



# Experiential Learning Center

UNIVERSITY OF COLORADO **DENVER**

## Employer Guide to Internships



**CU IN THE CITY**

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# Welcome!

The University of Colorado Denver and the Experiential Learning Center would like to thank you for your interest in hosting valuable internships. As we partner to create an Internship Program for your organization, you join a multitude of leading corporations, businesses, non-profit organizations, and government agencies that have benefited from hosting CU Denver interns. We highly value quality internships, and recognize their importance in preparing our students for future careers.

The University of Colorado Denver has many highly motivated interns poised to make an immediate impact in your internship program. With over 15,000 students representing a diverse mix of backgrounds, experiences, and academic disciplines, you can find candidates to match your needs. Our students comprise a community of both traditional and non-traditional students, ranging from recent high school graduates to seasoned professionals looking to change or improve their careers. The CU Denver campus offers more than 85 degree programs at the bachelors, masters, and doctoral levels. The average ages of our students are 24 years (undergraduates) and 33 years (graduate students). As such, they bring a high level of maturity and motivation to their internships.

We welcome you into the fast-growing group of employers who are enjoying the rich benefits of college internship programs. This handbook provides information and guidance through the stages of creating, managing, and supervising your internship program. Please contact us at any time with questions or comments.

Sincerely,

The Staff at the Experiential Learning Center

The Experiential Learning Center (ELC) serves as a trusted resource for integrating academic learning, professional experience and community engagement.

We promote, develop, and coordinate experiential learning opportunities for CU Denver undergraduates by:

- advising and preparing students for a successful internship experience
- coordinating real world opportunities for students
- supporting faculty in providing quality applied learning experiences
- creating meaningful and productive educational partnerships with employers and community partners

# Your Company, the University of Colorado Denver and a Motivated Employee

## Our Services to You

We are committed to making each placement a valuable experience for all parties.

- We provide assistance in designing internships that are both desirable to students and beneficial to your organization.
- We will advertise your position descriptions in our database free of charge.
- We will promote your opportunities to students and faculty.
- We will troubleshoot any problems or issues that may arise with an internship.
- You can request a visit from one of our staff so that we can better understand your organization's needs and internship opportunities.
- We make it easy by providing internship evaluations and tools to track students' work hours.

## Win, Win, Win

With programs designed to provide a source of highly motivated pre-professionals and create a talent pipeline of future employees for your organization. So why hire an intern?

- Increase productivity with an intern student that is ready to put their knowledge to work.
- Get a fresh perspective from an intern that approaches projects with enthusiasm and fresh insight.
- Enhance supervisory skills of your staff by allowing them to mentor and manage interns.
- View potential employees in action by observing interns in your work environment before hiring.
- Cut down on recruitment costs by hiring interns that have an established history with your company.
- Retaining talented employees is easier since research indicates interns hired after graduation are more likely to stay with the organization for longer periods of time.
- Word of mouth marketing can help your organization gain a presence on campus and develop relationships and potential collaborations with CU Denver faculty.

# What Defines an Internship?

Unlike short-term jobs, internships are structured to create an intentional "learning agenda" into each experience.

## Internships

- A one-semester work experience that coincides with the academic calendar
- Fall: August – December
- Spring: January - May
- Summer: June - August
- Paid or unpaid.
- Students work approximately 135 hours to earn 3 credit hours.
  - \*45 hours of work= 1 college credit
- Students work for a minimum of 10 weeks Fall/Spring and 6 weeks Summer.
  - \*This supervisor should have expertise in the field with which the intern is working
- Students have a site supervisor who monitors and evaluates work performance.
  - \*There is a course attached to this experience which is conducted online and guided by a syllabus
- Internships include an academic component supervised by a CU Denver faculty member (known as a faculty sponsor) who monitors and evaluates the academic learning and assigns grades.
- Learning objectives are documented in an Internship Experience/Learning Agreement.
- Requires a performance evaluation at the end of the internship.

# What an Internship is NOT\*

- Free administrative labor.
- Free or inexpensive solution to a full-time position vacancy.
- A "gopher," data entry clerk or any other menial work unrelated to a collegiate program.

