Global Internship Program for Unemployed Youth

Final Evaluation Report

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Arconic Foundation  Alcoa Foundation  IIE The Power of International Education
# Table of Contents

Chapter 1: Introduction .........................................................................................................................4

Chapter 2: Program Outcomes ...............................................................................................................7
  - About the Internship and Activities .................................................................................................7
  - Job Shadowing and Mentorship ......................................................................................................9
  - Program Satisfaction .........................................................................................................................10

Chapter 3: Program Impacts ................................................................................................................12
  - Impacts on Program Participants ...................................................................................................12
  - Employment Outcomes ..................................................................................................................14
  - Impacts on Companies ...................................................................................................................15
  - Impacts on Nonprofit Partners .......................................................................................................17

Chapter 4: Recommendations and Best Practices .............................................................................18
  - Recommendations ........................................................................................................................18
  - Best Practices ...............................................................................................................................18
  - Conclusion ..................................................................................................................................20

Appendix A: Program Overview ..........................................................................................................21

Appendix B: Evaluation Methodology ..............................................................................................22
  - Survey Respondents .....................................................................................................................22
  - Limitations ....................................................................................................................................22

Appendix C: Demographics ................................................................................................................24
  - Participant Demographics ............................................................................................................24
  - Company Demographics ..............................................................................................................25
Figures

Figure 1. Preparedness of Participants at Beginning of Internship ................................................................. 8
Figure 2. Internship Activities Reported by Participants and Companies ....................................................... 8
Figure 3. Topics Discussed with Mentor ........................................................................................................ 10
Figure 4. Participant Satisfaction .................................................................................................................... 11
Figure 5. Company Satisfaction ..................................................................................................................... 11
Figure 6. Participant Improvement: Communication and Interpersonal Skills .............................................. 12
Figure 7. Participant Improvement and Training: Academic and Technical Skills ....................................... 12
Figure 8. Professional Growth in Workplace Competencies ......................................................................... 13
Figure 9. Employment Status of Participants ................................................................................................. 14
Figure 10. Company Benefits of Hosting Interns ........................................................................................... 16
Figure 11. Considerations for Hosting Interns in The Future ......................................................................... 17
Figure 12. Highest Level of Schooling Completed (Participants) ................................................................. 24
Figure 13. Employment During 12 Months Before Program ....................................................................... 24

Tables

Table A. Nonprofit Partners, Philanthropic Partners, and Locations ............................................................. 4
Table B. Data Collection Overview ............................................................................................................. 5
Chapter 1

Introduction

Issues of youth unemployment resonate across many countries and fields of work, particularly in the manufacturing field. In 2012, McKinsey and Company found that young people worldwide are three times more likely than their parents to be jobless.\(^1\) In response, Legacy Alcoa Foundation\(^2\) created the Global Internship Program for Unemployed Youth in 2013 to equip unemployed youth with the skills and experience to start successful careers in the manufacturing sector. Although this program did not address all youth unemployment issues, as a recent International Labour Organization report shows,\(^3\) the program has contributed to fighting youth unemployment in eight countries: United States, Australia, Brazil, Canada, France, United Kingdom, Spain, and Russia.

The current iteration of the Global Internship Program for Unemployed Youth draws upon the success of an initial, two-year cycle funded from 2013 to 2015. In the second two-year cycle of the program, between January 2016 and December 2017, the Institute of International Education (IIE) collaborated with two philanthropic partners—Alcoa Foundation and Arconic Foundation—as well as five local implementing nonprofit partners. Alcoa Foundation supported two of the five partners and Arconic Foundation supported the other three. All five nonprofit partners implemented career development programs that offered job training and internships with small and medium-sized manufacturing companies in their local communities. Table A provides an overview of the philanthropic and nonprofit partners collaborating with IIE on the program.

Table A. Nonprofit Partners, Philanthropic Partners, and Locations

<table>
<thead>
<tr>
<th>Nonprofit Partner</th>
<th>Philanthropic Partner</th>
<th>Country</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bellingham Technical College</td>
<td>Alcoa Foundation</td>
<td>United States</td>
<td>Washington</td>
</tr>
<tr>
<td>Northern Futures</td>
<td>Alcoa Foundation</td>
<td>Australia</td>
<td>Geelong</td>
</tr>
<tr>
<td>Blount Partnership</td>
<td>Arconic Foundation</td>
<td>United States</td>
<td>Tennessee</td>
</tr>
<tr>
<td>Mission Locale Sarthe Nord</td>
<td>Arconic Foundation</td>
<td>France</td>
<td>Sarthe Nord</td>
</tr>
<tr>
<td>The Pump</td>
<td>Arconic Foundation</td>
<td>United Kingdom</td>
<td>Birmingham</td>
</tr>
</tbody>
</table>

Launched in October 2013, the program successfully provided workforce development opportunities to unemployed youth with the goal of increasing their employability in the manufacturing sector. Since January 2016, the program has served 218 unemployed youth, primarily ages 18 to 24. IIE’s Monitoring, Evaluation and Learning team worked with IIE program staff to evaluate the program and its outcomes. This report aims to capture the extent to which the program was successful in achieving its program goals. The report

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2. In November 2016, concurrently with the separation of Alcoa Inc. into two companies—Alcoa Corporation and Arconic Inc. In addition, Alcoa Foundation (the philanthropic partner associated with Alcoa Inc.), hereafter referred to as Legacy Alcoa Foundation, separated into two new foundations, Alcoa Foundation (associated with Alcoa Corporation) and Arconic Foundation (associated with Arconic Inc.).
provides recommendations that can be incorporated into subsequent programming or other programs with similar objectives. The goals of the final evaluation were to:

- **Measure the outputs, outcomes, and potential impacts** of the Global Internship Program for Unemployed Youth on its beneficiaries, who included:
  - The program participants,\(^4\) who are the primary beneficiaries of the program.
  - The companies where participants conduct their internships.
- **Identify best practices and recommendations** that could be used to inform future program implementation.

