

SUCCESSFUL INTERSHIPS

MEMBER TOOLKIT



LeadingAge® PA

MEMBER TOOLKIT for SUCCESSFUL INTERNSHIPS

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INTRODUCTION

LeadingAge PA is committed to providing solutions for workforce difficulties to our members. One valuable way to promote careers in nonprofit senior services is through internships. Internships afford students with opportunities to work in various roles throughout an organization, which helps them gain an understanding of the rewarding career opportunities in aging services.

In addition to the benefits students receive from internships, there are numerous benefits for the host organization. These benefits include recruiting and training future employees while cultivating new and fresh perspectives.

LeadingAge PA developed this toolkit for members who wish to either start an internship program or improve an existing program. Aside from helpful instruction, it also includes samples of job descriptions, interview questions, evaluations and other resources to help create a meaningful and successful internship program for both the host organization and the intern!

What is an internship?

The National Association of Colleges and Employers (NACE) defines internships 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.” An internship is a partnership between the student and the organization, and should be considered mutually beneficial.

The U.S. Bureau of Labor Statistics has reported that the healthcare industry will generate more new jobs through 2026 than any other industry.



Types of Internship Programs

Internship: A one-time curriculum-related work assignment, which may be paid or unpaid depending on the employer and what is required of the student for the position. Most internships offer a stipend and/or academic credit.

Cooperative Education (Co-Op): Experienced-based learning through paid employment in practical, curriculum-related work assignments that can be tailored to a student schedule:

- Students may attend classes and work
- Students may attend school full-time one semester and then work full-time the next semester, alternating periods of work and school until their college program is completed

Summer Employment: A paid work experience that may or may not be directly related to the student's curriculum and/or integrated into the academic program.

Employer Benefits of Internship Programs

An internship should be a *mutually beneficial* experience for the student and the organization. When done correctly, an internship can reap the following benefits:

- Internships 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, and therefore can increase an organization's intellectual capital. They bring expertise which might otherwise not exist.
- An internship program can supply an easily accessible source of highly motivated pre-professionals. Internships can help build recruitment-talent pipelines, and they can be another source for the recruitment of diverse employees into your workforce.
- Interns provide an opportunity for mid-level staff to manage and mentor, as well as opportunities to execute creative projects time may not allow them to complete otherwise.
- Internships can increase good exposure and awareness in surrounding community and help provide professional development opportunities for the future leaders in healthcare.

It is important to recognize that some organizations may require a mentor to apply for an internship through the human resources or talent acquisition department.

Seven Steps to Developing a Quality Internship Program

- Step 1:** Assess Your Readiness
- Step 2:** Set Internal Goals for the Internship Experience
- Step 3:** Write a Plan
- Step 4:** Recruit a Qualified Intern
- Step 5:** Prepare for the First Day
- Step 6:** Manage a Successful Internship
- Step 7:** Conduct Exit Interviews and Follow Up

STEP 1: Assess Your Readiness

While there are many benefits to hosting an intern, it is important to be aware of the time commitment that internships require. Hosting an intern also involves buy-in from the community as a whole. Ask yourself the following questions:

Does the organization's mission and goals align with establishing an internship program?

Is the current culture within the organization supportive and stable?

Does the organization have a qualified and motivated preceptor with time and skills necessary to develop and administer the internship?

Are there available tools/workspace necessary to host an intern? (i.e. computer access or desk space)

If you feel that you can meet these requirements, move on to the next step. Otherwise, conduct an internal analysis and address improvement opportunities.

STEP 2:

Set Internal Goals for the Internship Experience

Determine the main goal for your company's internship program

What is the main goal for your organization's internship program?

Look at current business activities and consider what ongoing work you would like to expand or projects you would like to initiate or complete.

Consider projects that are beneficial to your organization and provide challenging learning experiences for students.

Examine your community's recruiting needs (i.e. employees retiring or departments that are expecting growth)

Decide who will supervise and mentor the intern

A mentor should be selected based on their ability to train or teach, and has the resources to do so. It is important that the mentor or preceptor is a good manager with excellent communication skills.

