

# How to Be an Awesome Intern Manager

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# Meet Your Facilitator

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## Basics:

**Briana Randall**  
**Director – Internship Project**  
**Career & Internship Center**



## Details:

**13.5 years in center**  
**2+ years in this role**  
**Goal – ensuring UW students have access to high-quality internships**

## Factoid:

**Did an internship at the Indiana Women's Prison**

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# Premise

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- > Awesome managers intentionally create high-impact internships
- > High-impact internships benefit both interns and organizations
- > Making your internship program high-impact involves making small incremental changes

# Agenda

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- > Context
- > Why this matters for employers
- > 7 high-impact areas
- > Wrap-up



# Context

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- High-impact educational practices
- Career readiness competencies
- Gen Z

# High-Impact Educational Practices

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## Background

- > Research in higher ed. has found that internship participation is highly beneficial for college students from many backgrounds.
- > Other High Impact Practices (HIPs):
  - First-year seminars
  - Common intellectual experiences
  - Learning communities
  - Writing-intensive courses
  - Collaborative projects
  - Undergraduate research
  - Diversity/global learning
  - Community-based learning
  - Capstone projects

# **High-Impact Educational Practices**

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## Benefits

- > **Enhance general, personal, & practical learning**
- > **Increase GPA**
- > **Improve persistence and retention**
- > **Decrease time to degree**

**In a nutshell – HIPs can be life-changing**

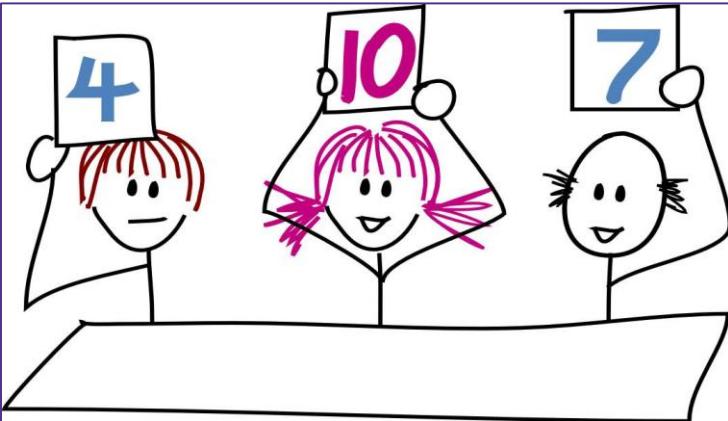
# High-Impact Educational Practices

## Common characteristics

Time/Effort



Feedback



Meaningful  
Interactions



Facilitate  
Learning



# Career Readiness

## Definition

**Attainment and demonstration of requisite competencies that broadly prepare college graduates for a successful transition into the workplace**



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### CAREER READINESS for the New College Graduate A DEFINITION AND COMPETENCIES



**Definition:**  
Career readiness is the attainment and demonstration of requisite competencies that broadly prepare college graduates for a successful transition into the workplace.

Career readiness of college graduates is of critical importance in higher education, in the labor market, and in the public arena. Yet, up until now, "career readiness" has been undefined, making it difficult for leaders in higher education, work force development, and public policy to work together effectively to ensure the career readiness of today's graduates.

In accordance with its mission to lead the community focused on the employment of the new college graduate, the National Association of Colleges and Employers (NACE), through a task force comprised of representatives from both the higher education and corporate sides, has developed a definition and identified competencies associated with career readiness for the new college graduate.

#### COMPETENCIES:

**Critical Thinking/Problem Solving:** Exercise sound reasoning to analyze issues, make decisions, and overcome problems. The individual is able to obtain, interpret, and use knowledge, facts, and data in this process, and may demonstrate originality and inventiveness.

**Oral/Written Communications:** Articulate thoughts and ideas clearly and effectively in written and oral forms to persons inside and outside of the organization. The individual has public speaking skills; is able to express ideas to others; and can write/edit memos, letters, and complex technical reports clearly and effectively.

**Teamwork/Collaboration:** Build collaborative relationships with colleagues and customers representing diverse cultures, races, ages, genders, religions, lifestyles, and viewpoints. The individual is able to work within a team structure, and can negotiate and manage conflict.

**Digital Technology:** Leverage existing digital technologies ethically and efficiently to solve problems, complete tasks, and accomplish goals. The individual demonstrates effective adaptability to new and emerging technologies.

**Leadership:** Leverage the strengths of others to achieve common goals, and use interpersonal skills to coach and develop others. The individual is able to assess and manage his/her emotions and those of others; use empathetic skills to guide and motivate; and organize, prioritize, and delegate work.

**Professionalism/Work Ethic:** Demonstrate personal accountability and effective work habits, e.g., punctuality, working productively with others, and time workload management, and understand the impact of non-verbal communication on professional work image. The individual demonstrates integrity and ethical behavior, acts responsibly with the interests of the larger community in mind, and is able to learn from his/her mistakes.