The final evaluation relied on a mixed-methods approach, incorporating quantitative and qualitative data. The study team administered surveys in English and French on a rolling basis between June and October 2016 (midterm evaluation) and between June and October 2017 (final evaluation). Any participant who had begun the program was eligible to complete the survey, although nonprofit partners (who assisted with survey administration and follow-up) were encouraged to focus on participants who had completed the program. Similarly, any company that had hosted interns since the start of the program (beginning January 1, 2016 for the midterm evaluation and January 1, 2017 for the final evaluation) was eligible to complete a survey.

In addition to administering surveys to program participants and companies that hosted interns, the study team conducted interviews with all five nonprofit partners responsible for local program implementation. The study team assessed interview data from the final evaluation as it is most recent. Table B summarizes data collection sources, methods, and number of respondents.

**Table B. Data Collection Overview**

<table>
<thead>
<tr>
<th>Data Source</th>
<th>Data Collection Method</th>
<th>Total Number of Midterm Respondents</th>
<th>Total Number of Final Respondents</th>
<th>Total Participating in Program (Jan 2016–Dec 2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Participants</td>
<td>Survey</td>
<td>41(^5)</td>
<td>55(^6)</td>
<td>230</td>
</tr>
<tr>
<td>Companies</td>
<td>Survey</td>
<td>22</td>
<td>21</td>
<td>77</td>
</tr>
<tr>
<td>Nonprofit Partners</td>
<td>Interviews</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

To present a cumulative assessment of the Global Internship Program for Unemployed Youth, the study team aggregated survey responses from the midterm and final evaluation data collection stages. This approach allowed for findings to be comprehensive and to show collective impact. Participant findings reflect a total of 96 survey respondents, from both the midterm and final evaluation, with 65 having completed their internship during the time of data collection. Thus, all employment findings speak to these 65 participants. Likewise, all company findings speak to respondents from both the midterm and final evaluations, altogether

\(^4\) For the purposes of this report, “program participants” refers to individuals who were participating in or who had completed the Global Internship Program for Unemployed Youth at the time of data collection.

\(^5\) Only 28 of the 41 respondents had completed the Global Internship Program for Unemployed Youth at the time of the midterm evaluation data collection.

\(^6\) Only 37 of the 55 respondents had completed the Global Internship Program for Unemployed Youth at the time of the final evaluation data collection.
reflecting 43 company representatives from 31 companies. One of the limitations of the final survey data collection is that there were no respondents from nonprofit partner The Pump, United Kingdom, during the final evaluation. However, a representative from the nonprofit shared their insights about the program’s impacts on the participants and on the companies.

The following chapters discuss program outcomes and impacts, and the last chapter highlights best practices and recommendations to improve program implementation. Appendices cover additional information about the program overview, evaluation methodology, and respondent demographics.
Chapter 2

Program Outcomes

This chapter discusses the outcomes of the Global Internship Program for Unemployed Youth on program participants and companies. It specifically discusses program activities including the paid internship and job shadowing and mentorship, as well as the overall satisfaction of participants and company respondents with the implementation of the program.

About the Internship and Activities

Internship Length and Hours Worked

Of the 65 participants that completed their internship, the majority (68%) had internships that lasted between three and six weeks. Although most participants (42%) interned between 35 and 40 hours a week, average individual weekly internship hours ranged from 4 to 80 hours a week. No participants reported extremely high workloads (100 hours per week, on average).

Internship Activities

Both participants and companies reported high levels of participation in job shadowing and manufacturing work. Although several participants (62%) engaged in hands-on manufacturing work, fewer participants engaged in more administrative roles (23%). “Other” internship activities cited by participants and companies included warehousing-related tasks. Data from the company survey revealed that seven interns withdrew due to transportation difficulties, unexcused absences, failure to follow safety protocols, or failure to pass the mandatory drug tests.

Companies hosted on average three interns. More than half of the companies that hosted interns had also done so before, and 77% indicated that they would be interested in hosting interns again in the future.

Participant Reflections on Challenges

The top challenge for internship participants was learning to do what was expected of them at their internship (with 11 interns citing this challenge as an issue). Interns experienced fear or anxiety asking questions about internship tasks and worried that their work was not making an impactful difference. Other challenges included arriving to the internship on time and finding transportation to the internship site.

Nonprofit Reflections on Challenges

Voiced by both the nonprofit partners and the participants, transportation was a large issue that affected intern retention and punctuality. One nonprofit partner observed this issue to be their most significant challenge. The nonprofit serves a large rural area with limited public transportation. The ability to get to work and the lack of punctuality was a continuous problem during the midterm and final evaluations of the program.

