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Overview of the Program

The Office of Information Technology (OIT), completed an analysis of our workforce needs, and determined approximately 24% of the OIT workforce will be eligible to retire in the next two years. Research both nationally and statewide indicates that there are not enough people technology and computer science experience coming out of higher education to replace the retiring workforce, or keep up with the growing need of IT resources. The ability to fill these key positions in government services is a growing concern for the State of Maine and its citizens.

With a critical gap in our workforce that needs immediate attention, it was our desire to invest in the program that allows for flexibility in a changing environment. We knew we must reach out of the normal employee recruitment track and seek ways to connect to the new generations entering the workforce. “If they are not coming to us, we need to go to them,” and that is exactly what we did!

We sought an innovative approach to address these workplace development needs. The new OIT Intern/Mentoring Program is one step in the right direction to support our vision and help further drive the strategic workforce development plan on a much larger scale. With this program, we can utilize a creative and fiduciary-responsible approach to address several workforce such as: gaining new talent, building a new approach to diversity in the workforce, delivering quality service to our business partners/clients, and developing and training our existing workforce to become mentors.

The Intern/Mentoring Program will foster relationships with our community colleges and universities, career centers, credit and non-credit technical programs, educate the upcoming workforce about technology jobs in the State of Maine, inspire and engage our existing workforce, and become a new way of recruiting and retaining talent in OIT.

Strategic workforce planning and development is increasingly important to establish a holistic approach to drive culture change; and it is critical for attracting and retaining the talent needed,
to serve the public, who in one form or another, all use information technology services. We believe the intern/mentorship program does just that, and more!

**About The Program**

Interns may come from a 2 or 4 year college program or computer/technology training program at a non-academic technical training center, such as a returning Veterans Career Program. The interns are expected to be near graduating with a GPA above 3.5, or those who are coming from a career or military technical training school seeking to transition into an IT career.

We sought out motivated, problem solving, undergraduate students with some prior work in internships, coursework or evidence of hands on programs/projects related to business or technology; who are pursuing or have completed degrees or certifications in Computer Science or training program for Application/Computer Systems, Hardware/Software, Expert Systems, Networking, Programming, Systems Analysis, Web Design or Social Media applications.

Preference was given to students with GPA of 3.5 or higher and had at least 1-2 years of experience as an intern and/or completion of projects, or experience that is work related and within the area of technology or business. We created the program with emphasis on 3 key components: Recruiting, On-boarding, and Mentorship.

The Internship Program’s ability to meet our needs and attract and retain new workers will be continually measured for its success in meeting both efficiency and effectiveness in appropriate skills and learning outcomes, the cost of the program,
time and commitment to the program and whether the plan is working as planned. Are the interns able to perform the job duties, and is the experience rewarding for them and for us?

Additionally, we will look at our skilled interns to feel welcome on the team and remain in our workforce and continue employment in the technology field. This will be the ultimate measurement of success, whether they remain with us, or work in the technical field outside of the government; as interns become more knowledgeable about careers in information technology and such areas, we will have serviced the purpose. We will have fed the pipeline as interns feel welcome and valued in technology careers within the State.

We look to stabilize training and development to retain and create career growth for existing workforce talent. The mentor develops skills to train on the job which requires multi-tasking, organization, time management and interpersonal skills. Additionally, the mentorship provides for a meaningful holistic approach to both personal and professional development.

As the economy improves, “baby boomers” are now able to retire, no longer feeling the pressure to continue working hence the rising number of state employees that will be eligible for retirement. Not only does the intern program address that issue, but it also addresses another issue: the rising dissonance between millennial generation and the baby boomer generation.

Each generation has different work ethics, characteristics, workplace expectations, and different needs and desires. The program allows the meshing of the two generations and to work towards a seamless transition as those who are eligible to retire end up doing so. Younger workers are able to bring to the table new skills and information, while the existing workforce is able to
Pilot Study

In January of 2013, we began the Intern/Mentor Program as a pilot study with seven interns. We identified and filled positions in Client Tech, Application Development, Technology Security, Project Management and Workforce Development by partnering up with our local colleges and veteran’s technical programs. We used unfilled positions to fund the internships in which some interns earned college credits for their work. We chose mentors to provide guidance and training to the interns, which gave our mentors an opportunity to develop their own management and training skills.

All-in-all, our pilot study was a great success! Both our Interns and Mentors learned new skills and gained new experiences; and we increased productivity and services to our clients. We are looking forward to many more years of success with the Intern/Mentor Program.
About Internships

Internships can be paid or unpaid. They can be for credit or non-credit. And they can even be one-time-only or routinely (such as summer internships done during consecutive summer breaks).

Because of this, there is often confusion among students and supervisors alike: "What makes an internship different from a part-time student job, or just volunteering to work for free?" In reality, there is one primary identifying element that distinguishes an internship from all other types of employment: An internship, by definition, must include a specific learning objective.

In other words, the student deliberately sets out to gain knowledge, skill, and/or further understanding of a particular industry. Unlike classroom learning, the student gains this knowledge not from lectures, reading, and exams, but rather from on-the-job experience. For this reason, internships are often referred to as "experiential learning."

In general, there are three aspects necessary for an internship to constitute a learning experience: Knowledge, guidance, and learning objectives. So what does this mean for employers and site supervisors? The learning component is primary when planning and managing your internship program.
Compensation

The Office of Information Technology (OIT) offers paid intern opportunities for the benefit of work experience and training in specialized skills. The oversight of the Internship Program falls under our Director of Workforce Development. The interns complete meaningful work and may earn college credit. OIT interns work on enterprise projects, learn about a variety of technology careers, and some rotate through a couple positions or perform a wide range of activities.

Additionally, interns may work exclusively for an assigned agency to gain in-depth experience on a particular technical software application or provide testing or database support. These opportunities do not displace regular employees but rather allow the interns an opportunity to complete productive technical work to meet project demands. We may not have OIT intern positions available to cover all needs. In that case, we may ask agencies with an exclusive need to cover the cost for the intern. Due to limited funding we have available, we are not able to cover all needs, though we plan to assist within the limit associated with the program. Please contact the Director of Workforce, Kelly Samson-Rickert or your IT leadership person for details or questions.

Conditions of Agreement:

- In general, paid interns are similar to a temporary employee. We have an established relationship with our vendor Knowledge Services, a third party who handles the intern payroll only. Interns are paid by three funding avenues:
  - Office of Information Technology under the enterprise services agreement
  - By the Agency and funding provided according to the specific project (often grants may need funding to show all personnel working on the grant).
  - Use of an acting capacity position—which can be used if a position is vacant and an intern is temporarily assigned.

- Effective 1 September 2015, the payment method for interns changed and acting capacity positions are rarely used, but in some cases when an intern is exclusive to a project and the agency or OIT has a position to use, this is an option. In that case, the intern is paid at the lowest rate available for the range and the position or an agreed amount based on skills. Interns generally complete one semester or 3/6 month terms depending on the work
- The internship arrangements do provide compensation. Payments are made according to the Office of Information Technology’s burden rate for the position assigned when in the Acting Capacity.

- Employee benefits apply to interns in Acting Capacity status only upon meeting the eligibility rules.

- Paid interns are not entitled to employment with the Office of Information Technology or with an Agency. They must apply as any other candidate.

- Interns are covered under employment laws in regardless of their payment status and for those in an acting capacity role also according to the State of Maine’s HR policies.

- Interns receive an onboarding session with the Office of Information Technology and with their mentors. They are expected to meet performance standards.

- Interns are recruited by the Office of Information Technology, and those who best understand the technical or assigned job duties. The director of workforce development works closely with the universities, community colleges, DOL career center, adult learning IT programs/other technical certification programs to seek IT talent. Additionally, the interns are assigned a mentor from OIT, and workforce monitors the progress of the program.
Program Structure

Our internship program structure brings together and engages many stakeholders through: Recruiting, On-boarding, and Mentorship.

**Recruiting:**

- We work with colleges and universities in Maine with computer science, technical, and business programs.
- We recruit veterans completing technical training programs and those returning from serving who are not employed.

**On-boarding:**

- Welcome - we welcome our interns prior to the first day of work. We begin communication weeks before arrival to complete paperwork. We start their first day with a structure agenda of events including lunch with the CIO and CTO.
- Leadership- our interns meet with members of the OIT leadership team, and interact with leaders throughout the program. We hold one-on-one meeting, group meetings and let our interns know they have a voice, and that we value their success.
- Feedback - we welcome feedback from the interns so we can improve our processes. We solicit weekly reports on areas that went well and on areas we need to do a better job with on-boarding. Routine feedback is encouraged.

**Mentorship:**
• We assign a formal mentor to each of our interns. The mentors have an integral role in the success of the intern’s experience. They interact with the interns in the workplace and become the welcoming face of OIT.

• The mentors complete progress reports and provide feedback to the interns not only about work items, but how to dress for a meeting, and about common best business practices.

