Putting the pieces together: Effective characteristics of an HR internship program

Matthew Gillim

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Putting the pieces together: Effective characteristics of an HR internship program

Abstract
Many organizations often use students as interns in their human resource (HR) departments. What are the factors that make this successful for both the student and the organization? This report will look at characteristics for successful HR internships from both the student and the organizational viewpoints. It will show how to create an effective program as well as display recruiting techniques to attract and retain top notch candidates.

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PUTTING THE PIECES TOGETHER:
EFFECTIVE CHARACTERISTICS OF AN HR INTERNSHIP PROGRAM

By Matthew Gillim

A Senior Thesis Submitted to the
Eastern Michigan University
Honors College
In Partial Fulfillment of the Requirements for Graduation
With Honors in Management

Approved at Ypsilanti, Michigan, on May 2, 2006

Supervising Instructor

Honors Advisor

Department Head

Honors Director
# TABLE OF CONTENTS

INTRODUCTION .............................................................................................................................. 3
  - Purpose and Scope .................................................................................................................. 3
  - Sources and Methods .......................................................................................................... 3

HUMAN RESOURCES ..................................................................................................................... 3
  - Overview ....................................................................................................................................... 3
  - Benefits ......................................................................................................................................... 4
  - Compensation .............................................................................................................................. 5
  - Employee/Labor Relations ........................................................................................................... 6
  - Staffing/Recruiting ....................................................................................................................... 6
  - Training and Development ......................................................................................................... 6
  - HR Generalists ............................................................................................................................. 7
  - Other HR Functions ...................................................................................................................... 7

INTERNSHIP PROGRAMS ............................................................................................................. 8
  - Overview ....................................................................................................................................... 8
  - Benefits to the Company .............................................................................................................. 9
  - Benefits to the Student ................................................................................................................. 9
  - Successful Characteristics ......................................................................................................... 10
  - Negative Characteristics ......................................................................................................... 11

INTERN CANDIDATES .................................................................................................................. 11
  - Successful Characteristics ......................................................................................................... 11
  - Desired Skill Set ......................................................................................................................... 13
  - Recruiting ................................................................................................................................... 13

INTERN EVALUATION .................................................................................................................. 14

INTERN COMPENSATION ............................................................................................................ 15

EXAMPLE HR INTERNSHIP PROGRAM ...................................................................................... 17
  - Company Information ................................................................................................................. 17
  - Candidate Credentials ................................................................................................................. 17
  - Calculating Hourly Wage .............................................................................................................. 18
  - Calculating Bonus ....................................................................................................................... 18

CONCLUSION ............................................................................................................................... 19

APPENDIX A – Student A’s Resume ............................................................................................. 20

APPENDIX B – Performance Evaluation Form .............................................................................. 21

WORKS CITED .............................................................................................................................. 24

POWERPOINT PRESENTATION ................................................................................................. 25
INTRODUCTION

Purpose and Scope

Many organizations often use students as interns in their human resource (HR) departments. What are the factors that make this successful for both the student and the organization? This report will look at characteristics for successful HR internships from both the student and the organizational viewpoints. It will show how to create an effective program as well as display recruiting techniques to attract and retain top notch candidates.

Sources and Methods

The sources used were primarily textbooks used in my completed courses relating to HR. Also used, was the informational website of the Society for Human Resource Management (SHRM). SHRM has conducted research on internship programs as well as numerous other HR topic areas. This information is free to current members. Another integral part in the creation of a successful internship program came from my experience working as an HR Intern, as well as my formal education.