“Transportation is a really big issue for a lot of these participants. A lot of them don’t have reliable transportation or transportation at all.” —Nonprofit Partner
Nonprofit partners supported youth from various backgrounds, all facing unique barriers that prevented them from securing employment. Some of the challenges stemmed from substance abuse, mental health concerns, and having criminal records—all of which made it more difficult for the participants to complete the program. The Global Internship Program for Unemployed Youth, however, addressed these issues through contextualized and attentive approaches to meet the demands of a diverse participant population.

“Our participants [have faced] low education issue in our community, mental health, and drug and alcohol substance abuse ... we’ve seen in the last 12 months an increase in our participants having criminal records. So, that’s been a really big push around the Youth Justice System here.” —Nonprofit Partner

Participant Preparedness at the Start of the Internship

Companies (38%) were more likely to describe their interns as “very prepared” compared to respondents (14%) at the beginning of their internships (Figure 1). This response may reflect the struggles interns encounter when building confidence in the professional workspace, especially given their personal histories and hardships. According to the nonprofit partners, most participants have struggled with substance abuse and come from impoverished backgrounds—all of which may contribute to interns feeling disheartened and insecure at their internships.

Figure 1. Preparedness of Participants at Beginning of Internship

38% of the companies felt that their interns were “very prepared” to perform the tasks required of them at the start of their internship.

Internship Activities

Although participants felt somewhat unprepared for their internships, they engaged in a variety of tasks, which allowed them to gain confidence. As most participants became familiar with the manufacturing field and received one-on-one guidance from a mentor, others spent time participating in safety trainings (Figure 2).

Figure 2. Internship Activities Reported by Participants and Companies

Participants were most involved in job shadowing and manufacturing work at their internship.
Nonprofit partners echoed the impact that skills training in a working environment had on interns who had not previously had this experience. The exposure to actual manufacturing work allowed participants to grasp first-hand the various skills that were necessary for a job. It also allowed participants to see value in their contributions to manufacturing in their countries.

“There’s really no substitute for getting students out into the working environment, so that they can understand the skills that are really needed for them to be successful.” — Nonprofit Partner

“Most participants enjoyed the maintenance jobs where they could get their hands dirty and truly learn how a piece of equipment works.” — Nonprofit Partner

“(The internship) was rewarding because I was beginning to feel ownership of the process and learning about the upstream and downstream effects of my actions.” — Male participant, Bellingham Technical College

Job Shadowing and Mentorship

Job Shadowing

Both employers and participants cited job shadowing as the most useful program activity. Specifically, participants expressed that job shadowing provided them with realistic expectations about the field, allowing them to gain more preparation for the workforce. One nonprofit partner discussed how the job shadowing component encouraged interns to seek out similar opportunities in other departments besides manufacturing. This response reflects the successful reception of job shadowing and how the applied nature of this program activity promoted similar forms of hands-on experiences in other parts of the internship.

 “[Some interns] have started incorporating more kinds of job shadowing with different departments, not just in the manufacturing department, just so they kind of get the holistic, big picture of a manufacturing facility.” — Nonprofit Partner

Many participants also cited job shadowing specifically when commenting on the most rewarding aspects of the internship. The nonprofit partners were very invested in ensuring that their interns were mentored throughout the process and enjoyed mentoring the students as it enabled them the opportunity to invest in and seek future employees. More than half of the participants reported that both the companies and the nonprofits with which they were involved helped them with career planning.

Mentorship

Twenty-five percent (24 participants) of participants reported being mentored during their internships, and 27% of companies reported providing mentorship. Fifty percent of participants met with their mentors on a weekly basis, and another 25% said they met with their mentor every day, and discussed a variety of topics (Figure 3).
Most participants discussed **career goals** or **interviewing skills** with their mentors.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career goals</td>
<td>92%</td>
</tr>
<tr>
<td>Interviewing skills</td>
<td>82%</td>
</tr>
<tr>
<td>Assistance with resume/CV</td>
<td>77%</td>
</tr>
<tr>
<td>Career research</td>
<td>68%</td>
</tr>
<tr>
<td>Developing a job search plan</td>
<td>68%</td>
</tr>
<tr>
<td>Networking skills</td>
<td>64%</td>
</tr>
<tr>
<td>Professional development opportunities</td>
<td>50%</td>
</tr>
</tbody>
</table>

**Interest in Manufacturing Field**

Participants discussed with their respective mentors the realities of pursuing a career in the manufacturing sector. The internship activities provided exposure to the field for most and allowed the participants to reflect on career prospects during their mentorship. Twenty percent of respondents said they felt “neutral” about pursuing careers in the manufacturing industry, and the remaining 13% said they were less likely to seek out a career in that industry. This response may reflect biases about the manufacturing sector that are held among the interns. The nonprofit partners are cognizant of these challenges and strive to inform youth about employment in the sector.

> “Workforce development is ... such an important thing for us right now, and it's a tremendous mission that we have so this just helps us, specifically in manufacturing, to be able to kind of educate people and get the word out that manufacturing's not what it used to be.” —Nonprofit Partner

Thirty-five percent of the participants indicated that they were more likely to pursue manufacturing careers as a result of the program. Involvement in manufacturing through the program also helped to spark an interest in manufacturing for participants who were not previously experienced in the field or may have had preconceived notions of the manufacturing industry.

