

Quick Pitch:

- 1. Interns often accept job offers in late summer allowing time to prepare.
- 2. Working alongside interns helps identify strong fits for future full-time roles.
- 3. Interns are great for projects your team hasn't had time to tackle

Table of Contents

Why Develop an Intern Program? 3

Process Overview..... 4

 Partners 5

 Steps to Hiring Intern Talent..... 5

 Posting the Internship Opportunity..... 5

 Interviewing 5

Internship Support Activities 7

Exit Interview & Next Steps..... 8

 Post-Internship Debrief 8

Appendix A: Onboarding Documents 9

 Offer Letter 9

 Statement of Work (SOW) 9

 Exhibit 1: Sample Offer Letter 11

 Exhibit 2: Sample Email Offering Intern Position..... 12

 Exhibit 3: Sample Internship Section of Employee Handbook..... 13

Appendix B: Common Collegiate Vocabulary..... 16

Appendix C. Describing Meaningful Work and Sample Job Postings 17

 Embed in a Project Team 18

 Customer Support 19

 Internal Help Desk 20

 CAD Model Optimization 21

 Additive Manufacturing (AM)/3D Printing Prototyping 22

 Finite Element Analysis (FEA) Simulation 23

 Computer-Aided Manufacturing (CAM) Programming Support..... 24

 Manufacturing Process Documentation..... 25

Material Selection Research 26
Bill of Materials (BOM) Standardization 27
Printed Computer Boards (PCBs) Layout & Design Review 28
Mechanical Engineering 29
Quality Assurance (QA) and Reliability 30
Non-Destructive Testing (NDT) 31
Appendix D. One-Page Handouts to Organize your Program..... 32

Why Develop an Intern Program?

Internships serve as an effective way to accomplish projects, evaluate potential talent, and develop talent pipelines in your community.

Interns can add capacity to growing teams, take on special projects, and reduce workload for existing staff. By working closely with interns, companies can also document and assess their technical skills, problem-solving abilities, and teamwork. Interns should complete meaningful work that strengthens your organization.

Unlike traditional hires, internships give companies a structured, time-limited way to evaluate performance on real work. This helps employers determine whether candidates are a good “fit” and can deliver on assigned tasks. A well-organized internship program:

- Identifies strong candidates for full-time roles with confidence,
- Reduces hiring risks,
- Improves retention by hiring people who already know your culture and expectations,
- Develops leadership through mentoring, and
- Adds capacity by accomplishing tasks and projects.

While the goal is to identify future full-time talent, internship programs also provide low-risk ways to develop a student or trainee, complete short-term projects, and explore new technologies while assessing best fit for your organization. Internships can be a practical way to add short-term capacity while building a longer-term hiring pipeline. Many interns embed within teams supporting ongoing work. Other interns test new materials, software, hardware or manufacturing processes that could provide future benefits. For example, an intern might research and prototype a 3D-printed alternative to a traditionally machined part, giving the company valuable insights without requiring full-time staff to divert their attention from critical work. All interns should complete meaningful work that supports the company while developing real-world experience in your field. If the synergy is a great fit, then the intern may transition to full-time employment down the road.

Internship programs help build a strong talent pipeline for the future. By training and mentoring interns, organizations develop future candidates who are already familiar with company processes, technologies, and expectations. Over time, this can include onboarding and strengthening the broader workforce by giving emerging talent practical experience. Investing in internships creates a win-win scenario: companies gain fresh perspectives and short-term support while preparing the next generation to contribute meaningfully to the industry.

Benefits

Recruit full-time talent
Ensure culture fits
Add bandwidth
Develop leaders
Build connections

Set Your Internship Program Goals

Interns should support your company's growth. Having organizational alignment around the program is critical. This direction will help you decide which skills to require, who to hire, how to manage interns' ongoing work, and what metrics evaluate the program's effectiveness.

Pick one or two goals to keep the program focused. At the end of the internships, schedule a short review to capture what worked, what didn't, and what you'll change next time. You may also have goals that tie into a larger HR strategy or growth plan.

- Connect with talent
- Strengthen relationships with local schools and training partners
- Build a pipeline for future hiring
- Boost productivity
- Investigate fresh approaches
- Build supervisors and mentors
- Increase capacity for short-term projects

Process Overview

To secure a diverse pool of interns, and ensure alignment with corporate goals, your company should:

- Widely publicize the announcement
- Work with key partners such as universities and trade schools
- Ensure the company is ready for interns to start work
- Assign a mentor who can orient them to the workplace, introduce them to co-workers, and answer questions about their assignments
- Manage their work by giving regular feedback
- Complete an after-action report identifying what worked well and what should be improved

Interns can be recruited in any season and many schools hold Just-in-Time (JIT) Hiring Fairs in May for summer interns. Career-minded students start looking for internships 6-9 months in advance, while the majority of students look for summer internships in the spring semester, 1-4 months, before hoping to begin work.

- Just-in-time hiring: Recruit, evaluate, and start work within the same month.
- 1-4 months before: Large-scale recruiting, students' skills do not change before start of work.
- 6-9 months before: Most advanced candidates are looking at this time, and they have time to upskill to fit the position as directed.

There is no "right" time to hire interns. You can hire interns and start internships any time of year. They can also last for as little as a few weeks or grow into 6-month co-operative learning arrangements. Each window offers different opportunities and allows the organization to target certain purposes. Fit your internship plan to match your company's needs.

Partners

Companies may partner with local colleges, workforce development boards, and training centers to identify the pathways that will deliver high candidates that match. In addition, companies can partner with BuildSubmarines.com, professional societies, and other national organizations to reach a wider pool of candidates and build new talent pipelines. Many companies choose to start with BuildSubmarines.com because it is free to post jobs and internships and those listings get reposted to other databases students use.

If you want to target an individual campus, it is worth getting to know a staff member there to stay connected with their opportunities. Most colleges and universities are using Handshake to post and list opportunities, so you may choose to also create a free account on Handshake to post and share your opportunities at campuses you choose.

Steps to Hiring Intern Talent

Overall, organizations should expect to organize the goals and parameters for their internship, hire talent that matches those objectives, and have clear communications with each intern. The first step is to use the previously-determined organizational goals to highlight the educational background, software expertise, hardware knowledge, and team-collaboration skills you seek in new intern talent. It will also give you details about the duration of the internship, pay levels, and work tasks that potential intern hires will ask about through the interview process. During the interview process, be sure to find talent that fits within your culture. If you need to broaden your hiring pool, there are many campuses and outreach platforms that can support you.

