Aviation Internship Toolkit: Helping Employers Reach the Next Generation of Aviation Professionals (NGAP)

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This document is not intended as legal advice. It is strictly intended to be used as a guide for employers interested in incorporating interns into their businesses.

This document is meant to share global best practices and examples for aviation internship programs. This document is an unedited advance version of an ICAO publication as approved, in principle, by the Secretary General, which is made available for convenience. The final edited version may still undergo alterations in the process of editing. Consequently, ICAO accepts no responsibility or liability of any kind should the final text of this publication be at variance with that appearing here.

*Adapted with permission from the Prima Civitas Foundation and Hello West Michigan 2014 version for Aviation by Lori J. Brown and James Cody Fox at Western Michigan University, College of Aviation. Additional resources provided by: WMU Career center; ‘Starting and Maintaining an Internship Program’ – Michael True, Director – Internship Center, Messiah College; ‘SHRM Guide to Organizing an Internship Program’ – Letty Klutz, PHR, and Chuck Salvetti, Pratt & Whitney, Dev Samarajeewa (Sri Lanka Aviation Voice), Ashley Lauryssen (Eurocontrol), and Airbus photo gallery.

Amway Internship Program—Kevin Douglas, Internship Program Manager: The Original Employer internship Toolkit was created by the West Michigan Strategic Alliance and supported by the Detroit Regional Chamber of Commerce and the Kellogg Foundation. Special thanks to Western Michigan University.
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On behalf of the Next Generation of Aviation Professionals (NGAP) Outreach partners, we would like to congratulate you on your first step toward building or improving a comprehensive, competitive internship program for your organization.

Through internships and externships, a company can provide exciting work in aerospace and a rewarding learning experience for young professionals, who are the industry's future. Interns also will gain insight into the demands and tasks of the many roles, as well as the important internal and external interactions that make up the team.

The power of internships as a first step to expose youth to careers creates advantages such as opportunities for improvements through more collaborative working, while giving interns the opportunity to explore various jobs to find the right fit. Employers can tap into the unique skills interns can bring to the workplace, including a global perspective. As cited by the World Money career report, “We’re still looking at the entry-level talent pool as a cost, but this new type of talent is the key to innovation.” Perhaps employers should look to utilize the unique skills of varied generations and view interns as innovators to the future.

Throughout this toolkit, you will see a collection of international aviation best practices that are designed to help you recruit and retain a talented aviation workforce. To get started employers can use the internship templates in this toolkit and professional organizations to align their internship program with a school, or solicit open internships.

**The purpose of this toolkit is to:**

- Cover the five (5) steps essential to structuring a successful internship program.
- Outline each step in detail.
- Provide templates, resources and information to assist with structuring an internship program.
- Provide best practices for each step.
Introduction to the NGAP Initiative

The NGAP initiatives were launched to ensure that enough qualified and competent aviation professionals are available to operate, manage and maintain the future international air transport system. This is critical, as a large contingent of the current generation of aviation professionals will retire, access to affordable training and education is increasingly problematic, and aviation competes with other industry sectors for highly skilled professionals. The lack of harmonized competencies in some aviation disciplines and a lack of awareness by the “next generation” of the types of aviation jobs available further compound the problem.

Statistics

In the next 20 years, airlines will have to add 25,000 new aircraft to the current 17,000-strong commercial fleet. By 2026, we will need 480,000 new technicians to maintain these aircraft and over 350,000 pilots to fly them.

Main Objectives

In 2009, ICAO established the Next Generation of Aviation Professionals Taskforce, consisting of 29 representatives from industry, education and training providers, regulatory bodies and international organizations. Near-term objectives are to: inventory human resources planning data; identify and support initiatives to reach out to the next generation; and, find ways to harmonize training regulations. The Task Force will also support initiatives relating to the next generation of aviation professionals.

Along with all aviation training stakeholders, ICAO is committed to creating an environment that will allow the next generation to lead in the development of aviation’s future. This includes maintaining active lines of communication with the students as the Next Generation of Aviation professionals.
There are several things to keep in mind before you begin developing an internship program:

*It is not necessary for top-level managers to manage interns; for larger organizations, it is imperative that the message of developing an internship program comes from the top down, while the actual management can come from mid-level staff (as depicted in the chart below).*

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**THE PROCESS**

**President/CEO**
- Approves internship program
- Delivers message to organization

**Human Resource Department**
- Formats documentation
- Assists in writing job description & recruiting

**Department Manager**
- Identifies projects
- Assigns supervisor

**Supervisor/Mentor**
- Daily management
- Conducts evaluations

---

**Examples:**

**USA**

$ (minimum wage) + payroll taxes = approximately $10.00/hr

$10 x 150 hours = $1,500

**Switzerland**

The Swiss authorities (service de l’emploi) expect an internship to be paid between CHF 1’500 and 2’500 per month

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1 This figure is a starting point that can be used. Internship programs do not have to pay these exact amounts or require these amount of hours.
What is an Internship?

An intern, by definition, is “a professional in training.” An internship is any carefully monitored work or service experience in which a student has intentional learning goals and reflects actively on what he/she is learning throughout his/her tenure. Internship circumstances vary widely. Common characteristics can include:

- A typical duration of three to nine months.
- Externships are typically one day to one week
- A part-time or full-time commitment.
- Paid or unpaid opportunities.
- Connection to an educational program with academic credit.
- Non-credited experience with a strong training component.

