



INTERNSHIP PROGRAM

Building a Better Future at MWH

The purpose of this document is to serve as a high level overview on the future state of the MWH Internship Program. The document is intended to cover why an internship is important and to provide a business case as well as resources in order to implement an effective program. This concept is a work in progress. Elements in the program will change based on office resources, the needs of incoming interns and participation from office staff. This information is proprietary to MWH. No part of this publication may be reproduced or transmitted in any form or for any purpose without the express written permission from MWH HR.

This document is a DRAFT until it has been tested with various offices on its effectiveness. Please submit any additions, changes or comments to Piper Horton so that a formal FINAL version can be distributed.

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TABLE OF CONTENTS

CHARACTERISTICS OF AN EFFECTIVE PROGRAM	4
DIFFERENCE BETWEEN AN ACTIVE AND PASSIVE INTERNSHIP.....	7
ROLES AND RESPONSIBILITIES OF A SUCCESSFUL INTERNSHIP PROGRAM.....	9
SUGGESTED TIMELINE FOR SUMMER INTERNSHIP PROGRAM Error! Bookmark not defined.	
INFORMATION OBTAINED FOR THIS PROGRAM	11

OVERVIEW OF THE INTERNSHIP PROGRAM

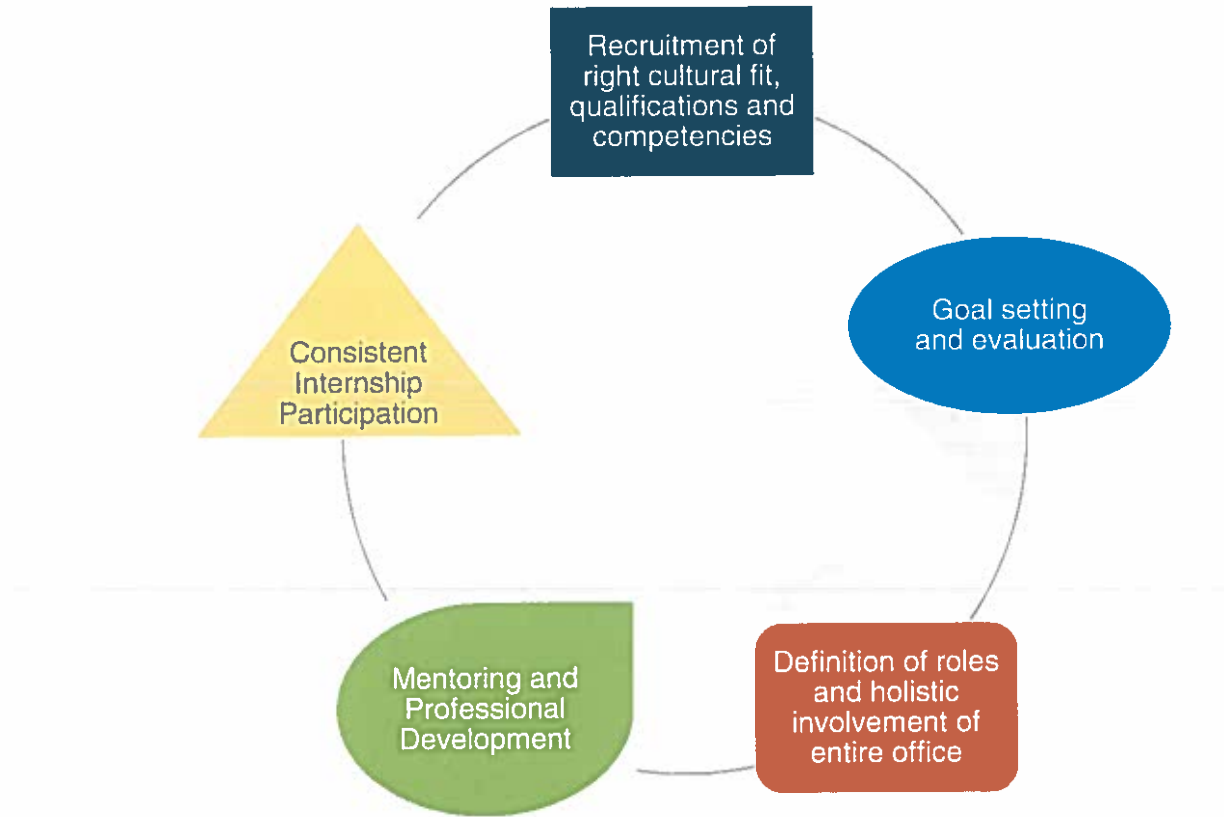
Vision: Introduce a successful internship program consistently throughout the company that will give MWH the ability to test, train, and recruit a higher caliber of employee with a higher success level of integration into the company.

