HANDBOOK FOR MENTORS
of
PURDUE CONSTRUCTION
ENGINEERING AND MANAGEMENT
STUDENT INTERNS

Fourth Edition / 2008

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Users of this handbook are encouraged to recommend improvements. Comments will be welcomed by Professor Makarand (Mark) Hastak, Head, Division of Construction Engineering and Management, Purdue University, 550 Stadium Mall Drive, West Lafayette, IN 47907-2051; fax 765/494-0644; phone 765-494-0641; e-mail hastak@purdue.edu.
1. PURPOSE OF HANDBOOK
   • To help gain “win-win” outcomes for the student intern, the sponsor firm, and Purdue.
   • To promote communication between mentors and student interns, especially regarding expectations and performance.
   • To assist in evaluating and improving the quality of each intern’s experience.
   • To make mentoring easier and more fulfilling.

2. BACKGROUND
   The student intern program for Construction Engineering and Management (CEM) majors at Purdue is a unique program in the U.S. Since the first class graduated in 1979, each of the 900 graduates of our ABET-accredited B.S.C.N.E. program has benefited remarkably from their three internship work periods which are required for the degree. For the past 29 years, every graduate of this program has secured a job at or shortly after graduation. That is testimony to the splendid support and mentoring provided over the years by 200+ construction firms across the country, and now even around the world that have sponsored these Purdue undergraduates. Purdue continues to seek firms and people who will dedicate the interest and effort needed to plan and supervise quality work experiences for these emerging construction engineers.
   
   Our consistent experience is that conscientious mentoring leads to valuable learning by students and to satisfaction for their supervisors. Through the ideas given in this Handbook, we hope that each mentor and sponsor firm can achieve the kind of communicating, supervising, and evaluating that will guarantee success for everyone concerned with the internship experience.

   Special thanks go to the members of Purdue’s CEM Industry Advisory Board, and to the students of our CEM honorary fraternity, Beta Tau, who contributed to the development and improvement of this Handbook. They are named in Appendix F.

3. WHO IS AN INTERN?
   As a reminder for mentors — a Purdue CEM Intern is:
   • selected for his/her potential to succeed in construction engineering
   • already focused on construction as a chosen career
   • eager to learn, immensely curious, full of questions, and ready for hands-on experience
   • inexperienced in the professional construction world
   • uncertain about what to expect from their first internship experience
   • willing to work hard and be coached by experienced construction leadership
   • discouraged when underestimated and under-challenged
   • very respectful and appreciative of knowledge and experience
   • growing rapidly in ability to accept responsibility
   • capable of delivering productive work on well-chosen tasks
   • a team player
4. WHAT AN INTERN EXPECTS from the sponsor firm:

- a challenging, diverse series of task assignments, designed for gaining good experiential learning in progressively more responsible roles over the three-year commitment
- someone to willingly answer questions about expectations of the intern, about the company, about construction careers, and many other aspects of the construction industry
- open communication with a supervisor or other senior person who is readily accessible and comfortable to talk to
- acceptance as one capable of producing valuable work when given appropriate tasks
- some personal advice (and often help) about where to live and other “logistical” matters — well before the intern reports to work
- feedback and constructive criticism; candid evaluation and comments periodically about how they’re doing. This is vitally important.
- awareness that the intern has a strong vested interest in completing three work periods
- some idea (with intern input and discussion) at the end of the period about what they might be doing next year and, if possible, where
- fair treatment regarding compensation for travel and living expenses

5. WHAT THE SPONSOR FIRM CAN EXPECT from the student intern:

- commitment to learn; willingness to do each assigned task to the best of the intern’s ability
- punctuality
- initiative to seek and to do tasks not explicitly asked of them
- feedback: the intern can tell the mentor “how it’s going” from time to time
- information about the student’s career goals and about Purdue
- good verbal and written communication abilities
- skills which can increase the student’s value on the job
- flexibility to accept various tasks and assignment locations
- a potential new hire from an outstanding university and program
- an intern who has the ability to take on more responsibility throughout the internships

6. SOME GROUND RULES - suggested ways for mentors to assure that the intern’s work period will be a high quality experience:

- Pre-planning before the intern’s first day there—
  - learn something about his/her background and goals
  - have a plan (even if rough) for the first week, including an agenda of subjects for the first meeting and the orientation activities
  - prepare some possible task assignments, with flexibility to challenge intern’s individual capability
  - expect to assign progressive responsibility
• **Assign a mentor/supervisor**
  - be sure the student knows to whom they report, who their first point of contact is for questions, and the relevant chain of command
  - be sure that it is someone who is truly interested in the student’s growth
  - if that person is reassigned during the period, have someone else assigned who is likewise interested

• **Give the intern meaningful tasks with a purpose** (even if they are minor to the job). Remember the satisfaction that comes with producing something the boss wants done!

