

**SUMMER 2019 INDUSTRY EVALUATION OF INTERN PERFORMANCE**  
**Construction Management Program Assessment –**  
**Recent Intern Evaluations by Construction Firms**

**Introduction**

In the spirit of self-assessment and continuous improvement, beginning in the fall 2002 the CM student intern performance evaluations were modified to include the CM Educational Outcomes. The construction firms with Interns are asked to assess CM students based on their job performance versus the CM Program Expected Educational Outcomes. This is a direct overall measure by the construction industry of the effectiveness of the CM academic program in training students to meet the CM Program Expected Educational Outcomes.

**CM Expected Educational Outcomes**

The Expected Educational Outcomes for the CM academic program are...

1. Apply the ability to work with all types of people.
2. Apply the ability to think and reason logically.
3. Apply the ability to understand and solve construction problems.
4. Apply the ability to make sound economic decisions.
5. Apply the ability to communicate clearly and concisely, both oral and written.
6. Apply computer literacy and Internet capability.
7. Understand and uphold ethical standards of the field.
8. Understand and be prepared for successful entry into the construction industry.
9. Apply the ability to lead in the construction industry and community.
10. Overall Rating of Intern

**Participating Construction Firms**

The firms sponsoring these CM Intern students in 2019 Summer were...

Accelerated Contractors	Gulf Building	Malcolm Drilling
Ajax	Haskell	Marand Builders
Apex Roofing & Consulting	Hazen Construction	Moss & Associates
Ash-Brooke Construction	Hensel Phelps	Orion Marine Group
ASHCO	Hubbard Construction	Petticoat Schmitt
AZCO Inc.	Hurd Construction	PCL Construction
Batson-Cook	Hyatt Regency	Sandifer Design-Build
Call Construction	Itasca Construction	Superior Construction
Charles Perry Partners Inc.	J Lane Construction	RF-Smart
Construction Specialties of N. Fl	J. Raymond Construction	Toll Brothers
Dana B. Kenyon	KAT Construction	Urban Partners Construction
David Weekley Homes	KH & S Contractors	Wharton-Smith Inc.
D.R. Horton	Kokolakis Contracting	Whiting-Turner Contracting
Fickling Construction	Live Oak Contracting	

## Summary of Construction Industry Evaluations

	Excellent	More than Satisfactory	Satisfactory	Needs to Improve	Unsatisfactory	No Answer
Ability to work with all types of people	44	11	1			
Ability to think and reason logically	36	18	4			
Ability to understand and solve construction problems	19	24	12	2		
Ability to make sound economic decisions	21	25	6	2		3
Ability to communicate clearly and concisely, both oral and written	36	13	5	3		
Are computer literate and internet capable	47	6	2			2
Knows and upholds ethical standards of the field	47	7	3			
Prepared for successful entry into the construction industry	33	15	6	3		
Potential to be a leader in the construction industry and in the community	35	15	3	4		
Overall Rating	43	9	4	1		

### Observations and Conclusions

Some observations on the construction industry evaluations are:

- Overall, the majority of students were scored as excellent in their internship performance with ‘ability to work with all types of people’, ‘computer literate and internet capable’, and ‘knows and upholds ethical standards’ as the highest scoring categories.
- Students scored excellent or more than satisfactory by a majority in every category.
- The greatest area of improvement is in the ability to understand and solve construction problems.

### Additional Industry Feedback

#### Improving the Intern’s Performance & Professional Growth

- More experience will provide growth in budgeting and scheduling. The student met our company’s overall expectations for a summer intern, and he did a great job. Most interns

struggle with building strategies and trade sequencing, but this wasn't a problem for the intern.

- The intern is doing great! This is his third year with us and each year he shows growth with his abilities and leadership. The intern is on track to become a successful Project Manager and is devoted to the construction industry. The intern has the intangibles that we look for in employees “trustworthy, good morals, and dependable.” I cannot think of one area that the intern does not do well, and I look forward to the opportunity for him to be a full-time employee once he graduates. The intern is going to be great in the construction industry.
- The student is doing very well at adapting to this field.
- Continue use of estimating software.
- Continue to diversify skillset from onsite management to estimating to project management. Being well rounded will set you up for future success.
- The student just needs to spend more time in the industry in order to gain the practical experience of a Field Engineer. This will come in time and is a normal progression into the profession.
- By allowing the intern more opportunity to spend on any given project from start to finish will sharpen performance and professional growth as a construction management project manager.
- Prepared for successful entry – excellent candidates come to job sites prepared with their own tools. Communication, timeliness, and adherence to schedule is important in this industry. Making these things a priority will help him be successful. Improving these things will help him more towards leadership roles.
- The student should follow through on his activities with a higher degree of thoroughness, especially when doing work that may seem administrative. Take detailed notes when in meetings so that you're clear about tasks you are being asked to do. Ask questions if you're not sure. Then follow through with excellence. Double check your work, ask questions to obtain clarity, and deliver on the activity to a level that you know will meet or exceed what the original expectation was.
- The intern is a rare breed with a great work ethic. He does not back down from opportunities to go out and work in the field - doing demo, clean up, taking pictures or writing well written reports and updates. The intern will always work hard getting his hands dirty or getting the office side of work completed. The intern needs to work on his 'to do list' as he will forget daily tasks assigned to him. The intern also needs a little more work scheduling which in my opinion will come with experience. I look forward to working with him and will continue to help bring him along. Goals for the intern for next semester include more hands-on tradesmen work, experience more layout, scheduling 3-4 week look ahead, coordinate/communicate with subcontractors more, notes and 'to-do lists.
- Continued use of construction technology to become most efficient.