> “We are introducing students to manufacturing environments, and some of our students might not have considered working in some of the environments they did eventually do an internship in and they really enjoyed it.” —Nonprofit Partner

**Program Satisfaction**

**Satisfaction with Internship Activities**

Participants were asked about what internship activities they found most rewarding, and their answers not only demonstrated the wide range of tasks they engaged in but also revealed the pride and satisfaction they felt in learning a new skill and finding a good fit for employment.

> **What internship task or project was most valuable or rewarding, and why?**

> “Head gasket, for me doing that was rewarding because I've never experienced a job like that.” —Male participant, Bellingham Technical College
“The quick handling of the chain made me aware of doing a job that suits me.” —Male participant, Mission Locale Sarthe Nord

Overall Satisfaction

Program participants were very satisfied with the nonprofit partners, although they reported slightly lower levels of satisfaction with the companies where they interned (Figure 4).

Figure 4. Participant Satisfaction

98% of the participants were satisfied with their nonprofit partners.

- Very satisfied: 49%
- Satisfied: 42%
- Neutral: 8%

With Companies

- Very satisfied: 65%
- Satisfied: 33%

With Nonprofit Partners

None of the companies surveyed reported dissatisfaction with program implementation with the nonprofit partner (with more than half of the companies being “very satisfied.”)

“...contact to check on the progress of the interns and provide a comprehensive evaluation form for us to use at the end of the semester. They assign the interns tasks that revolve around the design or operation of our plant (i.e., many interns need to provide a flow schematic of one of the plant processes).” —Company Representative

Likewise, companies reported high levels of satisfaction with the caliber of interns they received from the program (Figure 5). Companies were specifically pleased with the interns’ high level of motivation to learn and perform the job tasks. Nonprofit partners played a key role in ensuring that companies were satisfied with their interns. A Northern Futures partner indicated that they had “tried very hard to ensure that interns match the companies’ needs” and had sent them “willing and keen individuals that have taken the chance to grow their knowledge base.”

Figure 5. Company Satisfaction

91% of the companies were satisfied with the caliber of their interns.

- Very satisfied: 49%
- Satisfied: 42%
- Neutral: 8%

With Companies

The Global Internship Program for Unemployed Youth made great strides in achieving its program objectives. Participants successfully completed the paid internship at local manufacturing companies and were satisfied with their involvement. At their internships, they engaged in job shadowing as part of their job readiness training and were excited about the applied nature of this program component. In fact, the exposure to the manufacturing field allowed them to gain interest in pursuing a career in a similar space in the near future.
Chapter 3
Program Impacts

This chapter presents findings about the impacts of the Global Internship Program for Unemployed Youth on program participants, the companies that hosted them, and the nonprofit partners. In addition to discussing the degree of improvement participants experienced in a variety of career-related skill areas, this chapter looks at employment outcomes across the participants, and factors that may have contributed to their workforce readiness.

Impacts on Program Participants

Skill Acquisition

Many participants felt that their skills had improved significantly, especially in time management and workplace etiquette. As Figure 6 shows, participants greatly improved their time management skills, and this interpersonal skill improvement was positively associated with the extent to which they received job interviews. Further, participants were more likely to improve their communication skills if they received mentorship or advising as part of their internship experience, and if their mentor specifically discussed networking with them.

Figure 6. Participant Improvement: Communication and Interpersonal Skills

Participants most improved their workplace etiquette and punctuality skills at their internships.

<table>
<thead>
<tr>
<th></th>
<th>5 (Great improvement)</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1 (No improvement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace etiquette (rules)</td>
<td>42%</td>
<td>15%</td>
<td>8%</td>
<td>14%</td>
<td>21%</td>
</tr>
<tr>
<td>and attire</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Punctuality</td>
<td>42%</td>
<td>11%</td>
<td>11%</td>
<td>15%</td>
<td>21%</td>
</tr>
<tr>
<td>Time management</td>
<td>38%</td>
<td>18%</td>
<td>11%</td>
<td>17%</td>
<td>16%</td>
</tr>
<tr>
<td>Receiving feedback</td>
<td>35%</td>
<td>15%</td>
<td>20%</td>
<td>16%</td>
<td>15%</td>
</tr>
<tr>
<td>Problem solving skills</td>
<td>33%</td>
<td>23%</td>
<td>14%</td>
<td>18%</td>
<td>12%</td>
</tr>
<tr>
<td>Leadership skills</td>
<td>30%</td>
<td>22%</td>
<td>27%</td>
<td>8%</td>
<td>13%</td>
</tr>
<tr>
<td>Communication skills</td>
<td>27%</td>
<td>24%</td>
<td>17%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>Negotiation skills</td>
<td>24%</td>
<td>22%</td>
<td>21%</td>
<td>27%</td>
<td>6%</td>
</tr>
</tbody>
</table>

In the case of technical skills, survey respondents reported increased improvement as well, with particularly strong improvement in their literacy skills (Figure 7). Additional analyses revealed that participants were more likely to increase their literacy skills if they engaged in administrative tasks during their internship.

Figure 7. Participant Improvement and Training: Academic and Technical Skills
Participants most improved their **math and numeracy** and **computer literacy skills** at their internships.

