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Introduction

We have developed this comprehensive Employer Toolkit that contains all of the information you need to be a successful mentor this summer! The Toolkit outlines program logistics, expectations, and best practices. We cover the most essential information in Employer Orientation, but we know it’s helpful to have information readily available to refer back to.

In addition to this Toolkit, our team has developed a number of Playbooks with fully developed work plans for projects and tasks aligned to roles within YouthForce NOLA’s high-opportunity skill clusters: Business Services and Digital Media/IT. These playbooks have been developed in collaboration with MHA Labs (our national skill-building partner) and a variety of educators, industry professionals, and CTE teachers who understand what career-aligned, age-appropriate projects look like. The playbooks include project details, scripts for providing feedback during regular check ins, suggestions for modifying projects, and much more.

As we pivot the YouthForce Internship program in response to COVID-19, we have modified our resources to fit the world of remote work and virtual workplace environments. While there are some significant shifts as a result of COVID-19, we believe that the fundamentals of an outstanding Work Based Learning experience are still preserved.

Work-Based Learning Mentorship Basics

As a mentor for the Virtual YouthForce Internship program, you are the intern’s “go-to” person within your company for the duration of their work-based learning experience. You will assign projects/tasks and deadlines, oversee and provide feedback on their work, and help them develop and refine the skills they need to be successful. Embracing the difference between Work-Based Learning and a Job can make a world of difference as you prepare for, engage and manage your intern.

<table>
<thead>
<tr>
<th>WORK-BASED LEARNING</th>
<th>JOB</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Your youth is an Intern</strong></td>
<td><strong>Your youth is an Employee</strong></td>
</tr>
<tr>
<td>An Internship is an opportunity for a young person to gain career exposure, career skills and mentorship as youth navigate their career path.</td>
<td>A Job is where a young person is required to apply their existing skills from day one to produce an outcome for their employer.</td>
</tr>
<tr>
<td><strong>Your supervisory role is coach/mentor</strong></td>
<td><strong>Your supervisory role is manager</strong></td>
</tr>
<tr>
<td>A mentor will invest time and resources to support the skills growth and career development of the intern without expectation for meeting specific required work outcomes.</td>
<td>The supervisor will be managing the employee and will hold them accountable for required work outcomes. Note, most internship practices are also excellent to increase employee productivity.</td>
</tr>
<tr>
<td>Pay is considered a learning stipend.</td>
<td>Pay is considered wages.</td>
</tr>
</tbody>
</table>
Preparing for your Intern

Review Your Playbook

Review the Playbook(s) you’ve been provided, and determine any necessary modifications to adapt the Playbook to your specific context (i.e., mentor needs, company norms, technology available, etc.). Plan out due dates for key deliverables, prepare information the intern will need to begin their project, and determine people the intern should meet or events they should attend (remotely). You will need to have the details planned out before the kick off meeting, so you can clearly articulate the scope of the project and expectations on day one. Make sure to cover this information on the intern’s first day!

Determine a Secondary Consultancy Mentor

In case the primary mentor is absent (unexpectedly, at a conference, on vacation, etc.) or simply unavailable (in back to back meetings, out of the office for an extended time, etc), it’s important to have a clear “second in command” that understands the basic expectations and can fill in temporarily. Before the consultancy begins, please:

- Align on norms and expectations
- Invite them to join the kick off meeting, so they are part of the foundation building
- Keep them updated about the intern’s schedule and key projects/tasks

Attend Orientation

During Employer Orientation, you will learn about the program and expectations. We will also be able to answer any lingering questions or concerns.

Finalize Your Kick Off Meeting

Confirm the date and time of the first day kick off meeting with the YouthForce staff. You will receive a calendar invite. This meeting will be a video call, so make sure you and anyone from your team who will be joining are comfortable with the Zoom platform in advance.

Introduction Emails

You will receive an email from the YouthForce team e-introducing you to your intern(s) and their coach about a week before the consultancy begins. Please be sure to reply all to this email confirming first day details and sharing any additional information the intern(s) needs to know for their first day.

