THE EMPLOYER'S GUIDE TO SUCCESSFUL
INTERNSHIPS

**Produced by the College, Career
& Community Pathways Program**

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**LANL
FOUNDATION**
*Investing in Learning
& Human Potential*

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INTRODUCTION

Internship programs give New Mexican employers a way to find, develop, and retain local talent. Young people in our state have deep connections to culture, family, and community. Participating in internships enables young people to envision themselves as professionals, to find work opportunities without leaving our state, to understand what is needed to succeed in the workplace, to make informed educational choices, and to find lasting purpose in both their community and their career. By investing in young New Mexicans today, employers can build their stable workforce of tomorrow.

This tool kit was created to guide you, the employer, in creating your internship program to recruit and retain promising, diverse interns. It will guide you through:

Envisioning your program

Turning your internship into a reality

Designing your program

Actions & Reflections

Envision

Design

Conducting equitable outreach & recruitment

Ending with a thoughtful conclusion

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Interviewing & selecting your interns

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Launching your program with a strong orientation

Each section includes different activities, tools, and resources that you can adapt to support your context and process. Choose those that align to your goals, capacity, and desired outcomes. As our local young people bring unique cultural and community resources, this toolkit is grounded in Diversity, Equity, and Inclusion (DEI) practices to develop a high-quality internship program that expands opportunities, access, and success for all of our New Mexican youth.

WBL CONTINUUM

This Guide is best used as a PDF or accessed through the lanlfoundation.org website in order to easily access all of the linked tools, templates and resources. If you print this as a hard copy, these links will appear as **name of tool/template/resource**. The electronic copy on the lanlfoundation.org website will house the most up-to-date toolkit, new and revised tools and resources, and resources shared from our practitioners.

Work-based learning is a term that encompasses the process of learning about work as well as learning through engaging in work experiences. It is a continuum that includes career exploration, career exposure, career engagement, and career experiences. Work-based learning engages young people in careers and community; it connects their academic experience to the world of work, and accelerates access and advancement along a career pathway. Through meaningful career experiences, youth develop a professional identity and readiness for work, building knowledge and skills to enter a particular career field.

Internships are one example of work-based learning. While this toolkit focuses on developing an internship program, it is important to see it as part of the broad spectrum of engagement opportunities.

For young people, the ideal orientation to the world of careers and work begins in middle school with career exploration to develop interests and build a professional identity. High-school students thrive with opportunities to apply knowledge and engage with the world of work. College students find meaning in applying their academic learning to real-world practice. Opportunity youth bring a maturity and wealth of real-world skills that come from navigating life's challenges; with support, these can also translate into employability skills. The work-based learning continuum helps prepare New Mexican youth for their role in community and career.

There are many opportunities for you as an employer to contribute to Northern New Mexico's work-based learning ecosystem. Whether visiting schools, providing workplace tours, participating in mock interviews and resume reviews, or offering formal internships, your presence is needed to develop tomorrow's talent.

Adapted from the National Governors Association white paper, "States Continue Advancing Strategies to Scale Work-Based Learning" (https://files.eric.ed.gov/fulltext/ED583170.pdf).

CAREER AWARENESS

Learning about the world of work within the context of our New Mexican Communities.

Young people build awareness of careers, career opportunities, educational pathways, professional identities, and the role work has in contributing to and strengthening our communities.

EXAMPLES:
- Community Speaker
- Career Fair
- Career Exploration Curriculum
- Workplace Tours

CAREER EXPLORATION

Learning about the world of work by interacting with employers and industries in our New Mexican Communities.

Young people explore local careers and industries by connecting with opportunities and professionals in ways that scaffold developing a vision for their future.

EXAMPLES:
- Virtual Tours
- Career Fairs
- Job Shadows
- Project-based Learning with
- Professional Mentors

CAREER PREPARATION

Learning through preparing for work and during work.

Young people apply academic learning through preparing for and completing supported practical experiences.

EXAMPLES:
- Resume Bootcamps
- Mock Interviews
- Internships
- Pre-apprenticeships
- Projects Serving Industry/ Businesses
- Student Run Enterprises

CAREER TRAINING

Learning for Work.

Young people and current workers learn in the workplace focusing on specific careers through on-the-job training, apprenticeships, and credentialing.

EXAMPLES:
- Apprenticeships
- On-the-job Training
- Clinical Experience

WHAT IS AN INTERNSHIP?

An intern, by definition, is "a professional in training." An internship is an opportunity for both the employer and the intern. Employers have the opportunity to provide a positive experience for a young/entry-level professional while also developing talent that can enrich their workplace and provide enriching mentoring experiences for their employees. Interns thrive when invited to apply academic learning to real-world projects while deepening professional skills and developing career knowledge within a supported structure.

According to the National Association of Colleges and Employers (NACE), an internship is "a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent."

The actual design of an internship program is flexible. Your program can serve one or many interns, focus on high-school, community college, or university students, and/or opportunity youth. Experiences can be paid, stipend, or unpaid, full- or part-time, and span one week to several years. The structure depends upon your organization's needs, your program vision and goals, and your capacities to support a positive, rich experience for youth.

Quality internships include the following components, each of which will be addressed in this toolkit. A quality internship:

- Is a learning experience where young professionals apply knowledge gained in the classroom.
- Teaches skills or knowledge that can be transferred to other employment and career settings.
- Has a defined beginning and end, with a clear job description, desired qualifications, and transparent professional outcomes.
- Includes clearly defined learning goals contextualized within professional work.
- Includes structured supervision and mentorship by a professional with expertise in the field.
- Provides resources, equipment, and facilities to support the professional work and learning goals of the intern.
- Is designed to provide access and support to a diverse pool of interns to ensure equity and success during the internship and in future professional endeavors.
- Includes diversity, equity, and inclusion practices in its structure, processes, and implementation.

ADDITIONAL RESOURCES

Work-based Learning. Several states and regions have developed detailed models of a continuum of work-based learning that detail how to engage and develop young professionals:

- Hawai'i Work-Based Learning Framework
- Colorado's Work-Based Learning Continuum
- Illinois, Postsecondary and Career Expectations (PaCE) Framework (Grade by Grade)
- Chicago Public Schools WBL Toolkit (supports for other WBL activities)

ENVISION

VALUE OF INTERNSHIPS

ENVISION VALUE OF INTERNSHIPS

Why Work-Based Learning?

The world of work is in a state of shift and accelerated change. As an employer, you may have experienced disruptions to your talent pipelines, and challenges to recruiting and retaining promising employees. These issues have real costs. According to the Work Institute, American companies spend $630 billion on attrition annually. Recruiting, retaining, and upskilling quality employees is key to your thriving and productive organization. As many of our young people have close ties to culture and community, by developing your local talent pipeline you are helping young people to develop the skills, mindsets, and social capital that will make them quality employees, future leaders in your organization, and contributing members of your community. **(2020 RETENTION REPORT, 2020)**.

Why Host Interns?
A Both/And Value Proposition for Employers

Internship programs are a forward-thinking approach to developing a talent pipeline, connecting employers with promising new hires, and lowering turnover and attrition costs. One laudable reason to develop an internship program is to support the next generation of young professionals as they gain experience in a career path while contributing to the economic health of your community. However, organizational development research has demonstrated the value of internships beyond community engagement and social responsibility. Understanding the "Both/And" value proposition to your organization can ensure that your program addresses both your organization's social commitment and the organizational advantages that come with the intentional development of your talent pipeline.

The Value of Internships

The Both/And approach also holds when designing a program that provides value both for the organization and for the intern. Throughout this toolkit, both the business needs of the employer and the developmental needs of the intern will be addressed, resulting in the development of a sustainable program that meets your business needs while also helping the young professional to thrive. This experience with an employer can support young people in developing skills, mindsets, professional goals, and relationships to which they might not have exposure in school or at home. A thoughtfully designed program can be a transformative experience for a young person in your community.

Employer Benefits	Intern Benefits
• Build talent pipeline • Contribute to regional talent pool • Contribute to recruitment strategy • Lower turnover costs • Preview potential hires • Diversify Workforce • Infuse workplace with new ideas, innovation, and enthusiasm • Contribute to community • Mentor the next generation • Positive public relations and social responsibility • Meet organizational mission, vision, and purpose	• Develop career competencies • Develop technical and transferable skills • Learn about your organization • Explore industry and career options • Experience professional workplace • Build relationships with professional adults and cultivate social capital • Develop their resume and references for future opportunities • Guided supervision and mentorship by a professional

ENVISION VALUE OF INTERNSHIPS

Employer Benefits

Building Your Talent Pipeline and Demonstrating Social Responsibility

A quality internship program is an investment in an organization's talent pipeline and contributes to a broader pool of talent that can enrich a local career cluster or industry. A well-designed internship program builds a *talent pipeline* where interns contribute to current labor needs while also building knowledge, skills, and abilities that make them valuable as future employees. Many businesses find that interns who become familiar with their organization, its policies, and its culture, can go on to become strong new hires with higher entry-level performance.

In informal interviews with employers, many reported that when approached from a community service perspective, internships were able to thrive when economic times were good. However, in tight economic times, these robust programs were often first on the "trimming block." In contrast, when a business or organization includes the return on investment (ROI) of an internship program in terms of developing its talent pipeline and reducing costs of training and attrition, internship programs have been more sustainable as a core business practice. In other words, as you develop your internship program, embrace supporting young people while also designing the program to meet your key business needs. Through careful design, your program will include social responsibility while also providing a human resource return on your organization's investment.

Contribute to Regional Talent Pool

Internship programs can also be a sector strategy to build a *talent pool* of qualified candidates for future job openings across an industry. With multiple employers working in collaboration, a skilled set of talent is produced that is familiar with the structure, trends, and needs of local industry, who have developed knowledge and a skill set tailored to regional needs.

Regardless of the internship host institution, an increased pool of talent is created that may work with many regional employers throughout their careers. Ideally, a group of employers collaborates to determine common skills and knowledge that will be developed during internship programs across all host sites as well as communicate a transparent post-internship hiring process that incentivizes hosting interns.