Posting the Internship Opportunity

Post your clear, detailed job description on at least one national job repository, like jobs.buildsubmarines.com, and through Handshake if you are targeting individual campuses. Note the software and hardware you expect students to know before the internship and those that they will learn through this experience. Provide specific details about the possible tasks and working environments for each internship. Feel free to post multiple internship descriptions if you are seeking to hire a variety of roles.

If you include an email address for applicant questions, be sure to check it every two business days.

Interviewing

Interview interns much like you would any entry-level hire, with extra focus on reliability, communications, and willingness to learn. We provide a standard interview protocol in the One-Page Handouts appendix. You may want to augment those questions with one or more interesting questions that allow each intern to highlight a bit more about their background, skills, and motivations.

Examples of more engaging questions you may want to add:

1. If you were working on a problem-solving team, what real, fictional, or historical person would you want to work with? Why would you want to work with this person?
 - a. The answer will highlight the teamwork skills prized by the applicant.
2. If you could run a franchise of any business, which franchise would you want to run?
 - a. Applicants that answer about things they prefer show what personal comforts they value. Other answers may show a focus on economics (e.g., I would run a Walmart because it would maximize my pay.) or things they value (e.g., I would run a yoga studio because I could avoid conflict.).
3. What's the first thing you do when you wrap up a day of school (or work)?
 - a. These responses show the things the candidates need that may not be delivered by the normal school/work environment. It also could provide some insight into hobbies that could inform pairing with mentors.
4. What's a quality you like most/least in a professor?
 - a. Shows what the candidate appreciates from management.

Through your interview process, take notes and keep these records. You never know if someone that wasn't a great intern fit could be an interesting candidate for a new position that opens up in 6 months. As always, use your best judgment to hire proficient, trustworthy employees that will strengthen your organization.

If a hire does not fit, internships have a specific end date and can be terminated early.

Two-Week Before Email/Call

You can help students get off to the right start by sharing the key details for the first day in one coherent communication, either an email or call. Be sure to share the exact expectation of when and where the internship will begin. Please be specific with the business address, door, and office number that the intern should use to get to the internship orientation. If interns may take mass transit, list the viable options to support their travel. Explain what people should wear on the first day. Explain what food and drink will be provided and what interns should provide themselves. Give an overview of the orientation activities including any tours and whether there will be tours of places that will require certain safety precautions.

If you know interns will be using software or hardware, share those specifics with them. There are numerous YouTube tutorials that can help them prepare on their time. Even though it does not have to be a requirement, you can give students the opportunity to show their ability to prepare.

You may want to provide a copy of the statement of work to reinforce the duties at the heart of the internship.

Internship Support Activities

Lunch and Learn: Have members of your team give a 15-minute presentation on their line of work and future direction of their program to interns. Engage in Q&A so interns learn about other functional areas that may become full-time career opportunities in the future. With a plate of cookies and comfortable room, this activity is an easy win!

Too small for this type of lunch? Send intern(s) to lunch with different staff members on Fridays. Encourage them to dig into each other's backgrounds, education, and goals.

Scavenger Hunt: If your company has many facilities or many teams, a scavenger hunt during the lunch hour, or on a Friday afternoon, may be a way for interns to provide more connectivity between the business units at your location. The goal of a scavenger hunt is to introduce unknown coworkers and create a bond that can create efficient communication as needed down the road.

Although this is a lighthearted event, it's best to have a five-minute wrap-up summary where a manager debriefs the interns afterwards to hear about insights gained and highlight when they should contact their new acquaintances.

Intern Influencing: Flip the lunch and learn script and have students present 15-minutes on something they learned while interning, or a passion they have that could impact the work at your facility. Allow students to use multimedia presentation skills to communicate their information in ways that fit their style.

Hearing what students learn while working onsite can clarify how entry-level employees learn while joining your community.

After Hours Trivia Nights/Potlucks: The entire staff can participate in a fun-filled after-hours event that allows everyone to have informal time together. This could be based around a Jeopardy game based on your industry, or food shared by colleagues.

30-day HR Touch Base: Once a month, HR can sit with each intern for 15 minutes to hear how the current experience is going. They should use this time to understand what motivates the intern and whether full-time employment is a good fit. If the student needs to develop in order to earn a full-time position, discuss a plan to meet those developmental goals. Be clear about the expectations that need to be met to ensure success in their role in line with organizational goals. Consider whether a job description should be modified to maximize the impact of the student or future interns. If your organization uses SOWs, they could be improved also to fully engage the intern's talents in full-time work if they choose to return to work with the company.

Offboarding: In addition to HR requirements, it would be great to have a going away bagel or lunch that celebrates accomplishments over the internship period. This could involve a final project presentation of what the intern built or learned. If appropriate, you can also share a short highlight internally or on company social media.

Exit Interview & Next Steps

On the last days of the internship, have a manager or someone from HR host an exit interview for the intern to share their perspective on the experience while gathering data about whether the internship program meets the company's goals. The key is to gain valuable insights and gather data that can improve the program. This may include things your organization can do better, and it may include information that can help inform hiring of interns that better meet your goals.

These questions can help guide the exit interview.

1. What are some of your career goals and plans?
2. Why did you choose this internship?
3. What are some accomplishments you are proud of during this internship?
4. What did you like most about working here? Please provide examples.
5. What did you least like about working here? Please provide examples.
6. How would you describe the company culture?
7. What previously-learned skills or knowledge did you use during your internship?
8. Is there anything that you wish we would have done differently during this internship?
9. Is there anything that you wish you would have done differently during this internship?
10. How do you feel the company could improve the internship program?
11. Did the internship benefit your career goals or educational aspirations?
12. Is there anything else you'd like to share?

Post-Internship Debrief

A consistent internship program requires a debrief with all impacted staff that can provide insight into the strengths and weaknesses of each cohort of interns. It may also set the stage for organizing the next cohort. Seeing how the efforts aligned with the organization's goals is critical. This after-action documentation may refine the goals for the internship, the hiring parameters, and how the internship program is executed in subsequent years. Update any internship documentation, including materials that may be embedded in an Employee Handbook, website, or job descriptions.

In addition, you may want to maintain good records on the work completed and quality of performance for each intern in case they are considered for future employment. It is a lot easier to capture these details the week after the internship rather than months later. Use the first couple weeks after an internship wraps up to gather the data and input, share with key stakeholders, and plan how to move forward.

If finding new sources of talent seem necessary, re-evaluate how you leverage BuildSubmarines.com and Handshake to align your outreach with the organizational objectives.

Appendix A: Onboarding Documents

Hiring requires a few forms that are quick to assemble. These five forms will ensure work and financial expectations are shared between employees and human resources.

