

Employer's Guidebook

Building a Successful Cooperative Education and Internship Program

REV: 7/16/15

Table of Contents

Building a Successful Co-op and Internship Program

Introduction	3
Fact Sheet for Employers.....	4
Creating a Co-op or Internship Program at Your Company	6
Recommended Supervisor Responsibilities	9
Co-Op/Internship Position Description Form (optional).....	10
Employer Commitments and Requirements	11
The Partnership	11
Mentorship Expectations	11
Communication.....	11
Services Available to Employers and Helpful Tips.....	12
Hiring a Co-op or Intern.....	12
Fundamental Steps to Consider During the Hiring Process.....	12
Preparing for Your WSU Co-op Student.....	12
The First Week of the Job	12
On-Campus Recruiting Calendar	13
EXHIBITS	14
Exhibit A Employer Code of Ethics	14
Exhibit B Washington State University Non-Discrimination Statement.....	15
Exhibit C NACE Principles for Employment Professionals	16
Exhibit D Job Offers.....	17

Introduction

Mission

The Voiland College of Engineering and Architecture is home to a growing and diverse community of extraordinary thinkers, committed to inspiring students to reach their full potential through face-to-face learning, disciplined problem solving, and transformative hands-on experiences. We are driven by the shared goals of producing outstanding problem solvers capable of creating innovative solutions to the world's most complex problems.

The mission of the WSU Voiland Professional Practice and Experiential Learning office (PPEL) is to inspire students to become leaders in today's complex global society through participation in experiential learning and professional practice activities with engaged industry partners. The PPEL office provides career planning services to assist students in clarifying career goals through individual counseling and activities that guide students through the career development process.

As part of PPEL, the Internship and Cooperative Education (Co-op) program links qualified, interested students with employers to fill engineering positions. These up-and-coming professionals can save you time, provide support on special projects, and invigorate the work place. In return, student interns will benefit from your knowledge and experience while exploring their chosen career path and earning academic credit.

This comprehensive overview and “starter” packet will provide practical information and a variety of resources to ensure that you and your company/agency/organization are able to successfully manage an experiential learning opportunity for students. You will find this guidebook will give you the nuts and bolts you need to establish a credible experiential professional practice program.

We often hear that students “can’t get a job without experience – and can’t get experience without a job.” Providing students with opportunities to engage in Co-ops, Internships, practicum experiences, and real-world work situations helps them be the “ready for work, day-one employees” we know you would like to hire after graduation. Providing opportunities for students to experience your professional enterprise provides a mutually beneficial solution to the problem of having a work ready workforce.

Fact Sheet for Employers

What is the difference between Internships, Co-ops, practicums and externships?

Internships: Internships are typically a one-time work (10-12 weeks) experience related to a student's major or career goal, often completed in the summer. Normally, an Internship does not interfere with college classes, but due to the shorter duration, less training is accomplished.

Internships can be paid or unpaid and the student may or may not receive academic credit for performing the Internship.

Cooperative education: Cooperative education (Co-op) is a partnership between the Voiland College, the employer, and the student. It is an academic program designed to give qualified students an opportunity to practice the theory learned in the classroom with on-the-job, full-time, paid career-related work experience. Co-ops typically are at least of one semester (a minimum of 14 weeks) in length, but could be up to a full 12 months. Alternatively, students could participate in a Co-op experience that consists of multiple periods of full-time work experience alternating with full-time courses. Due to the longer duration, students receive more job-related training.

All Co-ops are paid positions and all involve some form of academic credit.

Practicums: A practicum is generally a one-time work or service experience done by a student as part of an academic class. Typically, practicums occur over an academic term. Some practicums offer pay, but many do not. Almost all are done for academic credit.

Externships/job shadowing: An externship or job shadowing experience allows a student to spend between a day and several weeks observing a professional on the job. Such experiences are unpaid. Externships and job shadowing experiences are generally not done for academic credit.

What sort of training and supervision should be provided to Interns and Co-op students?

The experience should be defined by the organization as an Internship or Co-op, identify specific projects and career-related learning, with systems in place for supervision, training and evaluation/feedback.

- The intern supervisor will provide organizational orientation, training, feedback, and complete a final evaluation of the student's work. Direct and personal contact with the supervisor on a regular basis is expected, providing personal expertise in the field the intern is being required to perform.