Lower Turnover/Training Costs

A program that prepares interns to be future employees can reduce turnover and training costs. Many interns who have positive experiences are eager to be hired by hosting companies. In labor markets that favor employers, this is a large benefit for the intern. In job markets that favor employees or in industries with high competition for talent, the intern-to-employee transition is a boon to the host organization.

Additionally, interns who complete a well-designed experience emerge with an understanding of the culture, protocols, and practices of their host organization. They have completed work in collaboration with current employees, providing the host with insight into their value as future hires. This familiarity can reduce turnover and training costs, as young professionals have proven their value and demonstrated promise while developing an understanding of their role and responsibilities within the organization. According to the [National Association of Colleges and Employers (NACE)](#), interns who transition into hires are 20% more likely to remain with the organization, and this retention continues into year five with double-digit retention numbers; this represents a consequential cost saving in recruitment, hiring, and training. **(GRAY, K., 2021)**

ENVISION VALUE OF INTERNSHIPS

Diversity, Inclusion, and Equity Strategy

Diversity, Equity, and Inclusion (DEI) improves individual, team, and organizational performance. Research in organizational behavior has found that organizations with cultures that reflect and value DEI are more innovative, have increased employee engagement and lower turnover, are better able to attract and retain talent, and have higher financial performance. While DEI creates a climate of belonging for workers, it also makes good business sense in today's economy. An internship that incorporates diversity and inclusion into its recruitment strategy offers organizations the ability to diversify their talent pipeline. When coupled with strong mentorship and supervision, internships can prepare diverse, young interns to be diverse, young hires.

Paid internships are important in order to create equitable access; many students cannot afford to take an unpaid internship. This limits access to internships for these young professionals. Equally important, unpaid internships limit the access of an organization or business to a diverse pool of prospective interns. When seen as an investment in the talent pipeline or DEI recruitment and retention strategy, paid internships can be a cost-effective approach with high-value organizational outcomes.

With these bottom-line outcomes, combined with today's labor market and the demographics your organization most likely now serves, it no longer makes social or financial sense to treat DEI as an afterthought. Building equity into the foundations of your program is essential. To support this, many of the resources in this toolkit have incorporated best DEI practices as an integrated part of the design, development, and delivery process.

Other Benefits of Hosting Interns

There are many additional benefits to hosting young professionals in your organization. Young people bring energy, enthusiasm, and fresh perspective into the daily operations of your institution. Young professionals tend to be technology-savvy, providing a "technology transfer" to more mature professionals. They bring digital ingenuity, social media skills, a host of workflow technology tools, and innovative ideas for everyday tasks. In addition to energy, supervising and mentoring young professionals offers mid-level employees the opportunity to hone management and leadership skills.

By 2030, Millennials will be a key component of the workforce and many of the products and services organizations provide will include Millennials and Gen Z as a core demographic. Interns have a unique insight into the mindset of the next generation of workers, customers, and clients. Seeing this generation's approaches and values can help an organization understand and adapt to what is to come.

ENVISION VALUE OF INTERNSHIPS

Intern Benefits

An internship provides value for young professionals. There are the commonly-cited benefits of internships; interns gain work experience that builds their professional profile while they increase their technical and employ-ability skills, build social capital, and explore an industry. Less discussed are the *developmental* benefits for young people: internships can help young people develop a future orientation with career aspirations. With a successful experience, they can develop belief in their capacity and their possibility for success.

Psychologist Albert Bandura used the term "self-efficacy" to describe people's beliefs in their capabilities and ability to direct their lives. It describes what young people think they can do and their ability to persist in the face of obstacles. Internships and other work-based learning opportunities can contribute to a sense of self-efficacy in young people that provides a foundation for motivation, well-being, and personal accomplishment. An internship, therefore, provides more than references and an improved resume; the experience can transform a young person's vision for their future and help them develop the self-efficacy to meet their goals. **(BANDURA, A. , 1977) (LOPEZ, 2020) MICHIGAN TECHNOLOGICAL UNIVERSITY (2014).**

What Interns Want

Based on a Universum survey of 65,679 undergraduates, interns value the following elements in an internship program **(JENKINS, K. 2018)**:

• Opportunity for future employment from the host organization.
• Strong job orientation, clear directions, and challenging assignments.
• An assigned supervisor who provides clear direction, feedback, and mentoring.
• Flexible hours and competitive compensation.
• The opportunity to build social capital through internal and external networking opportunities.
• An end reference reflecting their work and contributions.

Other outcomes valued by interns that can be built into a program:
• Effective evaluation that includes praise, coaching, and constructive criticism.
• Professional experience, exposure, and inclusion in workplaces meetings and activities.
• Opportunities to learn about the industry, including career ladders and opportunities.
• Intentional development of career competencies such as communication, teamwork, problem-solving, and critical thinking skills.
• Experience in a diverse, supportive, and purposeful workplace.

With some thought, many of these elements can be incorporated seamlessly into the design of your program. Consider what components your organization can include within the scope and scale of available resources and prioritize those that can be done well.

The Core Career Competencies that Define Career Readiness

ENVISION VALUE OF INTERNSHIPS

Program Design Activities
DISCUSS: Program Goals, Vision, and Capacity

Implementation Resources & Templates

Section Summary

- ☐ Review the Both/And Benefits of an Internship with your high-level decision-maker.
- ☐ Discuss the organizational vision for the program using *DISCUSS: Program Goals, Vision, and Capacity* to articulate a programmatic vision.
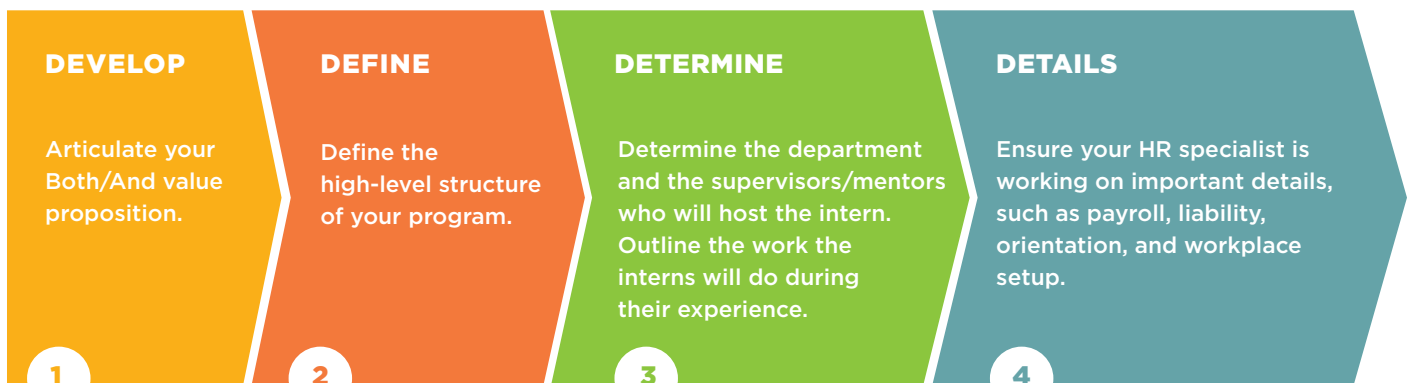
PART 2

DESIGN
YOUR INTERNSHIP PROGRAM

DESIGN YOUR INTERNSHIP PROGRAM

In this section, you will create a high-level design for your program. You will develop the Both/And value proposition, define the overall structure of your program, determine where the intern/s will serve and who will supervise and mentor them, and ensure the HR components are addressed.

DESIGN YOUR PROGRAM

DEVELOP	**DEFINE**	**DETERMINE**	**DETAILS**
Articulate your Both/And value proposition.	Define the high-level structure of your program.	Determine the department and the supervisors/mentors who will host the intern. Outline the work the interns will do during their experience.	Ensure your HR specialist is working on important details, such as payroll, liability, orientation, and workplace setup.
1	2	3	4

1. DEVELOP: Both/And Value Proposition

As you plan your internship program, taking time to articulate your Both/And value proposition will be foundational for your program. A value proposition speaks to the end user's challenge and creates a tailored solution. As you create your value proposition, you will look through two lenses:

- How will the internship program address your needs as an employer?
- How will the program address the needs of the intern?

Finding where these two perspectives overlap will help you prioritize as you plan and implement your program; it is worth the 20-to-30-minute investment of time to complete. Use the *DISCUSS: Program Goals, Vision, and Capacity* and the *DEVELOP: Both/And Value Proposition* to support this process.

Once created, internally the value proposition can support communication of the value of your program to potential supervisors/mentors and organizational decision-makers by speaking in terms of organizational and business outcomes. As you communicate your value externally to potential interns, articulating the value they can expect from their experience will set your organization apart.

2. DEFINE: Program Structure
Who, What, When?

While your program may evolve and expand over time, it is important to determine the parameters for the first year of the program. Framing the basics will create the structure needed to set your timeline, recruit candidates, and prepare a productive experience. *DEFINE: The Program Structure* will help you to define your program, answering key questions such as:

- What is the age/profile of the intern you will serve?
- What is your program structure?
- What is the work your interns will accomplish?
- How will the internship support development of career competencies?
- What capacity and preparation does your organization need?

DESIGN YOUR INTERNSHIP PROGRAM

Best Practices for Internship Hosts

Consider planning your program with these key practices in mind, to lead to successful outcomes for both the intern and your organization. In your design, build in space, time, and resources to:

- **Support Learning.** Encourage and support the learning components of the internship, including the use of an ***Internship Work Plan Template*** in conjunction with the Internship Work Plan.

- **Provide Dedicated Mentor/Supervisor(s).** Select the employee/s that will serve as the mentor/supervisor for each intern.

- **Schedule Time for Supervision and Feedback.** Provide regular supervision and coaching for the intern/s. Consider scheduling weekly/bi-weekly meetings.

- **Feedback and Evaluation.** Provide an evaluation of the student's performance midway and at the end of the internship.

- **Purposeful Projects.** Assign duties that are progressive, challenging, and related to the intern's area of interest.

- **Space and Equipment.** Make available the equipment, supplies, and space necessary for the intern to perform their duties with a sense of professionalism.

- **Follow the Department of Labor's guidelines.** Review the Internship Programs Under the Fair Labor Standards Act carefully if considering unpaid internships.