\* See full list of criteria on page 10

\* See federal and state laws regarding internships on pages 12-13

# Roles & Responsibilities of Each Participant

## **The Intern will:**

- Register their internship with the Experiential Learning Center by submitting a completed and approved Internship Experience/Learning Agreement through Handshake prior to the first day on the job.
- Perform each assignment to the best of their ability.
- Keep commitments.
- Approach internships in a professional manner guided by courtesy, a desire to learn, and a willingness to receive feedback for improvement.
- Act in a responsible and appropriate manner in accordance with the rules and regulations of the organization.

## The Internship Advisor/Coordinator will:

- Act as primary liaison between the employer and the University of Colorado Denver.
- Inform eligible students of internship opportunities.
- Assist in the establishment and maintenance of appropriate internship experiences.
- Conduct site visits with employers and interns.
- Maintain communication and act as liaison between the student, the employing organization, and the faculty sponsor.
- Review the Internship Experience/Learning Agreement for completeness and accuracy of information.
- Administer internship evaluation process for all parties.
- Assist the student, the site supervisor, and the faculty sponsor in resolving any problems that arise.

## The Faculty Sponsor will:

- Verify the student meets departmental requirements for an internship.
- Determine and discuss how the proposed internship is relevant to the student's educational objectives and merits academic credit.
- Assist students in creating appropriate learning objectives to be met during the internship.
- Address all academic issues related to the internship.
- Provide students with appropriate academic assignments related to the internship placement.
- Be available to the student throughout the internship in order to appraise progress and address concerns and questions.
- Upon request, meet with site supervisor to discuss internship placement.
- Review the site supervisor's evaluation and use as part of student's final grade.
- Award credit and a final grade based on interns' completion of assignments.
- Maintain communication with the student's internship advisor if issues arise.

"Our intern is able to clearly identify gaps where Polaris has not reached particular communities and she provides the necessary linkages to bridge these gaps. She brings a very positive attitude to her work and activities in which she participates."  
– Polaris Project, Human Trafficking Intern

## The Employer Site Supervisor will:

- Disclose all agreements a student will be asked to sign in the internship description.
  - \* Our students cannot sign hold-harmless agreements without CU Denver professional consultation
- Complete and approve the employer portion of the Internship Experience/Learning Agreement prior to the intern's start date.
  - \* Extra credit experiences need to be verified prior to start date
  - \* In the instance an experience is not paid, but for credit, the start date cannot be prior to the beginning of coursework/course start date
- Provide an orientation.
- Provide training, mentoring and supervision for the intern.
- Contact student's internship advisor if any issues arise.
- Encourage professionalism by assisting the intern in developing communication, interpersonal, decision-making, and other skills.
- Provide opportunities for increased responsibility; directing the intern toward accomplishing their learning objectives.
- Maintain an open channel of communication with regular meetings.
- Complete a final evaluation.
  - \* This will be provided by the ELC electronically and is part of the student's grade
- If the student is paid, understand the responsibility for providing worker's compensation and liability insurance in accordance with Colorado State Law, and provide said coverage.
  - \* Colorado Revised Statute 8-40-302
- Comply with federal and state laws prohibiting discrimination on the basis of race, color, disability, sex, pregnancy, sexual orientation (including transgender status), national origin, ancestry, religion, creed, and/or age.
- Comply with Federal Labor Standards Act (FLSA).
  - \* See FLSA checklist on pages 10 and 11
- International internship experiences are regulated by different legal guidelines than the above bullets. The Experiential Learning Center (ELC) works closely with you and various CU Denver offices to provide support for international internship experiences. International internships are handled on a case by case consultancy with ELC staff.

# Will Your Position Qualify as an Internship?

Internships must meet the following criteria:

- The position must be a learning experience directly related to an academic field of study available at CU Denver.
- At least 80% of the position must consist of professional or pre-professional work assignments related to students' majors and/or career goals.
- The company/organization must be a legitimate established business located in commercial space.
  - \* Home-based businesses cannot be approved due to liability and risk issues
- An experienced professional with expertise in the content area of the internship must be assigned to supervise/mentor the intern student. This person trains the student as needed, monitors, and evaluates student's work performance.
- Interns must be given an orientation to the organization, safety procedures, training, ongoing supervision, and evaluation.
- Interns should not be considered "consultants," contractors, or be expected to provide a function that your professional staff does not have the skills to perform (e.g. create a company website, write a grant, develop a marketing campaign).
- Interns must have an appropriate workspace and tools with which to perform their duties (e.g. access to a computer, software, etc.).
- If a confidentiality agreement is required, it must be stated in the job description upon posting.
- Interns should not be required to sign indemnity, hold harmless, or any binding agreement which limits their employment in the future.
- There are no requirements for the student to pay the employer in any form for any part of the experience.
- A performance evaluation is required at the end of the internship experience.

