equipment, phone, office supplies, etc.?

An effective job description should:

- Introduce the organization and outline unit goals, mission, and culture
- Outline the internship responsibilities and potential tasks/projects
- List the necessary minimum qualifications and desired qualifications, skills, and knowledge
- Describe the skills students can expect to learn during the internship
- Specify internship duration and work hours expected (number of hours per week, possibility of flexible time, etc.)

Advertising Internships and Recruitment

Campus Recruiting and Career Fairs

Career fairs and campus recruiting are great places to find qualified and interested candidates. This outreach strategy provides you with candidates who are motivated to work for your organization and in your field. When possible, encourage managers and staff who will work with the intern to register for career fairs so they can talk with interested candidates about the work they would be doing. Students will be able to meet your team and the team they would potentially be working with.

How Does the Internship Process Work at UT Tyler?

The University of Texas at Tyler utilizes the Handshake platform to allow employer partners to post internships at no charge. Internship postings are reviewed and approved/rejected based on the information contained in the postings. The steps below will help you get started on Handshake and connect directly with UT Tyler students.

Join Handshake Today! Once your employer account is set up, you can begin posting internship opportunities.

Step 1: Sign up for an [employer account](#)

Step 2: Confirm your email account

Step 3: Once you've created your user account, you'll be asked to connect with a company account. If your company doesn't have an account, you can use this Handshake guide to help you create one: [Creating a New Company Profile](#)

Step 4: To connect with UT Tyler and perform recruiting activities, you can **either:**

- Post a job to the school(s) you want to recruit from.
 - Learn [How to Post a Job](#).
- Email us at careersuccess@uttyler.edu and ask to be approved if you do not have a job to post.

Intern Interview

Intern Interview Questions

This may be an intern's first professional experience. Interview questions should focus on identifying motivation for the internship, current level of knowledge, skills, and compatibility with the goals for the internship. As with hiring any candidate, you should involve other team members in the interview and selection process to gain multiple perspectives on each candidate and start building relationships that would lead to future successful collaborations.

Below are some sample question groups that you might consider asking interns. In addition, you might also want to ask job and skill-specific questions.

General Questions – focus: get to know the candidate

- Tell me what interests you about this opportunity?
- What are your strengths?
- Where do you think you have opportunities for improvement?
- What accomplishments are you most proud of?
- Do you work better under pressure or with time to plan and organize?

Academic or Professional Interests Questions – focus: learning the candidate's work habits and interests

- What are your career goals (a.k.a. where do you see yourself in ____ years)?
- Why did you choose your major or area of study?
- What were your favorite/least favorite classes? Why?
- What did you enjoy most about your last job?
- How would your professor or past supervisors describe you?

- Describe your research experience.
- Tell me about your coursework; in what ways is it relevant to this position?
- Tell me about any volunteer or community service experience.
- What skills do you want to gain from this experience, and what skills can you offer us?
- Why do you consider this to be a good opportunity?

Internship Related Questions – focus: gauge fit for the position and candidate motivation

- Why are you interested in this internship?
- Why do you think you are qualified for this opportunity?
- What makes you unique from other candidates?
- What job-related skills have you developed that may help you in this internship?
- How would you assess your writing and communication skills?
- Are you proficient in Microsoft Office or other software?
- What do you want to learn from this internship?
- Have you had previous internship experience, and if so, please describe your internship?
- What qualities do you think will make you successful in this internship?

Situational Questions – candidates should be able to draw from their school, community service or personal experiences and demonstrate how they handle themselves in these every-day work situations.

- Give me an example of a time in which you worked under a deadline.
- Share an example of when you worked with a team.
- Provide an example of a time in which you solved a problem for an employer, peer, or customer.
- Describe a situation where you taught a concept to a peer, co-worker, or other person.
- Describe a difficult situation with a peer student or co-worker.
- Share an example of a time you gave a presentation.
- Describe a situation in which someone critiqued your work and how you responded to the critique.
- Do you work under minimal supervision? What do you think your supervision should look like?
- Share an example of work you did that was creative.
- Describe how you allocate your time and set your priorities on a typical day.
- What is more important--completing a job on time or doing it right?
- Share an example of how you've been able to motivate team members.

Should I Offer Orientation and Training for Newly Hired Interns?

The Office of Career Success offers **BE A PRO** Professionalism Training via Canvas. The free training is designed to help students develop the professional skills and workplace habits needed for success in any role. **BE A PRO** includes four interactive modules consisting of videos, readings, quizzes, and reflection exercises. These modules enable students to apply what they learn to real-world situations.