Use ***DISCUSS: Planning to Support Interns*** to reflect on what resources and capacity you currently have to support interns. Build on the existing organizational resources rather than attempt to do everything in the first year of the program. Add any new thinking to your ***DEFINE: The Program Structure***.

3. DETERMINE: Key Roles and Responsibilities

Determine: Supervisor/Mentor

In the workplace, a supervisor's role has a great impact on the performance and retention of the employee. In your internship program, the mentor will be a keystone of the intern's experience. Select supervisors/mentors who have the content experience and expertise combined with the skills to work with young professionals: patience, enthusiasm, and positive communication skills. A successful mentor likes to teach, is willing to grow their managerial skills, and is motivating. They have strong communication skills, are comfortable with evaluation and feedback, and understand that mistakes are part of the learning process. Ideal mentors look for the strengths and assets of interns, have a positive outlook on the organization and their work, and will seek to connect and support the intern's learning. Cultural competence is important; train intern supervisors if needed (which also upskills their leadership). Ensure a supervisor/mentor understands the purpose of internships, commitment of time, and the "both/and" role of internships in the organization, and is prepared to be the face of your brand to potential new employees.

Consider how you will prepare and train supervisors/mentors. Most supervisors/mentors will need some level of orientation, framing, and support to work effectively with young adults. Understanding how to support youth development in the workplace can improve outcomes for both the intern and the supervisor/mentor. At times, youth development organizations in your area have resources to provide this training or support. At minimum, encourage supervisor/mentors to read tips and articles on working with younger employees (see Other Resources for examples of articles). Finally, ensure supervisors/mentors know whom to contact when issues arise.

Work for the Intern

The work of the intern should provide opportunities for them to support your organization, and to develop a better understanding of your organizational workplace while also building their *Core Career Competencies*.

DESIGN YOUR INTERNSHIP PROGRAM

Interns may have day-to-day responsibilities, an assigned project, or a combination of both. Consider current activities and ongoing work in your organization that a young professional could perform with reasonable training and mentorship. Interns also thrive when offered a project to complete that is developmentally appropriate, challenging, and contributes in a meaningful way to your organization.

Work with the supervisor/mentor to create an *Internship Work Plan Template*. This clarity will set the intern and the supervisor/mentor up for success. The details will also help you create your internship position posting and support recruitment.

4. DETAILS: Human Resource Considerations

Bringing interns into any organization has many HR implications. From payroll to liability, setting up workspaces (physical and virtual), and ensuring these young professionals understand and follow the key policies, processes, and protocols of your organization is essential. Some organizations will have more flexibility; others will have layers of policies to navigate. At the start of planning, meet with the HR lead or department to discuss preparatory steps.

Payroll

Many businesses have the infrastructure to bring on interns; some organizations may have more complicated policies and practices that require careful navigation. Connect with your HR professionals early to decide upon and identify requirements for providing either an hourly rate or stipend. They should also help ensure that all requirements are met (and communicated to the intern in advance). Consider scheduling time during the intern's orientation with the HR professional to assist in completing paperwork. This could be an intern's first professional experience; they may be unfamiliar with tax documents and other employment paperwork. It is important for you to have an HR team member designated to answer questions, cover important policies, and support the process.

Liability

The information in this section is for general information only and is not meant to be all-encompassing. You should consult your HR professionals and attorneys to ensure compliance with all applicable laws and regulations. This toolkit may not have recent legal updates nor does it represent legal advice.

The word "liability" can strike fear into the hearts of potential internship providers. However, with basic knowledge and attention, issues of liability can be navigated, often within your organization's current systems and comprehensive insurance policies already in place. Unpaid internships may open an organization up to liability unless the Fair Labor Act is closely followed. If hosting unpaid interns, your HR department/organization's attorney will need to closely review the internship position description and the Fair Labor Standards Act to ensure that there are no violations. Unpaid interns may also have different requirements in terms of liability insurance.

Many legal sites suggest avoiding this exposure by paying interns. This allows an organization to invite the intern to produce work of value, reduce labor law liability, demonstrate a commitment to equity, and attract the strongest applicant pool. Paid interns should be covered under your organization's comprehensive general liability (CGL) policy, though you should check your organization-specific policy to confirm. However, as with other employees, organizations must maintain safe working environments in terms of physical safety and freedom from discrimination and harassment. For additional liability protection, ask your HR professional to include the topics of workplace safety, workers' rights, and discrimination and harassment policies as part of your internship program orientation.

Businesses should follow child labor laws around hours worked and hazardous occupations when designing internship opportunities. Students 16 years or older can engage in internships; students age 14-15 may also legally work or intern, with attention paid to the Child Labor Provision.

DESIGN YOUR INTERNSHIP PROGRAM

DEI Consideration

If recruiting several supervisors/mentors, take a moment to reflect on the diversity of your supervising team. Is there a balance of genders? Are different backgrounds represented?

Gen Y and Z pay particular attention to whether the diversity of staff and leadership is in alignment with the DEI message of the organization (diversity meaning "all the things": race, ethnicity, class, gender/gender fluidity, sexual orientation, age, etc.). If your supervising team is less diverse, consider building in opportunities for interns to have experiences with the breadth of employees/experiences that do exist within your organization. Consider a longer-term plan to invite diversity to your mentorship table.

If your supervisors/mentors are working across lines of difference, consider what training and orientation they need to be successful and support success in youth. See Outside Resources for examples.

DESIGN YOUR INTERNSHIP PROGRAM

Have the interns' guardians complete permission forms and waivers for their students to engage in internships and acknowledge the added risks of these activities. Consider permission for transportation to and from the internship site (inclusive of public transportation, school transportation, or students transporting themselves).

Plan For Privacy

Take special care that interns understand privacy requirements for their role. This will be in the Intern Handbook mentioned below and can be reiterated by their supervisor/mentor. For high-school students, confirm specific requirements with your HR department (e.g. many minors may have limitations with certain technology platforms or HIPAA requirements). Be clear about any specific technology or social media privacy implications for interns.

Intern Handbook

Consider creating a succinct handbook to communicate key organization policies and professional expectations. This transparency is important for young professionals who may be unfamiliar with workplace culture and expectations. Gen Y and Z are visual and interactive; consider creating a slide deck or a meeting with an HR professional who can review core expectations and answer questions. The ***Intern Handbook Template*** can support summarizing key areas each intern will need to be aware of for success. A good rule of thumb is to not assume any workplace knowledge. Once this information is communicated, then interns can be held accountable in a supportive manner. For example, many young people need to have appropriate technology use and appropriate attire clearly and explicitly communicated. The manual also should contain key workplace safety policies.

Set up: Physical Workspace

Having a physical working space was a key request from interns. Providing a desk/shared intern workspace and needed materials (computer, tool set, copier code, etc.) communicates a sense of professionalism and sets the expectation for productivity. The more an intern is treated as a young professional, the more oriented they will be towards contribution and engagement. Ideally, the workspace is with their team with accessibility to their mentor.

Set up: Virtual Workspace

Consider the virtual tools the intern will need to be a productive member of your organization from the start of their experience. What are the tools their team uses regularly as part of the work experience? Set up accounts on any systems to which they will need access prior to arrival to ensure the interns begin work without delays. Common systems are Slack, email, your CRM, a phone number, and organization online profile (which also boosts the visibility of the program and organization brand online).

Intern Survey

Gathering baseline data from your interns can support understanding whether the program is meeting your talent recruitment and development goals. Consider taking time to survey interns at the start and conclusion of the program, as this helps to measure intern growth and program outcomes. Collected with each internship cycle, this data can offer insights into the strengths of your program as well as provide a springboard for continuous development. As your program matures, the survey can be refined to reflect your emerging vision and needs. Adapt the ***Intern Pre/Post Survey Template*** to align to the goals of your program. See Part Seven for additional information on program evaluation.

DESIGN YOUR INTERNSHIP PROGRAM SUMMARY

Program Design Activities
- *DISCUSS: Program Goals, Vision, and Capacity*
- *DEVELOP: The Both/And Value Proposition*
- *DEFINE: The Program Structure*
- *DISCUSS: Planning to Support Interns*
- *DETERMINE: Internship Program Tasks & Timeline*

Implementation Resources & Templates
- Intern Handbook Template
- Internship Work Plan Template
- Intern Pre/Post Survey Template

Outside Resources
- Internship Programs Under the Fair Labor Standards Act
- Child Labor Provision

Core Career Competencies.
NACE RESOURCES REPRINTED COURTESY OF THE
NATIONAL ASSOCIATION OF COLLEGES AND EMPLOYERS:
- NACE Career Readiness Competencies
- NACE Career Readiness Competencies PowerPoint Template

Examples of Resources to Support Working with Young Employees:
- Top Ten Tips for Working with Youth
- Viewpoint: Helping Young Adults Adapt to the Workplace
- 20 Tips for Managing Young Employees

Examples of Resources for Supporting Diversity in the Workplace:
- Strategies for Communicating Across Cultures
- Diversity Toolkit (many strategies and resources)

Section Summary

- ☐ Start to map your program tasks and timeline. *DETERMINE: Internship Program Tasks & Timeline*
- ☐ Develop the value proposition from both the employer and the intern's perspective *DISCUSS: Program Goals, Vision, and Capacity* and *DEVELOP: Both/And Value Proposition*
- ☐ Define the high-level program structure. *DEFINE: The Program Structure*
- ☐ Review the program structure to ensure supports for interns are present. *DISCUSS: Planning to Support Interns*
- ☐ Identify the department and supervisor/mentor the intern/s will work with for their internship.
- ☐ Determine the work the intern/s will complete. *Internship Work Plan Template*
- ☐ Connect with your HR department or specialist to address key HR considerations.
- ☐ Create an intern handbook. *Intern Handbook Template*

OUTREACH
AND RECRUITMENT

OUTREACH & RECRUITMENT

Careful design and planning of the internship program is a valuable investment when it results in high-quality applications from promising young individuals. In order to achieve these results, consider how you will invite interns to your program. A thoughtful outreach and recruitment strategy is a key component to attracting diverse, high-quality interns. This strategy includes crafting a position description and strategic promotion. In addition to attracting high-quality interns, your recruitment is an opportunity to showcase your organization, its mission, and its importance in your industry.