# Experiences that **DO NOT** qualify as Internships:

- Commission-based positions.
- Internship located in home-based businesses.
- Situations where 100% of the work is done remotely or virtually.
  - \* Virtual internships need a higher level of rigor and accountability. These experiences can be vetted through the ELC's internship advisors and must be marketed as virtual experiences.
- Positions in which an intern is unpaid, the employer must comply with FLSA standards.
  - \* See FLSA standards on page 10 and 11
- Positions that require more than 20% clerical duties.
- Positions that require door-to-door canvassing, cold-calling, or petition gathering.
- "Independent contractor" relationships that require the intern to set up his/her own business for the purpose of selling products, services and/or recruiting other individuals to set up their own business.
- Family-owned businesses or positions supervised by a family member.
- Telemarketing positions.
- Positions in which the employer requires the student to pay a fee or fees in order to work at the organization.
  - \* Licensure fees should be covered by employer
  - \* Exceptions must have approval by the ELC director. Final approval of internships is at the discretion of the supervising faculty sponsor

## **The following seven criteria must be applied when making this determination:**

1. The extent to which the intern and the employer clearly understand that there is no expectation of compensation. Any promise of compensation, express or implied, suggests that the intern is an employee - and vice versa.
2. The extent to which the internship provides training that would be similar to that which would be given to an educational environment, including the clinical and other hands-on training provided by educational institutions.
3. The extent to which the internship is tied to the intern's formal education program by integrated coursework or the receipt of academic credit.
4. The extent to which the internship accommodates the intern's academic commitments by corresponding to the academic calendar.
5. The extent to which the internship's duration is limited to the period in which the internship provides the intern with beneficial learning.
6. The extent to which the intern's work complements, rather than displaces, the work of paid employees while providing significant educational benefits to the intern.
7. The extent to which the intern and the employer understand that the internship is conducted without entitlement to a paid job at the conclusion of the internship.

# What Does it Take to Start and Manage a Quality Internship Program?

Successful internship programs have the commitment of your entire organization. As an employer, you play a significant role in shaping an internship program to produce the best outcomes for your organization.

## **STEP 1: Develop Your Internship Program**

Define Needs & Establish Goals that you hope to gain from an internship program.

- What are your organization's needs?
- Do you need specific project support or ongoing assistance?
- What day-to-day tasks could be improved with the help of an intern?
- Are any projects currently on hold due to lack of personnel?
- Is it to your advantage to use your internship program as a recruitment strategy to hire new employees?

Create Your Program Plan and designate a staff member who will serve as your Site Supervisor who has the time, motivation and leadership skills to manage your program.

Factors to consider:

Is your staff committed to having an intern?

- Discuss with your staff the importance of treating the intern as a pre-professional and part of your team.
- Include the student in meetings, trainings, etc.
- Apply the "80-20" rule" of 80% meaningful pre-professional work and no more than 20% tasks such as copying, data-entry, or "go-for" activities.

### **Where will the intern work?**

Will you have the workspace and resources necessary for the intern to accomplish his/her goals?

International internships are regulated by different legal terms and guidelines. Please consult with the CU Denver Experiential Learning Center (ELC) staff for more information.

### **What specific coursework, skills or work experience do you need from an intern?**

Decide on requirements beforehand - it will save time and help to quickly identify best candidates for your organizational needs.

### **What will your intern be doing?**

All internships must have a clear and specified relationship to an academic program and allow for the application of ideas and theories learned in the classroom.

### **Who will be responsible for the student's on-going training and progress?**

Interns need a direct supervisor/mentor who guides the student toward making connections between academic goals and applied work experiences. The site supervisor provides training, creates structure to prevent the student from becoming confused or bored, and offers valuable feedback as part of the learning experience.

### **How much work do you have for an intern?**

Most students are required to work 135-150 hours over the course of the semester, which translates to 10-20 hours per week for 10–15 weeks at your organization. Make sure you assign enough meaningful work for intern to fill their required work hours.

