

Process Improvement Student Internship

Division of Information Technology
Enterprise Planning & Continuous Improvement





➤ Learning Objectives

1. Understand Benefits of Implementing a Process Improvement Internship Program
2. Learn How to Establish an Effective Internship Program that Delivers Value for Students and the Organization
3. Gain Insights Into the Intern Recruiting and Selection Process
4. Learn How to Source Meaningful Projects Aligned with the Organization's Goals and Objectives
5. Understand Key Challenges of Implementing an Internship Program and How to Overcome Them
6. Learn Best Practices for Mentoring and Guiding Interns to Achieve Success in Their Projects
7. Gain Deeper Understanding of Success Metrics





Internship Program Background

History, Benefits, Structure, and
Business Process Analyst Role

Internship Program History

Humble beginnings...

...and then there were three

Division of Information Technology
University Process Innovation
...now Enterprise Planning &
Continuous Improvement

Eight years and
running



Mutual Internship Program Benefits

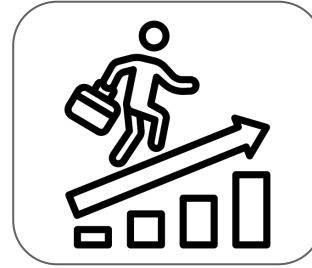


Teaching

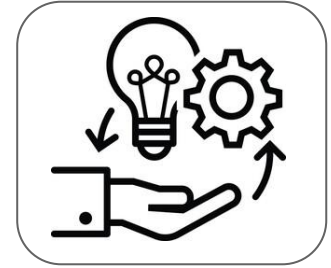
(Institution's core mission)



Recruiting &
Retaining Talent



Staff Professional
Development



Project
Support

Support the EPCI team in the various stages of a project while providing **students** an experiential learning opportunity to **gain exposure** to the field of process improvement and **build vital project management and consulting skills**



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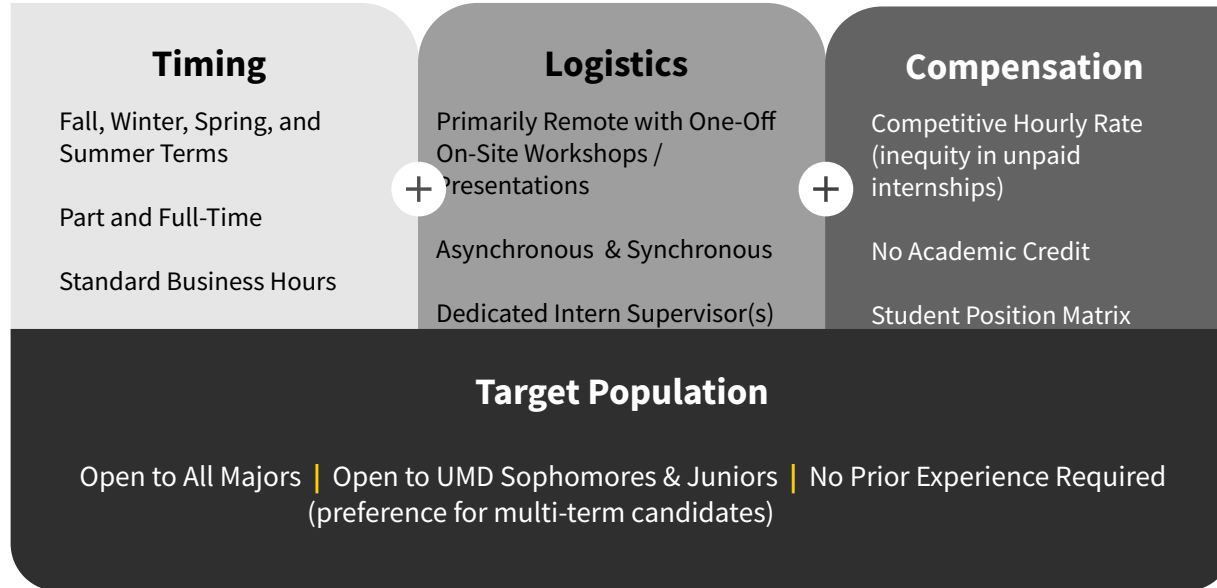
**FEARLESSLY
FORWARD**