• All interns and their mentors attend meetings outside of their work so they experience work within the State government and gain an understanding for how the technology work supports thousands in government agencies and those who reside in Maine.
What do the Interns Learn in the Program?

We provide our interns with real time work projects, such as creating and completing web designs, programming, managing project timelines and working under highly technical teams on collaborative and exciting projects that make a difference in the lives of the citizens of Maine.

Our interns will attend seminars and be involved in planning sessions on projects that reach beyond their work areas. They will learn to work on teams and in a diverse environment that deals with many technology platforms.

Our interns will be interactive in meetings and assist in OIT events like our High School “Tech Night”, where they will be handling important items such as registration, creating web and brochure materials, participating in the technology fair and more. They will be mentoring high school students throughout the night and sharing their internship experience with them.

We strive to give our interns an experience that is rich and diverse. They will learn from the OIT leadership what is expected in a professional setting and will leave the program ready to contribute in a meaningful way.
What do the Mentors Learn in the Program?

The mentor develops skills to train on the job which requires multi-tasking, organization, time management and interpersonal skills. Additionally, as defined below the mentorship provides for a meaningful holistic approach to both personal and professional development.

- Mentoring: Helping organizations build relationships, foster communications and create non-threatening learning environments where employees can find support for career and professional development.

- Career and Leadership Development: Helping individuals develop the skills and motivation they need to respond to the workplace of the 21st century.

- Team Building: Creating an environment where individuals learn how to collaborate effectively, value the strengths and differences of others and define their roles and responsibilities.

- Diversity: Creates an environment where individuals learn to work with generational differences, and creates opportunities of learning that can enhance supervisory skills.
Resources

The rest of this document contains samples of job descriptions, welcome letters, agendas, and interview and review documents. The most current and working documents will be available on the Intern & Mentor page of the Workforce Development website.
Sample Job Description -

Information Technology Support Specialist Internship

Area of Request:  Enterprise Security

Intern Selected:  

Mentor Assigned: Dan Durgin

Effective Date: January 7, 2013

Overview:

Under immediate supervision, this position provides general technical support functions for enterprise security or programming teams including, but not limited to, coding from detailed specifications, testing, researching, job control preparation and documentation.

In this intensive internship program, you'll quickly hone your technical, analytical, business and problem-solving skills as they apply to our Information Technology systems, and learn to manage Enterprise Class Antivirus Solutions. You will receive on-the-job training and be assigned a mentor to guide you with your IT project. You will gain exposure to the business of a diverse technology workflow and team of technology professionals to find IT solutions and problem solve comprises to IT Security systems. Most of all, you'll gain valuable experience in the technology world that you can't get inside a classroom!

Areas of focus for our OIT interns may be from any of the following areas:

Software Development /Programming
Application Development
eCommerce
Network Operations
Network Infrastructure
Network Monitoring
Malware and Antivirus Solutions
Business Enterprise and Project Management Solutions
Technology Workforce Development
The goals set for the intern assigned to: **Enterprise Class Antivirus Solution** include:

1. Learn to manage an Enterprise Class Antivirus Solution.
2. Learn to manage Physical Security for medium size organization.
3. Learn to stay up to date on current trends and developments in malware technology.
4. Learn to investigate malware infections and submit samples to AV manufacturer for analysis.
5. Learn to troubleshoot performance issues related to AV and security software settings.

**What you have the opportunity to do is list below and dependent upon intern position**

- Learn to design, code, test, debug, and document programs from detailed specifications
- Program original code and/or customize window applications
- Learn to design and support network systems, ideal for those who have network experience
- Assist in researching and developing information systems
- Gain insight into analyzing systems procedures and techniques relating to cyber security/hacking
- See how a technology plan is translated into a defined business process for security and at the user end
- Gain understanding about the complex and diverse workforce involved “behind the scenes” in OIT

**What to bring to the program would include at least (2) of the below items**

- Coursework in Computer Science, Computer Systems Engineering, Core, Applications, or Architectural Technology and Methodologies
- Knowledge of programming languages (e.g., C++, JAVA, Visual Basic), operating systems, and data processing
- Knowledge of databases (e.g., SQL, Oracle, Datacom, Teradata) Familiarity with SDLC (Software Development Life Cycle)
- Familiarity LAN/WAN, TCP/IP, and/or VPN
- A working knowledge of performing in a team environment and applying problem-solving skills
- Basic skills in PC/Microsoft Windows, especially Microsoft Office
- Within 12 months of a graduating from an accredited University or College in the State of Maine pursuing a degree from a Computer Science or Technology Program
• Interest in business and project management with the desire to expand upon prior technology experiences, or upon prior classroom experience in business administration, statistics/Math, or any of the STEM programs
• Desire to increase and transfer technical skills between application or networking to gain a broader understanding of technology systems and workflow

The Office of Information Technology (OIT) is the information technology division of the State of Maine and supports State-Wide agencies and constituencies with a diverse need that reaches to users at all levels of skill sets. OIT is the State's largest operator of information technology that supports over 13,000 employees and their users in all State of Maine locations.