<table>
<thead>
<tr>
<th>Skill</th>
<th>5 (Great improvement)</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1 (No improvement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literacy</td>
<td>37%</td>
<td>22%</td>
<td>25%</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>Computer literacy</td>
<td>37%</td>
<td>19%</td>
<td>22%</td>
<td>12%</td>
<td>11%</td>
</tr>
<tr>
<td>Math and numeracy skills</td>
<td>36%</td>
<td>25%</td>
<td>24%</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>Writing skills</td>
<td>33%</td>
<td>28%</td>
<td>26%</td>
<td>9%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Participants were also asked the degree to which they felt they had improved in key workplace competency areas because of the program (Figure 8). Similar to improving literacy skills, participants were more likely to learn how to meet deadlines if they engaged in administrative work during their internship.

**Figure 8. Professional Growth in Workplace Competencies**

**Participants learned how to follow instructions and work effectively in a team.**

<table>
<thead>
<tr>
<th>Skill</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work effectively in a team or group</td>
<td>53%</td>
<td>40%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Follow instructions and complete tasks that are assigned to me</td>
<td>52%</td>
<td>38%</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Meet deadlines</td>
<td>44%</td>
<td>46%</td>
<td>9%</td>
<td></td>
</tr>
</tbody>
</table>

In open-ended survey responses, participants mentioned that learning how to work effectively in a team or group was the most valuable skill they learned during the internship. Much of their professional growth can be attributed to the soft-skills training they received, consisting of workplace etiquette details such as punctuality and accepting feedback. Nonprofit partners described these trainings as one of the most valuable components of the program.

“Working as part of a team has been most valuable, as it has helped me with my communication skills.” — Male Participant, The Pump

“(The internship) taught things that maybe other people might be punished for not doing or get penalized in school for not doing (like being on time, or calling in if you’re sick, or just being able to take constructive criticism and work on a team). That’s where soft-skills training comes into play and I think [that it] has been helpful.” — Nonprofit Partner

“(The internship) cover[s] some basic team-building skills, dealing with constructive criticism, working on your resume, your cover letter, learning how to dress appropriately for work, dress[ing] appropriately for an interview. All of these things are extremely valuable.” — Nonprofit Partner
Self-Confidence and Self-Esteem

A key theme that emerged from both company and participant surveys is that the Global Internship Program for Unemployed Youth helped to instill confidence in program participants. Seventy-eight percent of participants said they had gained confidence in their abilities, and some participants indicated that their acquired confidence was the greatest benefit of the internship.

“The Mission Locale has best prepared me [for the workforce] because it has given me confidence in myself.” —Female participant, Mission Locale Sarthe Nord

“I was able to experience all hands meetings and safety meetings and really get a feel for what the day to day responsibilities are in this position. I feel much more confident in my own abilities now.” —Female participant, Bellingham Technical College

Although 80% of companies agreed that interns have gained confidence in their abilities as a result of the internship program, many of the representatives note that factors at home still influence confidence and motivation. As such, during the program, companies emphasized the critical importance of providing opportunities to interns that allow for confidence-building and motivation.

“We need to motivate [interns] to find solutions ... to help [the intern] in [their] personal life ... to make sure that we don’t lose some of them during the program.” —Nonprofit Partner

“Our students face a lot of barriers in general ... but I feel like the experience often helps increase their confidence and it helps increase their engagement levels. They can see what they’re working towards ... and I think that helps motivate students.” —Nonprofit Partner

Employment Outcomes

The following section presents findings on employment outcomes (Figure 9) for the 65 participants who indicated they had completed the program at the time of their survey.

Figure 9. Employment Status of Participants

54% participants have found employment and are working either full- or part-time.

- Employed, working full-time
- Employed, working part-time
- Not employed, looking for work
- Enrolled in a training or education program
- Disabled or injured, not able to work
- Other

Employment Rates and Locations

Of the 65 participants who had completed the program, and completed their surveys, 43% (28 participants) had found full-time employment after their internship and 11% (7 participants) found part-time employment. Sixty-seven percent (19 participants) of the 28 fully employed participants have been hired
at the company where they interned. To corroborate these findings, 36% (13 companies) of the companies surveyed reported that they had hired former interns. Employed participants work an average of 35 hours a week, and almost all are paid hourly, earning an average of $15 per hour.

Companies indicated that it was helpful to observe the interns’ work ethic and work readiness when making hiring decisions. It was also helpful to “observe and train the interns to the level required” for the job. Seven of the 10 respondents secured employment at their internship site, which is indicative of the program’s contribution to an employee pipeline for the participating companies.

“We consider [the internship as] an extended job interview. We receive feedback from the operators and some production staff asking us to hire the interns.” —Company Representative

Companies discussed taking significant efforts to connect interns with potential employers. One company representative discussed how they would add more “industry involvement” to the internship program early on, bringing in different industry representatives every week to meet the participants. Another representative elaborated upon “tours” in which internship participants could meet new and different employers other than those that hosted their internships. These efforts demonstrate that as a result of subsequent programming, companies have learned from previous internship cycles, and are actively working to improve the experience and employment outcomes for the participants. The program has also allowed the companies to gain recognition and valuable networks in the manufacturing sector.

“We arrange tours for program students so that we can make connections with employers, and really talk with them about the program, and get the internships, get them to consider taking on interns. The program has helped us strengthen ... and create new relationships with employers.” —Nonprofit Partner

Job Preparation

Of all the 43 company respondents from the midterm and final evaluations, 67% of company representatives agreed that the program gave them the ability to “test-drive” potential employees, and for some companies, this ability resulted in a significant boost to their workforce.