Process Improvement Internship Program

5



Internship Program Structure



Business Process Analyst

- 1 Conduct research to gain general industry knowledge on specific topics
- 2 Interview or shadow interview key stakeholders and sponsors on various projects
- 3 Formulate solutions to business challenges and problems using quantitative and qualitative data
- 4 Create visuals and presentations that communicate a message to a target audience and make a case for the issue we are seeking to address
- 5 Review deliverables such as articles, presentations, and graphics to provide feedback and improvement

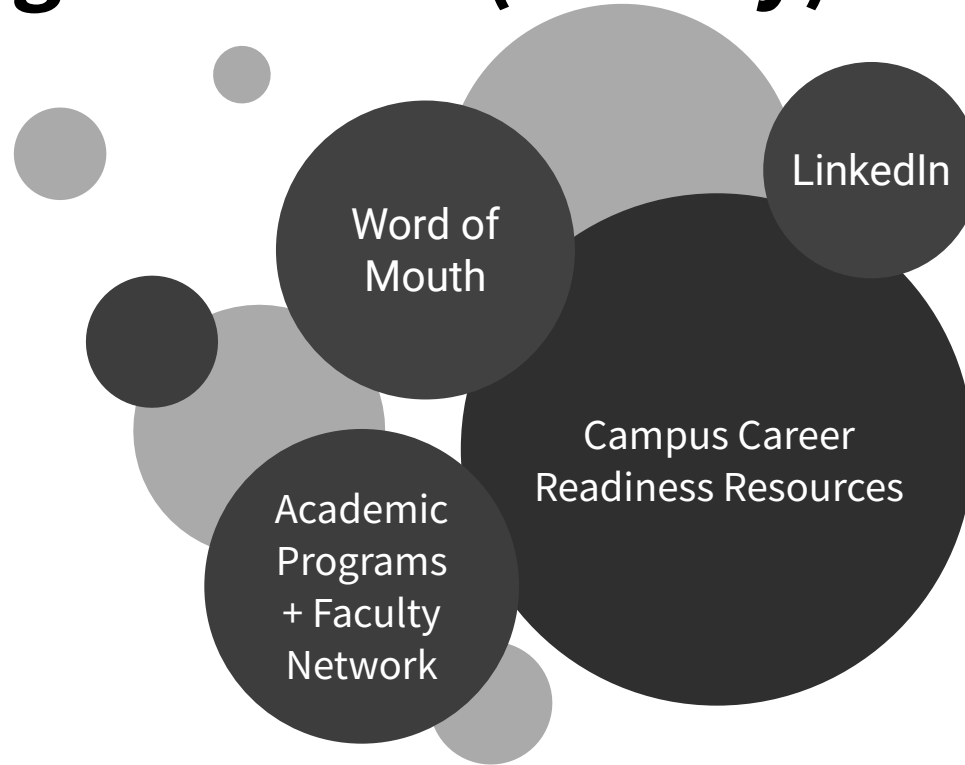




Setting Up the Intern Program

Sourcing Students and Projects

Sourcing Students (Ideally)



Student Selection & Onboarding Process



1. Application

- How to apply?
- What are we looking for in applications?



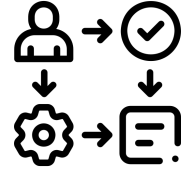
2. Interviews

- What is the interview format?
- What are we looking for in interviews?



3. Choosing a Candidate

- How do we make a final decision on candidates?
- What are the considerations?