Mission: Recruit the right caliber of employee who understand the company, culture and services. With a proper internship program that is consistent, marketable and effective, the talent pipeline will continue to improve and strengthen the MWH brand.

Overview: An internship can be defined as any monitored work or service experience in which a student has an intentional learning goal and reflects actively on what he or she is learning throughout said experience. MWH currently has internships in all regions and company divisions and in most operations however there is currently no standard in place for ensuring that internships are conducive for the intern and the company. The goal is to have a program that provides clear guidance and structure for managing and assessing both interns and managers and their internship experience with MWH.

In order for an MWH Internship Program to be successful there are five key aspects to the program that should be incorporated; Recruiting the Right Fit, Goal Setting and Evaluation, Career and Professional Development, Consistent Internship Participation, and Involvement from the Entire Office .

Themes to a Successful Internship Program



An internship program, along with support from management, is an important component of a successful university relations program. A university relations program allows the organization to grow its own future leaders, bring in employees with a fresh perspective on the work world, ensure that there will be trained employees available to move up the ranks as others retire or move on, and bring in entry-level employees to do the entry-level jobs, allowing the business to focus its experienced talent on those jobs requiring that level of expertise.

The internship period serves as a time to build a bond between the student and our organization in addition to strengthening our relationship with the university. This bond can help us keep our best prospects, especially in times when the job market is tight.

Interns perform a valuable function within MWH Global by taking on projects that cannot be done by full-time employees, but are nonetheless deemed important. Project work is the ideal way to structure the student's work experience, as a project has a defined reason for existing, a beginning and an end, and set deliverables. Project work provides the student with clear parameters and a sense of ownership, the organization with a deliverable and a way to measure the student's contribution, and the university with an example to present to other students when recruiting them into our internship program. To be successful, the project work must be clearly defined and relevant for both MWH and the student. Interns also supply the company with passion, variation in ideas and a diverse work pool. MWH is committed to actively recruit top

talent with diverse skills, backgrounds and personal experiences and providing all employees with a supportive environment in which to flourish.

Internships are excellent branding tools for the organization as a whole and the local office. Students serve as networkers for MWH, as they are well connected to other potential candidates due to their constant proximity to thousands of other students, and by their constant use of the Internet and social networks. As students return to campus to begin the next school year, they are eager to renew old acquaintances and talk about the events of the past summer. A student who worked at MWH on a great project related to their major, had a terrific manager who supported their development, had a mentor who helped them learn the ways of the work world, had fun connecting with other people with similar interests, and returns with a logo T-shirt to wear - has a great story to tell everyone they meet (e.g., friends, classmates, faculty, career counselor, etc.)! They are a walking, talking, and interacting advertisement for MWH.

In addition, a new employee who has completed one or more internship periods with MWH knows the “lay of the land” and will require less time to orient to the workplace when they are ready to begin full-time employment. If they are doing work similar to that performed during the internship, they are likely to perform at a productive level more quickly than other new employees. Performance and retention levels of former interns are also typically better than the average new graduate performance level.

In summary, the internship program will support the company by:

- Developing a pipeline for recruitment of new graduates
- Assistance with special project work in a short period of time and affordable manner
- Allow potential employees an opportunity to test the company and culture before hiring them
- Building relationships and visibility with students, faculty, career centers and alums;
- Sending ambassadors back to campus
- Bring in new employees who perform at higher levels more quickly
- Strengthen our brand and advertising as an ‘employer of choice’

CHARACTERISTICS OF AN EFFECTIVE PROGRAM

A successful internship program has support from management, is well organized and communicated, displays continuity from year-to-year, and undergoes continuous evaluation and improvement.

An internship program and the students who participate in it are touched by many in the organization. Everyone involved – from the recruiter, to the hiring manager, to the mentor, Intern Coordinator or buddy and even senior leadership – has an effect on the student’s experience in and impression of MWH. This makes it critical to the success of our program that everyone involved in the program supports its purpose and structure. We must gain buy-in at all levels.

It is important that the interns receive a consistent and positive message throughout their experience with MWH. This starts with and is ensured by proper orientation for the student, the manager. The following fourteen rules for managing Interns will help to ensure a successful experience for both MWH and the Intern.

