



INTERNSHIP HANDBOOK

This document has been produced by, and is the property of, The School of Construction Management Technology at Purdue University, West Lafayette, IN. The purpose of this Internship Handbook is to provide basic guidelines for both the employer and student so that all internships are a positive experience for all involved. 10.23.18

TABLE OF CONTENTS

School Overview _____	Error! Bookmark not defined.	3
Goals of the Internship Program _____		5
On Campus Resources for Employers _____		7
Guidelines for Employers _____		9
Guidelines for Students _____		12
Internship Classes _____		17

ADDITIONAL INFORMATION

Student Work Verification Form

This document is available on the Purdue School of Construction Management Technology Website under “Career Resources”, or click here: <https://polytechnic.purdue.edu/schools/construction-management-technology/career-resources/information-for-students/work>

Students must submit details of their internship through this online document. This will generate an e-mail to the student’s supervisor so the internship can be verified by the supervisor. It is important that the employer/supervisor acknowledge and answer this e-mail in a timely manner, as the student’s required internship hours are dependent on the employer’s timely response.

Placement Data

Every year the CM department gathers data on salary, industry sector, and geographic regions for our student’s internships, as well as their jobs after graduation. The data is summarized and posted on our website under the “Public Information” page. The data for graduates is updated once a semester. Data for summer interns is updated every spring.

Internship vs. Co-Op

For the purpose of this Internship Handbook, be advised that the CM department considers a summer internship to be an 8-12 week, full time, construction related work experience. Recently more students and employers are inquiring about semester long internships. Everything that applies to the summer internship will apply to the semester long internship, except that these jobs may last anywhere from 15-28 weeks, depending on the potential tie-in to summer.

Should a student or employer be interested in a Co-Op experience, please contact the Purdue Office of Professional Placement at: <https://opp.purdue.edu> .

SCHOOL OF CONSTRUCTION MANAGEMENT TECHNOLOGY OVERVIEW

Thank you for your interest in Purdue's School of Construction Management Technology (CM) Internship Program. CM students learn on campus, from faculty with extensive industry experience what it takes to successfully manage construction projects, but they also learn from internships in the construction industry. Ideally, students are able to apply and experience what they learned in the classroom while working in various internships.

Purdue CM students are required to work a minimum of 800 hours in construction related internship jobs to be eligible for graduation. When it comes to the internship experience, communicating the goals of the department, as well as expectations of both students and employers, is the best preparation for all. The purpose of this *Internship Handbook* is to make the entire internship process an easy, positive experience for both our students and employers. All sections of this *Internship Handbook* should be reviewed by both students and employers. Understanding the intentions and expectations of everyone involved will be extremely beneficial.



QUICK FACTS ABOUT PURDUE'S CONSTRUCTION MANAGEMENT PROGRAM

- In 1946 the program was initiated to re-train G.I.'s returning from the war on regional campuses.
- In 1968 the program was born on the West Lafayette Campus. For the past 50 years, Purdue's Construction Management program has been a national leader in construction education.
- The average undergraduate student population is 425 – 510 students.
- Between 200 – 250 students work in a construction related internship every summer.
- The CM department has over 10 industry related, student organizations which offer leadership and networking opportunities for the students.
- We hold 2 career fairs every academic year with over 150 companies attending. Companies attending represent several sectors of the industry: commercial, industrial, heavy-civil, residential, healthcare and specialty.

- Internship requirements are typically met by working two full time (40 hours per week for 10-12 weeks) summer internships, but most students will work in the industry for three summers and have well over the 800 hours of experience. We have seen more students and employers show interest in the semester long internship, which is arranged directly between the employer and student.
- The Construction Advisory Council (CAC) consists of over 60 companies that take an active role in recruiting, mentoring, and hiring students. CAC members also relay current industry trends and needs to our faculty.
- The School of Construction Management Technology is accredited by the Associated Council for Construction Education (ACCE).

GOALS OF THE INTERNSHIP PROGRAM

Research and experience shows that the best place to learn construction is by engaging with real construction projects. Students achieve this with work experience that emphasizes the theory and concepts taught in the classroom. CM students are required to have a minimum of 800 hours of construction related work experience in order to be considered a candidate for graduation. The 800 hours will be documented by the student and verified by the employer through the on line Work Experience Form (link and copy included).



