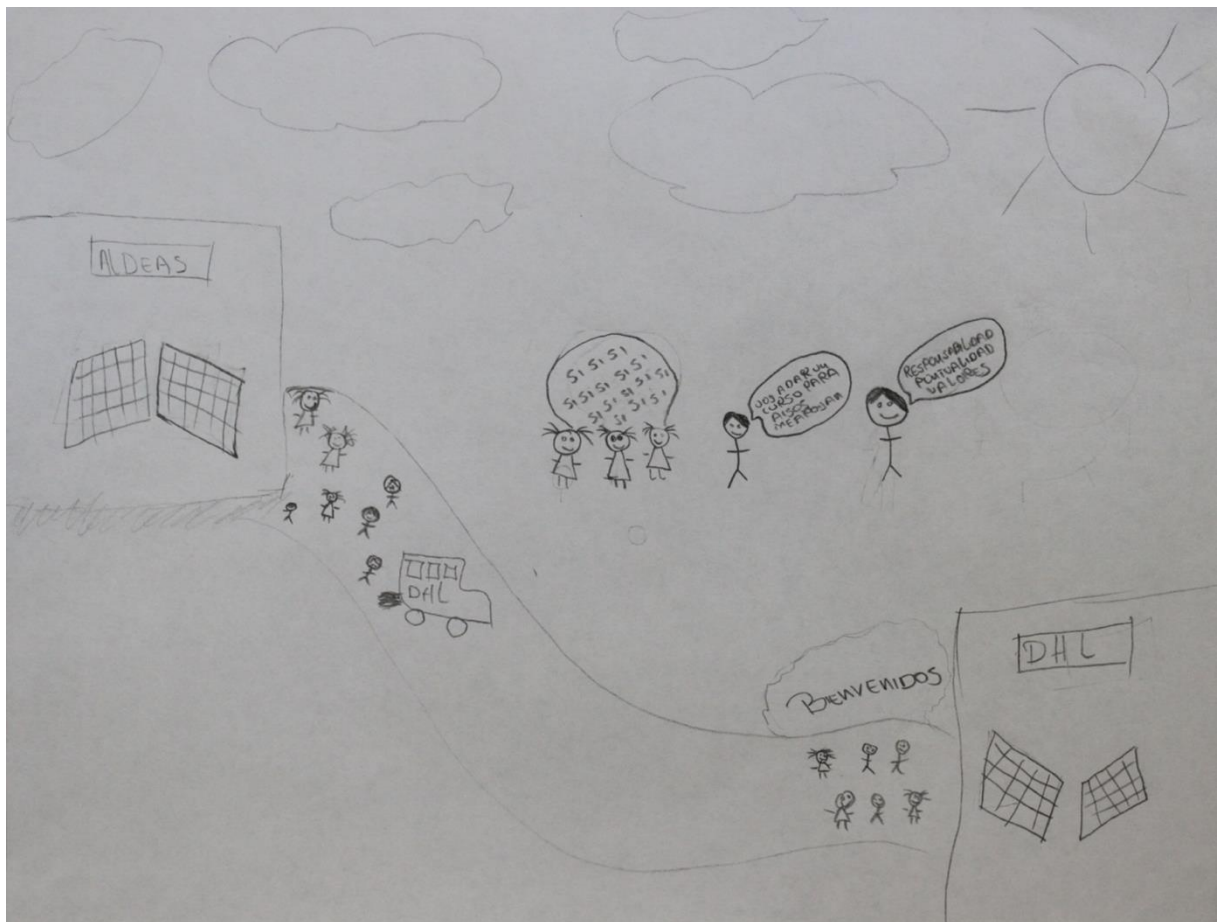


Deutsche Post DHL and SOS Children's Villages GoTeach Partnership

GoTeach Internships Case Study



Authors: Cristina Soreanu, Julia Wolf

1. GoTeach Internship Case Study – General overview



Objective

This case study was designed with the aim of collecting good case practices to run internship activities in the framework of the GoTeach programme. The results can be used as guidelines for organizing and realizing internships for youth from SOS Children's Villages. Please be aware that these are only examples and suggestions and that every country should realize the project in a way it fits best to its individual situation. By bringing together different approaches from six different countries of the GoTeach partnership the responsible persons should also feel encouraged to exchange experiences and work together.



