



**Abdulla Al Ghurair  
Foundation**



# Internship Guide

for Students, Employers, and Universities

Produced by the  
**Abdulla Al Ghurair Foundation**



# INTRODUCTION

Since its founding in 2015, the Abdulla Al Ghurair Foundation (AGF) has been committed to helping Emirati and Arab youth make meaningful, well-informed, and future-facing decisions around their journeys from education to employment.

Through the Foundation's core pillar of University and Career Readiness, a set of tools, resources and pathway projects have been designed to help young Emiratis and Arabs:

Better understand  
the higher education  
options available to  
them.



Gain the transferable  
soft skills required  
for success.



Have access to  
personalized advice to  
support them with  
critical decision  
making.



To provide a comprehensive approach to 'education to employment' readiness and planning, AGF has recognized the need to offer additional support to the various stakeholders involved in the process.

This Internship Guide has been developed for the three key stakeholders: students, employers, and universities, and is designed to serve three main functions:

1. Orienting job-seeking students - be they high school and university students, or fresh graduates - in the process of applying for, securing, and succeeding in internship opportunities;
2. Supporting employers in developing a high-quality and meaningful internship program for their own organization; and
3. Outlining concrete steps universities can take to better prepare their students for experiential learning opportunities.

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# WHAT IS AN INTERNSHIP?



An internship is a short-term work experience placement that offers students an experiential learning opportunity – either related to the intern’s field of study or otherwise – to explore potential careers. An internship offers a closer look at the world of work. For employers, an internship allows for identifying future talent and often provides added value as students bring new ideas and fresh perspectives to an organization.

## Why intern?

[Pursuing an internship](#) will give learners the experience they need to enter fields of work and will also increase their chances of obtaining more permanent employment. An internship not only gives students an edge over other candidates, it also increases their applied knowledge in their field of interest or wider and boosts their professional confidence. Moreover, an internship gives students an insight into the realities of the workforce and allows them to explore career paths if they are still struggling to define which career suits their individual interests.





## **PART 1: STUDENTS**

Applying for and succeeding in  
an internship



# Introduction

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Finding and applying to an internship is the first step in preparing for your professional experience. An internship allows you to develop both technical and transferable skills, as well as add to your professional experience. Internships can be in the career fields you are passionate about, or in fields you are interested in learning about in greater detail before committing to further career development. Internships are also excellent additions to your CV or resume.

This Internship Guide will be your first stepping stone in:

- Identifying the type of internship program that best fits your interests and career aspirations
- Arranging the documents required to apply for an internship
- Preparing for your first interview
- Understanding your responsibilities as an intern







# IDENTIFY THE INTERNSHIP THAT BEST SUITS YOUR CAREER INTERESTS

## Search Process

If you want to pursue an internship, take some time to brainstorm your career interests and the industry you want to work in. Even if you are unsure of your career path or what industries are available, [pursuing an internship](#) will equip you with real-life work experiences that will help you defining your career interests. An internship will also help you determine whether a specific work industry is right for you in case you begin university with a specific major or career path in mind, just to change it later after you get exposed to the working world. The following tips will help you with your search process:

1. First, identify your career interests by taking a career exploration assessment.
2. Familiarize yourself with the different types of internships available (practicum, paid/unpaid, industry, etc.). Refer to Table 1 Types of Internships.
3. Search for an internship that will allow you to learn additional skills, not just what is required from your field of study but also helps you to develop general/transferrable/employability skills such as for example, negotiation, communication and data analysis. This will make you more employable in the long run.
4. Approach the career counselors at your university, and ask them to connect you to members of their network, including recruiters from regional or even national and international organizations
5. Contact alumni from your major and see where they have interned/are working to better understand type of career paths available. Some may even assist you in finding an internship opportunity. You can contact your [alumni network](#) by identifying them on LinkedIn under your school's name and/or specific major. You can also find alumni's contact information if you have access to your university alumni database. Send them a message explaining your interest in their experiences, given that you seek to work in the same industry.
6. Make use of your [campus career centers](#), which typically tend to offer services for free in resume/cover letter writing and interviewing skills. This will allow you to sharpen your skills by the time you apply and will set you apart from other applicants.
7. [Don't wait](#) for an internship to be posted; be proactive and consider approaching entities/organizations and ask how you can contribute to the organization, even if an official position is not publicly listed.





## Inclusion

Take into consideration the following factors when choosing your placement if you are a Student of Determination:

- The organization’s level of inclusion: where does the organization stand?
- Means of transportation: will you be able to commute?
- Physical and Digital Accessibility: is the building accessible? Is the information accessible online? You may request a visit to the office to verify personally.
- Working hours: is the organization flexible with working times?



Table 1. Types of Internships

Credit	Some majors at the university require students to do an internship in exchange for education credit.
Non-credit	A non-credit internship is however usually arranged between the student and employer and will not be recorded in the student’s transcript.
Practicum	A graduate-level course in a specialized field of study that is supervised by an employer or academic adviser.
Paid Unpaid	Paid internships include a stipend per month. An unpaid internship is working without receiving remuneration.
Full-time	Full-time internships require interns to work a full day as per the company’s working hours.
Part-time	The intern is only required to work either a few hours a day or full hours on selected days in a part-time internship.
Industry	Classified as per the industry corresponding to the intern’s university major.
International	An internship pursued abroad in a different country with another culture







# DOCUMENTS REQUIRED TO APPLY FOR AN INTERNSHIP

After identifying your area of interest and the organization(s) you want to intern at, you should look at the documents needed for your application process. Each organization might ask for different documents, however, as a minimum, most organizations will ask for the following documents:

## Resume/Curriculum Vitae

Before sending your application to the employer, you need to create your resume or [Curriculum Vitae, known as a CV](#). A CV is a document that gives the employer an insight into your skills, education and work experience. Its purpose is to motivate the employer to interview you. The goal of any good CV is to show that you are a qualified candidate and a suitable match for the job. Employers need to know what skills you have and how you can contribute to their organization.

Take the following points into consideration when creating your CV:

Research the position you are applying for to understand the required skills, educational qualifications, work experience, and job duties. Tailor your CV accordingly. You can have multiple versions of your CV which highlight different areas of experience according to the position you are applying for



Review free templates online that may help you while creating your resume/CV



Prepare your objective, which is considered as the introduction of your CV, and gives an employer a quick insight about you. The objective is a brief summary of your work experience and educational qualifications



Highlight relevant information specific to the type of organization that you are applying and that would require such experience. For example, if you are applying for an internship at an accounting organization, you would highlight experience such as:



- Took part in a school's mock [investing club](#)
- Attended special [economics](#) classes
- Scored high marks in finance or statistics classes
- Worked in a fast-paced sales environment





- Use the appropriate writing style. Use action verbs to describe your achievements and whenever possible, quantify them and write them in the third person without using pronouns.
  - An example of using an action verb to describe on-job duties: Coordinated the annual conference meeting.
  - Avoid using passive verbs: I was tasked to organize the annual conference meeting.
- Format your CV. No matter what type of format or style you choose (underlining, bold, capitalization, etc.), be consistent.
- Make your CV concise, well organized, and easy to read.
- Proofread your resume to avoid any grammatical errors.
- Give yourself enough time to draft your resume/CV then ask a friend, parent, adviser, or others to review it and to give additional advice or feedback.
- It is critical to note that any inaccurate information on your resume/CV could result in your application being revoked or termination of your work contract.

## Cover Letter

Some employers ask for a cover letter as part of the application process. A cover letter is a short brief/letter written to the employer/organization you are applying to. It outlines relevant information about yourself and an expression of interest in the available position. A cover letter is often the first impression they will have of you, so it is important to pay particular attention to how it should be developed.

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Take into consideration the following [tips](#) before writing your cover letter:

- Research the organization. Read through their website and their social media to understand the type of work they do.
- Read the job posting thoroughly and understand what skills and knowledge the employer is looking for.



# POLISH YOUR PROFESSIONAL PRESENCE ONLINE

When you want to apply for an internship or a job, consider having an online presence to introduce yourself and showcase your skills using online professional networks. Consider the following:

- Create an account on [LinkedIn](#), with a brief and polished profile, and a professional headshot. This is a vital tool as business culture has conditioned recruiters to turn to LinkedIn to scout for vacancies, as well as to find out who someone is. Make sure that whatever you write on your LinkedIn profile corresponds with your CV and cover letter content.
- Build a profile on [Bayt](#), a job website that offers employment solutions and career planning tools. This will give you access to internship posts and job options available in the region.
- Create a profile on [JobsforNationals](#) which serves UAE nationals as the primary source of talent for employers and recruitment agencies across the region. You can create a profile, list your skills and experience and look for internship opportunities advertised by organizations.

Take into consideration the following guidelines for social media use:

- Make sure to use appropriate grammar and spelling and proofread your comments before you share them.
- Decide which platform you will use for your personal and professional use and make sure they are separate accounts.
- Monitor your privacy by reviewing the images/articles you are tagged in before they are posted on your profile.
- Use positive comments when addressing work because negative comments can harm your reputation.





**YOU ARE READY  
FOR THE NEXT STEP!**





# INTERVIEWS PROCESS

## Before the Interview

- Ensure that you are well informed about the organization. You can learn a lot about an organization through their official website, publications, social media, and published articles. During the interview, you may be asked about the organization to measure how interested you are, or you may take the initiative in exhibiting that interest by asking questions yourself about the organization's strategy, expectations of interns, etc.
- [Research](#) beyond the website; what is this organization known for, what is its relevance in the same field of organizations, what is its scope of work, has it been in the news lately, what sort of people work there, what are people saying about this organization?
- Ensure that you are prepared to answer questions:
  - What do you know about the organization?
  - How did you choose your major?
  - Why are you interested in this internship?
  - What do you bring to the table in terms of skill sets?
  - How can you contribute to the organization?
- Which areas do you still want to work on to improve? Look at the big picture of the organization and how you fit in it; show how your skills and abilities relate to the organization.

