



ADOPT AN INTERN **TOOLKIT**



“

We want to encourage employers to create more internships and traineeships. The problem we now see is when the going gets tough at companies, interns are the first to be asked to leave. Besides that, the overall mentorship from organizations are lacking.

”

Noah Hajji
Chairman at Jongerenorganisatie Beroepsonderwijs (JOB)



WHY A TOOLKIT?

As an effect of COVID-19 and the economical pressure this brings forth on our industry, the focus for Managing Directors and HR-managers has shifted. The primary concern is now consolidating current employees and attracting 'plug & play' professionals. This crisis-driven focus overshadows the placement and mentoring of interns, resulting in a shortage on internship vacancies: thousands of students ready to start their internship, have no placement yet.

The creative industry is a turbulent one and mentoring is perceived as time consuming and therefore expensive. Right now, agencies massively cut down on costs and temporary contracts. RA*W, VEA and Result Recruitment help out these agencies by the means of this Adopt-an-intern-Toolkit. Our goal with this toolkit is to stimulate a continuous influx of young talent in the creative industry. How? By showing it isn't impossible to have remote interns working for your agency in a productive way!

It's important to do this right. Not just for the intern, but also for your agency. An intern is much more than a cheap hand. They bring energy, a refreshing point of view, they make your job easier and - if done right - eventually might become a new colleague and ambassador to your agency.



ADOPT AN INTERN TOOLKIT

HOW TO SUCCESSFULLY INCLUDE REMOTE INTERNS IN YOUR TEAM



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GET STARTED

- 1.1 How to find the 'right' intern
- 1.2 What kind of internship you could offer
- 1.3 Parameters you need to take into account



HOW TO FIND THE 'RIGHT' INTERN

Start by assessing your exact need in an intern. Write down which tasks you would hand over to your intern. By doing so, you develop a framework (job vacancy) for yourself and the potential intern. With this framework, you'll have no trouble finding fitting tasks and activities for your intern when he/she has started. A win-win situation for both parties!

Having trouble finding interns at all? Here's some options:

- See adoptanintern.nl for internship platforms to post your vacancy or get help from our friends at [Result Recruitment](#).
- Keep a close connection with schools and show up at job markets. Teachers are happy to help matching!



WHAT KIND OF INTERNSHIP YOU COULD OFFER

Similar to the different internships a student searches, there are different kinds of internships an employer could offer. Usually, studies offer three 'moments' to do an internship;

- 1. ORIENTATION** (year 2 or 3)
 - A period of about ten weeks. Usually part-time 3 or 4 days a week.
 - Aimed get the student acquainted with the work they could do after they've finished their studies.
 - Low level of knowledge.
- 2. INTERNSHIP** (year 4 / final year)
 - A period of about 6 months. Usually full-time with one study day per week.
 - To give the student a sense of a full-time job, working with colleagues, starting and finishing a project. Often comes with research in order to graduate.
 - Medium level of knowledge.
- 3. TRAINEESHIP** (final year, post-graduates)
 - 6 months to 2 years, depending on the project. Full-time.
 - A first job, in this case the agency offers a specific project or programme.
 - High level of knowledge.



PARAMETERS YOU NEED TO TAKE INTO ACCOUNT

There are several other parameters you'll probably need to take into account.

★ **REWARDS**

To start, a proper compensation in the form of payment to your intern is of utmost importance. It gives your intern a feeling of being valued, resulting in a more motivated colleague. The compensation doesn't have to be as high as any other colleague's wages. After all, the student often still receives their study grants. But an intern deserves to be compensated for their time just as any other employee.

★ **COACHING**

The intern's curriculum may demand you to take an active role. Keep in mind this takes some time and some effort from you. As a mentor at the internship you need to be available. Read some more about coaching in part 3 of this Toolkit.

★ **BUDDY**

Next to a coach, it could be really useful to appoint another employee of the agency as a buddy. A coach challenges and monitors the intern on quality of work whereas a buddy could assist in the more emotional part, i.e. lending an ear or quickly helping out the intern with tasks.



ONBOARDING

- 2.1 The first week
- 2.2 After the first week
- 2.3 Suggested schedule



THE FIRST WEEK...

What would the first week for you and the intern look like?