**Career Management:** Identify and articulate one's skills, strengths, knowledge, and experiences relevant to the position desired and career goals, and identify areas necessary for professional growth. The individual is able to navigate and explore job options, understands and can take the steps necessary to pursue opportunities, and understands how to self-advocate for opportunities in the workplace.

**Global/Intercultural Fluency:** Value, respect, and learn from diverse cultures, races, ages, genders, sexual orientations, and religions. The individual demonstrates openness, inclusiveness, sensitivity, and the ability to interact respectfully with all people and understand individuals' differences.

# Career Readiness

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Competencies desired by employers

- > **Critical thinking / problem solving**
- > **Oral / written communication**
- > **Teamwork / collaboration**
- > **Digital technology**
- > **Leadership**
- > **Professionalism / work ethic**
- > **Career management**
- > **Global / intercultural fluency**



# Generation Z

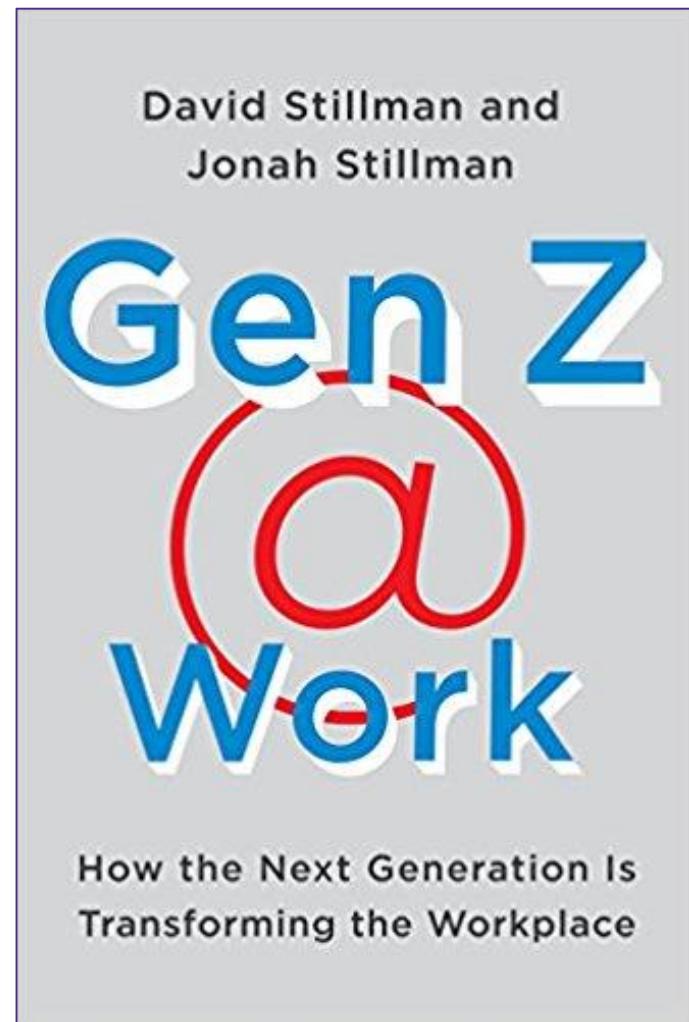
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- > Born between 1995ish and 2010ish (age 8 to 23)
- > Realistic / conscientious / strategic
- > Want to contribute / innovate
- > Desire to be coached / grow / learn
- > Highly prefer in-person communication
- > Value honesty / integrity / authenticity
- > Value social responsibility / involvement

# Generation Z

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Highly recommend:



# Summary

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- > Including some of the ideas we'll discuss today will help ensure Gen Z interns:
  - Invest and engage in the internship
  - Have an enriching experience
  - Develop the skills that set them up for future success

# Why This Matters for Employers

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# NACE Class of 2016 Student Survey

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Reasons for dissatisfaction with internship

- > **Lack of meaningful work duties (69.9%)**
- > **Lack of focus on personal development (61.8%)**
- > **Dislike of work environment/culture (53.7%)**
- > **Did not learn anything useful (46.3%)**
- > **Wages were insufficient or unfair (34.1%)**