Methodology

With the help of the regional coordinators, **Costa Rica, El Salvador, Madagascar, Morocco, Kenya and Uganda** were picked as sample for the case study. Two different questionnaires were designed depending on the target group. There was one version for the national responsables both from DHL and SOS Children's Villages side with an interview duration of approximately 60 minutes. The other one was for interns and volunteers with a maximum duration of 30 minutes. The results are elaborated in this report.



Organisational details

The number of interns depends from country to country, usually with an average between 6 and 9 interns per year. What is important to notice is the legal framework of the country: in most of the countries interviews the minimum age for interns is 18 years, however in some the limit goes down to 15 or 16 years old, especially if the youth is still attending school. Especially for younger youth involved in the internship programme, they are also obliged to attend school, therefore they work only part-time; however in most of the cases, if the youth is over 18 years old, they are working full time in the internship position.

When it comes to the duration of the programme, it is important to have in mind the following:

- The legal framework (what is the minimum and maximum duration of an internship programme – in some countries it cannot be shorter than one month, but also not longer than 6 months, and in rare cases, not longer than one year);
- The need in the department inside DHL;
- The minimum duration needed for youth in the programme to really learn something;
- The best way to give more youth from SOS CV the chance to participate in the programme.

From the countries interviewed, the average duration is between 3 and 6 months, with some examples of shorter internships (Morocco – 1 or 2 months), and some examples of longer internships (El Salvador – one year).

Another aspect which is important for organizing internships is the financial investment in it. In this case as well, it is important to first check the legal framework of the country (is there clearly stated that interns should receive a salary, and if yes, how should it be calculated?), but as well the internal regulations of DHL in the country, to see how they usually manage internships.

From what we could observe in the interviews, most of the countries offer a small financial reward, for interns to be able to cover their transportation costs, or DHL prefers to cover the transportation costs themselves.

Moreover, most of the countries offer a meal every day to the interns. In some countries, interns receive also an additional salary, like for example in Kenya, where they get the salary according to their internal salary structure, or like in Madagascar, where the interns receive an indemnity.



Preparation and follow up

One important critical success factor is to involve both responsible persons from DHL and SOS Children's Villages for the selection process of the interns. The preparation phase in most countries starts around three months before the beginning of the internship. Firstly DHL does a gap analysis to see how many open positions they can offer in the different departments. Afterwards DHL prepares profiles for the interns needed and forwards them to SOS CV. The youth gets informed about this opportunity by the team of SOS CV, who also helps them preparing the required documents (mostly CVs and sometimes also motivation letters). The most popular criteria for the selection of the youth are their personal motivation as well as that their studies should align with the open position. After the responsible person at DHL receives the CVs youth gets invited for a personal interview at the HR department. The selected ones always start their internship with an induction phase, while the ones not selected should receive feedback to understand the reasons behind the decision. During the induction phase, which lasts from a few days up to one week, the interns rotate around the different departments to get to know each of them shortly. It is beneficial to also include in the induction phase a better preparation for youth, in terms of business behavior, dress code, punctuality, etc., in order for them to be as ready as possible to adapt to the DHL environment. Afterwards they usually stay in one position during the whole period of time. In many countries the internship ends with a presentation from the youth in front of their team where they talk about their tasks and the experience they made. After the internship there is a follow up from SOS CV to see if the youth gets employed. This information gets forwarded to DHL if desired.



Outcomes

For most of the youth the GoTeach program is their first experience in a working environment. Besides of gaining knowledge in their department and the logistics business, they get to know the corporate culture and see the importance of punctuality or dress code at work. They improve their soft skills too by learning how to network with colleagues and get helpful contacts for their career path. The youth develops personally and professionally, so that after the internship experience they are independent, know better what they want in life and feel prepared for working in a professional environment.

The volunteers improve their mentoring skills by working closely with the youth. Through the internship program employees who usually don't work in a leading position also have the chance to gain leadership skills. The volunteers are role models for the youth and feel the impact they can make on their lives which they also see as an opportunity to give back to the community. As an overall outcome the volunteering contributes to their satisfaction at their work place. So the internship activity is a win-win situation for both the intern and the volunteer.



Advices

Throughout the interviews we collected a series of general advices for the smooth running of internship programmes.