4. Onboarding

- Expectation Setting
- Learning modules
- Planning for Student's Growth



Sourcing Just Right Projects



Project Sources	<ul style="list-style-type: none">DIT departments willing to sponsor a new projectExisting projects staffed with EPCI resources that need supportBrainstorming ideas with prior EPCI clients or EPCI Internship Program clients
Project Considerations	<ul style="list-style-type: none">Relatively defined scopeRelatively isolated organizationally with manageable stakeholdersLow political barriersAppropriate level of complexity and challengeAvailability of managers to provide needed support
Student Considerations	<ul style="list-style-type: none">Align with student interest and appetiteAlign with student skill set and aptitudeAfford autonomy to work independently with full ownershipOffer variety: one primary assignment with opportunity for ad hoc assignmentsDoable within the internship cycle



Types of Projects to Avoid



- **Campus-Wide Communication Plan for IT Outages**
 - Significant political sensitivity
 - Poor optics if prioritized with interns working on it versus staff
- **Website User Experience Analysis**
 - Client couldn't define the scope
 - Unlikely client would use the recommendations
 - Perceived as more of a check-the-box exercise for the client
- **Covid-19 Data Analysis**
 - Level of effort required to scrub confidential and sensitive data prior to giving interns access
 - Potential for interns to trace identifying information back to Covid-19 positive individuals
 - Significant political sensitivity



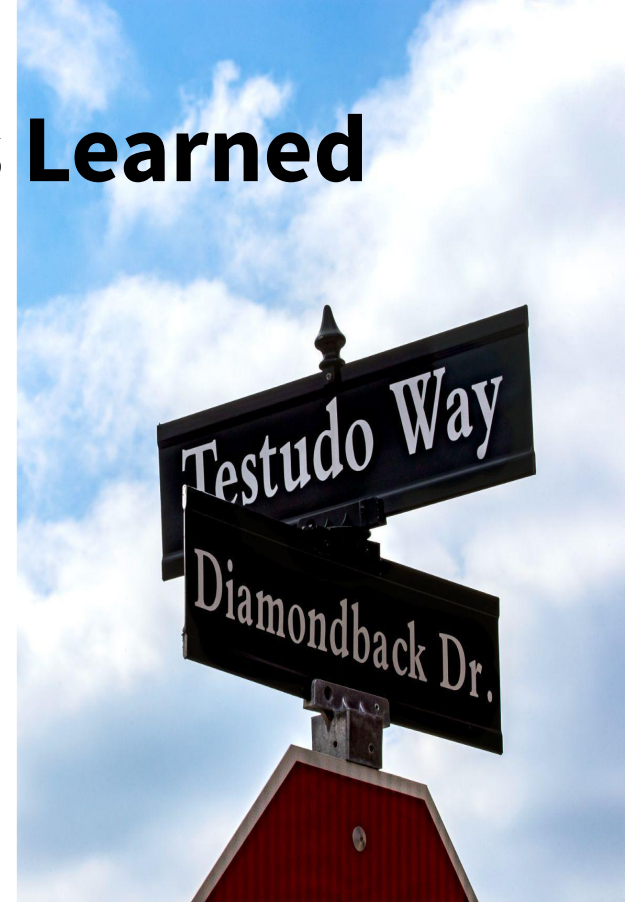


Key Challenges and Lessons Learned

Professional Development of Staff
in Navigating the Bumps in the Road

Key Challenges and Lessons Learned

- 1 Staying Connected in a Remote versus In-Person Work Environment
- 2 Setting Expectations About Team versus Individual Interests
- 3 Setting Expectations About the Iterative Nature of Our Work
- 4 Coachability
- 5 Creating a Culture of Accountability and Being Invested in Project Outcomes
- 6 Being Aware of Time Commitment Required of the Intern Program Supervisors





Best Practices for Mentoring

Guiding Students to Achieve Success
for Themselves While Providing
Project Support

Guiding Students to Achieve Success

- Source a good project & candidate
- Prioritize onboarding with tools, techniques, and sample deliverables
- Create an open and communicative relationship
- Encourage interns to ask questions!
- Set a meeting/check-in cadence
- Create a system for managing work and deliverables



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Intern Program Success Metrics

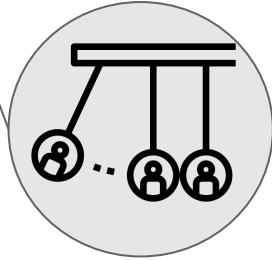
Teaching: What We Want for Students
and What Students Want