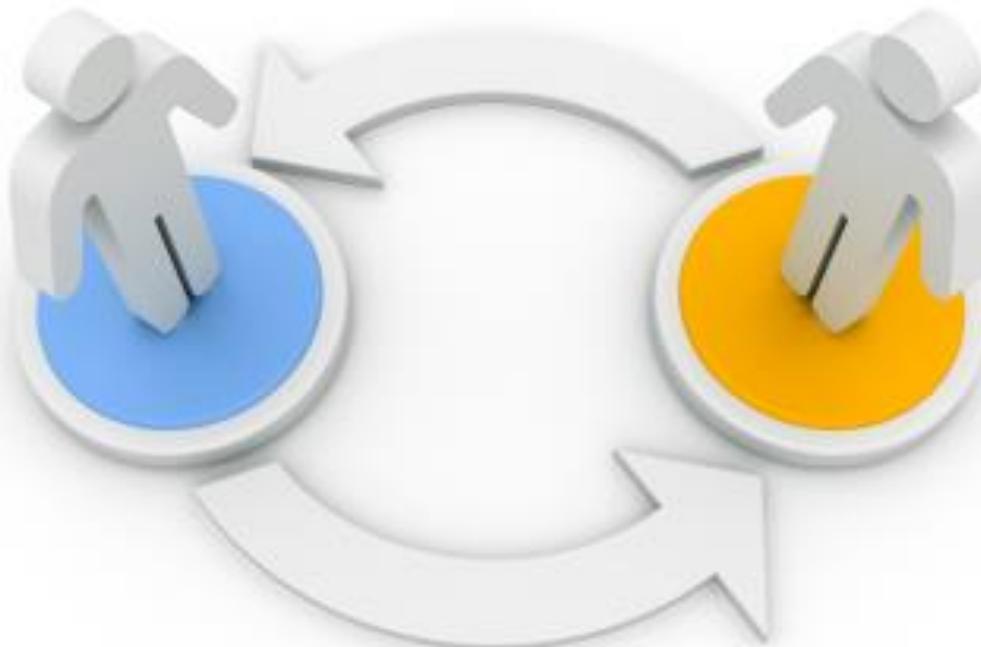
# **Intern Satisfaction Influences ...**

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- > Commitment & productivity
- > Conversion rates
- > Reputation & recruitment

# Commitment & Productivity

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# Conversion

**FIGURE 36** EFFECT OF SATISFACTION ON LIKELIHOOD OF ACCEPTING A FULL-TIME OFFER FROM INTERNSHIP/CO-OP EMPLOYER

Satisfaction with internship/co-op experience	Likelihood of accepting a FT offer from internship/co-op employer				
	Not at all likely	Not very likely	Somewhat likely	Very likely	Extremely likely
% of respondents					
Not at all satisfied	53.1%	24.5%	12.2%	6.1%	4.1%
Not very satisfied	49.5%	27.3%	15.2%	6.1%	2.0%
Somewhat satisfied	17.7%	30.0%	34.4%	12.0%	5.9%
Very satisfied	4.9%	18.1%	29.2%	25.1%	22.7%
Extremely satisfied	4.2%	5.2%	18.7%	21.8%	50.1%



# Reputation & Recruitment

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# 7 High-Impact Areas

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# Preview

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- > Onboarding
- > Learning
- > Projects
- > Relationships
- > Exposure
- > Feedback
- > Reflection



# Onboarding

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## Importance

- > Helps interns feel welcomed and valued
- > Helps everyone start on the same page with clear expectations



# Onboarding

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1 minute video clip at:

[https://youtu.be/YMMnyh\\_u6DE](https://youtu.be/YMMnyh_u6DE)

# Onboarding

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## Ideas

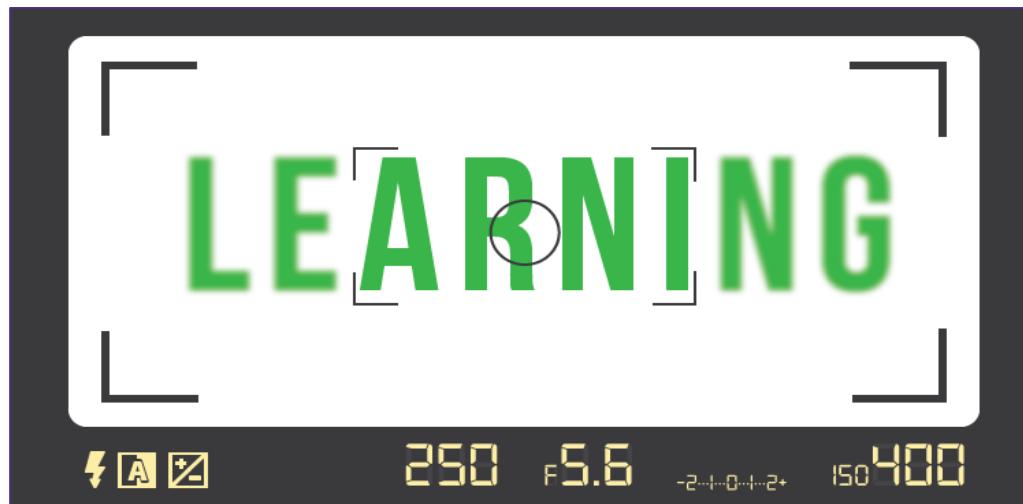
- > **Create a first day checklist**
- > **Facilitate structured orientation the 1st 1-2 days**
- > **Share written expectations such as hours, absences, attire, etc.**
- > **Tour the facility**
- > **Who's who in the office/unit (org charts)**
- > **What to expect at 1:1s, reviews, etc.**
- > **Assign a buddy - not the intern's direct supervisor**