1. DEVELOP: The Intern Position Description

Use the Both/And Value Proposition and Internship Work Plan to craft a quality position description. The position description may be the intern's first exposure to your organization. To attract promising interns, make this first impression a bold statement that includes the mission of your organization and the value proportion for the intern. Use energetic, positive language to convey the benefits of the internship and the opportunities the intern will have for developing as a young professional. View this as a promotion to sell the opportunity; in this sense the intern position description may have more glitz than a normal job posting.

Millennials and Gen Z both prioritize authenticity, purpose, making a difference, and social value. A sentence or two can communicate how your organization embodies these traits and can shift how the potential applicant views your posting. While highlighting the positive, also be realistic about the work the intern will do, the support they can expect to receive, and the required responsibilities and qualifications. Use *DEVELOP: The Internship Position Description* to walk through the process with a template.

A strong intern position post is a one-page document that includes:
• A brief description of your organization and its mission.
• Value proposition/benefits for the intern.
• Intern duties and responsibilities.

• Project and professional opportunities that are part of the internship.
• Requirements and qualifications.
• Compensation.
• Schedule and duration (including flexibility).
• Application and selection procedures.
• DEI Statement.
• Youth-friendly language.

Key Diversity and Equity Considerations:
Internship Position Description
If you hope to access and build a diverse pool of talent, consider these DEI practices when creating your posting.
• Use inclusive language in the position description.
  • Remove unneeded professional jargon.
  • Remove gendered language from posts.
  • Include an inviting and welcoming tone.
• State your organization's commitment to DEI (Diversity, Equity, and Inclusion) on the posting using your DEI Statement.
• Include a reasonable accommodation statement for applicants with mobility, hearing, or vision needs. If a candidate indicates that they will require accommodations for their interview process, work with them and listen to their needs.
• Reflect on the educational demands of the position. Using education level as a gatekeeper can limit promising applicants. List skills and qualifications instead.

OUTREACH & RECRUITMENT

2. DETERMINE: Program Outreach and Recruitment

To ensure a broad candidate pool, define how, where, and when you will promote your program. Many new programs with amazing opportunities for young people have unfilled openings because the energy, importance, and time needed for outreach and recruitment are underestimated. Experienced employers work to begin the outreach and recruitment process four to six months prior to their program start date. This is especially important for new programs that need visibility. **_DETERMINE: Program Outreach and Recruitment._**

1 Set Equity Targets	2 Physical Postings: Varied Locations	3 Online: Traditional and Targeted Postings plus Social Media	4 Leverage Community Partners and Networks	5 Outreach Events for Youth and Families

Equity Targets

What equity targets do you have for your applicant pool? An equity target could be a set number of applicants or a percentage of applicants (e.g. at least three female applicants and 25% Native American applicants, which reflects our community). If the equity target is not reached, this offers important direction for the Outreach and Promotion Strategy: additional outreach, partnerships, and postings will be needed.

Consider Multiple Outreach Strategies

Your strategy should include traditional and targeted postings, multiple online approaches, and leveraging community partners, tribal programs, and social networks. Finally, hosting and attending events to outreach families and youth is a powerful strategy at the start of a program.

Online & Physical Postings

Physical postings may be shared with libraries, schools, and employment agencies. However, broaden your reach by also posting to places where youth may visit informally such as a Boys and Girls Club, the gym or community center, and coffee shops. Also post to places their families may take note (the laundromat, grocery stores, community message boards).

Why Equity Targets?

The Harvard Business Review recently reported that if only one woman or person of color is being considered for a position, the chances of a woman or person of color getting hired are greatly reduced. "The odds of hiring a woman were 79.14 times greater if there were at least two women in the finalist pool… The odds of hiring a minority were 193.72 times greater if there were at least two minority candidates in the finalist pool." **(JOHNSON ET AL., 2016)**

OUTREACH & RECRUITMENT

Local radio station announcements and NextDoor may also capture the notice of families. Ensure flyers are visual, attractive, and reflect the diversity of your community. Having bilingual flyers or flyers available in both English and Spanish will help families and communities understand the opportunity and refer promising youth.

If your organization is part of a STEM field, consider broadening and diversifying your pool of applicants by posting to student STEM organizations such as AISES (American Indian Science and Engineering Society), SACNAS (Society for Chicanos/Hispanics and Native Americans in Science), NASBE (National Association of Black Engineers), SWE (Society of Women Engineers). These organizations will often include internships on their website and in their outreach newsletters and emails, extending the promotion and reach of your program. [Diversity Focused Organization](#) can be an asset in spreading the word about your program.

Depending on your industry, specific organizations may exist that support young professionals, such as 4-H, FFA (Future Farmers of America), and HOSA (Health and Occupation Science Club); these can help promote your program using their networks and personal connections.

Community Partners
In addition to posting online and promoting on notice boards, consider collaborating with educational career offices, sharing with high-school counselors, coaches, and key teachers. Many of your local universities, community colleges, tribal partners, and technical schools will have career service offices specifically tasked to bridge student experience to the workplace. Tribes often use a variety of mechanisms to reach out to their youth, including printed newsletters, social media posts, and electronic billboards.

Finally, consider providers that support opportunity youth (young people ages 16-26 who are currently not in school or working). These programs engage and provide training and upskilling to young people and returning workers. Remember to not discount potential interns before they apply; posting broadly will assure more equitable access to opportunity. **[Career Services/School/Community Organization Outreach Letter Template](#)**.

In high schools and colleges, career services departments often host professional development opportunities for students, such as career fairs, mock interview days, or lunch-and-learns. Consider sending high-energy employees to these events as a way to connect with students while also serving the community. In addition, local scholarship programs, such as the LANL Foundation Scholarships or Davis Breakthrough Scholarships, have relationships with promising young scholars.

Personal Networks
Personal relationships can be a key recruitment strategy. Consider connecting community members who have these relationships with students who may be "out of network" otherwise. Share an intern position posting or flier with career counselors, coaches, youth mentors, professional organizations, and community service partners may be able to lend support. Share an intern position posting or flier with these personalized supports.

Leveraging employee networks and word of mouth can also help to increase applications. Ask employees to share the program with their networks, including posting on their LinkedIn. Relying on networks alone, however, may limit access to diverse candidates, depending on the demographic makeup of current employees.

Social Media
Young people are deeply engaged with social media. Consider creating flyers and posts to share with a network via Instagram, Facebook, Tik Tok, and LinkedIn. When creating a posting, ensure it can be viewed from

OUTREACH & RECRUITMENT

a smartphone; this may be the main technology portal young people have to access the internet.

To recruit a diversity of applicants, ensure that these postings have diverse demographics as part of the visuals in order to encourage all young people from your community to apply. Consider making several variations of the social media post; this will give you data on which posts receive the most interest and clicks. Bilingual postings in English, Spanish, Native languages, and other languages are also important given New Mexico's demographics.

Events

New programs may need to go beyond flyers and traditional advertisements. Consider how to create interest and buzz with events such as workplace tours for students/families, high-interest events, attending a class as a guest speaker, and inviting key community members to visit the workplace to learn about the opportunities in your industry. Until your program is established and has a history, you will have to promote it within the community to heighten awareness and interest.

See the Outreach & Recruitment Resource List for a starting list of organizations in Northern New Mexico to support your recruitment process.

Proactive Promotion Timeline

While some organizations begin to organize their program immediately after the close of an internship "season," for a first-time program consider a four-to-six-month window prior to the start of your program. This allows time to find the caliber of interns you hope to reach, to pivot recruitment strategies if additional applicants are needed, and to outreach and build relationships with local recruitment resources. Use **_DETERMINE: Internship Program Tasks & Timeline_** to add the posting and promotion activities dates for the internship program.

SEASON	GENERAL INTERN DATES	RECRUITMENT DATES
Summer internships	June to early August	February to May
Fall internships	September to early December	June to early September
Winter internships	Late December to mid-January	September to early December
Spring internships	January to May	September to December

PART THREE
OUTREACH & RECRUITMENT

DEI PRACTICES: Outreach & Recruitment

- Use equity targets to continue outreach until a diverse pool of applicants is assembled. If equity targets are not met, continue to expand outreach, promotion, and relationship-building to ensure a broad pool of applicants.
- Consciously address equity in outreach and posting by broadening where you post. Look closely where different demographics of families and youth congregate, and ensure your posts are seen by everyone in your community.
- Seek feedback on your posting from employees in your organization who reflect your region's diversity (including different ages). This will offer insight to tighten your posting.
- Share posting with community newspapers and websites run by communities of color.
- Leverage professional and student sites that serve underrepresented populations and/or career-oriented youth (e.g. Future Farmers of America).
- Include a DEI statement on your posting.
- Provide postings in the languages spoken in your community. Google Translate supports translation to over 100 languages! Tribal representatives can assist in tribal communities.

- Use personal engagement/relationships to reach a diversity of youth. Youth organizations/professionals that have trusted relationships with youth are a great outreach tool.
- Encourage employees to spread the word BUT take note when their networks may not reach diverse candidates.
- Ensure the wording of the posting is positive and affirming for all candidates. If using images, ensure they reflect a diversity of youth (ethnicity, race, gender, etc.).
- Remove gatekeeping requirements not reflected in the job responsibilities (e.g. using a high-school diploma, bachelor's degree, or GPA as a proxy).
- Streamline application to remove barriers.
- Ensure students with limited internet/technology access can apply.
- Opportunity youth are an overlooked and underdeveloped resource. Rethink what opportunity youth bring by watching this 46-second video: The 7-Second Resume.
- Connect with community partners that serve opportunity youth. Many can provide training and preparation to prepare candidates for your internship program.

OUTREACH & RECRUITMENT SUMMARY

Program Design Activities
- *DETERMINE: Program Outreach and Recruitment*
- *DEVELOP: The Internship Position Description*
- *DETERMINE: Internship Program Tasks & Timeline*

Implementation Resources & Templates
- *Sample Position Template*
- *Career Services/School/Community Organization Outreach Letter Template*

Outside Resources
- *Outreach & Recruitment Resource List*

Intern Focused Education
Some employers choose to outsource their internship programs. For example, Future Focused Education provides a "turnkey" experience for a small investment. They recruit, interview, train, handle payroll/stipend, and support supervisors and interns throughout the process to provide a "turnkey and seamless solution" for a reasonable fee. PILAS through the SFCC is another partner that matches community college students with intern openings.