How does an employer post an Internship or Co-op?

1. All Internship and Co-op sites are asked to post opportunities utilizing the WSU [COUGLINK](https://www.couglink.org) system. Log into the WSU CougLink website: www.couglink.org and register as an employer. The approval process should occur within the same day. Once access to the site is granted, log in and select "Create Job Posting" from the COUGLink Shortcuts on the right and follow the instructions. (For more assistance in positing a position through COUGLink, email VCEA.Internships@wsu.edu.)
2. Send your text announcement to the PPEL office at VCEA.internships@wsu.edu for dissemination to our student population.
3. Prepare a digital flyer for posting on the Voiland College Career Information Digital Displays stationed strategically around the college. Send to VCEA.internships@wsu.edu.
 - PPT slide, 16:9 aspect ratio (ratio can be set in Page Setup = Design/Page Setup/Slides sized for on-screen show 16:9). The slide can be produced from

PowerPoint or as a JPEG as long as it is 16:9. Slides run on a continuous loop in 10 second intervals.

- Supply a deadline date for removal of the slide
- Suggested information for slide:
 - Company name, logo, and web address
 - Positions recruiting for; permanent, Internship, and Co-op
 - Dates company representatives will be on campus
 - How to apply
 - Note if your position is listed on COUGLink
 - Majors you are recruiting

What type of students are available through the PPEL Program?

- Through PPEL, employers are connected with qualified engineering applicants and have the opportunity to recruit, evaluate, and train potential employees. Students will be Sophomore, Junior, Senior, or Graduate-level in good academic standing with WSU.

How does the academic credit work?

- The student may earn a maximum of 6 credits altogether in this program. A minimum of 2 credits per term is required – which equates to a minimum of 30 on-site work hours per week. Students may continue for additional terms at a site pending successful completion of site and course requirements.
- The WSU course instructor will provide student support for completing the course curriculum throughout the semester and to earn academic credit.
- A passing grade will be assigned based on the intern’s performance onsite as well as the quality of their written, reflective assignments.

Pay for Student Interns

We strongly encourage companies to pay interns and paying a wage is required for Co-op students. Recent DOL guidelines regarding pay for interns can be reviewed at: [DOL Guidance on Pay for Interns \(http://www.dol.gov/whd/regs/compliance/whdfs71.htm\)](http://www.dol.gov/whd/regs/compliance/whdfs71.htm). We recommend an hourly wage. Swag or other non-monetary compensation is generally not appropriate unless utilized in conjunction with a salary or stipend program.

Recommended Time-Line for Employers to Get Involved?

Think about your Internship/Co-op needs in advance. Get optimal exposure and advertising by posting at least 2 to 3 months prior to the student’s expected start date (3 to 6 months is even better). This allows sufficient time to advertise, screen, and select the best candidates. We also recommend participating in our Fall and/or Spring Career Expo and VCEA Technical Fair events!

To Recruit an Intern for:	Submit Internship or Co-op Posting by:
Summer/Fall Semester (Mid-May through Mid-December Placement)	Late January to Early February Spring EXPO is the first Tuesday in February
Spring Semester/Summer (Early January through Mid-August Placement)	Late September or Early October Fall EXPO & VCEA Technical Fair is the first Tuesday in October

Creating a Co-op or Internship Program at Your Company

Creating a Co-op or Internship program at your company is an excellent recruitment tool that creates a pipeline of future employees. The following can be used as a guide to ensure a quality Internship experience for both you and the student you hire.

The Professional Practice and Experiential Learning (PPEL) office generates Co-op and Internship opportunities by contacting employers and responding to employer inquiries regarding the Voiland College PPEL Program. These opportunities will be posted on the [COUGLink](#) website for students to review and will be forwarded to relevant schools and departments in the VCEA for student referrals. The PPEL office serves as facilitator of the program.

Students are responsible for reviewing the opportunities, securing advisor/faculty permission based on eligibility within his/her course of study, and submitting a resume (and other necessary documents) to the employer. Once selection has been made and the student has accepted, the employer will notify the PPEL office and the student will complete the PPEL admission form for registration in the VCEA Co-op/Internship Program.

