

# INTERNSHIP PROGRAM EVALUATION WORKSHEET

A Framework for Building and Enhancing Employer Internship Programs

<b>Organization:</b>	<b>Completed By:</b>	<b>Date / Program Year:</b>
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## HOW TO USE THIS WORKSHEET

This worksheet is designed to help employers assess and strengthen their internship program across five key dimensions. Use it to identify gaps, celebrate strengths, and prioritize next steps.

**Rating Scale:** 1 = Not in Place | 2 = Developing | 3 = Established | 4 = Strong | 5 = Exemplary | N/A = Not Applicable

## SECTION 1: APPLICATION & TALENT PIPELINE

Are you attracting, evaluating, and stewarding the right candidates?

### Outreach & Attraction

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
<b>Reach &amp; Diversity of Applicant Pool</b>	Range of schools, backgrounds, identities	1	2	3	4	5	
<b>Job Posting Clarity &amp; Appeal</b>	Clear role, pay, skills, and expectations	1	2	3	4	5	
<b>Sourcing Channels Used</b>	Variety of pipelines beyond your usual network	1	2	3	4	5	
<b>Equity in Access</b>	Removing barriers for underrepresented candidates	1	2	3	4	5	

### Evaluation & Selection Process

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
<b>Defined Evaluation Criteria</b>	Consistent rubric used across reviewers	1	2	3	4	5	
<b>Candidate Experience</b>	Timely, respectful, transparent process	1	2	3	4	5	
<b>Interviewer Preparation</b>	Panel trained and aligned on what to assess	1	2	3	4	5	
<b>Bias Awareness in Selection</b>	Structured approach to reduce subjectivity	1	2	3	4	5	

**Silver Medalist & Pipeline Stewardship**

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
Tracking Strong Non-Hires	Do you maintain a list of promising candidates?	1	2	3	4	5	
Follow-Up with Declined Candidates	Do you stay in touch with top near-hires?	1	2	3	4	5	
Talent Pool for Future Openings	Are non-hired candidates considered for future roles?	1	2	3	4	5	
Feedback to Applicants	Do candidates receive useful feedback?	1	2	3	4	5	

**Reflection: What does your applicant data tell you about who you are — and aren't — reaching? What is one change you could make to your pipeline this cycle?**

## SECTION 2: STUDENT EXPERIENCE

Are interns learning, contributing, and thriving?

### Onboarding & Integration

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
<b>Structured Onboarding Process</b>	Tools, introductions, culture overview on day one	1	2	3	4	5	
<b>Clear Role &amp; Project Brief</b>	Intern knows what they own and why it matters	1	2	3	4	5	
<b>Team Integration</b>	Interns included in meetings, culture, and social life	1	2	3	4	5	
<b>Psychological Safety</b>	Interns feel safe asking questions and making mistakes	1	2	3	4	5	

### Learning & Development

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
<b>Defined Learning Objectives</b>	Specific skills and knowledge interns will gain	1	2	3	4	5	
<b>Connection to Career Goals</b>	Work is relevant to intern's professional interests	1	2	3	4	5	
<b>Stretch Assignments</b>	Challenging tasks that push growth, not just busy work	1	2	3	4	5	
<b>Professional Development Opportunities</b>	Training, shadowing, networking, lunch-and-learns	1	2	3	4	5	

### Feedback & Experience Quality

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
<b>Mid-Point Check-In</b>	Formal touchpoint at midway to adjust and course-correct	1	2	3	4	5	
<b>Regular Ongoing Feedback</b>	Consistent, informal feedback throughout the term	1	2	3	4	5	
<b>End-of-Term Evaluation</b>	Structured final review of performance and growth	1	2	3	4	5	
<b>Intern Satisfaction Collected</b>	Formal survey or exit conversation with intern	1	2	3	4	5	
<b>Sense of Meaningful Contribution</b>	Intern feels their work mattered to the organization	1	2	3	4	5	

**Reflection: If you asked your most recent interns to describe their experience in one word, what do you think they would say? What would you want them to say?**

## SECTION 3: SUPERVISOR EFFECTIVENESS

Are your supervisors equipped, engaged, and supported?

