

An Employer's Guide to Successful Internships

How to Create Impact While Shaping Future Talent

Includes
Miami-Dade
County
Internship
Contacts



**THE FLORIDA
TALENT CENTER**
Powered by the Florida Chamber Foundation

FUTURE OF WORK
FLORIDA

FLORIDA CHAMBER FOUNDATION OVERVIEW



The Florida Chamber Foundation is a leader in future-focused research, serving as a catalyst for positive change across the state. Its mission is to secure Florida's future by identifying key economic, workforce, and policy trends that shape the state's competitiveness. Central to these efforts is the [Florida 2030 Blueprint](#), a comprehensive strategy aimed at securing Florida's future by improving Florida's talent pipeline, fostering innovation to grow the economy, and enhancing the quality of life for all residents. Guided by data-driven insights and collaborative efforts, the Foundation works to develop strategies that align with the state's growth goals, ensuring that businesses, communities, and individuals thrive in an increasingly competitive global economy.

A key component of these efforts is the [Future of Work Florida](#) initiative, which aims to create the nation's top workforce by 2030. This initiative is uniting the business community with workforce and education partners to address Florida's evolving talent needs. By aligning education, training, and career pathways with the demands of modern industries, Future of Work Florida is ensuring that the state's workforce remains competitive, adaptable, and future-ready. Through strategic partnerships between employers, educational institutions, and policymakers, the initiative plays a vital role in strengthening Florida's talent pipeline, driving economic growth, and positioning the state as a national leader in workforce development.

The Future of Work Florida initiative seeks to increase awareness and preparedness for high-demand careers. One avenue for increasing preparedness is amplifying the value of quality internship participation. Through this guide, you will gain a better understanding of how your organization can benefit from designing and deploying internships as a vital part of your talent pipeline strategy.

To learn more about internships or get involved in the Future of Work Florida initiative, contact Rachel Ludwig, Vice President of Talent Development for the Future of Work, rludwig@flchamber.com.



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“Talent is quickly replacing the tax incentive as the economic development tool of choice”

-Mark Wilson, President, Florida Chamber of Commerce and Foundation



WHY INTERNSHIPS?



Internships play a vital role in the development of a robust talent pipeline for many organizations. They offer a mutually beneficial arrangement where employers gain access to emerging talent, while interns receive invaluable real-world experience. The effectiveness of internships as a talent pipeline strategy is well-documented, with data demonstrating significant benefits for both employers and interns.

The National Association of Colleges and Employers (NACE) released their “2021 Internship & Co-op Survey Report,” which found that 56.1% of interns received a full-time job offer from the company where they interned. Furthermore, the conversion rate of interns to full-time employees was significantly higher compared to external hires, indicating that internships serve as an effective screening and training tool for employers.

A study published in 2024 by Strada Education Foundation, “Talent Disrupted,” focused on underemployment figures across the country for individuals with bachelor’s degrees. This study showed:

- 52% of 4-year graduates are underemployed within a year of graduation, and after ten years, 45% remained underemployed.
- 79% of those who land a college-level job will remain in a college-level job after five years, showing the importance of graduates obtaining a college-level job upon degree completion.
- 48% lower underemployment was observed among individuals who completed an internship.

If businesses and educational institutions in Florida support internship participation for each student enrolled in postsecondary education, we can more effectively build our talent pipeline while simultaneously ensuring our graduates secure college-level employment upon completion of their studies.

*Strada Education Foundation and Burning Glass Institute



BENEFITS OF INTERNSHIPS FOR EMPLOYERS



Internships offer numerous advantages for organizations looking to strengthen their talent pipeline:



- **Access to Emerging Talent:** Internships provide employers with early access to young professionals who bring fresh perspectives and innovative ideas.
- **Cost-Effective Recruitment:** Internships serve as an extended interview process, allowing employers to evaluate interns' skills, work ethic, and cultural fit before making a full-time job offer.
- **Increased Productivity:** Interns can bring new ideas and contribute to projects, increasing overall productivity.
- **Increased Retention Rates:** Employees who start as interns tend to have higher retention rates. NACE reports that 75.5% of former interns remained with their employer after one year, compared to 64.4% of those who were hired without internship experience.
- **Enhanced Employer Brand:** A well-structured internship program enhances a company's reputation among prospective employees and academic institutions, making it easier to attract top talent in the future.

BENEFITS OF INTERNSHIPS FOR INTERNS

Interns also reap significant rewards from their experiences:

- **Real-World Experience:** Internships provide students with hands-on experience in their field of study, bridging the gap between academic knowledge and practical application.
- **Professional Networking:** Internships offer opportunities to build professional networks, which can be invaluable for future job searches and career growth.
- **Skill Development:** Interns develop essential workplace skills, such as teamwork, communication, and problem-solving, which are essential for career success.
- **Increased Employability:** Having internship experience on a resume makes candidates more attractive to potential employers, increasing their chances of securing a job post-graduation.



DESIGNING A SUCCESSFUL INTERNSHIP PROGRAM

Defining Objectives and Goals

Start by defining what you want to achieve with your internship program. Consider the following questions:

- What skills or competencies are you looking to develop in your interns?
- How will the internship program support your long-term talent needs?
- What outcomes do you expect from the internship program?
- Could your internship program serve as an opportunity to enhance the leadership and management skills of your current managers?



Identifying Internship Roles and Responsibilities

Identify the roles and responsibilities for interns by:

- Conducting a needs assessment to determine areas where interns can add value.
- Defining clear job descriptions with specific tasks and projects.
- Ensuring that the roles provide meaningful learning experiences.

Structuring the Internship Program

Structure your program by considering:

- **Duration:** Decide on the length of the internship, typically ranging from 8 weeks to 6 months.
- **Schedule:** Determine whether the internship will be full-time or part-time.
- **Compensation:** Decide on the pay for your internship, ensuring compliance with labor laws.
- **Academic Credit:** If applicable, coordinate with educational institutions to offer academic credit.



DEVELOPING A SUCESSFUL INTERNSHIP PROGRAM

Recruitment Strategies

To attract top talent:

- Partner with universities, state colleges, and technical colleges.
- Attend career fairs and networking events.
- Utilize online job boards and social media platforms.
- Develop an engaging and informative internship webpage.
- Create an intern alumni referral program.

Selection Process

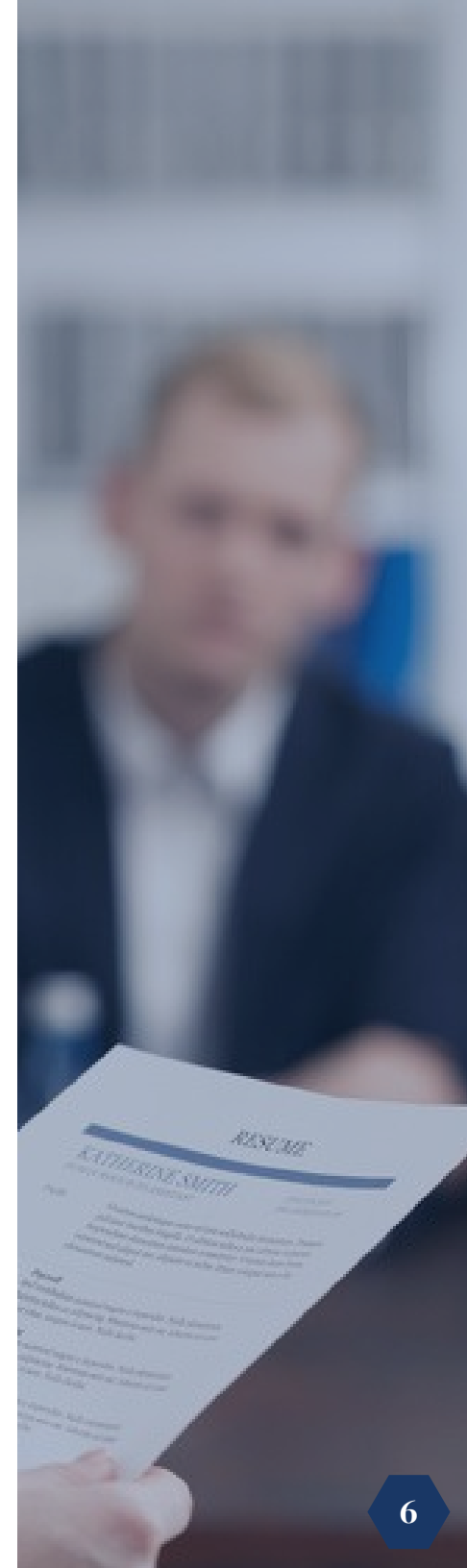
Implement a thorough selection process:

- Review resumes and cover letters to shortlist candidates.
- Conduct interviews to assess skills, fit, and enthusiasm.
- Consider including practical assessments or assignments.