HUMAN RESOURCES

Overview

“Human resource (HR) management is the design of formal systems in an organization to ensure effective and efficient use of human talent to accomplish organizational goals.” HR management has greatly evolved since its beginning
about 1900. In the beginning, it was primarily a clerical operation, referred to as the “personnel department”. Its major concerns were payroll, employee records, and arranging community visits. (Mathis & Jackson, 2003)

HR consists of three main activities. Each activity involves human talent. HR is responsible for attracting, retaining, and developing human talent. In order to accomplish these three activities, HR typically has five major functions. They include:

- Benefits
- Compensation
- Employee/Labor Relations
- Staffing/Recruiting
- Training and Development

**Benefits**

Benefits are a form of indirect compensation that represents a large part of the total compensation package offered to employees. The benefits function is responsible for selecting and managing the organization’s benefits program. This includes benefits that are government mandated. Typical benefits offered by organizations fall into the following categories:

- Job Security
- Retirement Security
- Health Care
Financial, Insurance and Related
Family-Oriented
Time Off
Social and Recreational

(Mathis & Jackson, 2003)

Compensation

“Compensation includes all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship.” The compensation function is responsible for managing and administering these financial returns. Their responsibilities also include analyzing and designing jobs, as well as formulating an appropriate pay structure for the organization. A compensation system typically has the following eight dimensions:

- Pay for Work and Performance
- Pay for Time Not Worked
- Loss of Job Income Continuation
- Disability Income Continuation
- Deferred Income
- Spouse (Family) Income Continuation
- Health, Accident, and Liability Protection
- Income Equivalent Payments

(Henderson, 2006)
**Employee/Labor Relations**

The employee/labor relations function typically deals with managing union relationships. Employee/labor relations involves extensive knowledge on labor law and the collective bargaining process. This is necessary when negotiating with unions or workers on contract provisions. This group is also responsible for grievance management, which entails monitoring the grievance process, as well as the outcomes and possibly settling grievance hearings.

**Staffing/Recruiting**

Staffing involves the determination of the number of positions required for the organization to continue its operations. Recruiting involves generating a pool of qualified applicants and selecting the appropriate talent to fill open positions within the organization. They do this by screening applications and resumes, interviewing, and ability tests.

**Training and Development**

“Training refers to a planned effort by a company to facilitate employees' learning of job-related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance.” “Development refers to formal education, job experiences, relationships, and assessments of personality and abilities that help employees perform effectively in the current or future job and company.” (Noe, 2005)
The training and development function is responsible for five major activities in relation to a training program. They include:

- Needs Assessment
- Design
- Development
- Implementation
- Evaluation

**HR Generalists**

“As a firm grows large enough to need someone to focus primarily on HR activities, the role of the HR generalist emerges – that is, a person who has responsibility for performing a variety of HR activities.” An HR generalist is typically responsible for two or more HR functions. They support a group of employees in regards to the day to day HR operations. In addition, they may collect and analyze data, as well as make recommendations to upper management. (Mathis & Jackson, 2003)

**Other HR Functions**

In addition to the HR functions previously discussed, organizations have other functions that are commonly grouped with the HR department. They include:

- Global HR
- Diversity
- Health, Safety and Security
Internship programs, sometimes referred to as work-study or co-op, are designed to provide students with work experience that complements their formal education. For example, an HR student could use their educational knowledge on staffing to assist a company’s recruiting department in attracting top candidates for open positions. “This form of learning helps students to synthesize classroom theory with real-life practice.” (“Organizing”)

Typical projects assigned during internships may include:

- Designing and implementing a salary survey
- Writing job descriptions
- Developing an exit questionnaire
- Monitoring pertinent legislation pending
- Assisting with affirmative action projects
- Conducting telephone surveys
- Assisting in job interviews and follow-up
- Observing and assisting in contract and labor negotiations
- Writing operating procedures in compliance with federal laws
Developing and implementing employee training programs
Implementing and conducting training on HR information systems

(“Organizing”)

Benefits to the Company
An internship program is beneficial for most companies. Internship programs offer convenient access to a highly motivated and skilled labor pool, which lowers recruiting costs. Student workers are enthusiastic and eager to learn. Students provide companies with fresh perspectives, which offer new and objective viewpoints that stimulate creative problem-solving. Hiring an intern provides companies with a chance to complete special projects which may otherwise go incomplete. Internship programs also provide companies with increased access to minority candidates. (“Organizing”)

Benefits to the Student
Internship programs provide students with benefits as well. Through internships, students are able to obtain a realistic perspective of the working world, which companies value. They are also able to gain marketable work experience. This makes them more attractive to potential employers after graduation. Students are able to make valuable business contacts that may assist in finding permanent employment down the road. Internships also provide a great way for students to earn money while still in school. (“Organizing”)

9
Successful Characteristics

The first step to designing a successful internship program is to have a clear purpose and establish goals. It is critical for an intern to be aware of the program outline and expectations. Interns should go through the same employee orientation that other new hires participate in. This will help educate the intern on the company history, policies and practices.