For more helpful tips on how to prepare for an interview, refer to the following [link](#)

## Interview Tips

- Ensure that you are dressed professionally which means that you are mindful of any national dress code culture or policies.
- Be on time. Consider leaving for the interview earlier than usual to avoid any unforeseeable events. If your interview is virtual, make sure you download any necessary software in advance, and log into the program in advance to ensure that your connection is clear. You may also want to test your speakers and microphone to ensure they are working.
- Be respectful, polite and your authentic self. It is not wise to overdo or exaggerate your knowledge, skills and experience, but at the same time, sell your enthusiasm for the job and willingness to work hard.
- Request briefs of projects you will potentially work on, which can be useful in determining if this is the type of job you are aiming for.





## Interview Questions

- Be specific in the [questions](#) you ask during the interview process, to ensure that you are making a sound and well-informed decision. Some examples include:
  - Can you describe the main day-to-day responsibilities involved in this internship?
  - What are some of the most essential qualities for successful interns?
  - What resources do you provide interns to help them succeed?
- You may ask about the possibility of a full-time position. While there is no guarantee that an internship will lead to a hire, it demonstrates your interest. If you are successful in your internship, it may result in your hiring or in the creation of a new position for you.
- Show the interviewer/hiring manager that you are thinking ahead by asking them what the next step is in the hiring process. This will show that you are motivated to start your internship and work in their organization.

## After the Interview

- Send an email to the interviewer and thank them for the opportunity to meet them and for their time. This shows your gratitude and will keep you at the top of the employer's mind.
- If the interviewer advised that you would hear back from them within a week (or any specified time) and they do not contact within this time, it is considered appropriate to send a follow-up email inquiring about the next steps for the position.





**WELL DONE!  
KEEP GOING.**







# ON THE JOB

## Work Professionalism

- A great idea to develop an excellent first impression is to email your future manager before you start, enquiring about any [important readings](#) to complete, or preparation work that can be done before your start date.
- Show your [commitment](#) by arriving on time, and by completing your tasks. This will allow you to stand out to your employer and will prove that you are someone they need in the organization after the internship period is over.
- Understand your [responsibilities](#) and what you are expected to do during the internship when you meet your manager.

For more helpful tips on how to prepare for an interview, refer to the following online course [Communication and Intrapersonal Skills](#).

## Inclusion

- Meet with your faculty internship supervisor and communicate to her/him your needs and expectations.
- Request a meeting with the HR Department to discuss any accommodations you need during your internship. Be transparent and set realistic expectations.
- Enquire about safety procedures during crises.





## Networking

- Be strategic in your [networking](#); try to meet as many of your co-workers as possible, especially those in other departments. Show your effort to make quality relationships across all departments; you never know who might support you or work with you in the future!
- [Take the initiative to introduce yourself](#), and exhibit a friendly attitude with everyone, from the janitor to the CEO.
- The more colleagues know you and what you are capable of, the more support you will have if your [internship turns into a full-time job](#), or if you take on other opportunities.
- Stay informed. Your colleagues might be [working on something](#) that may interest you somewhere down the line and you may be given the opportunity to join their team.





## Socializing

- There is no harm in socializing with your fellow colleagues (and superiors), however, you must do so with a filter, and ensure that whatever you share on social media is appropriate for the public. Pay careful attention to the type of information you share and the way you behave.
- Observe your colleagues and managers as a guideline for the current organizational professionalism.

## Professional Growth

- Sit in meetings (if appropriate), to learn the ins and outs of the business/organization. Make notes, as we often learn while writing and you can re-read your notes later. Ask first if you are allowed to do so.
- [Set personal goals](#) for the whole duration of your internship, including those that may relate to new skills, types of projects or completion of specific tasks. Ask your reporting manager for tasks and request more when you are finished. Goal setting will ensure that you are developing the required skills and information in a systematic and well-organized manner.
- [Stay engaged and updated](#) by reading professional journals and magazines. A useful guide would be to read the same material as your senior managers. Learn more about your employer, their competitors, their place in the industry, or any exciting new trends in the industry.
- [Develop your industry skills](#) by learning from your co-workers and managers. These new skills will enrich your professional portfolio and make you more appealing to future employers.
- When there is [not much work to do](#) or your tasks are finished:
  - ✓ Make sure your manager is aware
  - ✓ Read professional magazines/publications that are relevant to your industry
  - ✓ Ask if another employee needs help (if your manager does not mind)
  - ✓ Generate ideas for a long-term project you can work on





- When you are assigned with an impossibly difficult '[boil the ocean](#)' kind of task, chances are, it is on purpose:
  - ✓ The purpose of such tasks is to examine how well you handle pressure, and how you approach difficult situations, both of which are critical skills (and the reality of) progressing into full-time jobs.
  - ✓ Keep in mind that it is part of your learning experience. Your managers want to see how you tackle the challenge. Focus on your approach to completing this task and get started! The approach does not have to be finalized and perfect; it is only the starting point, and it is okay if it changes regularly. Using trial and error is an excellent way to develop skills in working under pressure.
- Find a professional you admire and ask to [be their mentee](#). More experienced colleagues are a very beneficial resource for your own learning development. They know the 'tricks of the trade' in the field you wish to work in and can help you succeed in your current position and guide you to future work opportunities.
  - ✓ A [good approach](#) is to invite your manager or a colleague you admire for an in-person or virtual lunch or coffee. Ask them for advice or words of wisdom. If you feel like you click with this person, and if they are receptive, ask them to be your mentor.

## Time Management

- Create a well-thought-out work plan, that includes all of your responsibilities, tasks and projects and their submission deadlines. This will ensure that you are on top of your game with time management and organization skills.
- When you are [struggling](#) with your workload and deadlines:
  - ✓ Let your manager know
  - ✓ Ask what tasks to prioritize
  - ✓ Ask for help from a colleague (if allowed)
  - ✓ Think about how you can improve how to do your work – doing your tasks more efficiently and effectively.

Improve your time management skills by taking the online [course Agile Self and Time Management](#)





## Performance Review

- Develop learning objectives to be fulfilled by the end of the internship period that complement your long-term career plan. Having objectives will help you focus on your learning and maximize your time spent during the internship. The learning objectives should be [SMART](#): specific, measurable, attainable, results-focused, and time-focused.
- Example of a SMART learning objective: Learn and understand the logistics and components of event planning by creating a 'how-to manual' for a regional event.
- Keep track of [key performance indicators](#) or task objectives/descriptors which indicate progress towards a specific result, particularly related to your personal development. It will help you see what goals you have already achieved and what still needs to be achieved in the internship to move forward.
- To make the most of your experience, ask for [regular feedback](#) about your performance. This will help you maintain your strengths and work on your areas for improvement. Restricting yourself to an end-of-internship review will surely reduce your learning margin.
- Even if your manager does not schedule meetings with you, request them. Ask about your daily and weekly expectations. Request feedback regularly. Discuss your interests with your manager, as it may be possible to align them with the scope of work you are assigned.





# VIRTUAL INTERNSHIPS FOR STUDENTS



A virtual internship is an online program that allows interns to gain work experience in a remote setting instead of in the office. In recent years, virtual internships have gained popularity in the job market and it is very likely that this will continue. Just like an on-site internship, a virtual internship is a great way to kickstart a career.

## How to prepare for a Virtual Interview

### Practice interview responses      Test your technology      Choose your setting



Prepare yourself to answer the most common interview questions. Research the company you applied to ahead of time to learn about their mission, vision, programs, and initiatives.

Examples of remote-work interview questions:

1. How will you adapt to working remotely?
2. How will you manage your time working remotely?
3. Will you be able to stay motivated without an in-person supervisor?



Before the interview, select the device you will use: laptop, mobile, or tablet.

1. Make sure your device's camera and speaker quality are good and operational
2. Ensure that your device is fully charged
3. Test your internet connection and make sure it is stable



Choose a room with optimal lighting, and make sure your background is clutter-free; preferably a white wall so that you can be the center of attention during the job interview.

If you are unable to find a solid background, consider using an appropriate virtual background.

### Dress code      Body language      Follow-up email



Dress as if you are going to an in-person interview. Professional clothing indicates that you are serious.



Research shows that you will be more likely to be remembered if you look at the camera. Keep your focus on the camera when talking to the employer/interviewer.



Thank the employer for taking the time to interview you. You can even mention some talking points you discussed. You want to make sure to keep a long-lasting impression from your message.





## VIRTUAL INTERSHIP TIPS



### **DISCUSS EXPECTATIONS AND SET GOALS**

Once you start your internship, speak with your supervisor to set expectations such as what you hope to gain from your experience and what skills you would like to learn.

### **CREATE YOUR PROFESSIONAL ENVIRONMENT**

If you are working from home, choose a calm setting to focus on your work and establish a workplace that is similar to an office.



### **ASK FOR FEEDBACK**

To maximize your learning experience during the internship, schedule a call with your supervisor to discuss the flow of work and any challenges you may have faced after completing a task. Asking for feedback shows that you are interested in growing and developing your professional skills.





## SUMMER WORK FOR STUDENTS



A summer internship/job allows you to experience what the work-force looks like by helping you understand the meaning of working for a living. It can be the first step toward becoming a full-time employee and allows you to save money for the future.

You don't need to wait to apply for summer work as a means to fulfill a mandatory requirement by your school or university. Be proactive and look for opportunities to start your professional development as early as possible.

### What type of summer work is available?



#### Nonprofit Organizations

If you are passionate about helping others, a nonprofit organization can be a great fit for you. You can work in fields such as education, health, environment, and social development.