Below are the basic steps to follow to insure a successful Co-op or Internship experience:

1. An inquiring company/supervisor will receive a packet of information from the PPEL office. This packet will include, but is not limited to the **Employer's Guidebook** (this document).
2. **Identify the qualifications the student applicants must possess.**
Some employers request that a student have a strong interest in the field, while others require specific coursework or evidence of certain skills or qualities. Related experience is generally not expected, since the objective of an Internship or Co-op is to provide such experience.
3. **Create a job description.**
Students should be assigned pre-professional level work in which they are actively involved in a project. The nature of the position should be clearly described, including specific responsibilities and the department or division to which the student will be assigned. When applicable, examples of special projects should also be included.
 - Brief organization description and organization web site
 - Position title
 - Skills and qualifications required/preferred
 - Duties and responsibilities
 - Pay rate
 - Hours per week
 - Location (city, state)
 - Start/end dates of the Internship or Co-op
 - How to apply and deadline to apply
2. **Upon receipt of the Co-op/Internship Position Description**, the PPEL Program will work with the employer to post the announcement on [COUGLink](#) and forward a copy to relevant VCEA schools and departments for on-site posting. Additionally, the employer may provide a 16:9 PowerPoint slide, as described on pages 4-5.
3. **Develop a training plan.**
While students bring academic preparation to their Co-op or Internship, they will need orientation and training in their specific responsibilities and company culture. A good training plan includes a

progression of assignments reflecting students' developing competencies. Employers who formulate well-designed training plans can count on an excellent return for these efforts.

4. **Identify a supervisor and mentor for the student.**

A supervisor should have direct responsibility for training and evaluating the student on the job. A mentor, who may or may not be the student's supervisor, can provide guidance to the "apprentice" in other ways, such as assisting with the student's professional development needs.

5. **Determine the time commitment.**

Students are available on either a full-time or part-time basis. Full-time positions will require the students to take time off from classes and should be timed around the Washington State University [academic calendar](#). Full-time positions should begin in late August, early January, or early May.

6. **Establish the salary.**

Salaries should reflect the nature of the work performed. It is common for companies to also pay for the credit fee to encourage students to participate in the Co-op & Internship Program and earn engineering credits for their work experience. Some organizations also provide benefits such as a bus pass, housing assistance, or relocation benefits, and are provided at the company's discretion.

7. **Interview the College Student.**

Interviewing students for an Internship can be different than a full-time job. Since an intern is only a short-term employee and a part of your work place for the specific experience of learning about it, your interview questions will be geared toward the *goals and objects of the intern* as well as the *qualifications necessary to do the work*. College students are eager, focused and often trained in new technology. They are also anxious to test out their growing knowledge in an applied way.

As you begin the process consider the following:

- **Begin with an engaging conversation.** College students are relational, and are pleased to discover your interest. They are often eager to be connected. You will learn much of what you need to know about the potential for success with this initial exchange.
- **Inquire about their education and training.** Interning college students are serious about learning. Most are ready to apply their learning in the real work place. In many cases you will be delighted to hear the creativity and passion they bring.
- **Inquire about their goals and objectives.** There is usually a specific reason college students have applied to a particular Internship or Co-op. Investigating what their goals are will help articulate the kind of training that will take place. It will also identify whether this is the "right fit."
- **Be comfortable communicating expectations.** The more specific you are about what you expect, the greater potential for success. College students are accustomed to well outlined course syllabi and deadlines. They love a challenge, and are ready to take on a project that has a concrete outcome.

8. **Work with the Voiland College Professional Practice and Experiential Learning Program (PPEL).**

An engineering-related work experience registered through the PPEL Program provides structure and academic relevance to a typical Internship or Co-op work experience. PPEL staff assist companies in recruiting students and provide services to employers such as on-campus interviewing, information sessions, and targeting student groups. Program staff check in with employers throughout the students' work experience to ensure both student and employer

expectations are being met. Although services for employers are free, many employers reimburse students for the Co-op credit fee.

9. Increase Your Presence in the Voiland College Community.

Once your Co-op or Internship is posted on [COUGLink](#), there are a few methods you can utilize to promote your opportunity to Voiland College students. Be sure to develop dynamic descriptions of the Co-op/Internship indicating how a student will benefit.

