

INTERNSHIP MANAGER TOOLKIT

Your Guide To Managing Interns at the organization!

Presented By:

Human Resources

Est. 2025

INTERNSHIP PROGRAM



PURPOSE OF THIS TOOLKIT

This toolkit is designed to guide managers through every phase of the internship program—from planning and onboarding to mentorship and evaluation—ensuring a meaningful and impactful experience for both interns and departments.

FIND OUT MORE

TOOLKIT CONTENTS

This toolkit includes an overview of the internship program structure and timeline, outlines manager responsibilities, provides guidance on mentorship and intern development, offers tools for evaluation and feedback, shares best practices for interviewing, and includes helpful resources and support contacts to ensure a smooth and successful internship experience.

Program Overview

Program Overview

- Internship Duration: Up to 10 weeks
- Hours: Max 21 hours/week
- Stipend: $3,675 (paid via ADP)
- Format: In-person
- Eligibility: Minimum GPA 2.5, Resume, Transcript, References, and Writing Sample

Manager Responsibilities

- Submit Intern Hosting Form by May 23
- Provide clear project scope
- Interview & selection process
- Manager Training
- Onboarding
- Weekly check-ins
- Midpoint and Final Evaluations

Internship Timeline

- Hosting Form
- Interviews
- Intern Start Date
- Midpoint Review
- Final Presentations
- Internship End

Mentorship & Development

- Pair interns with a mentor
- Encourage participation in:
  - Skills workshops
  - Lunch & Learns
  - Networking events
  - Informational interviews
- Provide regular feedback and coaching

TOOLKIT CONTENTS CONTINUED

This toolkit includes an overview of the internship program structure and timeline, outlines manager responsibilities, provides guidance on mentorship and intern development, offers tools for evaluation and feedback, shares best practices for interviewing, and includes helpful resources and support contacts to ensure a smooth and successful internship experience.

Evaluation Tools

- Weekly Check-Ins with Manager
- Midpoint Check-In: Assess progress, provide feedback
- Final Evaluation: Review performance, cultural fit, and potential for future opportunities

Interview Best Practices

- Use structured interview questions
- Avoid bias and ensure fairness
- Provide timely feedback and follow-up

Resources

- Internship Hosting Form
- Training Presentation Slides
- Training Recording
- Final Evaluation Template

Support Contacts

- HR Team
- Internship Program Lead name/email]
- IT/Access Support

PROGRAM OVERVIEW

Internship Hosting Form

A streamlined way for departments to request interns, define project scopes, and partner with HR to ensure alignment and compliance.

Interview & Selection

A collaborative process to identify candidates who align with our mission, values, and departmental needs.

Onboarding

A structured introduction to the organization, team, and tools—ensuring interns are set up for success from Day 1.

Mid & Final Evaluation

A two-part process including a midpoint check-in and final review to assess intern performance, provide feedback, and support growth and development.



MANAGER RESPONSIBILITIES

Onboarding & Offboarding
Setting up access, introducing the team, and closing out the experience smoothly.

Mentorship
Providing feedback, tracking progress, and assessing performance.

Professional Development
Supporting skill-building through projects, trainings, and exposure.

Evaluation
Guiding growth through check-ins, coaching, and career conversations.



Internship Timeline

May

Hosting Form Opens

Managers begin submitting internship requests

May

Manager Training Sessions

Managers attend required training to understand program expectations.

June

Manager Onboarding Training

Managers prepare to welcome interns and finalize onboarding plans.

June

Internship Program Begins

Interns start their assignments and receive department onboarding.

July

Internship Midway Review

Managers conduct check-ins to assess progress and provide feedback.

August

Internship Program Ends

Interns complete final presentations and wrap up their experience.



EFFECTIVE TRAINING APPROACHES

By investing in skill development during internships, organizations equip emerging talent with the tools needed to meet future challenges and contribute meaningfully from day one.

Structured Onboarding

Training prepares employees for more responsibilities and higher-level positions.

Weekly Check-Ins

Continuous development ensures employees remain competitive in their roles.

Lunch & Leans / Workshops

Offering career growth opportunities encourages employees to stay long-term.

Follow The Hosting Form

Employees who feel supported in their growth are more motivated to perform at their best



FOSTERING CAREER DEVELOPMENT

By fostering career development during internships, organizations help interns build clarity, confidence, and direction in their professional journey—laying the foundation for long-term success.

Project Based Learning

Assign meaningful projects aligned with department goals and intern interests.

Mentorship Pairing

Pair interns with Team Members for guidance, support, and career conversations.

Professional Exposure

Encourage participation in networking events, activations, and cross-functional meetings.

Skill Building Opportunities

Offer access to training sessions, tools, and resources that support growth in communication, problem-solving, and leadership.

EVALUATION PROCESS

A mix of training methods such as workshops and coaching creates a comprehensive learning experience for employees.