### **Will you pay the intern? \***

We encourage you to pay your intern; you will attract more candidates to your position. While it is true that non-profit organizations and government agencies may "hire" volunteers, the Fair Labor Standards Act (FLSA) requires all other employers to pay employees at least a minimum wage – with one exception – if a person is considered a "trainee." All unpaid interns must be registered for a CU Denver academic internship course.

### **Fair Labor Standards Act (FLSA)\***

Employers must be aware of and ensure compliance with the Fair Labor Standards Act (FLSA), before classifying an intern as an unpaid "trainee." If an intern is considered an "employee" for purposes of the FLSA, then the employer must pay its interns at least minimum wage.

### **Are there other forms of compensation or accommodation?**

Will you provide a stipend or parking allowance? Students incur expenses to participate in an internship and they welcome a parking pass, gas/meal allowance, or scholarship. Employers may also pay for student's technical training or conference fees. \* Stipends, etc. will still qualify as unpaid experiences.

### **What about liability issues?**

Students involved in paid internships are considered employees of your organizations and must be covered by your Workers' Compensation policy. Interns earning academic credit who are not paid will be covered by the University's Insurance policy. Be sure to include safety training as part of your intern's orientation. However, liability insurance is not provided or able to be provided for any CU Denver student.

International internships are regulated by different legal terms and guidelines. Please consult with the CU Denver Experiential Learning Center (ELC) staff for more information.

## **Fact Sheet #71: Internship Programs Under The Fair Labor Standards Act**

This fact sheet provides general information to help determine whether interns and students working for “for-profit” employers are entitled to minimum wages and overtime pay under the Fair Labor Standards Act (FLSA).<sup>1</sup>

### **Background**

The FLSA requires “for-profit” employers to pay employees for their work. Interns and students, however, may not be “employees” under the FLSA—in which case the FLSA does not require compensation for their work.

### **The Test for Unpaid Interns and Students**

Courts have used the “primary beneficiary test” to determine whether an intern or student is, in fact, an employee under the FLSA.<sup>2</sup> In short, this test allows courts to examine the “economic reality” of the intern-employer relationship to determine which party is the “primary beneficiary” of the relationship. Courts have identified the following seven factors as part of the test:

1. The extent to which the intern and the employer clearly understand that there is no expectation of compensation. Any promise of compensation, express or implied, suggests that the intern is an employee—and vice versa.
2. The extent to which the internship provides training that would be similar to that which would be given in an educational environment, including the clinical and other hands-on training provided by educational institutions.
3. The extent to which the internship is tied to the intern’s formal education program by integrated coursework or the receipt of academic credit.
4. The extent to which the internship accommodates the intern’s academic commitments by corresponding to the academic calendar.
5. The extent to which the internship’s duration is limited to the period in which the internship provides the intern with beneficial learning.
6. The extent to which the intern’s work complements, rather than displaces, the work of paid employees while providing significant educational benefits to the intern.
7. The extent to which the intern and the employer understand that the internship is conducted without entitlement to a paid job at the conclusion of the internship.

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<sup>1</sup> The FLSA exempts certain people who volunteer to perform services for a state or local government agency or who volunteer for humanitarian purposes for non-profit food banks. WHD also recognizes an exception for individuals who volunteer their time, freely and without anticipation of compensation, for religious, charitable, civic, or humanitarian purposes to non-profit organizations. Unpaid internships for public sector and non-profit charitable organizations, where the intern volunteers without expectation of compensation, are generally permissible.

<sup>2</sup> E.g., *Benjamin v. B & H Educ., Inc.*, --- F.3d ---, 2017 WL 6460087, at \*4-5 (9th Cir. Dec. 19, 2017); *Glatt v. Fox Searchlight Pictures, Inc.*, 811 F.3d 528, 536-37 (2d Cir. 2016); *Schumann v. Collier Anesthesia, P.A.*, 803 F.3d 1199, 1211-12 (11th Cir. 2015); see also *Walling v. Portland Terminal Co.*, 330 U.S. 148, 152-53 (1947); *Solis v. Laurelbrook Sanitarium & Sch., Inc.*, 642 F.3d 518, 529 (6th Cir. 2011).

Courts have described the “primary beneficiary test” as a flexible test, and no single factor is determinative. Accordingly, whether an intern or student is an employee under the FLSA necessarily depends on the unique circumstances of each case.

