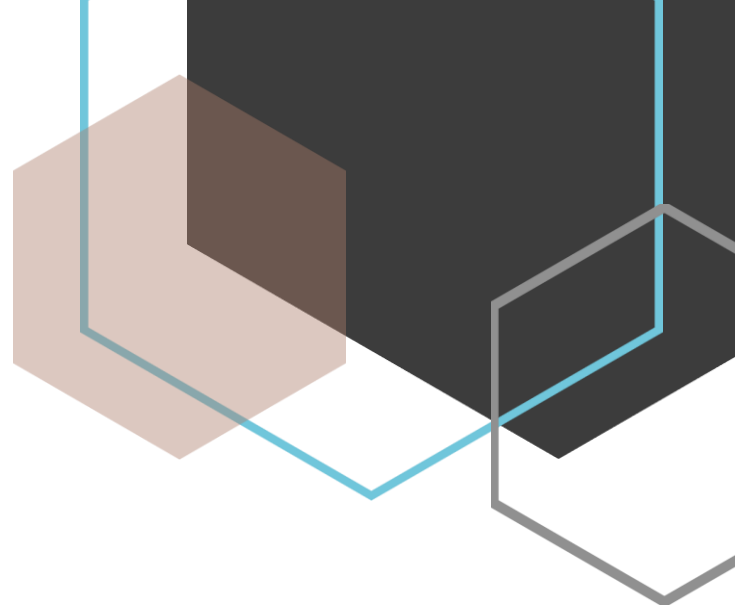




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PROPOSAL FOR REVIEW OF INTERNSHIP AND PLACEMENT SCHEME FRAMEWORK

IFUGAO STATE UNIVERSITY, PHILIPPINES

Integrating Talent Development into Innovation Ecosystems in Higher Education

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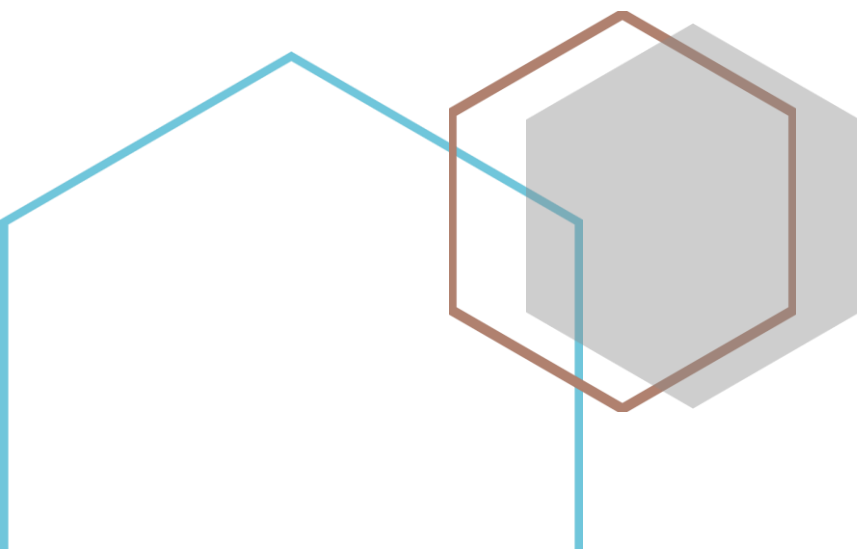




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The framework review proposal outlines the current University policy and practice regarding student internships and placements and makes proposals for improvements.

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DESCRIPTION OF CURRENT POLICY

Ifugao State University (IFSU) offers academic programs that require On-the-Job Training (OJT) for students. The training serves as an avenue for the students to enhance their skills and to translate the theories learned from the classroom into actual activities in their OJT areas. When properly implemented, OJT serves this purpose effectively because the trainees gain professional experience and/or are hired into the jobs after graduation. As one of the 2,353 Higher Education Institutions (HEIs) in the Philippines, IFSU complies with the policies, standards and guidelines on student internship program issued by the Commission on Higher Education (CHED) under its memorandum order CMO No. 22, s. 2013 and CMO No. 104, s. 2017. CHED supervises the internship programs in the country.