“(The internship program) has been an excellent source to fill our seasonal position with quality individuals, who we could potentially hire in the future when job positions open up.” —Nonprofit Partner

Most participants felt the program had prepared them well for their current work, stating that the internship “better prepared” them for “interviews and the world of work.”

Among the participants who were looking for work, 42% felt “very prepared” for the jobs they were applying for, 36% felt “somewhat prepared,” and only 2% felt “not very prepared.” Companies who had hired interns with whom they had worked in the internship program said that interns were more likely to be hired if they exhibited strong work ethic, punctuality, and practical understanding of the job responsibilities. Participants added that confidence is key to employment, along with networking and acquisition of work readiness skills.

Impacts on Companies

Seventy-seven percent of companies agreed that their company would be interested in hosting program participants in the future (Figure 10).


Figure 10. Company Benefits of Hosting Interns

Companies have most benefitted from being able to give back to their communities, and to test-drive potential employees.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are able to give back to the community</td>
<td>34%</td>
<td>21%</td>
<td>11%</td>
<td>8%</td>
<td>26%</td>
</tr>
<tr>
<td>We are able to “test-drive” potential employees</td>
<td>25%</td>
<td>30%</td>
<td>13%</td>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td>We are able to contribute to the economic development of our community</td>
<td>30%</td>
<td>25%</td>
<td>13%</td>
<td>8%</td>
<td>25%</td>
</tr>
<tr>
<td>We have benefitted as a result of our relationship with the NGO...</td>
<td>28%</td>
<td>23%</td>
<td>19%</td>
<td>11%</td>
<td>19%</td>
</tr>
<tr>
<td>We are able to take advantage of lower-cost labor</td>
<td>19%</td>
<td>19%</td>
<td>25%</td>
<td>13%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Many companies cited ways in which hosting interns has allowed them to upskill the next generation of manufacturing professionals. Nonprofit partners suggested the program model allowed them to foster successful relationships with companies because the companies were not solely responsible for intern recruitment and selection.

“The way that we implemented the program took that load off [the companies] and then they were more free to take on interns. The companies that did take advantage of [the program] and take on interns seemed very happy.” —Nonprofit Partner

Fifty-nine percent of companies said that receiving “interns with training” is the most important factor for them to consider hosting interns in the future. “Time and availability of the interns” was also seen as a very important consideration.

“The process of having an intern trained and [the ability] see if they are suitable for our company and they enjoy their roles at low risk is extremely invaluable.” —Company Representative

Company Reflections for Hosting Interns in the Future and Challenges

The investment of time and effort to host interns (which can be minimized by hosting interns with prior training) is the most important factor for companies who are considering bringing on interns (Figure 11).
**Interns with training** and the **time and availability** of interns are the most important factors to companies.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interns with training</td>
<td>59%</td>
</tr>
<tr>
<td>Time and availability of interns</td>
<td>51%</td>
</tr>
<tr>
<td>Simple selection process</td>
<td>38%</td>
</tr>
<tr>
<td>Low-cost labor</td>
<td>11%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
</tr>
</tbody>
</table>

This consideration also speaks to the challenges companies reported. Nearly 60% of the company respondents said time and availability of training interns was their biggest obstacle in hosting the interns. In addition, 68% said that it was a challenge to find the time and resources to train interns. Other challenges reported among companies dealt with interns who were late, absent, or difficult with other co-workers (less than 16%).

**Diversity Practices in Companies**

The program has also encouraged companies to work with interns from diverse communities to provide more culturally responsive services, helping companies alter their hiring practices.

> “[The company] had always taken people from their own community which is more affluent...Through the internship program, [the company] got an opportunity to meet a young man who is an Afghani refugee, and he’s changed the complete view of that workforce. It’s actually broken down a lot of barriers.”
> —Nonprofit Partner

**Impacts on Nonprofit Partners**

Many nonprofit partners noted that participating in the program helped to raise the profile of their organization and encouraged them seek out additional forms of support and partnerships. One nonprofit partner discussed how the internship program provided an opportunity to connect and collaborate with other nonprofit partners outside the internship program on similar initiatives.

> “We work all the time [with other nonprofit partners]. We just have to define roles—it’s a great working relationship.” —Nonprofit Partner

As demonstrated in this chapter, the Global Internship Program for Unemployed Youth has made great strides in positively affecting the participants, the companies where the participants interned, as well as the implementing nonprofit partners. Participants have learned invaluable soft skills such as how to work in a team and be punctual; companies have been able to give back to their communities; and nonprofit partners increased their visibility among other organizations—all of which highlight the significance that the program has had on several stakeholders.
Chapter 4

Recommendations and Best Practices

This final chapter presents recommendations based on participant, company, and nonprofit partner reflections. It also reviews best practices for program implementation to ensure that the program continues to encourage innovative and action-oriented approaches that yield positive outcomes.

Recommendations

1. **Create a formal network among the program participants through social media groups.** One of the key challenges in the program has been retaining motivation and confidence among participating youth. Connecting with other participants may allow them to establish a support group that will be invaluable upon completion of their internships and when seeking employment. A social media channel such as Facebook can be used to encourage the program alumni to stay connected and share tips and stories about their internship experience, challenges they are facing, and suggestions for securing employment.

2. **Develop a guide to provide structured preparation for all the participants.** Select participants shared that the program should provide more structured preparation so that they have a concrete understanding of internship expectations and their roles. This preparation can be in the form of a printed or online guide that participants can read prior to the first day of their internship.