Evaluate compensation

Internship opportunities can be paid or unpaid. Determine ahead of time if you will be able to compensate your intern. Compensation can be either an hourly wage or a stipend. To ensure the organization has available funds for an intern, it is important to consider budgeting requirements within the community, as planning for an intern often starts at budget time. Of course, organizations can also look outside the company for opportunities to fund the internship. These include inquiring at local colleges about the availability of scholarships for nonprofit organizations or applying for a LeadingAge PA internship scholarship.

Colleges may require onsite visits or conference calls to facilitate the evaluation process for grading purposes.
The intern should know what is expected.

STEP 3:

Write a Plan for the Internship Opportunity

Identify goals, timelines, workspace and a general description of the project(s), which will become your work plan, so everyone understands the purpose and expectations of the internship.

A sample project list has been included on Page 12 to assist you with developing the work plan. After it has been finalized, create the job description for the intern position. Two examples job descriptions for internships can be found on Pages 13 and 14.

Consider involving the intern in experiences beyond the actual work of the internship

This could include training programs, social events and opportunities to network with executives. Best practices for social events include encouraging interns to network among themselves to share their experiences. Invite your intern to company sponsored events. Invite them to attend meetings with you to gain insights into how meetings are run and people interact. Some companies host an end of the program experience, such as participation in a golf outing or a lunch with upper management.

Remember that a successful internship includes both observatory and participatory activities. Observatory can include shadowing various departments or sitting in on budget meetings, while participatory may be completing audits, designing and conducting staff satisfaction surveys, and collecting data to create a database.

STEP 4:

Recruit a Qualified Intern

- Reach out to local colleges. See if your organization or community collaborates with any local colleges and reach out through that connection. If not, call the college's talent and career office where they will be able to answer any questions regarding internships with their students.
- Begin searching well before the intern is expected to start working, at least 3-4 months. Many students looking for summer internships will begin looking late fall and early spring semester. Also, attend Career and Internship fairs to share the opportunity. You can also reach out to LeadingAge PA for additional support
- Choose interns as carefully as permanent employees. On average, up to 75% of student interns stay on full-time upon graduation from college. So, once you have determined your top candidates, arrange an interview in a timely manner - best practices are within three to five days. A sample interview structure and examples of interview questions can be found on Pages 15 and 16.
- Contact all intern candidates. Begin by extending an offer to the intern of your choice in writing. Once the intern has accepted the offer, notify candidates who interviewed - but were not selected - for the internship position. Examples of an Internship Offer Letter and an Internship Rejection Letter are on Pages 17 and 18.

STEP 5:

Prepare for the First Day

- A quality and successful internship occurs when both the preceptor and student are fully prepared for the experience. Review the plan with your intern.
- Set clear goals with your intern, and work together. You can utilize your plan, but be sure to leave room for flexibility and creativity so that the student can tailor the internship to fit their specific interests. Remember, internships are not “one size fits all,” but each a unique experience.
- Be sure to work with the intern to establish any logistics (i.e. working hours, parking requirements, dress code, etc.) before the first day. You want to be sure to start off on the right foot!
- Discuss communication expectations with your intern. Set a consistent schedule for follow up during the internship. This will allow the intern to ask questions, and receive the mentorship they need.

STEP 6:

Manage a Successful Internship

Using the plan developed for the internship, set up an orientation for your new intern. This orientation should be similar to, or the same as, the one that full and part-time employees partake in.

Give your intern the resources they need

A proper workstation, telephone with voicemail, computer and email account are all vital to success. Point out the supply room and introduce any other personnel or resources that will help your intern.

Monitor progress

Keep in mind this could be the intern's first work experience. When assigning work make sure to give detailed expectations. Help set goals for completion of various tasks that help establish a solid work ethic for future jobs. Most importantly, be available. Answer email and ensure the intern feels comfortable approaching you for guidance. Meet with them regularly – on a daily or weekly basis – to touch base so that everyone is on the same page.

Evaluate and give feedback

Evaluations are important for a successful internship experience. At a minimum, meet with your intern approximately half way through the internship period to review and discuss performance. Share concerns and offer valuable feedback. Also, if the internship is for credit with an educational institution, it will be necessary to complete documentation. Put these dates and needs on your calendar so you don't miss an item that could jeopardize the internship success.