If analysis of these circumstances reveals that an intern or student is actually an employee, then he or she is entitled to both minimum wage and overtime pay under the FLSA. On the other hand, if the analysis confirms that the intern or student is not an employee, then he or she is not entitled to either minimum wage or overtime pay under the FLSA.

**Where to Obtain Additional Information**

This publication is for general information and is not a regulation. For additional information, visit our Wage and Hour Division Website: <http://www.wagehour.dol.gov> and/or call our toll-free information and helpline, available 8 a.m. to 5 p.m. in your time zone, 1-866-4USWAGE (1-866-487-9243).

**U.S. Department of Labor**  
Frances Perkins Building  
200 Constitution Avenue, NW  
Washington, DC 20210

**1-866-4-USWAGE**  
TTY: 1-866-487-9243  
[Contact Us](#)

## **Step 2: Recruit and Hire Interns**

**Start early** by planning to begin your search at least two to four months before you need an intern.

**Become visible on campus** by building a relationship with CU Denver. Engage with student organizations, connect with faculty, and attend Job Fairs or other employer events.

**Develop a Job Description** that provides detailed duties, skills, and potential for learning that will inspire enthusiastic candidates to apply. See sample job description in Appendix B.

**Register with the Experiential Learning Center** by going to [www.ucdenver.edu/elc](http://www.ucdenver.edu/elc).

Click on the Handshake Employers button to begin.

**Post your internship description on Handshake.**

**Accept Applications** directly through the Handshake system which allows one designated person within your organization to receive applications/resumes via email. The Handshake system uses the email address you submit in your original "contact profile" (invisible to students as they apply).

**Make an Offer and Report** to the candidate by providing an offer letter clarifying start date, work, duties, training, work schedule, hourly wage, etc.

**Fill Out the CU Denver Internship Experience/Learning Agreement** with your intern. All CU Denver internships require a completed and approved Internship Experience/Learning Agreement to be submitted to the Experiential Learning Center prior to the student's first day on the job. The Internship Experience/Learning Agreement codifies the responsibilities of all parties involved in the internship, provides contact information of all parties, and clearly outlines the intern's work duties, learning goals, and academic assignments. The Internship Experience/Learning Agreement ensures everyone envisions the same experience and reduces the possibility of misunderstanding or disappointment.

**Notify the Experiential Learning Center of Your Hire** to ensure that your position is archived and that you won't receive applications after the position has been filled. We will be happy to reactivate your posting for the future semesters.

## **Step 3: You Have an Intern! Now What?**

**Provide a Thorough Orientation and Training** the entire first workday. Your intern will be more comfortable and productive if you take the time to get him/her acclimated to your organization.

**Supervise Your Intern** and help interns students grow as professionals.

The ideal supervisor/mentor is someone who:

- Approaches the company's internship program with enthusiasm.
- Possess a positive attitude about the company and the profession.
- Is patient when working with those new to the field.
- Has an ability to relate to college students.
- Is comfortable offering constructive criticism as well as praise.
- Encourages the intern to contribute ideas.
- Motivates students to succeed.

**Participate in a Site Visit** from an Internship Advisor and/or faculty sponsor. The visit provides the opportunity to strengthen the ELC's relationship with your organization. By seeing firsthand where the intern works and what they are doing, we can better promote your internship opportunities to future students.

**Maintain Contact** with the Internship Advisor, your liaison to the University who can assist you in dealing with issues such as absenteeism, lack of motivation, workplace injuries, etc. The advisor can also answer any questions you have about our program or policies.

**Evaluate Your Intern** at the end of your internship experience. You will receive an electronic evaluation via email near the end of the semester from the ELC (sample evaluation in Appendix D). It is imperative that you fill it out promptly as the faculty relies on your input before assigning final grades. We also request that you meet with your intern to review the evaluation. It is an excellent tool for providing feedback to students so they may learn about their strengths, weaknesses, and strategies for improvement.

**Conduct a Wrap-up Meeting** to recognize your intern's contribution. You might review a final report or portfolio, or discuss his/her accomplishments. Also, consider providing a letter of recommendation.

## **Step 4: Evaluate Your Program**

Review outcomes and processes in regard to your initial program goals and plans.

- Were you able to meet the goals you set?
- In what ways did your intern add value to your organization?
- Was the supervision you provided adequate?
- Measure your success by tracking:
  - the number of interns who become full-time employees
  - the number of intern's applicants
  - the number of repeat requests for interns by managers
  - cost/benefit analysis
- Work with CU Denver's Experiential Learning Center staff to modify or improve your internship program if necessary.