### 7. EVALUATIONS

• A mid-term review meeting between mentor and student in about the sixth week is highly recommended. The *key* here is to let him/her know how they are doing and what you expect for the remainder of the work period. This meeting between the mentor and student can be one of the best ways of enhancing the quality of the experience!

• At the end of the work period be sure that the mentor (or designee) conducts a feedback session with the intern before he/she leaves the project. You can use the online Sponsor Firm Evaluation (Appendix C) to guide a constructive discussion, or find a copy at [http://rebar.ecn.purdue.edu/online_eval/interneval.asp](http://rebar.ecn.purdue.edu/online_eval/interneval.asp)

• As every experienced leader/supervisor knows, timely feedback and constructive criticism are the best kind of advice.

• In many firms the executive who oversees the firm's internship program may choose to be informed about these evaluations.

### 8. COMMUNICATING

• Communication between the student intern and a mentor/supervisor throughout the work period is the key to success. Most firms have and assign mentors who are good at this and enjoy it. These mentors communicate naturally with a student, know intuitively when and how to check in with him/her and how to assess how things are going — and what to do if they are not going well.

• Being a truly good listener is invaluable — for both mentor and intern.

• Feedback to the student — on-the-spot and at evaluation/counseling sessions — is immensely valuable. Ask the intern occasionally during the work period whether he/she has gotten enough feedback on their work, from others or from you.

• Communicating before the start date, during the year, and outside of the work period can be very valuable to the student. We encourage the interns to stay in touch with their sponsor firm from time to time — over Christmas, for example — and many do this. Tell the intern who in the company is their main contact person through the year. The relationships which can develop frequently have long-range benefits to all involved.

• E-mail: It will help the intern significantly if the firm can provide e-mail capability.
9. DOCUMENTATION

The documentation used for the intern program is minimal and simple. Purdue’s needs are satisfied by the following forms, complete versions of which are in the Appendices.

- **Sponsor Evaluation of Purdue CEM Intern Performance.** (Appendix C) This form is most important to Purdue and is required at the end of each intern’s work period. The evaluation link (http://rebar.ecn.purdue.edu/online_eval/interneval.asp) is sent to the firm’s executive contact person by e-mail near the end of each work period. We give this report close attention and use it carefully. This evaluation has its best value if the mentor supervisor discusses it personally with the intern near the end of the work period (feedback). In exceptional cases, if the sponsor firm has good reason, its content may be withheld from the student in which case that should be noted on the form. Purdue will then keep it confidential. Many mentors/supervisors use the beneficial approach of explaining to the student early in the work period the goals and expectations and then base the Sponsor Evaluation on those goals.

- **Student’s Evaluation of Internship.** This is likewise a valuable report for the Director of Internships for CEM at Purdue. Each intern completes this report which enables us to assess the quality of the experience and any problem areas to which Purdue should give attention. Firms may request a copy of this evaluation by e-mail from the Director of Internships.

- **Student Reports.** Purdue requires that each intern write a two to three page report at the end of each work period. The purposes of this requirement are to gain practice at writing reports in a “real-world” context, and to cause the student to reinforce the experiential learning by intentional reflection. The supervisor/mentor should consider this a joint requirement of Purdue and the company, and should reinforce to the intern the value of writing competent reports. Students should provide copies to both the supervisor/mentor and to the Director of Internships for CEM at Purdue.

- **Terms of Employment of Construction Engineering Interns.** (Appendix D) This fine print is needed by the firm’s executive-in-charge of interns and is included here for the information of the mentor supervisor, also sent out by e-mail.

10. KEYS TO SUCCESS! In summary, the steps to a “win-win” internship are:

- Assign mentor - be sure intern knows who his/her supervisor is at all times.
- Planning - be ready to orient the intern and assign him/her a meaningful set of tasks.
- Keep the intern challenged - use their talents, especially in the second and third period — use their computer or other skills also.
- Periodic feedback - let the intern know how he/she is doing.
- Mid-term evaluation - a deliberate, sit-down session, with a report to the firm’s executive if they desire.
- Evaluation at end of period - conduct a review, discuss it with the intern, and send it to Purdue.
- Know whether or not the intern feels productive and challenged.