STEP 7:

Conduct Exit Interviews and Follow Up

Proving the value of your internship program will require hard evidence that your community is getting a return on its investment
Prior to the intern's last day, schedule a time for the mentor to evaluate the internship program. Use the forms provided on Pages 19 and 20 for this opportunity.

Similarly, to determine if the intern is leaving the community with a positive experience, ensure an exit interview is conducted. This can provide valuable feedback to upper management for future program planning.

To encourage the most honest feedback, it is recommended that someone other than the mentor conduct the exit interview.

In addition to qualitative measures, a number of quantitative measures can be developed.

Common evaluations may include the number of interns that become full-time employees, the number of requests for interns in the company, or the growing number of qualified intern applicants.

**To measure the program's success,
feedback should be compared to the stated program goals.
Any issues that impeded success should be noted and addressed.**



FREQUENTLY ASKED QUESTIONS

Q: How much should I pay an intern?

A: An hourly wage can vary depending upon experience; typically, the more experience an intern brings to the position, the higher the pay. Usually, the hourly wage for an intern ranges from \$8.00 to \$20.00 per hour. If an organization is unable to budget an hourly wage, consider offering a monthly or semester-based stipend to the student.

Q: Is the community responsible for providing insurance or benefits to the intern?

A: No. Normally only full-time employees are eligible for benefits provided by the employer. Interns are short-term employees and are most likely ineligible for benefits. Please consult with your human resources department since this policy varies by organization.

Q: Do interns work 40-hour weeks? Do they typically work five days a week?

A: Internships are flexible; students often plan their internship schedules around their class schedules on campus. A part-time internship can involve anywhere between 10 and 30 hours per week. Once you identify a candidate, discuss the intern's availability and agree on a schedule that will work for both parties. Students enrolled in a school with a co-op program may be able to work 40 hours a week for a semester. Just remember – school comes first.

Q: When do internships typically start? How long do they last?

A: Internships usually begin and end according to the academic calendar's start and end dates for the semester. Internships can take place during summer break (usually May-August) as well as the traditional school year and generally last three to nine months. The timing and duration of an internship generally depends on the needs and the availability of the community and intern.

FREQUENTLY ASKED QUESTIONS

Q: *When should I start looking for an intern?*

A: You should begin your intern search at least three to four months prior to the proposed start date. This allows a one-month window for candidates to submit their applications and another month for interviews. Also take into consideration the school year since college students start looking for summer work during the spring semester, for example.

Q: *What if my intern does not work out? What are the rules for terminating interns?*

A: Interns are an employee and should be treated as such. Therefore, the same rules and policies apply to termination. Consult with your human resources department.

Q: *How do I offer a full-time position to my intern if I like them?*

A: This is at your discretion. You may extend an offer to continue the internship, or for full-time work, once the internship has been completed. When hiring the intern for a full-time position, the same process should be followed as hiring any other full-time employee.

Q: *Does LeadingAge PA offer any scholarships or financial assistance for internship programs?*

A: Yes! You can apply for the Paid College Internship Program or the College Partnership Program at www.leadingagepa.org in the Workforce Center.



VIRTUAL INTERNSHIP

With the pandemic of 2020, many organizations have transitioned their internships to a virtual format. While this does pose some unique challenges, it also can be a fantastic experience when done well. Below are some tips for facilitating a successful and engaging virtual internship experience.

Communication

As with any project, a focus on communication is absolutely essential to the success of a virtual internship. Because you will not have the opportunity to meet with the intern in person, it is crucial that you are providing ample time for feedback and coaching.

It is also important to discuss expectations regarding communication. Make sure you and your intern are on the same page regarding frequency of communication, communication of task progress, and mode of communication. For example, do you want the intern to reach out with questions via instant message or a zoom call? These are important details to consider which will impact the overall success of the internship.

Work Plan

In addition to discussing communication expectations, be sure to work with the intern to create the internship work plan. As discussed earlier in this toolkit, internships should include a mix of both participatory and observatory elements. Make sure to customize this work plan with your intern to increase engagement.

Here are just a few ideas for a virtual work plan:

- Virtual job shadowing: Ask interns to attend zoom calls and meetings with different staff so they can observe the different roles that make up your organization
- Creation of SOPs for frequent tasks
- Auditing and organizing CRM database information
- Assisting with budgeting process for upcoming year

COVID-19 has resulted in many organizations to go virtual with internships. While there are challenges - there are also unique and fantastic opportunities to explore with this new format.