Firstly, most of the countries mentioned the importance of planning ahead, and as a team, with both DHL and SOS CV on board, that then continues with constant communication. During the preparation stage, it is also important to have the top management's buy in, but also to get the employees on board, in order for them to

fully understand the programme and what is expected of them, before starting. Another factor to consider is how to reach the most diverse youth, through different kinds of internships. We observed that most of the offered internships were in the management and administration fields, and something to consider is the possibility of offering also operational internships.

Secondly, the selection process of both youth and volunteers is crucial for the internships do go well. The profile of youth needs to be very specific, the youth should be listened to during the interview to really understand their expectations, then a background check should be done for youth, in order to ensure that they can commit to a serious programme over the course of multiple months. Also volunteers need to be selected carefully, so that only the committed ones are in the programme, and a preparation should be done as well for them.

Next step is to clearly set expectations: for youth this can be done through a proper orientation and induction at DHL offices, with a big focus on how to respect rules and how to work; for volunteers it is important to firstly understand very well the Code of Conduct, and as well that they need to be patient, as interns tend to have multiple questions at the beginning. Another expectation that should be set with volunteers and all employees in general is that there shouldn't be made a difference between interns from SOS CV or any other intern, and they should be included in all activities (team or department meetings, informal meetings, etc.). Even better, one recommendation is to meet also with the SOS CV mothers to explain them what will happen with the youth, so they also know how to support them throughout the internship experience.

Last but not least, we collected recommendations on how important is to have a system for monitoring and evaluation of the internship activity (with some countries doing check ups and follow ups every month, on both sides – DHL and SOS CV). Moreover, for the evaluation of the activity, it is recommended to give the chance to both volunteers and interns to give feedback to improve the activity.

2. Country in-depth review

Costa Rica



Organisational details

The internship in Costa Rica is combined with the education of the youth. They work a maximum of six hours a day and attend class afterwards. Every year around nine young people from SOS Children's Villages work at DHL. They are at least 16 years old as the legal framework isn't allowing younger interns. The tasks depend on the area the intern is working in, but there are a few general responsibilities like punctuality, sticking to the dress code and respect the colleagues. The interns are not receiving financial remuneration, but SOS Children's Villages receives money from DHL to pay the transport from the village to the working place and the youth get a free meal at work. The expenses DHL has for the internships are covered by the GoTeach budget.

Contact DHL

Name: Silvia Umana Fuentes

Email: silviaumana.fuentes@dhl.com

Contact SOS Children's Villages

Name: Maria Solano Vega

Email: Maria.Solano@aldeasinfantiles.or.cr



Preparation and follow up

The preparation for the internship program starts at least three months before the first intern arrives. As a first step the budget and the selection of activities for the year is planned. Together with SOS Children's Villages profiles of the needed interns are created, tasks are defined and the timeframe is determined. The responsible colleague of SOS CV presents the internship opportunity to the youth. The most important criteria to participate in the program are to be motivated and have good grades in school. DHL gets a list from SOS CV with all the interested youth, who are then invited to an interview at the DHL office. As a next step the coordinator from DHL introduces the activity in team meetings and asks for volunteers. The interested colleagues get an introduction into the legal framework of the work with the youth before starting the activity. At the end of an internship the youth always has to do a presentation in front of the team, so they can express what they've learned and what were the most important outcomes for them. After the activity the coordinator on DHL side gets information about the development of the intern from SOS CV. They are informed if someone finds a job after the internship and sometimes they are called to give reference about the interns.



Outcomes

Coordinators: The most important outcome for the youth is to gain knowledge and experience in a working environment. After this experience they should trust better in their competencies and be more self-confident. For the volunteer this experience shows them to value what they have in their life. They can also learn things from the youth and it's good for them to see how the youth grows in the internship.

Volunteer: They learn to work with the computer and how to deal with all the different programs. It's also general aspect like sticking to the time schedule and network with their colleagues what they improve in this time. They achieve their own goals and this is really great to see for the volunteers. It's a great experience.

Intern: The internship helped a lot gaining working experience that will be useful in the future career. Outcomes like a grown self-esteem and being more self-secure are a good basis for starting a job.



Advices

The selection process of the intern is a very important step as it decisive for the success of the activity. The profile has to be very specific so that the youth that is selected really fits into the position. For this a good co-working with the partners from SOS Children's Villages in needed. The expectations from DHL and SOS Children's Villages should be aligned in the beginning so that there is a positive outcome for both sides.



