



Summer 2018 Internship Program

Report of Research Evaluation of Host Employers

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1. Rationale and Methodology

1.1 Rationale

Each intern in the summer of 2018 internship program assigned to work for 6 to 8 weeks at a host organization that suited his fields of study and interest. The program's organizers, via a matching process with the host-managers, placed the appointed interns in the organizations, and accompanied both parties during the internship.

The host employer's manager was in charge of meeting three main targets during the internship at his organization. First and most importantly, he provided tasks, professional supervision and instruction in order to facilitate the intern's real-work experience in his fields of interest. Second, the host manager facilitated the intern's acquaintance with the organization's culture. Thirdly, the host manager provided, to his utmost understanding and will, an unmediated experience of the life in Israel for the intern. The host managers had a free hand in choosing the means and the modes through which to realize the internship program in their organization. The host employers are not responsible for the touristic or the social part of the program. They are in charge of the professional part that means that they are expected to build a detailed program what the intern spouse to do every day at work.

1.2 The research goals

1. Evaluating host employers' characteristics that elicited effectiveness of the program.
2. To evaluate the host employers' methods of accompanying the intern in order to find out which variables can predict high professional benefits for the interns.
3. To learn what motivate the employers to host interns.
4. To learn if and how employers are willing to be more involved with the organizers through the internship program.
5. To get knowledge how to work with the employers for improving the program.

1.3 The research method and sample

In order to gain a broad understanding the research method involved quantitative and qualitative measures. The quantitative research array consisted of a questionnaire, distributed to the host employers, online in English and in Hebrew. Employer's managers who are

leading the internship program in their organization responded to the questionnaire since mid of July 2018 until end of August. The data were analyzed according to the research model including frequencies, cross tabs, means, and factor analysis. As part of the processing and analysis of the study findings, the strength of the relationship between the research variables was measured by a spearman correlation coefficient that enables measuring the relationship between two variables measured on a scale.

We will explain the research model with its variables in following pages. The qualitative part of the research consist of some employers open discussion interviews as well as content analysis employers comments respond on the open-ended questions in the questionnaire. Open interviews were conducted with representatives of internship program's partners and main Organizers.

The organizers organizations distributed by e-mail to the employers an internet links to the online questionnaire.

This research did not include any data about hosted employers through TAMID.

1.4 The research model

The independent variables can explain and influence the success of the internship.

We measured the characteristics and the employers' preparations for the internship through the following variables:

- **Staff preparation** – The extent to which the employer provided professional instruction and trained the staff how to manage the intern during the internship.
- **Supervising colleague/manager** – The extent to which the employer set a suitable trained worker to accompanying the intern in acquisition of his tasks.
- **Versatile tasks** – The extent to which the employer executed a flexible plan, which consisted of, designated a variety of tasks for the intern.
- **Professionalism** – The extent to which the employer exposed the intern to expertise, duties and projects he would focus on in his career.

- **Functionality** – The extent to which the employer prepare for the intern working-tasks essentially related to his field of studies and the intern will be explored to functional tools.
- **Israeli narrative** - The extent to which the employer arranged for the intern opportunities of intimate social discussions with Israeli employees and managers at the same academic inters, to help the intern understanding the potential professional carrier road map in the Israel.

The Dependent Variable – **effectiveness of the internship program, from the employer's point of view.**

We measured the independed variable through a factor that includes the following parameters:

- **Contribution to the host organization's business** - does the host organization see any contribution to the organization related to the internship.
- **Contribution to the Israeli Society** - the extent to which the employer attributed his contribution to the Israeli society through participation in the internship program.
- **Continuity** - The extent to which the employer expressed willingness to continue his participation as a host employer in the next season of the program.
- **Active preserved connection with the organizer**- The extent to which the host employer expressed willingness to host in-between internship periods, parties-of-interest to visit his organization discussing the way to manage internship.
- **Employers training** – The extent to which the host manager expressed willingness to participate in training how to manage internship.
- **Professional benefit** -The extent to which the host employer attributed that the intern have a professional benefit out of his work experience at the host organization.
- **Continuous contact** - the extent to which the employer assume the intern will preserve connections with the host employer organization.

1.5 Intervening Variables:

- a. The organizer organization

- b. The host employer branch (Government, high-tech, startup, industry, Voluntary association etc.).

1.6 Response rate

According the data we received from Onward Israel the total number of hosting employers during the 2018 internship summer program are 790 organizations that participated as hosted employers. Out of this research population, the research sample for hosting employers' answers to the questionnaire designed to consist of 35% (about 300 host employers) from different organizing organizations. In practice, we received 306 answers from a variety of host employers. The total response sample is 38.7%. Out of the total submissions of questionnaire, 170 (55%) were through the English version and 136 (45%) were with the Hebrew questionnaire.

2. Findings

2.1 Summarizing the findings of the six components explaining the host employers' characteristics we can say as follows:

Staff preparation – only 48% declaring they are designing an instructive program with their workers who are to accompany the intern during the internship term, in order to facilitate a professional internship at their organizations. 52% are natural or disagree that they have to prepare a program for instructing their workers.

Supervising manager – most of employers (86%) strongly agree the intern received a professional assist, fulfilling's his daily tasks during the internship. 14% of the employers are not doing any supervising efforts that the internship will be profession.

Versatile tasks- 81% of employers expressed a positive position related to the framework of work the intern did during the internship and as well 72% of employers present the attitude that the employer have to provide the intern with a variety of different tasks in order the internship will be versatile.