Section Summary

☐ Four to six months prior to the program start, determine your overall outreach and recruitment strategy *DETERMINE: Program Outreach and Recruitment*.

☐ Develop a bold and energetic intern position description *DEVELOP: The Internship Position Description*.

☐ Physically post to sites that reach a diversity of youth and families. Go beyond libraries to places youth and families frequent.

☐ Post online to traditional sites, targeted sites, and social media.

☐ Outreach local schools, community organizations, and youth-service partners; people that have trusted relationships with youth are a powerful outreach tool.

☐ Plan and hold promotion events.

☐ Review equity targets and continue/pivot/expand outreach as needed.

INTERVIEW

AND INVITE

INTERVIEW & INVITE

For many young professionals, their internship interview may be their first interview experience. Some candidates will benefit from having professionals in their family or network who can support them in interview preparation, including what questions to expect, what to wear, and Interview 101s that many experienced workers take for granted. In order to provide access to a broad pool of talent, be transparent with the hiring process and interview expectations. Interview for promising candidates, not hire-ready youth *Interview Process: Identifying Promise & Potential*. For example, consider sending an interview preparation letter to candidates you'll be interviewing, to orient them to your organizational process and professional expectations *Interview Orientation Letter Template*. With clear expectations, more young people will have the opportunity to share their best selves and to shine.

Mitigate Unconscious Bias in the Hiring Process: Process not People

Dr. Iris Bohnet emphasizes that research shows it is easier to debias the **process** rather than individual **people**. "Most of us would not say we are biased. We consider ourselves to be objective fair-minded individuals. But the truth is [we are]... influenced by [our] unconscious biases [which] come from direct experiences we've had with people, events, and situations as well as through indirect experiences learned through stories, books, media, and culture." Our brains are wired for cognitive shortcuts and therefore bias. **(KNIGHT, 2017).**

"Unconscious biases have a critical and 'problematic' effect on our judgment, says Francesca Gino, professor at Harvard Business School. 'They cause us to make decisions in favor of one person or group to the detriment of others... this can stymie diversity, recruiting, promotion, and retention efforts.'" (KNIGHT, 2017)

Given the incredible amount of information to process and the sheer amount of decisions made daily, our brains are wired to make decisions quickly. It would be overwhelming if each decision was consciously evaluated, so most of our decisions are unconscious and automatic. While this makes our day manageable, it means that care needs to be taken in situations when unconscious bias or preferences can impact decision-making.

Create a process to improve equitable access and outcomes; this is especially important when interviewing young professionals from diverse backgrounds or backgrounds that differ from those of employees and hiring managers. *Interview Process: Identifying Promise & Potential*.

Having a process for resume review and structured interviews can increase equitable outcomes. Interviews are often good opportunities to get to know potential candidates, learn about their experience, and determine fit. They range from off-the-cuff questions to standardized approaches. As the diversity of the workforce grows, there are several considerations as your organization plans its interview process to build diversity and equity practices into the process. Ori Brafman shares: "Time and again, the research shows that... we tend to hire people we think are similar to us rather than those who are objectively going to do a good job" **(DEADY, N.D.).**

INTERVIEW & INVITE

Practices to Increase Equity in the Process
Remove Demographic Indicators
Research shows that surface demographics (names, gender, neighborhood, schools) can trigger implicit bias within even well-intentioned reviewers. Consider removing demographic indicators (name, address, gender) from resumes and having a numeric review ranking system for your reviewer/review team. Using a "blind" systematic process during the application review will help in identifying both obvious and promising candidates **(KNIGHT, 2017).**

Structured Interviews and Behavioral Questions
Two best practices support equity in the interview process: using structured interviews and including behavioral questions. These strategies can help equalize the interview process.

Structured interviews provide the same predetermined questions for all applicants based on key skills and aptitudes identified in advance. These interviews pose the same set of questions in the same order to all candidates, allowing clearer comparisons between them. Ideally, the protocol should have the interviewer scoring each answer immediately after it is provided. When reviewing, consider comparing each answer across all candidates (e.g. if you interview three candidates, compare each response to the first question, then each response to the second question, etc.) **(CARNAHAN, 2021)**.

Behavioral questions ask candidates to share examples of situations they've been in where they have applied certain skills, allowing them to share how they have applied their skills and talents in prior challenges. These questions can provide an invitation for young people to draw on the skills gained from their life experience, even if it looks different from stereotypes of high achievers or students who have had access to past internships and opportunities **(CARNAHAN, 2021)**.

When designing these questions, broaden the questions to ensure there is room for a diversity of experiences that demonstrate the skills and qualifications you seek. Many strong candidates may have limited access to "enrichment experiences" (e.g. other internships, STEM camps, travel, club sports) but have developed sought-after traits such as persistence, leadership, and responsibility in other life experiences. When phrased to invite these experiences into responses, the behavioral question can reveal how an applicant problem-solves, approaches challenges, communicates, and collaborates. Consider these strategies:

Focus on the future (not just past experiences):
From: Share how you have solved a challenging customer service problem in the past?
To: Share how you would solve a challenging customer service problem if you encountered it during your internship?

Target the skills and qualities, not the specific situation:
From: Share about a time you led a team to victory or success. To: Share an experience where you developed leadership skills through a challenge.

Examples: Tell me about a time when you…
• handled a challenging situation.
• made a mistake. What did you do to correct it?
• had to stay motivated to do a repetitive task that was part of achieving a larger outcome.
• collaborated with others who were different from you.
• had to stand up for your beliefs.
• wish you'd handled a situation with a coworker, friend, or classmate differently.

The use of these structured interviews and behavioral questions reduces reliance on social signifiers, unconscious stereotypes, and intuition, which can allow for all applicants to move past assumptions and first impressions to share their qualifications and potential.

INTERVIEW & INVITE

Interview Process: Identifying Promise & Potential, Structured Interview/Rating Template and *Internship Application Review* can support including research-based DEI practices in your process.

The Interview Panel

Having a diverse interview panel sends the message that DEI is important in your organization. In human development, belonging to a group was important to survival. In social situations, our brain has developed to seek out cues of belonging. The PERTS research center in the psychology department at Stanford shares, "When people are uncertain about their belonging, they search for cues to help them determine if they fit in, if they are liked, and if they are valued and respected. This search for cues about belonging and related anxieties can deplete cognitive resources, and make students feel less motivated and engaged … Students who are members of stereotyped groups are especially likely to be anxious that they do not belong" **(MINDSET KIT | WHAT IS BELONGING?, BELONGING FOR EDUCATORS, N.D.).**

To create an equitable interviewing environment that will allow all applicants to demonstrate their promise, ensure your interview panel is diverse and reflects the demographics of the community. Invite younger employees and community partners, if needed; these participants will not only increase a sense of belonging for all interviewees, but can also contribute insight into the strengths of diverse applicants, bridge across cultural communication differences, and add a youth-focused lens to the interview.

Common Hiring Biases

Even as you use interview strategies to build equity into the process, consider sharing the following common cognitive biases that impact selection and hiring. At the same time, continue to rely on processes to improve equitable outcomes **(UNIVERSITY OF FLORIDA, 2015).**

"Just Like Me"

People are naturally drawn to others who share experiences with them, from alma mater to hometown. This is often referred to as the "just like me" or "mini-me" syndrome. This is not inherently negative but can tip the scales in favor of candidates that share the background of their interviewers.

"The fact is Latisha and Jamal do not get the same number of callbacks as Emily and Greg."
DR. IRIS BOHNET

Halo/Pitchfork Effect

The halo effect is when a positive characteristic or answer influences the entire interview. For example, an applicant goes to a prestigious prep school or high school so there is an assumed competence. The opposite is known as the pitchfork effect, when one negative characteristic, stereotype, or stumble overshadows the applicant and interview. For example, an applicant flails on the first interview question, mispronounces a word, or attends a lowly-regarded high school which results in a lower expectation for the entire interview.

Non-Verbal Bias

Humans are intrinsically aware of physical cues. "Research has shown that many hiring decisions are made within the first five to ten minutes of an interview. These decisions are not made on whether or not the person is qualified or capable of performing the job. These decisions are made on first impressions. Referred to as social categorization, we routinely and quickly sort people into groups." Positive or negative evaluation can be made quickly and subconsciously based on an applicant's weight, attractiveness, hair length, style or dress, piercings, mannerisms, vocal intonations, or accent. **(UNIVERSITY OF FLORIDA, 2015).**

INTERVIEW & INVITE

DEI PRACTICES: The Interview Process

- When selecting candidates to interview, level the playing field using a systemic, blind process *Internship Application Review*.
- Briefing the interview panel—spend time to explain goals for the position and how that ties to the DEI work and goals of your organization.
- Ensure representation on the interview panel; invite community organization representatives if needed.
- Plan to interview for promise and potential *Interview Process: Identifying Promise & Potential*.
- Inform all applicants about the interview process, approach, and expectation in advance using *Interview Orientation Letter Template*.
- Use a structured interview format with standardized interview questions. See *Structured Interview/Rating Template*.

- Have multiple interviewers and a numerical rating for key traits *Structured Interview/Rating Template*.
- Discuss the cognitive bias that can impact the hiring process. Focus on process, not people, to produce more equitable outcomes.
- Support young people who are not selected with an encouraging follow-up letter. Many young people apply with different levels of resources and support. Encourage them to develop additional skills and reapply.
- Consider preparing the interview team with a short intro to equitable interviewing (or a brief article such as: 7 Practical Ways to Reduce Bias in Your Hiring Process.

INTERVIEW & INVITE SUMMARY

Program Design Activities
- *Interview Process: Identifying Promise & Potential*

Implementation Resources & Templates
- Interview Invitation and Orientation Template
- *Internship Application Review*
- *"Not Yet" Letter Template* (for unselected applicants)
- *Structured Interview/Rating Template*

Section Summary

☐ Develop a resume review process *Internship Application Review*.