A key component to making an internship program stand out from other internship programs is job rotation. Job rotation allows employees to rotate among department functions to gain experience in a range of activities. An HR student would benefit greatly from having experience in each of the five major HR functions, which could be obtaining through job rotation.

Another successful characteristic involves intern participation in supervisor activities. This includes participation in manager or departmental meetings, where the intern can learn how meetings are conducted and what issues the department is facing. Also included in participation, is another learning experience which allows an intern to follow an employee for a half-day or full-day. This is called job shadowing. It provides hands-on insight into what various HR employees do from day to day.

Other successful characteristics concern the review and exit process. It is important for an intern to be continuously and consistently evaluated from various
points of view. This can be attained through periodical evaluations conducted each time the intern rotates into a different HR function. Simultaneously, an exit interview should be conducted as well. This will allow the Leader to obtain positive and negative information about the internship program, which is useful in implementing changes for improvement.

**Negative Characteristics**

Negative characteristics of internship programs involve some opposites to successful characteristics. This would include providing little or no feedback and well as providing an unclear direction without goals. Another negative characteristic involves the completion of mundane or routine work. This includes activities such as filing, shredding documents and data entry. The intern wants to gain valuable experience to use in a future career and this type of work does not provide such experience.

**INTERN CANDIDATES**

**Successful Characteristics**

There are three main areas of focus when searching for potential candidates for the company internship program. They are education, work experience and extracurricular activities. A successful candidate will have a strong academic record and will have some work experience, while remaining involved in extracurricular activities.
When looking at a candidate’s education, it is important to set an acceptable level of standards. A student should have a grade point average above a 3.0 on a 4.0 scale. S/he should also be working towards the completion of an HR-related degree. Any awards or significant achievements in this area would be considered a plus.

When reviewing a candidate’s work experience, it is important to look at the candidate’s exposure to customer service. HR serves the company’s internal customers, the employees. Customer service experience is necessary in any business setting to ensure the proper operation of the department. Any experience that is HR related would not be expected, but highly preferred, especially for Level III and Level IV Intern candidates.

The next area to focus on is the candidate’s involvement in extracurricular activities. A good candidate would be actively involved in the Society for Human Resource Management (SHRM), which is the largest organization serving HR professionals today. Involvement in other activities, especially other HR organizations, would be highly valued. As a leader or officer within organizations, students can gain experience that is useful to companies. It is also important to examine the purpose and mission of the organization of which the student belongs. Only professional organizations should be considered valuable.
Desired Skill Set

A desired skill set is a list of skills that a company finds valuable within an intern candidate. A skill set that would be successful in an internship program includes leadership and an ability to work in teams. Many of today’s companies focus on developing leaders to work and lead their various teams.

Other desired skills include motivation, organization, communication and knowledge of business software, such as Microsoft Office. In order for an intern to be successful, s/he must be motivated to succeed, organized in all aspects and have the ability to communicate clear and concise ideas.

Recruiting

The best way to recruit high performing HR interns is to establish a strong relationship with local universities. To do this, the HR department must be connected with local SHRM student chapter advisors, university department heads, professors, and other staff members. These people can connect a company with the best pool of students to choose from.

Other methods of recruiting include participation in on-campus career fairs or other local career fairs. There are also university-sponsored online career search programs, such as eCampusRecruiter, which allow companies to search through student resumes for potential candidates.
INTERN EVALUATION

At the end of each job rotation, the intern should be evaluated on their performance. A sample evaluation form is included in Appendix B. This should be based on eight core competencies using a rating scale of one to four. This allows for a possible score of 32. The rating scale is as follows:

1 = Unsatisfactory Performance
2 = Some Improvement Needed
3 = Thoroughly Performing
4 = Outstanding Performance Achieved

The eight competencies focus on common company goals and characteristics that produce successful employees and they are as follows:

- Communication
  The ability to convey clear ideas and messages.
- Adaptability
  The ability to be flexible in changing situations and environments.
- Initiative
  Seeking new challenges and projects.
- Innovation
  The ability to deliver new, fresh ideas.
- Problem Solving and Judgment
  The ability to efficiently handle problems.
- Customer Focus
The internal and external treatment of customers.