What you can do:  
Data Entry Operator, Sales Representative, Social Media or Graphic Design



#### Field Experience

If you are curious about learning more about a certain field, look for companies that specialize in your field/industry of interest, such as engineering, business operations, media, and IT support.

What you can do:  
Research Assistant, Field Assistant, Outreach Representative



#### Startup

If you want to experience the initial growth of a company, then consider working in a startup organization in fields including e-commerce, FinTech, healthcare, and food delivery.

What you can do:  
Customer Service Representative, Executive Assistant, Graphic Design





## WHAT ARE THE BENEFITS OF SUMMER WORK?



Understanding the value of income and how to budget (see Appendix 14)



Building work ethic



Improving your chances of getting accepted into university



Meeting new people and building your network of co-workers, which can be one way of finding future employment



Exposing you to professional experience and helping you find where your talent lies



Gaining transferable skills such as responsibility, leadership, problem-solving, communication, critical thinking, and time management

## When to look for summer work?

DEC



APR

## Where to search for summer work?

Be proactive and apply to the opportunities you are interested in. Make sure to polish your CV first and follow up with employers after you apply.



Employment Websites:  
[LinkedIn](#), [Bayt](#), [Ojo Community](#)



Personal Contacts



Governmental Job Portals:  
[UAE Government](#)





## Completing an Internship

As you approach the [end of your internship](#) and before you submit your final task to your manager, there are steps that you should consider that will help you to finish your internship on a high note:

- List your accomplishments: dedicate a time to note down all the tasks you have performed and the skills you acquired and utilized that led to successful accomplishments. You can also use this list of accomplishments to update your CV.
- Schedule catch-up meetings with the colleagues you would like to stay connected to after your internship.
- Know your numbers: gather relevant, non-confidential data that will be helpful to reference when you apply to future internships or jobs. For example, if you are a program intern then collect information such as: the number of partnerships you initiated with organizations, and the number of beneficiaries you reached out to during your program, etc.
- Obtain feedback from your line manager on your performance, especially if there are no formal evaluations for the internships.

### Inclusion

Make sure to share feedback on your internship experience and suggest ways that the organization could improve its inclusive practices.





## PART 2: EMPLOYERS

Developing a Successful  
Internship Program



## Introduction

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If well structured, an internship program can bring a fresh perspective to your organization and the highest talent. This guide will support your organization build an internship program from square one, focusing on offering interns a meaningful opportunity that will contribute to their professional experience.



# Internship

## Benefits of an internship program:



- Interns contribute new ideas to the company
- Cost savings to the company since interns will be doing the same job as a full-time employee
- Endorses companies as being proactive in building awareness for UAE nationals to work in the private sector

## Managing an internship program requires time and commitment to:

- Coordinate with different business areas in the company and have their support in managing the program
- Determine the budget for the program
- Recruit and select interns





# DESIGNING AN INTERNSHIP PROGRAM

Before starting with the internship program, the organization must set an objective for the internship and determine how the interns will contribute to it. A well-structured program can be successful and beneficial for both the organization and the interns.

A successful internship for Interns involves:

- achieving the jointly agreed learning objectives (refer to the Learning Objectives section below),
- allow the student to develop new skills; and
- gaining experience that will help interns make well-informed decisions to secure a career.

A [successful program](#) for Organizations involves:

- contributing to developing potential employees by converting interns to full-time members of the team;
- enhancing the employer's productivity by having an extra set of hands to support the completion of short-term tasks; and
- freeing up others to focus on core projects and programs.

## Designing the Internship

Internship programs vary in their structure as each organization differs in industry, size, and needs. It is important to allocate time to structure an internship program to ensure having concrete goals for your organization. Plan and construct an internship program that is tailored to your organization's needs. Take into consideration the [following](#) points when designing your internship program:

- **Workplan:** Assess the current workload and ongoing projects at your organization and determine which department(s) one or more interns can contribute to.
- **Financial resources:** Consider the financial resources needed when budgeting for the internship program:
  - Is it a paid or an unpaid internship?
  - Hourly pay or stipend amount?
  - What compensation regulations will you follow?
  - Is transportation provided by the organization?
  - You will also need to review what the National Labor Law states about compensating and hiring interns, and how it is applied to your organization.
- **Time commitment:** Determine the length of the internship and the time needed including the onboarding session, the time required to complete the assigned project(s), and the exit interview. Recent changes to the internship requirements put forth by the UAE Ministry of Education have extended internship durations from 4 or 8 weeks to 16 weeks. Also, determine the work schedule: how many days per week, hours per day, and start and end date of the internship.







- Ensure that the required resources for the internship are available, such as:
  - computer;
  - workspace,
  - office stationery;
  - email; and
  - telephone.
- In case the internship role is remote, then consider any specific resources needed such as:
  - communication tools for the intern to stay connected with the team;
  - program licenses;
  - Zoom, Microsoft Teams, and Skype are some examples of communication tools to be used in virtual workspaces.

### Recommendations from leading companies on starting an internship program:

- Identify the purpose for hiring interns
- Build a structure for the program by having documented policies
- Assign meaningful tasks for the interns that will lead to specific outcomes
- Listen to the intern's needs who will in return be motivated and devoted to the company

- Some questions to consider as a part of the program development:
  - What are the learning objectives for interns in this program?
  - Is your organization looking to fulfill a need for a specific project?
  - How many interns will be recruited? What is the institutional capacity?
  - If in-person, is there an adequate workspace?
  - Which departments will be involved?
  - What approval processes, including financial, will you need to fully integrate the internship program at your entity?
  - Are you able to allocate a designated staff member as a mentor to the intern?
  - What insurances are in place when the intern is working with you? Check with the University and Labor department.





## VIRTUAL INTERNSHIP FOR EMPLOYERS



In recent years, there has been a global trend towards virtual work, remote internships, and online education. Improvements in technology and accessibility to the internet have shown that more and more, people can successfully do their jobs from virtually anywhere. As a response, many companies now offer virtual internships due to their practicality and flexibility.

This section focuses on specific practices that a select number of companies in the UAE have implemented to build successful virtual internship programs at their organizations.

### THE IMPORTANCE OF USING A COMMUNICATION TOOL IN VIRTUAL INTERNSHIP

When shifting from an in-person to a virtual internship, it is important to use a business communication tool such as Microsoft Teams or Zoom for interviews, meetings, trainings, and assigning and explaining tasks. Communication tools will keep the intern informed on what is relevant to their job and stay up to date with company news and announcements.



## Virtual Internship Process

### Interviews and Onboarding

1

- Follow the same traditional interview approach by having a two-step process:
  - 1) pre-screening the intern through a phone call
  - 2) conducting a virtual interview
- Send a meeting invite to the intern at least three days before the interview
- Conduct onboarding through communication platforms
- Collect official documents of the intern and create an employee ID
- Provide the intern with a laptop, if possible. The intern may be required to physically come in to your office to collect any hardware they may need to successfully complete their internship.
- Schedule a meeting between the intern and the line manager to discuss the objectives and expectations of the internship

“ Virtual Interviews can reduce stress on the candidates. They are easier to manage as there is no need to worry about physical space or people getting lost or running into security issues. ”

Ernst & Young

### Communication with the Intern

2

- Schedule weekly check-ins, send follow up emails and chat daily to see if the intern needs any direction or support
- Engage interns on [Mentimeter](#) by asking them questions related to their internship experience





## Tracking Progress and Evaluating Performance

3

- Give the intern a working schedule and a deadline for each task
- Ask the intern to deliver the task via email or WeTransfer
- Assign a task related to the department they are interning in
- Consider using a project management tool, such as Monday.com, to manage the intern's tasks
- Evaluate the intern's performance by scheduling meetings, sending emails, and chatting on Teams or Zoom before, during, and after submitting their tasks

## Virtual Internships Advantage



Cost-efficient-  
saving on commuting  
and petrol cost



Support students to  
complete their  
work placement



Comfortable  
environment-  
working from home

## Virtual Internships Challenges



Disengagement-  
lack of face-to-face  
interactions



Keeping track of  
deliverables



Assigning tasks  
regularly

## Tips on Managing Interns Remotely



Encourage remote  
social interactions



Give measurable  
tasks



Schedule daily check-  
ins  
to keep track of tasks



Set clear  
expectations



# Support

## How can employers support high school students?

- **Work Placements:** Provide opportunities for grade 11 and 12 students to access work placement opportunities for a period of 1 to 2 weeks. This will help students gain insights on the industry they wish to work in.
- **Mentoring:** Connect the student with an employers (mentor) who will offer guidance and support to the student and help them reach their career goals by developing their skills.
- **Industrial Visits:** Allow students to visit the workplace to gain practical insights on different functions in the organization related to their studies.
- **Guest Speakers:** Providing an opportunity for students to listen to successful role models from the business community.
- **Interview Techniques:** Assist students and provide them with feedback on CV writing, job applications, and interview preparation which will enhance the students' personal development.

*Adapted from the "Employers Brochure" by the Ministry of Education of the UAE.*





# RECRUITING AND HIRING

## Job Description/Work Task Description

Once the logistics of developing an internship program are set, the next step is to clearly define a [job description](#) or a work task description. This will 'accurately' attract the best fit for the job and will also serve as a measure of assessment during the interns' tenure at your organization. A job description will help you identify the responsibility of the involved department and that of the intern. The following [elements](#) will help you formulate a job description:

- Name of department: state the location and division of the department.
- Job title: create a title for the work that will be performed. For example: Marketing Intern.
- Reporting: identify the responsible supervisor who the intern will report to and describe the management structure.
- Job objective: identify the objective of the job and how it aligns with the organization's mission.
- Job responsibilities: state and describe the duties and responsibilities that need to be fulfilled by the intern.
- Qualifications: outline the skills required by the intern which are relevant to the position.
- Compensation: specify whether it is a paid or unpaid internship. If paid, specify the type of compensation; hourly, one-time stipend, transportation, etc.
- Location: state whether the internship is office-based or remote/virtual.