The term “volunteer” may also be used in place of “intern.” Volunteers typically represent people who are not getting paid for the experience and may or may not be current students. Career changers are great examples of volunteers.

Similar to an apprenticeship or internship, an externship is typically a training program offered by educational institutions and private businesses that gives students brief practical experiences in their field of study. It is a short-term, unpaid ‘job shadowing’ experience, lasting from one day to one week.

“What an internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent.”

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The Importance of an Internship Program

Benefits for Interns from an Internship Program

- Internships are an excellent way to learn about an industry of interest, while also acquiring some of the necessary skills and tools for success in that industry.
- Internships can satisfy certain university program requirements and possibly allow the student to earn college credit, enriching the college experience and preparing for entrance into the workforce.
- Internships are a great way of building a relationship with an employer in an industry of interest. This relationship can open doors to future positions and networking opportunities that can strengthen one’s career.
- Interns are typically more engaged in their learning and develop a better work ethic and more skills and abilities. These interns later become more dedicated employees and involved community members.

By providing experiential learning while still in school, internships can give students real-life experience in their potential future choice of career.

Benefits for Employers from an Internship Program

- Internship programs can create/strengthen connection to education to ensure that supply and demand of skill sets are properly aligned.
- Internship programs are an inexpensive recruiting tool and an opportunity to train future employees. The opportunity to evaluate prospective employees while they are working for the organization can reduce significant costs in finding new talent.
- Interns bring current technology and ideas from the classroom to the workplace, thereby increasing an organization’s intellectual capital.
- Interns can be another source for the recruitment of diverse employees.
- An internship program can supply an easily accessible source of highly-motivated experienced or pre-professionals.
- Interns can provide a management opportunity for mid-level staff.

Benefits for the Community from an Internship Program

- Internships can greatly decrease overhead and increase productivity of businesses, helping to strengthen the local economy.
- By building the relationship between students, workforce, education, and businesses, the community’s talent will be more likely to remain in the area, helping to prevent local “brain drain.”
- Internships are a great way to create a future pipeline of talent within the community, consequently having positive effects on those in early childhood education.
Types of Internship Programs

**Internship:**
A one-time curriculum-related work assignment, which may be paid or unpaid depending on the employer and what is required of the student for the position. Many internship programs offer a stipend and/or academic credit. If it is unpaid, there must be a strong training component for the student, or the experience should be referred to as a “volunteer experience.” For more clarification regarding internship program specifications, see the Department of Labor’s criteria for your region.

**Volunteer:**
A person who voluntarily offers him or herself for a service or undertaking, or a person who performs a service willingly and without pay. Appropriate for “unpaid internship” situations.

**Work Study:**
A way for non-profit (and occasionally some for-profit) institutions to offer students experience in their field, while the student is being paid through Work Study funds. Academic Institutions often have these funds available to them. These funds are often utilized to develop off-campus opportunities for students to gain needed experience, while offering employers qualified, talented, and much-needed support. Up to 7% of a university's funding can be spent on for-profit institutions, if the work the student is performing is directly related to gaining experience within their program area.³ Contact your local academic institutions Career Services or Student Employment offices to learn more.

**Cooperative Education (Co-Op):**
Experienced-based learning through paid employment in practical, curriculum-related work assignments that can be tailored to a student’s schedule. Key characteristic of Co-Op:

- Students may attend school full-time for one semester, then work full-time the next semester, alternating periods of work and school until their college program is completed.

**Summer Employment:**
In the case of paid work experience, this type of position may or may not be directly related to the student’s curriculum and may or may not be integrated into the academic program.

³ Source: Davenport University—Grand Rapids, Michigan, USA. [http://www.davenport.edu]
Step 1: Set Goals and Policies for the Internship Program

What is the main goal of your county’s internship program?

- Look at current business activities and consider what ongoing work you would like to expand or projects you would like to initiate or complete.

- Consider projects that are beneficial to your organization and provide challenging learning experiences for interns/volunteers.

- Examine your company’s recruiting needs (i.e. employees retiring, departments that are expecting growth, adding positions as a result of recovering from a recession, demand for new/emerging required skill sets, or positions that are difficult to recruit or hire for).

Who will supervise and mentor the intern?

Intern supervisors/mentors do not have to be the President, CEO or Human Resource (HR) Manager. In fact, very seldom are they the appropriate supervisors for interns. Top-level managers approve the establishment of an internship program, after which the HR department ensures that proper documentation and recruiting processes are in place, including job descriptions, work plans and confidentiality agreements. At that point, it can be up to various department managers to identify who will supervise/mentor the intern.
**Recommended supervisor/mentor criteria:**

- A supervisor should be selected because he/she likes to teach or train and has the resources to do so. The supervisor will help the intern keep their project on time and on budget.

- The mentor may be a department head, project leader, long-time employee or acting supervisor, who is knowledgeable about the project on which the intern will work, and can provide orientation and wisdom to the student.

**Will you pay the intern?**

Determine ahead of time if you will be able to compensate your intern, and make it clear up-front. Compensation could be in the form of an hourly wage or a stipend. Be sure to incorporate a strong training component into your program; ensuring the presence of a training component will justify unpaid internships. In addition to, or in lieu of stipends or wages, you may also be able to provide funding for the student to go through training program(s). Review the legal criteria for your region before offering unpaid internships.