Retention: Our Success Story

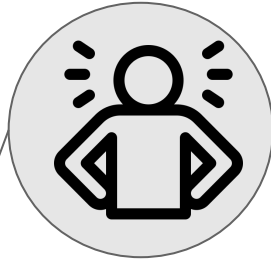
Success Metrics: What We Want for Students



Challenging and Pushing
Their Limits



Self-Recognition of the
Impact of Their Work



Gaining Confidence and
Awareness of What They
Know and Don't Know



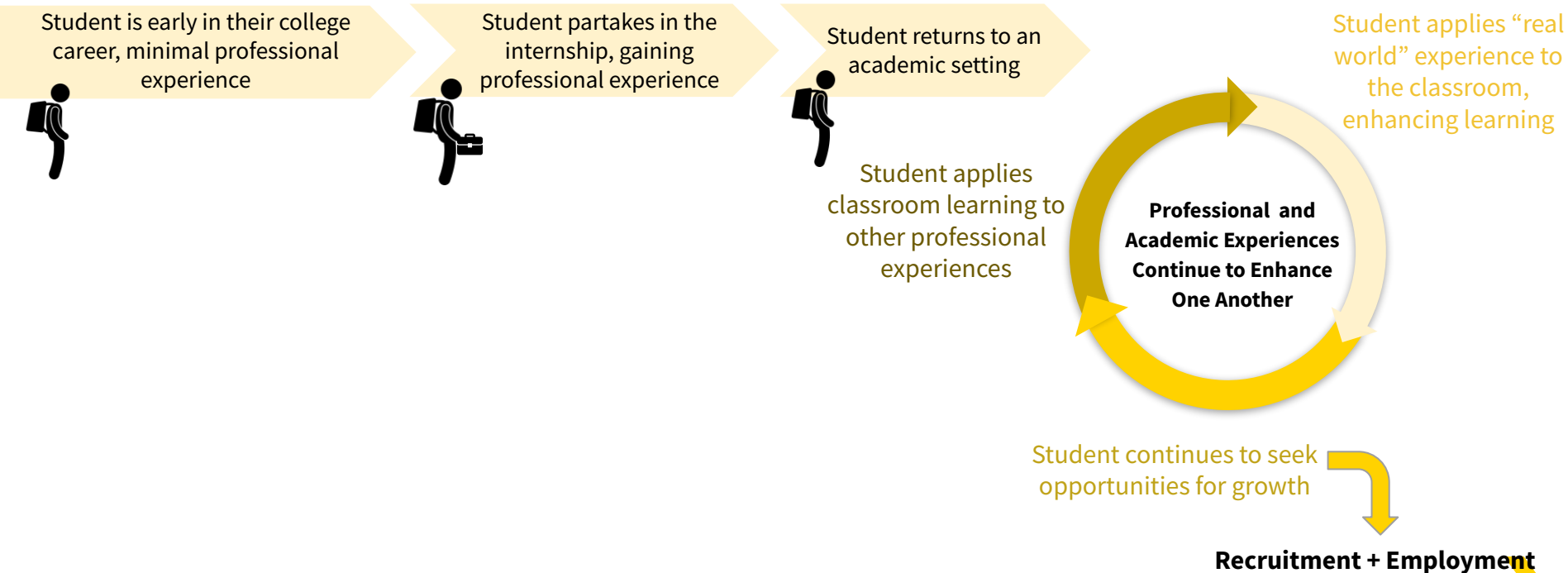
Applying What They're
Learning in the Real World



Embracing Autonomy and
Taking Ownership



Success Metrics: What Students Want



EPCI's Recruitment & Retention Success

Dozens

Interns since the program's inception

2 Joined EPCI as Analysts following graduation

2 Now manage the EPCI Internship Program

Emilyn's Story

...from intern-to-hire

Highlights of her EPCI internship journey

Why she chose to join EPCI following graduation from UMD



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20



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