- Send marketing materials (either digitally or hard copy) to the PPEL office. They will be posted in high traffic areas on campus and sent to departments to alert students.
- Participate in student mock interviews, held in the evenings during the semester.
- Participate as an industry host during an industry tour event held during Thanksgiving break and spring break periods.
- Participate in a hosted training seminar or workshop with other employers. Check with the PPEL office for additional information.
- Contact the PPEL office to schedule information sessions, interviews, and participate in the Career Fairs or related events.

10. Tips for Making Your Co-op/Internship Meaningful for Employer and Student.

- A meaningful Internship *begins* when an employer and intern have an open conversation identifying goals, objectives, and expectations. The student will seek specific learning, guidance and constructive feedback. The employer will seek skills applied, assistance, and effort in performance.
- Ongoing and two-way communication builds trust and increases success.
- Including specific and meaningful tasks or projects as a part of the learning creates motivation.
- Opportunity for growth in professional relationships trains interpersonal skills and creates meaning.
- Framing feedback in the most constructive ways encourages growth and loyalty.
- Provide regular verbal and written assessments with an evaluation at the conclusion.

11. Giving Feedback to a College Intern.

College students are serious about learning. In its *Best Practice*, a Co-op/Internship will train and educate a student in a chosen field. Clearly outlined tasks and expectations sets the stage for valuable feedback. As a professional, a student is interested in *your* assessment. Offering consistent, insightful and encouraging feedback increases their learning and shapes productivity.

- **Use specifics.** Anchor your comments directly to the work they are doing.
- **Set reasonable expectations.** They are there as novices, there to learn.
- **Honest and timely** feedback is most helpful. This encourages trust and good performance. Staying current with assessment guides outcomes for both student and employer.
- **Create relationship when possible.** Students are interning to learn about the work, *but also about the people they work with!* They want to interact and build professional relationships. Seize the opportunity to model a *Best Practice* for this!
- **Conduct written as well as verbal evaluations.** This gives a record to students.

12. Contact the PPEL Co-op & Internship Program to get started.

Sandra Brabb, Coordinator, brabb@wsu.edu, (509) 335-3740
Voiland College Professional Practice and Experiential Learning
Washington State University
PO Box 642713, Pullman, WA 99164-2713

Recommended Supervisor Responsibilities

Co-Op or Internship Plan of Activities

The employer is encouraged to create a plan of activities for the semester in one- to two-week increments. Creating a plan should benefit the employer, the student, and representatives of the University. First, the company will have a well-developed idea of what it hopes to gain from the student's employment. Pre-planning the semester also helps insure that the student receives a well-rounded, balanced exposure to opportunities in your company and industry, and the student will have a clearer understanding of the learning objectives. Finally, the plan will help the VCEA Faculty and PPEL Coordinator in evaluating the educational value of the proposed experience.

Orientation to the Organization

In acquainting the student with the company, the supervisor is encouraged to:

- Provide the student with an overview of the organization's purpose, philosophy, and structure
- Provide the student with a copy of the *Plan of Activities*
- Describe the student's position -- daily job functions and expectations
- Discuss administrative details with the student -- hours, record keeping, time sheets, overtime, sick and personal leave, holidays, and lunch hours
- Orient the student to the office or department -- conduct a tour, make introductions, discuss office procedures, and office resources
- Answer questions on parking, dress code, and other matters

Site Visit

The PPEL Program Coordinator may schedule a site visit with the supervisor and the student sometime during the semester. This is a great opportunity to showcase the student's responsibilities, learning outcomes, special projects, etc., that have been achieved during the semester.

Supervisor's Evaluation

The immediate supervisor will be asked to evaluate the student in several categories. The specific evaluation form will be available to you on the PPEL website. Please take the time to discuss the evaluation with the student before the work period is complete.

Program Requirements for Students

Any degree seeking undergraduate or graduate with a minimum GPA of 2.0 and at least two semesters (30 hours) of degree work is eligible to participate. For continuing eligibility, the student must be in good academic standing.

Co-Op/Internship Position Description Form

(Optional)

Organization Name:		
Business Description:		
Contact Person:		Title:
Phone:	Fax:	E-Mail:
Address:		

Co-Op/Internship Data

Title:
Location of Work:
Key Competencies:
Special Requirements (language, software, skills, etc.):
Brief Description (please attach additional information):
Compensation:

Employer Commitments and Requirements

The Voiland College Professional Practice and Experiential Learning (PPEL) Co-op & Internship Program has established the following commitments and requirements to ensure a positive experience for all PPEL partners including employers, students, and faculty.