**BEST WISHES FOR A SATISFYING, MUTUALLY WORTHWHILE INTERNSHIP EXPERIENCE!**
11. APPENDICES

A. The Internship Process
B. Suggested Work Activities for Construction Interns
C. Sponsor Evaluation of Purdue CEM Intern Performance
D. Terms of Employment of Construction Engineering Interns
E. How Sponsor Firms Can Self-Assess Quality of Mentoring
F. Acknowledgements
Appendix A

The Internship Process

This information is intended for use by prospective student interns, by sponsor firms, and by interested faculty and families.

The student internship is the keystone of the Construction Engineering and Management program. A company-sponsored internship is the bridge between formal classroom education and meaningful field experience. The internship is a structured learning experience, not just a summer job.

APPLICATION AND INTERVIEWING

The student internship begins with a written application by a freshman engineering student or a transfer student who desires to enter the program. This application is reviewed by the Director of Internships to ensure that the student meets the requirements for admission. Each applicant is interviewed by the Director of Internships to determine if the student's career interests, academic abilities and aptitudes qualify him/her for an internship.

ASSIGNMENT

Based on the interview and the student's own discovery process, interns are tentatively assigned to potential sponsor firms who will employ the student for three 12-week internship periods. A distinct effort is made to match the student's interests and personality with the project assignment having the best potential value to the student, considering type of construction, project and area of interest. There is no restriction on geographical location of job assignments. Student preferences for location, while considered by the Director of Internships, rarely govern. The self-reliance learned by a student being away from his or her home town is nearly as valuable as the experience that is gained on the jobsite. Students are notified in March of their acceptance, rejection, or deferral. During March and early April tentative assignments are discussed with sponsor firms.

Unlike most other work-study and cooperative education programs, students are not interviewed and accepted by sponsors directly, but are interviewed and assigned by the Director of Internships. Experience has shown that this objective method of assignments results in higher retention rates after graduation.

BRIEFING AND ARRANGEMENTS

In late March new interns will attend an orientation meeting to be briefed on what to expect and on how to establish personal contact with their sponsor. It is the student’s responsibility to arrange his/her own travel, to coordinate reporting details directly with the sponsor, and to find living accommodations.

VISITS AND COORDINATION

During the summer the Director of Internships or CEM faculty members visit many of the interns and sponsors. Priority is given to visiting new interns and new sponsors. Additional contacts are made by telephone or e-mail throughout the year. It is the CEM Division’s goal that every sponsor firm be personally visited at least once every two years.
EVALUATIONS AND REASSIGNMENTS

Evaluations are requested at the end of each summer from both sponsors and interns. Should an evaluation from a sponsor indicate that a student’s performance was only adequate or provisional, or should an intern’s evaluation indicate that the sponsor’s training plan had shortcomings, the Director of Internships and/or CEM faculty will make an immediate follow-up to address the problem. Fortunately, such situations are relatively infrequent.

In addition to completing evaluation forms, students must prepare a written report on their internship period to demonstrate their communication skills and to reinforce their learning experience through intentional reflection. The student provides this report to the sponsor firm and to Purdue.

Occasionally situations arise where students voluntarily drop from the CEM program, transfer to another academic program, or indicate dissatisfaction with an assignment. Likewise, but rarely, a sponsor may state a desire that an intern not be reassigned. In these situations, the Director of Internships intervenes to reach a mutually satisfactory arrangement. The Director of Internships should be contacted immediately should such a situation arise.

ELEMENTS FOR SUCCESS

Since 1976, the CEM internship program has provided outstanding preparation for hundreds of Purdue students entering the construction engineering and management practice. The elements for success are typically:

1. a goal-oriented student with a strong work ethic and a desire to learn and advance
2. a sponsor firm experienced in mentoring students and providing successively more responsible assignments
3. continual care and attention by CEM faculty to the intern’s progress

With these elements in place, future interns can have confidence in their prospects for success.
Appendix B
Suggested Work Activities for Construction Interns

Field Operations  (recommended for first work period*)
- Working as a helper, clerk or technician assistant, etc.
- Assisting with surveying, testing, sample collection, drawing corrections and filing, checking material deliveries
- Assisting with time keeping and cost control, inventory control, schedule checking, subcontractor monitoring
- Assisting with report preparation, safety inspections, submittal logging and processing
- Observing and reporting results of meetings, conducting site tours for visitors