### On Accessibility

- Do you have an inclusive workplace environment?
- Is your [building accessible](#)?
- Is your [website accessible](#)?
- Are your employees trained with Disability Etiquette?

### Consider the following for Students of Determination:

- Flexible hours
- Remote internship and working from home
- Fire alarm and emergency exit plans depending on each individual's case





- Description of the organization: include a short summary of the organization's mission and vision so that interns are informed about the organization they are applying to.
- Application process: state the details needed for an intern to apply to the organization; the documents to submit, such as the CV and cover letter, and where the application should be submitted - through the organization's website or to the organization's email address.

## Recruitment Strategy

After finalizing the job description, the employer should plan a recruitment strategy that is similar to recruiting a full-time employee. Below are some helpful tips for planning recruitment:

- Outline a recruitment plan to determine how and where the organization wants to market itself.

Abide by the [Web Accessibility Guidelines](#) to ensure that the internship's advertisement, description and application are accessible online.



- Use your organization's [employment brand](#) to recruit interns. The employment brand helps you determine how you want your current and future employers to view the organization. Make sure the employment brand is authentic and describes what it is like to work in your organization. One way to reflect your employment brand is the way you treat prospective interns in the interview process.
- Advertise the internship opening on the organization's social media outlets, website and online professional recruitment sites. Advertising a paid internship will increase the interest in the position.
- Consider participating in career fairs at a target school/university to attract specific skills and backgrounds. Choose the right representative from your organization to leave a [long lasting impression](#) on prospective interns. Making connections with school and university based career advisers is also a great way to ensure your organization is advertised to prospective candidates.
- Show the potential interns the atmosphere of your organization and the activities your current interns are doing by creating a video or writing an article illustrating their experiences.





## Interview

The next step is [reviewing all applications](#) to select the most qualified intern who has the skills and experience that meet your organization's needs. After you select the candidates, invite them to an interview either through a phone call or by e-mail.

Most interviews have a two-step process; a phone interview first followed by an in-person or virtual meeting with the manager. The organization should determine which interview process they will follow that works best for their organization; whether they want to follow a one-step process by doing one interview, or by following a two-step process, which includes two interviews.

**During the interview, ask Students of Determination how you can best support them rather than asking them explicitly about their disability.**

- Ensure that the venue is accessible or that the virtual meeting software is accessible.
- Provide alternative formats of any handout or form in case the person has difficulty writing or has a visual disability.
- Keep a Word document format handy and [accessible](#).
- Give enough time for responses as some Students of Determination require extra time to respond.





## Interview Questions

The interview and selection process for an internship should be similar to a full-time job. Consider asking the following [questions](#) during the interview:

- What do you know about the organization?
- What are you passionate about learning — personally or professionally — and why?
- In what ways can you add value to our organization as an intern?
- What are your strengths and the areas you want to improve?
- How did you choose your major?
- What are your plans after graduation?

## Selecting an Intern

Your organization must review all applications and their notes once the interviewing process is complete, before selecting the candidate. If you are considering hiring the intern as a full-time employee in the future, then the selection process is considered critical. Be aware that if a candidate is selected, their offer may not necessarily be accepted. The internship should be seen as an independent event which may or may not increase the likelihood of hiring the right talent at a later stage.

## Offer Letter/Contract

After selecting an intern, you must send a written offer letter by email to the candidate including:

- details on the start and end dates;
- working hours;
- compensation and benefits, if applicable; and
- a job description.

When the intern accepts the position by signing the offer and returning it to your organization, you must prepare a contract that abides by local labor laws.







# IMPLEMENTING THE INTERNSHIP PROGRAM

## Learning Objectives

Any successful internship program should include internship [learning objectives](#) that clearly define what the intern will learn during the placement. These objectives will help the intern and their manager evaluate the learning progress of the intern and will focus only on specific areas that the intern will be exposed to throughout the internship.

- Write two to six learning objectives.
- Make sure the objectives are smart and measurable and precisely describe the tasks that the intern will accomplish.

## Onboarding

The purpose of onboarding is to introduce interns to the organization and its culture, and help them integrate with other employees and systems of operation to become a productive member of the team. Onboarding is essential, it should be mandatory and must start on the first day of work.

- Introduce the intern to the organization through an email.
- Assign the intern a mentor or 'buddy' who has the interest to help them thrive and give them personalized feedback, even beyond their work tasks. The buddy could be an experienced employee who is knowledgeable about the organization and available to answer general questions related to the organization and its operational procedures. The buddy will also be responsible for taking the intern through the onboarding process.
- While assigning them a senior manager may be appealing, assigning them [a junior manager](#) creates a relaxed professional relationship that fosters career growth and development.
- If applicable, greet the intern [upon their arrival](#) and take them on an office tour to show them the work area. If the program is remote, set up a video call to break the ice.
- Introduce them to their buddy and the team members working in different departments. If the program is remote, share calendar invites to introduce the intern to their buddy and relevant colleagues.
- Provide an overview of the organization's mission and divisional structure.
- Inform them about the policies and procedures they need to follow.
- Provide an employee handbook which includes their job duties, benefits they will receive, organization structure, and policies and procedures.
- If applicable, give them stationary, a desk and resources they need to complete their job. Remote interns may have additional technical requirements.





## Supervision

- Designate an [internship program coordinator](#) who does not necessarily have to be a separate hire, but rather a working professional within the same company, who can dedicate time for this program. Coordinators are responsible for:
  - ✓ Monitoring the day to day activities and overall implementation of the internship programs.
  - ✓ Teaching classes and conducting training on various topics pertinent to the organization's scope of work.
  - ✓ Giving career advice.
- Discuss and manage the intern's and manager's expectations including tasks, learning, and performance.
- Conduct regular reviews and discussions with the intern to ensure they are meeting their learning objectives.
- Provide positive and constructive feedback on the quality of their work.
- Communicate expectations about the work assigned.
- Look out for signs of boredom and tackle the problem before it builds up.
- Include interns in meetings where they can learn and if possible, allow them to take notes which will foster their learning.

Treat Students of Determination like other candidates, and do not assume that they cannot complete their tasks.



## Professional Development

- Create a [comfortable, encouraging and safe workspace](#) by promoting and stimulating honest communication, valuing individual differences and authenticity, and reinforcing goal achievement.
  - ✓ Avoid repetitive office work and encourage impactful tasks;
  - ✓ Increase the intern's opportunities to develop their transferable technical and soft skills;
  - ✓ Provide them with insight on future career opportunities, and;
  - ✓ Offer them advice about how they can recommend your entity to others.
  - ✓ Keep your intern engaged by creating a work plan with concrete short- and long-term projects.





## Performance Management

- Schedule regular [performance or progress reviews](#) where interns are provided with constructive feedback on their performance, and have a clear view about the quality of their work. [The sandwich approach](#) is the most useful feedback mechanism where you praise the intern for their work, then provide constructive criticism, followed by praise again.

While constructive criticism is essential in boosting the intern's work, so is gratitude and appreciation.

- ✓ Create opportunities where interns can meet with upper management/other employees through communal or virtual lunches, team-building exercises, or side projects. This will expose them to invaluable insight into their career options, and boost their loyalty to the organization.
- ✓ Foster a healthy approach to problem-solving rather than approaching challenges as problems. Approach them as learning opportunities to reflect, analyze and evaluate. This positive thinking will encourage the intern to take on the challenge rather than feeling anxious and discouraged.





# END OF INTERNSHIP: Evaluations

## Internship Evaluation

To make an internship a worthwhile and valuable experience, provide constructive feedback that focuses on the intern's initially-identified objectives and workplan. The manager should dedicate time to sit with the intern and review their accomplishments and areas of improvement. [Conducting evaluations](#) will also help you determine how the internship is aligning with the organization's needs. Evaluations should take place during the mid and end of the internship.

The process of evaluation differs from company to company - it can be done through an informal conversation between the manager and the intern, or it could be a formal written evaluation, but it is preferable to go with the latter.

An internship program is evaluated after each cycle to determine areas of success and challenges and consequently improve the program for the next cohort of interns. The organization can measure success by looking into these areas:

- **Performance Review:** Consider how well the intern performed in their assigned tasks.
- **Productivity:** Check if the productivity in the organization changed due to the intern's contribution. If productivity did not increase, consider reevaluating the selection process and the tasks assigned to the intern.
- **Management Satisfaction:** Are the managers satisfied with the program? If not, motivation towards participating in the program will be low and managers may not support the program's continuation or expansion. Are the managers satisfied with the number and quality of the interns? If not, consider reviewing the intern's job description and the selection process.
- **Intern's Evaluations:** Consider the intern's feedback as a part of the evaluation process; they can be candid about what worked and what didn't work. The intern's evaluation can be a strong asset in improving the internship program. Organizations that do not enhance their internship program can have a decline in the interest of interns to apply to their organization in the future.





## Intern Evaluation

Provide the intern with an evaluation form about their internship. Such forms are also known as feedback forms and include questions on the:

- Recruitment process;
- Supervision;
- Learning experience;
- What the intern liked and disliked; and
- An overall rating of the internship program.

### What do leading companies want to change in their internship program?

- Adapt the internship program to function remotely as a result of the 2020 pandemic.
- Increase the number of interns to be present in all business areas so that they can have a well-rounded experience and exposure to the business's functioning.
- Create an onboarding platform for the interns to complete work-related online courses such as an introduction to the company, anti-corruption, and safety.
- Build an online presence by creating business accounts on recruiting platforms such as LinkedIn.