We offer competitive hourly rates for internship, which can last between 3 to 6-months for specific OIT project work. We will supply the necessary technology tools and assist our interns with a variety of training opportunities. There are no employee benefits or offer of future employment with the State of Maine as a part of the internship program.

The State of Maine and the Office of Information Technology is an equal opportunity employer, committed to a diverse and inclusive work environment. A State of Maine application must be completed. EOE/ADAAA guidance and support provided. For questions or more details, please contact Kelly Samson-Rickert at Kelly.Rickert@maine.gov
Sample Welcome Letter -

January 7, 2013

Intern Name
Address
City, State Zip

Dear Intern,

We are pleased to offer you an internship position with the Office of Information Technology beginning 7 January 2013. The position details are highlighted below:

Position Title: Management Analyst 1, Intern
Hourly Rate: $XX.XX per hour
Supervisor: Dan Durgin
State Date: 7 January 2013 – duration of the project work assigned
Location: 51 Commerce Dr. Augusta, ME

You will be assigned to projects in the security and technology architect area. You will also have the opportunity to complete troubleshooting in the field by providing hands-on support for our customers.

Some of the information you will deal with is secure data and will need a great deal of attention to details. You will receive guidance and training to help you get acclimated to working in the Office of Information Technology, with our diverse customer base, and on a multitude of technology work projects.

Please bring a copy of your driver license, and social security card, birth certificate or passport with you on the first day. You will need to provide two forms of identification for employment. You may visit www.justice.gov/crt/employment/i9form.pdf for details about documents that are acceptable, if you do not have two of the ones listed above.

It is our goal to make you feel welcome to our team, and to provide a friendly workplace environment to assist you in the learning process. Should you need assistance during your internship, please do not hesitate to speak up. Your success is our success! Thank you for joining our internship program.

Sincerely,

Kelly
Director of Workforce Development
Office of Information Technology
Sample Agenda – First Day

Agenda – Interns for OIT

7 January 2013

Note: Begin at the Cross Building, located right beside the Capital Building. Directions are on the second page. Park in the lot across the street from the garage- there is 2 hour parking.

9:40 Welcome meet with Kelly in lobby of Cross Building – grab a coffee
10:00 3rd floor - Cross Building with Human Resources and complete the new hire paperwork
11:00 Travel/break to 51 Commerce
11:15 Bob Witham – 4th floor – security badge and tour
11:50 Kelly’s office
Noon - Lunch – Conference room 317
Attending: Jim Smith CIO - Doug Birgfeld, Dan Durgin, Jon Richards, Kelly Rickert
1:00 Leaders - Go over general information on expectations -
1:30 Andy Mitchell – help desk area. Will assist with laptop receipt – technology information and general support
2:30 Report to assigned area
Directions to Burton Cross Building (State Office Building)

- Take I-95 to Exit 109 (from the South) or 109-A (from the North). Bear right off the exit onto Western Avenue.
- Proceed east on Western Avenue/Route 202. Follow signs directing you to the Capitol and state offices.
- At the 6th set of traffic lights, turn right onto Sewall Street. The Edmund Muskie Federal Building (Post Office) will be on your right and Dunkin Donuts will be on the opposite side of the road (just after Amato’s).
- Travel down Sewall Street past the state parking garage (on your left) and go straight through the traffic lights.
- Just beyond the traffic lights, take the left into the Parking Lot for the State Office Complex.
- The Cross Building is part of the state complex in Augusta. It is a large gray office building directly behind the Capitol.
Sample - Intern Interview Sheet

Office of Information Technology, State of Maine

Date:________________________   Time:________________ Location:___________________

Name of Intern (Candidate)________________________________________________________

Interviewers:

________________________________________

Please start the interview by a brief description of your role in OIT, a short overview of the intern position, and provide the job description, if the candidate does not have one.

- Did you get a chance to look over the internship description? Do you have any questions about it?

- What interested you most about this particular internship?

- Why do you want to intern with us?

- This internship will involve training with new technology and regularly learning or adjusting to our program needs. Describe a time when you had to learn a new technology task or a skill? What was the outcome?