- Results Oriented
  The ability to achieve reliable, business outcomes.

- Collaboration
  The ability to create a supportive, team-focused culture.

## INTERN COMPENSATION

Interns are classified into four levels, which consist of different school statuses, knowledge levels, salary ranges and bonus tiers. Below is a chart that lists the different levels of interns as well as their pay structure. This is followed by a detailed explanation of each item.

<table>
<thead>
<tr>
<th>Level</th>
<th>Student Status</th>
<th>Knowledge</th>
<th>Salary</th>
<th>Bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Junior</td>
<td>Basic</td>
<td>50% - 53%</td>
<td>1% / 2% / 4%</td>
</tr>
<tr>
<td>II</td>
<td>Senior</td>
<td>Familiar</td>
<td>54% - 57%</td>
<td>2% / 3% / 6%</td>
</tr>
<tr>
<td>III</td>
<td>1st Year Graduate</td>
<td>Proficient</td>
<td>63% - 66%</td>
<td>5% / 6% / 12%</td>
</tr>
<tr>
<td>IV</td>
<td>2nd Year Graduate</td>
<td>Fluent</td>
<td>67% - 70%</td>
<td>6% / 7% / 14%</td>
</tr>
</tbody>
</table>

Interns should be compensated on two factors: their school status and knowledge. School status refers to the year in school they are currently in, which is usually determined by the number of credits that the student has completed. The level of knowledge refers to a broad spectrum of information. This can include basic office procedures as well as HR practices and theories. This can be customized to fit the needs and goals of the company when they formulate a job description.
In order to reflect whether a company is competitive in terms of their average compensation, an intern’s salary is calculated as a percentage. This is done by figuring the average salary for an HR manager at the company and multiplying it by the intern’s pay percentage. This will give you an annual salary for the intern. Next, to calculate an hourly rate, the intern’s annual salary is divided by 2,080 hours, which is the approximate number of work hours in one year. At each level, interns may be paid within the salary range. Pay can vary within each level depending on the candidate’s credentials.

Bonuses are based on the level of performance that an intern achieves. There are three bonus tiers for each intern level. Bonuses are also calculated as a percentage of salary and by the number of hours worked in the evaluation period. In order to calculate an intern’s bonus, their evaluation score must be obtained. The performance evaluation score determines which bonus percentage is granted to the intern. That percentage is then multiplied by the intern’s hourly rate. Finally, that number is multiplied by the number of hours worked in the review period. Below are the bonus tiers and the necessary evaluation score.

Tier 1: 22 to 25
Tier 2: 26 to 29
Tier 3: 30 to 32
EXAMPLE HR INTERNSHIP PROGRAM

Company Information

Company A is seeking to hire an intern to work within their HR department. The company has three locations in Livonia, Michigan: a manufacturing plant, a sales office and the corporate headquarters. Located at the corporate headquarters, is the HR department, which consists of three functions: Benefits, Recruiting/Staffing, and Training and Development. In addition, Company A has an HR generalist supporting each of the three locations. This provides six areas for an intern to gain experience in. Below is a schedule developed to provide an intern with experience in each of the six areas over a two year period.