### Supervisor Readiness

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
<b>Pre-Intern Preparation</b>	Supervisor prepared before intern's first day	1	2	3	4	5	
<b>Training &amp; Resources Provided</b>	Organization equips supervisors with tools to mentor	1	2	3	4	5	
<b>Clear Time Allocated for Mentorship</b>	Supervision is protected time, not an afterthought	1	2	3	4	5	
<b>Understanding of Learning Objectives</b>	Supervisor knows what intern should gain	1	2	3	4	5	

### Mentorship Quality

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
<b>Quality of Regular Check-Ins</b>	Meetings are substantive, not just status updates	1	2	3	4	5	
<b>Coaching vs. Directing Balance</b>	Supervisor guides thinking, not just assigns tasks	1	2	3	4	5	
<b>Modeling Professional Behavior</b>	Intern is exposed to how strong professionals operate	1	2	3	4	5	
<b>Developmental Feedback Skills</b>	Supervisor gives specific, actionable feedback	1	2	3	4	5	

### Supervisor Satisfaction & Recognition

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
<b>Supervisor Satisfaction with Program</b>	Does the supervisor find mentoring rewarding?	1	2	3	4	5	
<b>Organizational Recognition of Mentorship</b>	Is good mentorship valued and acknowledged?	1	2	3	4	5	
<b>Supervisor Confidence in Their Own Skills</b>	Does the experience build supervisor capability?	1	2	3	4	5	
<b>Feedback Loop to Improve Next Cycle</b>	Supervisors debrief and share learnings	1	2	3	4	5	

**Reflection: What does your organization do to prepare and reward great supervisors? What would make this role more rewarding for them?**



## SECTION 4: TEAM IMPACT

How does the broader team experience and support the internship?

### Team Awareness & Buy-In

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
<b>Team Understands the Program's Purpose</b>	Staff know why interns are here and what they need	1	2	3	4	5	
<b>Team Had Input in Project Design</b>	Staff helped shape what intern works on	1	2	3	4	5	
<b>Team Support for Intern Success</b>	Colleagues are accessible and welcoming to interns	1	2	3	4	5	
<b>Culture of Inclusion for Interns</b>	Interns are treated as valued team members	1	2	3	4	5	

### Mutual Learning

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
<b>Team Learns from Intern Perspectives</b>	Fresh ideas, new skills, or tech savviness surfaced	1	2	3	4	5	
<b>Reverse Mentoring Opportunities</b>	Interns teach or share knowledge with staff	1	2	3	4	5	
<b>Knowledge Transfer Practices</b>	Intern work is documented and carried forward	1	2	3	4	5	
<b>Team Satisfaction with the Program</b>	Overall team experience with the internship is positive	1	2	3	4	5	

**Reflection: In what ways has having an intern changed how your team works or thinks? What would increase team ownership of the program?**

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## SECTION 5: ORGANIZATIONAL IMPACT & ROI

Is the program working — and is it sustainable?

### Short-Term Value

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
Meaningful Project Output	Intern delivered work of tangible value	1	2	3	4	5	
Capacity Added to the Organization	Team was genuinely more productive	1	2	3	4	5	
Cost-Effectiveness	Investment of time and resources was worthwhile	1	2	3	4	5	

### Long-Term Value & Pipeline

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
Intern-to-Staff Conversion Rate	Are strong interns offered roles?	1	2	3	4	5	
Employer Brand Strengthened	Interns are advocates for your organization	1	2	3	4	5	
Talent Pipeline Development	Program feeds your hiring pipeline meaningfully	1	2	3	4	5	
Alumni Engagement	Former interns remain connected and refer others	1	2	3	4	5	

### Program Administration & Sustainability

Evaluation Area	Notes/Context	1	2	3	4	5	N/A
Dedicated Program Coordinator/Owner	Someone is accountable for program quality	1	2	3	4	5	
Outcomes Tracked Year-Over-Year	Data collected and used to improve the program	1	2	3	4	5	
Budget Appropriately Resourced	Funding reflects the program's strategic priority	1	2	3	4	5	
Program Scalability	Could you grow this without sacrificing quality?	1	2	3	4	5	
DEI Embedded in Program Design	Equity is built in, not bolted on	1	2	3	4	5	

**Reflection: What is one concrete, measurable outcome you will track next cycle that you have not tracked before?**

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# SUMMARY & ACTION PLANNING

Use this page to identify priorities and commit to next steps

Section	Avg. Rating (1–5)	Biggest Strength	Biggest Gap
1. Application & Talent Pipeline			
2. Student Experience			
3. Supervisor Effectiveness			
4. Team Impact			
5. Organizational Impact & ROI			

## Priority Action Items

#	Action Item	Section / Area	Priority	Target Date
1			H / M / L	
2			H / M / L	
3			H / M / L	
4			H / M / L	
5			H / M / L	

## Commitments & Notes

What is the single most important change we will make to our internship program before next cycle?

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What resources, support, or approvals do we need to make that happen?

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Who else in our organization needs to be part of this conversation?

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Great internship programs are built intentionally — review this worksheet annually and share findings with your leadership team and supervisors.