PLANNING AND MANAGEMENT OF THE PROCESS

Student internships/placements are planned by identifying the goals and objectives (desired outcomes and how these outcomes will be achieved), knowledge, skills, attitudes and competencies that the student trainee should acquire in each learning area, assignments and schedule of activities of that particular academic program. The Vice President of Academic Affairs (VPAA) coordinates with the Deans and program chairpersons to ensure that all academic programs requiring OJT have accessible Host Training Establishments (HTE) and to formulate the OJT policies and guidelines on the selection, placement, monitoring and assessment of the student trainees. For companies who are interested to offer OJT or internship opportunities to the students, they must partner with the University. Both parties will then enter into a “Memorandum of Agreement (MOA)”.

Furthermore, the Deans of each College will assign an OJT Coordinator (faculty member) who will be responsible for establishing contacts and negotiating with agencies/organizations and for all aspects of the student internship programs including program implementation, monitoring and evaluation.

PREPARATION OF THE STUDENTS FOR INTERNSHIPS

Before taking the internship, a student must have passed the HEP's qualification for internship program and taken all his/her major subjects. Career counselling is offered to help the students identify their motivations, goals and priorities.

All student candidates for internship undergo seminar and orientations before proceeding in their desired internship/placement. The following are the basic issues often discussed:

- When is the start of Internship?
- When will it end?
- Where is the internship site?
- Why are they going there?
- What to expect and what to learn?
- What to bring with them?



PROCEDURES IN PLACE TO MONITOR THE QUALITY OF INTERNSHIPS / PLACEMENTS

- What are the requirements?
- Who are the people to ask/call in case of emergency?
- Who are the heads/senior on that specific institution?
- How much money do they need?
- How to behave?

There are procedures in place to monitor the quality of internship/placement in order to ensure effective learning through actual work exposure. During their deployment, the OJT Coordinator (one per academic program) is responsible for the implementation of all the phases of the Training Plan, including monitoring and evaluation of the student trainees. The student trainee will also be evaluated by the On-Site Supervisor of the Host Training Establishment (HTE) on the merit of work performance, competence, work attitude, compliance to submission of reports, attendance and professionalism. The result of the assessment will then be submitted to the OJT Coordinator who will provide the feedback to the student trainee and act on the matter, if any.

After the deployment, the students are required to write a narrative/journal report outlining their observations, learning and reflection relative to the actual work they were exposed to. The report helps the University ensure and assess whether the training plan and learning objectives are congruent to what has been discussed. The students will share their experiences and learnings to a group of panelists usually composed of faculty members in the College or academic program. The panelists will then assess and synthesize the overall presentation of the students according to an agreed criterion.

COLLECTING FEEDBACK FROM STUDENTS AND EMPLOYERS REGARDING THE QUALITY AND EFFECTIVENESS OF INTERNSHIPS

The University collects feedback from students and employers regarding the quality and effectiveness of internships. Students provide input through their narrative stories. On the other hand, the University gathers suggestions, comments and recommendations from the host training providers through a consultation workshop or meeting. These feedbacks serve as basis for improving the next Internship Program.

PROCEDURES IN PLACE FOR MONITORING AND ASSESSMENT OF THE SKILLS AND COMPETENCIES THAT THE STUDENT HAS DEVELOPED DURING THE INTERNSHIP / PLACEMENT

There are procedures in place for monitoring and assessment of the skills and competencies that the students have developed during the internship/placement. The University provides the Host Training Establishment (HTE) with an evaluation system to be followed in evaluating the student interns' performance. The evaluation is then collected by the Faculty Coordinator. There are several evaluation procedures to monitor the students and ensure the student's quality of experience such as questionnaires, evaluation forms, panel discussions and observations.



**POSSIBILITY FOR
ENGAGING IN
INTERNSHIPS /
PLACEMENTS IN THE
NON-PROFIT AND
PUBLIC SECTOR**

**GAPS, WEAK POINTS
AND INEFFICIENCIES
OF THE INTERNSHIP
POLICIES AT THE
UNIVERSITY**

Internship/placement in the public sector are highly encouraged given the fact that IFSU is a government-owned university. In fact, most of the OJT partners of IFSU are from public sector. On the other hand, although internship in the non-profit sector is also considered a good choice for students in business and management disciplines, in reality it is often ignored in lieu of large, for-profit companies and/or government agencies. There is an apparent lack of knowledge about the potential benefits and unique professional experiences a non-profit organization can offer.