Onboarding Interns

A smooth onboarding process includes:

- Providing an orientation session to introduce interns to the company culture and policies.
- Offering necessary training and resources.
- Assigning mentors or supervisors to guide interns.



IMPLEMENTING YOUR INTERNSHIP PROGRAM

Mentorship and Supervision

Effective mentorship and supervision are crucial:

- What skills or competencies are you looking to develop in your interns?
- How will the internship program support your long-term talent needs?
- What outcomes do you expect from the internship program?



Providing Learning Opportunities

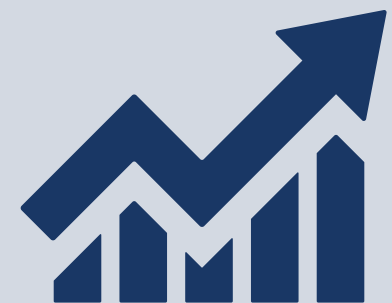
Identify the roles and responsibilities for interns by:

- Conducting a needs assessment to determine areas where interns can add value.
- Defining clear job descriptions with specific tasks and projects.
- Ensuring that the roles provide meaningful learning experiences.

Performance Evaluation and Feedback

Regularly evaluate and provide feedback:

- Conduct mid-term and end-of-term evaluations.
- Provide constructive feedback and recognize achievements.
- Use evaluations to identify areas for improvement and future development.



RETAINING TALENT POST-INTERNSHIP

Transitioning Interns to Full-Time Roles

To retain top interns:

- Identify high-performing interns for potential full-time positions.
- Provide a clear pathway for transition from intern to employee.
- Offer career development and growth opportunities.



Building a Talent Pipeline

To maintain a connection with former interns:

- Create an alumni network to keep in touch with past interns.
- Invite former interns to company events and seminars.
- Consider offering return internships or part-time roles.

CONCLUSION



Designing, developing, and implementing an effective internship program is a strategic investment for any organization. This guide outlines the essential steps and best practices to create a successful internship program that aligns with your organization's goals and strengthens your future talent pipeline.

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Rachel Ludwig

Vice President

Talent Development for the Future of Work

Florida Chamber Foundation

850.521.1254

RLudwig@FLChamber.com

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RESOURCES AND TEMPLATES



Sample Needs Assessment for Internship Program

Conducting a needs assessment is a critical first step in designing an effective internship program. This process helps identify the specific areas within your organization where interns can add the most value. The following sample needs assessment template can be customized to fit your organization's unique requirements.

Objective: Identify departments and roles where interns can contribute meaningfully and gain valuable experience.

Needs Assessment Template

FLORIDA CHAMBER Foundation

Instructions: Distribute this assessment to department heads and team leaders. Collect and analyze responses to determine internship opportunities.

Department Information	
Department Name	
Department Head	
Assessment Completed By	
Date	

1. Current Workforce Analysis:

Current Staff Composition	
Number of full-time employees	
Number of part-time employees	
Number of contract workers	
Workload Analysis	
Are there projects or tasks currently under-resourced?	
Are there seasonal or cyclical workload fluctuations?	
Is there a need for additional support in any specific area?	

2. Potential Internship Roles:

List potential roles or tasks suitable for interns	
Role 1	
Role 2	
Role 3	
What specific skills or competencies would be beneficial for these roles?	
Skill 1	
Skill 2	
Skill 3	

How can interns contribute to your department's objectives?	
Contribution 1	
Contribution 2	
Contribution 3	

3. Project and Task Identification: Identify key projects where interns can be involved

Project 1	
Description	
Expected Duration	
Intern's Role	
Project 2	
Description	
Expected Duration	
Intern's Role	
List routine tasks that can be assigned to interns	
Task 1	
Task 2	
Task 3	

4. Training and Development Needs

What initial training will be required for interns to perform their roles effectively?	
Training 1	
Training 2	
Training 3	
What ongoing development opportunities can be provided	
Dev. Opportunity 1	
Dev. Opportunity 2	
Dev. Opportunity 3	

5. Supervisory and Mentorship Support

Who will be responsible for mentoring the interns?