- Make sure to receive your intern in the office on the first day. It's very important the intern has a feeling with your office, and they can pick up the necessary gear (laptop, keyboard, chair, etc.).
Nice to have: a welcoming package with a notebook, pen, written card, instruction manual for setting up your home office, some relaxing tea, pack of mints for the virtual meetings 😊.
- Start off with a presentation about your agency.
General information about your culture, people and facilities is very important. A video of your CEO/MD explaining the ways of the company would be particularly cool!
- A very nice and effective way to onboard a new colleague is through explanatory videos, e.g. record your screen while clicking through the intranet.
- Make sure your intern schedules digital coffees with as much colleagues as possible to get to know them. This will give the intern a sense of what sort of people work at the agency and what the different roles actually mean.
- In the first week it's highly recommended to schedule daily end-of-the-day check-ins.



AFTER THE FIRST WEEK...

What would the following weeks for you and the intern look like?

Show them what you and your colleagues are working on and why. Continue to make them feel part of the team. Place yourself in their shoes every once in a while. Be concise, be specific, be constructive, be nice. In times like these, any new colleague needs the right coaching.

★ **STARTING UP**

Regularly ask your intern whether they start to feel comfortable in the agency. How they're coping with the work-from-home-situation. Do they need anything? Have they met all the people they should meet?

★ **GOALS**

You've set goals with the intern. After about three weeks, it's time to review whether these goals are realistic. Ask them whether the tasks are according to their expectations and if goals are still attainable.

★ **CO-WORKERS**

A vital element of the intern's adoption into your agency are the co-workers. Keep asking your co-workers if they can include the interns in whatever projects they deem relevant as soon as possible. Bring the intern to an internal review, a brainstorm, a client meet, a budget call etcetera. Keep involving your intern! And make your co-workers aware, especially after a few weeks.



SUGGESTED SCHEDULE FOR YOUR INTERN

SUN	MON	TUES	WED	THURS	FRI	SAT
	<p>1</p> <ul style="list-style-type: none"> - Pick up stuff @ the office - Introduction to colleagues 	<p>2</p> <ul style="list-style-type: none"> - Setting up home office - Digital coffee dates - Read through intranet 	<p>3</p> <ul style="list-style-type: none"> - Digital coffee dates - Agency presentation by mentor - End of the day talk w/ mentor 	<p>4</p> <ul style="list-style-type: none"> - Daily to-do's - Find out more about the industry. - End of the day talk w/ mentor 	<p>5</p> <ul style="list-style-type: none"> - Daily to-do's - Week evaluation and to-do's for next week - End of the week chat with other interns 	<p>6</p> <p>Weekend 🌟</p>
<p>7</p> <p>Weekend 🌟</p>	<p>8</p> <ul style="list-style-type: none"> - Weekstart w/ mentor - Start internship assignment/research - End of the day talk w/ mentor 	<p>9</p> <ul style="list-style-type: none"> - Daily to-do's - Attend an internal creative review - Bi-weekly buddy-talk 	<p>10</p> <ul style="list-style-type: none"> - Daily to-do's - Sit at production table - End of the day talk w/ mentor 	<p>11</p> <ul style="list-style-type: none"> - Daily to-do's - Work on outline study research and schedule interviews for next week. 	<p>12</p> <ul style="list-style-type: none"> - Daily to-do's - Week evaluation and to-do's for next week - End of the week chat with other interns 	<p>13</p> <p>Weekend 🌟</p>
<p>14</p> <p>Weekend 🌟</p>	<p>15</p> <ul style="list-style-type: none"> - Weekstart w/ mentor - Attend Pre-production meeting - End of the day talk w/ mentor 	<p>16</p> <ul style="list-style-type: none"> - ON SHOOT 	<p>17</p> <ul style="list-style-type: none"> - Sit at creatives table - social distance lunch with CEO - Creative assignment - Evaluation of goals w/ mentor 	<p>18</p> <ul style="list-style-type: none"> - Daily to-do's - Work on outline study research and schedule interviews for next week. 	<p>19</p> <ul style="list-style-type: none"> - Present creative assignment - Week evaluation and to-do's for next week - End of the week chat with other interns 	<p>20</p> <p>Weekend 🌟</p>



COACHING

- 3.1 Integration into the industry
- 3.2 Setting tangible and measurable goals
- 3.3 Be a real mentor - how to coach and monitor



INTEGRATION INTO THE INDUSTRY

By now, you've already had a smooth onboarding for the intern into your agency. But it's time to take this integration to the next level. Because imagine you're new to the vast creative industry: you could use some guidance, right?

An intern's goal is to learn about working life at an agency. Which means they should also learn about the industry it operates in. Some handy tips to share with your intern to accelerate this process:

- Encourage them to follow platforms like **RA*W**, **JongeHonden**, **VEA** (Kickstart), **ADCN**, **Adformatie**, **MarketingTribune**, **Fonkonline**.
- Talk them through the classic agency construction: who does what and why do we have these roles? How do processes work? What's a pitch?
- Walk them through some inspiring (pitch) decks to make them really enthusiastic about creative work!
- *Learning by doing* is a motto that's very applicable here. Involve your intern in as much calls and projects as possible. Challenge your co-workers to do the same. And keep this up throughout the entirety of the internship!



SETTING TANGIBLE AND MEASURABLE GOALS

Setting tangible and measurable goals is vital! With clear goals envisioned:

- The intern knows which direction they're headed and they will keep focus throughout the duration of the internship.
- The college/university knows on which criteria the intern should be evaluated and graded.
- And for you, the employer, it will be much easier to adjust and optimize your next internship vacancy, resulting in an even better fitting intern.
- It's very likely the intern brings goals that align with their competency objectives from their study. Goals will vary, depending on the nature of the internship. Nevertheless, you should be a part of the drawing up of these goals to ensure an effective internship for both parties.
Try to answer this question: how can the intern add the most value to your company while pursuing their own learning goals?
- Pro tip: goals and learning objectives can be made **SMART**. Try it out!



BE A REAL MENTOR!

When an intern starts at your agency, you match them to a supervisor who takes care of them from week one to their final paper / grading. Make sure you match the intern and supervisor well: they should both be able to benefit from the internship!

- Being a good mentor is now more important than ever. Interns are less visible than usual for your other colleagues, so make sure **you** make them visible. Invite them to meetings, suggest their help to colleagues or challenge them by hosting a team inspiration meeting: create awareness!
- Although you - and students! - are used to a digital reality, we profit from face-to-face contact. Invite your intern to the office when you are there, or encourage them to work from home with another intern is possible.
- Make interns feel comfortable to ask anything they want, even if you're busy. You might feel like an Encyclopedia at first, but the faster your intern knows everything they will be a big help to you and your team! It will also prevent them from getting 'trapped' in a simple assignment.



BE A REAL MENTOR!

- Set the to-be-developed competences at the beginning of the internship and make sure that he/she does work that will help them reach their goals.
- Make your intern feel responsible and important about what they are doing at your firm. Giving them a challenge every now and then will give them the opportunity to grow and feel more responsible about their tasks. Put a little bit of positive pressure on them!
- Share your intern's goals with your team with a positive vibe and energy - you'll see others will come forward to help your intern achieve their goals.
- Let your intern come up with the agenda for your check-in moments. This will help them feel more in charge of what they're doing.
- Check in regularly about their school assignments. Are they on track? Do they need more room to work on school?

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EVALUATION

4.1 How to learn from each other

4.2 Stay in touch



HOW TO LEARN FROM EACH OTHER

Time flies when you're having fun! How to wrap it up:

- Take time to prepare the evaluation with their school, and ask around in your team what their opinion is about your intern. In the end, an intern is here to learn - so feedback is important!
Note: moments of reflection are important throughout the entire internship process.
- Before the internship started, you and the intern have set goals. Review these goals and discuss together whether the intern achieved them. If not, why not? Where the goals not attainable? Did the intern get enough coaching? Where they involved enough? And if yes, great! But there are probably improvements. Ask the intern whether they have any tips for you.
- Be open and respectful and create a situation where the intern feels safe to share their thoughts and give their feedback. This will help you optimize the next internship you'll offer.



STAY IN TOUCH

- Keep in touch with your promising intern, they might be your future colleagues... but for now they're also your agencies proud ambassadors at school! They can help you find your next superhero intern!
- Make them feel like a proper employee and give them a nice (digital) goodbye!



THAT'S A WRAP!

Suggestions, questions or 💡's you want to share with us?
Hit us up at hi@we-are-raw.com. Let's move talent forward!

This toolkit was made with the amazing help of Herman van Tilburg (HvA), Arno Peperkoorn (Result Recruitment), Felicia Wijnveen & Talmon Kochheim (VEA), Wouter Glaser (Glasnost), Billie Almbasher (Dept), Youri van der Horst (Boomerang) and Liesbeth van Putten (DDB Unlimited).





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