

NAI Global's Internship-In-A-Box Executive Briefing

Summary

Organizations need to build a strong talent pipeline to address future skills gaps and support long-term strategic objectives. Internship programs create an opportunity to build the talent pipeline by providing early access to emerging talent, including new perspectives, ideas, and skill sets, and increasing talent retention. However, internship programs have traditionally received little thought, which limits the opportunity for organizations to leverage emerging talent to address future needs.

Client Challenge

- Internship programs require significant time and resources to develop and implement, and programs that lack structure provide limited return on investment.
- Ineffective internship programs have a negative impact on both interns and organizations and run the risk of damaging the employer brand externally.

Critical Insight

- A well-thought-through, structured internship program expands the talent pipeline and supports organizational goals through meaningful work that benefits both interns and the organization.

Our Recommendation

- Utilize the NAI Global Internship-In-A-Box program to design a structured internship program with a strong foundation that can be scaled up over time.
- Leverage the NAI resources and tools to design your own program that supports organizational goals and talent needs through a strong program structure, recruiting diverse intern talent, and emphasizing intern integration within the business.
- Use the program to build a talent pipeline that supports intern professional development.

2023
NAI Global
LEADERSHIP SUMMIT

NAI GLOBAL WORKFORCE BUSINESS-IN-A-BOX SERIES

6 Steps to Hire, Manage and Lead an Intern Through Your Internship Program

- 1 Select Internship Model
- 2 Identify Intern Position
- 3 Choose Campus & Sourcing Tactics
- 4 Interview, Hire & Onboard
- 5 Internship Performance Mgmt
- 6 Internship Completion

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Customize and Implement

<p>1. Select the internship program that will be effective for your company.</p>	<p>a) Micro-Internship - Small project-based or introduction to the industry internship opportunity.</p> <p>b) Short-Term Internship - 3 Month internship program that provides skill and development training for interns.</p> <p>c) Long-Term Internship - 6 to 12 Month internship opportunity to learn the business over a period of time.</p> <p>d) International Internship - 2 Year Internship program with a practical roadmap to training new potential brokers the skills and business long-term.</p> <p>Resources/Tools:</p> <ul style="list-style-type: none"> • <i>Internship Executive Briefing Summary</i> • <i>Internship-In-A-Box Presentation</i> • <i>Internship Model Options</i> • <i>Internship Playbook (Daily, Weekly and Phases of the Program)</i>
<p>2. Identify the position your firm would like to fill.</p>	<p>a) Transaction Coordinator</p> <p>b) Appraisal Assistant</p> <p>c) Property Management Assistant</p> <p>d) Assistant Broker</p> <p>e) Other (Your custom position)</p> <p>Resources/Tools:</p> <ul style="list-style-type: none"> • <i>Internship Request Form Template</i> • 5 Job Description Templates • CRE Internship Compensation Best Practices
<p>3. Choose your campus(es) and campus sourcing strategies.</p>	<p>Campus Sourcing Strategy Examples</p> <p>a) Campus Career Fair</p> <p>b) College Job Postings</p> <p>c) Class Presentations</p> <p>d) Speaker Industry Panel</p> <p>Resources/Tools:</p> <ul style="list-style-type: none"> • <i>Campus Recruiting Executive Briefing</i> • Campus Recruitment Best Practices • Campus Recruitment Case Studies • Sourcing Methods Catalog • Student/Graduate Profile Template
<p>4. Interview, hire and onboard your intern.</p>	<p>a) Select interviewers.</p> <p>b) Identify effective questions to assess skills and abilities.</p> <p>c) Extend Offer.</p> <p>d) Onboard new intern.</p> <p>e) Assign mentor.</p> <p>Resources/Tools:</p> <ul style="list-style-type: none"> • <i>Internship Talent Acquisition Process</i> • <i>Job Description Templates</i> • <i>Assigning a Mentor & Mentorship Best Practices</i>

<p>5. Coach and Manage Internship Performance</p>	<p>a) Communicate job requirements. b) Establish internship goals. c) Set accountability and performance expectations. d) Conduct formal and informal check-ins to address goal progress and share performance feedback.</p> <p>Resources/Tools:</p> <ul style="list-style-type: none"> • <i>Onboarding Best Practices</i> • <i>Goal Management Guide</i> • <i>4 Steps to Improve Poor Performance</i>
<p>6. Intern experience, evaluation and completion</p>	<p>a) Final internship assignment or assessment. b) Intern exit interview or send a feedback survey. c) Identify the strengths and opportunities for areas improvement. d) Provide reference letters. e) If applicable, provide offer of employment.</p> <p>Resources/Tools:</p> <ul style="list-style-type: none"> • <i>Final Internship Performance Evaluation</i> • <i>Internship Evaluation and Program Feedback Survey</i>