Evaluations can also include an in-person exit interview along with the evaluation form; this will allow the intern to talk about their experiences and for the organization to make any changes to their program in the future.





## Supervisor Evaluation

The supervisor should also provide feedback to the intern on their performance. Having an internship learning objective set at the beginning of the internship and providing ongoing documented evaluations throughout the program will ease the final evaluation process. The final evaluation can help the supervisor decide whether to bring back the intern for another internship or a full-time position. Such evaluations may include:

- the intern's interactions with others;
- skills demonstrated; and
- personal attributes.

## Evaluating the Internship Program

At the end of the internship, an exit interview or exit evaluation will help assess the quality of the internship by asking such questions:



- Were the tasks assigned challenging? Achievable?
- Would interns recommend others to work/intern at the organization?
- Was the supervision adequate?
- Are the interns interested in working at the organization after graduation?





## BEST PRACTICES

Over the course of two months in mid-2020, AGF approached leading companies in the United Arab Emirates (UAE) to learn more about their internship programs (Refer to Appendix 1). The interviews were structured around a set of 25 questions (Refer to Appendix 2) on key themes posed to company representatives from Human Resource Departments specifically designed to explore the process for building and implementing an internship program in the private sector. This section will focus on specific practices that a selection of 10 companies in the UAE have implemented to build successful internship programs at their organizations.

The following best practices represent consolidated research on procedures that have been implemented by the majority of the companies consulted.

**The key findings are organized into five categories:**

- Insights that Make an Internship Program Successful
- Benefits of Internships
- Recruitment, Remuneration, and Onboarding
- Motivation and Participation
- Evaluation

Companies in the UAE that are aiming to build an internship program from scratch or those that want to grow their small-scale internship programs into fully-developed programs may use these best practices to guide them.





## 1

## Insights that Make an Internship Program Successful

## Best Practice #1

All stakeholders in the organization such as managers, the human resources departments and mentors should be involved in building an internship program and must have an aligned goal.

*“Managers approach us directly when they need interns; the business now has confidence to allow fresh blood in the industry.”*

*Oman Insurance*

Building a successful internship program at an organization requires the management's buy-in, as it is the key to the success of the program. It takes an investment of time from both leadership and human resources teams to develop the program and to gain staff support in selecting the number of interns, creating quality learning experiences, and managing them. Having team buy-in is essential for creating a comprehensive internship plan which will include proper assignments and tasks for the intern.

## Best Practice #2

Design an internship program that is based on existing models from leading organizations, previous professional experience from members of your team, or on the needs of interns themselves.







*“ What we do is listen to the intern, check what they want, and then we build the criteria based on their knowledge level and skills. ”*

*Aramex*

Several companies developed their internship programs based on their professional experience in the industry, and programs have evolved over time. Other companies have modeled their program on companies that have been pioneers in having well-structured internship programs.

*“ We evolved the quality of learning and level of interaction. ”*

*HSBC*

Another key to building an internship program is based on the knowledge level and skills of the intern, by simply asking them about what they want to learn from their internship.

Understanding what the intern wants to gain out of their internship experience and working closely with them will help the organization observe what can be improved every time a new intern is hired. This can help the company with its learning offerings to the intern, which subsequently contributes to the student's quality of learning and level of the interaction.

Moreover, the internship program can progress successfully by having a structured plan - proper recruitment and selection process, assigning interns to agreed upon departments, and specifying the length of the internship, etc.





## 2

## Benefits of Internships

**Best Practice #1**

Use the internship program as a tool to source young talent and develop professional skills.

“

*It is a testing ground for the same caliber of people who we would take as fulltime employees.*

”

*PwC*

One of the main reasons for having an internship program is to upscale and further develop the competency of Emirati nationals. One of the common points to having an internship program is to attract young talent and give them the opportunity to work in a real environment. It is a way to identify individuals who are motivated and aligned to the company's core values. The internship program will also build a pipeline of potential candidates to enter the company's graduate program or join as full-time employees. Hiring an intern can help the business save costs as it is an alternative solution to hiring a full-time salaried employee.

“

*Interns bring diversity of thought to organisations. We learn as much from them as they do from us.*

”

*Nabta Health*

Additionally, having interns on board is an opportunity to build brand awareness in the market by promoting the name of the company as an employer of choice and also by helping the intern understand the mission, vision, and culture of the company. It is a good opportunity to build awareness on working in the private sector, especially for UAE nationals.





## Best Practice #2

Design an internship program that offers a well-rounded experience and professional support.

*“ Our Internship program creates an enriching experience for the students, which prepares them for their careers ahead. ”*

*Siemens*

Having a well-planned and designed internship program led by a supervisor who provides the necessary support and follow-up is one element that contributes to having a successful internship program. Additional best practices include engaging the intern from day one on a project and ensuring a sense of belonging by being part of the team. An intern's feedback on their experience during the internship program is a valuable tool in determining the success of the program. The positive experience of the intern emerges from them having well-rounded exposure to the company that will lead to them completing their tasks successfully. Interns who are provided with the right support and have developed the required skills needed for the job can join the company as a full-time employee, depending on the company's need to hire talent.

*“ The companies should encourage and help the interns grow within the team by guiding them to find the best self. ”*

*Dimension 14*





## 3

## Recruitment, Remuneration, and Onboarding

**Best Practice #1**

Meet with the business lines to determine the needs of the departments and the number of interns needed.

*“ We (HR Department) usually meet the business and head of department asking them how many students they can accommodate, and based on that number we hire [the same number of interns]. ”*

*AW Rostamani*

There are different requirements to determine the number of interns to hire. One way to hire interns is on an ad hoc basis - the HR Department meets with the business lines to collect their requirements and determine how many interns the business line can accommodate. This is based on a business need to have additional support with completing projects. Hiring interns can also be dependent upon the collaboration of universities with companies. In some universities in the UAE, one of the graduation requirements is for the student to complete an internship program at a company. In this case, the universities will reach out to companies to find internships for their students. While this isn't the ideal approach to hire interns, having a structured program with a fixed number of interns based on the company's mission and mandate can lead to a more meaningful internship experience.





## Best Practice #2

Remunerate interns, and this will incentivize them to show more commitment.

*“ You should remunerate the intern, even if it’s a small amount. They will be more committed to you. ”*

*Nabta Health*

Most companies see it as ideal to provide remuneration as this will motivate the intern to complete their tasks and show more commitment to their work. Companies determine remuneration for the interns based on the market’s benchmark - either with the help of consultancies that conduct research and then advise on remuneration, or by comparing what other companies in the market are paying their interns. Remuneration can, and should, include transportation fees and food allowance. Determining whether to pay the intern or not depends on whether there is a budget for remuneration. If financial remuneration is not possible, companies should look at other incentives they can provide, such as letters of recommendation, mentorships, and certificate of completion.

## Best Practice #3

Develop a recruitment strategy by following one or more approaches from the recommendations below:

- Tawteen 360° - Wajehni

This interactive platform brings students and private sector companies together. It allows companies to list their internship opportunities through the Wajehni platform which enables national students to obtain field and summer training opportunities. Private sector companies must be registered with the Ministry of Human Resources and Emiratization to benefit from this service.

*“ Emiratization helped us make connections with the ministry members and attend job fairs such as Tawteen 360°. ”*

*BICC*





- Collaboration with universities

Some companies believe that the best way to recruit an intern is by attending university career fairs, where there are a pool of students looking for internship opportunities.

If companies have a strong relationship with the universities, then the company can send them a job description outlining what requirements they are looking for. The university will then post the internship opportunities on their portal.

- Social networks

Some companies reach out to potential candidates directly through LinkedIn. Additionally, Instagram was found to be an easy approach to post available internship opportunities. After determining how many internship positions the company is able to offer and what departments interns will work in, companies will next advertise their internship opportunities, and request CVs from the interns. A standard approach that some companies follow in their recruitment strategy is as follows:

- ✓ Screen CVs and filter the candidates that match the internship requirements. In addition to the CV, some companies may request a letter of motivation, or cover letter, written by the intern explaining why they are interested in the internship opportunity. Some companies, however, skip this step and welcome any intern who is interested to learn about the company's work to join the team for a pre-determined period of time.
- ✓ The second step is to do a telephone interview with the candidate, followed by shortlisting potential candidates. The shortlisted interns will then be invited for an interview with the manager of the department they will be placed in. The purpose of this interview is to understand the intern's skills, motivation, attitude, and availability. If the internship role is technical, then interns will be asked questions related to the technical aspect of the role. The interview will also cover mutual expectations between the intern and the company.
- ✓ An optional step is to ask the intern to go through assessments to test their capabilities.
- ✓ If the internship is university-mandated, the intern will be placed in the department of interest and the interview will only cover learning expectations that the intern wants to gain.





## Best Practice #4

Develop an onboarding process to welcome and introduce the interns into the company.

“*[We recruit interns] The exact same way as we do for full-time employees.*”

*Oman Insurance*

- The onboarding process can take up to three weeks and it starts by sending the selected intern an offer letter which outlines the job description, duration and location of the internship, and stipend and benefits, if any. When the intern accepts the offer letter, the company will then collect the intern's documents such as legal documents, identification, and a visa copy, if required.
- A contract will then be prepared, which should be signed by the intern and the manager. In some cases, the intern must have a labor card to start their internship. Companies are encouraged to review UAE labor laws to determine what laws are applicable to them.
- The intern will then be sent a welcome email with information related to their: start date, dress code, working hours, pre-readings, expectations, schedule, agenda for the induction, and key people that they need to contact in the company.
- On the first day of the internship, either an assigned buddy or a member of the HR department should the intern through a quick induction to learn about the vision, values, history, and different departments of the company. They will also be introduced to their team and be taken on an office tour to become familiar with the environment. Should the internship be remote, this process should happen virtually.