The Partnership

We require all employers working with PPEL to:

- Agree to the WSU Voiland College Co-op & Internship Program Employer Code of Ethics (Exhibit A).
- Prepare a written offer letter to the student with a copy to the PPEL office. Offer letters should include start and end dates, pay rate, benefits, a brief position description, and whether the company will pay the student's Co-op fee.
- Pay the student employee.
- Ensure that the work includes at least 50 percent engineering-related duties.
- Employ the student for at least 14 weeks.

Mentorship Expectations

Employers working with the PPEL program should provide the student with a dedicated mentor and or supervisor to guide them through their experience:

- The role of a supervisor is to work directly with the student to develop and monitor their project goals and work performance.
- The supervisor should work alongside the student to develop a goal-setting plan during the first two weeks of the experience.
- The supervisor is required to complete a final employee performance evaluation and review this with the student, plus share the document with the Voiland College PPEL office.

Communication

Communication between employer, student, and the Voiland College PPEL program is a critical component to a successful work experience. Notify the PPEL office once a hire has been finalized. The PPEL office will set up a meeting with the student to register them for the Co-op/Internship course and prepare them for their work experience.

Services Available to Employers and Helpful Tips

- Access to recruiting Voiland College students throughout the year via a free web-based recruitment program, employer information sessions and panels, and career fairs
- Student resume books through [COUGLink](#)
- Connections to a diverse student body including underrepresented minorities, females, and student society groups
- On-campus interview room privileges
- Connections to Voiland College departments and faculty

Hiring a Co-op or Intern

There are five steps to hiring a WSU Voiland College PPEL Co-op & Internship student:

1. Post a position on [COUGLink \(www.couglink.org\)](#), post on the VCEA Career Information Digital Displays, and schedule an information session/open house on campus (refer to detailed instructions on page 4).
2. Select resumes from the submitted applications.
3. Schedule interviews:
 - On-campus through VCEA.internships@wsu.edu.
 - Through your company's preferred method of interviewing applicants.
4. Extend your offer(s) to hire WSU Voiland College students.
5. Contact the PPEL Co-op & Internship Program with the name of the student(s) hired.

Fundamental Steps to Consider During the Hiring Process

- Create a dynamic position description with details about potential projects, responsibilities, and desired skills.
- Determine the appropriate salary and consider paying for the student's Co-op credits.
- Post your position with the WSU [COUGLink](#) job board for marketing to WSU VCEA students.
- Schedule on-campus interviews working with the PPEL Office.
- Communicate with the PPEL Co-op & Internship Office about your hires.

Preparing for Your WSU Co-op Student

- Identify a supervisor and mentor for the student.
- Develop a training plan and company orientation.
- Prepare a work space, technical equipment, and supplies.
- If relocation is necessary, discuss housing options near the company.
- Connect students with other Co-op/Internship students at the company.

The First Week of the Job

- Discuss the training plan.
- Introduce the student to staff members.
- Spend time with the student to help them adjust to the culture, environment and expectations of the workplace.

2015-2016 On-Campus Recruiting Calendar

Fall Semester Begins	August 24	Washington State University is on a two semester academic calendar: http://registrar.wsu.edu/academic-calendar/
On-Campus Interviews	September 1-December 11	Contact the PPEL Office, VCEA.Internships@wsu.edu , to schedule on-campus interviews
SWE Industry Dinner	October 5	Coordinated by SWE and PPEL program. Contact Sandra Brabb, brabb@wsu.edu , for additional information.
Fall Career Expo and VCEA Technical Fair	October 6	Coordinated by the Voiland College of Engineering and Architecture and the Academic Success and Career Center: http://vcea.wsu.edu/careerfair/
WSU Fall Graduation	December 19	http://graduations.wsu.edu/deadlines-calendar/
Spring Semester Begins	January 11	http://registrar.wsu.edu/academic-calendar/
On-Campus Interviews	January 28-April 29	Contact the PPEL Office, VCEA.Internships@wsu.edu , to schedule on-campus interviews
IEEE Networking Dinner	TBA (Early Spring)	IEEE coordinated event: http://www.ieee.wsu.edu/node/52
E4 Career Fair	TBA (Early Spring)	IEEE coordinated event: http://www.ieee.wsu.edu/E4
AIChE Networking Dinner	TBA (Early Spring)	AIChE Student Club coordinated event
Spring Career Expo	February 6	Academic Success and Career Center coordinated event: http://ascc.wsu.edu/employers/
WSU Spring Graduation	May 7	http://graduations.wsu.edu/deadlines-calendar/