**Step 2: Write a Plan for the Internship Opportunity**

Identify goals, timelines, and a general description of the project, which will become your work plan, so that everyone understands the purpose and expectations involved. There is a sample work plan provided on page 13.

Projects can be specific to a department or position, or “floating” internships can be created. A “floating” intern can be utilized throughout different areas and departments of the organization.⁴

- An example of a “floating” internship: Aviation is a broad field in which students working toward a degree in Aviation Administration are qualified for positions in various areas of an organization; therefore, students would be great candidates for “floating” internships.

- Benefits of a “floating” internship:
  - Students, who have not identified a specific area of interest within a field, are able to get experience in various departments, in order to choose where to concentrate their career path
  - Builds engagement between the student and the organization, which can increase output and decrease/eliminate tardiness.
  - Increases communication between departments.

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After the work plan has been established, create a job description for the position.

Job descriptions will be used for the recruiting process. Job descriptions outline the requirements and determine the corresponding skill-sets of an ideal candidate for the position.

There are sample job descriptions on pages 33-37 to help you get started.

**How can you involve the intern in experiences beyond the actual work of the internship?**

Further involvement can include training programs, social events, and opportunities to network with executives and other companies. Best practices for social events include:

- Encouraging interns to network amongst themselves to share their experiences.
- Inviting your intern to company sponsored events, when possible.
- Considering organizing an end-of-the-program experience, such as participation in a golf outing or a lunch/reception with upper management.
- Having the intern shadow in other departments to familiarize them with your organization and expose them to opportunities outside of their original scope.
- Inviting your intern to Board meetings or other formal group settings to encourage networking with potential future employers.
Marketing internship

Intern name:
Length: June 1 – August 31, 2014

Schedule:

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Total Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 am–4 pm</td>
<td>off</td>
<td>8 am–4 pm</td>
<td>off</td>
<td>8 am–4 pm</td>
<td>24 hours/week</td>
</tr>
</tbody>
</table>

Projects:

- Style guide
- Marketing plan including demographic research
- Development and implementation of Social Media
- Website maintenance and development
- Assist with development of presentations and PowerPoints for staff
- Attend marketing committee meetings
- Assist with development of events & event planning
- Assist with general office operations

Primary Manager: Mary Smith
Secondary Manager: John Doe

**Mid-Internship progress meeting:**
July 11, 2014
Managers: Mary Smith & John Doe

**End-Internship meeting:**
August 31, 2014
Managers: Mary Smith & John Doe
Step 3: Recruit a Qualified Intern

Contact post-secondary institutions to begin recruiting:

Communicate your organization’s needs with an educational institutions career services department. You do not have to limit yourself to one University or academic institution. The connection with career services will simplify the recruiting process for your organization and greatly reduce time spent identifying potential candidates.

Contact local secondary school(s):

High Schools are filled with students who are beginning to think about their future career paths. Connecting with them early by giving them internship or job shadow opportunities can be the first step in developing your workforce pipeline.

Other recruiting resources:

- **Local Economic and Workforce Development Agencies: Job Portal**
  - Committed to supporting and assisting in the growth of regions through local economic and workforce development agencies or foundations can provide a wealth of resources that can help in finding the right talent for your business needs.

- **Job Boards**
  - There are multiple job boards available to employers to post opportunities.
Begin searching three to four months before you expect an intern to start working:

Give ample lead-time to potential candidates to apply and begin the screening/interview process.

**Interview Process:**

- Pre-interview - Analyze resumes:
  - Check for signs of organization, clarity, and accuracy.
  - Note involvement and roles in campus and community organizations.
  - Look for accomplishments, patterns of progression, and growth.

- Post-interview:
  - Choose interns just as carefully as you choose permanent employees.
  - Once you have determined your top candidates, arrange interviews in a timely manner (ideally within 3-5 days).
Sample Interview Questions:

• Why do you want to participate in an internship?
• Why are you interested in this specific internship opportunity?
• Why do you want to intern with our organization?
• How are you motivated?
• Give an example of a time that you went above and beyond the call of duty for a project, deadline or customer service situation. What were the results?
• Please explain your past experiences and why they have prepared you for this internship.
• What do you believe your current or most recent supervisor would say are your strengths and also areas that you need to work on?
• Give me an example of a time that your leadership skills stood out in a positive way.

**Questions asked of candidates for internship positions do not have to vary greatly from questions asked of candidates for regular employment positions.**

Sample Interview Structure

Stages of the Interview

1. Prepare Questions About:
   • Specific coursework related to the position
   • Knowledge or familiarity of equipment, techniques, computers, etc.
   • Previous experiences related to the position
   • Career interests, goals

2. Open the Interview (1-2 minutes)
   • Build friendly rapport through small talk
   • Tell a little about the organization
   • Provide an overview of the interview
   • Indicate that the intern will have an opportunity to ask questions later
   • Explain that you will be taking notes and invite the intern to do so

3. Ask Questions and Gather Information (15 minutes)
   • Use behavioral type questions as well as open ended questions

4. Allow for Questions and Comments (5 minutes)
   • Answer honestly and illustrate with your own experiences, if possible
• Assess the quality of the intern’s questions
• Avoid giving answers that indicate a commitment to a position
• Be prepared to answer questions about the position, expected training, company structure, company products

5. **Give Information (1-2 minutes)**
   • Briefly recap information about the position
   • Discuss candidate’s availability for the internship to ensure your needs will be met
   • Discuss any academic requirements for course credit