- Some inductions include a safety training session for the interns to learn about the safety procedures in case of an emergency at the office. Other training will include the practical aspects of the job which can be done through the company's platform. Additionally, some companies offer soft skills training on time management and email writing, etc.
- Next, the line manager will sit with the intern to discuss mutual expectations and the tasks assigned during the internship.
- Interns should be involved in team activities and meetings, as appropriate, throughout their internship to ensure they are part of the team.

## Best Practice #5

Create learning objectives that will contribute to developing the intern's soft skills, and thus, will make them ready for future employability.

*“ The objectives and goals vary depending on the individuals based on the project they are handling or the projects they want to initiate at Aramex. ”*

*Aramex*

In most cases, the responsible department the intern will join determines the learning objectives based on the projects and tasks assigned. Hence, the learning objectives will differ from one department to another should the internship program include a rotation structure. However, the responsible department will make sure that the learning objectives will make the interns develop critical soft skills that support future employability. Some companies ask the intern to deliver a presentation of their learnings.







## 4

## Motivation and Participation

**Best Practice #1**

Provide challenging tasks and engage interns in team activities to keep them motivated.

*“ We highly encourage the interns to be proactive and take accountability in their role . We believe it’s important for them to feel connected and engaged with the team. ”*

*Siemens*

*“ This is part of the professional growth; to be responsible for interns. ”*

*AW Rostamani*

Providing interns constant learning opportunities will increase their motivation by keeping them busy. Examples include joining group work with other interns to work on projects for a different department than theirs or working on specific projects to a business area.

Additionally, companies should strive to provide interns with challenging tasks to avoid boredom and withdrawal from the internship program. By inviting interns to take part in team activities and regularly engaging them in the company’s online platform such as WhatsApp groups, companies can ensure that interns stay involved and motivated. Following this approach also ensures that the intern has visibility on what a full-time position would entail. Some companies provide interns with a coach and/or buddy to do timely follow-up and check-ins with the intern.

Ensuring that their teams are kept motivated is a part of the line manager and supervisor’s responsibility in developing their employees, including interns.





## 5

## Evaluation

## Best Practice #1

Evaluate the intern's performance either by rating their KPIs or by having a conversation in order to improve their learning experience.

*“ We deal with the interns as full-time employees. We measure their performance like any other employee. ”*

HSBC

There are two methods to evaluate the intern - either by measuring and rating KPIs or by relying on open communication to give feedback. Companies that conduct performance appraisals based on KPIs may have a form that includes ratings on areas such as analytical thinking, problem solving, communication, and attitude. In most cases, the evaluation is scheduled at the middle and end of the internship program. On the other hand, companies that perform evaluations through a conversation with the intern can also identify what is working and what is not, and based on the feedback, can improve the learning experience of the intern over the course of the program, before it is too late.

## Best Practice #2

Ask for the intern's feedback to measure the success of the internship program.

*“ Our success is measured both by the intern feedback we receive upon internship completion and the number of interns we convert to graduate hires. ”*

PwC





“

*What is essential is the willingness to learn.* ”

*DNV GL*

A factor that indicates a successful internship program is based on the intern's feedback during the evaluation, especially when the intern shows an improvement in performance by acquiring new skills. Another factor of success is when interns express interest to join the company as full-time employees.





# INTERNSHIP PROGRAM AT EXPO 2020

Expo 2020 Dubai, the first World Expo ever hosted in the Middle East, Africa and South Asia (MEASA) region, inspired people by showcasing the examples of collaboration, innovation and cooperation from around the world. They are also one of the institutions in the UAE that has recruited interns to play a unique experience in event management.

## Internship Program Timeline



## Criteria for Hiring Interns

Expo 2020 sought committed and talented candidates to join their team. Below are other criteria that Expo 2020 looked for when hiring interns for the six-month event.





## CASE STUDY, ETIHAD CREDIT INSURANCE

- **Background**

This section is based on the input of Etihad Credit Insurance (ECI), a public joint stock company in the UAE. ECI was established in late 2017, and their first internship program started in Summer 2019, to introduce ECI as an employer to UAE nationals.

- **Purpose of having an internship program at ECI**

To ensure that interns understand the culture of the organization.

- **Profile of the students**

The student must be a UAE national who attends one of the reputable universities in the UAE. The student's major must be relevant to the work done at ECI, such as finance, human resources and IT. Additionally, ECI finds it important that the student has a positive attitude.

- **Support received from the UAE Government**

ECI participates in MOHRE's open day to have access to a pool of UAE nationals.

- **Recruitment and onboarding**

ECI identifies the organization's requirement in terms of what skill sets, positions and experiences are required, and ensures there is a gender balance among the staff members. ECI then reaches out to their partner universities and informs them that ECI is currently accepting interns. After that, students apply to the position through the university platform and send their CV to ECI, who then screens the CVs and sets up interviews with the department heads.

Accepted interns go through an orientation to introduce them to the different departments in the organization. ECI provides training for the interns on understanding the policies and procedures and developing their soft skills, such as time management, and writing business emails, etc. Then interns are provided with a schedule on their assignments.

- **Learning objectives**

ECI determines learning objectives by discussing mutual expectations with the interns. These expectations are then translated into learning objectives.

- **Keeping the interns motivated**

ECI engages the interns by enabling them to participate in team-building activities. ECI also ensures communication is open and keeps the interns informed about what is happening in the organization.





- **Evaluation**

The line manager sits with the interns bi-weekly to discuss the intern's performance to evaluate the following:



**Attitude**



**Attendance**



**Interaction level**



**Learning experience**

ECI also receives an evaluation form from the university for completion.

The success of the internship program can be determined by the student's feedback, especially if they show interest in securing a full-time job at ECI.

- **Challenges**

The university has to be clear on the internship requirements in order for the partnership with ECI to be successful.

The departments requiring interns should dedicate time to follow up on the intern's performance.

- **Internship tools recommended by ECI:**

1. Having a platform with prospective interns profiles that ECI can access to recruit interns. The platform should be a guide for students to prepare them for their internship, including helping them to develop skills such as CV writing, presentation, understanding the labor law, and emotional intelligence.
2. English proficiency assessments for interns.





## PART 3: UNIVERSITIES

Planning for Students' Internship  
Opportunities



## Introduction

---

This section covers Best Practices that universities in the UAE apply when planning for internship opportunities for their students. AGF interviewed 4 universities in the UAE and asked them around 15 questions (Refer to Appendix 3) on key points posed to the university's representatives who are involved in planning the internship opportunities for their students. This section will focus on specific practices that the 4 universities in the UAE have implemented to build successful internship programs at their organizations.

As a university, you can use the checklist below to ensure that the internship/work experience program that you are developing at your university follows many of the best practices that universities across the UAE are implementing.







# CHECKLIST FOR UNIVERSITIES

## Internship/Work Experience Checklist

### Motivation

- Have you decided if the internship/work experience is mandatory or optional?
- If mandatory, have you created guidelines on when and where the internship must take place?
- Have you ensured that the internship/work experience will expose students to skills such as teamwork, verbal and written communication, and analytical skills?

### Ideal Internship/Work Experience

- Does your required internship/work experience meet your university's minimum duration requirement?
- Will your students complete internship hours as full-time employees?
- Does the university offer grants for students who are unable to join an internship program due to the location of the company?
- Have you planned for remote internship opportunities?

### Learning Objectives

- Has the faculty/academic supervisor reviewed the learning objectives and discussed them with the employer?

### Design and Process

- Do the employers have a valid business license in the UAE?
- Do you have a specific preference in which sectors the students should do their internship? (private, semi-governmental, public, and/or vital sectors).
- Has the company provided a supervisor to follow-up on the student's performance at work?





### Guidance and Support

- Have you prepared and scheduled sessions on workplace ethics, professionalism, mentorship programs, interview skills, personal statements, and networking to prepare students before embarking on their internship/work experience?
- Did you assign a faculty/academic supervisor to monitor and support the student during the internship and to who, in return, the student can report to?
- Are you considering creating a platform that helps university students and graduates find internship and job opportunities?

### Evaluation and Assessment

- Have you designed an internship evaluation form that will assess students on their employability skills?
- Will the student's evaluation include weekly/monthly reports from the student on their internship performance?
- Do the students have to prepare a final presentation or paper to submit in front of their faculty members on what they have learned during the internship?



# Appendices

Appendix 1	Participating Companies and Universities
Appendix 2:	Questions for Companies
Appendix 3:	Questions for Universities
Appendix 4:	Recruitment Checklist
Appendix 5:	Job Description Template
Appendix 6:	Sample Interview Questions
Appendix 7:	Interview Assessment Template
Appendix 8:	Interview Score Card
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Appendix 10:	Learning Objectives Template
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Appendix 13:	Intern Performance Evaluation Template
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## Thank you

The Abdulla Al Ghurair Foundation (AGF) would like to extend thanks and appreciation to the Ministry of Human Resources and Emiratization (MOHRE) for their support, in addition to the universities and consulted companies' human resources departments for the provision of information and best practices.

AGF would also like to extend thanks to the **Butterfly Foundation** for providing tips and recommendations on inclusion in the workplace for students and employers.