# Policies & Guidelines

The following policies and guidelines ensure that UC Denver students have access to high quality learning experiences that integrate academic knowledge and work experience in professional environments.

## **Confidentiality**

Any re-disclosure of internship candidate/intern information is prohibited without the intern's express written consent.

## **Workers' Compensation \***

All University of Colorado Denver interns must be covered by Workers' Compensation insurance. For paid experiences, the employer's workers compensation is responsible for providing coverage for the student. The University will cover worker's compensation for interns earning only academic credit with no pay. For additional information, please go to the website of the Office of University Risk Management at CU Denver: <http://urm.cusys.edu/>.

## **Equal Opportunity and Non-Discrimination \***

Internship employers must subscribe to EEOC guidelines established by Federal and Colorado state law. Employers cannot unlawfully discriminate in the selection of individuals on the basis of race, color, national origin, gender, disability, sexual orientation, religion or veteran status. The University will not tolerate acts of sexual harassment.

## **Fair Labor Standards Act (FLSA)\***

Employers must be aware of and ensure compliance with the Fair Labor Standards Act (FLSA) before classifying an intern as an unpaid "trainee." If an intern is considered an "employee" for purposes of the FLSA, then the employer must pay its interns at least minimum wage.

## **Hold Harmless Agreements**

Because of the concern over liability during internships, some employers may ask CU Denver and/or the student intern to sign a hold-harmless or indemnity agreement. In some cases, employers have asked students to sign a release of liability as a condition to accepting the internship. It is the policy of CU Denver that we will **NOT** sign these types of agreements.

The National Association of Colleges and Employers addresses the ethical issues regarding hold harmless agreements as they relate to internships. Principles for Professional Conduct – Hold Harmless Agreements [http://www.nacweb.org/committee/whitepapers/hold\\_harmless.htm](http://www.nacweb.org/committee/whitepapers/hold_harmless.htm).

\* International internships are regulated by different legal terms and guidelines. Please consult with the CU Denver Experiential Learning Center (ELC) staff for more information.

# Appendix A: Hiring International Students

If you make an offer for a paid Internship to a student for Academic/Curricula Practical Training, they must comply with the Immigration and Naturalization Services regulations before the student starts to work.

- The student requires a formal letter of offer from the employer stating a description of the student duties, number of hours to be worked each week, hourly salary, start and end date, and the name and contact information (phone, email, address) of the immediate supervisor and physical address physical location of where the student will be working.
- The student brings this offer letter to their Internship Advisor. The advisor will write a letter to the Office of International Affairs confirming that the student position meets the requirements for Academic/Curricula Practical Training.
- The International Services Specialist endorses the student's I-20 and the student will give it to the employer. The IE Advisor completes the student I-538 which is then sent to Immigration and Naturalization Service (INS).
- Each semester, the student must obtain a continuation letter from the employer and obtain the necessary signatures to continue their internship.

# Appendix B: Tips for Writing an Internship Description

The job description serves as the framework for the student's work experience.

## Job Description

- Determine the actual tasks and responsibilities prior to determining any special qualifications required for the position.
- Describe the position and responsibilities in a way that will entice the student to want to learn more about your organization.
- Include duties that peak student interests and demonstrate that you intend to assign meaningful and significant projects.
- Include "Reports to" and "Consults with" information so the intern understands with whom they will be interfacing.
- A well-written job description is more than a list of tasks. It reflects a sense of priorities and opportunities for learning.
- Ideally, word the job description in such a way that intern's performance can be measured.

## What skills will the intern learn?

Consider these questions:

- What can students learn that will advance their understanding of prior University coursework?
- What industry-specific skills will the student gain to enter better prepared for a career in this field?
- Are there any special training programs that will occur during this intensive experience?
- What professional skills will the student acquire during this internship experience?

## Qualifications

This section defines the specific minimum skills, attributes or credentials required to start in the position. Following are some examples:

Too General	Be Specific
Computer literate	Proficient with Microsoft Word, Excel, ARCsoft
Good Communication skills	Ability to communicate technical information to nontechnical audiences
Handles administrative tasks	Receives and processes monthly human resource action reports

# Appendix C: Sample Job Description

Job Title: Human Resources Assistant

Job Description:

This position reports to the Human Resources (HR) director and interfaces with company managers and HR staff. Company XYZ is committed to an employee-orientated, high performance culture that emphasizes empowerment, quality, continuous improvement, and the recruitment and ongoing development of a superior workforce.