Expectation Conversation:

Set SMART goals aligned with the intern's role and our mission.
Clarify expectations and deliverables.

MidWay Review:

Assess progress toward goals.
Provide constructive feedback on performance, initiative, and cultural fit.
Adjust goals if needed.

Final Review:

Assess overall performance and complete Final Internship Evaluation to determine next steps



INTERVIEW BEST PRACTICES: PREP

Review Candidate Profiles:

✓ Familiarize yourself with the intern candidate profile
✓ Understand the qualifications, skills, and attributes you are looking for.

Use Provided Questions:

✓ Utilize the structured list of questions provided to assess the candidate's alignment with our mission and values.
✓ Ensure questions cover qualifications, skills, personal attributes, and cultural fit.

Set Clear Objectives:

✓ Define the goals of the interview and what you aim to learn about the candidate.
✓ Ensure all interviewers are aligned on these objectives.

INTERVIEW BEST PRACTICES: INTERN CANDIDATE PROFILE, CRITERIA FOR SELECTION



- Mission & Values Alignment: Evaluate candidates based on their commitment to our mission and core values.



- Qualifications and Skills: Assess educational background and relevant skills



- Personal Attributes: Look for adaptability, initiative, communication skills, and problem-solving abilities.



- Cultural Fit: Ensure candidates align with the organization's culture and values.



- Potential for Impact: Consider the candidate's potential to make a positive impact within our and the broader community

INTERVIEW BEST PRACTICES: CONDUCTING INTERVIEWS

Create a Welcoming Environment

✓Start with a brief introduction about our and the internship role.
✓Make the candidate feel comfortable and valued.

Engage Through Thoughtful Dialogue

✓Ask open-ended questions using the provided guide to encourage candidates to share their experiences.
✓Listen actively by paying close attention to responses and asking follow-up questions to gain deeper insights.

Evaluate Fit and Alignment

✓Assess how well the candidate's answers reflect our core values: trust, respect, accountability, collaboration, integrity, and impact.
✓Look for genuine passion for education and community engagement.
✓Consider cultural fit by gauging adaptability, initiative, and a positive attitude.

Assess Skills and Qualifications

✓Review the candidate's educational background, relevant skills, and certifications.
✓Determine if they possess the necessary competencies for the internship role.

RESOURCE: PROVIDED INTERVIEW QUESTIONS

Mission Alignment & Passion

- What interests you about working in the organization?
- Why did you choose to apply to our organization specifically?
- Tell me about a cause or social issue you're passionate about. Why does it matter to you?

Communication & Collaboration

- Can you describe a time you had to communicate with people from diverse backgrounds or with different perspectives?
- Tell us about a group project or team assignment you've contributed to. What was your experience like?

Initiative & Problem Solving

- Tell me about a time you saw a problem and took action without being asked.
- Nonprofits often work with limited resources. How do you adapt when resources (like time or tools) are limited?

Organizational Skills & Dependability

- Describe a time you managed multiple responsibilities or projects. How did you stay organized?
- How do you make sure you follow through on commitments, especially when juggling school and work?

Cultural & Team Fit

- What does teamwork mean to you, and how do you see yourself contributing to one?
- How do you handle tasks that might feel small or repetitive but support a bigger mission?



RESOURCE: WHAT NOT TO ASK IN AN INTERVIEW

Personal or Demographic

These questions can be discriminatory or make candidates uncomfortable:

- What's your age or date of birth?
- Are you married or do you have children?
- What's your religion?
- What's your sexual orientation or gender identity?
- What country are you from? / What's your nationality?
- Do you live alone or with family?

Health or Disability - Related

Even if well-intentioned, these questions are inappropriate:

- Do you have any medical conditions?
- Have you ever been hospitalized?
- Do you take any medications?
- Do you have a disability?

Financial or Living Situation

- Do you have a car or reliable transportation?
- Do you live in a safe neighborhood?
- How do you plan to support yourself during the internship?

Political or Controversial Topics

Avoid questions that could be polarizing or irrelevant:

- What are your political views?
- How do you feel about controversial issue?



HOW TO SUBMIT THE ORGANIZATION INTERNSHIP HOSTING FORM



Step 1: Complete the Hosting Form

Access the Microsoft Forms link provided by HR.
Fill out all required fields, including:
Internship title and department
Supervisor name and contact
Internship duration and hours
Location (in-person, hybrid, or remote)
Detailed job description
Desired qualifications and skills

Step 2: HR Review

HR reviews the submission for:
Alignment with internship standards
Completeness and clarity of the job description
Compliance with organizational policies
If edits or clarification are needed, HR will contact the submitting team member.

Step 3: Approval & Queueing

Once approved, the internship is added to the posting queue.
The Recruiting Manager is notified to proceed with posting.

ONBOARDING PROCESS

THIS PROCESS BEGINS ONCE AN INTERN IS SELECTED AND ENSURES ALL COMPLIANCE AND DOCUMENTATION STEPS ARE COMPLETED BEFORE DAY 1.