Professionalism – most of employers (62%) find a necessarily to design a program for the intern's work even though the internship is short period about 20 working days. The vast

majority (81%) of host employers are sure that internship is a novel experience for the intern and their organization provide the intern professional tools and capabilities related to his studies.

Functionality – most of employers (73%) expressed their attitude that the interns could come to an understanding about how related to his fields of studies he can further develop a future professional career.

Israeli narrative in the professional domain - more than half (54%) of the respondents indicated they assign workers from varied background to accompany the intern in order to facilitate his exposure to the Israeli narrative in his professional domain.

2.2 The effectiveness of the internship program.

- The vast majority host employers (83%) agree that the internships contribute to their organizations despite their short durations (q. 18). When they further specified, they said that their primary goal was to provide the young interns with a concise and efficient internship experience, which could serve them leveraging their careers.
- Having said that, less than half of the host employers (48%) supported the notion that the intern's affiliations could achieve business partnerships in the future (q.22). Only 40% supported the notion that the intern himself could attract parties of interest for the company/business (q 23).
- Related to demonstration of the firm's social involvement as a motivation to participate in the internship program, we can see (chart no. 12) that the majority (53%) of the host employers did not agree that it is for them a reason to participate. Only 5% strongly agree as well as 25% agree with the statement that hosting an intern demonstrate their social involvement agenda.
- About the second component of the internship effectiveness – contribution to the Israeli society (q.19), a vast majority of the host employers believe that the internships contribute

to the Israeli Society. Most of the employers (81%) attribute the internships as contributive to a positive portrayal of Israel (chart no 13).

- Most of employers (73%), value the interns' acquaintance of the Israeli culture, society and history. (Chart no. 14) only 7% disagree and 17% are natural, it means that 25% out of the host employers are interested in pure working time at their organizations without any inters with the other activities or interests of the intern in is leaser time or any other interests of the organizer organization.
- In coherence with that, in the third component of effectiveness of the internship program - continuity, an absolute majority (81%) declared, that they strongly would be glad to host interns in the future (Chart no. 15) only 1% strongly disagree and other 6% disagree. Most of host employers after they experience the program they are ready to continue hosting an intern and some other 12% that are not sure about it might be that the organizer organization reaching out to them will convince them to have another try of internship.
- Regarding the forth component of the internship program effectiveness – active preserve connection with the organizer, most of the host employers voice a positive approach. Overall mean: 3.99 (questions 28; 30; 32).
- An absolute majority (90%) of the host employers would recommend other companies to join the Onward Israel program; only 2% did not agree with the statement they recommend other employers to join the Onward Israel internship program (Chart no. 16)
- The sixth component included with effectiveness of the internship is professional benefit for the intern. Host employers agree (83%) the internship in their organization have a significant professional value for the interns. Only 3% of employers disagree that internship with their working place contributed professionally the intern (Chart No. 20). There is no doubt that it is very important to find out at the placement stage the managers with this perception and not to include them in the internship program.

- Great majority of host employers (90%) declared that the intern have met their expectations, only 4% where disappointed from the intern. (Chart no. 21)
- The seventh component of the internship's effectiveness, revealed the host employers' mild optimism regarding the **continuous contact** between them and the interns. . A substantial majority (56%) believed that the host employer would take responsibility on keeping contact with their intern (Chart no. 23).
- Related to this component of the program's effectiveness 66% of the host employers believed that the intern will be active in the ongoing relationship and as result of his positive experience with the host employer's organization he will continue his contacts with the organization (Chart no. 24).

3. Conclusions

Our study of the employers who hosted an intern during summer 2018 reveals the first and most concern of the employers is how their organizations can benefit from the internship. The basic and first motivation factor to host an intern is what will be the contribution for their organization. Employers aspires to produce the maximum benefit for their organizations from the interns' work. Moreover, still from a business point of view, excellent and satisfied interns can turn into valuable and contributive employees in the future, or to a loyal point of contacts for needs of the organization. It is important to emphasize that within the benefits the employer can achieve, we found that demonstrating involvement in society is one of some organizations values and the decision to host an intern based on the employer's impression the organization will receive any reputation with hosting an intern of the program.

In Israel, there is an added dimension of contributing to the country's positive image in the world. As known, Israel is constantly in the midst of a regional national-military conflict, and is oftentimes portrayed negatively through the world-press. Employers to whom we spoke do

stress the point that it is vital to do whatever is in their power to minimize this image of Israel, as it will contribute to its connections and status as a research and development center and as a "Startup-Nation". Employers identify the importance of reconnecting and settling the distant relationships between the two Jewish communities: in the US and in Israel.

Nevertheless, the majority (53%) of the host employers did not agree that it is for them a reason to participate in the internship program. Only 5% strongly agree as well as 25% agree with the statement that hosting an intern demonstrate their social involvement agenda.

Some employers that are looking as benefit for their organizations the contribution to the Israeli or Jewish society, found fit to note that their organization is not receiving recognition from the organizers after the internship period.

Less than half of the host employers (48%) supported the notion that the intern's affiliations can achieve business partnerships in the future. However, at the same time most of the employers (81%) attribute the internships as contributive to a positive portrayal of Israel. Most of the host employers are interested that the issues related to the Israeli society, will be addressed and mediated through the program organizers and will fill the interns' leisure time as it is done now.