6. **Wrap-Up (1-2 minutes)**
   • Close on a positive note
   • Briefly describe the next steps
   • Give an estimate of when the student will hear from you
   • Avoid making statements that may be interpreted as a promise of employment

7. **Evaluate the Candidate Against the Requirements for the Position**
   • Review your notes before your next interview
   • Be objective and base your decision on the evidence

8. **Follow Up with Candidates Promptly**
   • Send “no thank-you” letters to applicants who do not match your requirements (example letter on page 21)
   • Offer the position to the candidate that you have chosen
Interviewing: Knowing HOW to ask is critical…

Remember to check your local laws, as many have been established around the globe to prohibit discrimination in the workplace and hiring process. The process used for hiring interns must also adhere to regulations and compliances. There are many questions that may not be legally asked during an interview. Many of these questions relate to age, disability, marital/family status, height/weight, race, and ethnicity, to name a few.

Questions that CAN be asked during an interview in many countries (check with your regional labor laws) include (but are not limited to):

- Are you over the age of 18?
- Would you be willing to relocate if necessary?
- Travel is an important part of the job; do you have restrictions on your ability to travel?
- Do you have responsibilities or commitments that will prevent you from meeting specified work schedules?
- Are you able to lift a 20 kg weight and carry it 100 meters, as the job requires heavy lifting?
- Are you able to perform the essential functions of this job with or without reasonable accommodations? (Legal question as long as the job description was thorough).
- Will you be able to carry out, in a safe manner, all job assignments necessary for this position?
- Do you speak any different languages (including sign) that would be helpful in doing this job? (Legal if language ability is directly relevant to job performance and outlined in job description).
- Are you authorized to work in the country?
- Talk about professional or trade groups or other organizations that you belong to that you may consider relevant to your ability to perform your job.
Questions that CANNOT be asked during an interview in many countries (check with your regional labor laws) include (but are not limited to):

• Are you married or do you have a permanent partner?

• Are you pregnant?

• Do you expect to become pregnant or have a family? When? How many children will you have?

• What are your childcare arrangements?

• How tall are you?

• Do you have any disabilities?

• When did you lose your eyesight/leg/hearing/etc.?

• How old are you? (depending on the job description)

• What clubs or social organizations do you belong to?
Sample Internship Offer Letter

Date:
Intern Name
Intern Address

Dear (Intern’s first name):

I am pleased to confirm your acceptance of an internship position as (Title) in the (Department Name) at a pay rate (hourly wage/stipend, if applicable). Your first day of work will be (Date). Your duties and assignments for this position will be those described to you in your orientation with (Supervisor’s Name).

This offer is contingent upon completion of ...... Please report to the Human Resources Department at (Time) on (Start Date) with the appropriate documents and completed forms.

If you have any questions, please feel free to contact (Supervisor’s name) or myself. We are very pleased that you have decided to join (Operating Company name). We look forward to seeing you on (Start Date) and offer a very warm welcome.

Sincerely,

(Insert signature here)

(Print your name) (Your title)
Date
Intern Name
Intern Address

Dear (Intern’s First Name):

Thank you for your interest in an internship opportunity with (Company Name). Although your background and qualifications are impressive, we are unable to move forward in the hiring process at this time. Our Human Resources Department will contact you in the event that an appropriate future opportunity arises.

Thank you again for your interest in (Company Name). We wish you success in your future endeavors.

Sincerely,

(Insert signature here)

(Print your name) (Your title)
Step 4: Manage the Intern

Getting started on the right foot is important. This will lay a solid foundation for the intern’s experience. Using the work plan you have developed for the internship opportunity, you will set up an orientation for your new intern.

Give your intern the resources he or she needs to do the job:

A proper workstation, telephone with voicemail, computer and email account is vital to your interns' success. Point out the supply room and introduce any appropriate personnel.

Monitor the intern's progress:

- Make sure you are aware of what's happening with their daily tasks.
- Keep in mind this could be the first work experience for this person. When work is assigned, make sure it is given with detailed explanation. A few extra minutes of explanation will pay off later, when the intern produces good work independently.
- Help your intern set goals for completion of various tasks, including daily, weekly and monthly goals. This will help establish a solid work ethic for the intern.

Evaluate the intern's progress periodically and give feedback:

- Evaluations are important for the success of your interns' experience. Evaluation processes differ and yours might be a formal written review given at the halfway point and at the end of the program, or it may be delivered over an occasional lunch with the intern.
- Educational institutions may require onsite visits or conference calls during the internship to facilitate the evaluation process for grading purposes. The intern will be able to share with you what is expected and a representative from the school will contact you if this is a requirement for credit.
Orientation

It is imperative that interns (and new hires) are appropriately acclimated to your organization. Information provided to them must be just-in-time (JIT). It is counter-productive to overload them with information on their first day, or even first week. New hire and internship orientation programs should be set up as an ongoing process rather than a one-time event. There are things you can do to structure and strengthen your orientation program such as:

- Prepare a list of essential items that need to be covered on their first day. Also consider preparing an organizational chart that includes names and projects.
- Create a guide, document, or talking points that address your organization’s culture.
- Identify and communicate how the intern/new hire will fit in with your organization.
- Mail a “welcome package” to your intern prior to their first day. Include:
  - Start date and first day agenda
  - Directions and parking information (if needed)
  - Bios and pictures of Board and staff members (optional)
  - Frequently asked questions (FAQs) from previous interns

If Mondays are the busiest days for your organization, do not have an intern start on a Monday. Be sure that their manager has available time to dedicate to the intern on their first day.
Acknowledgement

Please return this dated and signed acknowledgement form to your direct supervisor. This orientation is provided to you for information and immediate reference. This is to acknowledge that you have attended orientation and understand and agree to comply with the terms of your internship.