EXHIBITS

Exhibit A

Employer Code of Ethics WSU Professional Practice and Experiential Learning Program (PPEL)

The Voiland College Co-op and Internship Program works with all lawful employers who wish to engage in recruiting activities to attract our engineering students for full-time or part-time Co-op or Internship positions. Recruiting activities include campus interviews, posting a job listing, career fairs, information group meetings, and other employer events hosted by our office.

It is expected that employers using campus facilities and Co-op services under this policy will interact with students and Co-op staff in a professional and ethical manner. Employers are expected to provide accurate and complete information concerning conditions of employment within their organizations. In addition, employers must disclose to the PPEL Office the name of its organization, physical address, email address, phone number, website and name of a contact. Any reported breach of this policy will result in termination of all future opportunities to recruit WSU students and alumni through the WSU Voiland College Professional Practice and Experiential Learning Program.

In order to establish a mutual understanding of what our program involves, and to recruit students from the WSU PPEL program, the following policies must be observed:

1. All companies must affirm that they are an equal opportunity employer and abide by the [Washington State University Non-Discrimination Statement](#). (Exhibit B).
2. Adhere to the National Association of Colleges and Employers (NACE) [Principles for Employment Professionals](#) (Exhibit C).
3. All Co-op positions must be posted to the WSU free recruiting system called COUGLink.
4. When recruiting through the Voiland College PPEL program, all positions must be: paid, at least 50% engineering-related duties, and a minimum of a 14-week work term. Students are able to work up to one year in a full-time Co-op position. Students will receive two Co-op credits for their work experience per 14-week term, assuming the academic requirements are completed.
5. Supervisors are required to discuss and sign a learning objectives document with their Co-op student within the first two weeks of the Co-op period. The supervisor will submit an evaluation of student performance to the PPEL office at the end of the work period, based on learning objectives established at the beginning of the work term. Supervisors should discuss their evaluation with the student prior to the end of their work-term.
6. The employer should adhere to the [Job Offer Policy](#) (Exhibit D) and should provide the PPEL office with the names and email addresses of the student(s) they hire

prior to the Co-op start date.

7. Co-op start and end dates should follow academic semesters:

Academic Semester	Co-op start and end dates
Fall	Late August – December
Spring	January – Early May
Summer	Early May – Late August

8. No student will be required to sign any agreement that in any way restricts his or her ability to work for any other organization after graduation from the Washington State University.
9. A company may claim intellectual property rights for inventions made by the Co-op/Intern student during their work term via written agreement with the student. Intellectual property (IP) conceived of prior to or after a student's work term is the property of the student. Intellectual property conceived of by a student during a work term is owned by the student if it came about during their normal coursework. IP conceived of by a student must be assigned to WSU if it resulted from research conducted by the student that utilized significant university resources (laboratories, instruments, equipment) outside of normal (non Co-op/Internship) student activities and/or if the student was employed by WSU (i.e., under a research grant) and the subject matter of that research is substantially related to their Co-op/Internship work.
10. Employers must adhere to the [Washington State University Non-Discrimination Statement](#) (Exhibit B).

Additional Recommendations (not requirements)

- The PPEL office recommends that employers post positions 3 to 6 months prior to the proposed start date.
- Employers are encouraged to pay for the student's Co-op credit fee as an additional benefit. This is not a requirement and all arrangements are to be made with the student.

Exhibit B

Washington State University Non-Discrimination Statement

Washington State University (WSU) is an equal opportunity employer committed to providing equal opportunity in education, employment, membership and contracts without regard to race, ethnicity, color, creed, religion, national origin, gender, sexual orientation, gender identity/expression, age, marital status, the presence of any sensory, mental or physical disability, use of a trained guide dog or service animal by a person with a disability, and/or status as a veteran. WSU is committed to creating and maintaining environments in which students, faculty, staff and visitors can work, study and recreate free from all forms of prohibited discrimination and discriminatory harassment. If you have experienced an act of discrimination or harassment, including sexual harassment, please contact WSU Center for Human Rights via phone at 509-335-8288, via e-mail at chr@wsu.edu or file a complaint online at www.chr.wsu.edu.