☐ Select the resume review and interview committee. Share the equitable hiring approach, the process, and common cognitive biases.

☐ Send an invitation and orientation letter *Interview Invitation and Orientation Template* to selected candidates.

☐ Send an encouraging *"Not Yet" Letter Template* for candidates not yet ready for the next step in the process.

☐ Create standardized interview questions that include behavioral questions *Structured Interview/Rating Template*.

☐ Develop a rated interview sheet for the interview committee to use after each question.

☐ Determine the process and hold the interview *Interview Process: Identifying Promise & Potential*.

☐ For unsuccessful candidates, send a *"Not Yet" Letter Template*

LAUNCH **AND ORIENT**

LAUNCH & ORIENT

Your program launch and orientation will set the purpose and tone for interns and other involved staff. The launch should convey your program's purpose, introduce the intern/s to their team, and orient the young professional/s to their role as young talent in your organization. An inviting, organized, purposeful launch will ground the intern and set professional expectations. Take time to plan the Orientation for interns. *DESIGN: The Intern Orientation* offers guidance in important considerations for the intern's first introduction to your organization.

LAUNCH & ORIENT

Send Interns Confirmation & Welcome Letter	Designing the Orientation Experience	Orientation for Supervisors/ Mentors	Launch Event	Orientation for Interns
1	2	3	4	5

Confirmation and Welcome Letter/Email

Send a welcome letter or email to each intern, conveying both a sense of excitement for their arrival and also orienting them to the information they will need for their first day. Keep the information simple, such as start date, office location/entrance, parking/public transportation, key codes, dress code, and paperwork to bring. *Confirmation and Welcome Letter Template*

Launch Event

The intern's first day will help set the tone for their experience. Consider a low-stakes launch event such as a welcome lunch or coffee where the intern/s are introduced to their team (or the staff in smaller organizations). This event should convey excitement, gratitude for the team and the intern/s, and set the tone of inclusion and appreciation. The launch event can help interns to feel integrated into their team/

department and to develop a sense of community and belonging.

In the introduction of the intern, highlight a strength and affirm their contributions. Help make connections between their interests and current staff that can build their professional network. For example:

This is _____ who is studying _____. They are joining the _____ team and are excited to learn more about _____. To this work, they bring _____ and _____. They also enjoy _____ and _____. We are excited to have them because _____. Please welcome our intern and make sure to connect with them. In fact, I want to introduce _____ and _____ who have experience in _____'s area of interest, _____. Welcome _____!

LAUNCH & ORIENT

Orientation: Supervisor/Mentors

Leverage the investment of the supervisor/mentor's time by providing a brief session to help supervisor/mentors understand their role in advance of the intern's first day. Clarify expectations (weekly check-ins, quality work) and ensure supervisors feel comfortable requesting support. Communicate the importance of the program in the organization's human resource strategy and talent pipeline development; the mentor is not only supporting an intern but also contributing to the organization's future. Review the key documents in Part Six: Implementation (including the ***Weekly Work Plan Template*** which will be part of the experience starting in week one.)

Orientation: Interns

One component of creating an environment of inclusion and belonging is supporting interns to feel oriented and part of their new environment. A thoughtful and thorough orientation is important to set the tone, welcome the intern, and ensure they have the information needed to be a productive part of your organization.

Think through the intern's first day to ensure that you create a tone of inclusion and welcome, even as you orient them to the basics (a tour of the building, where to eat lunch, etc.). Keep the orientation grounded in purpose even as important and practical processes and procedures are addressed. ***DESIGN: The Intern Orientation*** will support consideration of the tasks prior to the interns' arrival and well as the activities of their first days. Your orientation will involve other employees and departments (IT, HR) so consider setting aside time to ensure the practicalities are prepared (paperwork and technology). Consider sharing a reference such as Step Up's Intern Workbook.

Engage Other Employees

Many interns identify interaction with a variety of professional peers as a key outcome of their internship. Not all interns will feel comfortable initiating these interactions, especially if there are differences in age, cultural background, language, or gender. To create an inviting (and more equitable) environment, ensure all employees are familiar with the internship program and know to introduce themselves and welcome the intern. Sharing the value and ROI of the program is a way to engage these employees to act as a broad network of support. Time permitting, encourage employees to reach out to the intern. This can be formal (the intern has lunch with a different employee each Monday) or informal (employees are encouraged to converse with the young professional). The ***Sharing Your Career Journey–Tip Sheet*** is a resource to engage all employees, even those who are new to working with young adults. Employees should engage with minors in a supervised, public, professional setting.

DEI CONSIDERATION: Networking

If choosing an informal approach, be aware of the "just like me" syndrome where people often mentor or connect with those that share similar backgrounds with Themselves. Ensure all interns are receiving equitable access and exposure to a professional network. If discrepancies arise, consider implementing an organized approach (shadowing different professionals, organized lunch invitations, mini-conversations where employees share their professional journeys, etc.).

LAUNCH & ORIENT SUMMARY

Program Design Activities
DESIGN: The Intern Orientation

Implementation Resources & Templates
Confirmation and Welcome Letter Template
Sharing Your Career Journey–Tip Sheet

Section Summary

- ☐ Send a letter to welcome new interns *Confirmation and Welcome Letter Template*.
- ☐ Plan and provide a strong Intern Orientation *DESIGN: The Intern Orientation*.
  - ○ Plan a low-stakes launch experience (lunch, coffee, etc.).
  - ○ Consider the training and support supervisor/mentors will need. Schedule this in advance.
  - ○ Engage other employees and team members formally or informally to support the intern *Sharing Your Career Journey–Tip Sheet*.
- ☐ Consider scheduling informal and formal networking opportunities.

PART 6

IMPLEMENT

IMPLEMENT

After designing, recruiting for, and launching your internship program, implementing a high-quality experience is key to reaching the outcomes of developing your pool of future hires and building a supportive learning environment for your intern/s. Programs that are unplanned or unorganized may seem to save time at the outset. However, issues, problems, and "fires" can arise that create a vicious cycle of reaction to ongoing problems, keeping your program from reaching your goals. The resources in this section are oriented to build core components into an ongoing structure that can be used to support a "virtuous cycle" of implementation; investing time proactively will provide better returns over the course of the program.

Powerful Projects and Work

It is important to set the intern up for success by selecting challenging yet appropriate work. Invite them to share their interests and strengths; try to build on those when possible. Some interns will be ready to focus on a project from start to finish. Other interns can manage a component or add-on to a current project. Powerful projects match a need of your organization to an intern's interest, skillset, and level. They are real work that is purposeful, needed, challenging, and builds core career competencies. However, be aware that interns will need support in managing a project. Set clear timelines and milestones, review work, and be prepared to offer feedback and support.

Consider:
- Are there finite projects that other employees have not had time to accomplish?
- Is there a non-urgent project that could contribute to improved workflow?
- Is there an existing product or project that would benefit from an update or fresh perspective?
- Are there add-ons or improvements to current projects that other employees have not had time to complete?
- Is there current work where a particular task or sub-project could be delegated?
- How (and where) could the work/findings be presented by the intern to develop additional career competencies?

Examples of Purposeful Projects
University of Washington Sample Intern Projects
(College Focus)

Work Plan

Guide interns to plan their week using a ***Weekly Work Plan Template***. This scaffolds interns as they develop these competencies: time management, communication, reporting, problem-solving, and reflection skills. Work with interns to complete their first plan. Encourage them to reflect at the end of each week. What went well (plus) and what needs to shift or change (delta)? This also provides a record of work the intern has accomplished. Encourage interns to complete their work plan for the next week prior to Friday and share it for review. That way they start the week focused on their goals and actions.

In each structured weekly check-in, there is time allocated for work updates, feedback, and trouble-shooting. Remember that as interns are developing their professional skills, work and projects require supervision, feedback, and support. If the work or project is essential to a key deliverable or your business, find a more appropriate task for the intern.

While interns may work on specific tasks or projects, when possible, have them connect with the team to experience the organization, team culture, and to see professionals in action. This is key learning within an internship.

IMPLEMENT

The Power of Structured Check-ins

A weekly individual check-in between the intern and their supervisor/mentor ensures support, professional development, and just-in-time coaching and feedback. This time creates space for the supervisor to also become a mentor. Consider a supportive format for these meetings that address the following components:

• CONVEY appreciation and information.
• CONFER on goals and progress, and share professional feedback.
• COACH to professional development with a developmental context.
• CONCLUDE each meeting in a manner that encourages reflection on work and celebration of accomplishments, and sets a direction for the week to come.

This structure provides focus for the 45-60 minute meeting, and ensures interns have a baseline experience, and that the time is an investment that develops potential employees. Building relationships and trust is essential in developing a meaningful and effective supervisor/mentor relationship. The suggested structure, inquiry questions, and activities in the Structured Check-Ins week-by-week templates will support supervisors/mentors to develop connection, relationship, and trust with the intern leveraging developmentally appropriate strategies. See the **_Structured Check-In Overview_** and each weekly check-in template for these detailed, scaffolded supports.

Your program can also provide group check-ins and shared learning opportunities if hosting groups of interns. This would be an ideal time to host mini-workshops on employability skills, technical training, and professional development on industry processes and information. The Structured Check-in documents will offer powerful suggestions that can be adapted for whole-group learning as well.

The Structured Check-in

CONVEY	CONFER	COACH	CONCLUDE
Convey appreciation and information	Confer about the work, projects, and progress on goals. Share feedback and review progress goals.	Coach interns about broader college and career goals, support deeper reflection on their intern experience, provide support and feedback as they develop technical and employability skills. Support network building and the development of social capital.	Support interns to identify strengths and struggles from the past week. Offer support and perspective. End with encouragement and a focus question.
1	2	3	4

IMPLEMENT

1. CONVEY

Like all professionals, interns thrive when their work is appreciated and their contributions are sincerely acknowledged. According to Dr. Mary P. Rowe of MIT, "Micro-affirmations are tiny acts of opening doors to opportunity, gestures of inclusion and caring, and graceful acts of listening.… Micro-affirmations include the myriad details of fair, specific, timely, consistent and clear feedback that help a person build on strength and correct weakness." Appreciation builds rapport, elevates the assets of interns, and creates a positive culture where critique and feedback can be better received. During the start of a check-in, mentors also convey information about the organization, important policies or practices, the career field and opportunities, and their own personal career journey.