Orientation conducted by:

Intern name:

Date:

Intern signature:

Orientation Checklist

- Policies & procedures
- Organization goals
- Parking
- Badge
- Dress code
- Work Station
- Lunch/breaks
- Time keeping
- Work schedule
- Mission/vision
- Meeting schedule
- Other:

Orientation conducted by: __________________________ Date: __________________________

Intern name: __________________________ Signature: __________________________

Date: __________________________
FIRST DAY

• Explain the need-to-know items such as:
  o Bathroom location
  o Parking
  o Work station location
  o Specific work dates and times, attendance & punctuality requirements
  o Office hours of operation, breaks and lunches
  o Intranet/Internet policies and procedures
  o Using office equipment such as copy machine, phone system, etc.
  o Dress code (including appropriate/inappropriate attire including perfume/cologne)
  o Review organizational culture, vision and relevant department missions
  o Conduct
  o Department/organization goals
  o History/future of organization (limit this information during first week)

• Give the intern a feel for the organizational structure; provide an organizational chart and/or staff list with phone numbers.

• Review organizational and employee policies.

• Review internship components
  o Identify and discuss main projects
  o Discuss expected results

• Inform the intern of departmental or staff meetings he/she is expected to attend, and provide time during those meetings for the interns to report progress on his/her projects.

• Identify a back-up supervisor or support person who can answer the intern’s questions if his/her regular supervisor is unavailable.

• Ensure that the intern understands his/her responsibilities.

• Provide a tour of the facility and an introduction to the staff.

• Have your intern sign an Orientation Acknowledgment form (page 24)
Step 5: Conduct Exit Interviews and Follow-up

Understanding and considering the intern’s view of their experience will enable you to continue recruiting strong candidates for future openings. Using data and information collected at the end of each internship will allow an organization to make necessary adjustments to strengthen their internship program.

**Proving the value of your internship program will require hard evidence that your organization is getting a return on its investment:**

- Use the evaluation forms found on pages 27-28.
- Conduct an exit interview to determine if interns are leaving the organization with a good experience. This provides valuable feedback to upper management for future program planning and adjustments and a prompt response to external organizational messaging. See sample exit interview on page 30.

**In addition to qualitative measures, a number of quantitative measures can be developed:**

- Common measures may include the number of interns that become full-time employees, the number of requests for interns within the company, and growing numbers of qualified intern applicants.
- In order to successfully measure your program outcome, you should return to the stated program goals and address those outcomes.

It may be beneficial to include department managers, the intern’s supervisor, and the human resource manager in the exit interview.

**Now you are ready to start preparing for your next internship!**
Sample Employer Evaluation of Intern/Volunteer

Intern/volunteer name: ________________________________
Date: ________________________________

Dates of Internship: __________________________________________________________________________

• How well was the intern prepared for this internship?

• Can you suggest instructional areas that would benefit this intern?

• Please provide examples in which the intern applied good judgment and had a technical competence for the assigned tasks.

• How would you rate the intern’s sense of responsibility toward his or her assignments?

• Please provide some examples in which the intern worked quickly, thoroughly and efficiently.

• What are the intern’s strengths and weaknesses when interacting with others?

• What are the intern’s strengths and weaknesses when it comes to leadership?

• Discuss areas where the intern has made significant improvement?

• What are the intern’s strengths and weaknesses in oral and written communication?

• Would you Recommend this intern for future employment? Why or why not?

• Are there other areas involving internship program or the intern that you wish to comment on?
Sample Employer Evaluation of Intern/Volunteer

Schedule an exit interview in advance to give the intern an opportunity to prepare thoughts and questions. Avoid scheduling it on the intern’s last day on the job so that there is time to take care of any action items that may arise.

Exit Interview Steps

1. Explain the purpose of the exit interview
2. Encourage the student to be as candid as possible
3. Explain that you will be taking notes
4. Begin with less sensitive questions to put the student at ease
5. Gradually move into areas of greater sensitivity
6. Ask the student if he/she has any remaining questions or suggestions for improving the internship program
7. Conclude by thanking the student for his/her time and honesty

Exit Interview Summary (to be completed by the intern)

Name: ___________________________ Date: _____________
Department: ___________________ Supervisor: ______________

Company property returned:

Keys: ___ Computer: ___
Badge: ___ Parking card: ___
Phone: ___ Other: ___

1. How similar was your actual assignment to your expectations?
   (1=disagree, 5=agree)
   
   1 2 3 4 5

2. How would you rate (company name) as a place to work?
   (1=poor, 5=excellent)
   
   1 2 3 4 5

3. How well did your experience provide information about your chosen field?
   (1=unsatisfactory, 5=exceeded expectations)
   
   1 2 3 4 5

4. What was the most valuable experience during your internship?

5. What was the part of your internship that provided the most challenge and caused you to work outside of your normal comfort zone?