Creating more opportunities for internships

The major problem when it comes to creating opportunities for internships is that there is insufficient number of established partners to cater to the student learning needs. As a result, they are left with no choice to have their internship in the given list of OJT sites. Moreover, there are OJT sites that fail to provide holistic exposure and quality learning to the students. The University must strive to find more and better partners where students can really learn a professional level task that is appropriate for an entry-level employee.

Planning

The University is faced with the challenge of job - skills mismatch which is one of the reasons why sometimes a graduate is not hired. This must be considered during the planning as the academe plays a vital role in ensuring that the learning experience of students is consistent with what industry needs. Moreover, increasing the participation of students and other employees in the planning stage through a consultation workshop (or other methods) will be helpful to recognize and address their needs and come up with solutions.

Preparation of students

The University does not have enough facilities, up-to-date technologies and practical training to let the student experience the real-life scenario of their chosen careers. More often, they are more theory-based than skills- or actual-scenario-based learners. Moreover, the University must ensure that the students have the proper knowledge, skills and attitude before deployment.

Monitoring of quality

Monitoring the partner agency/organization prior to deployment is important in order to have an idea on their actual operations and to ensure that the effectiveness and quality of experience students can gain on that particular internship is helpful and relevant to their chosen careers. In addition, this is to ensure that students undertaking their training are given skill-specific tasks and mentoring to avoid malpractices where students are tasked to do menial and unstructured tasks. The on-site trainer needs to have enough time to teach and supervise. Partners who fail to provide a holistic experience for student trainees must be replaced with new ones that can.



Monitoring of developed skills and competencies

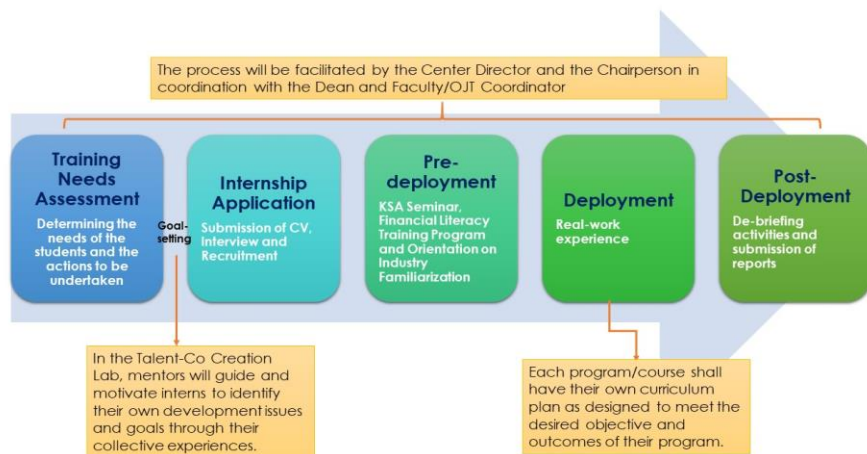
Some academic programs are being monitored only before and after training. The OJT Coordinator must visit the student trainee on the job at least once a month to observe the student trainee in the work setting, discuss areas of strengths and weaknesses, and obtain a grade for the student. Visits should be planned to coincide with the student’s work schedule and at a time when the student’s on-site trainer or supervisor is available to discuss the student’s performance.

Diversification of internship opportunities

The internship program is not highly diverse. The students are only exposed to a limited learning area throughout their internship. This should change.

Improving the process of establishing contacts with business, public sector and the non-profit sector in view of creating opportunities for students to get engaged in placements and internships.

The Internship and Traineeship Service (ITS) comes as a component of the IFSU Career Development Center (ICDC) in sync with the established IFSU OJT Manual. The staff from the ICDC will help the Dean/OJT Coordinator to establish contacts and negotiate with business, public sector and the non-profit sector in view of creating opportunities for students to get engaged in placements and internships. Profile of OJT Partners will be advertised through the ICDC’s Social Networking Sites, posted on the bulletin boards of the Colleges and will be made into a booklet. The framework below presents the implementation process of the Internship and Traineeship Service of the ICDC.