El Salvador

Organisational details

The interns in DHL El Salvador stay for a whole year and work part time as they are attending school for the other part of the day. This timeframe is chosen because shorter internships aren't considered helpful in getting a job later. Although the legal framework only allows to work from 18 years on there is an exception if the person is attending school at the same time. That's why the interns in DHL El Salvador can work there with 15 years already. There are three interns working there each year with an average age of 17 to 19 years. Their work is financially rewarded with 130 \$ per month to pay for the transportation. This is financed by DHL Express.



Preparation and follow up

The responsible person from DHL writes the profiles for the open internship positions three months in advance before starting the activity. These profiles are used by SOS Children's Villages to find possible candidates. The youth gets support by SOS Children's Villages staff to prepare their CV. An important criterion is that the studies of the intern have to be aligned with the internship task. After receiving the applications Margarita Rivas from the HR office invites the youth for a first interview. Afterwards they have another one with the Vice president of the department they would like to work in. When the interns are selected dates for the internship are fixed.

Outcomes

Coordinators: The GoTeach internship program is a win-win situation both for the interns and the volunteers. They learn to identify their selves with each other and to open up. The interns gain self-esteem and for the volunteers it is a very satisfying experience to see this development.

Volunteer: By working with the interns the volunteers gains leadership skills and also soft skills through accompanying them in their development.

Intern: The internship activity gives the interns the opportunity to gain working experience. For most of them it is the first time in a working environment. As an outcome they are more confident about their skills and knowledge.



Advices

It is important that there are responsible persons for the GoTeach program for the DHL and the SOS Children's Villages side and that they are aware of the importance of their work for the success of the activities. Also there shouldn't be made a difference between interns from SOS Children's Villages or any other intern. Everyone must be treated equally not depending on their background to gain the most instructive experience.

Contact DHL

Name: Margarita Rivas

Email: Margarita.Rivas@dhl.com

Contact SOS Children's Villages

Name: Claudia Sagastume

Email: Claudia.Sagastume@aldeasinfantilessos.org.sv

Contact DHL

Name: Laura Waita, Lilian Kanyi

Email: laura.waita@dhl.com; lilian.kanyi@dhl.com

Contact SOS Children's Villages

Name: Miriam Musyoka

Email: miriam.musyoka@soskenya.org

Kenya**Organisational details**

The interns in DHL Kenya have to be minimum 18 years old and they can work in the internship position for a maximum duration of 6 months. However, by law, if they stop the internship for at least 2 weeks after this 6 months' time, they can start another internship, which gives the opportunity for prolongation. Usually the GoTeach internships last for 3 to 6 months, depending on the commitment and performance of the intern, but as well on the need in the department. The interns get a salary, based on the internal salary structure, the same as all the other interns.

**Preparation and follow up**

The preparation starts at the beginning of every quarter, when a gap analysis is performed by the heads of each department and roles' profiles are being created, based on training (education) interns should have, as well as character traits. Afterwards, SOS Children's Villages does a background check of interested youth, shortlisting and interviews based on these profiles, followed by one last interview done by DHL. Selection is made based on the profile, which emulates the company's outlook and DHL values. Once the interns have been selected, onboarding is starting for one week, in which they get an organization induction, the basics of timing and policies of work environment, plus they have explanation of their responsibilities and deliverables and expectations are being set. During this induction they also get a small introduction into all the departments. Once the internship is finished, SOS Children's Villages does a follow up with the youth, checking if they are getting jobs.

**Outcomes**

Coordinators: Both volunteers and interns benefit from this activity: youth are becoming more confident, more interactive, they feel they are able to work in a professional environment, and they get more inspired about their career options; volunteers feel they are role models, that they can impact another life, and that they give back to the community.

Intern: The interns learn to understand the culture of the corporate world, how to be professional, they learn important skills but also create a network of people.