- Offer Letter
- Statement of Work
- I-9 form: federal form verifying eligibility to work in the U.S.
- State and Federal tax withholding forms

Offer Letter

An internship Offer Letter serves as an official document outlining the terms of employment for a temporary position. It provides clear details regarding the role, expectations, and compensation, ensuring mutual understanding between the employer and the intern. A well-structured offer letter helps set a professional tone and offers transparency, which is essential in fostering a positive working relationship.

Key elements of the offer letter include:

- Role
- Expectations
 - o Work schedule and location
 - o Attendance and responsibilities
- Compensation
 - o Pay rate
 - o Frequency of pay
 - o Other benefits such as incentives, professional development or mentoring
- Employment terms
 - o Start/end dates
- Acceptance
 - o Signature line accepting the terms
 - o Deadlines for acceptance
 - o Pre-employment paperwork or other requirements prior to start date
 - o Background checks or security requirements

A sample offer letter is included as Exhibit 1. This could be sent as a PDF, through Docusign, or as an email requesting students to acknowledge acceptance within a reasonable timeframe.

Statement of Work (SOW)

A Statement of Work (SOW) is ideal for clarifying the roles and expectations for interns. SOWs are critical documents that define the parameters of a project, ensuring all parties involved have a clear understanding of the objectives, deliverables, and

expectations. It serves as a foundational agreement that minimizes ambiguity, establishes accountability, and provides a roadmap for project execution. They are not required to manage internships, but may be a worthwhile time investment to document the work activities and expectations for the intern and other internal stakeholders.

The introduction of a SOW provides an overview of the project, including its purpose, background, and overall goals. This section sets the stage by explaining why the project is being undertaken and outlining its intended impact. Clearly defining the project's significance helps align stakeholders' expectations and commitment.

Following the introduction, the SOW details the specific deliverables and tasks required to complete the project. This section lists the key work elements, responsibilities, and milestones that will guide progress. By breaking down the work into measurable components, the SOW ensures a structured approach to project completion.

The timeline and schedule section outlines the expected duration of the project, key deadlines, and phases of work. Including a well-defined timeline allows project managers and team members to track progress and ensure timely completion of deliverables. This section may include a milestone table for clarity.

Finally, the document concludes with terms and conditions that outline payment schedules, acceptance criteria, and dispute resolution procedures. This section safeguards the interests of all parties involved by providing legal and contractual clarity. A well-drafted SOW ultimately serves as a blueprint for successful project execution and accountability.

Exhibit 1: Sample Offer Letter

[Company Letterhead]

[Date]

[Intern's Name]

[Intern's Address]

[City, State, ZIP Code]

Subject: Internship Offer - [Position Title]

Dear [Intern's Name],

We are pleased to offer you the position of [Position Title] at [Company Name]. After reviewing your application and interview performance, we are confident that your skills and enthusiasm will contribute significantly to our team at [Company Name and Location].

Your internship will begin on [Start Date] and conclude on [End Date]. You will work [#] hour per week, Monday through Friday, at [Company Location]. Your primary responsibilities will include [Brief List of Duties]. Your manager will be [manager name].

As a paid intern, you will receive a compensation of [\$X.XX] per hour, payable on a [weekly/bi-weekly] basis. In addition, you will have access to mentorship opportunities and training sessions to enhance your professional skills.

To accept this offer, please sign and return the enclosed copy of this letter by [Acceptance Deadline]. If you have any questions, feel free to contact [HR Representative's Name] at [HR Contact Information].

We look forward to welcoming you to our team and working together on exciting projects this summer.

Sincerely,

[Your Name]

[Your Title]

[Company Name]

[Company Contact Information]

Exhibit 2: Sample Email Offering Intern Position

We are pleased to offer you the position of Engineering Intern with our company, beginning on or near [start date]. In this role, you will support our engineering team with hands-on project work, technical problem solving, and day-to-day operations while gaining practical experience in a professional setting. This internship is expected to last from [start date] to [end date], with a schedule of approximately [number] hours per week at a rate of [hourly pay or stipend].

This offer is contingent upon successful completion of any required onboarding steps, and specific duties may be adjusted based on project needs. We look forward to welcoming you to our team and supporting your growth as an emerging engineer.

Please acknowledge acceptance of this internship on or before [date].

Exhibit 3: Sample Internship Section of Employee Handbook

We are excited to welcome our interns!

Internships support mutual growth of interns and our company. We provide interns with meaningful, hands-on work experience, a professional workplace, ability to apply knowledge to solve authentic problems, and better understand how we operate. At the same time, we expect to benefit from interns' energy and ideas. We want to get to know each intern as a person, a colleague, and a potential future employee. Interns are part of our team, help us accomplish our shared goals, and are expected to follow all company policies, procedures, and standards of conduct. Throughout the internship, managers will provide honest, professional feedback on work products and professional performance.

A successful internship is measured by success in performing the job responsibilities while developing and demonstrating professional competencies through real-world working experience. Interns should positively contribute to our business objectives while working safely and following all our guidelines. This success allows interns to have meaningful work experience, receive authentic managerial feedback, strengthen resumes, and get to know fit with our culture and expectations.

During your hiring process, the interview included discussions of roles and activities to ensure there is a good fit. These agreed-upon roles and activities were written into the Offer Letter through the accompanying Statement of Work (SOW). This Offer Letter also named your manager, our office hours, compensation, and your first and last day of employment. These documents are the contract that outlines the work we will do together and organizes the time you will work here.

Onboarding

On the first day of employment, you will receive materials and documentation related to your work, a tour of our facilities, and your workspace. The provided technology should be maintained through the internship with the expectation that another company employee could use the hardware after the internship is complete. During the tour, you will get an understanding of the scope and type of work at this facility to better understand how the SOW advances business operations.

Please use this time to introduce yourself and your SOW to your colleagues and make connections. Observe how our team works and interacts in different workspaces, and please follow these norms throughout your time here. We are a team that works together to accomplish our mission and that starts on day 1. Please ask questions and make new acquaintances so we can function as a team.

During this day, you will complete federal and state tax forms. We will also file a signed copy of your offer letter. If you have any questions while completing them, please ask your manager or the HR team.

Roles & Expectations

Please see related sections in this Employee Handbook for guidelines that govern the conduct of all employees.

- Your role meaningfully improves the work we do, and we need your focus on this role during all work hours.
- Your manager will provide details and feedback throughout your time, and following this guidance will help ensure your work has maximal impact.
- Safety is paramount. Please beware of your personal safety, keep your coworkers safe, and follow the IT policies to maintain safety while working online.
- We expect you to treat your coworkers and this work professionally.
- Your specific role is specified in the Offer Letter, SOW and the documentation provided by your manager. If you have any questions, please ask your manager and/or coworkers.
- We expect that you will be able to work professionally and independently within the structure provided by the manager.