- You will be working with a diverse group of highly technical individuals and sometime working in tight deadlines with team members. Do you consider yourself a people person and comfortable working in teams?
• How does an internship at OIT fit into your career goals?

• What do you want to achieve here while you are with us?

• What specific skills would you like to learn while interning here?

• What would your last supervisor or professors say your strengths are? What would s/he say your areas for improvement are?

• Are there any skills or achievements that you'd like to share with us?

• Give me an example when you had to learn a new task or complete a task but was having difficulty following specific guidelines or policies, how did you handle this situation? If you don't have any personal experience with this, what would you do in a situation like this?

• What is your experience with networking, applications, or specifically technology skills?

• What is your experience with computers and are you comfortable with programs at a beginning, advanced or very advanced level? How would you rate your skills?

• Do you have any questions for me?

• When would you like to start? What hours would you like to work?

• (If the interviewee is completing the internship for school credit or other organization's program) What sort of paperwork should I expect to fill out?
**Review Sheet**

Please observe the intern candidates during the interview and seek evidence on behaviors and answers to the interview questions to answer below:

Use a scale of 1 to 3 and check the box for appropriate number beside each area

1= poor, did not answer questions well, skill in technology weak

2 = average answers or responses, behaviors, technology skills average for entry level

3=excellent answers, gave details, and technology skills average or above for entry level

Intern name:____________________

<table>
<thead>
<tr>
<th>AREAS</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dress appropriate, professionalism, courteous</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eye contact, engaged during interview, smiled or pleasant</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepared for interview, on time and understood job applying for</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Answered questions with details and examples - follow thru</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology skills adequate to complete the intern requirements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication skills-evident in cover letter, resume, and in verbal communications</td>
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<tr>
<td>OTHER- would this person be a good team player or be a good fit for OIT</td>
<td></td>
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<td></td>
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<tr>
<td>OTHER – availability, hours ok</td>
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</tbody>
</table>
Sample - Intern 3 month Review Sheet

STATE OF MAINE
Office of Information Technology

Intern ______________________    Mentor:________________    DATE:_________________

AGENCY: OIT    Job Title: ______________________________    3-MO PROB DATE: or time frame _______________

In order to accomplish that our internship program is working based on the established criteria for the learned outcomes, providing meaningful services, we are asking that each mentor please complete an official evaluation of your intern's work performance, readiness to enter the workplace, and any opportunities for learning outcomes. Please review this evaluation with the intern in person and have the intern sign to acknowledge receipt.

AFTER ______ TIME OF EMPLOYMENT, HAS THE INTERN'S SATISFACTORY? Please answer “YES” or “NO” and add any appropriate explanations (e.g., action necessary for improvement) for the following categories and questions.

<table>
<thead>
<tr>
<th>CORE COMPETENCIES</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>INITIATIVE:</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>ADAPTABILITY:</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>PLANNING/ORGANIZING WORK:</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>DECISION MAKING:</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>CUSTOMER SERVICE:</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>TEAMWORK:</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>INTERPERSONAL RELATIONS:</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TERMS &amp; CONDITIONS</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>WORKS WHEN SCHEDULED:</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>REQUESTS/USES TIME APPROPRIATELY:</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>USES SAFETY CLOTHING/EQUIPMENT:</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>OBSERVES HEALTH/SAFETY/SANITATION POLICIES:</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Follows all other rules/policies:</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROFESSIONAL DEVELOPMENT</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTRIBUTED TO ACTIVITIES/EVENTS AS ASSIGNED: (Example – community service, tech night, job fairs, meetings)</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>EMPLOYEE DEVELOPMENT- takes initiative to learn:</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>QUALITY FOCUS- remains engaged when at work:</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>PLANNING/ORGANIZING – logically plans work or works within guidelines:</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

If you have answered “NO” to any of the above explain, in detail, the nature of the problem and corrective action necessary to meet probationary standards. (Use attached additional sheet if necessary)
Please write brief statement about the work performance of the intern and share feedback with the intern:

Please indicate any goals or meaningful suggestions to the intern that will be helpful in their career.

Has the employee been advised of any job-related performance problem(s) in writing? (Recommended) YES ☐ NO ☐
EXPLAIN:

Is the intern in jeopardy of failing to meet established performance standards and not attaining permanent status, should that become an option? YES ☐ NO ☐
EXPLAIN:

INTERN SIGNATURE & DATE: __________________________
MENTOR SIGNATURE & DATE: __________________________
REVIEWER SIGNATURE & DATE: __________________________

ADDITIONAL INFORMATION

Attach any letter of praise or certification obtained with this form.

End of Samples
End of Manual