Office Operations  (recommended for second work period)
- Preparing quantity take-offs, contacting vendors and sub-contractors for proposals
- Checking drawings and specifications for completeness, discrepancies, etc.
- Attending bid opening, conferences, taking notes, making records, completing forms
- Assisting with project tracking, preparing shop drawings, assisting with cost and project controls

Project Management  (recommended for third work period)
- Assisting project managers and superintendents at the highest level of responsibility that is practical
- Coordinating, inspecting, and sub-contractor activities, verifying work and recommending progress payments, inspecting
- Planning and scheduling, processing change and extra orders, preparing requests for progress payment
- Obtaining permits and licenses, checking zoning and code requirements, designing temporary facilities
- Arranging for utility services, conducting safety inspections and training, supervise punch-list activities
- Expediting material deliveries, assisting in documenting and preparing claims
- Verifying work hours, materials and other elements necessary for updating data base files
- Preparing briefing charts and formal reports, etc.

* In virtually every case, it is essential for the intern’s first work period experience to be on the jobsite, closely observing or involved in crew construction operations. Sponsor firms are urged to place the intern on a construction jobsite for the first summer unless extraordinary circumstances dictate otherwise.
Appendix C

EVALUATION OF PURDUE CEM INTERNS' PERFORMANCE

<table>
<thead>
<tr>
<th>Intern's Name</th>
<th>Date:</th>
</tr>
</thead>
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<table>
<thead>
<tr>
<th>Sponsor's Firm:</th>
<th>Evaluated By:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone:</td>
<td></td>
</tr>
</tbody>
</table>

Evaluator's Position in Firm: ___________________ Internship: __ 1 __ 2 __ 3

Directions:
- This evaluation is to be completed with the intern before the end of the work period.
- Please review this evaluation with the intern.
- If any performance is below average, please elaborate (attach page if necessary).
- You may fill out this evaluation online or print a PDF file and send it to:
  Deanna McMillan, Director of Internships, Division of Construction Engineering and Management.
  550 Stadium Mall Drive, West Lafayette, IN 47907-2051,
  Phone: 765-494-2242, Fax 765-494-0644
  Email: dimcmill@purdue.edu

Part I

Key for Grading Overall Performance, 1 to 5 scale compared to interns with similar experiences:

1 = Outstanding (Among the top 5%)  4 = Fair (Performance is lower than expected)
2 = Very Good (Among the top 20%)  5 = Poor (Performance is well below par)
3 = Average (Performance on par)  N/A = Not applicable or not observed

Traits Observed

1. **Punctuality and Attendance**
   - _1 _2 _3 _4 _5 _ NA
   - Comments:
     - (Arrives to work on time, everyday)

2. **Dependability**
   - _1 _2 _3 _4 _5 _ NA
   - Comments:
     - (Able to carry out instructions and assignments effectively and meet commitments)

3. **Time Management**
   - _1 _2 _3 _4 _5 _ NA
   - Comments:
     - (Able to efficiently schedule tasks so assignments are completed on time)

4. **Attitude, Enthusiasm**
   - _1 _2 _3 _4 _5 _ NA
   - Comments:
     - (Displays a positive outlook towards work)

5. **Productivity**
   - _1 _2 _3 _4 _5 _ NA
   - Comments:
     - (Effectively uses time and energy to complete tasks)

6. **Quality of work performed**
   - _1 _2 _3 _4 _5 _ NA
   - Comments:
     - (Able to ensure project quality by producing error-free work)

7. **Judgment**
   - _1 _2 _3 _4 _5 _ NA
   - Comments:
     - (Able to make decisions based on logical assumptions that result in reasonable conclusion.)
8. Ingenuity, creativity  __ 1 __ 2 __ 3 __ 4 __ 5 __ NA  Comments:
(Able to generate creative solutions and develop better ways to perform tasks)

9. Adaptability and versatility __ 1 __ 2 __ 3 __ 4 __ 5 __ NA  Comments:
(Able to adapt behaviors to ensure project success)

10. Oral communication skills  __ 1 __ 2 __ 3 __ 4 __ 5 __ NA  Comments:
(Able to clearly convey a verbal message and have it understood by the listener)

