

4Ps of Internships

Redefining Internships To Increase Company Participation and Opportunities for Student Learners

MODEL SUMMARY

The 4Ps of Internships is a framework of four models that allows employers large and small, with a range of budgets, to offer valuable work-and-learn opportunities. Through these internship models, high school students gain in-demand skills that increase their motivation, maturity and aspirations.

BACKGROUND

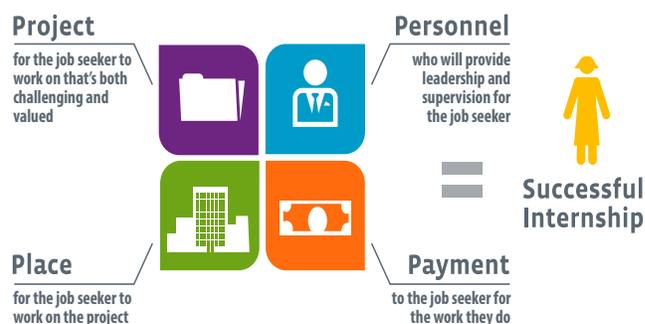
CompTIA's Creating IT Futures Foundation works with Chicago Public Schools Early College STEM Schools to provide students meaningful, skills-based internships with employers in the Chicago region. In 2014, the relationship manager for workforce development at the Creating IT Futures Foundation was challenged with securing enough employers to host 90 students for summer 2015 internships. Many employers were reluctant to host a high school student for a variety of reasons, including concerns about the liability of employing a young person, the space required to host an intern on site, the level of student skill and perceptions of the students' ability to complete employer-valued projects.

The Creating IT Futures Foundation team took the challenge head on and developed a new model to redefine the way businesses engage in high school training and internships. The traditional internship model suggests that an employer must provide the project, place of work, personnel to supervise the intern and intern compensation. Under the 4Ps of Internships model, the team at the Creating IT Futures Foundation works with its partners to figure out three of the Ps (payment, personnel and place), leaving the business to simply provide the fourth P (project).

KEY ELEMENTS OF MODEL

- Career exploration
- Mentorship
- Paid internships
- Leadership, communication, problem-solving, presentation and critical-thinking skills training
- On-the-job information technology (IT) training
- Pathway to careers in IT
- Sense of professional responsibility

the 4Ps of internships.



The 4Ps of Internships model, provided by the Creating IT Futures Foundation.

PARTNERSHIP

In addition to the Creating IT Futures Foundation, the 4Ps of Internships partners include Bank of America, Chicago Public Schools, Chicagoland Chamber of Commerce, Chicagoland Workforce Funder Alliance, Cisco, IBM, Lumity, Microsoft, Motorola Solutions and Verizon Wireless.

KEY:

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|---------------------------------------|---|----------------------------|--|
| A Apprenticeship | CR Credentials | H Hands-on Training | M Mentorship |
| C Certification | CT Clinical Training/
Practicum | IT Industry Tour | OJT On-the-Job Training |
| CE Career Expo | E Externship | I Internship | OB Online and Blended
Classroom Training |
| CO Cooperative Education/Co-op | | | |

■ NUTS AND BOLTS

The 4Ps of Internships provides alternative internship models for employers that might not have the resources necessary to provide all four elements of an internship (project, place, personnel and payment). The model recognizes that employers vary in what they can offer a student as part of an internship. When combined, the 4Ps provide real, powerful opportunities for student learners.

The program's four internship models include:

1. **Traditional Internship:** In this model, employers provide all four Ps at their workplaces. Students complete projects that are of value to the employer, receive on-site supervision and are compensated for their work.
2. **Shared Managed:** This model is best for employers that are unable to host the project for the intern on site. For example, IBM hosted a group of students in summer 2015 at its Chicago offices, but the project managers they worked with were remote.
3. **Partner:** The partner model applies best to large corporations that are unable to supervise an intern on location but are able to offer internships through channel partners. Projects within this model are funded by a corporate sponsor but are provided by

the sponsor's partner. They may be on site or virtual. Intern compensation is provided by either the sponsor or the partner company.