# Learning

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## Importance

- > An intentional focus on learning is what makes an internship different than a job
- > Interns are learners first, contributors second
- > Gen Z interns want to learn and grow



# Learning

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## Ideas

- > **Ask interns to mention a few things they want to learn in the cover letter and/or interview.**
  
- > **When you get a mtg. invitation, think “could my intern benefit from attending with me?” or “could the mtg. benefit from an intern’s perspective?”**

# Learning

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## More Ideas

- > In the first week, work with interns to co-create SMART learning goals / performance objectives... and then periodically refer back to them
  - Specific
  - Measurable
  - Action-oriented
  - Realistic
  - Timely

# Learning

This one-pager walks you through the process of co-creating learning goals



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EMPLOYERS

## INTERNSHIPS: Learning goals

AN INTENTIONAL FOCUS ON STUDENT LEARNING is what distinguishes internships from jobs. Interns should be considered learners first and contributors second, regardless of whether they are earning credit associated with their internship. Below are some tips to help you facilitate intern learning through the use of learning goals.

### IMPORTANCE

#### **Co-creating learning goals with interns:**

- > Signals that you **care** about their experience, which can increase their commitment, productivity, and desire to stay long-term
- > Helps ensure everybody is on the **same page**, resulting in a better experience for all
- > **Models** professional goal-setting, action-planning, and accountability
- > Most importantly, helps set the stage for **maximum intern learning**

### TIPS

#### **Goal-setting caveats:**

- > Try to **avoid** broad goals like "understand" or "learn" because they cannot be easily measured
- > **Two or three** goals is typically sufficient for a quarter-long internship
- > Writing SMART goals may require several feedback and **revision loops**

### PROCESS

#### FOCUS AREAS

##### **Goals can focus on different areas:**

- > **Skill** development
- > **Knowledge** acquisition
- > **Personal/professional** development

#### SMART GOALS

##### **Effective goals share some commonalities:**

- > **S** – Specific
- > **M** – Measurable
- > **A** – Action-oriented
- > **R** – Relevant
- > **T** – Time-oriented

##### **Example SMART goals:**

- > By the middle of my internship, I will be able to **write a 1-pg press release** using AP style
- > By July 30<sup>th</sup>, I will be able to **troubleshoot Microsoft Excel questions** with 97% accuracy
- > By week 5, I will be able to **identify 3 career paths** in this field & **1 way to learn** about each

#### **SMART GOAL PROMPTS:**

- > What do you **specifically** hope to accomplish?
- > How will you **measure** your progress towards this goal?
- > What **actions** will you take to achieve this goal?
- > How is this goal **relevant** to your internship, academic interests, &/or career aspirations?
- > What is your **timeline** for meeting this goal?

# Projects

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## Importance

- > Internships should involve meaningful work
- > Positions that exclusively involve menial or routine work might be better classified as jobs
- > Interns are eager to contribute



# Projects

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1.5 minute video clip at:

<https://youtu.be/ThwFkJhScI>

# Projects

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## Ideas

- > **If possible, modify projects to match learning goals**
- > **Assign side projects that align with their interests**
- > **Mutually decide how to break down, scaffold, and hand over projects in a way that feels supportive**
- > **Tell them it's okay to ask questions**
- > **Ask what work samples they want to create for future employers**
- > **Explain how their projects relate to larger org.**

# Relationships

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## Importance

- > **Interns should learn how to interact with others in a work setting**
- > **Exposure to diverse perspectives deepens learning**
- > **A benefit of interning is meeting others who might help with career development later**



# Relationships

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20 second video clip at:

<https://youtu.be/SxaKeRGFYOs?t=22s>

# **Relationships**

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## Ideas

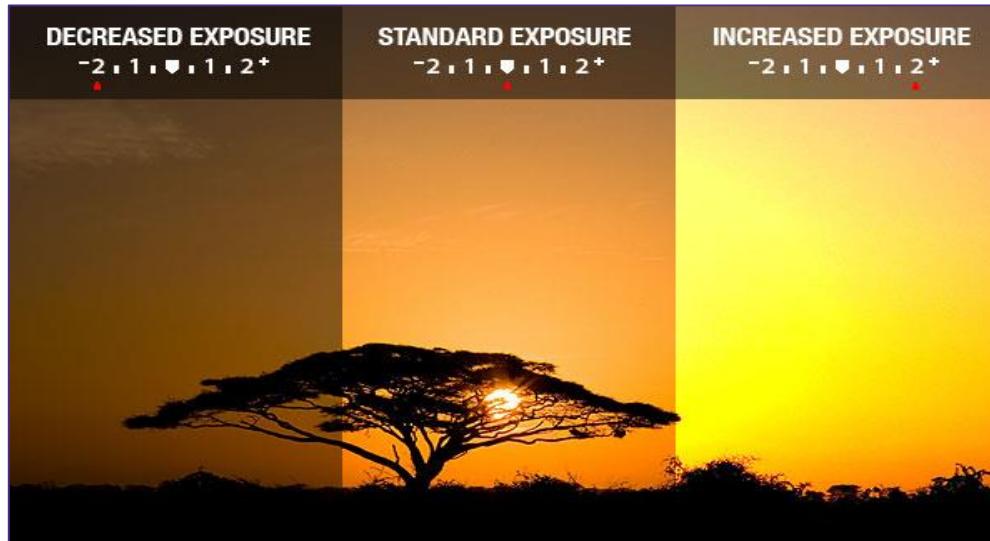
- > **Plan a meet and greet on the intern's first day**
- > **Assign at least 1 team project, when possible**
- > **Plan social activities with interns and young professionals**
- > **Allow interns to conduct informational interviews on the clock**
  - Help them reach out to contacts as needed