- **Teach interns about your company.** Our interns want to know how they fit into the big picture, so step back and give them some historical perspective and explain what you're trying to achieve. You can't just bring them in and expect them to do a task without context. With that context, the tedious work that's part of most internships becomes more tolerable. The goal is to make them feel like they are part of the company and the future of the company.
- **Be transparent.** Starting with the job posting to the interviewing and onboarding, it's important that those managing and working with interns are honest and open about their expectations. Distorting the amount of technical work to administrative and mindless work or expected amount of hours given work or the skill set needed and/or technical expert involved can create a negative connotation to the program and company. Pretending the program is something it's not, takes away from the interns experience and is likely a catalyst for them choosing a career with another company.
- **Provide formal training.** Interns will need to receive job specific training in order to operate on a day-to-day basis during their internship. Provide office specific project overviews, introductions to subject matter experts or technical training.
- **Accessibility to manager.** In the best of internship programs someone is available for questions and/or feedback. Don't let an intern feel forgotten. As a manager, schedule check-ups and ensure that they also have others assigned to them in case the direct manager is occupied.
- **Match interns with a mentor.** After they're hired, each intern needs to be interviewed about their interests so the hiring manager can understand what they want to get out of the experience. Then pair them with a mentor so they can learn specific skill sets. Consider that mentors may also learn a thing or two from interns, especially when it comes to new technology and social networking.
- **Identify Intern Coordinators.** By matching the intern with Intern Coordinators these individuals are a go-to reference for the intern and a champion for the intern's career. An Intern Coordinator is someone who has been in the organization for 2-3 years – and someone who is willing to assist in cultural integration, education on organizational structure and operations and helping to address disconcerting issues. It's recommended to have two Intern Coordinators for each office to allow the ability to share the extra workload. An Intern Coordinators are not a mentor, manager or coach and are best suited if he/she is a young professional.
- **Keep interns accountable.** Because they have so little work experience, too much freedom can be daunting and counter-productive. Set up a check-in mechanism to track progress, as structure is important. Break long-term projects into smaller bits, and offer guidance and encouragement along the way. Encourage them to also take initiative and go out and talk with staff both to get to know them, but to see what they are working on and get work from them. Although a difficult challenge to some, this exercise has proven effective in building relationships and trust between interns and staff, maintaining contact and plugging interns on billable projects and reducing their overhead.
- **Establish rules for communication.** Do you want your intern asking questions as they come up, or do you prefer scheduling a time to talk? Is it best to reach you by text, phone, or email? Make sure your interns know how and when to reach out, and who the appropriate point of contact is for each issue that may arise. When it comes to providing direction, see to it that interns are given easy, understandable direction in order to reduce feelings of frustrations.
- **Inviting environment.** Just like any employees, interns want to feel welcome and comfortable to come to work. Provide a workspace where they feel welcome and ensure that they have proper supplies and/or technology to get their job done. It's also important

to ensure friendliness and helpfulness of the colleagues to the intern. A warm welcome, welcome lunch or brief introduction goes a long way.