Students will:

- Learn what professionalism looks like in the workplace and why it matters.
- Explore habits that shape reputation, including punctuality, initiative, attention to detail, reliability, and time management.
- Practice workplace etiquette, including professional dress, communication, and positive interactions.

Enroll in BE A PRO Professionalism Training.

It is recommended that you coordinate some type of additional onboarding for your intern(s). Items for inclusion might be a history of your organization, an explanation of the organizational structure, rules, policies, expectations, and a review of the student's learning objectives and goals. You will also be responsible for providing the necessary equipment/materials for the intern to successfully complete their internship (computer, office space, applicable software, etc.)

Supervisor Roles and Responsibilities

Supervisor Duties and Responsibilities

For the intern's success, it is important to provide appropriate support and supervision. Best practices indicate interns are most successful when assigned a supervisor. The supervisor's role is to support, direct, and oversee the activities of the interns while they complete their internship. Supervisors' responsibilities are to:

- Design a project-based internship with a meaningful body of work
- Hold regular (weekly or bi-weekly) one-on-one meetings with the intern
- Determine and adjust the intern's schedule to accommodate high-demand periods (exams, presentations, etc.), if requested
- Plan and implement proper onboarding (work space, orientation, training, introductions)
- Communicate clearly and clarify goals and expectations
- Orient the intern on where to go for help or if there is a problem, such as calling in sick, etc.
- Advise the intern on behavioral expectations
- Determine and propose training needed
- Share important internal information
- Introduce the intern to colleagues
- Encourage and arrange for interns' participation in networking and professional development activities (workshops, meetings, trainings, professional reading, etc.)
- Provide regular feedback on performance
- Complete an evaluation at the end of the internship
- Conduct an exit interview with the intern
- Offer to serve as a professional reference for the intern
- Communicate successes and concerns with faculty, if internship is for academic credit

Estimated time commitment of supervisor: 2-4 hours/week

As an Internship Host Site, What Do I Need to Do So That a Student Can Obtain Academic Credit?

The student should assume most of the responsibility for using an internship for academic credit. Each academic department manages credit-bearing internships differently. Therefore, the student should consult with their home department chair or designee. It is likely the organization will be asked to complete an evaluation of the student's performance, verify hours worked, or provide additional documentation related to assigned projects, and student responsibilities. Please be sure to abide by the deadlines for such materials, and to provide them to the appropriate faculty member.

Internship Performance Evaluation and Feedback

Throughout the internship, the supervisor should provide constructive formative feedback to the intern. It is critical that the intern know the expectations for the internship. This is vital for the intern's learning experience.

Feedback is necessary and improves the experience for all who participate in the internship. Summative feedback is essential for the intern's learning and development and for the organization's learning and development. It also assists the intern's advisor in assessing their level of readiness and allows the organization to reflect on the quality of the internship. Therefore, it is important to be honest and clear regarding the performance and outcomes.

Ongoing feedback throughout the internship provides an opportunity for the intern to adapt, learn, and integrate feedback quickly. The summative evaluation provides an overall assessment of the intern's performance and should be presented in written form.

Written formative and summative feedback is beneficial for several reasons:

- Unlike oral evaluations, an intern is more likely to make improvements and remember supervisor feedback if it is written down.
- Written evaluations most clearly identify and communicate areas the intern excels in as well as areas for improvement.
- They allow for easier tracking of the intern's progress.
- For credit earning internships, written evaluations are mandatory.

To assist in evaluating intern performance, the supervisor can use the *Intern Performance Evaluation* form included on page 15 of the Appendix.

Internship Exit Survey

Upon successful completion of an internship, an exit survey for the intern will provide insight into the internship experience and an opportunity to consider adjustments for future. Exit survey questions are designed to assess the interns' skill development and the quality of the internship program. An *Internship Exit Survey* is included on page 18 of the Appendix.

Internship Program Best Practices

Below are critical steps when planning and implementing an internship program.

- **Create a job description**
- **Post the job**
- **Start the intern recruitment early**
 - Students begin looking for internships at least three to four months prior to intended internship start date. It is best to recruit early to attract the best talent to fill your intern slots.
- **Develop and implement orientation/training program**
 - The importance of good onboarding programs cannot be overstated. Onboarding serves the purpose of introducing the interns to your organization and it should focus on more

than just having them read and become familiar with policies and procedures. Onboarding should introduce the intern to the culture, their team, and to collaboratively develop expectations. Apart from onboarding the interns, think about providing training for internship mentors/supervisors, the work team, and support staff. Treating interns as regular employees and exposing them to training and development opportunities demonstrates your dedication to their growth and development and energizes your interns with new opportunities.