There will also be a number of activities for interns that connect you and your work to our community. This includes, but is not limited to, lunch and learns, customer visits, site visits, HR check-ins, and other activities that help us connect as a community. If you see an activity that would be helpful, please suggest it.

If we feel like expectations are not being met, we reserve the right to end the internship early. If you have any concerns or questions, please talk with your manager or the HR team.

Workplace & IT Policies

Please see related sections in this Employee Handbook for guidelines that govern the conduct of all employees in the workplace.

Unlike other full-time employees, interns will also be expected to:

- Work only within standard operating business hours, unless the manager approves.
- Complete all work will fit within the contracted number of hours without overage or overtime.
- Check in with their manager at pre-determined intervals to ensure work flows at the appropriate rate and meets our quality expectations.
- As part of your work, you may see information that is sensitive to our work, you must keep these trade secrets secure.
- While working, we expect that your phone is put away and only used for emergency situations.

- New employees are especially ripe for impersonation emails from hackers. If you have any doubt about an email or receive an email from someone unexpectedly, please ask a coworker about whether you should open and read the email. (Please follow the IT policies closely, they protect all of us.)
- You can use social media for your social activities outside of work, but refrain from mentioning our work or your role unless you check in with your manager first. In general, we are excited to support and celebrate your professional growth, but only certain members of our team can speak for our company.

Overall, our company functions on punctuality, professionalism, and teamwork. Each day you work here, you will be expected to be on time, act professionally toward otherwise, and support the team as we work toward our goals. This includes treating your coworkers and corporate property with professionalism and respect. Following these guidelines is critical.

Performance Evaluation

We believe in professional, forthright feedback. When you present ideas or participate in design reviews, you will hear our feedback is supportive and honest. We have high expectations and it takes iterative improvement to get projects to reach our level of expectation. We know that interns do not come in with all the answers and we are here to guide your work to have the maximum impact over time for our company.

Different teams present feedback in different ways. This may be awkward at first, but talk with coworkers about how to receive feedback and how to maximize its impact on your career growth. None of us are perfect and all of us could use formative feedback to improve professionally.

Offboarding

All internships end, and we will be sad to see you go. On your last day, you will need to return all property assigned to do your work. You will work with your manager to ensure all aspects of your work are stored digitally and/or physically for easy access as needed.

We will provide an earnest letter documenting your work and successes here and thank you for your work via our LinkedIn account so others can see the impact of your work.

We are truly thankful you are here and will do what we can to make these next months impactful for you and us.

Appendix B: Common Collegiate Vocabulary

Career Services is the most common name for the organization assisting with internships and hiring on campus. You may also see this group called Career Development or Academic Support. Most are university-wide, but some engineering and STEM departments have dedicated staff for their students.

Welding Engineering

These Bachelor's degree programs focus on the science, design, and application of welding and joining processes used in manufacturing and construction. Students study materials science, metallurgy, engineering mechanics, welding processes, inspection, and quality assurance to understand how heat and force affect metals and other materials. The program emphasizes safety, engineering standards, testing methods, and problem-solving for production challenges. Graduates are prepared to design welding procedures, oversee fabrication projects, and ensure structural integrity across many industries.

Co-op vs. Internships

Most co-ops occur during the fall/spring semesters and have more oversight and support from the university because students get academic credit. Co-ops require students to learn on the job. Internships are less structured and may/may not have university support or opportunities for academic credit. Both can improve student learning.

Mechanical Engineering

A Mechanical Engineering degree is typically more theory-focused and centers on the advanced mathematics, physics, and analytical modeling used to design and optimize mechanical systems. Students study thermodynamics, fluid mechanics, materials science, and system dynamics, with an emphasis on engineering theory, simulation, and research. This pathway is commonly aligned with careers that involve engineering design, product development, and advanced analysis. Students often complete a senior design team project that could be industry sponsored. This degree often serves as preparation for graduate study or Professional Engineer (PE) licensure.

Mechanical Engineering Technology

A Mechanical Engineering Technology degree is application-driven and emphasizes the hands-on implementation of mechanical systems in real-world environments. Coursework focuses on manufacturing processes, instrumentation, testing, troubleshooting, and working directly with equipment and technology. Graduates prepare for roles in operations, production, testing, maintenance engineering, and applied design, where practical problem solving and technical execution are central.

"Employer Partner"

These programs are usually sponsorships of the university and/or the Career Services team. It's a fundraising agreement that highlights a company's university support.

Appendix C. Describing Meaningful Work and Sample Job Postings

You can upload the text below on your website and on BuildSubmarines.com (easily create an account at: https://jobs.buildsubmarines.com/employers/sign_up).

If you have software or hardware expectations for your new hires, add whether interns should have introductory, moderate, or extensive experience in programs like:

| | | | |
|------------|------------------|--------------------|---------------------|
| AutoCAD | SolidWorks | Fusion 360 | Autodesk Fusion 360 |
| ANSYS | COMSOL | OpenFOAM | DelftShip |
| MATLAB | Simulink | ArduPilot | Siemens |
| Python | Java | C++ | R |
| ZBrush | Maya/3ds Max | Blender | ShipConstructor |
| Salesforce | Microsoft Office | Microsoft Power BI | |

Or, be familiar with hardware like:

| | | | |
|-------------------|-------------------|------------|------------------|
| 3D Printer | CNCs | Lathes | Casting |
| Battery Tools | Electrician tools | Robotics | Hand Power Tools |
| Hardness testers | Thread gauges | Calipers | Micrometers |
| Metal 3D Printing | Carbon Fiber | Fiberglass | Woodworking |

Autonomy packages including cameras, lidar, and sensors

If there are other tools or skills that are critical for your careers, add them to the Skills Required section. You can also add “(optional)” or “(desired)” to highlight things that are nice to have, but not “make or break” for your hiring decisions.

Note: If interns should be upskilled before their first day, please connect with university staff and faculty to investigate ways to educate interns before starting the internship. Professional societies may also be able to support your efforts to upskill incoming interns.

Sample Job Descriptions

The following pages have job descriptions for interns that could be used as the basis for a job posting and/or contribute to laying out a Statement of Work.

Embed in a Project Team

Objective & Overview:

Support an existing project team by performing daily duties that support the team's efforts. These duties may include documenting ongoing processes, researching topics to support team decision making, prototyping solutions for team evaluation, and managing ongoing processes so team can focus on new duties.

Internship Scope:

- Work day-to-day with the team, attending team meetings and performing tasks that lighten the load of the team.
- Execute routine processes, initially with supervision, so team has the freedom to focus on more pressing matters.
- Perform documentation and research steps to inform team decision making.