3. **Create a formal network among the nonprofit partners and company representatives through conference calls and meetings.** In evaluation reports for the first program cycle, the study team suggested that the program consider leveraging low-cost, technology-assisted methods to facilitate networking and collaboration among program stakeholders. In midterm evaluation interviews, nonprofit partners mentioned that they had participated in an IIE-facilitated joint call with other program partners. Most nonprofits said they found the call beneficial and felt there was potential for knowledge-sharing despite considerable differences between their organizations and their beneficiaries. In recent interviews for the final evaluation, nonprofit partners expressed interest in connecting with one another and sharing best practices. Doing so may enable partners to brainstorm and find proactive solutions to challenges they encounter.

Best Practices

**Comprehensive Program Delivery**

Each of the nonprofit partners was somewhat unique in its method to tackling youth unemployment and its respective target populations. The nonprofit partners, however, continued to take a flexible and comprehensive approach in implementing the program. While some partners worked with youth who have substance abuse problems and have never completed high school, others were engaged with young people who have college degrees but may have not been able to secure sustainable employment following graduation.

This apparent diversity among the clients the nonprofit partners served necessitates contextualized and
comprehensive program delivery. It will be critical that partners continue to tailor their programs to participants’ needs and collaborate closely and strategically with other social service organizations.

**Attentive and Creative Approaches for Removing Barriers**

Related to providing a comprehensive program, nonprofit partners continued to be highly attentive to the needs of their participants and the personal issues each of them faces when seeking and securing employment. Nonprofit partners shared the value in nurturing a mentor-mentee bond between the internship coordinator and the participants. Working closely with each of the participants provided the participants greater emotional support when they were especially vulnerable during the internship phase and during their subsequent job searches.

“We give them some reassurance to know they are not alone anymore. They can share altogether and they can become friends and [feel stronger] to meet employers.” —Nonprofit Partner

The efforts of nonprofit partners to identify barriers and propose creative solutions should be strongly encouraged as a best practice. One nonprofit partner expressed the importance for them to create opportunities for their interns to connect and relate to company staff. This approach allowed the participants to view themselves more as a prospective employee and less as impostors.

“The company, production line, directors, human resource directors—it’s people [the intern] can talk to and can ask questions.” —Nonprofit Partner

Other partners worked closely with interns in focus group settings to help them reflect on their experiences, providing them with encouragement and moral support throughout the internship process.

“The coordinator works individually with students, sometimes in small groups, and work[s] with them to help them reflect, and analyze, and assess their experiences in the internship positions.” —Nonprofit Partner

**Career Services and Outreach**

Nonprofit partners have learned from previous programming years and are motivated to diversify their pool of program candidates and to demonstrate the program’s impacts in their respective communities. In addition to providing job fairs and helping participants update their resumes, the partners engaged in specific efforts for press releases and media opportunities to highlight the impact of the program on its participants. In turn, this engagement initiated a dialogue about the value of providing hands-on, applied experiences to disadvantaged youth for greater workforce participation.

“We were doing press releases on the program, [and] there have been publications nationwide so that’s really exciting for us. It helps raise visibility to the importance of internships and workplace experiences on campus. It has helped us continue that good work.” —Nonprofit Partner

Many of the conversations in the media and on college campuses also allowed potential employers to connect with more youth who they may not have met otherwise, conduct outreach activities to raise the visibility of their organizations, and encourage recruitment from underprivileged populations. One nonprofit partner specifically discussed the many ways in which they have conducted outreach through newspapers, films, and other media channels to disseminate information about their programs.
“We also did the t-shirts. We did some leaflets. We print[ed] a document with the result[s] of the first 50 young people [from the program with] the summary of who’s made it the first two years.” —Nonprofit Partner

Partners are also striving to inspire greater participation from specifically female youth that may otherwise be marginalized in the manufacturing sector.

“To get women in manufacturing up in panels, and on the stage, and talking about how they first considered manufacturing, and how they got into the field and what their experiences have been. That can be [a] powerful thing. We’re always trying to get those non-traditional students to develop effective strategies, to recruit, and retain.” —Nonprofit Partner

**Actionable Feedback from Program Stakeholders**

In future program implementations, it will be crucial to continue gathering actionable recommendations from all program stakeholders including participants, nonprofit partners, and company representatives. Soliciting their feedback on how the program can be improved will ensure that the program continues to evolve and will lead to better employment outcomes for the intended beneficiaries.

**Conclusion**

The Global Internship Program for Unemployed Youth has successfully met its program objectives by providing workforce readiness, mentorship, and career planning among a wide range of communities. In addition, nonprofit partners have made great progress in continuously improving the way they provide job training and internships. Some of them have improved their recruitment strategies and the ways in which they highlight the program’s impacts.

Program participants and companies are highly satisfied with the program, and participants are gaining wide-ranging skills, work experience, and greater confidence from the trainings provided by nonprofit and company partners. Further, participants who have completed the program have found employment, often at the companies where they interned, showing that the program not only prepares participants for work in the manufacturing field but also has served as an engine of job vetting and placement in their internship companies.