While Purdue's CM program is a project-based learning environment that relates all theory and curriculum to actual construction projects, an internship is the ultimate "Applied Science". The goal of the internship program is for students to apply what they learn in the classroom to the jobsite, and also apply what they learned, experienced, and observed during their internship to the curriculum in the classroom. Internships in construction allow the students to understand the importance and value of the various processes and procedures taught in the classroom such as estimating, purchasing, costs control, submittal management, safety, quality, schedule, leadership, etc.

The benefits of an internship are numerous and should provide a positive experience for both the student and the employer. We have learned that internships prove to be the most beneficial when the employer assigns a mentor from within the company for the student/intern. This mentor does not have to be the student's supervisor. The mentor should be a person who is available to offer advice, talk about the construction industry in general, and answer questions about the company. Students have a "go to" person to ask questions, coordinate their arrival at the internship, and give them feedback. In many situations, this is the first management/leadership role for this employee, providing them an opportunity for growth. Both the mentor and the mentee benefit from this relationship.

FOR THE EMPLOYER

Internships provide extended time to observe the student in the day to day working environment. During this time, both parties are able to determine if this is a good fit before any long-term, permanent commitments are made. Students who have a positive internship experience come back to campus in the fall and want to tell everyone about it. This is the strongest recruiting tool any company could have on a college campus. All CM students will be prepared for their summer internships, but more experienced students will certainly be able to add immediate value to the company, filling short term gaps in times when projects overlap.

FOR THE STUDENT

Work experience in construction is invaluable. Considering the hands on nature and value of experience in our industry, it is difficult to give a student the full exposure to construction through the school year. Internships provide students the opportunity to be immersed in the atmosphere of a construction company and a project jobsite. They are able to witness the importance of leadership in managing a

team and jobsite. Students are put in a position to interact daily with experienced construction professionals, not only to learn about the industry but build relationships. Through the internship experience, students are able to learn more about the different sectors of the construction industry and begin to understand where they would fit best in the big picture.

ON CAMPUS RESOURCES FOR EMPLOYERS

THE PURDUE CENTER FOR CAREER OPPORTUNITY (CCO)

The best way for Purdue CM students and potential employers to connect is through our two on campus career fairs, as well as posting jobs (for graduating seniors as well as internships) on the Nacelink Website hosted by Purdue's Center for Career Opportunity (CCO).

Posting internship opportunities on the CCO website should be considered as an essential part of a company's recruiting strategy. This website is used by all Purdue students and is available to alumni for their lifetime. This resource is not limited to CM majors only, so once registered, an employer may recruit students from any major on Purdue's campus.

GENERAL JOB POSTING

- Login or create an account on the CCO website, with this link:
<https://www.cco.purdue.edu/nacelink.aspx>
 - After you login, click "Post jobs to Purdue only (free listing)" and upload your job posting. There are other fields and criteria to narrow your candidate search. Examples of screening criteria include majors, graduation dates, years of experience, degree level, geographic, etc.
 - Effective job postings will contain a descriptive title, a brief overview of the company, the job description, key responsibilities, position requirements (such as a car, a Visa, driver's license, etc ...), critical skills (proficient in Bluebeam, Revit, etc ...), and the location of your company. If the project jobsite for this position is in a different city, that location should be included as well.
 - Create a separate posting for each position. Individual postings are more effective and likely to generate more interest.
 - In your post, let the students know if you will be attending the CM career fair (if the timing is applicable), and if you will be interviewing on campus. Any scheduled company information sessions should also be noted in your posting.
 - Include deadlines for resume submissions and applications.
-

CONSTRUCTION MANAGEMENT CAREER FAIRS

The School of Construction Management Technology at Purdue hosts two career fairs per academic year. These career fairs are, first and foremost, meant to be a benefit to our CM students and the companies that consistently recruit and hire our students. Typically the fall fair is scheduled for the last week of September and the spring semester fair for mid- February. The exact dates for the fairs are announced at least six months in advance, and online registration typically opens at least three months prior to each fair. The Purdue CM career fairs typically fill up very fast.