Implementation Framework for the Internship and Traineeship Service (ITS) as a component of the IFSU Career Development Center (ICDC)

Improving the process of planning internships/placements: Implementation of Training Needs Assessment (TNA)

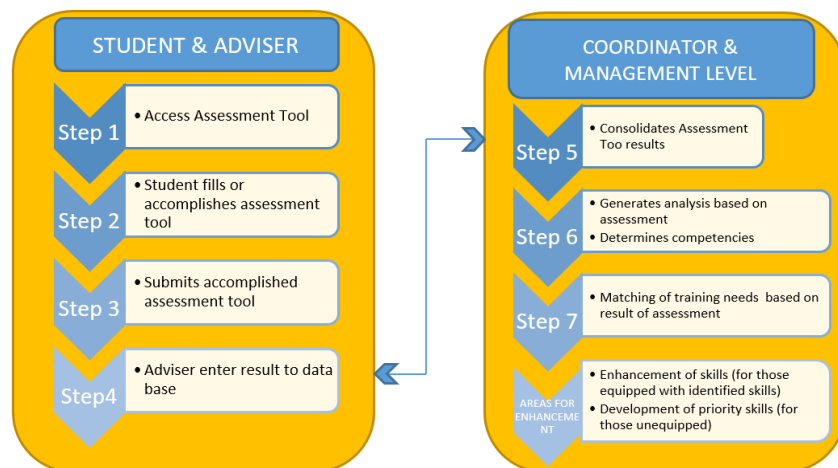
Training needs assessment is important in determining the appropriate

needs of students so as to know what intervention will be appropriate. The process below shows the flow of conduct of self-assessment for training needs/competencies.

The Training Needs Assessment Tool contains questions that assess the students as to level of knowledge and skills in a particular area specific to the program. Each student shall accomplish the TNA. The TNA determines what specific activity should be enhanced if the student is equipped with prior training, and that development activities should be given if the student had not obtained prior training.

The data shall then be forwarded to the College Dean and OJT Coordinators for analysis and interpretation of the TNA result. A training plan shall then be made and executed.

This shall be undertaken during the 3rd Year of studies and shall be a program-specific TNA. The figure below presents the step-by-step procedure of the Training Needs Assessment.

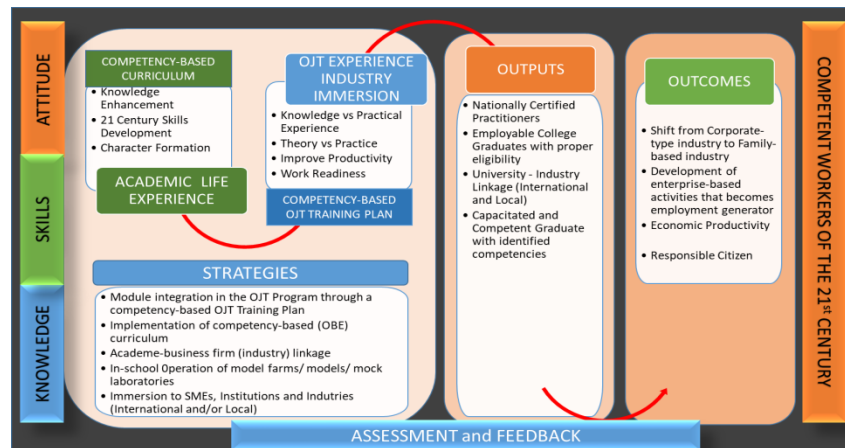


Training Needs Assessment

Improving the process of preparation of students for internships/placement

IFSU will implement an OJT framework. The OJT framework presents the whole paradigm of student activities within the academe and experiences outside the academe, his/her development after graduation and his/her role in the society as a graduate of the Ifugao State University.

The OJT or immersion activities are divided into two parts: the pre-deployment and the deployment phase. During the pre-deployment phase, activities for the review of knowledge, skills (competencies) shall be evaluated, including attitude attributes. This will ensure that the OJT students will be all set and ready for their field undertaking.