2. CONFER

Next, the check-in focuses on the project or work plan. Progress is shared based on the intern's ***Weekly Work Plan Template*** and their development of core career competencies. Help interns set and review workplace-specific/project goals and provide feedback. Provide a structured opportunity for interns to ask questions about their work and share observations and ideas, something that many may not feel comfortable or think of doing otherwise.

3. COACH

To be an effective coach, take time to get to know the intern and develop trust. In each Week-by-Week Check-In Template, there are suggested questions, inquiry-based dialogue, and opportunities to share experiences with the intern. During this part of the check-in, you will also guide the intern to consider broader college and career goals, develop habits of reflection, hone communication and employability skills, and learn about professionalism, organization/executive functioning, and building networks.

4. CONCLUDE

The meeting ends with prompting interns to identify struggles and successes from the prior week through a reflective inquiry format. Together, you will identify pluses (what is working in the internship) and deltas (what could improve or shift). This supports a mastery orientation (or growth mindset), normalizes failures and growth, creates space for solution-oriented feedback, and builds the habit of professional reflection. Share perspective, support, and praise; inspire the intern for the week (and work) to come. Remind interns to complete their ***Weekly Work Plan Template*** prior to each week's end and submit for review. In the meeting, encourage them to articulate their focus and a goal.

Coaching:
A Development Approach to Support Equity & Outcomes

As part of the regularly scheduled meetings, encourage supervisors/mentors to layer in the coaching element (provided in ***Structured Check-in Template Overview***). Helping interns develop the identity of young professionals can be especially important for first-generation college students, underrepresented students, and young people new to an industry, profession, or career. In Ready, Willing, and Able: A Developmental Approach to College Access and Success, Savitz-Romer & Bouffard share that the levels of success students experience in college and career are partially a result of their levels of social, cognitive, and emotional development (Savitz-Romer & Bouffard, 2012). To support access and success for underrepresented or under-resourced students, they focus on identity development; the skills of self-efficacy, goal-setting, and self-regulation; and the importance of a network of support. Supervisors/mentors can incorporate these developmental components using the Supervisor/Mentor Week-by-Week Check-Ins, which are designed based on their framework. A developmental approach ensures your next generation of talent experiences success in their professional experience while also creating more equitable outcomes for all interns.

IMPLEMENT

Developmental Feedback

An important component of an internship is receiving well-delivered feedback that is specific, helpful, timely, and kind. Such quality feedback supports the professional and personal growth of the intern while also improving their work, their potential as future employees, and overall team performance. Well-delivered feedback provides the following benefits: increased motivation, higher standards of performance, fostering professional learning, improved relationships, professional/personal growth, and increased confidence.

Always attempt to "catch" an intern in success. Research from Emily Heaphy and Marcial Losada identified a 5:1 ratio in high-performing teams in terms of positive to negative feedback. In medium-performing teams, the ratio was 2:1 (positive comments to negative comments) **(FOLKMAN, 2013)**. Low-performing teams shared nearly three times as many negative comments as positive ones. As a supervisor/mentor, building skills of high-quality feedback supports the intern and can lead to improvements on your team.

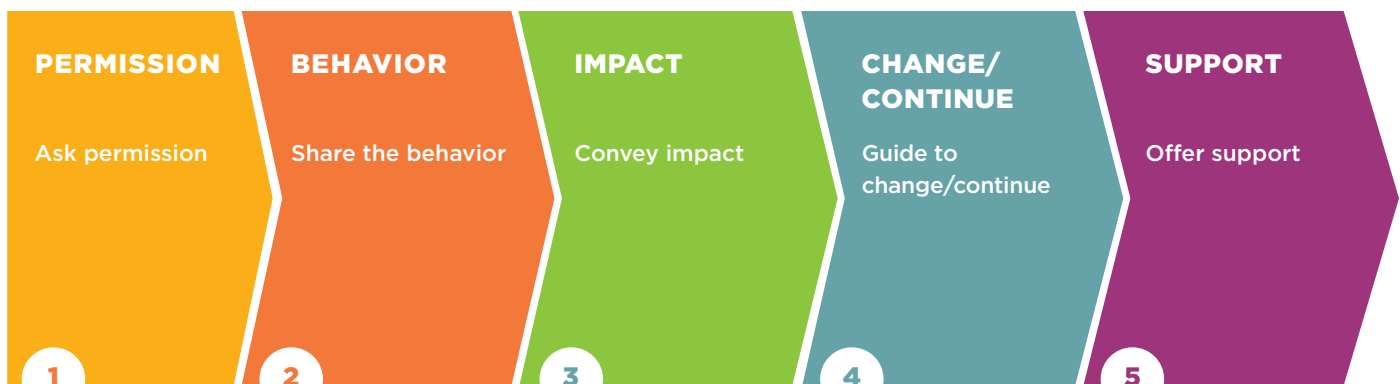There are many ways to deliver feedback. Defer to your HR department if there is a standard, organizational approach. Ensure all supervisors are familiar with and leverage the current strategy. Otherwise, consider the following method. This basic formula, used consistently, supports the developmental benefits of feedback and reduces the potential negatives. Every check-in has an opportunity to share positive feedback built into its structure **(REVIEW & YEN, 2016)**.

1. Ask Permission. Share that you have feedback and ask if it is a good time for the intern to hear it. While your weekly check-in is the structured time, if a young person has outside stressors, the feedback can be shifted to when they are better able to process and hear it.

2. Share the Behavior. Share the observed, specific behavior. Do not use the words "always" or "never" but rather "I observed/I noticed..." Be objective, descriptive, and specific. State the fact/perception, not judgment.

3. Convey the Impact. Share the impact of the intern's action. Use objective language. Avoid blaming or judging language. Interns may not have the experience to understand the impact of their behavior (positive or negative). When possible, express concern and belief in their intent and potential.

Developmental Feedback

PERMISSION	BEHAVIOR	IMPACT	CHANGE/CONTINUE	SUPPORT
Ask permission	Share the behavior	Convey impact	Guide to change/continue	Offer support
1	2	3	4	5

4. Guide to Continue/Change. If this is a positive observation, encourage the intern to continue the behavior or even enhance it. If the behavior is problematic, be very specific and explicit on what needs to be done differently. Do not leave them guessing.

5. Offer Support. Offer support for the desired behavior and address questions. Most interns want to please and succeed. Many off-target behaviors are a result of inexperience or lack of awareness. Ask how support can be given to accomplish the stated change, and offer that support.

6. Close and Move On. Make feedback regular and low-stakes. Reassure the intern that feedback is part of growth and you value their work and contribution.

Complete the steps in order without digressing for conversation or questions. Afterward, invite input and questions from the intern. See *Feedback Examples* for feedback samples to support this important component of an internship.

Midpoint Conference

At the halfway mark of an internship, it is important to provide clear and concrete feedback to the intern. Students and young professionals often have a different perception of their performance and skills compared to that of their employers. With the Structured Check-Ins, performance and assessment should be tuned in a continuous, developmental improvement cycle. However, a formal and written midway check-in provides documentation, identifies successes and struggles, and creates an opportunity for reflection, pivot, improvement, and needed support. See the *Midpoint and Final Review* for guidance.

Final Review

At the close of the program, set aside a full check-in to provide a final review. This review is developmental, which means its purpose is to document the assets and growth the intern has demonstrated over the course of their internship. By the final review, the intern should be aware of their strengths and be working towards building their assets and also reflecting on improvements. Take time to discuss the review using the questions at the end of the *Midpoint and Final Review*.

DEI PRACTICES for Supervisor/Mentors:

- One-on-one check-ins with mentorship are particularly important to support equity, skill-building, and positive outcomes for diverse interns.
- Use the developmental Structured Check-Ins as guides to support success for ALL students (but especially underrepresented students).
- Take time to coach, offer feedback, and share your professional journey. You are a mentor as well as a supervisor and can change a young person's life in 45-minute increments!

- Developmental feedback is especially important.
- Use asset-based language even when discussing mistakes and errors.
- Build problem-solving skills by asking the intern to think through strategies and solutions when problems arise.
- Help diverse interns build their network by inviting them to activities, and encouraging team members to connect with them.
- If you are working across difference with an intern, seek support with cross-cultural training.

IMPLEMENT

Support the Intern's Networks & Social Capital

The Search Institute shares: "Social capital is the resources that arise from a web of relationships which people can access and mobilize to help them improve their lives and achieve their goals, which inevitably shift over time. Although this relationship-centered work on social capital applies to all youth, it is especially critical for creating equitable futures for historically marginalized youth, as our review shows that youth of color and from low-income communities often do not have the same access to educationally- and occupationally-relevant relationships and resources as more affluent youth do." **(SEARCH INSTITUTE, 2020 [INFOGRAPHIC] THE VALUE OF SOCIAL CAPITAL FOR YOUNG PEOPLE, N.D.)**.

Internships help all youth to extend their network and develop rich social capital with mentors and professional colleagues. The development of social capital is vital in today's professional environment. However, most young people will need support with the skills of connecting and networking, especially if they are networking across difference (e.g. connecting to others from varied backgrounds, education levels, ages, classes, races, etc.). Support interns to connect with other employees in the organization through formal and informal experiences. Underrepresented young people in particular benefit from the building of social capital and professional networks. Help interns use the tools of networking by creating a LinkedIn page or researching other professional networking sites. This also elevates your organization's brand and connects your organization to a network of promising young talent, creating a win-win for both young professionals and your organization. See *Structured Check-In Template. Five. CONNECT & NETWORK* for specific strategies and activities and the LinkedIn Profile Template and the Mentor Guide to LinkedIn for specific supports.

SOCIAL CAPITAL

consists of the

Material and emotional support, useful information, values, and norms, and other connections ← **RESOURCES**

that arise from a web of

RELATIONSHIPS → **Reciprocal expressing care, challenging growth, providing support, sharing power, and expanding possibilities**

that people can

Equitable support to activate resources for all youth, especially those who are historically marginalized ← **ACCESS AND MOBILIZE**

to help them

IMPROVE THEIR LIVES → **Including purpose, self-efficacy, belonging, relationship skills, emotional regulation, and growth mindset**

and

Including education, occupation, physical, psychological, and social-emotional well-being ← **ACHIEVE THEIR GOALS**

Search Institute, 2020 *Infographic*
The Value of Social Capital for Young People, n.d.