<table>
<thead>
<tr>
<th>Year One</th>
<th>Summer</th>
<th>Fall</th>
<th>Winter</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Generalist – Corp. HQ</td>
<td>Recruiting</td>
<td>Training</td>
</tr>
<tr>
<td>Year Two</td>
<td>Summer</td>
<td>Fall</td>
<td>Winter</td>
</tr>
<tr>
<td></td>
<td>Generalist – MFG</td>
<td>Benefits</td>
<td>Generalist – Sales</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits Manager</td>
<td>$55,000</td>
</tr>
<tr>
<td>Staffing Manager</td>
<td>$52,500</td>
</tr>
<tr>
<td>Training and Development Manager</td>
<td>$55,000</td>
</tr>
<tr>
<td>HR Generalist – Corp. HQ</td>
<td>$47,500</td>
</tr>
<tr>
<td>HR Generalist – MFG</td>
<td>$45,000</td>
</tr>
<tr>
<td>HR Generalist – Sales</td>
<td>$45,000</td>
</tr>
</tbody>
</table>

Average HR Manager Salary = $50,000

Candidate Credentials

Student A is a senior majoring in Management at Eastern Michigan University. S/he will graduate this May with a Bachelor’s of Business Administration and
plans to attend graduate school in the fall. Student A’s resume is provided in Appendix A. As shown in Appendix A, Student A exceeds the requirements in education and work experience. Student A is also very active in organizations and volunteer work.

Calculating Hourly Wage

Since Student A will be a first year graduate student, s/he will be considered a Level III Intern. Because Student A exceeds the knowledge requirements and has previous experience as an HR Intern, s/he will be paid at the higher end of the pay range. This equates to 66% of the average HR Manager's salary at Company A. Below is the calculation of hourly wage.

\[ \$50,000 \times 66\% = \$33,000 \text{ annually} \]

\[ \$33,000 \div 2,080 \text{ hours} = \$15.87 \text{ per hour} \]

Calculating Bonus

In order to calculate the bonus, the evaluation form must be reviewed. Student A received the following evaluation scores for the summer semester.

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>4</td>
</tr>
<tr>
<td>Adaptability</td>
<td>3</td>
</tr>
<tr>
<td>Initiative</td>
<td>4</td>
</tr>
<tr>
<td>Innovation</td>
<td>3</td>
</tr>
<tr>
<td>Problem Solving and Judgment</td>
<td>3</td>
</tr>
<tr>
<td>Customer Focus</td>
<td>4</td>
</tr>
<tr>
<td>Results Oriented</td>
<td>3</td>
</tr>
<tr>
<td>Collaboration</td>
<td>4</td>
</tr>
</tbody>
</table>

Total Score: 28
This would place Student A within the Tier 2 bonus. As a Level III Intern, s/he would receive a 6% bonus, calculated as follows:

$15.87 \times 6\% = \$0.95$

$0.95 \times 600 \text{ hours} = \$570 \text{ bonus for the summer term}$

**CONCLUSION**

In order for an internship program to be successful, it needs to accomplish three goals. The first goal is to attract a diverse pool of qualified candidates. This will allow for selection of the most qualified candidate. The second goal is to retain top talent within the internship program to promote its success. The final goal is to develop future HR professionals for potential use within the company.
STUDENT A. RESUME
12345 CROSS ST. • YPSILANTI, MI 48197
PHONE 734.487.0341 • E-MAIL SRESUME@EMICH.EDU

OBJECTIVE
To work as a Human Resources Intern while beginning graduate studies in the fall.

SKILL HIGHLIGHTS
• Effective leadership and team-building skills.
• Persuasive in classroom situations involving team assignments, oral presentations, and discussions.
• Self directed and self motivated in achieving educational and further skill enhancements.
• Recognized for sales achievements in previous work experiences.
• Proficient in Microsoft Excel, Outlook, PowerPoint, Publisher and Word.

EDUCATION
Eastern Michigan University   Degree: Bachelor of Business Administration   Expected: May 2006
Ypsilanti, MI   Major: Management (HR focus)   GPA: 3.75/4.00
Honors College (2004 to present): completing Honors in Management with HR related coursework.

AWARDS
Cooper Scholar   Regent’s Scholarship
HRAGD Student Scholarship   Dr. Leland Brown Scholarship
Merlanti Scholar   Benjamin Klager Memorial Scholarship
David K. Eastlick Scholarship   Carl D. & Peggy J. & Kathleen Pursell Scholarship
Undergraduate Honor’s Fellowship: awarded twice to conduct research on HR benefits and recruiting.