On-

the-Job Training Framework

Students about to go for an internship have to receive a Pre-deployment Workshop. The learning objectives and outcomes of this workshop are:

- Establish a professional and personal goal for their internship experience
- Understand the University’s requirements for OJT
- Apply strategies and resources necessary to find an internship
- Prepare their Curriculum Vitae and a Cover Letter
- Successfully prepare for an interview and handle various interview questions
- Identify and apply the rules of business etiquette
- Understand how the selection process works
- Know how to act during the first days on the job
- Understand the guidelines for writing journals and narrative report.

Before the students are deployed, they undergo Knowledge-Skills-Attitudes (KSA) Seminar Series. It is a mandatory enhancement program which all students who undertake OJT have to attend prior to their deployment to different partner agencies, industries, institutions and establishments. The seminar series includes topics that reassess and revalidate the technical know-how of the students to ensure their readiness as trainees. Likewise, topics on personality development are included to warrant student-trainees’ demonstration of the highest form of professionalism through positive attitude and good behavior.

Scope:

The seminar series is applicable to all students who will undergo On-the-Job Training. The seminar series should have duration of forty hours or one week. The seminar series prescribed hours should not be included in the minimum required training hours of the course. The seminar series should be organized and implemented by the OJT Adviser/Coordinator and his/her working committees.



In line with university's thrust to produce excellent students, this KSA Seminar Series is designed for OJT students to achieve the following impact:

Knowledge

- Review relevant theories and principles under their program to ensure mastery of knowledge
- Revalidate acquired knowledge necessary in their functions and responsibilities as student-trainees.

Skills

- Reassess skills and competencies needed under their program
- Adapt to the technical requirements in the different partner agencies, industries, institutions and establishments.

Attitudes

- Enhance personality manifested in their physical attributes, attitudes and behavior
- Show human skills manifested through positive communication and dealing with other individuals
- Ensure that they would immerse themselves in the partner agencies, industries, institutions and establishments' culture through following norms and standards
- Demonstrate office and field work professionally with positive attitude and good behavior manifested by self-confidence and maturity
- Imbibe the IFSU core values and show such in performing their duties and responsibilities as student-trainees.

During the KSA Seminar Series, the following methods and strategies are suggested so that the OJT Adviser/Coordinator, working committees and invited resource speakers/trainers will be guided on appropriate approaches.

- Theory discussion
- Laboratory simulation
- Office training with partner agencies, industries, institutions and establishments.
- Group discussion
- Problem solving/case studies
- Competency reassessment

KSA Seminar outline



Areas	Suggested topics	Suggested no. of hours	Activities of the Coordinator	
			Activities	No. of hrs
Knowledge	Topics depend on the program.	13 hours	To organize, coordinate and implement seminars for students	13 hrs
	Topics depend on the program. Skills assessment shall be undertaken during this training.	13 hours	To organize, coordinate and implement seminars for students	13 hrs
Skills	Professional Image Proper way of wearing OJT uniform/Officer Outfit Make-up application Hygiene Business Etiquette Working smart.	2 hours	To organize, coordinate and implement seminars for students	14 hrs
	Unleashing Dynamic Self Boosting Self-Confidence and Self-Esteem	2 hours		
Attitude	Human Relations in the Workplace How to Positively Socialize and Work with People in the Workplace How to Handle Aggressive and Difficult People in the Workplace Managing Workplace Conflict.	2 hours		
	Sustaining Well-Being Managing Pressure and Stress in On-the-Job Training Enjoying OJT through Proper Time Management	2 hours		
	Incarnating Professionalism and Work Ethics Basic Rights as Student-Trainees Dos and Don'ts in the Company	2 hours		



	Ethical Standards of the Respective Profession		
	Character Reformation and Values Enrichment	2 hours	
	Revisiting Personal Character and Values		
	The Art of Living with IFSU Core Values		
	Cyber Bullying in the Company	2 hours	
	The Digital Self: Think Before You Click		
Orientation	Industry Familiarization		Organize the
	Review of the Memorandum of Agreement	8 hours	Orientation
	Rights of interns		Session and
	Terms of Reference		responsible in
	Financial Cost of internship		inviting
	Obligation		resource
	Insurance policy		persons
	Country Profile		
	Company Profile		
	Cultural		
	Considerations/Sensitivity		
	Sharing Session (Returning OJTs; Host Country Representatives)		

Note: Number of hours spent for the KSA Series Seminar is not included in the OJT Number of Hours

After the KSA Seminar Series, the students will be evaluated in order to determine their readiness to be deployed in the partner agencies, industries, institutions and establishments.