Having a presence at the career fairs is the best way for students to become familiar with a company, their brand, and the type of projects they build. Companies who attend the career fair on a regular basis are more successful in hiring both interns and graduates. Consistent recruiting and career fair

attendance is absolutely an investment of the employer's time and resources. The best managed companies, positioned for growth, understand this is required for the company to continue to attract the best talent and future leaders of their organization.

All the details of the career fair, including registration links (once they are opened for the upcoming fair), may be found by following this link: <https://polytechnic.purdue.edu/schools/construction-management-technology/career-resources/cm-career-fair>.

ON-CAMPUS INTERVIEWING FOR EMPLOYERS

Scheduling Rooms: On-campus interviews may be scheduled at any time during the school year. Companies/Recruiters are able to schedule the interview rooms directly at the CCO facility, or with the help of faculty/staff in the CM department. Interviews not held in conjunction with one of the CM career fairs may be scheduled at the CCO, or many times happen in a more informal location such as the Purdue Memorial Union, or a local coffee shop. The campus interview structure is up to each individual employer. Unfortunately, we do not have space available to host interviews in the CM department.

Scheduling Students: Scheduling students for interviews may be done through the contact made via the employer's job posting on the CCO website at any time. Employers may arrange for an on campus interview or an interview at the employer's office or jobsite. Students interested in the job posting will reply per instructions and send their resume with contact information. Interviews with students may also result after an introductory meeting at one of the career fairs.

GUIDELINES FOR EMPLOYERS

Purdue CM and the CCO will act in accordance with the [National Association of Colleges and Employers \(NACE\) Principles of Professional Conduct for Career Services](#), and we expect that employers will abide by these principles in their dealings with us and our students.

These principles provide three (3) basic precepts to guide career planning and recruitment:

- Maintain an open and free selection of employment and experiential learning opportunities in an atmosphere conducive to objective thought, where job candidates can choose to optimize their talents and meet their personal objectives.
- Maintain a recruitment process that is fair and equitable.
- Support informed and responsible decision making.

EXTENDING OFFERS

Students need time to make informed decisions when comparing and responding to offers of employment. The best practices among employers with a history of recruitment success at Purdue are to give students at least several weeks, to make informed decisions. This length of time serves to protect an employers' campus reputation and helps make job offer acceptance decisions final. We strongly advise that companies offer reasonable extensions to deadlines when requested so that the student has an opportunity to honor interview and site visit obligations.

MAKING OFFERS

We understand that many offers are first made verbally and followed up with a written offer. It is important that the written offer be sent to the student no more than one (1) week following the verbal offer. All students, but especially newer, inexperienced students, become anxious when they don't have **anything in writing**.

Start dates: We ask that employers include a start date and end date for the internship when the offer is made, or outline a reasonable time frame for providing the schedule for work. Open communication with the student is encouraged throughout the process. Assigning a mentor to the student/intern early in the process to be the main point of contact (in addition to HR if required) is extremely beneficial in this process.

Basis of compensation: Data collected by our department shows that companies compensate interns on both an hourly basis as well as with weekly or monthly "salaries". For either method, the employer should disclose the compensation in the job description and give an accurate estimate of expected earnings. Annual data about intern compensation is collected each fall and will be available to employers at the time of the fall career fair.

Other terms: Other compensation provided by the company **and/or expenses** the student will be responsible for (such as travel, housing, gas, parking, etc) should be discussed with the student and also documented in the offer letter.

EXPLODING OFFERS

Employers are strongly discouraged from making offers with minimal timing-based consequences, which is considered any amount of time less than two weeks. Furthermore, asking a student if he or she is ready to make a decision on the spot, or asking a student to respond to a hypothetical offer is considered an unacceptable practice. Exploding offers put undue pressure on students and compromises efforts to ***enforce the student policy against renegeing.***

RESCINDED OFFERS

Employers should consider every alternative before revoking an offer of employment. An employer's campus reputation can be salvaged if they demonstrate that they have done everything possible to avoid rescinding offers and offer meaningful assistance mitigating the hardships this action will cause. Offers that are rescinded after the spring career fair are especially damaging to the student, as they may have passed up other internship offers and may be in jeopardy of not meeting their required hours.