6. What suggestions do you have for improving the internship program?
Final Intern Evaluation of Employer

Intern name: __________________________ Date: ______________
Employer: ________________________________

1. Did you feel the work provided a valuable experience in relation to your academic studies/career goals?

2. Were you given responsibilities that enabled you to apply your knowledge and skills?

3. Were you allowed to take the initiative to work beyond the basic requirements of the job?

4. Did the organization and/or supervisor work with you regularly? Were they available to answer questions when necessary?

5. Briefly note new skills, techniques and knowledge gained in this position.

6. Discuss the weak points of your internship experience and ways they may be improved.

7. Discuss the strong points of your internship experience.

8. Was there anything that was not covered that should have been covered during the internship experience?

9. Do you think your academic program adequately prepared you for this internship?

10. If there was any aspect you could over, what changes would you make?

11. Would you recommend this organization to other students?

Please note additional comments about your particular job not mentioned above.
Q: What level of compensation is typical for an internship?
A: In planning to allocate resources for your internship program, compensation may be a consideration. An hourly wage can vary depending upon country, region, experience. If you are unable to budget an hourly wage, consider offering a monthly or semester-based stipend to the student. Similar to full-time positions, offering compensation will increase the quality of the candidate pool applying for internships with your organization.

Q: Is my organization responsible for providing insurance or benefits to the intern?
A: No, normally only full-time employees are eligible for benefits provided by the employer, however, this may vary greatly depending on your country's labor laws. Interns are short-term employees and are therefore usually ineligible. Educational institution insurance policies may cover students when the internship is for credit. Always consult your legal counsel to confirm.

Q: Do interns work 40-hour workweeks? Do they typically work five days a week?
A: Internships are flexible; students often plan their internship schedules around their class schedules. A part-time internship can involve anywhere between 10 and 30 hours per week. Once you identify an intern candidate you will need to discuss his/her availability and agree on a schedule that will work for both parties. Interns enrolled in a school with a co-op program may be able to work 40 hours per week during the semester.

Q: When do internships typically begin? How long do they last?
A: Internships usually follow the starting and ending dates of the academic semester. They can take place during summer breaks. However, internships/volunteer experiences can be flexible with timing and duration to accommodate the employer's need and the intern's schedule.

Q: When should I start looking for an intern if I want them to start work in the summer?
A: Internship descriptions are posted at least two months prior to the proposed start date to allow for a minimum one-month window for candidates to submit applications before the interview process begins.
Q: **What is required of the employer if the internship is for credit?**

A: It is the student's responsibility to initiate and manage the credit process. The employer will be required to sign a form confirming that course outcomes will be met by the job description that is provided. The employer may be required to sign time sheets confirming the student's participation and may also need to participate in an on-site visit from the student's faculty member or career advisor. The time and effort spent by the employer is very minimal for this process, but often yields motivated candidates who are paying for the course, and are eager to perform well to receive credits.

Q: **What if my intern does not work out? Are there rules for terminating interns the same way as there are for full or part-time positions?**

A: In most cases, interns are treated as employees and therefore the same laws and processes apply. It is advised that you consult with your Human Resources department and/or seek legal counsel for further information specifically on your country's Department of Labor requirements. If the internship is not a mutually beneficial opportunity for both the student and employer, the employer should also communicate with the student's career advisor to discuss the situation.
**Q:** I like my intern and would like to extend the internship. How do I go about this?

**A:** This is at your discretion and you may continue an internship and/or extend an offer for future full-time or part-time employment once the internship has been completed. Communicate your intent to the intern before they begin searching for other opportunities.

**Q:** You have been able to give interns significant and meaningful projects on a consistent basis. How do you pick which projects interns can do? How do you prepare/train them to be successful?

**A:** Upon learning an intern’s strengths and weaknesses, and as an intern becomes more comfortable with assigned tasks, add new tasks that may be more challenging for him or her. This encourages growth. For example, give a Human Resource intern a task of writing a job description, and once it is clear that the intern has a good grasp on the criteria we seek in an employee, have the intern do actual phone interviews.

**Q:** You have worked well with a variety of intern personalities and talent levels. How do you find something for everyone? How do you manage well with respect to different personalities and talent levels?

**A:** Get to know the interns, their personalities and talents, and also think about the future career paths they are considering. It is important to assign tasks that fit them and their interests well. You may have two marketing interns, but choose one whose strengths may be more creative (to assign conceptualizing promotions) and one who is more detail oriented (to assign the operational side of running promotion logistics).

**Q. What makes a successful internship for you?**

**A:** Once you realize that you have a successful internship and you have properly identified the intern’s strengths, assign them with tasks that appropriately challenge the intern. This enables you to empower students to use their better judgment and keeps me from having to micro-manage the entire process (which is the goal). Micromanaging will squish one of the greatest strengths an intern has—creativity. Instead, encourage, inform, empower them, and then step away. Once they are empowered, interns can surprise you with the pride they take in the project and the professional level of work they can accomplish. It is important, though, to understand their limits and who they are (strengths, personality). A square peg in a round hole won’t succeed.
Aviation Intern

Job Description

Objective: To help promote Prima AIRLINES while learning skills related to marketing, advertising, promotion, and business administration.

Hours: 20-35 hours per week. Typically 3 days per week. Schedule negotiable.

Compensation: $10.00/hr.