Orientation on industry familiarization shall be undertaken during this period. This will enable the OJT student to get a synopsis or overview about the institution where he/she will be deployed.

Strengthening the monitoring process in order to ensure the quality of internships/placements

In order to ensure quality of the entire academic experience, particularly in the conduct of training, IFSU shall put in place an assessment and feedback mechanism, a quality assurance system and monitoring and evaluation system.

There are three major aspects to consider in the screening or evaluation of students:



- School Performance of the student that includes academic performance, character validation, aptitude performance and extra-curricular performance, including involvement in student development activities, such as trainings, etc.
- Physical and Psychological Preparedness involves medical and psychological examination of students, and other requirements related to their readiness to undertake OJT, whether local or abroad
- Community Standing validates the character and community relations of the student, as well as family background that may be relevant. This forms part of the student assessment and evaluation.

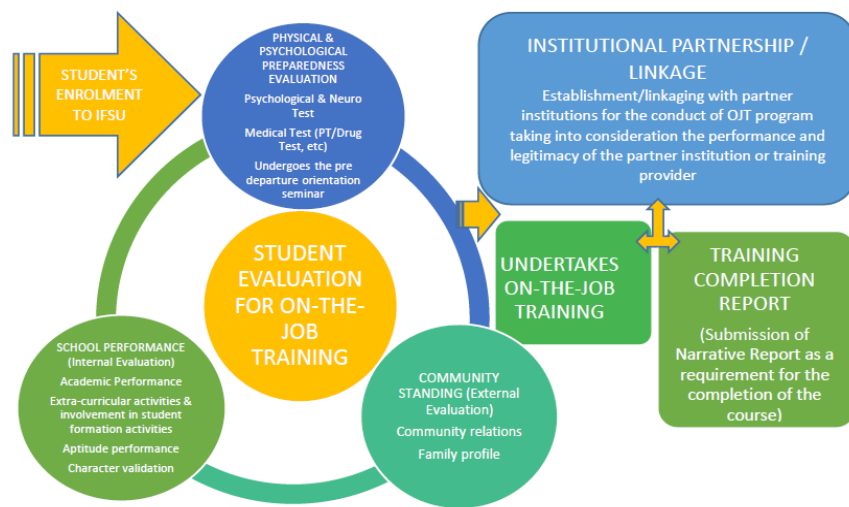


Figure 4. Quality Assurance System and OJT Delivery System

In addition, the following specific requirements must be met by the students and the training delivery institution:

- The student should be at least 18 years of age at the time of the OJT or internship, and a regular student at the start of the OJT period
- The student should be in good academic standing
- The student should be physically, mentally, and emotionally fit and should have passed the physical and psychological examinations as certified by DOH accredited clinics and hospitals
- The student should have passed the pre- practicum/ internship requirements of IFSU
- The student should be currently enrolled in practicum subjects at IFSU and have either of the following:
 - ✓ Bachelor degree - completed at least 75% of professional units or 4th year or the particular program
 - ✓ Associate degree - completed at least 50% of the total credit units for the particular program

- The student should be articulate in English or in the language spoken in the host country
- The student should have a written consent (duly notarized) from parents/ guardian/ spouse
- The student should be willing and able to provide his/her logistics for the OJT program
- The student should be willing to undergo two (2) days personality development and records management training
- The student should pass the IFSU screening requirements, including written exams and oral interview.

For the host agency/ training provider, the following are required:

- Must be reputable, duly recognized, and registered in the country where the student will have his/her OJT or internship
- Must not be engaged in the following:
 - ✓ operation of night clubs, saunas, commissaries, discos, karaoke bars, spas, casinos, and other businesses that are not appropriate for OJT or internship
 - ✓ hazardous business as determined by the Department of Labor and Employment (DOLE) or the Department of Health (DOH)
 - ✓ promotion of prostitution and other forms of sexual abuse, human trafficking, obscene publications and indecent shows and other provisions of R.A. 7610.
- Must have student OJT or internship programs based on the IFSU requirements and CHED guidelines
- Must protect the welfare of the student-trainee at all times
- Must be included in the list of IFSU OJT Partner Institutions, which signifies that the partner institution is duly validated and therefore accepted as OJT host institution.