# Exposure

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## Importance

- > Seeing different teams and levels of an org. helps interns better understand the big picture
- > Exposure to diverse tasks and tools helps broaden interns' horizons and skill sets



# Exposure

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1.5 minute video clip at:

<https://youtu.be/0Ib5mj-o5vU>

# Exposure

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## Ideas

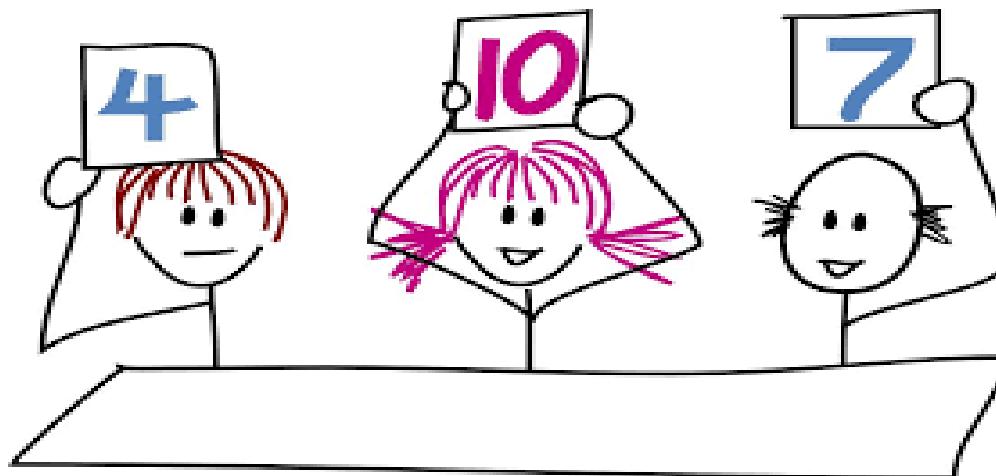
- > **Require interns to present to work team and beyond**
- > **Invite executives to share career advice with interns**
- > **Invite interns to attend meetings about projects related to theirs**
- > **Ask interns to write meeting agendas / minutes**
- > **Offer a training session on something your intern wants to learn**

# Feedback

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## Importance

- > Receiving honest feedback is the only way interns can improve
- > Learning to receive both positive and constructive feedback in the workplace is critical to interns' future success



# Feedback

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## Ideas

- > **In the moment**
- > **10-min stand up meeting every shift to check in**
- > **Weekly project debrief meetings**
- > **Mid-way informal performance check-in**
- > **Final performance review**
- > **Celebrate successes!**



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# Feedback

## Intern Performance Evaluation Template

Intern's Name: \_\_\_\_\_  
Your Name: \_\_\_\_\_  
Your Organization: \_\_\_\_\_  
Your Email Address: \_\_\_\_\_  
Dates of Internship: \_\_\_\_\_

The questions on this evaluation align with the Career Readiness Competencies identified by the National Association of Colleges & Employers as critical for a successful transition from college to the workplace; the competencies are described on page 4. This form is intended to help interns learn more about their strengths and the areas they might need to focus on in order to be maximally successful in the workforce after graduation. Managers are encouraged to complete the form and review it with their intern in a scheduled one-to-one meeting. Please rate your intern in the following areas:

Critical Thinking / Problem Solving	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
1. Shows a sincere interest in understanding the organization, their role, and their assigned tasks					
2. Practices sound judgment based on an analysis of available data and information					
3. Demonstrates creativity in approaching tasks, solving problems, and overcoming obstacles					
4. Seeks out resources and/or asks for help when unsure about how to proceed on tasks					

Comments:

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Communication / Leadership	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
1. Clearly and efficiently conveys ideas orally to persons inside and outside the organization					
2. Communicates ideas clearly in writing in a manner suited to the intended audience					
3. Manages their own emotions and works to understand and empathize with others					
4. Takes initiative and seeks opportunities to contribute					

Career Management	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
1. Accepts constructive feedback from others and is able to learn from mistakes					
2. Self-advocates in a professional manner					
3. Can identify their strengths and weaknesses					
4. Can articulate next steps to further prepare them for their future					

Comments:

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If learning or performance goals were established, please describe the intern's progress towards their goals.