## Company Name and Contact Person:

Aramex, *Roemer Byron Castillo*

DN VGL, *Fizza Sabir and Amna Almansoori*

General Motors (GM), *Hamda Al Najjar*

HSBC, *Fatima Al-Shehhi and John Lee*

Nabta Health, *Sophie Smith*

Oman Insurance, *Diana McMurray*

PwC, *Zara Cooper and Sara Marie*

Siemens Industrial and Siemens Energy, *Merve Kavrukoglu and Aswini Pavithran*

BIC Contracting (BICC), *Shoaib Jan Khanas*

AW Rostamani, *Eman AlBastaki, Rana Osman, and Beshayer Saleh*

Dimension 14, *Melda Akin*

Etihad Credit Insurance (ECI), *Safiya Al Matrooshi*

Expo 2020, *Laila Kishari and Fatima Alloghani*

Mashreq Bank, *Mariam Al Ali*

Ernst & Young, *Khalid Alsawalhi*

## University Name and Contact Person:

Zayed University, *Jane Tatterton*

Higher Colleges of Technology, *Michael Rjeily*

NYU Abu Dhabi, *Dana Downey*

United Arab Emirates University, *Shamma Obaid Mohammed Alkaabi*





### **Building an Internship Program**

1. What was your motivation for starting an internship program?
2. How did the internship program at your company evolve from the day it started until present? How is it different than the internship program at other global offices?
3. What are the criteria that need to be present in a successful internship program for university students in the UAE?
4. What other companies did you model your program on? (relevant for companies that started their own program)
5. What makes the internship program at your company successful?

### **Recruitment, Remuneration & Onboarding**

6. What is the process to determine/ assess the number of interns to hire at each cycle?
7. How did you determine remuneration?
8. What is your recruitment strategy like? How has it changed over the years?
9. What is the recruitment process like? (Case study; followed by an interview, interview techniques, etc.)
10. What is the onboarding process for the intern at your organization? How is this different if the internship is remote?

### **Motivation and Participation During the Internship**

11. Do you create learning objectives for each intern? If yes, how do you create those?
12. How do you keep the intern motivated?
13. How do you involve and motivate supervisors and employers to support the internship program?





### **Evaluation of the Intern's Performance and the Internship Program**

14. How do you evaluate the intern's performance?
15. How do you evaluate your internship program?
16. What has been the biggest learning for your company?
17. What is the one thing you would change about your internship program, if any?
18. What have your former interns said was the best part of their internship?
19. What advice do you have for other companies who may be interested in starting internship programs?
20. What are some of the key differences between an "Emirati" internship and an "open to all nationalities" internship?

### **Other Questions**

21. How many internship rounds do you have each year? And how many interns do you take per round?
22. Should you remunerate the intern? If yes, how do you determine the remuneration and what should it cover?
23. How many learning objectives should be assigned to the intern?
24. What is the number of employees in your company?
25. What is the ideal length of the internship?





### Motivation

1. What are the university's expectations of their students completing an internship program before graduation? Example: develop professional skills? Exposure to the real workplace and life?
2. Which kind of skills do you want your students to develop? (soft, technical, general, industry-specific, occupation-specific, etc.)
3. What kind of internship would be ideal? And how long would it be? Is that the same for all years of study?

### Design and Process

4. Do you define the learning objectives that students have to work on during the internship? Or are the learning objectives mutually agreed on with the employer?
  - Do you want your students to participate in real work situations and activities or should it be limited to specific tasks and activities (that are identified by the university)?
  - What are the arguments behind your choice for real work situations/specific University designed tasks?
5. Has the process of assigning a student to an internship changed after COVID or do you expect it to change?
  - Are your students doing any remote/virtual internships?
  - What is for you the difference between remote vs. in-person internship? What is the preferred form?
  - Is the process student-driven or university-driven?





6. How do you identify the employers to partner with for the work experience/internship opportunities?
  - Do employers need to meet certain criteria to be included in your list of approved organizations?
  - Do you have preferred companies for your students to complete their internship with and what are their key features?
7. Do you connect with employers to find internship opportunities for your students?
  - If yes, what is the process?
  - Are there any challenges to find internship opportunities?
8. Is the internship directly linked to the major of the student?
  - If yes: How do you help your students find the right internship for their major of study?

### Guidance and Support

9. Does the university offer any preparatory sessions for students before they start their work experience? If yes, how?
10. Do you support your students during the internship? Do you follow-up with them or with the company on the students' progress?
11. Do you support your students, especially graduates, after completing their internship program? (ex: do you help them to find a job through the university's career center?)

### Evaluation and Assessment

12. How do you evaluate/assess the students on their internship? Is that during or after they complete their internship? Is that in collaboration with the employer?
13. If there was a guide for best practices about structuring work experience programs at your university, what should be included in the guide?
14. If there was support for using internships as part of your educational programs, which support would benefit you and from who should it come?







	Tasks	Due Date
	<b>Preliminary Steps</b>	
<input type="checkbox"/>	Evaluate the need for new employee/intern & allocate budget	
<input type="checkbox"/>	Create documents relevant to the job (i.e. job description)	
<input type="checkbox"/>	Determine the hiring process & timeline (CV, motivation letter, references, phone/virtual/face-to-face interviews, etc.)	
<input type="checkbox"/>	Constitute a hiring team (to review applications, conduct interviews, etc.)	
<input type="checkbox"/>	Advertise position internally and externally	
	<b>Pre-Interview Selection</b>	
<input type="checkbox"/>	Identify objective selection criteria (based on job description)	
<input type="checkbox"/>	Set up a procedure for first review and screen the applications	
<input type="checkbox"/>	Shortlist, if applicable, and complete phone interviews	
<input type="checkbox"/>	Shortlist & schedule face-to-face/virtual interviews	
<input type="checkbox"/>	Send rejection emails to candidates not shortlisted	
	<b>Interview Process</b>	
<input type="checkbox"/>	Prepare interview questions and interview assessment sheets (i.e. candidates score cards)	
<input type="checkbox"/>	Complete face-to-face/virtual interviews	
<input type="checkbox"/>	Send rejection emails to candidates not selected	
<input type="checkbox"/>	Human resources send pre-offer email to accepted candidates (communicate salary details, position information, starting date, etc.)	
<input type="checkbox"/>	Human resources finalize internship offer	
	<b>Post-Interview</b>	
<input type="checkbox"/>	Create internship's learning objectives	
<input type="checkbox"/>	Prepare for onboarding and intern's arrival (set up email, workspace, etc.)	
<input type="checkbox"/>	Ensure any inclusion requirements are in place for students of determination	





## APPENDIX 5

## Job Description Template

Title:

Company Name:

Semester Start Date:

Department:.

Paid: Yes  No

**Job Overview:** *(Give a brief summary of the role)*

**Responsibilities and duties:** *(Include list of essential duties requires to carry on and list them in order of importance. Example: collects and analyses data.)*

**Required Skills/Abilities:** *(Include qualifications, Experiences, Specific Skills, Certifications. Example: Excellent verbal and written communication skills; Proficient with Microsoft office and other related software)*

**Major Desired:** *(List the majors that applies)*

**Expiration Date:**

**How to Apply:**

**Application Attachments:**





Below are some generic interview questions that companies can ask when recruiting. These should be accompanied by specific job-related interview questions.

### A. Open-Ended Questions

The following are examples of open-ended questions, these can be asked at the start of the interview or during the initial phone interview level:

1. What do you know about the organization?
2. Why are you interested in this position?
3. What are you most passionate about learning — personally or professionally — and why?
4. In what ways would you like to create value as an intern?
5. What are your strengths and weaknesses?
6. How did you choose your major?
7. What are your plans after graduation?
8. How do you deal with stress?

### B. Behavioral Questions

The following are examples of behavioral interview questions, the purpose is to review the candidate's experience, personal attributes and job-related skills:

1. Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
2. Describe a time when you were faced with a stressful situation that demonstrated your coping skills.
3. Give me an example of a time when your work was criticized in front of others. How did you respond? What did you learn from this situation?
4. Tell me about a situation in which your spoken communication skills made a difference in the outcome. How did you feel? What did you learn?
5. Give me a specific example of a time when you used good judgment and logic in solving a problem.





### C. Situational Questions

The following are examples of situational interview questions, they can be general, or specific and tailored to the position at hand:

1. What would you do if you made a mistake that no one else noticed? Would you address the error and risk slowing things down or ignore it to keep the project or task moving forward?
2. How would you approach a task you've never done before?
3. Working in a start-up environment has both rewards and challenges. What do you foresee being the most significant challenge for you in this type of environment?
4. You're working towards an urgent deadline when your manager asks you to also work on another equally important project. How do you prioritize your work?
5. You are working for a ride hailing company in a customer service position. If you receive a call from a customer telling you that a driver was rude and was disrespectful, how would you respond?





## APPENDIX 7 | Interview Assessment Template

To fairly compare and assess candidates, it is recommended that a score card be prepared for each individual which sets out the position requirements in terms of skills and understanding.

This guide will help you create an individual interview score card.

**Step 1:** Identify a key job skill relevant to the job position offered.

For example: Conflict-resolution skills

**Step 2:** Develop a behavioral or situational based question to assess that quality.

“Describe a situation in which you resolved a conflict among team members. How did you do it? What was the outcome?”

**Step 3:** Develop a score card to rate the candidate’s response to each question to be asked.

	0	1	2	3
Response	No answer	Demonstrates minimal understanding of conflict resolution techniques	Demonstrates some understanding of conflict resolution techniques	Demonstrates full understanding of conflict-resolution techniques

**Step 4:** Assign the question a weight that reflects the importance of this attribute to the job role. Consider how important this quality is in relation to other requirements. If it is more important than others, weight this question more heavily (e.g., multiply the answer score by 1.5 or 2)

**Step 5:** Develop an interview assessment table for each question.

Question	Qualification	Score	Weight	Weighted Score
1	Job Related Skill Question 1		1	
2	Job Related Skill Question 2		2	
3	Behavioral Question 3		1	
4	Behavioral Question 4		2	
5	Situational Question 1		1	
6	Situational Question 2		2	
<b>Total Score</b>				





## APPENDIX 8

## Interview Score Card

Candidate Name:

Interviewer:

Position:

Date:.