- Understand the audience. The intern is naturally sarcastic. This was not received well by some people and gave a slight poise of immaturity. However, her ability to work autonomously, solve problems, and become a subject matter expert outweighed the aforementioned immaturity. Working in teams. When the intern was given a task that required teamwork of other interns, she controlled all things related to the task. Though this demonstrate her strength and ability, her capability to share, collaborate and delegate to a team was lacking. Written communication. Technical writing is something that is learned. So, over time, she will be able to do this just fine.
- The intern has all the intangible and soft skills that are required to be successful in this industry. The only thing she needs is more exposure and experience as construction is one of the toughest industries to be successful without field experience.
- Has a great work ethic and willingness to get the job done. Makes sound decisions and represents the company well.
- The intern has done really well adapting to all phases of construction these couple of months. As you can see in his reports, we gave him a variety of opportunities to learn the ins and outs of construction from the field to the office. I think the intern has the potential to become a good project manager and he just needs to keep on learning and growing in the construction industry. He has a good attention to detail and is methodical when putting reports and emails together.
- Spend as much time as possible in the field to get a grasp on what it takes to complete a project. Also, dedicate time to understanding on how to read drawings.
- This last year, the intern has contributed significant and meaningful work to our organization, first as an intern, then project coordinator, and most recently continues as associate project manager. His passion for success while striving to meet the demands construction servicing requires is impressive. At this time, the primary identifiable areas for performance and professional growth include both practicing patience and prioritizing work tasks. Embracing these two areas may help manage expectations better while remaining effective, particularly around the project schedule. As the work complexity and volume begins to increase it is important to remember one's responsibility versus the responsibility of others. As an eager and dedicated professional it is natural to want to handle more than one may be equipped, or even take on more when others may not be equally contributing. Be patient with the process and continue the great work.
- The intern always has a positive can-do attitude and that has not changed in the 5 years I have had the opportunity to work with him. Continue to keep a positive outlook and challenge yourself to think outside the box even if it makes you uncomfortable. Don't be afraid to try something new and fail. Only the best have failed and used those as learning opportunities to make them better.
- The intern has truly been a pleasure to work with. He adapts to every situation we throw at him. He always has a positive attitude about work. The intern has the full potential to

be successful in the construction industry. Things such as managing other people or knowing when to be assertive are things that can help him grow.

- Students/interns should get a well-rounded work experience by interning both management such as estimating and project management related roles and field experience.
- The intern is very professional and fit right in with our team. He very quickly learned our purchasing system and was a big help on some of our projects.
- As a young person starting in the construction industry do not be too eager to show your opinion. Let others speak first, listen carefully to what they have to say, evaluate each person's opinion, decide what information is best suitable. You will be amazed at how fast you can learn as the conversation travels around the room. This will let you make better judgement calls until you get more experience.
- Improve ability to be one step ahead on tasks.
- Overall great work and ability to communicate/complete tasks as a construction manager. Work on prioritizing workload and not over committing on tasks.
- I encourage all interns to actively study costs accounting more before they enter the workforce. A large part of project management is tracking money and understanding how this is tracked is very important.
- The intern only fell short in areas due to his limited exposure/experience in the construction field. This will resolve itself as he continues work in the industry. He is very teachable and showed interest.
- Follow instructions when directed or when assistance is requested, improvement in efficiency and time management, bring attentive to the project while time is spent in the field – disciplined execution to tasks and learning, maximize time while in the office to learn technical aspects of the project, decrease personal phone calls while at work, receive consent from a team supervisor (PM or Superintendent) for a schedule change or early departure, work independently to find answers and solutions.
- The intern provided an excellent attitude and aptitude for learning. He constantly sought to understand the projects and tasks. I believe the intern will improve constantly, of his own accord, and he will need only minimal guidance to achieve success in the industry.
- Continue to learn everyday the various methods of construction and how to construct. This will come with continued exposure and projects under his belt.
- Continue to learn and grow knowledge of construction. Strive to team goals.
- Continued practice of APM responsibilities continued use of construction technology.
- Appreciate the moments and experiences even in the mundane activities. Everything is a building block for future success.
- The intern has been an asset to the company this summer. He is coachable. He learns quickly and asks lots of good questions. He has grown as an individual and has gained a large amount of construction management skills this summer.