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What do you perceive to be the intern's greatest strengths that are assets to your organization? If possible, please give specific examples/stories to illustrate your intern's strengths.

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What areas of growth could improve the intern's success in your field? If possible, please give 1-3 specific examples.

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Supervisor Signature: \_\_\_\_\_ Date Signed: \_\_\_\_\_

Intern Signature: \_\_\_\_\_ Date Signed: \_\_\_\_\_

# Reflection

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## Importance

- > Learning to reflect on experiences and one's performance can help students down the road
  
- > Self-reflection helps interns become more self-directed



# Reflection

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## Ideas

- > **During check-ins, ask interns questions such as:**
  - Use adjectives/adverbs/metaphors to describe how things are going
  - How are you progressing towards stated learning goals?
  - What has been challenging?
  - What could you have done differently in a given situation?
  - What would be a good next step after this internship?

# Reflection

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## More Ideas

- > **Require interns to write weekly learning logs and action plans**
- > **Offer to provide feedback on resume, serve as reference, etc.**

# Reflection



## After INTERNSHIP: Strategic Analysis

MUCH LIKE SPORTS TEAMS ANALYZE GAME TAPES to pinpoint what worked and didn't work so they can develop a plan to enhance future play, interns should set aside time to look back and critically reflect on their internship. Below are some prompts to help you figure out what you liked and disliked about your internship, what you want to replicate in future experiences, and what changes you need to make to find a career, job, or workplace that's right for you. Select at least 2 questions from each category, write down your reflections, and consider talking to a career counselor, adviser, or mentor about your responses.

### BIG PICTURE

- > How would you describe your internship using 3 adjectives?
- > Was the internship what you expected? If not, why? What didn't meet your expectations?
- > What aspect of your internship did you most enjoy?
- > What most surprised you about your internship site and role?
- > What's a take-away you didn't expect...an unanticipated insight you gained?

### INTERESTS:

- > What responsibilities did you feel really enthused about?
- > What tasks do you feel you did really well there?
- > What specific accomplishments do you feel most proud of?
- > What tasks or activities do you want to do in future jobs?

### STRENGTHS & SKILLS:

- > What skills did you develop or enhance at your internship?
- > Which ones did you feel most excited to learn or use?
- > What feedback did you get from your internship site about your strengths?
- > What strengths do you have that didn't have a chance to be demonstrated there?
- > What's a skill deficit you realized you need to fill to be successful in that field?

### VALUES:

- > What non-task-related thing about your internship did you most enjoy?
- > What values did you share with the organization? With coworkers?
- > Which of your personal or work values, if any, seemed at odds with your internship site?
- > I would have had a much better internship experience if only \_\_\_\_\_.

### ENVIRONMENT:

- > What did you learn about what you need from a supervisor in order to do your best work?
- > How would you describe the culture at your internship site?
- > What about the culture do you want to replicate in future work settings?
- > If the culture at your internship site did not fully meet your expectations or goals, what can you learn from that? What needs to be different for you at a future place of employment?

### MOVING FORWARD:

- > In what ways did your internship confirm your intended career direction?
- > What changes might you make to your career trajectory as a result of this internship?
- > What action step could you take to continue refining your career path? (see *After Internship: Next Steps* sheet for ideas)

1: Reflect

2: Analyze

3: Integrate



## After INTERNSHIP: Next Steps

COMPLETING AN INTERNSHIP is an important milestone in your career development journey. Hopefully your internship helped you build experience, knowledge, skills, and contacts that will prove valuable personally and professionally. A critical next step is...deciding on your next step! Where do you want to go from here in terms of building your career pathway? Check at least one possible next step from the lists below.

### CONTINUE CONNECTING WITH YOUR INTERNSHIP SITE:

- Send a handwritten thank you note to those with whom you worked closely
- Ask supervisor (or someone else) to join you for coffee once a quarter
- Connect with employees on LinkedIn
- Conduct an informational interview with somebody in an interesting role
- Meet up with them at UW Info sessions, career fairs, etc. (or volunteer to help!)
- Apply for another internship there, or a full-time role if you're graduating soon

### KEY RESOURCES:

[careers.uw.edu](http://careers.uw.edu)  
[linkedin.com](https://www.linkedin.com)

### LEARN ABOUT OTHER EMPLOYERS:

- Conduct an informational interview with somebody at an employer of interest
- Attend any of the Career & Internship Center events at which employers are present – career fairs, employer information sessions, Careers in panels, or Employer-Led workshops
- See if you know anybody with connections to employers of interest through LinkedIn
- Use LinkedIn's alumni tool to see where other Huskies are working
- Subscribe to a Talent Community to learn about events and employers relevant to your interests

### SEEK OPPORTUNITIES FOR SELF-DEVELOPMENT:

- Reflect on and dissect your internship using the *After Internship: Strategic Analysis* sheet
- Complete the values, interests, and strengths exercises in the Career Guide
- Make an appointment with a career counselor at the Career & Internship Center to further clarify your skills, strengths, values, and interests
- Take courses or engage in co-curricular experiences (clubs, leadership roles, volunteer positions, internships, etc.) that will help you develop skills necessary for success in careers that interest you

### GET READY FOR YOUR NEXT APPLICATION:

- Attend workshops or labs on resumes, cover letters, interviews, LinkedIn, job search, etc.
- Add a well-written description of your internship to your resume
- Update your LinkedIn profile to include your internship
- Ask somebody from your internship site to write a recommendation for your LinkedIn profile
- Write down a few significant stories from your internship that you might want to include in a cover letter or discuss in a job interview
- Meet with a career counselor to refine your materials, interview answers, and job search plan
- Apply for other internships or jobs using HuskyJobs or other strategies

### OTHER IDEAS:

- \_\_\_\_\_
- \_\_\_\_\_

### BUILDING MOMENTUM:

What's something small you can do *this week* to work towards your identified next step(s)?

# Post-view

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- > Onboarding
- > Learning
- > Projects
- > Relationships
- > Exposure
- > Feedback
- > Reflection



# Wrap-Up

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# Reflection

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- > **What is a key takeaway for you?**
- > **What is 1 new strategy you'll try with your next batch of interns?**
- > **What's something you can do this week to start making that happen?**

# Resources

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BLOG / PEOPLE WE SERVE  / EXPLORE CAREERS 

Employers »

## Creating an Internship

Opportunities to learn outside the classroom are a critical component mechanism for students to learn and for employers to guide and evaluate! The links below provide tips and resources for establishing a win-win!

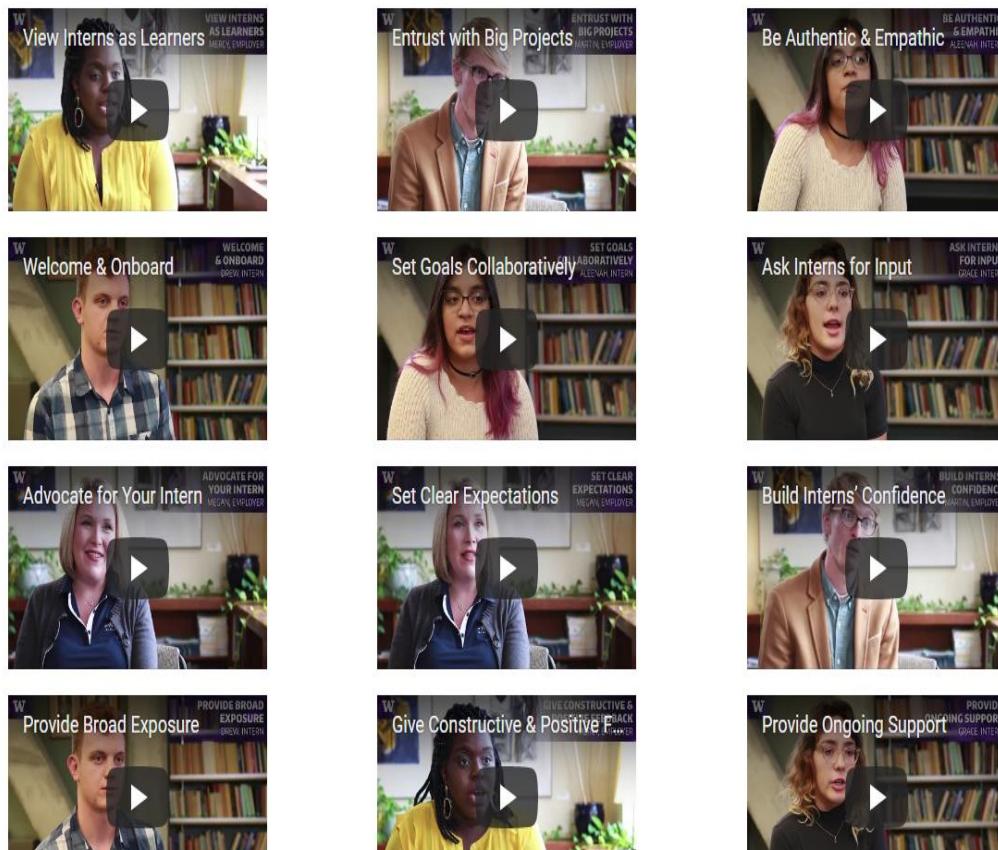
Explore & Develop

Recruit & Advertise

Manage & Support 

### Manage & Support

Offering high-quality internships takes intentional planning and implementation but increases intern engagement, learning, and loyalty. The goal of the resources below is to support organizations and interns up for maximum success.