Despite the considerable differences among the nonprofit partners, the results of this evaluation illustrate that they are united in their vision and commitment to tackle youth unemployment through creative and holistic approaches. They have established long-lasting relationships with company partners and other community stakeholders, serving as a model of best practice for similar workforce development programs. Most important, through comprehensive delivery of services, the program has increased youth employability in the manufacturing sector among some of the most underprivileged populations.
Appendix A: Program Overview

Although the program varied widely depending on the nonprofit partner, there were three components that characterized the program across all locations: (1) workforce readiness training and career counseling; (2) a paid internship with a local company (often, but not always, a manufacturing company); and (3) assistance with career planning and placement. The specific activities and goals associated with each of these program components are as follows:

1. **Workforce Readiness and Counseling.** The program enabled participants to acquire the soft skills necessary for success in the workplace. Soft skills are generally recognized as interpersonal and communications skills important for professional success and include skills such as time management, working as a member of a team, and the ability to receive constructive feedback.

2. **Paid Internship.** The program provided participants the opportunity to acquire hands-on training at small and medium-sized manufacturing companies. The internship experience may have also entailed safety training, job shadowing, and learning how to perform basic tasks using a specific type of manufacturing equipment.

3. **Career Planning and Placement.** The program helped participants think strategically about their career options and develop career goals. The career planning and placement component may have also included career fairs to provide program participants with the opportunity to network with prospective employers.

These three program components were not necessarily implemented sequentially, and activities that fall under each component may have taken place at any point within the program period depending on the specific program design used by each nonprofit as well as the needs of individual participants.
Appendix B: Evaluation Methodology

Data Collection
The study team administered most surveys online, but some program participants and company representatives filled out hard copy surveys because of limited Internet access. The study team incorporated these surveys into the analysis.

Survey Respondents
As is often the case with survey research, some individuals began but failed to complete the participant and company surveys. Prior to beginning data analysis, the study team made the decision to include one incomplete participant survey and five incomplete company surveys. The decision to include the data from these surveys in the analysis was based on how far respondents had progressed within the survey and the utility of their responses. Particularly with the company survey, an effort to increase the sample size was also a consideration. All statistics included in this report are for those that responded to each question and do not take missing responses into account.

Data Analysis
All survey analyses presented in the report and signifying any correlation or association are observed at p<.05 or p<.01.

Limitations
The findings, comparisons, and conclusions presented in this report should be viewed in light of the following limitations:

No survey responses from The Pump for the final evaluation. There were no survey responses that were submitted from interns that participated in the program through The Pump during the data collection for the final evaluation. This limitation restricted any generalizations about the program pertaining to all interns; specifically, any recent findings about how the interns in the United Kingdom had benefitted from the internship experience. Nonetheless, a representative from The Pump was interviewed, which helped to shed light on the nonprofit’s program implementation practices.

Aggregated findings about a highly varied program. As one might expect of a program that operates across four countries and five locations, the particulars of the program vary considerably depending on the national context and the implementing nonprofit partner. The majority of the information included in this report is for the program as a whole and is not disaggregated by country, location, or nonprofit partner. Care should be taken in drawing conclusions from aggregated results given the diversity of contexts in which the program operated.

Varied program “status” of participant survey respondents. The Global Internship Program for Unemployed Youth has highly variable entry and exit rates for its participants. As a result, the study team designed the participant survey to be completed by youth at any stage in the program to capture the greatest number of respondents in the data collection timeframe. As a result, the study team collected
survey data for program participants who were at different stages within the program, which could have affected responses about program outcomes.

**Selection bias.** Participation in the final evaluation was voluntary. The program participants and company representatives who responded to the surveys had specific reasons for doing so, whether they responded favorably or unfavorably. The same is also true of participants and company representatives that chose not to respond to the survey. Because the individuals who responded to these surveys were self-selected, there are limitations to the degree to which the findings can represent the program participant and company population as a whole.

**Possible duplication of responses.** Some interns and company respondents during survey administration may have received the survey twice, and as a result, submitted two responses. This limitation is particularly true for interns who had not yet finished their internship and mistakenly received the survey; they were then also asked for a survey response upon completion of their internship. Nevertheless, these instances are few, as survey administration evolved over time to target only interns that were in the process of finishing their internship or had already finished.
Appendix C: Demographics

This appendix shares demographic information for the program participants and companies surveyed for the midterm evaluation.

Participant Demographics

More than 90% of the participants who responded to the surveys were between the ages of 18 and 25, with the youngest being 18 and the oldest being 36. From both the midterm and final evaluations combined, 15% of the respondents were women and 85% were men.

Prior Educational Attainment

From both the midterm and final evaluations combined, participants varied considerably in their levels of educational attainment (Figure 12). Twenty-six percent of participants had taken some college-level courses, and 12% have a university degree. In contrast, 31% had attended secondary school but have not completed a degree. Approximately 16% had completed vocational degrees or other credentials, such as a warehousing operations certificate.

Figure 12. Highest Level of Schooling Completed (Participants)

Prior Employment and Wages

In the 12 months prior to their participation in the program, the majority of respondents were unemployed and looking for work (Figure 13). Very few were employed either full-time or part-time.

Figure 13. Employment During 12 Months Before Program
Company Demographics

Altogether, 43 company representatives responded to the midterm or final survey, representing 31 companies. They reflected a wide range of company sizes and types of industry, including manufacturing, car services and construction, transportation, tourism, public health, and wastewater treatment plants. One company had as many as 65,000 employees, but most had less than 60 employees.