- The intern has been a great intern for us this summer. We have already talked with him about interning with us again next year. The intern has a great foundation and will only get better. As with any intern he needs to continue to gain experience.
- The intern was very professional. He was on time and demonstrated a willingness to learn/or ask questions if he did not know about something. He worked/shadowed as a “working superintendent” that was also required to do the actual labor on projects, covering various trades. As the intern gains experience his skills in project management and knowing what he needs to be looking at when inspecting a subcontractors work will improve.
- The intern has promising skills and potential. He should continue to work on computer programs that are used commonly in the office (Excel, Bluebeam, etc.). As his understanding and knowledge of the field grows, he will be able to continue to work on his communication regarding constructions.
- Continue to spend time with management to understand the team’s goals.
- The intern was a pleasure to work with.
- Construction college majors in general should have some type of field exposure during the course curriculum. We see too many interns/grads who do not possess any field experience. This intern has had the opportunity to gain some of that valuable field experience since during her internship with us. I do not have any performance or professional growth comments for the intern. She has a solid work ethic and has the foundation which is necessary for any individual to be successful as they advance in their career. We look forward to having the intern back part time to continue her internship while she attends her last year of college. She fits right in with our team and exemplifies our values: Team, Excellence, Service, Trust.
- Work on delegation and organization.
- The intern is an all-around honest, ethical, and great human. His kindness and openness to taking direction or trying various roles suits him. Direction of interest, as well as a performance/professional growth will come with more time in the field/job of choice. He was able to easily get along with various personalities, though tough and directive leadership.
- Maintain the hard work ethic shown during the internship, continue to be a curious mind about foreign concepts or work, strive to go above and beyond in what is being asked of you, take pride and a sense of ownership in your work, offer a quality product, pursue what speaks to you personally (sector of construction, role in construction industry).
- The student is a smart and motivated young man who will prove to be a strong force in the industry. With more exposure to on site problem solving and financials he will be well rounded. Looking forward to having him back full-time next summer.
- The intern is a well-rounded individual. She is able to manage tasks assigned and understands which tasks hold a higher precedent.
- Field experience.

### Improving the Internship Program

- Majority of the universities and colleges are not aware of major subcontractors within our industry that are larger than majority of GCs. GC are not the only path to be successful in the construction field and students think that is the only way.
- Teach more about estimating: Plan grid, Excel, Bluebeam Revu.
- There is quite a bit more paperwork required by UNF of the interns than other schools. We employ quite a few interns and I have yet to experience this much paperwork required from any other program. Allow the student to learn and grow without micro-managing the process. In the construction industry, knowledge is acquired through experience more than anything else.
- As a first-time evaluator of internship programs, this is challenging to evaluate. Be sure future interns have clear expectations of what is expected of them to help them succeed in the program.
- Bi-weekly reports for this program. As an employer, I'd like it to be mandated to review with their supervisor, bi-weekly. Though we do things internally (goal setting, etc.) to guide the intern's experience, the ability to review what they are comprehending through this review would be helpful. Challenges. Since this was an academic internship, I think it would be beneficial to the intern if they were tasked with a challenge. This could be related to time management, multiple priorities, and alike. There are various circumstantial challenges associated with being an intern, so facing the challenges in an up-front matter would benefit them in the long run.
- Although I am not familiar with the internship program at UNF Department of Construction Management, I can recommend that all students partake in presenting, holding meetings, speaking in front of groups with confidence and overall communication skills. The construction industry, especially as a general contractor, requires tremendous coordination of trades and working with people from infinitely varied backgrounds.
- Business writing and communication.
- Overall, I think the internship is a great way to get some of our younger generation involved in construction.
- No comments for improving the internship program at this time. Program requirements are professionally and effectively demonstrated.
- Great program overall. Having a good internship is a great opportunity for students to learn and grow in the field.
- As far as the internship program, I think the things I mentioned above are what the program can assist the young people with preparation for the construction industry.
- The UNF internship is a great program and we are glad to be able to take advantage of it.

- Hands on experience is important.
- Hours/days for scheduling classes. 3-4pm start times with classes make it difficult to manage deliverables. Overall, no real issues.
- Interns should be challenged to enter the internship with an area of focus they would like to work on. This would get interns to research what interests them most and would equip the Project Manager with direction to assist in better growth over the time spent with the company.
- None. I think the student was well prepared and is also prepared for a career in construction.
- Provide real world applications in classroom settings.
- More estimating based classes. You can't be successful if you don't know what your work is worth.
- None. The program adds value that otherwise would be missed with just classroom learning.
- The program from my perspective was well run and the intern followed up with me whenever he had papers to write for the intern program. The intern will continue to improve his business writing skills throughout his schooling and future job. Possibly uploading a photo log report for the interns would help too. Show a summary of the work they did and supervised. This would give a visual report and might help with the administrations point of view.
- More time on site.
- Structure the class schedule better to allow for full time/working students.
- Possibly have "time periods" preferred for each area of internship.
- Provide curriculum to employer for expectations of intern/internship.
- Ensure classes are held at days/times to facilitate work hours. Outside 9-5 or bulk of class on Tues/Thurs.