HOW TO BUILD AND LAUNCH A SUCCESSFUL INTERNSHIP PROGRAM!

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INTERNSHIP PROGRAM BENEFITS

WHAT’S IN IT FOR YOUR ORGANIZATION?

• Interns have creative and fresh ideas, unencumbered by organizational history and politics
• Interns are technically savvy
• Interns have the latest educational information
• Interns have a degree of enthusiasm and interest
MORE INTERNSHIP PROGRAM BENEFITS

WHAT’S IN IT FOR YOUR ORGANIZATION?

• Intern programs can serve as a recruiting tool; they are like job auditions

• Intern programs can add diversity to your workforce

• Interns are a link between the academic and professional worlds that contribute to each

• Intern programs can be very cost-effective solutions for short-term projects
PARTNER WITH HUMAN RESOURCES

INTERNSHIPS ARE NOT FREE LABOR

• It is critical that you partner with HR and Legal before you develop a program
• There are legal implications of an internship that must be vetted in advance

“They worked as paid employees work, providing an immediate advantage to their employer and performing low-level tasks not requiring specialized training. The benefits they may have received—such as knowledge of how a production or accounting office functions or references for future jobs—are the results of simply having worked as any other employee works, not of internships designed to be uniquely educational to the interns and of little utility to the employer. They received nothing approximating the education they would receive in an academic setting or vocational school.”

-Honorable William H. Pauley III

This quote is from the recent ruling in a lawsuit filed by unpaid interns who worked on the production of the movie Black Swan. The interns alleged that Fox Searchlight illegally classified them as “unpaid interns” and, as such, failed to pay them wages that they were due. The court, in a landmark decision, agreed with the unpaid interns.
**WHAT IS AN INTERNSHIP **NOT**?**

**AN INTERNSHIP IS NOT A JOB!**

<table>
<thead>
<tr>
<th>Job</th>
<th>Internship</th>
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<tbody>
<tr>
<td>Work for compensation for the services performed for an employer</td>
<td>One component of an academic program that connects learning to the workplace</td>
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**Salary**

| Payment of services rendered and there is an employee/employer relationship | Payment of a living allowance for a training or learning experience from an individual fellowship award or institutional training grant |

**Stipend**

<table>
<thead>
<tr>
<th>The organization has control over the individual’s work product</th>
<th>The organization does not control the outcome of the individual’s work product</th>
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<tbody>
<tr>
<td>The organization is responsible for collection of all payroll taxes (income, FICA, etc.)</td>
<td>The organization does not deduct Federal taxes (income, FICA, etc.) on behalf of the stipend recipient</td>
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Excerpted from Fred Hutchinson Cancer Research Center Stipend Application
1. The internship, even though it includes actual operation of the facilities of the employer, is similar to training which would be given in an educational environment;

2. The internship experience is for the benefit of the intern;

3. The internship does not displace regular employees, but works under close supervision of existing staff;

4. The employer that provides the training derives no immediate advantage from the activities of the intern; and on occasion its operations may actually be impeded;

5. The intern is not necessarily entitled to a job at the conclusion of the internship;

6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.
SOLID FOUNDATION FOR A PROGRAM

WHAT MAKES A GOOD BASE FOR A PROGRAM?

• Be sure there is a strong business case and it will enhance the current or future performance of your business
• Secure solid support from all levels of the organization
• Be willing to commit the time, resources to ensure success (plan, adjust, feedback, repeat!)
• Have a real project in place with learning objectives – not busy work!
SOURCES FOR GOOD INTERNS
WHERE CAN YOU FIND INTERNS?

• Local colleges and universities including faculty members, Career Centers, students
• Professional associations
• Local training programs
• Similar businesses to yours
• High school counselors
## COMPONENTS OF A GOOD PROGRAM

WHAT MAKES A PROGRAM SUCCESSFUL?

<table>
<thead>
<tr>
<th>Recipe for Program Success</th>
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<tr>
<td>Objectives</td>
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<tr>
<td>A Plan</td>
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<tr>
<td>Infrastructure</td>
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<tr>
<td>Supervision</td>
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<tr>
<td>Onboarding</td>
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<tr>
<td>Accountability</td>
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<tr>
<td>Professional Development</td>
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<tr>
<td>Value</td>
</tr>
<tr>
<td>Offboarding</td>
</tr>
<tr>
<td>Evaluate and Adjust</td>
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PROGRAM OBJECTIVES
WHAT YOU WANT DETERMINES THE OBJECTIVES

• Are you looking for future employees?
• Do you want to supplement your skillset?
• Do you want specialized projects completed?
• Are you looking for new insights into using technology?
• Are you hoping for fresh insights and ideas?
PROGRAM PLAN