Please note that both the CCO and the School of Construction Management take offers of employment to our students seriously. We understand that project awards and project requirements are constantly changing in the industry. However, any situation resulting in a rescinded offer will be reviewed with the School Head before that company has further access to CCO or career fair.

HOUSING FOR INTERNS

If a student will be living away from home for the internship, housing options and travel should be discussed with the student in advance, as early as possible. While there is no prescribed requirement for employers to provide housing or transportation to/from out of town internships, these are substantial expenses to a student and should be discussed and agreed to before the student accepts the internship offer. Our department will provide as much data as possible on various housing arrangements offered by employers, but these arrangements vary quite a bit, and it is difficult to adequately summarize them all. It is important that whatever the arrangement, the student is treated and compensated fairly.

The Purdue CM department will collect and share internship locations every spring with all CM interns as early as possible. With this information in hand, students with internships in similar geographic areas will be able to consider sharing an apartment with fellow Purdue interns. Some employers also share contacts for all interns at their company – from all universities, for the same purpose. Both of these options not only help the students save money but also create comradery among the interns even before they arrive to work.

OTHER REMINDERS FOR EMPLOYERS HIRING INTERNS

- Remember that these are students, some of them with very little experience in construction. They may not know the answer, but they will ask questions and be willing to learn.
- Students are trusting in Purdue CM and their employer to be treated fairly and with respect. They are also trusting that they will be given meaningful work that matches their capabilities.
- For some students, an out of town internship may be their first time far away from home. Many times questions about everything *except* the work are the most important ones to answer for the student until they get settled.
- Open and frequent communication between the student, their mentor, and their supervisor is expected. Setting the expectation for frequency or method of communication is helpful.
- After one semester in the CM program, most students will have earned their OSHA 10 certification. However, there are pre-freshmen or transfer students that will not have had the opportunity to complete the OSHA certification and may need a small tutorial on particular company or jobsite safety requirements.



GUIDELINES FOR INTERNS/STUDENTS

CCO ACCESS FOR STUDENTS AND POSTING RESUMES

All potential employers looking for CM students are directed to the CCO Nacelink website to register their company and post job openings. Students must have an active CCO account to view job postings.

A current resume should always be included in your account. Companies coming to the career fair have access to all student resumes on a pre-set date, approximately two weeks before the fairs. If you don't have an account, or don't have a resume posted, companies will not know you exist. CM faculty has access to the CCO website to confirm which students have accounts and resume, posted.

Students only need their PUID to get started on setting up their account. Once the account is established, students are able to sort job postings by major, geographic preference, or construction specialty. Most postings will also clearly note **Internship, or Full Time** (which is for graduating seniors only). Click on the job title to begin the application process. Most job postings will provide specific instructions on how to apply, what information to send, and potential interview dates. This website is a powerful tool with even more capabilities to aid in your internship search, such as listing the "Top Ten" companies of interest. Students should spend time and be comfortable navigating this system.

The CCO also has a walk-in office for help with resumes or other job search questions. The CCO is located in Young Hall on Grant Street. This is a tremendous resource and all students are encouraged to utilize this service.

INTERVIEW GUIDELINES FOR STUDENTS

Congratulations! You have toiled through the application process, and your hard work has finally paid off because you just received an interview request. First, read the interview offer carefully and send an email, thanking your contact for the invitation and accept the offer to interview. Depending on how your contact wants to interview you, you may be speaking through various online video chats, **telephone**, or in-person.

In addition, you may be invited to an on-campus interview while you are at the career fair. These interviews would most likely be the next day at the CCO in Young Hall. In this case, an e-mail confirmation would be fine, but not required.

To prepare for the interview:

- Print out and bring at least five copies of your resume to the interview. You may have just given the recruiter a resume the day before, but bring more.
- Practice your elevator pitch. It is almost certain you will be asked some version of the "So tell me about yourself" question. Make the most of your answer by touching briefly on your

background, relevant experiences, and how they relate to the organization and position in 30-40 seconds.