STEP 1: JOB POSTING & CANDIDATE SELECTION
THE RECRUITING MANAGER POSTS THE OPPORTUNITY TO ADP.
THE HIRING MANAGER REVIEWS APPLICATIONS AND SELECTS A CANDIDATE.
BEFORE CONFIRMING THE SELECTION, THE HIRING MANAGER MUST NOTIFY THE RECRUITING MANAGER.

STEP 2: INITIATE ONBOARDING
THE RECRUITING MANAGER BEGINS THE ONBOARDING PROCESS, WHICH INCLUDES:
BACKGROUND CHECK INITIATION
INTERNSHIP AGREEMENT & NDA SENT FOR SIGNATURE

STEP 3: I-9 VERIFICATION
AFTER THE BACKGROUND CHECK IS CLEARED AND AGREEMENTS ARE SIGNED:
THE INTERN COMPLETES I-9 VERIFICATION TO CONFIRM WORK ELIGIBILITY.

STEP 4: INTERN START
ONCE ALL ONBOARDING STEPS ARE COMPLETED AND VERIFIED:
THE INTERN IS CLEARED TO BEGIN ON DAY 1 OF THE INTERNSHIP.



MANAGER CHECKLIST:

BEFORE YOUR INTERN ARRIVES



- **SUBMIT INTERNSHIP HOSTING FORM**
  INCLUDE A CLEAR JOB DESCRIPTION, QUALIFICATIONS, AND SCOPE OF WORK.
- **MEET WITH HR/RECRUITING MANAGER**
  CONFIRM TIMELINE, POSTING STATUS, AND NEXT STEPS.
- **PREPARE INTERN WORKSPACE**
  DESK, COMPUTER ACCESS, EMAIL SETUP, AND ANY NECESSARY TOOLS.
- **PLAN ONBOARDING ACTIVITIES**
  SCHEDULE WELCOME MEETING, TEAM INTRODUCTIONS, AND INITIAL TRAINING.

MANAGER CHECKLIST:
DURING THE INTERNSHIP



WELCOME & ORIENTATION
INTRODUCE INTERN TO THE TEAM AND PROVIDE AN OVERVIEW OF YOUR DEPARTMENT.

REVIEW EXPECTATIONS
GO OVER GOALS, RESPONSIBILITIES, AND WEEKLY SCHEDULE.

PROVIDE REGULAR CHECK-INS
WEEKLY TO OFFER FEEDBACK AND ANSWER QUESTIONS.

ENCOURAGE PARTICIPATION
INVITE INTERN TO TEAM MEETINGS, EVENTS, AND LEARNING OPPORTUNITIES.

MANAGER CHECKLIST:

AT THE END OF THE INTERNSHIP



- **REVIEW FINAL PROJECT**
  PROVIDE FEEDBACK AND DISCUSS HOW IT MAY BE USED OR IMPLEMENTED, SHARE THIS FEEDBACK WITH HR.

- **SUBMIT FINAL EVALUATION**
  COMPLETE ANY REQUIRED HR OR PROGRAM EVALUATIONS.

- **CELEBRATE COMPLETION**
  ACKNOWLEDGE THEIR CONTRIBUTIONS AND OFFER A LETTER OF RECOMMENDATION IF APPROPRIATE.

- **COLLECT BADGE & LAPTOP**
  ENSURE THAT ALL THE ORGANIZATION-ISSUED ITEMS—INCLUDING LAPTOP, KEYS, AND BADGE—ARE RETURNED ON THE LAST DAY OF THE INTERNSHIP.

REFERRALS: OPTIONS FOR SHARING INTERN JOB POSTINGS OR REFERRING A FRIEND

Referring a friend

Log in to **ADP.**
Click on **Myself** tab.
Scroll down the menu and click on **Talent.**
Click on **Career Center.**
Under **My Referrals**
Select **Refer a friend**
*Team members are encouraged to tell anyone they refer for job opportunities to add their name to the application.



Share Intern Job Posting

Log in to **ADP.**
Click on **Myself** tab.
Scroll down the menu and click on **Talent.**
Click on **Career Center.**
Select **Share With Friend**

Link To Careers Website

SUPPORT CONTACTS

If you have questions or need assistance at any point during the internship program, please reach out to the appropriate contact below:

Human Resources

General Program Support

hrteam@yourorg.org

For questions about program structure, timelines, forms, and overall guidance.

Recruitment & Hiring Process

Recruiting & Talent Acquisition

Support with job descriptions, interview coordination, and candidate selection.

ET & System Access

Enterprise Technology

servicedesk@yourorg.org

Help with laptops, email setup, system access, and technical troubleshooting.

Intern Performance or Conflict Resolution

HR Business Partner

For support with intern performance concerns, evaluations, or workplace issues.

