

Best Practices: Intern/Fellow Supervision

Pamela Bozeman, Senior Director

Career Development

North Park University

Roles of the Supervisor

- **Educator**, when interns/fellows are new
 - Myth buster: at some point they must know enough to move forward
- **Sponsor**, to support career advancement for talented interns/fellows
 - Myth buster: young leadership is messy, but necessary (health analogy)
- **Coach**, to explain, encourage and correct
 - Different than education, assumes a more equal and respectful posture
- **Counsel**, to provide positive support when problems negatively impact performance
 - Myth buster: this is a very limited role, and can be negative
- **Director**, when performance problems persist
 - Myth buster: this is not where we start!

Interns are an investment...not replacement staff. Hire with care.

- *“The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them.”* — John C Maxwell: The 17th Irrefutable Laws of Teamwork (2001, 185)

Who's interning in your office today?

- PWC says Millennials are:
 - Loyalty-lite
 - Have compromised in the changing markets
 - Interested in diversity
 - Strive for work/life balance
 - Technology savvy
 - Want to move faster up the ladder
 - Attached more to brand than corporate responsibility
 - Suffer from wanderlust
 - Experience real or perceived generational tension

As Compared to Other Generations

PERSONAL AND LIFESTYLE CHARACTERISTICS BY GENERATION				
	Veterans (1922–1945)	Baby Boomers (1946–1964)	Generation X (1965–1980)	Generation Y (1981–2000)
Core Values	Respect for authority Conformers Discipline	Optimism Involvement	Skepticism Fun Informality	Realism Confidence Extreme fun Social
Family	Traditional Nuclear	Disintegrating	Latch-key kids	Merged families
Education	A dream	A birthright	A way to get there	An incredible expense
Communication Media	Rotary phones One-on-one Write a memo	Touch-tone phones Call me anytime	Cell phones Call me only at work	Internet Picture phones E-mail
Dealing with Money	Put it away Pay cash	Buy now, pay later	Cautious Conservative Save, save, save	Earn to spend

Successful Intern/Fellows Sites

- Clearly define roles and responsibilities, with measurable outcomes
 - Provide the job description, evaluation form, and the organizational chart at the same time
- Invite interns to join and build performance cultures
 - Include them in the toughest part of the work
- Customize the on-boarding process
 - Create cross-training opportunities whenever possible
- Cultivate and implement leadership
 - Risk a day to let them make some mistakes

"Gen Y" Interns: 7 Reasons Why They Are Good Hires

- **Tech-savvy**, data-gathering
- **Cost-effective**, less motivated by money
- **Team players**, "The We Generation"
- **Acceptance seeking**
- **Self-expressive**
- **Conscious of the competition**
- **Current**

Successful Intern/Fellows Supervisors

- Dedicate consistent time to your hire to coach and acknowledge performance
- Practice active listening skills, to learn and model
- Hire to compliment your own talents, not mirror them
- Create a reciprocal learning environment, and be open to something new

Best Practice Model

- Diversify your candidate pool
- Add successions planning into the job description for each intern/fellow
- Interview and screen based on potential, experience, and expectations
- Meet and greet agency-wide
- Provide intensive on-boarding training in multiple formats (print, presentation, mentor)
- Create manageable and measurable short-term projects to start
- Create at least one “stretch” project
- Give feedback in enough time to make adjustments
- Have the courage for a 360 review process
- Develop and attend post intern/fellow activities
- Hire from your pool