- **Provide interns with real work assignments and meaningful work**
 - In order to ensure the best experience for both the intern and your organization, it is essential to clearly identify and define the scope of work for an internship. Keep in mind this is often the interns' first in-depth exposure to your organization, and that they represent your future workforce.
- **Provide interns with resources**
 - Provide interns with the necessary resources needed to successfully complete their work. Provide contact information for the key people they will be working with. Show them where office supplies are stored and where information can be found. Give them a map of the facility, if needed, and an organizational chart. These resources for incoming interns help them feel comfortable in the new environment and have the tools they need to be successful.
- **Offer flexible work hours**
 - Offering flexible work hours can be a great benefit to interns. This flexibility also emphasizes the importance of their education while exposing them to a work environment where they can put their learning into practice.
- **Have a supervisor**
 - For a successful internship, it is important to assign a supervisor(s) to interns. The supervisor should be a full-time employee the intern reports to and is responsible for the intern's success.
- **Give regular feedback**
 - For most interns, this will be their first professional experience. Therefore, giving them timely and constructive feedback will help them grow, feel empowered, and increase their motivation. Waiting for the end of internship to give feedback is too late. Instead, consider having brief weekly one-on-one check-ins with the intern to provide regular feedback that can be immediately implemented.
- **Ask for feedback**
 - Make sure you ask interns for feedback during and at the end of their internship.

APPENDIX

Internship Program Documents

The Office of Career Success encourages organizations to use the following internship program documents when hosting interns. These resources are designed to establish clear expectations, promote accountability, and provide a framework for meaningful learning and professional growth. Implementing these tools can help ensure a structured, supportive, and mutually beneficial experience for both the student and the organization.

Internship Checklist

- ☐ Identify meaningful project and body of work
- ☐ Create a job description
- ☐ Identify intern supervisor
- ☐ Order supplies and determine the location of intern's workspace
- ☐ Post internship opportunity on *Handshake*
- ☐ Review applications, schedule interviews, identify applicants to interview
- ☐ Conduct interviews
- ☐ Make offer to successful candidate(s)
- ☐ Inform unsuccessful candidates
- ☐ Start hiring paper work
- ☐ Prepare and schedule intern orientation
- ☐ Schedule regular check-in with intern(s) to monitor goal progress and provide feedback
- ☐ Identify training and development opportunities for intern and scheduled appropriate training
- ☐ Complete performance evaluation at the end of the internship
- ☐ Schedule and conduct Exit Survey

INTERNSHIP AGREEMENT

STUDENT INFORMATION:

Name: _____

Address: _____

Student Email: _____ Phone: _____

Student Level: Freshman Sophomore Junior Senior Graduate Student

Emergency Contact Name: _____ Relation to Student: _____

Emergency Contact Phone: _____

Intern Responsibilities:

- Meet with the their supervisor to discuss internship requirements and expectations, develop learning objectives and required documents.
- If seeking academic credit, meet with the faculty supervisor to discuss internship approval and course registration procedures, course requirements and expectations including credit and internship site/project hours, evaluation methods, learning objectives and required organizational documents. Enroll in a credit-bearing internship course and pay applicable tuition and fees. Submit completed coursework assignments and requirements to the faculty supervisor. Participate openly and honestly in the evaluation process.
- Complete and submit the Internship Agreement to the supervisor
- Perform the duties and responsibilities of the internship and/or project in a professional manner
- Abide by all applicable university and organization rules and policies
- Maintain regular and prompt attendance
- Contact supervisor when questions arise
- Participate in orientation sessions.
- Maintain confidentiality with regard to sensitive information gained in the work environment

COMPANY/ORGANIZATION INFORMATION:

Company/Organization Name: _____

Site Supervisor Name: _____ Phone: _____

Site Supervisor Title: _____ Email: _____

Semester: _____ Academic Year: _____ Hours per Week: _____

Supervisor Responsibilities:

- Work with the intern to develop and achieve the internship learning objectives by assigning appropriate work and/or project duties that relate to the learning objectives
- Provide the intern with an orientation to the work site, duties, hours, professional behaviors and organizational expectations
- Allow the intern the necessary time to attend any class meetings associated with the internship
- Meet regularly with the intern and provide appropriate work and professional behavior feedback
- Collaborate with the faculty supervisor to evaluate the intern's performance using the instruments provided if for academic credit
- Provide a safe and secure workplace

By signing below, I certify that I have read, understand and agree to uphold the responsibilities outlined in this agreement. This agreement may be terminated by the organization. The organization has the right to terminate a student's experience immediately if the student is not performing satisfactorily.