Expected Deliverables:

- Weekly reports that summarize progress toward team goals and highlight work to be accomplished next week.
- Documentation, research reports, prototypes, etc.

Skills Required:

- Proficiency in CAD software (SolidWorks, AutoCAD, Creo, or Fusion 360).
- Understanding of Geometric Dimensioning and Tolerancing (GD&T) and mechanical tolerances.
- Basic knowledge of machining processes (CNC, milling, turning, etc.).
- Familiarity with Finite Element Analysis (FEA) tools (Ansys, Abaqus, or SolidWorks Simulation) is a plus.
- Contribute to complex projects by completing deliverables on time.
- Understand how to use common word processing and business software.

Intern Requirements:

- Have the skills, training and experience to become full-time employees one day.
- Would be a good fit for full-time employment in future years.
- Fit the profile of people that tend to accept entry-level jobs with the company.
- Ability to write and communicate within a team environment.
- Possess the technical knowledge to research and support current team operations.
- Work with internal and external stakeholders in a professional manner.

This Type of Intern Supports Companies:

- with regular entry-level hiring needs that want to engage with potential new hires in a low-stakes, months-long cooperative working environment.
- looking for cheaper, entry-level support to grow with ongoing work on profitable projects.

Customer Support

Objective & Overview:

Serve as the initial point of contact for customers looking for more information about products, to purchase products, or to troubleshoot issues with products. The intern will route inquiries to the appropriate contact and offload this customer-facing role from full-time staff.

Internship Scope:

- Understand the company's organization and POCs for addressing different types of customer inquiries.
- Engage customers professionally and efficiently connect them with staff that will fulfill their request.
- Provide weekly reports that document the customers addressed, the initial POC addressed, and final outcome of the conversation.
- Research potential customers that could further grow sales and present those leads in the weekly report.
- Identify customer pain points and suggest possible solutions to mitigate them.

Deliverables:

- Regular customer service.
- Weekly reports documenting communications and results.
- Research that can support future customer growth.

Skills Required:

- Professional demeanor and ability to understand company's structure and procedures.
- Willingness to take initiative and provide alternative solutions to solve apparent problems and create avenues for growth.
- Good writing and communication skills.
- Ability to digest technical materials and provide technical feedback to others.

Intern Requirements:

- Interest in learning about the organization of the company and how the business processes work.
- Professional-level writing and communication skills.
- Understand procedures and work with them flexibly to solve problems.
- Document work and deliver reports that summarize impact.

This Type of Intern Supports Companies:

- that could use support addressing customers and providing a layer of organization between customers and full-time staff.
- receiving a high volume of customer support requests that can be addressed systematically.

Internal Help Desk

Objective & Overview:

The Help Desk serves internal needs and clients. Staff can reach out to the Help Desk for IT needs, as well as setting up cross-functional meetings. Interns act as/support the point of contact for staff looking for solutions to the day-to-day needs. Interns build understanding of many aspects of the business and find a match for possible full-time employment (similar to a rotational position). The intern will route inquiries to the appropriate contact and offload this customer-facing role from full-time staff.

Internship Scope:

- Understand the company's organization and POCs for addressing different types of customer inquiries.
- Engage internal staff professionally and efficiently to solve the issue.
- Provide weekly reports that document the issues addressed, the initial POC involved, and final outcome of the issue.
- Research potential solutions to repetitive or ongoing problems and present those leads in the weekly report.
- Identify customer pain points and suggest possible solutions to mitigate them.

Deliverables:

- Regular support to internal teams.
- Weekly reports documenting communications and results.
- Research that can support future customer growth.

Skills Required:

- Professional demeanor and ability to understand company's structure and procedures.
- Willingness to take initiative and provide alternative solutions to solve apparent problems and create avenues for growth.
- Good writing and communication skills.
- Understand how to use common word processing and business software.

Intern Requirements:

- Interest in learning about the organization of the company, being a team player, and how the business processes work.
- Professional-level writing and communication skills.
- Understand procedures and work with them flexibly to solve problems.
- Document work to support future process improvement.

This Type of Intern Supports Companies:

- using support staff addressing coworkers' challenges and providing a layer of organization between teams seeking to coordinate.
- receiving a high-volume of internal support requests.

CAD Model Optimization

Objective & Overview:

Enhance existing CAD models of machined parts to improve manufacturability, reduce material waste, and streamline production.

Internship Scope:

- Review current CAD models (SolidWorks, AutoCAD, or other software).
- Identify design inefficiencies, such as unnecessary complexity, excessive material usage, or difficult-to-machine features, and communicate the inefficiencies to supervisor.
- Apply Geometric Dimensioning and Tolerancing (GD&T) to ensure precision and compatibility with other components.
- Conduct a Finite Element Analysis (FEA) to assess stress, thermal, or vibration impacts.
- Work with engineers and machinists to adjust tolerances and simplify machining processes.
- Document designs, including any design improvements, and create updated CAD models. Store the models in a systemized manner.
- Generate manufacturing drawings with updated tolerances and annotations.

Deliverables:

- Optimized CAD files with manufacturing-ready designs.
- A comparison report showing original vs. optimized models.
- Updated technical drawings with improved GD&T specifications.
- Summary document outlining design changes and benefits.

Skills Required:

- Proficiency in CAD software (SolidWorks, AutoCAD, Creo, or Fusion 360).
- Understanding of GD&T and mechanical tolerances.
- Basic knowledge of machining processes (CNC, milling, turning, etc.).
- Familiarity with FEA tools (Ansys, Abaqus, or SolidWorks Simulation) is a plus.

Intern Requirements:

- Demonstrated CAD skills (cover letter may specifically request students to link to CAD models which will be discussed within an interview).
- Communicate and understand importance of documentation.
- Collaborate within a team to modify drawings to support overall mission.

This Type of Intern Supports Companies:

- have not had time to systematically consider CAD drawings.
- recently acquired machines/technologies with new CAD specifications.
- legacy designs that need updated CAD drawings.

Additive Manufacturing (AM)/3D Printing Prototyping

Objective & Overview:

Use 3D printing to create prototypes of mechanical components, custom enclosures, models for clients and potential customers, enabling rapid design iteration and testing.

Internship Scope:

- Work with engineers to select components for prototyping, such as brackets, casings, RF enclosures, versions of popular products, and models of buildings.
- Convert CAD models into printable formats (STL, OBJ) & adjust for printability.
- Research AM standards and best practice. Integrate them into documentation.
- Choose appropriate 3D printing technology (FDM, SLA, or SLS) based on part requirements (strength, precision, heat resistance).
- Print multiple prototype versions and evaluate for strength, dimensional accuracy, and fit.
- Post-process printed parts (sanding, painting, assembly) for testing and analysis.
- Analyze prototype performance and recommend design modifications.
- Document findings and present a report on prototype feasibility for production.

