**Performance Management Toolkit for Internship Supervisors**

This performance management toolkit for supervisors of a student internship program includes structured feedback systems, tips for effective feedback, and customizable templates for meetings and performance reviews to facilitate ongoing communication and assess intern performance.

Supervisors are encouraged to integrate these best practices and tools into their regular routines to create a supportive environment that encourages growth and development for interns. Regularly revisiting and adapting the toolkit based on feedback and experiences will enhance its effectiveness.

Feedback System Overview

It’s important to incorporate an ongoing two-way feedback exchange system. The following recommended best practices are common for a traditional 8-10 week or longer internship experience: 1) weekly check-ins, 2) biweekly one-on-one meetings, and 3) performance reviews (midway and end-of-internship).

Modify the types of feedback methods and frequency based on the duration and needs of your internship program to best serve you and your intern.

1. **Weekly Check-Ins**

* Format:
  + Informal meetings (15-20 minutes)
* Objectives:
  + Discuss weekly goals and tasks.
  + Address any immediate concerns or questions.
  + Provide positive reinforcement for achievements.
* Checklist Template:
  + Review last week’s accomplishments.
  + Set objectives for the upcoming week.
  + Encourage interns to share challenges or ideas.
* Documentation:
  + Keep brief notes on key discussion points and action items for follow-up.

1. **Biweekly One-on-One Meetings**

* Format:
  + Structured meetings (30-45 minutes)
* Objectives:
  + Review progress towards goals.
  + Discuss professional development and learning experiences.
  + Provide constructive feedback and set future goals.
* Agenda Template:
  + Opening and Connection: Get to know the intern and build rapport.
  + Progress Review: Discuss accomplishments and areas for improvement.
  + Feedback Session: Share feedback and encourage interns to express their thoughts.
  + Goal Setting: Set specific goals for the next two weeks.
  + Closing: Summarize key points and confirm next steps.
* Documentation:
  + Use a meeting log to capture insights and agreements.

1. **Performance Reviews** (Midway and End-of-Internship)

Midway Review

* + Purpose:
    - To assess intern performance halfway through the internship and provide feedback for improvement.
  + Format:
    - Rating scale (1-3) with qualitative feedback sections.
      * 3 = Exceeds Expectations
      * 2 = Meets Expectations
      * 1 = Needs Improvement
  + Sections:
    - Performance Criteria (e.g., quality of work, professionalism, communication skills)
    - Additional Feedback (e.g., strengths and areas for improvement)
    - Development Goals (areas for improvement for the second half of the internship)
    - Comments (space for specific feedback and examples)

End-of-Internship Review

* + Purpose:
    - To provide a comprehensive assessment of intern performance upon completion.
  + Format:
    - Same as midway review.
  + Sections:
    - Performance Criteria (same as midway review)
    - Overall Performance Summary (strengths, areas for improvement, consideration for hire)
    - Final Comments

Tips for Effective Feedback

* Be specific: Provide concrete examples when giving feedback.
* Be timely: Offer feedback as soon as possible after observing performance.
* Focus on growth: Frame feedback in a way that encourages development.
* Use an open-door policy: Encourage interns to approach you with feedback at any time.
* Seek self-learning opportunities to increase your feedback techniques and performance management skills.

Customizable Templates

**Weekly Check-In**

Date:

Intern Name:

Intern Position:

Agenda and Discussion Notes

* **Review last week’s accomplishments.**
  + Provide positive reinforcement.
* **Discuss weekly goals and tasks**
  + Set objectives for the upcoming week.
  + Address any immediate concerns or questions.
* **Encourage interns to share any team member shoutouts, ideas, suggestions, or challenges.**

**Biweekly One-on-One Meetings**

Date:

Intern Name:

Intern Position:

Agenda and Discussion Notes

* **Opening and Connection**
  + Get to know one another better and build rapport.
* **Progress Review** 
  + Discuss accomplishments.
    - Provide positive reinforcement for accomplishment.
  + Discuss areas for improvement.
    - Share specific, actionable feedback with a positive, growth mindset approach focused on learning.
  + Address any immediate questions or concerns.
* **Feedback Session**
  + Encourage interns to express their thoughts about their internship experience.
* **Goal Setting**
  + Set specific goals for the next two weeks.
* **Closing**
  + Summary key points and confirm next steps.

**Midway Performance Review for Intern**

Date:

Intern Name:

Intern Position:

Evaluator Name:

Evaluation Criteria:

Rating Scale: (3) Exceeds Expectations (2) Meets Expectations (1) Needs Improvement

|  |  |  |
| --- | --- | --- |
| Criteria | Rating 1-3 | Comments |
| **Quality of Work**   * How well did the intern complete assigned tasks? |  |  |
| **Professionalism**   * Did the intern demonstrate professionalism and work ethic? |  |  |
| **Communication Skills**   * How effectively did the intern communicate with others? |  |  |
| **Team Collaboration**   * How well did the intern work with others? |  |  |
| **Adaptability and Flexibility**   * How well did the intern adapt to changes and challenges? |  |  |
| **Overall Contribution**   * What was the overall impact of the intern on your team? |  |  |

Additional Feedback:

* Strengths:
* Areas for Improvement:

Development Goals:

Comments:

**End-of-Internship Performance Review for Intern**

Date:

Intern Name:

Intern Position:

Evaluator Name:

Evaluation Criteria:

Rating Scale: (3) Exceeds Expectations (2) Meets Expectations (1) Needs Improvement

|  |  |  |
| --- | --- | --- |
| Criteria | Rating 1-3 | Comments |
| **Quality of Work**   * How well did the intern complete assigned tasks? |  |  |
| **Professionalism**   * Did the intern demonstrate professionalism and work ethic? |  |  |
| **Communication Skills**   * How effectively did the intern communicate with others? |  |  |
| **Team Collaboration**   * How well did the intern work with others? |  |  |
| **Adaptability and Flexibility**   * How well did the intern adapt to changes and challenges? |  |  |
| **Overall Contribution**   * What was the overall impact of the intern on your team? |  |  |

Overall Performance Summary (strength and areas for improvement):

* Strengths:
* Areas for Improvement:
* Would you ever consider hiring this intern for a full-time position? Why or why not?

Final Comments: