



Win-winternship course

Module 5. Post-internship: evaluation & continuation

VIP@work

vocational internship placements

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INTRODUCTION



Your intern has left. What do you want to do next? Would you like to hire another intern at the same position? Or maybe another intern for other activities?

To make a well-informed decision on the (dis)continuation of hiring interns, a thorough evaluation is needed. So just an evaluation with the intern is not enough.

Study this module to get some information and tips on what to do after the intern has left.

LEARNING OBJECTIVES

- Be able to internally evaluate the internship program
- Know the importance of evaluation with the educational institute
- Know how to evaluate the internship program with the educational institute
- Know why you should set up a structural partnership if you want to continue your internship program
- Know what to keep in mind by setting up a structural partnership

EVALUATION OF THE INTERNSHIP

When the internship in your organisation has ended, it's time to review your experience. If you followed the steps, you have already evaluated the internship with the intern him/herself. Here you have evaluated the performance of the intern, your own performance as owner/entrepreneur, and also the performance of the mentor/coach.

Now, it's time to take a careful look at how you have experienced having an intern. In the next slides we will go through some tips to evaluate the internship.

If the experience wasn't what you expected, try to find out why.

- Did the skills of the intern not meet your expectations?
 - Did the personality of the intern not meet your expectations?
 - Did the collaboration with the educational institute not meet your expectations?
 - Did the time investment not meet your expectations?
 - Did you encounter some unforeseen, external issues?
 - Did the administrative workload exceed your expectations?
 - Was the match between mentor-mentee not what you expected to be?
 - Was there more resistance from the workforce than expected?
- This list of questions to be asked to discover why the internship was not what you expected is not finite. You can think of other questions to see why it didn't meet your expectations.

With this question you will find specific reasons for your company to hire another intern.

There are a lot of advantages in having an intern. We cannot list all good things of having an intern, but we try to give you some inspiration.

- The intern brought a lot of value to the company
- The intern contributed in a positive way to the atmosphere in the organisation
- Having an intern made everyone look carefully to his/her procedures (because they had to explain 'why')
- Having an intern gave us fresh knowledge and insights
- Etc. etc.

By answering this question, you will find attention points for when you are planning on hiring an other intern in the future.

Besides advantages, having an intern can also result in some challenges. One bigger than the other.

Especially when you're hiring an intern for the first time, it can result in challenges. We are convinced that you can overcome all challenges, if you want to. Please not just list the challenges, but also come up with ways to overcome these. Don't hold back on contacting e.g. the educational institute, the One Stop Shop or others for support.

- Having the intern required too much investment (money)
- Having the intern required too much investment (time)
- Etc. etc.

EVALUATION INTERNSHIP

Here follow some more questions to help you with evaluating the internship.

- Did the intern you with any insights that you hadn't anticipated?
- How would you rate the success of the internship on a scale from 1 -10? Why?
- Would you recommend a co-entrepreneur to hire an intern?
- What is the legacy of the intern, did (s)he put his/her footprint in your company?

EVALUATION COOPERATION WITH EDUCATIONAL INSTITUTE

For the success of an internship, not only the cooperation between you and the intern should be good, also the cooperation with the educational institute is important. In the beginning you probably were in touch with the educational institute to see whether they had students available for an internship in your company. Furthermore, contact regarding content, contracts, monitoring of the internship and so on, were inevitable.

Therefore, it's very important to see where you can improve the cooperation with the educational institute. If you experienced the cooperation negatively, it would be wise to contact the educational institute for evaluation. Bring up the things you liked, the things you didn't like and come up with some suggestions for improvement. Let them know under which circumstances you would be interested in continuation of the cooperation.

EVALUATION COOPERATION WITH EDUCATIONAL INSTITUTE

To effectively evaluate the cooperation with the educational institute, you can use a template which needs to be completed by all persons involved.

The first part is about the evaluation of the cooperation of the group, the second part is about the evaluation of each group member individually.

In the next slides we will go through the form and you can download the form from the platform.

EVALUATION COOPERATION WITH EDUCATIONAL INSTITUTE

Q1. Our cooperation was:

- ☐ intensively and in-depth
- ☐ quite efficient
- ☐ moderate
- ☐ too superficial
- ☐ too little

Q2. How would you rate the freedom to say what you want?

- ☐ Very high
- ☐ High
- ☐ Average
- ☐ Low
- ☐ Very low

EVALUATION COOPERATION WITH EDUCATIONAL INSTITUTE

Q3. How has been dealt with differences in opinion/conflicts between partners?

- Sufficiently, because
- Insufficiently, because

Q4. How do you experience the atmosphere during meetings?

- Comfortable
- Some times better than other
- Unpleasant
- Bad

Explanation:

EVALUATION COOPERATION WITH EDUCATIONAL INSTITUTE

Q5. What do you like about this cooperation?

Q6. What would you like to see differently? How do you think the cooperation can be improved?

Q7. How would you rate the overall cooperation?

- Very Satisfactory
- Satisfactory
- Neutral
- Dissatisfactory
- Very dissatisfactory

Explanation:

EVALUATION COOPERATION WITH EDUCATIONAL INSTITUTE

Evaluation of individual cooperation partners (it's not anonymous)

Start with completing the evaluation for your own contribution (first column), then the other partners.

This evaluation is not so much about the scoring of each sentence, but rather the motivation behind this scoring. It doesn't really matter if you score disagree or completely disagree, but it would be interesting to know why you gave the score. So when discussing the results of this assessment, make sure you can substantiate your scores. It works very well to substantiate the scores with real examples.

EVALUATION COOPERATION WITH EDUCATIONAL INSTITUTE

1 = completely agree; 2 = agree ; 3 = neutral; 4 = disagree; 5 = completely disagree	Yourself	A	B	C
Communicates clearly				
Joins meetings well-prepared				
Knows where (s)he is talking about				
Communicates clearly				
Is a good listener				
Gives space to others to express their opinion				
Takes initiative				
Takes responsibility				
Is supportive of other partners				
Has a positive influence on the atmosphere				
Complies to agreements				
Is motivated/shows commitment				

Make sure that everybody feels comfortable to complete these questions honestly. Nobody will benefit from socially desirable answers. Plan a meeting to discuss the results of the evaluation, which should result in insight from both parties in how everybody has experienced the cooperation. This would be the perfect base to improve collaboration where necessary and continue successful practices.

FUTURE IMPROVEMENTS

The success of an internship programme depends on a lot of factors. Some factors you cannot influence by yourselves, for example the flexibility of the educational institute, but some you can, for example your own flexibility.

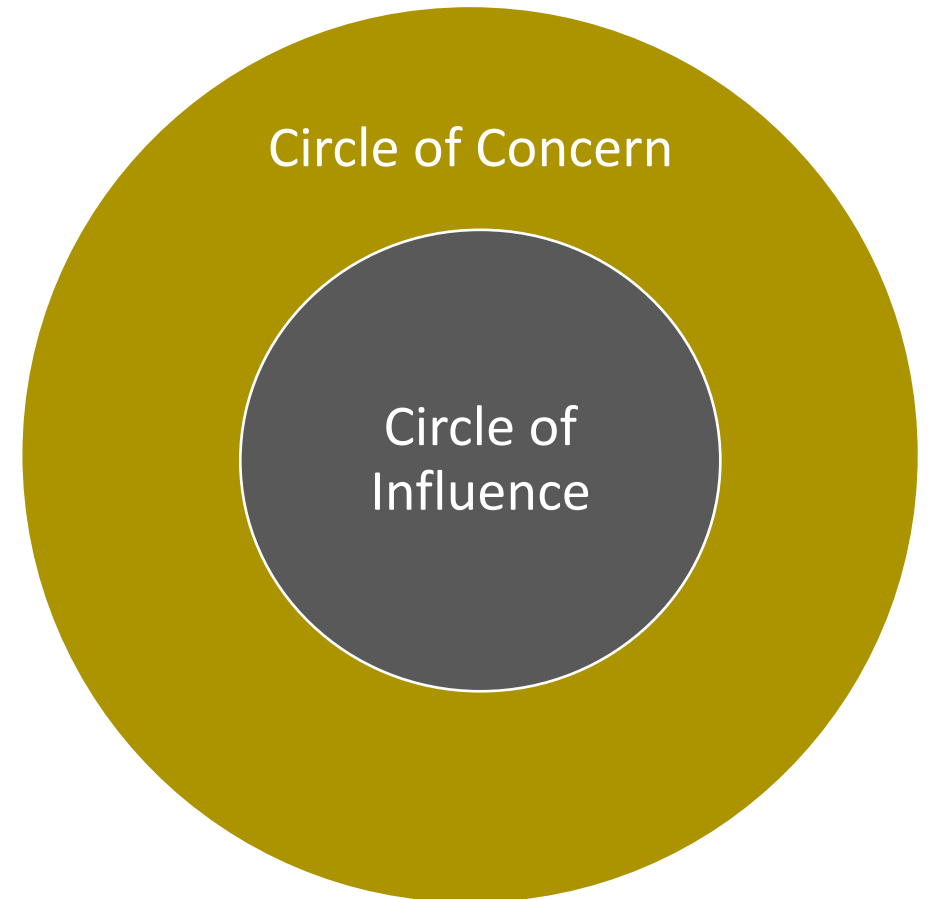
Steven Covey has written, amongst others, about the circle of influence. This metaphor shows the difference between matters that concern you and matters that you can influence.

