

Toolkit Resources

Manager Checklist

Actions	Plan	Enablers	Barriers
Prior to Placement			
Identify indicative projects for intern to work on. <ul style="list-style-type: none"> – Ensure viability in virtual context. – Ensure opportunities for learning. – Identify any skills requirements (to inform selection and L&D). – Ensure project owners support intern involvement. 			
If not involved in selection review the intern’s CV or application in advance. Identify areas of common interest or experience to aid relationship building.			
Consider connecting with the intern in advance of the programme to make introduction and set initial expectations.			
Develop awareness of intern perspective and experience. <ul style="list-style-type: none"> – May be their first work experience. – You need to be more hands-on and available in a virtual context than the traditional face-to-face context. 			
Identify key connections to help the intern in building their network and getting to know the business.			
Onboarding			
Connect with intern during first days of programme to welcome them and help their transition.			
Identify initial daily tasks for the intern.			
Ensure interns have the resources they need to deliver on goals. <ul style="list-style-type: none"> – Work skills – may be developed through L&D or induction. – Technology or other resources. 			
Help them understand key aspects of organisational culture. <ul style="list-style-type: none"> – Call out key aspects of culture. – Help them understand how it influences how things get done. 			
Help them understand etiquette in the team. <ul style="list-style-type: none"> – Expectations around cameras on/off. – The importance of deadlines. – Encourage asking questions and seeking guidance. 			
Make introductions and create time to connect with team colleagues.			
Ask the intern about their motivations and ambition to help understand their ambition.			

During the Internship			
Clarify Task and Work Structure			
Clearly outline work objectives and goals. – Clear and task focused communications is key. – More direction required in the virtual than in the traditional internship format. – Consider setting SMART objectives and specific goals matched to the programme objectives.			
Ensure regular and timely feedback. – Solicit feedback from colleagues. – Encourage self-reflection. – Discuss progress and processes to reaching goals. – Highlight successes.			
Schedule regular check-ins. Monitor wellbeing.			
Keep contemporaneous notes on intern performance to minimise biases in final evaluation. This reduces recency biases and helps in reflecting on the intern's development over the course of the programme.			
Make Connections			
Create opportunities for more informal one-to-ones. – Have a coffee or arrange to go for a walk during calls to make discussion more informal. – Focus on more non-task issues. – Talk about common interests and experiences.			
Help interns build a network. – Ensure immediate team make connections. – Encourage them to connect. – Set goals for connections i.e. connect with three new people every week.			
Enable Learning			
Encourage informal learning behaviours such as: – Seeking others' knowledge. – Sharing their knowledge. – Learning from others.			
Help interns understand organisational culture and how it is reflected in their behaviours. – Bring culture to life through sharing your experience of the organisation. – Call attention to and acknowledge aspects of culture on display in particular work situations and explain why they matter. – Challenge the intern to describe how culture impacts on their decisions and actions.			
Encourage interns to identify projects they wish to engage with beyond core work. – Highlight volunteering or CSR projects. – Identify opportunities aligned with their interests.			
Use the opportunity to learn from the intern. – What is new in the courses they are taking in college? – What new apps or technologies are they using in college or personally?			
Encourage the intern to reflect on: – Their key learnings. – Their successes. – Key challenges.			
On Completion of Internship			
Provide intern feedback on entire placement, including input from colleagues. – Key achievements. – Key strengths. – Development areas.			
Complete programme evaluations, intern appraisal and hiring recommendations if relevant. Continue to improve and adapt the programme for future in-takes.			