WHY STRUCTURE MATTERS

• Students are familiar with academic performance – not workplace performance
• Students need supervision but they do not want it
• Project description will help you and the student
• Expectations should be made clear up front
• Be careful about their assumptions of what an internship is
  • They are students – do not expect them to perform as professionals without giving them guidance
INFRASTRUCTURE

BE SURE THEIR WORKPLACE NEEDS ARE MET

- Workspace should be ready and fully stocked when they arrive
- Be ready with identification credentials and other access-related items
- Get them on your email system and trained
- Give them copier access
- Be sure they have a place to hang up coats, store their lunch
- Identify local shops, banks, restaurants
## SUPERVISION 2.0

**INTERNS REQUIRE A DIFFERENT KIND OF SUPERVISION**

<table>
<thead>
<tr>
<th>Coaching</th>
<th>Patience</th>
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<tbody>
<tr>
<td>Mentoring</td>
<td>Clear expectations</td>
</tr>
<tr>
<td>Directing</td>
<td>Explanations</td>
</tr>
<tr>
<td>Teaching</td>
<td>Held accountable</td>
</tr>
<tr>
<td>Guidance</td>
<td>Frequent feedback</td>
</tr>
<tr>
<td>Feel valued and important</td>
<td>Opportunity to provide feedback</td>
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</table>
SUPERVISION 2.0

WHY FEEDBACK MATTERS

• Ongoing feedback about academic and business performance is critical

• Also provide feedback about interpersonal communications skills, presentation and attitude – there is no better time for interns to become aware of these things than during an internship where business performance is expected to be a learning opportunity
Frequent contact with the supervisor is important.

There should also be frequent contact with other organizational leaders of all levels.

There should be plenty of contact with employees, as this provides an opportunity for an employee to be a mentor or respected advisor.
ONBOARDING
WHY ORIENTATION MATTERS

• Orientation should be structured and timely
• Share information about the organization
  – Standards of conduct
  – Social media policy
  – Dress code
  – Chain of command
• Share organizational expectations
• Share how to ask for assistance
ACCOUNTABILITY
WHY “OWNING IT” MATTERS

Interns need to know that they:
– are expected to perform real work to a specified level of achievement
– must communicate with others
– must listen to and follow directions
– must work cooperatively with others
– must meet deadlines
– are accountable to the supervisor
– will be evaluated
ACCOUNTABILITY 2.0
SOMETIMES INTERNS NEED REMEDIAL GUIDANCE

Interns need to know:
– How to behave in an office
– Workplace demeanor
– Timeliness matters
– How/when to request time away from work
– How to interact with co-located people
– How to conduct a professional conversation

THIS ADVICE IS NOT FOR THOSE WHO MAY NEED ACCOMMODATION
PROFESSIONAL DEVELOPMENT
WHY UNDERSTANDING AN OFFICE MATTERS

Professional Development is coaching interns on the intricacies of being a working professional

<table>
<thead>
<tr>
<th>Topic</th>
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<tbody>
<tr>
<td>Office politics</td>
<td>Managing yourself</td>
</tr>
<tr>
<td>Networking (what it is, how to do it)</td>
<td>How to search for a job</td>
</tr>
<tr>
<td>Job interviews (seek, set up, do it, follow up)</td>
<td>How to handle a challenging boss or coworker</td>
</tr>
<tr>
<td>Honoring organizational knowledge and memory</td>
<td>How to communicate (verbal, written, nonverbal)</td>
</tr>
<tr>
<td>Character traits managers find beneficial</td>
<td>How to rebuild from a professional disaster</td>
</tr>
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VALUE

WHY FEELING VALUED MATTERS

• Do not underestimate the potential contributions made by interns
• Interns and their projects should be valued 360°
• Interns need the opportunity to apply academic knowledge to workplace reality
• Feeling connected and valued supports higher workplace performance
OFFBOARDING

WHY ENDING WELL MATTERS

• Conduct an Exit Interview to get their feedback
• Ask for suggestions to improve the program
• Ask if they would recommend the program to other students
• Ask for ideas of how to market the program
• Survey them for information they may feel uncomfortable sharing in person
• Use the data to improve the program

...We don’t want this!
OFFBOARDING

SOME SUGGESTED QUESTIONS

• What were the benefits of this experience to you?
• Was the experience meaningful?
• Were you challenged?
• Did you feel included?
• Did you get feedback?
• What did you learn about the profession?
• Were you comfortable asking for help or offering ideas and suggestions?
EVALUATING
WHY EVALUATING THE PROGRAM MATTERS

• Use a combination of intern feedback and data from the survey
• Evaluation allows you to see trends and patterns
• Evaluation and analysis is what suggests future improvements in the program
WHAT DO YOU WANT YOUR INTERNS TO LEAVE WITH?

• An understanding of the working world
• A sense of having made a positive contribution
• Better communication skills
• An understanding of applying academic knowledge to a work situation
• A completed project they can be proud of

• The personal revelation that continuous learning will contribute to their success