Familiarize Yourself with the Soft Skills Referenced in Orientation

YouthForce NOLA uses the evidence-based consultancy readiness Hirability Framework developed by MHA Labs. MHA Labs spent seven years working to isolate a universal skill framework that could predict supervisor satisfaction of their intern’s work performance. MHA Labs isolated 12 work-readiness skills that are most predictive of supervisor satisfaction - meaning the mentor deemed that their intern was work-ready enough to be hirable. Check out the Hirability Skills overview in the appendix to learn more!

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1 If you need help modifying or adapting your playbook, reach out to Nathan (nathan@youthforcenola.org, https://calendly.com/nathan_youthforcenola/playbook-checkin)
2 Check out a simple overview of the Hirability Skills in Appendix I
The First Day - Kick Off Video Meeting (90-120 minutes)

Welcome the Interns & Get to Know Each Other

- Start off the meeting with introductions and a culture-building ice breaker, it is highly recommended that the supervisor also participate.
  - Here are a few ideas for day one ice-breaker prompts:
    - Which superpower would you have and why? Invisibility or Flying
    - If you could only listen to one album or musical artist for the rest of your life, what or who would it be and why?
    - Who is the person who has had the greatest positive influence on you?
    - If you could have lunch or dinner with one person in the entire history of humanity, who would it be and why?
- Share info about yourself and your team, and give interns a chance to introduce themselves
  - We suggest giving them specific questions or prompts to answer. They’ll likely feel very nervous on day one, so this will help provide a structure and ease nerves. For example, “Please share your name, preferred pronouns, what school you attend, and one thing you’re hoping to learn this summer.”
- The intern’s YFI Coach will be asked to attend the kick off meeting as a silent participant, so they are prepared to support the interns throughout the consultancy. While we do not expect them to actively participate in the meeting, you can invite them to introduce themselves and engage in the opening ice-breaker if you’d like

Provide a Company Overview

- Share your company’s vision, mission, values, and other key info
- Interns are curious to learn more about the companies they are working with, even if they won’t be involved in some aspects of the work
- We also recommend sharing insights into office norms before COVID-19 and any adjustments your team has made in the recent months

Introduce the Secondary Project Mentor and Other Team Members

- Introduce the intern to the person you identified as the Secondary Project Mentor for this consultancy. Explain to your interns that this is the person they should go to if you (the main mentor) are ever absent or unavailable (in meetings, out of the office, etc).
- Ensure the interns have this person’s contact information

Schedule Video Call Check-Ins

- Schedule weekly 30 minute check-ins with your interns to provide regular feedback, provide an opportunity for the intern to ask clarifying questions about tasks, and set a culture of consistent communication.
- Create digital calendar events (via Google Calendar, etc) for check-ins. Be sure that the Secondary mentor, interns, and the VYFI coach are all on the calendar event (the secondary mentor and VYFI coach are not required to attend).
Note: Feel free to use whatever video meeting platform you prefer. The interns will be accustomed to Zoom but are open to learning new platforms, as well.

Provide Guidance on Interns’ Work Schedules

- Let interns know your normal work schedule and provide guidance on when/if/how they should reach out if they have questions in between weekly meetings
- Provide guidance on how many hours interns should expect to work during each phase of the project, so they can plan their remote work schedule accordingly
- Note: Interns need to turn in a schedule to their coach that includes all scheduled check ins and meetings, plus their plan for remote work time, so any guidance you can provide is helpful!

Share Communication Expectations & Norms

- Explain how you prefer your intern to contact you in general (email, phone, or text).
- Discuss additional communication procedures (i.e., when/how the intern should contact you in different scenarios -- technology/wifi issues, quick questions between check ins, etc)
- Make sure interns have accurate contact information for you and any other key members of your team they will be working with

Discuss the Project Plan

- Review the overall goals and outcomes for the consultancy
- Explain key deliverables and set deadlines.
  - We suggest having the interns create digital calendar events for key due dates and invite the project mentor to help build digital literacy and time management skills.
- Discuss the key skills and knowledge the intern will develop over the course of the consultancy
- Provide detailed explanations of expectations for tasks and projects
- (Optional) If you’re using one of the assessment tools or rubrics in your playbook, share it with the intern for full transparency

Provide Additional Details for Week One

- After explaining the full scope of work and overall expectations for the consultancy, make sure to also deep dive into their tasks and next steps for the first week
- Provide interns with specific due dates for the coming week and make sure they know how to submit any deliverables to you that are due before your first check in
  - You’ll likely want interns to submit their work product to you far enough in advance of your first check in for you to be able to evaluate their work and prepare to provide feedback and clear next steps for week two
Weekly Check-Ins

During your weekly check-ins with your intern(s), make sure to give feedback on recently completed and currently in-progress projects/tasks, share details about upcoming projects/tasks, and give the intern(s) time to ask you questions that have come up over the past week.

We know every mentor has a unique check-in style, and many organizations have formats that they already use. You are welcome to use check-in templates and resources you already use with your employees and/or manager when checking in with your interns or use the check-in guide and templates provided in Appendix III.

If you are using our check-in guide, here’s what you can expect:

● During the first check-in, the intern should share and document their overall goal for this consultancy, and the mentor should share and document the key skills to be developed and demonstrated during the consultancy. The intern and mentor should also document the schedule (dates and times) for all check-ins throughout the summer.

● During each subsequent check-in, copy and paste the weekly template on a new page and fill in to create your check-in agenda and note-catcher

● The check-in agendas include the following sections (but feel free to adjust to fit your needs):
  ○ Ice Breaker/Opener
  ○ Reflections on the Week
  ○ Feedback ( Supervisors should assess the interns work and prepare feedback in advance, then utilize the Feedback Framework to engage in a feedback conversation)  
  ○ Goal & Skill Development Check-In
  ○ Preparing for Next Week
  ○ Clarifying Questions & Confirm Next Steps

You’ll also find specific feedback prompts and check-in advice throughout your job-specific playbook. If you need more help preparing for or facilitating check-ins with your intern, please be sure to reach out to the YouthForce team.

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1 See Appendix III for the Weekly Mentor & Intern Weekly Check-In Guide/Template
2 See Toolkit Appendix I for Feedback Framework
Best Practices & Advice for Virtual Mentors

Get to know your interns

- Share your personal story, (i.e. where you are from, what you studied in college, industry certifications or credentials you’ve earned, how you selected your career path, long-term goals).
- Ice breakers and casual conversations at the beginning or end of your video calls can help you learn more about your intern over the course of the consultancy.
- Maintain professionalism throughout the consultancy. Project mentors should refrain from initiating and/or accepting connection requests with interns on social media platforms other than LinkedIn.

Make the most of weekly check-in meetings with your interns

- Confirm an agreed upon schedule and stick to it!
- Provide coaching on your intern’s technical and soft skills.
- Don’t be afraid of giving timely, constructive feedback, using the Feedback Formula.\(^5\)
- Utilize the Weekly Check-In Guide, and feel free to share a digital version with the intern and their coach, so everyone is on the same page about the interns’ progress.

Allow your interns to attend meetings or virtual events, if possible

- These are great ways for your interns to receive exposure to all parts of your company, to get to know others in the company, and to learn about the various career paths available to them.
- Feel free to assign them a task for these events (ie. note taking, chat moderation, etc)

Choose one of the following engagement activities for your intern(s), and get it scheduled for some time this summer:

- Have the intern attend or watch a pre-recorded virtual professional development session with you and discuss the experience afterwards
- Include the intern on other virtual team activities, virtual lunch, team building, etc.
- Schedule some “downtime” where the Intern and you can just chat and get to know each other.
- Allow the intern to interview or have a Q & A session with other staff members
- Invite the intern to meet with a “guest speaker”

Reach out to the YouthForce team early and often

- If you have any issues with your interns, reach out to our team or the interns’ coach right away.
  - Your interns’ coach will be CCed on your intro email, so you’ll have their contact info.
- We love to hear about positive things the interns are doing throughout their consultancy. Don’t be afraid to share some good news!
- Please don’t hesitate to reach out with any questions, ideas, and feedback on how to make this experience most impactful. We are here to support you and ensure a successful consultancy for both you and your interns, and we love feedback.

\(^5\) Check out the Feedback Formula in Appendix II. More information provided in Employer Orientation.
Integrate Skill Building Practices

Years of experience has taught us that young people will often have huge skill performance leaps when they intern with a mentor committed to their development. We have isolated key skill-building supervisory practices that unlock skills development.

- **Reveal Targeted Skills** for and within the week’s work during a beginning of the week check-in
- **Establish Performance Evidence** (what does success look like?)
- **Focused Activity Design** (tasks that will involve the targeted skills and reveal performance)
- **Reinforce Expectations**
- **Assessment Using Feedback** (to be evaluated upon receipt of deliverable)
- **Magnify Recognition**
- **Explore Meaning Making**

**A note about feedback:** One of the most critical components to growth is delivering and receiving effective feedback. Feedback that is honest, consistent, evidence based, and action oriented has proven to be a contributing factor to student success. We HIGHLY recommend all mentors familiarize themselves with and utilize MHA Lab’s Feedback Formula.  

**Utilize Cooperative Learning/Group Dynamic Strategies**

Cooperative learning and group dynamics are nothing new to the world of education and/or project based learning. Below are some suggestions for how to make the best use of groups during the consultancy:

1.) **Define Roles:** Clearly defined roles will help alleviate any confusion when it comes to task completion. Since you will have no prior knowledge of the interns, you may find the best value in a random assignment of roles at first. You can then gauge the student performance and refine the roles as the project(s) go on.

2.) **Promote teamwork and communication:** Although inherent in “groups” is the understanding that students will be working together, do not be afraid to over communicate the value of teamwork and positive communication. Regardless of the outcome of the project(s), you have an opportunity to build skills in the area of teamwork and accountability that rarely come along for our young people.

3.) **Rotate Positions:** If your project repeats itself weekly, and the students have an opportunity to practice various roles within a group, we encourage you to allow students to try the different positions within the team.

4.) **Provide an Outline for Group Norms/Expectations:** Share with your interns what your organization’s group work and norms look like. Artifacts like meeting agendas can speak to your organization’s values, and give a structure for the way students conduct their group work away from your supervision.

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6 Check out the Feedback Resource in Appendix II for more details
7 Check out the Cooperative Learning Resources in Appendix IV for more details
5.) **Be Flexible and Seek Teachable Moments**: Sometimes the most valuable lessons learned are those that you never plan for. Cooperative learning often leads to amazing opportunities for teachable moments. Embrace the challenges and give honest and consistent feedback.

*Set up a consistent weekly schedule*
- See below for a sample weekly schedule you could utilize throughout the consultancy
- Be sure to plan ahead for any adjustments you may need to make for holidays (ie. July 4th)

**Sample Weekly Schedule**

<table>
<thead>
<tr>
<th>Day</th>
<th>Supervisor Action</th>
<th>Intern Action (2-3 hours per day)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>Facilitate check-in, establish personal connection, discuss weekly work, provide detailed feedback from previous week, answer questions as they arise</td>
<td>Participate in Check-In, ask any outstanding questions, begin work on weekly project(s)</td>
</tr>
<tr>
<td>Tuesday</td>
<td>Reply to intern’s questions/needs</td>
<td>Continue work on project(s), contact supervisor with questions/concerns</td>
</tr>
</tbody>
</table>
| Wednesday | Optional: Facilitate check-in  
Reply to intern’s questions/needs                                                    | Continue work on project(s), contact supervisor with questions/concerns                           |
| Thursday | Reply to intern’s questions/needs                                                  | Continue work on project(s), contact supervisor with questions/concerns                           |
| Friday  | Optional: Facilitate check-in  
Reply to intern’s questions/needs                                                    | Complete assigned weekly tasks, submit deliverables to Supervisor in timely manner, submit any questions/concerns |
Closing Out your Consultancy

Capstone Presentations

During the final week of the consultancy, interns are expected to present their final project to their mentor and other members of your company. This should be scheduled during the Kick Off meeting, but if not, please schedule a time for this far in advance, so interns can prepare.

This project will be a compilation of what the interns have completed during their consultancy and include their final reflections and lessons learned. The structure of this presentation should include a slideshow viewed collectively via a video call through a shared screen experience. The presentation will be produced collaboratively among the group of interns with each adding input and creativity and also being responsible for a portion of the oral presentation.

Presentations should include the following elements (plus any additional components outlined in your specific Virtual Consultancy Playbook):

- Overview of the industry your company is a part of
- Overview of the company (ie. company name, key mission, and major activities/work strands)
- Overview of the interns’ roles and accomplishments during the consultancy
  - Guiding questions: What projects did you contribute to? What did you accomplish? What skills did you learn or improve?
- Presentation of final deliverables, projects, and/or work products.
  - If possible, include photos, screenshots, or links to completed projects
- Key takeaways and reflections from this opportunity
  - Guiding questions: What surprised you the most? How do you feel about this particular industry? Have your perceptions changed from before the program? What are you most proud of accomplishing during your work-based learning opportunity?)

Interns should submit their final project materials 1-2 business days before the presentation, so you have time to evaluate their work and prepare feedback for their exit interview. As you’re listening to the final presentation, adjust your feedback plan as needed. Like the Kick Off meeting, the interns’ coach will be on the call as a silent observer. They will use what they see and hear to provide additional feedback as the interns transition out of the internship program.

Final Evaluation

After the intern(s) submit the final deliverable(s), you should complete a final evaluation of their work. In this evaluation, you will also have an opportunity to provide collective and individualized feedback about the interns’ soft skills, which coaches will take into consideration when completing their final Hirability Assessment for each intern.
Intern Exit Interviews

A brief exit interview should take place with your interns during the last day of their consultancy, following their Capstone Presentation. The exit interview should serve as an opportunity for the mentor to give their interns feedback and ask questions about the interns’ experience. In advance of the exit interview, the mentor should complete a formal assessment of the final project (using the evidence of success rubric in the playbook) and the presentation.

In addition to providing feedback on the project, we recommend providing feedback on their soft skills (time management, communication, etc) and provide advice for the future. Our goal is for each intern to experience a mini performance review where you identify their strengths and areas for growth.

Complete the Program Feedback Survey

The YouthForce Internship Feedback Survey is a holistic feedback survey that we ask all mentors to complete. The Feedback Survey is focused on your overall experience with the VYFI program. Your input is helpful to us in order to guide our future programming. We ask about your overall experiences with your YouthForce intern(s), the YouthForce staff and coaches, YouthForce communication, and suggestions for the future of Virtual YouthForce Internships. You will receive a link to the survey from the YouthForce team at the end of the consultancy.

Closing Ceremony

YouthForce NOLA produces a closing ceremony at the end of the program to celebrate all of the hard work and collective success of our interns. Because we are 100% virtual, this summer we will be compiling a number of short videos to create a final send off for our interns. We will select an intern and employer partner as speakers in addition to other community members involved in our work. Each mentor will have an opportunity to record a few words, as well. You will receive an invitation with event details during the program.
Virtual Consultancy Playbooks

We currently have the following Playbooks ready for you to choose from:

Social Media and Promotion Playbook - Overview:

**Summary:**
Throughout the course of the consultancy, interns will have an opportunity to engage with our organization's brand, understand how that fits into our vision, craft an informational flyer using our design process and brand identity, and build social media content. These products will have been created within the team, and will only be able to be executed after the interns are able to communicate clearly, follow a design protocol, and be receptive to feedback. At the conclusion of the consultancy the intern will have added some elements to their professional portfolio and will have gained valuable work experience.

**Key Deliverables:** Informational flyer; social media posts; intern-identified design solution to a specific communication problem or media and promotion need; final presentation

**Key Skills and Knowledge:** *(aka. Learning Objectives)*
- Knowledge of the theory and techniques required to compose, produce, and perform works of music, dance, visual arts, drama, and sculpture.
- Developing, designing, or creating new applications, ideas, relationships, systems, or products, including artistic contributions.
- Observing, receiving, and otherwise obtaining information from all relevant sources.
- Analyzing information and evaluating results to choose the best solution and solve problems.
- Developing specific goals and plans to prioritize, organize, and accomplish your work.

Customer Service/Call Outreach Playbook - Overview:

**Summary:**
Interns who participate in this consultancy will have an opportunity to practice customer service skills, technical data entry and call logging skills, analysis of live data, and social media content building skills. For the duration of the consultancy the interns will be asked to reach out to existing clients/customers and follow a script. Students will log the call results on a spreadsheet, will complete an anecdotal analysis of the calls, and will build content and ideas for social media posts to address the needs found in the calls. There will be multiple touchpoints between the interns and supervisor throughout the week for periodic feedback. The conclusion will be a final presentation in which the interns will make a presentation of their findings to our staff.

**Key Deliverables:** organized call log spreadsheet, analyses of call results logged in word document, social media content drafts that are indicative of trends observed in calls.
Key Skills and Knowledge: (aka. Learning Objectives)

- Confer with customers by telephone or in person to provide information about products or services, take or enter orders, cancel accounts, or obtain details of complaints.
- Keep records of customer interactions or transactions, recording details of inquiries, complaints, or comments, as well as actions taken.
- Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Active Listening — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- Speaking — Talking to others to convey information effectively.

Business Operations Playbook - Overview:

Summary: Throughout the internship the Business Operations Associate will spend time researching the organization and interviewing staff to get an understanding of how our values, processes, and decisions are intertwined. Students will also perform a number of tasks related to day to day work in the organization and be exposed to the software, processes, and protocols. In addition to day to day work, by week three the intern will have enough knowledge of the organization to be able to jump into an independent project or task.

Key Deliverables: presentation overview of organization’s vision, mission, and goals; various tasks related to business operations that will be shared by the mentor and tracked throughout the experience; analysis on a word document of the organization’s current performance measurement tool; concluding presentation highlighting the internship experience.

Key Skills and Knowledge: (aka. Learning Objectives)

- Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Providing guidance and direction to co-workers, including setting performance standards and monitoring performance.
- Assessing the value, importance, or quality of things or people.
- Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.
Junior Software Developer Playbook - Overview:

Summary:
This internship provides an intern the opportunity to learn about and experience life at a software company. Through interviews with team-members, observations of technical meetings, participation in daily scrum, and contributions to critical stages of the software development lifecycle. The intern will complete the task of writing “User Stories” for features of the organization’s software, and will create a quality assurance report based on the findings within the “User Story”.

Key Deliverables: introductory email, goal setting sheet, meeting and interview notes, user stories, quality assurance report, and lifecycle summary.

Key Skills and Knowledge: (aka. Learning Objectives)
- Analyzing information and evaluating results to choose the best solution and solve problems.
- Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.
- Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.
- Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

Digital versions will be available on the youthforcenola.org website, and we will share the playbook that most aligns to your consultancy directly with you! Custom Playbook to be created in conjunction with Learning Design team (schedule call w/ Director of Learning Design, nathan@youthforcenola.org, https://calendly.com/nathan_youthforcenola/playbook-checkin to create your custom playbook)

Appendices and Additional Resources

All appendices (as stand-alone documents), Playbooks, plus additional resources for employers can be found at https://www.youthforcenola.org/yfi-employers
Appendix I: The Hirability Skills

MHA Internship Skills Core

MHA Labs provides two frameworks to support college, career and life readiness. The Building Blocks are a universal set of foundational skills used to build competence and confidence in youth from early childhood through workforce development. Teachers, instructors and supervisors use the Building Blocks to design high-quality skill-building experiences. The 12 Hirability Skills listed below are aligned to the Building Blocks, but target a very specific core set of non-negotiable skills employers expect from interns. MHA Labs identified the Hirability Core using over 12,000 employer performance reviews of summer interns ages 15-24. Over 97 skill factors were tested over a span of 7 years. Youth rated highly on all 12 Hirability Skills are consistently rated “hireable” by their internship supervisor.

**PERSONAL MINDSET**

**PROFESSIONAL ATTITUDE**
- Brings energy and enthusiasm to the workplace.
- Graciously accepts criticism.
- Takes responsibility for his or her actions and does not blame others.
- Stays calm, clearheaded and unflappable under stress.

**TEAM WORK ETHIC**
- Actively looks for additional tasks when own work is done.
- Actively looks for ways to help other people.

**CORE PROBLEM SOLVING**
- Unpacks problems into manageable parts.
- Generates multiple potential solutions to problems.
- Identifies new and more effective ways to solve problems.

**TIMING FOR SUCCESS**
- Gets work done on time.
- Manages time and does not procrastinate.
- Arrives on time and is rarely absent without cause.
Appendix II: The Feedback Formula

**The Art and Science of Feedback**

Providing timely feedback is vital to skills development - yet too few people do it. Why? Fear to give it and fear to receive it. People are extremely reluctant to give feedback for fear of being negative. People are extremely defensive receiving feedback for fear of failure. MHA Labs makes a critical distinction between performance judgment and judgmental feedback. A person may meet/exceed an expectation (positive) or not (negative), but the feedback you give in both circumstances should be non-judgmental and developmental.

In response, MHA Labs developed a simple method to promote skill-building feedback and minimize the tendency to use judgmental language. Skill-building feedback incorporates 5 core components—context, expectation, evidence, feedback and suggestion. Incorporating this method into your own personal communication style can transform your skill-building practice.

**MHA Labs Skill-Building Feedback Structure**

At / During / With... **CONTEXT**

My expectation was / I had hoped... **EXPECTATION**

I noticed you / I thought you... **EVIDENCE**

I felt / That was / What do you... **FEEDBACK**

Next time, let’s try... **SUGGESTION**

Page two provided a clear example of strengths-based feedback. Now explore more complex growth feedback.

**Situation:** Michelle is alienating everyone on her service learning team by refusing to do what the team leader Jamie needs her to do.

**Instead of replying...** “Michelle, there is no need to yell. Just do what Jamie tells you to do and finish the project on time.”

**Now try the Skill-Building Feedback method...** “Michelle, on your service learning team (context), I was hoping that you would begin to use some of the collaboration skills we have been working on (expectation). I noticed every time someone on the team asks you to share in the tasks you yell “no, you can’t tell me what to do” (evidence). Now you respond enthusiastically when I have assigned you tasks so I know you can take direction. Why do you think it is harder from your classmates? (feedback conversation ensues...)”

Oh, I didn’t realize you were worried that they will make fun of you. How about tomorrow you agree to do the tasks and I will facilitate a team debrief where everyone on the team gets recognized for their contribution. (suggestion)"

**MHA Labs Skill-Building Feedback Method is fortified by the “Seven Keys to Effective Feedback”**

Wiggins, Grant. “Seven Keys to Effective Feedback.” Educational Leadership ASCD, September 2012. Volume 70, Number 1

1. References back to a goal or expectation and shows progress towards meeting that goal
2. Provides tangible examples of results and makes the experience transparent
3. Provides actionable next steps to close the gap in where they are now to where they need to be
4. Is broken down to user-friendly language that the receiver can readily understand
5. Is delivered during or soon after when the experience is fresh
6. Given on a regular basis to allow for practice and adjustment
7. Remains consistent in what evidence or level of performance determines success
FEEDBACK FORMULA

At / During / With...

My expectation was / I had hoped...

I noticed you / I thought you...

I felt / That was / What do you think?

Next time, let’s try...

CONTEXT

EXPECTATION

EVIDENCE

FEEDBACK

SUGGESTION
Appendix III: Weekly Mentor & Intern Weekly Check-In Guide

Mentor:__________________________  Intern:________________________
Company:______________________  Coach: _______________________

Intern’s Goal for this Consultancy:  

Key Skills for this Consultancy:  

Schedule for Weekly Check-ins (list dates and times below):

Standard Weekly Check-in Agenda:
1. Ice Breaker/Opener
2. Reflections on the Week
3. Feedback (Supervisors should assess the interns work and prepare feedback in advance, then utilize the Feedback Framework to engage in a feedback conversation)  
4. Goal & Skill Development Check In
5. Preparing for Next Week
6. Clarifying Questions & Confirm Next Steps

---

8 Interns will create SMART goals for their internship during training
9 If you are using a Playbook, these can come directly from the first page of the playbook
10 See Toolkit Appendix I for Feedback Framework
### Agenda for Check-in # _____ on _____(date)_____

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>To Discuss</th>
<th>Follow Up / Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ice Breaker/ Opener (2-5 mins)</td>
<td>How the interns are feeling/ “get to know you better” activity/conversation</td>
<td></td>
</tr>
<tr>
<td>Reflections on the Week (3-5 mins)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feedback (10-15 mins)</td>
<td>Assessment &amp; overall feedback for this week’s key deliverable or task.(^{11})</td>
<td></td>
</tr>
<tr>
<td>Goal &amp; Skill Development Check In (5-10 mins)</td>
<td>Goal Check In (See intern’s goal on pg. 1)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Skill Check In (See key skills on pg. 1)</td>
<td></td>
</tr>
<tr>
<td>Preparing for Next Week (5-10 mins)</td>
<td>What tasks and deliverables will the intern be responsible for in the coming week? What will success look like?</td>
<td></td>
</tr>
<tr>
<td>Clarifying Questions &amp; Confirm Next Steps (2-5 mins)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^{11}\) Note: If you’d prefer, you could also provide weekly “glows” (What is the intern doing well in this work period and what advice will I have for maintaining this success?) and “grows” (What is the intern not doing well in this work period and how will I constructively guide a different approach?)
Example Prompts for Reflections on the Week and/or Goal & Skill Development Check-in:

- What’s one thing you think you did well this week?
- How did you know you did well?
- What skill(s) did it require you to use?
- Did you recognize at the time that you were using the skill(s)?
- How can this/these skill(s) be used to help improve other areas where you struggle?
- What were the goals you laid out for this internship? Why did you choose those goals?
- Are you meeting your internship goals?
- Did you meet them more effectively this week than last week?
- How will you meet them more effectively next week? What’s one specific thing you could do to ensure that?
- Have your goals changed at all?
- By the end of the internship, what would you like to say you accomplished?
- How will meeting these goals/achieving these accomplishments help you in the future?

[Editable Microsoft Word Version of the Check In Template](https://drive.google.com/file/d/1Qhgq5wpNZ5y4B6lOnWWep8u0FT-uN1w6/view)
# Appendix IV: Cooperative Learning and Group Dynamic Resources

## Group Roles Defined

<table>
<thead>
<tr>
<th>Role</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader</td>
<td>Communicates plan, objectives, and expectations. Responsible for producing content.</td>
</tr>
<tr>
<td>Organizer</td>
<td>Sets calendar events, Zoom calls, meeting agendas, and communicates with the team often.</td>
</tr>
<tr>
<td>IT</td>
<td>Responsible for ensuring that technology needs are met, that resources are available.</td>
</tr>
<tr>
<td>Harmonizer</td>
<td>Stay on top of the group to make sure that everyone understands their role and responsibility. Make sure productivity stays high by planning fun things and/or sending encouraging messages.</td>
</tr>
<tr>
<td>Editor</td>
<td>Ensures that deliverables meet the standard as explained at the beginning of the project.</td>
</tr>
</tbody>
</table>

**Note:** In addition to filling the duties of these specific roles, all members are responsible for content production. When one role’s task or duties are finished, and there is still work to be done, team members will assist their teammates.

## Group Role Tracker/Duties Rotate

<table>
<thead>
<tr>
<th>Group Member</th>
<th>Week 1</th>
<th>Week 2</th>
<th>Week 3</th>
<th>Week 4</th>
<th>Week 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Weekly Role</td>
<td>Weekly Role</td>
<td>Weekly Role</td>
<td>Weekly Role</td>
<td>Weekly Role</td>
</tr>
<tr>
<td>Member 1</td>
<td>Leader &amp; Content Producer</td>
<td>Organizer</td>
<td>IT</td>
<td>Harmonizer</td>
<td>Editor</td>
</tr>
<tr>
<td>Member 2</td>
<td>Editor</td>
<td>Leader &amp; Content Producer</td>
<td>Organizer</td>
<td>IT</td>
<td>Harmonizer</td>
</tr>
<tr>
<td>Member 3</td>
<td>Harmonizer</td>
<td>Editor</td>
<td>Leader &amp; Content Producer</td>
<td>Organizer</td>
<td>IT</td>
</tr>
<tr>
<td>Member 4</td>
<td>IT</td>
<td>Harmonizer</td>
<td>Editor</td>
<td>Leader &amp; Content Producer</td>
<td>Organizer</td>
</tr>
<tr>
<td>Member 5</td>
<td>Organizer</td>
<td>IT</td>
<td>Harmonizer</td>
<td>Editor</td>
<td>Leader &amp; Content Producer</td>
</tr>
</tbody>
</table>

**Spreadsheet Version**

13 [https://drive.google.com/file/d/1KxFOB9_fyhCVPK5IgN1HuuX_BN3OKEJm/view](https://drive.google.com/file/d/1KxFOB9_fyhCVPK5IgN1HuuX_BN3OKEJm/view)