Deliverables:

- 3D-printed prototypes for physical evaluation.
- Reports comparing different materials and printing methods used.
- Updated CAD models based on prototype test results.
- Presentations summarizing findings and recommendations for future work.

Skills Required:

- Experience with 3D modeling software (SolidWorks, Fusion 360, TinkerCAD).
- Knowledge of 3D printing processes and materials.
- Perform basic post-processing techniques (sanding, assembly, testing).
- Strong documentation and report-writing skills.

Intern Requirements:

- Students with makerspace and/or competition team experience where they designed and executed prints to accomplish certain objectives.
- Certifications or classes focused on AM or 3D printing applications.
- Students with a portfolio of digital designs and 3D printed objects reflecting passion for this technology.

This Type of Intern Supports Companies:

- interested in exploring AM thoroughly.
- interested in using models and giveaways to engage potential customers and the general public with their work.
- with design files that could be transferred into printable formats.

Finite Element Analysis (FEA) Simulation

Objective & Overview:

Perform Finite Element Analysis (FEA) on machined components to evaluate stress, thermal performance, and structural integrity, ensuring they meet design and safety standards.

Internship Scope:

- Import CAD models into an FEA software tool (Ansys, Abaqus, SolidWorks Simulation).
- Define material properties (aluminum, steel, composites, etc.) and boundary conditions (loads, constraints).
- Run stress, vibration, and thermal simulations to identify weak points or risks.
- Compare simulation results against design specifications and safety margins.
- Recommend design modifications to improve strength, durability, or weight reduction.
- Validate FEA results with existing test data or small-scale physical testing.
- Document the process, findings, and recommendations in a technical report.

Deliverables:

- FEA reports with simulation images and data analysis.
- Updated CAD models with suggested design improvements.
- Comparison tables showing stress and thermal performance across different materials or geometries.
- Presentation of findings to engineering teams for implementation.

Skills Required:

- Experience with FEA software and ability to learn additional software used by the company in these workstreams.
- Understanding of mechanical properties, material science, and failure analysis.
- Ability to interpret stress-strain diagrams and heat distribution results.
- Strong documentation and technical communication skills.
- Understand how to use common word processing and business software.

Intern Requirements:

- Demonstrate familiarity with FEA software and virtual design programs.
- Passion for simulation and virtual design and the ability to communicate key aspects of this work to various stakeholder groups.

This Type of Intern Supports Companies:

- engage with FEA or are looking to add capabilities in this area.
- researching products where additional analyses would inform future dev plans.
- building teams that provide software- and consulting-as-a-service.

Computer-Aided Manufacturing (CAM) Programming Support

Objective & Overview:

Assist in Computer-Aided Manufacturing (CAM) programming for CNC machining by generating toolpaths and machining strategies to improve efficiency and precision in manufacturing communication system components.

Internship Scope:

- Learn and use CAM software (e.g., Mastercam, Fusion 360) to create machining programs.
- Import CAD models and apply toolpath strategies for milling, turning, or multi-axis machining.
- Optimize cutting speeds, feeds, and tool selection to improve efficiency and reduce tool wear.
- Simulate machining operations to identify potential collisions, errors, or inefficiencies.
- Work with machinists and engineers to ensure designs are manufacturable with available CNC equipment.
- Document setup sheets and machining instructions for operators.
- Observe initial production runs and provide feedback for refinement.
- Present a process improvement report with recommendations for cycle time reduction and cost efficiency.

Deliverables:

- CAM programs and toolpaths for selected machined parts.
- Simulation reports identifying potential machining errors.
- Setup sheets with machining instructions for CNC operators.
- Optimization report with cycle time reductions and efficiency improvements.

Skills Required:

- Knowledge of CAM software and CNC programming.
- Understanding of machining operations, tooling, and cutting parameters.
- Interpreting technical drawings and Geometric Dimensioning & Tolerancing.
- Strong analytical and troubleshooting skills.
- Understand how to use common word processing and business software.

Intern Requirements:

- Have worked with CAM processes before or demonstrated the ability to work with computer-based technologies to create highly specified end products.
- Pay attention to details, especially in finalizing high-quality creations.

This Type of Intern Supports Companies:

- engaging in CAM processes or looking to explore adding this technology.
- investigating how teams developing complex objects could incorporate CAM.

Manufacturing Process Documentation

Objective & Overview:

Develop clear and standardized Manufacturing Process Documentation (MPD) for machining and assembling parts used in communication systems, ensuring consistency, efficiency, and quality control.

Internship Scope:

- Work with machinists and engineers to observe and document key machining and assembly processes.
- Break down each step of the process, including setup, tooling, material handling, and quality checks.
- Create standard operating procedures (SOPs) with clear instructions, images, and safety guidelines.
- Develop checklists and process diagrams so operators can follow best practices.
- Identify areas of inefficiency and suggest improvements to reduce waste and optimize workflow.
- Ensure documentation complies with industry standards, like ISO 9001.
- Store documents in a structured digital format and create user-friendly materials that explain the organization and purpose of the documentation.
- Draft and possibly conduct brief training sessions for staff.

Deliverables:

- Step-by-step process manuals with visuals and instructions.
- Checklists and workflow diagrams for manufacturing and assembly.
- Process improvement report with suggestions for increasing efficiency.
- Digital archive of documents for easy access and reference.

Skills Required:

- Strong technical writing and documentation skills.
- Familiarity with manufacturing and machining operations.
- Ability to create clear visuals, flowcharts, and other process documentation.
- Understanding of quality control and process improvement methodologies.

Intern Requirements:

- Understand Industrial and/or Systems Engineering.
- Able to understand complex processes and write them clearly for various audiences.

This Type of Intern Supports Companies:

- with fabrication processes that have not had the time to create robust documentation to ensure the processes remain consistent over time.
- interested in providing support in standardizing work across shifts and sites.

Material Selection Research

Objective & Overview:

Evaluate and recommend optimal materials for machined and electrical components in communication systems, balancing factors such as strength, conductivity, weight, and cost.

Internship Scope:

- Analyze current materials used in communication system components (e.g., enclosures, connectors, heat sinks).
- Research alternative materials (metals, composites, polymers) to improve performance and manufacturability.
- Compare mechanical properties such as tensile strength, hardness, and corrosion resistance.
- Evaluate electrical properties for conductive and nonconductive materials.
- Assess thermal properties for components exposed to high temperatures.
- Perform cost-benefit analysis of different materials, including procurement and machining costs.
- Consult with suppliers to gather pricing and availability data.
- Present findings in a material selection report, including recommendations for substitutions or improvements.