WORK EXPERIENCE
Human Resources Intern
Valassis
May 2005 to Dec. 2005
Livonia, MI
• Organized company sponsored events for more than 900 employees.
• Updated employee data in the HRIS and payroll system, Automatic Data Processing (ADP).
• Assisted with recruitment at career fairs by interviewing candidates and scanning resumes.
• Researched ways to decrease health insurance costs through wellness programs.

Resident Advisor
Eastern Michigan University
Nov. 2004 to April 2005
Ypsilanti, MI
• Developed community among a diverse population of more than 60 students.
• Planned programs designed to educate and entertain residents about various subjects.

Customer Service Representative
Fifth Third Bank
Dec. 2002 to Sept. 2004
Trenton, MI
• Maintained a trusting professional relationship with all customers and fellow employees while ensuring customer privacy.
• Processed financial transactions for multiple customers daily while maintaining accuracy.

PROFESSIONAL MEMBERSHIPS AND ACTIVITIES
Sept. 2005 to Present   Human Resources Association of Greater Detroit, Student Liaison
June 2005   Society for Human Resource Management 57th Annual Conference & Exposition
April 2005 to Present   Beta Gamma Sigma Honor Society
Jan. 2005 to Present   HRGames, Team Captain
Jan. 2005 to Present   Society for Human Resource Management, President
Sept. 2004 to Present   Honor’s Student Association
PERFORMANCE EVALUATION FORM

Employee Name: ____________________ Position: _______________
Leader Name: ____________________ Position: _______________
Review Period: ____________________

**Directions:** Complete all areas of this form. Use the following rating scale to rate the performance being reviewed under each of the eight competencies. Be sure to provide specific examples in the space provided. Once completed, return form to the Human Resources Department.

**Rating Scale**

1. Unsatisfactory Performance
2. Some Improvement Needed
3. Thoroughly Performing
4. Outstanding Performance Achieved

**Communication**
*The ability to convey clear ideas and messages.*
Employee Rating __  Leader Rating __
Employee Supporting Examples:

Leader Supporting Examples:

**Adaptability**
*The ability to be flexible in changing situations and environments.*
Employee Rating __  Leader Rating __
Employee Supporting Examples:

Leader Supporting Examples:
Initiative

*Seeking new challenges and projects.*

Employee Rating __  Leader Rating __

Employee Supporting Examples:

Leader Supporting Examples:

---

Innovation

*The ability to deliver new, fresh ideas.*

Employee Rating __  Leader Rating __

Employee Supporting Examples:

Leader Supporting Examples:

---

Problem Solving and Judgment

*The ability to efficiently handle problems.*

Employee Rating __  Leader Rating __

Employee Supporting Examples:

Leader Supporting Examples:

---
**Customer Focus**  
The internal and external treatment of customers.  
Employee Rating __  Leader Rating __  
Employee Supporting Examples:  

Leader Supporting Examples:

---

**Results Oriented**  
The ability to achieve reliable, business outcomes.  
Employee Rating __  Leader Rating __  
Employee Supporting Examples:

Leader Supporting Examples:

---

**Collaboration**  
The ability to create a supportive, team-focused culture.  
Employee Rating __  Leader Rating __  
Employee Supporting Examples:

Leader Supporting Examples:

---

The information contained in this form accurately describes the performance during the review period.

Employee Signature ___________________  Leader Signature ___________________

Date ___________________  Date ___________________
WORKS CITED


Putting the Pieces Together
Characteristics of an Effective HR Intern Program

Human Resources
- Formerly known as “personnel”
- Human Talent
  - Attract
  - Retain
  - Develop

Five Major Functions
- Benefits
- Compensation
- Employee/Labor Relations
- Staffing/Recruiting
- Training and Development

Benefits
- Manage and Select Benefits
  - Security
  - Retirement
  - Health-care
  - Time-off
  - Financial and other benefits

Compensation
- Pay Structure Design
  - Variable pay
  - Incentive pay
  - Organizational Incentives
- Profit sharing
- ESOPs
- Job Analysis