**Advices**

It is important to plan as a team, in advance, including both DHL and SOS Children's Villages, and then continue by communicating internally and externally on a regular basis. It is crucial to ensure both volunteers and interns are prepared: for volunteers, select only the committed ones, and prepare them, and for youth, assure a proper orientation, induction at DHL offices, but as well follow ups for them to be committed (checking with them through phone calls, SMS, how the internships is going, and as well with DHL to see if they respect deadlines and tasks). Moreover, it is beneficial to do a background check of youth to ensure they are committed to a longer programme like the internship, and then, once selected, it is important to make a good orientation on how to respect rules and how to work. Another point is to give the chance to both volunteers and interns to give feedback to improve the activity.

Contact DHL:

Name: Tiana Razafimanantsoa

Email: Tiana.Razafimanantsoa@dhl.com

Contact SOS Children's Villages

Name: Faneva Raharimanantsoa

Email: resp.communication@vesosmad.org

Madagascar



Organisational details

The interns in DHL Madagascar need to be minimum 18 years old and can work for a maximum of 8 hours per day. The legal framework of the country demands an internship to be at least 1 month long and maximum 6 months long. In some cases, the youth require an internship as last step of their studies, and in that case, the internship needs to be for 6 months. By law, DHL is not forced to pay the interns a salary, however they do get an indemnity, which is a fixed amount of 30€ /intern, for the entire time, no matter if the internship is for 3 months or 6 months, and in addition DHL pays as well for the transportation and food.



Preparation and follow up

The preparation starts at the beginning of the year, when the responsables from DHL and SOS CV meet and discuss the activities in GoTeach, including internships. Afterwards, one month before the beginning of the internship, SOS CV informs all youth and the education team of SOS CV Youth Facility collects the CVs of all young people interested. The next step is a prior selection of those young people who study something related to the DHL activities. These selected CVs, together with cover letters, for which youth get support from the SOS CV to write, are sent to DHL. Then DHL representatives organize half a day for professional interviews with all the young people, lasting around 10 min/interview, to check their motivation and ability to keep up with the pace of the organization. At the end of the interviews, they inform each young person what is good and what needs to be improved. After this step, DHL volunteers and SOS CV staff have a meeting to evaluate and determine in which department each young person will go, making also the selection through this. During the internship, there is a check-up consisting in a discussion with educational supervisors and a discussion with volunteers. The output is used to solve challenges, if there are some. At the end of the internship, the interns need to prepare a report and then present it, obtaining a grade and an attestation. There is a follow up from SOS CV, working afterwards with the youth to ensure that their thesis is good, and then that they get a job.



Outcomes

Coordinators: Both volunteers and interns appreciate this activity. For the interns, the interview and presentation helps them to be prepared for when they have a job interview or to present their bachelor thesis. For volunteers, they feel happy and proud, especially seeing the results interns achieved.

Volunteer: By working with the interns, the volunteers feel they are contributing to the society, especially in a country like Madagascar, where young people with studies cannot find employment.

Intern: The internship activity gives the interns professional experience that will serve them later to find a job, as well as knowledge on how to manage professional relationship with colleagues, how to behave in the workplace, how to respect the general rules of a company.



Advices

It is important to prepare everything on time, in the beginning of the year, as well as to have a good communication between DHL and SOS CV team, to work as one team and help each other. Moreover, it is beneficial to get the buy in from the top management. Also, really listen to the young people during their interview, to ask what they want to do. Last but not least, volunteers need to be aware that interns need time, and it is important to be patient, as they will have probably many questions at the beginning.

Contact DHL

Name: Hajiba Boutaib

Email: Hajiba.BOUTAIB@dhl.com

Contact SOS Children's Villages

Name: Mathilde Colletta

Email: Mathilde.Colletta@sos-maroc.org

Morocco**Organisational details**

The internship is taking place for one or two months during the summer holidays, so that the youth has time to work fulltime. Working as an intern is allowed from 18 years on. In DHL Morocco there are around six interns each year, always two per department. They get the lunch and the transportation paid by DHL from the GoTeach budget although there is no obligation to pay them by the legal framework. The Internship starts with three induction days where the interns get to know every department. Afterwards they stay in one position in a department that fits with their studies. Over the whole period of time they work on a project they get. So they have their own tasks and objectives that they are responsible for.