- Don't be late. If you're doing a phone or skype interview, make sure you have found a quiet space that has a reliable phone/ WiFi connection. If you're traveling to the interview, drive to the location the day before in order to see how long it takes you to get to the company and plan to arrive early on the big day. Even if you are interviewing on campus, be sure to allow yourself enough time.
- Do additional research on the company. Make notes and make a list of questions for the interviewer.
- The CCO has an interview closet that is available to all students. This is open for students to borrow appropriate interview attire in case they do not have the right clothing or even shoes available.
- The CCO website also has a number of online tools you can take advantage of to prepare and practice for interviews and may be found here:
<https://www.cco.purdue.edu/Students/AcetheInterview>

Please note that both the CCO and the School of Construction Management take confirmed interview commitments seriously. Many times a company representative has spent hundreds of dollars traveling to campus for interviews, or they have rearranged important meetings to interview students at their office. An interview “no show” or cancellation within 48 hours of the scheduled interview time will result in an immediate meeting with the student and the School Head. In most cases the action taken by administration will be loss of future access to the CCO and/or career fairs for the student in question.

DRESS FOR THE INTERVIEW

Good first impressions are vital. In an interview, the goal is to sell yourself. You want to leave the room trusting that you've made a credible argument on who you are and why you deserve the job. It's important to remember that it's not just what you say that influences the impression, among many other things, it's also about how you dress. Dressing for an interview is a crucial step in the interview process.

Important Note Specific to Construction Management:

While many internships in the construction industry require the intern to dress for the jobsite with jeans/khakis, work boots, hardhats and other PPE – this is most likely NOT what you should wear to an interview. ***Here is a good rule of thumb:*** If the interview is in the company's office, (or on campus), students should dress in business professional attire. If the interview is on an active jobsite, students should ask the contact person arranging the interview what the attire will be. Sometimes, business professional is still appropriate. In other situations, the interviewer may offer a job tour, in which case the student will need to be prepared with correct attire as well as the correct PPE.

FOLLOW UP AFTER INTERVIEWS

Follow-up after the interview by sending a thank you note through email or U.S. mail within 24 hours. If the interviewer will be traveling over the next few days (as campus recruiters typically are), email is the best way to ensure he/she receives the note in a timely manner. Otherwise, a handwritten or typed letter is a bit more formal and always appropriate.

Things to consider for the letter/email:

- Thank the interviewer for their time
- Reiterate your interest in the position and the company
- Remind the interviewer of your qualifications and previous experience – if applicable.
- Refer to something interesting you discussed or learned in the interview
- Include anything you forgot to mention in the interview OR that you promised to follow up on during the interview
- Close by thanking the interviewer again and state you are looking forward to being in touch in the near future.

THINGS TO CONFIRM WITH YOUR EMPLOYER BEFORE ACCEPTING AN INTERNSHIP OFFER

Make sure you receive a written offer, either a hard copy via U.S. mail or via email. These should be brief, but document important details about the position, such as:

- Start date, end date, and the specific work location (if other than the main office) should be provided. In construction, many times, interns will be located on project jobsites.
- The name and contact information for the direct report (supervisor) during the internship. Some companies may also provide the student with a mentor. An employee, other than the direct supervisor, that will be available for questions, help and act as a sounding board for the student is encouraged and always beneficial. If the company does not do this, it is acceptable to ask politely. This may end up being a new beneficial practice that the company adopts because you suggested it. If they do not provide a mentor, that is acceptable too. This is not required.
- Compensation. The amount and schedule for the student's pay may vary. Students are compensated hourly, weekly, some even monthly. Any other compensation or benefits discussed with the company should also be documented in this letter. Benefits such as financial assistance with housing (if working out of town), travel to and from your work location, gas, mileage, etc. should all be addressed so there are no surprises. Please note that companies are not required to provide any of these additional benefits, but some will make these considerations.

In most cases, the company will require the student to accept and sign the offer of employment, thus creating a contract between the student and the employer.

Please note that ALL parties concerned - the CCO, the Employer, and the School of Construction Management take accepted offers of internship employment seriously. Just because this is an internship (as opposed to a full time job for a graduate), does not mean it is any less important. When a student accepts an internship offer, the employer halts their search to fill the position and the company is counting on the student's service for the period agreed to. Reneging on an offer is not a good business practice and creates turmoil within a company.

In any arena, breaking a contract without due cause is bad business. If a student has a serious emergency, or health situation that may cause them to break the contract, they should immediately seek counsel from CM faculty or staff.