4. **Consultant:** This model was designed for smaller businesses that do not have enough room or work for an intern individually but are able to aggregate their projects with other small businesses through a local organization such as the chamber of commerce or school district — in this case, Chicago Public Schools. Interns participating in a consultant internship are managed and complete the project at the school/local organization. Students receive compensation from their school district or other entity.

No matter which model is used, the key elements of the 4Ps of Internships program include:

- **Paid Summer Internship:** Participants complete a paid summer internship with support from their supervisor. Interns participate in projects that cover website design and development, computer programming, networking, database development, blogs, mobile app development, and media production.
- **Client/Customer Relationship Management:** Interns learn how to manage customer expectations and lead customer meetings.
- **Mentorship:** Interns receive support from their supervisor, who serves as a student mentor. Mentors guide interns through projects and expose them to new areas and career pathways within information technology (IT).
- **On-the-Job Training:** While completing their internship projects, students receive hands-on IT technical training, including HTML, JavaScript, CSS and website design.
- **Opportunity To Participate in Teaching:** As part of a Cisco/Bank of America project, students also had the opportunity to participate in teaching. In this internship, students received training on how to teach Bank of America employees to use VOIP equipment.

“People in IT jobs learn new technology all the time. These interns got a real-world taste, learning the necessary skills and technology to design a website.”

— Matt Bruce, Executive Director, Chicagoland Workforce Funder Alliance



4Ps of Internships summer interns work on the Chicagoland Workforce Funder Alliance website.

The program kickoff took place during the summer of 2015. Ninety students across five Chicago Public Schools Early College STEM Schools participated in paid, skills-based internships with 33 providers. The Chicagoland Workforce Funders Alliance, a fund that pools resources to address workforce development challenges in manufacturing and IT, participated in the program kickoff.

One of the projects paid immediate dividends. Using the consultant internship model, five students were tasked with redesigning the Alliance's website to align with today's technology. The Creating IT Futures Foundation found a space for the team to work, arranged compensation for the interns (through the Chicago Public Schools budget), and hired a design and development

teacher to supervise the day-to-day internship activities. The Alliance provided the project and compensation for the supervisor. The students led client meetings with Matt Bruce, executive director of the Chicagoland Workforce Funder Alliance; designed page layouts; and developed video content for the website.

PROGRAM BENEFITS, RESULTS AND OUTCOMES

The 4Ps of Internships offers an alternative model to provide youth training and internships that demonstrate a student's experience and ability to future employers. The implementation of the initial model was deemed a success, and the Creating IT Futures Foundation team is already planning the next summer internship program.

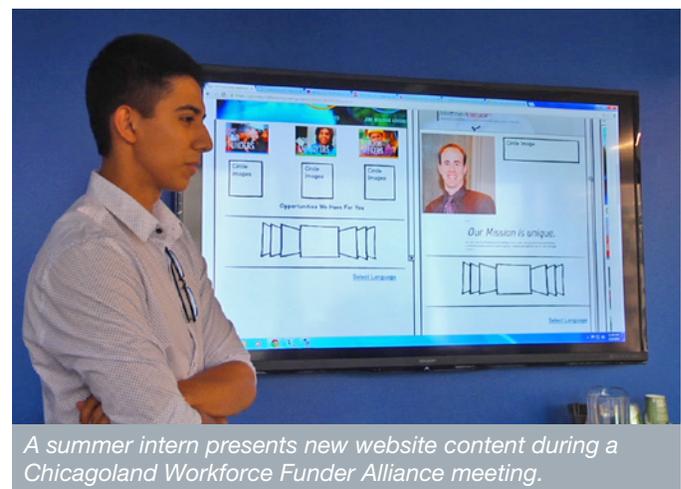
The 4Ps of Internships student benefits and outcomes include:

- **Career Exploration:** Students participating in the kickoff program reported a better understanding of career opportunities within the IT industry and an increased interest in pursuing a career in the field.
- **Technical Skills Applied to Real Business Projects:** Students use skills taught in the classroom and apply them in a professional setting through projects like website design and database development.
- **Common Employability Skills:** Interns working on the Chicagoland Workforce Funder Alliance project learned how to organize and hold client meetings, effectively manage projects, work as a team, present work plans and materials to the customer, and use technical skills to design a website layout.
- **Income for the Student:** Students are paid for their work during the six-week internship.
- **Relationship Building with Business Representatives:** Through the internship, students are able to demonstrate their skills and form relationships with project staff that may lead to full-time employment. At IBM, two high school students interning in the server room demonstrated such high performance that the company offered them co-op positions for the upcoming school year, which may lead to full-time employment offers. According to Gretchen Koch, executive director of workforce development at the Creating IT Futures Foundation, a server technician has the potential to make a six-figure salary with benefits.

- **Importance of Dependability in the Workplace:** Students learn that the success of a project depends on their ability to arrive on time and ready to work.

The 4Ps of Internships employer benefits and outcomes include:

- **Return on Investment:** For Matt Bruce, executive director of the Chicagoland Workforce Funders Alliance, a \$5,000 budget and 40 hours of his time resulted in a complete overhaul of the Chicagoland Workforce Funder Alliance website. On a personal level, he enjoyed participating in the program and supporting interns in their skills development.



A summer intern presents new website content during a Chicagoland Workforce Funder Alliance meeting.

- **New Ideas from Smart, Creative Young Talent:** Matt Bruce was so impressed with the results of the website project that he is already planning a project for the team to complete next summer.
- **Support for Market Research Engagements:** At IBM, a group of interns completed a shared managed internship program to help IBM design the pharmacy of the future. The team developed and administered a survey, analyzed data, and reported their findings to the IBM pharmaceutical team.

■ **Engagement in Creating an IT Talent Pipeline:**
Through the internship programs, employers have the opportunity to equip students with the skills needed for future jobs in the IT industry.

■ **Support for Diversity within the IT Industry:**
Through the program, employers are able to provide role models to young people who might not have considered a career in the industry – offering a path

to increase diversity in the field. The program also empowers these students, which is very important at the high school level.

■ **Liability Assumed by the School, Not the Employer:** Employers do not always have to assume the liability risk for the high school interns. In some cases, Chicago Public Schools acted as the payment agent and employer of record.

■ SUSTAINABILITY AND OVERCOMING IMPLEMENTATION CHALLENGES

The goal for internship placement next summer is 175 students. Feedback from the kickoff of the 4Ps of Internships program indicates that many participating companies plan to host even more interns next year. At the Chicagoland Workforce Funder Alliance, Matt Bruce plans to host another set of interns and treat them as third-party consultants. He believes their skills and maturity allow for this type of relationship.

In the future, students interested in an internship will complete a skills assessment. It will provide an objective

way for the team at the Creating IT Futures Foundation to better assess students' skills and match them with the appropriate internship opportunity.

To overcome recruiting challenges, the Chicagoland Chamber of Commerce publicized the program to its small IT business members and provided \$10,000 in funding to pay the interns. Within 48 hours, 10 companies had signed up to host an intern. These efforts will increase next year.

■ WORDS OF WISDOM

Advice to companies considering developing their own internship program includes:

■ **The 4Ps of Internships model may be applied to any industry.** This program cuts across all business sectors and provides employers a solution for engaging in high school training through internships.

■ **Students in high school are capable of completing employer-valued projects.** Matt Bruce was an advocate for work-based learning before participating in the 4Ps of Internships program. After participating in the program, he is now a strong advocate for supporting high school student internships. Even though these students were teens, he was very impressed by how they managed the project and by their professional behavior.

INFORMATION, TOOLS AND RESOURCES

- **Creating IT Futures Foundation – Early College STEM Schools**
<http://creatingitfutures.org/developing-programs/early-college-stem-schools>
- **Early College STEM Schools**
<https://chooseyourfuture.cps.edu/early-college-stem-schools/>

VIDEOS

- **4Ps of Internships Student Videos**
<http://bit.ly/1PtIGid>
- **4Ps of Internships Chicagoland Workforce Funder Alliance Team Meeting Video**
<http://bit.ly/1OBtkSI>

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