SIGNATURES:

Intern Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

Internship Time Log

Intern Name : _____

Semester: _____ Academic Year : _____

Faculty (if for academic credit) : _____

Supervisor Name : _____ Internship Site : _____

	Date	Hours worked per week	Total number of hours worked to date
Week 1			
Week 2			
Week 3			
Week 4			
Week 5			
Week 6			
Week 7			
Week 8			
Week 9			
Week 10			
Week 11			
Week 12			
Week 13			
Week 14			
Week 15			

Intern Signature: _____ Total Hours Worked: _____

Supervisor Signature: _____ Date: _____

Intern Performance Evaluation

Intern Name: _____

Supervisor Name: _____

The intern performance evaluation is intended to help interns learn more about their strengths and the areas they might need to focus on in order to be successful in the workforce after graduation. Supervisors are encouraged to complete the form and review it with their intern in a scheduled one-on-one meeting.

Please rate your intern in the following areas:

Critical Thinking / Problem Solving	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
Shows a sincere interest in understanding the organization, their role, and their assigned tasks					
Practices sound judgment based on an analysis of available data and information					
Demonstrates creativity in approaching tasks, solving problems, and overcoming obstacles					
Seeks out resources and/or asks for help when unsure about how to proceed on tasks					

Comments:

Communication / Leadership	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
Clearly and efficiently conveys ideas orally to persons inside and outside the organization					
Communicates ideas clearly in writing in a manner suited to the intended audience					
Manages their own emotions and works to understand and empathize with others					
Takes initiative and seeks opportunities to contribute					

Comments:

Teamwork / Collaboration	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
Builds constructive working relationships					
Contributes effectively to collaborative projects					
Adapts well to emerging requests from managers, coworkers, and customers					

Comments:

Professionalism / Work Ethic / Technology	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
Demonstrates respect for organizational staff, policies, and norms					
Maintains a regular schedule, makes up missed hours, and is punctual and present					
Organizes and prioritizes work, manages time, and sees tasks through from start to finish					
Identifies and effectively uses appropriate technologies and programs to complete work					

Comments:

Career Management	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
Accepts constructive feedback from others and is able to learn from mistakes					
Self-advocates in a professional manner					
Can identify their strengths and weaknesses					
Can articulate next steps to further prepare them for their future					

Comments:

If learning or performance goals were established, please describe the intern's progress towards their goals.

What do you perceive to be the intern's greatest strengths that are assets to your organization? If possible, please give specific examples/stories to illustrate your intern's strengths.

What areas of growth could improve the intern's success in your field? If possible, please give 1-3 specific examples.

Intern Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

Internship Exit Survey

Part 1: Self-assessment

Please rate how competent you feel about each of the following skills AFTER the completion of your internship.

	Basic Competency Level	Intermediate Competency Level	Advance Competency Level	Not Observed/Not Applicable
Problem-solving skills				
Critical thinking skills				
Research skills (gather relevant information in a systematic manner)				
Analytical skills (analysis and application in a problem-solving situation)				
Ability to deliver finished, publishable products				
Oral communication				
Written communication				
Teamwork/Collaboration				
Time-management skills				
Leadership skills				
Technology				
Interpersonal skills				
Multicultural competency				
Organizational skills				
Ethical decision-making				
Professional attire				
Adaptability and flexibility				

Part 2: Internship assessment

Please respond by indicating how you feel about the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not observed/Not applicable
This internship helped me develop skills relevant to my field.						
I gained valuable information about the roles and responsibilities of individuals within this agency.						
I was able to identify, develop, and create solutions to work-related problems.						
This internship allowed me to utilize and apply academic concepts and knowledge learned in the classroom with real-world employment situations.						
I was provided opportunities to benefit from different staff members' expertise.						
Experiences and training I received on my internship are highly relevant to my career field.						
I received enough training to do my tasks efficiently and effectively.						
My supervisor/mentor and adequate professional role-models were available when I had questions.						
My supervisor/mentor provided me with constructive and sufficient feedback on my performance.						
I was given adequate explanation, instruction and direction in order to complete my assignments.						
I used technology to maximize productivity in assignments and/or activities.						
I was encouraged and motivated throughout the internship.						
I had difficulty adapting to my internship's requirements.						
This experience helped me make a choice for my career goals.						

The information provided in this document is not legal advice and should be viewed as general information.