Virtual Onboarding

You will want to be sure that the intern has the necessary tools to complete their work. Consider sending the intern any equipment they may need so they can get set up ahead of their first day. You may also want to consider having someone from IT on call to troubleshoot and assist with set up the first day of the internship.

You can also send a small gift to the intern to help you share your culture virtually. A handwritten card and perhaps a gift card to a restaurant is a wonderful and simple way to welcome your intern.

Engage Your Team

Just as you are preparing your intern, you also need to prepare your team. Make sure everyone is aware of the intern's start date, and the projects they will be working on. Share the necessary contact information with your team, and encourage each team member to schedule a quick 1:1 call to introduce themselves and their role in the organization. Consider hosting a few virtual breakfasts or coffee hours with your intern and members of your team to promote networking and relationship building.

Resources

There are many resources available to assist you in managing a virtual internship. There are resources available for file sharing, such as Dropbox or Google Docs. You also may consider downloading project management software, which will allow you to and the intern to see exactly what has been completed and what still needs to be done, such as Asana, Monday, and OpenProject.



Virtual Summer Internship 2020

Example Internship Outline

Projects

Create Standard Operating Procedures for Scheduling Software for Healthcare Center (80 Hours)

- Intern will work to review process and procedures for creating schedules and implementation of scheduling software, including procedures for setting schedules and instructions for staff on using the App to accept/decline shifts.
- Hours allocated included meeting times with Project Leader as needed.

Collect data and report statistics on COVID testing and cases of Facility for Residents & Staff (15 Hours)

- Intern will work to collect data and report findings. This will include a PowerPoint presentation that should show testing reasons and results and percentages of positive cases in relation to the population tested.
- Hours allocated included meeting times with Project Leaders as needed.

Review and Edit Pandemic Response Manual (15 Hours)

- Intern will work to review, edit, and organize new Pandemic Response Manual that was created in response to COVID-19. This includes organizing information, formatting, and finalizing in electronic and printable format.
- Hours allocated included meeting times with Project Leader as needed.

Projects may be revised or changed during the Internship in order to meet either organization or internship.

Virtual Meetings

- Facility Overview Meeting (1 hour)
- Facility Virtual tour (2 hours)
- On-line Training (10 Hours)
 - Intern will receive mandatory on-line training required of all Healthcare Staff annually
- SNF (Skilled Nursing Facility) Overview with NHA (1.5 hours)
 - NHA will review a day in the life of the NHA in a skilled nursing facility
 - NHA will answer any questions intern has regarding position/responsibilities
- Personal Care Overview with Personal Care Administrator (1.5 hours)
 - PCHA will review a day in the life of the PCA in a Personal Care Facility
 - PCHA will answer any questions intern has regarding position/responsibilities
- Operations Overview of CCRC with CEO (1 hour)
 - CEO will review a day in the life of the CEO in a CCRC
 - CEO will answer any questions intern has regarding position/responsibilities
- Senior Management Meetings
 - 1 Per week – ½ hour meetings for 8 weeks (4 hours)
- Weekly Check-in meetings with Preceptor
 - 1 Per week – ½ hour meetings (4 hours)

Sample Intern Request Form (Internal Use)

The Internship Program is designed to support the professional development of students from a variety of disciplines. When requesting an intern, the community/departmental internship mentor must provide:

- Description of proposed responsibilities
- Goals and objectives for the internship
- Experiential learning opportunities related to the department functions

Community/Department: _____

Location: _____

Contact Person: _____ Email: _____

Position Title: _____ Mentor Signature: _____

Description, Responsibilities, and Opportunities:

Please list any referred candidates you are recommending as a potential intern:

Required skills for the internship:

Number of hours per week: _____ Number of weeks: _____

Desired Student Status (select all that apply):

Freshman: _____ Sophomore: _____ Junior: _____ Senior: _____ Graduate Student: _____

Major(s): _____

Sample Project List

Marketing Projects

1. Create and host staff education on social media tips
2. Create and send marketing newsletters utilizing e-marketing tools
3. Work with design department/vendors on print material branding
4. Research and recommend collateral or merchandise

Administration Projects

1. Research, develop, and deploy standardized e-mail signature template
2. Data archive and destruction
3. Validate contact information in database

Human Resource Projects

1. Redesign award and certificate templates
2. Accreditation validation audit

IT Projects

1. Physical hardware inventory
2. Update user policies

Mentors should make a thoughtful effort to provide learning opportunities relevant to an intern's area of study and/or interest, when possible.