Improving procedures for monitoring and assessment of the skills and competencies that the students acquire during internships /placements

To improve the procedures for monitoring and assessment of the skills and competencies that the students acquire during internships/placements, the following actions will be undertaken:

- The monitoring and evaluation of the performance of the student interns shall be done jointly by IFSU and the partner institution at the local level and Foreign Host Training Establishments or Organization (FHTEs/Os), using standard procedures, instruments (performance evaluation form) and methodologies, such as observations, monthly reports and interviews or conference with the concerned students. The OJT coordinator for each OJT program

shall lead the process of monitoring and evaluation of dispatched students. A monitoring report has to be submitted by the OJT Coordinator to the College Dean on a bi-monthly basis to deliver an update on the status of the OJT activities.

- At the end of the internship period, IFSU shall require the partner institution/FHTEs/Os to transmit to IFSU the following documents:
 - ✓ Certificate of completion
 - ✓ Duly accomplished course evaluation sheet from:
 - Host Institution (OJT Coordinator)
 - IFSU OJT Coordinator
 - OJT Students
 - ✓ Other pertinent reports, information, and/or documents which may be required.
- Upon the return of the student intern to the institution, he/she will be required to submit a report on the experience and activities while on training in the local context or abroad. The student will present the report to a panel organized by the Institute/College. The report and the presentation during the panel, in addition to the rating obtained from the OJT partner institution, shall be the basis of his/her class rating. Included in the report shall be a project plan related to what the student has learned while on OJT in the local context or abroad. The student also has to defend this report to a panel organized by his/her Department.
- For a student whose contract was terminated due to resignation or voluntary withdrawal or another cause, the following shall apply after due process:
 - In case the reason for the termination of the OJT or internship contract is either due to sickness, accident, unfavorable working conditions, violation of the MOA by the FHTEs/Os and other valid reasons depending on the circumstances, the student's performance while on OJT abroad shall be assessed and any unfinished number of required hours can be continued in the Philippines. The student will still undergo the same requirements above as a basis of his/her grade
 - In case the reason for the termination of the contract is due to the student's own fault, such the unwillingness to comply with the internship plan, violation of the MOA and such other illegal activities as proven by IFSU or other appropriate agencies or bodies, the student intern shall be given a failing grade and shall be required to re-enroll in a OJT/Internship to be conducted in the Philippines
 - Regardless of the cause of termination of the contract, the student shall be required to pay his/her loan to IFSU including penalties and

other fees as may be applied.

- For OJT abroad, CHED OSS together with the CHEDROs and members of the TWG/Inter-Agency Committee for SIAP shall strictly monitor compliance of the parties to these guidelines. A Memorandum of Agreement (MOA) may be executed for this purpose and an appropriate funding may be sourced out from available funds from the respective Inter-Agency Committee comprised of concerned government agencies.
- An exit conference to evaluate the OJT performance and activities must be held with the partner institution together with the OJT students during the last day of the OJT period. The exit conference shall be facilitated by the IFSU OJT Coordinator.

Evaluation is important for an intern's development and is an opportunity to identify strengths and weaknesses. It is helpful if supervisors carry out evaluations throughout the entire internship, not just at the end. The evaluation should be planned as a learning experience and an opportunity for two-sided feedback.

Expanding the possibilities of internships/placements in the non-profit and public sectors

Internship in the public sector is already encouraged in most fields of career, such as Agriculture, because some of the biggest agricultural operations are owned by the government sector. Meanwhile, internship in non-profit organizations should be more promoted as it works for the public good and brings opportunities to work on a variety of issues and causes. Non-profits enjoy the benefits of tax-exempt status and the protection of directors, officers, and members from personal liability. Therefore, if we engage students in this sector they could learn a lot about strategic planning, observe management practices, and create connections with various people from different groups in the society which they could ask for help after graduation.

SOURCES

IFSU OJT Manual

DOLE OJT Manual