*This scorecard is used to evaluate a candidate's performance in an interview.***Question 1:**

Score	0	1	2	3
Response	No answer	Demonstrates minimal understanding of [criteria]	Demonstrates some understanding of [criteria]	Demonstrates full understanding of [criteria]
<b>Notes</b>				

**Repeat the same process for each question to be asked in the interview**

Once all the questions have been asked, the interviewer will complete the candidate's scorecard.

Question	Qualification	Score	Weight	Weighted Score
1	Click here to enter text.			
2	Click here to enter text.			
3	Click here to enter text.			
4	Click here to enter text.			
....	Click here to enter text.			
<b>Total Score</b>				

**Comments**

--





APPENDIX 9

Internship Offer Email Template

Date: \_\_\_\_\_

Dear \_\_\_\_\_

We are glad to inform you that your application for the position of \_\_\_\_\_ [department] at \_\_\_\_\_ [organisation] has been accepted.

Based on your application and the interview conducted, we are confident that you are the best fit for this internship. Please find below the specifics of this internship:

- Position: \_\_\_\_\_
- Location: \_\_\_\_\_
- Start Date: \_\_\_\_\_
- End Date: \_\_\_\_\_
- Reporting supervisor: You will be reporting to \_\_\_\_\_ [Name], \_\_\_\_\_ [Title]
- Salary: Click here to enter text. [AED/month]

Your internship responsibilities will include: *(list the main responsibilities of the intern)*

---



---



---

This offer is valid for two weeks from today's date. Please confirm your acceptance before \_\_\_\_\_ [due date].

If you have any questions, please do not hesitate to reach out to me.





## APPENDIX 10 | Learning Objectives Template

Intern's Name:  
Supervisor's Name:  
Department:  
Dates Covered:

	Learning Objectives	Plan to Achieve the Objectives	Evaluate the Objectives
	List the skills, knowledge, and experience the intern will gain from this internship	List the activities the intern will perform to achieve these objectives and goals	Describe how you plan to measure your intern on the completion of these objectives
1.			
2.			
3.			
4.			
5.			







## APPENDIX 11

## Onboarding Checklist

Intern onboardings are a great way to introduce your new interns to the primary activities of your business or organization and are very important to make them feel welcomed. Here is a checklist of what to prepare for the intern on the first day.

General Information	
<input type="checkbox"/>	Welcome the intern and discuss the plan for the first day
<input type="checkbox"/>	Give the intern a tour of their assigned workspace and the building including areas such as the lunchroom and restrooms. If the internship is virtual schedule a video call with the intern to welcome them into the company
<input type="checkbox"/>	Introduce the intern to staff members. If virtual, this can be done over a video call
<input type="checkbox"/>	Introduce the intern to the HR person (if applicable)
<input type="checkbox"/>	Review general office information including: <ul style="list-style-type: none"> <li>• Emergency protocols</li> <li>• Working hours and breaks</li> <li>• Accountability when absent, calling in sick, and vacation requests</li> <li>• Computer passwords and e-mail system</li> <li>• Staff meeting schedule</li> <li>• Parking and/or parking permits</li> <li>• Cell phone policy (if applicable)</li> <li>• Office equipment (printer, shredder, etc.)</li> <li>• Office resources (files, supplies, program manuals, etc.)</li> <li>• Phone usage (if applicable)</li> </ul>
Specific Information	
<input type="checkbox"/>	Review intern learning objectives and collect feedback from intern
<input type="checkbox"/>	Create a work plan with the intern which includes due dates for learning objectives and/or projects assigned
<input type="checkbox"/>	Set up formal supervision schedule with supervisor (i.e. weekly meeting) and discuss purpose and function of supervision
<input type="checkbox"/>	Assign appropriate reading (books, articles) to increase knowledge of the job
<input type="checkbox"/>	Provide the student the employee handbook for review of relevant policies and procedures





## APPENDIX 12

Intern Evaluation of Internship  
Template

Intern's Name:  
 Supervisor's Name:  
 Dates Covered:  
 Employer:

*This evaluation is designed to provide your supervisor with feedback about your internship experience so that they might improve the internship program for future interns.*

A. Kindly review the Internship Program by choosing the appropriate number in the corresponding category below.

NA not applicable; 1 unsatisfactory; 2 improvement needed; 3 satisfactory 4 above average 5 excellent.

CATEGORY	NA	1	2	3	4	5
Evaluations of Learning Skills acquired by the end of your Internship Period						
1. Interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Leadership skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Critical thinking & problem-solving skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Technical skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Organizational skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						





Evaluation of Training Received						
7. My job functions were challenging and stimulating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I received adequate training on tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I received adequate and meaningful feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						
Evaluation of Office Environment						
10. The environment was friendly and conducive for learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I felt comfortable to ask questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I received assistance and help when needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. My opinion and feedback were asked for and taken seriously	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						
Evaluation of Recruitment Process						
14. Recruitment Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Interview & Selection Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						





B. In what ways has this internship helped you develop your skills, career goals, personal awareness, and knowledge?

C. How do you recommend we improve the experience for future interns?

D. What is your overall evaluation of this Internship Program?

E. How did you find out about this Internship?

F. Would you recommend this Internship Program to others?

Yes

No

Why or why not?

Supervisor Signature:

\_\_\_\_\_

Date:

\_\_\_\_\_

Intern Signature:

\_\_\_\_\_

Date:

\_\_\_\_\_





## APPENDIX 13

Internship Performance Evaluation  
Template

Intern's Name:  
 Supervisor's Name:  
 Dates Covered:  
 Employer:

A. Kindly list 4-6 key tasks that the intern performed and rate their performance in each task

NA not applicable; 1 unsatisfactory; 2 improvement needed; 3 satisfactory 4 above average 5 excellent.

Task Description	NA	1	2	3	4	5
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						





- B. Kindly review the intern's progress by choosing the appropriate number in the corresponding category below. If desired, make additional comments on a separate sheet.

CATEGORY	NA	1	2	3	4	5
<b>Interpersonal Relationships</b>						
1. Ability to communicate with other team members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Ability to communicate with stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Ability to communicate with clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Ability to work with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

<b>Supervision</b>						
5. Acceptance of constructive comments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Ability to take direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						
<b>Skills and Knowledge</b>						
7. Leadership skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Communication skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Decision making skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Problem solving skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Organizational skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





12. Timely completion of tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Knowledge of the field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Knowledge of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Suitability for career in this field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						
<b>Personal Qualities</b>						
16. Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Work attitudes (i.e., initiative, enthusiasm)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Willingness to learn and adapt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Acceptance of responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

C. What improvements have you observed in the intern's skills, knowledge and personal and/or personal development?





D. Would you recommend this intern for another internship or full-time employment, if a position is available?

- Yes
- No

Why or why not?

Supervisor Signature:

---

Date:

---

Intern Signature:

---

Date:

---







## APPENDIX 14

Internship Program Evaluation  
Template

Dates Covered:

Number of Interns:

- A. Kindly review the program's features by choosing the appropriate number in the corresponding category below.

NA not applicable; 1 unsatisfactory; 2 improvement needed; 3 satisfactory 4 above average 5 excellent.

CATEGORY	NA	1	2	3	4	5
<b>Recruitment</b>						
1. Was the recruitment process lengthy and difficult?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Was the recruitment process efficient?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Were the job descriptions properly communicated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Were the interview questions efficient?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						
CATEGORY	NA	1	2	3	4	5
<b>Recruitment</b>						
5. Were the program's objectives clearly communicated to staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Were the learning objectives adequately set?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Did the program provide an opportunity for the intern to learn new skills?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Did the program provide an opportunity for the intern to apply critical thinking and take initiatives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





9. Did the program provide adequate support and resources to ensure intern's objectives were met?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Did the program stay within the determined budget?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Did the intern feel comfortable and welcome within the organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments						

B. Kindly select the right answer below:

- a. Will the organization be hiring interns again? Yes  No
- b. Will the organization be hiring interns again from the same resource? Yes  No
- c. Would the organization hire these interns for full time employment, if possible? Yes  No
- d. Was this a good marketing tool for the organization? Yes  No
- e. Did all the interns complete their internships? If not, why not: Yes  No

C. What worked well in this internship program?

D. What were the challenges that the team faced during the internship and how were they resolved?

E. What improvements need to be made for the next round?





## APPENDIX 15

## Starter Budget Worksheet for University Students

CATEGORY	MONTHLY BUDGET	MONTHLY ACTUAL	SEMESTER BUDGET	SEMESTER ACTUAL	SCHOOL YR BUDGET	SCHOOL YR ACTUAL
<b>INCOME</b>						
From Jobs						
From Parents						
From Scholarships						
From Financial Aid						
Miscellaneous Income						
<b>INCOME SUBTOTAL</b>						
<b>EXPENSES</b>						
Rent or Room & Board						
Utilities						
Tuition/Fees						
Groceries						
Car Payment/Transportation						
Insurance						
Gasoline/Oil						
Car Maintenance						
Entertainment						
Books						
Computer Expense						
Miscellaneous Expense						
<b>EXPENSES SUBTOTAL</b>						
<b>NET INCOME (INCOME minus EXPENSES)</b>						





**Abdulla Al Ghurair  
Foundation**

## **ABOUT THE ABDULLA AL GHURAIR FOUNDATION**

AGF aims to empower Emirati and Arab youth to thrive and contribute to the sustainable development of the region, through innovative education solutions and authentic partnerships. As one of the largest privately-funded philanthropic foundations in the Arab region, AGF supports the provision of high-quality technology-based education opportunities, as well as the development of relevant skills for a successful transition into higher education and the labor market. Founded in 2015, the Foundation is dedicated to the realization of the United Nations Sustainable Development Goals 4 and 8, calling for inclusive and equitable quality education that leads to improved standards of living for all.

[www.alghurairfoundation.org](http://www.alghurairfoundation.org)