Sample Job Description

Administration/Business Operations Internship

LeadingAge PA – Mechanicsburg, PA

Administration/Business Operations Internship – LeadingAge PA is seeking a motivated candidate to meaningfully participate in the Association's day-to-day operations. This position will be exposed to many areas of the Association including human resources, communications, technology and membership services. This program will be customized to focus on specific areas of interest to the intern.

The ideal candidate is someone who can take creative initiative and follow through while collaborating with a range of departments. A key ability for this position will be to take logical, independent action based on available information. As an intern, you will work directly with a variety of departments and staff to help carry out our mission.

Responsibilities include:

- Assisting with crafting, editing and deploying communication materials to external customers.
- Creating campaigns using marketing and sales tools including email marketing solutions and customer relationship management (CRM) systems.
- Maintaining and creating webpages using content management services.
- Assisting membership data analysis and data entry into the CRM system.
- Developing social media content and actively monitoring and reporting to management.
- Aiding the association's advocacy efforts.
- Researching and implementing administrative policies and procedures.
- Participating in association networking and educational events and helping with event planning.
- Assisting with archiving and storage management.
- Working with various vendors to help projects progress from start to finish.
- Tracking and auditing of technology resources.

Qualifications:

- Business Administration, Advertising & Digital Marketing, Marketing, Communication and Information Systems students are encouraged to apply
- Detail-oriented, self-motivated team player.
- Excellent interpersonal, organization and research skills.
- Desire to learn, work hard and continually improve.
- Open to change and challenges.
- PC and Microsoft Office experience necessary.
- Website design experience preferred.
- Must be responsible, accountable and have reliable transportation.
- Must be able to lift and carry 15-40 pound boxes.

Sample Job Description

Health Administrator Intern

Reports to: Executive Director

Essential Job Function:

- Work directly with the Executive Director to develop creative concepts and strategies.
- Assist with running multiple departments in the community such as Maintenance, Landscaping, Culinary, Nursing, and Independent, Assisted and Skilled Care Levels.
- Participates in Executive Director meetings that discuss the operational aspects of the community.
- Assist with the preparation of reports and summarization of activities for the Executive Director.
- Assists community operations with its CARF-CCAC accreditation process.
- Able to interact in a positive and professional way with everyone from residents and family members to staff and outside vendors.
- May perform other duties as assigned.

Education & Experience: The critical skills and knowledge required to successfully perform the functions of the position are normally obtained through:

- **Education Level:** Current undergraduate students completing a degree in Healthcare Administration, Business Management or other related degree.
- **Years of Relevant Work Experience:** At least six months prior work experience is helpful.

Critical Skills and Necessary Knowledge:

- Efficient organization skills.
- Effective interpersonal and communication skills.
- Must be able to work in team-oriented environment.
- Excellent written, verbal and grammatical skills within the English language.
- Must be able to meet deadlines as required.
- Work efficiently with minimal supervision.
- Must be able to work at least 16 hours/week.

Physical Demands:

- Frequent sitting.
- Occasional pushing and pulling of contents weighing up to 50 pounds.
- Talking and hearing in person and on telephone.

Sample Interview Questions

1. How will this internship prepare you for your future career goals?
2. What are your plans following graduation?
3. Where do you see yourself in five years?
4. What were your reasons for selecting your college/university?
5. How did you hear about this internship?
6. What classes have you taken that will be valuable to this internship? Why?
7. Give an example of how you applied knowledge from previous coursework to a project in another class.
8. What has been your most rewarding accomplishment?
9. Tell me about something that you are passionate.
10. What excites you about this internship?
11. Tell me about a time when you experienced a problem or obstacle that had no clear solution. What did you do?
12. Tell me about a time when you demonstrated leadership ability and skills during your college experience.
13. What is your availability?

Interview questions should be open-ended so potential interns have the opportunity to share all of their relevant experience & special skill sets.

Sample Interview Structure

BEFORE THE INTERVIEW

Prepare questions

- Specific coursework related to the internship
- Knowledge or familiarity of equipment, techniques, etc., that the intern will use
- Previous experiences related to the internship
- Career interests and future goals

Analyze resume

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

INTERVIEW

Open the interview

- Build a friendly rapport through small talk
- Provide an overview of the interview and indicate there will be time to ask questions at the end

Ask questions and gather information

- Use behavioral type questions as well as open ended questions
- Ask about experiences that relate to the internship

Allow for questions and comments

- Answer honestly and illustrate with your own commitment to a position
- Assess the quality of the students questions
- Be prepared to answer questions about the position, expected training, and company structure

Give information

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

Wrap-up

- Close on a positive note
- Briefly describe the next steps
- Give the candidate your contact information and estimate of when to hear back from you

AFTER THE INTERVIEW

Evaluate the candidate against the requirements for the position

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

Follow up with candidates promptly

- Send rejection letters to students who do not match your requirements
- Offer the position to the candidate that you have chosen

Sample Internship Offer Letter

Date:

Student Name:

Student Address:

Student e-mail:

Dear (Student Name),

We are pleased to offer you an internship at (Community Name). As discussed with (Mentor), your internship will begin on (Date and Time).

In this position, you will be a non-exempt employee paid (pay rate/hour or stipend). Please note, as (Mentor) mentioned, you will be required to have a Tuberculin Skin Test, a post-offer drug screen and background check. (Mentor) will mail this paperwork to you.

(Organization) considers its employment relationships as “at will” relationships. As such, this employment offer should not, and cannot, be construed as an employment contract or guarantee of continued employment with (Organization). The employment relationship between you and (Organization) can be freely severed at any time, and for any reason, by you or the company, consistent with company policies and procedures.

(Student Name), we are excited about you joining the (Organizations) team as an intern! We encourage you to visit our website at (Organization website) and learn more about us. Please sign and date this letter below, and email it, along with your acceptance, to (Mentor) at (Mentor e-mail). Best wishes on your internship experience with (Organization).

Sincerely,

Mentor Name

Mentor Signature

My (student) signature below indicates acceptance of the offer as outlined above:

Printed Name

Signature

Date

Sample Internship Rejection Letter

Date:

Student Name:

Student Address:

Student e-mail:

Dear (Student Name),

Thank you for your interest in an internship with (Organization Name). Although your background and qualifications are impressive, we have selected another candidate who more closely fits our needs.

I have forwarded your information to our human resources department. They will contact you directly in the event that an appropriate future opportunity arises.

Thank you again for your interest in (Organization Name). We wish you success in your future endeavors.

Sincerely,

(Your Name)

(Your Title)



Rejection letters should always be polite & gracious.

Let them know immediately so they can pursue other opportunities.

Thank the applicant for their interest in your organization.

Invite them to apply again in the future.

Offer honest feedback when possible.

Internship Final Report (Student)

INTERN NAME: _____ DATE: _____

INTERN SIGNATURE: _____

INTERNSHIP ORGANIZATION: _____

INTERNSHIP MENTOR: _____

MENTOR EMAIL ADDRESS: _____

1. What did you like most about your internship experience?
2. What areas did you find the most challenging?
3. What suggestions would you make to improve the experience for future internships?
4. After doing this internship, would you consider a career in nonprofit senior services? Why?
5. What would you say is your biggest “take away” from this internship experience?

Internship Final Evaluation (Mentor)

INTERN NAME: _____ DATE: _____

INTERNSHIP ORGANIZATION: _____

INTERNSHIP MENTOR: _____

INTERNSHIP MENTOR SIGNATURE: _____

1. Did you feel the intern program was rewarding for both the student intern and you as a mentor?

2. Was it challenging to find projects and coordinate work with other staff for the student intern?

3. What suggestions would you make to improve the experience for other mentors in the program?

4. Do you believe the experience provided will lead the student intern to consider a career in nonprofit senior services?

5. Do you have suggestions on how LeadingAge PA could improve or provide additional support to the internship program?



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