What is the plan for regular check-ins and support?
Who will supervise the interns' day-to-day activities?
How will performance be monitored and evaluated?

6. Alignment with Organizational Goals

How do the identified internship roles align with your department's strategic goals?
How do they align with the overall organizational goals?
Are there opportunities for interns to transition into full-time roles?
What is the long-term potential for these roles within your department?

7. Please provide any additional comments or suggestions regarding the internship program.

[Download Template](#)

By completing this needs assessment, you can gather valuable insights into where interns can make significant contributions and how to structure roles that provide meaningful learning experiences. This information will be crucial in designing a tailored internship program that meets both organizational needs and the developmental goals of the interns.

RESOURCES AND TEMPLATES

Internship Program Planning Template & Sample Internship Job Description: Marketing & HR Intern

Sample Internship Job Description: Marketing Intern

Position Title: Marketing Intern

Department: Marketing

Location: [Company Headquarters]

Duration: 3 months (June - August)

Compensation: \$ Hourly

About Us: [Company Name] is a dynamic and innovative company in the [industry] sector, committed to delivering high-quality products/services and exceptional customer experiences. We are looking for a motivated Marketing Intern to join our team and gain hands-on experience in various aspects of marketing.

Position Overview: The Marketing Intern will support the marketing team in executing various marketing strategies and campaigns. This role provides an excellent opportunity to learn about digital marketing, content creation, social media management, and market research, offering a comprehensive learning experience in a fast-paced environment.

Key Responsibilities:

- Content Creation:**
 - Assist in creating engaging content for social media platforms, blogs, and newsletters.
 - Support the development of marketing materials, such as brochures, flyers, and presentations.
- Social Media Management:**
 - Help manage and grow our social media presence by scheduling posts and monitoring engagement.
 - Assist in developing and implementing social media campaigns.
- Market Research:**
 - Research industry trends, competitors, and target audiences.
 - Analyze data to support marketing strategies and decision-making.
- Event Support:**
 - Assist in the planning and execution of marketing events, webinars, and promotions.
 - Support logistical arrangements and coordinate event details.
- Administrative Tasks:**
 - Maintain marketing databases and ensure data accuracy.
 - Perform general office duties such as filing, scanning, and data entry.

[Download Template](#)

Internship Program Planning Template

Task	Description	Deadline	Responsible
Needs Assessment	Determine areas of need within the company where interns could contribute.		HR Department
Define Objectives	Establish goals for the program and specific positions.		Program Manager or HR Department
Identify Roles	Develop job descriptions based on objectives for internship positions.		HR Department
Develop Intern Recruitment Strategy	Partner with high schools or postsecondary institutions. Create & deploy job postings.		Recruitment Team
Select Candidates	Review applications & conduct interviews.		Hiring Committee
Onboard interns	Orientation & training plan.		HR Department
Mentorship	Assign mentors & schedule check-ins.		Department Supervisors
Performance Evaluations	Conduct mid-term & final reviews.		Department Supervisors
Transition & Talent Pipeline Planning	Identify potential hires for future full-time roles & create transition plans.		HR Department
Additional comments			

[Download Template](#)

Sample Internship Job Description: Human Resources Intern

Position Title: Human Resources Intern

Department: Human Resources

Location: [Company Headquarters]

Duration: 3 months (June - August)

Compensation: \$ Hourly

About Us: [Company Name] is a leading [industry] company dedicated to [brief description of the company's mission and values]. We are looking for a motivated Human Resources Intern to join our team and gain valuable experience in various aspects of HR operations.

Position Overview: The Human Resources Intern will support the HR department in various tasks related to recruitment, onboarding, employee relations, and administrative functions. This internship is designed to provide exposure to the fundamental aspects of human resources management and offer comprehensive learning experience.