Employee/Labor Relations
- Union Relationships
- Labor Law
- Collective Bargaining
- The Bargaining Process
- Grievance Management
Staffing/Recruiting
- Attract candidates
- Create jobs
- Search for qualified candidates
- Selecting candidates
- Placing human resources

Training and Development
- Needs Assessment
- Design
- Develop
- Implement
- Evaluate

Generalists
- Responsible for 2 or more functions
- Day to Day HR Operations
- Process paperwork
- Collects and analyzes data
- Makes recommendations

Other HR Areas
- Global HR
- Diversity
- Compliance
- Technology
- Legal
- Communications

Personal Experience
- Benefits Intern
- Involvement in meetings
- Lots of autonomy
- Part of a team
- Great place to work
- But I want more...

Internship Programs
- Benefits to the Company
  - Reduced recruiting costs
  - Fresh perspectives
  - Motivated workers
  - Completion of special projects
### Internship Programs

- **Benefits to the Student**
  - Gain realistic work perspective
  - Obtain marketable work experience
  - Make valuable business contacts
  - Earn money while in school

### Successful Characteristics

- Clear Purpose and Goals
- Orientation
- Rotation
- Performance Evaluations
- Manager Meetings
- Job Shadowing
- Exit Interview

### Negative Characteristics

- Routine or mundane work
- Filing
- Updating databases
- Shredding documents
- Little or no feedback
- Unclear direction

### What to Look For

- Education
  - HR related degree
  - Academic achievements
- Involvement
  - SHRM Student Chapter
  - Other organizations
- Experience
  - HR or business related
  - Customer service

### Desired Skill Set

- Leadership
- Ability to work in teams
- Organization
- Motivation
- Communication
- Microsoft Office or related software

### Recruiting Interns

- Establish Relationships
  - Local SHRM Chapter
  - Faculty or Staff
  - Career Fairs
  - Online Recruiting Tools
    - i.e. eCampusRecruiter
Intern Compensation

<table>
<thead>
<tr>
<th>Level</th>
<th>School Status</th>
<th>Knowledge</th>
<th>Salary %</th>
<th>Bonus %</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Junior</td>
<td>Basic</td>
<td>50 to 53</td>
<td>1/2/4</td>
</tr>
<tr>
<td>II</td>
<td>Senior</td>
<td>Familiar</td>
<td>54 to 57</td>
<td>2/3/6</td>
</tr>
<tr>
<td>III</td>
<td>1st Year Grad</td>
<td>Proficient</td>
<td>63 to 66</td>
<td>5/6/12</td>
</tr>
<tr>
<td>IV</td>
<td>2nd Year Grad</td>
<td>Fluent</td>
<td>67 to 70</td>
<td>6/7/14</td>
</tr>
</tbody>
</table>

Calculating Salary

Example:
- Level II Intern = 55%
- HR Generalist’s Salary = $45,000
- 55% * $45,000 = $24,750
- 2,080 work hours per year
- $24,750 ÷ 2,080 = $11.90 per hour

Evaluation Ratings

- 1 = Unsatisfactory Performance
- 2 = Some Improvement Needed
- 3 = Thoroughly Performing
- 4 = Outstanding Performance Achieved
- 8 Competencies = 32 Possible Points

Evaluation Competencies

- Communication
  - Convey clear ideas and messages
- Adaptability
  - Flexible in changing situations
- Initiative
  - Seeking challenges
- Innovation
  - Delivering new, fresh ideas
- Problem Solving & Judgment
- Customer Focus
  - Internal/external treatment of customers
- Results Oriented
  - Achieving reliable business outcomes
- Collaboration
- Creating a supportive culture

Bonus Pay Tiers

- Tier 1: 22 to 25
- Tier 2: 26 to 29
- Tier 3: 30 to 32

Example:
- Level II Intern is rated 27
- Bonus = 3%
Calculating Bonus

Example:
- Senior = 3%
- Pay Rate = $11.90 per hour

3% * $11.90 = $0.36
600 work hours (current term)

$0.36 * 600 = $216 bonus

To Be Successful

- Attract
- Diverse and qualified candidates
- Retain
  - Top talent
- Develop
  - Future HR professionals

Thank you for your time