Deliverables:

- Material comparison matrix listing properties, advantages, and trade-offs.
- Cost analysis report comparing material expenses and machining feasibility.
- Technical report with recommended materials and justifications.
- Presentation to engineers summarizing findings and potential benefits.

Skills Required:

- Knowledge of material science and engineering properties.
- Ability to analyze mechanical, electrical, and thermal performance of materials.
- Familiarity with industry standards (ASTM, IEEE, MIL-STD).
- Strong research, data analysis, and report-writing skills.
- Understand how to use common word processing and business software.

Intern Requirements:

- Understand material sciences and the underpinning chemical and engineering coursework.
- Ability to find high-quality research and condense it into usable reports.

This Type of Intern Supports Companies:

- looking to establish a research base in possible material alternatives.
- using a variety of materials and wanting someone to organize the work across products from a materials perspective.

Bill of Materials (BOM) Standardization

Objective & Overview:

Organize, update, and standardize Bills of Materials (BOMs) for machined and electrical components used in communication systems, ensuring accuracy, consistency, and efficiency in manufacturing and procurement.

Internship Scope:

- Collect existing BOM data from engineering, manufacturing, and procurement teams.
- Identify inconsistencies, missing parts, duplicate entries, or outdated supplier information.
- Standardize part naming conventions, descriptions, and numbering schemes to match company standards.
- Verify material specifications, unit quantities, and sourcing details for all components.
- Work with suppliers to update pricing, lead times, and availability.
- Implement BOMs into Product Lifecycle Management (PLM) or ERP systems for better tracking.
- Develop templates and guidelines for future BOM creation.
- Create a final report summarizing improvements and recommendations.

Deliverables:

- Standardized BOMs with corrected part descriptions and supplier details.
- BOM template and documentation for future consistency.
- Database update in PLM or ERP system.
- Report on standardization improvements with before-and-after comparisons.

Skills Required:

- Experience with BOM management and PLM/ERP systems (SAP, Oracle, Arena).
- Strong data organization and attention to detail.
- Familiarity with manufacturing and procurement processes.
- Basic understanding of mechanical and electrical components.
- Understand how to use common word processing and business software.

Intern Requirements:

- Worked with purchasing and component acquisition processes.
- Understand complex processes and break them down into components.

This Type of Intern Supports Companies:

- looking to standardized Bills of Materials and related process documentation.
- teams that are creating new products that should have process documentation that aligns with previous efforts. The intern can carry this load for the team.

Printed Computer Boards (PCBs) Layout & Design Review

Objective & Overview:

Assist in the design and optimization of Printed Computer Board (PCB) layouts for systems, improving usability, manufacturability, and thermal management.

Internship Scope:

- Review existing PCB layouts for compliance with industry standards (IPC-2221, IPC-6012).
- Check for design rule violations, such as trace width issues, spacing errors, and via misplacement.
- Optimize component placement for minimal noise, heat dissipation, and shorter signal paths.
- Improve power distribution network (PDN) to reduce voltage drops and EMI.
- Perform basic signal integrity analysis to identify and mitigate crosstalk and impedance mismatches.
- Validate thermal management strategies, such as heat sink placement and via stitching.
- Work with engineers to finalize Gerber files and BOMs for manufacturing.
- Document findings in a PCB review report with suggested layout improvements.

Deliverables:

- PCB design review report with identified issues and recommendations.
- Updated PCB layouts incorporating improvements.
- Gerber files and updated BOMs for final production.
- Presentation of findings to engineering teams.

Skills Required:

- Experience with PCB design software (Altium Designer, KiCad, Eagle, OrCAD).
- Understanding of signal integrity, EMI/EMC, and PCB fabrication constraints.
- Ability to analyze schematics, layouts, and Gerber files.
- Strong technical documentation and communication skills.

Intern Requirements:

- Strong EE knowledge and projects demonstrating this knowledge in practice.
- Familiarity with PCBs and designing electronic components.
- Monitors key details and create clear design documentation.

This Type of Intern Supports Companies:

- interested in exploring printing custom boards or working more directly with suppliers to create PCBs that better match their needs.
- building PCBs and similarly complex components and using this process to vet potential entry-level employees.

Mechanical Engineering

Objective & Overview:

Work with others to design, fabricate, test, and/or maintain machines and systems. Collaborate in teams to solve problems and create high quality products for a variety of customers. Document work so that the processes are replicable.

Internship Scope:

- Support mechanical design and analysis of systems.
- Design and model machines and parts to match objectives.
- Contribute to form designs, analyses, and assessments.
- Examine applications to describe problems & solutions to organizational needs.
- Work with technicians applying designs to create maintenance routines.

Deliverables:

- Reports documenting improvement of designs and processes.
- Components that meet the requirements and have a business case.
- Technical documentation to support designs and processes.
- Purchase specifications and production manuals for parts within processes.
- Analyses evaluating design/selection choices on cost and/or schedule.
- Documentation that describes the reliability and quality of components.
- Translate technical documentation for a general audience.

Skills Required:

- Familiarity with a variety of software packages and ability to learn new ones.
- Understand physics and engineering concepts necessary to improve designs.
- Testing procedures allowing for iterative improvements of designs & processes.
- Analyze technical documentation including schematics and specifications.
- Work within an organizational structure to collaborate and meet the mission.
- Understand how to use common word processing and business software.
- Communicate engineering designs to a variety of stakeholders.

Intern Requirements:

- Pursuing a degree in mechanical engineering, or related fields (could be in the early stages of a STEM degree, but not certain about which discipline).
- Strong communication and teamwork skills.
- Ensure deliverables are on time and match quality expectations.

This Type of Intern Supports Companies:

- creating components, devices, machines, or systems of machines.
- designing systems to accomplish objectives.
- prototyping and researching organizations.

Quality Assurance (QA) and Reliability

Objective & Overview:

Evaluate and assess materials and datasets to ensure compliance with Quality Assurance (QA) standards and expectations of reliability. Initially conduct QA procedures individually or as part of a team to gain familiarity with onboarding materials and suggest improvements. Then, support team in updating, documenting, and codifying QA procedures to comply with new and/or forthcoming regulations.

Internship Scope:

- Conduct QA procedures and review onboarding procedures for new QA talent.
- Review standards for quality and compare them to standards and specifications.
- Support on-site operations and improvement projects.
- Analyze existing report data and records of previous reviews.
- Review/Update/Construct a reporting tool and database.

Deliverables:

- Data and measurements documenting products and processes.
- Quality assessment reports.
- Database of quality assessment results.
- Updated QA procedures and/or training materials.