- **Reward good performance with new opportunities.** If the intern is doing a great job, hold up your end of the bargain and offer them an opportunity to work on higher visibility and more exciting projects. If you give an intern a chance to shine, you may just find your next valuable employee. Give interns access and responsibilities, and in return we just may get great insights and ideas.
- **Provide meaningful work.** Internships should focus on real work for real clients. The primary objective is for them to learn both in the business realm but in a technical capacity. Simply performing grunt work won't give them an understanding of what a career would be like for them. Give them the opportunity to develop their knowledge and abilities. Aside from providing challenging work, inviting interns to meetings and other activities where they can participate or observe allows them to learn about manager behavior and interactions with others in addition to making them feel a part of a team. Remember, internships are one way that we invest in the future of our company and invest in our employees, it should not be considered a cheap source of labor.
- **Give feedback.** Evaluations are key for students to succeed in their time at MWH and with their career in general. Since this might be a first time job for some, being able to provide valuable evaluations and feedback throughout the internship is important. At a minimum, it is recommended that an intern sets goals and objectives with the manager at the beginning of the internship, has a mid-semester evaluation with the manager or Intern Coordinator and presents an end of the year presentation to the manager and office. Highly effective programs provide structured evaluation, scheduled regularly and includes praise and critique. Criticism should include clear direction on how to make improvements.
- **Determine post-graduation opportunities early.** Once a student graduates, they are no longer classified as an intern. Ensure that early on you assess the office full-time work needs and begin finding good candidates for full-time positions once they approach graduation. By communicating early on the number of jobs that will be filled by the end of the internship period, the more eager the interns are to exceed expectations so that they are considered for the role. Opportunities such as hiring interns as part time during their senior year or last semester makes adjustment to associate level upon graduation much easier. It's the duty of a manager to retain top talent in the organization. In the event that there are no full-time positions in the manager's office, upon graduation, it is the responsibility of the manager to vet the resume with other offices and provide recommendations where the intern is also seeking employment.
- **Provide career development opportunities.** Successful and engaged full-time employees often begin with a foundation of career development. There should be no difference to the beginning foundation of a full-time new employee than an intern, therefore it's important to introduce career development opportunities in that same manner. Providing constructive opportunities such as resume critiquing, interview feedback, networking, personal brand development and learning about other employee experiences and project work improves the interns experience both personally and professionally. This outcome increases retention, productivity and strengthens the pipeline coming into MWH. Well-rounded individuals with an excellent academic record, technical experience and personal leadership pave the way for individuals to take control of their own career. Think – what kind of things should interns be getting out of the MWH Global Internship Program to gain a good experience? Personal development, business awareness, technical insight, etc.

DIFFERENCE BETWEEN AN ACTIVE AND PASSIVE INTERNSHIP

Passive	Active
<p>Intern interviews with direct manager.</p>	<p>Intern interview includes an MWH young professional (likely the Intern Coordinator) in addition to manager to help answer questions for the potential intern, but also provide interview experience to the young professional.</p>
<p>Quick interview with no behavioral questions or probing questions to get to know that candidate is the right fit for the organization.</p>	<p>Intern is accepted into the role based on the skills, relevant coursework, communication skills (both written and verbal) and other extracurricular activities. In addition they are passionate around the MWH vision and consider themselves as future employees of the company. They review the responsibilities and expectations for the position and know they are a good fit.</p>
<p>Intern does not have access to office support, mentors or go-to's for questions and doesn't know what to do in the event of a question.</p>	<p>Has dedicated Intern Coordinators who ensure onboarding, training and project management are handled efficiently and also ensures that the program runs smoothly and focused on success.</p>
<p>Intern has a lack of work consistently or works more on administrative work than technical/project work.</p>	<p>Is also assigned, or seeks out themselves, a professional mentor.</p>
<p>Intern works more on administrative work than technical/project work.</p>	<p>Intern works more on real project work (billable) in combination with some administrative work.</p>
<p>Intern keeps to themselves and waits for work to be handed to them.</p>	<p>Intern is taking initiative and proactively seeking out project work from others in the office and has a balance of long and short-term project work. Intern learns early on how to work on their own backlog.</p>
<p>No formal training is given.</p>	<p>Interns receive the same onboarding experience as new hires in the office, receiving an office handbook for proper orientation, expectations and guides. Intern is also given an 'intern bible' where there are quick references to office specific information (mapping printers, server names, etc.).</p>
<p>No formal career development opportunities.</p>	<p>Provides intern with career and professional development and in-house training (both work skills related or interpersonal) and social opportunities so that they can develop and expand knowledge about themselves, their</p>

	abilities, goals and career interests in a work setting.
No available managers for support.	Includes all office support. All employees help provide project work, make introductions and provide career advice and development opportunities.
Leaves the organization without knowing how well they performed or providing feedback for program/supervising improvement opportunities.	Receives and gives continuous feedback in addition to more formal mid-term and term-end evaluations and presentations to the office on their experience.
No advancement plan.	Resume and career advice is provided to look at possibilities for a future career at MWH. If they are a good fit for the organization they are encouraged to apply around graduation with the guidance and support from the Manager and Intern Coordinator. Extra points if the manager distributes intern resume to other offices at MWH who might also benefit from employing that intern. If intern is not a good fit, still provide advice and information on next steps for seeking out a career in another field or with another company.
No connection with intern after the end date.	Touch point around time of intern's graduation to encourage them to apply to specific jobs in the office. If no specific jobs in home office, vet resume around to other offices who might find value in that intern.