The intern will gain exposure to the following functional areas:

- Departmental development.
- HR Information Systems.
- Employee relations.
- Training and Development.
- Benefits.
- Compensation.
- Organization development.
- Employment.

Specific responsibilities include:

- Employee orientation and training logistics and recordkeeping.
- Company-wide committee facilitation and participation.
- Employee safety, welfare, wellness and health reporting.
- Provide direct support to employees during implementation of HR services, policies and programs.

What skills will the intern learn:

- Active participation in strategic planning process, including developing goals, objectives and processes.
- How to engage professionally in HR meetings and seminars with other HR professionals in the region.
- Gain experience with Human Resources Information system (HRIS) database management and record keeping.
- Application of HR law and compliance with governmental regulations.

Qualifications

- Proficient with Microsoft Word and Excel.
- General knowledge of employment law and practices.
- Able to maintain a high level of confidentiality.
- Effective oral and written management communication skills.

# Employer Internship Assessment

Employing/Site Supervisor First Name

---

Employing/Site Supervisor Last Name

---

Employer Organization

---

Supervisor (Your) Email address

---

Your Phone Number (Including area code)

---

Intern's First Name

---

Intern's Last Name

---

Student Type

- Undergraduate
- Graduate
- Alumni
- Other (Please Specify) \_\_\_\_\_

Internship Type

- Academic credit & paid
- Academic credit & unpaid
- Not-for-credit & paid
- Not-for-credit & unpaid

How was the student compensated?

What was the hourly wage? (All wage data is kept confidential and only reported in the aggregate)

What was the stipend amount? (All wage data is kept confidential and only reported in the aggregate)

**At the conclusion of the internship, please evaluate the intern in each of the following areas?**

1	2	3	4	5	6	7	8	9	10
Written Communication skills									
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Verbal Communication skills									
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public speaking/presentation skills									
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to influence others									
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to articulate abstract ideas									
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Critical thinking skills									
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to work collaboratively with others									
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to receive feedback from others									
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to take appropriate action based on feedback									
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Problem solving skills									
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Setting Priorities and deadlines									
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting deadlines and commitments									
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1	2	3	4	5	6	7	8	9	10
Planning and organizational skills	<input type="radio"/>									
Analytical reasoning skills	<input type="radio"/>									
Ability to analyze complex problems	<input type="radio"/>									
Ability to apply knowledge and skills to real-world settings	<input type="radio"/>									
Ability to innovate and be creative	<input type="radio"/>									
Ethical judgment and integrity	<input type="radio"/>									
Comfort working with diverse and cultural backgrounds	<input type="radio"/>									
Skills to research questions and develop evidence-based analysis	<input type="radio"/>									

What do you think are the 3 most important abilities/skills/characteristics this student developed as a result of this internship?

What skill(s) does this intern need to further develop?

Please assign your student intern a letter grade for their internship performance.

- "A" - Work was consistently outstanding. Student produced work equivalent to well-trained entry level professional. Work was thoughtfully developed, organized & distinctive. Student was proactive, resourceful & contributed professionally & appropriately.
- "B" - Work was above average. The student produced work equivalent to a well-trained entry level professional, attended all sessions & contributed appropriately.
- "C" - Work was average. The student attended regularly, contributed occasionally, produced work equivalent to an entry level professional. The student demonstrated mostly acceptable behavior.
- "D" - Work was well below average. The student produced poor quality work, was ill prepared, uninspired, with little attention to detail.
- "F" - Fail

What could the intern have done differently to make the experience more meaningful?

Will this student be continuing at your organization in the future?

- Yes - As an intern
- Yes - Part time paid position offered and accepted
- Yes - Full time position offered and accepted
- No - Position offered and declined
- No - Position not offered

Please enter the annual salary. (All wage data is kept confidential and only reported to the aggregate)

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Would you like to be contacted regarding future interns at your organization?

- Yes
- No

Do you have any additional feedback for the Experiential Learning Center?



Phone It  
303.315.7258



Mail It  
[experiential.learningcenter@ucdenver.edu](mailto:experiential.learningcenter@ucdenver.edu)



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