Exhibit C

National Association of Colleges and Employers (NACE) Principles for Employment Professionals

1. Employment professionals will refrain from any practice that improperly influences and affects job acceptances. Such practices may include undue time pressure for acceptance of employment offers and encouragement of revocation of another employment offer. Employment professionals will strive to communicate decisions to candidates within the agreed-upon time frame.
2. Employment professionals will know the recruitment and career development field as well as the industry and the employing organization that they represent, and work within a framework of professionally accepted recruiting, interviewing, and selection techniques.
3. Employment professionals will supply accurate information on their organization and employment opportunities. Employing organizations are responsible for information supplied and commitments made by their representatives. If conditions change and require the employing organization to revoke its commitment, the employing organization will pursue a course of action for the affected candidate that is fair and equitable.
4. Neither employment professionals nor their organizations will expect, or seek to extract, special favors or treatment which would influence the recruitment process as a result of support, or the level of support, to the educational institution or career services office in the form of contributed services, gifts, or other financial support.
5. Serving alcohol should not be part of the recruitment process on or off campus. This includes receptions, dinners, company tours, etc.
6. Employment professionals will maintain equal employment opportunity (EEO) compliance and follow affirmative action principles in recruiting activities in a manner that includes the following:
 - a. Recruiting, interviewing, and hiring individuals without regard to race, color, national origin, religion, age, gender, sexual orientation, or disability, and providing reasonable accommodations upon request;
 - b. Reviewing selection criteria for adverse impact based upon the student's race, color, national origin, religion, age, gender, sexual orientation, or disability;
 - c. Avoiding use of inquiries that are considered unacceptable by EEO standards during the recruiting process;
 - d. Developing a sensitivity to, and awareness of, cultural differences and the diversity of the work force;
 - e. Informing campus constituencies of special activities that have been developed to achieve the employer's affirmative action goals;
 - f. Investigating complaints forwarded by the career services office regarding EEO noncompliance and seeking resolution of such complaints.
7. Employment professionals will maintain the confidentiality of student information, regardless of the source, including personal knowledge, written records/reports, and computer data bases. There

will be no disclosure of student information to another organization without the prior written consent of the student, unless necessitated by health and/or safety considerations.

8. Those engaged in administering, evaluating, and interpreting assessment tools, tests, and technology used in selection will be trained and qualified to do so. Employment professionals must advise the career services office of any test conducted on campus and eliminate such a test if it violates campus policies. Employment professionals must advise students in a timely fashion of the type and purpose of any test that students will be required to take as part of the recruitment process and to whom the test results will be disclosed. All tests will be reviewed by the employing organization for disparate impact and job-relatedness.
9. When using organizations that provide recruiting services for a fee, employment professionals will respond to inquiries by the career services office regarding this relationship and the positions the organization was contracted to fill. This principle applies equally to any other form of recruiting that is used as a substitute for the traditional employer/student interaction.
10. When employment professionals conduct recruitment activities through student associations or academic departments, such activities will be conducted in accordance with the policies of the career services office.
11. Employment professionals will cooperate with the policies and procedures of the career services office, including certification of EEO compliance or exempt status under the Immigration Reform and Control Act, and will honor scheduling arrangements and recruitment commitments.
12. Employment professionals recruiting for international operations will do so according to EEO standards. Employment professionals will advise the career services office and students of the realities of working in that country and of any cultural or foreign law differences.
13. Employment professionals will educate and encourage acceptance of these principles throughout their employing institution and by third parties representing their employing organization on campus, and will respond to reports of noncompliance.

Exhibit D

Job Offers

Employment professionals working with the WSU Voiland College PPEL Program are required to work within a framework of professionally accepted recruiting, interviewing and selection techniques as stipulated in the NACE Principles for Professional Conduct (Exhibit C). Considering that Co-op/Internship candidates are seeking their first professional job, it is imperative that the candidate have a reasonable response time to make an informed decision once an offer has been extended.

We recommend that students be given a minimum of two weeks to decide whether to accept a position offer. Signing bonuses should be honored whenever a student accepts an offer.

If you have any questions regarding these policies, please contact Voiland College PPEL office.