ROLES AND RESPONSIBILITIES OF A SUCCESSFUL INTERNSHIP PROGRAM

The entire organization absolutely needs to stand behind the concept of a standardized internship program for it to be successful. The office needs to be actively involved on the program, a holistic approach. Business Unit Leaders should be encouraging the budget and project allocation to interns. They also help establish a consistent onboarding process and continue to re-emphasize the MWH Global Internship Program each year. Managers who support the recruitment, training and work allocation towards the intern. They view the importance of an intern as an investment in the future of the organization, not as a cheap resource. They also help encourage the Young Professionals to manage the interns and gain valuable management experience. Young Professionals are career 'Buddy's' or 'Intern Coordinators' and help with the onboarding, continuous training, career development and evaluations of the intern. Established and senior employee should be there to help find project work, mentor the interns and provide advice and feedback on career development opportunities.

Business Unit:

- Emphasize and dedicate resources (both personnel and budgetary) to the program
- Identifies in coordination with Talent Attraction, top schools to focus
- Pushes for campus champion and/or local chapters of industry associations for single point of contact
- Commits to new grad and intern hiring
- Participates in ongoing activities at the university

Manager:

- Provides challenging, learning opportunities aligned with intern's development and the MWH strategy
- Creates a trusting, coaching relationship and provides feedback
- Advocates for intern when seeking full-time positions in the company (in manager's office or around the organization)
- Seeks out Intern Coordinators, mentor and buddy for intern
- Turns in evaluation forms and presentations

Intern Coordinator:

- Coordinates with university staff and/or MWH office university alums to ensure that the MWH Global Internship Program is properly marketed
- Helps create welcoming work environment
- Introduces colleagues, helping to assist intern with building network
- Facilitates the employee orientation process and is the source of clarification of policies, procedures, culture and office protocol
- Coordinates with manager on expectations and workload for each intern
- Facilitates weekly check-ins with all interns to understand priorities of workload and any gaps in training needed to perform

- Coordinates professional and career development activities
- Rule of thumb is 1 Intern Coordinator per 3-4 interns. Intern Coordinators must work with each other to provide consistent training and experiences for the interns

Buddy (in absence of Intern Coordinator)

- Helps create welcoming work environment
- Give tours of the work area
- Establish a rapport with intern by being a source of clarification of policies, procedures, culture and office protocol
- Is patient and positive – helping to develop role confidence
- Answers frequently asked question to help lessen the tendency for role confusion and uncertainty
- Introduces colleagues, helping to assist intern with building network
- Assist with training on key processes and procedures
- Checks in with intern regularly
- Note: In the event that an office has adopted MWH Global Internship Program and has a designated Intern Coordinator, the Intern Coordinator could take the place of a Buddy

Mentor:

- Helps with the development of intern
- Willingness to share skills, knowledge and expertise via job shadowing, one-on-one's or connecting them with projects/tasks to work on
- Acts as a positive role model showing intern what it takes to be productive and successful

HR:

- Supports intern, manager and office
- Sponsors networking and learning opportunities
- Helps with workforce planning

Recruitment:

- Works in tandem with HR and hiring manager to proactively deliver quality candidates by aligning with business strategy and operating plans
- Source, attract, recruit, interview and help onboard interns

Talent Attraction:

- Provides regional support for hiring process of intern postings
- Maintains consistent delivery methods and tools for a formal program and structure and communicates needs to the business
- Maintains consistent message and marketing
- Participates and advocates for company with pre-determined schools and events
- Manages talent pipeline reporting (including year-end surveys, evaluations, etc.)

Intern:

- Engages and embrace responsibilities
- Seeks out meaningful opportunities and interact with other office colleagues
- Turns in all surveys and presentations
- Coordinates professional development workshops for interns (resume writing, interview skills, etc.)
- Helps facilitate evaluation process with guidance from manager
- Checks in with intern regularly
- Works with Talent Attraction Manager to coordinate surveys and end of term reports

METRICS FOR SUCCESS

- Intern headcount each semester (by office)
- Intern evaluation forms and end of semester presentations
- Intern exit survey data
- Change of status from intern to new graduate
- Retention and promotion data for new graduates

INFORMATION OBTAINED FOR THIS PROGRAM

The information obtained to create this program came from the following resources.

- Major involvement from the Las Vegas office leadership and staff (a majority of this framework is modeled after the Las Vegas Internship Program)
- Previous information from past Intern Coordinators
- Interviews with full-time employees who were previous interns
- Interviews with managers who are involved with a successful internship programs
- Involvement from the MWH Young Professionals Group
- Market research
- University feedback