Key Responsibilities:

- Assist with Recruitment:**
 - Post job openings on internal and external job boards.
 - Screen resumes and applications to identify qualified candidates.
 - Schedule interviews and assist in the interview process.
- Support Onboarding:**
 - Prepare new hire orientation materials.
 - Assist with new employee onboarding sessions.
 - Help ensure all onboarding paperwork is completed and filed.
- Employee Relations:**
 - Assist in organizing employee engagement activities.
 - Help address employee inquiries and provide general support.
- Administrative Tasks:**
 - Maintain employee records and ensure data accuracy.
 - Assist in preparing HR reports and presentations.
 - Perform general office duties such as filing, scanning, and data entry.

[Download Template](#)



TESTIMONIALS FROM TALENT DEVELOPMENT LEADERS



Marian Cacciatore
VP, Human Resources



"At Tampa Electric, we have a long history of providing undergraduate and graduate students opportunities to gain experience through internships and co-ops. For the students, these opportunities provide invaluable real-world experience and offer them the opportunity to expand their network and gain important skills. The company also benefits by a strong internship/co-op program. We find that these students bring fresh perspectives, easily embrace innovation and serve as a talent pipeline for future full-time employees."



Kara Marante
VP & Chief People Officer



"Our Administrative Graduate Internship Program has been instrumental in cultivating future healthcare leaders. By providing hands-on experience in diverse operational areas, interns gain valuable insights into the complexities of pediatric healthcare. Several of our program participants have gone on to secure roles within Nicklaus Children's Health System, demonstrating the program's effectiveness in bridging academic learning with real-world application."



Patty Keenan
Chief Talent Officer



"The success of both our high school and college internships comes from creating a welcoming environment and plenty of opportunities for personal connection. We hire interns from over 30 colleges and universities each year, and use technology (GroupMe) to begin fostering working relationships even before they arrive for their first day. At Miller Electric Company, we have cultivated a "learning organization" where everyone, including our office and trade professionals, has the opportunity to learn and grow both personally and professionally. Our efforts are paying off – we hire over 50% of our interns as full time professionals each year."



Sarah Marmion
Sr. Manager of Education & Outreach Centers



"Internships at Florida Power & Light Company play a crucial role in cultivating future talent and innovative ideas. Our NEXT summer intern program attracts nearly 200 college students and MBA interns, providing hands-on experience to shape the company's future. For over a decade, we have successfully transitioned many interns into full-time roles, advancing our hiring pipeline and developing future leaders."

THANK YOU TO THE FUTURE OF WORK ADVISORY BOARD



Ralph Aiello



Erica Averion



Marian Cacciatore



Andrea Cichon



David Cross



CT Hemingway-Turner



Patty Keenan



Dr. Robert Liddell



Kara Marante



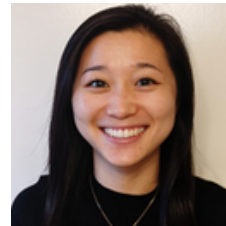
Sarah Marmion



Mistie Palmer



Dr. Prashanth Pilly



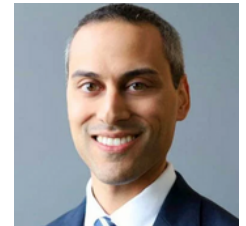
Victoria Pu



Charlene Savidge



Kristen Vanselow



Sam Verghese



Contact Rachel Ludwig, Vice President of Talent Development for the Future of Work
at rludwig@flchamber.com to inquire about Board seat availability

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Thank You for Helping to Secure Florida's Future

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Internship Impact: An Employer's Guide to Shaping Future Talent

MIAMI DADE INTERNSHIP PROGRAMS



Atlantis University **Dr. Miya Burt-Stewart**

Dean

Phone: 305-377-8817 Ext 1015

Email: miya.burt@atlantisuniversity.edu

www.atlantisuniversity.edu

At Atlantis University, an internship is a structured experiential learning opportunity that connects academic knowledge with professional application. Internships allow students to develop practical skills, gain real-world experience, build a network in their field of study, and enhance their employment prospects.

Barry University **Ginette Melchiorre, MBA**

Employer Relations Manager

Career and Experiential Learning

Phone: +130589943191

Email: gmelchiorre@barry.edu

<https://barry.edu/>

Barry University has three types of internships:

- *Class Credit*
- *Paid Internship*
- *FWS Community Partnership for non-profit*

The Career and Experiential Learning Team educates students and alumni on the essential job searching and life skills to propel them to succeed in the increasingly competitive global marketplace. Our team promotes self-discovery, career readiness, and formalized hands-on experiences that are tailored to academic majors, empowering students both personally and professionally.