ON THE JOB PERFORMANCE

First and foremost it is important for the intern and employer to communicate all job requirements on the first day of the internship, if not in advance. If the employer does not have a company handbook, or the supervisor does not offer information on the following subjects, you should ask and confirm the requirements. Again, communication, right from the start, is the key. At a minimum, the following areas should be addressed:

Work Schedule This should have already been confirmed in the student's offer of employment, but sometimes those details don't make it to the jobsite or the supervisor in the office. Confirm this directly with your supervisor. Start and end dates of your internship should also be confirmed. Many times in construction, there will be a need for Saturday work. Students should ask if this may apply to them.

Dress This should be confirmed by the student with the point of contact from the employer in advance, but once again, this should be discussed with the direct supervisor. Certain jobsites, superintendents, and even the project owners have different safety requirements that students need to abide by. In most cases, employers will provide a hardhat and safety vest, but again, students should confirm or bring their own PPE as a back up.

Reporting Structure This should be included in the offer letter, but it is always a good idea to discuss this on the first day. Knowing how people around you report and relate to each other will put everything into perspective at times. Also, just because a student may technically report to the project manager, the project manager may have various assistant project managers that will be the direct report for the student on a day to day basis.

Job Duties An overview of potential job duties may also be included in the offer letter. However, student interns will quickly realize that things change in the world of construction - sometimes weekly, daily, or even by the hour. With this in mind, it is always a good idea to re-confirm what your duties will be, but let it be known that you are open to take on whatever the project or your supervisor requires. Students should know that even project assignments may change at the beginning or during an internship, and that is acceptable. Unless the physical city you are living in changes, this is not unusual. If the company asks you to relocate, a further discussion and details of that relocation should be addressed immediately.

OTHER GOOD ADVICE FOR THE CONSTRUCTION MANAGEMENT INTERN

- Be a sponge. Learn everything you can. Ask questions. If you don't know, say so.
- Be the intern that people want to work with. Respect, Genuineness, Kindness, Persistence, Loyalty, Dedication, etc. all go a long way.
- Focus on managing everything appropriately. This includes work time, workload, free time, paperwork, email, etc. Juggling many things is an art in this business. The best project managers and superintendents juggle many things well.
- Professionalism, punctuality, attitude, etc. Don't be the person that stays up so late they can't function the next morning before 10am.
- If you are not receiving it, ask for feedback and constructive criticism. This is vitally important for interns to grow and learn.
- Do not wait for someone to ask you or tell you something to do. Don't be the person on Facebook or Snap chat waiting around for instruction. Take initiative.
- Have fun, make the most of every day. Keep a journal, take pictures. Be present for this great experience!

INTERNSHIP CLASSES

Beginning with the Fall 2019 semester, students will enroll in two internship classes at some point during their eight semesters in the CM program. Each class will be one credit. The primary goal of the class will be for the student to practice professional written and oral communication skills by providing a structured report on their internship. Each student will spend time reflecting on their performance and leadership skills. The secondary goal of the class will be for students to learn first-hand about the different sectors and endless opportunities available in the construction industry by listening to internship presentations by their peers. Specific requirements of the class include:

- The written report will follow guidelines set in an official course rubric. The report will address the structure of the company, roles and responsibilities of project team members and a detailed accounting of the intern's work. The format and tone of the report will be evaluated and should reinforce the value of writing skills in a professional setting. Students will also be asked to reflect on their own strengths, weaknesses and leadership skills. This report will be submitted to the Purdue CM course instructor as well as the employer. The written report will also include the employer evaluation of the student's performance and verification of the hours worked during the internship.
- The oral report will be a presentation to faculty and peers in the CM program. The development of professional presentation materials as well as the student's own personal presentation skills will be evaluated based on the official course rubric provided in the syllabus.
- Students in the audience will be required to provide a brief summary and evaluation of the presentations they attend. This student to student evaluation process along with the associated student feedback has proven to be an asset on both sides.

Students will be encouraged to discuss the requirements of the written and oral report with their employer at the beginning and end of their internship. This will also provide the student with structured talking points to maintain beneficial, open communication with their employer.

Many employers already require their interns to provide an oral presentation of their internship experience at the end of the summer. This is highly encouraged and will only give the students more experience and confidence in making oral presentations.