Eligibility and preferred skills:

• Students interested in marketing and AVIATION administration;
• Resourcefulness in finding information and answers; highly motivated
• Ability to prioritize and achieve desired project goals with prudence and sense of urgency
• Must have articulate communication and interpersonal skills

Responsibilities:

• Consistent punctuality
• Work with staff to develop a marketing plan for multiple initiatives
• Work with staff to develop a style guide for the organization
• Study the demographic details of the target customers to help with attraction
• Assist with the development of social networking and website maintenance
• Assist in coordination and management of office operations
• Assist with and perform any other duties as needed or assigned
• Help integrate projects into branding
General Business Intern

Job Description

Gaining knowledge of the processes and programs involved in the Flight Operations including:

- Learning details on aircrafts and business processes by assisting in aircraft audits.
- Gaining skills in research, data analysis, and customer service by supporting fuel savings program initiatives.

Information, training, and hands-on experience about aircraft fleet management while updating and revising technical data and manuals. Experience in negotiation and customer service through checking and/or negotiating fuel prices with vendors. Opportunity to cultivate various projects within general operations business/administration. Exposure to Accounting, Marketing, Client Relations, Maintenance, Parts, and Flight Operations Departmental activities, through job shadowing and projects.

Building administrative skills such as: organizing/creating files, computer programs, phone system, faxing, copying and inner office scanning. Enhancing problem solving skills by offering creative solutions to general business related problems and processes. Development in professional goals through prioritizing, organizing, and accomplishing tasks. Aiding departmental team leaders and HR Intern Coordinator in skill training activities. Gaining valuable work experience; relevant for gaining skills and knowledge necessary in the workforce, as well as resume building.

Internship Qualifications

- Ability to be in the office approximately 20 hours a week between 8:00AM-6:00PM for no less than 3 months.
- Proficiency in Microsoft Office tools (Word, Excel, PowerPoint, etc.)
- Junior/Senior pursuing a degree in Business, Aviation, or a related field.
- Minimum GPA of 3.0
- Ability to conduct themselves in a corporate/professional environment.
- Current verbal/written communication skills that will be improved through on-the-job exposure.
- Someone who is organized, detail-oriented, punctual, creative, and has an energetic personality.
Aviation Project Manager

Job Description

This position is part of our College Hire Program. This is a leadership position opportunity for a graduate who likes to solve business and/or technical problems, enjoys a challenge, are proactive thinkers, motivated change agents, and is a successful team player. The incumbent will oversee a small project or phases of a larger project. Responsible for coordinating activities of project team, identifying appropriate resources needed, and developing schedules to ensure timely completion of project. Must be familiar with system's scope and project's objectives, as well as the role and function of each team member, in order to effectively coordinate the activities of the team. Typically reports to a Second or Third Level Manager.

Supervisory: No

Required Qualifications

- 4 Year degree in Aviation, Business or related field of study
- Knowledge of Word, Excel, Access, PowerPoint, and Outlook
- Strong communication, problem solving, decision-making and negotiating skills
- Ability to work autonomously and have a high energy level to motivate a team
- Ability to plan/organize work activities and influence/persuade others

Desired Qualifications

Schedule - Full-time

Shift - Day Job
Aviation Logistics Intern

Duration: 12-week summer internship
Approximate hours per week: 40

The company name Logistics Summer Internship Program provides a meaningful, paid summer internship experience to high-potential college students, who are interested in a Logistics career with the world's largest food company. For approximately 10-12 weeks over the summer, Logistics Interns are assigned substantive projects and receive developmental feedback to gain a better understanding of the role of Logistics at company name. At the end, we hope to meet one of the key objectives of the internship program: to develop students into high-caliber candidates for full-time employment with company name Logistics.

As a company name intern, your projects have measurable goals and objectives, which are achievable during your tenure. Examples of past projects:

• Analyze the financial impact of a third tier deal on supply chain
• Outline a new product forecasting process for the demand planning team

These challenging, highly valued projects provide an opportunity for you to:

Learn the various aspects of Logistics at company name; work with cross-functional teams. Visit other company name locations, such as distribution centers and manufacturing locations.

**Qualifications**


• Prior internship or job in Aviation Management, Supply Chain, or Finance. Also, individuals with an applicable internship/job in sales/marketing may be considered.

• **Critical competencies:**
  • Analytical ability
  • Collaboration/interpersonal skills
  • Ability to impact/convince others
  • Curiosity
  • Drive for improvement
  • Ability to create new ideas to operate more efficiently
Fleet Maintenance Mechanic Internship

Aviation School In-House Maintenance

Job Title: Aircraft Fleet Maintenance Student Intern  
Hours: Based on availability & class schedule  
Pay: Hourly rate (TBD)  
Duration: 16 weeks during Spring or Summer semesters

Major Duties (but not limited to):

• Assist fleet mechanics in scheduled and non-scheduled inspection and repair of flight training aircraft.

• Assist aircraft maintenance managers and supervisors in all realms of maintenance shop organization.

Minimum Qualifications:

• Junior status or higher pursuing a degree in Aviation Maintenance with the intention of obtaining an Airframe & Power-plant license.

• Must be enrolled as a student throughout internship term.

• Proficient with Microsoft Office (Word, Excel, and PowerPoint).

Email resume to [Insert Email Address]. Please include expected graduation date and cover letter to John Doe, Lead Mechanic for Aviation School In-House Maintenance. Call (555) 555-1234 with any questions.