COVEY'S CIRCLE OF INFLUENCE

Imagine all the things you think about. That can vary from whether you choose peanut butter or cheese on your sandwich to worry about global warming. Up to a certain level, you can influence these matters. You're fully able to choose between cheese and peanut butter, but on your own you will not be able to stop global warming.

Everything that you're concerned about, whether you can influence it or not, falls in the Circle of Concern. Just the matters you are able to influence, belongs to the Circle of Influence.

Effective people try to expand their circle of influence as far as possible. They try to not worry too much about things which belong to the circle of concern, because in the end, they cannot do anything about it. So the clue: try to influence as much as possible, but if you're not able to influence, accept it the way it is and let it go.



FUTURE IMPROVEMENTS

The Circle of Influence is also very important to keep in mind when evaluating the internship programme and making plans for future improvements.

Some things, you are not able to influence, for example the attitude of the intern. If that was the reason the internship wasn't very successful, don't worry, next time it will be someone else with another personality.

However, you need to be critical in reviewing whether you did everything to make the internship successful (expanded your circle of influence to the max). For example, you can not directly change an attitude. But what you can do, is explaining the influence of his/her attitude and explain how to change it for a more positive vibe during the internship programme.

SETTING UP STRUCTURAL PARTNERSHIPS

If you're enthusiastic about your first intern and you would like to have interns on more permanently base, it can be interesting to set up structural partnerships.

With a structural partnership, you will be one step ahead of the rest. Having an ongoing relationship with an educational institute has several advantages:

- They are more eager to find great interns for you. For them it's quite difficult to place interns, so if you offer a permanent intern placement, they will do everything to keep you as an intern employer.
- The longer you know each other, the better you know what to expect of each other. The bond is strengthened and you can expect more flexibility and trust.

SETTING UP STRUCTURAL PARTNERSHIPS

When establishing structural partnerships, keep in mind the following:

- Just as with the intern, it's important to have insight in each others expectations. You can use the tools mentioned in module 4 here too. Make sure that you start with same expectations, and check once every while if these expectations are being met and in line.
- Share the same values. Don't start partnerships with partners who have different values. Make sure you have the same values, goals and work ethic if you want the partnership to work.



SETTING UP STRUCTURAL PARTNERSHIPS

- Choose your partner(s) wisely. Look for an educational institute that matches your demand. Not all institutes offer education in your field of work.
- Clearly define each partner's role and responsibilities. An informal partnership where each partner does what's needed at that moment may work in the very early stage, but not in the long term. Especially when differences in opinions or conflicts arise, it's very important to have each partner's roles and responsibilities black and white on paper. Also interns benefit from knowing who does what.



SETTING UP STRUCTURAL PARTNERSHIPS

- Be honest and clear with each other. To make a partnership work, it's important that every partner feels comfortable to share opinions and feedback. Evaluation is critical in this perspective. You can use the tool mentioned earlier in this course (this module, chapter 2) for evaluation of a cooperation here too.



SETTING UP STRUCTURAL PARTNERSHIPS

Besides setting up a new structural partnership, you can also join existing structural partnerships. Check in your region if there is already a internship partnership.

These internship partnerships comprise all the most important stakeholders regarding internships. Think of:

- Educational institutes
 - Internship employers
 - Business support organisations
 - Accreditation agencies
 - Government
 - Etc. etc.
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- On www.vipatwork.erasmusplus.eu/platform you can read in a Blueprint how these internship partnerships can be set up and who should be included in these networks. Also you can read e.g. advantages of becoming member of such a network.

RECAP

You have learned:

- How to evaluate the internship program internally, but also with the educational institute
- Why it's important to evaluate internally and with the educational institute
- Why you should set up a structural partnership
- What to keep in mind when setting up a structural partnership

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Thank you

Any Questions?