**Preparation and follow up**

Firstly the responsible persons from DHL and SOS Children's Villages meet to discuss the criteria and the number of interns for the upcoming year. This information is forwarded to the youth coordinators at SOS Children's Villages who talk to the youth and choose carefully who is going to work for DHL. The list of candidates is forwarded to Hajiba (GoTeach responsible from DHL Morocco) who checks the CVs of the youth and distributes them to the different departments. Afterwards she meets with the managers of the departments to discuss the next internship and give them time to prepare tasks and coaching. Meanwhile the responsible person from SOS Children's Villages prepares a contract for the internship for the insurance of SOS Children's Villages.

During the internship Hajiba meets once a week with the managers and the intern to see how everything is going. When the internship is finished every manager writes a report about the intern. As a follow-up the responsible persons from DHL and SOS Children's Villages meet again to talk about the development of the youth after the activity.

**Outcomes**

Coordinators: The interns learn how to be independent and develop their competencies. They get taught to listen and understand better and improve their network. For the volunteers it is very pleasing to support the interns in this period of time.

Volunteer: The activity is a fulfilling experience for the volunteers. With the internship activity potential new employees are coming to their department and they can get competent colleagues that adapt easily through this program.

Intern: The internship helps the youth to improve their personality. For many it is the first time they have to work hard and this experience prepares them for their career path.

**Advices**

It is important to have the managers and employees from the DHL side on board first. Without them willing to have interns the program can't be successful. Also the selection of the interns must be done very carefully to be sure that the youth is aware of the opportunity they are getting and uses it wisely.

In Morocco there are only internships for youth with higher education but there is a need for positions for youth with lower education, too. An idea is to propose internships at our providers as well.

Contact DHL

Name: Anne Kareba, Aidah Nyakato, Donnah Alum

Email: Anne.Kareba@dhl.com;

Aidah.Nyakato@dhl.com; Donnah.Alum@dhl.com

Contact SOS Children's Villages

Name: Moses Musaga

Email: moses.musaga@sosuganda.org

Uganda**Organisational details**

The interns in DHL Uganda have to be minimum 18 years old and they can work in the internship position for a maximum duration of 4 to 6 months. By law, DHL is not forced to pay the interns a salary; however they do get the meals and around €100/month, meant to cover their transportation costs. The selected interns are usually students in higher institutes of education, because then they know more in which field they want to work in. Usually the internships last for a period of 3 months, enough time to learn for the interns, and in the same time, giving the opportunity to more youth to participate.

**Preparation and follow up**

The preparation starts at the beginning of the year, when the responsables from DHL and SOS CV meet and discuss the activities in GoTeach, including internships. The first step is opening the applications, done by SOS CV, who is in charge of advertising the opportunity to youth for about one month, also making sure all youth are aware of the benefits of these internships. Afterwards, SOS CV staff makes a shortlist, and sends the applications to DHL, who then transmits the number of spaces available, based on the internal needs of the company. Afterwards SOS CV staff is giving the answers to youth, whether they have been selected or not, and for those selected they organize a meeting to set expectations. The next step is an induction, where interns' expectations are being taken into consideration and buddies are assigned to all of them. Also during the induction the interns get a job rotation, to get to know the different areas. At the end of the induction period, interns get assigned to their specific role, according to their education, and start their internship. Check-ups happen after the first month, and at the end of the internship, interns need to write a report and present it in a closing ceremony. There is a follow up from SOS CV, done on quarterly basis, through communication.

**Outcomes**

Coordinators: Both volunteers and interns benefit from this activity. For youth, they get to know what to do in the work environment, how to behave, the do's and don'ts. For volunteers, they gain the ability to train someone and transfer knowledge, they improve their mentorship skills.

Volunteer: For volunteers it is a great opportunity to mentor someone, to see them grow, and make a small change in their lives.

Intern: The internship activity gives the interns the chance to improve their skills, learning how to express themselves and gaining confidence. Also, another benefit is learning about work ethics.

Advices

It is important to clearly set up expectations from both sides, as volunteers need to understand that they will need to invest a certain amount of time, and youth need to understand that the internship positions are limited, and that the internships do not lead automatically to a job in DHL. It is also crucial to sell the idea to staff so interns have a good reception, so they do not feel inferior. For the interns to feel part of the organization, they should be included in all activities (team or department meetings, informal meetings, etc.). Another advice is to meet as well with the SOS mothers and explain what is happening, what they will go through, so the interns can get support as well from them. Last but not least, it is good to have a system of reporting and monitoring, to check if learning really happens through the internship activity.