11. Writing skills __ 1 __ 2 __ 3 __ 4 __ 5 __ NA  Comments:
(Able to clearly and concisely communicate ideas with proper organization, structure and grammar)

12. Initiative __ 1 __ 2 __ 3 __ 4 __ 5 __ NA  Comments:
(A demonstrated self-starter who needs little direction)

13. Safety __ 1 __ 2 __ 3 __ 4 __ 5 __ NA  Comments:
(Works safely on the construction site)

14. Overall performance for the internship __ 1 __ 2 __ 3 __ 4 __ 5 __ NA  Comments

PART II:
1. Briefly describe the intern’s duties and accomplishments this summer.
___________________________________________________
___________________________________________________
___________________________________________________

2. Please highlight the intern’s strengths and identify areas where improvements may be appropriate.
___________________________________________________
___________________________________________________
___________________________________________________

3. If the intern is returning for another internship, please recommend potential activities for the next internship period.
___________________________________________________
___________________________________________________
___________________________________________________

PART III
12 WORK WEEKS COMPLETED _____ Yes _____ No

Should this intern return for another internship with you or your company? _____ Particularly desired
_____ Prefer to most
_____ Satisfied to have
_____ Prefer not to have

_____ I have reviewed this evaluation with the intern

The Purdue Construction Engineering and Management Program faculty appreciate your participation and your completion of this evaluation. If you would like to discuss the student's performance further, please contact the Director of Internships at (765) 494-2242.
Appendix D

Terms of Employment of Construction Engineering Interns

This schedule of approved terms of employment of a student intern by an industry sponsor is issued on an annual basis, following its review by the CEM Industry Advisory Board and its approval by the Head, Division of Construction Engineering and Management. It is incorporated as Attachment “A” into each existing or new Memorandum of Agreement between Purdue University and an industry sponsor of construction internships. Its provisions, which include current minimum rates of intern compensation, are applicable to internship work periods in the year 2008.

1. **Duration of internship**: This shall be a minimum of thirty-six weeks, composed of three work periods of at least twelve weeks each, customarily consisting of the summers of three consecutive calendar years. Alternative scheduling of the three work periods is possible if requested by the sponsor and agreed to by the intern and Purdue University prior to the assignment of the intern to the first work period.

2. **Length of work period**: A minimum shall be twelve working weeks.

3. **Timing of work period**: Each summer work period shall begin not earlier than the first Monday in May and shall end not later than the third Friday in August. The timing of work periods under “alternative scheduling” arrangements shall be established by the sponsor, the intern and Purdue University.

4. **Intern compensation to be paid by the sponsor**: Basic (minimum) compensation, supplementary compensation where appropriate, eligible travel and living expenses, and one-half of the Purdue University registration fee for the work period (subject to change annually).
   a) **Basic Compensation (2008)**:
      - 1st period interns - $560 / week
      - 2nd period interns - $600 / week
      - 3rd period interns - $640 / week
   b) **Registration Assistance**: Upon first reporting for each work period, an intern shall be reimbursed for the cost of one-half of the required registration fee, which is currently $741.00 (sponsor’s share = $370.50).
   c) **Eligible Travel Expenses**: An intern whose permanent address is beyond normal commuting distance from the work location shall be reimbursed by the sponsor for one-way travel costs to the place of work. The rates and items for such reimbursement shall be consistent with those in effect for the business related travel of the sponsor’s regular employees (i.e. coach class airfare or mileage rate for personal vehicles, etc.) The intern shall similarly be reimbursed for the return cost of traveling from the place of work to his/her home upon completion of a work period of not less than twelve weeks duration.
      NOTICE: Travel expenses incurred by an intern who, after reporting to a work location, is dropped from the University for poor grades or disciplinary action; or who fails drug testing, or any other qualifying test required by the sponsor, must be borne by the student and are not the responsibility of either the sponsor or Purdue University.
   d) **Supplementary Compensation**: This may be supplied, at the discretion of the sponsor, in recognition of abnormal conditions associated with an intern’s work assignment (i.e. high cost-of-living areas, prolonged or planned overtime, remote or hazardous job locations, etc.) The sponsor is also encouraged to provide equitable financial assistance to a student intern who must relocate from his/her hometown to the work location. Such assistance may
consist of reimbursement of actual living costs, assistance in locating housing, supplementary payments, etc. The CEM Industry Advisory Board recommends that such compensation be at a minimum reimbursement rate recommended by the IRS or government. These indices for specific locations can be provided by the CEM division upon request. Any supplementary compensation in this category shall be established by agreement between the intern and the sponsor, and shall not require the approval of the Head, Division of Construction Engineering and Management.

e) **Use of private vehicle for business purposes:** An intern shall be reimbursed on a mileage basis when required to use his or her own private vehicle for the sponsor’s business purposes, such as delivery of drawings, materials, messages, etc.