CareerSource South Florida **Diana Valdivia**

SFWIB Program Coordinator

P: 305-929-1619 | F: 305-470-5516

Email: Diana.Valdivia@careersourcesfl.com

<https://www.careersourcesfl.com/>

At CareerSource South Florida, we offer training and financial Incentives to help companies cover the costs of hiring and training new or current employees. Our resources are tailored to fit each company's unique needs, giving them a competitive edge in the global economy.

Florida International University **Nimmi Arunachalam**

Program Director, Break Through Tech

Modesto A. Maidique Campus

C: (630) 863-6818

Email: narunach@fiu.edu

<https://miami.breakthroughtech.org>

"The Sprinternship® is a three-week, full-time, paid micro-internship that provides FIU undergraduate students in the Knight Foundation School of Computing and Information Sciences with early, hands-on exposure to careers in tech.

Students work in teams on short-term, real-world projects that allow them to apply classroom knowledge, build technical and professional skills, and gain meaningful workplace experience. Employers host and mentor the teams, guiding them through a scoped project while providing structured opportunities to engage with technical staff and learn about industry practices.

Miami Dade College

Alexis J. Portuondo,

Chairperson

School of Global Business, Kendall Campus

305-237-0304

aportuon@mdc.edu

<https://www.mdc.edu>

The Micro-Internships program at Miami Dade College, Kendall Campus, School of Global Business offers a five to eight-week internship experience embedded in the Principles of Business (GEB1011) course. These internships, which can be on-site, remote, or hybrid, require students to complete 40 contact hours in fields such as marketing, finance, banking, management, public relations, human resources, sales, sport management, and accounting. The program runs twice a year, starting in mid-October for the Fall semester and mid-February in the Spring semester. First-year college students with 0-15 credit hours, who have received resume and career readiness training, participate in these internships. Benefits for partners include additional work assistance, training potential long-term employees, bringing current academic learning to the workplace, mentoring future workforce, and expanding community partnerships. Students gain workplace experience, develop skills, and may secure longer internships or employment after.

Miami Dade County Public Schools

Lupe Diaz

Administrative Director

Department of Career & Technical Education

305-693-3030

lupediaz@dadeschools.net

<https://dcte.dadeschools.net>

The Summer Youth Internship Program Is:

- Project based with learning goals structured into the experience
- Internship Provider/Employer interviews and hires student intern
- Payment to students by grant (or employer)
- A work/learn exchange between student and your business
- Offers opportunity for intern to learn all aspects of the workplace
- Student commitment of minimum 30 hours per week, for five weeks
- Academic credit earned by students with successful internship evaluation and completion of academic assignments
- Interns insured through school accident policy
- Monitored by an instructional supervisor and workplace supervisor

Northeastern University**Michelle Romero**

Director of Student Services

mi.romero@northeastern.edu

<https://miami.northeastern.edu>

Cooperative Education — Northeastern University's renowned, signature program — is an experiential learning model which integrates classroom learning with real-world work experiences. Through co-op, Northeastern students are able to gain real-world experience, pursue transformative careers, and apply academic principles to workplace challenges. Participating companies are able to fulfill short and long-term industry needs with exceptional talent, while building a talent pathway.

Click [HERE](#) to learn more about the co-op program.

St. Thomas University**Imani Fredricks-Lowman, Ph.D. | Assistant Vice President**

Student Success and Career Services

(O) 305.474.2431

lfredricks-lowman@stu.edu

www.stu.edu

At St. Thomas University (STU), internships are not just a career development opportunity, they're a graduation requirement. Every undergraduate student must complete at least one internship aligned with their major prior to graduation. By hosting STU interns, your organization can tap into fresh ideas, academic knowledge, and future leaders while providing students with meaningful professional growth.

Offered Fall, Spring, and Summer semesters

Miami Tech Works**Terri-Ann Brown**

Director

305-237-3480

tbrown15@mdc.edu

Miami Tech works bring together employers, educators and community-based organizations all focused on one thing: building a sustainable tech talent pipeline that will create economic impact for south Florida employers of all sizes. Our mission is to bridge the gap between talent and opportunity – connecting employers to skilled candidates, funding internship programs, and aligning training with real hiring needs