The grid contains 12 video thumbnails, each with a play button in the center. The titles and descriptions are as follows:

- View Interns as Learners** AS LEARNERS MEGAN FOLKNER
- Entrust with Big Projects** ENTRUST WITH BIG PROJECTS MEGAN FOLKNER
- Be Authentic & Empathic** BE AUTHENTIC & EMPATHIC MEGAN FOLKNER
- Welcome & Onboard** WELCOME & ONBOARD MEGAN INTERN
- Set Goals Collaboratively** SET GOALS COLLABORATIVELY MEGAN INTERN
- Ask Interns for Input** ASK INTERN FOR INPUT MEGAN INTERN
- Advocate for Your Intern** ADVOCATE FOR YOUR INTERN MEGAN EMPLOYER
- Set Clear Expectations** SET CLEAR EXPECTATIONS MEGAN EMPLOYER
- Build Interns' Confidence** BUILD INTERN'S CONFIDENCE MEGAN EMPLOYER
- Provide Broad Exposure** PROVIDE BROAD EXPOSURE MEGAN INTERN
- Give Constructive & Positive Feedback** GIVE CONSTRUCTIVE & POSITIVE FEEDBACK MEGAN INTERN
- Provide Ongoing Support** PROVIDE ONGOING SUPPORT MEGAN INTERN

# Resources

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**BLOG** / **PEOPLE WE SERVE** ↘ / **EXPLORE CAREERS** ↘

## Internships

Internships are a key way to learn outside the classroom. An internship can help you build your professional network, build your resume, and bolster your chances of finding a job after graduation. See below for helpful tips and resources.

**Explore & Learn**

**Find or Create**

**Engage & Maximize**

**Reflect & Strategize**



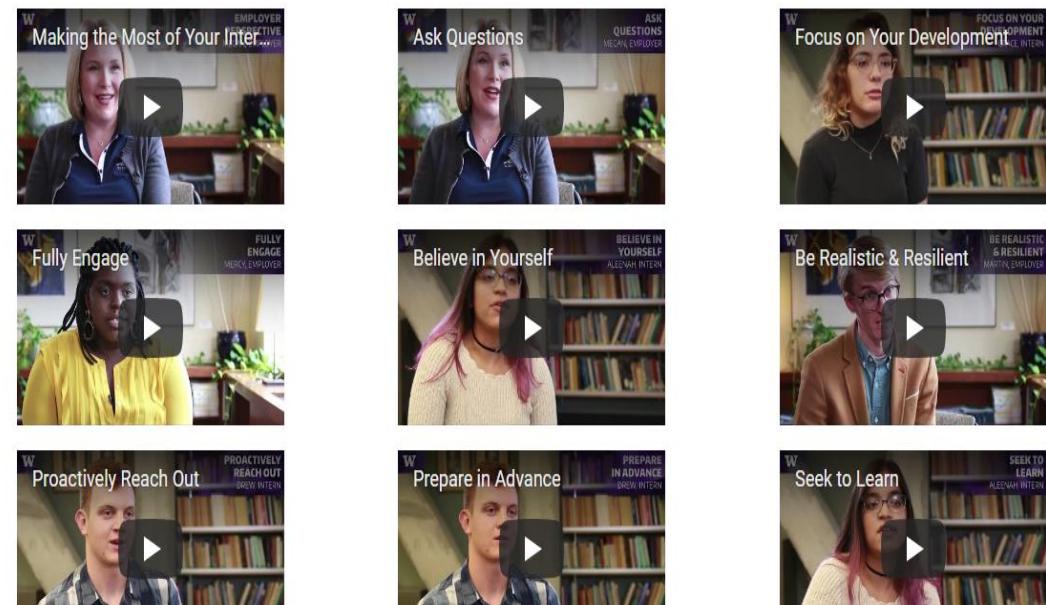
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Internships »

### Engage & Maximize

In order to reap maximum benefits from your internship, you need to be thoughtful about how you engage with colleagues, approach your work, and view yourself within organizational context.



- Making the Most of Your Internship
- Ask Questions
- Focus on Your Development
- Fully Engage
- Believe in Yourself
- Be Realistic & Resilient
- Proactively Reach Out
- Prepare in Advance
- Seek to Learn

Employer: MERCY EMPLOYER

Employer: ALEENAH INTERN

Employer: DREW INTERN

Employer: SEEK TO LEARN

# Resources

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## Career & Internship Center

- > **Employer internship resources**
  - <https://careers.uw.edu/create-an-internship/>
- > **Student internship resources**
  - <https://careers.uw.edu/internships/>
- > **HuskyJobs**
  - <http://careers.uw.edu/post-a-job/>
- > **Internship consultations**
  - [brianakr@uw.edu](mailto:brianakr@uw.edu)

# Resources

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## Other Centers

- > **Career Center @ Engineering**
  - <http://engr.washington.edu/careercenter>
  
- > **Foster School of Business Undergraduate & Specialty Master's Career Services**
  - <http://foster.uw.edu/careers/career-services/employers/>

# How to Be an Awesome Intern Manager

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