5. **Responsibilities of the student intern:** The student intern has the following specific responsibilities:
   
a) Establish contact with the designated sponsor representative at least one month in advance of assignment to determine when, where, and to whom to report for work each work period.

b) Be a conscientious, dependable employee of the industry sponsor, performing all assigned tasks, and observing the functions performed by other people working at the jobsite during the working period.

c) Be willing to travel away from home and establish a temporary residence in any geographical location where assigned by the sponsor for durations of at least twelve weeks each.

d) Make all necessary arrangements and pay for travel to and from home to the assigned working location and for daily commuting between temporary lodgings and the work site.

e) Make all necessary arrangements and pay for lodging, meals and all incidental costs of living during each work period.

f) Communicate regularly, both orally and in writing, as required by the sponsor’s representative and the Director of Internships for CEM at Purdue with respect to the internship experience.

g) Submit an evaluation of each internship period to the Director of Internships for CEM at Purdue on a form to be provided.

h) Advise the sponsor firm representative of Purdue’s desire that they provide a written evaluation at the end of the period.

Approved by:

_______________________________
Makarand (Mark) Hastak, Ph.D., CCE
Professor and Head
Division of Construction Engineering and Management
Purdue University
Date: **July 2008**
Appendix E

How Sponsor Firms Can Self-Assess Quality of Mentoring

Purdue encourages supervisor/mentors and other leaders in sponsor firms to assess the quality of the learning experience gained by the intern. Seek feedback from which to improve the quality of the students learning next time. Purdue encourages this approach. The Director of Internships will support sponsor firms in their efforts to self-assess and to improve their mentoring.

Generally the student intern is the best source of information about how the work period went. Some ways the firm can gain valuable feedback from students include:

1. Oral Feedback: both during and at the end of the internship period, as well as after the student returns to Purdue and has had several weeks to reflect.

   The sponsor firm should select thoughtfully the person to whom the student is asked to comment. The direct supervisor is usually the best listener/evaluator, especially if that person was in close communication with the intern when initially setting goals for the intern's summer experience. In certain cases a "third party" may be appropriate. The student must feel encouraged and welcome to speak candidly.

   Some firms require the intern to give a presentation at the home office, at the end of the internship period, describing and evaluating the experience.

2. The Intern's Evaluation Report to Purdue

   This written report form is submitted to the Director of Internships within two weeks after the end of the work period. It is not automatically provided to the sponsor firm, in order to respect the student's opportunity to comment candidly. Sponsor firms may ask the student to provide them a copy voluntarily, or may contact Purdue's Director of Internships who will, with the permission of the student, forward a copy of the intern's evaluation form.

3. The Written Internship Report

   The Director of Internships receives this two-to-three-page narrative report from the student within one month after the end of the work period. This report is usually very informative about the student's experience and reflections. Students are instructed by Purdue to furnish one copy of this report to a designated sponsor firm person (usually the supervisor, but the firm should tell the intern to whom to send it).

The Director of Internships may in some cases be able to augment the student's feedback with other observations of value to the sponsor. Firms are welcome to contact the Director of Internships at 765-494-2242 or dimcmill@purdue.edu

Many firms also assess the quality of the internship mentoring through feedback from other employees who observe the intern's progress over time, something like the "quality circle" concept for improving quality.

When preparing for the intern's return for the second and third work periods, the sponsor firm should in every case consult with the student about their goals for the coming period. Discuss the options for work location and, importantly, find out what goals the student has for their construction experience and personal learning. A good way to do this is by phone in March and/or in person at the Internship Banquet at Purdue in early April. The best quality internship experience is planned in advance, is under the care of a conscientious supervisor/mentor, and consistently challenges the interns with responsible tasks.

In summary, when leaders in the sponsor firm are committed to having the intern gain challenging and valuable experience, and assign conscientious people in advance to develop the intern, a successful work experience results.
Appendix F
Acknowledgements

This handbook was edited by Dr. Deanna McMillan, Director of Internships and the CEM faculty and staff. It was produced by the Purdue Engineering Communications Office Layout Designer.

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