Skills Required:

- Experience with quality assurance standards.
- Sufficient background knowledge to review standards and apply them to new processes.
- Prior assessment work using reliability analysis tools and procedures.
- Professional communication skills, including writing and presenting reports.
- Systemic thinking to ensure QA work can be conducted reliably.

Intern Requirements:

- Strong organizational habits and research skills.
- Detail-oriented.
- Familiar with the engineering and physical processes used in the projects.
- Understanding how to record information consistently to support QA databases.
- Use technology to measure and record data per established QA procedures.
- Understand how to use common word processing and business software.

This Type of Intern Supports Companies:

- planning to expand QA operations.
- teams with QA processes that could use extra support and/or documentation.
- industries aware of new regulations that may impact existing workflows and technical procedures.

Non-Destructive Testing (NDT)

Objective & Overview:

Assess component integrity using Non-Destructive Testing (NDT) procedures and equipment. Initially conduct NDT procedures individually or as part of a team to gain familiarity with onboarding materials and suggest improvements. Then, support team in updating, documenting, and codifying NDT equipment and/or procedures to comply with new and/or forthcoming regulations.

Internship Scope:

- Perform non-destructive tests on aircraft components.
- Complete quantitative and qualitative assessments of materials.
- Use testing methods and techniques including radiography, ultrasonic, penetrant, eddy current, shearography, thermography and magnetic particle.

Deliverables:

- Data and test results following established protocols.
- Inspection reports.
- Equipment logs and maintenance records.
- Documentation, project reports and evaluations.
- Safety compliance records.
- Updated NDT procedures and/or training materials.

Skills Required:

- Strong attention to detail.
- Analytical skills (including foundational math & science skills).
- Certification (or willingness to become certified) in NDT regulations.
- Documentation and communication skills.
- Professional communication skills, including writing and presenting reports.
- Systemic thinking to ensure NDT work can be conducted reliably.

Intern Requirements:

- Prior experience working in NDT.
- Comfortable working in small spaces or at heights.
- Able to obtain DOD clearance.
- Pursuing a long-term career in the field of NDT.

This Type of Intern Supports Companies:

- interested in transitioning interns to future permanent positions.
- exploring NDT process revisions or expansions.
- reviewing new regulations impacting existing procedures.
- considering using new equipment or further exploring how to implement new equipment.

Appendix D. One-Page Handouts to Organize your Program

Like all aspects of your business, the keys here are to align goals, metrics and outcomes with clear lines of communication. The subsequent pages have five templates that could be used to organize different stages of hiring, running, and wrapping up internships. These pages highlight key discussion points while hiring and management of the internship program. They also include touch points with interns to make sure they are progressing well and any concerns from co-workers and management are directly addressed. Finally, the wrap-up meetings evaluate the program's impact from the perspective of interns and staff.

1. **Organizing Internship Program:** Staff should meet to set the vision for the internship program. This document guides the team discussion to define key details.
2. **Hiring Interview:** Questions & discussion points to make sure you find the right talent while supporting the student's goals of learning and developing skills.
3. **Check-in Agenda: First Day:** Get started on the right foot since each intern will only have a certain number of weeks with you. Gather data to compare the current work against the program goals, while also gathering feedback on what is working and what can be improved.
4. **Last Day:** Gather feedback from the intern as they complete their internship and capture lessons learned that inform next steps.
5. **Internship Program Evaluation:** Look back to the organizing documentation to see how successful the program was and make adjustments for the future.

Please feel free to add information that provides the most impact on strengthening and improving your organization's internship program. These documents are guides to put you on a path to a successful program, but you are encouraged to ensure they align with your organization's goals.

Exhibit 5: Organizing Internship Program Sample

Starting an Internship/Co-op Program that strengthens us. Our goal is (choose up to 3):

| # | Title |
|-------|-------|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

- Connect with talent
- Investigate fresh approaches in _____
- Allow for more summer flexibility and staff vacations
- Boost productivity in _____
- Build up mentor relationships. Give leadership experience to _____
- Broaden connections to: _____
- Other: _____

Data to gather for each goal: _____

Summer activities that an internship program will need to avoid:

Internships will start _____, 2026 and end _____, 2026.

We will hire _____ total interns. The number and title(s) of interns:

Key aspects for the recruitment posts:

| |
|---------------------|
| Needed Skills |
| Software/Hardware |
| Other Requirements: |
| Other Preferences: |

Hiring Manager(s) for interns: _____

Exhibit 6: Hiring Interview Sample

Candidate: _____ Date: _____ Initials: _____

What are some of your career goals and plans?

Why did you apply for this internship?

What skills required by this internship do you possess? Provide examples.

Are there skills or abilities that you do not possess yet, but would like to learn through this internship?

Have you worked in a team before? What roles did you have? How did it go?

How do you react to feedback?

Internships support your learning and our company's growth. What are some things you hope to learn?

Are there requirements from your university to document your internship activities?

Are there any dates you are unavailable during the internship time period?

Is there anything else you'd like to share?

Exhibit 7: Check-In Meeting Sample

I'm going to describe our goals for the internship program. How are we doing?

Goal 1 (_____): _____

Meeting Partially Meeting Not Meeting

Goal 2 (_____): _____

Meeting Partially Meeting Not Meeting

Goal 3 (_____): _____

Meeting Partially Meeting Not Meeting

Summary of Strengths & Weaknesses

Are there times when your work impeded our business? _____

How is your work strengthening our business? _____

What should we be sure to keep doing? _____

What could we do better? _____

Other thoughts: _____

Exhibit 8: Last Day Exit Interview Sample

What are some of your career goals and plans now that you've completed this step?

What were some of your accomplishments that you are proud of during this internship?

Did this internship experience match your expectations?

What did you like most about working here? Please provide examples.

What did you like least about working here? Please provide examples.

How would you describe our company culture?

What information or skills from your education did you use during your internship?

Is there anything that you wish we would have done differently during this internship?

Is there anything that you wish you would have done differently during this internship?

Did the internship benefit your career goals or educational aspirations?

How do you feel the company could improve the internship program?

Is there anything else you'd like to share? Would you like to stay in touch?

Exhibit 9: Evaluating Summer 2026 Internship/Co-op Program Sample

Goal(s): Metric Data (could fill out data before wrap-up meeting)

Goal 1 (_____): _____

Met Partially Met Not Met

Goal 2 (_____): _____

Met Partially Met Not Met

Goal 3 (_____): _____

Met Partially Met Not Met

Summary of Strengths & Weaknesses

When was the internship program a challenge? _____

What impacts will strengthen us? _____

Did we gather the right data? Yes No _____

What could we do better? _____

Should we adjust who we recruit? _____

Adjustments for Next Year: _____