IMPLEMENT SUMMARY

Implementation Resources & Templates
- *Examples of Purposeful Projects*
- *Feedback Examples*
- *Weekly Work Plan Template*
- *Structured Check-In Overview*
  - *Structured Check-In Template. One. ENVISION.*
  - *Structured Check-In Template. Two. BELIEVE.*
  - *Structured Check-In Template. Three. AIM.*
  - *Structured Check-In Template. Four. ORGANIZE.*
  - *Structured Check-In Template. Five. CONNECT & NETWORK.*
- *Midpoint and Final Review Template*
- *Intern Goal Setting & Reflection Template*

Outside Resources
LinkedIn Profile Template

Mentor Guide to LinkedIn

University of Washington Sample Intern Projects
   (College Focus)

NACE Career Competencies Self-Reflection

Competencies for a Career-Ready Workforce
   (with examples)

Step Up's Intern Workbook

Section Summary

- ☐ Select challenging yet manageable work for the intern. Ideally, the work connects them to the team.
- ☐ Help interns to plan their time each week using the *Weekly Work Plan Template*.
- ☐ Support interns to set goals for their internship and reflect on progress at regular intervals *Intern Goal Setting & Reflection Template*.
- ☐ Provide weekly structured check-ins with interns that convey, confer, coach, and conclude *Structured Check-ins Overview* and see a template for each week.
- ☐ Maintain a 5:1 ratio of positive-to-critical comments.
- ☐ Provide regular feedback using the Developmental Feedback approach *Feedback Examples*.
- ☐ Connect immediately with the program lead if challenges arise. Do not wait. They can help you resolve issues before they become problems.
- ☐ Complete a final review session with the intern *Midpoint and Final Review Template*.
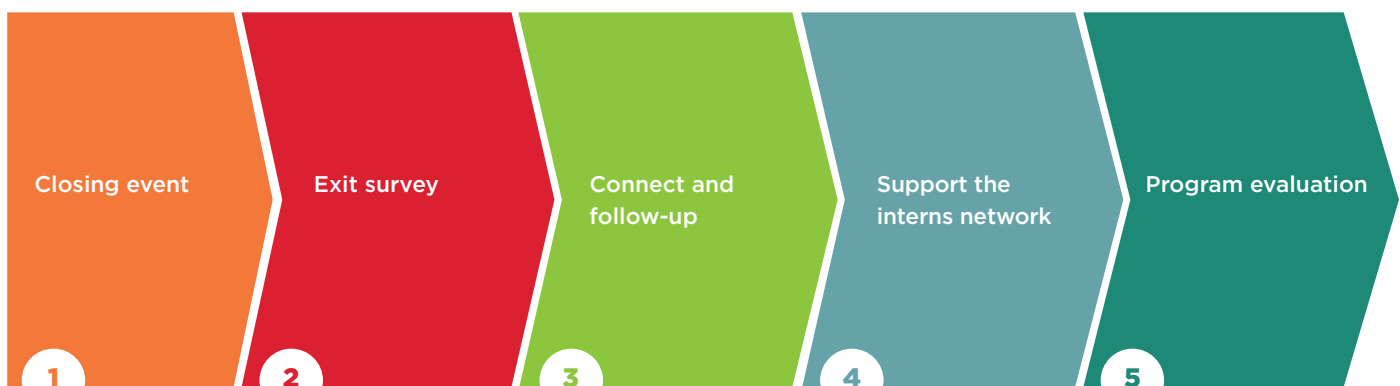- ☐ Reach out to your HR or program lead EARLY if problems arise.

CONCLUDE AND

CELEBRATE

CONCLUDE & CELEBRATE

Like any important event, the closure of the internship experience is important for both the intern and for your organization. Supporting the interns in reflecting on and celebrating their work can help build their professional identity while showcasing their achievements and growth. Ensuring a positive end to the program improves the possibility of engaging interns as future talent for your organization. As this is an investment for your organization, a small amount of preparation can ensure a powerful close and a boost to your organizational brand.

CONCLUDE THE PROGRAM

Closing event	Exit survey	Connect and follow-up	Support the interns network	Program evaluation
1	2	3	4	5

Closing Event/Celebration
Consider a low-stakes closure event, such as a lunch or setting aside time after a staff meeting for a farewell and celebration.

- Reflect and Summarize. Invite interns to share their experience by presenting a project or highlighting an example of the work done during their internship. This can be at a staff meeting or a special closing lunch. This helps the intern to reflect and practice their presentation skills while promoting the program to staff (and future mentors). Often, employees are surprised by what today's young professionals can accomplish.
- Celebrate. Invite the supervisor/mentor to highlight the positive professional qualities of the intern, note growth and contribution, and thank them for their contribution. Invite other team members to express appreciation and offer concrete examples of contribution and success. Consider offering interns a certificate of completion.
- Food. "A celebration without a cake is just a meeting." Even something small like donuts can make a closing event feel more special.
- In Print. Highlight programmatic successes (with specifics about each intern) in your organization email, webpage, Facebook/Instagram, and/or newsletter. This elevates and brings awareness to the internship program as well as the contributions of the interns. Interns also see their names in print!

Exit Interview or Survey
Invite the intern to an exit interview or provide an exit survey. Encourage them to identify the programmatic elements that were most helpful to their development

CONCLUDE & CELEBRATE

as young professionals as well as share ideas for program improvement based on their experiences. Collect information that will help you sustain and improve your program.

Transition

Work with your HR to determine a process to identify and transition promising interns into new hires. Consider the equity targets set out at the start of the program. Some interns will be ready for entry-level positions by the end of your program. Others may need additional training and support through additional experience in the intern role – at your organization or with another employer. For all interns, remember to follow up. Your investment may have an immediate talent return for interns who are ready to be hired while other youth may develop their potential and become promising hires in years to come.

Follow-Up and Ongoing Connection

One often-overlooked area is following up with interns and keeping in touch with them. Your internship program serves the both/and purpose of both community engagement and the development of a talent pipeline for your organization. Cultivate this investment by encouraging their supervisor/mentor to connect with them quarterly or biannually (a brief email, a check-in text, etc.); this helps provide the intern with a sense of professional mentoring as a young person and professional, while also keeping a strong connection to your organization. Ensure HR shares entry-level openings, invite interns to professional opportunities (e.g. conferences, webinars), and include interns in appropriate organizational events. These small gestures also work to build your organizational brand and reputation.

Program Evaluation

Evaluating your program supports a cycle of continuous improvement. Any internship program is an investment; using intern, team, and supervisor/mentor feedback can help to fine-tune (or renovate) the program. Use this information to see if the program met the outcomes in the original value proposition. Consider a plus/delta: What went well? What can be improved?

Determining data to collect will help tell the story of the program over time, make improvements, and confirm the ROI to organizational decision-makers. Consider the data that will support these outcomes, including aligning questions to your value proposition. Common evaluations include feedback from surveys and retention of interns as entry-level employees. Be realistic with the data collected and its use; data collected should answer targeted questions about the program that are important to your organization (e.g. Does our program improve our talent pipeline? Does our program improve our reputation with young workers? Are we increasing our organizational diversity with our intern program? Do our supervisors/mentors gain management skills? How can we improve our program?). Use the ***Program Evaluation Data Template*** to collect data on your program to gauge effectiveness, to identify strengths, and to find places for continuous improvement. Choose indicators that align with your organizational outcomes. Then adapt the ***Intern Pre/Post Survey Template*** with questions that collect the desired data.

Over time, evaluation has several uses. As you review your program over time, use the evaluation to adjust program design to improve or sustain outcomes. Use data to tell the story of program success internally and in the community.

CONCLUDE & CELEBRATE SUMMARY

Implementation Resources & Templates
- *Intern Pre/Post Survey Template*
- *Program Evaluation Data Template*
- Program Survey Examples:
  - Example One (Written Survey)
  - Example Two (Exit Interview)
  - Example Three (Survey Monkey)

Section Summary

☐ Plan a thoughtful closing event.
☐ Have interns and supervisor/mentors complete an evaluation survey.
☐ Develop a follow-up plan to keep in touch.
☐ Provide transition for those interns who will be offered a position.
☐ Stay in touch with young people who may actualize their potential in the years to come.

ACTIONS

AND REFLECTIONS

ACTIONS & REFLECTIONS

Congratulations! You and your team have turned your internship program into reality. Though setting up a high-quality, DEI-oriented internship program can feel daunting, you've managed to be realistic with your organization's goals for the first year of the program, even as you set a longer-term vision. We wanted to offer a few thoughts as you reflect on this experience and prepare to act to improve and expand your internship program moving forward.

Realistic Expectations: Your Program's First Year

We hope that you've moved through (or jumped around) this guide using it as a resource in service of your program rather than as an inflexible checklist. As part of planning, you've prioritized where the resources of time, energy, money, and staffing will be best allocated. You may have found that, at times, a low-stakes approach such as an informal closure lunch, is better than skipping a step. At other times, you can launch your program using your current resources (an organizational handbook versus an intern handbook).

Overall, we encourage you to be patient with your first year. There will be bright points and rough spots. Keep track of what works and what needs to shift in order to make the experience beneficial and functional for your organization. Reach out to other employers and community partners for support and guidance to refine, tailor, and improve your program. We hope you also take time to review your original Both/And Value Proposition and reflect on how well your program helped bring this to life.

Appreciation

Internship programs, like the one you designed and launched, are an essential tool for New Mexican employers like you to find, develop, and retain local talent. They're also vital for young people to discover and unleash their potential as young professionals, to learn how to succeed in the workplace, and to make the most of their educational journey. By investing in young New Mexicans today, employers can build their stable workforce of tomorrow. By launching an internship program, your organization is building its talent pool even as it develops young people, supports our local economy, and contributes to our New Mexican communities. The LANL Foundation applauds your leadership and commitment to our state.

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