Application Period: [Enter date(s)]
Confidential Information and Invention Agreement
SAMPLE TEMPLATE

The following is designed to assist in providing a high-quality internship experience for both the intern and the employer. This form should be completed together by the intern and the immediate supervisor or mentor. Both parties should provide input into the completion of the form and agree to the terms outlined. Please consult with your legal counsel regarding the rights and responsibilities of each party, as well as the clauses included herein, before signing this document.

I am an intern of Prima Airlines (PA). In consideration of my internship with PA, I agree to the following:

I will not at any time, either during or after my internship with PA, use or disclose to other any trade secrets or other confidential information about PA's business or any of its proprietary rights, except as required in the ordinary course of performing my internship duties for PA.

On termination of my internship, I will deliver to PA all documents or papers (including electronic storage) relative to PA's business or such trade secrets or confidential information that are in my possession or under my contract without making copies or summaries of any such material.

Any inventions, proprietary information, or discoveries, whether patentable or copyrightable or not, resulting from work I do as an intern (alone or with others) of PA shall be promptly disclosed to PA and shall be its exclusive property. I assign to PA any rights I may have or acquire in such property and agree to sign and deliver at any time any instruments confirming the exclusive ownership by PA.

All inventions, proprietary information, or discoveries that belong to me before my internship with PA, and which I wish to exempt from this agreement, are listed on the attached schedule “A”.

I recognize that if I breach this agreement, irreparable harm will come to PA and that a remedy at law is inadequate; therefore, I agree that PA shall be entitled to injunctive relief against any such actual or threatened breach, in addition to any remedy provided by law.

I agree that this agreement (a) shall not be construed as an agreement by PA to engage me as an intern for any specified period of time; (b) cannot be modified except in a writing signed by both parties; (c) shall insure to the benefit of PA and its successors and assigns; and (e) shall be governed by [NAME OF GOVERNING COUNTRY/REGION] law.

Dated: ________________________________________________________________

Intern Signature: ______________________________________________________

Accepted and Agreed: Prima AIRLINES

By: _________________________________________________________________

(Vice President and Chief Operating Officer)
**Student Information**

Name: ____________________________
Address: _________________________
Phone: __________________________
Email: ___________________________
School/College/University: ________
Contact: _________________________

**Internship Information**

Company Name: __________________
Company Address: __________________
Immediate Supervisor: ______________
Supervisor Phone: _________________
Email: ___________________________

**Internship Description**

Student internship will begin on ___________ and end on ___________.
Internship Title: ____________________
Goals to accomplish during internship: ________________________________

What do you want to experience or learn during this internship? ______________

List the projects that will be assigned to the intern: _________________________

Other goals: ______________________________

Intern signature: __________________________
Date: _________________________________
Supervisor signature: ___________________
Date: _________________________________
1) Keep up with current trends in Aerospace
Read trade journals. Get involved in aerospace groups on professional networks such as LinkedIn. Attend trade conferences, job fairs, and subscribe to electronic newsletters, and be sure to take specific note of the topics, trends, major players, holding companies and thought leaders. Follow successful companies and study the trends and techniques that led to their success. Look for parallels or concepts which may be applicable in aerospace. This will give you a leading edge and will allow you to think proactively.

2) Do your homework and prepare for a job fair or conference
First, you need to assess your skills and interests, to identify strengths, skills, interests and values. Consider using tools such as the Airbus self-assessment tool (http://www.airbus.com/work/interactive-centre/) or the Myer-Briggs type indicator test to help you recognize your strengths. Make a list of possible job titles and fields of interest; narrow your search to two or three careers you plan to pursue. Complete this checklist for success (based on the Western Michigan University career guide):

_____ I have had my resume and cover letters critiqued by a professional in the field or mentor.
_____ I have prepared a portfolio or work samples to highlight my experience, skills, and talent.
_____ I have analyzed my education and experience and can communicate how it can benefit employers.
_____ I have identified three to five professional contacts who have agreed to serve as references.
_____ I have prepared for interviews by practicing my responses to typical questions.
_____ I have an interview suit that is appropriate for the field in which I plan to work.
_____ I have a professional-sounding answering machine/voice mail message in case an employer calls.
_____ I have a neutral/professional e-mail address to give to employers.
_____ I have made sure that my profile and information posted online is professional.

3) Follow-up to make the most of contacts you meet
While attending a job fair or conference, it is smart to show up dressed for success and armed with tools such as business cards. Even though you do not have employment yet, you will need to exchange contact information. After you meet someone, make a note on the back of the business card to remind yourself what you discussed. Follow up with an email to remain in contact and thank them for their time. Start to build a rapport with your network. In the future, you may ask your contact if they would mind looking at your resume to offer career advice. Be careful you are not asking for employment opportunities too soon. It is important to first develop a relationship built on mentorship. Do not be afraid of asking for advice as most professionals enjoy helping youth. Remember to follow up again by thanking anyone who assists you.

4) Sharpen your technology skills
There is an expectation that new technology is second nature to you. More important than using social media for personal reasons, you’ll need to understand why social media and new technologies are relevant to your industry. Observe the trend line of media by demographics, mediums and industries—look for technologies that have lasting value. Think critically about how a new technology could be used to advance your industry. Your understanding will be valuable in your internship as you’re able to communicate and apply these technologies.

As you prove yourself in a positive role in the workplace, you will become a valuable intern because of your ability to work in a team, listen, apply new skills and communicate. This will evolve your internship into a meaningful career.

We wish you much success in your aviation career.